

Chronological: Admiral of the Ocean Sea Awards, New York

Senator Daniel K. Inouye Papers
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H. Iwypwin / autos.sph
Nov '96(?)

Introductory Remarks by Senator Inouye

Good evening ladies and gentlemen. Reliving the drama and heroism of those brave American seafarers is indeed a humbling experience. Congratulations and thanks to all of you.

It is a pleasure and honor for me to be here this evening, to present an award that I myself was privileged to receive in 1980. I know well the sense of worth and distinction that comes from being honored by one's colleagues.

You named me an Admiral of the Ocean Sea 16 years ago, and I still wear that title with pride.

I also want to acknowledge the fine work United Seamen's Service (USS) has been performing for American seafarers for nearly 55 years. In ten ports around the world, and more than 100 in wartime -- from strife torn Vietnam in the 60s to Iran in the 70s, and near the Persian Gulf in the 80s and 90s, the recent history of the USS is as awesome as its past, when it was founded during World War II. A hearty thanks for the community service you provide for our seafarers.

Transportation in the United States is an industry carved out of the greatest qualities Americans possess. We have offered innovation, excellence and expertise to the world and have developed commanding leaders here at home. To be singled out by such a group is to breathe very rare air.

Our Admiral of the Ocean Sea (AOTOS) recipients this year are going to experience that high as well. The feeling of accomplishment and pride that will pass to them with their beautiful statuettes will resonate with them and their families for years.

It is with a keen sense of satisfaction that I am here tonight to present the awards. In all honesty, the next best thing to receiving the AOTOS is giving it away to people whom I hold in the highest esteem: Men who have brought dignity and distinction to the American flag and the merchant marine. Men who have as I have to ensure that legislation was enacted to keep our industry strong. Men who have earned their positions of prestige by improving the conditions of the people and organizations they have touched along the way.

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Presentation to Admiral Herberger

Vice Admiral Albert J. Herberger is a lion. A fierce defender of our faith -- the faith we have in our American flag, the faith we have in our merchant seamen, and the faith we have in our capitalistic society. I have personally worked with him in Washington, D.C., and know well the contributions he has made and the sacrifices he and his family have endured in the name of American shipping.

Admiral Herberger was appointed by President Clinton to the position of Administrator of the Maritime Administration (MARAD) in 1993, a fitting culmination of a career dedicated to America's pre-eminence in naval operations in the post-World War II era. He began his career, as have so many leaders in the industry, at Kings Point, New York, as a midshipman at the United States Merchant Marine Academy. After graduating in 1955, he went immediately into the Navy, and a lifetime of service to American maritime interests.

Admiral Herberger was among the first American personnel in country when he was assigned to Vietnam in 1965. He participated in the most intense buildup of troops and watched hostilities and participation escalate from 15,000 troops to over 150,000 American fighting men by the end of the year. He served in Vietnam advising the Vietnamese military, then returned to sea for 17 years.

Vice Admiral Herberger's last position with the Navy was as Deputy Commander-in-Chief, U.S. Transportation Command, where he was responsible for developing and implementing a strategy to promote public and private sector support for improvements for all modes of national transportation. His experience involves all aspects of managing manpower resources, including recruiting, training, education, distribution and logistics.

When the maritime industry began to experience severe declines, Admiral Herberger led educational and advocacy efforts to bring high-level attention to this vital area for national economic and defense purposes. He retired from active duty in 1990, and became Vice-President of Maritime Affairs for the International Planning and Analysis Center. He continued his maritime advocacy efforts as a member of the National Defense Transportation Association, the Society of Naval Architects and Marine Engineers' Sealift Panel, Navy League of the U.S. National Merchant Marine Affairs Committee, and as Chairman of the Marine Board Committee of the National Research Council.

President Clinton brought Admiral Herberger back into public service with his appointment of the Admiral to run MARAD. Under his leadership, the Administration's national Shipbuilding Initiative Program has invigorated the American shipbuilding

industry with the first oceangoing commercial ships built for export in 30 years. Foreign market orders continue to increase, helping shipbuilders compete in the global marketplace under Title XI of the Federal Ship Financing Program.

As of June 1, 1996, Title XI loan guarantees have been approved for \$1.6 billion in projects for four shipyard modernizations and 245 vessels of all sizes, including 13 double-hull tankers meeting the strict guidelines required by the international standard and the Oil Pollution Act.

Admiral Herberger's leadership and vision have left their marks on an often beleaguered industry, as witnessed by his most recent support and efforts to enact the Maritime Security Program for the American flag carrier. The President signed this new landmark legislation only a month ago. I am honored to call him "Admiral of the Ocean Sea," and proud to call him "my friend."

