The Volunteer Ship Visitor: Revitalizing a Historic Seafarer Mission Program Through Volunteer Development.

By

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Abstract

This capstone research action project is devoted to the seafarer mission in Philadelphia, a non-profit that has served the welfare of seafarers since 1843. The initial research question was: How can the Seamen’s Church Institute direct its resources to provide the maximum level of seafarer support consistent with its mission to serve proactively without prejudice? The initial findings led to a refined research question namely: How to create the volunteer training program that will enable the Seaman’s Church Institute to increase its ratio of volunteers to staff?

The participants are the board of trustees, the executive director and staff of the Seamen’s Church Institute “SCI” and the seafarers that are served every day.

The findings from the initial research revealed that SCI had a low level of volunteer ship visitors compared to other seafarer missions. Therefore the refined action research chosen was to create the volunteer training program.

A welcoming interfaith environment for volunteers is an important component of the change that has taken place under the ethical leadership of the executive director. An attitude of dialogue and collaboration now feature to foster the work of volunteers. Mentoring has been implemented using mindfulness to understand the needs of seafarers in the 21st century.
Acknowledgements

Helene Pierson – Executive Director of the Seamen’s Church Institute.

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Eugene Mattioni, Spirit of the Port recipient 2017.

Mesfin Ghebrowoldi, winner of the 2017 Seafarer Advocate of the Year award.

Past and present board members of the Seamen’s Church Institute.

All of the survey respondents.
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CHAPTER 1 - Introduction to Project and Evidence of Mindfulness

Purpose and Scope

My project focus is the work of the seafarer mission in Philadelphia known as the Seamen’s Church Institute or “SCI”. According to the International Seafarers Welfare and Assistance Network “ISWAN”¹ there are 430 seafarer missions operating in the major ports around the world. The mission in Philadelphia began operating in 1843. In the past two hundred years these missions have provided welfare to seafarers, and in the 21st century, they continue to provide services to enable seafarers to connect to the internet and local transport so they can spend a few hours ashore.

I have had a personal connection with SCI in Philadelphia for nearly fifty years. In 1971, I was a seafarer on a British merchant ship when I received a Christmas “ditty bag”² from an SCI ship visitor. Eighteen years ago, I served on the SCI board of trustees for a period of about five years. During my eight years as the CEO of a private port terminal in Philadelphia I was an active supporter of SCI. I was aware that SCI was struggling with change brought about by the advent of the Internet. Seafarer missions around the world were set up as communication centers where seafarers could congregate to make telephone calls. When smartphones and the Internet arrived the needs changed and seafarers required Wifi access so that they could use their smartphones to connect with their families. At SCI there was a particular problem of a significant operating deficit that was draining cash from the reserve funds. The all-volunteer board of trustees wrestled with this problem for almost ten years before reaching a decision to appoint

new leadership. Since 1843, SCI has been governed by a male priest serving as both the chaplain and the executive director. In 2016, the board altered course and appointed a woman with an MBA and a background in non-profit administration. When I learned of the appointment of Helene Pierson, I reached out to the president of the board and offered my service as a volunteer chaplain. I met with the new executive director and offered my help.

In 2017, I began my studies at CLU and in the first term, I began to consider my research question for the capstone project. I decided to approach SCI and inquire if they would be receptive to a capstone project. The executive director welcomed the idea and asked that I make a presentation to the executive board on April 4th, 2017. The executive board voted and unanimously approved my capstone project and requested that I submit interim findings at their annual board meeting on June 20th, 2017.

The research question

My initial research question was broad by design and stated: How can the Seamen’s Church Institute direct its resources to provide the maximum level of seafarer support consistent with its mission to serve proactively without prejudice?

From these initial findings, through the Core-collaboration and Core-change terms, I was able to condense the research question to a more refined approach. How to create the volunteer training program that will enable the Seaman’s Church Institute to increase its ratio of volunteers to staff? During the Core-change term at CLU, I discussed the plan with the executive director and steps were taken to put the refined research question into action.
Demographics

SCI serves one of the busiest ports on the eastern seaboard of the United States, each year about 2,500 ships visit the 30 public and private port terminals on both sides of the Delaware River. During the year, SCI will visit onboard 1,800 ships and will arrange shore transport for almost fifteen thousand seafarers. SCI is located near the old city of Philadelphia with easy access to the Ben Franklin bridge. SCI has ten paid staff complimented by four volunteers making SCI staff-heavy compared to other seafarer missions. The board of trustees has twenty all volunteer members who are business leaders from the maritime and port community.

The importance of the welfare of seafarers was expressed by all of the stakeholders that were interviewed as part of the initial research question. The Maritime Labour Convention of 2006\(^3\) includes recommendations for the provision of welfare facilities and services in ports as stated in guideline B4.4.2 of the regulation. The SCI board of trustees are a reflection of the entire port community of the Philadelphia customs district, many hold senior executive positions. The board of trustees fully appreciates the holistic value that is provided by the seafarer mission and the benefit to all of the seafarers that it serves and the need for the seafarer mission to continue its work on a sustaining basis.

Participants

In the initial research question, the online survey was distributed to the SCI mailing list of interested parties, and the interviews were conducted with key stakeholders. The refined research question focuses on individuals who are interested in becoming volunteer ship visitors.

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Organizational setting

SCI is a non-profit 501(c)3 that operates from rented space in the Northern Liberties district of the City of Philadelphia. The center has administrative offices, community space and a chapel for worship. SCI owns four 15-passenger vans that are used to travel to the 30 port terminals, which range over a forty-mile span along the Delaware River. The vans are used to transport seafarers to and from local shopping centers.

Timeframe for the project

The project is to be conducted over a period of ten weeks and will include recruitment, online training and a classroom session. In the final three weeks, I will be engaged in the practical training session taking new volunteers out for ship visits.

Guiding Values and Project Significance

SCI’s mission statement is: “To serve all seafarers proactively without prejudice”. SCI has a connection to the Episcopal church but as the demographic of seafarers have shifted from the Occidental to the Oriental\(^4\) so too has the religious adherence of the seafarer. In keeping with its mission statement, today the emphasis is on serving all proactively without prejudice, and this requires an interfaith approach. The work of a seafarer mission is a perfect application for the Golden Rule\(^5\), which is a common thread amongst all major religions. Rose George in her book *Ninety Percent of Everything*\(^6\) described the shipping industry as “the invisible industry that puts

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clothes on your back, gas in your car, and food on your plate.” Foreign seafarers are the ones that provide the crewing of this invisible industry. To many, the seafarers are also invisible and with the strict port security controls that exist at the port terminals, seafarers face great difficulty to gain any shore leave. Ship visitors from seafarer missions create the bridge to connect with the seafarer and make it possible for them to gain a few hours ashore. Ship visitors bring smiles to the faces of seafarers who may have not had any shore leave for months at a time.

How I identified a gap between those values and their setting

The leadership of SCI has been under the governance of male Episcopal priests for 173 years. During this period the demographic of the seafarer had shifted from European-centric to Asian-centric. The attitude of the SCI governance remained in a time warp that failed to recognize the reality that very few seafarers were of the Anglican faith. This was evident by the decision ten years ago to spend a substantial amount of money fitting out a chapel at the SCI center and consecrating the chapel as an Episcopal church instead of creating an interfaith place of worship that would serve the community of seafarers that are its true congregants.

Why the project is needed

SCI has a serious operating deficit that has been draining cash from its reserve funds, if this situation is not arrested then SCI is at risk of collapse and closure. In the initial research question the findings illustrated that SCI is operating volunteer-light when compared to other seafarer missions. By implementing a volunteer training program, more volunteers can be used, and staff costs can be reduced. This provides a path to restoring the financial health of SCI.

Since the report of the initial findings, the executive director has begun to implement a
series of actions that have been the subject of discussion during the Core-collaboration and Core-change terms. This has already yielded results, and there is a degree of confidence that the operating deficit will be reduced to an acceptable level within the next two years once all aspects are fully implemented.

Record of Initial Mindfulness

In the weeks spent crafting the initial research question, I was also taking classes in heart rhythm mediation given by Dr. Charles Palmer the Head of the Neo-Natal unit at the Penn State Hershey Medical center\textsuperscript{7}. Dr. Palmer is a graduate of the Institute of Applied Mediation on the Heart school run by Puran and Susanna Bair\textsuperscript{8}. During the five weeks of the meditation classes, I was deep in thought about how I would approach the capstone project and what options I would have open to me for a suitable research question.

Dr. Palmer explained the importance of the parasympathetic nervous system and his recent research with medical students to measure the positive effects of meditation on vagal tone. Meditation stimulates the vagus nerve system and counteracts the “fight or flight” condition, which is associated with stress. I have personally experienced vasovagal syncope\textsuperscript{9} events throughout my life, Dr. Palmer provided me with a simple antidote for my vasovagal syncope episodes by applying meditation and mindfulness to manage my vagus response.

I have recently read the Book of Joy by the Dalai Lama and the Archbishop Desmond Tutu, and I had been inspired by their thoughtful words. The Dalai Lama said: \textit{For every event in}

\begin{footnotesize}
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\item \textsuperscript{7} “Dr. Charles Palmer M.D.”, pennstatehealth.org, accessed January 17, 2018, http://hmc.pennstatehealth.org/display-provider/-/provider/42/charles-palmer-md
\item \textsuperscript{8} “Institute for Applied Mediation”, iamheart.org, accessed Jan 17, 2018, https://iamheart.org
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life, there are many different angles\textsuperscript{10}. This provided an aspect of mindfulness that pushed me to explore opportunities close to my circle of contact and the realization that I could apply my work to helping SCI.

Limitations

My two-step approach has enabled me to analyze the findings from the initial research question and to then refine that question to a more focused and deliverable project that can be achieved within the scope of the ten-week term.

This action research project, like many others, will run into some resistance from others in the organization, they may exhibit resistance to change. However, this action research project has the full support of the executive director and the board of trustees.

I serve as a volunteer chaplain and serve the seafarers as part of the seafarer mission in Philadelphia. All of the costs associated with this project have been self-funded. This includes the travel, the subscription to questionpro.com, research materials, and the printing of the initial findings and the volunteer training manual. These costs, estimated at $2,000 have been donated in order to assist SCI rather than burden it with more expense.

Definitions of Terms

CLU Claremont Lincoln University.

SCI Seamen’s Church Institute

WiFi Wireless connection to the Internet.

501(c)3 An organization exempt from Federal income tax.

CHAPTER 2 - Literature Review and Initial Stakeholder Dialogue

Introduction to Literature Review

Change is a constant component of our existence, all around us, nature is always changing from season to season. Every day the gravitational pull of the Moon causes the oceans to rise and fall creating the tides. Change surrounds us. Given the effect of our environment, we might expect that we would embrace change rather than resist it. Our resistance to change may be of the unknown versus the known. Rosabeth Moss Kanter, writing in the Harvard Business Review\(^\text{11}\) suggested that: “We are creatures of habit. Routines become automatic, but change jolts us into consciousness, sometimes in uncomfortable ways.” Mahatma Gandhi provided us with one of the most famous quotes about change he said: “Be the change that you wish to see in the world.”\(^\text{12}\) Gandhi invited us all to embrace change and to visualize that change. A man who experienced great change as a soldier, a politician and the leader of a nation at war. Winston Churchill said\(^\text{13}\): “To improve is to change; to be perfect is to change often.” Churchill understood that in the journey to perfection, change was infinite. Churchill experienced many failures and setbacks in his life of ninety years, and he explained this in a speech he gave in 1941, he said these words: “Never give in, never give in, never, never, never, never—in nothing, great or small, large or petty—never give in except to convictions of honor and good sense.”

Managing change requires a mindset to overcome complacency, Brent Gleeson writing in Inc.

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made the following observation: “Complacency is rampant in many of today's organizations mainly due to over-managed and under-led cultures.”

In my Capstone project, the change required is to restore financial stability by increasing the ratio of volunteers to staff. To achieve that the Seamen’s Church Institute has to embrace and sustain volunteers as the primary rather than secondary means of delivering service to seafarers. To implement the volunteer program, SCI volunteers need to be recruited, trained and embraced. The new volunteer initiative is the strategy for change that will launch in January 2018.

My literature review, therefore, has two components the specific work performed by seafarer missions and the general challenges of building and sustaining a volunteer workforce. During the course of my research, I have used databases available from those institutions that specialize in the business of the seafarer welfare; these include the Seafarers International Research Center at the University of Cardiff. The Merchant Navy Welfare Board and the North American Maritime Ministry Association.

Current Perspectives on volunteering

In the research phases of the Capstone project, I found that typical seafarer missions are volunteer-centric and some operate entirely with volunteers. However, in Philadelphia at the Seamen’s Church Institute “SCI” the culture had shifted to a staff-centric operation. The consequence of this decision was to increase the burden of staff costs and operating deficits grew to almost $1,000 per day. Under the previous executive directors, the solution was to raise more revenue by appealing to donors. Unfortunately, the donor base had been exhausted after providing substantial dollars for funding the fitting out of a seafarer chapel that has seen little use

in ten years. Thus, the appeals for more money to close the operating deficit went unheard. The organization managed to cover the shortfall thanks to SCI’s substantive endowment portfolio that was drawn down to plug the gap in the cash flow. While this went on the all-volunteer board of trustees were wringing their hands with frustration, and some trustees resigned because they felt that they could no longer support an organization that was going in the wrong direction. In 2016, the board found themselves with a window of opportunity, and they seized the moment. They hired a new executive director who was female with an MBA and experience in managing non-profits. For SCI was the first time since 1843 that SCI would have a female non-clergy leader. The board gave the new executive director a clear mandate to bring about change at SCI; they wanted the operating deficit to be reduced and ideally eliminated.

The new executive director recognized that volunteers were a step in the right direction and I became a member of the volunteer team. However, it became clear to me in the first month that the staff regarded volunteers as second-class members of the SCI ship visiting team.

Background on Seafarer Missions

The work of seafarer missions around the world has limited sources of literature and my first point of contact was Dr. Jason Zuidema, the executive director of the North American Maritime Ministry Association “NAMMA”. Dr. Zuidema provided guidance on some of the publications that have been written. We conducted a Skype call to discuss the challenges facing seafarer missions and arranged a meeting in Washington DC at the National Maritime Day conference held at MARAD\(^1\) on May 22\(^{nd}\), 2017. Dr. Zuidema recently co-authored a study into

Shipping Contributions to Seafarer Welfare. Dr. Zuidema also recommended Cardiff University and their Seafarers International Research Centre “SIRC” as a resource for additional information. According to SIRC, they were established in 1995 with a view to conducting research on seafarers. SIRC has a particular emphasis on issues of occupational health and safety. It is the only international research facility of its kind and has built up unparalleled experience of research in this field.

I also reached out to a friend in the United Kingdom Alexe Finlay, Alexe is involved with the seafarer mission in the port of Teesside and recently won the 2017 Merchant Navy Welfare Board's Annual Award for Services to Seafarers Welfare. Alexe provided data on the work of the Teesside mission and became a resource for my questions. Through Alexe, I was introduced to Peter Tomlin CBE, the chief executive of the Merchant Navy Welfare Board. Peter was also a good resource for my research. The Merchant Navy Welfare Board provides the ship visitor online training course that I will be using as a module of the volunteer training program at SCI.

I traveled to Baltimore and met the Rev. Mary Davisson who is the executive director and chaplain at the Baltimore International Seafarers Center. I interviewed Mary and gained very useful insight into the operations and finances of the Baltimore seafarer mission.

There are two books that provided the basis for my literature source, considered as the standard reference for the entire industry is: Seamen’s Missions; Their early Origin and their growth, by Roald Kverndal and Ninety Percent of Everything by Rose George. Rose George

devoted a chapter in her book specifically to the work of Seafarer missions, chapter 8 titled “Sanctuary.“

Roald Kverndal in his book *Seamen’s Missions; Their Origin and Early Growth* provides the historical background to the creation of the seafarer mission as it exists today. The term Seamen’s mission evolved because as Kverndal stated: “Seafaring was seen as essentially a male vocation… during the period of this study (1779-1864), the male connotation of the term “seamen” was never really at issue. The wide use of the more inclusive term ‘seafarer’ in more recent years is the result of both increased active participation by women in a seagoing career and greater public awareness of the need to counteract sexism in the work-place.”

SCI still uses the term seamen in its name but in all of its day to day references on its Facebook page, newsletters and website it always uses the term seafarer.

Kverndal described the early work of the Seamen’s missions as they formed in the early nineteenth century and as Kverndal stated: “Employing as its vehicle the so-called ‘voluntary society’ model. Collectively, it was these voluntary societies, which made up the first institutionally organized form of the work.” SCI operates today as a non-profit tax-exempt organization that depends on financial support from donors and contributions from the maritime community. The concept of the voluntary society remains in place almost two hundred years later.

Kverndal also notes that: “Factors like radical technological change in the shipping industry and mounting secularization in the world at large, have contributed to a very real

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21 Ibid, xxv.
identity crisis in maritime mission, and a sense of urgency in seeking authentic answers.”

Kverndal’s statement accurately reflects the experience of SCI in Philadelphia and the challenge that it has faced to operate within its means. The primary and the refined research question of my capstone project addressed the answers needed for SCI to sustain its work.

Kverndal details the work of the early seamen’s missions and wrote that: “Rather than railing over the source’s of the sailor’s temptations and privations, more could be achieved ‘to counteract such baneful influences’ by positive, systematic countermeasures.” Kverndal continues, “At all events, the visitation of seamen in their own environment… soon became a regular, virtually indispensable feature of their work.”

Here we see the reference to ship visiting which is a core function of the work carried out by SCI today and the reason why more volunteers are required to serve as ship visitors.

The literature review provided background to the history and evolution of seafarer missions, the manner in which they are funded and operated.

Future Perspectives on volunteering

To commence the recruitment of volunteers the trade magazine known as the *Beacon* offered free space for an article. The Beacon publishes online and in print every quarter and distributes to the entire maritime community on both sides of the Delaware River. The executive

22 Ibid, xxiv.
23 Ibid, 573.
24 Ibid, 576.
director accepted and requested that I use this to write the following article\textsuperscript{25} appealing to volunteers.

The response from the article has been positive, and we now have six candidates who have expressed a desire to undertake the volunteer training program. A 53-page volunteer training manual has been prepared and will be used in the classroom briefing module. Each volunteer candidate will receive a binder with the handouts to be used as a briefing document, and this will include an explanation of the Maritime Labor Convention 2006 by Douglas Stevenson\textsuperscript{26} the director of the Law and Advocacy department of the Center for Seafarers Rights at SCI New York. Also each candidate will receive a personal copy of Rose George’s book, \textit{Ninety Percent of Everything}.


\textsuperscript{26}“Center for Seafarers Rights”, seamenschurch.org, accessed January 17, 2018, http://seamenschurch.org/csr
Figure 1

Stakeholder Perspectives

The board of trustees realized in 2016 that failure to change would be a breach of their fiduciary obligation to ensure that SCI could sustain itself as a going concern. Some trustees had openly speculated that with no action or change implemented, then the seafarer mission would probably expire within seven to ten years. The operating deficit problem had existed for almost a decade, and while there had been small progress, the daily losses remained unsustainable.

Procrastination and complacency had plagued the leadership, and this reached a tipping point in 2016 when the board broke with tradition by hiring a female executive director.

