



Tow Bitts



Robert Tandecki

HAPPY HOLIDAYS "Fuel Supply, Alaska," a watercolor by **Robert Tandecki** of Sumner, Wash., was selected for the 2013 Foss Maritime holiday card and for the cover of this, the holiday issue of *Tow Bitts*. The painting was one of 33 submitted by 27 artists in the annual Foss calendar art and holiday card competition. Reproductions of the paintings and an article about Tandecki and the competition appear on pages 12-13.

FOSS SHIPYARD, OPERATIONS BASE COULD MOVE TO EVERETT HARBOR

Foss could move its Seattle Shipyard and Terminal operations base to the Everett waterfront if parent company Saltchuk closes a deal to purchase a 66-acre waterfront property that was formerly home to a Kimberly-Clark pulp mill and tissue plant.

Saltchuk announced in early October that it had signed a purchase-and-sale agreement with Kimberly-Clark to buy the property.

According to the announcement, the deal would initially bring 250 Foss employees to Everett with a strong potential for additional jobs in the

(Continued on page 4.)

INSIDE



Move to Everett Possible

The Foss Seattle Shipyard and the company's marine operations base could be moved to the Everett waterfront, depending upon whether Foss parent Saltchuk and the seller follow through on a purchase-and-sale agreement announced in October.

Cover

Always a Team Player

Steve Scalzo, who retired from Foss in October, says the best thing about his 38-year career with the company was working with its "wonderful team of employees." Industry leaders praised Scalzo for his decades of leadership.

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Honored for Hurricane Work

Before superstorm Sandy was even finished with its rampage through New York and New Jersey in October 2012, Foss was preparing to provide disaster relief. Federal officials recently honored the company for its efforts.

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'Tigers' on the River

In a vote of confidence that its business on the Columbia River will grow, Foss has acquired two high-powered tractor tugs that will be based in Portland. Named the *Tiger 1* and *Tiger 2*, the tugs were built in Honolulu in 2009.

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Bay Operation Turns 20

Foss started its service on San Francisco Bay in 1993 on the back of the new tanker regulations with a single tug in a joint venture with Exxon Mobil's shipping subsidiary. Today, Foss is a major player on the Bay, performing ship assists, escorts and bunkering.

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The Spills that Never Happened

Two Foss tankbarge crews used their stop-work authority in separate incidents at the Long Beach Anchorage recently, preventing possible oil spills and drawing praise from their manager and from Chevron.

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Steve Scalzo: A Mentor to Many

By Paul Stevens
President and CEO

I have been fortunate over the past ten years to work closely with **Steve Scalzo**, chief operating officer of Foss, a man I truly admire and respect and am fortunate enough to call him my friend. Steve retired on Oct. 18 after 38 years with the company. A story about his career appears on page 6, along with comments from industry leaders who recognize the enormous contributions he has made to the tug-barge sector and to the U.S. maritime industry as a whole.



Paul Stevens

While he is officially retiring, I am not letting Steve get too far away from the company. He will serve on our advisory board and, on a consulting basis, will lead our effort to potentially relocate our Seattle shipyard to the former Kimberly-Clark pulp mill property on the Everett waterfront.

But make no mistake, his day-to-day presence will be sorely missed. A wonderful and caring individual, he has been a mentor for many who have helped build Foss into the industry leader it is today. Our culture of compassion, hard work and dedication to the safety of our people are part of his legacy. We all thank him for his contributions and look forward to his continued guidance.

As the holidays approach, it's time for us at Foss to take a deep breath and look back at a year that has included many initiatives that will carry us into the future. Not the least of those is the consolidation of Foss and its sister tug-barge companies under the Foss Maritime banner.

Together under this single brand, with its tradition of safety and innovation, we will be in a very strong position to continue serving our customers while meeting the expectations of our shareholders.

Among the many other significant moves of the year was our further expansion in the energy sector and the opening of an office in Anchorage to better serve our customers. On the shipyard side, the construction of three ocean boats at our Rainier Shipyard in Oregon is well underway. Our Seattle yard, traditionally a maintenance and repair facility, is also moving into new construction, which further diversifies our business.

Our 2013 accomplishments wouldn't have been possible without the support of our great employees, our vendors, our shareholders and our friends. Have a great holiday, and here's to continuing our success in 2014.



To submit articles for *Tow Bitts*, please contact Bruce Sherman, editor, sherman.b@comcast.net, or Tina Wissmar, coordinator of production, tina@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 Colleen Liman, (206) 281-3988 or colleen@foss.com.

Anniversary Logo Celebrates Foss History And Looks to the Future of the Company

Foss publications, business cards and other printed and online materials will sport a new logo next year as part of the company's 125th anniversary celebration.

The logo was designed by Aukema and Associates, Foss' marketing and public relations contractor. It features the words "Foss" and "125 years" emblazoned on a green compass rose crossed by a banner carrying the company motto, "Always Safe Always Ready," accented by its existing chain-link logo.

Megan Aukema described the

anniversary logo as "an extension of the Foss brand that focuses on the company's commitment to responsive, safe and reliable service." She said it was inspired by the anniversary theme, "Building on our 125-Year Tradition of Innovation and Expertise."

Foss President and CEO **Paul Stevens** said that as part of marking the anniversary, Foss wanted to celebrate its rich history and look toward the future, "honoring Foss' innovative spirit that continues to influence the maritime industry today."



He added, "The use of the compass rose harkens back to an era before GPS systems and signifies how Foss continues to navigate toward the future. Foss' motto 'Always Safe. Always Ready' remains at the heart of everything we do."

EIGHTY FOSS MARITIME VESSELS HONORED FOR ENVIRONMENTAL EXCELLENCE

The *Arthur Foss*, the *Justine Foss* and many other Foss Maritime vessels have been free of environmental mishaps for the past 20 years. In fact, 80 tugs and barges owned by the company, which has one of the nation's largest coastal tug and barge fleets, are being recognized this year by a major maritime organization for their outstanding environmental safety records.

The Chamber of Shipping of America (CSA) announced the awards honoring Foss' environmental achievements recently in the nation's capital.

Altogether, the 80 Foss vessels recognized by CSA have gone a combined 816 years without an environmental incident. That's an average of more than 10 years per vessel.

"Safety is woven into Foss' corporate culture," said **Paul Stevens**, president and CEO. "When our

customers talk with us, safety and the environment come up early in discussions. To have 80 of our vessels singled out by the Chamber of Shipping for environmental achievement underscores all our efforts at Foss."

U.S. Coast Guard Rear Adm. **Joseph A. Servidio**, Assistant Commandant for Prevention Policy, participated in the award ceremony and congratulated the work performed by Foss and 75 other maritime companies — a total of 1,431 vessels.

Joseph J. Cox, President and CEO of CSA said, "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. In today's world, it seems our industry only gets front-page news when spills or other environmental problems occur. It is encouraging to see how many vessels go for years



Coast Guard Rear Adm. **Joseph A. Servidio** presented the awards to Foss Vice President **Susan Hayman**.

achieving environmental excellence. It should be clear to the American people that we in the maritime industry take our stewardship of the marine environment very seriously."



FOSS SHIPYARD, OPERATIONS BASE COULD MOVE TO EVERETT

(Continued from the cover)

future. It is anticipated that an actual move from current Foss facilities on the Lake Washington Ship Canal would be several years out. The corporate offices for Saltchuk and Foss Maritime will remain in Seattle.

Work remains to be done to close the deal. The purchase-and-sale agreement calls for a four-month due-diligence period, followed by adequate time to close the transaction. If all goes as planned, the sale will close early in the second quarter of 2014.

"We are pleased to come to an agreement with Kimberly-Clark that will increase our presence in the North Sound and bring good jobs to Everett," said **Mark Tabbutt**, Chairman of Saltchuk. "We see tremendous opportunity and potential for further growth at the Everett site, a deep water port with unrestricted waterways. And we believe the redevelopment of this site as a shipyard and maritime complex will contribute a vital economic base to the Everett community."