Presentation to C. Bradley Mulholland

Eleven years ago I was proud to be involved in the event that presented the AOTOS to Bob Pfeiffer of Matson -- the grand-old man of Pacific shipping. Now, we have Brad Mulholland. How do I communicate the sense of friendship and respect I have for this man, who is so personally intertwined with the fabric of life of my own state, the State of Hawaii? I cannot describe in words the energy and brilliance Brad has brought to one of the oldest ocean carriers in the country, and the first to provide cargo and passenger transportation to my islands. And to the maritime industry as a whole with his views and contributions to our merchant marine.

There are those who say that Matson and Hawaii have grown together, and that without Matson our people would not have developed into the commercial dynamic they are today. And, that without the State of Hawaii's beauty, resources and industries, Matson would not have expanded so rapidly in the early years. They may be right. Because there has been an undeniable synergy with each of us to the other, and Brad Mulholland has been there to protect it.

Brad is a California boy -- through and through. He graduated from the University of Southern California (USC) and stayed home when he joined one of California's most successful businesses -- Matson, as a Sales Representative. He rose into the upper echelons of management very quickly and by 1975 was named Vice-President and Sales Manager of Matson Agencies, Inc. in San Francisco. He then moved to other Matson units -- Matson Navigation in 1978, and then corporate headquarters in 1979.

A sure course led Brad to the presidency of Matson Terminals in 1986, putting him at the top of the company's largest and oldest subsidiary. This led him back to Matson Navigation in 1988 and he was named President in 1990. Today, Brad Mulholland directs the activities of all Matson operations, area staffs, and subsidiary companies.

While it is no small task to direct the daily multitude of operational, policy and financial decisions of running a \$500 million company, we honor Brad tonight, for something more -- his commitment to an American-based, American-crewed, and American-flag presence on the high seas.

Critics constantly remind us of the declining number of American-flag ships. There are economic pressures on American-flag vessel owners to move toward lower cost foreign-flag ships. Especially over the last two years, we have seen attempts to tear down the Jones Act and to allow foreign vessels into our domestic commerce. Brad Mulholland believes in the future of American-flag shipping and in the future of the Jones Act.

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In 1992, Matson's newest container ship, in the U.S. flag fleet inaugurated service.

Two years ago, Brad launched an American-flag Jones Act vessel into a Pacific Coast Shuttle service that carries domestic cargo between Los Angeles, Oakland, and Seattle. Operating in a highly competitive north south corridor along our West Coast, this ship could be the beginning of a resurgence of American-flag coastal shipping.

Last year, under Brad's leadership, Matson purchased six additional ships into the Matson fleet with a commitment to continue the operation of these ships under the American flag. Earlier this year, Matson deployed these vessels into Guam -- a second Jones Act destination. Under a ten year strategic agreement with American President Lines (APL), the two companies are sharing the cost of round trip voyages that cover both the domestic ports Matson serves in Hawaii and Guam, and the international ports APL services in Korea and Japan.

Over the last two years, the Jones Act has come under unprecedented attack. Brad and Matson have mounted an aggressive counteroffensive to defend the U.S.-flag industry against these vitriolic and unfounded attacks.

As Brad has spent his career in service of a leading American carrier, he has developed a passion for the condition of the merchant marine in the United States and is one of our country's leading voices in defense of any attempt to amend the Jones Act.

Brad's strong interest in the merchant seamen and his articulate defense of the Jones Act have strengthened their value at a time when both have been pilloried. He has been willing to lay it on the line in Washington and around the country. Because of the respect he commands in both arenas, our views have been heard, and heeded.

Brad Mulholland represents the best of the next generation of authority in the maritime industry and knowing him as I do, I can say we are in very good hands.

Introductory Remarks by Senator Inouye

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From: [Signature]

OK
Draft

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ADMIRAL OF
THE OCEAN SEA

THE AOTOS AWARD

THE AOTOS AWARD Fax Form

Date: NOV. 6.

To: AARON LEUNG

From: BARBARA YEUNG

Re: _____

CC: _____

Number of pages, including cover: 7

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November 6, 1996

**For Senator Inouye
From Barbara Yeninas,
USS AOTOS Coordinator, (201) 226-8580
Second Draft of Introductory Remarks by Senator Inouye**

Good evening, Admiral Herberger, Brad Mulholland, Mayor Takahide, Congresswoman Bentley, friends of United Seamen's Service, ladies and gentlemen. Reliving the drama and heroism of those brave American seafarers is indeed a humbling experience. Congratulations and thanks to all of you.

