

# **National Park Service Note**

## **The Following items are not included in this NPS release of: Holland America Line Westours, Inc. Proposal for Cruise Ship Services 2000-2004**

Marked "Trade secrets...exempt from disclosure" by the applicant (possibly available pending final determination of releasability):

Consolidated Financial Statements:

Holland America Line/Westours Inc. (14 pages)

Holland America Line (17 pages)

Pollution Minimization Plan (loose-leaf binder containing 23 pages document and 6 attachments, totaling approx. 250 pages)

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

Exhibit 1: Brochure Covers (2 pages)

Exhibit 2: Glacier Bay Print Ads (2 pages)

Exhibit 3: Point of Sale/Sales Fliers (four items)

Exhibit 4: 1998 Alaska Cruise Brochure

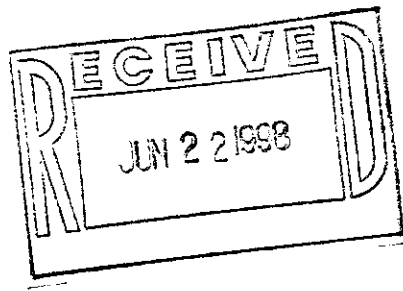
Exhibit 9: Environmental Program Brochures (5 pages)

Exhibit 10: Daily Quiz (1 page)

Exhibit 11: Citations/violations notices (2 pages)

Exhibit 12: Sanitation Inspection Reports (19 pages)

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# Holland America Line Westours Inc.

A. KIRK LANTERMAN  
Chairman & CEO

June 18, 1998

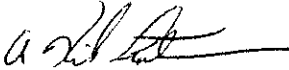
## PROPOSAL FOR CONCESSION OPERATION

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

Dear Superintendent:

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 which 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.

Sincerely,

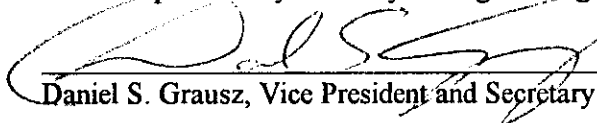


A. Kirk Lanterman  
Chairman and C.E.O.

AKL\djp

## CERTIFICATE OF CORPORATE OFFICER

I, DANIEL S. GRAUSZ, certify that I am the Vice President and Secretary of the corporation named as *Offeror* herein; that A. KIRK LANTERMAN, who signed this proposal on behalf of the *Offeror*, was then Chairman and C.E.O. 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.



Daniel S. Grausz, Vice President and Secretary

Dated this 18th day of June, 1998.

## **HIGHLIGHTS OF OFFER**

Holland America Line-Westours Inc. has been bringing visitors to Glacier Bay National Park every year since 1971. During this time, we have tried to be a good corporate citizen and a quality concessioner. This Application goes beyond that standard. It represents our commitment to be far and away the best cruise line concessioner in the Park. Our goal was not merely to present an offer that is as good as that submitted by another cruise line. Instead, we are presenting what we believe to be the best offer of any cruise line. We also believe that another cruise line will find our offer, when viewed in its entirety, difficult if not impossible to match.

To achieve this goal in our Application, we go beyond a review of our extensive experience in and commitment to Glacier Bay. We go beyond our commitment to use only the most modern ships for the new entries. We go beyond sharing specific confidential information which substantiates our contribution to the NPS objective to provide diverse choices of visiting the Park. And we go beyond incorporating all NPS items suggested in the Prospectus to provide visitors with the best Park experience. We propose to extend human energy and financial support well beyond what is required to be responsive by the Prospectus.

By way of example, we have included five unique initiatives in this Application:

- An exclusive contract with the Hoonah Tlingits to provide Native Alaska interpreters on the Ships that will supplement the National Park Service interpretive efforts.
- An exclusive contract with the Alaska Native Heritage Center for an Artist-in-Residence program on board all of our Ships for the entire cruise duration. This contract will also ensure a supply of Alaska arts and crafts for sale to passengers.
- Providing equipment, personnel and training opportunities that will permit an on-site oil spill response capability in the Park.
- An agreement with an established noise expert that will provide the Park Service with baseline acoustical data and will also provide Holland America with information that will enable us to reduce noise levels, if necessary.
- An offer to assist the National Park Service in creating a website that will enable people around the world to "visit" and learn about Glacier Bay.

We have also included a Pollution Minimization Plan that does not limit itself to the three or four items the Prospectus requires us to address. Our Plan presents an overall, integrated environmental program that will, in fact, minimize pollution in the Park.

We at Holland America take pride in our product. We thank the National Park Service for considering our Application and for giving us this opportunity to share our ideas and visions regarding the future of cruising in Glacier Bay National Park.

**The information specifically identified on pages of this offer constitutes trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act. The offeror requests that this information not be disclosed to the public, except as may be required by law.**

## Factors, Criteria and Questions

- ***PRINCIPAL FACTOR I. 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.

1. Identify the "OFFEROR" (or "PROPOSED ENTITY[S]," that the offeror intends to establish for the purpose of operating this concession) making this application. Clearly identify both the formal structure of the primary business ENTITY with which the National Park Service will be dealing, and its owner(s).

**RESPONSE:** The OFFEROR making this Application, and the primary business Entity with which the National Park Service will be dealing, is Holland America Line-Westours Inc. (HALW). HALW is a Washington corporation that was incorporated on April 30, 1954. HALW is the Concessioner under National Park Service Concessions Permit No. CP-GLBA005-98. HALW is a wholly-owned indirect subsidiary of Carnival Corporation<sup>HAL1</sup>. Carnival Corporation has its principal offices in Miami, Florida. The common stock of Carnival Corporation is publicly-owned and traded on the New York Stock Exchange.

2. Provide materials to explain the financial circumstances, legal form, and ownership of that ENTITY.

**RESPONSE:** Included with this Offer are: (1) Audited Financial Statements for HALW for the fiscal year ending November 30, 1997 (TAB IV); (2) Audited Financial Statements for HAL Antillen N.V. and subsidiaries (which represents the Holland America Line Group of Companies)<sup>HAL2</sup> for the fiscal year ending November 30, 1997 (TAB V); (3) Certificates of Good Standing for HALW from both the State of Alaska and State of Washington (TAB VI); and (4) a Certification from the Secretary of HALW confirming the stock ownership of HALW (TAB VII).

