



Tow Bitts



Rob Wagoner

FOSS ACQUIRES INTERNATIONAL CARRIER

Foss in January acquired the assets of America Cargo Transport, furthering its push into international logistics. In the photo, ACT's integrated tug-barge Strong American makes a call at the port of Buenos Aires. A story about the acquisition appears on page 5.

Foss Mourns Loss of SoCal Co-Worker and Friend; Deckhand Dies in Accident



Piper Cameron

Foss Deckhand **Piper Cameron**, described as a "rising star" in the company, died Feb. 20 in an accident aboard the *Emma Foss* near Marina Del Ray.

A second crewmember, **Scott Dekraai**, was seriously injured in the incident. An article and more photographs appear on pages 10-11.

WORLD'S FIRST HYBRID TUG SLATED FOR CONSTRUCTION AT FOSS RAINIER SHIPYARD IN OREGON

Foss in early March announced plans to build the world's first true hybrid tug, a "green" vessel that would be quieter, more fuel efficient and produce less emissions than conventionally powered boats.

The 5,000 horsepower harbor tug would be a modified Dolphin-class vessel and would be built at Foss Rainier Shipyard in Oregon.

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Industry Pays Respects to Piper

Piper Cameron, who died in an accident Feb. 20 aboard the *Emma Foss*, was a popular and outgoing 26-year-old. About 750 people attended a waterfront reception following her memorial service, and 43 vessels lined up for her burial at sea.

Pages 10 and 11

Hybrid Tug Planned

With support from the ports of Los Angeles and Long Beach, Foss plans to build the world's first true hybrid tug. The vessel will combine diesel and battery power to reduce fuel consumption and emissions.

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Foss Reaps Benefits of Aussie Weather

How has the weather in Australia pushed up Foss' business on the Columbia River? A drought down under hurt the harvest there, prompting increased buying of Northwest wheat and boosting barge traffic.

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Historic Meets High Tech

The 64-year-old derrick *Foss 300* proved its mettle once again recently, participating in a test of an un-manned drone designed to be launched from submarines and then retrieved after surveillance and support missions.

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Marketing Skills Worldwide

Foss has always been a technology leader in the marine transportation industry, but its efforts have been internally focused. That's changing quickly, following the acquisition of the Harbor Marine Group.

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More Big Tankbarges on Order

The largest double-hull tankbarge fleet on the West Coast is getting bigger. Foss has ordered three more from Orange Shipbuilding in Texas.

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Gary Faber

Safety is Our Top Priority; High-Level Review Underway Following Long Beach Tragedy

Earlier this year we restructured the company along formal functional lines for business and operations. One of the main reasons for the change was to better enable the sharing of preferred practices and procedures and lessons-learned across the operations of the company, something that was difficult to accomplish in our regional structure.

Our objective with this structural change is to bring a uniform approach to business and operations management that will take advantage of our corporate business and operations knowledge.

Although I believe that we are moving in the right direction, the recent fatal accident in Long Beach compels us to accelerate this process. The tragic loss of one of our shipmates and the severe injury to another is not and shall never be acceptable at Foss.

This accident serves as a terrible reminder of the critical importance of safety and the responsibility of each and every Foss employee to ensure that our operations are performed safely. This responsibility can only be fulfilled with constant situational awareness and a concerted effort to identify and remove potential hazards.

I never again want to hear, "That is the way we always do it," in response to the question of why a particular practice is in place. What I want to hear is, "We do it that way because it is the safest possible way to get it done."

We all have the mandate and the authority to stop any unsafe act before it happens.

We must immediately embark on a mission to challenge everything we do to ensure that we are not putting our crews in harm's way and that we are doing everything possible to ensure

that Foss provides the safest workplace possible.

Toward that end, I have appointed a team of senior operations specialists to perform a review of every evolution that involves an interface between our crews and the deck

machinery on our tugs and barges.

There is absolute urgency to complete this study as soon as possible, which will require everyone's full cooperation and assistance. I would expect nothing less, given the circumstances of our present situation.

I have no doubt that the team will recommend revisions in some of our procedures and that safety will be improved as a result of those recommendations. Our goal is to achieve zero injuries at Foss, and following the recent accident, that goal is more relevant than ever.

Nothing is more important than the safety of our people.

President and Chief Operating Officer

The tragic loss of one of our shipmates and the severe injury to another is not and shall never be acceptable at Foss.

New Foss Structure follows Existing Lines of Business; Goal is to Have 'Seamless' Relationships with Customers

Foss in January announced a corporate reorganization designed to improve relationships with customers by structuring the company according to lines of business, a major departure from Foss' previous region-based management system.

Under the new system, single individuals will be responsible for each of the company's major lines of business, including tanker escort and assist, container ship assist, ship bunkering, marine transportation, project cargo, the shipyard and engineering services.

"Our customers are increasingly global" said President and Chief Operating Officer **Gary Faber**. "They have a need for services in many ports across the country and the world, and we want to make it as easy and seamless as possible to work with us."

The previous management structure was a legacy of the way Foss has grown over the last several decades, mainly by purchasing tug-barge companies in West Coast ports to begin

doing business in those areas. Each region subsequently operated as its own division.

While eliminating the regional structure will enable customers to deal with the company more easily, it also will establish a smoother chain of command on the operational side of the company.

Operations managers in each port, who previously reported to their regional director, now will report to Harbor Services and Marine Transportation managers in Seattle working directly under Operations Vice President **Bruce Reed**.

"We now have a vice president of marine operations who reports in at the highest levels of the company," Faber said. "Anything that has to do with vessel operations will go across his desk regardless of where in the states or the world it occurs."

Faber said the reorganization also would enable the company to provide a more focused and consistent empha-

sis on its Operational Excellence Core Values, including increased accountability to meet health and safety goals throughout the entire fleet, regardless of location.

In addition, it will foster more open internal communications. In a recent opinion survey, Employees called for more open dialogue.

As part of the restructuring, several new senior level positions were announced. Senior Vice President **Scott Merritt** will head up the Domestic Services group. Other appointments include: **Don McElroy** as senior vice president, Marine Transportation; **Dave Hill** as vice president, Harbor Services; **Ric Gerttula** as director of Contract Towing; **Tim Beyer** as director of Regional Towing; **Ron Bates** as director of Ship Assists; and **Wendell Koi** as director of Customer Service.

