



Tow Bitts



WINTER ON THE INSIDE PASSAGES Robert Tandecki's painting of the tug *Barbara Foss* pulling the *Aquatrain* railcar barge through Alaska's Inside Passage was entered in the annual Foss calendar art contest and was selected for the company's 2015 holiday card and for the cover of *Tow Bitts*. It is Tandecki's seventh overall and fourth consecutive holiday card. The monthly paintings on the 2016 Foss calendar appear on pages 12 and 13. An article about the Discovery Channel filming a segment on the *Aquatrain* appears on page 18. Robert Tandecki

ALASKA SUCCESS WAS TOP ACCOMPLISHMENT FOR FOSS IN 2015

By Paul Stevens
President and Chief Executive Officer

In the midst of the holiday season, as we approach the new year and look back on 2015, one Foss accomplishment stands above all others: our

preparation for our work in Alaska and our successes there during the recent ice-free season.

Our efforts to prepare for three major oil-and-gas industry projects in Alaska — one in Cook Inlet and two in

(Continued on page 2)

INSIDE

Tow Bitts

Record Year for Seattle Shipyard

Investments in modern tooling and other equipment, plus general operational efficiencies, have helped Foss push business through its shipyard on the Lake Washington Ship Canal.

Page 4

Fireboat Delivery

Fireboat 20, the first of two being built by the Seattle Shipyard for the Port of Long Beach, was successfully delivered to its new homeport following sea trials on Elliott Bay. The second fireboat is under construction.

Page 6-7 and Back Cover

Forklift Champ

The man who is arguably the best forklift driver in the state of Washington works at Foss Shipyard. **Ron Cochran** doesn't even work as a forklift driver anymore, but he recently won his second state Forklift Rodeo championship.

Page 8

Working the Long Beach Harbor

Capt. **Joe Rock** and his crew on the *Campbell Foss* met the *MSC Anya* at the breakwater opening at the Port of Long Beach and assisted it safely to Pier T — all in a day's work for the hybrid-powered tug.

Pages 16-17

Young Brothers' 115th Birthday

Foss subsidiary Young Brothers, Ltd., got its start in 1900 when **Herbert, William** and **Jack Young** arrived in Honolulu and started a "bumboat" business. Today, the company plays a vital role in the Hawaii's economy with safe and reliable interisland freight service.

Pages 20-22

LINES: Alaska's Successes *(Continued from the cover)*

the Arctic — were mammoth.

Not the least of those efforts was construction of a new Arctic Class tug, the *Michele Foss*, at our Rainier Shipyard in Oregon. Its paint still fresh and its christening just a few days in its wake, the *Michele* headed for Korea last spring to join three tugs we chartered for a sealift to an oil development at Point Thomson.

The *Michele* proved herself by cracking through ice as much as a meter thick as she pioneered a new route across the North Slope. A sister tug will be completed at Rainier in time for the 2016 season, followed by a third to be launched in 2017.

Meanwhile we also were hard at work preparing for our support of Shell's exploratory drilling in the Chukchi Sea. We leased a marine terminal from the Port of Seattle where Shell marshalled a drilling rig and other assets and we professionally addressed the environmental community and local government scrutiny of our support of Arctic drilling. We manned and operated

a barge carrying emergency spill-containment equipment, and we provided additional logistics and tug support as required by our customer.

In Cook Inlet, Foss assisted with the construction of a natural gas production platform and helped lay a 16-mile undersea pipeline to shore.

All in all, Foss had 16 tugs and numerous barges working on oil-and-gas projects in the Arctic and Cook Inlet last season, plus four tugs and two barges completing our annual lightering work at the Red Dog Mine in the Arctic. It was our largest presence in the 49th state in recent history.

In the fall, we welcomed our mariners home, safe after their successful Alaska endeavors. The year 2015 was another 12-month period where, in spite of significant activity, we reduced lost time injuries and further advanced our safety commitment. Success can only be achieved if our employees return safely to their families.

I wish you a happy holiday and safe and prosperous 2016.



Paul Stevens

“Foss had 16 tugs and numerous barges working on oil-and-gas projects in the Arctic and Cook Inlet last season...It was our largest presence in the 49th state in recent history” – PAUL STEVENS

Tow Bitts

To submit articles for *Tow Bitts*, please contact Bruce Sherman, editor, sherman.b@comcast.net, or Sonja Baron, coordinator of production, sbaron@foss.com. The *Tow Bitts* graphic designer is Barbara Hoberecht. *Tow Bitts* is published six times a year by Foss Maritime for employees, customers and friends. Changes to the *Tow Bitts* mailing list should be referred to Rebekah Lay, (206) 381-5805, rlay@foss.com.

Seventy-Eight Foss Maritime Vessels Honored For Environmental Excellence

The *Arthur Foss*, the *Drew Foss*, and the *Pacific Queen* are just a few of the many Foss Maritime vessels that have been free of environmental mishaps for more than 20 years. With a combined 858 years without an incident, 78 Foss Maritime and subsidiary companies' tugs and tank barges have been recognized by the Chamber of Shipping of America (CSA) for their environmental safety records.

CSA announced the 2015 Environmental Achievement Awards honoring the Seattle-based company's work on Nov. 4, 2015, in Washington, D.C. Foss and its sister companies have 38 vessels with 10 or more years without an environmental incident, with 12 of those vessels achieving 20-plus years of environmental excellence.

"We're honored by the award," said **Paul Stevens**, president and CEO. "Our corporate culture at Foss is to have the highest safety standards and care for the environment. Our customers demand this care and vigilance. Having 78 vessels recognized for environmental merit truly underscores our dedication."

The awards are open to all owners



Foss Vice President **Susan Hayman**, second from left, accepted the environmental awards on behalf of the company. With her, from left, are Chamber of Shipping (COS) Chairman **Bruce Fernie** of Keystone Shipping Co., Coast Guard Rear Adm. **Paul Thomas**, assistant commandant for prevention policy, and COS President and CEO **Kathy Metcalf**.

and operators of vessels that operate on oceans or inland waterways.

"Foss' environmental values are a key element in all of our business strategies," said **Susan Hayman**, vice president of HSQE and External Affairs at Foss. "We engineer and build our state-of-the-art vessels to exceed environmental and safety requirements. It's this commitment

that helps make Foss an industry leader."