<sup>HAL1</sup> The word "indirect" is used to reflect a situation where there may be one or more intervening entities. In each case, however, the owning entity owns 100% of the capital stock of the owned entity. For example, 100% of the capital stock of HALW is owned by Holland America Line, Inc., a Delaware corporation; 100% of the stock of that entity is owned by HAL Buitenland B.V., a Dutch corporation; 100% of the stock of that entity is owned by HAL Antillen N.V., a Netherlands Antilles corporation; and 100% of the stock of that entity is owned by Carnival Corporation. This effectively makes Carnival Corporation the 100% owner of HALW.

<sup>HAL2</sup> HAL Antillen N.V. is a Netherlands Antilles corporation that is a wholly-owned direct subsidiary of Carnival Corporation. All activities relating to the operation of Holland America Line cruise ships and tour operations are conducted by HAL Antillen N.V. and its subsidiaries. As such, they constitute the Holland America Line Group of Companies.

3. Identify related, subordinate, and superior ENTITIES and any other organization, ENTITY, contractor, or subcontractor that will have a role in managing, directing, operating, or otherwise carrying out the service to be provided.

**RESPONSE:** The primary Entity managing, directing, operating and otherwise carrying out the service is HALW. All of the cruise ships that will carry out the service are operated by Holland America Line N.V. under bareboat charters from HAL Nederland N.V. Both of these entities are Netherlands Antilles corporations that, like HALW, are wholly-owned indirect subsidiaries of Carnival Corporation.

4. Where there are layers of Entities, subordinate or superior entities, significant contractors/subcontractors, or other organizations or individuals that will act in concert to provide the services required, describe each of them and the relationship between or among them.

**RESPONSE:** HALW is the Entity with primary responsibility to provide the concession services required. The ship operator, Holland America Line N.V., acts in concert with HALW to provide service to Glacier Bay.

5. Using the format and instructions on the next page (duplicate the form as needed) identify the Offeror, each ENTITY, the New Concessioner, and the Operator and all similarly involved parties or people. Add information as necessary to make the relationships clear.

**RESPONSE:** See Forms 5 I, 5 II, 5 III and 5 IV which follow.

**OFFEROR, ENTITY, NEW CONCESSIONER, OPERATOR IDENTIFICATION**

**FORM 5 I**

(Enter the name of the person submitting the offer: The concession permit would be issued to this person)

**Entity Name**            Holland America Line-Westours Inc.

**Address**                300 Elliott Ave. West  
Seattle, WA 98119

**Contact Person**        Joseph L. Valenti

**Telephone Number**     206-281-0584

**FAX Number**            206-286-3274

**E-mail Address**        Joe\_Valenti@HALW.COM

**Form of business:**

Corporation     Partnership     Individual (Sole Proprietorship)     Other (Explain)

**Describe the expected role in providing this concession service:** Holland America Line-Westours Inc. (HALW) acts as the agent for the owner and operator of the cruise ships. In that capacity, HALW handles and oversees all of the operational, financial, legal, marketing and other business activities of the owner and operator.

**Structure of the Business:** (how is it related to the other entities you have identified): HALW is an affiliate of all of the other identified Entities. HALW and all of the other Entities are direct or indirect wholly-owned subsidiaries of Carnival Corporation. As a result, Carnival Corporation beneficially owns 100% of the capital stock of HALW and the other Entities.

**Ownership:** As noted above, 100% of the capital stock of this Entity is owned, directly or indirectly, by Carnival Corporation. In response to a verbal inquiry made with Kevin Apgar of the National Park Service on May 21, 1998, it is the Offeror’s understanding that the ownership chart included in the Prospectus need not be completed given the single owner situation.



**OFFEROR, ENTITY, NEW CONCESSIONER, OPERATOR IDENTIFICATION****FORM 5 II**

**Entity Name** Holland America Line N.V.  
**Address** 300 Elliott Ave. West  
Seattle, WA 98119  
**Contact Person** Joseph L. Valenti  
**Telephone Number** 206-281-0584  
**FAX Number** 206-286-3274  
**E-mail Address** Joe\_Valenti@HALW.COM

**Form of business:**

Corporation     Partnership     Individual (Sole Proprietorship)     Other (Explain)

**Describe the expected role in providing this concession service:** Holland America Line N.V. operates all of the cruise ships under bareboat charters from the owner of the ships.

**Structure of the Business:** (how is it related to the other entities you have identified): Holland America Line N.V. is an affiliate of all of the other identified Entities. Holland America Line N.V. and all of the other Entities are direct or indirect wholly-owned subsidiaries of Carnival Corporation. As a result, Carnival Corporation beneficially owns 100% of the capital stock of Holland America Line N.V. and the other Entities.

**Ownership:** As noted above, 100% of the capital stock of this Entity is owned beneficially by Carnival Corporation.

**OFFEROR, ENTITY, NEW CONCESSIONER, OPERATOR IDENTIFICATION**

**FORM 5 III**

**Entity Name** HAL Nederland N.V.

**Address** 300 Elliott Ave. West  
Seattle, WA 98119

**Contact Person** Joseph L. Valenti

**Telephone Number** 206-281-0584

**FAX Number** 206-286-3274

**E-mail Address** Joe\_Valenti@HALW.COM

**Form of business:**

Corporation     Partnership     Individual (Sole Proprietorship)     Other (Explain)

**Describe the expected role in providing this concession service:** HAL Nederland N.V. is the owner of the cruise ships that will be providing the services under the Concession Permit.

**Structure of the Business:** (how is it related to the other entities you have identified): HAL Nederland N.V. is an affiliate of all of the other identified Entities. HAL Nederland N.V. and all of the other Entities are direct or indirect wholly-owned subsidiaries of Carnival Corporation. As a result, Carnival Corporation beneficially owns 100% of the capital stock of HAL Nederland N.V. and the other Entities.

**Ownership:** As noted above, 100% of the capital stock of this Entity is owned beneficially by Carnival Corporation.

**OFFEROR, ENTITY, NEW CONCESSIONER, OPERATOR IDENTIFICATION****FORM 5 IV**

**Entity Name** Carnival Corporation

**Address** One Carnival Place  
MLGL-815N  
3655 N.W. 87th Ave.  
Miami, FL 33178

**Contact Person** Arnaldo Perez

**Telephone Number** 305-406-8608

**FAX Number** 305-406-4758

**E-mail Address**

**Form of business:**

Corporation     Partnership     Individual (Sole Proprietorship)     Other (Explain)

**Describe the expected role in providing this concession service:** Carnival Corporation is not expected to perform any role in providing this concession service. It has been included, however, because it owns, directly or indirectly, 100% of the capital stock of all other Entities that will be performing roles in providing the concession service.