Charlene McArthur, who recently joined the company, will be vice president in charge of Management Services.



Bruce Reed



Scott Merritt



Don McElroy



Dave Hill



Ric Gerttula



Tim Beyer



Ron Bates



Wendell Koi



Charlene McArthur

BRYNN'S NEW DRIVE

Terry Dawley, left, and Johnny Warnes use chain winches to hoist a 16.2-ton Z-drive into position at the stern of the *Brynn Foss* in a drydock at Foss Shipyard in Seattle. The drive is being added to the *Brynn's* two Voith-Schneider cycloidal drives, boosting the tug's horsepower and making it the company's third "Tractor-Plus" vessel. The *Wedell Foss* and *Henry Foss*, sisters of the *Brynn*, received the same conversion in 2004 and 2005.



HYBRID TUG

Continued from Page 1

Delivery is planned for 2008, with Foss Engineering Director **Elizabeth Reynolds** overseeing the project.

Approval from Foss' owners is pending, but the Port of Long Beach, where the tug would be based, plans to commit \$500,000 to the project as part of a clean-air action plan. The Port of Los Angeles has pledged \$850,000.

The tug would be equipped with two 335 horsepower generators supplying battery packs that would power the vessel's drive motors when it is idling or when horsepower requirements are low.

Cummins main engines, at 1,700 horsepower each, would be brought on line to power the drives as required.

"Foss is proud to be working with the ports of Long Beach and Los Angeles on such an important project as the hybrid tug," said Foss President and Chief Operating Officer

Gary Faber. "This is the latest example of how Foss sits at the leading edge of maritime technology, engineering and shipbuilding."

Initial estimates project that the hybrid power system will cut nitrogen oxide and particulate emissions by about 44 percent, compared to a conventionally powered Dolphin tug. Other emissions will be reduced in direct proportion to the reduction in fuel consumption.

The tugs will exceed Tier 2 emission standards of the U.S. Environmental Protection Agency.

Because the main engines will be shut down until they are required, the tug also will use less fuel and be quieter. Tugs in the L.A./Long Beach harbor spend up to 50 percent of their time idling.

"If the introduction of the hybrid tugs is as successful as we think it



The Dolphin-class tug *Morgan Foss* is in service in the Los Angeles/Long Beach harbor.

will be, there will be more hybrid tugs coming after this one," Faber said.

The new tug would be the ninth Dolphin-class tug built at Rainier Shipyard. Foss initiated the new-build program in 2003, and the high-powered, 78-foot tugs have been well received by both operators and customers.

"We expect the hybrid to build on that success," Reynolds said.

Acquisition to Help Foss Solve Customers' Challenges; America Cargo Transport Extends Worldwide Logistics Reach

Foss Maritime continued its push into the international logistics business this winter by acquiring a company that delivers food aid, military supplies, project cargo and commercial cargo all over the world.

America Cargo Transport, whose assets were purchased from Jore International, will be a wholly-owned, independent subsidiary of Foss. Its approximately 65 employees will remain with the company, and ACT will continue to serve existing customers while adding new ones.

"America Cargo Transport is a very logical fit for Foss, both in terms of its focus and its culture," said **Gary Faber**, Foss president and chief operating officer. "Foss is committed to safely solving our customers' toughest marine transportation and logistical challenges in some of the most extreme environments in the world, and ACT shares this commitment.

ACT President **Joe Sanders** said, "This acquisition will allow us to realize our full potential. Combining Foss' strong operations knowledge with our international experience will result in improved, higher levels of customer service."

Capt. **Larry Johnson**, former director

of Global Services at Foss and Sakhalin Island project director, has moved to ACT as vice president.

"They've been in 70 countries in four years and to Iraq with military and commercial cargo more than 50 times in two years," Johnson said. "They go into some of the most remote locations on the planet, including Sakhalin Island, where they used to do most of Exxon's marine logistics work."

ACT regularly delivers cargo in the Caribbean, Central America, South America, the Persian Gulf, and east and west Africa.

The company's equipment includes an articulated tug and barge, an integrated tug and barge and two other barges. The *Lauren Foss* towed one of ACT's barges to Africa this winter.

Johnson said the barges, with one exception, are multi-decked and uniquely configured to handle RoRo, lift-on lift-off and pass-pass (using forklifts on the dock and barge) cargoes. The barges also have covered cargo bays and can handle specialized project cargoes, including wide and heavy freight.

"It expands our capability to transport special project cargo and it gives us more vessels to do it with and some

specialized equipment," Johnson said. "The true strength of the organization is the people. The integration of the knowledge base of the ACT employees significantly enhances our ability to meet future growth objectives."

The integrated and articulated tug-barge combinations have a higher cargo capacity than conventional barges and are generally faster and more fuel efficient to operate, according to Johnson.

"This acquisition broadens our customer base, broadens our reach around the world and gives us equipment that will allow us to diversify our range of services," Johnson said.

The acquisition follows two by Foss in 2006. In July, Foss expanded to the U.S. East Coast with the acquisition of Constellation Maritime Company. In September, the company acquired Harbor Marine Group, a full-service naval architecture firm.

"America Cargo Transport is a very logical fit for Foss, both in terms of its focus and its culture,"

Gary Faber

CORBIN FOSS, AQUATRIN WILL STAR IN CABLE TV PROGRAM; 'REMOTE ALASKA' SHOWS GAIN POPULARITY WITH PRODUCERS

Foss will once again star in a television program, this time focusing on the *Aquatrain* service between Prince Rupert, B.C. and Whittier, Alaska. Producers were attracted to the operation because the *Aquatrain* is the world's largest rail-car barge and is towed by the *Corbin Foss*, one of the largest towing tugs in the United States.

Don McElroy, Senior Vice President

for Marine Transportation, said another driver was the success of a series, "The Deadliest Catch," about Alaska crab fishermen. "Their ratings beat all the major networks, so they want to do shows in remote Alaska," he said.

The crew from Moore-Huntley Productions in Boston made a trip on the *Corbin* in late February, and the show is expected to appear in June or

July on the National Geographic or Discovery channel.

Foss tractor tugs in recent years have been featured in two cable television programs, a "Mega-Machine" segment on the *Marshall Foss* on the Discovery Channel in 2004 and a "Modern Marvel" piece on Foss Dolphin-class tugs and enhanced tractor tugs that aired on the History Channel last year.

