

# **Prospectus**

## **Glacier Bay National Park**

**The Operation Of Cruise Ship Services Within  
Glacier Bay National Park & Preserve**

**Royal Caribbean International**

**June, 1998**

# **National Park Service Note**

## **The Following items are not included in this NPS release of: Royal Caribbean International Proposal for Cruise Ship Services 2000-2004**

Materials generally available to the public or which repeats information included (available on request):

Royal Caribbean Cruise Ltd. Annual Report 1997 (40 pages)

Legends of the Sea News letter (4 pages)

Adventure Ocean Youth News letter and Lecture handouts (6 pages)

Glacier Bay National Park Official Map and Guide and 2 Videos

The Ocean Fund Brochure (5 pages)

Save the Waves Brochure and handouts (7 pages)

5B: Royal Caribbean Pollution Minimization Plan :

    The Safety and Quality Management (SQM) system Environmental Compliance Manual (Approx. 45 pages)

    The Shipboard Oil Pollution Emergency Plan (SOPEP) in a separate 3 ring binder (Sections 1-8 and A-J)

Royal Caribbean Cruises Accident/Incident Reports and Summaries (Approx. 35pages)

U.S. Department of Health & Human Services Reports (Approx. 50 pages)



## Proposal for Concession Operation

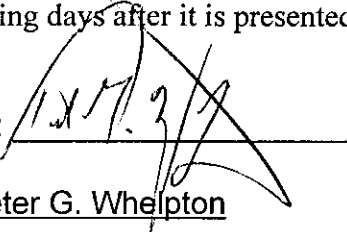
Submit to:

James Brady, Superintendent  
Glacier Bay National Park and Preserve  
Attention: Division of Concession Program Management  
P.O. Box 140  
Gustavus, AK 99826

Dear Mr. Brady:

We hereby offer to provide cruise ship and services at Glacier Bay National Park & Preserve, in accordance with the terms and conditions as specified in your Prospectus and to execute the draft permit contained in the prospectus without substantive modification (except as may be required by NPS pursuant to the terms of the Prospectus and/or inclusion of items from the selected offer with are beneficial to the government). We are enclosing the required "APPLICATION" which, by this reference, is made a part hereof. We certify that the information furnished herewith is true to the best of our knowledge and belief. In addition, we agree to complete the execution of the Concession Permit within fifteen working days after it is presented by the National Park Service.

Signature & Date:



June 17, 1998

Printed Name: Peter G. Whelpton

Title: Executive Vice President, Total Guest Satisfaction

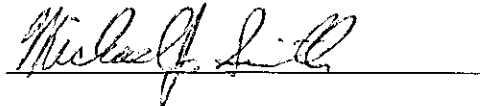
Address: Royal Caribbean International  
1050 Caribbean Way  
Miami, Florida 33131

**(Offerors who are not corporation should skip the following certification)**

### CERTIFICATE OF CORPORATE OFFICER

I, Michael J. Smith, certify that I am the Secretary of the corporation named as *Offeror*, herein, that Peter G. Whelpton, who signed this proposal on behalf of the offeror, was then Executive Vice President, Total Guest Satisfaction of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

Signature:



## **Factors, Criteria and Questions**

- ***PRINCIPAL FACTOR 1. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR***

CRITERION 1A. (1) THE COMPETENCE OF THE OFFEROR, AS REFLECTED IN THE APPLICATION, TO MANAGE AND OPERATE A CRUISE SHIP BUSINESS SIMILAR TO THAT DEFINED IN THE PROSPECTUS. (2) THE ENTITY WITH WHICH NPS WILL CONTRACT AND ITS RELATIONSHIP TO SUPERIOR AND SUBORDINATE ENTITIES IS CLEARLY DEFINED.

**See Attachments #1, 2**



**ANILCA Section 1307 Preferred Operator**

Refer to the ANILCA Section 1307 regulations in the appendix to answer the following questions:

6. **Is the entity making this offer a local resident, as defined in 36 CFR 13.81 (f), for the services offered under this prospectus? If yes, provide documentation to support this determination, as described in these regulations.**

Yes  No

7. **Are you applying for “most directly affected Native corporation” status, as defined in 36 CFR 13.85? If yes, provide the documentation to support this determination as described in these regulations.**

Yes  No

**Preference for New and Small Operators**

8. **Do you provide cruise ship services within Glacier Bay National Park under a current limited permit with the National Park Service?**

Yes  No

9. **If yes, does the number of cruise ship entries from June 1 to August 31 exceed 19 entries (14 percent of 139 cruise ship entries allocated for Glacier Bay from June 1 - August 31)?**

Yes  No

10. **Do any of the above have operations or interest in other operations in areas adjacent to this national park area or operations in other national parks? If yes, please identify.**

Yes  No

## **ANILCA Section 1307 Preferred Operator (Cont'd)**

We offer Shore Excursion Programs in and around National Parks, National Monuments, National Forests and National Historic Sites in the following areas:

- Buck Island Reef National Monument, St. Croix, U.S. Virgin Islands
- Virgin Islands National Park, St. John, U.S. Virgin Islands
- El Morro Fort National Historic Site, Puerto Rico
- El Yunque Rain Forest (National Park), Puerto Rico
- Everglades National Park, Florida
- Acadia National Park, Maine
- Volcanoes National Park, Hilo, Hawaii
- Pu'uhonua o Honaunau, Kailua Kona, Hawaii
- Haleakala National Park, Maui, Hawaii
- Arizona Memorial, Oahu, Hawaii
- Klondike Gold Rush National Historic Park, Alaska
- Tongass National Forest, Alaska
- Misty Fjords National Monument, Alaska

- 11. The NPS is looking for an ENTITY that has demonstrated experience in managing this type of business activity. Give specific examples of business operations undertaken by ENTITY. Detail the OFFEROR's experience and skills in developing efficient, effective, defined, targeted goals for business programs according to pre-established management parameters.**

See Attachment #2, 3

- 12. Describe the business management qualifications and experience of the ENTITY and the NEW CONCESSIONER proposed to manage and operate this business.**

See Attachment #3

- 13. Does this ENTITY have experience providing services under contract for an agency like NPS, United States Forest Service, Bureau of Land Management, city, state, large corporation, or other organization with significant philosophical and operational constraints? If yes, please identify.**

Yes       No

See Attachment #3

- 14. Use the format on the following page and add to it as necessary, or use your own format as long as it provides all of the requested information. Provide detailed resumes for all current and proposed partners, sole proprietors, and key management employees who will be actively involved in the management of this business and key ship-board personnel who will be operating in Glacier Bay. Identify the specific role the individual is to play and establish that person's ability to play that role.**

See Attachment #4



**PRINCIPAL FACTOR 2. CONFORMANCE TO THE TERMS AND CONDITIONS OF THE PROSPECTUS IN RELATION TO QUALITY OF SERVICE TO THE VISITOR**

**CRITERION 2A. THE OFFEROR AGREES TO PROVIDE THE SERVICES AS REQUIRED BY THIS PROSPECTUS.**

1. Indicate below whether you agree to provide the required services under the conditions specified in the Permit.

Yes  No

2. Provide a basic description of the ship(s) which the offeror proposes to operate in the park, including, as a minimum, the following, and any other vessel design information the offeror feels is pertinent.

See Attachment #5 & 6

3. Do you agree not to use a substitute ship without the approval of the park superintendent and that any substitute must meet or exceed the standards of the ship approved in the proposal?

Yes  No

4. Specify the total number of cruise ship entries into Glacier Bay from June 1 - August 31 for which you are applying.

Number of entries (maximum is 68)

26

5. Do you wish to apply and compete in all categories in order to maximize your opportunity?

Yes  No

6. Do you intend to utilize all entries authorized throughout the term of the permit? (Unforeseen events or circumstances that intermittently interfere with operations may, with the approval of the superintendent, be excused.)

Yes  No

7. Do you agree to notify the NPS of any unused entries that may become available in a timely manner and, if necessary, assist to facilitate the reallocation of the unused entry?

Yes  No

**CRITERION 2A. QUESTION 2**

<b>Ship Name:</b> Rhapsody of the Seas	<b>Former Names:</b> None	<b>Registry:</b> Norway
<b>Gross Tonnage:</b> 78491	<b>Builder:</b> Chantiers De L'Atlantique	<b>Date Launched:</b> April 22, 1997
<b>Length (ft.):</b> 915.3	<b>Beam (ft.):</b> 105.6	<b>Date of Last Refit:</b> New Build
<b>Draft (ft.):</b> 24.9	<b>Stack Height (ft.):</b> 170.6	<b>Propellers (no. &amp; type):</b> 2 fixed highly skewed.
<b>Propulsion type (diesel electric, etc.):</b> Diesel Electric	<b>Propulsion power (kW or HP):</b> 4x12600 KW 514 RPM	<b>Fuel (type/weight):</b> Diesel Oil or Heavy Fuel 380 CST
<b>Passenger Capacity (basis 2):</b> 2000	<b>Passenger Capacity (all berths):</b> 2416	<b>Cabin Size (mean sq. ft.):</b> Standard/inside 149/Suite 355
<b>Passenger/space ratio (basis 2):</b> 37.0	<b>No. of Cabins:</b> 1000	<b>No. of Wheel Chair accessible cabins:</b> 14
<b>Officer Nationality:</b> Norwegian	<b>Crew Nationality (approx. % each):</b> See attachment #5	

**CRITERION 2A. QUESTION 2**

<b>Ship Name:</b> Vision of the Seas	<b>Former Names:</b> None	<b>Registry:</b> Liberia
<b>Gross Tonnage:</b> 78340	<b>Builder:</b> Chantiers De L'Atlantique	<b>Date Launched:</b> April 25, 1998
<b>Length (ft.):</b> 915.3	<b>Beam (ft.):</b> 105.6	<b>Date of Last Refit:</b> New Build
<b>Draft (ft.):</b> 24.9	<b>Stack Height (ft.):</b> 170.6	<b>Propellers (no. &amp; type):</b> 2 fixed highly skewed.
<b>Propulsion type (diesel electric, etc.):</b> Diesel Electric	<b>Propulsion power (kW or HP):</b> 4x12600 KW 514 RPM	<b>Fuel (type/weight):</b> Diesel Oil or Heavy Fuel 380 CST
<b>Passenger Capacity (basis 2):</b> 2000	<b>Passenger Capacity (all berths):</b> 2416	<b>Cabin Size (mean sq. ft.):</b> Standard/inside 149/Suite 355
<b>Passenger/space ratio (basis 2):</b> 37.0	<b>No. of Cabins:</b> 1000	<b>No. of Wheel Chair accessible cabins:</b> 14
<b>Officer Nationality:</b> Norwegian/International	<b>Crew Nationality (approx. % each):</b> See attachment #6	

**CRITERION 2B. DESCRIBE WHAT ADDITIONAL SERVICES AND/OR FACILITIES WILL BE PROVIDED AND/OR HOW THE COMPANY WILL IMPROVE UPON THE SERVICES OR SCHEDULES REQUIRED BY THIS PROSPECTUS, TO PROVIDE A SUPERIOR PARK EXPERIENCE FOR ITS PASSENGERS. (See attached).**

- 1. Describe the services and facilities you propose to offer that will support the NPS in its mission to inform park visitors and concession employees about park resources and values.**

See Attachment #7, 8, 11

- 2. Describe what measures the company will take to implement this policy in your service.**

See Attachment #8

- 3. Describe other services, facilities, programs, itineraries, etc., your company will implement that will provide a superior park experience for the visitor.**

See Attachment #9

**CRITERION 3A. THE OFFEROR AGREES TO A FEE OF NOT LESS THAN THE AMOUNT DESCRIBED BELOW.**

The NPS has determined that the fees described below is the minimum required offer:

**\$5.00 per passenger (including both revenue and non-revenue passengers).**

- 1. Do you agree to this initial level of fees as shown above and in the sample permit?**

Yes

No

**CRITERION 3B. NONE**

**CRITERION 4A. THE OFFEROR PROPOSES TO PROVIDE INTERPRETIVE SERVICES (EITHER THROUGH THE NPS INTERPRETIVE PROGRAM OR THROUGH AN APPROVED CONCESSIONER PROGRAM) WHICH MEETS THE REQUIREMENTS OF THE PROSPECTUS AND PERMIT.**

**1. Do you agree to provide an interpretive program meeting these minimum criteria?**

Yes  No

**2. Will you participate in the NPS Interpretive Program (including cost-recovery)?**

Yes  No

**CRITERION 4B. THE OFFEROR PROPOSES TO PROVIDE INTERPRETIVE SERVICES BEYOND THE MINIMUM LEVELS LISTED IN CRITERION 4A.**

**1. Do you propose to operate in accordance with an *optimal itinerary* as shown above?**

Yes  No

**3. If you answer yes to item 1, but would also like to propose possible alternative itineraries which you feel would provide a superior visitor experience, please do so here. (This itinerary is an optional element).**

Should temporary climatological conditions such as temperature immersions or other factors occur which might make our presence in the Tarr and Johns Hopkins Inlets ecologically unsafe, on the days we are awarded access to Glacier Bay National Park, we would ask that, in conjunction with the Park Service, permission be granted to alter our planned schedule and offer our passengers the opportunity to experience the grandeur of Glacier Bay by sailing an alternative course to Muir Inlet. This diversion, while assisting to minimize the temporary adverse climate conditions in Tarr and Johns Hopkins Inlet, would prevent the disappointment of our passengers who certainly will view the Glacier Bay experience as the highlight of their Alaska cruise. Any diversion would, of course, require the approval and cooperation of the National Park Service and the onsite Rangers.

4. Do you propose to meet any or all of the elements shown above? If yes, provide details.

Yes       No       Not Applicable

5. Do you propose to any additional interpretive elements or services? If yes, provide details.

Yes       No

See Attachment #10

6. Do you propose any additional interpretive elements or services? If yes, provide details.

Yes       No

See Attachment #11

**CRITERION 5A. THE OFFEROR AGREES TO SUBMIT A POLLUTION MINIMIZATION PLAN.**

1. Do you agree to submit the required *Pollution Minimization Plan* as part of your application and, after approval, implement the plan as approved? If yes, attach the plan (See Criteria 5B for additional elements which may be included).

Yes       No

See Attachment #12, 13, 14

**CRITERION 5B. THE OFFEROR PROPOSES TO MINIMIZE ENVIRONMENTAL IMPACT IN THE PARK.**

1. Do you offer to provide baseline data from your vessel(s), such as stack emission opacity or noise levels?

Yes       No

**CRITERION 6A. THE OFFEROR'S PAST RECORD RELATED TO MARINE CASUALTIES, VIOLATION NOTICES AND FOOD SERVICE SANITATION.**

1. **Has the offeror had any reportable marine casualties (as defined by USCG regulations), including but not limited to grounding, loss of primary propulsion, collision, flooding, capsizing, fire, explosion, loss of life or reportable injury for the period beginning three years prior to the date this prospectus was issued through the present? If yes, submit a copy of the official report (U.S. Coast Guard or other), except for injuries (submit a brief summary, including reason for each injury).**

Yes  No

See Attachment #15

2. **Has the offeror received citations or notices of violation received from, or criminal information or indictments filed by local, state, or federal authorities in the United States, regardless of the outcome, for the period beginning three years prior to the date this prospectus was issued through the present? If yes, submit a copy of the citation, indictment, etc., and an explanation of the violation, settlement, penalty (if any), and any corrective actions taken by the offeror.**

Yes  No

See Attachment #16

3. **Has the offeror received any unsatisfactory food service sanitation inspection reports from the U.S. Public Health Service for the period beginning two years prior to the date this prospectus was issued through the present? If yes, submit the reports for these inspections and a summary of any corrective action taken by the offeror.**

Yes  No

Out of our total fleet of 12 ships, Monarch of the Seas failed an inspection on September 22, 1996 (82 points). Corrective action was taken immediately and the ship has passed four inspections since that time. Majesty of the Seas failed an inspection on February 16, 1997 (85 points). Corrective Action was taken immediately and this ship has had two successful inspections since. This was Majesty's first unsatisfactory report out of 12 inspections since new. Neither the Monarch of the Seas nor the Majesty of the Seas are being considered for Glacier Bay service. In Attachment 18, we have included the inspections (for the past 2 years) of the two ships which we currently use to offer Glacier Bay to our guests.

See Attachment #17, 18

**CRITERION 6B. NONE**

• ***PRINCIPAL FACTOR 3. THE OFFEROR'S FINANCIAL CAPABILITY***

**CRITERION 7A. THE OFFEROR DEMONSTRATES THAT NEEDED FUNDING (EQUITY AND/OR BORROWED) IS AVAILABLE AND IS DEMONSTRATED TO BE SUPPORTABLE WITHIN THE INCOME STATEMENT AND BALANCE SHEETS REQUIRED.**

**1. Provide the following information:**

For corporations, partnerships, or others that are OFFERORS, or that propose to provide the services or part of the services required: Provide the latest financial statement available including the notes to the statement or similar explanatory material and the related audit report.

**2. Identify the source(s) of all needed funds.**

Document the source and availability of all funds with current audited financial statements, financing agreements, letters of commitment, and similar supporting documents from all sources.

**3. Describe how your financing arrangements, taken as a whole, are advantageous terms for financing that both balance the financial interest of the NPS in this PERMIT and the need for a soundly financed concessioner with the least number of financing issues to be negotiated in the future.**

See Attachment #1

**CRITERION 7B. NONE**

**SECONDARY FACTOR(S). FRANCHISE FEE OFFERED ABOVE THE MINIMUM**

**CRITERION 8A. NONE**

**CRITERION 8B. FRANCHISE FEE ABOVE THE LEVEL REQUIRED AT CRITERION 3A IS OFFERED.**

**1. Do you propose to offer a franchise fee above the level required at Criterion 3A?**

Yes

No





## Fast Facts

**Founded:** 1969

**Fleet:** 12 ships currently – 15 by 2000

**Fleet Capacity (Double Occupancy):** 20,950 berths currently – 29,920 by 2000

66 different itineraries calling at 156 ports and destinations on five continents  
Alaska, the Bahamas, Bermuda, the Caribbean, Europe, the Far East, Hawaii  
the Mediterranean, Mexico, New England, Panama Canal, Russia, Scandinavia

### Our Management

Richard D. Fain, Chairman and CEO

Edwin Stephan, Vice Chairman

Jack Williams, President

Richard Glasier, Executive Vice President – Chief Financial Officer

Peter Whelpton, Executive Vice President – Hotel Operations

Harri Kulovaara, Senior Vice President – Marine; Chief Safety and Environmental Officer

### Our Guests

Royal Caribbean typically appeals to couples and singles in their 30s to 50s as well as family vacationers. The median age is low-40s, which is slightly lower on three- and four-night cruises and slightly higher on longer cruises of 10 or more nights. Our guests are active travelers looking for an affordable, cost-effective vacation that's fun, relaxing and refined. About half of Royal Caribbean's guests have cruised before and almost a quarter have sailed with us previously – we enjoy one of the highest repeat passenger percentages in our market. Guests are evenly divided between men and women and about 90 percent are North American. Nearly a million guests sailed with us in 1996.

### Our Financial Status

In fiscal 1996, Royal Caribbean reported net income of \$150.0 million on operating revenue of \$1.36 billion. The company is publicly traded on the New York Stock Exchange (NYSE:RCL) and on the Oslo Stock Exchange (OSE:RCL).

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# Our Ships

## **Song of America**

In service December 5, 1982  
37,584 tons  
1,400 guests

## **Viking Serenade**

In service January 27, 1990  
40,132 tons  
1,500 guests

## **Monarch of the Seas**

In service November 17, 1991  
73,941 tons  
2,350 guests

## **Legend of the Seas**

In service May 16, 1995  
69,130 tons  
1,800 guests

## **Grandeur of the Seas**

In service December 14, 1996  
74,140 tons  
1,950 guests

## **Enchantment of the Seas**

In service July 13, 1997  
74,140 tons  
1,950 guests

## **Project Eagle I**

Begins service in Fall 1999  
136,000 tons  
3,100 guests

## **Project Voyager I**

Begins service in Spring 2001  
85,000 tons  
2,000 guests

## **Sovereign of the Seas**

In service January 16, 1988  
73,192 tons  
2,250 guests

## **Nordic Empress**

In service June 25, 1990  
48,563 tons  
1,600 guests

## **Majesty of the Seas**

In service April 26, 1992  
73,941 tons  
2,350 guests

## **Splendour of the Seas**

In service March 31, 1996  
69,130 tons  
1,800 guests

## **Rhapsody of the Seas**

In service May 19, 1997  
78,491 tons  
2,000 guests

## **Vision of the Seas**

Begins service in May, 1998  
78,491 tons  
2,000 guests

## **Project Eagle II**

Begins service in Fall 2000  
136,000 tons  
3,100 guests

## **Project Eagle III**

Begins service in Spring 2002  
136,000 tons  
3,100 guests

###

Throughout the history of Royal Caribbean International, the company has entered into a variety of contracts that involved philosophical and operational constraints. has had extensive experience providing services under contract with a variety of organizations and agencies in the field of government and private industry. Some examples would include the construction of it's corporate offices in the Port of Miami; Joint venture agreements to build and develop terminal facilities in such places as San Juan and Miami; and our contract with the Bermuda government to provide cruise ship services to Hamilton and St. George's, Bermuda. In addition, we are currently providing our guests with the opportunity to experience Glacier Bay under agreements with the National Park Service.

Royal Caribbean Cruises Ltd. is a public company. traded on the New York Stock Exchange. During the company's 29 year history, we have contracted for the construction of a full fleet of ships, delivery of a wide range of services to these ships, to the corporation and to our passengers. Our Incentive Sales Department has contracted for full ship charters where negotiations routinely include responding to the specific needs and special desires of the organization which contracted for the ship's services.