It is an honor and pleasure for me to be here this evening to present an award that I myself was privileged to receive in 1980. Because I know well, the sense of worth and distinction that comes from being honored by one's colleagues.

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I also want to acknowledge the fine work United Seamen's Service has been performing for American seafarers for nearly 55 years. In ten ports around the world--and more than 100 in wartime--from strife torn Vietnam in the 60s to Iran in the 70s, and near the Persian Gulf in the 80s and 90s, the recent history of USS is as awesome as its past, when it was founded during World War 2. A hearty thanks for the community service you provide for our seafarers.

I am also honored to sit here with the Mayor of Yokohama, Japan, a city which has opened its arms and its purses to help and protect our seafarers when in ports. Mayor Takahide, your port and your people deserve our appreciation.

Transportation in the United States is an industry carved out of the greatest qualities Americans possess. We have offered innovation, excellence and expertise to the world and we have developed commanding leaders here at home. So to be singled out by such a group is to breathe very rare air.

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Presentation to Vice Admiral Herberger

Vice Admiral Albert J. Herberger is a lion. A fierce defender of our faith - the faith we have in our American flag, the faith we have in our merchant seamen and the faith we have in our capitalistic society. I have worked with him at close range in Washington and know well the contributions he has made and the sacrifices he and his family have endured in the name of American shipping.

Admiral Herberger was appointed by President Clinton to the position of Administrator of the Maritime Administration in 1993, a fitting culmination of a career dedicated to America's pre-eminence in naval operations in the post-World War II era. He began his career, as have so many leaders in the industry, at Kings Point, New York as a midshipman at the United States Merchant Marine Academy. After graduation in 1955, he went right into the Navy - and a lifetime of service to American maritime interests.

Admiral Herberger was among the first American personnel in country when he was assigned to Vietnam in 1965. He participated in the most intense buildup of troops and watched hostilities and participation escalate from 15,000 troops to over 150,000 American fighting men by the end of the year. He served in Vietnam advising the Vietnamese military, then returned to sea for 17 years.

Vice Admiral Herberger's last position with the Navy was as Deputy Commander-in-Chief, U.S. Transportation Command, where he was responsible for developing and implementing a strategy to promote public and private sector support for improvements for all modes of national transportation. His experience involves all aspects of managing manpower resources, including recruiting, training, education, distribution and logistics.

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While it is no small task to direct the daily operational, policy, and financial decisions of a half-billion dollar company, we honor Brad tonight for his commitment to American based, America-crewed, and American-flag presence on the high seas.

With the declining number of American vessels, there are pressures on their owners to move toward reflagging in the name of economy. Over the last two years, we have prevailed over attempts to weaken the Jones Act to allow foreign vessels into our domestic commerce. Brad Mulholland has been one of the industry's strongest supporters of the Jones Act because he believes in the future of American-flag shipping.

Two years ago, under Brad's direction, Matson commenced a shuttle service carrying cargo between U. S. West Coast ports, operating in a highly competitive north-south corridor. We see a resurgence here of American-flag coastal shipping with foreign operators as major users of this service !

Under his leadership, Matson last year purchased six additional ships into the fleet and this year deployed these vessels into another Jones Act trade, Guam. Under a ten-year strategic agreement with American President Lines, the two companies are sharing the cost of round-trip voyages that cover both the domestic ports Matson service in Hawaii and Guam and the international ports APL serves in Korea and Japan.

As Brad has spent his career in the service of a leading American carrier, he has developed a passion for the condition of the merchant marine in the United States. In addition, Brad Mulholland's strong interest in the merchant seafarer and his articulate defense of the Jones Act have strengthened their value at a time when both have been pilloried. He has been willing to lay it on the line in Washington and around the country. Because of the respect he commands in both arenas, our views have been heard - and heeded.

For me, Brad Mulholland represents the best of the next generation of authority in the maritime industry and knowing him as I do, I can say we are in very good hands, indeed.



FACSIMILE

OFFICE OF SENATOR DANIEL K. INOUE

TO: SARA

FROM: DARON PHONE: 202-224-6051

NUMBER OF PAGES FOLLOWING THIS PAGE: 11

DATE: 11/1/96 TIME: 4:35 p.m.

COMMENTS: Background info. for Dkt's
statement during the awards
presentation.

I'll e-mail you the actual
statement shortly.

