

THE LOOKOUT

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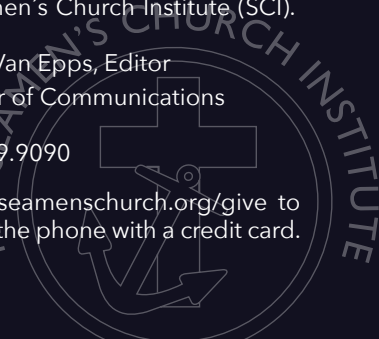
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FROM THE PRESIDENT'S DESK

For millennia, the passage from winter to spring has been a time of hope—a time of new beginnings and new life. In many regards, this past year has felt like a perpetual winter, regardless of the actual season. The yearlong pandemic had most of the world locked-down and day-to-day life was anything but normal. Yet spring carries with it good news and hopefulness. Highly effective vaccines are bringing a degree of normalcy back into our lives as witnessed by recent surges in air travel and planned vacations.



Nevertheless, as we emerge from the COVID-19 pandemic, I cannot help but reflect upon the human toll this time has taken on my colleagues, my friends, my family, and myself. And yet, I know firsthand that the difficulties and inconveniences I experienced pale in comparison to the pandemic's impact on seafarers and mariners. During the past year, seafarers were stuck at sea on extended contracts as crew repatriations became almost impossible. News outlets reported that 400,000 seafarers were trapped at sea on vessels, while associated articles noted increases in mental health issues such as anxiety, depression and suicide, and sleep disorders. But much of this remained invisible to the general public. It took the grounding of the massive container ship *Ever Given* in the Suez Canal, and this accident's impact on trade, to capture the world's attention and help us to comprehend how integral shipping is in powering our global economy. Yes, once again we were reminded that 90% of everything we use is transported by ship.

Moreover, we were reminded that it takes men and women to crew these vessels across the world's oceans and along the United States' intracoastal waterways and river system. And this is where the work and mission of the Seamen's Church Institute is so integral to the maritime community. We advocate for the personal, professional and spiritual well-being of all mariners 24/7. During the past year our mission has focused on the challenges that the pandemic placed on this most crucial workforce. In March, the mission and ministry of SCI's chaplains was profiled in a front-page article in the national edition of *The Wall Street Journal*. And in April, details of our work appeared in *The Washington Post* as part of an in-depth analysis of the impact of COVID-19 on the maritime industry. Thankfully, the tremendous work of our dedicated team of chaplains has not gone unnoticed.

In this issue of *The Lookout*, you will find a very personal look at the pandemic's impact on the life of Oskar Sadowski, an international seafarer whose ship makes regular calls to Port Elizabeth. The human dimension of SCI's advocacy is detailed in "A Holistic View", as well as how we are integrating the work of our core mission areas of education, advocacy and chaplaincy in addressing whole mariner wellness. And you will discover the work our river chaplains are undertaking to address injury and trauma. You will also meet two of SCI's Trustees—our longest serving trustee and one of our newest trustees. And we conclude with Orrin Ingram, President and CEO of Ingram Industries, and his emphasis on "Zero Harm" and The Ingram Way in leading this enormous, privately-owned maritime company.

Once again, we at the Seamen's Church Institute could not succeed in our mission without your commitment and generosity. On behalf of my colleagues, our volunteers, and our trustees, thank you for your tremendous support of SCI as we endeavor to serve all mariners both far and near.

Most faithfully,

A handwritten signature in black ink that reads "Mark". The signature is stylized and cursive.

The Reverend Mark S. Nestlehuett
President & Executive Director

OSKAR

by Chaplain Cora DiDomenico, M.Div



Throughout my tenure at the Seamen's Church Institute, I've formed relationships with seafarers from across the globe. It can take many months to build a lasting rapport with a seafarer as they are always traveling from port to port, often with very short port stays. There are, however, a few exceptions to this rule. Oskar Sadowski, newly appointed Chief Officer of a vessel crucial in the supply chain of the entire island of Bermuda, is one of those exceptions.