"These awards celebrate the dedication to environmental excellence of our seafarers and the company personnel shore-side who operate our vessels to the highest standards," said **Kathy J. Metcalf**, president of CSA, praising the award recipients for their commitment to serving as stewards of the environment.

FOSS HANDLES NEAR-RECORD VOLUMES OF ORE AT THE RED DOG MINE

An early start, good weather and a customer that was ready with a substantial supply of ore helped Foss move near-record volumes at the Red Dog Mine in 2015, its 26th season at the Teck-operated facility in the Alaskan Arctic.

Foss Red Dog Manager **Jay Schram** said four Foss tugs and two specialized ore barges loaded 1.38 million wet metric tons to 26 ships, which was 6.6 percent more tonnage than was budgeted at the beginning of the year and was the third highest annual total.

The Foss team had its earliest start ever. The season started on June 23, and the first ship departed on June 28, which was a new record for earliest departure.

"The lower Chukchi Sea was free of ice, and the native group had already finished their whale and seal hunt, so they allowed us to come in early," Schram said. "And Teck was ready for us."

The weather also cooperated, and the initial result was a record set the second year in a row for the most

amount moved by the end of July, 606,516 wet metric tons.

The tugs and barges finished the season and headed south for Seattle on October 23, making the trip home in 15 days.

"Everything worked well and we had no major breakdowns on the barges," Schram said. "All the crews worked well together. It was just a good year all the way around. Kudos to all those involved including our Seattle support teams."



The Alaska ferries *Chenega*, foreground, and *Fairweather* are both spending this winter at Foss Shipyard in Seattle.

Seattle Shipyard Headed for Record Year; Expanded Market Focus Pushes Facility to Capacity

The Foss Seattle Shipyard is headed for a record volume of work in 2015, buoyed by repeat business from loyal customers and an expanded-market focus that includes going after more work for government agencies and traditional competitors.

With about 200 craftsmen at work in the yard, the employment level is robust but not a record, according to shipyard Director of Operations **Jon Hie**. He said investments in modern tooling and other equipment, plus general operational efficiencies, have helped Foss push more business through the yard.

“It’s been a challenge to manage; there hasn’t been any down time on the equipment or in the facility itself,” Hie said. “We’ve outgrown our facility, and we’re having to be very creative in handling the work that we have.”

The Alaska Marine Highway System has been a new and

particularly good source of business. Its two high-speed ferries wintered in the yard for repowering, one in the winter of 2013-2014 and the other last winter. Foss’ customer on those jobs was the engine manufacturer, Tognum America.

This winter, both of the 220-foot catamarans are in the yard, and the customer is the Marine Highway system itself. The job includes cosmetic work, upgrades to passenger areas, and drydocking after the first of the year for hull repairs.

Traditional competitors Crowley Maritime and Brusco Tug and Barge also have become regular customers. Several Brusco tugs have been in for both drydocking dockside work.

One of Crowley’s Valdez escort tugs, the *Nanuq*, was scheduled for drydocking in mid-December to have its Voith propulsion units overhauled.

“They decided to come here rather

than to drydock in Alaska and import specialists for the work,” Hie said.

The shipyard also has increased its focus on marketing its propeller shaft manufacturing capabilities. It has become the preferred shaft vendor for yacht manufacturer Delta Marine Industries in Seattle and is making the shafts for Foss’ new Arctic-Class tugs under construction at Foss Rainier Shipyard on the Columbia River.

Foss Terminal, to the west of the Seattle shipyard, in the past has been a place where vessel owners would tie up and do their own work or hire their own contractors. More recently, the shipyard has been stepping up the amount of support it provides for Terminal users.

The *Foss* 300 derrick barge is based at the Terminal and has been busy lately with work for the aircraft carrier *USS Nimitz*, which is undergoing an overhaul at the Puget Sound Naval

(Continued on page 5)

“It’s been a challenge to manage; there hasn’t been any down time on the equipment or in the facility itself... We’ve outgrown our facility, and we’re having to be very creative in handling the work that we have.”

– JON HIE



(Continued from page 4)

Shipyard in Bremerton. (See sidebar at right)

The new work comes on top of what has been the yard’s long-time bread and butter — mainly maintaining the Foss vessel fleet and working for fishing vessel owners such as Trident Seafoods, O’Hara Corporation and Glacier Fish Company. In addition, the yard has a new contract with Ocean Peace Inc., which operates three fishing vessels.

Hie said efficiency at the yard has gotten a boost recently from investments in new tooling equipment. The next round of investments will be for more modern sandblasting and sand recovery gear, including compressors and vacuuming equipment.

“That equipment will pay huge dividends in the amount of time vessels spend in drydock and efficiency of sandblasting,” Hie said.



John Tarabochia of Foss Shipyard, foreground, observes as his son Jesse, who also works at the yard, guides a section of a new gun mount for the U.S.S. *Nimitz* that is being lifted onto the barge *Kivalina*, in the background.

SHORTAGE OF SPACE AT SEATTLE YARD LEADS TO CREATIVE THINKING BY MANAGERS

In a novel solution to a shortage of workspace on land, Foss Shipyard in Seattle cleared off the deck of an idle ore barge recently to make room for assembly of a gun mount for the aircraft carrier *USS Nimitz*.

All of the covered workspace at the busy shipyard was in use, so the barge *Kivalina*, just back in Seattle after a season at the Red Dog Mine, was called to duty. Its open deck was already equipped with a canopy to shield it from winter storms.

“It took a bit of thinking,” Foss Terminal Manager **Steve Britton**, who was managing the project, said of the decision to use the barge as an

assembly platform.

Three pieces of the gun mount — each weighing about 14,000 pounds, were lifted onto the *Kivalina* by the *Foss 300* derrick in early November. On the barge, shipyard welders were to join the three pieces.

