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OF THE ALABAMA STATE PORT AUTHORITY

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On The Cover:

Participants at the AlabamaGermany Partnership Track Experience visited with team members and drivers from the APR race team from Opelika, Ala. APR provides automotive engineering services for Porsche, Audi and Volkswagen vehicles.



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Contents

Partnership Celebrates Companies on the Fast Track.....	4
Aker Solutions Expanding, Creating More Jobs for Alabama.....	8
Austal USA Reaches a Number of Milestones During the Month of March	10
AAPA Spring Conference 2012 Photos.....	14
Alabama Exports for 2011 Surge to Highest Level Ever.....	15
U.S. Chamber Official Visits Mobile Discussing Surface Transportation Legislation	17
Port Calls: A Small Town Opens Its Doors with Southern Hospitality	19
Currents	23
Of Men & Ships: America's Fleet Admirals.....	27

Departments

Arrivals/Sailings.....	32
Postcards from the Past	35
Port of Mobile Directory.....	36
Steamship Agencies & Lines.....	38



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Partnership Celebrates Companies on the Fast Track

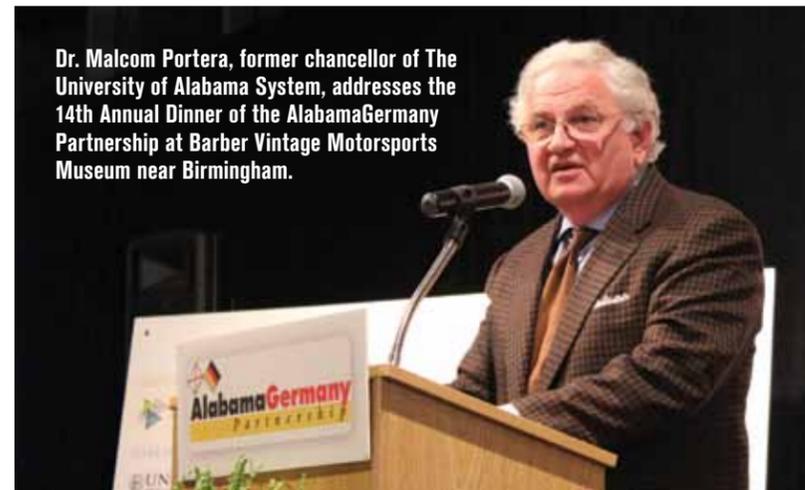
Economic recovery worldwide is picking up speed as evidenced by expansions and investments in Alabama, according to the AlabamaGermany Partnership (AGP). It seems appropriate that the group decided to hold its annual meeting at the Barber Vintage Motorsports Museum near Birmingham on March 29. The event this year also included a track experience the next day at the Barber Motorsports Park during the Honda Indy Grand Prix of Alabama and the Rolex Grand American Series qualifying runs.

The purpose of the AGP is to establish and support relationships between businesses and people in Alabama and Germany. The organization supports education and cultural exchange programs, and it helps companies navigate challenges and requirements involved in doing business in America. This includes a variety of seminars and business forums on current business topics.

The Barber Vintage Motorsports Museum boasts one of the largest collections of vintage motorcycles in the world. Meeting attendees enjoyed an awards dinner as well as live and silent auctions inside the museum Thursday night. The adjacent motorsports park is becoming a popular Indy car venue. Friday morning attendees got a chance to go into the paddock area to see some Indy race cars up close and meet Indy drivers and teams. Then they got to watch the action on the track as trials for the Rolex race got started.

A new feature at this year's meeting was a live auction where attendees could bid on items such as a green bicycle featured in the Regions Bank marketing campaign or a Porsche Driving Experience. The winner would go through driver training and actually take a modified car out onto the track for a spin. Money raised from the auctions supports activities of the AGP.

The annual meeting serves to strengthen ties between AGP members and showcase the state to potential investors. Brian Hilson, the chairman for this year's meeting and president/CEO of the Birmingham Business



Robert Bentley, Governor of Alabama

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Alliance, said the Barber complex seemed like the perfect place to host the gathering. "The whole purpose is to make an impression – a strong enough impression that attendees will know a strong relationship between German and American interests exists, will recognize that Alabama is a place with a great and exciting quality of life, and has some key features like the Barber Park," said Hilson.

This year, the awards program recognized six German companies that have expanded in the past year. Recipients included automotive manufacturer Mercedes-Benz U.S. International, Inc. in Vance, Ala. The company announced this year that it will produce C-Class vehicles in 2014 in addition to its other offerings. This expansion had a domino effect on suppliers and support companies, including other honorees.

Other award winners included BLG Logistics Inc., in Tuscaloosa, Ala., a third-party logistics company that assembles axles, which added 350 jobs this year and invested \$4.9 million in the state; Aluminum Technology Schmid in Auburn, Ala., which invested \$500,000 in expansions; and Borbet Alabama, also in Auburn, which added 20 employees. Brose Tuscaloosa, Inc., an auto supplies company in Tuscaloosa, Ala., was honored for expansions and plans to add 94 new positions in 2014. The engineering firm MBtechnology NA, LLC was also honored for its recent expansion.

"A very important part of our program is awarding the Barbara Fischer Educator of the Year Award," said Lamar Smith, executive director of the AlabamaGermany Partnership. The late Ms. Fischer was an AGP supporter, board member and longtime German professor from The University of Alabama. This year the award went to Gertrude Clements of Vestavia Hills High School in the Birmingham area. "Mrs. Clements is retiring in May. She has been a close ally of the AlabamaGermany Partnership for a number of years," said Smith. The group believes teaching high school students German now will make Alabama even more attractive to German companies as those students enter the workforce. Bruce Jones received the Rainer Bauer Award for his work as Honorary German Consul for the state of Alabama. Jones spent the past 10 years in the position acting as a resource for German citizens living in Alabama. He retired this year.

"Alabama has had close ties with Germany for well over 100 years," explained Hilson. The first large concentration of Germans in the state settled in Cullman, Ala., more than 100 years ago. German scientists led the famed rocket team in Huntsville, Ala., more than 50 years ago. Since then, businesses such as automaker Mercedes-Benz, chemical producers such as Evonik Industries, and



Gertrude Clements, German teacher at Vestavia Hills High School, receives the Barbara Fischer Educator Award from **Dr. Tom Fox** of The University of Alabama.



Bruce Jones, former honorary German consul of Alabama, accepts the annual Rainer Bauer Award from **Rainer Bauer** of Germany and **Dara Longgrear** from the Tuscaloosa County Industrial Development Authority.



Arndt Siepman, right, of the City of Auburn Industrial Development Board, receives the AlabamaGermany Partnership Past Chairman Award from **Chairman Gerhard Graf**.



Representatives from the German-owned companies that expanded their operations in Alabama in 2011 are shown with their awards. Those expanding companies include Aluminum Technology Schmid North America in Auburn; BLG Logistics in Tuscaloosa; Borbet Alabama in Auburn; Brose Tuscaloosa Inc. in Vance; MBtechnology NA, LLC in Tuscaloosa; and Mercedes-Benz U.S. International Inc. in Vance.

steel manufacturers such as ThyssenKrupp have invested in Alabama.

Hilson said the expansions honored at the meeting are signs of good things to come – not just in Alabama, but across the globe. “We are by all accounts emerging from a global economic recession,” said Hilson. “It’s very clear we should measure all forms of economic investments as indicators of where we are in overall growth,” he added.

AGP was founded after Mercedes came to the state as a way to encourage and support future investments. Not all of the work is purely business. The group also advocates for education and cultural exchange, according to AGP Chairman Gerhard Graf. “Since we are a 501(c)(3) organization, we look for grants to support education. For example, The University of Alabama at Birmingham has a two-year program in German. We would like to see that become a four-year program,” he said. He added that the organization is trying to work with high schools in the state to get their German programs accredited. “Graduating high school is quite different in Germany,” he explained.

This year, AGP brought a popular German author to Alabama to meet students in high schools across the state. “We are looking for more opportunities like that to promote German culture,” said Graf. AGP will also dedicate resources this



Brian Hilson, president and CEO of the Birmingham Business Alliance and chairman of the Annual Dinner of the AlabamaGermany Partnership, thanks the dinner committee, sponsors and attendees at the dinner. Burr & Forman LLP was the presenting sponsor of the event.



Michael Johnson, of Johnston Barton Proctor and Rose LLP and honorary German consul of Alabama, toasts the award winners at the 14th Annual Dinner of the AlabamaGermany Partnership.

year to meeting and supporting cultural exchange groups such as the Friends of German Culture in Huntsville, the German-American Business Club in Mobile and similar groups in other communities.

“One of our other areas of concentration for 2012 is to be a focal point for job seekers and companies – to bring those folks together,” added Graf. AGP hopes to add a section to its website, alabamagermany.org, where job seekers can post resumes and companies seeking employees can post openings.

A record number of people attended this year’s meeting, a promising sign in the race for continued economic growth and recovery.