Oskar is 33 years old and from Gdynia, a city in the northern part of Poland. Gdynia is also home to the Maritime University of Gdynia and a place which many Polish seafarers call home. Oskar decided to study there not by some romantic notion of loving the sea, but simply because he has lived in close proximity to the school and the maritime industry was a part of the local culture. He graduated in 2011 after four years of studying and a one-year cadetship at sea on various vessels. He then received his master's degree in navigation—maritime transport. He began working as a deck officer in 2012 and earlier this year he found himself freshly promoted to Chief Officer and ready for new challenges and responsibilities.

Becoming a chief officer is a completely different from working as a junior officer. It is considered a management position, with the junior officers working at the operational level. The Chief Officer is the head of the entire deck department—making him responsible for providing a safe and efficient working environment for the ratings and the junior officers. Oskar's promotion now places him in charge of cargo operations and stowage, vessel stability and seaworthiness, garbage stowing, separation and proper disposal ashore, being the designated safety and security officer, and of course being the Captain's deputy in case of any incident. The list goes on and on, however Oskar does not see this as a burden. Oskar's transition to his new position has been a smooth one, thanks to the excellent crew on his vessel that he was able to observe and learn from as well as ask any questions when being in doubt.

Oskar's vessel operates a regular weekly route from Port Elizabeth, NJ to Bermuda. The crew is mostly composed of regulars who have been working together for many years—ensuring a professional working environment and established social bonds between the colleagues, unlike the ones usually found among a crew of complete strangers. And yet, even with a regular, consistent route and crew, the past year has been extremely difficult.

Oskar explains, "Seafarers are one of the many groups of workers who have been hit hard with all the restrictions and

requirements which arose during the ongoing COVID-19 pandemic. Many were [and still are] stranded on vessels, unable to disembark and return home with extended contracts. Similar to their relievers, there were seafarers unable to leave their homes and join their intended vessels, resulting in extended periods of unemployment with no income and growing debt. Shore leave for crews has been banned completely or severely limited and restricted."

All of these circumstances combined in a person can lead to a heavy psychological burden which needs to be expressed. This can be problematic on board when not permitted to go ashore for a few hours to experience different smells, noises, and unfamiliar faces—to forget for a short while about living and working on a vessel 24/7 for many months straight. Oskar finds the onboard internet connection available to the crew the most important asset in keeping spirits and morale high on his vessel. He reminds me, "All of us have someone patiently waiting for us to return home—in my case it's my girlfriend and my dog—being able to chat, send some pictures, or make a voice call from time to time is an essential part of my personal psychological well-being which I am not taking for granted since I know many vessels still do not have such options available for their crews."

Due to the importance of Oskar's cargo to the island of Bermuda, the vessel's owner had taken some extra precautions during the early days of the pandemic. From the beginning, quarantines were established for joining crew with polymerase chain reaction (PCR) testing, the vessel was supplied with masks, gloves, disinfectants, and other safety protective equipment. Recently, the entire crew was given an the option to receive the COVID-19 vaccine. This opportunity arose as the seafarers were finally being recognized as essential personnel for maintaining the chain of supply for the island. The entire crew agreed to receive the voluntary vaccinations. Oskar reminds me that most of his crew members would need to wait between one to two years to receive vaccinations in their home countries due to long queues and therefore were so grateful for this opportunity.

It is no secret that I long for the days when I might enjoy a cup of coffee with Oskar on board his vessel or simply transport him and his crew members to the local shopping mall. But I also see that day coming. I'm grateful to have personal witness of seafarers and company owners, all working together to promote a safe, global future.

***The above information was collected during an online interview with Oskar during his passage through the Atlantic Ocean from New Jersey to Bermuda.*



A HOLISTIC VIEW

by Nancy Van Epps



Photo credit: Stephanie de Rouge

Recently a Honduran seafarer solicited the help of SCI's Center for Mariner Advocacy (CMA) in recovering past wages. Two years ago, he had been employed by a seafarer management company positioned in England on a Vanuatu-flagged, U.S.-owned vessel operating in the vicinity of Guyana. The manning agency deducted nearly \$4,000 from the seafarer's paycheck, claiming the deductions were necessary to pay local taxes.