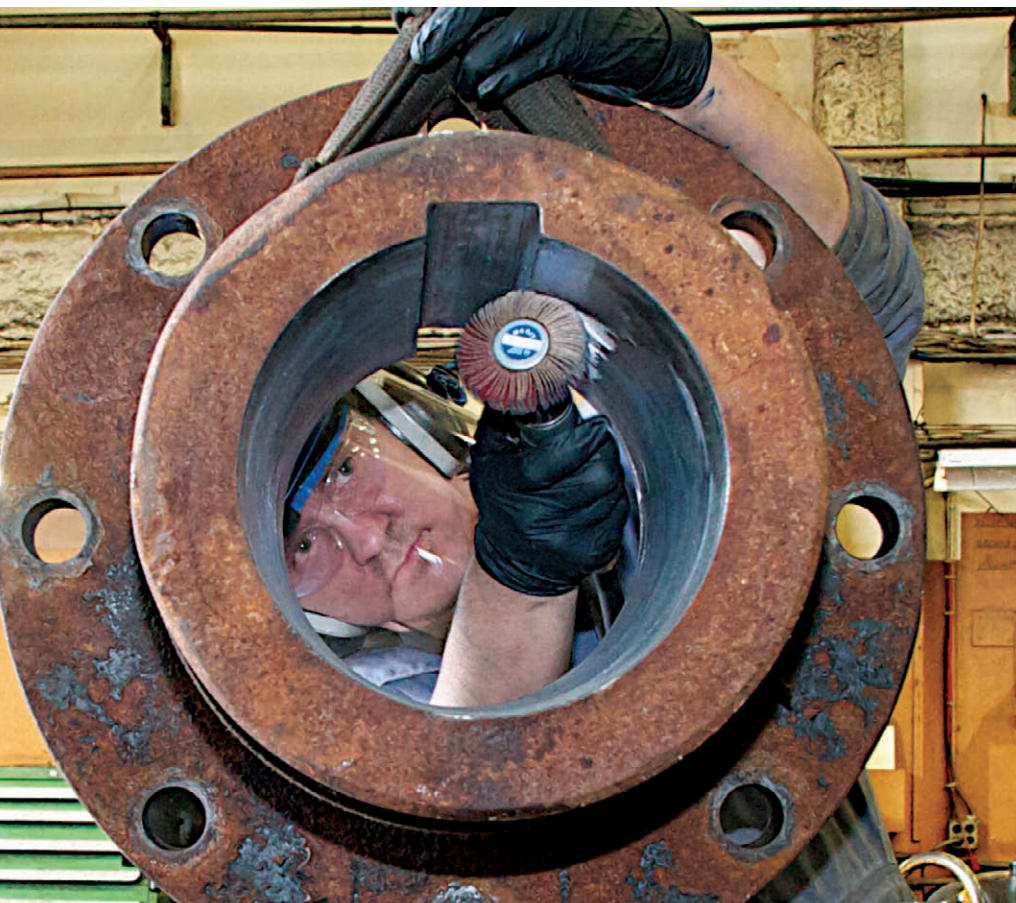
The assembled gun mount will be loaded on another barge for transport to the Puget Sound Naval Shipyard in Bremerton after the first of the year.

The shipyard also trimmed and prepped three smaller gun mounts for the *Nimitz*. The customer is General Dynamics, which fabricated the steel pieces and will install them in Bremerton.



WATER POWER *The first of two fireboats Foss Seattle Shipyard is building for the Port of Long Beach arrived at its new home in southern California in late November, greeted by a water-cannon serenade from the port's older fireboats. Manned by a Foss crew, the 108-foot boat made the journey south after successful sea trials on Seattle's Elliott Bay, below. Another photo of the trials appears on page 24. The hull sections of the second of the state-of-the-art boats were joined recently at the yard.*





FINISHING TOUCHES

Machinist Tim Schaut put the finishing touches on a gearbox coupling in the inside machine ship at Foss Shipyard in Seattle.



SAFETY CORNER | Understanding How We Went From Average to Good: The Four Core Components of Our Safety Performance

By *Al Rainsberger*
Director of Health and Safety



Al Rainsberger

Many companies that seek excellence simply try to do better at the basics. We need to understand the thinking and programs that got Foss from average to good in safety as we improve from good to excellent. Our safety performance has four core components focusing on our safety efforts.

- **Strategy.** It takes every person and every program working in the same direction with the same end goals in mind to accomplish exceptional results. How we communicate safety and motivate each other must match our target of zero incidents. Safety meetings and training are great times to communicate safety.

Compliance is only the minimum

standard, not the ultimate goal. No employee should hesitate to point out safety issues and assess any perceived risks. Accident prevention must be recognized as the outcome of excellence, not the primary target. Strategy is how to win, not just how

“not to lose.”

- **Assessment.** Once the strategy is developed, we can identify the best opportunities to create alignment and fit with our strategy, rather than simply identifying perceived gaps between reality and perfection. We conducted a perception assessment back in 2007 that assisted in our quest for improvement and the development of our behavior-based safety process that became Shipmate Plus. Our perception that safety training is adequate might be completely refuted

by testing our knowledge on critical safety issues.

- **Continuous Improvement.**

Continuous improvement in our performance is the primary goal at every Foss location. Specific safety improvement targets should be selected in every work place and should be the focus of all of us. Every day, specific safety improvements should be visible and expected.

- **Engagement.** Aligning ourselves and coaching each other is a good start toward getting everyone engaged in safety, but more is needed. We all need to look at opportunities to be involved in safety in a meaningful way.

Some or all of these four core components can and often do become a part of successful safety efforts. Excellence is a process that grows from sincere intent and effort and from having all the core components in place to enable success.

RON COCHRAN WINS SECOND FORKLIFT CHAMPIONSHIP

A two-year absence from forklift driving was no handicap for **Ron Cochran** of Foss Shipyard as he won his second Washington State Forklift Rodeo championship in early October at the Tacoma Convention Center.

Cochran left his job as a forklift driver in 2013 when he became a shipping and receiving clerk at the shipyard.

“I went out the week before the regional competition this year and loaded a few trucks, he said. “It felt good, so I just went with it.”

The Forklift Rodeo is sponsored by the Material Handling Panel of the Governor’s Industrial Safety and Health Advisory Board.

Al Rainsberger, Foss director of health and safety, is chairman of the panel.

Competitors are timed as they navigate an obstacle course and

perform tasks such as sinking basketball shots and carrying a full wine goblet without spilling it.

Cochran’s previous state championship was in 2010. In other years, he has finished second, third and fourth at the state event. This year’s victory won him a \$500 prize and a trophy plaque.