Hurley Haywood, three-time winner of the 24 Hours of Le Mans race, two-time winner at the 12 Hours of Sebring and winner of numerous other Indy car races, addresses the 30 participants at the AlabamaGermany Partnership Track Experience at the Barber Motorsports Park on March 30.

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Aker Solutions Expanding, Creating More Jobs for Alabama



Umbilicals sit packaged and ready to be distributed from Aker's Middle Bay Port facility.

International oil service group Aker Solutions will be investing up to \$6 million in additional manufacturing capacity at its Mobile, Ala., facility. The expansion will add 25 new jobs over the next few years.

The Mobile facility develops subsea steel tube umbilicals, or cables, that run from either an onshore or a floating production facility down to oil and gas wells on the seabed. These cables can be six inches to one-foot in diameter and 30–40 miles long.

“New oil and gas fields are found at greater water depths and further from shore. The result is that the distance between the subsea wells and the production facility is continuously increasing. This is good news for us, because our products are tailor-made for deepwater applications and long distance step-outs,” said Marc Quenneville, head of Aker Solutions’ Mobile facility.

When a new well is drilled, umbilicals are used to tie it back to an existing platform and provide hydraulics and power. According to Quenneville, there are already a lot of deepwater developments and the Gulf of Mexico has a “record for the deepest” – which is good for the Alabama State Port Authority (ASPA).

“[The Port of Mobile] is a prime location, really. When the eastern Gulf of Mexico opens up for drilling, the Port will be centrally located in the Gulf,” said Quenneville about the Mobile facility. “It’s also at much lower risk for hurricane damage because it’s halfway up the bay.”



A \$6 million investment will increase capacity of the plant by approximately 15 percent. Along with the initial capital investment, the company will add 25 full-time direct positions over the next three years.



The Mobile Aker Solutions facility develops subsea steel tube umbilicals, or cables, that run from either an onshore or a floating production facility down to oil and gas wells on the seabed. These cables can be six inches to one-foot across, and 30–40 miles long.

Increased market demand coupled with several new project contracts means that Aker needs to expand its manufacturing capacity to take on the anticipated workload that will be coming to its Mobile facility. A \$6 million investment will increase capacity of the plant by approximately 15 percent. Along with the initial capital investment, the company will add 25 full-time direct positions over the next three years.

Initially, Aker plans to hire additional upper-level engineers and project managers, and then they will look to take on additional manufacturing personnel. This graduated process will ensure stability in the project and provide time for proper training.

In terms of manufacturing, Aker has increased its footprint at Middle Bay Port from 12 to 58 acres. They’ve increased their number of manufacturing facilities on-site from one to six different buildings. This also includes office space, testing facilities and additional umbilical manufacturing that has expanded from their Houston facility.

“A big part of our job is to ensure that we are capable of meeting our customers’ future demands, which will ensure the plant’s competitiveness and long-term viability. A positive effect of this is, of course, to create more jobs and contribute towards increased value creation in the Mobile area,” explained Quenneville.

As a result of the planned investments, the company has applied to the Mobile Area Chamber of Commerce for tax abatements for increased construction costs related to the expansion.

“Mobile is a business-friendly environment, which is another reason why we continue to invest in facilities and manpower here. The Chamber of Commerce shares our goal of driving economic development. We are the global market leader for subsea umbilicals, and we are determined to maintain this position,” concludes Quenneville.



Pictured here, an Aker Solutions employee works with umbilicals produced at the Mobile facility.



“[The Port of Mobile] is a prime location, really. When the eastern Gulf of Mexico opens up for drilling, the Port will be centrally located in the Gulf,” explained Marc Quenneville, head of Aker Solutions’ Mobile facility.

Austal USA Reaches a Number of Milestones During the Month of March

March was a busy month for Austal USA as their construction programs for both the Littoral Combat Ship (LCS) and Joint High Speed Vessel (JHSV) continued to gain momentum by securing contracts and funding from the U.S. Navy. They also completed maintenance on SEA FIGHTER (FSF-1) and were recognized for their continued superior safety record.

Along with prime contractor, BAE Systems Southeast Shipyards Alabama, Austal USA recently completed a four-month dry-docks and shipyard availability for SEA FIGHTER based out of Panama City, Fla. The SEA FIGHTER is an aluminum catamaran operated by the Office of Naval Research (ONR) that has been used to test technologies for the LCS and JHSV programs.

Under a very aggressive schedule, Austal workers installed a new Countermeasure Washdown System to help keep future Naval combatants operational in a nuclear, biological or chemical battlespace. Other Austal work items included the modification of ballast tanks and the installation of water jet skirts on both hulls. Austal's pipe department installed a fuel centrifuge piping system into the ship which will allow the crew the opportunity to remove fuel contaminants. Other work items included the manufacture of aluminum ladders and work platforms for the water jets, along with repair of the aluminum hull. The work was completed on time and on budget.

Additionally, Austal also provided technical support during successful sea trials in the Gulf of Mexico. The SEA FIGHTER left Mobile, Ala., to head for its homeport in Panama City, Fla., at the end of February.

Austal USA's President and COO Joe Rella said, "The successful completion of the SEA FIGHTER availability speaks to the inherent advantages of utilizing the subject matter expert for repair and maintenance of the type of vessels they build. It was rewarding to see both shipyards work together in Mobile, exploiting the synergies of our two side-by-side facilities. We hope the Navy will consider Mobile-based shipyards teamed with Austal USA for future support of the Navy's repair and maintenance activities."

"One of the ways to obtain growth in tough economic times is through teaming and partnerships," said Vic Rhoades, director and general manager of BAE Systems Southeast Shipyards Alabama. "The completion of the SEA FIGHTER project is a shared success and a tribute to the highly skilled men and women of both BAE Systems and Austal USA.



An aerial photo shows the sheer size of the Austal USA complex. The company is Mobile's largest industrial employer, with a workforce of 2,600 that is expected to swell to 4,000 by the end of next year.



Pictured here is an aerial view of BAE Systems Southeast Shipyards Alabama on the eastern side of the Mobile River across from downtown Mobile.



BAE Systems Southeast Alabama Shipyard Director and General Manager Victor Rhoades.

The vessel spent a total of 91 days at BAE Systems' facility, including 72 days on dry dock. This project is a testament to both companies' commitments to generating additional business opportunities in the Mobile area."

In manufacturing news, Austal USA's order backlog has now grown to \$691 million dollars as they were awarded a contract for two additional LCSs as the options were exercised by the U.S. Navy in March.

The contract options will fund construction of the GABRIELLE GIFFORDS (LCS-10) and OMAHA (LCS-12), the third and fourth ships in the 10-ship block-buy award made to an Austal-led team in December 2010. The 10-ship program is potentially worth more than \$3.5 billion.

Austal USA now holds confirmed contracts for 14 U.S. Navy ships while Austal's Australian shipyard expects to build eight patrol boats for the Australian Customs and Border Protection Service.

Rella said the company's U.S. Navy programs provide predictable revenue and workload for years to come. "The LCS and JHSV programs alone are likely to generate nearly \$900 million in revenue per year for the next few years. With series production on both ship classes now underway, we can focus on achieving higher production efficiency and bringing our Navy customer improved cost and schedule performance," stated Rella.

In addition, Rella stated that the LCS award called for two ships to be contracted by the end of March 2012 and each of the next three years. "While these options were expected, it is still pleasing to see the contracts executed, particularly in a period when the U.S. government budget is under pressure. Looking ahead, we can now focus on the defense budget request for the next fiscal year, which foreshadows the award of our next two LCSs and our tenth JHSV. The Navy's effort to continue procuring these vessels demonstrates the value the U.S. military sees in our platforms," said Rella.

Austal's leader also noted that Secretary of Defense Leon E. Panetta recently restated the importance of the LCS when announcing major budget decisions in January. "Secretary Panetta said the Navy was protecting what he described as its 'highest-priority and most flexible ships' and included LCSs in that category," said Rella.

Ray Mabus, secretary of the Navy, reaffirmed the Navy's intention to acquire 55 LCSs during the House Appropriations Subcommittee on Defense on March 1. "I think the LCS is clearly going to be one of the backbones of the fleet as we go forward. We are committed to buying more than 55 of

these very capable ships," said Mabus. He then reaffirmed to the Senate Appropriations Subcommittee on Defense on March 7, adding, "We're very pleased with the shipyards that are building them; we're very pleased with the product that's coming out."

"These are very positive signs for the LCS program's long-term future and for Austal's prospects in securing additional work beyond the current 10-ship award," said Rella. "The LCS and JHSV platforms will continue fueling company growth for a long time to come."

With the U.S. Navy funding now secured for the construction of the future USS OMAHA (LCS-12), Austal USA is inviting the citizens of Omaha to join in celebration as their naval namesake takes shape on the Mobile, Ala., waterfront.

The next USS OMAHA will be an INDEPENDENCE-variant LCS, a highly utilizable, 3,000-ton modular naval combatant that will support the U.S. Fleet as America confronts new 21st century threats at sea.