However, no clear accounting of these deductions showing to whom the taxes were paid was ever presented to the seafarer, putting in doubt whether taxes were paid or if the seafarer's full wages were simply being withheld.

These actions were a clear violation of the Maritime Labour Convention, 2006, and as such, CMA Director Phil Schifflin, Esq. attempted to contact the management company. After several online correspondences with Phil as well as with one of CMA's Tulane University Law School interns, the management company agreed to pay the seafarer all outstanding wages.

On another case, a seafarer identified his place of hire and repatriation as his small hometown in Thailand. When his contract was complete, he signed a second contract without leaving the vessel and assumed the terms would be the same. The new contract actually stated his repatriation city as Bangkok, and when the pandemic hit he was required to isolate in Bangkok for 14 days upon completion of his contract before traveling home. Phil maintained that paying the hotel fees and travel costs placed an undue burden on the seafarer and after successfully reaching the appropriate leadership at the shipping company, they agreed to cover his expenses.

Phil Schifflin joined CMA after a 30-year career as an officer in the US Coast Guard. He is a member of the International Christian Maritime Association's delegation to the International Maritime Organization (IMO), where he serves on Human Elements, Training, and Watchkeeping Subcommittees. Additionally, Phil is a public sector advisor to the US delegation on the Legal Committee, Facilitation Committee, and Implementation of IMO Instruments.

In addition to his work on international organizations, Phil takes time for individuals like the Honduran and Thai seafarers.

At the height of the pandemic and the global shipping disruption of the MV Ever Given, journalists with NPR, *The Wall Street Journal* and *The Washington Post* contacted the Seamen's Church Institute (SCI) with the same goal: they were seeking insight for the human angle of their stories. Since our founding in 1834, SCI's commitment and focus have always been on the health and welfare of the people of the transportation industry—the sailor/mariner/seafarer. While we "welcome the stranger, regardless of faith or background," our mission is solidly rooted in the Episcopal tradition of attending to the present needs of the people we serve; in this case the mariner, both as individuals and as a group. We consider our advocacy on the personal level equally as vital as our global impact.

Commitment to serving the needs of the mariner and seafarer is the essence of our mission and paramount in the mind and heart of every member of SCI staff.



SCI's unwavering commitment to the mariner runs deep and across mission areas.

Anyone who speaks with Captain John Arenstam, Assistant Director of SCI's Center for Maritime Education (CME), about mariner safety will hear the passion in his voice. He served in the US Coast Guard for more than 27 years and among other responsibilities, manages our simulation training in Paducah.

"The most valuable risk management tool a mariner has is following the rules of the road. The predictability of the rules allows a mariner to understand what every other vessel they encounter on the water is supposed to do in any situation."

CME Director Captain Stephen Polk in Houston has long considered the value of expanding SCI's online training offerings into topics like health and leadership skills with the rationale that robust, knowledgeable, professional mariners advance river safety for everyone.

What might be surprising is that our pastoral care team recognizes the same link between education and mariner safety. In Baton Rouge, the Rev. Thomas Rhoades' assistance to crews and families in the aftermath of tragedies convinced him that some of the suffering he witnessed could easily be circumvented with greater physical and mental wellness awareness. In addition to his work performing individual and group spiritual care for mariners, and developing additional support resources like the Resilience Crews and Chaplain Chats, Tom is now collaborating with SCI e-learning expert Jonathan Burson. Together, Jonathan and Tom are designing online personal development and wellness learning modules for mariners.

"Chaplains are tuned into what is happening at a personal level and they can relay those insights to us. We help each other with projects," says Stephen. "A lot of people can conduct training. Taking a holistic view in identifying the needs of the mariner and then tailoring appropriate training to meet those needs is one practice that separates SCI from everyone else. We care about the whole mariner individually and spiritually. It's part of our mission."