"This is a win-win for Everett and

our economic future. We are very excited to have a successful, thriving maritime company choose Everett to be its new shipbuilding headquarters," said Mayor **Ray Stephanson** of Everett. "Foss Maritime will bring family-wage, highly skilled jobs back to the Kimberly-Clark site. The company will be a tremendous asset to the community and redevelopment of the site will generate additional opportunities in the future."

"The Everett Mill site is a unique and special property and we received strong interest throughout the marketing process," said **Len Anderson**, director, real estate for Kimberly-Clark. "We are pleased that Saltchuk emerged as the successful bidder, because they are the type of prospect we were hoping to attract, a well-respected company that will bring jobs and economic vitality back to that section of the Everett waterfront. We look forward to working with Saltchuk over the coming months to successfully close the transaction."

Saltchuk will be developing the

site plan for the property as well as working with local, state and federal officials to determine the permits required to develop the site in a way that fits its needs. Kimberly-Clark will continue its early action to clean up the site and hopes to further accelerate its work with the Department of Ecology to develop the final remediation plan for the site.

The existing Foss Maritime yard in Seattle, located inside the Ballard Locks, is not accessible to larger ships and is too small for future expansion, making the larger, salt-water site in Everett a more attractive long-term option, Tabbutt noted. Work on current shipbuilding projects in Seattle will continue at that location over the next several years.

Foss' relationship with the site dates back to the early 1950s when Foss delivered barges of wood chips to the Scott Paper mill (which was acquired later by Kimberly-Clark). Kimberly-Clark and its predecessors operated paper pulp and tissue mills at the site from 1931–2012.

ONE OF HAWAII'S '50 MOST INFLUENTIAL BUSINESSES'

Foss subsidiary Young Brothers, Ltd., was honored recently by the weekly newspaper Pacific Business News as one of Hawaii's 50 most influential businesses of the past half century. In an article about the award, the newspaper noted that "Young Brothers has prided itself over the years on serving all of the Neighbor Islands, including small ports that do not necessarily produce a good return on investment." Young Brothers began providing inter-island freight service in the islands in 1913. In the photo, Glenn Hong, right, president of Young Brothers and Foss senior vice president for Liner Services, accepts the award from Pacific Business News Publisher Bob Charlet.



The Saltchuk Ethics Hotline: A Tool to Detect and Prevent Abuse.

Foss parent company Saltchuk has an ethics hotline — 800-270-7513 or <http://reportlineweb.com/speakup> — to facilitate anonymous reporting of potential fraud or ethics violations involving any Saltchuk company.

Allan Meyers, Saltchuk vice president for management assurance and advisory services, said frauds are much more likely to be detected by tips than by any other method. Based on data gathered from 1,400 public and private companies from around the world, 43.3 percent of occupational frauds were detected when an employee, customer or vendor reported suspicious activity using a company’s tip or ethics hotline.

“That is more than the next four detection methods combined,” Meyers said.

Calls to the Saltchuk ethics hotline are processed by a third-party vendor, The Network, that provides the information to Saltchuk’s Compliance

Officer and General Counsel who assures an appropriate response.

Meyers said the hotline helps reinforce principles that are part of the Saltchuk Code of Ethical Business Conduct, which is currently being distributed to all employees of Saltchuk companies.

“The hotline strengthens the view that unethical behavior is not acceptable and supports the code by giving employees a procedure for reporting

many categories of ethical violations, not just potential frauds,” Meyers said.

Along with the roll-out of the Saltchuk Code of Ethical Business Conduct, a campaign is underway to promote awareness of the Saltchuk Ethics Hotline.

“Employees, and others, are encouraged to file a report if they become aware of potentially unethical behavior or fraud,” Meyers said.

“ The Hotline strengthens the view that **unethical behavior is not acceptable** and supports the code by giving employees a procedure for reporting many categories of ethical violations, not just potential frauds.”

> How Fraud is Detected

Fraud Detection by the Numbers:

IT CONTROLS	1.1%
CONFESSION	1.5%
SURVEILLANCE	1.9%
NOTIFIED BY POLICE	3.0%
EXTERNAL AUDIT	3.3%
DOCUMENT EXAMINATION	4.1%
ACCOUNT RECONCILIATION	4.8%
BY ACCIDENT	7.0%
INTERNAL AUDIT	14.4%
MANAGEMENT REVIEW	14.6%
HOTLINES	43.3%



43.3%
Hotlines



14.4%
Internal Audit



3.0%
Notified by Police

Steve Scalzo Leaving Active Duty at Foss Maritime; Says Team was “Best I Could Ever Want to Be a Part Of”

A mentor once told **Steve Scalzo** that the most important thing a business executive can do is to help develop his company’s culture.

“And I know how true that is—It’s all about the culture of the company,” said Scalzo who retired Oct. 18 after a 38-year career with Foss and its parent company. “We have such a strong brand and that strong ingrained culture of safety, innovation and creativity at Foss is critical to our long-term success.”

Moving that culture into the future, he said, requires maintaining respect for the 125-year traditions of the company, but not dwelling too much on the past. “You take what’s good from those years, learn from your mistakes and move forward with a vision, a passion and a commitment to improve.”

If anyone has been in a position to influence the culture of Foss, and the direction of the entire U.S. tug-barge industry over the last few decades, it has been Steve Scalzo.

Starting with the company in 1975 after sailing with Chevron for a short time, he was operations assistant to the vice president, port captain, operations general manager, senior vice president and then president and chief executive officer. He moved to what was then the parent company Marine Resources, Inc., in 2004 as chief operating officer.

Along the way, he has held influential positions on numerous industry and government groups and panels. They include serving as chairman of the board of the American Waterways Operators, the trade group of the tug-barge industry. He also was on the Marine Board and the Executive Committee of the Transportation Research Board of the National Academy of Science.

In addition, he served as chairman of the U.S. Department



Steve Scalzo retired on Oct. 18 but will continue to work on a consulting basis for Foss, leading the company’s effort to relocate its Seattle shipyard and Puget Sound operations base to Everett.

of Transportation’s Towing Safety Advisory Committee. Locally, he was chairman of the Harbor Safety Committee for Northern Puget Sound, which dealt with tanker and tankbarge issues following the Exxon Valdez spill.

“I always focused on trying to improve the industry and working with people and organizations to make sure we improved,” he said, “whether it’s how we operate or how we interface with customers and the public or improving the regulatory environment.”

And he is optimistic about its future, given the opportunities for tug and barge operators in the energy and commodities sectors, including mining.

Scalzo’s career started with a love of the water and sailing.

He grew up in Seattle, his mother from a family that owned a baking company and his father from a family that owned a road construction company. Scalzo played guard and defensive end on state championship

football teams at Seattle Prep, but also raced sailboats, which is one of the reasons he went to the U.S. Maritime Academy at Kings Point, N.Y.

“They had a great sailing team,” he said. “I also played football for a short time, but the athletic director called me into his office with the sailing master, Capt. Joe Prosser, and the football coach, George Paterno, who was Joe Paterno’s brother. He said I had to pick. I picked sailing.”

In addition to being on the Kings Point sailing team, Scalzo participated in the 1967 America’s Cup races as a bowman on the 12-meter Weatherly, trial horse for Columbia, which was defeated in the defender trials.

Scalzo will continue to be associated with Foss on a consulting basis, including leading the company’s plan to relocate its Seattle shipyard and operations base to Everett. (See story on the cover.)

He believes the company is in a strong position to move forward. With the recent reorganization of Foss and its sister tug-barge companies under

the Foss Maritime brand, the company's lines of business are now aligned as harbor services, marine transportation, shipyards and engineering, and liner barge services.

"Before, we had more of a regional focus," he said. "Now we have more of a focus on these primary sectors of our business and the employee groups both afloat and ashore that support those activities for our customers. It will give our people more opportunity for advancement, enable us to provide better service for our customers, add value for our shareholders and improve our corporate culture of quality and safety."

During Scalzo's tenure, Foss has

been through three fleet replacement projects, including introducing tractor technology to North America in the early 1980s, building the Dolphin-class tugs at Rainier Shipyard and the current ocean-boat construction program.

Other innovative projects included developing custom barges for lightering ore in open water at the Red Dog Mine in the Alaskan Arctic, designing and building the *Delta Mariner* to carry rockets, transporting large modules by barge all over the world and pioneering the use of tankbarges to deliver fuel to remote communities in Alaska.