ADMIRAL OF
THE OCEAN SEA



THE AOTOS AWARD

THE AOTOS AWARD Fax Form

Date: 10/22/86
 To: Aaron Leong
 From: Barbara Jeninas (201) 226-6260
 Re: AOTOS
 CC: _____

Number of pages, including cover: 11

If there are any problems with this transmission, please call (201) 226-6260

Here is the background material
 needed for the Senator's award
 presentation remarks. As info. Senator
 Drouge received AOTOS in 1980 and
 Matson's Bob Pfeiffer in 1985. —

Barbara

FOR THE AOTOS JOURNAL
FROM BARBARA YENINAS
Final

AN ADMIRAL'S ADMIRAL

Vice Admiral Albert J. Herberger, honored by United Seamen's Service as a 1996 Admiral of the Ocean Sea, became Administrator of the Maritime Administration in 1993, a fitting culmination of a career dedicated to America's pre-eminence in naval operations in the post-World War II era. Admiral Herberger began his career, as have so many leaders in the industry, at Kings Point, New York as a student at the United States Merchant Marine Academy. He graduated in 1955 and went into the Navy immediately thereafter.

"I wanted to travel and see the world," says the Albany native today, a not uncommon desire for young men in the peacetime '50s. And see the world, he did - from the bull's eye of naval destroyer.

At the end of that two year stint, Vice Admiral Herberger came ashore - and back to the Merchant Marine. Management positions at Grace Lines and U.S. Lines gave him a valuable perspective on the reality of the ocean carrier in the private sector, and its value to the country in time of war.

His understanding of the synergy of commercial and defense vessels was strengthened in the '60s and thereafter when he went back into the Navy - this time to stay for 32 years, a career devoted to the nation's defense and the logistics to support it.

Herberger was among the first American personnel in country when he was assigned to Vietnam in 1965. He participated in the most intense buildup of troops and watched hostilities and participation escalate from 15,000 troops to over 150,000 American fighting men by the end of the year. Vice Admiral Herberger spent his time in Vietnam advising the Vietnamese military, followed by another 17 years at sea.

X-1

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President Clinton brought Vice Admiral Herberger back into public life in 1993, with his appointment to run the Maritime Administration, the U.S. agency which administers federal laws and programs designed to promote and maintain a U.S. Merchant Marine capable of meeting the nation's shipping needs for domestic and foreign commerce, as well as national security.

Under Vice Admiral Herberger's leadership, the Administration's national Shipbuilding Initiative program has invigorated the American shipbuilding industry with the first oceangoing commercial ships built for export in thirty years. Foreign market orders continue to increase, helping shipbuilders compete in the global marketplace under Title XI of the Federal Ship Financing Program. As of June 1, 1996, Title XI loan guarantees had been approved for \$1.6 billion in projects for four shipyard modernizations and 245 vessels of all sizes, including 13 double-hull tankers meeting the strict guidelines required by international standards and the Oil Pollution ACT (OPA).

X-2

An ardent advocate of the U.S. Merchant Marine, Vice Admiral Herberger has spearheaded the Administration's efforts to ensure the continued operation of merchant ships under U.S. flag by American civilian seafarers. The initiative, entitled the Maritime Security Act, passed the House and Senate with strong bi-partisan support and was signed into law by President Clinton on October 8, 1996. Under Vice Admiral Herberger's direction, the Voluntary Intermodal Sealift Agreement, providing for the availability of intermodal transportation systems for future military contingencies, has received approval by the Secretary of Defense as a Sealift Readiness Program.

To further strengthen the economy via public-private partnership, Vice Admiral Herberger has championed the critical role of maritime transportation in the nation's' emerging seamless intermodal transportation system, working to broaden the scope of ISTEA, the Intermodal Surface Transportation Efficiency Act, and to address complex land, dock and port access issues. Vice Admiral Herberger has also promoted the development of global commerce, participating in negotiations with foreign countries as well as executing foreign maritime agreements to further facilitate maritime trade.

He has always been a fierce supporter of the Jones Act, but maybe never more than today, when it is under attack from many quarters in the United States and abroad. "The purpose of the Jones Act," said Vice Admiral Herberger, "as in 40 other nation having similar laws, is to maintain reliable domestic shipping services and ensure the existence of a domestic maritime industry that is completely subject to national control in time of need." And, for the record, he emphasized that "Canada, Japan, Germany and France are among those 40 nations."

"The major industrialized nations also subsidize both domestic and national maritime industries. For example, France provides over \$130 million per year in direct subsidy payments to three domestic shipping lines," he said.

Vice Admiral Herberger sees the long term monetary value of private investment in U.S.-flag domestic shipping, which exceeds \$18 billion. "It provides employment for more than 262,000 U.S. citizens. Of these, over 157,000 people are employed in the ship, barge and boat construction and

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repair industry alone. The remaining 105,000 are employed in actual vessel operations, waterfront freight and passenger transport, and cargo handling."