“I’m able to tune out things that are going on around me and tune in on what the forklift is doing,” said Cochran, explaining how he was able come out on top of 15 other competitors from such companies as Boeing, Americold and Chateau Ste. Michelle Winery.

“I walked the course ahead of time, so I knew it,” he added. I had eight guys in front of me to watch, and I used my cell phone to time some of them so I would know how fast



Ron Cochran

I had to go.”

Rainsberger said, “Ron is very focused when he competes. His competitors know he will be bringing his ‘A’ game, as he has always been historically safe and efficient.” There are two regional events that send the top seven to the finals.

“I am sure Ron will be in the hunt again next year even though he drives the forklifts less with his new position,” Rainsberger said.

New Saltchuk Committee is Dedicated To Getting ‘Safer, Faster’

The newly-formed Saltchuk Safety Committee, which aims to enable operating companies to draw on each other’s safety resources, held its first face-to-face meeting in Seattle in late October.

The committee developed goals for the upcoming year. Also, members made commitments to create near-miss programs at their respective companies, agreeing that near-miss reporting is critical in achieving zero incidents.

Committee Chairman and Foss Director of Health and Safety **Al Rainsberger** said the meeting was “a valuable time to share best practices in an effort to get safer, faster.”

Saltchuk President **Tim Engle** and Senior Vice President for Operations **Betsy Seaton** discussed the company’s expectations of the committee, noting that the ultimate goal is to make all of the operating companies safer places to work.

Also at the meeting, operating company representatives who oversee their safety programs outlined their successes, challenges and barriers.

Rainsberger gave a presentation on leading and lagging safety indicators



The Saltchuk Safety Committee gathered at company headquarters in Seattle. With the exception of direct Saltchuk employees, identified by their titles, all oversee the safety programs at their operating companies. From lower left, clockwise, are **Scott Manthey**, Interstate Trucking, **Larry Gifford**, Carlile Transportation, **Harry Lux**, Tropical Shipping, **John Lawrence**, TOTE, **Blessie Goco**, Saltchuk, **Julie Eichler**, Northern Air Cargo, **Betsy Seaton**, Saltchuk, **Patty Ludden**, TOTE, **Blake Klingemam**, Saltchuk, and **Al Rainsberger**, Foss.

and also explained the Foss Shipmate Plus and behavior-based safety programs.

Blessie Goco, Saltchuk Risk Manager discussed the Origami software system, which is being rolled out to operating companies as a tool for reporting and tracking accidents and injuries.

After their meeting at Saltchuk headquarters, committee members

toured Foss Shipyard on the Lake Washington Ship Canal.

The committee will meet three times a year by conference call and will have one face-to-face gathering, which will be its annual meeting.



Foss Shipyard Director **Gene Henley**, gesturing at left, describes the activities of the outside machine shop as he gave the committee a tour of Foss Shipyard.





LONG BEACH SAFETY *Members of the Southern California Regional Safety Committee met in late November at Foss's Pier 35 headquarters in Long Beach. Committee Co-Chair and Tankbarge Manager **Ron Costin**, lower left, emphasized that his tankermen haven't experienced a spill since 2001 and stressed that any person, no matter how junior, has the authority to stop a job if they see something unsafe. Others at the table are, clockwise from Costin, Health and Safety Director **Al Rainsberger**, Port Captain **Guy Beckwith**, Co-chair and Tankerman **Anthony Amalfitano**, Tankerman **Guisepppe DiMaria** and Marine Operations Assistant **James Loch**.*

ROLLING OUT THE BOOM

The crew of the Foss oil service vessel Piper Inness tested its new containment boom deployment system at the Port of Long Beach recently. The boat, which services tankers for Chevron in the offshore Pacific Area Lightering Zone, formerly carried three 600-foot lengths of boom stored on deck on pallets. The new system includes a reel that stores a single 1,200 foot length, which is deployed using a sea anchor and can be retrieved easily. The Piper Inness also has a new skimmer.





PINK HARDHAT

*Bay Area Lead Mechanic **Tim La Rose** wore a pink hardhat in recognition of Breast Cancer Awareness Month in October while changing out the bow winch brake band on the tug Lynn Marie. Assisting La Rose was Mechanic **Jason Knowlton**.*

INSIDE THE LOCKS

*A group of Foss managers and a trade group representative toured the dewatered large chamber of the Ballard Locks in late November as the chamber was undergoing a three-week annual maintenance period. While the maintenance work is underway, the water is drained from the 825-by-80-foot chamber, preventing large commercial boat traffic from getting through. The Hiram M. Chittenden Locks, or Ballard Locks, is at the west end of Seattle's Lake Washington Ship Canal. Facing the camera are, from left, **Charlie Costanzo**, Pacific Region vice president of the American Waterways Operators, Foss Quality Manager **Jim Peschel**, Fleet Assurance Manager **Beth Smith** and Marine Personnel Coordinator/Operations Assistant **Nevin Garcia**.*



Calendar and Art Contest Help Make Foss ‘Special... Different’

The 40th annual Foss calendar art contest drew 24 paintings from 18 Northwest artists depicting all manner of towing jobs, ranging from the *Sidney Foss* performing a tow near surfers at Hawaii’s Diamond Head, to the *Corbin Foss* towing an oilrig in Alaska.

Foss Commercial Director

Jeff Horst estimated that close to 1,000 paintings have been submitted since the contest was initiated. About 10,000 copies of the 2016 calendar have been printed for distribution to Foss employees, customers, vendors and friends.

Winning artists retain the right to sell their paintings and receive \$500

for the right to reproduce them on the calendar or on the Foss holiday card.

Each year, Foss invites all the artists who have submitted paintings to a reception held this year on Nov. 12 at Foss headquarters on the south end of Lake Union.

Horst told the gathering that his staff spends much of November



January, Byron Birdsall, *Marshall Foss in San Francisco*



February, John Christensen, *Drill Team*



March, Coral Lehtinen, *A Welcome Assist*



April, Michael Grygiel, *Pacific Star – Ready*



May, Eugene Erickson, *Docking a Grain Ship*



June, Ron Snowden, *Tug Henry Foss Cruises Past Hole 15 at Chambers Bay Golf Course*

and December distributing the popular calendars.