**Structure of the Business:** (how is it related to the other entities you have identified): As indicated above, Carnival Corporation owns 100% of the capital stock of all other Entities that will be performing roles in providing the concession service.

**Ownership:** Carnival Corporation is a publicly-owned corporation. Its stock is traded on the New York Stock Exchange. A controlling interest in Carnival Corporation, approximately 47% of the capital stock, is owned by members of the Arison family including Micky Arison, the Chairman of Carnival Corporation, his father, Ted Arison, and his sister, Shari Arison, together with trusts that have been established for them and their families.

**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?<sup>NPS1</sup>

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

**ADDITIONAL INFORMATION:** As stated in "The Park Area and its Mission" section of the Prospectus, the National Park Service policy to favor "new" or "more rather than fewer cruise ship operators" is designed to "increase competitive allocations" not for the sake of competition itself but "to enhance visitor opportunities to select from a variety of possible cruises reflecting diverse *prices, quality, itineraries and program orientation.*" HALW contends that its product line offers diversity in pricing, itineraries and program orientation that exceeds the NPS goal.

<sup>NPS1</sup> Answers will be used by the NPS to help identify offers from new prospective cruise ship concessioners or existing operators which have been allocated less than 14% of the available entries into Glacier Bay. Responsive offers from any qualified entity with less than 14% of the available entries (<14% offeror) will receive additional consideration during the selection process. If two or more offers, where at least one or more is a <14% offeror, are determined to be substantially equal offers by the NPS, additional consideration will be given to any <14% offeror in the selection process.

This policy is to "favor" new prospective concessioners or existing operators with less than 14% of the available entries. The policy is not meant to circumvent the established selection process contained in 36 CFR 5.1. Therefore, an offer which is determined by the NPS to best meet the overall objectives of the National Park Service will be selected. This selection criteria favors more rather than fewer cruise ships operators in compliance with the *Glacier Bay Cruise Ship Management Plan* (see business opportunity section, "preferences"). At such time as at least seven concessioners (separate ownership and control) are in operation, the policy will be reconsidered.

HALW currently operates Glacier Bay cruise ship services using 39 entries from June 1 to August 31, as an ANILCA Section 1307 Historical Operator. Awarding permits to HALW under this application still achieves the National Park Service goal to provide variety and diversity in the three most important, if not all four, indicated categories.

First, HALW will provide significant diversity in the price to visit Glacier Bay. The price range in 1998, for a 7-day cruise on an "S Class" ship (Statendam, Maasdam and Ryndam), is from \$899 to \$6,212 per person. Even though the lowest price is a limited promotional fare, a significant number of visitors experience Glacier Bay at these rates each summer on HALW ships. In 1998, about 25,000 of an estimated 109,000 visitors will travel on promotional fares.

HALW provides a more economical, shorter visit option: a 5-day fly cruise for \$699. HALW also offers special youth fares to encourage family travel to Glacier Bay. This is part of a special effort to attract younger guests as is the recently instituted "Just for Kids" shore excursion program. HALW will host over 5,000 children to the Park in 1998. Considering that these HALW products to visit Glacier Bay include transportation, accommodations, all meals, Park entry and full interpretation, it is certain there are few, if any, more economical ways to visit Glacier Bay with minimal impact on the Park.

Second, HALW provides excellent "variety in possible cruise(s)" itineraries. The choice of itineraries to Glacier Bay offered by HALW is diverse in three ways: 1) length of cruise(tour); 2) routing; and 3) non-peak season support of Glacier Bay.

It is customary to think of cruise ship passengers as only being 7-day visitors to Alaska who often begin and end their cruise in Canada. This is far from the case when it comes to HALW. Only HALW offers the Glacier Bay experience as part of two types of 7-day cruises, a shorter 5-day fly cruise and a myriad of cruisetour packages that include land tours into other parts of Alaska and the Yukon. In the 7-day cruise market, HALW offers an equal number of 7-day round trip cruises from Vancouver, B.C. and 7-day one way cruises between Vancouver, B.C. and Anchorage (Seward) assuring that the balance of cruise itinerary diversity will be maintained. The short 5-day fly cruise addresses the current trend among younger, busy two income households to take shorter vacations, providing them an economical way to visit Glacier Bay. In excess of one-third of HALW passengers visit Glacier Bay as part of cruisetours that range in length from 9 to 18 days. Every HALW cruisetour passenger visits at least one National Park in Alaska. Those going into Glacier Bay visit at least two National Parks (Glacier Bay plus another Park such as Denali National Park). Several tours visit three or more National Parks. This contributes to diversity and has the added benefit of supporting National Parks throughout Alaska. Finally, as to itinerary variety, HALW has the longest cruise season to Alaska with 20-22 sailings of each ship. This means newly permitted ships will carry visitors to Glacier Bay earlier in the Spring and later into Autumn than would be the case for other lines, showcasing the Park during periods when fewer people get to enjoy its beauty.

Third, HALW will provide diversity in program orientation in line with the National Park Service Mission to personalize service. HALW currently augments the excellent NPS Interpretive Program through youth counselors and on board naturalists. Both make Glacier Bay presentations in advance of the Park entry and then coordinate with and assist NPS Rangers when they begin their interpretation. A special "Meet the Ranger" element for youth has been added this year to provide young visitors with an even more personalized introduction to Glacier Bay.

HALW also excels in making the Park and Alaska accessible to visitors with disabilities. There are 6 cabins equipped for use by visitors with disabilities on each "S Class" ship. HALW has further taken the

lead to encourage the disabled to travel throughout Alaska. Encouragement goes beyond hardware such as 15 specially equipped motorcoaches and the inclusion of disability sensitivity training for service employees. Last year, HALW hosted an evaluation and familiarization trip through Alaska for travel writers with disabilities.

This diversity in program orientation will be further enhanced in 2000 when extensive Native Alaskan elements will be introduced on all Glacier Bay ships. Included will be interpretation by the most affected Native Corporation members, broad availability of Native Alaskan hand crafts and an onboard Native Alaskan "Artist in Residence" program.

HALW will continue to provide only a high quality experience in Glacier Bay. Because personal service is a significant element of our "Tradition of Excellence," we have chosen to limit the number of guests we host on our vessels to between 1,214 to 1,495, intentionally avoiding the mega ship direction being taken by other lines. HALW works diligently with the National Park Service and the National Park Service Interpretive Program to ensure an excellent experience sends the visitor home instilled with a deep appreciation of the Park and the importance of protecting it. The main elements supporting the NPS Mission for the Park include: 1) a strong pollution minimization program including passenger and crew videos, printed materials and presentations; 2) strong support of the NPS Interpretive Program including adherence to the NPS optimum itinerary, printed materials, a televised NPS Ranger interview, naturalist and youth counselor assistance and no conflicting programming while in the Park; and 3) strong educational support on the ships including naturalist and youth presentations in advance of Park entry, well stocked book and video libraries and a dedicated Alaska TV channel showing programs about wildlife, native culture and Glacier Bay.