Rella welcomed the opportunity to reach out to the citizens of Omaha. "The ship we are going to build has some big shoes to fill," said Rella. "Three Navy ships have been named for Omaha, including a cruiser that served in World War II, a nuclear-powered Los Angeles-class submarine, and this newly awarded LCS.

"Omaha is more than a thousand miles away from the sea," added Rella. "When we start cutting metal, set the keel and ultimately help christen the vessel, we would be delighted to help this Midwestern city build stronger ties to their ship and the sailors who will serve aboard the future USS OMAHA."

Those ties are important, according to Rella. "The future USS OMAHA and the sailors aboard will be diplomats for the Midwest. When this ship visits a port, whether it is stopping by Omaha's sister cities of Shizuoka, Japan, or Yantai, China, this ship will represent your city throughout its decades of future service," stated Rella.

In addition to continuing marked growth, Austal USA continues to build upon its legacy as a national leader in shipyard safety. For the fourth year in a row, Austal has won the annual Shipbuilders Council of America (SCA) Award for Excellence in Safety, earned by member shipyards with the lowest rate of recordable workplace injuries per year. The SCA is a national trade association representing 50 companies that own and operate more than 120 shipyards. The industry average Total Recordable Incidence Rate is 9.2, four times higher than Austal USA's rate of 2.3.

"I take worker safety very seriously, and we are honored to receive this award for the fourth consecutive year," said Rella. "At this new shipyard, our emphasis is on performance, rather than on producing safety songs or other gimmicks. The results speak for themselves, and by being safe, Austal saves the taxpayer and our Navy customer millions by avoiding safety fines, litigation and medical expenses."

Chris Blankenfeld, Austal's health, safety and environmental manager, said, "Some people see their safety office as a 'nice to have' expense, but we consider worker safety an integral part of our business plan."

Austal USA's work for the U.S. Navy includes contracts for nine JHSV's, two of which were confirmed in February. It also includes the CORONADO (LCS-4), which Austal was contracted to build as part of a General Dynamics Bath Iron Works team prior to taking over as the prime contractor for a 10-ship LCS award. LCS-4 and the first JHSV, USNS SPEARHEAD, are currently being prepared for sea trials, with three other ships currently under construction in Austal's Mobile, Ala., shipyard.

For the LCS and JHSV programs, Austal, as prime contractor, is teamed with General Dynamics Advanced Information Systems, a business unit of General Dynamics. As the ship's systems integrator, General Dynamics is responsible for the design, integration and testing of the ship's electronic systems including the combat system, networks and seaframe control. General Dynamics' proven open architecture approach allows for affordable and efficient capability growth as technologies develop.

These two contracts will require Austal to increase its Mobile, Ala., workforce to approximately 4,000 employees in order to fulfill the contract requirements. "With almost 10 percent of these workers expected to reside in the neighboring states of Florida and Mississippi," said Rella, "we are proud that Austal is an engine of regional growth for the Gulf."



Pictured (L-R) in front of an LCS vessel being built by Austal USA is Alabama Rep. Jo Bonner; Austal USA President and COO Joe Rella; Mayor of Mobile Hon. Sam Jones; Secretary of the Navy Ray Mabus and Alabama Sen. Jeff Sessions.



The USS CORONADO is flagged and ready as it awaits christening in the Mobile River.

The Naming of a Littoral Combat Ship (LCS)

Most LCSs are named after small communities. Since many of these communities are located far from the sea, Austal USA is reaching out to these communities to encourage their engagement in the LCS Program. "These ships will be diplomats for these communities throughout their decades of service," said Austal USA President and COO Joe Rella. "We'd like nothing more than to see these communities rally behind their ships and prepare to support the sailors who will serve aboard them." The future USS OMAHA (LCS-12), named after a metropolitan area 1,600 miles from the ship's likely homeport of San Diego, will operate very far from its namesake community. The OMAHA ushers in a new Austal USA policy to help cities honored by the LCS engage their ship at the earliest possible opportunity.

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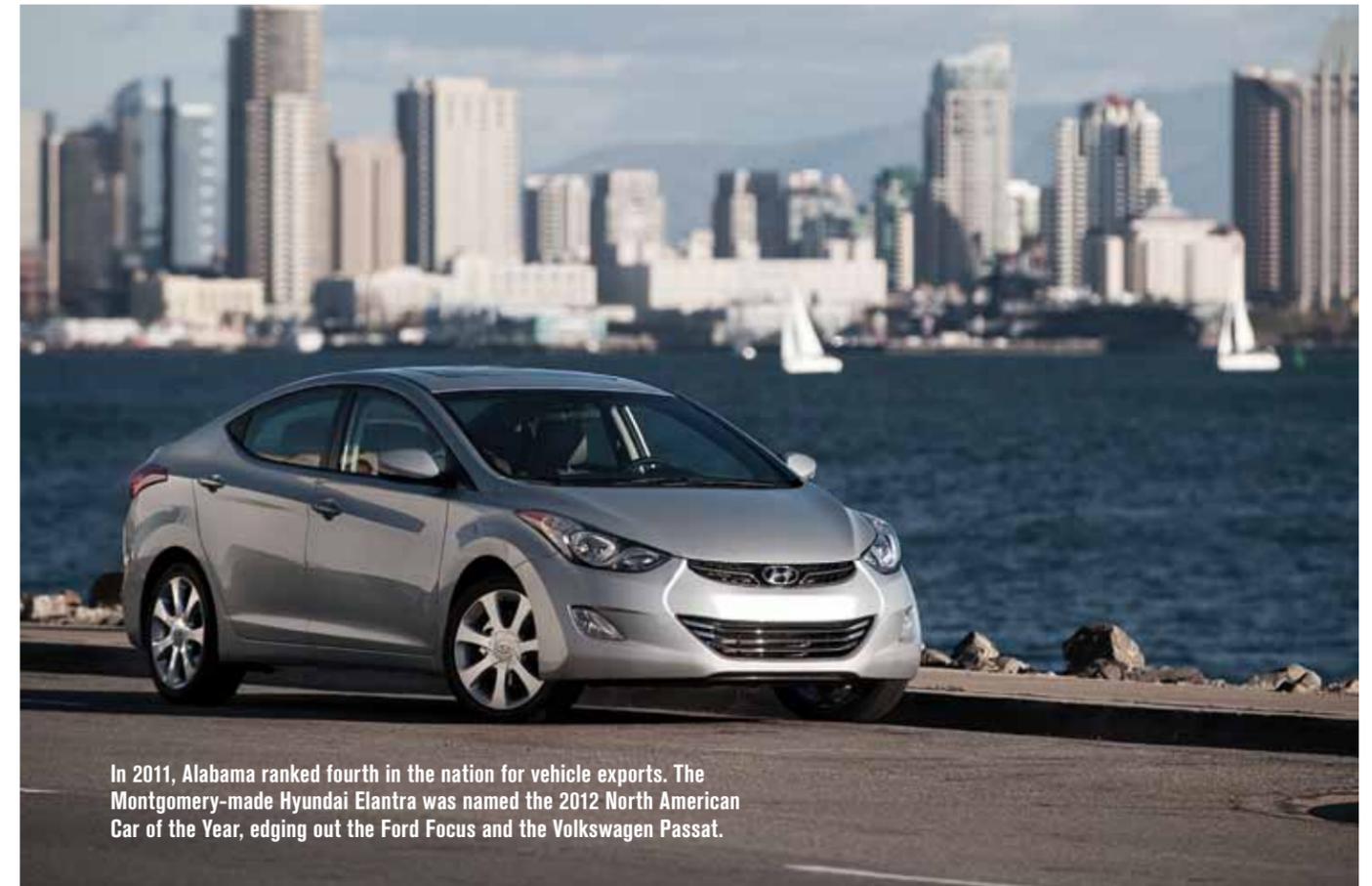




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Alabama Exports for 2011 Surge to Highest Level Ever



In 2011, Alabama ranked fourth in the nation for vehicle exports. The Montgomery-made Hyundai Elantra was named the 2012 North American Car of the Year, edging out the Ford Focus and the Volkswagen Passat.

Alabama's exports in 2011 continued to grow and recorded the highest-ever total for the value of goods exported during a single year: \$17.9 billion, up 15.4 percent from \$15.5 billion in 2010.

"Companies in Alabama are remaining competitive in the global marketplace, and we continue to assist them through the Alabama Development Office (ADO) and the Alabama Export Alliance," said Gov. Robert Bentley. "Exports create jobs, and this surge of our products being sold overseas is fueling our state's engines for growth."

New figures were recently released by WISERTrade, which obtains its data from the U.S. Department of Commerce.

The Americas (including Canada, Mexico and Latin America) still maintained the highest market share of Alabama exports at 38 percent and saw 16 percent growth from 2010 to 2011 with total exports jumping from \$5.9 billion to \$6.8 billion. Asia captured 30 percent of the state's exported goods in 2011 and realized an almost 18 percent increase from 2010. Exports to the European Union took a 26 percent share.



Vehicles and vehicle part exports totaled over \$5.4 billion in 2011, an increase of 14 percent from the \$4.7 billion exported in 2010. Honda Motor Manufacturing Alabama is the exclusive North American production source of the Odyssey minivan. The first Odyssey minivan rolled off the assembly line in Lincoln, Ala., on Nov. 14, 2001.