## A Quick History

- 1969** Royal Caribbean Cruise Line was founded by three Norwegian shipping companies: Anders Wilhelmsen & Co., I.M. Skaugen & Company and, later, Gotaas Larsen.
- 1970** **Song of Norway**, Royal Caribbean's first ship, entered service.
- 1971** **Nordic Prince** entered service.
- 1972** **Sun Viking** entered service. The three ships offered a variety of seven- and 14-night cruise vacations from Miami to the Caribbean and pioneered the concept of air/sea vacations, flying cruise guests to Miami from all over North America.
- 1978** **Song of Norway** became the first passenger ship to be "stretched" by being cut in two and having an 85-foot mid-section added, increasing guest capacity from 700 to just over 1,000.
- 1980** **Nordic Prince** was stretched.
- 1982** First of new generation of larger cruise ships, the 1,400-passenger **Song of America**, twice the size of **Sun Viking**, entered service.
- 1986** Royal Caribbean created its own exclusive destination, Labadee, on the secluded north coast of Haiti.
- 1988** Royal Caribbean and Admiral Cruises merged. • Anders Wilhelmsen & Company bought out its original partners and gained full ownership of Royal Caribbean. Subsequently, Wilhelmsen entered into a joint ownership agreement with an entity of the Pritzker family (which owns the Hyatt hotel chain) and the Ofer family (which owns one of the world's largest shipping companies). • The 73,192-ton **Sovereign of the Seas** arrived, signaling the beginning of a growth period in which Royal Caribbean would triple in size.

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(1988 continued)

The 2,350-guest **Sovereign of the Seas** was twice as large as **Song of America**, and three times the size of **Sun Viking**. Guests were dazzled by a five-deck atrium called The Centrum, which contained glass elevators, lush foliage, sweeping staircases and fountains in marble pools – the first time such a huge atrium had been constructed in a passenger ship.

- 1990** **Sun Viking** journeyed to Europe, Scandinavia and Russia. • Maiden voyage of the 1,600-guest, 48,563-ton **Nordic Empress**, the first cruise ship designed specifically for shorter cruise vacations. The 980-guest **Viking Serenade** began seven-night cruises from Vancouver to Alaska and offered a winter program of seven-night cruises from Los Angeles to the Mexican Riviera. With **Viking Serenade** added to the fleet, Royal Caribbean was now operating from Europe to the Pacific. CocoCay, an island in the Bahamas, was developed for exclusive use of Royal Caribbean guests.
- 1991** **Viking Serenade** underwent a total reconstruction, increased its capacity to 1,500 guests, and started short cruise service on the West Coast. • Royal Caribbean introduced CruiseMatch 2000, the first real-time, fully-automated cruise vacation reservations system with direct on-line access to Royal Caribbean's full inventory for over 29,000 travel agents. • The mega-ship **Monarch of the Seas** began sailing from San Juan to the southern Caribbean.
- 1992** The two Admiral Cruises ships were sold and service was discontinued. • **Monarch's** twin sister, the 73,941-ton **Majesty of the Seas**, began seven-night cruises from Miami to the western Caribbean. With **Sovereign of the Seas** covering the eastern Caribbean, and **Monarch** sailing from San Juan to the Southern Caribbean, Royal Caribbean became the only cruise line with mega-ships based year-round in the three major Caribbean markets and was the first to operate three passenger ships in excess of 70,000 tons each.
- 1993** Royal Caribbean became a public company trading on the New York Stock Exchange under the symbol "RCL." • **Song of America** began summer cruises to Bermuda from New York City.
- 1994** The company completed construction of a second six-story office building on the Port of Miami.
- 1995** Royal Caribbean celebrated its 25th anniversary. • **Sun Viking** began Far East cruises year-round. • **Nordic Prince** was sold to a British tour company. • The 69,130-ton, 1,800-guest **Legend of the Seas** began service in Alaska, joined by **Song of Norway**.

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- 1996** **Splendour of the Seas**, at 69,130 tons with 1800-guests, was introduced in Europe. • 1,950-guest **Grandeur of the Seas** entered seven-night service, replacing **Sovereign of the Seas** which took over **Nordic Empress'** three-and four-night Bahamas program when **Nordic Empress** moved to San Juan for short Caribbean cruises (a first-ever itinerary for the cruise industry). • Contract signed with Kvaerner Masa-Yard for two 136,000 ton vessels, the largest cruise ships ever built. Total cost of the project is \$1 billion.
- 1997** The company changed its name from Royal Caribbean Cruise Line to Royal Caribbean International, more accurately reflecting its global operation and itineraries. • **Song of Norway** was sold to the English tour company that bought **Nordic Prince** two years earlier. • The 78,491-ton, 2,000-guest **Rhapsody of the Seas** entered service in Alaska. • The 74,140-ton, 1,950-guest **Enchantment of the Seas** began service in Europe. • **Nordic Empress** moved to Port Canaveral for short Bahamas cruises. • The company's stock was approved for European trading on the Oslo Stock Exchange. • Celebrity Cruises merges with Royal Caribbean Cruises Ltd.
- 1998** **Vision of the Seas** starts service. • **Sun Viking** sold to a Far East cruise company. Royal Caribbean Cruises Ltd. ordered two 85,000-ton, 1,950-guest ships (**Project Millennium**) for Celebrity Cruises and one 85,000-ton, 2,000-guest ship (**Project Voyager**) for Royal Caribbean International plus a third 136,000-ton Eagle-class ship.
- 1999** **Project Eagle I** (136,000 tons, 3,100 guests) enters service.
- 2000** **Project Eagle II** (136,000 tons, 3,100 guests) enters service.
- 2001** **Project Voyager** (85,000 tons, 2,000 guests) enters service.
- 2002** **Project Eagle III** (136,000 tons, 3,100 guests) enters service.

###



## New Ship Construction

In the early 1990s, Royal Caribbean announced one of the cruise industry's most ambitious new ship construction programs: six mega-ships over a four-year period at a cost of nearly \$2 billion. These ships, three sets of twins all based on basically the same design and ranging from 69,130 to 75,000 tons, would be built at two shipyards: Chantiers de l'Atlantique in France and Kvaerner Masa-Yards in Finland. When completed in 1998, the six ships will have increased Royal Caribbean's fleet capacity by 94.24 percent to a total of 23,720 berths at double occupancy.

Additionally, Royal Caribbean recently announced plans to build a new series of 130,000-ton, 3,100-guest ships under the working title of Project Eagle at a contract cost of \$500 million each. Two ships are under contract, with an option for a third.

### Royal Caribbean International's Fleet

Ship	Tonnage	DO Capacity	In Service	Fleet Dbl Occ
<b>Original Fleet:</b>				
Song of America	37,584	1,400	Dec 1982	1,400
Sovereign of the Seas	73,192	2,250	Jan 1988	3,650
Viking Serenade	40,132	1,500	Jan 1990	5,150
Nordic Empress	48,563	1,600	Jun 1990	6,750
Monarch of the Seas	73,941	2,350	Nov 1991	9,100
Majesty of the Seas	73,941	2,350	Apr 1992	11,450
<b>Project Vision:</b>				
Legend of the Seas	69,130	1,800	May 1995	13,250
Splendour of the Seas	69,130	1,800	Mar 1996	15,050
Grandeur of the Seas	74,140	1,950	Dec 1996 (K-Masa \$300M)	17,000
Rhapsody of the Seas	78,491	2,000	May 1997 (St. Naz \$275M)	19,000
Enchantment of the Seas	74,140	1,950	Jul 1997 (K-Masa \$300M)	20,950
Vision of the Seas	78,491	2,000	May 1998 (St. Naz \$275M)	22,950
<b>Project Eagle:</b>				
Project Eagle I	136,000	3,100	Fall 1999 (K-Masa \$500M)	<b>26,050</b>
Project Eagle II	136,000	3,100	Fall 2000 (K-Masa \$500M)	<b>29,150</b>
Project Eagle III	136,000	3,100	Spring 2002 (K-Masa \$500M)	<b>32,250</b>
<b>Project Voyager:</b>				
Project Voyager	85,000	2,000	Spring 2001 (Meyer Werft \$350M)	<b>34,250</b>



## Industry Leadership

**1970** **Song of Norway** became the first passenger ship built specifically for warm weather cruising rather than point-to-point transport.

**Song of Norway** was the world's first ship to have a cocktail lounge cantilevered from its smokestack: The Viking Crown Lounge has since become the hallmark of every Royal Caribbean vessel.

**Song of Norway's** open pool and sunning area became an industry standard, and is now duplicated on ships around the globe.

**1971** Royal Caribbean pioneered the **air/sea program**, combining round-trip air with a cruise for an all-inclusive vacation package.

**1978** **Song of Norway** became the first cruise ship to be cut in two and lengthened with the addition of a midsection. (**Nordic Prince** was lengthened in 1980.)

**1982** **Song of America** was the largest passenger ship built in 14 years when it was introduced.

**1984** **ShipShape** became the first program to incorporate fitness incentives into a schedule of onboard activities.

**1985** **Golf Ahoy!** became the industry's first complete ports of call golf package

**1988** At 73,192 tons, **Sovereign of the Seas** was the largest cruise ship in the world when it was introduced and the biggest passenger vessel built in almost a half century.

Dubbed a "mega-ship" by journalists, **Sovereign of the Seas** was the first ship in history to have a sea-going atrium. Its Centrum spanned five decks and featured glass elevators, fountains, lush foliage and sweeping staircases.

more...



**1990** **Nordic Empress** was the first cruise ship specifically designed for short three- and four night cruises. Its six-deck atrium, with three-level waterfall and twin glass elevators, was the tallest atrium at sea.

The **Royal Caribbean Classic** Senior PGA golf tournament became the only major sporting event title-sponsored by a cruise line (Royal Caribbean is the official Cruise Line of the PGA TOUR and the SENIOR PGA TOUR).

**Cruise Forum**, a marketing seminar at sea for travel agents, was the first travel agent support program of its kind.

**1991** **CruiseMatch 2000** became the cruise industry's first real-time, direct access computerized booking system for travel agents.

**Viking Serenade's** \$75 million reconstruction in San Diego was the largest passenger ship contract awarded to a US shipyard in three decades. The ship was the largest ever to sail year-round three- and four-night cruises from Los Angeles.

**CruiseFax** became the industry's first fax network for bookings confirmation and pricing information.

The 2,350-guest **Monarch of the Seas** became the largest cruise ship in the world.

**1992** The addition of the 2,350-guest **Majesty of the Seas** made Royal Caribbean the biggest cruise brand in the world by passenger capacity and the first passenger shipping company in history to operate three passenger ships in excess of 70,000 tons (**Sovereign of the Seas, Monarch of the Seas** and **Majesty of the Seas**).

Royal Caribbean became the first cruise line in the world to offer weekly year-round "mega-ship" cruises to the three major Caribbean markets: eastern, western and southern.

**1993** Royal Caribbean went public, listing on the New York Stock Exchange as "**RCL**."

**1994** Royal Caribbean's **new ship construction** program, which would add 11,500 berths in 36 months, was one of the largest in cruise industry history.

more...

**1995** **Legend of the Seas** incorporated more glass than any other ship afloat and offered the first-ever floating miniature golf course.

Royal Caribbean became the largest cruise line ever to base a ship in the Far East year-round with the December arrival of **Sun Viking** in Singapore.

Exclusive **Crown & Anchor Clubs** opened in downtown St. Thomas and San Juan, offering Royal Caribbean guests a comfortable retreat while exploring those ports of call.

**1996** For the first time, Royal Caribbean introduced a ship directly into European service. Following **Splendour of the Seas'** March delivery, the ship began sailing six-, eight-, 10- and 12-night cruises throughout the Mediterranean, Northern Europe, Scandinavia, Norwegian Fjords and British Isles.

Royal Caribbean became the first cruise line to offer three- and four-night cruises from San Juan to the Caribbean with **Nordic Empress**.

The 2,250-guest **Sovereign of the Seas** became the largest ship ever to sail three- and four-night itineraries with its new Miami to Bahamas cruises.

Royal Caribbean became the first cruise line ever awarded **Safety & Environmental Protection** (SEP) certification from Det Norske Veritas, the internationally-recognized ship classification society.

The **Royal Caribbean Ocean Fund** was established to support research and education to protect the oceans.

**Grandeur of the Seas** became the first passenger ship to utilize satellite- and computer-controlled "dynamic positioning" to replace anchors as a way of holding a vessel stationary.

Royal Caribbean's unprecedented expansion program saw five mega-ships under simultaneous construction at two shipyards. Royal Caribbean signed with Kvaerner Masa-Yard in Finland to build up to two of the world's largest passenger ships: 136,000-ton, 3,100-passenger vessels to be constructed under the umbrella title of **Project Eagle**.

**1997** Royal Caribbean takes the option to build a second **Eagle**-class vessel and is given an option for a third. If all three ships are built, Royal Caribbean's fleet capacity will increase to 33,020 berths at a construction cost of \$1.5 billion.

###

Individual Experience and Related Background of Key Managers  
 Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Richard Fain		Employer Royal Caribbean Cruises Ltd.	
Address 700 Arvida Parkway Coral Gables, FL 33156		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-661-3246	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position Chairman & CEO	Hours/Week	Number of People Supervised Directly-4, Indirectly-18,000	Employer e-mail (optional) tmurrill@rccl.com
Duties & Responsibilities  As Chairman and CEO, he is responsible for the Company's strategic direction and financial results.			
Role in Proposed Business and Estimated Hours Per Week  Role will be in strategic oversight. He will devote as much time as may be required to meet his level of responsibilities.			
Qualifications for This Role  Received BS degree in economics from the University of California and an MBA in Finance from the University of Pennsylvania Wharton School in 1972.  Began his career in 1972 as Manager of International Finance, I.U. International Corporation. In 1975, he became Joint Managing Director of Gotaas-Larsen Shipping Corporation where he served until 1988.  Began as a member of the Board of Directors of Royal Caribbean Cruises Ltd. since 1979 and was appointed Chairman in 1988.			

CRITERION 1B. NONE.

**Individual Experience and Related Background of Key Managers**

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Jack Williams		Employer Royal Caribbean Cruises Ltd.	
Address 3632 Stewart Avenue Coconut Grove, FL 33133		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-669-5928	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position President	Hours/Week	Number of People Supervised Directly-8, Indirectly - 12,000	Employer e-mail (optional) tmurrill@rccl.com
Duties & Responsibilities  As President, responsible for execution of strategic and operating plan, oversees company policy and objectives, assures corporate responsibilities are met.			
Role in Proposed Business and Estimated Hours Per Week  Will oversee operating units responsible for ship operations and Executives of business direction. Will devote as much time as required to meet his level of responsibility.			
Qualifications for This Role  BA degree, University of San Diego. 23 year career with American Airline with broad experience in all facets of business including finance, operations, sales and marketing. President of Royal Caribbean International since January 1997.			

**CRITERION 1B. NONE.**

**Individual Experience and Related Background of Key Managers**  
 Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Peter Whelpton		Employer Royal Caribbean Cruises Ltd.	
Address 18390 SW 82 Avenue Miami, FL 33157		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-232-5856	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position EVP, Total Guest Satisfaction	Hours/Week	Number of People Supervised Directly-7	Employer e-mail (optional) tmurrill@rccl.com
Duties & Responsibilities		Indirectly-8,000	
<p>Responsible for total guest satisfaction function of company which includes all shipboard Hotel employees and areas such as Food &amp; Beverage, Dining Room, Stewards as well as shipboard revenue areas including Casino, Gift Shop, spas, etc.</p>			
<p><b>Role in Proposed Business and Estimated Hours Per Week</b></p> <p>Oversee shipboard Hotel and Revenue functions. He will devote as much time as may be required to meet his level of responsibilities.</p>			
<p><b>Qualifications for This Role</b></p> <p>He is a veteran of over 30 years in the leisure and hospitality industry.</p> <p>In 1962 he became District Sales Manager and later Operations Manager for Yarmouth Cruise Lines, followed by appointment as General Manager of Pan American Cruise line.</p> <p>In 1969, he joined Royal Caribbean Cruise line and for the next 24 years held executive positions in the line's Hotel and Operations areas. He has been Executive Vice President of Total Guest Satisfaction (Hotel) of Royal Caribbean International for over 10 years.</p>			

**CRITERION 1B. NONE.**

**Individual Experience and Related Background of Key Managers**

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Harri Kulovaara		Employer Royal Caribbean Cruises Ltd.	
Address 1111 Alfonso Avenue Coral Gables, FL 33145		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-666-2146	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position SVP, Marine Operations	Hours/Week Indirectly-2,000	Number of People Supervised Directly-6	Employer e-mail (optional) tmurrill@rccl.com
<p><b>Duties &amp; Responsibilities</b></p> <p>Responsible for Marine Operations, oversight of objectives and initiative including safety and environmental compliance shipboard. Also responsible for newbuildings.</p>			
<p><b>Role in Proposed Business and Estimated Hours Per Week</b></p> <p>Oversee all marine shipboard activities, including compliance with requirements related to this application. He will spend the time necessary to meet the requirements of his position.</p>			
<p><b>Qualifications for This Role</b></p> <p>Naval Architect, Master, Senior Chief Engineer, Technical University Helsinki. 24 years of Marine experience with companies such as EffJohn Oy Ab and Silja Line Ab before joining Royal Caribbean in March, 1995.</p>			

**CRITERION 1B. NONE.**

Individual Experience and Related Background of Key Managers  
 Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Adam Goldstein		Employer Royal Caribbean Cruises Ltd.	
Address 4305 Toledo Street Coral Gables, FL 33146		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-669-8784	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position SVP, Marketing	Hours/Week	Number of People Supervised	Employer e-mail (optional) tmurrill@rccl.com
Duties & Responsibilities  Adam is responsible for marketing, sales and passenger services. Within passenger services, his areas of responsibility include Reservations and Groups.			
Role in Proposed Business and Estimated Hours Per Week  Oversight of Marketing, Sales and Passenger Services functions. He will spend the time necessary to meet his responsibilities.			
Qualifications for This Role  Adam holds an undergraduate degree from Princeton, a JD degree from Harvard and an MBA from Wharton. Before joining Royal Caribbean he worked at Baker, McKenzie - a prestigious law firm in New York and then at Gotaas Larson - a maritime company.			

CRITERION 1B. NONE.

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Richard Glasier		Employer Royal Caribbean Cruises Ltd.	
Address 13400 SW 70 Avenue Miami, FL 33156		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number 305-232-1241	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 3-5-539-6168
Position EVP Finance & CFO	Hours/Week	Number of People Supervised Directly-6	Employer e-mail (optional) tmurrill@rccl.com
Duties & Responsibilities		Indirectly-300	
<p>As Executive Vice President, Chief Financial Officer, Mr. Glasier is responsible for all financial, Controller, Treasury, Accounting, Legal, Information Technology and Purchasing areas.</p>			
<p><b>Role in Proposed Business and Estimated Hours Per Week</b></p> <p>Provide oversight with respect to all financial and control issues. He will spend the time necessary to meet his responsibilities.</p>			
<p><b>Qualifications for This Role</b></p> <p>He holds a BA degree from Cornell and a MBA from Southern Methodist Univeristy.</p> <p>He has been with Royal Caribbean for 14 years and has been the Senior Financial Officer during that time period.</p> <p>Before joining Royal Caribbean, he was responsible for Ramada Inn's accounting and financial planning activities.</p>			

CRITERION 1B. NONE.



## Individual Experience and Related Background of Key Managers

*Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).*

Name BANG, Leif O.		Employer RCCL	
Address 1005 Nodding Pine Way Casselberry, Fl 32707 U.S.A.		Employer Address 1050 Caribbean Way Miami, Fl 33132 U.S.A.	
Employee Phone Number 407-695-9300	Date of Birth or SSN	Employer Phone Number 305-539-6000	Employer Fax Number
Position Captain	Hours/Week 70	Number of People Supervised	Employer e-mail (optional)
Duties & Responsibilities  SEE ATTACHED			
Role in Proposed Business and Estimated Hours Per Week			
Qualifications for This Role  Received his Master's license in 1971 Employed with RCCL since 1971 Served as Master since 1985			

**CRITERION 1B. NONE.**

**Individual Experience and Related Background of Key Managers**  
 Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Nancy Wheatley		Employer Royal Caribbean Cruises Ltd.	
Address		Employer Address 1050 Caribbean Way Miami, FL 33132	
Employee Phone Number	Date of Birth or SSN	Employer Phone Number 305-539-6307	Employer Fax Number 305-539-6168
Position SVP, Safety & Environment	Hours/Week	Number of People Supervised 6	Employer e-mail (optional) tmurrill@rccl.com
<b>Duties &amp; Responsibilities</b>  Nancy is responsible for the development, communications, audit and general corporate oversight of the company's safety and environmental policies and practices.			
<b>Role in Proposed Business and Estimated Hours Per Week</b>  Nancy will be responsible for oversight of safety and environmental policies and practices. She will spend the time necessary to meet her requirements.			
<b>Qualifications for This Role</b>  Nancy is a MIT graduate, BS in oceanography and geology and holds a JD from Suffolk University Law School. She has 27 years of public and private service in the environmental area, including senior position with the County Sanitation District of Orange County, California and the Massachusetts Water Resource Authority. She has authored or co-authored numerous papers on various environmental subjects including the Clean Water Act.			

**CRITERION 1B. NONE.**

## 4. POSITION DESCRIPTIONS

### 4.1 MASTER

**REPORTS TO:** VP, Fleet Captain  
Routine every day matters and telephone communications will be handled by the Director; Marine, Nautical.

**BASIC FUNCTION:** The Master is the ultimate authority on board. He is charged to carry out the company's policies and to comply with all applicable national and international laws and regulations. This authority vested to the Master by the government of the Flag State of each ship.

The Staff Captain shall be the Master's deputy. The Master shall keep the Staff Captain acquainted with all aspects of his command, and he shall keep all other officers advised as required by their duties and responsibilities. In this respect, the Master shall ensure that the Staff Captain receive practice in maneuvering the ship, in particular approaching and leaving port, as well as docking and undocking. He shall hold meetings with all department heads, his marine officers and other members of the crew as described in Chapter 7 in this manual.

**QUALIFICATIONS:**  
The Master's qualifications and licenses shall conform to all International and National conventions and regulations and he shall have an unlimited Master's License.

**RESPONSIBILITIES:**  
The Master's primary responsibility is the safety and care of all persons on board, the ship's seaworthiness, navigation and operation, and the prevention of pollution. In the event the ship becomes endangered, the Master, shall use all resources available to minimize the effects of an incident to persons, property and the environment and to successfully guide an evacuation and rescue should the situation so require. He shall do his utmost to protect and preserve the ship's documents and valuables.

- Plan the actual voyage and handle the ship in a safe way during all conditions in the effort to protect guests, crew, ship and environment.
  1. Assure that all appropriate information regarding weather forecasts, navigational warnings, tidal conditions, etc. are being used.
  2. Collect and evaluate information regarding ship's technical systems, stability and power plans.
  3. Assure a safe Watchkeeping on the bridge and in the engine room.