Greater detail about the above mentioned HALW programs is provided in the appropriate areas of the application.

NOTE: To underscore the diversity point the following demographic information on HALW Alaska cruise passengers is provided compared to the overall averages for Alaska Vacation Pleasure Visitors.<sup>HAL3</sup>

<u>Age</u>	<u>Percent of HALW Visitors</u>	<u>Percent of All Alaska Vacation Pleasure Visitors</u>
<45	18%	28%
45-54	18%	18%
55-64	24%	23%
65-74	27%	24%
75+	13%	7%

<sup>HAL3</sup> HALW information is based on a Passenger Onboard Survey conducted by HALW. Alaska Vacation Pleasure Visitors data is from a study undertaken by the McDowell Group.

<u>Income</u>	<u>Percent of HALW Visitors</u>	<u>Percent of All Alaska Vacation Pleasure Visitors</u>
<35,000	19%	26%
\$35-75,000	43%	47%
\$75-99,000	13%	15%
\$100,000+	24%	12%

<u>Region</u>	<u>Percent of HALW Visitors</u>	<u>Percent of All Alaska Vacation Pleasure Visitors</u>
East	39%	36%
Central	17%	16%
West	34%	31%
Foreign	10%	17%

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

HALW has extensive visitor service operations in the Southeast Alaska communities adjacent to Glacier Bay National Park and provides significant access to other National Parks in Alaska and Washington State. HALW owns and operates major motorcoach tour services in Juneau, Skagway and Ketchikan and owns or operates hotels in Juneau, Skagway, Ketchikan and Sitka. In fact, HALW worked with 434 business partners and had a total economic impact of over \$221 Million in Southeast Alaska in 1997. In Juneau, HALW owns and operates the Westmark Baranof Hotel and provides transportation for shore excursions and interpreted motorcoach tours of the city and Mendenhall Glacier. In Skagway, the Westmark Hotel provides overnight accommodations at Gold Rush Klondike National Historical Park, while HALW motorcoaches provide not only interpreted tours through the Park, but scheduled bus service and interpreted tour access to the Park from the Yukon and the rest of Alaska. In Ketchikan, HALW operates the Westmark Cape Fox in cooperation with the Cape Fox Native Corporation and owns and operates a travel agency and motorcoaches which provide transfers and interpreted tours. In Sitka, site of Sitka National Historical Park, HALW operates the Westmark Shee Atika under contract with Shee Atika Native Corporation.

As mentioned in response to Question 9 above, HALW is dedicated to promoting the National Parks. HALW provides domed rail car service, via 13 McKinley Explorer cars, as well as daily motorcoach service to Denali National Park. Combined, these operations are a primary source of visitors to this Park. HALW is also one of the largest providers of visitors to Kenai Fjords National Park, Gold Rush Klondike National Historical Park and Sitka National Historical Park. HALW works with Park concessioners at each of these locations to develop optimal programs for passengers. HALW ships also highlight the Wrangell St. Elias National Park, bringing passengers to the Hubbard Glacier. Similar HALW motorcoach tour operations in the State of Washington, under the Gray Line of Seattle banner, provide motorcoach access to Mt. Rainier National Park and Mt. St. Helens National Monument.

**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.

**RESPONSE:** HALW is the largest and most experienced operator providing quality visitor services to Alaska. The corporate predecessor to HALW began to sell tours to Alaska under the "Westours" name in 1947. Visits to Glacier Bay, which began in 1971, were integral to those early products.

Today we are a worldwide premium cruise line visiting more than 250 diverse ports and scenic cruise areas. Our eight ships sail to Alaska, Canada, New England, Europe, Asia and the Pacific, Hawaii, the Caribbean, South America, the Panama Canal, and on World Voyages. In 1998 we will host over one half million guests on our products. The growth of our company is the result of careful fiscal stewardship combined with attention to providing our guests with the destinations and excellent experiences they seek in travel. But our extensive experience in providing travel has also led to recognition of the need for applying forward thinking solutions when bringing modern technology to an increasingly fragile ecosystem.

Proud as we are of our modern ships, prudent management and growth, we are even more grateful for the high regard in which the traveling public holds us. For seven straight years we have received the "Best Value Cruise Award" from Ocean and Cruise News readers. Since 1991, when the poll began, we have been honored with Conde Nast's highest cruise line rating five times (for cruise lines with five or more ships).

While throughout the rest of the world we are primarily known as a premium cruise line, in Alaska we provide the most extensive array of visitor services of any company. In 1998, we expect to host over 200,000 guests to Alaska. We expect that about 109,000 of our passengers will visit Glacier Bay and 60,000 will visit Denali National Park. While the majority of HALW guests spend time on our ships in Alaska, over 45,000 do not cruise with us. Of this group, HALW arranges for 95% of them to visit Denali National Park. To provide visitor services in Alaska, 6 HAL ships sail the Inside Passage and across the Gulf, 13 McKinley Explorer rail cars take visitors to Denali National Park, 12 Westmark Hotels overnight guests in communities across the state and 160 motor coaches provide access to sights throughout Alaska. HALW is Alaska's 25<sup>th</sup> largest employer, doing business with more than 1,770 Alaska companies and had a combined economic impact on Alaska of \$523 million in 1997. HALW spends over \$18 Million annually to promote travel to Alaska.

This experience and qualification to effectively host a variety of guests is backed up by HALW's active support of protecting, preserving and learning more about our environment and the places we visit. As detailed below we have an aggressive pollution minimization program, Seagoing Environmental Awareness programs on all ships and a record of providing strong support to environmental stewardship programs like The Nature Conservancy, The Kenai River Trust, the American Oceans Campaign, the new Alaska SeaLife Center and the Raptor Center in Sitka.



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

**RESPONSE:** HALW was one of the first companies to promote, offer and provide cruises into Glacier Bay National Park when it began hosting visitors into what was then Glacier Bay National Monument in 1971. Currently, HALW holds and operates 39 entries as an Historic Operator under ANILCA.

This long history of successfully hosting guests into Glacier Bay is not only proof of experience and qualification to operate new permits but gives HALW a special appreciation and understanding of the Park. It has also engendered HALW's unparalleled commitment to Glacier Bay.