You have perhaps retired from the port community and want to stay connected, then this is directed at you — your port needs you!

Think this would be interesting?
Send an email with your resume to Helene Pierson lpierson@sciphiladelphia.org.


In Order to Help Your Business Grow, We Grow Ours.

If you have any questions, please contact us at: afni@seamen.org.

By: Rev. David Reid, AFNI, Seamen’s Church Institute Volunteer Chaplain

The famous WWI British recruiting poster that featured Lord Kitchener pointing his finger to the viewer has since become synonymous with volunteerism. There are many reasons for a person to volunteer; I began by serving at hospice. I have recently attended training to become credentialed as a disaster spiritual care provider for the Commonwealth of Pennsylvania. This is very similar to the training I received earlier in the year to become a member of the National Federation of Firefighter Chaplains. At that time, I was asked which firehouse I was attached to. I explained that as a volunteer port Chaplin, every ship I visit is a firehouse because all seafarers have to serve as firefighters onboard their own ships. Seafarer missions around the world depend on dedicated volunteers to operate their service of welfare to the broad spectrum of seafarers who, as author Rose George said, are responsible for delivering “ninety per cent of everything.” Rose puts it this way, it is “the invisible industry that puts clothes on your back, gas in your car, and food on your plate.” In her book, she devotes an entire chapter to the dedicated work of seafarer missions.

The public and private terminals located within the reach of the Philadelphia Customs district are truly blessed to have one of the oldest seafarer missions in the world. Much has changed in the demographics and technology of seafarers since 1843, but there is one constant: the need to serve seafarers proactively and without prejudice. The Seamen’s Church Institute, aka SCI, has evolved and changed to meet the welfare prescription defined in the 2006 Maritime Labour Convention that serves to protect the global community of seafarers.

As a former seafarer myself, I have personally witnessed almost 50 years of change. My first visit to Philadelphia came in 1969 onboard the British cargo vessel “London Statesman.” My affinity to the Delaware began with my first visit walking ashore to peruse the bookshops located on Market Street. Over the years, I would return many times to the Delaware and received my first “dirty” bag from SCI the Christmas of 1971. In the 80s, I would return to Fairless where I had discharged iron ore from Venezuela for U.S. Steel in the 70s. However, this time it would be to open up and operate a breakbulk terminal that became the foreshore to what is Kinder Morgan today.

In 2016, I became a volunteer at SCI. I chose to serve other seafarers because the spirit of volunteerism has called me to step forward. SCI is now looking for volunteers who are also willing to step forward. For those of you who have perhaps retired from the port community and want to stay connected, then this is directed at you — your port needs you!

Send an email with your resume to Helene Pierson lpierson@sciphiladelphia.org.
Once the appointment of the new executive director was in place, it was clear that an effort was underway to restore stability. Onboard a ship, stability is an extremely important factor in the seaworthiness of the ship. If a ship is improperly loaded, then it has the risk to capsize. There have been some notable maritime tragedies where many people lost their lives due to complacency over stability. One of the more recent events was the loss of the Korean ferry Sewol on April 16, 2014. 304 people died when the ferry capsized while on a routine run in good weather. The ferry lacked stability because of improper loading and while making a course change it capsized and sank. Many of those lost were high school students on a field trip. SCI held a memorial service at the chapel on April 16, 2017, for the Korean-American community in Philadelphia. Similar services took place in major cities all around the world. SCI’s stakeholders, therefore, must be mindful that for SCI to sustain its work to serve seafarers, it too must always ensure that it has positive stability. In the case of SCI, this means that it must operate with a positive margin.

Change will mean that some members of the staff who are near retirement age may not adapt to a shift from volunteer light to volunteer heavy. Those that are resistant to change may find the new structure unworkable for them, in such case, they can either adapt or exercise their option to retire.

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Comparing literature review to the conversations with stakeholders

The results of the online survey and the interviews with stakeholders show that there is an overwhelming belief that the work of SCI continues to serve the needs of seafarers in the maritime community of the Delaware River. 97% responded “Yes” to this question.

77% believe that the welfare of seafarers is important.

54% have been involved with SCI for more than ten years.

19% of the survey respondents have served as seafarers.

99% believe that the work of SCI is to serve all seafarers without regard to their faith.

85% believe that SCI provides a forum for the port community for dialogue and fellowship.

78% believe that SCI should serve the port community as well as the seafarers.

79% believe that shipowners should pay a fee for SCI’s services to their crew.

97% believe that Port Authorities and Private Terminal operators should support SCI’s work.

93% believe that the churches of the port community should support SCI’s work with seafarers.

58% believe that SCI’s primary mission is to provide Chaplaincy for seafarers.

77% believe that SCI should be a transport service for seafarers.

48% believe that SCI is in the right location.

31% believe that the SCI Chapel is a “nice to have.”

In Rose George’s book she cites the following in chapter 8 titled Sanctuary: “When Erol Kahveci of Cardiff University asked seafarers how long their average shore leave was, 36 percent said two hours. Nearly two-thirds spent all that time in the port-area. Now that 4,000 to 6,000 foreign seafarers arrive in British ports every day, the missions have changed their mission. From looking after Britons abroad in a strange land, as they used to do, they now care for the world
When I interviewed the stakeholders there was a uniform sense of compassion towards the welfare of seafarers and an understanding that the function of SCI was to serve all seafarers without regard to their faith. This was the same sentiment cited by Rose George when she quoted a 1966 report by the Port of London that said: “Men who are strangers being taken into a world of friendship.” The seafarer mission in Philadelphia follows the same views that are expressed in the literature. SCI operates seven days a week visiting ships every day from nine in the morning until nine at night. Many seafarers spend months onboard without the chance to have any shore leave because of time constraints and stringent port security regulations. The opportunity afforded by the SCI ship visiting team to escort seafarers safely to a shopping mall and arrange for their return a few hours later is a blessing. I have listened to captain’s praise the work done by SCI, and one Russian captain explained to me that in his view this was extremely important for the wellbeing of his crew. He told me that it was healthy for his crew to get a few hours off the ship and into a normal social environment. He believed that this enabled his crewmembers to reset mentally and restore themselves. I have had other seafarers take my hand and thank me for being their extended family. These anecdotal statements are reflected by seafarers who have been served by SCI in the recent nomination to ISWAN for SCI to be a candidate for the 2018 Seafarer Center of the Year award. The nominations have been submitted for adjudication and the winner will be honored at a reception in Geneva, Switzerland in April 2018. The simple fact that SCI was nominated by the seafarers that it serves every day is a testament to the positive work that it does and this reflects a high standard since seafarers operate on a global platform.

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Conclusion

In Scharmer’s book Theory U, he referenced an interview that he made with Nick Hanauer, a board member at Amazon. Hanauer told Scharmer that one of his favorite sayings attributed to Margaret Mead has always been: “Never doubt that a small group of committed citizens can change the world. Indeed, it’s the only thing that ever has.” Meads’ statement echoes the inspiring words expressed by both Winston Churchill and Mahatma Gandhi.

Scharmer refers to the power of intention; he describes this as follows: “The inner work of getting into this flow has a lot to do with letting go and letting come. Letting come is the other side of the power of intention. The real question is: How can you tune in to that intention?” At SCI, there have been many powerful intentions that have enabled the seafarer mission in Philadelphia to serve seafarers for 175 years, throughout this time many changes have taken place in the technology of shipping and the demographics of the seafarers. SCI began its life as a floating chapel stationed in the Delaware River. Ten years ago, at least five thousand seafarers would visit the center every year so they could make phone calls home using the landlines at SCI. The Internet has brought massive change in communications, and now there are no seafarer visits to the center. Instead, SCI places portable WiFi hotspot units onboard the ships and the seafarers all own smartphones, and they connect on Facebook and Skype with their families around the world.

SCI has adapted to change over its 175-year history and the need for change is constant, just like the stability of every ship this can never be a matter for complacency and the words of


\[^{31}\text{Ibid, 199.}\]
Winston Churchill\textsuperscript{32} are the mantra for the future: “To improve is to change; to be perfect is to change often.” Embracing volunteers at SCI will sustain its future.

The literature review made it clear that the work of a seafarer mission remains valid in the 21\textsuperscript{st} century, the modern ship visitor may not be the evangelical who seeks to convert the seafarer as described by the historical narrative written by Kverndal.\textsuperscript{33} Where he stated: “In relation to the spiritually awakened or converted seafarer, such dialogue would assume the character of ‘maritime pastoral counseling.’ In this case, the proximate purpose would be to encourage commitment and growth.” This point was amplified by Rose George in her chapter 8 when she describes the work of the chaplain at the port of Immingham\textsuperscript{34} and his absolute dedication to serving the needs of all seafarers.

After analysis of the online survey and the interviews with stakeholders, there was complete resonance with the evidence derived from the literature concerning the need for seafarer missions in the ports of the 21\textsuperscript{st} century. Seafarer missions began their work based on evangelical Christians who sought to create a maritime ministry to serve the needs of British seafarers in the early 19\textsuperscript{th} century. The shipping industry has experienced great change over the past two hundred years, and the work of the modern seafarer mission has adapted to its new demographic. Today, it follows the chaplain’s creed to be a ministry of presence caring about the welfare of the seafarer without inquiry as to their faith.


CHAPTER 3 - Methods Determined with Stakeholders

The Research Question

The findings from the initial research question: How can the Seamen’s Church Institute direct its resources to provide the maximum level of seafarer support consistent with its mission to serve proactively without prejudice? Led to the development of the refined research question: How to create the volunteer training program that will enable the Seaman’s Church Institute to increase its ratio of volunteers to staff?

The first step was the design and launch of the online survey using QuestionPro.com a subscriber based survey platform. I chose this platform over the free services from vendors like SurveyMonkey.com because I wanted to convey a professional approach. The survey consisted of twenty-eight questions that resulted from the dialogue and collaboration with the executive director and beta tested with two board members before the launch. The questions were refined based on the feedback from the beta testing. The survey was then sent out to the SCI mailing list. The next step was to contact key stakeholders and arrange appointments for a series of face to face interviews. Twenty interviews took place over a period of three weeks in one-hour sessions.

The online survey returned 100 completed results, a response rate of about 20%. The results provided very productive data, which together with the interviews provided insight into the perspective of the stakeholders. In addition, I also researched other seafarer missions both in the USA and in the UK to benchmark and evaluate SCI.

The surveys and interviews provided the answers to address the initial research question, and compiled into a 58-page report, delivered to the board at their annual meeting on June 20th, 2017. See Appendix C.
Creating the volunteer training

The dialogue that followed from the initial research question led to a collaborative decision that the research question should be refined to focus on volunteer training. The findings from the initial research question showed that SCI could realize a significant benefit by raising its ratio of volunteers to staff. The feedback from the interviews indicated that there was broad support for increasing the number of volunteers. The research of comparable seafarer missions showed that SCI had the lowest volunteer ratio of ship visitors.

In collaboration with the executive director, I created the volunteer training manual that will be used both as the classroom module and as a briefing binder for each of the ship visitor volunteers. The volunteer training manual was a collaboration of existing archive data that was updated and then reviewed by two colleagues on the SCI staff, one a staff chaplain and the other a former volunteer ship visitor. Over the Core-change term, discussions included the different elements of the volunteer training. The slides that comprise the volunteer training manual were compiled using Microsoft Powerpoint with the intention that the training manual is a living document that can be updated and refreshed as required. The volunteer training program is intended to become a fundamental plank of the routine with training sessions held two to three times each year.

Goals and Objectives

SCI needs to migrate to an improved ratio of volunteers to paid staff. To achieve this SCI needs to implement an ongoing volunteer recruitment process, and provide volunteer training and support. Moving in stages from the current 18 percent volunteer ratio to 50 percent, and eventually to an aspirational target of 70 percent volunteer. SCI will be able to reduce its cost
while maintaining its commitment to serving its mission. The aspirational goal for SCI is to achieve a ratio of 70% volunteers within the next three years.

Metrics

In 2017, SCI implemented a new database system for tracking ship visiting. The new web app replaced a paper system that required form filling by the ship visitors followed by manual data entry by a staff person in the office. The legacy system led to the potential for entry errors, and there was minimal visibility of data to the staff. As Robert Kaplan and David Norton said in their article *The Balanced Scorecard*: “What you measure is what you get.”35 The new system was made fully operational in September 2017, since that time all data is now collected on a screen-based system with the ability for everyone to have live updates of each ship visit. The database is important because SCI can track how many ships it visits and how many crew-members are transported. In addition, SCI gathers information about the nationality of the crew and how many are refused shore leave by the Customs and Border Protection agency known as “CBP” a division of Homeland Security, which administers immigration control for foreign seafarers at United States seaports.

In the five months of implementing the online database, SCI has become more efficient and transparent. Recently an officer from CBP became aware that SCI now had this tracking system and they were impressed that we could track the number of seafarers that were taken ashore from each ship and when they are returned. SCI’s relationship and integrity with officials from Homeland Security are important because that bond of trust allows SCI’s ship visitors to transit areas of the port that are under strict security controls.

Figure 3

The SCI web app provides a perfect resource to track the work done by volunteers and staff. We can easily determine whether that person is a volunteer or a staff person. However, the system of measurement does not take into account the distance traveled by the respective ship visitor or the time spent onboard or in transporting seafarers. We mutually agreed that tracking by each ship visited would be the simplest metric available for determining the volunteer ratio of ship visitors. Seafarers are SCI’s customer, and so creating a customer-centric continuous improvement through measuring the ratio of volunteers reflects good practice as evidenced by Brad Power in the Harvard Business Review article on *customer-centric continuous improvement*.36

During the work on the Initial research question to compare the SCI volunteer ratio to other seafarer missions, I chose to take a simpler approach using the volunteer to staff headcount. The method yielded the following data. Showing that SCI Philadelphia was volunteer-light when compared to the other seafarer missions. SCI’s volunteer ratio was only 19%.

Using the SCI web app the data for December 2017 reflects a volunteer ratio of 18% using the system of calculation by the number of individual ship visits. Ship visiting will be the metric of measurement used during 2018. I have developed the following gauge graphic to depict the current state of the volunteer ratio. The red zone illustrates the low range of volunteer support with the aspiration to move to 50% as soon as possible.
Table 2

The volunteer training program

The training program has been compiled and is ready for launch in January 2018. The training program will last ten weeks or 70 days as shown in the attached Gantt chart. The training will consist of three components.

• Online MNWB\textsuperscript{37} course in ship visiting.
• Classroom sessions focused on local port facilities.
• Field visits to ships with a trainer.

The online ship visitor course was launched in 2017, by the Merchant Navy Welfare Board “MNWB” based in the UK. The course is the result of a collaboration with the North American Maritime Ministry Association “NAMMA.” I was the sixteenth person to take the course since its launch. The course provides a series of six video-based modules with questions based on each module. As the volunteer answers the questions, then they can progress to the next module. The

online course provides an excellent generic overview but does not provide guidance on the local environment. The classroom briefing session covers the local issues, and each volunteer will receive a personal binder containing the course materials, in particular, the binder contains detailed information on the thirty port terminals that they will visit within the port area. The volunteers will also receive a copy of Rose George’s book *Ninety Percent of Everything* because this book provides a contemporary perspective on the global shipping industry and a chapter dedicated to the work of seafarer missions. The volunteer training program materials are donated so that there is zero cost to SCI.

Table 3

The manual contains a slide for every port terminal that a volunteer ship visitor will need to become familiar with, some examples are shown here. For the full training manual of 53 slides see Appendix D.
Volunteer Training Course

“In the arena of human life the honors and rewards fall to those who show their good qualities in action.”
– Aristotle

Types of Ship - the basics

- Tankers
  - Crude Oil
  - Product
  - LNG/LPG
- Bulk Carriers
  - Panamax
  - Supra/Handymax
  - Side Loader
- Container/Auto/Reefer
  - Container
  - Auto/PPC
  - Reefer

Figure 4
Safety and PPE

- PORT TERMINALS ARE BUSY PLACES
  - BE SEEN
  - BE SAFE
  - BE VIGILANT
  - BE AWARE
  - BE ALERT

- TURN CELLPHONES OFF AT ALL TANKER FACILITIES - REFINERIES + TANK FARMS AND WHILE ON THE DECK OF ALL TANKERS.
- REVERSE PARK AT ALL PORT TERMINALS
- BEFORE EMBARKING ON THE GANGWAY - HAVE BOTH HANDS FREE TO GRAB THE RAILS
- SCI VANS ARE ALL FITTED WITH GPS TRACKING AND DRIVER MONITORING

Tioga Marine Terminal

- PhilaPort’s largest marine terminal, Tioga Marine Terminal is a robust, multi-purpose facility handling a diverse range of cargoes. Experienced labor can satisfy all cargo handling needs from containers to breakbulk cargoes, including perishables, forest products, crgo and heavy-lifts. Ample dry and temperature controlled warehousing is available.
  http://www.philaport.com/facilities/tioga-marine-terminal/

Serving all seafarers proactively, without prejudice

Figure 5
Continuous Improvement

During the final phase of the volunteer training, I will be hosting ship visits with the newly trained volunteer ship visitors, and this will provide an opportunity to seek feedback from each volunteer because each of the hosted visits will provide a one on one environment. I plan to ask each volunteer the following two questions: -

- What are your impressions after visiting your first ship?
- What did you observe or experience that we did not cover in the volunteer training?

I plan to capture the feedback in a table that will then provide a continuous improvement aspect to the next round of volunteer training.

Finally, I will be seeking feedback from the executive director on the progress made to restore financial stability with updated forecasts for the current years budget and projections for subsequent years.
CHAPTER 4 - Results: Evidence of Change through Project Implementation

Actions Taken by Researcher and Stakeholders

The volunteer training manual evolved through a collaborative process with the stakeholders, and several reviews meetings took place with the executive director before finalizing the completed binder.

The executive director interviewed all of the volunteer ship visitor candidates. The candidates were enrolled in the online MNWB ship-visitor training course to have this started if not completed before the classroom briefing session. All volunteers reported having started the course.

The profile of the volunteers interested in serving as a ship visitor at the seafarer mission reflects the compassionate character of these individuals who are willing to give up their time with no compensation except the smiles and thanks of seafarers. The group consisted of a retired photo-journalist, a retired USCG captain, a pastor of a downtown Philadelphia church, a semi-retired port terminal manager, a former Septa bus driver and the recently hired office manager.

The volunteer training program for ship visitors enabled a fresh look at the role of ship visiting within the context of the service provided by a seafarer mission. When training a volunteer that is new to ship visiting there is a need to cover a broad range of issues that are included in the online training and the classroom briefing. However, there is the personal touch that we describe as the ministry of presence.

The classroom briefing session took place from 09:45 – 14:00 on February 15th at the seafarer mission. The agenda was as follows: -
Volunteer Training Program Feb 15, 2018

Facilitator notes:

09:45  Meet and greet. Coffee and donuts by AT.
10:00  Introduction and Welcome by the Executive Director

•  All - Self introductions
•  DR - Who has started/completed the MNWB online course?
•  DR - What will we do today? Introduce you to the environment.
•  DR - The Binder for today and for reference.
•  DR - The Book by Rose George. And chapter 8.
•  DR -Let’s make a start
•  DR -Icebreaker “the Front Fell off video”

(DR and AT will talk to the slides and will alternate as the facilitator.)