- Make sure all laws, regulations and company policies and programs concerning safety, environmental protection and occupational accidents are followed.
  1. Keep all written information regarding safety updated.
  2. Make sure all personnel onboard read and understand written information regarding safety onboard.
  
- Maintain a high preparedness within the onboard organization for crisis and unusual situations. Communicate such situations to the guests in a professional way.
  1. Bring safety related issues up when the employee does not expect them (check if they are prepared and know what to do in emergencies).
  2. Organize required safety drills for crew and guests.
  3. Organize meetings focused on safety and environmental protection.
  
- Report relevant safety and security issues to Royal Caribbean Cruises Ltd. shoreside and/or other relevant agencies.

In addition, the Master shall have a full understanding and knowledge of the Royal Caribbean Cruises Ltd. Safety & Quality Management Program including his responsibilities in the Safety Organization according to the Emergency Plan and Station Bill. He shall report any non-conformities from the program to SVP, Marine Operations and the Director; Marine, Nautical. The Master shall have a thorough knowledge of the ship, its construction, the safety equipment, stability characteristics, handling procedures and emergency procedures. He shall ensure that his officers have the same knowledge in their areas of responsibility.

He shall ensure that the ship's maintenance program meets or exceeds the requirements of Royal Caribbean Cruises Ltd. and other authorities.

- Follow up on maintenance.
  4. By the use of the "Planned Maintenance System".
  5. By walking around and visually following up.
- Plan for dry docking.
- Organize meetings focused on maintenance.
- Cooperate closely with superintendents, shipyard representatives, repair teams, etc.

He is responsible for the implementation of the accident/incident reporting system of the Safety & Quality Management Program. He shall support the shipboard management team in any investigation and he shall monitor the progress through the Staff Captain, particularly as to serious matters. The Master shall also use his authority to ensure that all the procedures are closely followed.

The Master is responsible to ensure that all officers joining the ship have the proper licenses corresponding to the requirements of the flag state. He may designate any officer to examine the records on his behalf.

The Master shall ensure that the ship's officers, staff and crew carry out their assigned duties professionally always and he must create interest, the feeling of responsibility and the ability to act independently. He shall keep close contact with Marine Operations concerning current courses available, in which his officers may enroll.

The Master shall promote the welfare and well being of the crew, being attentive to their environment and ensuring each enjoys the privileges to which they are entitled. He shall use periodic inspection rounds as an opportunity to strengthen the personal contact between himself and his crew.

The Master shall ensure that the Protection Environmental Committee is well established and functions properly.

The Master is expected to evaluate his management team and make suggestions to the company of individuals that work well together. In cooperation with the Human Resources should establish the management team, which in his opinion will benefit the system the best way.

- Maintain a well-trained staff/team.
  6. Participate in the personnel planning (staffing needs) of your vessel.
  7. Be sure training is provided for new hires ... on the job training.
  8. Provide professional training for your experienced employees ... new technology, equipment, philosophy, etc.
  9. Provide required shipboard training ... safety, environmental, sexual harassment, etc.
- Keep employee morale high.
  1. Assure new employees have the opportunity to become familiar with the vessel.
  2. Communicate Royal Caribbean Cruises Ltd. rules and regulations to all employees.
  3. Set and communicate performance and behavioral standards for the ship.
  4. Administer a fair disciplinary process.
  5. Implement/administer a reward and recognition program for the ship.
  6. Establish a communication process that allows two way communications ... Captain to employees and employees to Captain.
  7. Conduct employee recreational functions.
- Develop employees.
  1. Administer an employee appraisal/evaluation process.
  2. Implement/administer a developmental process for employee promotion/ transfer and/or performance improvement.
  3. Coach employees ... share your experience and knowledge with others.

4. Mentor high potential employees striving to be future Captains.

The Master shall maintain a high standard of discipline onboard using any lawful method deemed necessary for a given situation. He must ensure that department heads instruct the crew members in all applicable rules, regulations and company policies. The Master is the ultimate authority for the discipline, using the Staff Captain and other department heads to carry out this responsibility.

He shall maintain a world class standard of service to the passengers by:

- Create a "Positive Atmosphere" onboard the vessel.
  1. Be visible to guests at the beginning of each voyage and throughout the voyage ... announcements, initial greetings, social activities, etc.
  2. Walk around and meet guests ... find out what they are enjoying and if there are any concerns; get feedback and act on it.
  3. Communicate to the guests the Captain's "concern for them."
  4. Recognize "Repeat Guests" in as many ways as possible.
- Set high expectations with the ship's employees for Guest Relations.
  1. Be an outstanding example for the employees to follow ... dress, conversation, attitude, behavior, etc. (Top - Down approach)
  2. Reinforce high standards in officer, crew, and staff meetings.
  3. Recognize high performers
- Closely supervise "unusual situations" that may effect other guests.
  1. Direct officers, crew, and staff to notify you immediately of problem situations.
  2. Handle disruptive guests quickly and discreetly.
  3. Listen closely to concerns.
  4. Be flexible when handling each situation.

The Master shall give his orders to the appropriate department head, Watchkeeping Officer or other officers, keeping the Staff Captain advised of these orders. In the event the Staff Captain or other department head becomes indisposed, the Master shall appoint a deputy to administer the department until further advised by the Sr. VP Marine Operations.

The Master shall provide in writing his orders for the navigation, and other operations of the ship, in a special Night Order Book. Should the Master find it necessary to intervene on the bridge other than to give general instructions and suggestions, he shall do so by taking command and control of the ship's navigation. Should this occur, the Master shall clearly inform the Watchkeeping Officer. This procedure shall be followed when command is returned to the Watchkeeping Officer. These actions shall be entered into the ship's log. Should the Master give a direct engine order or an order to the helm, he has assumed command from the Watchkeeping Officer.

The Master shall entrust junior officers often with leadership responsibilities to provide the opportunity for improvement. He shall ensure, that the crew understands, that a successful operation depends on each person striving to do their best.

The Master shall have competitive financial skills as follows:

- Develop meaningful budgets.
  1. Set goals and priorities.
  2. Communicate budgets to appropriate officers, staff, and crew.
  3. Reinforce importance of achieving budget goals.
  4. React to daily revenue figures.
  
- Establish a "cost control" mind set.
  1. Study and act on financial reports.
  2. Know "revenue departments."
  3. Manage the critical consumption items, i.e., oil.
  4. Audit the various revenue activities.

As it has been clearly stated through this manual, the Master of the ship is the ultimate authority aboard. This privilege is accompanied by a variety of responsibilities granted to him. For the continuous effective management and operation of the ship the relieving Master should follow the guidelines and operational routine established by the vessel's permanent Master. On the other hand the permanent Master of a ship is obliged to advise his reliever of the future plans and give him specific guidelines to follow during his absence. Royal Caribbean Cruises Ltd. promotes and recommends the communication between the ship's Master and his reliever. The Master should be actively participate in the short and long planning of the ship's matters. He should investigate different itineraries and ports call, which will offer passenger satisfaction and will reduce operational cost. His proposals should be submitted to the office.

The Master shall promote effective communication between his vessel and the office by:

- Inform Royal Caribbean Cruises Ltd. shoreside of important issues.
  1. "No surprises" regarding ships performance and unusual activity.
  2. Assure two-way communication.
  3. Report unusual activity at ports.
  
- Cooperate with other shoreside agencies, i.e., Coast Guard, US Public Health, various inspection agencies, Port Authorities, etc.
  
- Maintain a healthy attitude between shoreside and shipboard.
  1. Reinforce at crew and staff meetings.
  2. Expect positive behavior from shoreside.

3. Work at "teamwork."

- Communicate competitor information to Royal Caribbean Cruises Ltd. shoreside.
  1. Feedback concerning competitors.
  2. Listen for information from outside agencies.
  3. Be alert to guest comments regarding competition.

At all times either the Master or the Staff Captain must be on board, unless if it is unavoidable, and the Director, Marine Nautical has been previously informed. The Master shall notify the Staff Captain and the Watchkeeping Officer when he has occasion to leave the ship. The Staff Captain assumes the Master's responsibilities and authorities to the extent required by the Master until the Master returns to the ship.

The Master is responsible for outgoing official communications and correspondence from the ship, The Master shall, while onboard, always be able to be contacted by the Watchkeeping Officer. The Master shall demonstrate the following skills:

Budgeting  
Coaching and counseling  
Communication  
- interpersonal  
- public speaking  
- giving feedback  
- listening  
Competitor analysis  
Computer literacy  
Conduct effective meetings  
Conflict Resolution  
Customer Service  
Decision making  
Financial analysis

Language  
- English  
- other  
Leadership  
Negotiating  
Planning Project management  
Seamanship  
Teambuilding  
Time management



## Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name REMOE, Arnolf		Employer RCCL	
Address Fr. Nansensve 1 N-6007 Aalesund Norway		Employer Address 1050 Caribbean Way Miami, FL 33132 U.S.A.	
Employee Phone Number + 47-701-33518	Date of Birth or SSN	Employer Phone Number 305-539-6000	Employer Fax Number
Position Captain	Hours/Week 70	Number of People Supervised	Employer e-mail (optional)
Duties & Responsibilities  SEE ATTACHED			
Role in Proposed Business and Estimated Hours Per Week			
Qualifications for This Role  Received his Master's license in 1976 Employed with RCCL since 1977 Served as Master since 1992			

**CRITERION 1B. NONE.**

## 4. POSITION DESCRIPTIONS

### 4.1

### MASTER

**REPORTS TO:**

VP, Fleet Captain

Routine every day matters and telephone communications will be handled by the Director; Marine, Nautical.

**BASIC FUNCTION:**

The Master is the ultimate authority on board. He is charged to carry out the company's policies and to comply with all applicable national and international laws and regulations. This authority vested to the Master by the government of the Flag State of each ship.

The Staff Captain shall be the Master's deputy. The Master shall keep the Staff Captain acquainted with all aspects of his command, and he shall keep all other officers advised as required by their duties and responsibilities. In this respect, the Master shall ensure that the Staff Captain receive practice in maneuvering the ship, in particular approaching and leaving port, as well as docking and undocking. He shall hold meetings with all department heads, his marine officers and other members of the crew as described in Chapter 7 in this manual.

**QUALIFICATIONS:**

The Master's qualifications and licenses shall conform to all International and National conventions and regulations and he shall have an unlimited Master's License.

**RESPONSIBILITIES:**

The Master's primary responsibility is the safety and care of all persons on board, the ship's seaworthiness, navigation and operation, and the prevention of pollution. In the event the ship becomes endangered, the Master, shall use all resources available to minimize the effects of an incident to persons, property and the environment and to successfully guide an evacuation and rescue should the situation so require. He shall do his utmost to protect and preserve the ship's documents and valuables.

- Plan the actual voyage and handle the ship in a safe way during all conditions in the effort to protect guests, crew, ship and environment.
  1. Assure that all appropriate information regarding weather forecasts, navigational warnings, tidal conditions, etc. are being used.
  2. Collect and evaluate information regarding ship's technical systems, stability and power plans.
  3. Assure a safe Watchkeeping on the bridge and in the engine room.

- Make sure all laws, regulations and company policies and programs concerning safety, environmental protection and occupational accidents are followed.
  1. Keep all written information regarding safety updated.
  2. Make sure all personnel onboard read and understand written information regarding safety onboard.
- Maintain a high preparedness within the onboard organization for crisis and unusual situations. Communicate such situations to the guests in a professional way.
  1. Bring safety related issues up when the employee does not expect them (check if they are prepared and know what to do in emergencies).
  2. Organize required safety drills for crew and guests.
  3. Organize meetings focused on safety and environmental protection.
- Report relevant safety and security issues to Royal Caribbean Cruises Ltd. shoreside and/or other relevant agencies.

In addition, the Master shall have a full understanding and knowledge of the Royal Caribbean Cruises Ltd. Safety & Quality Management Program including his responsibilities in the Safety Organization according to the Emergency Plan and Station Bill. He shall report any non-conformities from the program to SVP, Marine Operations and the Director; Marine, Nautical. The Master shall have a thorough knowledge of the ship, its construction, the safety equipment, stability characteristics, handling procedures and emergency procedures. He shall ensure that his officers have the same knowledge in their areas of responsibility.

He shall ensure that the ship's maintenance program meets or exceeds the requirements of Royal Caribbean Cruises Ltd. and other authorities.

- Follow up on maintenance.
  4. By the use of the "Planned Maintenance System".
  5. By walking around and visually following up.
- Plan for dry docking.
- Organize meetings focused on maintenance.
- Cooperate closely with superintendents, shipyard representatives, repair teams, etc.

He is responsible for the implementation of the accident/incident reporting system of the Safety & Quality Management Program. He shall support the shipboard management team in any investigation and he shall monitor the progress through the Staff Captain, particularly as to serious matters. The Master shall also use his authority to ensure that all the procedures are closely followed.

The Master is responsible to ensure that all officers joining the ship have the proper licenses corresponding to the requirements of the flag state. He may designate any officer to examine the records on his behalf.

The Master shall ensure that the ship's officers, staff and crew carry out their assigned duties professionally always and he must create interest, the feeling of responsibility and the ability to act independently. He shall keep close contact with Marine Operations concerning current courses available, in which his officers may enroll.

The Master shall promote the welfare and well being of the crew, being attentive to their environment and ensuring each enjoys the privileges to which they are entitled. He shall use periodic inspection rounds as an opportunity to strengthen the personal contact between himself and his crew.

The Master shall ensure that the Protection Environmental Committee is well established and functions properly.

The Master is expected to evaluate his management team and make suggestions to the company of individuals that work well together. In cooperation with the Human Resources should establish the management team, which in his opinion will benefit the system the best way.

- Maintain a well-trained staff/team.
  6. Participate in the personnel planning (staffing needs) of your vessel.
  7. Be sure training is provided for new hires ... on the job training.
  8. Provide professional training for your experienced employees ... new technology, equipment, philosophy, etc.
  9. Provide required shipboard training ... safety, environmental, sexual harassment, etc.
- Keep employee morale high.
  1. Assure new employees have the opportunity to become familiar with the vessel.
  2. Communicate Royal Caribbean Cruises Ltd. rules and regulations to all employees.
  3. Set and communicate performance and behavioral standards for the ship.
  4. Administer a fair disciplinary process.
  5. Implement/administer a reward and recognition program for the ship.
  6. Establish a communication process that allows two way communications ... Captain to employees and employees to Captain.
  7. Conduct employee recreational functions.
- Develop employees.
  1. Administer an employee appraisal/evaluation process.
  2. Implement/administer a developmental process for employee promotion/ transfer and/or performance improvement.
  3. Coach employees ... share your experience and knowledge with others.

4. Mentor high potential employees striving to be future Captains.

The Master shall maintain a high standard of discipline onboard using any lawful method deemed necessary for a given situation. He must ensure that department heads instruct the crew members in all applicable rules, regulations and company policies. The Master is the ultimate authority for the discipline, using the Staff Captain and other department heads to carry out this responsibility.

He shall maintain a world class standard of service to the passengers by:

- Create a "Positive Atmosphere" onboard the vessel.
  1. Be visible to guests at the beginning of each voyage and throughout the voyage ... announcements, initial greetings, social activities, etc.
  2. Walk around and meet guests ... find out what they are enjoying and if there are any concerns; get feedback and act on it.
  3. Communicate to the guests the Captain's "concern for them."
  4. Recognize "Repeat Guests" in as many ways as possible.
- Set high expectations with the ship's employees for Guest Relations.
  1. Be an outstanding example for the employees to follow ... dress, conversation, attitude, behavior, etc. (Top - Down approach)
  2. Reinforce high standards in officer, crew, and staff meetings.
  3. Recognize high performers
- Closely supervise "unusual situations" that may effect other guests.
  1. Direct officers, crew, and staff to notify you immediately of problem situations.
  2. Handle disruptive guests quickly and discreetly.
  3. Listen closely to concerns.
  4. Be flexible when handling each situation.

The Master shall give his orders to the appropriate department head, Watchkeeping Officer or other officers, keeping the Staff Captain advised of these orders. In the event the Staff Captain or other department head becomes indisposed, the Master shall appoint a deputy to administer the department until further advised by the Sr. VP Marine Operations.

The Master shall provide in writing his orders for the navigation, and other operations of the ship, in a special Night Order Book. Should the Master find it necessary to intervene on the bridge other than to give general instructions and suggestions, he shall do so by taking command and control of the ship's navigation. Should this occur, the Master shall clearly inform the Watchkeeping Officer. This procedure shall be followed when command is returned to the Watchkeeping Officer. These actions shall be entered into the ship's log. Should the Master give a direct engine order or an order to the helm, he has assumed command from the Watchkeeping Officer.

The Master shall entrust junior officers often with leadership responsibilities to provide the opportunity for improvement. He shall ensure, that the crew understands, that a successful operation depends on each person striving to do their best.

The Master shall have competitive financial skills as follows:

- Develop meaningful budgets.
  1. Set goals and priorities.
  2. Communicate budgets to appropriate officers, staff, and crew.
  3. Reinforce importance of achieving budget goals.
  4. React to daily revenue figures.
  
- Establish a "cost control" mind set.
  1. Study and act on financial reports.
  2. Know "revenue departments."
  3. Manage the critical consumption items, i.e., oil.
  4. Audit the various revenue activities.

As it has been clearly stated through this manual, the Master of the ship is the ultimate authority aboard. This privilege is accompanied by a variety of responsibilities granted to him. For the continuous effective management and operation of the ship the relieving Master should follow the guidelines and operational routine established by the vessel's permanent Master. On the other hand the permanent Master of a ship is obliged to advise his reliever of the future plans and give him specific guidelines to follow during his absence. Royal Caribbean Cruises Ltd. promotes and recommends the communication between the ship's Master and his reliever. The Master should be actively participate in the short and long planning of the ship's matters. He should investigate different itineraries and ports call, which will offer passenger satisfaction and will reduce operational cost. His proposals should be submitted to the office.

The Master shall promote effective communication between his vessel and the office by:

- Inform Royal Caribbean Cruises Ltd. shoreside of important issues.
  1. "No surprises" regarding ships performance and unusual activity.
  2. Assure two-way communication.
  3. Report unusual activity at ports.
  
- Cooperate with other shoreside agencies, i.e., Coast Guard, US Public Health, various inspection agencies, Port Authorities, etc.
  
- Maintain a healthy attitude between shoreside and shipboard.
  1. Reinforce at crew and staff meetings.
  2. Expect positive behavior from shoreside.

3. Work at "teamwork."

- Communicate competitor information to Royal Caribbean Cruises Ltd. shoreside.
  1. Feedback concerning competitors.
  2. Listen for information from outside agencies.
  3. Be alert to guest comments regarding competition.

At all times either the Master or the Staff Captain must be on board, unless if it is unavoidable, and the Director, Marine Nautical has been previously informed. The Master shall notify the Staff Captain and the Watchkeeping Officer when he has occasion to leave the ship. The Staff Captain assumes the Master's responsibilities and authorities to the extent required by the Master until the Master returns to the ship.