The process of engaging cross-functionally and tailoring our efforts to meet the needs of those we serve transpires in other areas as well. In the beginning of summer last year, Chaplain Michelle McWilliams fielded what seemed to be an odd inquiry at the time. A ship captain requested Michelle's assistance in delivering 60+ cans of Pringles to his vessel from a local store for distribution among his crew. While calling on Port Newark, his seafarers' access to shore leave had been curtailed by pandemic restrictions, and they were unable to run the simple errand of purchasing snacks themselves before heading back out to sea.

The captain of another ship requested SCI chaplains' help in securing a guitar chosen by two of his crew members. Fortunately, a local Guitar Center had it, complete with case, picks and tuner, and the pastoral care team in Port Newark were able to hand-deliver the instrument to his vessel. Simple diversions like music can be a life-saver while in isolation, and delivery during the early days of COVID allowed Michelle to confirm the health and well-being of the seafarers in person.

"Chaplains are integral to the work of advocacy," says Phil. "They are our eyes and ears at the ground level."

In response to the Centers for Disease Control and Prevention (CDC) reports that obesity increases the risk of severe illness from COVID-19, many ships began conducting weight-loss competitions for the crew and ordering additional exercise equipment through our chaplains. Most captains have a Crew Recreation Fund to buy Christmas decorations or a pig to roast for Easter that they could utilize for this purpose. Two weeks before his vessel was scheduled to call on Port Newark, one captain made a special request for a regulation-size ping pong table along with the crews' orders for essential supplies. Another captain asked for a stationary bike. Knowing the challenge of maintaining physical fitness on the ships, SCI chaplains were pleased to be able to facilitate these requests, however, they did not consider the logistics of transporting the table and bike from our Center to the ship. Fortunately, we have a 15-passenger van! A crane, normally employed for ship parts at the terminal, was utilized to lift the exercise equipment onto the vessels.

As permission to leave ships continues to be postponed, requests for delivery of essential items and medicines has increased exponentially. Recognizing the seafarers' on-going need, Timothy Wong, Director of SCI's International Seafarer Center in Port Newark, devised a new initiative. Rather than fulfill these requests on a piecemeal basis through the pastoral care team, he streamlined the process and shifted the quotidian work of order tracking and fulfillment to operational staff.

"With the SHOP at SEA program, our chaplains still deliver essential products in person to the vessels, so they are building that relationship with the seafarers, and checking on their welfare," says Tim. "But now operational staff is supporting their work in the most efficient manner possible by handling the rest of the process behind the scenes."

These practical examples are the physical manifestations of SCI's larger purpose: serving the needs of the mariner and seafarer is the essence of our mission and paramount in the mind and heart of every member of SCI staff regardless of their job description in the organization.



“With the SHOP at SEA program, our chaplains still deliver essential products in person to the vessels, so they are building that relationship with the seafarers, and checking on their welfare.”
– Timothy Wong,
Director, International Seafarers’ Center



PASTORAL REFLECTIONS

BY THE REV. TOM RHOADES

BUILDING STRONG SUPPORT NETWORKS DURING CHALLENGING TIMES

Advertising jingles work because the catchy tunes and lyrics get stuck in your head.

Just as jingles become lodged in our minds, so can experiences. When our experiences create intense stress, our brains become traumatized from the overload of information they receive from our senses. The damage can be compounded if the pressure is not released.

When sustaining a traumatic event, several things occur. According to the National Center for Biotechnology Information, "Stress results in acute and chronic changes in neurochemical systems and specific brain regions, which result in long-term changes in brain 'circuits,' involved in the stress response." When we suffer trauma, our bodies react because our minds recall the injury caused by the intense stress. This initial trauma is exacerbated when we find ourselves in situations that remind us of the trauma we endured. This is called a trigger. Because our brains have borne intense stress, they become hypersensitive.

When this occurs, our brains are unable to "turn off" stress-producing hormones. We find ourselves unable to sleep. Images replay in our minds. Sights and smells trigger our memories. Often, we are unaware that this is happening.