10:30 – 11:00  First 12 slides (approx. 30 minutes), slide 8 DR and AT will demo PPE.
11:00 – 11:15  Break – DR to fetch lunch from Subway
11:15 – 12:15  30 First half of the port terminal slides 13 – 42
12:15 – 12:45  Lunch Break
12:45 – 13:00  Second half of the port terminals to slide 42
13:00 – 13:10  Discuss Data slides
13:25 - 13:35  Slide 47 and SCI Web APP demo
13:35 – Final slides and Q and A
14:00 - completion
I facilitated the classroom training session assisted by Annie, a seasoned ship visitor. Annie brought the perspective of a female ship visitor; this enabled a holistic perspective on what has traditionally been a male-dominated environment.

Particular focus was given to personal safety and the need for the right Personal Protective Equipment or PPE. Slide eight covered this issue and both Annie, and I donned our PPE to demonstrate what a ship visitor needs to wear. Throughout the training session, I reinforced multiple times the need to pay particular attention during boarding on the ship’s gangway. I demonstrated the need for keeping both hands free demonstrating the importance of using an over the shoulder type bag for carrying magazines, WiFi hotspots, and personal stuff. I explained the DuPont ‘Take Two for Safety’ concept that advocates taking two minutes to think forward before acting. I recommended making a safety assessment before stepping on to any gangway and always making sure that a good handhold is maintained.

Each volunteer was given a binder with the handouts containing the detailed information required for ship visiting at each of the thirty port terminals within the Philadelphia and South Jersey port area. The binder included a copy of Rose George’s book *Ninety Percent of Everything* and the latest briefing report compiled by Douglas Stevenson of the Center for Seafarers Rights on the Maritime Labour Convention 2006. Together with the latest statistics on the frequency of ship visits to each of the thirty port terminals and the top five most visited.

Hosted ship visits have been scheduled over the next three weeks to prepare the new volunteers for their first solo ship visit.

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In the class, I explained that being a ship visitor brings you into contact with the men and women of the sea. Wendy Cadge is the professor of sociology and Women’s Gender and Sexuality studies at Brandeis University. Cadge investigated the work of port chaplains in Boston and wrote: “Most of us barely have contact with the men and women who transport the goods we use every day by ships. Port chaplains provide much-needed services for those who make their living at sea.”

The best way to explain the work of ship visiting is through narrative; this echoes the views expressed by Carolyn O’Hara in her article “How to tell a Great Story.” These are the stories that were used in the training class.

Every day of ship visiting is different and can change as the day progresses. On one morning while serving as a volunteer chaplain, my day started with a scheduled visit to a tanker at one of the refineries. On the way, the crew of another tanker called in and requested transport for a group of six seafarers to visit the local shopping mall. Fortunately, both tankers were

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docked at the same refinery. So I changed my plan and went to pick them up. There were four Turkish, and two Filipinos from a tanker that was loading fuel oil destined for Europe. After we cleared the security procedures, we headed off to the local mall; they wanted to shop at Best Buy. We agreed on a pickup time at 2 pm, and the Turkish seafarer said to me, “You will not forget us.” So, I replied, “I will not forget you as long as you do not forget me,” we both laughed. While they were shopping, I went to my other tanker; this was a much larger ship that was bringing in crude oil for refining.

Boarding tankers demands agility to walk along the catwalks and to ascend the tower that provides access to the deck of the ship. Have to make sure that your cell phone is switched off so that there is no risk of causing an explosion. On the deck of the ship, I meet the ships gangway watchman, and he signs me in and gives me a shipboard identity tag. I add this to the other six identity tags that I wear like jewelry around my neck. I make my way across the wide curving deck of the tanker passing under the pipework and am greeted by a smiling Filipino seafarer. I always say hello to everyone when I am onboard because I may be there only contact with someone from the outside world. Even a few words and a smile is recognition that I respect their value. Onboard, I find that everyone is busy and Customs “CBP” have not yet boarded, so nobody has shore leave, the word is that CBP will not arrive until 7 pm and they are due to sail at 10 pm. Sadly, no shore leave for anyone. I meet up with the Russian second engineer in the mess room and ask him if he would like to access my portable WiFi unit. He appeared rather depressed, but when I offered the WiFi, his attitude changed, within minutes he had his iPad on Skype, and he was chatting away in Russian. After a few minutes, he said would you like to meet my wife Victoria, he turned the iPad towards me, and I saw the screen with his wife, we waved at each other and said hello. I asked where she was; Victoria was at home in Nakhodka on the
Pacific side of Russia. Here we were in Paulsboro, New Jersey connected to the other side of the world. The second engineer thanked me profusely, and I know that I made a difference to his day.

Finally, I returned to pick up my Turkish seafarers, and I made sure that I was at Best Buy at 2 pm on the dot. They came out of Best Buy with two 65 inch televisions plus a shopping cart full of clothes that they had purchased at another store. We had another laugh about “not forgetting each other.” They were so happy with their new TV’s and when I returned them to their ship. They told me that they were very happy that the Philadelphia Eagles won the Superbowl.

Measurements of Results

Once the new volunteers complete their training and are active in April 2018, the simulated results will show an increase in the volunteer ratio from 18% to 33%. There is a second class planned for May 15th, 2018 with several candidates already scheduled.
This is a positive start, and as the volunteer training progresses with more volunteers trained, the number of volunteers available to schedule as trained ship visitors will increase. The executive director has the intention to make the daytime Monday to Friday operations 100 percent volunteer. The present ratio is 40% coverage by the weekday team and 60% coverage by the evening and weekend team. Eventually, some volunteers will be present on the evening and weekend team, and that will move the overall volunteer ratio to 50 percent. The feedback from the volunteers after the first hosted ship visited provided the following information:

<table>
<thead>
<tr>
<th>Volunteer</th>
<th>Question 1: What are your impressions after visiting your first ship?</th>
<th>Question 2: What did you observe or experience that we did not cover in the volunteer training?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback #1</td>
<td>This was my first visit onboard a tanker and it was very different to the other ships I had seen in my job.</td>
<td>The classroom training was very good, but I gained a lot by the interaction with the crew.</td>
</tr>
<tr>
<td>Feedback #2</td>
<td>I was impressed by the sense of purpose that the crew had in their work</td>
<td>I had only been on ships in a business capacity before. This was great.</td>
</tr>
<tr>
<td>Feedback #3</td>
<td>Meeting the crew was very rewarding</td>
<td>The training gave me a good briefing on what to expect.</td>
</tr>
<tr>
<td>Feedback #4</td>
<td>The vessel was very well kept and the crew were friendly</td>
<td>The real experience of engaging with the crew brought home what I learned in class.</td>
</tr>
<tr>
<td>Feedback #5</td>
<td>The training covered most of what I had expected, even though the crew could not come ashore they did not display any negative feelings.</td>
<td>When there are no shore visits scheduled from the ship, it would be useful to visit the shopping locations that are used.</td>
</tr>
<tr>
<td>Feedback #6</td>
<td>I was impressed by the high level of activity onboard the car carrier. They were so busy.</td>
<td>WiFi communications and how much the seafarers need the Internet was made clear during my visit.</td>
</tr>
</tbody>
</table>

Table 5
Communication of Results to Stakeholders

The new volunteer ship visitors have been recognized by the executive director and placed on the schedule as members of the ship visiting team. Through the SCI Facebook site and the newsletter, the new volunteers were welcomed to the SCI team. Two of the volunteers also serve as members of the board of trustees, and they will, therefore, be empowered by their training and the experience of ship visiting to become more qualified voices on the board, able to share their experiences with the other trustees.

Assessment of Goal Achievement

The salient change at SCI has been the acceptance of volunteer ship visitors as a core component of the ship visiting team. Other seafarer missions have a high ratio of volunteers and operate a volunteer-centric ship visitation. SCI had drifted over many years into a staff-centric program, and as a consequence, the cost of staff placed a heavy burden on the operating expenses. The executive director has reported that the initiatives taken since the dialogue and collaboration phase of the capstone project have already yielded a significant improvement in the 2018 budget.
CHAPTER 5 - Final Reflections and Recommendations

Overall Project Summary

The seafarer mission in Philadelphia has been serving seafarers since 1843. From its Episcopal roots serving primarily seafarers of the Anglican faith, the demographic of the seafarer in the 21st century is markedly different. Today, very few seafarers are Anglican adherents. SCI has adapted to the change and now has a mission statement that states: “Serving all seafarers proactively without prejudice.” Change brings challenges, and in the past decade, SCI has struggled financially incurring heavy operating deficits. These deficits have been covered thanks to a substantial reserve portfolio that has been used to plug the gap in the operating budget. However, the board of trustees recognized that this is not a sustainable formula and the organization would be at risk of collapse unless the fundamental operating deficit was cured.

This capstone action project initially began as a broad research question to investigate how the available resources could be directed while maintaining the core mission. The findings were developed during the Core-dialogue phase, and discussion continued through the Core-collaboration phase. As a result of the findings, the research question was refined to focus on the volunteer program. The findings had revealed that SCI had a much lower ratio of volunteers to staff when compared to similar seafarer missions. The consequence of this low ratio was the burden of staffing costs, which constituted a large percentage of the operating budget. By bringing in more volunteers, SCI would be able to re-balance its volunteer to staff ratio, and over time the operating expense would be reduced. The board of trustees and the executive director made it clear that they were not expecting an overnight cure, what they wanted was a plan that showed a clear path to stability.
The capstone action project has delivered a volunteer training program for SCI. This is the first formal volunteer program that SCI has ever had in its long history. This action represents a major shift in the operating plan for SCI that is now endorsed by the executive director and the board of trustees. Before this action, volunteers were an ad hoc approach that was given minimal support and resource, in the past volunteers were often spurned by staff.

The volunteer program for ship visitors has introduced fresh energy into the SCI ship visiting program that ensures a vibrant and passionate message to all seafarers who find themselves at one of the thirty port terminals served by SCI.

The volunteer program has been launched and will now be a core program of SCI; more volunteers will be trained each year so that there is a pool of ship visitors that will ensure every ship is served on arrival.

Consistency of Guiding Values

The worldwide population of seafarers serving on internationally trading merchant ships is estimated at 1,647,500 seafarers, of which, 774,000 are officers, and 873,500 are ratings. SCI began its life serving the occidental seafarer, and today it primarily serves the oriental seafarer and along with this shift comes a significant change in the religion of the seafarer. The religion upon which seafarer missions have been based is Euro-centric and predominantly Christian based. This mirrored the identity of the ship owners, the flag states and the predominant manning. In the 21st century, we now have a new paradigm. The seafarer of today incorporates a mix of Christian, Islamic and the eastern religions of Buddhism, Hinduism,

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Confucianism and the secular. This shift means that the seafarer mission of the 21st century requires an interfaith approach to serve proactively without prejudice.

Seafarer missions and the work of port chaplains are historically rooted in the Anglican church; I came across the following story in *Britain Under Fire* by Charles Whiting. Whiting writes about the port chaplain the Reverend Bob Precious serving at the seafarer mission in the port of Middlesbrough (now known as Teesport) during WW2.

“The presence of a gentleman of the cloth never seemed to inhibit the rough-tough seamen who were the Reverend Precious’s ‘customers’. Once he took no less a personage than the Archbishop of York, Dr. Temple, aboard a freighter in the port just after a particularly heavy (German) attack. As they came up the plank, they were watched by a red-eyed, unshaven, weary-looking deckhand. ‘This is the Archbishop of York,’ Precious told the sailor. ‘How do, chum,’ said the deck hand casually. Clearly, he was not impressed. Dr. Temple gave the sailor his best smile and asked benevolently, ‘And what was it like, my man? How do you feel now?’ ‘Bloody awful,’ the sailor replied. ‘We pissed and shat oursens!’ Precious froze, thinking he would receive an awful ‘rocket’ from the prelate, but later Dr. Temple confessed to him; ‘Do you know, Precious, that is the very first time that anyone has ever treated me as a human being.’”

In this story Whiting captures the essence of ship visiting, seafarers are not overwhelmed by the visit of an Archbishop, this reflects the essence of ship visiting it is best described as a ministry of presence not a ministry of privilege.

The ministry of presence represents the willingness of the volunteer ship visitors to exercise the Golden Rule in practice by meeting and greeting seafarers from all over the world.

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Ship visits are not pre-arranged they are brief encounters that are not scripted and therefore the ship visitor has to be prepared for all. This is expressed by the words of John Attenborough the chaplain at the port of Southampton: “The gratitude shown by the seafarers has been the most surprising thing.” John also reflects on religion. “You get a lot of seafarers who are very religious, particularly from Asia. But I don’t purposely engage people in talking about faith. Seafarers are adults, as well as anyone else, and can choose to talk about faith if they want to.”

The seafarer mission in Port Everglades, Florida is one of the recipients of the ISWAN Seafarer Center of the Year Award in 2012. They reach out to their neighborhoods and beyond to create what they call “Mariner Friendly Congregations.” They state as follows: Seafarers’ House relies on and deeply values the support of faith-based communities who make our mission possible.

This demonstrates the practical use of the Golden Rule.

Project Impact on the Researcher

The capstone project has given me the opportunity to use all of the tools that I have accumulated during my fifty-year working career. As a senior business leader for more than thirty years, I have been in leadership positions in numerous environments. I have also had experience with non-profit groups where I have also used my leadership skills. The capstone project was different because my work was to investigate the background through surveys and interviews and prepare the findings for presentation to the stakeholders. I had the benefit of having been a seafarer, only one staff member at SCI has that background. I also have spent a

career in the shipping industry and some years on the board of trustees at SCI. This gave me a unique vantage point to understand the data and the direction. As one of the volunteer chaplains at SCI I also spend many hours each week meeting and greeting seafarers this enabled me to bring a grounded approach to my report. In the past years SCI would hire outside consultants to study how they could improve, the problem was always that they were not connected, they were a view from the balcony.

During the classroom briefing, I shared my personal story of meeting a chaplain onboard a tanker when I was nineteen years old. I was serving on a product tanker, and the work routine was very hard. We were working six hours on and six hours off, seven days a week. Eighty-four hour weeks are not unusual in the shipping industry, even today. We were docked in the port of Liverpool, and I was tired and feeling stressed. I had just come off duty, and there was a knock on my cabin door. A friendly face appeared it was the port chaplain. This was my first encounter with a ship visitor from a seafarer mission. We only spoke for a few minutes but it caused a shift in my depressed mood, and I felt much better after meeting him. That taught me the power of engagement even if it is for a brief encounter. Today, when I visit ships and meet seafarers, I am always mindful of my own experience and aspire to be like the chaplain that visited me many years ago.

The capstone project has demonstrated to me the simple principle that very often the solution is right in front of you. The problem too often is that there is a belief that the solution lies elsewhere. I have been able to use my unique vantage point to good effect. In my work as a chaplain, I see the smiles on the faces of the seafarers that we serve; each smile tells me that the work I have done in this capstone project can ensure that the smiles will continue.
Project Impact on the Stakeholders

The stakeholders revealed a readiness for change during the interviews; there was a broad acceptance that the seafarer mission needed a makeover to survive. One person suggested that we should “blow it up” and start over. The need for change was a reflection of the many years of frustration of not coming to terms with the operating deficit. Some board trustees had resigned because of their concerns. When I presented the initial findings there was strong interest, and from that stage in the Core-dialogue term the discussions evolved, and there was a consensus that SCI had to become volunteer-centric. This led to the refined research question and the development of the volunteer training program.

Volunteerism activity is tracked by the US Bureau of Labor Statistics,\textsuperscript{45} and the data published for 2015 showed that 62.6 million people volunteered through or for an organization in a 12 month period. The Bureau of Labor Statistics defines volunteers as: “Persons who did unpaid work.” Notably, the volunteer rate for women is almost 30\% higher than for men. A good example of how volunteers are systemically structured is the 1982 Medicare law that requires all hospice’s to demonstrate volunteer hours to be at least five percent of all patient care hours. Legislators inserted this provision as a condition of Medicare reimbursement requiring that: “Volunteers must provide day-to-day administrative and/or direct patient-care services in an amount that, at a minimum, equals 5 percent of the total patient care hours of all paid hospice employees and contract staff. The hospice must maintain records on the use of volunteers for patient care and administrative services, including the type of services and time worked.”\textsuperscript{46}


I have taken the training to be a hospice volunteer, and over the past two years, I have contributed 250 hours serving my local hospice. The experience gained from volunteering at the hospice was beneficial to the work designing the volunteer program for SCI.

The principal stakeholders are the seafarers that SCI serves. On a recent visit to a Qatari flagged tanker with an Indian crew, I had two separate conversations that provided feedback on the work of the Philadelphia seafarer mission. The first person I met was a surveyor who was in the ships control room, and he inquired if I was paid to do ship visiting. I explained that I volunteered and had previously been a seafarer myself. He then told me that he visited many ports both in the USA and around the world as part of his survey work and he commented on the excellent service that SCI provided to seafarers in Philadelphia. He told me that in many ports there are no ship visitors. Later, I had lunch onboard with the Captain and the shipowner’s superintendent. They also spoke very favorably about the presence of SCI’s ship visiting and thanked me for my service. They also opined that in many ports they received no ship visitors and for their crews, the chance to catch a few hours ashore was essential for their welfare. They noted that oil refineries are often away from the town center and with complicated access so having the support of a seafarer mission was very good. I placed two WiFi hotspots onboard, which the crew enthusiastically logged on to connect to Facebook. I left the ship taking three seafarers to the local mall, and one of my colleagues brought them back four hours later.

The March 2018 SCI newsletter carried the headline: “SCI conducts first “in-depth” training of volunteers” the message from the executive director summarized the impact as follows: “We’ve had no formal training until now, It’s always been trial by fire. The ministry is gradually transitioning from having daytime paid staff to a roster of primarily volunteers, a model followed around the globe by most seafarer centers.” See Appendix F.
Overall Project Assessment

The shift to a volunteer-centric operation offers SCI the opportunity to reduce the operating deficit by reducing staff costs. The board of trustees has accepted that this can be phased in over a period of three years so that the staff reductions can be made organically through attrition and retirement. The deficits can be covered in the short term by using funds from the investment portfolio. The salient issue is to put in place a new operating model that is fit for the future and ensures that the work of the seafarer mission can be self-sustaining and able to serve seafarers for many years to come. The new executive director brings her energy and ideas to good effect, and this has provided strength to deliver change.

The challenge for the future will be sustaining the volunteer base, and this requires an environment where volunteers feel appreciated and respected. In the past volunteers were regarded by the legacy staff as unreliable and second-class. There was no volunteer recruitment, and there was no volunteer training program. The situation has now changed the board of trustees, and the executive director will need to ensure that there is no slipping back to the legacy methods of operation.

In July of this year, SCI will move to a new location in the Philadelphia Navy Yard with offices that overlook the Delaware River. There will be no seafarer chapel, and the rent at the new center is significantly lower which helps reduce the operating deficit. The move is a positive step because it allows a complete reset of the administration. As SCI celebrates the 175th anniversary of the seafarer mission, the new location and space bring with it a fresh start with a clear focus on the core mission, which is: To serve all Seafarers, proactively without prejudice.
Recommendations for Future Projects

The capstone project provided a template for ways to address resource issues that often plague legacy organizations that have taken on cost burdens that they can no longer support. Simply put there has to be a margin to support the mission. Many well-meaning people assume that being a non-profit means that finances are somehow secondary and that funds will magically appear to pay the bills. The reality is that non-profits are no different than any profit based business; they must earn more than they spend. The only difference is the liability to pay taxes.