The Master is responsible for outgoing official communications and correspondence from the ship, The Master shall, while onboard, always be able to be contacted by the Watchkeeping Officer. The Master shall demonstrate the following skills:

Budgeting  
Coaching and counseling  
Communication  
- interpersonal  
- public speaking  
- giving feedback  
- listening  
Competitor analysis  
Computer literacy  
Conduct effective meetings  
Conflict Resolution  
Customer Service  
Decision making  
Financial analysis

Language  
- English  
- other  
Leadership  
Negotiating  
Planning Project management  
Seamanship  
Teambuilding  
Time management

**CRITERION 2A. QUESTION 2**

<b>Ship Name:</b> Rhapsody of the Seas	<b>Former Names:</b> None	<b>Registry:</b> Norway
<b>Gross Tonnage:</b> 78491	<b>Builder:</b> Chantiers De L'Atlantique	<b>Date Launched:</b> April 22, 1997
<b>Length (ft.):</b> 915.3	<b>Beam (ft.):</b> 105.6	<b>Date of Last Refit:</b> New Build
<b>Draft (ft.):</b> 24.9	<b>Stack Height (ft.):</b> 170.6	<b>Propellers (no. &amp; type):</b> 2 fixed highly skewed.
<b>Propulsion type (diesel electric, etc.):</b> Diesel Electric	<b>Propulsion power (kW or HP):</b> 4x12600 KW 514 RPM	<b>Fuel (type/weight):</b> Diesel Oil or Heavy Fuel 380 CST
<b>Passenger Capacity (basis 2):</b> 2000	<b>Passenger Capacity (all berths):</b> 2416	<b>Cabin Size (mean sq. ft.):</b> Standard/inside 149/Suite 355
<b>Passenger/space ratio (basis 2):</b> 37.0	<b>No. of Cabins:</b> 1000	<b>No. of Wheel Chair accessible cabins:</b> 14
<b>Officer Nationality:</b> Norwegian	<b>Crew Nationality (approx. % each):</b> See attachment #6	



<b>COUNTRY</b>	<b>NUMBER OF CREW</b>	<b>PERCENTAGE</b>
AUSTRALIA	2	0.3%
AUSTRIA	1	0.1%
BARBADOS	3	0.4%
BELGIUM	1	0.1%
BOSNIA & HERZEGOVINA	1	0.1%
BULGARIA	4	0.5%
CANADA	38	5.0%
CHILE	11	1.4%
CHINA	15	2.0%
COLOMBIA	2	0.3%
COSTA RICA	19	2.5%
CROATIA	8	1.1%
CZECH REPUBLIC	4	0.5%
DENMARK	1	0.1%
DOMINICA	7	0.9%
ECUADOR	1	0.1%
FRANCE	10	1.3%
GERMANY	2	0.3%
GRENADA	12	1.6%
GUYANA	2	0.3%
HONDURAS	14	1.8%
HONG KONG	3	0.4%
HUNGARY	18	2.4%
INDIA	60	7.9%
INDONESIA	8	1.1%
IRELAND	1	0.1%
ITALY	5	0.7%
JAMAICA	42	5.5%
KOREA	1	0.1%
LATVIA	1	0.1%
LITHUANIA	2	0.3%
MEXICO	1	0.1%
NETHERLANDS	2	0.3%
NETHERLAND ANTILLES	1	0.1%
NICARAGUA	32	4.2%
NORWAY	29	3.8%
PANAMA	1	0.1%
PHILIPPINES	120	15.8%
POLAND	9	1.2%
PORTUGAL	12	1.6%
ROMANIA	9	1.2%
SLOVAKIA	1	0.1%
SLOVENIA	2	0.3%
SOUTH AFRICA	1	0.1%
SPAIN	1	0.1%
ST VINCENT & GRENADINES	47	6.2%
SWEDEN	4	0.5%
SWITZERLAND	1	0.1%
THAILAND	7	0.9%
TRINIDAD & TOBAGO	44	5.8%

TUNISIA	3	0.4%
TURKEY	46	6.0%
UNITED KINGDOM	47	6.2%
UNITED STATES	42	5.6%
<b>TOTAL</b>	<b>761</b>	<b>100.00%</b>

# RHAPSODY OF THE SEAS

## GENERAL PARTICULARS

Port of Registry	Oslo, Norway
Call Sign	LAZK4
IMO #	9116864
DNV#	
Satellite Numbers	Telephone: (874)(872)3257-90010 (874)(872)6257-90010 Facsimile: (874)(872)3257-90012 (874)(872)3257-90022 Telex: (874)(872)3257-90014 (874)(872)3257-90024
Classification	DnV +1A1,EO, Passenger Ship
Builder	Chantiers de L'Atlantique St. Nazaire, France
Keel laying date	Dec. 11, 1995
Date of delivery	Apr. 22, 1997

## MAIN DIMENSIONS

	Meters	Feet
Length Overall	279	915.35
Length between pp L pp	234.7	770
Length at design WL L dwl	236	774
Breadth moulded	32.2	105.6
Height to bulkhead deck	10.2	33.5
Design draught	7.6	24.9
Scantling Draught, moulded	7.75	25.4
Height to top of funnel at DWL	52	170.6
Low - FPP	27.94	91.6
Stern - APP	16.35	53.6

## TONNAGE

	Tonnes
Gross Tonnage - GRT	78491
Net Tonnage - NRT	46347
Light Ship Tonnage	30478
Deadweight - DWT	8439
Displacement Tonnage	38917

## TANK CAPACITIES (Volume in m3)

	m3
Heavy Fuel Oil	2244
Diesel Oil	211
Potable Water	2765
Laundry Water	444
Ballast sea water	2358
Anitheeling fresh water	528
Laundry water holding	190
Galley water holding (24 hr. max holding time)	368
Accom gray water holding	582
Bilge water holding	198

## MACHINERY

### Diesel Generators:

Maker: Wartsila Diesel Oy, Turku, Finland

Type: 12V46C

Output: 4 x 12600 KW 514 RPM

### Propulsion:

Maker: CEG Alsthalm, Moteurs Nantes France

Type: M3HPD 300 - 170/14C

Output: 2 x 2 2 8500 KW 143 RPM

### Fuel:

Diesel oil and heavy fuel oil of maximum 380 centistokes at 50 deg. C

Service Speed: 22.45 knots (w/78 % of max rating)

Maximum Speed: 23.56 knots (w/100% of max rating sea trial condition)

## MANEUVERABILITY

### Bow Thrusters:

- o electrically driven CPP thrusters, power 1750 KW each

### Stern Thrusters:

One electrically driven CPP thruster, power 1750 KW.

### Rudders:

Two rudders of Becker flap type for increased maneuverability, rudder angle 45 deg.

## ANCHORING EQUIPMENT

Forward: Port and Starboard 12025 kg. Anchor. 13 Shackles ( 716 m) 92 mm Chain

Aft: 8681 kg. Anchor. 7 Shackles (180 m) 73 mm Chain.

## PASSENGER TENDERS

The ship is equipped with 4 "Harding CTL 38" passenger tenders

Max capacity: 150 pers. (lifeboat) 120 pers. (tender)

Loa: 11.92 m

Boa: 4.70 m

Max draught: 1.48 m

Harding height: 1.0 m

## SHELL DOORS/GATES/PLATFORMS

Distances from AFT P.P. are measured to the aft door coaming

Height above waterline is measured from design draught 7.6 m

## DECK 0 - PORT AND STARBOARD SIDES

### TENDER PLATFORM - FRAME

90 - 103

	Meters	Feet
Width	2.4	7.9
Length	6	19.7
Height above waterline	0.97	3.2
Distance to aft P.P.	86	282.1

### TENDER PLATFORM - FRAME

110 - 118

	Meters	Feet
Width	2.4	7.9
Length	6	19.7
Height above waterline	0.97	3.2
Distance to aft P.P.	99	324.7

**DECK 1 - PORT AND STARBOARD SIDES****LUGGAGE/STORES - FRAME****190 - 195**

	Meters	Feet
Height	2.1	6.9
Width	3.1	10.2
Height above waterline	2.6	8.5
Distance to aft P.P.	170.65	559.7

**PASSENGER ACCESS - FRAME****104 - 109**

	Meters	Feet
Height	2.1	6.9
Width	3.1	10.2
Height above waterline	2.6	8.5
Distance to aft P.P.	93.4	306.3

**BUNKER STATION - FRAME****93 - 95**

	Meters	Feet
Height	1.7	5.6
Width	1.2	3.9
Height above waterline	2.6	8.5
Distance to aft P.P.	83.1	272.6

**WARE PART/CREW - FRAME****54 - 57**

	Meters	Feet
Height	2.1	6.9
Width	2.4	7.9
Height above waterline	2.6	8.5
Distance to aft P.P.	48.1	157.8

**PROVISION - FRAME****29 - 35**

	Meters	Feet
Height	5.1	16.7
Width	4.5	14.8
Height above waterline	2.6	8.5
Distance to aft P.P.	26.5	86.9

**DECK 2 - PORT AND STARBOARD SIDES****PASSENGER ACCESS - FRAME****111 - 114**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	5.5	18
Distance to aft P.P.	99.05	324.9

**DECK 3 - PORT SIDE****PASSENGER ACCESS - FRAME****193 - 196**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	8.25	27.1
Distance to aft P.P.	173.25	568.3

**DECK 4 - PORT AND STARBOARD SIDES****MAIN EMBARKATION/DEBARKATION ENTRANCE - FRAME****111 - 114**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	11	36.1
Distance to aft P.P.	99.28	325.6

**PASSENGER AND CREW CAPACITY**

Passenger	2416
Passenger cabins	1000
Crew	784
Total capacity	3200

# M/S VISION OF THE SEAS

ARGENTINA	4	1%	GRENADA	11	1% PANAMA	1
AUSTRALIA	3	0.05%	GUYANA	1	0.05% PERU	1
AUSTRIA	3	0.05%	HAITI	3	0.05% PHILIPPINES	149
BARBADOS	7	1%	HONDURAS	11	1% POLAND	6
BELGIUM	2	0.05%	HONG KONG	1	0.05% PORTUGAL	24
BELIZE	1	0.05%	HUNGARY	17	2% ROMANIA	11
BRAZIL	1	0.05%	INDIA	61	8% SOUTH AFRICA	2
BULGARIA	6	1%	INDONESIA	15	1% SPAIN	4
CANADA	29	3%	IRELAND	1	0.05% ST LUCIA	1
CHILE	19	2%	ITALY	2	0.05% ST VINCENT & GREN.	45
CHINA	21	3%	JAMAICA	35	4% SWEDEN	11
COLOMBIA	1	0.05%	JAPAN	1	0.05% THAILAND	5
COSTA RICA	19	2%	LATVIA	1	0.05% TRINIDAD & TOBAGO	40
CROATIA	13	1%	LITHUANIA	2	0.05% TURKEY	23
DENMARK	1	0.05%	MALAYSIA	1	0.05% UNITED STATES	37
DOMINICA	1	0.05%	MEXICO	2	0.05% URUGUAY	2
FRANCE	12	1%	NEW ZEALAND	1	0.05% ZIMBABWE	1
GREECE	1	0.05%	NICARAGUA	28	3% GHANA	1
GREAT BRITAIN	68	9%	NORWAY	14	1% NETHERLAND	5

**TOTAL NATIONALITIES ON BOARD : 57**



# VISION OF THE SEAS

## GENERAL PARTICULARS

Port of Registry	Monrovia, Liberia
Call Sign	ELUY7
IMO #	9116876
Official Number	10801
Satellite Numbers	Telephone: (871)363676111 (871)363676211 Facsimile: (871)363676120 (871)363676220 Telex: (581)363676130 (581)363676230
Classification	DnV +1A1,EO, Passenger Ship
Builder	Chantiers de L'Atlantique St. Nazaire, France
Keel laying date	Nov. 1996
Date of delivery	4/15/98

## MAIN DIMENSIONS

	Meters	Feet
Length Overall	279	915.35
Length between pp L pp	234.7	770
Length at design WL L dwl	236	774
Breadth moulded	32.2	105.6
Height to bulkhead deck	10.2	33.5
Design draught	7.6	24.9
Cantling Draught, moulded	7.75	25.4
Height to top of funnel at DWL	52	170.6
Low - FPP	27.94	91.6
Stern - APP	16.35	53.6

## TONNAGE

	Tonnes
Gross Tonnage - GRT	78340
Net Tonnage - NRT	46263
Light Ship Tonnage	32580
Deadweight - DWT	6300
Displacement Tonnage	38880

## TANK CAPACITIES (Volume in m3)

	m3
Heavy Fuel Oil	2244
Diesel Oil	211
Potable Water	2765
Laundry Water	444
Ballast sea water	2358
Antiheeling fresh water	528
Laundry water holding	190
Galley water holding (24 hr. max holding time)	368
Accom gray water holding	582
Waste water holding	198

## MACHINERY

### Diesel Generators:

Maker: Wartsila Diesel Oy, Turku, Finland

Type: 12V46C

Output: 4 x 12600 KW 514 RPM

### Propulsion:

Maker: CEG Alsthalm, Moteurs Nantes France

Type: M3HPD 300 - 170/14C

Output: 2 x 2 8500 KW 143 RPM

### Fuel:

Diesel oil and heavy fuel oil of maximum 380 centistokes at 50 deg. C

Service Speed: 22.3 knots (w/78 % of max rating)

Maximum Speed: 23.8 knots (w/100% of max rating sea trial condition)

Sea Trial Speed: 22.35 knots

## MANEUVERABILITY

w Thrusters:

Two electrically driven CPP thrusters, power 1750 KW each

Stern Thrusters:

One electrically driven CPP thruster, power 1750 KW.

Rudders:

Two rudders of Becker flap type for increased maneuverability, rudder angle 45 deg.

## ANCHORING EQUIPMENT

Forward: Port and Starboard 12025 kg. Anchor. 13 Shackles ( 716 m) 92 mm Chain

Aft: 8681 kg. Anchor. 7 Shackles (180 m) 73 mm Chain.

## PASSENGER TENDERS

The ship is equipped with 4 "Harding CTL 38" passenger tenders ???

Max capacity: 150 pers. (lifeboat) 120 pers. (tender)

Loa: 11.92 m

Boa: 4.70 m

Max draught: 1.48 m

Boarding height: 1.0 m

## SHELL DOORS/GATES/PLATFORMS

Distances from AFT P.P. are measured to the aft door coaming

Height above waterline is measured from design draught 7.6 m

## DECK 0 - PORT AND STARBOARD SIDES

### TENDER PLATFORM - FRAME

90 - 103

	Meters	Feet
Width	2.4	7.9
Length	6	19.7
Height above waterline	0.97	3.2
Distance to aft P.P.	86	282.1

### TENDER PLATFORM - FRAME

110 - 118

	Meters	Feet
Width	2.4	7.9
Length	6	19.7
Height above waterline	0.97	3.2
Distance to aft P.P.	99	324.7

**DECK 1 - PORT AND STARBOARD SIDES****GGAGE/STORES - FRAME****190 - 195**

	Meters	Feet
Height	2.1	6.9
Width	3.1	10.2
Height above waterline	2.6	8.5
Distance to aft P.P.	170.65	559.7

**PASSENGER ACCESS - FRAME****104 - 109**

	Meters	Feet
Height	2.1	6.9
Width	3.1	10.2
Height above waterline	2.6	8.5
Distance to aft P.P.	93.4	306.3

**BUNKER STATION - FRAME****93 - 95**

	Meters	Feet
Height	1.7	5.6
Width	1.2	3.9
Height above waterline	2.6	8.5
Distance to aft P.P.	83.1	272.6

**PREPARE PART/CREW - FRAME****54 - 57**

	Meters	Feet
Height	2.1	6.9
Width	2.4	7.9
Height above waterline	2.6	8.5
Distance to aft P.P.	48.1	157.8

**PROVISION - FRAME****29 - 35**

	Meters	Feet
Height	5.1	16.7
Width	4.5	14.8
Height above waterline	2.6	8.5
Distance to aft P.P.	26.5	86.9

**DECK 2 - PORT AND STARBOARD SIDES****PASSENGER ACCESS - FRAME****111 - 114**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	5.5	18
Distance to aft P.P.	99.05	324.9

**DECK 3 - PORT SIDE****PASSENGER ACCESS - FRAME****193 - 196**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	8.25	27.1
Distance to aft P.P.	173.25	568.3

**DECK 4 - PORT AND STARBOARD SIDES****MAIN EMBARKATION/DEBARKATION ENTRANCE - FRAME****111 - 114**

	Meters	Feet
Height	2.1	6.9
Width	2.1	6.9
Height above waterline	11	36.1
Distance to aft P.P.	99.28	325.6

**PASSENGER AND CREW CAPACITY**

Passenger	2416
Passenger cabins	1000
Crew	783
Certificate	3200

## **ART AUCTION LIBRARY & GIFTSHOPS**

We continue to expand the selection of books in our onboard library to provide our guests with an opportunity to increase their knowledge regarding Alaska's history, culture, native populations, early settlement, and flora and fauna. Special attention is to be given to the discovery and subsequent exploration and development of Glacier Bay National Park. A list of some of the publications being secured for the ship's library include (but aren't limited to) the following:

- **“The Process of Interpretive Critiquing”** by William Lewis
- **“The Tlingit Indians”** by G.T. Emmons
- **“Glacier Bay Official National Park Handbook”**
- **“Glacier Bay, the Land and the Silence”** by Dave Bohn
- **“Blue Ice in Motion, The story of Alaska's Glaciers”** by Sally D. Wiley
- **“Glaciers of North America, A field Guide”** by Sue A. Ferguson
- **“The Nature of Southeast Alaska”** by R. O'Clair, R. Armstrong and R. Carstensen
- **“Guide to Marine Mammals of Alaska”** by Kate Wynne
- **“Field Guide to the Birds of North America”** by National Geographic Society
- **“Plants of the Pacific Northwest Coast”** by J. Poljar and A. Mackinnon
- **“Fielding's Alaska Cruises”** by A. Mackinnon
- **“Glacier Bay, the Grand Design”** video, NPS publication

During the course of the cruise, our guests are able to attend art auctions which are held onboard our ships. During these auctions, guests can bid on a variety of art and sculpture ranging in price from under \$100. To several thousand dollars. The company responsible for conducting these auctions (Park West Gallery) has been instructed by our management to increase the number of Alaskan items being offered and to use the auction as an opportunity to introduce our passengers to Alaskan art and artists.

At present, we feature a Native American artist named Kenneth Freeman. Mr. Freeman's art, which mainly reflects Native American people and life, is auctioned onboard Legend of the Seas and Rhapsody of the Seas not only while in Alaska, but year round. This season, Park West Gallery has commissioned the work of sculptor J.D. Hartman, who sculpts native wildlife such as whales, eagles, bears, etc. For future seasons, Park West Gallery is currently in negotiations with other Alaskan artists and hopes to have these relationships built by next season.

In the past, our shops have provided an opportunity for the sale of local and native gift items. We are continuing to expand this effort to provide our guests with a broad range of regionally produced and locally focused items. Following is a brief listing of some of the items which fall into this category.

- **Alaska Eagle Arts** - Totemic design note cards, embroidered totemic jackets, tote bags by local designer/sculptor Marvin Oliver.
- **Paradise Art** - Local designer of lady's resortwear, tops, pants, skirts, etc. This will be authentic Indian totemic designs.
- **Indian Arts & Crafts** - Range of general Alaskan souvenirs, including Totem Poles made by the Indians. Plus a range of T-shirts, hats, Eskimo items and range of jade and hematite figurines.
- **Good River Publishing** - We also feature a local children's book by author Heidi Robichaud of Glacier Bay along with the Alaska Inside Passage Video from Videotours of Ketchikan.
- **Artic Circle Enterprises** - A range of 32 different items, including toys, figurines and mugs.
- **Dubac Designs** - A range of note cards featuring Alaskan sea life.
- **Jody Bergsma Galleries Inc.** - A range of Alaskan Native arts cards, T-shirts, mugs, trivets and 8x10 matted prints.
- We are also featuring the Alaska Gold Rush Days jewelry promotion. This is a collection of authentic Alaskan freeform nuggets, some are loose the others are set as pendants rings and earrings.
- We also have a range of three videos on board - Alaska's Inside Passage, Mystic Ice & Alaska's Whales.
- Plus the map and cruise tour guide, Alaska's Inside Passage.

In addition to a full children's program covering children ages 3 through 17 (in 3 separate age groupings), we also provide the following movies for children and adults which have an Alaska theme:

- **Free Willy III**
- **White Fang II**
- **Iron Will**



Hotel Operations Department

Operating Plan

For

Glacier Bay National Park and Preserve



Contents

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# Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

## Purpose

The Purpose of this Operating plan is to ensure consistency in the onboard product delivery of guest services, while conforming with the National Park Service (NPS) environmental requirements, during the vessels visit to Glacier Bay National Park, Alaska.

## Scope

The Scope of the procedures outlined herein, encompasses the combined effort and dedication of all members of the Marine and Hotel Departments, aboard any RCI vessel which transits Glacier Bay National Park.

## Responsibility

The implementation of the procedures spelled out in this Operating plan will be the responsibility of the Master and Hotel Manager. Certain tasks can be delegated by the Master and Hotel Manager to division heads in order to be executed.

## History

The first vessel of the Royal Caribbean fleet to obtain a permit to visit Glacier Bay National Park was the Legend of the Seas on August 22<sup>nd</sup> 1995, additional permits were obtained for the 1996 and subsequent seasons.

These permits were issued partly due to the results of an inspection of the vessel on it's first call, and on subsequent calls to the park during the 1995/96 seasons. The vessel received a satisfactory rating from the NPS for the proactive measures taken onboard, optimizing the guests experience of the park, and the procedures in which the vessel employed regarding the protection of the park and it's delicate environment.

It is RCI'S position to aggressively seek additional permits for it's vessels to visit Glacier Bay National Park. Gaining additional permits and keeping them, requires that the National Park's environmental requirements are not only met, but exceeded by all RCI vessels and crew.

# Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

## Marine Operations

### Stopping Overboard Discharges

Prior to the ship arriving at the entrance to Glacier Bay National Park, The Bridge Watch Officer shall notify the Engine Watch Officer, that all Black Water, Gray Water, Oily Water Separator, and Swimming Pool circulation, overboard discharges are to be stopped. This notification is to be logged in both the Deck and Engine Logbooks. No discharges overboard are to be allowed within the confines of Glacier Bay ( other than normal engine or condenser cooling water ) without the express permission of the Chief Engineer.

### Changing Diesel Engine Fuel

Prior to the ship arriving at the entrance to Glacier Bay National Park, the Chief Engineer shall be notified, so that an evaluation of the electrical load can be made to determine the number of operating diesel engines. Where possible, the number of engines shall be minimized, the load must be kept as high as possible to reduce engine emissions, and the engines switched from Marine Fuel Oil to Diesel Oil. Within the confines of Glacier Bay National Park, additional engines are not to be started without the express permission of the Chief Engineer.

### Stopping Incinerator Operation

Prior to the ship arriving at the entrance to Glacier Bay National Park, the Engine Watch Officer shall order and log the stopping of all incinerator operations. No incinerators may be started within the confines of Glacier Bay, and they are not to be restarted until one half hour after the ship leaves the Park.

### Deck Signage

Please see page 5 in this manual titled " Signage"

### Ceasing Topside Announcements and Activities

Once the ship enters the confines of Glacier Bay National Park, no Public Address system announcements are to be made topside, unless authorized by the Park Ranger. Emergency announcements can be made with the express permission of the Master. The ship's whistle shall not be used without the express permission of the Master. All maintenance on open decks is to stop: no chipping, painting or washing is to be conducted within the confines of Glacier Bay.

Hotel & Marine Department's / Operations Plan  
Glacier Bay National Park, Alaska

### Ships Maneuvering

Ship tracklines within the confines of Glacier Bay National Park shall be devised to minimize the amount of maneuvering that must be accomplished. From the mouth of Glacier Bay to a line drawn between the northern tip of Strawberry Island, to the northern tip of Lars Island. Speeds shall be maintained less than 10 knots and the ship is to be at least one mile from shore. Where possible lower speeds should be used to minimize noise propagation and disturbances to wildlife. This is not intended to inhibit the Master's ability to maneuver the ship as necessary, to prevent an unsafe situation from occurring.

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Vice President, Marine Operations

# Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

## Hotel Operations

### Naturalists / Park Rangers

Glacier Bay Park Rangers or Naturalists are charged with protecting the parks pristine and delicate ecosystem. Two Naturalists will board at the vessel's entry point at Bartlett Cove, Alaska. The boarding time will vary depending on the vessels actual arrival time, they will remain onboard for the duration of the visit, disembarking at the same point as the vessel leaves the Park. The Naturalists will board a trunk with printed materials, to be taken to the Viking Crown Lounge by a member of the housekeeping department, They are then to be escorted to the bridge to meet with the captain.

The Naturalists are to be met personally by the Hotel Manager and Cruise Director within 30 minutes of embarking. A copy of the daily cruise compass is to be given to them and the daily activities discussed with them. Keep in mind that the vessel will not always have the same Naturalists, therefore it is important to review the ships activity schedule with the boarding party for each call.

The National Park Service (NPS) guidelines are somewhat vague and are left up to the interpretation of the Naturalists, therefore be prepared to make whatever adjustments to the daily program for each entry to the bay after your meeting with the Naturalists.

Maintaining a very good working relationship with the Naturalists is a very important aspect. It is the intent of RCI to comply with all of the National Park Services requirements, however stated or implied.