A few years ago, while driving I was making a left-hand turn near my home in Baton Rouge when I felt a sharp shove forward. I turned to see a car bounce backward after hitting

me. A few months later, while merging onto a highway I wondered why I felt as if I was going to be hit. Then I remembered, I was rear-ended.

Trauma is one of the many reasons why it is so important to build strong support networks. SCI is known for providing trauma care through Critical Incident Stress Management (CISM) best practices. SCI currently has a network of 26 chaplains certified by the International Critical Incident Stress Foundation. It is anticipated that the number of trained chaplains will increase over the coming months. CISM is face-to-face pastoral intervention that helps release internalized stress and trauma through guided conversation. As a result of our intervention, people feel better.

Experiences that cause trauma in the maritime industry range from divorce to seeing a shipmate fall overboard. But there are many other instances that cause trauma, including fires, barge groundings, bridge and vessel collisions, and sinking vessels. Close calls cause great distress to mariners and seafarers, which can result in mental health issues, and ultimately lead to future injuries or broken relationships with family and friends.

CISM provides the most healing when the intervention takes place within a few hours of the incident. Recently, I was one of the first to arrive at the scene following an onboard suicide. Every crew member I counseled returned to work within a month. In a separate traumatic event, I was called



“Ideally, SCI would be among the first five phone calls made when tragedy strikes. The earlier we can appear on the scene, the better chance we have of mitigating the devastating effects of trauma.”
–The Rev. Tom Rhoades

after a month because “the crew was not coping well.” I cannot help but think early intervention would have helped the crew to return to work sooner.

Not everyone is aware of SCI’s plethora of resources. When Port Captains or human resources personnel ask those involved in an incident, “How are you doing?” the answer is, “We’re all fine,” even if they are not. During those instances of early intervention, some crew members insist they should keep working rather than return home to recuperate. Home can be unstable, while work is predictable and more comfortable. I have often heard mariners say, “I don’t want to take my trauma home to my family.” Unfortunately, one of the major side effects of trauma is losing our ability to maintain focus, so it is important to take the rest we need following an incident to protect ourselves, our families, and our fellow workers.

Following a critical incident, it can be challenging to arrange face-to-face meetings due to logistics and timing. One morning I received a telephone call to deploy following an incident, but a few hours later, the company felt it was better to send the crews home with our phone number. Unfortunately, we rarely get calls from traumatized mariners and seafarers. Making that phone call to ask for help can in itself be traumatic, because it acknowledges the trauma really happened. This is a scary step, and I understand because I have a hard time asking for help. I advise managers, “Ask your people if you can give their phone numbers to a chaplain.” Mariners respond well to my phone calls.

The long-term consequences of trauma are serious. SCI’s chaplaincy is here to provide comfort and support, any way we can.

For additional information about SCI’s pastoral care network and other mission areas, please visit our website at seamenschurch.org or email wellness@seamenschurch.org.



Meet the SCI Board



Chairman Emeritus **Alfred Lee Loomis III** (Chip), celebrating his 50th anniversary of continual service on our Board in 2022, is a lifelong New Yorker. He spent his childhood in Oyster Bay, a hamlet in Long Island, and attended Harvard University.

In 1972, John Winslow, past President of SCI, private banker at Citibank and a good friend of the family, recommended that Chip join the SCI Board. Chip had always loved the sea and his appreciation of the global shipping industry has only grown over the years. He became President in 1985 and Chairman in 1992.

Perhaps Chip's greatest legacy to SCI is a fiscal one. When Chip joined the Board, SCI's headquarters on State Street in Manhattan, which still housed hotel rooms, a restaurant and bar, "was outdated and on its last legs." Much of the vessel traffic was starting to move away from

lower Manhattan. "We offered a lovely \$8 lunch and were feeding most of Wall Street," said Chip, "but we had no endowment and little financial resources." After overseeing the sale of the property on State Street, Chip and the Executive Committee used the \$22M proceeds to build SCI's new home on Water Street and establish the beginning of an endowment.

