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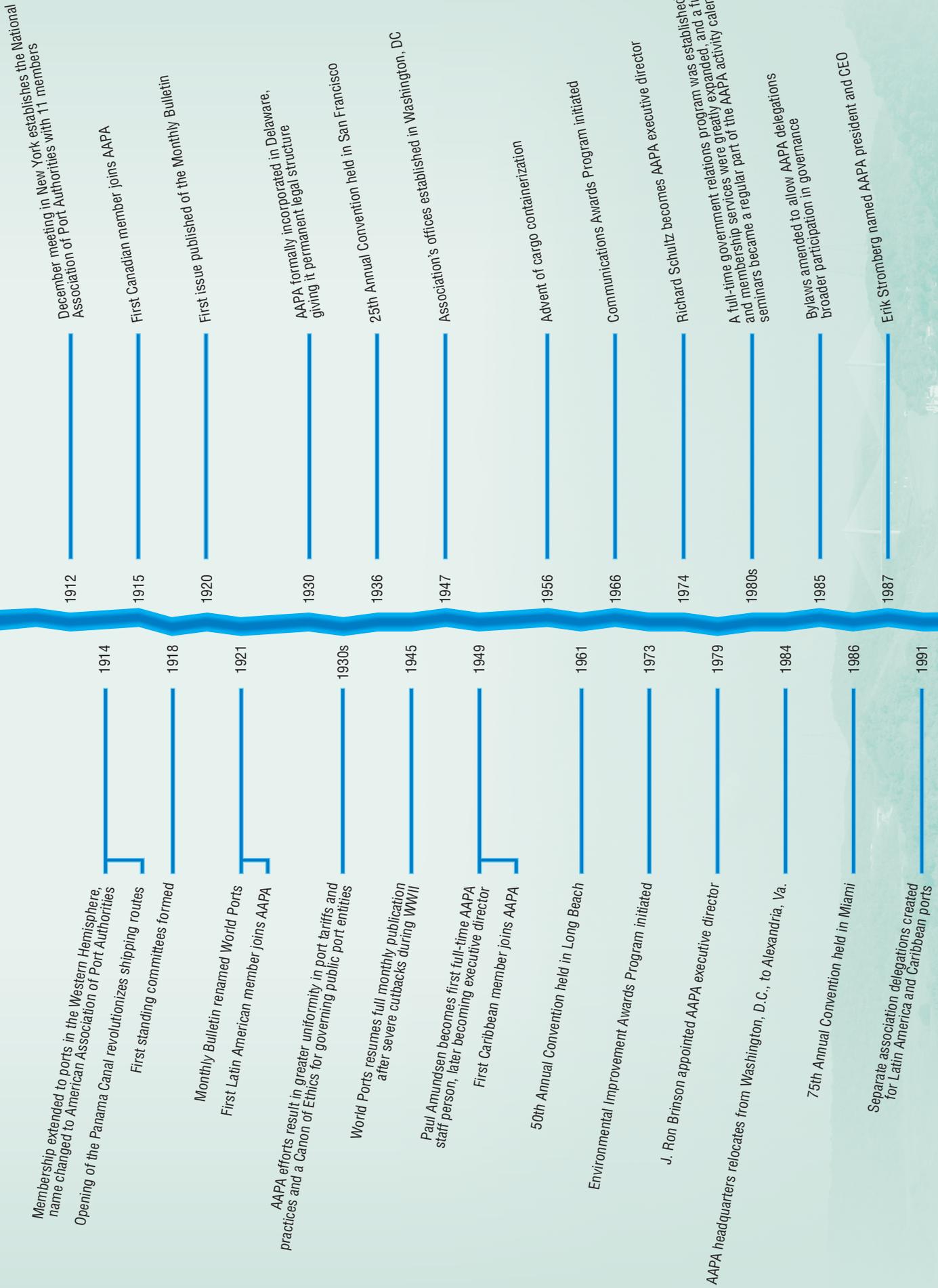
1912-2012



American Association of Port Authorities

AAFA Seaports: Delivering Prosperity FOR 100 YEARS

AAPA TIMELINE



1991 First communications director hired

1995 Kurt Nagle named AAPA president and CEO
Professional Port Manager (PPM®) certification program begins and graduates its first candidate

1998 AAPA website established

2000 Strategic plan approved, setting four goals of professional development and education, public awareness, relationship building, and representation and advocacy

2001 Terrorism attacks on World Trade Center and Pentagon reshape port and maritime security

2002 Maritime Transportation Security Act enacted
Information Technology Awards program started

2003 Facilities Engineering Awards Program begun
AAPA Seaports Magazine begins quarterly publication
Port Environmental Management System (EMS) Assistance Program established
Quality Partnership Initiative with the U.S. Army Corps of Engineers launched

2004 "Seaports of the Hemisphere Allied in Relationships for Excellence" (SHARE) Initiative established
Memoranda of Understanding signed with General Secretariat of the Organization of American States and IAPH
Latin American Coordinator position established

2005 Hurricane Katrina disrupts Gulf of Mexico port operations; AAPA Port Employee Emergency Relief Fund established
Seaport Security Manual in both English and Spanish developed by the Security Committee

2006 Emergency Planning & Disaster Recovery Working Group prepares an Emergency Preparedness & Continuity of Operations Planning Manual for Best Practices
Latin American Professional Port Manager (PPM®) certification program started
AAPA Cruise Award established
Port Professional Technical Assistance Program established

2007 Memorandum of Understanding signed with the Association of Canadian Port Authorities

2008 "Seaports Deliver Prosperity" awareness initiative inaugurated
Professional Port Manager (PPM®) certification program revised from an individual to a group structure

2009 Memorandum of Understanding signed with the European Sea Ports Organisation

2010 AAPA Centennial Spring Conference and Dinner held in Washington, D.C.
2012 AAPA 101st Annual Convention held in Mobile

2011 Memorandum of Intent signed with the U.S. Department of Commerce to implement the "Partnership with America's Seaports to Further the National Export Initiative"
100th Annual Convention held in Seattle

AAPA Seaports OF THE AMERICAS

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For centuries, Western Hemisphere seaports have served as a vital economic lifeline by bringing goods and services to people and enhancing overall quality of life. Seaports continue to be a crucial link for access to the global marketplace.

Each year the seaports of the Americas cumulatively generate more than \$8 trillion in economic activity, support the employment of tens of millions of people, and import and export more than 7.8 billion tons of cargo, including food, clothing, medicine, fuel, building materials, consumer electronics and toys.

The volume of cargo shipped by water is projected to dramatically increase over the coming decades, and the number of passengers traveling through our seaports continues to grow. To meet these demands, the American Association of Port Authorities (AAPA) and its members are committed to keeping seaports navigable, secure and sustainable.



Mr. Kurt J. Nagle

President and CEO, American Association of Port Authorities

This year marks AAPA's centennial anniversary...100 years...which is an unusually long life for any association, particularly one representing such diverse, hemispheric interests. Truth is, few associations make it to their century mark.

According to a directory published by the Union of International Associations, only 1,390 of the nearly 65,000 international non- and not-for-profit associations currently active around the world list their founding date as being 1912 or before. That's just 2 percent of this expansive list of associations, representing the interests of millions of individuals and businesses.

Factors in AAPA's success include that its members have always provided strong, effective and cooperative leadership; ports are a mainstay of their local economies; seaports are quick to evolve with changing technological demands; and there's no more economical way to move millions of tons of overseas cargo annually than by ship. For thousands of years, seaports have served as a vital economic lifeline by bringing goods and services to people and enhancing overall quality of life. And seaports continue to be a crucial link for access to the global marketplace.

In 2008, Western Hemisphere seaports generated some \$8.6 trillion in economic activity, supported the employment of tens of millions of people, and imported and exported more than 7.8 billion tons of cargo, including food, clothing, medicine, fuel, building materials, consumer electronics, and toys. The volume of cargo shipped by water is projected to dramatically increase over the coming decades, and the number of passengers traveling through our seaports will continue to grow.

To meet the myriad demands of an increasingly globalized planet, AAPA will continue to focus on the issues that matter to its membership: advancing professionalism in port management and operations by promoting networking, relationships, and the sharing of best practices and lessons learned among our members; being the industry's voice on governmental policies that strengthen and expand opportunities for member ports; and supporting "good neighbor" programs that preserve and protect the coastal environment, while maintaining air and water quality goals that control and reduce emissions. We'll also continue to increase awareness of the essential role and economic value ports play in our communities and the nations they serve.

You'll find more about AAPA and its century of service throughout this collector's edition of the *Seaports of the America's Annual Directory*. We hope you enjoy it.