"Some of my most rewarding time



Scalzo, right, accepted a painting of the *Garth Foss* at the Port of Seattle with Mount Rainier in the background. Presenting the painting at a reception for Scalzo was president and CEO **Paul Stevens**.

at the company was working with those teams of individuals, especially the vessel crews, as we did things in the industry a lot of people said couldn't be done," Scalzo said.

INDUSTRY LEADERS SHARE THOUGHTS ON STEVE SCALZO

Tom Allegretti, president, American Waterways Operators (AWO)

Steve Scalzo is one of the most important national leaders of our industry in the last 30 years. His record of industry leadership is unparalleled over that time, from his advocacy of sound regulatory policy as Chairman of the Towing Safety Advisory Committee, to the contribution of his expertise at the Marine Board of the National Academy of Sciences, to his Chairmanship of the AWO Board of Directors. In each instance, and in so many others, he has consistently demonstrated his deep passion for our industry, the scope of his knowledge, his genuine commitment to marine safety and environmental protection, and his stalwart defense of the American marine transportation system. In my position as AWO president, I have been blessed to work with an extraordinary group of business leaders from whom I have learned much and to whom our industry is forever indebted. Steve Scalzo is at the very top of that exceptional group.

Ned Moran, senior vice president, Moran Towing

I had the very good fortune to watch and learn from Steve Scalzo during my early years at AWO. Steve's deft helmsmanship in guiding a membership with diverse interests enabled AWO to move forward on many fronts. He set the standard for all that followed him as chairman. He taught me a lot for which I will always be grateful even though I never mastered his note taking regime with that bouquet of colored pens. I am grateful for his steadfast friendship. He has our very best wishes for this next leg on his voyage.

Craig Philip, CEO, Ingram Marine Group

I had the good fortune to work with Steve over many years as we were both involved and committed to the success of our primary trade association—the American Waterways Operators (AWO). This was especially true in the early 2000's when I followed Steve as chairman. AWO represents a VERY diverse membership,

and I was truly fortunate to observe and learn from Steve the art of collaboration and compromise that was so often required. Steve made a lasting and positive mark on both our industry and me.

Joe Pyne, chairman and CEO, Kirby Corp.

I first meet Steve Scalzo when I joined the Towing Safety Advisory Committee, "TSAC" in the late 1980's. Steve was the chairman of TSAC. Not only was he a great chair but he also kept the best notes so anytime there was any doubt about what was previously discussed, Steve would dig into his notebook and be able to recite almost verbatim what was discussed and what was agreed. Generally this was to everyone's benefit but sometimes it was to chagrin of the party trying to change the story for his or her advantage. Later I worked with Steve on a number of industry matters. He is one of our industry's most respected leaders, a distinction that is well earned and deserved by consistently pushing the industry do to the right thing, his hard work, his keen intelligence and that notebook! The industry is going to miss Steve as I am sure his company and fellow employees will. I want to personally wish him well. I consider Steve a good friend.

Dale Sause president, Sause Bros.

It has been my honor and privilege to have known and worked with Steve for nearly 40 years. Throughout his career, Steve has demonstrated an unwavering dedication to the improvement of our industry and to the safety of our mariners. Whether it be his countless hours of service to AWO, the Coast Guard Foundation or to numerous other maritime initiatives, his knowledge and professionalism have improved the outcome of the work. We can only hope Steve will continue to stay actively engaged with our industry because we will be hard pressed to find anyone with the same knowledge, integrity and dedication to replace his decades of experience.

Feds Honor Foss Maritime for Hurricane Relief Work Performed after Sandy Struck the NY-NJ Area

A year after Hurricane Sandy struck America's East Coast, the federal government has honored Foss Maritime Company for its part in critical relief work.

Vice Admiral **Mark Harnitchek**, director, Defense Logistics Agency (DLA), made the award to the company during a ceremony at the agency's headquarters, citing its ability to quickly move personnel and equipment to devastated, hard-to-reach locations in New York and the New Jersey shore.

Foss Vice President **John Tirpak** accepted the honor from Harnitchek and the DLA. "Foss is proud to have done its part in Sandy's aftermath," he said. "We were able to respond quickly because of our peoples' unique skills and their on-the-ground experience in disaster areas."

Even before Sandy had finished its deadly October 2012 rampage in New York and New Jersey, the DLA had contacted Foss to provide disaster relief in some of the East Coast's hardest hit areas.

Tirpak assembled the Foss team and named **Robert Wagoner** incident commander on the ground.

"Foss was contacted during Sandy in part because of the work we'd done in Haiti in partnership with the U.S. government," said Wagoner, who oversaw Foss' role in helping deliver tens of thousands of tons of food to



Foss Vice President **John Tirpak**, right, accepted the award from Vice Admiral **Mark Harnitchek**. In the center is attorney **Harold Bailey** of the Garvey Schubert and Barer office in Washington, D.C., who assisted Foss in the arrangement.

the earthquake-torn country and rebuild the island-nation's main port. "The United States Transportation Command and the Defense Logistics Agency were well aware of Foss' capabilities in the face of a natural disaster."

Within hours of the call Foss was moving relief supplies to New York and New Jersey. The company mobilized 20 pumps, six generators and personnel to operate the equipment from locations across the United States, trucking or flying them to

Naval Air Station Lakehurst, NJ. The U.S. Army Corps of Engineers marshaled the equipment for deployment from there.

"We knew from our work in Haiti that we had to get the necessary equipment—and the right people—to affected areas as quickly as possible," said Wagoner. "And we knew from experience that we'd be entering a situation where chaos reigned, communication would be difficult if not impossible, roadways impassable and people were in fear for their lives."

FOSS, COLUMBIA PILOTS JOIN FORCES

Foss and the Columbia River Pilots are cooperating on a man-overboard training video that will be used by both organizations as a safety-training tool.

To produce the video, the crew of the pilot boat *Connor Foss*, staged a man-overboard drill in late October that was filmed by Seattle-based video company Maritime Training Services.

Columbia Snake River Regional Operations Manager **Dustin Johnson** said Capt. **Leroy Schlect** played the role of the man overboard, falling into the water while the *Connor* was underway.

Capt. **Billy Davis** then steered a "round turn" while Deckhand **Fred Snaza** kept Schlect in sight. He was retrieved using a life ring, a Life Sling and a ladder.

Johnson worked to plan the drill and video with Director of Health and Safety **Al Rainsberger** and Vice President Marine Operations and Assurance **Igor Loch** and, from the pilots, Capts. **Stu Richards** and **Mitch Allgower**.

"Foss always enjoys working with the pilots, and we are constantly trying to improve safety," said Johnson.

Chevron and Foss Captains Learn Tactics for Successful Communication through Simulator Training

Captains from Foss and its biggest customer, Chevron, have started training together at the California Maritime Academy (CMA) bridge simulator in Vallejo, California aiming to improve communication and safety during tanker escorts and assists.

The first of the training sessions was held in late October at the CMA simulator, which opened in 2008 and has been hailed as one of the world's most advanced. Two Foss captains attended the Chevron-sponsored session, along with Chevron pilots and mooring masters from El Segundo Marine Terminal, Pacific Area Lightering, Barbers Point Hawaii and the San Francisco Bay Area.

"It was a huge success," said **Marta Krogstad**, Western Region Operations Manager for Chevron Shipping. "There was positive feedback from the Foss captains, who hadn't participated in this type of training in the past."

Known as "Maritime Crew Resource Management," (MCRM) the training used during the session was adapted from concepts originally developed for the aviation industry.

"This approach had proven to be very effective for airlines so it was applied to the maritime industry as well." Krogstad said. **Vic Schisler**, a former Long Beach pilot who runs the simulator and also works with west coast pilot associations, led the participants through a variety



Participants in the training session at California Maritime Academy gathered for a photo in the simulator. Except where noted, those in the photo are Chevron captains. In the front row are, from left, **David Oh**, **Baz Elsayed** and **Bill Kappelman**. In the back row, from left, are **Martin Miller** (Foss), **Jim Slivkoff** (Foss), **Jacob Crawford**, **Kenny Graham**, **Tom Osborne**, **Alfonso Franza**, **Matt Moreau** and **Vic Schisler** (Cal Maritime).

of simulated exercises. These exercises started with everyday situations and escalated into emergency situations such as a loss of power, steering, or tug assist.