"I take great pride in enabling the steady growth of the endowment over the years at a rate comparable to Standard & Poor's index," says Chip. With his guidance and stewardship, this endowment provides stability to the agency as well as a steady revenue stream applied towards SCI operational expenses to this day. The endowment has continued to grow under his management despite the annual disbursement SCI incurs, holding strictly to a policy following the Yale 5% spending rule.

In addition to the establishment of the endowment, Chip also oversaw the expansion of SCI's ship visiting capabilities, collaborated with Douglas Stevenson, former Director of our Center for Seafarers' Rights, at the forefront of advocacy for seafarers, and forged the first partnerships with companies for Simulator Training for vessel crews.



A member of the incoming class of SCI Board members, **the Rev. Kristin Miles** holds a Bachelor of Arts in English and Economics from Wellesley College, as well as a Master of Divinity from Harvard Divinity School. She is a Priest and Director of Pastoral Care and Community at Trinity Church Wall Street.

Kristin identifies the guiding question for her future work on the Board as attending to this assessment: given that mariners and seafarers are serving the world in really important ways, how do we meet them where they are?

"From the very beginning of its history, SCI's mission to seafarers has been freely given regardless of rank, nationality or religion and followed the Episcopal tradition of caring for people in concrete ways with a sense of abundance."

"If you are in need, we will share. You don't have to earn it. You don't need to qualify for it. Just by the nature of you being a human being before us in this situation, we will help you. That is our grace in a world where everything is commoditized. Our service is freely given."

"Employing that framework, I believe we are meeting that parallel of care and presence in blue and brown water with our chaplains. I feel a real appreciation for what our chaplains are doing. We will always want to be evaluating so that we can shift as the needs of the mariner and seafarers shift."

Kristin currently serves the SCI Board as the Clerical Vice President and is a member of the Mission Oversight Committee. In addition to SCI's pastoral care, she is focusing on "linking our ministry and compelling narrative to result in funding so we can help more people."

Before joining Trinity in 2014, Kristin was the Attending Chaplain at Yale New Haven Children's Hospital in Connecticut, where she oversaw the spiritual care of patients, families, and staff, taught medical school residents and served on the interdisciplinary Ethics Committee. Kristin is a Board Certified Chaplain with experience in higher education, non-profit community organizations, and corporate settings.



(Pictured on the back cover: Orrin with current Ingram Barge President & CEO Dave O'Loughlin and other members of the Ingram crew in 2014.)

Pictured on the front cover: Ingram mariner associate Tom Sparks, "Sparky," has spent the last 20 years working on the river, most recently on the MV CAPT O A FRANKS. Sparky is a senior mate responsible for deck management.)

Orrin H. Ingram is President and Chief Executive Officer of Ingram Industries Inc., a Nashville-based privately-held company with two operating divisions: Ingram Content Group and Ingram Marine Group. He is Chairman of Ingram Marine Group. Orrin received his Bachelor of Arts degree from Vanderbilt University in 1982, whereupon he immediately began his career in the family business and has held numerous positions over the years. He became President and CEO of Ingram Industries Inc. in 1999.

Orrin was honored with SCI's prestigious Silver Bell Award in 2014 in recognition for the tremendous growth of Ingram Marine Group under his leadership, and his work with senior leaders at Ingram to establish programs that promote and safeguard mariner health—both mental and physical—and the health of the environment. The phrase "Zero Harm," has become one of the key values championed by his company.

Orrin is an avid sports enthusiast. He is past Chairman of the United States Polo Association and former board member of the Polo Training Foundation. He serves on the boards of directors of the Masters of Foxhounds Association Foundation, the U.S. Sportsman's Alliance Foundation, and the Wetlands America Trust for Ducks Unlimited.

1. Who were some important role models for you?

Early in life, my siblings and I all became involved with the ponies (although my parents were not horse people.) In that world, people from a lot of different backgrounds work successfully together.

Also, starting at age 16, I was expected to work at least 30 days each summer at one of the family businesses. At 18, I chose to be a deckhand on a boat and I fell in love with life on the water. I remember on my first boat, I seemed to be spending a lot of time in the wheelhouse. I realized that the captain was treating me differently because I was the boss' son. I had to tell him that I wanted to work as a real deckhand—and I did. I felt that I had to outwork everybody. I started earlier than my shift, stayed later, and I helped with the tow even if it wasn't my shift.