Alabama ranks 25th in the nation for dollar value of exports. Canada, China, Germany, Mexico and Japan were Alabama's top export destinations. Canada alone accounted for 18.4 percent of Alabama exports and has been the number one export destination for the last three years. The largest increases in Alabama's top 10 export markets were Mexico (53 percent), Japan (46 percent) and Belgium (40 percent). Japan steadily moves up in the ranks for top export markets, rising from eighth in 2010 to fifth in 2011.

Alabama's top export sectors ranked by dollar value were vehicles, mineral fuel (coal), industrial machinery, plastics, electrical machinery, iron/steel, measuring instruments, aircraft, and wood pulp. Vehicles remained the state's number one export, totaling 89 percent of the total transportation exports. Vehicles and vehicle parts totaled over \$5.4 billion in 2011, an increase of 14 percent from the \$4.7 billion exported in 2010. Alabama ranked fourth in the nation for vehicle exports.

The top 10 industries showing the most growth from 2010 to 2011 included iron/steel at 109 percent, mineral fuel at 34.7 percent and industrial machinery at 34 percent. Alabama ranked third in the nation for exports of coal, which was a \$2.2 billion industry. This was an increase of 32 percent from 2010 to 2011.

"Global markets are slowly recovering, and manufacturing exports of goods such as vehicles are increasing," said Greg Canfield, director of the ADO. "The Alabama Development Office's International Trade Division will continue working to ensure this growth during 2012 and beyond."

The ADO Trade Division in 2011 won two federal grants through the Small Business Administration and the Appalachian Regional Commission. Small- and medium-sized businesses may be eligible for assistance with new or existing export services through these grants.



Mexico represented the largest increase in Alabama's top 10 export markets with a 53 percent increase over the previous year. Recently, ASPA Director and CEO James K. Lyons visited the Port of Campeche to sign a Memorandum of Understanding with local officials. Seated (L-R) during the signing of the Memorandum of Understanding are Fernando Ortega Bernes, governor of the state of Campeche; James K. Lyons, director & CEO of the ASPA; and Luis Fernando Sadeck Abad, executive director of the Ports of Campeche.



The top 10 industries showing the most growth from 2010 to 2011 included iron/steel at 109 percent. The ThyssenKrupp facility in Calvert, Ala., certainly led the charge as all of their operations ramped up production. The facility stretches from the Tombigbee River to Highway 43. At 3,700 acres, it is four times larger than New York's Central Park. It took 6.2 miles of fence to surround the complex.

U.S. Chamber Official Visits Mobile Discussing Surface Transportation Legislation

In early spring of 2012, the U.S. Chamber of Commerce Executive Director of Transportation and Infrastructure Janet Kavinsky spoke to a crowd of transportation industry leaders in Mobile, Ala., about the reauthorization of a surface transportation bill – Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

The original bill was signed into law in 2005 by President George W. Bush. SAFETEA-LU guarantees \$244.1 billion in government funding for highways, highway safety and public transportation – the largest surface transportation investment in U.S. history, according to the U.S. Department of Transportation (DOT).

The legislation was intended to supply funds and restructure the framework for investments needed to maintain and grow the country's vital transportation infrastructure. It addressed many challenges that face today's transportation industry, including safety improvement, the reduction of traffic congestion, freight movement efficiency, intermodal connectivity increases, and environmental protection. In addition, the bill laid the groundwork for addressing future transportation challenges and places the industry in a position to grow.

SAFETEA-LU, however, expired in September 2009. Since then, Congress has passed eight short-term extensions.

In January of 2012, House Transportation & Infrastructure (T&I) Committee Chairman John L. Mica unveiled a new bill – the American Energy & Infrastructure Jobs Act. According to the T&I Committee, the new law is a long-overdue initiative intended to reform transportation programs and promote increased domestic energy production to create jobs for Americans.

The House decision to reinstate surface transportation legislation comes as no surprise as the industry is fundamental to the U.S. economy. Mica said, "The American people want the federal government to ensure their hard-earned tax dollars are wisely and effectively invested in improvements for the nation's infrastructure." Mica went on to note that the previous long-term bill contained 6,300 earmarks, while the new bill contains none.

A top priority identified by both the U.S. Chamber of Commerce and the U.S. House of Representatives was



The House decision to reinstate surface transportation legislation comes as no surprise, as the industry is fundamental to the U.S. economy.



A top priority identified by both the U.S. Chamber of Commerce and the U.S. House of Representatives was the modernization and maintenance of highway, transit and intermodal assets, like the CG Railway terminal pictured here.

the modernization and maintenance of highway, transit and intermodal assets. The Chamber believes this to be of utmost importance when it comes to improving the nation's transportation infrastructure.

"We commend Chairman Mica on his new direction for surface transportation and the outline of changes that can deliver more effective and efficient federal transportation programs," said Kavinsky in a response statement regarding the bill. "Unfortunately, while his legislation tracks the Chamber's recommendations for reauthorization, it does not in terms of funding."

Kavinsky believes that the House-passed budget investment levels are "unacceptable," saying that the budget cut that the House is proposing will destroy – rather than support

– existing jobs and will not provide room for additional job growth needed to lower the 16.3 percent unemployment rate in the construction industry.

“Addressing the nation’s transportation challenges is key to economic growth and output,” said Kavinoky. “The United States cannot get back on its feet economically if the surface transportation networks cannot move people and goods efficiently. If doubling exports in the United States is going to be an achievable objective to help create jobs, we need to be able to move those exports.”

The American Energy & Infrastructure Jobs Act proposed by the T&I Committee is said to provide long-term stability for states to undertake major infrastructure projects. The law will allocate approximately \$260 billion over five years to fund federal highway, transit and safety programs. Some of the other key provisions include consolidating or eliminating nearly 70 federal programs, allowing states to set their own transportation priorities, and encouraging states to partner with the private sector to finance new projects.

“House leaders and I agree that the five-year transportation measure approved by the Committee in February is the best option for a job-creating bill to improve our infrastructure,” Mica said. “This bill will put Americans back to work rebuilding our roads and bridges and developing new sources of low-cost energy. This legislation may be the most important jobs measure to pass Congress this year.”



The MEGAN PARKER towboat, pictured here, is moving eight barges loaded with coal through Alabama’s waterways.

Port Calls: A Small Town Opens Its Doors with Southern Hospitality



The Eufaula Heritage Association coordinated the first Pilgrimage in 1965, shortly after their initiation. Originally organized as a committee attempting to save the Shorter-Upshaw Mansion (one of Eufaula’s historic gems, pictured above) from public auction, the benevolence of both the committee and Eufaula residents became apparent in their massive donation to purchase the house and its furnishings. The Shorter Mansion soon became a museum, social, and cultural center for the people of Eufaula and surrounding areas, as well as the headquarters for the Heritage Association.

Tucked away under a canopy of live oaks and forest of loblolly pines is the small but quaint town of Eufaula, Ala. Nestled against the high bluffs of the Chattahoochee River, between Dothan, Ala., and Columbus, Ga., Eufaula is often on the beach route for college kids but does not regularly draw the tourists it deserves.

The name “Eufaula” itself rolls off the tongue as smoothly as the sweet drawl of its residents, conjuring images of Southern elegance and hospitality. Each year, the town opens its doors to visitors by hosting the Eufaula Pilgrimage, an annual Tour of Homes fundraiser. The event provides the city with the opportunity to gracefully boast the enigmatic charm Eufaula has displayed since its establishment almost two centuries ago.

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On Thursday evening, before the official start of the Pilgrimage, guests can indulge in champagne and enjoy a sneak preview of the Arts and Antique Show and Sale, which formally begins the following morning.



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organized as a committee attempting to save the Shorter-Upshaw Mansion (one of Eufaula's historic gems) from public auction, the benevolence of both the committee and Eufaula residents became apparent in their massive donation to purchase the house and its furnishings. The Shorter Mansion soon became a museum, social, and cultural center for the people of Eufaula and surrounding areas, as well as the headquarters for the Heritage Association. The Pilgrimage is substantial in sustaining both the Association and its beloved dwelling.

The Pilgrimage is held every year on the first weekend in April, unless Easter happens to fall on that weekend; in that event, it is pushed back a week. There is no better time to visit Eufaula than in the spring, when furry ferns hang from porch trusses of historic homes and azaleas bloom in brilliant blushes. To take full advantage of the festivities (and to find good parking), it is best to arrive early. Although most of the events begin on Friday, Thursday provides an exciting itinerary for those who are anxious to discover the secrets of this historic riverside community.

On Thursday evening, guests can indulge in champagne and enjoy a sneak preview of the Arts and Antique Show and Sale, which formally begins the following morning. Besides the delicious appetizers and bubbly libations, the best part of this Clark Center event is that purchases can be made during the preview. They say the early bird gets the worm, or in this case, perhaps a fancy set of silver.