Using MCRM, tug and tanker bridge crews learn tools and tactics for successful communication and situational awareness. Among those tactics is "closed loop communication," in which tug commands are repeated back verbally, which helps ensure that the team knows what is happening and makes everyone aware of what is being done next.

Perhaps most importantly, the simulator training gave Foss and Chevron captains a better understanding of what goes on in each other's world. When the simulator was configured as a tractor tug, the Foss captains became

teachers, showing their Chevron counterparts how to operate the assist tugs.

"It was quite an eye-opener for them, learning how we run our tugs and interpret the order," said **Jim Slivkoff**, captain of the *Brynn Foss* at El Segundo Moorings. "And it opened my eyes to how Chevron is training their people to be the best."

Also attending the training for Foss was Capt. **Martin Miller** of the *Marshall Foss* on San Francisco Bay.

Krogstad said future simulator training sessions of this type would be held "as often as we can," including one planned for the middle of next year. As part of normal training routine, Chevron captains also are riding tugs, and Foss captains have been observing bridge operations on tankers.

He noted that Foss and the pilots regularly work together in a number of ways, including on the Pacific Northwest Waterways Association, and on the local Harbor Safety Committee and Harbor Safety Plan.

Deckhand **Fred Snaza** pulled Capt. **Leroy Schlect** back to the *Connor Foss* during the man-overboard drill



SAFETY CORNER | Why Safety Matters

By Al Rainsberger
Director of Health and Safety

A serious workplace injury or death changes lives forever—for families, friends and coworkers too. Human loss and suffering is immeasurable. Occupational injuries and illnesses can provoke major crises for the families in which they occur. In addition to major financial burdens, they can impose substantial time demands on uninjured family members. The Foss reputation can be tarnished if one of us is seriously injured.

Every Foss employee who leaves for work in the morning should expect to return home at night in good health.

Can you imagine the knock on the door to tell you your loved one will never be returning home? Or the phone call to say he or she is in the hospital and may never walk again? Ensuring that you return home safely is the most important reason to create a safe and healthy work environment.

We have many tools to create and to maintain a safe working atmosphere:

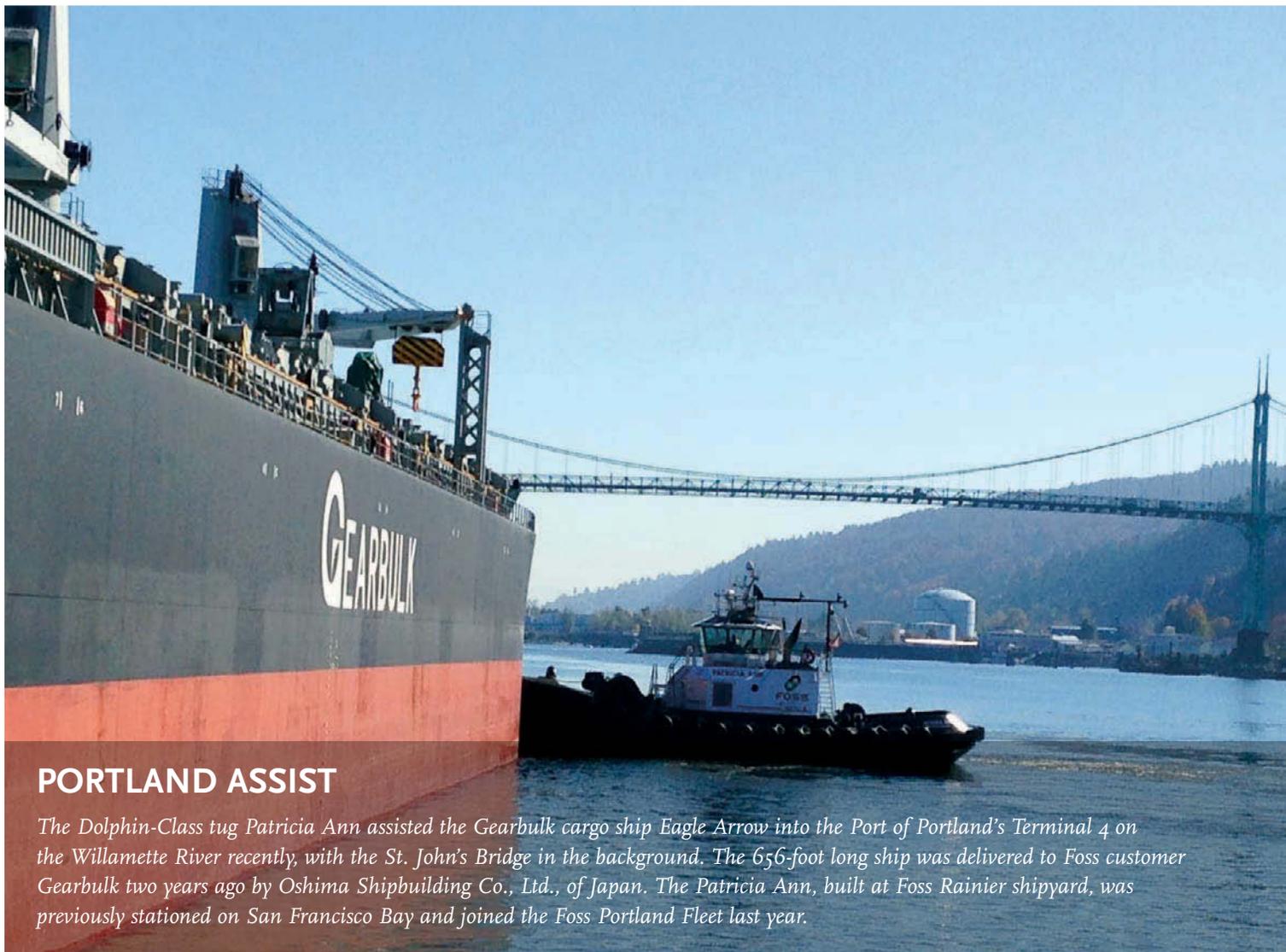
- Safety Training
- Job Safety Analysis
- Near Miss Reports
- Safety Meetings
- Regional Safety Committees
- Drills
- Shipmate Plus Observations
- Serious Injury and Fatality Prevention

Our Safety Management System (SMS) has many measures that tell us how to safely accomplish our work task at hand. When we follow the SMS our chances of safety success increase dramatically. If shortcuts are taken or a procedure is not followed properly, risk is increased.

The Foss safety program is designed to protect you from harm's way so please use every tool you have to accomplish your work safely.



Al Rainsberger



PORTLAND ASSIST

The Dolphin-Class tug Patricia Ann assisted the Gearbulk cargo ship Eagle Arrow into the Port of Portland's Terminal 4 on the Willamette River recently, with the St. John's Bridge in the background. The 656-foot long ship was delivered to Foss customer Gearbulk two years ago by Oshima Shipbuilding Co., Ltd., of Japan. The Patricia Ann, built at Foss Rainier shipyard, was previously stationed on San Francisco Bay and joined the Foss Portland Fleet last year.

Two ‘Tigers’ Added to Foss Columbia River Fleet; High-Horsepower Tugs Needed for Expanding Business

Foss is adding two tractor tugs to its Columbia River fleet, giving the company more resources to serve a growing customer base at regional port facilities.

The first of these 4,400-horsepower tugs was to begin river operations in December. The other was being retrofitted to improve accommodations before going to work.

Scott Merritt, Foss Maritime’s senior vice president, Harbor Services, said, “The two high-horsepower tractor tugs are in demand on the Columbia River due to larger ships calling on the region with new terminal and upriver construction projects and business growth in a variety of sectors.”

“Foss Maritime will grow on the Columbia to meet the needs of its customers,” Merritt said.