The understanding and appreciation of Glacier Bay begins at the top of the company. Chief Executive Officer, "Kirk" Lanterman, has over 25 years experience with Alaska and Glacier Bay. In our "Environmental" video he speaks of his special love for the place that makes working with the National Park Service at Glacier Bay the highest of priorities. This is why HALW has acted to incorporate all NPS recommendations for improving the visitor's experience. It is why we have instituted the strictest of pollution minimization policies and procedures on our vessels. It is why Joe Valenti, VP Marine Operations, stays in close touch with the NPS on operational concerns. And finally, it is why HALW has again taken the initiative to make even more improvements in our service to and protection of Glacier Bay in this application for new permits.

HALW's unparalleled commitment to Glacier Bay is made clear by the following facts:

- Glacier Bay has been featured on the cover of the HAL Alaska Cruises brochure for 14 of the last 15 years. (Exhibit 1) About 1,000,000 of these brochures are distributed each year.
- Glacier Bay is showcased in consumer advertising. Print advertising prominently featuring Glacier Bay made 274,304,000 consumer impressions for 1998 alone. (Exhibit 2)
- Glacier Bay is prominent in direct mail sales flyers and on point of sale promotional materials (Exhibit 3).
- Specific crew training and passenger Glacier Bay Environmental videos have been produced and are in use on all ships. (Exhibit VIDEO).
- HAL Inside Passage Cruises have been renamed Glacier Bay Inside Passage cruises (See 1998 Alaska Cruise Brochure - Exhibit 4).
- HALW voluntarily funded and worked with the NPS to update the official Glacier Bay film and video.

No other cruise line has demonstrated this powerful a commitment to the Park. In fact, others have given prominence to promoting alternatives to the Park. Our strong marketing support of Glacier Bay grows from a belief that, besides attracting visitors, our efforts generate awareness of the unique beauty and serenity of this national treasure. This awareness in turn contributes to broader appreciation of the need to preserve and protect this most unique National Park.

But HALW's commitment to Glacier Bay goes far beyond its unparalleled marketing support. This was evidenced back in the '80s when Jack Musiel, as President of Westours, headed industry efforts, through the auspices of the Alaska Visitors Association, to provide scientific information to the NPS on cruise ship impact in Glacier Bay. Continuation of HALW's commitment in actions like this is evidenced today by the creative initiatives brought forward in this application.

The most recent demonstration of commitment is the production and completion of a new Glacier Bay National Park video "Forever Wild." This video was funded by HALW to ensure that the Park had a first rate, current video to show visitors.

HALW also helps the NPS by ensuring that all Glacier Bay permits are used in a given year. Over the years, HALW has made last minute changes to ship itineraries so that permits that suddenly became available could be used. While it is always risky to tell passengers after they purchase a cruise that the itinerary is being changed, HALW takes the position that once passengers see Glacier Bay, they will have no regrets about the change.

**13. Does the 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

**RESPONSE:** HALW has extensive experience providing services under contract for the National Park Service and in other situations with significant philosophical and operational constraints.

In 1998, HALW has 51 entries into Glacier Bay during the June-August period. In operating these entries into Glacier Bay, HALW makes every effort to exceed NPS procedural guidelines and establish excellent cooperative working relationships.

In addition, various affiliated entities operate services under other U.S. permits:

Westours Motor Coaches, Inc., for example, operates tour facilities and a tour boat, mv Ptarmigan, at Portage Glacier under a Term Special Use Permit from the U.S. Department of Agriculture, Forest Service. HALW has permits to conduct guided bus tours to Mendenhall Glacier Visitor Center in Juneau and to Mt. Rainier National Park and Mt. St. Helen's National Monument in Washington.

Besides having direct experience operating under federal permits, HALW works extensively with Port Authorities, which have special requirements, in the U.S. and around the world. We are also experienced in operating cruise ships in other areas of the world requiring special procedures to protect sensitive environments (Mediterranean Sea, Baltic Sea, Black Sea, Red Sea, Etc.), UNESCO Biosphere Reserves (U.S. Virgin Islands, Aleutian Islands, Etc.) and World Heritage Sites ( Venice, Rhodes, Etc.)

**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.**

When discussing work experience, be specific with respect to size of operation, dates, area of operation, specific duties, number of people supervised, hours worked per week, and other factors that would be helpful to reviewers in establishing a clear understanding. Do not omit training and education and do not omit special qualifications, ratings, or licenses that are needed in some special occupations.

**RESPONSE:** The employees for whom resumes are provided below constitute the same management team that guides and operates HALW's Glacier Bay activities under its existing Concession Permit. Each of these employees will continue to be actively involved in new permit management.

The expertise of these HALW executives in working within Glacier Bay dates prior to the establishment of Glacier Bay National Park and Preserve. As indicated in response to 12 above, Jack Musiel, past president of Westours, led the industry effort to develop, and share with NPS, the first scientific information concerning the effects of cruise ship operations in Glacier Bay. Kirk Lanterman, now CEO of HALW, has worked with Glacier Bay National Park since its beginning, giving him particular appreciation for the importance of Glacier Bay being "...preserved and managed for the benefit and inspiration of all the people". This appreciation is shared by each member of the HALW management team whose backgrounds and experience are summarized below.

All the HALW executives actively involved in the management of the concession may be contacted at:  
Holland America Line-Westours Inc.  
300 Elliott Avenue West  
Seattle, WA 98119  
Phone: 206-281-3535  
Fax: 206-284-8332

## Individual Experience and Related Background of Key Managers

**Name: A. Kirk Lanterman**

**Title: Chairman and Chief Executive Officer, Holland America Line-Westours Inc.**

**SSN:**

Kirk Lanterman served two terms as chairman of the Cruise Line International Association (CLIA) and is past president of the Alaska Visitors Association (AVA). He is a past trustee, vice chairman and treasurer for the Institute of Certified Travel Agents and served as vice chairman of the International Council of Cruise Lines. He has been with the company for 27 years and oversees the over 6,500 employees of HALW and its affiliates. Born in North Dakota, he is a Korean War veteran and graduated from the University of Washington with a degree in accounting. He is a Certified Public Accountant. With a vast knowledge of Alaska tourism and the evolution of Glacier Bay as a prime attraction, Kirk Lanterman infuses the entire company with his stalwart regard for preserving the grandeur of Glacier Bay for current and future generations to behold.