‘Ship-Work’ Specialist Retiring after 33 Years at Foss Maritime; Brewer’s Focus on Customers Furthered Company’s Expansion

Ending a 33-year career that witnessed enormous growth in the West Coast ship-assist business due to increasing trade with Asia and construction of the Trans-Alaska pipeline, **Tim Brewer** will retire May 4 as vice president of sales.

Brewer joined Foss as manager of accounting and data processing on the day after Labor Day in 1974, but moved over to sales permanently after five years. His specialty always has been “ship work,” maintaining business connections between Foss and the operators of cargo ships and tankers.

“It’s been a big growth curve,” he noted. “Asia trade and the pipeline generated a big increase in the number of ship calls to West Coast ports, and that was a driving force for Foss to build up our fleet with tractor tugs, enhanced tractor tugs and lead the industry in technology.”

Brewer, himself, also is credited with helping the company cement its position at the top of the industry.

“He has been a key member of the team and our face with the customers,” said former company president **Steve Scalzo**, now chief operating officer of Foss parent MRG. Scalzo and Brewer joined Foss at about the same time.

“Tim’s positive approach to everything was one of his real strengths, and that’s been a benefit to all of us,” Scalzo said.

John Keenan, senior vice president of Foss customer Horizon Lines (successor to Sea-Land’s domestic operations) said this of Brewer:

“Tim epitomizes customer focus and relationships. I have known and worked with Tim for 15 years, and he has always represented Foss as well as the entire maritime industry with tremendous customer focus and personal integrity.”

A native of Manhattan Beach, Calif.,



Tim Brewer was credited with having “a positive approach to everything” during his Foss career.

not far from the Los Angeles/Long Beach Harbor, Brewer went to UCLA, and played on the freshman basketball team as a walk-on for Coach John Wooden during the 62-63 season. That was the year the varsity won the first of UCLA’s national basketball championships.

After graduating from UCLA with an MBA, he went to work as a Certified Public Accountant before joining the U.S. Army as a finance officer and serving at Fort Lewis, south of Tacoma, where he came to love the Northwest.

“I liked the outdoors and the quality of living here, as compared to the rush and hubbub of Los Angeles and Southern California,” he said.

The Foss tradition of technical

innovation has been key to the company’s growth, according to Brewer. Also important is the “family feeling” that has its roots in the company’s founding by **Thea and Andrew Foss**.

“Traditions like friendliness and camaraderie and support — those are things I think you see in Foss employees that you don’t see in other companies that don’t have a family tradition,” Brewer said

Describing himself as “just an active guy” Brewer, 62, plans to do plenty of traveling and skiing. He also expects to maintain friendships with people he has met through his job.

“It’s been a fantastic career at Foss,” he said. “I’ve had great opportunities in the maritime industry and I’ve spent my whole career working with great people and customers. It’s going to be hard to give it up, but a permanent vacation sounds pretty good.”



Horizon Lines Senior Vice President **John Keenan**, left, presented **Brewer** with a ship model recently at a dinner in Dallas observing the Foss veteran’s retirement.

Columbia River Grain Business Starts off Year with a Big Bang; Drought Down-Under Drives Purchases of Northwest Wheat

Foss experienced near record grain movements down the Columbia and Snake rivers in January as Northwest wheat exports increased due to a drought in Australia that weakened the harvest there.

Egyptian buyers, who generally shift to Australia in December, instead remained strongly in the Northwest market when Australian grain elevators couldn't meet demand. Other buyers of Northwest wheat include Korea, Japan, Taiwan, the Philippines and Thailand.

"There were a number of sales to Egypt, and that was probably the primary factor in our January surge," said **Greg Sohler**, Foss upriver traffic manager. "The volume of the harvest was average, with high quality, but we just didn't have that competition from Australia."

Foss loads grain at CLD Pacific Grain in Lewiston, Idaho, and Windust, Wash., and at Almota Elevator in Almota, Wash. The product goes to ocean export facilities operated



Greg Sohler

by CLD Pacific and Columbia Grain in Portland, United Grain in Vancouver, Wash., and Kalama, Wash., and Kalama Export in Kalama.

Foss operates seven grain barges and pushes up to four at a time with the tugs *Lewiston* and *Clarkston*. There are eight locks between Portland and Lewiston.

Sohler said that in spite of the high volumes, operations went smoothly in January at both upriver and downriver ports.

"When we don't have as much volume, things can get bogged down," he said. "You might have to wait for a ship or there are delays offloading, but that was not the case in January."

He added, "We had vessels at the elevators with very few delays and we were able to offload barges pretty close to arrival, which meant they got upriver



The Foss pusher tug *Lewiston* moves two grain barges, a chip barge and a container barge down the Columbia River.

er more quickly. And there was plenty of demand for them upriver."

Tim Beyer, who until January was Columbia Snake River regional director and is now director of regional towing for the company, said high volumes of grain provide a major stimulus for marine businesses in the lower Columbia area.

"There are more ship calls, more tug work, and everything just picks up" he said.

FOSS PASSES WORLDLY MILESTONE; TUGS WERE GLOBE-TROTTERS IN FEB.

In an unprecedented display of the company's worldwide reach, Foss tugs in mid-February were working in Singapore, Hawaii, Africa and outside of Panama, as well as in the company's normal operating areas on the West Coast and in Alaska.

"I've been here 26 years, and this is the first time I've seen our tugs in this many locations around the world," said Marine Transportation Operations Manager **Doug Pearson**. "It's good to see the change."

President and Chief Operating Officer **Gary Faber**, who is focusing on expanding the company's global

operations, called the news "an extraordinary milestone."

The *Drew Foss* was in Singapore, towing two flat-deck barges to a purchaser in Vancouver, Canada; the *Lauren Foss* was in Togo, Africa, delivering food aid cargo with the America Cargo Transport barge American Trader; and the *Sandra Foss* was heading toward the Panama Canal towing the tugs *America* and *Leo* to Foss subsidiary Constellation Maritime in



Rob Wagoner

The *Lauren Foss* was in the west African port of Lome, Togo, on Feb. 6.

Massachusetts.

The *Corbin Foss* was in Whittier, Alaska, with the rail-car barge *Aquatrain*; and the *Justine Foss* was in Hawaii working for Foss Sister company Hawaiian Tug and Barge.

