

STEVEN E. CARLSON

425-233-5284 • scarlson@independentmaritime.com

Senior Consultant with Independent Maritime Consulting LLC (IMC LLC)

IMC LLC acts as Commercial Correspondents for several major Hull and Machinery (H&M) and Protection & Indemnity (P&I) underwriters which includes providing claims handling assistance to their assured, performing surveys and investigating casualties of all kinds, mitigating and evaluating damages, assisting in coordinating repairs and providing technical advice. In addition, IMC provides surveys, technical consulting and expert witness services to maritime law firms, vessel Owners, Charterers, and their liability underwriters in connection with major casualties, personal injury and cargo claims. IMC also helps clients in the marine transportation and oil and gas industries comply with environmental and emergency response regulations and requirements.

Recognized leader with 40 years of experience in program management, engineering field support, engineering organization, maintenance management, and safety management systems. Leadership expertise in planning, budgeting, coordinating, and executing engineering design, acquisition, maintenance, and field support activities. Documented excellence in mentoring and training subordinates. Licensed Professional Engineer (Washington).

EXPERIENCE

- President – The Steve Carlson Group; since Jan 2022
- Senior Vice President, Engineering & IT - Centerline Logistics, Seattle, WA; 2019 –2021
- Vice President, Engineering - Harley Marine Services, Seattle, WA; 2015 – 2019
- General Manager, Marine Engineering - Alaska Marine Lines, Seattle, WA; 2014 –2015
- Director of Engineering - Kvichak Marine Industries, Inc, Seattle, WA 2014 –2014
- Engineering Business & Projects Director - Kvichak Marine Industries, Inc, Seattle, WA; 2008 –2014
- Lead Engineer/Manager - Kvichak Marine Industries, Inc, Seattle, WA 2006 – 2008
- Chief of Naval Engineering - U. S. Coast Guard HQ, Washington, DC; 2005-2006
- Commanding Officer - Naval Engineering Support Unit, Seattle, WA; 2002-2005
- Executive Officer - Buoy Tender Replacement Project Resident Office, Marinette, WI; 1998-2002
- Executive Officer - Naval Engineering Support Unit, Miami, FL; 1995-1998
- Assistant Professor - Naval Architecture & Marine Engineering U.S. Coast Guard Academy; 1992-1995
- Chief Engineer - USCGC DECISIVE, St. Petersburg, FL; 1989-1992
- Lead Project Manager/Civil Engineer - U.S.C.G Training Center, Cape May, NJ; 1984-1987
- Auxiliary Division Officer - USCGC JARVIS, Honolulu, HI; 1982-1984

QUALIFICATIONS

Executive Leadership: I have held executive leadership positions throughout my entire career. At Centerline Logistics, I led the Engineering and IT departments with responsibility for new build initiatives, ongoing vessel repair and maintenance projects, and the development and execution of the \$17M+ annual capital expense budget for a fleet of 123 tugs and barges in 8 locations throughout the US. I have demonstrated the skill to easily shift from onsite repair management to strategic level decision making, prioritizing multiple simultaneous activities while keeping the overall strategic goals of the organization in focus for my team. While serving in the Coast Guard, I led the entire USCG Naval Engineering program, with responsibility for the engineering and logistics support to the USCG fleet of over 230 ships, 1,500+ boats, and 5,500-member workforce, controlling an annual budget of \$177M. During this time, I directed the program's transition to a centralized business model, reducing field inventories by over 3 million parts

worth over \$100M. Providing a vision for the future, I developed and issued the Coast Guard's first 5-year Naval Engineering Business Plan.

Maintenance Management: I have overseen maintenance management for the majority of my career. Beginning as a junior officer aboard Coast Guard cutters, my role was primarily hands-on. At the senior/executive level my role in maintenance management evolved into planning, implementing, budgeting, and oversight of day-to-day vessel maintenance, as well as shipyard projects, renovations, modifications, and casualty repairs. In the commercial world, I have had oversight of the repair and maintenance of tugs, barges (petroleum and deck), ATB units, and landing crafts. In my military career, I led Naval Engineering Support units in the Pacific Northwest and the Southeast US/Caribbean regions, where I was responsible for the repair and maintenance of regional fleets while leading a maintenance staff of up to 105 personnel. Vessels included small boats, patrol boats, buoy tenders, ships, and ice breakers. In my last position with the USCG, as Chief of Naval Engineering at USCG Headquarters I oversaw the repair and maintenance of the entire Coast Guard fleet as well as program oversight of the Coast Guard Yard and the Coast Guard Engineering Logistics Center.