**Name: Peter T. McHugh**

**Title: President and Chief Operating Officer, Holland America Line-Westours Inc.**

**SSN:**

Peter T. McHugh is President and Chief Operating Officer of HALW. He joined the company as Executive Vice President in January of 1996. Prior to that, his career in travel had been focused on the airline industry rather than cruising. For more than 20 years, he held senior management positions with both TWA and Pan Am, including senior vice president of marketing and sales for TWA and chief operating officer of Pan Am. He also served as chief executive officer for Pan Am when liquidation of the company's assets became necessary. His expertise also includes developing new businesses: He created the Travel Channel while President of TWA Marketing Services. His knowledge of international travel and his familiarity with all segments of the travel customer and the travel trade made his transition from the airline industry to the cruise industry a particularly interesting and rapid one. He holds a bachelor's degree in finance from LaSalle College and an MBA from Drexel University, both in Philadelphia. He was an Army infantry lieutenant in Vietnam.

**Name: Joseph L. Valenti**

**Title: Vice President, Marine Operations, Holland America Line-Westours Inc.**

**SSN:**

Joe Valenti has been with HALW for three years. He is responsible for the operation, repair and upkeep of all HALW vessels. This includes ensuring the ships are operated in strict compliance with all environmental and safety regulations. He has forty years experience in the maritime industry and is a retired U.S. Coast Guard Captain. In addition to serving in both a deck and engineering capacities and as the master of a Coast Guard vessel, he has an extensive background in marine environmental protection. He headed the Coast Guard's pollution response program for a period of four years and also served as the commanding officer of a marine safety office. In the latter capacity, he was responsible for port safety, commercial vessel safety inspections and marine environmental protection activities. His maritime experience includes ten years with a port authority, including approximately five years as port director.

**Name: Peter J.D. Smith**  
**Title: Vice President, Marine Hotels, Holland America Line-Westours Inc.**  
**SSN:**

Holding overall responsibility for all marine hotel activities for the entire Holland America fleet, Peter Smith joined HALW in May, 1995. Prior to his work with HALW, he was at Westin Hotels and Resorts where his 24 year career encompassed virtually every phase of hotel operations. Immediately prior to joining HALW, he served as senior vice president responsible for operations in North America and part of Latin America. With Westin his responsibilities included supervision of 23 hotel properties including development of two resorts. He holds a bachelors degree in hotel administration from Washington State University and has served on numerous corporate and hotel industry committees and boards.

**Name: Al Parrish**  
**Title: Vice President, Government and Company Relations**  
**SSN:**

Al Parrish is responsible for HALW interface with the major government and business entities in Alaska. He has been with HALW since 1987 when Sheffield Enterprises and Westours Hotels merged. Before the merger, he was president of Sheffield Enterprises. He has been part of Alaska's hospitality industry since 1962. He is a Board Member and Chair of the Finance Committee of Sisters of Providence, Inc. of California, Oregon and Washington; Vice Chair of the Board of Providence Health Care System; and a Board Member of the Alaska Native Heritage Center. He was past president and Board Member of the Anchorage Chamber of Commerce, Fairbanks Chamber of Commerce, the Alaska Visitors Association, and the Anchorage Convention and Visitors Bureau. He served on the Anchorage Providence Hospital Advisory Board for eight years and was their Chair for two years. He has also served on the Boards of the Covenant House, the Alaska State Chamber of Commerce, the local Board of Humana Corporation, the Anchorage Downtown Development Corporation, the Advisory Board of the Center for Entrepreneurship for Alaska Pacific University, and the Alaska Performing Arts Center.

**Name: Diane Moore**  
**Title: Vice President, Passenger Programs**  
**SSN:**

Diane Moore joined HALW in January, 1996 as Vice President, Passenger Programs. Her responsibilities include overall responsibility for the Reservations, Air/Sea, Ship Inventory, Tour Inventory and Documentation Departments; approximately 400 individuals work in these Departments. Prior to joining HALW, she was Senior Vice President of Passenger Services at Royal Cruise Line where she held various management positions since 1974. She holds a B.S. Degree in Psychology from Purdue University.

**Name: Daniel S. Grausz**  
**Title: Vice President, Legal, and General Counsel, Holland America Line-Westours Inc.**  
**SSN:**

Dan Grausz has been the General Counsel of HALW since 1988. In that capacity, he has worked extensively with the National Park Service on Glacier Bay issues. He regularly addresses issues that bear upon the manner and method of operating both inside and outside of Glacier Bay. His job responsibilities include overseeing all of the legal affairs of the Holland America Line group of companies. He also works extensively with other lawyers in the cruise industry on matters of general

importance to passenger shipping. He has a B.S. Degree from Cornell University, a J.D. from the University of Pennsylvania and a M.B.A. from The Wharton School.

**Name: Jack D. Anderson**

**Title: Senior Vice President, Marketing and Sales, Holland America Line-Westours Inc.**

**SSN:**

Appointed to his present position in 1995, Jack Anderson oversees all sales and marketing for HALW and Windstar. He has been with HALW since his first job as a seasonal tour director in 1974. After joining HALW permanently in 1977 in the group reservations department, he became its manager in 1979. Before being named assistant vice president in 1985, Anderson held a number of managerial positions with HALW. Afterwards he served as Vice President, Operations and later as Vice President, Marketing. He has served on the USTOA Board, the Alaska Visitors Association Board and currently represents HALW on the CLIA Marketing Committee and the Traveling Time Advisory Board. Anderson graduated from the University of Puget Sound with a B.A. in English and a B.S. in Psychology.

**Name: Linda Ehlenberger**

**Title: Vice President, Sales**

**SSN:**

Linda Ehlenberger has been Vice President, Sales since December, 1993. In that position, she oversees all of HALW's cruise and cruisetour sales activities including supervising 117 field and inside sales people. Prior to joining HALW, she worked for 12 years with Princess Cruises in varying capacities, most recently as Vice President, Sales. She is a member of the Institute of Certified Travel Agents, American Society of Travel Agents, and National Association of Cruise Only Agencies. She serves on the Board of Directors of International Association des SKAL Clubs, Seattle Chapter. She has a B.A. in Business from the University of Washington.

**Name: Charlie Ball**

**Title: Vice President, Marketing and Sales, Alaska Cruisetours, Holland America Line-Westours Inc.**

**SSN:**

Appointed to his current position in June, 1997, Charlie Ball oversees the sales and promotions for the company's Westours division which offers comprehensive cruisetour operations in Alaska and the Yukon Territory. He joined HALW in 1985 as assistant manager, group reservations department. Prior to his current position, he was the Vice President, Reservations and Operations Administration. The Seattle native graduated cum laude with a degree in Economics from Whitman College in Walla Walla, WA.

