

# PASHA PEOPLE

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Pasha People  
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Address Service Requested

Global Headquarters:  
5725 Paradise Drive, Suite 1000  
Corte Madera, CA 94925-1212

Telephone: 415.927.6400  
Fax: 415.924.5672

www.pashagroup.com

Comments? Suggestions?  
Send to: people@pashanet.com

Our name stands behind every move™

## "Measure twice, cut once"

Just as in carpentry, making sure that a decision is based on sound data is essential to reaching any goal. That means you know precisely what is going to be required and that you are capable of the sustained effort necessary to make that goal. That said, once you've double-checked the time, money and commitment necessary, and you're still sure you have what it takes – go for it!

This is an exercise Pasha Hawaii recently had the opportunity to execute. We were first faced with a request in early 2008 to handle the largest heavy lift cargo the company has ever moved. As part of a Hawaiian Electric Power Plant being built on Oahu, Siemens' Power Engineering business unit needed to ship to Barbers Point, Hawaii, by October, a 340,000 lb. turbine and a 322,000 lb. generator. Add in the trailers for these two pieces, and you had almost 500 tons of equipment. The manufacturer needed these two pieces to move on a qualified vessel and be stowed below deck to eliminate exposure to the elements in transit. The *Jean Anne* was perfectly suited to meet these requirements. One problem: We could stow the cargo and ship the cargo, but with a ramp rated at 220,000 pounds, we couldn't load the cargo. Pasha reluctantly demurred.

## The Customer Is Always Right

Enter Sheedy Drayage Co. Founded in 1925, Sheedy is one of Northern California's leading crane, rigging and heavy hauling contractors. Their engineers were positive they could come up with a sound plan to load these two pieces, and one that all parties involved would approve. All parties included *Jean Anne's* two captains, our partner Hawaii Ship Management LLC, and terminal and port managers at both ends – Continued on inside spread

Ramping Up



Hall of Honor

At the Household Goods Forwarders Association of America Annual Meeting, held last October in Honolulu, 16 members were inducted into the Association's inaugural Hall of Honor. Founded by HHGFAA in early 2008, the Hall of Honor Committee selected nominees in four categories: Founder, Innovator, Distinguished Service and Lifetime Achievement. HHGFAA Chairman Terry Head notes, "This recognition program was established to honor and recognize individuals who have made outstanding contributions to our Association and/or have had a profound effect on moving, transportation, forwarding and relocation industries." The Pasha Group had a broad presence during the presentation event, with our President and CEO, George Pasha, IV, recognized as Innovator. Over the course of his career, and as former Chairman of the Executive Committee, he has provided the motivation and innovation behind several dynamic contributions to the transportation industry, particularly in meeting the personal property requirements of our Military Members. Other Pasha representatives were Gateways International's Dorothy Timma accepting an award for her late father, Douglas Barnes, as a Founder and Innovator, and Pasha Relocations' Brian Goates, who accepted for his father, Richard Goates, who received Founder and Lifetime Achievement awards. Retired Pasha employee Frank Swope was recognized for Distinguished Service. Rick Curry, President of Gateways International, and a former Executive Committee Chairman, was chosen to receive the award for the late Cal Stein, the first President of the association, founded in 1962. The Pasha Group was also pleased to see long-time colleague, David Beere, receive a Lifetime Achievement award. Today the Association has over 2,000 active members, from all parts of the world. Recognizing this global impact, the Association is officially changing its name to reflect its membership and, as of January 1, 2009 will be known as International Association of Movers (IAM).



Still on Course

## President's Corner

2008, as is always the case for Pasha, and particularly this year for many others, has definitely been interesting. It was a good year to be a privately-held company, able to focus on the needs of the business without the distractions or pressures of Wall Street. We have been able to act quickly and decisively. We have created new opportunities and worked through a number of challenges. Further, we were able to concentrate on what will keep us successful in the long run – quality, innovation and a high degree of customer service – hallmarks of the Pasha brand.

In 2007 we began a company organizational realignment and a conscious shift in our culture that is beginning to make a real difference in the way we operate. One objective of the realignment was to clearly define the lines of responsibility and accountability in the organization. We have begun a focus on organizational development and training that will make for a more effective and efficient business in every respect. The cultural shift we are trying to affect is to create a company that embraces change as possible, positive and achievable – if at first we don't succeed, and at second and third, we should consider trying something different! Innovation is encouraged, collaboration is required.