PAST PRESIDENTS

Calvin Tomkins* (New York) 1912-13-14
 O.F. Lackey* (Baltimore) 1915-16
 J.J. Dwyer* (San Francisco) 1915-16
 W.G. Ross* (Montreal) 1916-17-18
 John N. Cole* (Boston) 1918-19-20
 Benjamin Thompson* (Tampa) 1920-21-22
 M.P. Fennel* (Montreal) 1922-23
 John H. Walsh* (New Orleans) 1923-24-25
 J. Spencer Smith* (New Jersey) 1925-26-27
 G.G. Hegardt* (Oakland) 1927-28
 T.L. Tremblay* (Québec) 1928-29
 William L. Sibert* (Mobile) 1929-30
 M.W. Oettershagen* (Chicago) 1930-31
 W.B. Allen* (Los Angeles) 1931-32
 E.L. Clousins* (Toronto) 1932-33
 Billings Wilson* (New York) 1933-34
 J. Russell Wait* (Houston) 1934-35
 Frank G. White* (San Francisco) 1935-36
 Charles H. Gant* (Wilmington, DE) 1936-37
 Finley Parker* (Galveston) 1937-38
 G.W. Osgood* (Tacoma) 1938-39
 J. Alex Crothers* (Camden) 1939-40
 E.J. Amar* (Long Beach) 1940-41
 J.M. Wilson, (Toronto) 1941-42
 Mark Gates* (San Francisco) 1942-43
 W.P. Hedden* (New York) 1943-44
 R.T. Spangler* (Port Everglades) 1944-45
 Arthur Eldridge* (Los Angeles) 1945-46
 E.O. Jewell* (New Orleans) 1946-47
 R.K. Smith* (Ottawa) 1947-48
 H.C. Brockel* (Milwaukee) 1948-49
 A.H. Abel* (Oakland) 1949-50
 L.I. Shelley* (New York) 1950-51
 Henry W. Sweet* (Savannah) 1951-52
 Dr. M.D. Kinsella* (Toronto) 1952-53
 R.H. Wylie* (San Francisco) 1953-54
 W.D. Lampion, (Houston) 1954-55
 J.P. Turner, (Mobile) 1955-56
 A. Lyle King* (New York) 1956-57
 P.J. McCulloch* (Hamilton) 1957-58
 Dudley W. Frost* (Oakland) 1958-59
 D. Leon Williams* (Raleigh) 1959-60
 B.J. Caughlin* (Los Angeles) 1960-61
 M.C. Cunningham* (Mobile) 1961-62
 J.L. Stanton* (Baltimore) 1962-63
 T.P. Guerin* (Portland, OR) 1963-64
 L.C. Purdey* (Toledo) 1964-65
 J.D. Holt* (Savannah) 1965-66
 W.J. Amoss* (New Orleans) 1966-67

Guy Beaudet* (Montreal) 1967-68
 Roger H. Gilman* (New York) 1968-69
 Rae F. Watts* (San Francisco) 1969-70
 Jan Oenes* (Curacao, N.A.) 1970-71
 James W. Davis* (Wilmington, NC) 1971-72
 John A. McWilliam*, (Toledo) 1972-73
 C.S. Devoy* (Galveston) 1973-74
 Ben E. Nutter* (Oakland) 1974-75
 A.M. Eschbach* (Portland, OR) 1975-76
 Thomas T. Soules* (San Francisco) 1976-77
 Nicholas Beshwaty* (Montreal) 1977-78
 Edmundo Rostran B. (Corinto, Nicaragua) 1978-79
 Clifford B. O'Hara* (New York) 1979-80

CHAIRMEN

W. Don Welch* (Charleston) 1980-81
 Edward S. Reed* (New Orleans) 1981-82
 Melvin Shore (Sacramento) 1982-83
 Lloyd Anderson (Portland) 1983-84
 W. Gregory Halpin (Baltimore) 1984-85
 Alvaro Gallardo C. (Costa Rica) 1985-86
 Richard P. Leach (Houston) 1986-87
 Carmen J. Lunetta (Miami) 1987-88
 Gary L. Failor, PPM® (Toledo) 1988-89
 Dominic J. Taddeo, PPM® (Montreal) 1989-90
 John J. Terpstra (Tacoma) 1990-91
 Anne D. Aylward (Boston) 1991-92
 David F. Bellefontaine (Halifax) 1992-93
 Raúl Urzua (Chile) 1993-94
 Davis Helberg (Duluth) 1994-95
 Errol L. Bush, MBE (Cayman Islands) 1995-96
 Mike Thorne (Portland, OR) 1996-97
 Lillian C. Borrone (New York and New Jersey) 1997-98
 H. Thomas Kornegay, P.E., PPM® (Houston) 1998-99
 J. Robert Bray, PPM® (Virginia Port Authority) 1999-00
 Ross Gaudreault (Québec Port Authority) 2000-01
 Richard Steinke (Port of Long Beach) 2001-02
 Agustin Díaz (Curaçao Ports Authority) 2002-03
 Michael A. Leone (Massachusetts Port Authority) 2003-04
 Gary P. LaGrange (Port of New Orleans) 2004-05
 Bernard S. Gloseclose, Jr. (South Carolina State Ports Authority) 2005-06
 Capt. Allen O. Domaas, PPM® (Vancouver Fraser Port Authority) 2006-07
 Kenneth B. O'Hollaren (Port of Longview) 2007-08
 Geraldine Knatz, Ph.D. (Port of Los Angeles) 2008-09
 Michael A. Leone (Massachusetts Port Authority) 2009-10
 Armand J. (Pete) Reixach (Port Freeport) 2010-11

() indicates member port represented, * Deceased

AAPA ANNUAL CONVENTION LOCATIONS

1912	New York, Dec. 9-10	1964	New Orleans, Oct. 26-29
1913	New Orleans, Dec. 9-11	1965	Norfolk, Oct. 11-14
1914	Baltimore, Sept. 8-10	1966	Detroit, Sept. 11-14
1915	Los Angeles, Sept. 13-15	1967	Vancouver, Sept. 18-21
1916	Montreal, Sept. 13-15	1968	Curaçao, N.A., Nov. 11-14
1917	Cleveland, Sept. 11-14	1969	San Francisco, Oct. 27-30
1918	Boston, Sept. 20-21	1970	Houston, Oct. 19-22
1919	Galveston, Nov. 17-19	1971	Portland, ME, Sept. 26-30
1920	Chicago, Sept. 20-Oct. 2	1972	Miami, Oct. 22-26
1921	Seattle, Oct. 11-14	1973	San Diego, Oct. 14-18
1922	Toronto, Sept. 14-16	1974	San Juan, Oct. 20-24
1923	New Orleans, Dec. 1-2	1975	Montreal, Sept. 22-25
1924	Los Angeles, Nov. 13-15	1976	Philadelphia, Oct. 17-21
1925	New York, Sept. 28-30	1977	Mexico City, Oct. 23-27
1926	Norfolk, Oct. 18-21	1978	Nassau, Sept. 24-28
1927	St. Louis, Oct. 4-7	1979	Honolulu, Nov. 4-8
1928	Houston, Nov. 12-14	1980	Norfolk, Oct. 19-23
1929	Québec, Sept. 23-26	1981	Los Angeles, Oct. 25-29
1930	Milwaukee, Sept. 23-25	1982	New York, Sept. 27-Oct. 1
1931	Philadelphia, Sept. 28-Oct. 1	1983	Seattle, Sept. 11-16
1932	Los Angeles, July 30-Aug. 7	1984	Quebec City, Sept. 23-28
1933	Toronto, Sept. 5-8	1985	Portland, OR, Sept. 15-19
1934	New York, Sept. 9-13	1986	Miami, Sept. 28-Oct. 2
1935	Houston/Galveston, Nov. 5-11	1987	Galveston, Oct. 25-29
1936	San Francisco, Sept. 29-Oct. 2	1988	San Francisco, Sept. 11-15
1937	Wilmington, DE, Oct. 12-14	1989	Tampa, Oct. 15-19
1938	St. John, Halifax, Sept. 12-16	1990	Nassau, Oct. 22-26
1939	Milwaukee, Oct. 8-12	1991	Cleveland, Sept. 23-27
1940	Long Beach, Sept. 10-14	1992	Anchorage, Sept. 21-25
1941	Hollywood/Miami, Nov. 5-9	1993	Halifax, Sept. 27-Oct. 1
1942	Hamilton, Sept. 9-12	1994	Philadelphia, Oct. 3-7
1943	New Orleans, Oct. 19-22	1995	New Orleans, Oct. 16-20
1944	New York, Oct. 10-13	1996	Vancouver, BC, Sept. 16-20
1945	Chicago, Oct. 10-12	1997	Jacksonville, Sept. 22-26
1946	Boston, Oct. 10-12	1998	Houston, Oct. 5-9
1947	West Palm Beach, Dec. 3-6	1999	New York, Sept. 27-Oct. 1
1948	Canadian Cruise, Sept. 28-Oct. 3	2000	Veracruz, Oct. 16-20
1949	Milwaukee, Oct. 12-15	2001	Quebec City, Sept. 30-Oct. 4
1950	Oakland/San Francisco, Oct. 3-7	2002	Palm Beach, Sept. 22-26
1951	New York, Oct. 24-27	2003	Curaçao, Sept. 28-Oct. 3
1952	Savannah, Nov. 12-14	2004	Long Beach, Sept. 26-Oct. 1
1953	Toronto, Sept. 21-25	2005	Tampa, Oct. 23-27
1954	San Francisco, Oct. 25-29	2006	New Orleans, Sept. 10-14
1955	Houston, Nov. 1-4	2007	Norfolk, Sept. 30-Oct. 4
1956	Philadelphia, Sept. 18-21	2008	Anchorage, Sept. 21-25
1957	New York, Oct. 22-25	2009	Galveston, Oct. 25-29
1958	Honolulu, Sept. 15-19	2010	Halifax, Sept. 19-23
1959	Palm Beach, Dec. 7-11	2011	Seattle, Sept. 11-15
1960	Montreal, Sept. 19-23	2012	Mobile, Oct. 21-25
1961	Long Beach, Sept. 25-29	2013	Canaveral/Orlando, Oct. 13-17
1962	Baltimore, Oct. 7-11	2014	Houston, Nov. 9-13
1963	Portland, OR, Sept. 15-19	2015	Miami (dates TBD)