**Name: William C. Pedlar**

**Title: Vice President, Marketing, Holland America Line-Westours Inc.**

**SSN:**

Bill Pedlar rejoined HALW in February 1995 as director of World Wide Cruise Marketing; he had worked for HALW from 1978-84 as a Regional Manager. He then served eight years with Princess Cruises as vice president of marketing communications and, prior to that, held the position of vice president of tours and director of marine operations for Sundance Cruises. He was promoted to his present position in July, 1995. His responsibilities include overseeing the product design, itinerary planning, and marketing communications and marketing staff for the line's eight ships. A director of the

Alaska Visitors Association Board and member of the Alaska Tourism Marketing Council, he has 20 years experience in the cruise and tour industry. He has a Master's degree in marketing and finance from the University of British Columbia.

**Name: Captain Cees Deelstra**

**Title: Director Nautical Operations**

**SSN:**

Cees Deelstra joined HALW over 26 years ago as a cadet officer and worked his way up through the deck officer's ranks to become a captain. He is a graduate of Rotterdam Nautical College. After sailing worldwide for 18 years, in 1990 he accepted a permanent position ashore at company headquarters in Seattle. As Director of Nautical Operations, he is responsible for safe navigation of the ships, certification and maintenance of the ship's safety and life saving equipment, ship security, and functioning of the ships' deck department consisting of the navigation officers, bosun and the bosun's sailors and other deck maintenance personnel. Captain Deelstra has long experience dealing with maritime safety and navigational matters. He serves as chairman of the Marine Safety Task Force in Alaska. This task force is made up of representatives from the marine pilots, maritime shipping companies, United States Coast Guard and others having interest in safe navigation of Alaskan waterways. He also serves as chairman of the Technical and Operational Committee of the NorthWest Cruise Ship Association representing the cruise ship industry in Alaska and British Columbia.

**Name: Captain Rene Roussel**

**Title: Director, Maritime Affairs**

**SSN:**

Captain Roussel has been with HALW since 1991 after retiring as a Captain in the U.S. Coast Guard with 32 years of service, mostly in the Marine Safety and legal programs. While assigned as Captain of the Port of Miami and Western Alaska in the 1980s, he was the Federal On Scene Coordinator for many oil spills, including the tanker Glacier Bay grounding and spill off Nikiski, Kenai in July 1987 and that portion of EXXON Valdez spill that reached outside of Prince William Sound to the shores of Cook Inlet, Kodiak and the Katmai National Park. As the Chief of the Marine Safety Program for the Thirteenth Coast Guard District headquartered in Seattle, Captain Roussel developed comprehensive spill prevention and response programs with the states of Oregon, Washington and Alaska, and British Columbia in Canada. He was a major supporter and contributor to the B.C./States Task Force. Captain Roussel supported and conducted multi-state and multinational spill exercises. He coordinated the first joint exercise with the Russians in Alaska in 1988, and the most comprehensive spill exercise at that time in the country in Washington State in 1990. Upon his retirement, Captain Roussel was one of, if not the most experienced, Federal On Scene Coordinator in the Coast Guard. As Director of Maritime Affairs with Holland America, he oversees the safety and environmental audit programs for the HALW and Windstar ships and the company. Captain Roussel is the Designated Person for HALW, a position mandated by the International Safety Management Code. In this position, he is the link between management and the ships for pollution prevention and safety issues. As such, Captain Roussel has access to the highest levels of management to ensure that resources are brought to bear on safety and pollution prevention problems that come to his attention.

**Name: Captain L.N. Schowengerdt**  
**Title: Director, Policy and Plans**  
**SSN:**

Captain Schowengerdt came to HALW following a career in the U.S. Coast Guard where he was involved in all facets of ship operations, maritime safety and environmental protection. He also spent four years with the United Nations Food and Agriculture Organization teaching fisheries management and protection of natural resources in lesser developed countries. His background and experience covers every aspect of marine operations in sensitive areas, such as Glacier Bay. Captain Schowengerdt is the Director of Policy and Plans, responsible for writing and coordinating the company's policies in all areas of marine operations, maritime safety and environmental protection. He oversees the company's Safety Management System.

**Name: Johan Groothuizen**  
**Title: Director, Marine Hotel Operations, Holland America Line-Westours Inc.**  
**SSN:**

As Director, Marine Hotel Operations, Johan Groothuizen oversees management of the company's on board services including food and beverage, and hotel and entertainment. He joined HAL in 1971 as controller on board ship. He later held the on-board positions of food and beverage manager as well as hotel manager before moving to the company's Seattle corporate office. He attended the Hogere Hotel School in The Hague, The Netherlands and is a board member of the Marine Hotel Catering and Duty Free Association.

**Name: Hans M. M. Brinkhoff**  
**Title: Director, Hotel Operations, Holland America Line-Westours Inc.**  
**SSN:**

Hans Brinkhoff joined HAL in 1971 as assistant front office manager aboard ship. His other ship positions included food and beverage controller and later food and beverage manager. He transferred to the head office in 1976 assuming the title of Manager Planning for hotel personnel. He subsequently served as Manager, Marine Hotel Operations, then Director, Food and Beverage and Housekeeping Services. When the company headquarters moved to Seattle, WA he became Director, Marine Hotel Operations. He graduated from St. Dominicus College, Neerbosch, The Netherlands and the Katholieke Hogere Hotelschool, Maastricht.

**Name: Bill Sharp**  
**Title: Director, Port Operations**  
**SSN:**

Bill Sharp is responsible for providing a reliable management system to enable ship calls in all ports worldwide. He manages a system that generates information necessary to plan ship calls, meet port authority requirements, plans and controls appropriate shore activities and formulates and controls associated budgets. His department maintains an accessible, current port information database. In coordination with the Directors of Technical Operations, Nautical Operations, Maritime Affairs, and Policy and Plans, he ensures that all equipment, procedures and practices are in compliance with applicable laws, regulations, standards, company policies and the Safety Management System. He is the designated HALW on scene Spill Response Coordinator. Prior to joining HALW, he was employed by Southeast Stevedoring Corp., d/b/a Cruise Line Agencies of Alaska. As Vice President of Operations, he



spent 18 years working all over the State of Alaska. His primary responsibilities included oversight of all cruise operations and cargo port operations. He was a member of the NorthWest Cruise Ship Association, Alaska Visitors Association, Ketchikan Visitors Bureau, Ketchikan Port & Harbor Advisory Board, Alaska Marine Safety Task Force and an active participant with the Alaska Board of Marine Pilots.