Seafarer missions around the world’s ports face similar challenges to fund their operations and to recruit and retain capable staff. Volunteers are an essential component for every seafarer mission because this enables expenses to be efficiently managed while tapping into the energy created by the passion of volunteers. However, volunteer programs need to be properly resourced and supported. This is evident in the commitment that organizations like hospice’s provide to maintaining their volunteer team. Successful volunteer programs have a consistent cardinal rule. Volunteers must be loved and respected by the organization that they are working with. This is the way that volunteers are recognized and rewarded. Volunteers will drift away if this cardinal rule is not respected. This is applicable to seafarer missions and any volunteer activity.

The approach I used was to use a large net first so that I could capture the information; then after analyzing the initial findings, I was able to determine through dialogue and collaboration where the focus should be concentrated for the refined research question. This two-step process ensured that nothing was missed along the way and that the time was efficiently spent on making a change that was deliverable and productive.
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Sirc.cf.ac.uk, “SIRC”, http://www.sirc.cf.ac.uk

Appendix A: Ethical Guidelines

During the entire period of the capstone project proper steps were taken to protect the confidentiality of the interviews with stakeholders and an independent survey form was chosen to compile the data from the online survey.

The researcher reported routinely to the executive director to ensure that all actions taken were consistent with the ethical guidelines of the organization. All meetings have been documented in the capstone log, see appendix B.

All trustees were given a copy of the initial findings at the annual meeting of the board. Following that report the board authorized the executive director to proceed with implementation of findings directly with the researcher. The researcher has complied with that directive.
Dear Helene,

I am doing an action research project about SCI and I am asking SCI to be a participant in my research.

I will give priority to SCI’s interests at all times. To protect SCI’s interests in my final report, I promise the following:

• SCI’s confidential information will be protected at all times.
• SCI is free at any time to withdraw from the research project, whereupon I will destroy all data relating to you. I will report that SCI decided to leave the project.
• I will make my research report available to SCI.

Two copies are enclosed. Please sign both. Keep one for your records and return the other to me.

Researcher’s Name: David Reid (Graduate Student M.A. In Interfaith Action)

Signed __________________________ Date __________________________

For SCI:

Signed __________________________ Date __________________________

NOTE: If at any time you have any questions or concerns about the project, you may contact the Dean of Capstone Studies at Claremont Lincoln University, Dr. Stan Ward. Please contact him by email: sward@claremontlincoln.edu, or call the university: 909-667-4400.
## Appendix B: Stakeholder Collaboration Log

<table>
<thead>
<tr>
<th>Date</th>
<th>Purpose</th>
<th>Participants</th>
<th>Actions and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/10/17</td>
<td>Pitched Capstone Project</td>
<td>Executive Director</td>
<td>Met with Exec Director to explain the Capstone Project. Exec Director agreed and requested me to meet the Executive Board on April 4 to formally present the project.</td>
</tr>
<tr>
<td>4/4/17</td>
<td>Presentation to the SCI Executive Board</td>
<td>President, Vice President, Treasurer, Secretary, 5 Trustees</td>
<td>Presented an outline of the Capstone Project. Explained the dialogue and collaboration steps. Intention to launch an online survey. Conduct one on one interviews. Motion to approve passed unanimously.</td>
</tr>
<tr>
<td>4/10/17</td>
<td>Video Conference with NAMMA</td>
<td>Executive Director</td>
<td>90 minute Skype call for general research with the North American Maritime Ministry Assoc.</td>
</tr>
<tr>
<td>4/12/17</td>
<td>Off-Site meeting</td>
<td>Executive Director</td>
<td>3-hour session reviewing Executive Director's issues and concerns with respect to the operation and funding issues at SCI. Discussed Capstone Project strategy.</td>
</tr>
<tr>
<td>4/13/17</td>
<td>Beta test Online Survey</td>
<td>Vice President, Executive Director</td>
<td>Developed 28 question survey using the online software provided by a paid subscription with Questionpro.com.</td>
</tr>
<tr>
<td>4/18/17</td>
<td>Presentation to the SCI Full Board</td>
<td>All 22 members</td>
<td>Capstone project was approved by the Executive board on April 4. The project was outlined to the full board as a briefing session. Trustees were advised to expect a call for an interview as part of the project. In addition all trustees would receive the online survey.</td>
</tr>
<tr>
<td>4/19/17</td>
<td>Confidentiality Letter</td>
<td>Executive Director</td>
<td>Drafted and transmitted Letter of Confidentiality</td>
</tr>
<tr>
<td>4/19/17</td>
<td>Launched Online survey via Questionpro.com</td>
<td>All persons on SCI mailing list</td>
<td>Sent out 28 question survey using the online software provided by a paid subscription with Questionpro.com.</td>
</tr>
<tr>
<td>4/20/17</td>
<td>Email correspondence</td>
<td>UK Port Mission</td>
<td>Communication research request</td>
</tr>
<tr>
<td>Date</td>
<td>Purpose</td>
<td>Participants</td>
<td>Actions and Outcomes</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------</td>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5/5/17</td>
<td>Interview 1</td>
<td>SCI Treasurer</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td></td>
<td>Interview 2</td>
<td>former trustee</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td></td>
<td>Interview 3</td>
<td>SCI Vice President</td>
<td>Met for one hour at a Starbucks in Philadelphia</td>
</tr>
<tr>
<td>5/8/17</td>
<td>Interview 4</td>
<td>SCI President</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td>5/10/17</td>
<td>Interview 5</td>
<td>SCI Trustee</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td></td>
<td>Interview 6</td>
<td>SCI Secretary</td>
<td>Met for one hour at restaurant</td>
</tr>
<tr>
<td>5/12/17</td>
<td>Interview 7</td>
<td>SCI Staff</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td></td>
<td>Interview 8</td>
<td>SCI Past President</td>
<td>Met for one hour at respondent's office</td>
</tr>
<tr>
<td></td>
<td>Interview 9</td>
<td>SCI Trustee</td>
<td>Met for one hour at restaurant</td>
</tr>
<tr>
<td>5/18/17</td>
<td>Interview 10</td>
<td>SCI Trustee</td>
<td>Met for one hour at Starbucks</td>
</tr>
<tr>
<td></td>
<td>Interview 11</td>
<td>Port community</td>
<td>Met for one hour at Restaurant</td>
</tr>
<tr>
<td>5/19/17</td>
<td>Interview 12</td>
<td>SCI Trustee</td>
<td>Met for one hour on a Skype call</td>
</tr>
<tr>
<td>5/22/17</td>
<td>Travel to Washington</td>
<td>President. NAMMA</td>
<td>Attended National Maritime Day event and the opportunity to meet and dialogue with the senior NAMMA team.</td>
</tr>
<tr>
<td></td>
<td>Attend National Maritime Day</td>
<td>Exec Dire. NAMMA</td>
<td></td>
</tr>
<tr>
<td>5/26/17</td>
<td>Correspondence</td>
<td>Deputy Chief Exec MNWB UK</td>
<td>Research with the UK Merchant Navy Welfare Board</td>
</tr>
<tr>
<td>5/31/17</td>
<td>Visit SCI Port Newark</td>
<td>SCI Director</td>
<td>Attended workshop on Maritime Labor Conference</td>
</tr>
<tr>
<td>6/2/17</td>
<td>Interview 13</td>
<td>SCI Trustee</td>
<td>Met for one hour at Restaurant</td>
</tr>
<tr>
<td>6/15/17</td>
<td>Compiled survey data</td>
<td>Questionpro.com</td>
<td>Printed survey results and complied for use in the report to the SCI Board.</td>
</tr>
<tr>
<td>6/16/17</td>
<td>Report writing</td>
<td></td>
<td>Prepared interim Capstone report and produced 30 copies</td>
</tr>
<tr>
<td>6/20/17</td>
<td>Report delivery</td>
<td>SCI Main Board</td>
<td>Delivered 58-page report to Exec Director and all SCI board members including Hon President Bishop of SEPA Diocese</td>
</tr>
<tr>
<td>Date</td>
<td>Purpose</td>
<td>Participants</td>
<td>Actions and Outcomes</td>
</tr>
<tr>
<td>-----------</td>
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<td>-------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6/20/17</td>
<td>Report delivery</td>
<td>Dr Stan Ward</td>
<td>Sent 58-page report to Dr Ward</td>
</tr>
<tr>
<td>7/11/17</td>
<td>Visit to Baltimore</td>
<td>Exec Director, Baltimore mission, SCI Secretary</td>
<td>Visited the Baltimore seafarer mission as part of further research</td>
</tr>
<tr>
<td>7/15/17</td>
<td>GPS Linxup beta test</td>
<td>All</td>
<td>GPS fleet tracking 60 day trial commences</td>
</tr>
<tr>
<td>7/26/17</td>
<td>MNWB Training</td>
<td>Online</td>
<td>Enrolled in Ship Welfare Visitor course - Passed</td>
</tr>
<tr>
<td>7/28/17</td>
<td>Fire Chaplain Training</td>
<td>Various</td>
<td>Attended Fire Chaplain training to gain access to volunteer training materials</td>
</tr>
<tr>
<td>7/29/17</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Reviewing steps to change operating hours consistent with report recommendations</td>
</tr>
<tr>
<td>8/4/17</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Discussing steps to implement future volunteer training program consistent with report recommendations</td>
</tr>
<tr>
<td>8/31/17</td>
<td>Email from executive director</td>
<td>SCI Exec Director</td>
<td>Reporting initial budget savings of $100,000</td>
</tr>
<tr>
<td>9/1/17</td>
<td>SCI Database</td>
<td>All</td>
<td>SCI web app database now fully implemented</td>
</tr>
<tr>
<td>10/13/17</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Review next steps in the change process, reviewing legacy materials.</td>
</tr>
<tr>
<td>10/20/17</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Submitted draft article for publishing in the Beacon, seeking volunteers.</td>
</tr>
<tr>
<td>11/15/17</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Review next steps</td>
</tr>
<tr>
<td>11/22/17</td>
<td>Publication</td>
<td>All</td>
<td>Article in the Beacon is published online and in print.</td>
</tr>
<tr>
<td>12/1/17</td>
<td>Letter</td>
<td>SCI Exec Director</td>
<td>As part of the change initiative, new directives issued.</td>
</tr>
<tr>
<td>12/5/17</td>
<td>SCI Board trustee</td>
<td>Stakeholder</td>
<td>Hosted a ship visit to two vessels with SCI board trustee</td>
</tr>
<tr>
<td>Date</td>
<td>Purpose</td>
<td>Participants</td>
<td>Actions and Outcomes</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------</td>
<td>--------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>12/18/17</td>
<td>Development</td>
<td></td>
<td>Developing SCI volunteer training manual</td>
</tr>
<tr>
<td>12/21/17</td>
<td>Email from executive director</td>
<td></td>
<td>Feedback from article in the Beacon</td>
</tr>
<tr>
<td>1/3/18</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Review submission for Seafarer Center of the Year Award.</td>
</tr>
<tr>
<td>1/4/18</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Review slides of Volunteer Training Manual</td>
</tr>
<tr>
<td>1/18/18</td>
<td>Email from executive director</td>
<td>SCI Exec Director</td>
<td>Latest MLC 2006 guidelines from SCI Newark to be used as an appendix in the manual</td>
</tr>
<tr>
<td>1/17/18</td>
<td>Email from executive director</td>
<td>SCI Exec Director</td>
<td>Approval of Volunteer Training Manual</td>
</tr>
<tr>
<td>1/26/18</td>
<td>Email from executive director</td>
<td>SCI Exec Director</td>
<td>Confirming list of 9 participants now enrolled in Online Course</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Confirmed classroom session to be held on 2/15/18</td>
</tr>
<tr>
<td>1/28/18</td>
<td>Compiling Manuals</td>
<td></td>
<td>Printing and compiling Training Manuals</td>
</tr>
<tr>
<td>1/28/18</td>
<td>Materials</td>
<td>Amazon.com</td>
<td>Ordered additional copies of Ninety Percent of Everything all participants will receive with their training manual.</td>
</tr>
<tr>
<td>1/30/18</td>
<td>Review meeting</td>
<td>SCI Exec Director</td>
<td>Reviewed plans for ship visiting post classroom briefing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Office manager</td>
<td>Set date of training session #2 on May 15</td>
</tr>
<tr>
<td>2/15/18</td>
<td>Training Class</td>
<td>Volunteers</td>
<td>Held ship visitors classroom briefing.</td>
</tr>
<tr>
<td>2/22/18</td>
<td>Initial Ship Visit #1</td>
<td>New Volunteer</td>
<td>Conducted initial volunteer ship visit</td>
</tr>
<tr>
<td>3/01/18</td>
<td>Initial Ship Visit #2</td>
<td>New Volunteer</td>
<td>Conducted initial volunteer ship visit</td>
</tr>
</tbody>
</table>
Appendix C: Initial Findings
Stability defined in simple terms is the ability of the ship to return to an upright state when an external force is applied on or removed from the ship.

The art of placing the cargo, fuel and ballast such that the ship always has the ability to remain upright, the alternative is to capsize.”

CAPSTONE PROJECT

How can the Seamen’s Church Institute direct its resources to provide the maximum level of seafarer support consistent with its mission to serve proactively without prejudice?

David Reid AFNI
Graduate student: M.A. In Interfaith Action

June 2017
Abstract
SCI traces its history back to 1843. The demographic of the world’s merchant fleet has changed in the course of SCI’s 174 year history. Seafarer missions have their beginnings in Europe as an outreach ministry. At the beginning of the 20th century over half of the global merchant fleet flew the red ensign the flag of the British merchant navy. The story of seafarer missions begins with the Rev John Ashley in 1835 who founded the Bristol Mission to Seamen.¹

The two world wars caused heavy losses to the British merchant fleet and its market share by the 1950’s had dropped to 16%. Given the size of Britain this was still a significant market share. However ship owners always sensitive to operational costs were always seeking ways to gain advantage. The flag of convenience route offered ship owners a way around restrictive manning rules that existed under the flag of their own nation and freed ship owners from having to employ officers and crew linked to the flag that the vessel was registered under. A London based ship owner could then register the ship in Liberia and under Liberia’s shipping laws the ship owner was free to employ any crew of his choice. Liberia only sought fees for providing the registry and since Liberia had no maritime schools, it simply accepted the maritime qualifications of other nations as evidence of competency and then issued a Liberian license on payment of a fee.² The concept of using a flag of convenience began with American ship owners using Panama as an alternative in the 1920’s³ and this expanded rapidly after World War 2. In 1948, Liberia joined Panama in this fee based maritime registry. By 1968, Liberia had surpassed the United Kingdom as the world’s largest shipping register.

¹ R.W.H. Miller, Dr Ashley’s Pleasure Yacht, (Cambridge, UK: Lutterworth Press, 2017
Abstract

As the flags of convenience or “open” registries grew the traditional registries realized that they were losing market share. In an effort to relax the requirements, certain adjustments were made to allow ship owners greater flexibility in manning. British vessels were allowed to hire their crews from other nations provided that the Master and Officers were all certificated by the British department of transport. Eventually nations like Norway set up a parallel register to offer their ship owners an alternative registry that gave greater flexibility and the NIS or Norwegian International Ship register was created in 1987\(^1\). Germany and Denmark created similar structures.

The effect of the changes in ship registry pursued by ship owners competing for cargo on a global stage inevitably led to a shift in seafarer demographics. The steady demise of the European seafarer and the rise of the Asian seafarer. In the midst of this the world experienced the collapse of the former Soviet Union in 1991. The Soviet Union was a formidable maritime nation\(^2\) with many maritime schools and a large fleet. The fleet was sold off to interests in the newly emerged Commonwealth of Independent States, many vessels were sold at bargain prices to new companies based in offshore locations like Cyprus. The officers and crew became available to the global manning of the flags of convenience and today we find many Russian and Ukrainian nationals serving amongst their colleagues from Asia.

\(^1\) http://www.joc.com/maritime-news/norways-owners-back-international-registry_19870429.html

\(^2\) http://www.globalsecurity.org/military/world/russia/morflot-sov.htm
Abstract

In the early 18th century before seafarer missions began the theory of Orientalism was created by strategic thinkers in London and Paris, Orientalism\(^1\) derives from the Latin word *oriens* meaning "east" (literally "rising sun"). This is the opposite of the term Occident. In terms of the Old World, Europe was considered to be "The West" or occidental, and the furthest known Eastern extremity was "The East" or "The Orient." If we consider the architecture of Orientalism we can see a parallel in the structure of the shipping industry, the masters of Global shipping were the occidentals and as they needed to reduce costs they steadily turned to the oriental to be their servants in manning their ships.

SCI began its life serving the occidental seafarer and today it primarily serves the oriental seafarer and along with this shift comes a significant change in the religion of the seafarer. The religion upon which seafarer missions have been based is euro-centric and predominantly Christian based. This mirrored the identity of the ship owners, the flag states and the predominant manning. In the 21st century we now have a new paradigm, the seafarer of today incorporates a mix of Christian, Islamic and the eastern religions of Buddhism, Hinduism, Confucianism and the secular. This shift means that the seafarer mission of the 21st century requires an interfaith approach in order to serve proactively without prejudice.

The worldwide population of seafarers serving on internationally trading merchant ships is estimated at 1,647,500 seafarers, of which 774,000 are officers and 873,500 are ratings.\(^2\)

\(^1\) Orientalism, [http://www.newworldencyclopedia.org/entry/Orientalism](http://www.newworldencyclopedia.org/entry/Orientalism)

\(^2\) Global Supply and Demand for Seafarers, [International chamber of shipping](http://www.ics-shipping.org/shipping-facts/shipping-and-world-trade/global-supply-and-demand-for-seafarers)
Acknowledgements

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Executive Summary

• Mission
SCI’s mission states as follows: “To serve all seafarers proactively without prejudice”.

In defining the “all” the consensus of the survey¹ is that this means all seafarers without exception and is not limited to seafarers of a particular faith or those of no faith. SCI does not practice any form of segregation of seafarer into categories of religious adherence. SCI’s chaplaincy is universal.

While the name of SCI states “Seamen’s Church Institute of Philadelphia and South Jersey” the scope of its work now extends to the northern reach of navigation on the Delaware river in Bucks County and south to the State of Delaware. The gradual expansion of coverage from the core base that is within a five mile radius of downtown Philadelphia evolved some twenty five years ago initially as an optional outreach and eventually becoming SCI’s recognized territory.

SCI has a projected deficit for FY2018 of $698/day.

The projected cost to serve each vessel is $473 (based on FY2018 and 1757 vessels/year)

[The breakeven cost needs to be $328]

The projected cost to serve every seafarer is $21.51 (based on an average crew size of 22/vessel)

[The breakeven cost needs to be $14.92]

¹ Capstone Survey page 34.
Executive Summary

• Mission

Seafarers in today’s world and in the foreseeable future will continue to shift towards an Asian centric demographic as ship-owners continue their traditional trend to achieve the lowest possible manning cost. The expansion of satellite communications via the Inmarsat network will continue to develop the automation of ship management and the ability for instant communication. The officers and crew of the 21st century merchant vessel are managing vessels designed to operate with reduced manual effort and this is being replaced with the higher skills to manage more sophisticated onboard systems.