The traditional Pilgrimage weekend kicks off early Friday morning with the Ribbon-Cutting Ceremony at the Shorter Mansion on Eufaula Avenue. As is a Southern tradition, the posting of colors precedes a speech given by Mayor Jay Jaxon Jr. and a musical performance by the Eufaula High School ROTC and Women's Glee Club.

The morning, when the weather is still cool, is the best time to wander around the historic districts and explore the mansions and gardens. The Tour of Homes is one of the main reasons guests visit this little historic town each year. The Shorter Mansion, in particular, draws a large crowd through its large wooden doors. The home, originally rather humble in size and appearance, was transformed in the first decade of the 20th century into the Greek-Revival mansion it is today. Classical Greek architectural elements were used in the redesign, and the large white house sits proudly within its pristinely landscaped yard, its shutters open as an eternal "welcome" to guests. Azalea bushes line the wraparound porch; monumental fluted columns support traditional Corinthian capitals and an ornamental frieze. The Mansion was once a social center for the small town, and the tour makes it apparent why this was. Beautifully decorated



The traditional Pilgrimage weekend kicks off early Friday morning with the Ribbon-Cutting Ceremony at the Shorter Mansion on Eufaula Avenue. Young female volunteers in historically accurate period clothing – beautiful Southern belle dresses complete with frills and bustles – direct tours of each grandiose home, citing historical facts and pointing out interesting features.



The Hart Home, located on tree-lined N. Eufaula Avenue, is an antebellum Greek-Revival style home built circa 1850 by prominent merchant and planter John Hart of New Hampshire.

with antique furnishings, the house also boasts high ceilings, grand pianos and fireplaces in essentially every room.

The Shorter Mansion is the grandest and most popular, but every home on the tour is worthy of a visit. Young female volunteers in historically accurate period clothing – beautiful Southern belle dresses complete with frills and bustles – direct tours of each grandiose home, citing historical facts and pointing out interesting features.

The Hart Home, for example, located on tree-lined N. Eufaula Avenue, is an antebellum Greek-Revival style home built circa 1850 by prominent merchant and planter John Hart of



Fendall Hall, situated on W. Barbour Street, is an adorned Italianate home built circa 1860. The home boasts hand-painted murals and a marble-floored entry hall.

New Hampshire. Fendall Hall, situated on W. Barbour Street, is an adorned Italianate home built circa 1860. The home boasts hand-painted murals and a marble-floored entry hall. All three of these homes, as well as many buildings and other homes in Eufaula, are listed on the National Register of Historic Places.

To really walk in the shoes of a Southern aristocrat, be certain to stop by the Winkleblack Home on Randolph Avenue at precisely 3 p.m. and graciously sip tea on the front porch of this fine historic abode. It may sound pretentious, but the event is so popular that reservations are required, and the waiting list fills days beforehand.

For those looking for a more relaxing way to see the beautiful city of Eufaula, there is the old-fashioned but ever-popular horse and buggy ride. Leaving from the Chamber of Commerce on E. Broad Street, these tours give guests a glimpse of the Old South while cruising under the branches of live oaks and snowy dogwoods, down streets of beautifully restored Eufaula residences.

When the sun sets, not all of the events close down for the night. There are a few candlelit homes on Friday and Saturday evening that keep their doors open after the porch

lights come on. Fendall Hall is one of these homes, as well as the Petry-Honan Home, an Italianate cottage and one of the first houses in Eufaula to have indoor plumbing. Kendall Manor, an Italian Renaissance tour de force, also welcomes guests in the afterhours. This large home, complete with a cupola and pineapple pinnacle – pineapple is the symbol of Southern hospitality – features Italian marble mantels and plaster walls. To see the homes lit in natural sunlight is a splendor, but to experience the details in the warm glow of candles and lanterns – the way in which the house would have been experienced in its historic debut – creates an ambience that is alluring and magical.

If stunning architecture and lush gardens aren't in your agenda, the General Irwin Tugboat Tour is open to the public during the Pilgrimage. Captain Wayne Gullede gives a tour of the 60-foot tugboat, which will be navigated by the U.S. Army Corps of Engineers. For the night owls and brave at heart is the Tales From the Tomb tour at the Fairview Cemetery. This tour portrays some of the early Eufaula citizens while guests roam about their final resting places.

On Randolph Avenue in the Seth Lore and Irwinton Historic District, vendors of various mediums line the closed street. There is surely something for everyone, from the art buffs

to the craft collectors. For visitors who could not arrive on Thursday to attend the Preview, the Antique Show and Sale opens all day Friday and Saturday and for limited hours on Sunday. This event offers visitors an opportunity to purchase linens, silver, china, furniture and collectibles. While it's perfectly acceptable to get caught up in the Pilgrimage events, don't forget to visit the local shops and boutiques that help Eufaula thrive year-round.

Sunday concludes the Eufaula Pilgrimage, with most of the events ending at 4 p.m. or earlier. It is suggested to spend most of Friday or Saturday touring homes and buildings, visiting vendors and historic sites, and to spend Sunday indulging in a delightful brunch at the Shorter Mansion. There is no better way to end an eventful weekend than under the roof of an exquisite historic home, enjoying fine cuisine and the essential mimosa within the city limits of one of South's most hospitable small towns.



Kendall Manor, an Italian Renaissance tour de force, also welcomes guests in the afterhours. This large home, complete with a cupola and pineapple pinnacle – pineapple is the symbol of Southern hospitality – features Italian marble mantels and plaster walls.

Alabama State Port Authority's Pinto Terminal Handles Back-to-Back Record Steel Shipments

March and April marked two significant milestones as the Port of Mobile welcomed the two largest steel shipments to date at the Alabama State Port Authority's (ASPA) Pinto Island Steel Terminal. In March, the Port welcomed the MV SHI DAI 20 with a surveyed draft of 42.3 feet carrying 4,259 carbon-steel slabs weighing in at 94,210.244 metric tons (MT).

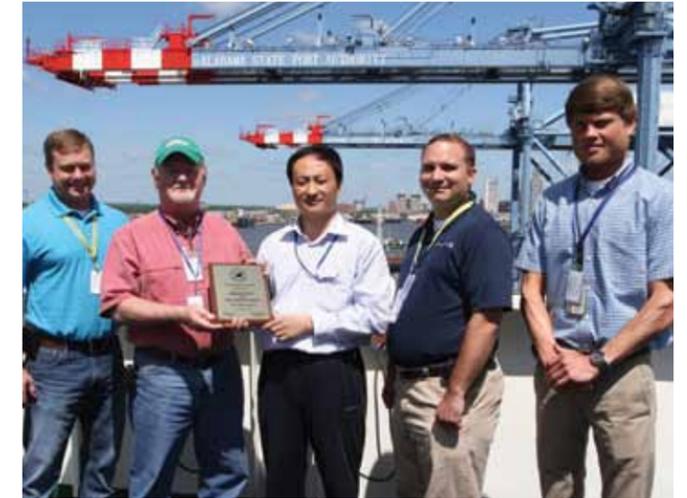
Built in 2012, the MV SHI DAI 20 is a 115,663 dead weight tons (DWT) vessel, measuring 833 feet in length overall (LOA) with a beam of 142 feet.

James K. Lyons, director and CEO for the ASPA, noted, "As anticipated, our Pinto Terminal volumes are skyrocketing as the ThyssenKrupp rolling mill continues to ramp up production. We've long known this mill and its markets would impact this Port in a number of positive ways. Now, investments serving steel are starting to bear fruit."

In early April, the ASPA posted another record shipment of import steel through the Pinto Terminal. On April 3, the MV MAGSENGER 8 arrived in Port with a surveyed draft of 44.6 feet carrying 4,727 carbon-steel slabs weighing in at 102,488 MT.

Built in 2012, and currently sailing on its maiden voyage, the MV MAGSENGER 8 is a 115,455 DWT vessel, measuring 834 feet in LOA and has a beam of 142 feet. The ASPA acknowledged the MAGSENGER 8's first ship call to the Port of Mobile during a Maiden Voyage Ceremony for Captain Zhang Yu Zhong, the vessel's master. David Bray, the ASPA's manager for the Pinto Island Steel Terminal; George Beck, lead maritime specialist at ThyssenKrupp; and Zack Spaulding with Page & Jones, presented a plaque marking the occasion. They also toured the bridge of the new ship.

Both vessels are chartered and operated by Ultrabulk, with Page & Jones serving as the customs broker and vessel agent for both shipments. The ASPA served as the terminal operator discharging 25,000 MT of carbon slab per day. The offloading operations for the MV SHI DAI 20 took approximately four days with more than 40 percent discharged directly to barge. Offloading of the MV MAGSENGER 8 took four days with approximately 50 percent being discharged directly to barge.



Pictured (L-R) are Kevin Clark, docks operations supervisor, ASPA; David Bray, Pinto Island Steel Terminal manager, ASPA; Captain Zhang Yu Zhong, master of the MV MAGSENGER 8; George Beck, lead maritime specialist, ThyssenKrupp Steel USA, LLC; Zack Spaulding, Page & Jones.