One of the Naturalists will remain on the bridge to perform a narrative while the ship is sailing through the park, the other Naturalist will perform a slide presentation and talk for the main and second seating guests. At other times, one or both of the Naturalists will attend a table in the Viking Crown Lounge, where they will sell books and various types of information on the park and answer guest's questions, the sale of these items will be on a cash basis, guests will need to be informed of this event via a notation in the cruise compass. The cruise director is to promote the sale of these items.

A draped 6ft table is to be set up from the time the Naturalists board until they leave the vessel on the port side of the Viking Crown. If there is a vacant cabin, it is appropriate to offer the Naturalists the use of the cabin for them to refresh themselves, if there is no cabin available please inform them of such.

## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

The Naturalists should be invited for Breakfast, Lunch, and /or an early Dinner at any of the food outlets, or Dining Room, prior to them debarking the vessel. They may need to have a small snack on the bridge, as they may not have time to go to any of the food outlets.

### Communications

The following are several methods of how we will communicate to our guests, regarding the visit to Glacier Bay.

#### Brochure / Cruise Tickets

When permits have been confirmed for specific sailing's they will be printed in the Alaska Brochure and on the guests Cruise Tickets, therefore the guests will already know that they will be going to Glacier Bay.

#### Advice at the Terminal.

In some cases as has happened in the past, we may be granted a permit to enter the bay at short notice, and will need to advise the guests of the itinerary change when they arrive at the pier. This will be accomplished via a pre printed letter given to each guest at check in with their boarding documents, a sample of this letter is attached in the printed material section of this booklet. This letter will be signed by the Master of the vessel and printed aboard on company letter head. A supply of the letters will be supplied by the purser to the Pier Supervisor prior to embarkation.

#### Welcome Aboard Talk

The Cruise Director is to promote the Glacier Bay at the welcome aboard talk and on subsequent days to heighten the awareness of visiting the park, it is also to be emphasized to the guests the importance of not throwing anything overboard. and that shipboard activities will be curtailed while visiting the Bay.

#### Video's

There are to be two video's produced which will be broadcast on the cabin television system. The first video will be of the cruise director welcoming all the guests aboard and talking about Glacier Bay, the suggested script for the video is included in the printed materials section of this booklet. The cruise directors video is to be played on a continuous loop starting after departure from Vancouver, and running for twenty four hours prior to arriving at Glacier Bay.

## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

The second video will be of the Captain who will speak about the various environmental issues relating to the visit to the Bay, the suggested script for the video is also included in the printed materials section of this booklet. The Captains video will be broadcast in place of the cruise directors video, starting twenty four hours prior to the entry to the Bay, on a continuous loop.

As an added enjoyment for the guests experience of Glacier Bay, the video programmers are to produce a video of the Bay with footage of Glaciers calving, wildlife, and the flora and fauna. This video is be broadcast any time up to, during, and after the visit to Glacier Bay.

### Glacier Bay Information Sheet

A information flier is to be placed in each guest cabin at turn down, the evening prior to arriving at the Bay. A sample of this flier is included in the printed materials section of this booklet. The information flier (8x17 folded) includes a history of Glacier Bay, information on the ecosystem of the Bay area, and a story on the formation of Glaciers, and notices asking the guests not to throw anything overboard, and not to feed the animals in the Bay.

### Signage

There are two signs which are headed " Protect the Animals" and " Important" both of these signs are made in two different formats.

The first format is 8 ½ x 11 to be laminated, and placed on all exit doors to the outer decks, the evening before the ship arrives at the entrance to Glacier Bay. These signs can be removed after departure from the Bay when the ship leaves Bartlett Cove.

A copy of the above is also to be put in the cabins with balconies, as a reminder to the guests in those cabins.

The second format is again of both signs 15 x12 made of a durable acrylic or plastic type material that is waterproof, and can be easily secured inside the railings that surround the outer decks on decks 5 and 10, the signs are to be no more than 30 ft or 9.14 mtrs apart from each other.

The above two signs are also to be formatted and broadcast on the following televisions: Pursers, Shore Excursions, Crew, and in the Guest Cabins during the days visit to the Bay. It is also highly recommended that these signs be posted throughout the crew areas.

## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

### Crew Awareness

All of the department heads are to have meetings with their staff and crew, to create the awareness of how important it is that we as a company comply to the National Park Standards. The staff and crew should be able to answer guests questions on why we take the measures we do, to protect the environment of Glacier Bay National Park.

### Shipboard Activities

The National Park Services language on the permit contract regarding onboard activities while in the Bay is somewhat vague and can be interpreted differently. The language reads " Organized public events, such as Carving Demonstrations, Jackpot Bingo, Auctions, Seminars, Dancing, etc. Which compete for the attention of guests should not be scheduled during this period. However, guest services not involving organized public events, such as gift shops, fitness centers, salons, etc., may remain open."

### Shops / Boutiques

All of the onboard shops and boutiques can remain open for the entire day in the park. A satellite shop can be set up on the pool deck to sell binoculars, cameras, film etc. which enhance the viewing experience of the Glaciers. After a guest makes a purchase at a satellite shop, the gift shop staff should very discretely offer to dispose of any wrapping / packaging from the merchandise purchased. This will reduce the possibility of the guest dropping anything overboard.

### Casino

The casino tables and slots are to remain closed during the time in the park, and can reopen after the Naturalists disembark the ship. This time will vary according to the actual time of departure.

### Photo Gallery / Photographers

The Photo Gallery can be open prior to and after the visitation to the Glaciers. The photographers are to be on deck during the viewing of the Glaciers, to take advantage of the scenery and photo opportunities available.



## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

### Golf Course (Legend of the Seas)

The Golf Course can remain open for the entire day in the park. However there can not be any tournaments scheduled, only free play. This also applies to golf putting.

### Beauty Salon / Spa / Gym

The Beauty Salon, Spa, Gym, Saunas, and Steam Rooms can remain open for the entire day in the park offering the complete range of services, except organized aerobic classes.

### Art Auction

Art Auction's can be scheduled prior to and after the visitation to the Glaciers.

### Pools / Jacuzzi's

The swimming pools and jacuzzi's can remain open for the entire day in the Park.

### Library

The library can be opened prior to and after the visitation to the Glaciers.

### Card Room

The card room can remain open during the stay in the Park. Organized bridge or other tournaments are not allowed during the visitation to the glaciers.

### National Park Service Presentation

There are two slide presentations given by the Naturalists, one for each seating. They should be scheduled within one hour from the time the Naturalists board. This is to be coordinated at the initial meeting with the Naturalists in the morning.

### Shore Excursions Office

The Shore Excursions office can remain open for the entire day in the Park if necessary.

### Pursers Office

The Pursers office can remain open for the entire day in the Park.

### Food and Beverage Outlets

All Food & Beverage outlets can remain open for the entire day in the Park. It is strongly recommend that the meal times be adjusted to the viewing times of the Glaciers to afford the guests the opportunity to fully experience the Bay.

## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

Bar service can remain open during the visitation to the Bay, and the discrete service of hot drinks on deck is encouraged, however please do not have the bar staff selling beverages on deck loudly announcing their presence by shouting " Bar Service" .

There are precautionary issues which are to be taken by the F&B division to ensure that no foreign matter can be accidentally introduced into the park.

Service items such as, but not limited to: any paper napkins, stirrers, straws, plastic or paper cups and glasses, decorative drink umbrellas, orange, lemon, cherry, and olive drink garnishes, are to be removed from service and secured for the entire day while in the Park. Should guests ask for any of the above items the crew are to be aware of the correct response.

The outdoor 24 hour coffee station is vulnerable to the disposable items mentioned above in particular the logo sugar packets. These items are to be substituted for the entire day in the Park, it is recommended that they be removed the evening prior.

### Housekeeping

Housekeeping staff are to be scheduled throughout the day to patrol the outer decks to ensure that there is no debris that could possibly fall overboard, and also to place extra trash receptacles around the outer decks for guests use.

Deck chairs are to be repositioned around the perimeter of the Sun Deck, and Solarium to allow guests to easily access the windows, the chairs should all be facing outward. Deck chairs on the Compass Deck are to be moved to allow an easy traffic flow and viewing of the Glaciers.

### Music on Deck

No Live or Broadcasted Music can be Played on the Outer Decks During the Visitation to the Glaciers. However Background Music can be Played indoors in the Public Lounges.

### Live Music

Live music can not be performed in any of the public bar's lounges during the stay in the park.

### Future Cruise Sales (If Applicable)

The future cruise sales desk should be curtailed during the stay in the park.

## Hotel & Marine Department's / Operations Plan Glacier Bay National Park, Alaska

### In Cabin Movies

The Normal in Cabin Movie Schedule will not be Affected, Movies can be Broadcast as Normal.

### Physically Challenged Guests

An area on the port side of the Compass Deck forward is to be roped off and signs placed, for the Physically challenged guests, so that they may have an opportunity to view the glaciers. The amount of space to be reserved will depend on the amount of physically challenged guests that are on the sailing.

### Public Address System

The public address system is to be checked the day prior to the ships arrival to the Bay to ensure that the volume is sufficient for the guests to hear the Naturalists commentary.

Notices are to be placed at each public address system broadcast point to remind staff that no announcements are to be made during the visitation to the Glaciers.

### Bridge Camera

The video camera on the bridge is to be repositioned to view the port side, where the Glaciers will be, for those guests who elect to stay indoors or in their cabins.

### Bridge Microphone

A microphone will be needed for the Naturalist to perform the commentary on the bridge on both port and starboard sides. This should be available from the time they board until they leave the vessel.





Glacier Bay National Park and Preserve

Printed Materials Section

Sample Itinerary Change Letter

Cruise Directors Video Script

Captains Video Script

Sample Daily Cruise Compass

Sample Sinage

Sample Cabin Flier



CHANGE OF ITINERARY LETTER

Date

Dear Royal Caribbean Guest

Thank you for choosing to spend your vacation with Royal Caribbean. We strive to provide the best possible cruise experience and are delighted to inform you that on this cruise we have been awarded a permit to sail the \_\_\_\_ (ship) \_\_\_\_\_ into Glacier Bay National Park. As you might know, Glacier Bay is one of the World's greatest natural wonders and an extremely popular attraction on Alaska cruises.

We will sail through Glacier Bay on \_\_\_ (day/date) \_\_\_\_\_ from \_\_\_ (time) \_\_\_\_\_ visiting sights such as Tarr Inlet, Margerie Glacier, Grand Pacific Glacier, John Hopkins Inlet, and John Hopkins Glacier. Aside from this there are no other changes to the \_\_\_ (ship) \_\_\_\_\_ itinerary.

We hope you enjoy the incredible natural beauty of the park and the variety of wildlife that will hopefully be visible. Two Park Rangers will be aboard to explain the sights you will be seeing and an information desk will be set up in the Viking Crown Lounge. However, we do ask that you enjoy the grandeur of Glacier Bay by helping us preserve it for future generations.

Please remember nothing should be dropped overboard, and we ask that you do not feed the seabirds, mammals, or marine life that live in the bay. Not only is feeding the animals illegal, a non-natural food source introduced into Glacier Bay National Park upsets the natural environment in which the wildlife thrives. Glacier Bay National Park is a pristine natural treasure and at Royal Caribbean we are committed to doing our part to make certain it stays that way.

Permits to Glacier Bay are very carefully regulated and we're extremely pleased that when an additional permit became available, the National Park Service awarded it to Royal Caribbean. This will be a memorable voyage.

Welcome aboard the \_\_\_ (ship) \_\_\_\_\_ we look forward to sharing the experience with you.

\_\_\_\_\_  
Captain \_\_\_\_\_  
Master \_\_\_\_\_



CRUISE DIRECTOR'S VIDEO SCRIPT

CAPTAIN'S VIDEO SCRIPT



# CRUISE DIRECTOR VIDEO SCRIPT

## GLACIER BAY

Music up full

RCI logo

Music: soft nature

RCI/glacier bay logo

Music bed: soft nature

On camera talent:

Exterior Alaska

Hi I am your Cruise Director\_\_\_\_\_(name)\_\_\_\_\_ and on behalf of Royal Caribbean and the United States National Park Service I would like to congratulate you on your upcoming journey into Glacier Bay National Park and Preserve.

Wide shot  
Zoom-in m/s

You will be among the few who have had the opportunity to view one of the last pristine frontiers still accessible by a cruise ship.

Camera turn

The breath taking views and unforgettable glimpses of wildlife will paint memories you won't soon forget. These memories do come at a small price, and that is that we show the proper respect this national treasure truly deserves.

Royal Caribbean International has long been the leader in the cruise industry, in regards to caring for our environment. Our nationality recognized "Save the Waves" program is more than a slogan, it is a way of life for our employees, and in Glacier Bay you can be sure that we plan to be out doing our part to protect this magical place.

Build graphic "save waves" material

As for your part, we hope that you can appreciate the need to also help. Remember foremost:

Full page graphic:  
Item #1  
"do your part...."

"nothing should be thrown overboard"

Please, if you should see any loose debris please deposit it safely in the nearest receptacle. We

will eliminate most of the usual service items such as napkins, plastic straws, and paper cups which will not be available during our stay in the park.

In addition it is very important that we not feed the animals from the ship while we are in Glacier Bay. This is a National Park Service law designed to keep the animals from becoming dependent on non-natural food sources.

One special part of the environment we will protect is the natural quiet of this beautiful preserve. Organized shipboard activities will be curtailed at the request of the National Park Service, so that you can enjoy the full impact of this grand preserve.

So all that is left is to make our way into Glacier Bay National Park and then to leave it for the generations lucky enough to follow, just as pristine as we found it.....I am your Cruise Director \_\_\_\_\_(name)\_\_\_\_\_ and on behalf of all of us at Royal Caribbean International, and the U.S. National Park Service.....

Thanks for caring.  
, and have a wonderful day

Music out / onboard logo out

Full page graphic:  
item #2  
"don't violate law..."

Full page graphic:  
"quiet time..."

CD on camera

## CAPTAIN'S VIDEO SCRIPT

### GLACIER BAY

Good morning. I'm Captain \_\_\_\_\_ and it is my pleasure to welcome you to one of the greatest attractions of this beautiful state of Alaska—Glacier Bay National Park and Preserve.

It's especially fitting that \_\_\_\_\_(ship)\_\_\_\_\_ has been chosen to enter this environmentally sensitive area, because this ship was uniquely designed for just such an occasion.

I know you will want to join our officers, crew and staff in honoring the environmental respect Glacier Bay deserves. To assure the highest level of environmental safe keeping, \_\_\_\_\_(ship)\_\_\_\_\_ will observe maximum protective operations in three key areas:

First, water protection - - we will operate without discharging any effluent into the water. All garbage, trash and food waste will be safely stored for shoreside removal; treated sewage, dirty water, laundry water, shower and dishwashing water will all be contained for later treatment and disposal. No light plastic or paper product will be available on deck in order to eliminate any chance of accidentally being blown or dropped overboard.

Second, air protection - - Our engines are designed to meet the most up-to-date environmental standards. We are also running our engines on high quality marine diesel fuel, totally minimizing harmful emissions. We will run on greatly reduced power to further reduce the products of combustion. No incinerators will be operated during our stay in Glacier Bay.

And Third, noise pollution - - Activities and operations on board that generally create a noisy atmosphere will be closed for the day. The show rooms and other entertainment areas will have no bands or performances during our time in the Glacier Bay. No on-deck announcements will be broadcast other than those provided by the Park Rangers onboard. Underwater noise will be considered, too: we are operating our engines under strict vibration controls.

Protecting our environment is one way we can show our admiration of the natural wonders of Glacier Bay. I ask all of you to join us in showing, by our actions, a concern for the beauty of this area throughout our day in Glacier Bay.

Thank you and enjoy one of Alaska's most beautiful sites.



SAMPLE CRUISE COMPASS

Royal Caribbean Cruise Line

**CRUISING  
GLACIER BAY  
NATIONAL PARK AND  
PRESERVE  
10:00 a.m. - 8:00 p.m.**

# CRUISE COMPASS



*Legend of the Seas*

Tuesday, June 10, 1997



## Day Three



### D I N I N G   R O O M

**ALL GUESTS**  
7:30 a.m. - 9:30 a.m.

**CONTINUOUS SIT DOWN BREAKFAST**  
Romeo & Juliet Dining Room, Decks 4 & 5

**CONTINUOUS SEATING**  
11:30 a.m. - 2:00 p.m.

**LUNCHEON**  
Romeo & Juliet Dining Room, Decks 4 & 5

**CONTINUOUS SEATING**  
11:30 a.m. - 2:00 p.m.

**MAIN SEATING**  
6:00 p.m.

**AMERICA THE BEAUTIFUL DINNER**  
Romeo & Juliet Dining Room, Decks 4 & 5

**SECOND SEATING**  
8:15 p.m.

*Dress suggestion for this evening: BUSINESS SUIT or JACKET & TIE  
(Please note that Shorts & T-shirts are not permitted in the Dining Room at Dinner.)*

### ADDITIONAL DINING

6:30 a.m. - 8:00 a.m.	<b>Early Bird Coffee</b> - Windjammer Cafe, Deck 9.
7:00 a.m. - 11:00 a.m.	<b>Continental Breakfast</b> - Available in cabin. (place order card on your cabin door handle before retiring)
8:00 a.m. - 10:30 a.m.	<b>Late Risers Breakfast</b> - Windjammer Cafe, Deck 9.
12:30 p.m. - 2:00 p.m.	<b>Buffet Luncheon</b> - Windjammer Cafe, Deck 9.
3:30 p.m. - 4:30 p.m.	<b>Afternoon Tea</b> - Windjammer Cafe, Deck 9.
6:30 p.m. - 9:30 p.m.	<b>Alternative self Service Dinner</b> - Windjammer Cafe Portside, Deck 9. (Limited Menu)
11:30 p.m. - 12:30 a.m.	<b>Roman Garden Buffet</b> - Solarium, Deck 9.

**PIZZA IS SERVED IN THE SOLARIUM FROM 11:00 A.M. - 6:00 P.M.**

**GLACIER CLUB** - The Viking Crown is the highest bar afloat and has a unique 360 degree view. From here you can see for 16 miles in any direction. Come up and enjoy cocktails, complimentary hors d'oeuvres, and light music while witnessing a magnificent view. Join us tonight on Deck (11) from 5:15 p.m. - 6:15 p.m., and 7:30 p.m. - 8:15 p.m.

**CIGAR AFICIONADOS:** Enjoy smoking some of our great selection of cigars including fine Cuban cigars at the aft section of the Viking Crown Lounge, Deck 11 (Cigars available at the Viking Crown Bar & at the Champagne Bar)

**GUESTS 18 YEARS OF AGE AND OLDER ARE WELCOME IN CASINO ROYALE**

### BAR SERVICE HOURS

**SPECIAL DRINK  
OF THE DAY**



Hot Drinks - Alaskan Coffee  
Cold Drinks - Glacier Ice Tea  
**\$2.95**

Deck 9	<b>SOLARIUM</b>	9:00 a.m. - 8:00 p.m. 11:00 p.m. - 1:00 a.m.
Deck 4	<b>SCHOONER BAR</b>	9:00 a.m. - 2:00 a.m.
Deck 9	<b>FORWARD POOL BAR</b>	9:00 a.m. - 7:00 p.m.
Deck 11	<b>VIKING CROWN LOUNGE</b>	10:00 a.m. - 2:00 a.m.
Deck 4	<b>CHAMPAGNE BAR/TERRACE</b>	2:00 p.m. - 1:00 a.m.
Deck 5	<b>ANCHORS AWEIGH LOUNGE</b>	9:00 a.m. - 10:00 a.m. 5:30 p.m. - 6:30 p.m.
Deck 4	<b>THAT'S ENTERTAINMENT THEATER</b>	9:30 p.m. - 12:00 a.m.

**ALASKAN  
SOUVENIR MUG**  
As the Glacier breaks  
& the snow flows,  
warm up with Coffee  
or Hot Chocolate with  
any Liqueurs of your  
choice in our  
Alaskan Experience  
Coffee Mug  
for \$5.95 and the mug  
is yours to keep.

# EVENING - AT SEA

2:00 p.m. **SPA DEMONSTRATION** - Join our London Team and ask our fabulous SPA treatment only for you. FREE ShipShape dollar. Deck 9.  
 4:00 p.m. - 5:00 p.m. **SAILING JOHN HOPKINS INLET.**  
 5:00 p.m. - 6:00 p.m. **FRIENDS OF BILL W. MEETING** - Conference Room, Deck 3.  
 5:15 p.m. - 6:00 p.m. **PIANO MELODIES WITH MIKE YTURRALDE** - Viking Crown Lounge, Deck 11.

5:30 p.m. - 6:15 p.m. **THE ANCHORS AWEIGH LOUNGE PRESENTS**  
 10:30 p.m. - Midnight. Music for listening and dancing with our showband  
**ANCHORS AWEIGH LOUNGE, Deck 5** **"NORTHERN LIGHTS"**

6:30 p.m. - 10:30 p.m. **SHOPPING TIME** - Check out Today's Duty Free Special - Boutiques of the Centrum, Deck 5.  
 7:45 p.m. - 8:30 p.m. **GLACIER CLUB** - Complimentary hors d'oeuvres and Piano Melodies with **MIKE YTURRALDE** between 7:30 p.m. - 8:00 p.m. - Viking Crown Lounge, Deck 11.

7:30 p.m. - 8:30 p.m. Join entertainer **DIANE ANDERSON** for all your favorite musical requests & fun in the **SCHOONER PIANO BAR, Deck 4**  
 9:30 p.m. - 1:00 a.m.