“It’s not a surprise that everybody wants this calendar, and they don’t want one, they want 10,” Horst said. “They really love them and your participation is really appreciated.”

He added, “This tradition and this calendar makes us special and makes us different.”

Foss Commercial Director **Jeff Horst**, addressing the calendar artists at Foss headquarters.



July, Austin Dwyer, *In Good Hands*



August, Marshall Lysander Johnson, *Sydney and Diamond Head (Leahi)*



September, James Williamson, *Michele Foss and Polar Pioneer*



October, Austin Dwyer, *Just Say When*



November, Steve Mayo, *Garth Foss*



December, James Williamson, *Henry Foss Assisting TOTE Maritime*



COMPLETING ITS SOUTHWARD JOURNEY *The oilrig Polar Pioneer, which drilled exploratory wells for Shell in the Alaskan Arctic last summer, was assisted into Port Angeles in October by the enhanced tractor tugs Lindsey Foss and Garth Foss, far right, the Andrew Foss, just to the right of the rig, and a couple of tugs operated by another company. Shell has suspended plans for further exploratory drilling in the Arctic.*



HOMEWARD BOUND *The Corbin Foss towed the barge Arctic Challenger through Grenville Channel in the Canadian "Inside Passage" in early November, headed for its southern home port in Bellingham, Wash. The Arctic Challenger stood by in the Alaskan Arctic during the summer with a containment system that would have been deployed for Shell in the event of a blowout during exploratory drilling. Foss personnel crewed and operated the barge, owned by Superior Energy.*



Family Ties at the Foss Seattle Shipyard: Terry Dawley, Rigger, and Son Matthew, Rigger and Mechanic

Tonya Todd

By Hillary Reeves

Terry Dawley knows his exact date of hire at Foss: “Six-fifteen-eighty-nine,” he rattles off, proudly.

His father also worked in the shipyard, as a welder, and when the opportunity to join an apprenticeship program presented itself to Terry, he didn’t hesitate.

“I was actually an apprentice for welding,” said Terry, who grew up in Seattle’s southern suburbs. “But during the time that you’re doing your apprenticeship you have to do so many hours of rigging, and I just sort of took to it.”

Terry Dawley finished his three-and-a-half-year apprenticeship as a welder-fitter, then worked swing shift in the Rigging Shop for 10 years. Now working days, he enjoys spending his evenings at home.

“I have six kids,” he said. “Five boys, and the baby is a girl. She’s 11. She starts offense and defense on the football team,” he said.

A proud father, Dawley’s second

son, **Matthew**, joined Foss in April of 2013.

“I was a running back, and I was going to play college football, but that didn’t work out,” said Matthew. “I had no idea what I was going to do coming out of high school. My dad just came to me one day and said there was an apprenticeship opening up and that’s how I got in. I did have a job, but the income was minimum wage. Coming here was just a better opportunity.”

Matthew started in the Steel Shop. He said he’s saving money to train as a Mixed Martial Arts (MMA) fighter.

“I wrestled for 15 years,” he explained. “I had my first fight a couple of months before I started here. I’ve only done one. I fought at 155 (pounds) — I won.”

“You’re not at 155 anymore,” Terry said, chuckling.

“Losing weight’s never been an issue for me,” Matthew responded. “I’m the littlest. When the guys in our family get to be a certain age, they start putting on weight,” he joked.

Though his driving passion is to get

back in the ring, Matthew said he likes working in the shipyard.

“We work on different things all the time,” he said. “It’s never the same. It’s a challenge every day.”

His favorite part of the job is figuring out solutions to the complications that often arise on-site.

“There’s knowledge that comes with the job, a way you have to look at things. You can’t run into anything, you can’t damage anything. You have to be precise.”

Terry, too, is satisfied with his work.

“I’ve done pretty well here,” he said. “I’ve been able to support six kids.”

When it comes to retirement, Terry’s dream is a bit of isolation.

“My wife, she’s an enabler,” he laughed. “I think I just want to move away, to Montana or something like that. Or just enjoy the rest of my time with just my wife.”

Editor’s Note: This article originally appeared in “The People of Saltchuk,” the online magazine of Saltchuk, Foss’ parent company.

Long Beach Assist

Capt. **Joe Rock**, Engineer **Kyle Kaercher** and Able Seaman **Zac Villanueva** manned the hybrid-powered tug *Campbell Foss* recently to assist the *MSC Anya* into Pier T at the Port of Long Beach. Operated by Mediterranean Shipping Company, the *Anya* is 968 feet long and is capable of carrying 5,043 containers.

1. ▼ Below: Capt. **Rock** is at the helm as the *Anya* approaches the opening of the breakwater at the Port of Long Beach.



3. ▼ Below: In the *Campbell's* pilothouse, Capt. **Rock** trails the ship, his tug acting as a brake as the *Anya* proceeds toward Pier T.



2. ▲ Above: **Villanueva**, right, and **Kaercher** ready the *Campbell's* bow winch line for hoisting up the transom of the containership.



4. ▼ Below: **Rock** uses the tugs joysticks to pull diagonally on the ship and, under the guidance of the harbor pilot, move it toward its berth.



5. ▲ Above: **Villanueva**, left, and **Kaercher** retrieve the *Campbell's* line after the assist is completed safely and successfully.

Nguyen-Bull Joins Foss Executive Team

Lam Nguyen-Bull has joined Foss as the vice president, general counsel and chief ethics officer. Based in Seattle, Nguyen-Bull will lead Foss's Legal and Risk Management Group, where in addition to providing counsel on legal issues and business strategies and practices, she will head up the company's ethics and compliance programs and work to safeguard the values and reputation of Foss.

Nguyen-Bull came to Foss from parent company Saltchuk, where she served as associate general counsel and compliance officer. Prior to joining the Saltchuk family of companies, Lam was senior corporate counsel at Univar Inc., where she managed the company's global litigation portfolio. She previously clerked for the U.S. District Judge John C. Coughenour, and was a private practice litigator at Garvey Schubert Barer.

"We're very happy to have Lam on the Foss team," said **Paul Stevens**, president and CEO of Foss. "Her time at Saltchuk and her previous experience in both law and business makes her an exceptional addition to



Lam Nguyen-Bull

our executive team."