Pictured (L-R) are MV MAGSENGER 8 crew members Ju Weichen, 3rd mate; Captain Zhang Yu Zhong, vessel master; Zhang Huijie, chief mate.

In two short years the ASPA has moved the meter on total steel product volumes handled from just over 1.1 million short tons in 2010 to 3.6 million short tons in 2011. Carbon-steel slab bound for ThyssenKrupp represented roughly two-thirds of this volume.

The ASPA, headquartered in Mobile, Ala., owns and operates the state of Alabama's deep-water port facilities at the Port of Mobile. The public facilities handled 25 million tons of cargo in 2010. The ASPA's container, general cargo and bulk facilities have immediate access to two interstate systems, five Class I railroads, and nearly 15,000 miles of inland waterway connections. For more on the ASPA, please visit asdd.com.

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ThyssenKrupp Stainless USA Achieves ISO 9001: 2008 Certification – Quality Management System Goal Reached at Alabama Site

ThyssenKrupp Stainless USA announced in early April that they have achieved ISO 9001: 2008 certification, from Perry Johnson Registrars Inc., signifying the company operates a quality management system that complies with the requirements of the International Organization for Standardization (ISO) for the production of stainless steel metals.

“This achievement speaks to the dedication to excellence of our employees and is another step toward becoming the preferred stainless steel provider in North America. Receiving the certification for ISO 9001: 2008 with zero nonconformances attests to how successful this team can be and demonstrates how we are setting tomorrow’s standards today. It is also impressive that our young company has accomplished this high standard in just 14 months,” stated Dr. Ulrich Albrecht-Frueh, president and CEO of ThyssenKrupp Stainless USA.

Bill Peterson, representing Perry Johnson Registrars Inc., conducted the audit at the Calvert plant and Chicago ThyssenKrupp Stainless sales offices. He was thoroughly impressed with the company’s preparation prior to the audit and commented by saying, “Your quality management system and process organization is superior. Job well done.”

ISO 9000 is a family of standards for quality management systems that is maintained by the ISO, and is administered by accreditation and certification bodies. A company or organization that has been independently audited and certified by an accredited certification body to be in conformance with ISO 9001 may publicly state that it is “ISO 9001 certified” or “ISO 9001 registered.” Certification to the ISO 9001 standard certifies that formalized business processes are being applied.

ThyssenKrupp Stainless USA is part of the Innoxum Group. Innoxum brings together the worldwide production, processing and distribution of stainless steel flat products, as well as the production and distribution of high-performance materials such as nickel alloys, titanium and zirconium.



The Hot Dip Galvanizing Team of ThyssenKrupp Steel USA produced its first successfully coated galvanized coil in March 2011.

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Governor Bentley, Staff Celebrate New Department of Commerce

Gov. Robert Bentley recently signed legislation that will help the state further its efforts to recruit additional jobs.

House Bill 151 renames the existing Alabama Development Office (ADO) as the new Department of Commerce. The bill also renames the ADO director as the secretary of commerce.

“When prospective companies seek to do business with a state, they look for the state’s Commerce Department or the secretary of commerce. By renaming the ADO the Department of Commerce, we are making a change that will better identify the department’s purpose to prospective companies,” Gov. Bentley explained. “This is a change that will have an impact in the business community as we continue our job creation efforts.”

The Department of Commerce will continue the ADO’s mission of pursuing additional industries and jobs for Alabama. The name change will help open new doors for Alabama in the global marketplace.

“In some of the countries we visit, the function of the ADO is not immediately recognized,” said Secretary of Commerce Greg Canfield. “Everyone recognizes the status and credibility of departments of commerce in other states, and by making a simple change, we are taking a step that can bring new opportunities for additional investment and trade in Alabama.”

As part of the Alabama Economic Development Alliance, the Alabama Department of Commerce will focus on recruitment of new industries, retention and expansion of existing industries, and programs that focus on job creation through innovation, entrepreneurship, research and development, and commercialization.

The Department of Commerce also seeks to increase exports from Alabama through its international trade division, film production through the Alabama Film Office, and small business growth through its small business division.

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Golden Dragon Copper of China to Build \$100 Million Plant in Alabama

Gov. Robert Bentley announced in February an economic development agreement that will bring hundreds of new jobs to the state's Black Belt region. Golden Dragon Copper (GD Dragon) of China will build a \$100 million manufacturing facility near the town of Pine Hill in Wilcox County.

Once the facility is operational, GD Copper (U.S.A.) Inc. expects to employ 300 people with the potential for expansion to employ 500 people. The company will work with Alabama Industrial Development Training (AIDT) for workforce development. "I am committed to putting Alabamians back to work, and this is welcome news for a part of the state that has long been in need of new jobs," said Gov. Bentley.

Bentley added that this project shows how Alabama remains an attractive investment for international companies. He also stated that more than 65,000 people are employed by international companies that have operations in Alabama, and will continue to recruit international companies to Alabama.

"We are glad that GD Copper (U.S.A.) Inc. is joining us as corporate partners, and we look forward to helping the company grow and prosper in Alabama," said Secretary of Commerce Greg Canfield. Canfield added that Wilcox County and the surrounding region came together cooperatively to make this project a reality and bring much-needed jobs to the area.

"Working on the Golden Dragon Project with Alabama over the past 16 months has been one of my career's most rewarding experiences," said Raymond Cheng, CEO of Sozo Group and a corporate advisor and consultant for the project. "This gave my team a chance to work with the Bentley administration, which is not only fully committed to creating jobs, but also willing and able to implement innovative programs to attract and retain high-quality manufacturers."

George Alford, manager of the Wilcox County Industrial Development Authority, said the project is one of the largest economic development events in the county's history.



"Recently, we were named the 15th poorest county in the United States," Alford said. "We believe this project is the first major step in reducing our high unemployment and poverty rates."

"We are very encouraged to have this company coming to Wilcox County," Pine Hill Mayor Harry Mason said. "It is an exciting economic development opportunity for the area."

GD Copper (U.S.A.) Inc. will be an application center for the most modern copper tube mill in the world, employing state-of-the-art "cast and roll" technology, processing methodology and equipment. The company will be the third Chinese manufacturer to locate in Alabama.



America's Fleet Admirals

The majority of the U.S. Navy's customs have been inherited directly from the "Senior Service," Britain's Royal Navy, from the look of the uniforms to terminology and rendering honors. From the hand salute to piping senior officers and dignitaries over the side, the use of side boys, gun salutes, morning and evening colors, setting the watches, even the traditions of the formal "dining in" can all be traced to the Royal Navy. One tradition that the U.S. Navy avoided for more than 85 years was utilizing the rank of admiral.

The Continental Navy, established by Congress on Oct. 13, 1775, had no admirals. Esek Hopkins was appointed Commodore and Commander-in-Chief of the Continental Navy. Following the dissolution of the Continental Navy and the establishment of the U.S. Navy, the rank of commodore continued to be the highest rank in the service. To add confusion, just as in the Royal Navy, "commodore" was sometimes a title rather than a rank, given to a senior captain in command of a squadron of vessels.

The hesitancy to include the rank of admiral has been attributed to a fear of the American navy's appearing to be "too royal," but naval officers from the service's earliest days argued for a need to have officers who ranked with generals of the army. The lack of admirals could be attributed to the relatively small size of the U.S. Navy prior to the American Civil War, when the service saw exponential growth. In 1857, the U.S. Navy introduced the rank of "flag officer," which was similar to the rank of commodore: A flag officer was a senior captain in charge of a squadron. Today, navies use the term "flag officer" to mean any officer of flag rank – typically, a rear admiral, vice admiral or admiral, but for a few short years in the mid-19th century flag officer was an actual rank used by both the U.S. Navy and, during the Civil War, the Confederate Navy.

The Navy didn't establish the rank of admiral until 1862, when David Glasgow Farragut was promoted to rear admiral on July 16. Farragut would go on to become the U.S. Navy's first vice admiral in 1864 and its first full admiral in 1866. While the U.S. Navy had embraced the rank of admiral, there remained one rank out of reach for American naval officers: that of fleet admiral. The Royal Navy had had the rank of admiral of the fleet since the late 17th century, and it originally was reserved for the senior-most officer in the fleet or the commander-in-chief of the Royal Navy. With the



David G. Farragut became U.S. Navy's first true flag officer when he was promoted to rear admiral on July 16, 1862. He retired from the service as a full admiral.

expansion of Britain's navy, however, more than one admiral of the fleet often was in service at any given time. From time to time the rank also was bestowed upon foreign royalty as a singular honor.

During World War II, with American fleets spanning a globe in conflict, Congress saw the need for a handful of five-star admirals, and the temporary rank of fleet admiral of the U.S. Navy was created on Dec. 14, 1944. The rank was made permanent on March 23, 1946. To date, the U.S. Navy has had only four fleet admirals: Leahy, King, Nimitz and Halsey. The appointments were for life, meaning that these men officially never retired from active duty and continued to draw the pay of a five-star admiral until their deaths.