Captain **Dustin Johnson**, regional operations manager, Columbia Snake River, added, “Existing grain and port facilities are experiencing new levels of business—and there are several development projects along both the Columbia and the Snake that are in various stages of approval. By adding



The *Tiger 8* and *Tiger 9* were being prepared for service in late November at the Foss pier in Portland.

these two tractor tugs to our existing fleet we will be able to meet the needs of both existing and new customers.”

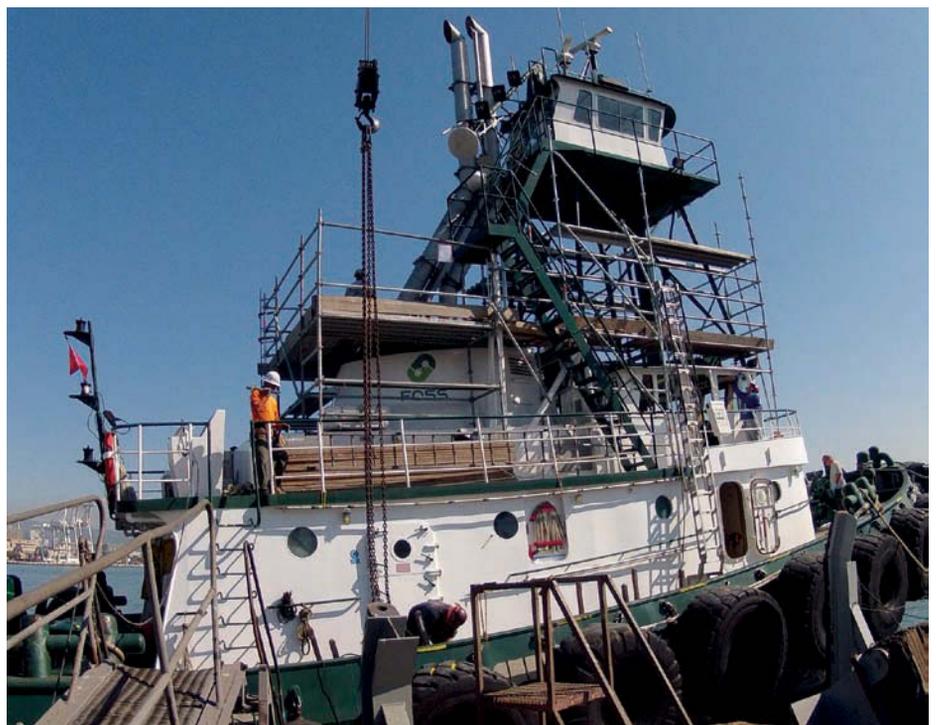
The tugs are named the *Tiger 8* and *Tiger 9* and were built at the Kewalo Shipyard in Honolulu in 2009.

“The profiles of *Tiger 8* and *Tiger 9* compliment the existing Foss Fleet

on the Columbia,” Johnson said. In addition to being 4,400 horsepower, the *Tigers* are 86 feet long, have a 34-foot beam and a draft of 14 feet. They have a transit speed of 12 knots and are equipped with Caterpillar 3516 Tier Two engines.

NEW STACKS

The San Francisco Bay-based Foss tug Point Fermin had its stacks extended by about 25 feet recently during a two-week stay at Bay Ship and Yacht Co. in Alameda, Calif. The extension will improve the flow of exhaust, and the same job is planned on the Fermin’s sister, the Point Vicente, for next year. Secondary pilothouses elevating the operators’ eyes to 41 feet above the water were installed on both tugs several years ago to improve their ability to handle Foss’ high-sided, double-hulled tankbarges. Bay Area Port Engineer Fred Ellingson coordinated the project.



Holiday Card Artist “Likes Snow in the Wintertime”

A watercolor by Sumner, Wash., artist Robert **Tandecki**, depicting a fuel delivery to a remote Alaska community, was one of the winners of this year’s Foss Calendar Art competition and is displayed on the company’s holiday card and on the cover of *Tow Bitts*.

The painting was one of 33 submitted by 27 artists. With one exception who was from the United Kingdom and was not one of the winners, all of the artists are from the Pacific Northwest. Each winner receives a \$500 fee for the rights to reproduce their painting while

retaining the right to sell it.

Tandecki said he initially planned to paint a scene from Foss’ seasonal lightering operation at the Red Dog Mine in the Alaskan Arctic.

“Then I read in *Tow Bitts* that Foss had a new contract delivering fuel to these remote villages, and I thought



January, Steve Mayo, *Corbin Foss Towing in Heavy Weather*



February, Mike Grygiel, *Garth Foss – Heading North*



March, Ron Snowden, *Foss Tug America Assisting Barge*



April, James Williamson, *Emmett Foss*



May, Marshall Johnson, *Meeting Poh Lin*



June, Byron Birdsall, *Henrietta Foss*

that sounds even better,” he said. “It’s no particular village. I looked on the computer and figured out what they looked like, put the town there and a couple of oil tanks.

The tug in the foreground with the oil barge is the *Halle Foss*, which worked with sister company Delta Western to deliver fuel to communities in Western Alaska that are ice

bound and inaccessible by water for most of the year.

Tandecki, known for his paintings of marine and other Pacific Northwest scenes, is a regular in the Foss calendar, and this is his fifth holiday card painting.

“I like snow in the wintertime,” he said. “When there’s snow out there I’m like a little kid.”



Robert Tandecki at work in his studio.



July, James Williamson, *Connor Foss*



August, John H. Christensen, *Barging Red Dog Zinc*



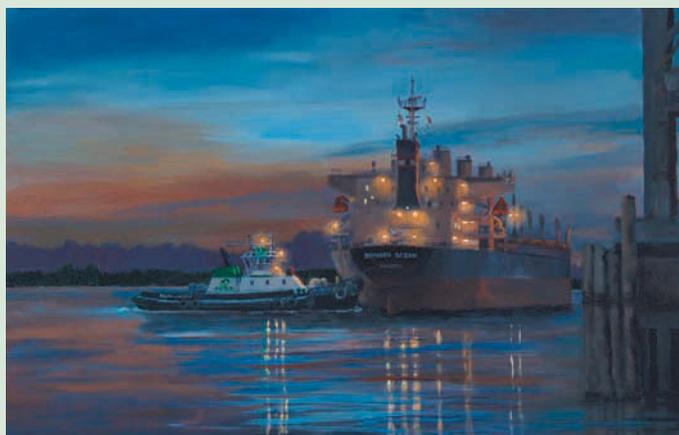
September, Michael Corcoran, *Big Zim Djibouti*



October, Eugene Erickson, *Pacific Star at Anacortes*



November, Austin Dwyer, *Birds of a Feather*



December, Karla Fowler, *Twilight Arrival*

Foss Started out as the “New Player in Town” 20 Years Ago; SF Bay Operation is Now Big Business for the Company

In September of 1993, Foss opened up its San Francisco Bay operation with one tug, 12 mariners assigned from the Northwest and an office staff consisting of two people, Manager **Scott Merritt** and Dispatcher **Patrick Mulcahy**.

“It was a tough go for the new player in town, and others on the Bay didn’t want us here,” said Mulcahy, now petroleum coordinator for the Bay Area. “They thought we’d get discouraged and leave, but that didn’t happen”

It did not, indeed. Twenty years later, with its emphasis on safety and quality service, Foss now operates eight tugs on the Bay, has 15 on its office staff, 75 mariners and has built the region into a key part of its West Coast operations.

“We started out really focused and entered the market on the back of the tanker regulations,” said Merritt, now Foss senior vice president harbor services and regional towing. “And since then, we have branched out into other areas.”

Foss’ first business in the Bay was a joint marketing arrangement with Exxon Mobil’s shipping subsidiary, SeaRiver Maritime. Foss brought the Voith-powered tractor *Brynn Foss* into the market, and SeaRiver operated three tugs under the name Foss/SeaRiver, which mainly serviced tankers calling at Exxon’s refinery in Benicia (since acquired by Valero).

Coincidentally, **Bob Gregory**, current regional operations manager in the Bay Area, was one of the contracted agents for SeaRiver at the time.

The arrangement with SeaRiver ran out after two years, and soon after that, with a second tractor tug on the Bay, Foss entered what has become known as the “Chevron Alliance.” Two tugs and two oil barges were purchased from Chevron at the time, and with an additional two chartered barges, Foss began performing all of Chevron’s



Patrick Mulcahy of Foss, right, and **Mike Goebel** of SeaRiver hung a sign in front of the office of the new joint venture in 1993.