THE FIRST HUNDRED YEARS



Early 1900s - Waterfront scene in Portland, Ore. Photo courtesy Port of Portland

AAPA'S beginnings can be traced to the fall of 1912 when an invitation was extended to public port officials throughout the country to attend a conference of U.S. port authorities in New York the following December. The purpose, said the letter, would be to “exchange ideas relative to port organization, to promote the exchange of information and the development of uniform methods of administration and possibly to provide for some permanent organization between the principal port authorities.”

Inspiration for the meeting came from Calvin Tomkins*, New York City's Commissioner of Docks. Mr. Tomkins was one of the co-signers of the invitation letter along with George W. Norris, director of the Philadelphia Department of Wharves, Docks and Ferries, and Hugh Bancroft, chairman of the directors of the Port of Boston.



Hosted by Mr. Tomkins, the meeting convened December 10 in the rooms of the Chamber of Commerce of the state of New York. Present were representatives from Mobile, Los Angeles, San Francisco, Jacksonville, Baltimore, Cleveland,

Philadelphia, Providence, Norfolk, New Jersey, and, of course, New York City. Also represented were various New York City-area commercial associations and interests, as well as several federal agencies. Among the latter was the Isthmian Canal Commission, a reminder that the Panama Canal was under construction at that time.

Following a welcoming address by New York Mayor William J. Gaynor, who wondered aloud how such bitter rivals could agree to meet and work cooperatively, the assembled delegates got down to business.

A constitution was drafted and ratified for what would be known as the National Association of Port Authorities. Two classes of membership were established. The first was reserved for public port administrators and representatives of the Interstate Commerce Commission, the Isthmian Canal Commission, and the U.S. Departments of Treasury, War, Navy, and Commerce & Labor. Others with port-related interests were classified as "associate members." Annual dues were set at \$50 for Class One members and \$25 for Associate members. Procedures were established for the selection of officers, calling meetings, and conducting other business of the new association.

A slate of officers was elected, with Mr. Tomkins as president and Col. George W. Goethels, the Army engineer in charge of building the Isthmian Canal, as first vice president. The others selected included four more vice presidents, a secretary, a treasurer, and a board of directors.

The meeting concluded the following day, after which the delegates departed by train for successive day-long inspection tours of the ports of Boston, Philadelphia, Baltimore and Norfolk.

By the end of the month, 11 ports had paid their dues and were enrolled as members: Baltimore, Philadelphia, Norfolk, Mobile, Rhode Island, Boston, Los Angeles, New Orleans, New York City, San Francisco, and the New Jersey State Board of Commerce and Navigation. All of them or their administrative descendants are still active members of AAPA.

When AAPA was formed, public port administration was in its infancy. Though public port agencies existed in a number of states and port cities, few, if any, actually owned or operated marine terminals. Commercial ports were for the most part dominated by powerful railroad corporations, which owned the terminals and controlled access to harbor areas.

*Founded in 1870 as the Department of Docks, Tomkins' agency later became the New York City Department of Ports, International Trade and Commerce. Under the 1991 reorganization of New York City's economic development and business service agencies, the functions of the Department of Ports, International Trade and Commerce were shifted to the newly created New York City Economic Development Corporation. EDC is a New York State-incorporated local development corporation exclusively under contract with the City to perform various economic development functions, which include the management of City-owned port commerce and rail freight facilities. The agency is an AAPA Corporate member.



1960s - General cargo being checked at dockside in Tampa, Fla. Photo courtesy Port of Tampa

During the period when AAPA was formed – the so-called Progressive Era of American politics – vigorous protest to the railroad monopoly arose and crystallized in the form of “free harbor” movements around the country. These sentiments underlay the decision to call the meeting in New York, where they were articulated in a particularly forceful manner by Calvin Tomkins, who declared that ports were too important to be left to the unfettered whim of powerful corporations. Instead, he said, seaport terminals should be built with public funds and operated under public control to assure equal access to all carriers and shippers. The public, not unbridled private enterprise, should have the upper hand.

In striving to achieve these goals, it was recognized that public port agencies should be efficiently managed by competent, well-trained professionals of unimpeachable moral character. Given the need, it was essential that port authorities work together to further the science of port administration, to develop professionalism among its members, and, in all, work together for the common good.

Thus it was Calvin Tomkins who provided the inspiration and the leadership that brought the association into being and gave it a sense of purpose. Long after Tomkins’ death in 1920 the official AAPA historian, J. Spencer Smith, wrote: “If we have accomplished anything by way of better harbor administration...



Late 1930s - Vista of former Weyerhaeuser pulp mill on bay front in Everett, Wash. Photo courtesy Port of Everett

Cheers to You

American Association of Port Authorities



*on Your
100th Anniversary!*





1966 - Five ships at berth at Port of Seattle's (Wash.) Pier 20. Photo courtesy Port of Seattle.

then our first acknowledgment must be to Calvin Tomkins, who conciliated our prejudices and pointed the way for each of us to help the other.”

A sturdy foundation had been laid in New York. One year later the convention was held in New Orleans. The association's second meeting was attended by 50 member representatives as well as observer delegations from the ports of Beaumont, Galveston, Oakland, Orange, Pensacola, Port Arthur, Seattle, and, significantly, the Montreal Harbour Commission.

The 1914 convention, in Baltimore, which coincided with the centennial observance of the Star Spangled Banner, came just months after the opening of the Panama Canal, and, more ominously, the outbreak in Europe of the First World War. For the association, too, it was a major milestone. Here it was decided to extend membership eligibility to ports throughout the Western Hemisphere, and accordingly, the organization was renamed the American Association of Port Authorities.

Within a year, AAPA had welcomed its first Canadian port members – Montreal, Hamilton, and Toronto. At its first Canadian convention, held in Montreal in 1916, AAPA also elected its first Canadian president, W.G. Ross of Montreal.

AAPA's first Latin American member ports (Para, Brazil, and Arica, Chile) joined in 1921 and its first Caribbean member (Ciudad Trujillo, Dominican Republic) in 1949.

While World War I was the overshadowing event of that era, AAPA concerned itself with a variety of other issues – not just the questions of peace and neutrality but such things as the standardization of port administration, the need for accurate port statistics, water pollution, fire prevention, and above all, the rate and service practices of the railroads. After the United States entered the war, a particularly contentious problem arose in the form of massive congestion at the major embarkation ports, which led to harsh criticism of the federal government's management of wartime traffic movements.

The 1918 convention in Boston, which preceded the signing of the Armistice by about two months, was notable in a number of respects. First, the welcoming address was delivered by Calvin Coolidge, the then lieutenant governor of Massachusetts and future president of the United States. Also, it was in Boston that the association established its first standing committees: on Glossary; Handling Facilities and General Port Facilities; and on Pilotage, Local Port and Stevedore policies. During that convention, a bitter debate erupted over whether the U.S. merchant marine and particularly the railroads should be permanently nationalized. During the war, the carriers had been taken over and managed by a federal agency. The issue seriously divided the members. A resolution supporting nationalization was defeated, but only after a rancorous parliamentary maneuver.

Growing indifference and perhaps the aftertone of the bitter meeting in Boston made 1919 a year of crisis for AAPA. Evidence of that came at the Galveston convention the following year which attracted just 29 registrants, including the minister who gave the invocation. Fearing that the association was facing extinction, the leadership decided on a plan of action to restore its health. That included a decision to publish a monthly bulletin, with the AAPA secretary, Michael P. Fennell, Jr., of Montreal, as editor.