An Old Steam Derrick Enters the Age of Advanced Weaponry; Foss 300 Wins High Marks for Work in Splash-Down Tests

The historic and the high-tech came together on Washington's Hood Canal recently in a successful series of tests to help determine the feasibility of using submerged submarines as launching pads for unmanned aircraft.

The Naval Undersea Warfare Center (NUWC) hired the venerable *Foss 300* derrick barge, built in 1943, to hoist a 7,500 pound model drone and drop it in the water for splash-down tests. The derrick also lowered a launch platform into 100 feet of water, where it was anchored for release-and-retrieval tests.

"The barge did very well," said project manager **Deb Triplett Gillum** of NUWC. "It definitely is a resource that we will look to in the future if it is required."

The drones, now in the first phase of testing, are being developed under a contract with Lockheed Martin. The plan is to house and service them in the launch tubes of Ohio-Class cruise missile submarines.

Known as Cormorant Multi-Purpose Unmanned Air Vehicles, they would be released by the submarine and float to the surface, where they would be powered skyward by two Tomahawk solid rocket boosters.

The aircraft could provide a wide variety of support for Naval and Special Forces before a parachute assisted splashdown and underwater retrieval by the sub.

The 64-year-old *Foss 300* is one of the last steam-powered derricks on the West Coast. With a capacity of 75 tons, it was built for U.S. Army service and purchased by Foss after World War II.

In spite of its age, the derrick is in tip-top condition thanks to careful maintenance by its crews, including current Operator **John Tarabochia** and Steam Engineer **Steve Imhoff**.

The tests were conducted on Hood Canal's Thorndike Bay, just north of the Navy's submarine base at Bangor, from mid-October to early November,



Steve Imhoff

The drone hanging from the boom of the *Foss 300* is about to be dropped 20 feet.

when they were terminated because of bad weather.

The crane released the drone from heights of 20 and 40 feet.

"It went into the water, became totally submerged, and then popped up like a cork," Tarabochia said. After one drop, he noted, the drone sustained minor damage when its nose struck one of the logs lashed to the *Foss 300* as a bumper,

Imhoff noted that during off hours,

he rigged the derrick to provide cooking steam for a crab feed for those involved with the test.

Triplett Gillum said the tests were considered a success.

"If the Navy chooses to go on with it, there will be phase-two testing in the future," she said.



Olson Named Portland's 'Old Salt'; Industry Honors Waterfront Career

Whit Olson, Foss account manager for ship assists in the Columbia-Snake River region, was named winner of the 2007 Old Salt Award presented by the Portland Shipping Club at an industry banquet on Feb. 3 also sponsored by the local Propeller Club.

The honor is Portland's equivalent of a maritime person of the year award. Olson has been in the tug-barge business since 1964, when he was in college and worked summers. He eventually attained the position of vice president for his family's busi-

ness, Star and Crescent Towboat Company in San Diego.

He joined Willamette Tug and Barge, later purchased by Foss, in 1972 and became president in 1979.

Olson is a member and past president of numerous industry groups, including the Propeller Club, the Shipping Club, the Columbia River Towboat Association and the Portland Steamship Operators Association.

He also is a former board member of Inland Waterways Users Board,



Whit Olson, with the Old Salt Award, and his wife, Sue.

nominated by the Pacific Northwest Waterways Association and approved by Congress, and in 1982 was named Women's Shipping Club Boss of the Year. Olson was also instrumental in bringing the first Voith-Schneider cycloidal-propelled tug, *America*, into the Columbia River system.

LINDSEY HELPS COAST GUARD WITH BELLINGHAM BAY RESCUE

The *Lindsey Foss* assisted the Coast Guard with the rescue of two kayakers pulled from Washington's Bellingham Bay in mid-December after a weather front hit the group with reported winds of 50 to 60 knots and eight foot swells.

The Coast Guard requested assistance from the *Lindsey* after one of the kayakers used a hand-held radio to call for help. The enhanced tractor tug was on the way to Cherry Point when it diverted to the rescue site.

The *Lindsey*, under the command of **Capt. Ron Hedahl**, stood upwind of one of the survivors to provide a lee while a Coast Guard helicopter picked him out of the water, and the tug then retrieved a kayak. One other kayaker was rescued, and two made it to shore.



MICROSOFT FIREWORKS SHOW

John Berson of Rialto, Calif.-based Pyro Spectaculars drives a forklift loading mortar tubes onto a barge at Foss Terminal in Seattle on Jan. 18. The barge and another were subsequently moved by Foss tugs onto Lake Union for an eight-minute fireworks show sponsored by Microsoft as part of a contest to promote its new Windows Vista operating system. In the "Vanishing Point Game" on-line players looked for "clues" in the fireworks display and videos of events in other cities to solve puzzles and win prizes including a ride into space courtesy of Rocketplane Limited Inc. Steadying the racks of mortars, at left, is Pyrotechnician Dale Offerman.



Cameron Was an Island Girl with ‘An Aura that Attracted People’; Foss Renames Boat in Honor of Fatally Injured SoCal Deckhand



A photo of **Piper Cameron** on display at the reception following her memorial service.

“I feel blessed,” **Piper Cameron** told her father, **Curt**, the last time they spoke. “I love the people I work with, the people I work for, and the job I do.”

Soon after speaking those words, the outgoing and popular 26-year-old Foss deckhand died in an accident that occurred while her tug was handling a barge.

The sudden loss of the young woman drew an outpouring of grief and fond memories from co-workers, the Southern California maritime community and from the tight-knit community of Catalina Island, where she grew up and went to school.

About 750 people attended a reception on the San Pedro waterfront following a memorial service for Cameron March 8. Forty-three vessels sailed out into the Catalina Channel the next day for a burial at sea.

Among them were tugs from Foss, Crowley, Amnav and Sause Brothers, the *Catalina Express* ferry, Coast Guard vessels, boats from the Los Angeles County Sheriff’s Department, the Long Beach Life Guards, Long Beach Police and Fire departments, L.A. County Bay Watch and many others. A sheriff’s department helicopter also participated.

Cameron’s ashes were spread from a 130-foot Foss service vessel re-named the *Piper Inness* in her honor. (Inness was her middle name.) Cameron had served as mate on the boat, formerly the *Strategic Horizon*.