At a recent celebration of Foss’ 20th anniversary in the Bay area were, from left, Senior Vice President **Scott Merritt** and Petroleum Coordinator **Patrick Mulcahy**, who started the operation, **Tim Engle**, now president of Foss parent company Saltchuk who managed the Bay Area office in the mid-2000s, **Dan Massey**, the next manager, current Regional Operations Manager **Bob Gregory**, and Harbor Services General Manager **John Marcantonio**.

bunkering and ship assist work.

“Over the years we really grew that business to where at its peak, we were moving over 12 million barrels a year of oil on San Francisco Bay,” Merritt said.

(Also as part of the alliance, Foss began performing ship assist work for

Chevron in Southern California. Later, by acquiring other companies, Foss assumed Chevron’s bunkering services in the Los Angeles-Long Beach Harbor, while also servicing tankers at El Segundo Moorings and in the offshore Pacific Area Lightering Zone.)

Along the way on San Francisco Bay, Foss picked up other key customers, such as Canada Steamship Lines and COSCO and added bulk carriers to its ship assist business. Foss also was the principal marine contractor on the new Carquinez Strait Bridge in the early 2000's, and transported bridge sections from Stockton California for the recently completed San Francisco-Oakland Bay Bridge.

In 2002, Foss entered an agreement with British company Hanson Aggregates to dredge sand on San Francisco Bay for use in construction concrete. Under the agreement Foss chartered three tugs and three dredges from Hanson.

John Marcantonio, the company's general manager for harbor services and regional towing who is stationed on the Bay, says that Foss has the best customer, Chevron, and the best mariners in the Bay Area.

"It's steady, it's all the time, and most importantly, they share our values and are dedicated to safety and operational excellence," he said of the Chevron contract. Of Foss' marine personnel, Marcantonio declared, "If we post a job, we receive a lot of applications. We are known to have



The Foss Tug *Point Vicente* and double-hull barge *FDH 35-1* deliver bunker fuel to an Evergreen containership at the Port of Oakland. Bunkering is a major portion of Foss' business on the Bay

the best safety culture; we have strong leadership, so we are able to attract the best talent in this market."

Gregory said the business environment is constantly changing, noting that the tugs that Foss positioned to meet the demands of the tanker escort market are now required for the larger container vessels calling the port of Oakland.

"Foss San Francisco is positioned well with tugs of the physical size and horsepower to meet the market

needs," he said. "Emissions requirements will drive some changes in the next few years including repowers or replacement of our tugs."

He said the emission requirements also will mean Foss will have to change fuel products its tankbarges deliver to cargo ships.

"Foss is committed to work with our customers to understand the impact of these changes and to continually optimize the service and equipment we provide them," Gregory said.

HOW FOSS, IN A SINGLE JOB, WON RESPECT ON THE BAY

It was a turning point for Foss in the Bay Area, solidifying its presence and reputation there in spite of its newcomer status in the local maritime community.

As current Petroleum Coordinator and then-Customer Service Representative **Patrick Mulcahy** explains it, the incident occurred in the fall of 1993, not long after Foss opened its office in Benicia.

While approaching the Bay, a U.S.-flagged cargo ship lost the ability to effectively steer when its rudder locked up. Foss, working with the customer, the San Francisco Bar Pilots and the Coast Guard, proposed using a Foss tractor tug to provide steering forces to bring the ship safely into the bay and moor at the Port of Oakland.

The Voith-powered *Brynn Foss*, being the first Foss tug assigned to the Bay and the only tractor tug available at the time, met the ship out beyond the pilot station, made fast to the stern of the ship, and under the guidance of the ship's pilot and master began steering the ship into the Bay.

"The ship took a run or two towards the tower of the Golden Gate Bridge," Mulcahy recalls. "However our captain, **Stan Lay**, was able to immediately check the swing and steer the ship safely through the bridge utilizing an indirect steering maneuver."

(In an "indirect" maneuver, a tractor tug directs its thrust sideways or diagonally, which is outside the capability of conventionally powered tugs.)

The success of the maneuver was no accident. Foss Maritime had held several orientation sessions with the San Francisco Bar Pilots and many of their customers to educate the users on the capabilities of the Voith-Schneider powered tractor tugs.

Foss has long realized that knowing how to properly use the tug is as, if not more, important than the capability of the tug itself. Today the SF Bar Pilots are industry leaders in understanding and utilizing tractor tugs to their maximum effect.

"They (pilots) realized the value of having a tug that could exert those kinds of forces," Mulcahy said. "It changed our status on the Bay, and we were widely accepted from that day forward."

Tankbarge Crews Commended for Exercising Stop-Work Authority

A couple of alert tankbarge crews took preventive actions in separate incidents in Southern California recently, averting a certain oil spill in one case and a potential spill in the other.

Tankbarge Manager **Ron Costin** commended the men, all veteran tankermen, saying their actions were “a perfect example of the Foss tankbarge culture of taking your time, exercising your stop-work authority and doing things right.”

In the more serious of the two incidents, on Oct. 5, Tankermen **John Pittman** and **John Sabo** were loading bunker fuel from a Foss tankbarge onto a bulk carrier at about 10 p.m. at the Long Beach Anchorage.

They noticed some commotion on the deck of the ship and immediately shut down their pumps. It turned out that the ship’s crew, when securing one of the tanks, didn’t close a valve completely and fuel shot out of a vent

and into a containment pan.

“If they hadn’t shut down, more would have spilled and oil could have ended up in the water,” Costin said.

In the other incident, during the day on Sept. 28, Tankermen **Daniel Zufferey** and **Glen Reskusich** were about to pump fuel to another bulk carrier at the Long Beach Anchorage when they noticed that the ship’s bunker hose connection was substandard.

The manifold was leaky, and the hole patterns were improper, so the tankermen exercised their stop-work authority and called their office. Working with a cooperative customer and ship’s crew, the tankermen reconfigured the manifold with spare parts they had on their barge. They then completed the fuel delivery safely.

“It was a job well done by both of these crews,” Costin said. “These incidents were yet another reminder that we have a great team here.”



The tankermen involved in the two incidents were, from left, **Daniel Zufferey**, **John Pittman**, **John Sabo** and **Glenn Reskusich**.

Darren Funkhouser, who leads Chevron marine and bio-fuels operations on the West Coast, commended the tankermen for exercising their stop-work authority, noting that they followed procedures, recognized hazards and helped prevent an incident. Foss was making the deliveries for Chevron.

“This is a great example of exercising stop-work authority and is reflective of the support and focus placed on Operational Excellence by Foss leadership, as well as the dedication to safety demonstrated throughout the entire Foss workforce,” he said. “Great job by all.”

NEW JOB FOR SAND DREDGES: BAY AREA BEACH REPLENISHMENT

With reduced demand for sand used to make concrete for the construction industry in the San Francisco Bay Area, Foss has assigned its sand-dredging equipment to a new job—beach replenishment.

The Foss tug *San Joaquin River* and dredge *TS&G 230* are at work scooping sand from the bottom of the Bay to restore about 7,500-feet of Crown Memorial State Beach and adjacent Alameda Beach.

The job began in September and was expected to last two and a half months. All told, the replenishment project is expected to require about 82,600 yards of sand, or about 120,000 tons.

The beach is artificial and has no natural source of sand replenishment, such as a river or creek that would

deposit new sand. The state and the City of Alameda maintain it both for erosion control and for public recreation.

Foss Dredge Superintendent **Mike Erwin** said the sand for the beach is being dredged at the normal sites leased by the company in the central Bay. Foss transports the sand to another company’s barge, moored off the beach, and it is pumped ashore in slurry form.

The pipeline carrying the slurry has been running 7,000 to 10,000 feet long, which is as close as the tug and dredge can get to the beach because of shallow water.