We are in the process of completing our business planning and budgeting cycle – the most successful in my experience. We are reacting to the obvious truths and challenges, making adjustments, and planning healthy changes for our future. Early next year, we will shift our energy at the executive level across the company to lay down a long-term business plan for The Pasha Group, with our Vision 2007 five-year plan as the springboard. As we look forward, continued growth and diversification of our core business will remain our primary objective.

As we close another year, we have much to be thankful for. Following are a few of our 2008 accomplishments: Pasha Automotive Services celebrating the operation of a jointly-operated Vehicle Distribution Center for BMW in Brunswick, Georgia, and the major acquisition of a fleet of auto transporters for Pasha Distribution Services. The increasing success of Pasha Hawaii's Roll-On / Roll-Off service which includes, as described in this newsletter, the single largest shipment ever carried on the

*Jean Anne*, as well as another opportunity to meet the transportation needs of a U.S. Government division from San Diego to Hawaii. Pasha Hawaii Logistics receiving strong support from automotive customers, old and new, who took a chance on the "new kid on the block" as word spreads of the good work we do. We celebrate Hawaii contract renewals with American Honda, GLOVIS America, and Mazda North America, while welcoming Mercedes Benz Financial and Dollar Thrifty, among others. While the volume of some of our core clients is slowing, new opportunities are keeping us buoyant in this time of economic turmoil.

Pasha Stevedoring & Terminals (PST) has recently concluded a round of renegotiation with most of its clientele – delivering hard news about increased land and labor costs that must be shared with our clients in order for us to persevere in our mission. Meanwhile we have made investments in new cranes and eco-friendly equipment which makes a noticeable difference in cargo handling efficiencies for our customers and cleaner air for our community.

PST has been particularly impacted by the slowdown in imports through our West Coast ports. Fortunately, a deep management bench of experienced professionals is enabling us to act quickly to reduce costs commensurate with these lower volumes without missing a beat concerning the care and level of quality of service we are able to provide to our high-profile clients.

Pasha's Relocation Services is continuing to invest, most recently rolling out a domestic capability of their innovative MoveMetric™ program. This strategic investment will allow Pasha Relocation to once more provide a single source to clients for both their domestic and international moving needs. We are encouraged by both business support from existing clients as well as new supporters. We made investments in our systems and our organization to support the advent of "DP3" (Defense Personal Property Program – the Government's family-friendly household goods relocation program for military members). The acquisition this year of CTC Transportation to expand our presence in new geographic locations and complement our inland distribution and consolidation services was another example of a strategic investment in our relocation capabilities.

It's been a busy, productive year. It's easy to make headway when the wind is at your back, but it takes experience to stay on course when conditions are less favorable. Our country, and the world, faces a difficult economic reality. But as we navigate through these uncharted waters, we know that our culture, and our people, will continue to allow us to keep moving forward. Our 60-years-plus history shows our vision is sustainable, and the result is tangible. We look forward to meeting the needs of our customers with the same reliability and integrity, values that have long defined our reputation in the transportation industry.

*George Pasha*



Sustainable Solutions

## A Fresh Coat of Green

The *Jean Anne* has joined the Green revolution. Approaching her fifth year of service, she has been outfitted with new fuel processing equipment to allow burning of marine diesel oil, a lighter cleaner fuel, in her three diesel generators when she is within 24 miles of the California coast and when tied up at dock. Not only does this new system allow the *Jean Anne* to be more environmentally friendly, but redundancy is added to the fuel system. When the main fuel processing system is being worked on, the diesel generators can now be supplied with fuel. Upgrades include the installation of slide valves in each of the cylinders of the main engine, which results in cleaner combustion. This contributes to the efficiency of the engine and lengthens the time required between servicing. Additionally, the main engine was retrofitted with the latest computer controlled system for lubricating the cylinder linings, which significantly reduces the amount of cylinder oil consumed. The main propulsion system on the *Jean Anne* is now so efficient that the vessel uses considerably less fuel per vehicle transported, a big improvement over older technology such as steam-driven turbines. And, in order to ensure a green operation in every respect, the retrofit includes the latest oil water separator and incinerator technology available.

## Lean and Green with Pasha Automotive Services

Our other business units are also committed to growing our business responsibly to ensure a healthy environment for our employees and neighbors. Under the San Diego Unified Port District's Clean Air Program, grant applications submitted by Pasha Automotive Services were approved, and Pasha has acquired Mazda Tribute Hybrid Electric Vehicles, as well as Segways for use on the facility. "Lean and Green" is the current Pasha mantra. Adapting the current principles of Lean production, the Automotive team is reducing waste in processes, improving production and, bottom line, generating more value with less work, with the byproduct of less impact on the environment.