In Rose George’s book Ninety percent of Everything she wrote about her experiences onboard the container vessel Maersk Kendal making the five week voyage from Felixstowe to Singapore. George described Maersk as the “Coca-cola of freight with none of the fame”. George details the immense supply chain that carries the goods of the global economy and she recognizes the people that crew the vessels and the Asian centric identity of the modern seafarer. In chapter 8, George reports on the important role of seafarer missions or sanctuaries as she calls them. George writes, “From looking after Britons abroad in a strange land, as they used to do, they now care for the world coming the other way”. This statement aptly describes the experience of SCI’s 174 year old history. ¹

¹ Rose George, Ninety per cent of Everything (New York: Picador, 2010), 171.
Executive Summary

• Chapel
The Chapel presently anchors SCI to its present location and the rent on the facility represents 7% of the operating budget. SCI should stipulate a date by which the Chapel has to become functional and revenue supporting to the SCI mission. The aspirational goal should be to for the Chapel to earn revenue equivalent to the rent. Potential annual benefit of $60k per annum.

• Operations
SCI has to increase its volunteer team in order to reduce staff costs which now represent 62% of the annual operating costs, this can be achieved by adjusting the service hours to a 7 day a week afternoon/evening program. The aspirational goal should be to increase the volunteer ratio to 70% within 3 years and to reduce the staff cost by 40% saving approximately $200k per annum.

• Funding
Commence a dialogue with the two public port authorities and the private terminal operators to create an automatic mechanism via a stipend for all vessels. This will reduce SCI administrative costs enabling greater value and efficiency to deliver welfare services. The stipend would replace the vessel voluntary contribution system.

These actions will eliminate the deficit and enable SCI to operate on a breakeven basis while maintaining its core mission: To serve all seafarers proactively without prejudice.
Chapter 1 Mission

• Mission

SCI's mission states as follows: “To serve all seafarers proactively without prejudice”.

What is Spiritual Care?
Spiritual care is provided by all SCI staff and volunteers in the following way, by treating all seafarers with respect, listening to the seafarers in a meaningful way, recognizing the seafarer in a holistic manner within the context of their life, values and beliefs. The SCI chaplain is the spiritual care specialist that has the responsibility to fulfill the mission to serve all seafarers proactively without prejudice.

SCI need to balance its seafarer transport function with its spiritual care service so that both operate in parallel. The survey reported; that 77% believed SCI should provide transport\(^1\) and 58% believed SCI should provide chaplaincy\(^2\). 96% reported that SCI’s presence makes a difference to seafarers\(^3\).

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\(^1\) Capstone Survey page 48
\(^2\) Capstone Survey page 47
\(^3\) Capstone Survey page 49
Chapter 1 Mission

• Mission

SCI’s mission states as follows: “To serve all seafarers proactively without prejudice”.

In defining the ‘all’ the consensus is that this means all seafarers without exception and is not limited to seafarers of a particular faith or those of no faith. SCI does not practice any form of segregation of seafarer into categories of religious adherence. SCI’s chaplaincy is universal.

While the name of SCI states “Seamen’s Church Institute of Philadelphia and South Jersey” the scope of its work now extends to the northern reach of navigation on the Delaware river in Bucks County and south to the State of Delaware. The gradual expansion of coverage from the core base that is within a five mile radius of downtown Philadelphia evolved some twenty five years ago initially as an optional outreach and eventually becoming SCI’s recognized territory.
Chapter 2: Communications

• Communications

The seafarer of today operates within the same hierarchical structure of manning that has existed since the shift from sail to powered propulsion, from the master to the cook. The salient change for the seafarer is the shift from using the postal service to keep in contact with home to the Internet. Today almost every seafarer has a smartphone, (77% according to the Crew Connectivity survey) and there are now very few letters sent or received. The greatest need is connectivity. SCI is now placing WiFi Hotspots onboard select vessels at no charge but this adds to SCI’s workload when drivers have to be sent to collect the units.

The time has come for port terminal operators, public and private to equip their facilities with long range WiFi routers that the vessels can have access to while alongside as an extension of service provided as part of the dockage fees that Terminal operators collect from every vessel. Example: Cruise terminals in Boston and Charleston have free WiFi, the port of Montreal has installed WiFi for seafarers.

Action: Port terminals should take a step forward to make their facilities WiFi friendly to seafarers.

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1 ISWAN "is there a future for Seafarer Centers? Roger Harris Dec 2015
Chapter 3: Chapel

• Chapel

SCI has a purpose built chapel that is now situated within a property that it rents at 475, 5th street. The chapel and the SCI center are rarely visited by seafarers. The chapel has no regular worship services. The SCI Center is now primarily an administrative office for the business of managing the SCI operation and it is an umbilical link to the chapel. The chapel structure itself is simply a warehouse space that has been fitted out with unique fixtures to create the ambience of a place of worship. The building itself is generic and it is the fixtures within, which make the conversion to a chapel. Simply put, if a similar sized space could be found the fixtures could be relocated and it is the interior that is relevant to the SCI chapel not the actual building structure.

The Cost to rent the premises where the SCI center and chapel are located represents 7% of the annual budget\(^1\) and this expense is a recurring cost. Over the next twenty years $1.2 million dollars or more would be spent in rent and the question for SCI is to ask if this is a sensible approach. Exploring the alternatives at a macro level, the first question is to address the chapel. The survey results report that the chapel is a “nice to have”\(^2\). The mission of SCI could exist and function without the chapel. There would be no detrimental impact to the work SCI does with the seafarers. The arguments about how the chapel came to be are moot today, the chapel simply is, and the question for SCI now is what is the right path forward.

\(^1\) SCI 2018 Budget, \(^2\) Survey result page 55
Chapter 3: Chapel

• Chapel

There are three paths open:
• Do nothing and for purposes of this report we will discount that option.
• Explore ways to breathe life into the chapel and to shift it from a non-performing asset to a living place of worship that generates revenue.
• Seek new premises that can be secured at a lower cost and transfer the chapel fixtures to that new facility.

In considering the second and third option there is potential to approach this as a two-step process. SCI could define a time period to implement the option to make the existing chapel into a performing asset. For example, SCI could establish a date in the future as the objective by which the chapel has to become viable. If this cannot be achieved then SCI would take steps to implement the third option.

Action: Set a plan in motion to make the Chapel into a performing asset and define what that looks like within a given period of time. Should that not be realized then move to a relocation plan.
Chapter 4: Operations

• Operations

SCI’s mission is to serve all seafarers and today it does this by visiting as many vessels as possible and it sells SIM and Top-up phone cards to seafarers, in addition SCI places free Hotspot WiFi devices onboard.

Seafarers are very receptive to SCI representatives because there is fellowship and an opportunity for dialogue. SCI has the ability to meet and greet and to observe the morale and the conditions onboard making sure that the welfare of the seafarer is satisfactory consistent with the Maritime Labor Convention of 2006.

Seafarers are served by many seafarer missions in other ports around the world according to ISWAN there are 430 in operation\(^1\) Each operate differently and are adapting to the challenges to serve seafarers within the funding resources that are available to them. As an example there are missions which operate with a higher ratio of volunteers in some cases an all volunteer staff\(^2\). The hours of operation also vary.

Today SCI is operating at a deficit and this is a function of serving beyond its resources, every mission needs to have a positive margin on order to survive and therefore SCI needs to make adjustments to bring itself back to breakeven while maintaining its core mission.

\(^2\) South Tees Mission, Teesport, UK. all volunteer, operating 1900 – 2230 daily.
Chapter 4: Operations

• Operations

The operation of SCI consists of sending representatives to vessels at the various port terminals along the Delaware river, the representatives are made up of paid SCI staff, chaplains, ship visitors, drivers and volunteers. Each morning at the center during the weekday vessels are selected from the Maritime Exchange list of vessels in port and individuals are assigned to those vessels using the SCI vans as their means of transport.

SCI advertises that its services are from 09:00 to 21:00 Monday through Saturday and on Sunday from 1200 – 21:00. The Monday to Friday day team leave SCI around 09:30 after the rush hour and head to their designated vessel. Seafarers will also call in requesting a visit from SCI and this is primarily to avail themselves of free transport. The day team will arrive back at SCI by 3pm or earlier and will turn in their paperwork. The evening team arrives at SCI around 5pm and follows up with the instructions left by the day team to either pick up or deliver seafarers that have requested transport.

On Weekends the operation is run entirely by the same group that form the evening team and these are principally the staff transport team. SCI’s operations are closed on statutory holidays.

From a metrics perspective, 51% of the SCI coverage at present is performed by the day team. 49% is covered by the evening/weekend team.
SCI has evolved to operate with a staff heavy and volunteer light structure and this is contrast to other seafarer missions who serve the same ships and demographic of seafarers. This is a heavy cost burden and this has created a situation where SCI is in nautical terms, “tender”, operating at a deficit of $698/day.

According to the 2015 report by ISWAN “It is expensive to run seafarer centers: costs of staff, rent and utilities must be covered...another key issue for the future of centers is staffing. Around the world, particularly in North America, the age profile of welfare workers and chaplains is increasingly older.”

SCI needs to migrate to a different ratio of paid staff to volunteer, to achieve this it will need to establish a volunteer recruitment process and a formal volunteer training program. By moving in steps from the current 80/20 ratio to 70/30, 60/40 and eventually to an aspirational target of 70% volunteer.

SCI will be able to reduce its cost while maintaining its commitment to serving its mission. The aspirational goal for SCI should be to achieve a ration of 30/70 within 3 years.
Chapter 4: Operations

• Operations

Action:
Change the operation to serve from 15:00 to 21:00 on a 7 day a week basis, this is a total of 42 hours of coverage instead of the 78 hours currently in the plan. The new hours of service will coincide better with seafarers ability to take shore leave.

Man the center during the Monday- Friday week with the executive director, office manager and senior chaplain. The core team will be responsible for the entire administration. Liaison with stakeholders, responding to chaplaincy needs within the Port as required. Chaplain will visit vessels and terminal operators on an ad hoc basis to audit SCI’s work.

Recruit volunteer Chaplains from community faith groups to provide a wide range of pastoral support to work in parallel with the transport services.

Recruit volunteers and initiate a volunteer training program run by the chaplain to integrate volunteers into the 15:00 – 21:00 operation in order to build that up so that 4 teams can be running simultaneously. Goal is to achieve an average of 35 visits per week and circa 1800 visits per annum. In fiscal year 2016-2017 the number of visits is estimated to be 1757.
Chapter 5: Funding

- Funding

The survey responses showed that 77% believed that the welfare of the seafarer is important\(^1\) and 58% believed that SCI’s primary mission is to provide chaplaincy to seafarers\(^2\). 96% believed that SCI’s presence onboard makes a difference to the wellbeing of the seafarer\(^3\).

Funding for port charges passes through local ships agents who act as the representative on behalf of the vessel owners. The funds for these services are paid in advance to the ships agent for disbursement and for that reason they are known as a disbursement account. The agent holds the funds provided and disburses the funds to pay the bills incurred by the vessel owner. For this service the ships agent receives an agreed fee. The welfare contributions made to seafarer missions are paid through the agents disbursement account system. Typical port disbursement account for a single port call can range between $60,000 to $75,000. The voluntary contribution at $200 is 0.3% or less of the total port expense and SCI is paid in arrears and frequently ninety days or more after the ship has left port.

\(^1\) Slide #31. \(^2\) Slide #47. \(^3\) Slide #49.
Chapter 5: Funding

- **Funding**

In 2017, the North American Maritime Ministry Association “NAMMA” issued a report entitled “Shipping contributions to Seafarers Welfare”\(^1\). In the conclusion they state, “The significance of the relationships between seafarers’ centers and port authorities cannot be overestimated”. This fact was supported in the survey where 97% of the respondents believed that port authorities and private terminal operators should support SCI’s work. Currently the SCI contribution fee per vessel is $200, however many ship owners do not authorize their local agents to pay the fee to SCI. In the report by NAMMA, they cite a US port authority that pays a fee to the seafarer center whether the vessel owner pays or not. The advantage of a universal fee paid by the port authority or terminal operator is that the fee per vessel could be reduced because SCI would eliminate the need for billing administration.

For example; 1757 vessels (the # of vessels that SCI actually serves, not all that are in the port) each paying $100 would generate $175,700 per annum. (the FY2018 budget for contribution is $185,000). If invoicing and collection administration can be eliminated then SCI can reduce its costs such that it has a zero cost burden and it becomes a win-win for everybody including the seafarers.

Taking the example of $100 per vessel, this is 0.15% of the total port cost paid by a vessel owner. The opportunity for each public port authority or private terminal operator to exercise their corporate social responsibility towards the seafarer by means of a vessel stipend is a step towards fulfilling the requirements of shore based welfare facilities as stipulated in the Maritime Labour Convention of 2006.

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\(^1\) “Shipping Contributions to Seafarers’ Welfare”, NAMMA, 2017
Chapter 5: Funding

• Funding
What are the alternative ways in which a nominal stipend could be collected?

Exploring the supply chain we know that each terminal operator whether public or private hosts the vessel at its facility and charges the vessel for dockage, a daily charge for being alongside their wharf. Each terminal operator could agree to support SCI by adding the welfare contribution to their tariff and every month they could remit the funds collected to SCI.

Each ship agent could elect to incorporate the welfare contribution into their own agency fee and could remit the amount on a monthly basis to SCI.

In each of the aforementioned scenarios the flow of funds comes from the same source which is the payment made by each vessel owner to be docked within the port terminals of the Delaware river. Each vessel has onboard a team of seafarers whose welfare is important to all of the participants in the supply chain. This is reflected in the survey response.¹

**Action:** Establish a dialogue to evaluate shifting to a universal and automatic collection system that reduces the cost per vessel and eliminates the administrative burden thereby reducing SCI’s cost and delivering greater value to meet the needs of the seafarer.

¹ Capstone survey page 57.
Chapter 6: Faith

• Faith

SCI has Episcopal roots and a firm relationship with the Episcopal diocese in Philadelphia. This stems from the historical legacy of seafarer missions and their establishment some 200 years ago. This was at a time when the British merchant fleet ruled the oceans and the seafarers religion was the Church of England. In America, following the declaration of independence from Britain in 1776. The American Anglican church made the decision in 1780 to change their name to the Protestant Episcopal Church. In 1967 the word Protestant was dropped from the name.

Today the Episcopal church has according to Pew research 1.2% of the adult population in the United States and is the 14th largest denomination\(^1\). The Episcopal church has pursued a course of liberal action and has ordained women and welcomed LGBT persons into its family.

In practice SCI has a mission to serve all seafarers proactively without prejudice and that drives SCI to serve this secular world using the tools of chaplaincy. Some examples of how the work of chaplains can be described are:

\(^1\) http://www.pewforum.org/religious-landscape-study/#religions
Chapter 6: Faith

• Faith

Chaplains lead non-denominational religious services and provide spiritual support to those who are unable to attend organized religious services. The title of pastor is bestowed on religious leaders in Protestant churches, for example, but a pastor also may be a rabbi, priest or imam. ... Chaplains may be of any faith and typically do not discuss their personal faiths with those to whom they are ministering unless they are asked.

Pastors and chaplains are similar in many respects. Both provide counseling and spiritual ministry to those in need. However, differences exist between the two occupations. Pastors typically are associated with a specific church or parish, while chaplains generally are associated with a specific employer or agency. The primary differences between pastors and chaplains lie in where, how and to whom they offer counseling and care.

A chaplain is a cleric (such as a minister, priest, pastor, rabbi, or imam), or a lay representative of a religious tradition, attached to a secular institution such as a hospital, prison, military unit, school, business, police department, fire department, university, or private chapel. Like hospital chaplains, Interfaith chaplains do not proselytize on behalf of any one faith tradition, but respect and honor them all.
Chapter 6: Faith

- Faith

As evidenced by the descriptions, SCI works in a secular environment which is the port community and the role of an SCI chaplain is to provide counseling and spiritual support to those in need but they are not denominational and they function in an interfaith environment.

**Action:** SCI’s mission is to serve all seafarers proactively without prejudice and while it has historic connections to the Episcopal Church it does not proselytize on behalf of the Episcopal church or any other faith group. The chaplains are there to serve the spiritual needs of all seafarers.
Chapter 7: Conclusion

• Conclusion
The results of the Capstone survey\(^1\) and the interviews with stakeholders show that there is an overwhelming belief that the work of SCI continues to serve the needs of seafarers in the maritime community of the Delaware River. 97% responded “Yes” to this question.\(^2\)

77% believe that the welfare of seafarers is important. [page 31]
54% have been involved with SCI for more than ten years. [page 29]
19% of the survey respondents have served as seafarers. [page 32]
99% believe that the work of SCI is to serve all seafarers without regard to their faith. [page 34]
85% believe that SCI provides a forum for the port community for dialogue and fellowship. [page 35]
78% believe that SCI should serve the port community as well as the seafarers. [page 36]
79% believe that shipowners should pay a fee for SCI’s services to their crew. [page 43]
97% believe that Port Authorities and Private Terminal operators should support SCI’s work. [page 44]
93% believe that the churches of the port community should support SCI’s work with seafarers. [page 46]
58% believe that SCI’s primary mission is to provide Chaplaincy for seafarers. [page 47]
77% believe that SCI should be a transport service for seafarers. [page 48]
48% believe that SCI is in the right location. [page 53]
31% believe that the SCI Chapel is a “nice to have”. [page 55]
64% rarely visit SCI’s website. [page 56]

\(^{1}\) Capstone Survey results
\(^{2}\) Capstone survey page 52
Chapter 7: Conclusion

Conclusion

SCI is operating at a projected deficit of $698/day that places the stability of the 174 year old mission at risk. SCI therefore has to increase and stabilize its revenue and reduce its expenses through efficiency in order to bring the margin of the mission to a satisfactory and stable equilibrium.

The chapel presently is a non-performing asset that anchors SCI to its present location, there could be an opportunity to transform this into a performing asset and if that cannot be realized within an stipulated time then a move to another location will need to be considered.

Staff costs represent a significant portion of the operating budget at 62%, if the staff costs were reduced by 50%, SCI would be at breakeven. Many seafarer missions operate with a high ratio of volunteers and SCI presently has a low ratio of volunteers compared to paid staff. This can be changed with an active volunteer recruitment, volunteer training and a volunteer-centric strategy.

Many seafarer centers operate with limited hours of service that are in balance with their resources and suited to the needs of seafarers. SCI can reduce its costs by limiting services to a late afternoon/evening program that is offered 7 days a week, this is about adjusting the mission to the margin.
Chapter 7: Conclusion

• Conclusion

How can the Seamen’s Church Institute direct its resources to provide the maximum level of seafarer support consistent with its mission to serve proactively without prejudice?

The operating deficit can be reduced by converting to a volunteer centric operation led by a smaller paid staff, this directs SCI’s resources more efficiently and ensures that the maximum level of seafarer support is provided.

Focusing on making the chapel a viable self sustaining asset with the potential to bring new revenue into SCI. The objective goal to earn the equivalent of the annual rent. This would then take the rent burden away from the operating budget.