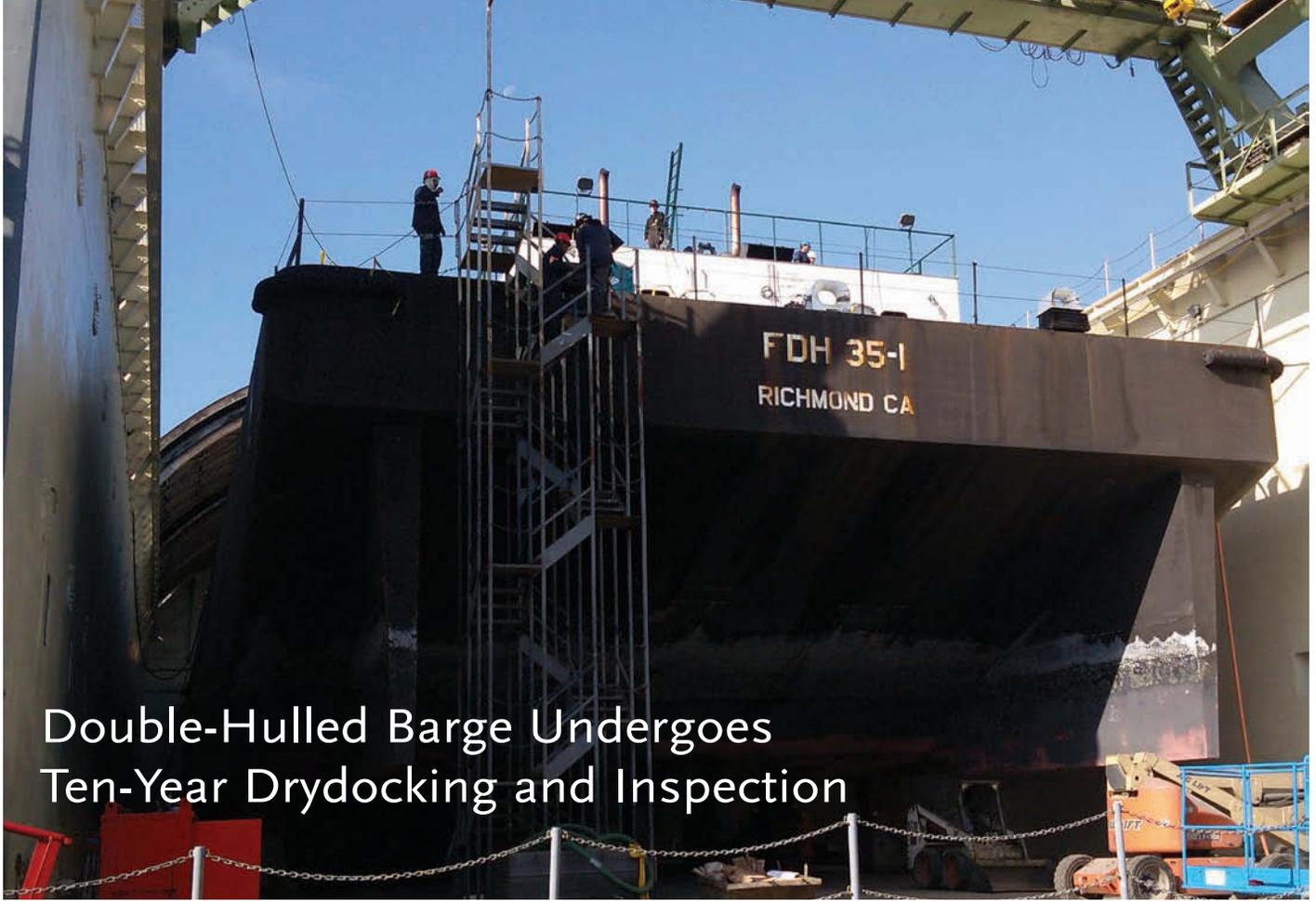
Foss personnel assigned to the job include Captains **John Jensen** and **Tim Sullivan** and Levermen **Nathan Shellhorn**, **Mike Evans**, **Colby Roberts**, **Steve Runion** and **Alan Johnson**.



A pipeline carries a slurry of sand dredged by Foss from a barge anchored 7,000 to 10,000 feet offshore. That barge, the Foss dredge and the tug *San Joaquin River* are visible in the distance.

Several of them used the same equipment the last time the beach was replenished, over 20 years ago.

(Foss has been dredging sand on the Bay since 2002, using equipment leased from Hanson Aggregates.)



Double-Hulled Barge Undergoes Ten-Year Drydocking and Inspection

The *FDH 35-1* in drydock in Alameda, Calif.

The Foss double-hulled tankbarge *FDH 35-1*, recently became the first of the company's California double-hulled fleet to have its 10-year drydocking, primarily for Coast Guard and American Bureau of Shipping certification.

Built at Zidell Marine Corp. in Portland and launched in 2003, the barge was the first of seven purchased by Foss for use on San

Francisco Bay and in Southern California. The second barge built, the *FDH 35-2*, is scheduled to be drydocked next year.

In addition to the ABS and Coast Guard inspections, the *FDH 35-1* got new bottom paint, zincs, and had other routine work during the three-week drydocking.

The drydock at Bay Ship and Yacht Corp. has an interesting history of its own. It is the *HMB-1* (Hughes Mining

Barge), built as part of a top-secret, CIA effort to salvage a sunken Soviet submarine in the mid-1970s near Catalina Island.

Originally a submersible designed to sink to the seafloor, the *HMB-1* was later used for construction of an experimental stealth ship and then mothballed until its current owner purchased it last year and converted it to a drydock.

FATHER-SON TEAM

Capt. Frank Rinaudo, left, and his father, Deckhand Vito Rinaudo, were photographed recently on the crew boat Ava Foss at the El Segundo tanker moorings on Santa Monica Bay in Southern California. Vito, 64, is a Sicily-born former fisherman who came to the United States in 1971 and joined Foss eight years ago. Frank, 39, joined Foss two years ago after a career in the U.S. Coast Guard.



Lifelong Alaskan Loves Diversity of his Challenging Job, Says Safety Culture Creates a Professional Environment

By Anneliesë Roberts

Eric Nyce was an unlicensed deckhand when he started with Cook Inlet Tug and Barge as a three-month temporary hire back in October 2008. Five years later he's about to earn his 1600-ton mate and mate of towing licenses.

Nyce is a lifelong Alaskan, growing up in Kenai, and has no intention of ever leaving. He attended college at Western Washington University, earning a degree in history. He ran his first boat in Cook Inlet at the age of 14 for his family's set net site. He notes the culture shock from small-boat commercial fishing operations to a tug-and-barge company.

"The challenges of working in an ice environment are extreme in the winter months," he said. "While doing ice escorts, you learn ice flows to maneuver the boat. You don't just go in a straight line; you follow leads and have to know which piece you can go through on a quick glance."

The job has its perks but he wasn't always convinced being a mate was what he wanted to do.

"When I first started, I remember thinking, 'what did I get myself into!,' Scrubbing bilges and bulkheads wasn't what I aspired to do, but eventually it grew on me. The skilled group of guys I worked with were hardworking and weren't afraid to get their hands dirty. It made it worth it."

Safety is always on Nyce's mind and he's appreciative of the culture. He says it creates a more professional environment and keeps morale up. "The maritime business isn't just a job—it's a career. We're getting away from the old school maritime mentality and the good ole' boys' industry to a more safety-driven profession."

Nyce isn't all work and no play. After his two weeks on the boat are up, he lets loose. He credits yoga for his ability to be a good line thrower on the boats, and claims it's a good workout. He's been married for a year and a half and enjoys woodworking and spending time with his family.

"My inspiration for eventually becoming a captain is the diversity of the job. Rarely are two jobs the same and it's mentally challenging." The



Eric Nyce remembers thinking, when he started on tugboats, "What did I get myself into!"

downside? "Going from 100 days a year skiing to only 20-25! The good outweighs the bad, though."

On a more serious note he adds, "I'm lucky to be part of a company that supports advancement. It's definitely an added bonus. CITB has a good safety culture, and it's a good environment to work in. I feel pretty lucky."