Long a close friend of President Franklin D. Roosevelt, Admiral William D. Leahy had retired from the Navy in 1939 after completing his tenure as chief of naval operations, during which he led the service in preparation for the coming war. He served for 14 months as Governor of Puerto Rico and then as U.S. Ambassador to Vichy France in 1941 and 1942 in an unsuccessful effort to mitigate that government's collaboration with Nazi Germany.

On July 6, 1942, President Roosevelt recalled Leahy to active duty, making him the "chief of staff to the Commander in Chief, U.S. Army and Navy, the president of the United States." In this role, Admiral Leahy served as a personal military advisor to the president and as his point of contact with the three service chiefs of the Army, Navy and the Air

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William D. Leahy became the service's first fleet admiral on Dec. 15, 1944, serving as "chief of staff to the Commander in Chief, U.S. Army and Navy, the president of the United States."



Two days later, Ernest J. King became the U.S. Navy's second fleet admiral, serving as Commander in Chief, United States Fleet, and chief of naval operations during most of World War II.

Corps – the de facto first Chairman of the Joint Chiefs of Staff. Leahy was appointed as the United States' first fleet admiral on Dec. 15, 1944. In addition to his duties as chief of staff, Leahy also alternated with his British counterpart as chairman of the Anglo-American Combined Chiefs of Staff. Leahy continued to serve in his role as chief of staff to the Commander in Chief until March 21, 1949, when he resigned. The position of chairman of the Joint Chiefs of Staff was established later that year when General of the Army Omar Bradley was appointed as Leahy's successor. Fleet Admiral Leahy enjoyed a special relationship with President Roosevelt as his closest military advisor. Because he kept the president's confidences to himself, the full extent of his influence over military decisions is difficult to assess. Following Roosevelt's death, Leahy stayed on as an integral part of President Harry S. Truman's administration,

and his influence in the development of strategic policy during World War II and the early days of the Cold War are believed to have been critical. Leahy did take exception with at least one of the administration's key decisions: He was opposed to the use of the atomic bomb, which he decried as a "barbarous weapon" that was "of no material assistance in our war against Japan." Fleet Admiral Leahy, who had been born in Iowa in 1875 and graduated from the U.S. Naval Academy in 1897, died July 20, 1959. He was 84.

Ernest J. King may have been uniquely qualified to command the Navy in World War II. Though he was a patrician who believed that the United States' form of government "put a premium on mediocrity," King had experience in all facets of naval warfare, having commanded surface ships prior to World War I and commanded a submarine division and later Submarine Base New London after the war. King qualified as a naval aviator at the age of 48, first commanding Naval Air Station Hampton Roads and, in 1930, the aircraft carrier USS LEXINGTON (CV-2). King went on to serve as the Chief of the Bureau of Aeronautics, where he championed the expansion of the service's number of naval aviators. During the late 1930s, King commanded the Battle Force's aircraft carriers. With few friends in the service, however, Vice Admiral King found himself appointed in 1939 to the General Board, a dead-end job that promised to be his last.

King's salvation came in the form of rising tensions with Germany and a job offer by the chief of naval operations, Admiral Harold "Betty" Stark, who, recognizing King's command abilities, appointed him as Commander in Chief of the recreated Atlantic Fleet in the fall of 1940. King was promoted to admiral the following February. Three weeks after the devastating attack on Pearl Harbor, Admiral King was named Commander in Chief, United States Fleet, and on March 18, 1942, he became the chief of naval operations. King is the only person ever to hold the combined command of Commander in Chief, United States Fleet, and chief of naval operations. As such, he oversaw all naval plans and activity globally during World War II, from the dark days in the Pacific and the daily loss of merchant vessels along the East Coast early in the war to the turning point at Midway and the slow series of advances that followed. As a member of the Joint Chiefs of Staff, King was integral in gaining the resources needed to begin and sustain offensive operations against the Empire of Japan. King was a noted Anglophobe and resisted efforts to commit more assets to the European theater of the war. Instead, he hammered at the strategic importance of the Pacific theater. His abrasive manner made King one of the least-liked Allied leaders during the war, but there was no denying his effectiveness and his organizational abilities.

Upon turning 64 on Nov. 23, 1944, King sent a note to President Roosevelt pointing out that he (King) had reached mandatory retirement age. The president replied, "So what, old top?" Less than a month later, King was promoted to the rank of fleet admiral on Dec. 17. He remained on active duty for another year and was recalled as an advisor to the Secretary of the Navy in 1950. Fleet Admiral Ernest J. King suffered a stroke in 1947 and was in poor health during his remaining years. He died on June 25, 1956, at the age of 77.

A 1905 graduate of the U.S. Naval Academy, Chester W. Nimitz had far more experience at sea than either of the first two admirals to receive their fifth stars. He was also the only man to be made a fleet admiral who had been court-martialed and found guilty of neglect of duty for grounding a ship under his command.

Nimitz's hour of infamy happened early in his career when, as an ensign, he commanded the destroyer USS DECATUR (DD-5), running her aground a sand bar in the Philippines. Nevertheless, Nimitz soon was transferred to the submarine service and in less than a year after his court-martial, was given command of the First Submarine Flotilla, as well as command of the submarine USS PLUNGER (later A-1). Over the next few years, Nimitz commanded a series of submarines, as well as the Third Submarine Division and the Atlantic Submarine Flotilla. During World War I, Nimitz served first as executive officer of the fleet oiler MAUMEE (AO-2) and then as aide to Rear Admiral Samuel S. Robison, Commander, Submarine Force, U.S. Atlantic Fleet, before becoming chief of staff of same. After the war, Nimitz served simultaneously as executive officer of the battleship USS SOUTH CAROLINA (BB-26) and as commander, Submarine Division 14. He held a number of commands during the inter-war years, including a submarine division, several surface warships, and both a cruiser division and a battleship division before being appointed chief of the Bureau of Navigation on June 15, 1939.

Ten days after the attack on Pearl Harbor, Nimitz was appointed Commander in Chief, U.S. Pacific Fleet, with the rank of admiral to become effective Dec. 31, 1941. Admiral Nimitz immediately began the Herculean task of marshalling what naval forces remained intact to thwart Japanese advances in the Pacific. In March 1942, the Joint Chiefs of Staff named Nimitz as Commander in Chief, Pacific Ocean Areas, following the division of the Pacific theater into three areas of operation by the Anglo-American Combined Chiefs of Staff. The new position gave him operational control over all Allied forces – naval, land and air – in the area. Nimitz went on the offensive as soon as he had the resources to do so, winning critical battles in the Coral Sea, at Midway, and in the Solomon Islands.



Chester W. Nimitz was promoted to fleet admiral on Dec. 19, 1944. Nimitz served as Commander in Chief, U.S. Pacific Fleet, and Commander in Chief, Pacific Ocean Areas, during the war.

Nimitz was promoted to fleet admiral on Dec. 19, 1944, and continued to orchestrate the Allies' successful efforts in his area of operation, overseeing fighting in the Marianas, the Battle of the Philippine Sea and the capture of a string of islands across the Pacific. As soon as it became viable, Fleet Admiral Nimitz moved the headquarters of the Pacific Fleet from Pearl Harbor to Guam in January 1945. Nimitz was one of only two Americans to sign the Japanese Instrument of Surrender on board the battleship USS MISSOURI (BB-63) in Tokyo Bay on Sept. 2, 1945. General of the Army Douglas MacArthur, supreme commander for the Allied Powers, signed the document immediately after the last of the Japanese signatures was affixed to the document. Nimitz was the next to sign, on behalf of the United States of America. Following the war, Nimitz relieved fellow Fleet Admiral King as the chief of naval operations on Dec. 15, 1945, and began the arduous task of downsizing the Navy. During his tenure, Nimitz also endorsed the building of the world's first nuclear-powered vessel, the submarine USS NAUTILUS (SSN-571), setting the course for a nuclear Navy. Unlike King, Nimitz was no Anglophobe. His friendship with Britain and service to the same was recognized in 1945 when Fleet Admiral Nimitz was made a Knight Grand Cross of the Order of the Bath. Nimitz served as regent of the University of California from 1948 to 1956. He died on Feb. 20, 1966, four days shy of his 81st birthday.

The last man promoted to the rank of fleet admiral was William "Bull" Halsey Jr., a fighting admiral if there ever was one. After circumnavigating the globe in the battleship MISSOURI (BB-11) as part of the Great White Fleet, Halsey gained experience in torpedo boats and destroyers. He commanded USS SHAW (DD-68) during World War I, earning the Navy Cross. Following the war, Halsey served

as Naval Attaché in Germany, Denmark and Sweden before returning to sea duty and commanding several ships before assuming command of Destroyer Division Three.

In 1934, Admiral King offered Halsey command of the aircraft carrier USS SARATOGA (CV-3). Halsey qualified as a naval aviator first. At 52 years old, Halsey was even older than King had been when he earned his Wings of Gold. Halsey was the oldest man in the Navy ever to be designated as a naval aviator. He then assumed command of the SARATOGA and later Naval Air Station Pensacola. In the process, Halsey became a strong proponent of naval air power and recognized the aircraft carrier as the service's main offensive platform.