**Name: Randall Peterson**  
**Title: Chief of Environmental Programs**  
**SSN:**

Randy Peterson has a B.S. in Biology and has worked in the field of public and environmental health for over 30 years. He joined HALW in 1978 and helped set up a complete sanitation and environmental health program. In 1992, he joined the Centers for Disease Control and Prevention to become the Chief of the Vessel Sanitation Program which provides comprehensive audit, inspection and consultation services to the cruise industry on all environmental and health concerns. He returned to HALW as Chief of Environmental Programs in 1994. He is responsible for developing, implementing and writing HALW's policies on environmental awareness, compliance and training. He also developed and administers our chemical management and hazardous waste program, conducts environmental and public health audits and inspections, and provides assistance to our vessels in meeting USPHS, environmental and OSHA recommendations and regulations. During his career, he has held positions on several committees involved in environmental and public health concerns, including the National Environmental Health Association, National Sanitation Foundation, Seattle Environmental Affairs Committee and technical advisory committee for the International Council of Cruise Lines.

**Name: Bob Diaz**  
**Title: Manager, Maritime Affairs**  
**SSN:**

Bob Diaz recently joined HALW to strengthen marine operations. Having been in the marine industry for over 30 years, he has extensive first hand knowledge of marine safety. In his role as Manager of Maritime Affairs, he conducts vessel safety and environmental audits to improve vessel operations, protect the environment and provide the safest possible experience for our passengers and work place for our crew. He is responsible for preparing the company for compliance with the International Safety Management Code (ISM). In addition, he has authored various company marine regulation manuals, developed numerous technical and operational directives. He graduated from the California Maritime Academy in 1971. He went on to complete his Masters in Marine Engineering and Naval Architecture from the University of Michigan. In his 20+ years in the Coast Guard, he was involved in all aspects of commercial vessel safety. Before joining HALW, he was instrumental in starting up the Washington State Office of Marine Safety.

**ADDITIONAL INFORMATION:**

The following partial listing of Holland America Line Captains and Chief Officers further demonstrates our depth of experience in operating cruise ships in Glacier Bay National Park.

**Name: Kees Buchens**

**Title: Captain**

**SSN:**

A sea-going member of the daily committee of the Sea Safety Group, in Plymouth, Capt. Buchens is also an active member of the Nautical Institute and received his Certificate of Nautical Surveyor in 1993. He first sailed with Holland America Line in 1982 aboard the old ss Statendam. Subsequently he served aboard the ss Volendam, ss Rotterdam and ms Westerdam. He supervised the building of the ms Maasdam in Monfalcone, Italy. Capt. Buckens studied navigation at the De Ruyter Nautical College in Flushing and sailed on oil tankers from 1974 to 1982. He has been on the bridge of Holland America Line ships in Glacier Bay for over 120 visits.

**Name: Dirk Van Den Berg**

**Title: Captain**

**SSN:**

Captain Van Den Berg began his Holland America Line career over 30 years ago in 1965 when he became an apprentice officer aboard the company's former cargo line ships the ss Gaasterdyk and ss Averdyk. He worked his way through the ranks becoming chief officer in 1984. He has since served aboard many Holland America Line ships including the ss Veendam, ss Rotterdam, ms Nieuw Amsterdam, ms Noordam and ms Westerdam. He was promoted to captain on board the Westerdam in 1993. Alaska has always been one of his two favorite destinations. He has guided our ships on 125 visits to Glacier Bay.

**Name: Jack Van Coevorden**

**Title: Captain**

**SSN:**

Born in Indonesia and raised in New Guinea, Capt. Van Coevorden moved to Holland in 1961 to attend the Amsterdam Nautical Academy. He became an apprentice aboard Holland America Line's Amsteldyk, a cargo vessel. He received his third officer's license after one year at sea. In 1969, after further training, he became second officer. Rising through the ranks to chief officer and his first passenger ship, ss Statendam IV, he became master of the ms Nieuw Amsterdam in 1988. When he's not sailing the Alaska season or at home in Seattle, Captain Van Coevorden journeys to Sitka where he and his wife, Gail, love to fish. In 1993 he set the record for sport fishing in southeast Alaska. He has sailed Holland America Line ships into Glacier Bay over 140 times.

**Name: Frans K. Consen**

**Title: Captain**

**SSN:**

Captain Consen received his maritime training at Nautical College, Willem Barntsz, the Netherlands. He went to sea in 1970 and came onto Holland America Line ships in 1978. He has been to Glacier Bay over 160 times and still values its "unspoiled nature." Captain Consen says, "Every time I am in Glacier

Bay, I see something I haven't seen before." "It is a treasure of mother earth. . ."

**Name: Leo Van Lanschot Hubrecht**  
**Title: Captain**  
**SSN:**

Captain Van Lanschot Hubrecht first went to sea at the age of 17. He started sailing with Holland America Line in 1966 as an apprentice officer on the victory class freighter, the ss Arkeldijk. After serving on a number of cargo and then passenger vessels he was promoted to chief officer in 1982. Since then he has served on such ships as the ss Veendam, ss Volendam, ms Statendam, ms Noordam, and ms Westerdam. Recently promoted to Captain, he counts his 188 sailings to Alaska and 147 entries of Glacier Bay as favorite seafaring experiences.

**Name: Albert Schoonderbeek**  
**Title: Chief Officer**  
**SSN:**

Born in the Netherlands, Chief Officer Schoonderbeek decided upon a life at sea when only 5 years old. Eventually he entered the oldest maritime academy in the world, De Kweekskool Voor de Zeevaart, in Amsterdam in 1976 and served his sea-going apprenticeship upon graduation in 1979. Two years later he began his Holland America Line career aboard the old ss Statendam. His career at sea has seen hurricanes, world cruises and 125 entries of Glacier Bay.

**Name: Werner Timmers**  
**Title: Chief Officer**  
**SSN:**

Born and raised in the Netherlands, Chief Officer Timmers graduated Norbetus Lyceum and Nautical Academy in Vlissingern and apprenticed on Holland America Line's ms Noordam in 1984. He has a second degree in engineering and enjoys his responsibilities for safety, navigation and keeping ships in top condition. He has sailed into Glacier Bay 115 times.

**Name: Olav van der Waard**  
**Title: Chief Officer**  
**SSN:**

Born in the Hague, Chief Officer van der Waard graduated with distinction from the Merchant Marine Academy in Rotterdam. His career with Holland America Line began only 5 years ago, but he has already participated in building the ms Maasdam and has 64 entries of Glacier Bay in his log book.

**CRITERION 1B. NONE.**