Creating dialogue with the port authorities and private terminal operators to consider a simplified automatic system of support for seafarer welfare. This would enable SCI to significantly reduce its back office administrative costs to collect voluntary contributions from shipowners. A universal stipend per vessel at each terminal would be a small contribution compared to the typical port charge. This seafarer welfare fee would demonstrate that each terminal has in place a defined corporate social responsibility program to assist the seafarers that are docked at their terminal. SCI has a robust history of serving all seafarers at all of the terminals and it is in the best interests of all concerned to deliver an efficient and viable program that can both endure and sustain.

Appendix D: Survey results
SCI Capstone

chaplain.dmr@gmail.com
Survey Overview

Completion / Dropout

- Completed: 97
- Drop Out: 16

QuestionPro
Online Research Made Easy™
How long have you been involved with SCI?

- Less than 12 months: 12.00%
- 1 to 3 years: 9.00%
- 4 to 5 years: 11.00%
- 6 - 10 years: 14.00%
- More than 10 years: 55.00%

Mean: 3.905 | Confidence Interval @ 95%: [3.615 - 4.196] | Standard Deviation: 1.445 | Standard Error: 0.148
Describe your link to the work of SCI (Select all that apply)?

- Port Stakeholder: 23.00%
- Church Affiliation: 15.00%
- Community Interest: 3.00%
- Former Seafarer: 6.00%
- Seafarer Mission Staff: 12.00%
- Volunteer: 12.00%
- Other: 28.00%

Mean: 4.171  Confidence Interval @ 95%: [3.731 - 4.610]  Standard Deviation: 2.426  Standard Error: 0.224
How important is the welfare of seafarers to you?

- Not very important: 1.00%
- Moderately important: 18.00%
- Very Important: 77.00%
- I have no view: 3.00%

Mean: 2.826 | Confidence Interval @ 95%: [2.727 - 2.925] | Standard Deviation: 0.483 | Standard Error: 0.050
Have you served as a Seafarer?

- Yes: 19.00%
- No: 81.00%

Mean: 1.809 | Confidence Interval @ 95%: [1.729 - 1.888] | Standard Deviation: 0.396 | Standard Error: 0.041
Have you been at sea as a passenger?

- Yes: 64.00%  
  Confidence Interval @ 95%: [1.264 - 1.459]  
  Standard Deviation: 0.483  
  Standard Error: 0.050

- No: 36.00%
Do you believe that the work of SCI is to serve all seafarers without regard to their faith?

- Yes: 99.00%
- No: 1.00%

Mean: 1.011 | Confidence Interval @ 95%: [0.990 - 1.032] | Standard Deviation: 0.104 | Standard Error: 0.011
Do you believe that SCI provides a forum for the Port Community to gather at planned social events for dialogue and fellowship?

- Yes: 85.00%
- No: 15.00%

Mean: 1.151 | Confidence Interval @ 95%: [1.077 - 1.224] | Standard Deviation: 0.360 | Standard Error: 0.037
Do you believe that SCI should serve the needs of the Port community in addition to the seafarers?

- Yes: 78.00%
- No: 22.00%

Mean: 1.217 | Confidence Interval @ 95%: [1.133 - 1.302] | Standard Deviation: 0.415 | Standard Error: 0.043
How satisfied are you that SCI fulfills its mission?

1. Serving the Port Community: 3.58
2. Serving Seafarers: 4.54
3. Overall: 4.09
Serving the Port Community

Mean : 3.578  |  Confidence Interval @ 95% : [3.340 - 3.816]  |  Standard Deviation : 1.106  |  Standard Error : 0.121
Serving Seafarers

Mean: 4.540  |  Confidence Interval @ 95%: [4.391 - 4.690]  |  Standard Deviation: 0.712  |  Standard Error: 0.076
Overall

Mean: 4.094 | Confidence Interval @ 95%: [3.919 - 4.270] | Standard Deviation: 0.826 | Standard Error: 0.090
In the event that there is an emergency incident either onboard a vessel in the port or within the port area, do you believe that SCI Chaplain's are an integral component of the response team?

1. Overall

4.31
Overall

- Minimal: 1.00%
- Possible: 8.00%
- Neutral: 4.00%
- Most likely: 32.00%
- Absolutely: 54.00%

Mean: 4.311 | Confidence Interval @ 95%: [4.114 - 4.509] | Standard Deviation: 0.956 | Standard Error: 0.101
Do you believe that shipowners and vessel operators should pay a fee for SCI's services to their crews?

Yes: 79.00%
No: 21.00%

Mean: 1.211 | Confidence Interval @ 95%: [1.126 - 1.296] | Standard Deviation: 0.410 | Standard Error: 0.043
Do you believe that the Port Authorities and Private Terminal Operators should support SCI's work within the port community?

- **Yes**: 97.00%
- **No**: 3.00%

**Statistics**
- **Mean**: 1.033
- **Confidence Interval @ 95%**: [0.996 - 1.071]
- **Standard Deviation**: 0.181
- **Standard Error**: 0.019
Do you believe that the Port stakeholders who derive commercial benefit from the business of the Port should support SCI's service to the seafarers?

- Yes: 96.00%
- No: 4.00%

Mean: 1.044
Confidence Interval @ 95%: [1.002 - 1.087]
Standard Deviation: 0.207
Standard Error: 0.022
Do you believe that the churches of the port community should support SCI's work with seafarers?

Yes: 93.00%
No: 7.00%

Mean: 1.067 | Confidence Interval @ 95%: [1.015 - 1.120] | Standard Deviation: 0.252 | Standard Error: 0.027
Do you believe SCI's primary mission is to provide Chaplaincy for seafarers?

- Yes: 57.00%
- No: 27.00%
- Do not know: 15.00%

Mean: 1.582 | Confidence Interval @ 95%: [1.429 - 1.736] | Standard Deviation: 0.746 | Standard Error: 0.078
Do you believe that SCI should be a transport service for seafarers?

- Yes: 77.00%
- No: 6.00%
- Do not know: 16.00%

Mean: 1.387  |  Confidence Interval @ 95%: [1.234 - 1.540]  |  Standard Deviation: 0.752  |  Standard Error: 0.078
Do you believe that SCI's presence onboard the vessels makes a difference to the wellbeing of seafarers?

- Yes: 96.00%
- No: 0.00%
- Do not know: 4.00%

Mean: 1.087  |  Confidence Interval @ 95%: [1.003 - 1.171]  |  Standard Deviation: 0.410  |  Standard Error: 0.043
Seafarers are visited by many officials during the visit to our port terminals, do you believe that when SCI visits onboard with seafarers that this presents a positive image of our Port community?
SCI Visit

- Not at all: 0.00%
- Somewhat: 1.00%
- Neutral: 14.00%
- Definitely: 31.00%
- Absolutely: 54.00%

Mean: 4.385 | Confidence Interval @ 95%: [4.234 - 4.537] | Standard Deviation: 0.759 | Standard Error: 0.077
SCI was established in 1843, the mission is to serve proactively without prejudice the human needs of seafarers and the maritime community of the Delaware River. Do you believe that the mission is valid in the 21st century?

Yes: 97.00%
No: 2.00%
Do not know: 1.00%

Mean: 1.043 | Confidence Interval @ 95%: [0.992 - 1.095] | Standard Deviation: 0.253 | Standard Error: 0.026
SCI is located at 475 5th street in Philadelphia and serves port terminals on both sides of the river ranging from Fairless Hills in Bucks County in the North to Marcus Hook in Delaware County to the South, some 41 nautical miles, do you believe that SCI is in the right location?

![Chart]

- Yes: 49.00%
- No: 17.00%
- Do not Know: 34.00%

Mean: 1.848 | Confidence Interval @ 95%: [1.664 - 2.032] | Standard Deviation: 0.901 | Standard Error: 0.094
Is the SCI Chapel relevant today, given that very few seafarers visit the SCI Center?
SCI Chapel

Not relevant: 13.00%
Minimal: 21.00%
Neutral: 21.00%
Nice to have: 31.00%
Very relevant: 14.00%

Mean: 3.121
Confidence Interval @ 95%: [2.859 - 3.382]
Standard Deviation: 1.272
Standard Error: 0.133
How often do you visit SCI's website?

- Never: 22.00%
- Rarely: 63.00%
- Often: 12.00%
- Very often: 2.00%

Mean: 1.944  |  Confidence Interval @ 95%: [1.808 - 2.081]  |  Standard Deviation: 0.660  |  Standard Error: 0.070
After SCI has streamlined its operations to be "fit for the future", SCI determines that in order to balance its budget it needs an additional $100 in revenue from each vessel that calls at the Port, in this hypothetical case, where do you believe that $100 might come from?

- Shipowners and Operators: 18.00%
- Port Authorities and Private Terminal Owners: 15.00%
- Port Franchises: 11.00%
- Churches: 9.00%
- Individual Donors: 11.00%
- From all of the above: 31.00%
- Other (Please specify): 5.00%

Mean: 3.934 | Confidence Interval @ 95%: [3.640 - 4.229] | Standard Deviation: 2.034 | Standard Error: 0.150
Appendix E: SCI Volunteer Training Manual
Volunteer Training Course

“In the arena of human life the honors and rewards fall to those who show their good qualities in action.”
— Aristotle
Ship Visiting
“Caring for the merchant seafarer”

- An essential component of SCI’s work is visiting the seafarers onboard the ships that call within the port terminals of Philadelphia and South Jersey. These port terminals range from Fairless Hills in the north to Marcus Hook in the south.

- We visit ships as a key component of our work to care for the merchant seafarer and to monitor their welfare consistent with MLC 2006.

- We provide both communication tools and transport.

- We provide a “ministry of presence” to all seafarers that is both proactive and without prejudice.

- Volunteer comes from the late 16th century French noun ‘volontaire’ and means to freely offer to do something without compensation.
The SCI Program

- To be a volunteer ship visitor, you must be ready to commit your time to a schedule for serving ships. You will need a valid drivers license, pass a drug test, navigate a ships gangway, and be able to drive a 15 passenger van.
- Step 1: Interview with the Executive Director.
- Step 3: Apply for a TWIC card and conduct the drug test.
- Step 4: Classroom briefing at SCI (4 hours)
- Step 5: Shadow ship visits until ready for solo visiting.

Serving all seafarers proactively, without prejudice
Ship Welfare Visiting Course

The online version of the Ship Welfare Visitor Course was launched in February 2017. Developed in partnership with NAMMA (North American Maritime Ministry Association) and approved by ICMA (the International Christian Maritime Association.) The course is aimed at all employees and volunteers of Constituent Members involved with visiting seafarers’ on-board ships and in a port environment.

Course Aim
To equip ship visitors with a full appreciation of protocol, personal safety and security issues relating to port facilities and ships.

Course Objectives
- Provide an overview of shipping and seafarers’ welfare organizations
- Introduce general maritime industry custom and practice
- Describe ship types, shipboard organization, trades and specific hazards
- Enable good practice of personal safety when visiting port facilities and ships
- Highlight current security issues
- Explain basic goals of ship visiting, and improve individuals’ ship visiting
- Explain the basic elements of the Maritime Labour Convention, 2006
Classroom briefing

- Classes will be held in the chapel at 475 N. 5th Street in Philadelphia.
- Classes will be approximately 4 hours from 10:00 to 14:00
- Class day:
  - Introduction and welcome by Executive Director
  - Distribution of handouts.
  - Presentation
  - Q and A

Serving all seafarers proactively, without prejudice
History of Service / Present Day Service

History of Seafarer’s Welfare:

- Earliest period: Protection & Evangelism
- Mid 19\textsuperscript{th} to mid 20\textsuperscript{th} century: Advocacy & Hospitality
- Mid 20\textsuperscript{th} to 21\textsuperscript{st}: Recreation & Community
- Current: Communication, Transport, & Welcome (Presence)

Serving all seafarers proactively, without prejudice
Types of Ship - the basics

- Tankers
  - Crude Oil
  - Product
  - LNG/LPG

- Bulk Carriers
  - Panamax
  - Supra/Handymax
  - Sideloader

- Container/Auto/Reefer
  - Container
  - Auto/PCC
  - Reefer
Safety and PPE

- PORT TERMINALS ARE BUSY PLACES
  - BE SEEN
  - BE SAFE
  - BE VIGILANT
  - BE AWARE
  - BE ALERT

- TURN CELLPHONES OFF AT ALL TANKER FACILITIES - REFINERIES + TANK FARMS AND WHILE ON THE DECK OF ALL TANKERS.
- REVERSE PARK AT ALL PORT TERMINALS
- BEFORE EMBARKING ON THE GANGWAY - HAVE BOTH HANDS FREE TO GRAB THE RAILS
- SCI VANS ARE ALL FITTED WITH GPS TRACKING AND DRIVER MONITORING
TWIC and Drug Testing

- TWIC is the Transportation Worker Identification Card required for access to all marine terminals. TWIC is administered by the TSA Transportation Security Administration under the Maritime Transportation Security Act. TWIC can be applied for online and TSA will conduct a background check. Details at: https://www.tsa.gov/for-industry/twic TWIC credentials are issued and valid for a period of five years.

- Drug testing is required on an annual basis and is a pre-requisite for access to the oil refineries of Sunoco and PES. These facilities issue their own access identification cards and PES requires a safety training course for visitors to their facility. Testing is conducted at the Jefferson Health Clinic at the Navy Yard, 3 Crescent Drive, Suite 100 under 49 CFR, Part 40, Procedures for Transportation Workplace Drug and Alcohol Testing programs. SCI will provide you with an authorization form to present at the Jefferson Clinic. Results are reported back to the Executive Director and kept confidential.
MARSEC

At the entrance to each port terminal and at the head of the gangway of each ship you will see a sign that indicates the current MARSEC threat level. The threat level is determined by the USCG, Captain of the Port.

MARSEC (MARitime SECurity) is the three-tiered United States Coast Guard Maritime Security system (alert state) designed to easily communicate to the Coast Guard and the maritime industry pre-planned scalable responses for credible threats.

<table>
<thead>
<tr>
<th>MARSEC Level</th>
<th>MARSEC State</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NORMAL</td>
<td>means the level for which minimum appropriate security measures shall be maintained at all times.</td>
</tr>
<tr>
<td>2</td>
<td>ELEVATED</td>
<td>means the level for which appropriate additional protective security measures shall be maintained for a period of time as a result of heightened risk of a transportation security incident.</td>
</tr>
<tr>
<td>3</td>
<td>IMMINENT</td>
<td>means the level for which further specific protective security measures shall be maintained for a limited period of time when a transportation security incident is probable, imminent, or has occurred, although it may not be possible to identify the specific target.</td>
</tr>
</tbody>
</table>
The Convention, known as “MLC, 2006” came into force on 20 August 2013 - effectively becoming binding in international law - and established minimum working and living standards for all seafarers on those ships. What’s more, it is also an essential step toward ensuring fair competition and a level-playing field for quality owners of ships flying the flags of ratifying countries.

The MLC, 2006 was adopted by government, employer and worker representatives at a special ILO International Labour Conference, in February 2006, to provide international standards for the world’s first genuinely global industry. Widely known as the “seafarers’ bill of rights,” it is unique in its effect on both seafarers and quality ship owners.

The comprehensive Convention sets out in one place seafarers' rights to decent conditions of work on almost every aspect of their working and living conditions including, among others, minimum age, employment agreements, hours of work or rest, payment of wages, paid annual leave, repatriation at the end of contract, onboard medical care, the use of licensed private recruitment and placement services, accommodation, food and catering, health and safety protection and accident prevention and seafarers’ complaint handling.
Port Geography

- SCI covers a mix of 30 public and private port terminals in Pennsylvania and New Jersey that extend 41 nautical miles along the Delaware River between Fairless Hills in Bucks County, PA to Marcus Hook in Delaware County, PA.
- 43% of the port terminals serve the liquids industry handling petrochemicals.
- 63% of the port terminals are privately owned and operated.
- All of the ships take pilotage from the Cape Henlopen pilot station at the mouth of the Delaware bay making a 68 nautical mile transit to the Marcus Hook terminals or a 110 nautical mile transit to Fairless Hills.
- SCI is located 23 nautical miles from Fairless (33 highway miles) and 18 nautical miles from Marcus Hook (22 highway miles) making the location reasonably centric to the port terminals served.
### The Pennsylvania Terminals - 18

<table>
<thead>
<tr>
<th>Location (listed north to south)</th>
<th>Operator</th>
<th>Type</th>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairless Hills</td>
<td>Kinder Morgan</td>
<td>Bulk/Steel</td>
<td>Private</td>
</tr>
<tr>
<td>Fairless Hills</td>
<td>Port Contractors</td>
<td>Bulk/Steel</td>
<td>Private</td>
</tr>
<tr>
<td>Riverside</td>
<td>Riverside Construction Materials</td>
<td>Bulk/Cement</td>
<td>Private</td>
</tr>
<tr>
<td>Tioga Marine</td>
<td>Delaware River Stevedores</td>
<td>Bulk, Forest Products</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Tioga 179 North</td>
<td>Kinder Morgan</td>
<td>Liquid</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Contanda</td>
<td>Contanda</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Philadelphia Forest Products Center 78/80, 38/40</td>
<td>Penn Warehousing</td>
<td>Forest Products</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Pier 82</td>
<td>Horizon</td>
<td>Container</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Pier 84</td>
<td>Dependable Distribution</td>
<td>Cocoa</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Packer Avenue</td>
<td>Greenwich Terminals</td>
<td>Container/Steel</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Pier 122</td>
<td>Greenwich Terminals</td>
<td>Auto</td>
<td>Public - Philaport</td>
</tr>
<tr>
<td>Maritank</td>
<td>Maritran</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Girard Point</td>
<td>Philadelphia Energy Solutions</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Fort Mifflin</td>
<td>Sunoco Logistics/Energy Transfer</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Hog Island</td>
<td>Sunoco Logistics/Energy Transfer</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Penn Terminals</td>
<td>Penn Terminals</td>
<td>Container and Bulk</td>
<td>Private</td>
</tr>
<tr>
<td>Monroe Energy</td>
<td>Monroe Energy/Delta</td>
<td>Liquids</td>
<td>Private</td>
</tr>
<tr>
<td>Energy Transfer (Sunoco) Marcus Hook</td>
<td>Sunoco Logistics/Energy Transfer</td>
<td>Liquids/NGL</td>
<td>Private</td>
</tr>
</tbody>
</table>
### The New Jersey Terminals - 12

<table>
<thead>
<tr>
<th>Location (Listed north to south)</th>
<th>Operator</th>
<th>Type</th>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burlington</td>
<td>National Gypsum</td>
<td>Bulk/Gypsum</td>
<td>Private</td>
</tr>
<tr>
<td>Buckeye</td>
<td>Buckeye Energy</td>
<td>Liquids</td>
<td>Private</td>
</tr>
<tr>
<td>Petty’s Island</td>
<td>Crowley</td>
<td>Ro-Ro</td>
<td>Private</td>
</tr>
<tr>
<td>Balzano</td>
<td>SJPC</td>
<td>Bulk and Cocoa</td>
<td>Public - SJPC</td>
</tr>
<tr>
<td>Broadway</td>
<td>SJPC</td>
<td>Bulk</td>
<td>Public - SJPC</td>
</tr>
<tr>
<td>Broadway Pier 5</td>
<td>Holt</td>
<td>Fruit</td>
<td>Public - SJPC</td>
</tr>
<tr>
<td>Gloucester</td>
<td>Holt</td>
<td>Container, Fruit</td>
<td>Private</td>
</tr>
<tr>
<td>Eagle Point</td>
<td>Sunoco Logistics/Energy Transfer</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Axeon</td>
<td>Axeon</td>
<td>Liquid/Asphalt</td>
<td>Private</td>
</tr>
<tr>
<td>Paulsboro Marine Terminal</td>
<td>Holt</td>
<td>Bulk/Steel</td>
<td>Public - SJPC</td>
</tr>
<tr>
<td>PBF</td>
<td>PBF</td>
<td>Liquid</td>
<td>Private</td>
</tr>
<tr>
<td>Paulsboro Refining</td>
<td>Horizon</td>
<td>Liquid</td>
<td>Private</td>
</tr>
</tbody>
</table>
Kinder Morgan Fairless

- Kinder Morgan operates the Fairless bulk terminal, a tenant within the Keystone Industrial Park, (former US Steel works)
  https://www.kindermorgan.com/content/docs/terminalbrochures/ma_fairlesshills.pdf

Directions: I95 north to exit 46A ‘Rt 1 North Morrisville’ Take route 1 to the last exit in Pennsylvania “Pennsylvania Avenue” exit and turn right at end of ramp on Pennsylvania avenue. Follow to the Keystone Industrial Park Complex, Access barrier using access code at gate 398# Then follow internal roads to Kinder Morgan Fairless.