7:30 p.m. **FAREWELL VIEWING OF GLACIER BAY.**  
 8:00 p.m. **LEGEND OF THE SEAS DEPARTS GLACIER BAY.**

7:45 p.m. - 8:30 p.m. **"DANCING IN THE CENTRUM"**  
 9:30 p.m. - Midnight **WITH OUR POPULAR TRIO**  
**CHAMPAGNE TERRACE, Deck 4** **"THE TAMI NOVAK TRIO"**

8:30 p.m. - 1:30 a.m. **CASINO ROYALE**  
 SLOTS and TABLES OPEN Slots/Blackjack/Roulette/Craps/Caribbean Stud Poker  
**CASINO, Deck 4** *(We kindly remind our guests to refrain from Cigar and Pipe smoking in the Casino)*

8:30 p.m. - 9:30 p.m. **THAT'S ENTERTAINMENT THEATER** 10:30 p.m. - 11:30 p.m.  
 MAIN SEATING *Proudly Presents* **HEADLINER SHOWTIME** SECOND SEATING  
 Deck 4 *Starring* **HAL FRAZIER** Deck 4  
*The Golden Voice of*  
**And Comedian**  
**DON WARE**

9:30 p.m. - 10:30 p.m. **BIG BUCKS BINGORAMA**  
**ANCHORS AWEIGH LOUNGE** *1st game will commence at 9:45 p.m. Jackpot \$1500*  
 Deck 5 *Win Cash Prizes with your Cruise Staff*

10:00 p.m. - 11:00 p.m. **BIG BAND, BALLROOM & SWING MUSIC** with by D.J. Robert - Viking Crown Lounge, Deck 11  
 11:00 p.m. - 2:00 a.m. **DANCING TO THE TOP DISCS** - Viking Crown Lounge, Deck 11.

11:00 p.m. - 1:00 a.m. **70's DISCO INFERNO**  
**VIKING CROWN LOUNGE** **DANCE TO THE HITS OF THE 70's**  
**WITH YOUR CRUISE STAFF**  
*"Learn to dance the Manhattan Skyline"*

10:00 p.m. - CLOSING **CASINO LATE NIGHTCAP**  
**CASINO ROYALE, Deck 4** *Come and try your luck on our late Nightcap with a taste of Coffee, Cappuccino, or Hot Chocolate and a liqueur of your choice for \$2.95*

## HEADLINER SHOWTIME

Starring  
**HAL FRAZIER**  
 And  
**DON WARE**

8:30 P.M. (Main Seating)  
 10:30 P.M. (Second Seating)  
**THAT'S ENTERTAINMENT THEATER,**  
 Deck 4

## BINGORAMA

9:30 P.M.  
**ANCHORS AWEIGH**  
**LOUNGE, Deck 5**  
**First Game Commences**  
**at 9:45 P.M.**

**CASINO ROYALE**  
**OPEN FOR YOUR GAMING**  
**PLEASURE**  
 8:30 p.m. - 1:30 a.m.

## 70's DISCO INFERNO

Dance back into the 1970's and  
 do the Bump, the Hustle and  
 Saturday Night Fever.  
 11:00 P.M. - 1:00 A.M.  
**VIKING CROWN LOUNGE, Deck 11**

## SEMI-FORMAL PORTRAITS

5:00 P.M. - 9:00 P.M.  
 10:00 P.M. - 11:00 P.M.  
**Deck 5**

## GUEST SERVICES

Beauty Salon (Dial 4850) Sauna Massage Service Deck 9	8:00 a.m. - 8:00 p.m. 8:00 a.m. - 8:00 p.m.
Boutiques of the Centrum Deck 5	6:30 p.m. - 10:30 p.m.
Casino Royale, Deck 4 Slots	8:30 p.m. - 1:30 a.m. 8:30 a.m. - 10:00 a.m. 8:30 p.m. - 1:30 a.m.
Golf Course Tee Times Clubhouse (Dial 4861), Deck 10	9:30 a.m. - 5:00 p.m.
Library, Deck 7	10:00 a.m. - 12:00 Noon 2:00 p.m. - 4:00 p.m.
Medical Facility Open Daily (Dial 51), Deck 1	9:00 a.m. - 12:00 Noon 2:00 p.m. - 6:00 p.m.
Doctor's Regular Hours	9:00 a.m. - 10:00 a.m. 5:00 p.m. - 6:00 p.m.
After Hours Nurse on Call In Extreme Emergency Only	Dial 51 DIAL 911
Photo Gallery, Deck 6	9:00 a.m. - 1:00 p.m. 4:30 p.m. - 11:00 p.m.
Semi Formal Portraits	5:00 p.m. - 9:00 p.m. 10:00 p.m. - 11:00 p.m.
Purser's Office, Deck 5 (Dial 0)	Open 24 Hours
Radio Station (Dial 57)	7:00 a.m. - Midnight
Room Service/Bell Station (Dial 53)	Open 24 Hours
ShipShape Center/Boutique Deck 9	8:00 a.m. - 8:00 p.m.
Shore Excursion Desk, (Dial 59), Deck 5	
Direct Sales	8:00 a.m. - 10:00 a.m. 7:00 p.m. - 8:30 p.m.
Swimming Pools, Deck 9	7:00 a.m. - 7:00 p.m.

### BEAUTY SALON

Please give 24 hour notice of cancellation to avoid a 50% charge.

### INTERNATIONAL HOST'S FOREIGN LANGUAGE ASSISTANCE HOURS

SEA DAYS 10:00 a.m. - 12:00 p.m.

4:00 p.m. - 5:00 p.m.

PORT DAYS 8:00 a.m. - 9:00 a.m.

4:00 p.m. - 5:00 p.m.

Available in the Butterfly Court, Deck # 8.

### SHIP'S PHONE & FAX NUMBERS

Telephone - 011 872 126 0103

Facsimile - 011 872 1260104

Telex - (582) 126 0103

### WAKE UP CALL

To program a wake up call on your telephone, just dial:

56 + four digits of time you wish to wake up.  
Number 1 for A.M., Number 2 for P.M.

### FOR EXAMPLE

6:00 a.m. = 56 + 0600 + 1

10:45 a.m. = 56 + 1045 + 1

7:00 p.m. = 56 + 0700 + 2

3:30 p.m. = 56 + 0330 + 2

To Cancel = 56 + 0000 + 1

## SUPERCHARGE

We kindly request that all guests who have not yet established credit for their SuperCharge account, to do so at the Purser's Desk, Deck 5.

### ANNOUNCEMENTS IN CABINS

Please be advised that you are able to control non-emergency announcements coming into your cabin by using the "Info-Channel" control knob, located near the vanity. For more information, please contact your cabin steward or stewardess.

### LIBRARY

Come in and enjoy the Legend of the Seas Library, where you can find over 2,000 Selections offering a wide choice of Travel, Beauty and Health, Sports, Arts, Biographies, Science Fiction, General Fiction, and Children's Books. Located on the Starboard Side of the Centrum, Deck 7. The room is open 24 hours a day, and books may be checked out according to hours posted in the Cruise Compass.

### PLEASE NOTE . . . .

Post Cards, Postage Stamps and Souvenir Mini Menus are available at the Purser's Desk, Deck 5.

### TEST YOUR KNOWLEDGE

Daily Trivia sheets are available in the Library from 10:00 a.m. - 4:00 p.m. Answers will be posted in the Library from 3:00 p.m. - 4:00 p.m. Good Luck!

### PLEASE DO NOT RESERVE SEATS

In consideration to others, please do not reserve chairs on deck or in lounges for a later time.

### RADIO AND TAPE RECORDERS

Please do not play (unless operated by headphones), Radios or Tape recorders on open decks or in public areas.  
*Thank you for your cooperation.*

### WOULD YOU LIKE TO FIND OUT WHAT'S GOING ON AT THE OFFICE? CALL!!!

It's easy. For calls to the United States and Canada dial 87 + 0 + Area Code + Number directly from your cabin. Rates and instructions may be found in the Guest Service Directory in your cabin.

### HAVE YOU FOUND THE CHAMPAGNE BAR YET?

The Champagne Bar on Deck 4 is a truly elegant and intimate lounge where a fine selection of Champagne is served. If you wish, Sevruga and Osetra Caviars or Pate de Foie Gras, with traditional accompaniment, are also available to tempt your palate. After dinner come and visit for a speciality coffee.

### REMINDER

*Alcoholic beverages are not allowed to be served to any guests under the age of 21 in Alaskan waters.*

### INFORMAL GAMES

Available in the Card Room, Centrum Deck 7.

### FILM PROCESSING SERVICE

Drop your films off in one of the "Film Drop Boxes" located in the Photo-Gallery, Deck 6 or at the Purser's Desk before 6:00 p.m., and collect them in the Photo-Gallery the next evening.

*"Don't tell them how the cruise was, show them!!"*

### PHOTO GALLERY

Don't forget - Your last chance to purchase film and battery for Hubbard Glacier is 2:00 p.m. - 3:00 p.m. on the Poolside, Deck 9.

### VANCOUVER DEBARKATION QUESTIONNAIRES

We kindly request that guests complete the debarkation questionnaire and return it to your Cabin Steward by this evening. You may leave it in the cabin for your Cabin Attendant to collect. This will enable us to provide you with the correct luggage tags on leaving the ship in Vancouver. Thank you for your co-operation.



# MORNING - AT SEA

8:00 a.m. - 8:20 a.m. **SUNRISE STRETCH CLASS** - With your Cruise Staff in the Anchors Aweigh Lounge, Deck 5. \$  
 8:20 a.m. - 8:40 a.m. **TOTAL BODY TUNE UP** - With your Cruise Staff in the Anchors Aweigh Lounge, Deck 5. \$  
 8:45 a.m. **GUTBUSTERS** - With your ShipShape Director - Anchors Aweigh Lounge, Deck 5. \$  
 9:00 a.m. - 4:00 p.m. **TODAY'S TRIVIA** - Pick up your copy of today's trivia in the Library. Complete it at your leisure, then check your answers at the Library.  
 9:00 a.m. **MAKE-UP DEMO** - Learn the latest make-up techniques with our make artist - SPA, Deck 9 Aft.  
 9:00 a.m. - 9:45 a.m. **STEP CLASS** - With your Fitness Director - ShipShape Center, Deck 9 Aft. \$

9:30 a.m. **\* TEAM TRIVIA \***  
 ANCHORS AWEIGH LOUNGE A FUN QUIZ WITH YOUR CRUISE STAFF

9:30 a.m. - 10:00 a.m. **SERVICE CLUBS MEETING** - Members of all clubs are invited. Schooner Bar, Deck 4.  
 9:30 a.m. Sharp! **WALK-A-THON CONTINUES** - Meet the Cruise Staff, Deck 9 Aft for a healthy 20 minute walk. \$ (weather permitting)  
**REMINDER:** THE SPORTS DECK WILL BE CLOSED DURING CRUISING GLACIER BAY.

9:45 a.m. **\* ENRICHMENT LECTURE \***  
 THAT'S ENTERTAINMENT THEATER "JUNEAU" Gold, Glacier and Government"  
 Deck 4 with Dr. Paul Howard

**10:00 a.m. - 8:00 p.m. CRUISING GLACIER BAY**  
 Glacier Bay is one of Mother Nature's most beautiful creations. In order for you to enjoy the spectacle to its fullest, RCCL has scheduled a day long series of lectures, presentations, and on deck commentary to enhance your appreciation of this natural marvel.  
 We will suspend most activities during the day, as we invite all guests to the open decks to observe the transit through Glacier Bay.  
 A commentary, by the National Park Service, over the P/A system will be given during the transit. This commentary will be available in your stateroom over T.V. channel 18.  
 For our Physically Challenged Guests, there will be a special viewing area reserved on the open deck. Your Room Steward will be pleased to assist you.

**PLEASE NOTE THAT NO OTHER P.A. ANNOUNCEMENTS WILL BE HELD DURING THE TRANSIT OF GLACIER BAY. GUESTS ARE REQUESTED TO REFER TO THE CRUISE COMPASS FOR INFORMATION.**

10:00 a.m. **CORRECTIVE SKIN CARE DEMONSTRATION** Dark Circles, Puffy Eyes, Fine Lines? Want to remove those problem? Then come to the SPA, Deck 9 for our seminar.  
 10:00 a.m. - 12:00 p.m. **THE LIBRARY IS OPEN** - Centrum, Deck 7.  
 10:00 a.m. **LEGEND OF THE SEAS ENTERS GLACIER BAY.**  
**HOT BEVERAGES WILL BE AVAILABLE TO ALL GUESTS ON DECK.** Throughout the day.  
 11:00 a.m. **NAIL SEMINAR** - Broken, Brittle and Peeling nails?, Come join our informative talk to correct their problems. SPA, Deck 9  
 11:00 a.m. - 11:45 a.m. **TOTAL BODY CONDITIONING** - in the ShipShape Center, Deck 9 Aft.  
 11:00 a.m. **A SPECIAL "GLACIER BAY INFORMATION CENTER"** - Will be located in the Viking Crown Lounge, manned by a Park Service Ranger who can answer your questions. A special "Glacier Bay Exhibit" and informational publications will be available as well. Souvenirs Available - Cash Sales Only.

10:30 a.m. - 11:15 a.m. **SLIDE PRESENTATION BY THE NATIONAL PARK SERVICE RANGER** - For Main Sitting Guests. That's Entertainment Theater, Deck 4.  
 11:30 a.m. - 12:15 p.m. **SLIDE PRESENTATION BY THE NATIONAL PARK SERVICE RANGER** - For Second Sitting Guests. That's Entertainment Theater, Deck 4.

11:45 a.m. - 12:30 p.m. **PIANO MELODIES WITH MIKE YTURRALDE** - Champagne Terrace, Deck 4.  
 12:00 p.m. (Approx.) **BE UP ON DECK FOR AN ONGOING COMMENTARY OVER THE PUBLIC ADDRESS SYSTEM BY THE NATIONAL PARK SERVICE RANGER.**  
 1:30 p.m. - 3:30 p.m. **SAILING TARR INLET AND VIEWING MARGERIE AND GRAND PACIFIC GLACIERS.**

**PLEASE HELP US TO "SAVE THE WAVES"  
 BY NOT THROWING ANYTHING OVER-  
 BOARD. YOUR HELP AND CONCERN WILL  
 BE GREATLY APPRECIATED BY OUR FUTURE  
 GENERATIONS.**

**TODAY'S DUTY FREE  
 SPECIAL!  
 ITS OUR ONE DAY ONLY  
 SALE A GREAT SELEC-  
 TION OF BINOCULARS  
 AND ALASKAN MER-  
 CHANDISE ALL AT DUTY  
 FREE PRICES.  
 POOL DECK  
 9:00 A.M. - 4:00 P.M.  
 (Weather Permitting)**

**EVENING - AT SEA**

**Tuesday**

4:00 p.m. - 5:00 p.m.	<b>SAILING JOHN HOPKINS INLET.</b>	
4:30 p.m. - 10:30 p.m.	<b>SHOPPING TIME</b> - Check out Today's Duty Free Special - Boutiques of the Centrum, Deck 5.	
5:00 p.m. - 6:00 p.m.	<b>FRIENDS OF BILL W. MEETING</b> - Conference Room, Deck 3.	
5:30 p.m. - 6:00 p.m.	<b>HONEY MOONERS GET TOGETHER</b> - Anchors Aweigh Lounge, Deck 5.	
7:30 p.m.	<b>FAREWELL VIEWING OF GLACIER BAY.</b>	
8:00 p.m.	<b>LEGEND OF THE SEAS DEPARTS GLACIER BAY.</b>	
7:45 p.m. - 8:30 p.m.	<b>GLACIER CLUB</b> - Complimentary hors d'oeuvres and Piano Melodies with <b>MICHAEL YTURRELDE</b> between 8:00 p.m. - 8:30 p.m., Viking Crown Lounge, Deck 11.	
7:45 p.m. - 8:30 p.m.	<b>PIANO BAR COCKTAILS</b>	<b>SCHOONER BAR</b>
9:30 p.m. - 12:30 a.m.	Join Entertainer <b>BRIAN BLATZ</b> for all your favorite musical requests and fun in the <b>SCHOONER PIANO BAR</b> , deck 4.	Deck 4
8:00 p.m. - 9:00 p.m.	<b>ART HOSPITALITY DESK</b> - Meet our friendly auctioneer Yoash and select your favorite artworks for the next auction, Deck 6 Fwd. (across from cabin 6500).	
8:00 p.m. - 8:30 p.m.	<b>CHAMPAGNE DANCE TIME</b>	<b>CHAMPAGNE TERRACE</b>
9:45 p.m. - 12:00 a.m.	Dance to your favorite tunes and enjoy a delicious glass of champagne with <b>"THE SHARRON ANDREWS TRIO"</b>	Deck 4
8:00 p.m. - 2:00 a.m.	<b>CASINO ROYALE</b>	8:00 p.m. - 2:00 a.m.
<b>SLOTS OPEN</b>	Slots/Blackjack/Roulette/Craps/Caribbean Stud Poker	<b>TABLES OPEN</b>
Deck 4.	<i>(We kindly remind our guests to refrain from Cigar and Pipe smoking in the Casino.)</i>	Deck 4
8:30 p.m. - 9:30 p.m.	<b>ROYAL CARIBBEAN INTERNATIONAL presents</b>	10:30 p.m. - 11:30 p.m.
<b>MAIN SEATING</b>	<b>The Wave Revue Singers and Dancers in</b>	<b>SECOND SEATING</b>
Deck 4	<b>*MAKE MINE BROADWAY*</b>	Deck 4
9:30 p.m. - 10:30 p.m.	<b>* BIG BUCKS BINGORAMA &amp; HORSE AUCTION *</b>	<b>ANCHORS AWEIGH</b>
<b>ANCHORS AWEIGH LOUNGE</b>	<i>1st game will commence at 9:45 p.m. Jackpot over \$1,000</i>	<b>LOUNGE, Deck 5</b>
Deck 5	Win Cash Prizes with your Cruise Staff. Bid on a Horse and get ready for the Legend Derby Race on Friday!	
10:00 p.m. - 11:00 p.m.	<b>CIGAR APPRECIATION HOUR</b>	<b>VIKING CROWN LOUNGE</b>
	Calling all cigar aficionados to join us in the Aft section of the Viking Crown Lounge to enjoy the finest selection of Cuban cigars together with after dinner liquers, premium French cognacs and complimentary Petit fours.	Deck 11 (Aft section, Portside only)
10:00 p.m. - 11:30 p.m.	<b>BIG BAND, BALLROOM &amp; SWING MUSIC</b> with D.J. John - Viking Crown Lounge, Deck 11.	
10:45 p.m. - 11:30 p.m.	<b>GAME SHOW: MAJORITY RULES!</b>	<b>ANCHORS AWEIGH LOUNGE</b>
	Join your Cruise Staff for fun, excitement and prizes!	Deck 5.
11:30 p.m. - 1:00 a.m.	<b>* 70'S DISCO FEVER *</b>	<b>VIKING CROWN LOUNGE</b>
	Party with your Cruise Staff to the Hits of the 70's! Special appearance by the <b>VILLAGE PEOPLE</b> after midnight!	Deck 11
11:30 p.m. - 12:15 a.m.	<b>COCKTAIL DANCE MUSIC</b>	<b>ANCHORS AWEIGH LOUNGE,</b>
	Music for listening and dancing with our showband <b>"FOREIGN EXCHANGE"</b>	Deck 5
1:00 a.m. - 2:00 a.m.	<b>DANCING TO THE TOP DISCS</b> - With D. J. John - Viking Crown Lounge, Deck 11.	

**ROYAL CARIBBEAN PRODUCTIONS**

**Wave Revue Presentation**

**\*MAKE MINE BROADWAY\***

*Starring*

**THE WAVE REVUE SINGERS AND DANCERS**

**8:30 P.M. (Main Seating)**

**10:30 P.M. (Second Seating)**

**THAT'S ENTERTAINMENT THEATER,**

**Deck 4**

**BINGORAMA**

**9:30 P.M.**

**First Game Commences**

**at 9:45 P.M.**

**ANCHORS AWEIGH LOUNGE,**

**Deck 5**

**SPA SPECIAL**

**BODY BLITZ:**

Free exfoliation treatment  
with every full body massage

**Spa, Deck 9**

**WILL YOUR SHIP COME IN TONIGHT?**

WHY NOT TRY OUR  
**"FREE CRUISE" JACKPOT MACHINE**  
**IN CASINO ROYALE - ON DECK 4.**

**GOOD LUCK!**

**SEMI-FORMAL PORTRAITS**

**5:00 P.M. - 9:00 P.M.**

**10:00 P.M. - 11:00 P.M.**

**Deck 5**



SAMPLE SINAGE

**• Protect the Animals •**

Please help us to protect the Animals of Glacier Bay

**• Please Do Not •**

Introduce any Non-Natural Food Food Source into the Bay

**• Please Do Not •**

Feed Any of the Birds or Mammals

*Together we can make a Difference*

**• Important •**

**Please Do Not Throw Anything Overboard**

The National Park Service and Royal Caribbean ask that you help protect and preserve the fragile ecosystem of Glacier Bay by not Throwing Anything overboard While we are in the park.

Together we can preserve the natural beauty of  
Glacier Bay for our Future Generations



SAMPLE CABIN FLIER



# **For Guests with Disabilities**

Royal Caribbean addresses the needs of guests with disabilities by providing specially configured staterooms, wide corridors, functional bathroom facilities, and by offering special devices to aid the hearing and visually impaired.

## **Special Stateroom Features**

### **on Vision- and Sovereign-Class Vessels**

- Conveniently located near elevators.
- Inside and outside locations in a full range of categories
- Sized from 298 square ft. – 251 square ft.
- Deluxe staterooms feature 74 square foot verandahs.
- Wide doors allow unrestricted movement in and out of rooms
- Flat floors permit easy bathroom access
- Five-foot turning radius in sleeping areas, bathrooms and sitting areas
- Rooms are equipped with portable phones.

## **Functional Bathrooms**

- Extra space and wide doors for wheelchair maneuverability
- Handrails
- Built-in shower stools
- Lowered sink and vanity
- Raised toilet seats

## **Spacious Corridors**

- Wide enough for wheelchairs to make a 180 degree turn.
- Doors to outdoor areas open automatically with the touch of a button.
- Terraced public rooms utilize gradual inclines instead of steps.
- Ramps installed for passenger accessibility.

## **For The Hearing Impaired**

- Listening device kits, available at the Purser's Desk
- Strobe light door knocker
- Strobe light telephone ringer
- Amplifier for telephone
- Alarm clock with under mattress or pillow vibrator
- FM sound receivers available in theaters for sound enhancement.