Nguyen-Bull graduated from Harvard University magna cum laude and from Yale Law School, where she was an editor of the *Yale Law Journal* and Editor-in-Chief of the *Yale Law & Technology Journal*. She serves on the board of PeaceTrees Vietnam, a humanitarian organization working

in central Vietnam, and co-chaired the Joint Asian Judicial Evaluation Committee for 2015. Nguyen-Bull is the former President of the Vietnamese American Bar Association of Washington and is a current board member of the Asian Bar Association of Washington.

DISCOVERY CHANNEL MAKES TRIP WITH THE AQUATRIN BARGE



Assistant Director **Stephan Peterson**, filming aboard the *Justine Foss*.

A two-man film crew made a six-day voyage with the tug *Justine Foss* and the *Aquatrain* rail barge in September, traveling from Prince Rupert, B.C., to Whittier

Alaska, to create a television episode for the Discovery Channel.

The program, part of a series on "Mega-Freight Trains," is set to air internationally in 2016, but the airing date for the U.S. market has not been set.

Director **Peter Waal** and Assistant Director **Stephan Peterson** arrived in Prince Rupert on Sept. 7 and filmed everything from the grocery shopping for the trip to the fueling of the tug and the barge loading operation. Once aboard the tug, they filmed Capt. **Lyle Akerlund** and his crew at work.

Pamela Grimaud, who works for the production company under

contract to the Discovery Channel, said the crew shot on-board footage featuring such things as "horn signals, the safe navigation of waterways by Capt. Akerlund, the beauty of killer whales, and finally the considerations of Alaska Railroad employees when preparing for the arrival of the barge and tug and the careful unloading."

The *Aquatrain* is a natural fit for the Mega-Freight Train series, Grimaud said.

"Although the *Aquatrain* makes but one leg of the long journey of transporting commodities from throughout North America to Alaska, it's a unique and fascinating one," she said.



San Diego native **Guy Beckwith**, new Foss SOCAL port captain.

Chance Meeting While Surfing Led Guy Beckwith to Job at Foss Maritime

Guy Beckwith had worked more than three decades in the maritime industry, and for many of those years thought Foss would be a great place to work. He got his chance in 2007 while surfing in San Diego when he met **Jim Russell**, then southern California port captain.

“He said, ‘I work for Foss, and if we have an opening, you should come over,’” Beckwith said. “We kept in contact for a couple of years and finally the timing was right. I came in for an interview in 2009, was hired as an operator, and I’ve been here ever since.”

After six years working for Foss as a tug captain out of Long Beach, Beckwith was named SOCAL port captain recently, replacing Paul Hendriks, who now is Foss regional operations manager in Portland.

A San Diego native, Beckwith went to work in the tuna fishing industry after high school, driving speedboats chasing tuna all over the eastern Pacific. After about 15 years, when that industry faded in the early 1980s, he went to work in the offshore oil industry.

Becoming a captain, Beckwith ran big OSVs (Oil Service Vessels) up to 260 feet in length that supplied rigs with pipe and other drilling supplies off the coast of California and in the Gulf of Mexico. He subsequently got into towing, including delivering oil rigs overseas to such places as the Middle East and West Africa.

He got his first taste of harbor towing in 2005 when he went to work for a company that had a contract with the Navy in Kings Bay, Georgia, and Mayport, Florida. He worked for

the same company on a Navy contract in San Diego, then worked in commercial towing in the East and in the Hawaiian Islands before landing at Foss.

The move to his current job ashore was somewhat challenging for Beckwith, who notes, “I just love being on the water...but the transition is going just fine, better than I thought it would.”

And coming to Foss, he said, was one of the best moves he’s ever made.

“When I was hired, my wife said, ‘You have arrived. It took you this long to do it, but you are here, and make the best of it.’”



Young Brothers, Ltd.:

115 Years of Service to the Hawaiian Islands

By Roy Catalani

Young Brothers, Ltd.

Young Brothers, Ltd., celebrates its 115th anniversary this year. Our anniversary logo pays homage to this history by its design and symbolism. The logo honors YB's origin by featuring its first launch, the *Billy* (a 5-hp gasoline runabout acquired in 1900). The wave within our name, ending in an upstroke, is a carryover from our original logo and symbolizes YB's commitment to and optimism about Hawaii's future

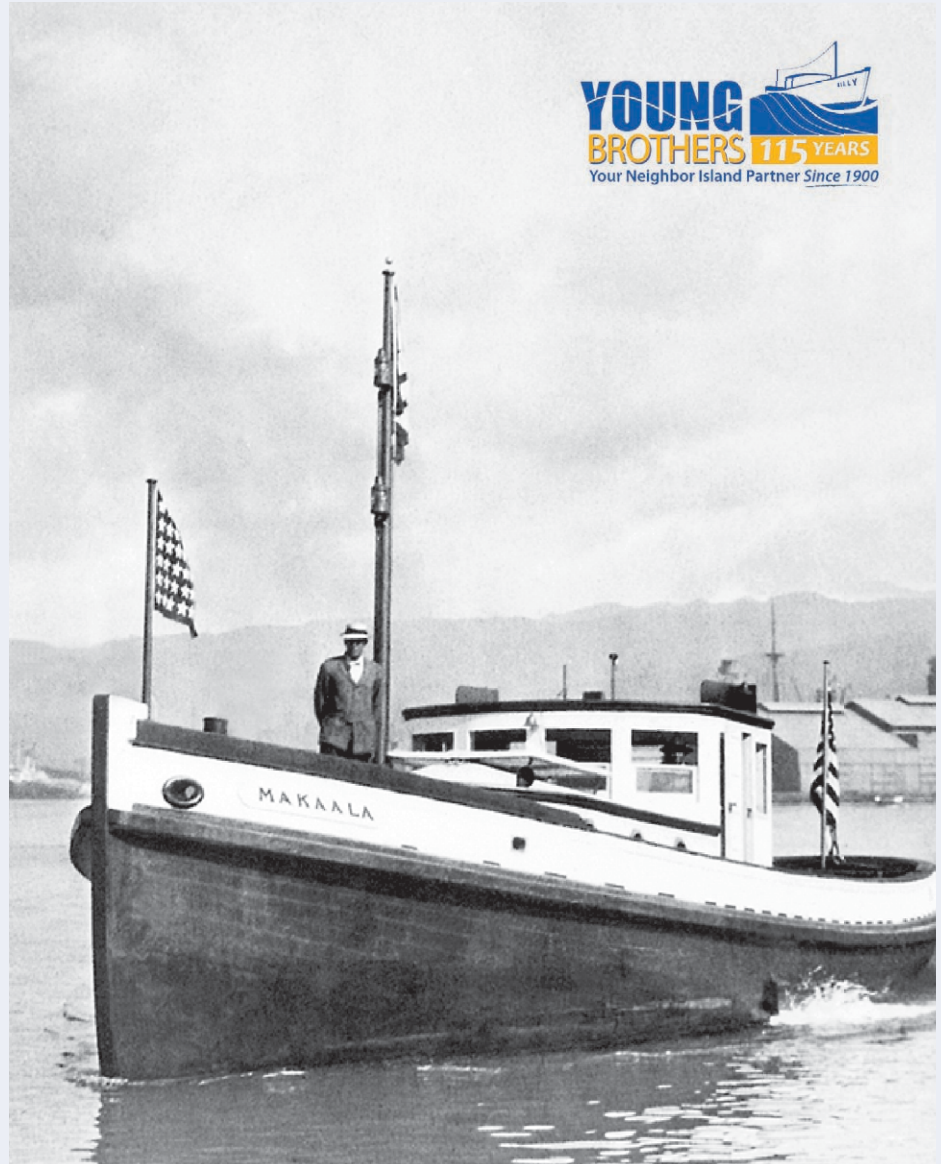
The vessel in our logo rides five wave segments, representing the ownership of the company since the beginning, including the Young Brothers, Oahu Railway & Land Company, Dillingham Corporation, Hawaiian Electric Industries, and Saltchuk Resources.