"They pay federal, state and local taxes. And their salaries support additional economic activities within our country. If foreign-dominated domestic water transportation would result in a tremendous increase in cargoes shipped by water, who would be the losers, other than U.S. citizens? The American water transportation companies, to be sure, but also American truckers, American railroads, American pipelines and American shipyards."

Vice Admiral Herberger points to the scope of domestic shipping, a segment of the industry which moves 30 percent of the cargo in America, yet charges less than 2.4 percent of the entire freight bill. He sees it as one of the most cost efficient and environmentally safe transport systems in the world - a highly successful "hands-off" government program supporting the nation's interests.

"Freight rates are low, competition for the shippers' business is fierce, and service levels are the best they have ever been. Even still, they improve daily," he said.

Adamant that America's Merchant Marine is vital to national defense, Vice Admiral Herberger cautions against misinformation. "I urge all Americans to look beyond the rhetoric of the those who oppose the Jones Act when they diminish the role of our commercial ships in matters of defense. In spite of what they would have you believe, the U.S.-flag Merchant Marine played a crucial role in the sustaining of our troops during Operations Desert Shield and Desert Storm--just as they have in every conflict we've ever been engaged in."

Vice Admiral Herberger saves his strongest views for those who would denigrate the American seafarer. "American seafarers earn a fair American wage for the professions they are in," he said. "That might shock some of our opponents who would have you believe seafarers are paid double what the actual figure really is."

"Yes, like most Americans, they earn more than their foreign counterparts, many of whom are from developing nations. America's seafarers earn an American wage with health care and a pension and they pay taxes. They live a hard life for six to eight months a year, working seven days a week. Here at home, the typical office employee works about eight months,

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too. We just spread it out over 12 months, with weekends, holidays and vacations off."

A seafarer, himself, Vice Admiral Herberger knows about the hard life aboard ship. And his wife, Rosemary, does too. For almost 43 years she has supported his efforts and managed a household for the four Herberger children, who are today adults with children of their own. Two are in the computer-design field, one is a film editor and one is a full time mother of three of the Herberger's eight grandchildren. Mrs. Herberger has traveled extensively with her husband, having lived in 29 houses as his "Navy wife". Today, she is content to watch her grandchildren grow.

A government servant promoting American maritime affairs, a Merchant Mariner, a Naval Officer with a Navy wife...a real, live Admiral of the Ocean Sea.

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**FOR THE AOTOS JOURNAL
FROM BARBARA YENINAS**

FINAL

A PASSIONATE ADMIRAL

The maritime industry can thank C. Bradley Mulholland's mother for pushing her boy toward Matson Navigation Company, Inc., until this very day his only employer and the company which has benefited from his singular drive, energy and vision. This 1996 Admiral of the Ocean Sea, a self-described "surf bum", was raised in southern California, a teenager in the idyllic '50s and early '60s.

Mr. Mulholland was not sure what direction to take following graduation from the University of Southern California, until his mother showed him an ad for entry level work at Matson, an institution in California. Matson is one of the oldest ocean carriers in the country and the first to provide cargo and passenger transportation to the Hawaiian Islands, starting in 1882.

A good son, he followed his mother's counsel and applied for the job as assistant booking clerk at Matson Navigation Company. This set Mulholland on a course with Matson and the industry it serves.

A native of South Pasadena, Brad Mulholland was able to stay close to home in the early years, moving from booking into other assignments having mostly to do with sales. "Even though I have a great fondness for the sea, my Matson experience has all been shoreside activity", he says today. He was assigned a variety of managerial positions in sales, marketing, and container operations until 1975, when he was made vice president and sales manager of the former Matson subsidiary, Matson Agencies, Inc., in San Francisco.

Thus began a rise into upper management at Matson, which by that time had grown to be one of the world's largest terminal and stevedore operators, in addition to being a leader in markets within the Pacific Basin.

After successfully completing an intensive 18-month management development program in 1978, he was promoted to area manager of Matson Navigation Company's Northern California operations in Oakland. During

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those years, he was on deck when Matson brought into service its two new containerhips, S.S. Maui and S.S. Kauai.

Mr. Mulholland was made a vice president of Matson in 1979 and transferred to corporate headquarters in San Francisco late that year to head the company's Freight Division. He held that position during Matson's centennial year in 1982, which was highlighted by the delivery of the combination roll-on, roll-off/lift-on, lift-off carrier S.S. Ludine after conversion from a straight ro-ro vessel.