## **Preparation for entering Glacier Bay National Park:**

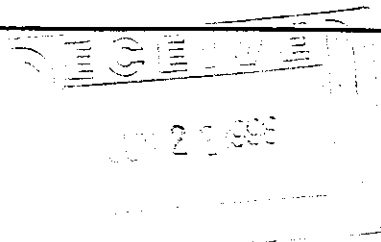
1. Upon boarding, all passengers will find a flyer giving the history of Glacier Bay in their cabin.
2. When the cabin stewards complete cleaning each room on Monday morning, the flyer "Traveling Through Time" will be left in each cabin to further educate our guests.
3. The bridge camera will be repositioned to view the port side showing the glaciers and the Park Ranger's narration from the bridge.
4. The Public Address system will be checked for volume during our turnaround in Vancouver.
- ★ 5. An area will be located on the port side, on the outer decks, reserved for guests in wheelchairs.
6. Guests with balcony cabins will be able to hear the NPS Ranger commentary via channel 18 in their cabins.
7. Early in the morning, prior to arrival at Glacier Bay, all deck chairs, lounges and tables will be repositioned to face outward, and moved away from the railings on decks 9 & 10 for optimal viewing.
  
8. A video of the captain will be played on a continuous loop throughout the first sea day informing guests of the environmental procedures which Royal Caribbean International is taking for the visit to Glacier Bay.
9. At the evening at turn down, the night prior to entering Glacier Bay, the flyer "Inside Glacier Bay" and two notices "Please Do Your Part" and "Don't Violate the Law", will be placed in each cabin and also at the Purser's Desk.
10. Both notices, "Please Do Your Part" and "Don't Violate the Law", are also included on the video loops shown on the vessel's TV broadcasting system.
11. Both notices, "Please Do Your Part" and "Don't Violate the Law", (in an enlarged format) are secured to the railings on the open decks while in Glacier Bay.

12. The Captain will make an address to all officers and crew to advise them of the importance of our visits to Glacier Bay, and the issue of assuring that nothing is thrown/blown overboard by either crew or guests.
13. Extra cleaners will be assigned to roam the open decks to collect any trash our guests might wish to discard.
14. Coffee service will be available by the pool bar, however, non-disposable service items will be used.
15. Crew members will monitor Promenade Deck for any possible debris that could fall overboard.
  
16. The seamen and officers who assist the Rangers on and off their boat, will wear life jackets and harnesses.
17. An optional information table will be set up in the Solarium, port side.
18. A cordless microphone will be provided on the bridge to provide the Ranger with greater mobility.
19. A member of the cruise staff will be located in the Viking Crown to assist the Ranger with questions from guests regarding the ship.



# Royal Caribbean Cruises Ltd.

1050 Caribbean Way, Miami, Florida 33132-2096  
305 / 539-6000 FAX 305 / 374-7354 TDD 305 / 539-4440



## COMMERCIAL INVOICE

**Consignee:** National Park Service  
**Attention:** J.M. Brady - Superintendent  
**Address:** 2525 Gambell Street, Room 107  
Anchorage, Alaska 99503-2892

**Date:** 6/19/98  
**Telephone:** 1.907.697.2230  
**Telex:** \_\_\_\_\_

<u>Units</u>	<u>Country of MFG</u>	<u>Complete Detailed Description of Goods</u>	<u>Unit Value</u>	<u>Sub Total</u>
1 of 2	USA	BINDER-DOCUMENTS	1	1

**Total Pkgs.:** 1 of 2

**Total Value:** 1

**Total Weight:** \_\_\_\_\_

These commodities licensed by the U.S. for ultimate destination \_\_\_\_\_  
Diversion contrary to U.S. law prohibited.

I/We hereby certify that the information on this invoice is true and correct and that the contents of this shipment are as stated above. I/We do hereby authorize UPS Corporation to execute any additional documents necessary for the export of merchandise described herein on my/our behalf.

**Signature:** *Michael Ronan* **MICHAEL RONAN**  
**DIRECTOR,**  
**Title:** SHORE EXCURSION PROGRAMS  
& DESTINATION DEVELOPMENT  
**Date:** 6/19/98



# Royal Caribbean Cruises Ltd.

1050 Caribbean Way, Miami, Florida 33132-2096  
305 / 539-6000 FAX 305 / 374-7354 TDD 305 / 539-4440

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These commodities licensed by the U.S. for ultimate destination \_\_\_\_\_  
Diversion contrary to U.S. law prohibited.

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**Signature:** *Michael Bonan* **MICHAEL BONAN**

**Title:** DIRECTOR,  
SHORE EXCURSION PROGRAMS  
& DESTINATION DEVELOPMENT

**Date:** 6/19/98



# Royal Caribbean Cruises Ltd.

1050 Caribbean Way, Miami, Florida 33132-2096  
305 / 539-6000 FAX 305 / 374-7354 TDD 305 / 539-4440

## COMMERCIAL INVOICE

**Consignee:** National Park Service

**Date:** 6/19/98

**Attention:** J.M. Brady - Superintendent

**Telephone:** 1.907.697.2230

**Address:** 2525 Gambell Street, Room 107

**Telex:** \_\_\_\_\_

Anchorage, Alaska 99503-2892

<u>Units</u>	<u>Country of MFG</u>	<u>Complete Detailed Description of Goods</u>	<u>Unit Value</u>	<u>Sub Total</u>
1 of 2	USA	BINDER-DOCUMENTS	1	1

**Total Pkgs.:** 1 of 2

**Total Value:** 1

**Total Weight:** \_\_\_\_\_

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**Signature:** *Michael Roman*  
**MICHAEL ROMAN**

**Title:** DIRECTOR,  
SHORE EXCURSION PROGRAMS  
& DESTINATION DEVELOPMENT

**Date:** 6/19/98



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**MICHAEL ROMAN**

**Title:** DIRECTOR,  
SHORE EXCURSION PROGRAMS

**Date:** 6/19/98  
& DESTINATION DEVELOPMENT



## **INSERT FOR GLACIER BAY ITEM 5B**

Royal Caribbean International's Pollution Minimization Plan for Glacier Bay is comprised of the following elements:

- The Safety and Quality Management (SQM) system Environmental Compliance Manual. This manual includes the companies waste management plan, self-assessment and auditing guidelines. (attached)
- The SQM Shipboard Oil Pollution Emergency Plan (SOPEP) which includes procedures and policy to respond to any shipboard event that may result in an internal or external release of oil. (attached – RHAPSODY OF THE SEAS only)
- Modifications to the SQM Environmental Compliance Manual for Alaskan waters that have been presented to US EPA Region 10 and the State of Alaska. (attached)
- Further operational restrictions to ships operating within the confines of Glacier Bay. (attached)

Answers to National Park Service questions regarding Royal Caribbean processes and procedures are also attached for your information.

Royal Caribbean International has taken measures which go beyond law and regulation to further minimize or eliminate environmental impacts while operating in the park. Company policy implementation is evaluated through a regular series of shipboard, corporate and external environmental audits.

### **1. Stack emissions.**

Royal Caribbean intends to operate its newest class of ships in the park to take advantage of the most recent advances in technology. The VISION class of ships will be able to almost always operate below the opacity levels established by regulation. The LEGEND OF THE SEAS (LEGEND), in service since May 16, 1995, and RHAPSODY OF THE SEAS (RHAPSODY), in service since May 19, 1997, operated in Alaska in 1997 without any violations of emissions' regulations.

Starting in the 1999 cruise ship season, VISION OF THE SEAS (VISION), in service April 28, 1998, will replace LEGEND in Alaskan service. Each ship monitors stack emissions with closed circuit TV and burns only diesel/ gas distillate to minimize engine emissions while in the park (engine emissions make up 90% of all stack emissions). To further reduce stack emissions, no incinerators or boilers will be operated in the park. Mechanical modifications

have been made to the Wartsila 46 engines so that the engine's timing may be changed to further reduce NO<sub>x</sub> emissions.

2. Discharge into park waters.

Royal Caribbean strictly prohibits the discharge into the waters of the park of any solid or liquid substances, which may negatively affect marine and coastal resources. This includes grey water, black water, oily water separator treated water, incinerator ash, etc.

To illustrate the extent, to which Royal Caribbean has gone to minimize the adverse affect of shipboard discharges in Alaskan waters, every component of the grey water has been carefully evaluated. \$700,000 has been spent to modify all photo shop equipment to prevent any grey water discharge. No print shop, dry cleaning or paint products are allowed to enter the grey water. All deck and superstructure cleaners have been evaluated to minimize any environmental impact. A plan was presented to US EPA Region 10 and the State of Alaska – they both agreed with Royal Caribbean's intended activities.

3. Underwater noise.

As underwater noise at a ship speed of less than 10 knots is primarily a function of internal machinery or activities, design and operational features have been incorporated to minimize noise propagation.

Internal activities have been curtailed or cancelled (public address announcements, closing casinos, shops etc.). All engines, fans, pumps and compressors are shock mounted to minimize noise generation. Silencers have been installed in all ventilation duct systems. Floating floors, damping layers and special mountings of partition walls and panels have been used in a coordinated noise abatement system.

4. Wildlife protection.

All crewmembers are trained to avoid feeding or disturbing marine mammals and sea birds. Glacier Bay Hotel and Marine Operations instructions have been prepared and used to explain the reasons for these policies. These policies also regulate the operation of the ship in regards to bow and stern thruster operation and minimizing maneuvering. Ship tracklines have been laid out on nautical charts to avoid areas such as the harbor seal pupping areas.

5. Litter overboard.

Additional signage is posted throughout weather decks to obtain passenger participation in litter prevention measures. The **Save-The-Waves** program has been explained to every crewmember and passenger to ensure nothing is discharged overboard. Every crewmember that comes in contact with a passenger wears a Save-The-Wave button on his/ her uniform as a constant visual reminder.

6. Interference with park enjoyment (music, public address announcements, other noise).

Limiting weather deck public address announcements and eliminating any music broadcasts minimizes noise pollution. Restricting operations has eliminated other noise generation (such as laundry steam piping hammer).

7. Helicopter noise and intrusion.

No helicopter operations are used in conjunction with Glacier Bay ship visits.

8. Baseline Data Gathering.

No baseline data gathering operations have been planned during park visits.





## Marine Operations

### ROYAL CARIBBEAN INTERNATIONAL ALASKA DISCHARGE POLICY

1. The grey water discharge policy for ships operating on Alaskan itineraries has been modified as follows:
  - No paints, thinners, dry cleaning machine or steam press liquid waste, photo lab liquid waste (including rinse water), print shop liquid waste, incinerator ash container wash water or engine space liquid wastes are allowed to be discharged into the grey water system.
  - Double-bottom tank cleaning water may only be discharged when the ship is beyond 12 nautical miles.
  - Grey water may not be discharged within 3 nautical miles of land except as permitted below.
  - Except in Glacier Bay National Park, where no grey water may be discharged, the following waste streams are considered components of the grey water system which may be discharged overboard inside three nautical miles from land as long as the ship is beyond 3 nautical miles from port and underway making at least 4 knots.
    - Swimming pool water
    - Public whirlpool water
    - Rinse water from cleaning or charging diving equipment
  - The following waste streams are components of the grey water system which may be discharged anywhere, including in port, except in Glacier Bay:
    - Exterior deck and superstructure wash water
    - Interior deck washings having overboard drains
2. Black water discharge policy given in 3.8.8 of the Environmental Compliance Manual, for ships operating on Alaskan itineraries, has been modified as follows:

## Royal Caribbean International Alaska Discharge Policy

- Treated black water may be discharged overboard inside 12 nautical miles from land as long as the ship is beyond three nautical miles from port and underway making at least 4 knots **only** if the tank capacities reach the high level limit, or the stability of the ship is compromised, and there is no shoreside disposal facility available which is acceptable to SVP Marine Operations. If treated black water is discharge inside 12 nautical miles from land, the times and locations of the starting and stopping of the discharge shall be entered in the Deck Log Book and SVP Marine Operations notified immediately of the details by e-mail or other best available means.
  - Treated black water may not be discharged within Glacier Bay National Park.
  - Untreated black water and residue from the treatment system may only be discharged when the ship is underway making at least 4 knots and beyond 12 nautical miles from land.
3. The log entry requirements of the SQM Environmental Compliance Manual remain in effect.

## **MARINE OPERATIONS OPERATIONAL RESTRICTIONS GLACIER BAY**

1. Stopping Overboard Discharges. Five miles before the ship arrives at the entrance to Glacier Bay National Park, the Bridge Watch Officer shall notify the Engine Watch Officer and all Black Water, Grey Water, Oily Water Separator and swimming pool circulation overboard discharges are to be stopped. This notification is to be logged in both the Deck and Engine Logbooks. No discharges overboard are to be allowed within the confines of Glacier Bay (other than normal engine or condenser cooling water) without the express permission of the Chief Engineer.
2. Changing Diesel Engine Fuel. Five miles before the ship arrives at the entrance to Glacier Bay National Park, the Chief Engineer shall be notified so that an evaluation of the electrical load can be made to determine the number of operating diesel engines. Where possible the number of engines shall be minimized, the load kept as high as possible to reduce engine emissions, and the engines switched from Marine Fuel Oil to Diesel Oil. Within the confines of Glacier Bay National Park, additional engines are not to be started without the express permission of the Chief Engineer.
3. Stopping Incinerator Operation. Five miles before the ship arrives at the entrance to Glacier Bay National Park, the Engine Watch Officer shall order and log the stopping of all incinerator operation. No incinerators may be started within the confines of Glacier Bay and they should not be restarted until one half hour after the ship leaves the Park.
4. Deck Signage. Five miles before the ship arrives in Glacier Bay National Park, signs should be prominently displayed on deck to inform the passengers that they should not attempt to feed any wildlife nor throw anything overboard. Signs shall be acrylic or like nature.
5. Ceasing Topside Announcements and Activities. Once the ship enters the confines of Glacier Bay National Park, no Public Address system announcements are to be made topside unless authorized by the Park Ranger. Emergency announcements can be made with the express permission of the Master. The ship's whistle shall not be used without the express permission of the Master. All maintenance on open decks is to stop: no chipping, painting and washing is to be conducted within the confines of Glacier Bay.
6. Ships Maneuvering. Ship tracklines within the confines of Glacier Bay National Park shall be devised to minimize the amount of maneuvering that must be accomplished. From the mouth of Glacier Bay to a line drawn between the northern tip of Strawberry Island to the northern tip of Lars

Island, speeds shall be maintained less than 10 knots and the ship is to be at least one mile from shore. Where possible lower speeds should be used to minimize noise propagation and disturbances to wildlife. This is not intended to inhibit the Master's ability to maneuver the ship as necessary to prevent an unsafe situation from occurring.

# **ANSWERS TO NATIONAL PARK SERVICE (NPS) QUESTIONS REGARDING GLACIER BAY POLLUTION PREVENTION PLANS**

August 6, 1997

[Questions are answered in the order presented at the Juneau, Alaska NPS meeting of June 24-25, 1997]

## **1. Air Quality: What measures can be taken to reduce stack emission opacity and potential contaminant level?**

### **a. What operating conditions can be used to reduce stack emissions and how effective are they?**

- (1) Royal Caribbean operates two ships in Glacier Bay National Park; LEGEND OF THE SEAS (Legend) and RHAPSODY OF THE SEAS (Rhapsody). Both ships have the same diesel engine (Wartsila 46) which is used for main propulsion and electrical generation. Neither ship has auxiliary diesel engines.
- (2) The Wartsila 46 engine is operated at a constant 514 rpm which minimizes stack emissions. When both Legend and Rhapsody enter Glacier Bay, only two engines are placed in operation; five engines total on Legend, four on Rhapsody.
- (3) This engine is designed with two fuel injectors in each engine cylinder instead of the traditional single injector. This allows more complete combustion reducing stack contaminants.
- (4) Both the boilers and the Wartsila engines are switched to diesel fuel before the ships enter Glacier Bay further reducing stack emissions. This is a very low sulfur content fuel equivalent to automobile diesel fuel.

### **b. What type of fuel is environmentally soundest?**

- (1) Marine Fuel Oil varies in sulfur content and heavy metals (vanadium for example) depending on what part of the world it comes from. Figure 1 provides examples obtained from fuel test records from several of our ships to show the variability.

- (2) Fuel tests are made every time the ship bunkers (loads new fuel) to ensure the fuel meets engine manufacturer or company standards. See attached copy of a DET NORSKE VERITAS fuel analysis report for MAJESTY OF THE SEAS for a bunkering in Miami, FL on July 27, 1997 (report of July 30, 1997).

**Figure 1**

Ship	Date of Report	Location	Sulfur (%)	Vanadium (mg/kg)
Legend	27-Jul-97	Vancouver, BC	1.79	49
Splendour	23-Jul-97	Copenhagen, Sweden	1.90	61
Legend	1-Feb-97	Curocao (Caribbean)	2.43	380
Legend	2-Dec-96	Balboa, Panama	2.69	270
Splendour	3-Jul-97	Bergen, Norway	1.15	25
Splendour	15-Jun-97	Stockholm, Sweden	0.50	8
Splendour	8-Aug-96	Amsterdam, Holland	2.24	100
Splendour	14-Sep-96	Barcelona, Spain	3.25	130
Majesty	30-Jul-97	Miami, FL	2.62	225

- (3) Fuel oil obtained in Vancouver is well below the 5% sulfur threshold being discussed at the International Maritime Organization (IMO) in London. The 1.5% threshold being discussed for the North Sea "Special Area" under consideration would effectively require ships transiting that area to only burn North Sea oil or a blended fuel oil. Most ships do not have the equipment nor the space necessary to safely blend fuels.

**c. How else might vessels increase fuel-burning efficiency.**

- (1) Royal Caribbean has spent over \$100,000 to modify the Wartsila 46 engines on the Legend to reduce stack emissions. The engine modifications allowed cylinder compression to increase while retarding the fuel injection point. These and other factory installed modifications allowed the power production to be increased on each engine (from 11.8 Megawatts to 12.2 Megawatts) with less pollution. It was thus possible to reduce the number of engines on Rhapsody.
- (2) Low speed fuel efficiency can be improved by the navigating officer's care in maneuvering the ship so that the engines on line are not bogged

down. This requires planning well in advance for maneuvering locations or situations. The Master provides hands-on maneuvering direction while the ship is in confined waters in Glacier Bay to ensure optimal efficiency is maintained.

**(d) How is fuel efficiency monitored?**

- (1) Fuel efficiency on Royal Caribbean ships is carefully monitored by measuring the grams of fuel burned per kilowatt-hour produced for each engine. Immediate indicators of fuel efficiency can be obtained by monitoring exhaust gas temperatures.
- (2) All Royal Caribbean ships are carefully instrumented so that engine readings can be taken automatically.

**(e) What monitoring systems/ electronic surveillance equipment could be effectively used to ensure that air quality problems are quickly resolved?**

- (1) Royal Caribbean ships have permanently installed closed circuit TV and video recorders in the Engine Control Room so that stack emissions can be constantly monitored. One dedicated TV camera and monitor are focused on stack emissions to monitor opacity. Should a problem arise, the engineer on watch would immediately become aware of the problem and correct it.
- (2) Neither opacity meters nor engine stack gas analyzers are required internationally or nationally and are not installed on our ships. We have found the naked eye to be very good at determining opacity problems. IMO will be discussing possible changes to the MARPOL convention regarding stack emissions this September. Should any new requirements be promulgated, our ships will be modified accordingly.

**(f) What kinds of maintenance schedules will ensure that engines and boilers are tuned for minimal emissions?**

- (1) Royal Caribbean has a comprehensive, computerized Planned Maintenance System (PMS) for engineering, electrical and refrigeration staffs on board our ships. The fact that a ship has a schedule is not a guarantee of proper maintenance. Proper oversight and auditing of procedures and processes is necessary to ensure that what has been written is in fact being carried out. Royal Caribbean has voluntarily undertaken the audits and certification discussed below to demonstrate compliance as well as corporate commitment and to allow for third party verification:

- (a) The Royal Caribbean Safety and Quality Management (SQM) system encompasses safety, environmental management and quality issues. It mandates a reoccurring series of internal and external audits (see attached schedule) to ensure compliance with company policy as well as international and national standards. The SQM system specifies in writing processes and procedures for normal, abnormal and emergency operations.
- (b) Det Norske Veritas (DNV) has awarded Royal Caribbean's Vessel Management team and all it's ships with their Safety and Environmental Protection (SEP) certification. As part of the certification process, the company had to conduct a systematic loss control analysis of all critical vessel processes and equipment to ensure adequate control mechanisms had been developed and were in place. DNV conducts annual SEP audits. During the audits, they ensure incidents or accidents have been evaluated and any lessons learned used to modify existing processes.
- (c) Royal Caribbean is undergoing audits for International Organization for Standardization (ISO) 9000 (Quality series) and ISO 14000 (Environmental Management series) certification for it's corporate Vessel Management functions and it's ships. The corporate Vessel Management Team is made up of Marine Operations, Technical Purchasing and the Human Resources Marine departments.

**(g) How can NPS verify that stated actions are consistently implemented, appropriate equipment is purchased and used, etc. ?**

- (1) The difficulty in demonstrating in a short period of time acceptable corporate support to ensure ships are kept in proper operating condition is one reason Royal Caribbean has elected to have third party verification as discussed above. Our commitment is to continuously comply with and in many cases to surpass international and national standards.
- (2) One question that could be asked cruise lines is for a description of the system used to bring the ship or company back into conformity with stated policies or processes should a non-conformity occur. Specific examples could then be examined.



**2. Underwater Noise: What measures can be taken to reduce underwater noise?**

**a. What operating conditions can be used to reduce underwater noise levels?**

- (1) As was discussed at the Juneau meeting, at ship speeds under 10 knots the primary source of radiated noise is internal machinery or activities. Royal Caribbean has restricted several activities on board to prevent noise propagation. As stated above, the number of engines operated in the confines of Glacier Bay have been reduced to an absolute minimum to provide electrical services and safe navigation.
- (2) Bow and stern thruster use has been restricted. Engines are operated at constant RPMs and the ship maintains a constant slow speed whenever possible.

**(b) What engine types and/ or fittings or mounting reduce underwater noise?**

- (1) Internal noise propagation is always a concern on a passenger ship. Many of the noise abatement techniques used to minimize internal noise propagation can also be effective in reducing slow speed external noise propagation. Engines, propeller shafts and machinery are resilient mounted.
- (2) Cabins are prefabricated in many new ship designs to improve quality control. Fabrication joints are often fitted with cushioning materials to minimize noise. Air spaces are built into decks above and below compartments that produce considerable noise in normal operation to prevent its propagation to the surrounding hull structure.