The accident occurred Feb. 20 on the *Emma Foss*. A second crewmember, **Scott Dekraii**, 38, seriously injured his right leg in the accident when he went to the aid of his shipmate.



Cameron relaxing during some down time on a tug.

Benny Colangeli

Dave Selga, Terminal Services Manager for Foss in Long Beach, said employees were “stunned by the tragic loss. . . Piper was a wonderful person and a rising star, and she will be greatly missed by everyone.”

She joined Foss in June 2001 as a tankerman assistant, one of the first women in that job for Foss in Southern California. In 2004, she became a person in charge, supervising tank barge operations, and last year moved over to tugs. She hoped someday to become a captain and was several weeks short of the time needed to sit for a master of towing license.

“She definitely would have made it,” said *Morgan Foss* Capt. **Benny Colangeli**, for whom Cameron had worked as a deckhand. “She tried really hard, and she asked intelligent questions, and if she didn’t get it, she was out there practicing to get better.”

Colangeli described Cameron as “one of those people that is always bubbling over with joy. She just had this aura about her that attracted

people. . . Sometimes, you thought you were teaching her, and actually, she was teaching you how to be a better person.”

The sea had always been in Cameron’s blood. Her grandfather ran the glass-bottom paddlewheeler *Phoenix*, a long-time tourist attraction in Avalon Harbor on Catalina Island. Her father formerly was a captain on tugs hauling freight to the island and today operates the City of Avalon’s rescue boat. Piper Cameron always wanted to go along for the ride.

“She was an island girl, and she had one of those personalities that was in everybody’s business, and she knew everybody’s name from early on,” said

The *Piper Inness*





Some of the 43 boats that gathered for Cameron's burial at sea head out of the Los Angeles/ Long Beach Harbor. In the center, with a horizontal white stripe on its hull, is the *Piper Inness*, renamed in her honor.



The *Piper Inness* leaves the harbor on the way to the Catalina Channel, where Piper Inness Cameron's ashes were spread.

Curt Cameron, noting that the island had a year-round population of about 3,000. "The whole town took an interest in her upbringing."

Piper Cameron was an honors student and an athlete in high school, the captain of both the volleyball and softball teams. She also was a cheerleader and a cadet with the local fire department. Sometimes during responses to medical emergencies, she used Spanish and sign language to put family members of the victims at ease.

Cameron spent a couple of years at the University of California at Santa Barbara, where she was on the crew team. She also worked for Catalina

Express, which runs ferries between Catalina Island and the mainland.

"It's a great opportunity for a kid to get on boats and gain tonnage and experience," Curt Cameron said. "She worked her way up from the bottom to a captain's position. She dealt with hundreds of thousands of people going back and forth across the chan-

nel . . . You could ask anybody and they'd say the same thing—she had one heck of a personality."

At Catalina Express and later at Foss, according to her father, Cameron was always trying to accumulate sea time, taking shifts when the weather was bad and others were calling in sick. As she gained sea time, licenses and certificates followed, most recently in celestial navigation, which she grasped quicker than most.

On board the tugs, in addition to her hard work, Cameron had shipmates on diets, convinced them to quit smoking, and took pride in otherwise

keeping them healthy, according to her father.

"This is in every aspect about the most wholesome story that ever came out of the tug industry," Curt Cameron said. "These guys are hard and burly and everything else, but she brought them all to their knees when this accident happened. She had a tremendous



Pictured on the *Morgan Foss* are, from left, Cameron, **Alison Williams**, **Don Brigham** (a guest) and Capt. **Benny Colangeli**.



Cameron, left, and shipmate **Alison Williams** on the Bow of the *Morgan Foss*.

impact on everybody.

"And she'd get out of her oily clothes and hard hat, and she'd put a dress on and become a genuine, pretty young lady, and the guys saw that too. . . . She was a ray of sunshine and a breath of fresh air to everyone she came in contact with."

In addition to her father, Piper Cameron is survived by her mother, **Sharon**, brother **Cooper**, and sisters **Brynne Cameron** and **Cameron Allen**.

Foss Bringing Engineering Expertise to Worldwide Market Through Recently-Acquired Harbor Marine Group Division

Working on projects from Multnomah County to Madagascar, the Harbor Marine Group division of Foss Maritime Company is growing by marketing its expertise in naval architecture and marine engineering coupled with the operational experience and capabilities of Foss Maritime.

Foss purchased Seattle-based HMG last summer, with an eye toward external customers worldwide. While Foss has been widely known for producing innovative vessel and engineering designs, the effort traditionally has had an internal focus.

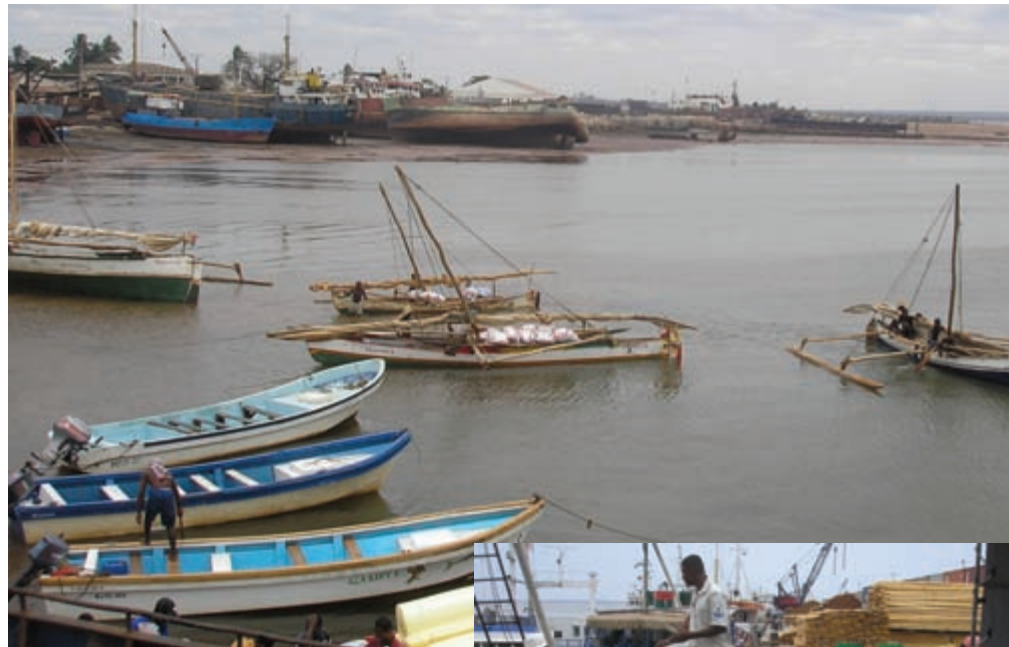
That's changing quickly, according to **Dave Dumont**, who heads HMG.