The first issue of the *Monthly Bulletin*, dated January 1920, was devoted mainly to the proceedings of the Galveston convention. Subsequent issues were filled with news about AAPA, analyses of technical matters, and reports on port developments around the world. The May 1920 issue, for example, featured articles on dredging on the South Atlantic and Gulf coasts, the unification of ports, and the use of motor trucks in marine terminal operations. Included, too, was a list of papers to be delivered at the upcoming Chicago convention, and news about the planned widening and deepening of the Houston Ship Channel, the new State Pier in Portland, Maine, and a prospective \$50 million loan for harbor development in Baltimore.

The *Bulletin* proved to be an almost instant success. Readership and advertising grew at a gratifying pace. The following spring, beginning with the March 1921 issue, it was renamed *World Ports*.

In the meantime, Mr. Fennell traveled extensively on AAPA's behalf. His travels and the magazine's popularity appear to have



1960s – Arrival of early-day containership at the Port of Long Beach, Calif.
Photo courtesy Port of Long Beach.

“The Hugh Wood Advantage”

PORTS & TERMINALS | INSURANCE AND RISK MANAGEMENT

Congratulations to the AAPA on 100 years as the voice of the Port Industry in the Western Hemisphere!

Your efforts over the years have added greatly to enhancing and strengthening the value of seaports. May your successes continue another 100 years!



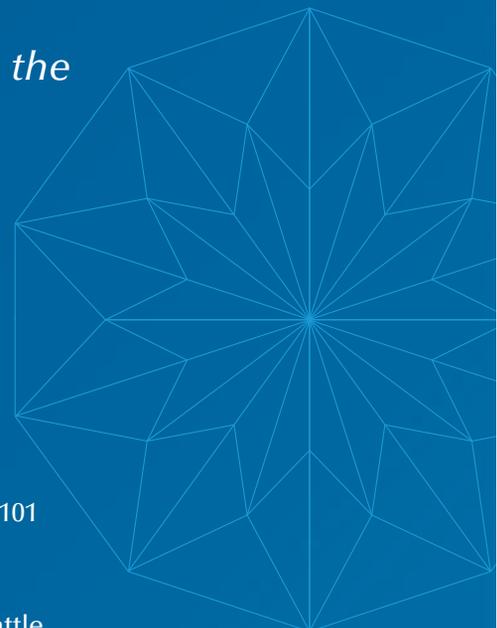
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Late 1940s – Second-generation Andrea F. Luckenbach cargo ship visits Mobile (Ala.) Pier B, South Terminal. Photo courtesy Alabama State Port Authority.

Quebec, Major General W.L. Sibert of Mobile, and J. Spencer Smith, President of the New Jersey State Board of Commerce and Navigation. Mr. Smith, AAPA's President from 1925-27, was among those attending the New York meeting of 1912 and was also the association's first official historian.

In that era, too, another individual began a long, distinguished career in the service of AAPA. Tiley S. McChesney, assistant general manager of the Port of New Orleans, an active participant in AAPA affairs since the New Orleans convention of 1913, succeeded Mr. Fennel as AAPA secretary in 1922, a position he would retain until his death in 1949. In 1936 he assumed the additional duties of AAPA treasurer.

Mr. McChesney managed AAPA's affairs from his home in New Orleans. There, he kept its books, conducted extensive correspondence, and oversaw the management of *World Ports*. For his services, Mr. McChesney was paid a small salary and expenses. Thus, Mr. McChesney became AAPA's first staff member and his home its first headquarters. He provided the association with a sense of continuity, a link with its founders. Presidents came and went, but McChesney remained.

Well-attended conventions followed in Chicago, Seattle, Toronto, New Orleans, Los Angeles, Norfolk, St. Louis, Houston, Quebec and New York. This was the era of Prohibition, which

had the desired effect. Membership increased by 90 percent in 1920, and the Chicago convention of that year drew 136 registrants, or more than four times the number that attended the convention of 1919.

The association flourished through the remainder of the decade under a succession of gifted presidents, including Mr. Fennell, who served in 1923/24. Others were Benjamin Thomson of Tampa, John H. Walsh of New Orleans, George B. Hegardt of Oakland, Brigadier General T.L. Tremblay of



1960s – Volkswagen imports at Port of Long Beach, Calif. Courtesy Port of Long Beach

helps explain the particular popularity of Canadian conventions and Canadian delegations in that period. At the Houston-Galveston convention of 1928, our Canadian friends arrived carrying what the official AAPA history describes as “elephant-edition thermos bottles.” At the opportune time, the Canadian delegation’s hotel suite was packed with eager conventioners. Unfortunately, somewhere between the lobby and their suite, someone lacking a sense of humor had discovered the contents of the baggage, and when it came time to fill the glasses there was nothing to pour over the ice cubes but water.

Signs of vigor were evident in a well-nourished treasury and continuing increase in membership. Evidently, corporate membership was not strictly limited to ports of the Western Hemisphere. Among those inducted into the association in 1925, for example, in addition to the ports of Albany, Coos Bay, Oswego and San Juan, were the Port of Manila, and the Chief, Direction of Sea Transport of the Soviet Union. For a time, too, the Bombay Port Trust and various British and European ports were also AAPA members.

Committee work, which had lapsed earlier in the decade, rebounded. Nine standing committees were established in

1920; more were added in subsequent years. By 1930, there were 16 including the committees on National Defense, Fire Prevention, Port Research, Oil Pollution, Uniform Port Practices and Terminal Rates, Foreign Trade Zones, and Public Ownership of Rail-Water Terminal Facilities.



1938 – Sacked wheat being loaded for export aboard cargo ship at Port of Seattle, Wash. Courtesy Washington State Archives, Puget Sound Branch



TRANSPORTATION
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Delivering Prosperity

Thanks AAPA for your leadership in advancing the port industry.



1960s – Scrap metal being loaded aboard a cargo ship at Port Sutton in Tampa, Fla. Photo courtesy Tampa Port Authority

AAPA conventions received regular reports on legislative developments affecting ports in both the United States and Canada, but AAPA did not maintain a Washington office, and appears to have done little if any lobbying.

Examples of AAPA concerns in that era, based on a sampling of papers delivered at conventions or published in *World Ports*, were the fire hazards created by oil pollution of waters, coordination of rail and water facilities, ship and cargo salvage operations, the science of port planning, the importance of commercial ports to the U.S. Navy, and recreational waterfront area development.

During this period, AAPA produced a number of important documents. A directory to the ports of North America was featured annually in *World Ports*. AAPA also published a glossary of port terminology, a survey of port financial practices, and a comprehensive bibliography of books and articles dealing with ports and related subjects.

The 1930s were difficult times for the country and its ports. The Depression cut deeply into port traffic, making it difficult for port authorities to continue their membership in the association.

Nonetheless, AAPA held its own. In 1930, the association was incorporated in Delaware, thus giving it a permanent legal structure. Thirties-era conventions were held in Milwaukee, Philadelphia, Los Angeles, Toronto, New York, Houston-Galveston, San Francisco, Wilmington (Delaware), St. John-Halifax, and again in Milwaukee. During these years the association lobbied successfully for the enactment of legislation permitting the creation of foreign trade zones and worked to secure some degree of uniformity in port rates and practices. It also produced a Canon of Ethics for governing public port entities, cooperated with the National Fire Protection Association in the development of an acceptable fire code for ports, and succeeded, with the help of some Congressional pressure, in persuading the Interstate Commerce Commission to provide for more effective regulation of common carriers transporting hazardous commodities on U.S. waterways.

When the decade came to a close, war had again broken out in Europe. During the next couple of years, the mobilization of the national economy and national defense preparedness were prime considerations. After the U.S. entered the conflict, major port facilities were taken over and operated by the

War Department. Shipping was subject to naval control. The coastwise trades, which had accounted for much pre-war port business, were virtually annihilated by German U-boats.

Wartime rationing and travel restrictions crimped AAPA activities to a considerable extent. *World Ports*, which by then was being published under contract by the Traffic World Corporation, virtually suspended operations: only one issue a year was published in 1942, 1943 and 1944. Full monthly publication did not resume until late 1945.

When the war ended, the association and the country turned their attention to peacetime recovery. Immediate concerns were the return to port authorities and private sector of port facilities taken for war-related purposes, the expansion of international commerce, and particularly important to the port industry itself, the debate over federal ownership of tidelands.