**(c) How can NPS verify that stated actions are consistently implemented, appropriate equipment is purchased and used, etc. ?**

- (1) See answer to 1(g).
- (2) NPS could ask to see what noise abatement specifications the ship was built to comply with. However, much of the model tow tank and full scale shipyard testing is done at hull speeds above 10 knots where the propeller noise is predominate as that is the ship condition during most of it's operational life.

**(d) How useful would individual ship sound signature reading be?**

- (1) Ship sound signatures might have some use as a gross tool to limit access to certain areas of Glacier Bay if data existed to show that the noise produced adversely impacted the wildlife.
- (2) Sound signatures have little value as a tool to improve low speed noise propagation due to several factors:
  - (a) Little low speed noise source detection equipment or information is available to pinpoint the source. If the noise could be traced to its source, it is unlikely that any retrofit could be made if it involves major equipment or propeller shafting.
  - (b) Low speed sound signature standards would effectively act as a last minute GO - NO GO standard. As cruise ship schedules are arranged as early as possible for marketing purposes (two - three years ahead of time) such an arrangement could create significant economic risk.
  - (c) Matching passenger's expectations with their actual shipboard experience is a full time job. To have their expectations to visit Glacier Bay National Park dashed at the last minute will create dissatisfaction and result in claims for compensation.

**3. Oil Spill Response: What measures can be taken to reduce the risk of catastrophic oil spills and improve spill response capabilities?**

- a. What measures could be taken to provide an effective response capability for the following oil spill scenarios: an average most probable discharge, a maximum most probable discharge and a worst case discharge.**
  - (1) The first two events can generally be handled by ship's crews with the existing "first aid" oil spill equipment they have on board: deflection boom, oil adsorbent boom, adsorbent pads or particles, etc.
  - (2) The latter event would require additional shoreside oil spill response equipment and a shoreside response organization that could escalate to meet the initial demands before a full incident command structure can be established.
  - (3) It is our feeling that the best preparation for any of the events would be cruise ship membership in an existing South East Alaska oil spill

response organization such as SEAPRO. There are several advantages for supporting an existing organization:

- (a) Equipment procurement and maintenance costs can be spread over a large organization made up of member companies.
- (b) A critical mass of trained oil spill response personnel can be assembled and can maintain their proficiency by frequent training.
- (c) The organization can be called into action for a variety of events from member companies or communities. After action evaluation can result in lessons learned which when incorporated into policy and procedures can strengthen the response capability.

**b. What training should be required and who should be required to have training?**

- (1) Shipboard personnel receive regular training during oil spill response exercises. During such training they practice notification of flag state, national and local regulatory agencies, deployment of ship's boats, boom and response equipment.
- (2) Training and equipment beyond that capability should be the responsibility of professional cleanup contractors or organizations. Individuals in the local community must be trained to meet federal requirements before the spill occurs so a ready labor pool for cleanup and waste disposal can be quickly assembled.
- (3) The cruise lines should participate in oil spill response tabletop exercises chaired by the U.S. Coast Guard. This will ensure potential parties have a comfort level when working with each other prior to an actual event. The location of the spill should be within the confines of Glacier Bay National Park and should exercise personnel mobilization, equipment movement, prioritization of natural resources for protection, locations for waste collection and removal, etc.

**c. What kinds of on-board (spill containment) equipment (and how much) should be available on vessels?**

- (1) Royal Caribbean is in the process of having the type of oil spill equipment and the amount carried on board evaluated by external environmental auditors. Currently, each ship maintains an inventory that is capable of containing or deflecting a small oil spill. The

inventory will vary depending on the size of the ship (for example the length of boom carried is normally 1 ¼ times the length of the ship).

- (2) As discussed previously, deflection boom, adsorbent boom, pads and loose material should be carried on each ship.

**d. What is included in a Shipboard Oil Pollution Emergency Plan (SOPEP)? What additional information could be provided in a Glacier Bay specific plan?**

- (1) The index of the SOPEP on board the Rhapsody is enclosed for your information. This plan is reviewed and approved by the flag administration or their authorized representative. DET NORSKE VERITAS provides review and approval services for Norway and Liberia (RCCL) and LLOYDS REGISTER for Greece and Panama (Celebrity Cruises).
- (2) It is often of little use to have a ship's SOPEP sitting in a particular port or shoreside location due to the difficulty of keeping the document up-to-date. The SOPEP has a mandatory section that any changes to must be approved by the flag administration and a non-mandatory section that may be changed at will. The logistics of getting flag administration approved changes to shoreside locations (and ensuring the changes are properly made) would prevent difficulties.
- (3) Of particular importance to the NPS should be that the SOPEP is approved and that Glacier Bay National Park Service has the name, phone and fax number of the corporate Designated Person. The Designated Person has direct access to the President of RCCL and is the individual to be contacted in the event the Master (or NPS) has particular environmental concerns. The RCCL Designated Person is:

David Whitten  
Director , Safety & Environment  
phone (305) 539-6019  
fax (305) 539-6478

**e. What are the pros and cons of Oil Spill Response Organizations?**

- (1) See 3.a(3).

**f. What hazardous materials are carried on board?**

- (1) Royal Caribbean carries a varieties of materials used for hotel cleaning, engine treatment, bilge cleaning, etc. Each of the waste

streams generated on board ship is regularly evaluated to determine if it is hazardous or non-hazardous. (see attached diagrams).

- (2) No Royal Caribbean ship carries any bulk commodity that is classified as a hazardous material. All quantities carried are consumer (end-user) size. There is no practical way to remove these materials from the ship while it transits Glacier Bay.
- (3) Royal Caribbean has adopted hazardous material standards for transportation of these materials to and from Royal Caribbean ships, compatibility during storage, safety sign standards, usage standards for marking shelves and the material themselves and a chemical journal for disbursement. Attached is a pocket training card used to train crew members in the hazards associated with a hazardous material and the personal protective equipment that must be used.
- (4) Royal Caribbean uses source reduction, reuse, recycling, treatment and disposal as appropriate to practice waste management depending on the port capabilities used as a turn-around port. Vancouver offers recycling of aluminum cans.



United States Department of the Interior  
NATIONAL PARK SERVICE

Glacier Bay National Park and Preserve  
P.O. Box 140  
Gustavus, Alaska 99826-0140

IN REPLY REFER TO:  
C38 (GLBA)

April 8, 1997

Royal Caribbean Cruises, Ltd.  
Attn: Peter Whelpton, Executive Vice President  
1050 Caribbean Way  
Miami, FL 331322096

Subject: 1997 Pollution Minimization Plan

Dear Mr. Whelpton:

We have reviewed your *Pollution Minimization Plan* submittal for the 1997 season and approve it as submitted. This approval applies to both ~~P&O and Princess Cruises~~ entries for 1997.  
*ROYAL CARIBBEAN INTERNATIONAL*

In our July 26, 1996 letter approving your 1996 *Pollution Minimization Plan*, we asked that your 1997 plan address several additional items. Most of these were addressed in your September 27 submittal. We note that the following was not addressed:

- Training standards (if any) for ship personnel responsible for responding to minor oil spills.

While we will not require this information this year, we feel it is important and would like to add it to your approved plan, if available.

We hope to put together an industry workgroup to help develop specific guidelines and criteria for the *Pollution Minimization Plans* for future years. As part of this effort we plan on involving you and other cruise ship operators. This effort is scheduled to begin later this spring or summer.

If you have any questions regarding our review of your *Pollution Minimization Plan*, please contact Resource Management Chief, Mary Beth Moss (907-697-2230).

Sincerely,

J. M. Brady  
Superintendent

May 1, 1997

File No. 35.1

Glacier Bay National Park and Preserve  
Attn: J.M. Brady, Superintendent  
P.O. Box 140  
Gustavus, Alaska 99826-0140

Subject: 1997 Pollution Minimization Plan

Dear Mr. Brady:

This is in response to your letter of April 8, 1997 where you asked for information regarding Royal Caribbean's training standards for shipboard personnel responsible for responding to a potential minor oil spill.

Training for our management and crews regarding pollution prevention and response operations is comprised of the following elements:

1. Safety and Quality Management Engine and Deck Procedures for the proper operation of environmentally sensitive systems. A critical environmental operation analysis and control process has been conducted to evaluate all shipboard operating systems to determine critical environmental processes and equipment. Control mechanisms (engineering design features, operating procedures and shipboard training) are then devised to ensure our crews are properly prepared and supported from shoreside. Regular training is conducted on Deck and Engine operating procedures.
2. Shipboard Oil Pollution Emergency Plan (SOPEP). A SOPEP is required by international regulation for each of our ships. In 1996, we completely revised our SOPEP to make the document easier to use and more comprehensive. The SOPEP contains appropriate SQM sections, corporate and shipboard response organizations and international and port reporting information so that in the event of an incident the Master only has to go to one binder for guidance. Det Norske Veritas, on behalf of the Norwegian Maritime Directorate, is reviewing the documents. For example, the RHAPSODY OF THE SEAS' SOPEP was approved on March 3, 1997. The ships plan is exercised monthly and the plan is evaluated and reported on quarterly. The Staff Captain is in charge of the practical training for minor oil spill response. This includes launching small boats, deploying containment or adsorbent boom and disposal of clean-up

materials. The SOPEP contains checklists that can be used during minor oil spill response.

- 3. Corporate Crisis Management Exercises.** The corporate offices hold regular crisis management exercises that allow senior management to exercise the lines of communication between various shoreside departments and senior shipboard management. During such drills, the corporate crisis management organization is activated. Pollution prevention and response is a topic that receives regular attention.

Royal Caribbean would be pleased to participate in your workgroup to standardize industry pollution minimization guidelines and criteria. We feel that our management and crews are motivated, properly trained and prepared to respond to any shipboard emergency including pollution prevention.

Regards,

Peter Whelpton



# Royal Caribbean Cruises Ltd.

1050 Caribbean Way, Miami, Florida 33132-2096  
305 / 539-6000 TDD 305 / 539-4440

December 23, 1996

Glacier Bay National Park and Preserve  
Attn. Mr. J.M. Brady  
P.O. Box 140  
Gustavus, Alaska 99826-0140

Dear Mr. Brady:

This letter is in response to your letter of July 26, 1996 and Mr. Apgar's letter of September 12, 1996. I have restated your questions and provided an answer. If you have any further questions, I will be glad to answer them.

**Q. What are RCCL's standards for sulfur content, viscosity, etc. ? Can you further describe the "diesel/ gas distillate" fuel which the ship burns in Glacier Bay?**

**A. Royal Caribbean specifies an ASTM standard for all bunker fuels that our ships buy. This standard specifies the maximum amounts of sulfur, heavy metals, etc. that the company will allow in any fuel to be burned on board. To ensure that the fuel actually meets those standards, during each refueling a thief sample is taken and sent to an independent laboratory for analysis. The results are immediately returned to the ship so that the fuel can be used. If the fuel is out of specification, it may have to be returned to the terminal or mixed in some way with other fuel to bring it under specification.**

**To prevent this from being a problem when in Glacier Bay, Royal Caribbean brings on board a marine diesel fuel which it burns instead of the heavier bunker fuel. Marine diesel fuel is called gas-oil in Europe. This fuel has almost no measurable amount of sulfur in it so we insure minimal sulfur emissions are generated.**

**Q. Is there an emissions monitoring system on-board Legend of the Seas? How frequently are the emissions monitored?**

**A. All Royal Caribbean ships continuously monitor stack emissions by means of closed circuit TV from the Bridge. This examination allows for immediate corrective action to be taken as needed.**

**Q. Can you provide an Operating and Maintenance Plan and schedule for the engines, boilers, etc. ?**



A. Royal Caribbean has on board an automated computer program used by crew members and officers responsible for stocking, maintaining, and managing parts and equipment. The computer system is called TEKNA and it:

1. Tracks the inventory, use and restock of the ship's equipment, spare parts, and consumable supplies;
2. Tracks service, maintenance, and repair tasks for non-consumable parts and equipment;
3. Maintains detailed equipment and maintenance records; and,
4. Maintains the budget, using the purchase order details.

TEKNA's data base is quite extensive. Baseline information is entered into the system before the ship enters service and is updated throughout the life of the ship. A complete maintenance plan is several volumes thick and beyond the scope of this answer. Enclosed are excerpts from the 111 page Basic User's Guide. Note: the term "registration" is synonymous with "certification."

Q. Please provide us with a copy and information about the Det Norske Veritas Classification Society.

A. Det Norske Veritas is an independent foundation, established in 1864, with the objective of "Safeguarding Life, Property and the Environment." Their headquarters is in Oslo, Norway. With 4,000 employees in 100 countries, DNV is among the international market leaders in safety, quality and environmental certification, ship classification and related advisory services.

As part of the US Port State Control program, the US Coast Guard boards each foreign ship entering the US at least once annually. If it finds significant deficiencies regarding safety or environmental matters, the USCG intervenes or stops the ship until the deficiencies are corrected. It maintains records of all such action and then focuses its attention more closely on those ships whose owners elect to use a classification society with a poor record. From 1993 (when the USCG began capturing statistics) to 1996, DNV had the lowest intervention rate of any classification society in the world that has ships calling in the US.

Q. Please describe how much oil pollution boom and oil absorbent material is on-board and what it is capable of accomplishing.

A. Each ship in the Royal Caribbean fleet carries a small amount of oil absorbent pads, oil absorbent boom, and/or deflection boom to be used as first aid in the unlikely event of an oil spill. The most likely scenario for oil spillage is a ruptured hose during bunkering operations. When the ship is bunkered by barge, the barge normally places it's own deflection boom in place to contain any oil spilled during the evolution.

Should a major release occur (resulting from a collision for example), the ship's boom would be used to stabilize the situation until a contractor can arrive on scene and begin oil recovery operations. The length of boom on board depends on the size of the ship in question; the larger the ship the more boom is stored on board. For example, the LEGEND has on board:

1. 1500 feet of sorbant boom (floats on the water and absorbs any oil it comes into contact with)
2. 7 bags of sorbant granules (to be sprinkled on any small on-deck spills)
3. 11 boxes of sorbant pillows or pads
4. 1 roll of sorbant material in each bunker station (to recover any drips during hose hook-up or disconnect)

**Q.** Please provide a description of which crew receives what training.

**A.** Training for crew members is directly related to their job description. For individuals having critical positions, primarily the navigating (or deck) and engineering departments, they may be required to obtain a license from the flag State. Training at such a level usually involves several years of college and practical experience.

Deck Officers receive special training in electronic navigation equipment, computerized navigation simulators (similar to computer trainers used to train aircraft crews), fire fighting, damage control and international laws and regulations. Before being allowed to assume the control of the ship, the individual must demonstrate to the Master's satisfaction the ability to maneuver the ship in a variety of situations including poor weather. Most deck officers have extensive experience in freight or tank ship operation before they come to Royal Caribbean.

Engineering Officers receive special training in the ship's engines, electrical generators, waste management and steering systems. They also receive training regarding fire fighting, damage control and international laws and regulations. An individual who holds a First Engineers license is assigned as the Environmental Officer. This individual is responsible for seeing that all departments on the ship adhere to Royal Caribbean's strict environmental policies. These policies include a no solid discharge policy, extensive recycling and waste reduction efforts.

As there can be as many as 750 crew members on a ship the size of the Legend, a complete list of all training provided is too lengthy for this reply.

**Q.** Please identify [the] oil spill response organizations [you use] and describe what arrangements have been made for them to assist in the event of an oil spill and what their capabilities are.

**A.** Foss Environmental Services

+800 337 7455

(responder)

(small spills)	+206 767- 0441	
National Response Corporation (backup)	+800 899-4672 +516 369-8644	(responder)
O'Brien's Oil Pollution Services, Inc.	+504 368-9845	(Potential on scene coordinator)

These companies will respond to any Royal Caribbean request to clean-up or manage an oil spill clean up operation. The Master of the ship has the authority to obligate funds to clean up any oil spill. For other than minor oil spills, a crisis management team is established in corporate offices in Miami and oil spill response personnel will be directed to the ship to assist as appropriate.

**Q.** [On our trip of September 4th, 1996], we did notice a "sulfur" smell when approaching the ship from the stern and occasionally while on board. Is this odor coming from bunker tank ventilation? If so, does this indicate a high level of sulfur in the fuel?

**A.** The odor you detected was from the gray water holding tank ventilation system and was eliminated by the implementation of a tank cleaning program that is conducted with the ship in international waters.

The odor was an unexpected development from a new Royal Caribbean program to try to eliminate all gray water discharge within US territorial waters. Gray water is the term used to identify the drainage from sink drains, laundry water, showers, etc. There are no national or international rules or regulations prohibiting gray water discharge, even within port areas. Royal Caribbean is the only cruise line to order such discharge prohibited within all port state territorial waters. The odor problem only became apparent after the program was begun and has since been corrected.

Royal Caribbean has embarked on several partnerships with equipment manufacturers to develop purifiers and/or gray water treatment systems. Our goal is to have all the impurities removed from gray water so that it can be recirculated in a closed loop in the laundry (the largest producer by volume). This will save considerable resources currently being spent to generate fresh water for the laundry.

**Q.** The ship approached closer than 1/4 mile from the glaciers on the September 4, 1996 trip. Will you continue to do this? [Concern regarding pleasure boats copying ship]

**A.** In the future, ship movements will be curtailed from any closer than 1/4 miles from the glaciers.

**Q.** The notices posted for the passengers are too harsh ("Don't violate the law"). Will you soften their tone to perhaps ("Help protect Glacier Bay. Please do not feed birds or other

animals.”) a more positive message emphasizing the reasons for the regulations rather than the penalties for violations?

A. Signage is being modified to stress the reasons for not impacting the wildlife in Glacier Bay. We are always grateful for suggestions we can use in making our passengers more environmentally conscious.

I hope these answers are sufficient to demonstrate Royal Caribbean’s commitment to being an active partner to protect the environment.

Finally, I wish to comment on your discussion of the shops being closed for the day. We agree with your concern that there be no group public activities which conflict with the park experience or the naturalist program. However, we would like to open those activities that are environmentally neutral. The following table summarizes those activities we would like to offer guests while the ship is in Glacier Bay:

Time	Location of Ship	Activity
1000 to 1700	While in Glacier Bay. Ship departs Tidewater Glaciers at approximately 1700.	1. Beauty Salon 2. Sauna Massage 3. Ship Shape Center 4. Swimming Pool 5. Sundry Shop (for purchasing film, rain gear, etc.) 6. Boutiques 7. Normal Food and Bar Services 8. Purser’s and Shore Excursion Desks 9. Glacier Bay Information Center 10. Slide Presentations regarding Glacier Bay
1000 - 1700	<u>Prohibited</u> Activities while in Glacier Bay	11. Organized Public Events (shows, films, exercise classes, etc.) 12. Casino Operation

We want everyone to fully enjoy the beauty of Glacier Bay but if we tell people to enjoy it, human nature being what it is, it may turn some people off to the opportunity.

Best regards,



Michael Ronan  
Director, Port Planning

cc: Operations Directorate

R. Strunck

S. Sleipnes

A. Lennon

M. Williams

## THE TEKNA MAIN MENU

TEKNA is divided into two parts: Maintenance and Equipment. The Maintenance module contains programs and options for planning, tracking, and managing the service and repair of parts and equipment.

The Equipment module contains programs and options for tracking and controlling the levels, use, and replenishment of parts and equipment.

Each option deals with a specific type of information or set of activities. These various programs are "integrated," that is, they share information with each other. All of these programs are available from TEKNA's *Main Menu*.

```
DS-Tekna/S438EMEN                M A I N M E N U                92-07-13
Ship Code: DEMO M/S DEMOSHIP

MAINTENANCE                        EQUIPMENT
-----                            -----
f1= Planning                       F1= Listing
f2= Service Report                 F2= Stock Handling
f3= Hour Counters                  F3= Order Menu
f4= Listing                        F4= Reports/Print-outs
f5= Sub Menu                       F5= Registration Acc/Unit/Component
f6= Reports/Print-outs             F6= Registration Articles
f7= Registration                   F7= Copy Menu

-----                            -----
F8 = Change Ship and/or Main Group  F8 = Exit
```

Figure 2-2. TEKNA Main Menu

## EQUIPMENT MENU

Following is a brief description of the options available in TEKNA's Equipment module.

Table 2-4. Equipment Main Menu Options

Option	Purpose
F1 = Listing	Lists units, components, and articles that are registered in the system. You can also update consumption and price and enter purchase requests.
F2 = Stock Handling	Allows you to enter consumption and purchase request information. The screen shows details for one article and includes inventory, economic, and repair/lend/borrow data. You can also access files showing the article's consumption and purchase price histories.
F3 = Order Menu	Leads to the Purchase Order Handling program. This program lets you list requests and orders, submit orders to headquarters, and update inventory when items are delivered.  You can also access purchase order details and budget programs.
F4 = Reports/Printouts	Allows you to print various equipment management reports. You also use this selection to print the labels which identify inventory parts.
F5 = Registration Acc/Unit/Component	Shows details for one Account/Unit/Component ID number. Most of these have been preregistered in the TEKNA data base. You also use this option to add or change data or create a master-slave registration.
F6 = Registration Articles	Shows details for one article, or part. This is the lowest, most specific level in the ID hierarchy, and these are also preregistered. You can add or change data and set up master-slaves.
F7 = Copy Menu	Lets you copy large blocks of data.

## MAINTENANCE MENU

Following is a brief description of the options available in TEKNA's Maintenance module.

Table 2-5. Maintenance Main Menu Options

Option	Purpose
f1 = Planning	Lists registered maintenance jobs, based on the job's due date. You can also change the due date and print work instructions.
f2 = Service Report	Allows you to report that a specific job is done. TEKNA transfers the report to the History file and assigns a new due date for the next service cycle.
f3 = Hour Counters	Contains units with underlying jobs that are based on the number of hours of equipment running time. You use this option to record and update counter readings each week.
f4 = Listing	Lists units, components, and jobs that are registered in the system. You can also review circulating components, included jobs, and job histories.
f5 = Sub Menu	Takes you to a menu containing the Docking, Maintenance History and Guarantee Claims programs.
f6 = Reports/ Printouts	Allows you to print various maintenance management reports.
f7 = Registration	Shows details for one maintenance job ID number. Most of these have been preregistered in the TEKNA data base. You also use this option to add or change jobs and to set up equal or included jobs and circulating components.