"We have many commercial and government clients including other tug and barge operators, civil and marine construction contractors, ferry operators and heavy-lift clients," he said. "We're pushing to develop and grow the commercial sector, as well as continue to support the needs of Foss Maritime and its sister companies."

In Multnomah County, Ore., HMG is reviewing the design of a 126-by-23-by-47-foot steel floating dry dock caisson built by Oregon Iron Works for a graving dock at Puget Sound Naval Shipyard in Bremerton.

After the review and certification, Foss Maritime will tow the caisson to Bremerton for installation. The Bremerton graving dock is used for maintenance of warships and other vessels, with the battleship *Missouri* having been among those serviced there. The floating caisson acts as the watertight door, closing off the dry dock after the vessel enters.

In Madagascar, HMG is working with the naval architecture and marine engineering firm John J. McMullen Associates, now part of Alion Science and Technology, to investigate improvements to a container and breakbulk lightering operation at the Port of Majunga, on the northwest side of the



Small Coastal Traders in Majunga, with a shipyard in the background. Harbor Marine Group is helping to plan improvements to a container and breakbulk lightering Operation in Majunga.



Workers unload shrimp from a fishing boat in Majunga.

island off the east coast of Africa.

The port, which coincidentally was seriously damaged by a typhoon last year, is on a river delta where the water is too shallow for ocean going ships to call. Majunga brings in consumables and exports shrimp and rattan furniture, among other cargoes.

"We're working to study the feasibility of their using larger tugs and barges for the operation, and we're estimating both the added efficiency as well as the costs," Dumont said. "Foss and HMG are experts in loading tugs and barges in remote places—we have been doing these kinds of operations regularly in Alaska—so we're simply selling our expertise to a developing region."

Capt. **Jim Van Wormer** has been assisting Dumont on the project. He is Foss marine transportation port captain and a veteran of the company's Red Dog ore lightering and other Alaska Operations.

HMG also is supporting the Alaska Marine Highway System in several

ferry refurbishment projects. In addition, HMG is part of a team consulting on the construction and installation of a large floating selective withdrawal intake at Round Butte Dam in central Oregon to control water temperatures in the reservoir and on the Deschutes River below to improve fish habitability.

"We're offering professional services in naval architecture and marine engineering, and we're both tapping and supporting the existing talent in the Foss engineering department," Dumont said. "The goal of Foss engineering and HMG is to be essentially one unit, with HMG focused on external clients."

Changing the Culture of Foss Maritime Is Goal of New Director of Health and Safety

The most rewarding thing about being a safety director is knowing that the decisions you make can help front-line workers make good safety decisions of their own, avoiding accidents that can steal a company's most important resource, its people.

That's a notion that **Al Rainsberger** brings to work every day as the new director of health and safety at Foss Maritime.

"Accidents don't usually happen because of a lack of the proper tools or equipment, but because people make questionable choices," said Rainsberger, a 27-year safety professional. "If we can work together to identify better ways to do things, and we can work smarter, we will improve our injury rates."

Rainsberger joined Foss in late November, coming from Seattle's Todd Pacific Shipyards, a company he joined in 1979 and became director of the safety department in 1990. At Todd, he was responsible for a staff of 18 people that handled safety, health, security, environmental and medical functions.

When Rainsberger left Todd, its OSHA incident rate had been cut to about 13 percent of what it was when

he took over the department. It was achieved by introducing programs like supervisor training, behavioral-based safety, ergonomics and flex-and-stretch.

"Basically, we attempted to change the entire safety and behavioral culture of the company," he said. "And we aim to do that at Foss, too."

Also during his tenure at Todd, Rainsberger successfully managed the cleanup of sediments that surrounded the Elliott Bay facility. Those sediments were contaminated with historical painting and blasting debris from operations when Best Management Practices weren't as strict as they are today.

Todd also built a storm water collection system to gather contaminated storm water, similar to the system built at Foss Shipyard about five years ago.

Rainsberger is president of the Puget Sound Shipbuilders Association, whose members are safety and envi-



Al Rainsberger came to Foss after 28 years at Todd Shipyards.

ronmental directors at the region's shipyards. He also is a Certified Hazardous Material Manager by examination, and is involved in a number of other industry groups.

Al is single, lives in Silverdale on the Kitsap Peninsula, and has two teen-age daughters. Rainsberger plays baseball and basketball and has coached youth teams in both of those sports. He also has owned thoroughbred race horses, "most of them losers."

What drew him to Foss?

"Talking with people through the interview process, I saw a common denominator, that a commitment to safety was foremost in the company's plan moving forward," he said. "I wanted to be a part of that."

NEW VIDEO, TRAINING SESSIONS, SUPPLEMENT FOSS SAFETY PROGRAM

A Seattle company is producing a 40-minute video to introduce safe work practices to new employees at Foss Shipyard. Plans also are in the works for a similar production aimed at marine employees, according to Health and Safety Director **Al Rainsberger**.

Jim Reynolds of Digital2 shot the shipyard video in January and it was expected to be finished by the end of

March. Rainsberger said it will cover such subjects as personal protective equipment, confined space entry, power tool safety, hazardous materials and safe operation of cranes and yard equipment.

"It's important just so the employees get some basic indoctrination and some knowledge of the programs that are in place, so they can work safely," Rainsberger said.

New employees also will have hands-on training as they begin working in their crafts. The first series of training sessions in Seattle and at Foss Rainier Shipyard was held in February and covered respiratory equipment use.

Stellar Industrial Supply of Seattle assisted Rainsberger in the workshops.

ALWAYS SAFE

California Consultant to Help Foss Assess Safety Culture

Foss has hired Ojai, Calif.-based Behavior Safety Technology to conduct an assessment of the company's safety climate and culture. An industry leader, BST has helped hundreds of organizations improve safety performance, including most major oil companies and many maritime firms.