The year 1947 marked a turning point in AAPA's history. That year, Traffic World Corporation decided to move the editorial offices of *World Ports* from Chicago to Washington. In charge of the Washington operation was a bright young editor, Paul A. Amundsen, who, on top of his journalistic activities, also established an informal AAPA headquarters with the blessing



1965 – Yarmouth cruise ship in drydock at Tampa Ship and Drydock Corporation, Tampa, Fla. Photo courtesy Tampa Port Authority

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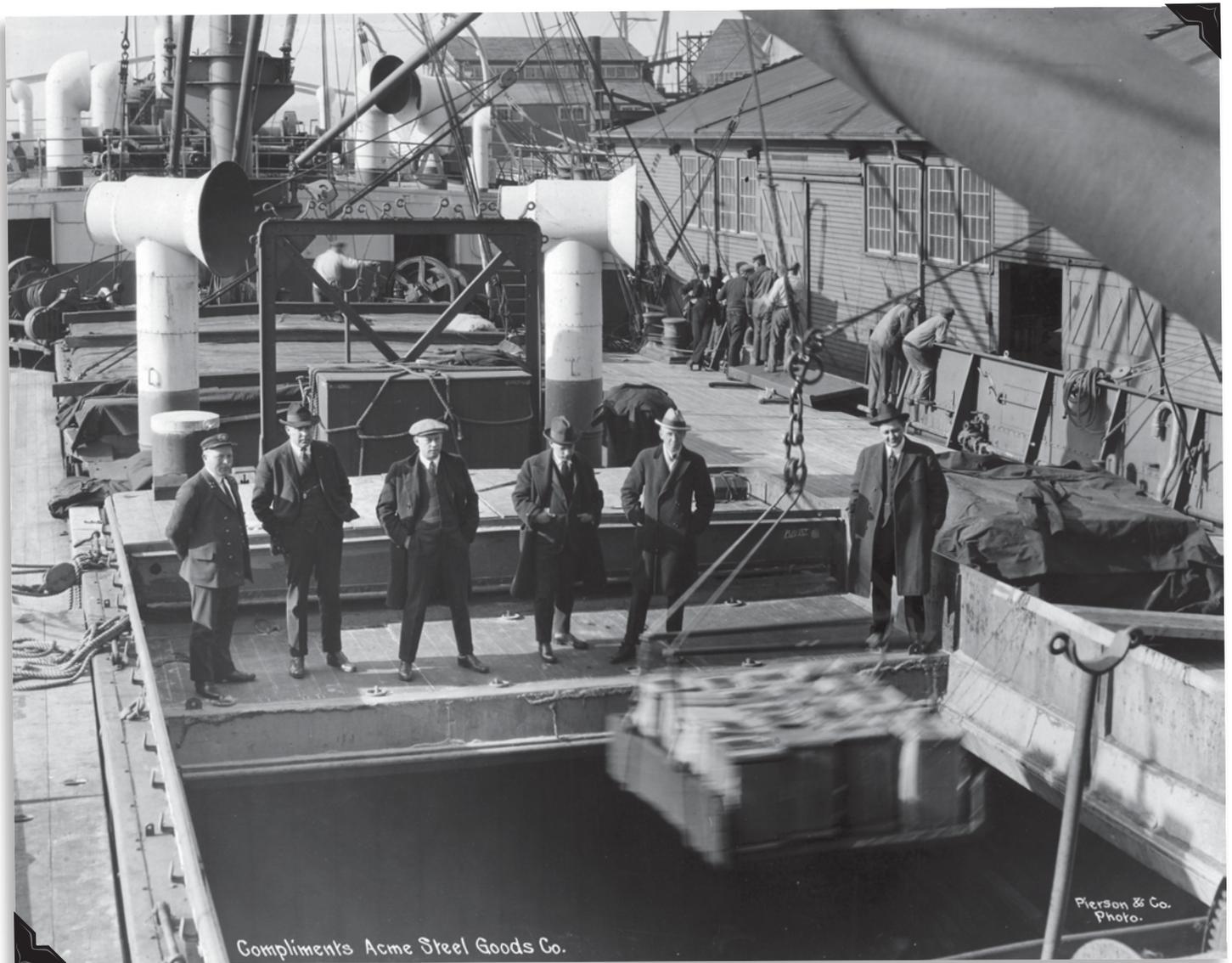
of the then AAPA president, E.O. Jewell of New Orleans. That December, the leadership decided to put the Washington presence on a more formal basis by appointing Mr. Amundsen to the salaried position of Special Assistant to the President, while continuing his editorial responsibilities with the magazine. After the death of Tiley McChesney, Amundsen was named AAPA's secretary/treasurer at the Milwaukee convention of 1949. Several years afterward, the title was changed to executive director.

AAPA now had a full-time Washington presence. The regular spring meetings of the executive committee were expanded into more formal affairs that included what has since become the association's "Washington Peoples' Luncheon." Other AAPA traditions that trace their beginnings to the Amundsen era are Puertos Amigos, the salary survey, the port management seminars, publication of the *Advisory*, and a slew of books on

port development, port engineering, port maintenance, port development overseas, port management and port planning, and the history of the association. Most important, Paul Amundsen put AAPA permanently into the Washington, DC, directory.

Mr. Amundsen retired in 1974, to be succeeded as executive director by Richard J. Schultz, a career port executive who most recently had been port director of the Port of Brownsville. After Mr. Schultz stepped down in 1979, the office was assumed by J. Ron Brinson, who came to Washington after a distinguished career in journalism and as an executive with the South Carolina State Ports Authority.

Under Mr. Brinson's leadership, AAPA took a quantum leap. A full-time government relations program was established. Frequent appearances at Congressional hearings, constant contact with key federal agencies, and, in general, a greatly



1930s – Acme Steel Goods Co. shipment at Port of Seattle. Photo courtesy Washington State Archives, Puget Sound Branch

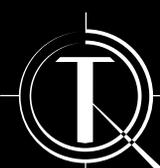


1920s – Early day intermodal cargo shipment at Port of Portland, Ore. Photo courtesy Port of Portland

expanded Washington presence characterized the era. Research and membership services were greatly expanded. The annual Spring Conference assumed the form of a mini-convention. A full slate of seminars became a regular part of the annual AAPA activity calendar. In August 1984, AAPA relocated its

headquarters to Alexandria, Va.

During the Brinson years there were also important organizational changes. Previously, the cadre of top elected officers included president, president-elect, and vice president. In 1980, the titles were changed to chairman, chairman-elect


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and vice chairman, respectively, and the title of president was assigned to the association's chief executive officer.

Even more substantial changes were to follow. Early on the board of directors was organized into regional delegations representing the association's U.S., Canadian, and Latin American/Caribbean corporate members. The regional delegations nominated their own representatives to the board of directors but until the mid-1980s did not have their own officers. Instead, the corporate members voted collectively at the annual conventions to elect the board of directors and a vice president (vice chairman after 1980) who automatically ascended to the positions of president-elect (chairman-elect) and president (chairman of the board).

At the Portland convention in 1985, the bylaws were amended to allow broader participation in the governance of the association by each of the delegations. This was done by providing that each of the then three delegations – U.S., Canadian and Latin American/Caribbean – would select its own slate of officers: a chairman, chairman-elect, and vice chairman.



Late 1960s - Longshoremen load cargo aboard a ship in Long Beach.
Photo courtesy Port of Long Beach

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From the chairmen-elect of the three delegations, the board of directors, voting at the Spring Conference, would elect a chairman of the board to serve in the ensuing activity year. The objective, among others, was to create broader opportunity for the corporate members of all three delegations to participate more directly in the governance of the association while at the same time focusing on issues of regional importance.

The new system was fully implemented in 1987-88 during the tenure of Mr. Brinson's successor, Erik Stromberg. At the Cleveland convention in 1991 it was decided to create separate delegations for the Latin American and Caribbean corporate members. Since then the office of chairman of the board has been occupied in succession by port directors from Canada, Chile, the United States and the Caribbean.