As a vice admiral in command of the carrier USS ENTERPRISE (CV-6), Halsey left Pearl Harbor on Nov. 28, 1941, to transport Marine Fighter Squadron 211 to Wake Island, returning on Dec. 7. Planes from the ship sortied and were able to engage some of the Japanese during the attack on U.S. naval forces there. Commanding Carrier Division Two, Halsey led strikes against the Japanese in early 1942 and provided air cover as the Doolittle Raiders launched from the decks of the USS HORNET (CV-8) in April. By the next month, Halsey was in poor health, having been at sea and directing combat operations almost continuously for six months. He returned to Pearl Harbor on May 26 and turned over command to Rear Admiral Raymond Spruance before checking into the hospital with a stress-related condition. Halsey would later describe missing the critical Battle of Midway as "the greatest disappointment of my career," but there were still opportunities for battle over the horizon.

Upon his return to the Pacific following a trip stateside to convalesce, Admiral Nimitz gave Halsey command of the South Pacific Area and South Pacific forces, including land, sea and air forces. Halsey aggressively took the fight to the enemy, waging a war of attrition against Japan as his forces fought their way through the Solomons. As the war shifted from the South Pacific to the Central Pacific, Halsey's area of operation likewise shifted, and in May 1944 he was appointed commander of the Third Fleet. Halsey and Spruance continued to alternate command of the fleet. To confuse the enemy, when Halsey was in command, the force was known as Third Fleet; when Spruance was in command, it was referred to as Fifth Fleet.

Halsey was criticized for decisions made during the Battle of Leyte Gulf, during which he nevertheless managed to sink all four Japanese aircraft carriers of Admiral Ozawa's Northern Force. Halsey was further criticized for failing to divert his force from Typhoon Cobra that December, resulting in the loss of three destroyers, 146 aircraft and more than 800 men.



On Dec. 11, 1945, William "Bull" Halsey Jr., became the last man promoted to fleet admiral. Halsey initially commanded the South Pacific area of operations and later commanded Third Fleet during the war in the Pacific.

A court of inquiry found Halsey guilty of poor judgment, but recommended no punitive action. Similarly, Halsey took his ships into the teeth of another typhoon in June 1945, during which six men were lost overboard and 75 planes were lost or destroyed. Another court of inquiry was convened, with this one recommending that Admiral Halsey be reassigned. Nimitz overruled the court's recommendation, and Halsey led Third Fleet through the remaining months of the war. Halsey was promoted to fleet admiral on Dec. 11, 1945, while serving on special duty in the Office of the Secretary of the Navy.

Fleet Admiral Bull Halsey made a goodwill tour through Central and South America and left active service in March 1947. He died on Aug. 16, 1959, at the age of 76, remembered for the aggressive manner in which he prosecuted the war, ever determined to be on the offensive.

America's only five-star admirals were the men best suited to lead the nation's sea services at a critical time in her history. Their personalities were as varied as their backgrounds, but together, they constituted a formidable combination of intellect, will, strategy and determination that was necessary to win the war at sea.

Perhaps Bull Halsey summed up the efforts of these four fleet admirals best when he said, "There are no great men. Just great challenges which ordinary men, out of necessity, are forced by circumstances to meet."



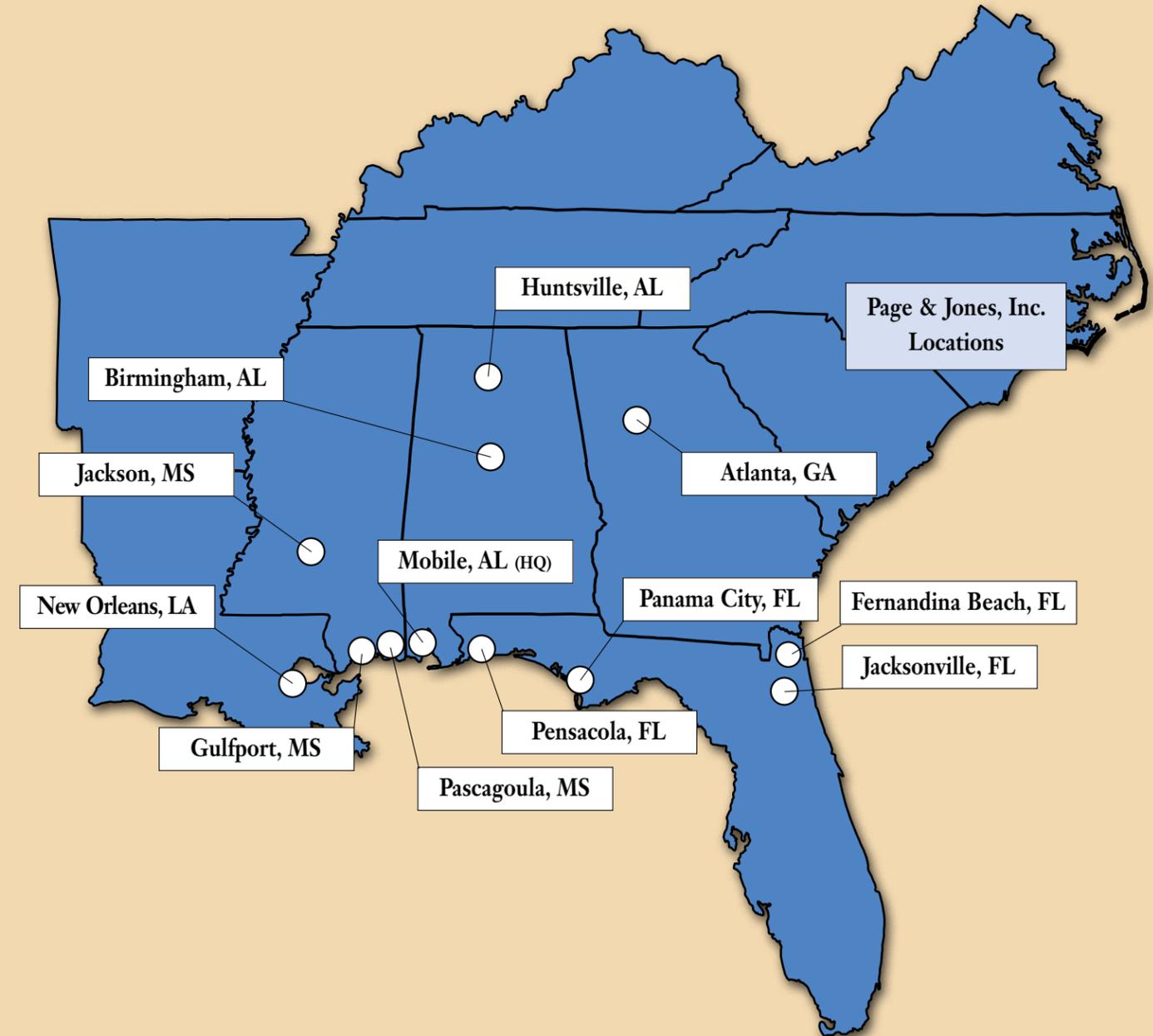
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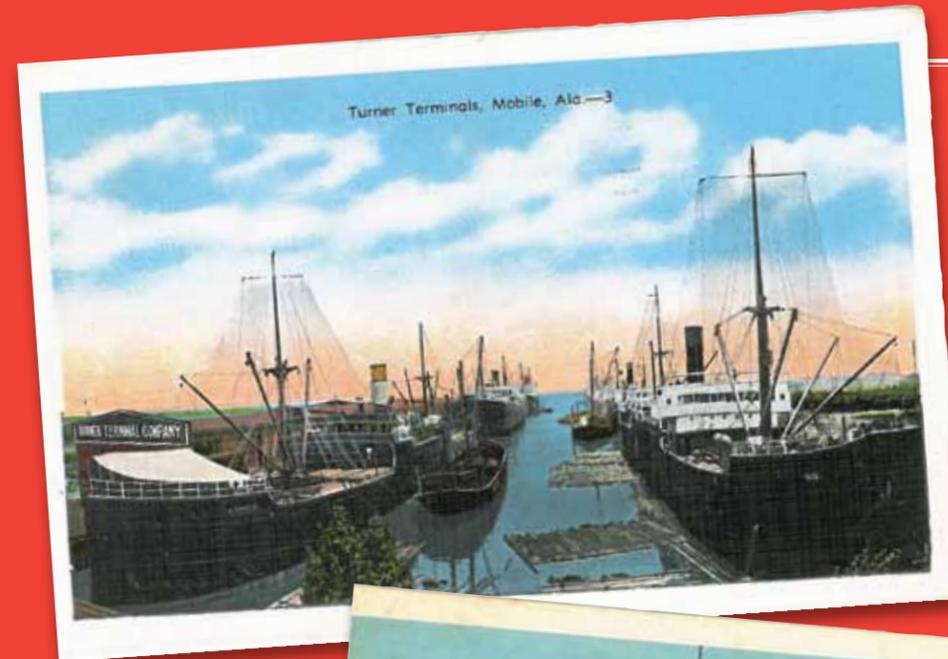
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