In 1986, Mr. Mulholland was named president of Matson Terminals, Inc., the company's largest and oldest subsidiary. He returned to Matson Navigation Company in 1988, when he was promoted to executive vice president. He became the company's chief operating officer in 1989 and was named president in 1990. Following that, Mulholland was appointed to the Board of Directors of Matson's parent company, Alexander & Baldwin, Inc. in 1991 and became chief executive officer of Matson Navigation Company in 1992. He is also a member of the Board of Directors of Matson Navigation Company and the A&B subsidiary, A&B-Hawaii, Inc.

In his present position, Mr. Mulholland directs the activities of all Matson operations, area staffs, and subsidiary companies. His responsibilities encompass Matson Navigation Company's full range of ocean transportation services in the Pacific, which include service to Hawaii and Guam and a coastwise service between Los Angeles and the Pacific Northwest ports of Seattle and Vancouver, B.C.

Last February, Matson inaugurated its Pacific Alliance Service with American President Lines. Under the 10-year strategic agreement, the two companies are sharing the cost of round trip voyages that cover both the domestic ports Matson serves in Hawaii and Guam and the international ports APL serves in Korea and Japan. Mulholland also serves as chairman of the board of Matson's three subsidiary companies: Matson Terminals, Inc., Matson Intermodal System, Inc., and Matson Services Company, Inc. These subsidiaries offer stevedoring and terminal services, intermodal services, and harbor tugboat services.

Mr. Mulholland's entire career having been spent in the service of a leading American carrier, he has developed a passion for the condition of the merchant marine in the United States and is one of our country's leading

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voices in defense of any attempt to weaken the Jones Act, the law which in his opinion, "forms the backbone of the American maritime industry."

Initially concerned about an attempt by some misinformed special interest zealots to scrap much of the Jones Act, Mulholland is today encouraged by the furor such a move created in the industry, culminating with the formation of the Maritime Cabotage Task Force, the largest, broadest-based coalition in the 200 year history of the American maritime industry. "Formed in September of last year, its 400 members now represent millions of American workers throughout the United States," he said.

The message of the Task Force is that America's cabotage laws provide critical national security, commercial, economic, environmental and safety benefits to the public at large.

"Fortunately, the initial anti-Jones Act media blitz has been blunted. Now the unfavorable story is the exception not the rule. Proactive news stories promoting the importance of the Jones Act have helped to create a favorable impression for our entire industry."

Mulholland likes to focus on a development that is particularly exciting to him - the growing recognition by America's national security community of the military importance of the U.S. merchant fleet.

"It is difficult to overstate the significance of the public endorsement of the Jones Act by the Coalition for Peace Through Strength, an umbrella organization of 171 pro-defense organizations. Even better, 61 retired Navy Admirals - including five former Chiefs of Naval Operations - stand by our side. These Admirals told Congress that America's national maritime infrastructure - domestic ship operators, shipyards and seafarers - constitute the true source of our nation's maritime power."

Mulholland points to a recent study initiated by the American Waterways Operators, which supported the economic benefit of the cabotage business. "We can talk about a fleet that moves a billion tons of cargo annually and 80 million passengers," a fleet that includes more than 44,000 vessels and employs approximately 124,000 individuals. "a fleet that represents an investment of \$26 billion by American companies and that provides direct economic impact of \$15 billion each year," he said.

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"We have also been able to explain to our leaders the importance of maintaining a reliable, skilled, experienced seafarer base. It does no good to mobilize ships, after all, if there are not trained mariners ready to crew them. Accounting for 87 percent of all shipboard jobs in the U.S.-flag merchant marine, the domestic fleet provides employment for merchant seamen when they are not needed for government service."

"It is far and away the most cost effective method of providing a ready reserve of vessel and manning capacity at no cost to the government. And the same argument can be made for the critically important U.S. shipbuilding and repair industrial base. Without a domestic fleet, the size of the build and repair industry would diminish dramatically, and the military consequences are obvious."

Mulholland says the message to Congress and the American people should focus on three themes. "We must continue to emphasize the national security benefits of Americans' national maritime infrastructure. We must debunk the myth that the American maritime industry is bloated and non-competitive. And we must publicize the low cost of waterborne transportation today."

Apparently, Mulholland's arguments have proved persuasive. On October 8, President Clinton signed into law H.R. 1350, the Maritime Security Act of 1996, and issued the following statement:

"The American flag must always sail in the sea lanes of the world. In recent years, our country has again been reminded of the critical role played by the U.S. merchant marine in protecting our interests and the security of our allies. The enactment of this legislation is the culmination of a long, bipartisan effort. It will ensure that the United States will continue to have American flag ships crewed by loyal American citizen merchant mariners to meet our Nation's economic and sealift defense requirements."
This reaffirmation of existing national policy with respect to the continued need for the U.S. Merchant Marine should send a clear message to those seeking to repeal the Jones Act.