In the early 1980s, Neil Diehl was my boss and mentor at Ohio Barge Line. He would talk to me about what he was thinking and ask my opinion. Neil treated me like a son including the tough-love side. He was firm but fair. At that time, I was driven but young and kind of all over the place. He helped me learn to focus.

I remember being in charge of the tank barge fleet when we had an oil spill in Corpus Christi, and I was in Florida tending to some horse business. Neil called me and said, "You need to be in Texas, son. That's on your watch."

Neil would often invite people over to his house on weekends for "bonding," but actually it was just forced labor. (Ha! Ha!) One time he asked all of us to help build his deck and he handed me a hammer. After about five minutes, he took the hammer away. "You're not a very good carpenter," he said. "Let's find something else for you to do."

2. Do you remember your first leadership role? How has your view of leadership evolved over time?

I have always felt that I needed to lead by example. My early field experience on the boats was very valuable and still informs much of my work.

Spending time on the river is part of the on-boarding process for every Ingram associate, including shore-side personnel. Even those who are incapable of performing the physical labor of the job, can benefit by observation. If you are in logistics, for example, possessing firsthand knowledge of what happens on the boat when change orders happen improves communications and decision-making.

Ideally we would hire office positions from the crew, but you would need to catch them early as deckhands before the pay is outpaced by what they can make on the river.

3. What is your view on the impact of organizational culture in individual and company performance?

"If you ride for the brand, then you are the brand."

A positive company culture is our competitive advantage, and we have zero tolerance for anything other than cooperation and politeness. As a privately-held company, our associates are people, not a social security number. Company culture is embedded in everything we do from measuring performance to hiring. I always advise our associates that keeping the inside of our boats spotless (meaning how we treat each other) is just as important as keeping the outside spotless.

"I am a lucky guy surrounded by fabulous people who really care. Ingram is the largest barge line, but we have retained our family culture."

Years ago, we struggled initially as we grew and became more diverse. I had to address the situation. I tell everyone that they are accountable for treating others with respect even on social media. Lack of regard for each other is a negative reflection on me and the name on the outside of the boat.

4. What guiding principles or values do you find yourself revisiting again and again when making business decisions?

We describe our brand as The Ingram Way: Honorable, Empowered, Accountable, Driven.

We continually seek feedback and improvement. I make it a practice to ask our marine associates, "What are we doing that seems stupid to you?" I encourage them to speak up.

Sometimes things can seem stupid because the big picture has not been communicated properly. But sometimes, a process needs to change and that change could save us a lot of money. We need to be open-minded all along the chain of command and work as a team.



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5. What advice would you give someone who was beginning a career in the maritime industry? How do you hire? What do you seek in a candidate?

To those starting out, I would say to accumulate wealth when you are young. It is hard to spend money when you are on a boat, and when you are home you have a lot of free time.

If you are a hard-worker, the pay gets really good fast for mariner associates. We look for strong leaders who are intuitive and hard-working. There is a lot more computer work as the industry becomes more complex, so we take note of aptitude in that area as well.

On the boats, there is a clear career progression. Ingram offers a steersmen program and a junior engineer program. We can recruit for those positions, but we prefer to train our own. We invest hundreds of thousands of dollars in the development of our associates.

6. What important trends or upcoming advances do you see for the future of the transportation sector?

I'm looking forward to a timely passing of a bill reinvesting in infrastructure in this country. We need renewals and construction on our locks and dams. The highways are a mess. As a user and a supplier, I see a tremendous need.

7. What inspires you?

Every day you come to work and face ice, floods, drought. Then you recalculate what you are doing. It never gets boring. You don't have to worry about what shareholders would say. If it is the right thing to do, you do it. Our work with SCI in the counseling of crew and family is an expression of our company's heart.

What inspires me? I love the river. I love the people on the river. There is nothing that compares to going out on a boat.