The decade of Mr. Stromberg's leadership also witnessed expansion of the association's advocacy role at the national and international levels (with special emphasis on dredging and environmental issues), the launching of a national public awareness program, a more diversified seminar program (including its annual week-long Marine Terminal Training Conference), a vigorous re-awakening of its "Puertos Amigos" outreach to the ports of Latin America and the Caribbean,

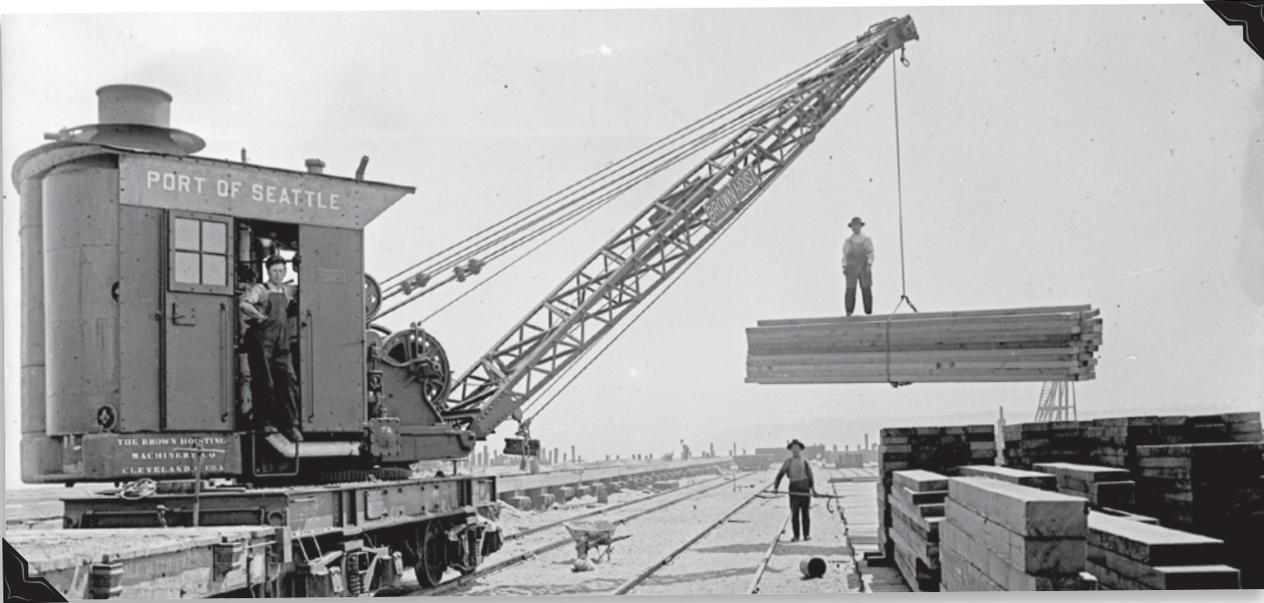


1925 – Breakwater dedication with Charles H. Windham ("Father of the Long Beach Harbor") at center. Photo courtesy Port of Long Beach

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1930s – Port of Seattle crane lifts lumber for export. Photo courtesy Washington State Archives, Puget Sound Branch

and the initiation of a Professional Port Manager (PPM®) certification program.

Mr. Stromberg was succeeded in September 1995 by Kurt Nagle, AAPA's senior vice president and a staff member since

1985. The ensuing years gave rise to major challenges to the public port industry and the association. Most dramatic were the terrorist attacks of September 11, 2001, that brought death and devastation to an AAPA member, the Port Authority of New

Congratulations!

Kurt Nagle, AAPA Staff, Committees and Members who have so valiantly and effectively represented Ports in the past and present. Thank you each and everyone for helping us keep our port issues on the front burner! Together we have helped ensure that the economic vitality, quality of life, and service to all our port communities and our customers are the best that they can be. While we celebrate our history, we also must anticipate that the AAPA's role of supporting ports in the next 100 years will be even more important as the need to facilitate the efficient and effective movement of goods in and out of the country will continue to grow.

Sincerely,

**Bill Terry, Chairman
Port Freeport Commission**

**A.J. "Pete" Reixach, Jr.
Executive Port Director/CEO**



York & New Jersey. The attacks made port security a top priority for the association and its member ports throughout the Western Hemisphere. Other major shocks came from Hurricane Katrina in 2005, which caused widespread damage to U.S. Gulf Coast ports, and the near-collapse of the international financial system in the fall of 2008, which led to a precipitous drop in maritime trade volumes and severe economic costs to AAPA member ports.

Under Mr. Nagle's leadership, AAPA has grown stronger and more resilient even in these challenging times. Among other things, the association developed and adopted a plan setting forth these strategic priorities: professional development and education, relationship building, public awareness and advocacy. The association also expanded its headquarters with the acquisition of an adjoining building, established a relief fund for port employees impacted by disasters such as hurricanes, and began publishing the quarterly *AAPA Seaports Magazine*.



1950s – Cattle being loaded at Port of Stockton, Calif. Photo courtesy Port of Stockton

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1960s – Florida Ports and Trade Council promotion. Photo courtesy Port of Tampa

The association maintains an active presence in America’s capital city, vigorously representing the U.S. public seaport industry’s interests before Congress and various federal government agencies on a multitude of issues – from dredging, environmental protection and trade to security and sustainability.

It has solidified relationships with key partners through memoranda of understanding with the U.S. Army Corps of Engineers, the International Association of Ports and Harbors, the International Navigation Organization, the Organization of American States, the International Association of Ports and Cities, the Association of Canadian Port Authorities, the European Sea Ports Organization and the U.S. Department of Commerce’s International Trade Administration.

During these years, the association broadened

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and strengthened its ties with the Latin American port community by increasing the frequency and regularity of visits to the region by senior AAPA officials, by offering simultaneous Spanish/English translations at its seminars and workshops as well as its conventions, and most significantly by creating the staff position of Latin American Coordinator. AAPA's annual congresses for Latin American ports have become an established tradition.

The association's operations, like those of its member ports, have been revolutionized by information technology. Much of its business is transacted electronically or via the Internet, allowing for the near-instantaneous delivery of services and information and real-time communication with its members through its website, e-mail, webinars, and various social networks.

The PPM® program has grown and changed. The original program has been

revamped, resulting in a more rigorous curriculum based on interactive groups or classes. A new variant designed for Latin American ports has been developed in partnership with the United Nations Trainmar program. Since its inception in 2005, the program has graduated approximately 85 certified port managers. The research papers authored by candidates in both programs constitute an important body of literature on port management.

AAPA has come a long way in its first century, and so has the public port industry. Publicly owned port facilities, little more than a dream in Calvin Tomkins' day, are an established fact. And despite the doubts of those such as Mayor Gaynor, we have indeed succeeded in establishing a permanent organization with members dedicated to sharing and working together. Our founders and their successors have left a grand legacy. It is up to us and our successors to keep the flame alive.



1960s – Trio displays 2 millionth crate of Sunkist oranges through the Port of Long Beach. Photo courtesy Port of Long Beach

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Past AAPA chairs reflect upon decades of accomplishments, association value

by Paul Scott Abbott
Editor
AAPA Seaports Magazine

Acknowledging the privilege to have served as port industry leaders, prior chairs of the American Association of Port Authorities see great value in the hemispheric organization and the spirit of sharing it promotes.

In separate video interviews on Sept. 13 in Seattle, at AAPA's 100th annual convention, eight past AAPA chairs shared their reminiscences, while a ninth past chair, who was unable to attend the convention, was interviewed by phone.

Coming from a diverse range of backgrounds – from an attorney to an accountant to an Army officer to an environmental scientist – each of the past chairs clearly treasures the camaraderie engendered by AAPA. (See lead-in to video interviews at <http://bit.ly/wHhOXj>)

The following are highlights of what they shared:



GARY L. FAILOR, PPM®

AAPA Chair 1988-89
as President,
Toledo-Lucas County Port Authority

(See video of interview at <http://bit.ly/A6JCRv>)

Mr. Failor said his port industry career began in a manner that was “both interesting and propitious,” as he joined the Toledo-Lucas County Port Authority as staff counsel on Nov. 10, 1975, the day the *S/S Edmund Fitzgerald* sank in Lake Superior, with the loss of the entire crew of 29, including 12 who lived in Toledo. He said, with his wry sense of humor, that he was “puzzled, frankly, by why the staff wasn’t more warm and friendly.”

Mr. Failor said he quickly found, however, that the staff members at the Toledo authority, as well as AAPA staff and industry colleagues, were friendly and helpful indeed. He gained assistance from AAPA in such matters as securing insurance for the Toledo port authority during the coverage availability crisis of the 1970s – after receiving direction in a phone conversation with longtime AAPA staffer Dr. Rexford B. Sherman, currently director of research and information services.

Networking and educational opportunities furnished by AAPA have made a particularly strong impression upon Mr. Failor, who commented, “From the association viewpoint, I really enjoyed the seminars and the networking with other

port professionals.”

Providing benefits to all members, whether from the Great Lakes, the Caribbean or elsewhere in the Western Hemisphere, has become a hallmark of AAPA, according to Mr. Failor, who commented, “The association has done a terrific job of being inclusive and spreading all of the value of the association across all of the membership. I think that was terrific. It took some time, but it got done, and it got done well.”

As an example of how port authorities can provide unique benefits during times of financial challenge, Mr. Failor cited the ability of ports to engage in revenue generation and community project financing, such as the involvement of the Cleveland-Cuyahoga County Port Authority (which he later headed) in helping finance the Rock and Roll Hall of Fame and the Cleveland Browns Stadium.

“Ports have, as one of their basic values, the ability to generate revenue that most governments don’t have,” he said. “So they have the private-sector ability to generate revenue and behave as a business, yet they’ve got the public-sector responsibility of transparency.”