Our History: Three Young Brothers Start the Company

The last decade of the 19th century was turbulent and foreshadowed great change for Hawaii. In the 1890s, sugar cane and pineapple industries were growing quickly. Thousands of people, including many from the U.S., China, Japan, the Philippines, and Portugal came to Hawaii. Within the Native Hawaiian host culture, this influx of new residents brought change that would develop into the multi-cultural fabric of today's Hawaii.

During this same decade, U.S. business interests would collude to overthrow Hawaii's monarch, Queen Lili'uokalani. Through a series of political and military maneuvers, Hawaii would become a U.S. territory in 1900 (and, in 1993, the U.S. would apologize for these events in a resolution passed by the U.S. Congress and signed by the President).

In 1900, **Herbert, William,** and



Herbert Young aboard the *Maku'ala*.

Jack Young arrived in Honolulu to start a “bumboat” business (with small boats that peddled provisions to ships anchored offshore), which they named “Young Brothers.” At that time, power launches were coming into use, replacing double-hulled canoes or rowboats that ferried passengers, mail, and government officials, and serviced sailing ships in Honolulu Harbor.

The *Billy* was used to transport both supplies and sailors between the ships anchored outside Honolulu Harbor

and the shore. From time to time, the early enterprise engaged in salvage and rescue services, harbor tours, and shark fishing. In 1913 the firm was incorporated as Young Brothers, Ltd., and expanded to carrying cargo between the islands, particularly to Molokai.

In the first decades of the 20th century, local steamship companies, plus a “mosquito fleet” of independent operators, served the inter-island trade. The major player in the inter-island

shipping market was the Inter-Island Steam Navigation Company, which provided both passenger and freight service.

By the 1920s, economic growth would include permanent Hawaii landmarks. In 1923, Hawaiian Dredging Company began dredging the Ala Wai Canal and a year later, work began on Aloha Tower. In 1929, Inter-Island Steam Navigation Company formed a subsidiary, Inter-Island Airways, which would later become Hawaiian Airlines. In this time of growth, Young Brothers expanded its fleet and its participation in inter-island carriage. In the 1920s, it began hauling pineapple grown on Molokai to Honolulu for canning. In 1935, it began providing common carrier service between Honolulu on Oahu and Kaunakakai on Molokai.

Post WWII Era: Merger with Oahu Railway and Land Company.

The end of WWII would bring further economic expansion. In

1947, Young Brothers broadened its carriage service to include the islands of Hawaii, Maui, and Kauai. Competition in various forms increased. Inter-Island Steamship Company competed intensely for freight business, an airfreight industry was emerging, and Matson offered competitive pricing to neighbor island ports, particularly Hilo, for shipments coming by liner directly from the mainland.

In 1950, Inter-Island Steam Navigation Company sold its vessels and closed down its maritime business as air travel took over the passenger business. Young Brothers' tug and barge service began to dominate shipping among the Hawaiian Islands.

In 1952, YB merged with the Oahu Railway and Land Company (OR&L) and operated as an OR&L division under the name Young Brothers. OR&L, founded by **Benjamin Franklin Dillingham**, began its operations and storied history in 1889. Of all Hawaii railways, it had the greatest impact on

Hawaii economic growth.

Dillingham, who came to Hawaii as a merchant seaman, saw the agricultural potential of Oahu and conceived of and built a railway system to develop the economy of the land west of Honolulu, particularly for agricultural purposes.

At the time of the 1952 merger, OR&L viewed the maritime services of Young Brothers as an extension of overland hauling done by the railway. OR&L infused Young Brothers with needed capital to purchase new equipment. For example, in September 1952, Young Brothers contracted to build a 2,400-horsepower tug, the *Moi*, for "unlimited ocean service." The *Moi* was known in its day as "the largest tug in the entire American Merchant Marine." The railway era would soon come to an end, but the efficiency of inter-island barge transportation would survive the demise of railroads.

Hawaii became the 50th state on
(Continued on page 22)

Today the name *Maka'ala* graces one of the four 340-foot barges, pictured below, built as part of Saltchuk's continuing investment in Young Brothers and Hawaii service.



August 21, 1959. Statehood greatly accelerated growth and development. The movement and distribution of goods between islands, and between Hawaii and the mainland, grew in importance. As Hawaii entered the 1960s, the population edged past half a million to 541,000 and would increase another 200,000 in the next fifteen years.