GPS: 1 Ben Fairless Dr, Fairless Hills, PA 19030

Protocol: Once inside the KIPC, proceed to the port area and present TWIC at KM Outer gate. Then proceed to berth security gate for final credentialing. Reverse park adjacent to berth gate. Ships crew need hard hats and hi viz vests when coming ashore.

Contact: Kinder Morgan
1000 South Port Road Fairless Hills, PA 19030 215-295-2600 215-428-2076 Fax
Terminal Manager: Gregg Hartnett

Shopping: Oxford valley Mall/ Walmart Tullytown.
Waste Management

- Port Contractors operates the Waste Management bulk terminal (opposite Kinder Morgan Fairless)
https://portcontractors.com/locations/locations-morrisville-pa/

Directions: I95 north to exit 46A ‘Rt 1 North Morrisville’ Take route 1 to the last exit in Pennsylvania “Pennsylvania Avene” exit and turn right at end of ramp on Pennsylvania avenue. Follow to Tyburn road and take a right on Tyburn until the light at New Ford Mill road, Turn left in New Ford Mill to the end and then take a left and proceed to the WM main gate. Then follow internal roads to the port entrance.

GPS: 1600 Bordentown Road, Morrisville, PA

Protocol: Access via the Waste Management gate off Bordentown road, then proceed to Port gate for TWIC credentialing. Drive via back road of terminal to park near stern of vessel.

Contact: PCI Fairless Hills
Operations: Walt Dawson
Phone - 561-252-6852

Shopping: Oxford Valley Mall/Walmart Tuillytown
Riverside Construction Materials

• Primarily focused on unloading bulk cement. Riverside Construction Materials’ deep water port at the Silvi complex in Bristol, PA. The port at Riverside can unload and berth supramax vessels. Using pressurized piping and our state-of-the-art Thor Conveyor unloading system, they have the ability to stevedore scrap steel, wood pellets, rubber, oil, stone, gypsum, coal, grain, salt, liquid fertilizer, and dry bulk fertilizer.

http://www.silvi.com/shipping-port-overview/

Directions: 95 north to exit 40 “413 Bristol’ Take the right lane onto New Rodgers Road. At the light by the railroad overpass take route 13 for 3 miles and turn right onto Edgely avenue. Then take the first left onto Penn avenue then right on to Randall Avenue then turn left on to N Radcliffe street, follow and the Riverside Industrial Complex will be on the right.

GPS: 7900 North Radcliffe Street, Bristol, PA. 19007

Protocol: Check in at Yellow trailer next to silos then park and walk to dock security. Boarding ship can be difficult, may need use of shore man-lift from floating dock.

Contact info:
Riverside
Tel: 215-295-9094

Shopping: Walmart Tullytown
National Gypsum - Burlington

- National Gypsum operates the terminal receiving Gypsum rock from self unloading vessels.

Directions:
Take 95 North, Take Betsy Ross Bridge exit onto 130 North, stay on 130 North, you will pass Willingboro, next town is Burlington City. The following *Street names have traffic lights. *(Park Ave., Keim Ave., Lincoln Ave., Wood St., Federal St., Columbus Rd., Lagorce Blvd.) You will pass all these streets, next street which is Neck Road, make a left and follow this road for less than a mile till you see the Plant on your left.

GPS: 1818 River road, Burlington NJ 08016

Protocol: Check in with security guard stationed at the entrance.

Shopping: Burlington Center Mall

Serving all seafarers proactively, without prejudice
Buckeye Pennsauken

- Buckeye Energy operates a tank farm and terminal at this location.
  http://www.buckeyeenergyservices.com/AboutUs/gMap.aspx

Directions:
Take 95 North, Take Betsy Ross Bridge exit onto 130 North, stay on 130 North, keep right at the fork, then merge onto 130. Pass back under the off ramp and take a slight right onto Westfield avenue, then take a right on to Delrousse avenue. Terminal is on the left.

GPS: 99 Derousse Avenue, Pennsauken township, NJ

Protocol: Check in with security guard stationed at the entrance.

Shopping: Burlington Center Mall
Tioga Marine Terminal

- PhilaPort’s largest marine terminal, Tioga Marine Terminal is a robust, multi-purpose facility handling a diverse range of cargoes. Experienced labor can satisfy all cargo handling needs from containers to breakbulk cargoes, including perishables, forest products, ro/ro and heavy-lifts. Ample dry and temperature controlled warehousing is available.

http://www.philaport.com/facilities/tioga-marine-terminal/

Directions:
3801 N. Delaware Avenue
Philadelphia, PA 19134
Delaware River at Castor Avenue
Pier Entrance Gate:
Delaware Avenue & E. Venango St

GPS: 3801 N Delaware Ave, Philadelphia, PA 19137

Protocol: Check in with security guard stationed at the entrance.
Park on terminal at stern of vessel.

Contact: Delaware River Stevedores
3461 North Delaware Avenue
Delaware River at Tioga Street
Philadelphia, PA 19134
Tel: 215-440-4100
Fax: 215-291-5082
Robert Palaima, President

Shopping: Walmart – Aramimgo Ave

Serving all seafarers proactively, without prejudice
Tioga Bulk Terminal - pier 179

• The Tioga Liquid Bulk Terminal connects with the adjacent Kinder Morgan Philadelphia tank farm in the Port Richmond neighborhood of the City. It can handle many types of industrial chemicals and liquid bulk products.
http://www.philaport.com/facilities/

Directions:
Follow I-95 North to Exit 25, Allegheny Avenue exit. At the end of the ramp, make a right turn onto Westmoreland Street (ball field on right), following this to stop sign (Allegheny Avenue). Make a left turn onto Allegheny Avenue. Follow Allegheny Avenue to the end, make a left turn onto Delaware Avenue.

Protocol: Check in with security guard stationed by the entrance gate.

Contact: Kinder Morgan Philadelphia
Tioga Liquid Bulk
Delaware & Allegheny Avenues
Philadelphia, PA 19134
Tel: 215-634-3031
Fax: 215-423-9595
Don Krain, General Manager

Shopping: Walmart Aramingo Ave
Contanda - Pier

• Contanda operates a tank farm handling specialty chemicals, caustic soda, fertilizer, acids, petroleum products, base oils, biodiesel, wax, vegetable oil and molasses.

https://www.contanda.com/philadelphia-pa/

Directions:
2900 E. Allegheny Ave., Philadelphia, PA 19134

Protocol: Check in with security guard stationed at the trailer by the entrance gate.

Contact: Contanda Terminals Philadelphia
2900 East Allegheny Avenue
Philadelphia, Pennsylvania 19134
Tel: 215-425-3707 - General
Fax: 215-426-4834
Craig Pataky, Terminal Manager
Tel: 215-298-3541

Shopping: Walmart Aramingo Ave

Serving all seafarers proactively, without prejudice
Petty’s island terminal

- Crowley operates a roll on roll off facility for the Puerto Rico trade.
  http://www.crowley.com/What-We-Do/Shipping-and-Logistics/Liner-Services-Overview/Port-Terminal-Locations/Pennsauken-NJ

Directions: Take the Ben Franklin bridge to New Jersey, Take the right lane to 676 south and then take exit 5A “MLK Blvd Campbell Place’ At the end of the ramp take 10th street until it dead ends into State street Continue on State street and then take Harrison Avenue. Follow Harrison to 36th street take a left and follow to the terminal entrance.

GPS: 3599 Harrison Avenue, Camden NJ 08110

Protocol: Check in with security guard stationed at the entrance gate.

Contact:

Shopping: Cherry Hill Mall

Serving all seafarers proactively, without prejudice
Philadelphia Forest Products Center

- The operators of the Philadelphia Forest Products Center give personalized attention to the needs of their forest products and general cargo customers. With customized storage and handling equipment for forest products, on-dock rail, and on-terminal facilities for general cargo storage and distribution, the Forest Products Center employs the latest transport technologies to safely and efficiently move coated papers, pulp, wood, and other cargos through our facilities to your customers.  
http://www.philaport.com/facilities/philadelphia-forest-products-center/
Pier 82

- Modern refrigerated storage and ample berthing space have resulted in Pier 82 maintaining and expanding its position as one of the Port’s premier facilities for perishables. A variety of other cargoes are regularly seen moving over Pier 82’s berths.
http://www.philaport.com/facilities/pier-82/

Directions:
2201 S. Delaware Avenue
Philadelphia, PA 19134
Delaware River at Jackson St. - North of Oregon Avenue

Protocol: Check in with security guard stationed by the entrance gate.

Shopping: Columbus Blvd

Serving all seafarers proactively, without prejudice
Pier 84 - Cocoa

• Pier 84 is the premier coca import facility in the USA. Beans arrive from equatorial regions around the world. Cocoa beans stored at Pier 84 are eventually transported to a chocolate or cocoa processing company. Pier 84 also provides value-added services such as weighing, grading and testing.
http://www.philaport.com/facilities/pier-84/

Directions:
2401 S. Columbus Blvd.
Philadelphia, PA 19134
Delaware River at Porter Avenue
- North of Oregon Avenue

Protocol: Check in with security guard stationed by the entrance gate.

Shopping: Columbus Blvd
Balzano Terminal

- At the Port of Camden, SJPC's busy Balzano Marine Terminal (formerly the Beckett Street Terminal) offers one-stop service for breakbulk and bulk cargoes. The facility handles steel, project cargo, wood products, cocoa beans and other bulk cargoes on a regular basis. The facility features excellent highway and rail connections. The SJPC, through its Balzano Marine terminal, is committed to fully meeting the needs of today’s shippers in an efficient, expert, and cost-effective manner.

http://southjerseyport.com/facilities/balzano-marine-terminal/

Directions:
Ben Franklin bridge to New Jersey, stay right take the Sixth street exit, turn right on Cooper street and then left on 3rd street, Bear right and turn on to 2nd street to the Terminal entrance.

GPS: 101 Joseph A. Balzano Boulevard, Camden, New Jersey 08103

Protocol: Check in at gate and proceed to designated parking area.

Contact: Guard Booth 856-757-4978, FSO Jay Jones: 609-685-2914

Shopping: Cherry Hill Mall or Deptford Mall

Serving all seafarers proactively, without prejudice
Broadway Terminal

- While ably handling all types of breakbulk and bulk cargoes, the Broadway Terminal, located at the Port of Camden, is also a bustling industrial park with multiple maritime business related tenants making Camden their home.
http://southjerseyport.com/facilities/broadway-terminal/

Directions: Directions: Take the Ben Franklin bridge over to New Jersey, Take 676 to exit 3 “Holtec Blvd”. At the bottom of the ramp, turn right at the stop sign. At stoplight turn left onto Rt 551, stay in the right lane and then turn right into the terminal.

GPS: 2500 Broadway, Camden, New Jersey

Protocol: Check in at gate and proceed to designated parking area.

Contact: Guard Booth 856-757-4956, FSO Jay Jones: 609-685-2914

Shopping: Cherry Hill Mall or Deptford Mall
Broadway Terminal Pier 5

- Broadway Pier 5 is leased by Camden Waterfront Development LLC and operated by Southport Distribution. Both companies are part of the Holt Logistics family of companies. http://southjerseyport.com/facilities/broadway-terminal-pier-5/

Serving all seafarers proactively, without prejudice

Directions: Take the Ben Franklin bridge over to New Jersey, Take 676 to exit 3 “Holtec Blvd”. At the bottom of the ramp, turn right at the stop sign. At stoplight turn left onto Rt 551, go straight and make a left at the next gate.

GPS: 2500 Broadway, Camden, New Jersey

Protocol: Check in at gate and proceed to designated parking area.

Contact: Guard Booth 856-757-4956, FSO Jay Jones: 609-685-2914

Shopping: Cherry Hill Mall or Deptford Mall
Gloucester

• Gloucester Terminals has the largest refrigerated capacity of any terminal in the United States
http://www.holtoversight.com/facilities/gloucester-terminals-llc

Directions: Take the Ben Franklin bridge over to New Jersey, Take 676 to exit 3 “Holtec Blvd”. At the bottom of the ramp, turn right at the stop sign. At stoplight turn left onto Rt 551, continue half a mile. Slight right on to N. King street. Enter Gloucester terminal.

GPS: 160 Essex St. Gloucester City, NJ 08030

Protocol: Check in at gate and proceed to designated parking area.

Contact: 856.742.3000

Shopping: Deptford Mall

Serving all seafarers proactively, without prejudice
Packer Avenue Container Terminal

- The Packer Avenue Marine Terminal is the premier container handling facility on the Delaware River and also works large volumes of automobiles, steel and project cargoes. Immediate access to two major rail yards and interstate highways ensure excellent - and fast - inland connections for PAMT’s customers. On-dock refrigeration is available.
http://www.philaport.com/facilities/packer-avenue-marine-terminal/

Directions: Take Spring Garden south to Columbus Blvd and follow to Packer Avenue turn left at light and then right on to Delaware avenue, Packer South gate on the left. Park on Delaware Avenue, walk to the gate and present TWIC. The guard will call the shuttle bus.

GPS: 3301 South Delaware Avenue, Philadelphia, PA 19134

Protocol: Check in with security guard stationed by the entrance at the Breakbulk Gate/South Gate—South of Walt Whitman Bridge on Access Road

Park outside gate and take Shuttle Bus to ship, call gate at 215-551-2912 for pickup at ship.

Shopping: Columbus Blvd
Pier 122

- Pier 122 has become a vital second berth for the importation and exportation of automobiles and roll-on roll-off (ro-ro) cargoes at PhilaPort. Pier 122 is strategically located adjacent to two major Class I railroads and directly adjacent to the VPC (vehicle processing center).
http://www.philaport.com/facilities/pier-122/

Directions: Take Spring Garden south to Columbus Blvd and follow to Packer Avenue turn left at light and then right on to Delaware avenue, pass Packer South gate and pier 122 will be on the left.
Immediately south of Packer Avenue Marine Terminal

GPS: 122, Pier 70 Blvd, Philadelphia, PA 19148

Protocol: Check in with security guard stationed by the entrance. Drive SCI van on to pier park on the upriver side clear of road.

Shopping: Columbus Blvd.
Maritrans

- Maritrans owns Maritank Philadelphia Inc, a large tank farm/barge facility on the Schuylkill River. Maritrans is the leading provider of marine transportation services to the oil and petroleum industries along the Gulf and Atlantic Coasts of the United States in our vessel size range. Maritrans is the leading provider of lightering services in the Delaware Bay area.

http://www.maritrans.com

Directions: Take 676 West to 76 East, stay in the lanes marked for Passyunk ave, Turn right on to Passyunk avenue follow to 67th street. Follow 67th street until the terminal entrance.

GPS: 3413 S 67th street Philadelphia. PA 19153

Protocol: Check in with security guard stationed by the entrance.

Shopping: Columbus Blvd.

Serving all seafarers proactively, without prejudice
Girard Point - PES

- The Philadelphia Refining Complex includes the Point Breeze and Girard Point refineries. Together, these facilities comprise the largest refining complex on the Eastern seaboard. The refining complex produces a wide range of fuels for markets in the northeastern United States. Among their various products are gasoline, low-sulfur diesel, jet fuel, kerosene, butane, propane, home heating oil and the petrochemical cumene. They utilize ethanol and biodiesel as important components of their products. A combined 335,000 barrels per day of crude oil processing capacity, PES’ refining complex business produces approximately 110 million barrels of refined products annually. PES is owned by The Carlyle Group and a subsidiary of Energy Transfer Partners, L.P.

http://pes-companies.com/refining-complex/

Directions: Take I-95 S to PA-611 N/S Broad St. Take exit 17 from I-95 S. Turn right onto PA-611 N/S Broad St (signs for Food Distribution Centre). Turn left onto Pattison Ave. Use any lane to turn left onto S 24th St/Penrose Ave. Turn right toward Lanier Ave. Follow Lanier to the PES entrance.

GPS: 3398 Industrial Hwy, Philadelphia, PA 19145

Protocol: Check in at security gate, requires visitor safety training and current drug test. PES will provide an escort upon request to and from the dock.

Shopping: Columbus Blvd
Sunoco – Fort Mifflin/Hog Island

- The Fort Mifflin Terminal Complex is located on the Delaware River in Philadelphia and includes the Fort Mifflin Terminal, the Hog Island Wharf, the Darby Creek Tank Farm and connecting pipelines. The Fort Mifflin Terminal contains two berths. One is designed to handle crude oil from very large crude carrier-class ("VLCC") tankers. The other dock can accommodate smaller crude oil vessels. The Hog Island Wharf is located next to the Fort Mifflin Terminal on the Delaware River and receives crude oil via two berths. The Darby Creek Tank Farm is a crude oil storage terminal for the Philadelphia refinery, which is operated by Philadelphia Energy Solutions ("PES") under a joint venture with Sunoco. This facility has a total storage capacity of approximately 3 million barrels. Darby Creek receives crude oil from the Fort Mifflin Terminal and Hog Island Wharf via pipelines.

http://www.sunocologistics.com/Customers/Business-Lines/Crude-Oil/253/

Directions: Take 95 South to exit 15 ‘Enterprise Ave/Island Ave’. Continue on Enterprise Ave then turn left on Fort Mifflin road (around the airport) Fort Mifflin entrance is first then Hog Island.

GPS: 8392 Fort Mifflin road, Philadelphia, PA 19153

Protocol: Check in at electronic gate than proceed to inner security gate, proceed via one way system to park near jetty. Reverse parking. Ships crew need hard hats when coming ashore, can be left at the guard house.