JOHN J. TERPSTRA

AAPA Chair 1990-91
as Executive Director,
Port of Tacoma

(See video of interview at <http://bit.ly/zSUMIE>)

Lt. Col. Terpstra, who gained familiarity with the U.S. navigation system over the course of 20 years as a U.S. Army officer with the Corps of Engineers, joined the Port of Tacoma in 1982, leading that port's rise in the evolution of containerization and intermodalism.

“I like to feel that the know-how and the planning and the leadership that was needed to bring the Port of Tacoma into the intermodal revolution over a period of about 12 years was what I brought to that port and to the industry,” he said, citing the meeting of challenges of a narrow channel, a narrow bridge, and environmental and Native American land concerns.

Lt. Col. Terpstra recalled that, when a senior U.S. federal government official suggested the possibility of a national port system, he told him, “That probably would not work. We had the system that was one of the best that ever could be – a port system that put that burden onto the local populace, the local people, who wanted to be able to build their own economies. They wanted to build their own ‘better mousetrap.’ They wanted to serve their community while serving the nation at the same time.

“And it’s the very fact that these hundreds and hundreds of ports across the United States form a network of ports that in fact are the national port system, and that national port system is melded together today by the American Association of Port Authorities,” he continued. “We do form a national value, a national treasure.”

AAPA has expanded the cooperative frontier throughout the Western Hemisphere, Lt. Col. Terpstra noted, commenting, “We have a world economy today, and everything that we do in the United States interacts tremendously with the rest of the world. In our Americas, we work better together and we have been a better system because we are able to converse and share and be partners with ports that are in the Americas, Latin America, the Caribbean and Canada.”



DAVID F. BELLEFONTAINE,
PPM®

*AAPA Chair 1992-93
as President and CEO,
Halifax Port Authority*

(See video of interview at <http://bit.ly/wZcSEu>)

Mr. Bellefontaine pointed to leading the development of container-handling infrastructure as among the professional accomplishments of which he was most proud while serving at the Port of Halifax, Nova Scotia, from 1968 to 2001.

“When I joined, we were just completing the first terminal, and we had a small market share in the container business, and then, shortly thereafter, we started working on the second terminal, and I was instrumental in helping working on that,” he said. “I’m an accountant by trade, so I knew how to read some of the numbers, having put quite a few business plans together. So I would say building the container business in Halifax was one of my greatest achievements.”

With the world’s population having grown from 1.7 billion at the time AAPA was formed in 1911 to more than 6.9 billion in 2011, and projections calling for 9.4 billion people by 2050, it is essential that AAPA and member ports expand cooperative efforts – to include such partners as shipping lines and railways – to develop a “global planning model” to meet the needs of delivering food and other essentials, Mr. Bellefontaine said.

Mr. Bellefontaine lauded the networking facilitated by AAPA, commenting, “One of the most important things in my career, as well, was networking with these great folks at the AAPA. It’s so easy to gain respect for this association. We’re all colleagues. We’re all helping each other. And I could pick up the telephone and call

Los Angeles, Long Beach, New York, even Mexico, whoever you wanted to, and get to the CEO and talk about common issues we have to deal with. That was tremendously valuable to me, and I certainly used it in terms of my role in Halifax.

“I’ve been a member of many associations over the years, in the port system and others, and, by far, this is No. 1 in terms of the people you meet, how helpful they are,” he added. “They’re truly comrades, not just as association comrades but as friends. We become friends forever.”



LILLIAN C. BORRONE

*AAPA Chair 1997-98
as Director, Port Commerce Department,
Port Authority of New York and New Jersey*

Ms. Borrone, who became port director at the Port Authority of New York and New Jersey in 1988, following a stint as the bistate authority’s director of management and budget, said she was initially “a bit reluctant, to say the least,” in assuming that role.

But serving as director of the Port of New York and New Jersey “was and has been the highlight of my career,” said Ms. Borrone, who went on to serve as a deputy administrator of the U.S. Department of Transportation and a presidential appointee to the U.S. Commission on Ocean Policy and who currently chairs the Eno Transportation Foundation.

“In the port authority setting, it was an opportunity to be able to set a path, because there had not been, until my appointment, any women who ran line operations or a department like that for port commerce,” she said, adding that her female role model was Anne D. Aylward, former Massachusetts Port Authority port director, who served as AAPA’s 1991-92 chair.

Ms. Borrone noted how she worked with authority colleagues and industry leaders in setting the course for growth at the Port of New York and New Jersey, including securing authorization for 50-foot channel depth and formulating a strategic redevelopment plan.

While involved in leadership with AAPA and other associations, Ms. Borrone said, she was focused on enhancing cooperation with the U.S. Army Corps of Engineers and the U.S. Environmental Protection Agency in identifying dredged material acceptable for ocean disposal and helping set the stage for beneficial uses for such material, as well as securing requisite funding for appropriate dredging projects. She also recalled working with W. Don Welch, then executive director of the South Carolina State Ports Authority, and others in

establishing AAPA's Professional Port Manager (PPM®) executive development program.

Ms. Borrone said she now sees a need for the transportation industry to “be innovative in a new way,” concentrating on long-term strategies, meeting challenges related to “growth, competition, significant demand for continuously improving performance, the need for service excellence, for reinvestment, by calls for social equity and environmental sustainability at the lowest possible cost and by the scarcity of resources, both human and financial.”



H. THOMAS KORNEGAY, P.E., PPM®

*AAPA Chair 1998-99
as Executive Director,
Houston Port Authority*

(See video of interview at <http://bit.ly/xMEfo0>)

Mr. Kornegay, who recalled beginning his port industry career in 1972, when he joined the Port of Houston Authority as a planning engineer for the Barbours Cut Container Terminal, said development of that facility remains “beyond a doubt” his most exciting and most rewarding accomplishment.

“Once it got going, it just took off, and we couldn’t build fast enough after that,” he said of Barbours Cut. “We built one terminal, and then we built another and another, and, after 20 years, we finally finished it.”

One of the greatest achievements of AAPA, according to Mr. Kornegay, was the resolution of Harbor Maintenance Tax issues among ports that needed dredging and those that did not.

“We spent a lot of time and effort on that, and, thank goodness, the organization stayed together,” he said. “The members fought through that issue and found a way to come together at the end, and I have to give all the membership a lot of credit for really fighting through those issues and being reasonable. And the [AAPA] staff really helped a lot, being the mediator between the two sides. It was a very, very difficult time, but everybody stuck together in it. We’re still here.”

Mr. Kornegay gave this advice to port leaders of the future: “You really need to follow and be true to yourself and your ideals and your beliefs. That is one thing that has helped me throughout my career, as I never waived from what I believe to be the right thing. If you think it’s the right thing to do, you’ve got to do it, and it doesn’t matter how many slings and arrows they throw at you, and how many times they call you bad names. You’ve just got to stick through it and be true to yourself.”

Mr. Kornegay said AAPA has provided an ideal “sounding board” off which he has bounced his true thoughts over the years.

“I think the way that they helped me was that they were a sounding board for things that I believed in,” he said of his AAPA colleagues. “Some people told me I was crazy, and some people told me that it’s a good idea, and I had to kind of sift through and make sure exactly what it was. But I think that that sounding board is one of the greatest things that you get out of AAPA.”



ROSS GAUDREULT

*AAPA Chair 2000-01
as President and CEO,
Québec Port Authority*

(See video of interview at <http://bit.ly/xGNnod>)

Mr. Gaudreault, who joined the Port of Québec in 1985 as chairman of the board and two years later began a 23-year stint as its president and CEO, reminisced about spearheading the Canadian port’s diverse growth.

“[In my nearly 25 years there,] I really diversified the port,” he said. “We [made it into] a transshipment port, so we are now the most important transshipment port of bulk, of iron ore and coal, in the St. Lawrence with the Great Lakes, and we took the port, with my team, [from] 11 million [tons of annual cargo volume], to, when I left, we were doing 28 million.”

“The other thing I was proud of is we brought the cruise ships into the St. Lawrence River,” Mr. Gaudreault continued. “When I arrived at the port, there was not one cruise ship. So, we brought more than 100 ships per year in the St. Lawrence and the Fjord of Saguenay. I’m very proud of that, and we have more than 120,000 to 125,000 passengers per summer, so we have really diversified the port.”

“And because we are the oldest port in Canada, we’re right in the middle of an old town,” he added. “Québec City is a beautiful city, and we have integrated the port with the people, so we’ve created parks and biking alleys and stuff like that, so people are really proud of their port now. So, I think we did pretty good with our team.”

He recalled another accomplishment of his Port of Québec team being proceeding with a successful 2001 AAPA convention three weeks after the tragic events of Sept. 11.