Acquisition Management: With extensive expertise in both new build and existing vessel acquisition, I have experience on the government, customer, and builder sides of the contracts. As SVP of Engineering for Centerline Logistics, I led the oversight of the design, construction, inspection, acceptance, and integration into the Centerline fleet of 26 tugs and 21 barges. This included the delivery of 8 tugs and 5 barges from 5 different shipyards throughout the U.S. in the span of one year, with a combined contract value of \$197M. Prior to this, I served as Lead Project Engineer/Manager for Kvichak Marine's \$600M Response Boat-Medium (RBM) Coast Guard contract. I coordinated, reviewed all, and personally developed many of the engineering submittals to the government, including project plans, design plans, test & trials procedures, and over 260 drawings. While Executive Officer of the on-site US Coast Guard Project Resident Office, I oversaw 4 separate contracts for commercial construction & acquisition of sixteen 225' seagoing ships, fourteen 175' coastal ships & one 240' icebreaker; including quality assurance, comprehensive crew training, logistics, manuals & warranty support for delivered ships with a combined contract value of over \$780M.

Implementing Change: Leading and implementing change has been a hallmark of my career. I played key leadership roles at both Centerline Logistics and Alaska Marine Lines in developing and implementing new safety management systems for both companies, meeting CFR SubChapter M TSMS and major oil company TMSA requirements. Additionally, I developed and implemented new standardized engineering policies and procedures for repair, maintenance, and budgeting for both companies, which previously had little formal documentation. At Kvichak Marine I developed standard, integrated workflow procedures for the entire company, improving productivity, increasing quality, and maximizing profit. I developed the vision, planned, and executed converting the production floor to a paperless environment, delivering engineering documentation electronically, cutting costs, and ensuring version control. This reduced production rework due to engineering by 80%. During my Coast Guard career, I led the team relocating two 378' ships from New York City to Charleston, SC., setting up all of the necessary utility and service contracts for both the ships and the 62,000 square foot Vessel Support Facility. This included creating a new 13-person maintenance team to service the ships, drafting and implementing all standard operating procedures for both the facility and the maintenance team, and budgeting and executing the necessary funds to make it functional. I played a key leadership role in the development, award, and execution of the Coast Guard's first phased maintenance contract for Polar Icebreakers worth over \$50M. This contract gained Coast Guard-wide attention as a future vehicle for asset support.

Developing and Mentoring: I have extensive experience in leading and developing engineering teams, as well as mentoring individuals in multiple disciplines including design, maintenance, and afloat engineers. In every stage of his career, I have successfully educated and coached engineers into seeing the big picture of a design or repair effort and how it ties into the production and/or operation of a vessel, the requirements of the customer, and the budget. My mentoring continually sought to develop not only their engineering skills but also their project management and business capabilities. I taught Fluid Mechanics, Basic Naval Architecture, and Introduction to Engineering Design in the ABET accredited Bachelor of Science program at the US Coast Guard Academy (USCGA). While teaching the Naval Engineering curriculum of the Prospective Commanding Officer/Executive Officer Afloat (PCO/PXO) course at USCGA, I developed and locally published a textbook covering basic naval architecture, vessel stability, damage control, as well as guidance for the PCO/PXOs to enable their oversight of a vessel's engineering department and Chief Engineer.

EDUCATION

- Master of Science, Mechanical Engineering, University of Michigan.
- Master of Science, Naval Architecture and Marine Engineering, University of Michigan.
- Bachelor of Science with Honors, Civil Engineering, U.S. Coast Guard Academy.
- Executive Development Program Certificate, University of Washington Foster School of Business.

AWARDS

- Employer Support of Guard and Reserve (ESGR) Patriot Award
- Numerous military awards including two Meritorious Service Medals, five Coast Guard Commendation Medals, three Humanitarian Service Medals, four Meritorious Team Commendations as well as other team and unit awards.