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Another of Mulholland's passions is trying to keep up with the rest of his very active family. "I have a very accomplished family and in many respects they set the standards to which I try to adhere. My 86-year-old father, C. B. Mulholland, Sr., and my son Mark both beat me in golf." Mark is also a nationally ranked fencer, and active in football and baseball at home in Piedmont, California. Mrs. Mulholland, Leslie, is a former national water ski champion and daughter, Sara, competed for years in national ice skating competitions. Sara graduated with honors from Harvard University and today is working for an investment bank in San Francisco. Brad hopes to join Sara in running the Honolulu Marathon in December, a first for both of them.

Mr. Mulholland is a lifetime member of the National Defense Transportation Association and currently serves on the Board of Directors of the Pacific Maritime Association, the San Francisco Bay Area Council and the National Maritime Museum Association in San Francisco, and works in support of other industry and community activities.

Athletic, energetic, accomplished, a good son, a proud father, a fervent American ship operator... a truly passionate Admiral of the Ocean Sea.

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ADMIRAL OF THE OCEAN SEA AWARDS
FRIDAY, NOVEMBER 8, 1996
NEW YORK

INTRODUCTORY REMARKS BY SENATOR INOUE

Good evening ladies and gentlemen. Reliving the drama and heroism of those brave American seafarers is indeed a humbling experience. Congratulations and thanks to all of you.

It is a pleasure and honor for me to be here this evening, to present an award that I myself was privileged to receive in 1980. I know well the sense of worth and distinction that comes from being honored by one's colleagues.

I also want to acknowledge the fine work United Seamen's Service (USS) has been performing for American seafarers for nearly 55 years. In ten ports around the world, and more than 100 in wartime -- from strife torn Vietnam in the 60s to Iran in the 70s, and near the Persian Gulf in the 80s and 90s, the recent history of the United Seamen's Service is as impressive as its past, when it was founded during World War II. A hearty thanks for the community service you provide for our seafarers.

The United States merchant marine is an industry carved out of the greatest qualities Americans possess. We have offered innovation, excellence and expertise to the world and have developed commanding leaders here at home. To be singled out by such a group is a rare honor.

Our Admiral of the Ocean Sea (AOTOS) recipients this year are going to experience that honor as well. The feeling of accomplishment and pride that will pass to them with their beautiful statuettes will resonate with them and their families for years.

It is with a keen sense of satisfaction that I am here tonight to present the awards. In all honesty, the next best thing to receiving the AOTOS is giving it away to people whom I hold in the highest esteem: Men who have brought dignity and distinction to the American flag and the merchant marine. Men who have worked to ensure that legislation be enacted to keep our industry strong. Men who have earned their positions of prestige by improving the conditions of the people and organizations they have touched along the way.

Presentation to Admiral Herberger

Vice Admiral Albert J. Herberger is a lion. A fierce defender of our faith -- the faith we have in our American flag, the faith we have in our merchant seamen, and the faith we have in our capitalistic society. I have personally worked with him in Washington, D.C., and know well the contributions he has made and the sacrifices he and his family have endured in the name of American shipping.

Admiral Herberger was appointed by President Clinton to the position of Administrator of the Maritime Administration (MARAD) in 1993, a fitting culmination of a career dedicated to America's pre-eminence in naval operations in the post-World War II era. He began his career, as have so many leaders in the industry, at Kings Point, New York, as a midshipman at the United States Merchant Marine Academy. After graduating in 1955, he went immediately into the Navy, and a lifetime of service to American maritime interests.

Admiral Herberger was among the first to be assigned to Vietnam in 1965. He participated in the most intense buildup of troops from 15,000 troops to over 150,000 American fighting men by the end of the year. He served in Vietnam advising the Vietnamese military, then returned to sea for 17 years.

Vice Admiral Herberger's last position with the Navy was as Deputy Commander-in-Chief, U.S. Transportation Command, where he was responsible for developing and implementing a strategy to promote public and private sector support for improvements for all modes of national transportation. His experience involves all aspects of managing manpower resources, including recruiting, training, education, distribution and logistics.

When the maritime industry began to experience severe declines, Admiral Herberger led educational and advocacy efforts to bring high-level attention to this vital area for national economic and defense purposes. He retired from active duty in 1990, and became Vice-President of Maritime Affairs for the International Planning and Analysis Center. He continued his maritime advocacy efforts as a member of the National Defense Transportation Association, the Society of Naval Architects and Marine Engineers' Sealift Panel, Navy League of the U.S. National Merchant Marine Affairs Committee, and as Chairman of the Marine Board Committee of the National Research Council.