BST consultants **Mike Duncan** and **Don Groover** will be visiting West Coast operations to conduct interviews, and meet with focus groups and interview senior staff members.

In announcing the arrangement with BST, Foss President and Chief Operating Officer **Gary Faber** said the company has significant room for improvement in safety. "I believe that we have the capability and talent to achieve world-class safety performance," he said.



SAFE FIREFIGHTING TECHNIQUES

Instructor Jerry Daniels of Fremont Maritime Services supervises as a Foss marine employee puts out a simulated tug fire during training Monday, Feb. 26, in the terminal area at headquarters in Seattle. Foss holds annual two-day training sessions for all marine employees as part of RCP (Responsible Carrier Program) Plus. In this session, 12 employees received refresher training on the use of portable extinguishers and hose handling, with an emphasis on how fires can be safely contained on a tug. Classes also are being held this year in Portland, San Francisco, Long Beach and San Diego.



Kent Salo

BUILT NOT TO BUDGE

These concrete anchors, under tow by the Iver Foss, foreground, and the Shelley Foss, displace 1,000 to 1,600 tons each and will be submerged and filled with rock ballast to hold new sections of Washington's Hood Canal floating bridge in place. The two tugs and the Benjamin Foss on Feb. 28 towed 10 of the anchors from Seattle's Todd Shipyard, where they were built, to Port Gamble, where they will be moored pending placement at the bridge site. A tow of 10 additional anchors is planned this summer. The concrete anchors are 46 and 56 feet in diameter and draw 20 feet. Foss also towed three pontoons, the first of fourteen which will carry the bridge roadway, from their construction site in Tacoma to a storage site in Seattle last fall. Foss customer Kiewit-General Construction is replacing the bridge's east half, and the job is scheduled for completion in 2009. Pacific Northwest Port Capt. Steve Kimmel is coordinating Foss' involvement in the job.

New Seattle Headquarters Helps Mission Extend Helping Hand; Seattle Station is One of 230 Operated for Seafarers Worldwide

The Seattle station of the Mission to Seafarers—working with contributions from maritime companies, individuals and Episcopal parishes—is preparing to move to improved quarters and expand the services it provides to a growing number of merchant seaman from around the world.

Under the leadership of Capt. **Charles Hubbard**, executive director and chaplain, the Christian hospitality mission used its two vans to take more than 5,000 sailors on shopping and sightseeing trips last year. Victoria's Secret, with prices half what they are in Manila, was a favorite destination.

The Mission also hosted about 900 sailors in 2006, mainly Filipino, Indian, Chinese, and Eastern European, six times the 2004 total, at its center at Pier 48. There, mariners can relax, watch television, use computers connected to the internet and buy phone cards for \$5 that enable them to talk to their families overseas for 70 minutes.

"A lot of times, they can't come ashore at all if they don't have the proper visas," Hubbard said. "If there's a telephone down at the end of the gangway, they can't go and call their family because they can't leave the ship. We go on board, hand them a cell phone and sell them a phone card."

Hubbard's group coordinates with its Catholic and Lutheran counterparts to make sure that each one of the over 1,000 ships that visit the Port of Seattle each year gets a visit from a chaplain. **Thomas Kuk**, a native of Hong Kong is Hubbard's assistant and performs many of the ship visits.

Foss is among the supporters of the mission. "We care about our customers and the sailors aboard their ships," said **Paul Gallagher**, Pacific Northwest Regional Operations Manager who coordinates the company's involvement with the center.



Capt. **Charles Hubbard** outside the new Seattle home of the Mission to Seafarers.

The late **Sid Campbell**, a Foss president and chairman, served on the mission's board.

The Seattle station is one of 230 around the world operated by the Mission to Seafarers. The local operation, like most others, was staffed by clergymen, but Hubbard took over in 2004 after serving for 10 years on the board of directors.

"After spending 10 years at sea and visiting several seamen's centers worldwide, I figured this is a great way to give back to the industry that supported me for 40-odd years in one way or another," Hubbard said.

Hubbard, like Gallagher, is a graduate of Maine Maritime Academy and spent 10 years at sea, including sailing as a master on cargo ships operated by American Export Isbrandtsen Lines. Ashore, he became a marine surveyor and supervised the West Coast marine loss-control operations for the Insurance Company of North America until 1996.

The new quarters, rented under a long-term lease from the Port of Seattle, are in a two-story building where a marina was once located on the west shore of the Duwamish River, just North of the West Seattle

Freeway bridge and close to the port's two major container terminals.

In February, Hubbard was preparing to turn loose a team of volunteer carpenters to renovate the building, which has been vacant for some time, creating

spaces for meetings, a small store, offices and a kitchen where sailors might cook ethnic foods.

Princess Cruises was a major contributor to the move. As for the mission's relationship with Foss, Hubbard said, "We service the seamen and Foss services the ships. It's a great match."

For more information, contact Hubbard at (206) 748-0347.

*"We go on board,
hand them a cell
phone and sell them
a phone card."*

Capt. Charles Hubbard



HAWAII BOUND

*Sporting a new paint job in drydock at Foss Shipyards, right, the Malulani in late January was near the end of an overhaul that also included new aft decking and bulwarks, rebuilding the tow and bow winches, and installation of a new tow-pin console and a third engineroom blower. While the tug was in Seattle, NC Power Systems performed top-end jobs on its Caterpillar engines. The 106-foot tug is owned by Foss sister company Hawaiian Tug and Barge/Young Brothers and is used in the inter-island cargo trade. At left, welder **Gloria Guerra** works on the aft decking. Ship Repair Superintendent **Guy Hall** supervised the work.*



ONE JOB, 226 TOWS

*The tugs Anna Foss and Richard M in December completed the last of 226 10-hour trips between Stockton and the San Francisco Bay Bridge construction site, moving 780-ton roadway sections that will form a skyway on the rebuilt structure. Working for Kiewit Marine, Foss began the project in August 2004. In the photo below, The Richard M is towing and the Anna Foss is pushing one of the sections down the Sacramento River past the Port of Stockton. At right, crewmembers of both tugs posed in front of one of the sections. They are, from left, **Capt. Mike Peery**, **Engineer Lon Richards**, **Engineer Tony O'Neill**, **Deckhand Robin Matsumoto**, **Mate Jennifer Woodruff**, **Capt. Jubal Hirshfeld** and **Capt. Jim Jensen**. The rebuilt bridge is expected to begin carrying traffic in about six years.*



Dan Massey Photos



ALASKA-BOUND PADDLER

The steam-powered paddle wheeler Alaska Queen was in Foss Shipyard this winter as part of a two-month overhaul that will prepare the boat for the 2007 tourist season in Ketchikan, Alaska. The boat was built in the mid-1980s and used for dinner cruises on the Sacramento River before being purchased by current owner Alaska Travel Adventures, Inc. Shipyard crews performed steel repairs, installed larger view-windows on the main deck and painted the boat throughout. Other work included installation of a steam calliope. The boat is 140 feet long, including the wheel, which provides its only propulsion, and some of its machinery dates back to the 1800s. Dave Palmer was the project manager and Mike Port was ship repair superintendent.