Contact:

Shopping: Columbus Blvd
Eagle Point

- The Eagle Point Terminal is located in Westville, New Jersey and consists of berths, truck loading facilities and a tank farm. The berths are located on the Delaware River and can accommodate three marine vessels (ships or barges) to receive and deliver crude oil to outbound ships and barges. The tank farm has a total active crude oil storage capacity of approximately 1 million barrels and can receive crude oil via barge, pipeline and rail, and deliver via barge, truck or pipeline.

http://www.sunocologistics.com/Customers/Business-Lines/Crude-Oil/253/

Directions: Take the Ben Franklin bridge over to New Jersey. Take the right two lanes to 676 south after the bridge. Stay on 676 in the left lane and follow signs for 295 S ‘Delaware Memorial Bridge’, which is exit 1A. Take exit 22 “Woodbury Redbank”. On the off ramp, stay in the right lane to turn right onto Redbank Road. Continue 1.4 miles on this road then right onto Spring street. There will be a sign for Marine Gate.

GPS: 1568 Red Bank Avenue, West Deptford, NJ 08086

Protocol: Check in at gate and proceed to designated parking area near jetty.

Contact:

Shopping: Deptford Mall

Serving all seafarers proactively, without prejudice
Penn Terminals

Penn Terminals is one of the best equipped, privately owned multipurpose Marine Terminals on the US East Coast. Penn’s Terminal, Warehousing and Stevedoring Services have helped them successfully handle their clients’ cargo since 1986. Known industry wide for their reliability and efficiency in handling container, perishable, project, super sack, steel, pipes, forest products and other break-bulk cargoes. At Penn Terminals, everything they do is based on the understanding that their success is entirely dependent upon the success of their clients.
http://www.pennterminals.com

Serving all seafarers proactively, without prejudice
Axeon

• Axeon Specialty Products LLC (Axeon SP) engages in the refining and marketing of specialty petroleum products. The Company offers asphalt products including conventional asphalt, stellarflex polymer modified asphalt, stellarflex fuel resistant asphalt, and warm mix asphalt, as well as provides specialty modified asphalt products. Axeon SP serves its clients in the United States.
http://axeonsp.com

Directions: Take the Ben Franklin bridge over to Jersey. Take the right two lanes to 676 south after the bridge. Stay on 676 in the left lane and follow signs for 295 S ‘Delaware Memorial Bridge’, which is exit 1A. Take exit 19 ‘656 to 44 Paulsboro’ Continue on Paradise Road to guard gate.

Protocol: Reverse park before gate then check in at gate to receive dock pass and magnetic cone for roof of van. Proceed to electronic gate at jetty and park in designated parking area near jetty. Enter via turnstile (use call button) and report to dock office to have dock pass signed.

GPS: 4 Paradise Rd, Paulsboro, NJ 08066

Contact:

Shopping: Deptford Mall

Serving all seafarers proactively, without prejudice
Paulsboro Marine Terminal

- The Paulsboro Marine Terminal, the first major port to be constructed on the Delaware River in more than 50 years

http://southjerseyport.com/facilities/paulsboro-marine-terminal/

Directions: Take the Ben Franklin bridge over to Jersey. Take the right two lanes to 676 south after the bridge. Stay on 676 in the left lane and follow signs for 295 S ‘Delaware Memorial Bridge’, which is exit 1A. Take exit 19 ‘656 to 44 Paulsboro’ Continue on Paradise Road until you reach a left turn on to Universal Road follow over the bridge and the entrance to the terminal is on the right after the bridge.

Protocol: Check in at gate and proceed to designated parking area near jetty.

GPS: Universal Rd, Paulsboro, NJ 08066

Contact:

Shopping: Deptford Mall
Paulsboro Refining

- PBF Energy ("PBF") is one of the largest independent petroleum refiners and suppliers of unbranded transportation fuels, heating oil, petrochemical feedstocks, lubricants and other petroleum products in the United States. The Paulsboro refinery has a throughput capacity of 180,000 bpd and a Nelson complexity rating of 13.2. The Paulsboro refinery is located on approximately 950 acres on the Delaware River in Paulsboro, New Jersey, just south of Philadelphia and approximately 30 miles North of the Delaware City refinery. The Paulsboro and Delaware City refineries are the only two operating petroleum refineries on the East Coast with coking capacity.

http://www.pbfenergy.com

Directions: Take the Ben Franklin bridge over to New Jersey. Take the right two lanes to 676 south after the bridge. Stay on 676 in the left lane and follow signs for 295 S ‘Delaware Memorial Bridge’, which is exit 1A. Take exit 18 stay in the left lane headed towards “Mt Royal and Clarksboro’ Turn right onto Berkley road to Rt 44, turn left then right on to Billingsport Road, follow to N Delaware street to the end and turn left on Clonmell road

GPS: 800 Clonmell Road, Paulsboro, NJ 08066

Protocol: Check in at Marine gate, receive rfid card and proceed through the refinery access gates (2) to designated parking area near jetty.

Contact: Jetty Gate Access 856-224-6173

Shopping: Deptford Mall
Monroe Energy

• Delta Air Lines formed Monroe Energy and its affiliated company, MIPC, LLC, to purchase an 185,000-barrel-per-day oil refinery and its associated pipeline assets, located along the banks of the Delaware River, just outside Philadelphia. This strategic location in southeast Pennsylvania provides access to a network of pipelines, proximity to assets throughout the Northeast and an experienced and skilled labor pool. The name Monroe Energy recalls the airline’s roots, when, in 1925, the company opened its first major headquarters in Monroe, Louisiana. At the time, the airline operated the largest privately owned fleet in the world with 18 planes.
http://www.monroe-energy.com

Directions: Take 95 south to exit 2 on to Rt 291 Market street. At end of ramp turn left and follow to the end at Delaware avenue. Take a left and follow to the Monroe Energy gate/parking lot.

GPS: 6 W Delaware Ave Marcus Hook, PA 19061

Protocol: Check in at security gate, reverse park in adjacent lot, then walk via secure access gate to the jetty.

Contact:

Shopping: Concord Mall

Serving all seafarers proactively, without prejudice
Energy Transfer (Sunoco)

- The Sunoco Marcus Hook Industrial Complex includes terminal and storage assets, with a capacity of approximately 3 million barrels of NGL storage capacity. The facility can receive NGLs via marine vessel, pipeline, truck and rail, and can deliver via marine vessel, pipeline and truck. In addition to providing NGLs storage and terminal services to both affiliates and third-party customers, the Sunoco Marcus Hook Industrial Complex currently serves as an off-take outlet for the Mariner East 1 pipeline, and will provide similar off-take capabilities for the Mariner East 2 pipeline when it commences operations.


Directions: Take 95 south to exit 2 on to Rt 291 Market street. At end of ramp turn left and follow to the end at Delaware avenue. Take a right and follow to the Sunoco security building. Park and enter for clearance.

GPS: 100 Green street
Marcus Hook, PA 19061

Protocol: Check in at security gate, receive parking pass and validation of Sunoco electronic gate pass. Then proceed via two electronic gates using rfid pass to jetty and reverse park. Then walk to ship. On departure return parking pass.

Contact:
Shopping: Concord mall
Data on Ship Visiting

Ship Visit Frequency by Terminal

- Sunoco MH
- Monroe
- Paulsboro Refining
- PBF Logistics
- Paulsboro Marine
- Axeon
- Penn
- Hog Island
- Fort Mifflin
- Girard Point
- Mantank
- Eagle Point
- Gloucester
- Broadway S
- 122 South
- Packer
- Broadway
- 84 South
- 82 South
- 38-40 South/80
- Baltzno
- Contanda
- 179 North
- Tioga
- Petleys Island
- Buckeye Energy
- National Gypsum
- Riverside
- Waste Management
- KM Fairless

Legend:
- January
- December
- November
Data on ship visiting

Most Visited by SCI - Top 5 Terminals

These 5 port terminals represent 55% of all ship visits
Structure on Board a ship

- Ships have a hierarchal command structure with the Master (Captain) in charge.
- There are three groups that report to the Master: The deck, engine and catering department. The deck department represents the navigating officers and the deck ratings responsible for cargo operations. The engine department has the engineering officers and engine ratings responsible for propulsion, power and systems. The smaller catering department consists of the Cook and an assistant responsible for onboard catering.
- The Master has risen to command through the deck department.
- There is no doctor, nurse, paramedic or other EMS onboard. The second officer is typically in charge of first aid.
- All of the crew are responsible for emergency services which includes firefighting onboard.
- The entire ships crew are co-dependent on each other for their mutual safety while at sea.

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Preparing for a ship visit

- Wear appropriate attire: Steel toe safety boots, leather gloves and personal protective equipment ‘PPE’ that includes your safety Helmet, safety glasses, High-Viz jacket or vest. (Good idea to have a ‘GO’ bag for all your PPE)
- Have your TWIC card and other visit credentials.
- When you arrive at SCI to begin ship visiting for the day, you will report to the person in charge ‘PIC’ for your ship assignment. Ask the PIC if you are unsure of anything with respect to the assignment.
- Take general reading materials for the seafarers.
- Check your van and the fuel level before leaving the center, report anything of concern to the PIC and request a fuel card if needed.
- Make sure you have your personal phone charged and ready in case of need, make sure the PIC has your phone number so you can keep in contact.
- Check in with the PIC as needed to update progress.
- If you have a van breakdown, be safe, call the PIC, the GPS will show your location. Assistance will be provided as needed.

Serving all seafarers proactively, without prejudice
While on the Ship

- Check in with the ships security team at the head of the gangway, introduce yourself and inform them that you are from the local seafarer mission.
- Follow specific safety rules and your onboard escort.
- Be alert as you walk, watch for obstacles and pay attention.
- Remember you are a visitor to the workplace and home of each seafarer.
- You are a guest of the flag state of that ship.
- Respect the hospitality and pay attention to your surroundings.
- Observe the attitude and behavior of the crew and how they act towards each other.
- When you sell a SIM card or a Top up be aware of how to install, Seafarers will ask for help.
- Request a copy of the crew list and how many have been issued shore leave by CBP.
- Observe the conditions onboard in the communal spaces, ships office, control rooms, mess rooms, restrooms. Are they clean and in order?
- Report any observations or particular seafarer issues or concerns to SCI as soon as you can.
- On departure, check out at the head of the gangway.

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Transport Policy

- Our transports are principally to shopping and tourist areas. Transports should be within our designated service area. Any nonstandard requests should be discussed with the PIC.

- Seafarers need their CBP shore pass and a copy of their passport photo page, passports should be left on board ship.

- Seafarers are often busy with their work schedules and while in port they are subject to many safety inspections, you will observe USCG onboard conducting Port State Control inspections and it is not unusual to witness crew in lifesaving or firefighting equipment as part of these drills. This means that often, seafarers cannot be granted shore leave from the Captain until later in the day. We typically transport from the ship in the afternoon for return in the early evening and pick up in the late afternoon for a late evening return. It is very important to make sure that the agreed pick up locations and times are understood and agreed. Any questions should be referred to the PIC before making any commitments to seafarers. Make sure that one person in the group of seafarers has an SCI flyer with the SCI contact number 215-922-2562 in case they need to reach us.
Recording your visit in the SCI web app

- As soon as possible after your ship visit or seafarer transport that the details are recorded in the online SCI web app. This enables SCI to maintain a live database of its work that is transparent to all of the SCI team.
- You will be given a sign-on and password to sciwebapp.com
- Go to the ship form page and type in the first few letters of your ship until your ship appears, input the crew and visit information.
- Add useful comments and remarks about your observations and the visit.
- Please enter the information as soon as possible so that SCI’s system is always current and up to date.
- Text Helene at 856-283-7936 if you need assistance with an entry that needs correcting.

Serving all seafarers proactively, without prejudice
Back at the Center

- Return your van key to the van key box. Gas receipts go on the clipboard on the operations desk.
- Place WiFi hotspots on charge. Remove or record any necessary WiFi information on the whiteboard.
- Record any future pickup information on the Transport sheet.
- Turn in your Sim cards, Top-off cards, and cash to the person in charge.
- Record and deposit any seafarer donations in a brown envelope and place into the box in the lobby with the ship name, date, and amount on it.

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What happens next?

- We will agree a schedule for ship visiting.
- You will make at least 3 ship visits together with an SCI ship visitor.
- When we determine and agree that you are comfortable visiting ships alone, we will discuss when you can volunteer and put your name on the schedule.
- After 6 ship visits, you will have completed the requirements of your ship welfare course, you will receive your credentials from the MNWB.

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Volunteer Recognition

- SCI will track your hours of volunteer service through the SCIwebapp.
- SCI will feature the work of its volunteers on the SCI website, Facebook page and in the SCI newsletter.
- Every year SCI will recognize your work at an award event to celebrate your volunteer service.
- The greatest reward for a volunteer is the smiling faces of the seafarers that we have the pleasure to serve.
- As an SCI volunteer you will be part of a tradition that began in 1843.

Serving all seafarers proactively, without prejudice
## Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Telephone</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCI Dispatch</td>
<td>215 922 2562</td>
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<tr>
<td>SCI Executive Director</td>
<td>215 940 9900 x 102</td>
<td>Helene Pierson</td>
</tr>
<tr>
<td>USCG Philadelphia</td>
<td>215 271 4800</td>
<td>24/7</td>
</tr>
<tr>
<td>ITF Inspector</td>
<td>202 412 8422</td>
<td>Barbara Shipley</td>
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<tr>
<td>CBP</td>
<td>215 717 5800</td>
<td>24/7</td>
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<tr>
<td>Night Senior Supervisor</td>
<td>267 767 0197</td>
<td>Dave McNeal</td>
</tr>
<tr>
<td>Operations/Office Mgr</td>
<td>404 337 2606</td>
<td>John Jacobs</td>
</tr>
<tr>
<td>Utility</td>
<td>215 768 7577</td>
<td>Tony Coppola</td>
</tr>
<tr>
<td>Chaplain</td>
<td>215 778 1123</td>
<td>Rev. David Reid</td>
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*Serving all seafarers proactively, without prejudice*
“Be the change you wish to see in the world”  Mahatma Gandhi
SCI conducts first ‘in-depth’ training of volunteers

“You may never know how much of a difference you make with your ministry of presence,’ Chaplain David Reid told the group

Seamen’s Church Institute of Philadelphia and South Jersey (SCI), a venerable visitation ministry to seafarers that was launched in 1843, began its first in-depth training initiative for volunteers Feb. 15.

Chaplain David Reid, a former seafarer who opened and managed the terminal at Fairless Hills in 1991, and Certified Shipboard Visitor Annie Thomas led the training, which featured remarks from Helene Pierson, SCI’s executive director.

The six initial trainees hail from remarkably diverse backgrounds. Greg Adams is a retired U.S. Coast Guard (USCG) Captain who directed the USCG in the Port of Philadelphia for four years at the time of 9/11. John Gardner is an Episcopal co-rector with his wife serving a congregation in Philadelphia’s Rittenhouse Square. Al Griffiths has managed two terminals along the Delaware River in the Port of Philadelphia. John Jacobs has a background as a recording engineer in the world of music. John Jones drove a SEPTA bus on the streets of Philadelphia for 20 years. And photojournalist Mark Staples has traveled on assignment to 30 states and 16 countries and written news and features for two national church denominations.

The training session will be conducted for a new roster of volunteers every three months. Trainees receive an elaborate and colorful 54-page loose-leaf resource developed by SCI that is a guide for the training. In addition, trainees participate in an on-line course with an international flavor found at shipwelfarevisitor.com. That course features seven segments. Participants in both trainings follow up with practice visits (six) in the company of personnel like Reid and Thomas. After successful completion of those visits trainees will receive certification.

“SCI is in its 175th year,” the trainees were told by Pierson. It began with a loading church that floated in the Delaware River for six years until it sank. In her 19th month as executive director Pierson explained that SCI, a ministry of the Episcopal Church, has in her its first non-rector to serve as executive.

“We’ve had no formal training until now,” Pierson explained. “It’s always been trial by fire.” Pierson explained the ministry is gradually transitioning from having daytime host transporters (visitors) who are paid to a roster of primarily volunteers, a model followed around the globe by most seafarer centers, she said. SCI has an evening roster of paid host transporters that will remain in place, she said.
What were some of the highlights trainees learned? They discovered the role of visitors is to care for merchant seafarers and monitor their welfare, sometimes serving as an advocate. Visitors provide communication tools and transport to favored shopping locales near seafarer terminals. They offer a “ministry of presence” to seafarers far from home, often for long periods of time.

They learned something of maritime ministry’s history. Reid described his early life (age 19) as a British merchant mariner. In those days he could sometimes feel despondent in his work while working 84-hour weeks. One day in port a shipboard visitor made a life-changing knock on his door. “It made such a difference that someone was there who cared and wanted to listen to me,” he told the trainees. “You may never know how much of a difference you make by listening to a crewmember aboard ship and through your ministry of presence in their lives. Most seafarers are delighted to hear a kind word from a stranger who cares.”

The trainees found out that 1.5 million seafarers serve around the globe and a high concentration of them live in Asian nations. Seafarers have a wide variety of religious faiths “or no faith at all,” Reid told them. The Maritime Labour Convention of 2006 serves as a “Bill of Rights” providing a standard of protections for merchant mariners.

The trainees learned about the different types of cargo ships. They discovered the nature of 30 terminals in the Port and the kinds of commodities they deal with and how to gain access to each terminal through the right security protocol. They learned how to prepare for ship visits, what to do on board a ship and what to report and how to make reports afterward.

They were taught about the wide variety of commodities that come into the port – ranging from asphalt to rock salt to treat highways in winter to a wide variety of fruits like pineapples and bananas. They found out that 90 percent of the commodities consumers enjoy come to U.S. households via water including Kia automobiles from South Korea and gypsum used to make sheetrock for walls in the homes that people buy.

They were told that the Port of Philadelphia is the second largest petrochemical port in the nation with some 63 million gallons of crude oil manufactured on the port’s territory each day. Eighty percent of Chile’s fruit exports come to the Port of Philadelphia with the port being the largest importer of Chilean grapes.

SCI’s ministry territory can be a challenge to navigate depending on traffic conditions along Route 95. It is 55 highway miles from the northernmost Pennsylvania side terminal (Fairless) to the southernmost terminal on the Pennsylvania side (Marcus Hook). On the New Jersey side of the port the northernmost terminal is in Burlington, with the southernmost terminal visited in Paulsboro.

Finally, they concluded that most people they know have little or no idea what goes on in the port and the magnitude of the difference that seafarers make in their daily lives. The trainees agreed they need to do a better job of telling that story.
Appendix G: SCI Official Permission Letter

From: Helene Pierson  hpierson@sciphiladelphia.org
Subject: Official Permission
Date: March 6, 2018 at 8:22 AM
To: David Reid chaplain.dmr@gmail.com

David, great job on your CAPSTONE project. It has been a pleasure to collaborate with you on this project. A true journey.

As I see it would be a wonderful example for other students to utilize, I hereby give my permission for use on the Claremont Lincoln University website archives.

If there is to be any expanded use beyond the above noted, as per the spirit of the original confidentiality clause requested by the Executive Board, we would want to consider that request independently of this permission.

Thank you for ALL of your tremendous care, dedication, and effort with this project.

Sincerely,

--
Helene Pierson
Executive Director
Seamen’s Church Institute of Philadelphia and South Jersey
475 N. 5th Street
Philadelphia, PA 19123
office: 215-940-9900 ext. 102
mobile: 856-283-7936
sciphiladelphia.org

![Seamen's Church Institute logo](image)