President Clinton brought Admiral Herberger back into public service with his appointment of the Admiral to run MARAD. Under his leadership, the Administration's national Shipbuilding Initiative Program has invigorated the American shipbuilding industry with the first oceangoing commercial ships built for export in 30 years. Foreign market orders continue to increase, helping shipbuilders compete in the global

marketplace under Title XI of the Federal Ship Financing Program.

As of June 1, 1996, Title XI loan guarantees have been approved for \$1.6 billion in projects for four shipyard modernizations and 245 vessels of all sizes, including 13 double-hull tankers meeting the strict guidelines required by the international standard and the Oil Pollution Act.

Admiral Herberger's leadership and vision have left their marks on an often beleaguered industry, as witnessed by his most recent support and efforts to enact the Maritime Security Program for the American flag carrier. The President signed this new landmark legislation only a month ago. I am honored to call him "Admiral of the Ocean Sea," and proud to call him "my friend."

Presentation to C. Bradley Mulholland

Eleven years ago I was proud to be involved in the event that presented the AOTOS to Bob Pfeiffer of Matson -- the grand-old man of Pacific shipping. Now, we have Brad Mulholland. How do I communicate the sense of friendship and respect I have for this man, who is so personally intertwined with the fabric of life of my State of Hawaii? I cannot describe in words the energy and brilliance Brad has brought to one of the oldest ocean carriers in the country, and the first to provide cargo and passenger transportation to my islands, and, to the maritime industry as a whole with his views and contributions to our merchant marine.

There are those who say that Matson and Hawaii have grown together, and that without Matson our people would not have developed into the commercial dynamic they are today. And, that without the State of Hawaii's beauty, resources and industries, Matson would not have expanded so rapidly in the early years. They may be right. Because there has been an undeniable synergy with each of us to the other, and Brad Mulholland has been there to protect it.

Brad is a California boy -- through and through. He graduated from the University of Southern California (USC) and stayed home when he joined one of California's most successful businesses -- Matson, as a Sales Representative. He rose into the upper echelons of management very quickly and by 1975 was named Vice-President and Sales Manager of Matson Agencies, Inc., in San Francisco. He then moved to other Matson units -- Matson Navigation in 1978, and then corporate headquarters in 1979.

A focused course led Brad to the presidency of Matson Terminals in 1986, putting him at the top of the company's largest and oldest subsidiary. This led him back to Matson Navigation in 1988 and he was named President in 1990. Today, Brad Mulholland directs the activities of all Matson operations, area staffs, and subsidiary companies.

While it is no small task to direct the daily multitude of operational, policy and financial decisions of running a \$500 million company, we honor Brad tonight, for something more -- his commitment to an American-based, American-crewed, and American-flag presence on the high seas.

Critics constantly remind us of the declining number of American-flag ships. There are economic pressures on American-flag vessel owners to move toward lower cost foreign-flag ships. Especially over the last two years we have seen attempts to tear down the Jones Act and to allow foreign vessels into our domestic commerce. Brad Mulholland believes in the future of American-flag shipping and in the future of the Jones Act.

In 1992, Matson's newest container ship (MV R.J. PFEIFFER) in the U.S. flag fleet

inaugurated service. Two years ago, Brad launched an American-flag Jones Act vessel into a Pacific Coast Shuttle service that carries domestic cargo between Los Angeles, Oakland and Seattle. Operating in a highly competitive north south corridor along our West Coast, this ship could be the beginning of a resurgence of American-flag coastal shipping.

Last year, under Brad's leadership, Matson purchased six additional ships into the Matson fleet with a commitment to continue the operation of these ships under the American flag. Earlier this year, Matson deployed these vessels into Guam -- a second Jones Act destination. Under a ten year strategic agreement with American President Lines (APL), the two companies are sharing the cost of round trip voyages that cover both the domestic ports Matson serves in Hawaii and Guam, and the international ports APL services in Korea and Japan.

Over the last two years, the Jones Act has come under unprecedented attack. Brad and Matson have mounted an aggressive counteroffensive to defend the U.S.-flag industry against these vitriolic and unfounded attacks.

As Brad has spent his career in service of a leading American carrier, he has developed a passion for the condition of the merchant marine in the United States and is one of our country's leading voices in defense of any attempt to amend the Jones Act.

Brad's strong interest in the merchant seamen and his articulate defense of the Jones Act have strengthened their value at a time when both have been pilloried. He has been willing to lay it on the line in Washington and around the country. Because of the respect he commands in both arenas, our views have been heard, and heeded.

Brad Mulholland represents the best of the next generation of authority in the maritime industry and knowing him as I do, I can say we are in very good hands.