Three More Double-Hull Barges Ordered from Orange Shipbuilding

Foss has ordered three more double-hull bunkering barges from Orange Shipbuilding, bringing total orders to five from the Texas shipyard and adding to what already will be the largest double-hull tankbarge fleet on the West Coast.

The three newly-ordered barges, with a capacity of 35,000 barrels and measuring 290 by 62 by 18.5 feet, will be assigned to the Los Angeles/Long Beach Harbor. Delivery is scheduled from May 2008 through the Summer of 2009, according to Project Manager **Rick McKenna** of the Foss Engineering Department.

Two 25,000-barrel barges already are under construction for Foss at Orange Shipbuilding. Both are headed

for San Francisco Bay, and the first was scheduled to be launched in March of this year. Foss already has two double-hull bunkering barges, built by Zidell in Portland, in service on San Francisco Bay.

In addition to double-hull construction, environmental protection built into the newly ordered barges will include vapor canisters to process cargo emissions and a gauging system that provides three levels of redundant overfill protection.



This recent photo shows one of two double-hull barges currently under construction for Foss at Orange Shipbuilding.

Foss already has two double-hull bunkering barges in service on San Francisco Bay.

MARITIME CAREER DAY

Mindy Osbjornsen, left, Seattle Shipyard office administrator, and Monte Crowley, marine personnel supervisor, discuss career opportunities with Kayla Baldwin of Seattle's South Lake High School. Osbjornsen and Crowley were part of the team that represented Foss Feb. 15 at the Ninth Annual Maritime Career Day at Seattle's Odyssey Maritime Discovery Center. The morning event drew a record crowd of more than 900 students from Puget Sound area high schools and featured booths set up by about 30 maritime companies, government agencies and other groups. For the first time, adults interested in maritime careers were invited to special afternoon session. Others on the Foss team included Gary Wightman, Kent Salo, Lisa Sulock and Bruce Biddle.



WISSMAR HONORED BY UNITED WAY

*Foss Human Resources Assistant **Tina Wissmar** was named United Way Campaign Coordinator of the year at a reception March 1 at the Grand Hyatt Hotel in downtown Seattle. Presenting the award was United Way of King County President and CEO Jon Fine. Wissmar coordinated last fall's annual campaign that raised a record \$16,662 from Foss employees in Seattle for United Way. Wissmar last year also organized a volunteer effort at Foss that had teams working at a local Boys Club, a retirement center and volunteering to read for kids. She was one of four local campaign coordinators to win the award, chosen from 62 nominees. The other winners were from Key Bank, online jewelry retailer Blue Nile and the Highline Public Schools.*



Capt. Portz, Markus, Winners Of Foss Top Mariner Awards

Two Foss captains received Top Mariner Awards for rescuing a seaman who fell into the water while descending a rope ladder from a tanker in January at El Segundo Moorings in Southern California.

Capt. Charles "Chuck" Portz donned two lifejackets, jumped from the Foss-operated water taxi *Dorothy L*, and managed to put one of the vests on the struggling cook from the tanker.

Capt. Jim Markus was operating the water taxi, which carries supplies and personnel to tankers at the moorings. Portz and Markus used a sling and the

Dorothy L's davit to hoist the cook on board.

Debbie Parrish, manager for Foss at El Segundo, said the rescue occurred during daylight hours, and the weather was calm.

Foss honored Portz and Markus at a luncheon on Jan. 29.



At the Top Mariner awards luncheon were, from left, Capt. **James Markus**, **Debbie Parrish**, Capt. **Chuck Portz** and **Dave Selga**, manager of petroleum and terminal services.

PEOPLE NEWS

NEW EMPLOYEES

Jennifer Campbell

Customer Service Representative
SFO

Patricia Fulnecky

Billing Coordinator

Toby Jacobsen

Port Captain
CSR

Igor Loch, Jr.

Director of Harbor Services
Operations

Char McArthur

Vice President Management
and Commercial

Warren Pease

Naval Architect

Bob Schuening

Quality Assurance
Computer-Aided Design Engineer
Rainier Shipyard

Ravi Shankar

Marine Engineer
Project Manager

PROMOTIONS

Michael Erwin

Engineer to Dredge Superintendent
SFO

Warren Smith

Chief Engineer to Tug Mechanic
SFO

RETIREMENTS

Scott Fitzgerald

Computer Hardware and Network
Specialist

Dan Hall

Chief Engineer
PNW

PASSINGS

Drew Brooks

Rover Mechanic
Red Dog

Piper Cameron

Mate/AB Deckhand
SoCal

Jeremiah Rozell

Deckhand Engineer
SFO

SATISFACTION GUARANTEED

Read at least one biography or autobiography of a successful business leader this year.

— *From Satisfaction Guaranteed*

By *Byrd Baggett*



BRIDGE NEARS COMPLETION

The Foss tractor tug Pacific Explorer on Jan. 25 moved the last of 45 roadway sections into position under the span of the new Tacoma Narrows Bridge, which at 5,400 feet is the longest suspension bridge to be built in the United States in 40 years. After the 504-ton structure was lifted into place, it was secured to adjacent sections in preparation for paving and other finish-work leading to an expected opening for traffic next August. The Pacific Explorer and the barge Marmac 12, customized at Foss Shipyard for the bridge job, had been working in the Narrows since the first roadway section was hoisted last August. Foss experienced no accidents or injuries in its part of the bridge project. The photo was taken from the old bridge, which will be renovated when the new one is completed.



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