Pasha Distribution Services in Southern California has also joined the Port of San Diego Clean Air bandwagon, and plans to replace, one by one, its fleet of auto transporters with new models that meet today's environmental standards.



## Big Green Machines

Pasha Stevedoring & Terminals (PST) is a business that has a recognizable emissions footprint. This business unit, therefore, embarked on a mission to provide a cleaner and greener future. The goal of the PST team was to find a contractor that could build a machine to reduce emission pollutants, while maintaining the operational capacity necessary to support our business. Cargo handling equipment for breakbulk and steel cargo is, by virtue of the products handled, large, visible and noisy. The intensive search led to Kalmar, a leader in 'green' handling solutions. Kalmar recognizes the priority placed on environmental issues, and their eco-friendly products are having a big impact in the industry. Kalmar's emission control valve assists with reduction and additional filter systems capture any potential soot that might fall from the exhaust system. The machines are also supported by automated shut-down technology, as well as speed reduction controls. Kalmar's commitment to research and development ensures that it continues to produce some of the most eco-friendly handling systems in the world.

PST has created innovative environmental options for several years now, and the partnership with Kalmar is yet another way to reduce the footprint we leave behind.

## Community Corner

Even though we are in the midst of economic turbulence, we all still have much to be thankful for. As many of you know, it is Pasha's practice to contribute throughout the year to community organizations located where we live, work and play. Further, it is our tradition during the Holiday Season to make a meaningful contribution in the name of The Pasha Group and on behalf of our suppliers and customers. This year, we have chosen two Hospice organizations to be at the top of our Giving Tree: Hospice by the Bay, and the National Hospice Foundation. Many of us have experienced the dedication and caring attention Hospice gives to our loved ones during their last days. This year, particularly, several families were the beneficiaries of their support. The Pasha Group and the Pasha family wish you and yours the happiest of holidays and all the blessings of the New Year.



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plus any plan of this size would have to be submitted to DNV (Det Norske Veritas AS) for approval and certification. (DNV must approve the original design and any alterations for all vessels afloat.) Accepting the challenge, Pasha was literally going back to the drawing board to find a way to more than double the strength of the *Jean Anne's* ramp. Shedy measured every possible space and angle on the ship, analyzed the strength and weaknesses of the ramp, and developed detailed drawings outlining plans to add strength. When all parties felt Shedy just might have the solution, Pasha brought TIME Marine, Inc. into the picture to review the Shedy plan. TIME Marine is a Houston based naval architectural company that applies its expertise in the field of naval architecture to all aspects of marine operations, primarily heavy-lift cargo transportation and the design and modification of all types of surface vessels. The following months sped by with many meetings, and many revisions, but finally a solution was developed that everyone agreed was workable. With October fast approaching, the plans were submitted to DNV. With the combined efforts of Pasha, Shedy and TIME Marine, a certification that usually takes months was granted in a matter of weeks.

Ramping Up



**Practice Makes Perfect**

And now it was time for the dry runs. Remember "Measure Twice, Cut Once"? There were two dry runs that needed to take place before the estimated October departure date. A huge consideration was the 16-ft. height of the turbine, as the ship's door opening is a scant 9 inches higher, and, because of the extreme weight, there are limited types of trailers that can carry this type of cargo. The first dry run took place in August at Mare Island in Vallejo. In an open lot, the Shedy team had drawn an outline of the *Jean Anne* and her ramp and had marked out all internal obstacles. With a Michigan power unit and a Goldhofer trailer, the team practiced loading and unloading. Goldhofers consist of sets of axles designed to carry tremendous heavy loads. The trailers have separate controls which two men can steer independently as they follow the power units. They move about five miles an hour and can maneuver in all directions. These transporters would add even more tonnage to the shipment, so the combined turbine and transporter would weigh in at 552,000 pounds and the generator/trailer combo add up to 454,000 pounds. A massive amount of weight and height for the *Jean Anne*. In and out the team drove, producing a motorized ballet that performed exactly according to plan. The second dry run took place September 6 on site at dockside in San Diego, including a complete run-through of the ramp reinforcement. Again, it was a success. But would it work in reality?

**A Round Peg in a Square Hole**

October 1, 2008. With inches to spare, 503 tons of power equipment is safely rolled on board. The modified ramp is a work of art. The weight is perfectly balanced for the voyage and properly secured to the cargo deck. Seven days later, as everyone holds their breath, the discharge at Barbers Point proves to be uneventful. Once again, teamwork carries the day and the largest single shipment ever carried on the *Jean Anne* is a perfect fit for Pasha Hawaii, Siemens, and Shedy Drayage.