Mr. Gaudreault, who served a record 14 years on the AAPA Executive Committee and was integral in the creation of the AAPA Cruise Committee, commented, “I really got involved with AAPA because it was a fantastic association to do the networking. And I could say in Québec City, and I used to say that a lot in my speeches in Québec, that, ‘I’m from Québec City, but I can go anywhere in 38 countries in the three Americas, wherever there is a port, and I know the guy.’ So it’s been a terrific thing for me – a really wonderful association.”



AGUSTÍN M. DÍAZ

AAPA Chair 2002-03
as Managing Director,
Curaçao Ports Authority

(See video of interview at <http://bit.ly/xOF9sh>)

Mr. Díaz, who became managing director of the Curaçao Ports Authority in 1995, said the founding of the authority is at the top of the highlights of his career.

“The accomplishment that I’m most proud of is being the founder of the Curaçao Ports Authority to manage five ports in Curaçao,” he said. “Next to that, of course, I’m very proud of being the founder of joining the stevedoring companies in Curaçao to have one big stevedoring company, and looking after finances to build the container terminal in the ’80s on the island.”

Mr. Díaz, who served three terms as chairman of the AAPA Latin American Delegation in addition to his year chairing the entire association, said that, while ports do compete, he believes continued cooperative efforts through AAPA will be a key to future collective success.

“I think we should continue the exchange of knowledge, the exchange of experiences, being together, working together,” he said. “Of course, the ports compete, one with each other, but I’m pretty sure that, with the connections and possibilities, that you have within all the programs that we have in the AAPA, all the educational programs that you [need to] meet the other managing directors. [Consequently,] you [get to] know the way of thinking and working together, [and] that enhances the industry and will make it better for all the ports in the Western Hemisphere.”

Mr. Díaz pointed to AAPA’s Seaports of the Hemisphere Allied in Relationships for Excellence, or SHARE, program as an example of such collaborative efforts, commenting, “The exchange of knowledge, working together, that’s the secret of success of all the ports members of the AAPA.”

He also recalled securing input through AAPA from other port leaders when the Curaçao Ports Authority was looking to buy container cranes from China: “We asked them for advice, and you’ll get immediately the advice, completely free for you as a port.” He added that AAPA has facilitated many new connections for his port over the years, which has enabled him “to connect [with] the right people to talk about the problems that you might have in your port and exchange the experiences of knowledge.”



CAPT. ALLEN O. DOMAAS, PPM®

AAPA Chair 2006-07
as President and CEO,
Fraser River Port Authority

(See video of interview at <http://bit.ly/yaEvtR>)

Capt. Domaas, who recalled beginning his port industry career in 1973 in a low-level patrol division position with the Fraser River (British Columbia) Harbor Commission, said his most rewarding professional experiences included attaining the top position at that port authority and advancing sustainability initiatives.

“There are two pieces that I’m most proud of,” he said. “One is becoming the CEO of the Fraser River Port Authority, having started at the bottom of the pile, the opportunity to work in every division – of operations, planning, goal-setting, community development – really gave me an opportunity to understand this business in a way that very few people have the chance to.

“The second piece I’m really proud of is watching the sustainability work created by the AAPA and the committee that was created during my tenure,” said Capt. Domaas, who went on to become chief sustainability officer of the amalgamated Port Metro Vancouver prior to his retirement in 2008. “I think it’s a key piece of work that’s going to benefit ports for generations to come.”

Citing the challenges associated with responsible sustainability practices, he observed, “The most challenging piece is the fact that, in the last four years, we’ve gone from ports that could pretty much do whatever they liked to having to become citizens of a community. And, really, we’ve had such disparity amongst ports as to how to go about that. And, when I was the [AAPA] chair, the issue that was strongly in front of people was climate change – was it really happening, did it really exist?”

“By creating the [AAPA] Sustainability Task Force and those folks working on the three legs of the stool – showing the economy, the human resources and the environment all work together, and they actually can go to the bottom line and make good results – really was a way of ports picking up the environmental banner, if you like, but doing it in a way that could really fit the needs of their community.”

Capt. Domaas noted how the collective engagement of AAPA members has moved the sustainability initiative forward: “The one thing about AAPA is that the people who are participating are incredibly involved. Going back to the Sustainability Task Force, I met with the Environment Committee in 2007 and said, ‘We do

need to find a way to go forward, and sustainability, I think, might be a platform to do that.’ And, within about 30 minutes, the task force was developed. And nobody talked about the budget, or, ‘I have an obligation at home,’ or, ‘Gee, this is a commitment I have to get some prior approval on.’ They actually just bought into it with a passion that you don’t see in many other places, let alone associations with a hemispheric spread.”



GERALDINE KNATZ, PH.D.

*AAPA Chair 2008-09
as Executive Director,
Port of Los Angeles*

(See video of interview at <http://bit.ly/z2ip3K>)

Dr. Knatz, who holds a doctorate in biological science and a master’s degree in environmental engineering from the University of Southern California, began her port industry career in 1977 at the Port of Los Angeles as an environmental scientist, then served two decades at the neighboring Port of Long Beach, including as managing director, before returning to the Port of Los Angeles in her current position in 2006.

“Becoming executive director of the Port of Los Angeles was something that I never dreamed would have happened to me,” she said. “I loved every job I had, but, to me, it was a big deal, and it’s sort of like, ‘Where do you go from here, when you’re executive director of one of the biggest ports in the country?’ So I view that as a major accomplishment.”

Dr. Knatz said she appreciates that AAPA connected her with Lillian Borrone, who served as AAPA chair during the 1997-98 term, while director of the Port Commerce Department at the Port Authority of New York and New Jersey: “Whenever there was an opportunity to nominate somebody for something, she

kind of looked out for me. She always put my name forth in different things, and, if I hadn’t been involved with AAPA, I never would have met her. And, because of the things that she did for me, mentoring me – and I think it’s because there are not that many female port directors, so we look out for each other – that really helped me develop leadership skills. I was able to watch her, another woman, at the highest level in the organization, so, again, it was a benefit of being involved with this organization.”

Dr. Knatz said her involvement with AAPA began in the late 1970s, in the formative days of the AAPA Environment Committee, and later as chair of the AAPA Harbors and Navigation Committee. Since 1997, she has represented AAPA ports at the London Convention for protection of the marine environment.

As AAPA chair at a time of economic downturn, Dr. Knatz saw port authorities maintaining involvement with the association even while cutting back overall budgets and travel: “I think the organization came together. We did not lose membership. I think it showed that the ports valued their membership in AAPA.”

She said she sees multiple values to AAPA membership, commenting, “Of course, there’s the representation in Washington, D.C., which is one of the most important things that AAPA does, and they do a great job at it. And then it’s also the networking with your peers, you know, the sitting down and talking to a port director about how they handled a position, and, even though I work for a large port that has a lot of resources, there’s many times that other ports came up with an idea, and I’m like, ‘Gee, I wish I’d thought of that,’ and I go back to my port and say, ‘Here’s an idea.’ So, that kind of exchange is really invaluable.”

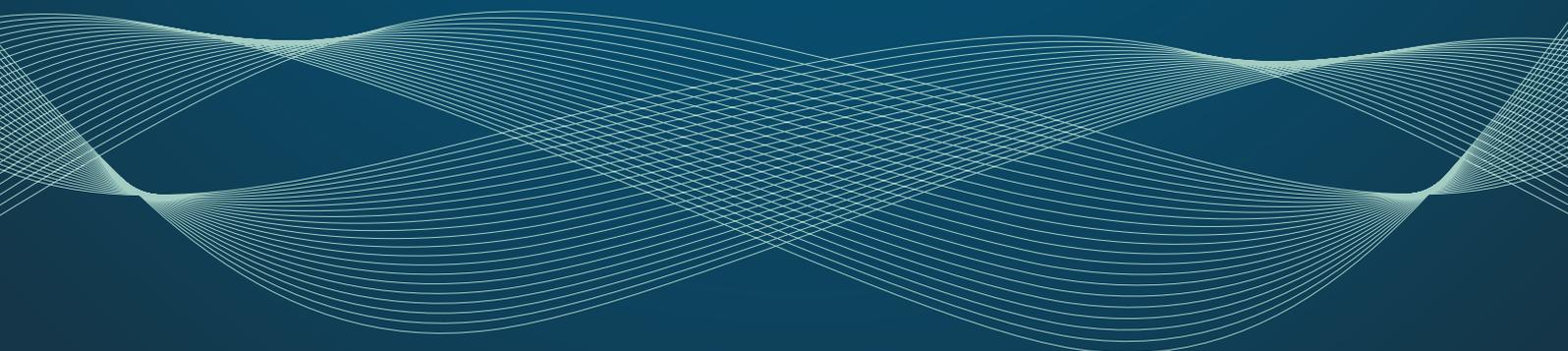
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