Young Brothers began a program of capital improvements in new vessels. A bulk petroleum barge, the *YB-21*, was completed in 1960, and the new 1,800-horsepower ocean-going, steel-hulled tug *Mikimiki* and the new 106-foot, 2,000-horsepower tug *Mikioi* were also delivered that year. Soon thereafter, YB would complete a new 200-foot cargo barge, the *YB-23*.

Post-Statehood: Acquisition by Dillingham Corporation

In 1962, Young Brothers became a subsidiary of the Dillingham Corporation and would become a sister company to Foss under that corporate parent.

The Dillinghams, beginning with Benjamin Franklin Dillingham, were one of the leading families in Hawaii business and developed a renowned engineering and construction empire, building dams, airfields, high-rise offices, hotels, and embassies around the world, including San Francisco's Embarcadero One, the Hyatt at Union Square, and the Wells Fargo Building as well as Honolulu's Ala Moana Shopping Center, Honolulu Airport and Ala Moana Park. The family's businesses also dredged the Pearl Harbor channel, which made possible the development of the huge naval base, and built Piers 39 and 40, Young Brother's present-day hub facility. The Dillingham Corporation was a result of a 1961 merger of several Dillingham companies, including the Oahu Land and Railway Company, the Hawaiian Dredging Company, and Hawaiian

Bitumuls. In this same year, this corporation became a public company.

Advent of Leveraged Buy-Outs: Young Brothers Caught in the Mix and Given Lifeline by Hawaiian Electric Industries.

In 1983 the Dillingham Corporation was taken private in a leveraged buyout led by Kohlberg Kravis Roberts & Co. (KKR). In 1986, KKR began selling off parts of the Dillingham companies, including Young Brothers (and Foss). Young Brothers' future was unclear; the possibilities included transactions in which Young Brothers' assets would be sold one item at a time. Hawaiian Electric Industries (HEI), led by then CEO C. Dudley Pratt, knew that Young Brothers provided an essential service to the State of Hawaii and acquired Young Brothers in recognition of the importance of continuing its tradition of service. One year later, in 1987, Totem Resources Corporation (later to become Saltchuk) acquired Foss from KKR.

Upon purchasing Young Brothers in 1986, HEI committed to upgrading equipment and service. Young Brothers added to its shore-side inventory of containers (perhaps most notably 150 specially manufactured "G-vans") and high-lifts. In the 1980s, Young Brothers added to its fleet as well, purchasing a 2,850-ton barge, the *Foss 288*, and putting into service the *Malama*, the *Makoa*, and the *Kakela*. In the 1990s, Young Brothers purchased the *Kukahi*, increasing its fleet to nine barges, and added the tugs *Hoku Loa* and *Hoku Kea* to upgrade its towing capability.

Young Brothers service became statewide when it added Lanai to its ports of call in 1991 following Dole's termination of pineapple growing and the associated intermittent barge service to that island.

The 21st Century: Acquisition by Saltchuk.

At the end of 1999, and on the eve of the 21st Century, Saltchuk acquired Young Brothers from HEI and YB rejoined Foss in the Saltchuk family of companies. In news coverage of the widely reported acquisition, YB President **Glenn Hong** recognized that Saltchuk has "tremendous market strength in the domestic maritime transportation industry" and "Saltchuk understands our business extremely well and has a proven record of success."

Saltchuk co-founder **Mike Garvey** said that Young Brothers would be a perfect fit with Saltchuk and that gaining a strong presence in Hawaii would allow Saltchuk to expand into the Pacific Basin.

True to these words, after acquisition of YB, Saltchuk invested \$100 million toward modern technology in YB's vessels.

These investments and improvements boosted Young Brothers' cargo-carrying capacity by 40 percent and provided an improved foundation for the company's ability to fulfill its obligation to Hawaii. The investments also supported YB's ability to provide service that is frequent and regular, affordable, reliable, comprehensive and universal — for all shippers of all varieties and for all types of goods to all islands of the state.

Today, Young Brothers is a wholly-owned subsidiary of Foss and provides twelve weekly round-trip port calls from Honolulu to the state's neighbor island ports, including Hilo, Kawaihae, Kahului, Kaunapau, Kaunakakai and Nawiliwili.

Editor's Note: This article originally appeared in the Saltchuk electronic newsletter, Beyond the Numbers. The source of much of the Young Brothers, Ltd. service and vessel history referenced herein is: Deborah Uchida, Young Brothers: 100 Years of Service.

LOVE AT TERMINAL 5 *Jordyn Lerum of the Foss staff at Terminal 5 in Seattle got engaged to Seattle Police Officer Chris Myers on Nov. 22 in the terminal parking lot, where they met during the Shell protests last spring. Paul Gallagher, who manages the terminal for Foss, said, "Please join me in congratulating Jordyn and Officer Myers in their engagement. We wish them the best."*



FOSS AT PACIFIC MARINE EXPO

Alex Otero, left, Luba Babadzhanov and Steve Britton of the Foss Seattle Shipyard manned the company's booth in mid-November at the Pacific Marine Expo, which bills itself as the largest commercial marine tradeshow on the West Coast, serving mariners from Alaska to California. The annual show at Seattle's CenturyLink Field Event Center featured about 400 exhibitors offering all manner of marine engines, gear, accessories and services.

PEOPLE NEWS

NEW EMPLOYEES

Luba Babadzhanov
Project Controls Coordinator
Seattle Shipyard

Jamie Brisky
Superintendent, Seattle Shipyard

Lorrie Fargo
Accounts Payable, Seattle

Linda Holden Givens
IT Project Coordinator, Seattle

Charles "Dutch" Heetbrink
Facilities Supervisor, Seattle Shipyard

Roberta Landgren
Accounting, Seattle

Tonya Laughlin,
Accounts Receivable, Seattle

PASSINGS

Cassandra Cooper
Safety Coordinator
Rainier Shipyard

David Potts
Mailroom Clerk
Seattle

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SPRAY GUNS *Fireboat 20, built for the Port of Long Beach at Foss Seattle Shipyard, fired off its water cannons during successful sea trials in October on Seattle's Elliott Bay. The 108-foot boat was subsequently delivered by a Foss crew to its new homeport in southern California, arriving on Nov. 24. More photos appear on pages 6 and 7.*