CROSS-CANAL JOURNEY

The aluminum superstructure for a new fireboat in mid-November made a short trip across the Lake Washington Ship Canal to Foss Shipyard from Kvichak Marine Industries. Kvichak, which specializes in building aluminum vessels, was hired by Foss to build the "house" for the steel-hulled fireboat, being built by Foss for the Port of Long Beach. Foss has a contract to build two of the 108-foot boats, with the first scheduled for delivery next May.



Shipyard is Replacing Engines on 32-knot Cat; Contract for Second Alaska Ferry is a Possibility

Foss Seattle Shipyard is installing four new engines on a high-speed catamaran operated by Alaska Marine Highways, and if the yard turns in a solid performance on the job, it will be in a good position to re-power a sister vessel next year.

The nine-year-old *Fairweather*—220 feet long and with a capacity of 36 vehicles and 250 passengers—is based in Juneau and operates between Juneau and a number of ports in Southeast Alaska. It has an operating speed of 32 knots.

The customer on the job is Tognum America, manufacturer of the MTU engines being installed on the vessel. Each of the four engines weighs about 15 tons and delivers about 4,000 horsepower.

Shipyard Director of Operations **Jon Hie** said that in addition to pulling out the old engines and installing the new ones, the yard is replacing the catamaran's engine control systems, changing or replacing fuel, air and water systems, and adding auxiliary fuel tanks.

The yard also is modifying the engine-support rails to accommodate the new power plants. To perform



The 220-foot Alaska state ferry *Fairweather*, dockside at Foss Shipyard.

the work on the aluminum-hulled vessels, the yard earned a certification in aluminum fabrication from classification society Det Norske Veritas.

Hie said the new engines will be more efficient, delivering higher horsepower while burning less fuel.

“We’re planning on bidding on the repower of the sister vessel, for which the contract is expected to go out in

the second quarter of next year, and if we do a good job on this one, it puts us in a great position to do the next one,” Hie said.

He added, “This is quite a bit of work, and it’s much more modern than the usual engine work we do around here, so it’s been a lot of fun.”

The *Fairweather* came into the yard on Oct. 21, and the job is expected to be finished in mid-February.



Rigger Foreman **Johnny Warnes**, right, uses a chain winch to manually lift a 15-ton engine to the main deck of the *Fairweather*. At left is Machinist **Ryan Walker**. There wasn’t enough overhead clearance to bring in a conventional crane, so the yard used a custom lifting frame and hand winches to remove the boat’s four old power plants.





Members of the Foss Engineering Department are, along the rail from the bottom, **Douglas Wolff, Erika Weber, Theresa Fielding** and **Matt Baker**. Beside them, from the bottom, are **Mike Minnig, Rick McKenna** and **Dan Cole**.

“All of our engineering is based on the need to make sure that there are no injuries and no property damage”...

RESPONSIBILITIES

The seven members of the Foss Engineering Department are responsible for managing major repair and new construction projects, such as the Long Beach fireboats being built at Foss Seattle Shipyard, the Alaska state ferry *Fairweather* being repowered at the yard, and the ocean tugs under construction at the Foss Rainier Shipyard.

The group also provides technical support for fleet operations and sales proposals. For example, when the high-speed *Piper Inness*, which services Chevron operations in Southern California, was repowered recently, the group helped develop plans for the engine installation and helped assure the vessel's stability. When Foss sales teams make proposals to prospective customers, the department helps ensure that the right equipment is matched with the load. Or if a barge needs to be modified for a particular job the group can provide design support.

The department also coordinates and manages the efforts of consulting naval architects designing new vessels for Foss. Examples include working with The Glostén Associates of Seattle on design of the new Arctic Class tugs. The group also provides independent consulting, such as its current review of a mooring system for a fish collection device above a Puget Sound Energy dam on Morse Lake in the Cascade Mountains.

“We develop economic solutions to challenging technical problems, finding the best way to solve a technical issue without unnecessarily driving up the cost.”

DOUGLAS WOLFF



Douglas Wolff displays a model of an Arctic Class tug. The first of three in the series is currently under construction at Foss Rainier Shipyard.

PERSONNEL

Douglas Wolff, director of engineering, has 37 years of naval architecture and project management experience, including 17 years at MARCO Seattle and Halter Marine. He also was vice president of operations and chief naval architect at Elliott Bay Design Group in Seattle before joining Foss in 2011.

Wolff says each member of his staff has a unique background that led them to Foss. Several have operations experience and others are degreed engineers who worked their way up the ladder and developed wide capabilities to support marine operations and engineering. The group includes Project Managers **Dan Cole**, P.E., **Rick McKenna**, P.E., and **Erika Weber**, Senior Naval Architects **Theresa Fielding**, P.E., and **Mike Minnig**, P.E., and Contract Administrator **Matt Baker**.

A UNIQUE ASSET FOR FOSS

Because the group is internal to Foss, it can respond immediately to company problems and issues and provide quick-turnaround solutions that might not be possible if the work had to be farmed out to an outside firm that might not even be available. Foss issues are the number-one priority of the group, according to Wolff.



Drew Arentz

HEADED FOR NEW ORLEANS

The Corbin Foss was photographed just after crossing the Columbia Bar Oct. 29 with a tandem tow headed for New Orleans. The customer was Oregon Iron Works, and the cargo consisted of river dam gates and other construction pieces headed for multiple locations on the Mississippi and Ohio rivers. After entering the Mississippi, the Corbin will hand off the barges to a river tug.

WEATHER HELPS FOSS MOVE NEAR-RECORD VOLUMES AT RED DOG

Good weather and a high level of teamwork helped Foss move near record volumes of ore from the Red Dog Mine during the 2013 season, the 24th at the facility in the Alaskan Arctic.

Jay Schram, now the Foss Red Dog project manager after training with his predecessor Keith Spearman this year, said the Foss team lightered 1.318 million tons of ore in 252 barge loads to 24 ships, one more ship than usual.

Through the end of August a total of 17 ships containing 77 percent of the expected 2013 tonnage were

loaded, which is the best start to a shipping season in 24 years at Red Dog.

During the same period last year, the team only loaded 11 ships containing 51 percent of the expected 2012 tonnage and there were 6 ships anchored and waiting to be loaded.

“This year, we moved the mine’s entire production,” Schram said. “There were no major breakdowns, the weather was good and everything went well.”

The season started for four Foss tugs and two specialized lightering barges on July 1 and ended on Oct. 23. The fleet was back in Seattle by

mid-November.

“Everybody did well this year—we had a great team,” Schram said. “My new job will be a challenge, but Keith did a good job of putting things together and making them flow easily, so it will be a good transition.

“We had equipment that was well prepared by our shipyard that performed with incredibly minimal downtime, as well as the preparations and efforts by the many individuals who, though not present at Red Dog, enable success there. A lot of people doing their jobs well year-round made this year’s success possible.”

PEOPLE NEWS

NEW EMPLOYEES

Randy Carpenter
Pipe Shop Superintendent
Rainier Shipyard

Kristina Forsberg
Manager, Marine Personnel, CSR

Barbara Hoffer
Compensation and Benefits Program
Manager

Beth Smith
Fleet Assurance Officer

PROMOTIONS

Chris Mack Jr.
Port Captain, Marine Transportation
Operations to General Manager 1
Marine Transportation Operations

Jeremy Ellison
Marine Personnel Assistant, PNW,
to Manager, Marine Personnel, PNW

Drue Kasper
Master/Captain Trainee, San Francisco
to Junior Captain, San Francisco

Colette Lowe
Contract Administrator to
Engineering Controls Manager

SATISFACTION GUARANTEED

*Customers hate to hear,
“I’m sorry, they’re in a meeting.”*

*—From Satisfaction Guaranteed,
By Byrd Baggett*

Assisting A Grand Old Liner in Long Beach



Recent photo of the *Queen Mary* at its berth in Long Beach.

Foss Southern California Sales Manager **Ron Bates** found this 1968 invoice for two assists for the *Queen Mary* recently when he was going through a drawer at his home. It was among a few items he saved after Foss purchased Wilmington Transportation in 1998 and consolidated the company with Foss in 1999.

“I was the last man standing at WT, and there was 120 years of stuff to go through and throw away,” said Bates, who had been vice president and general manager of Wilmington Transportation. “I thought I would keep this for posterity.”

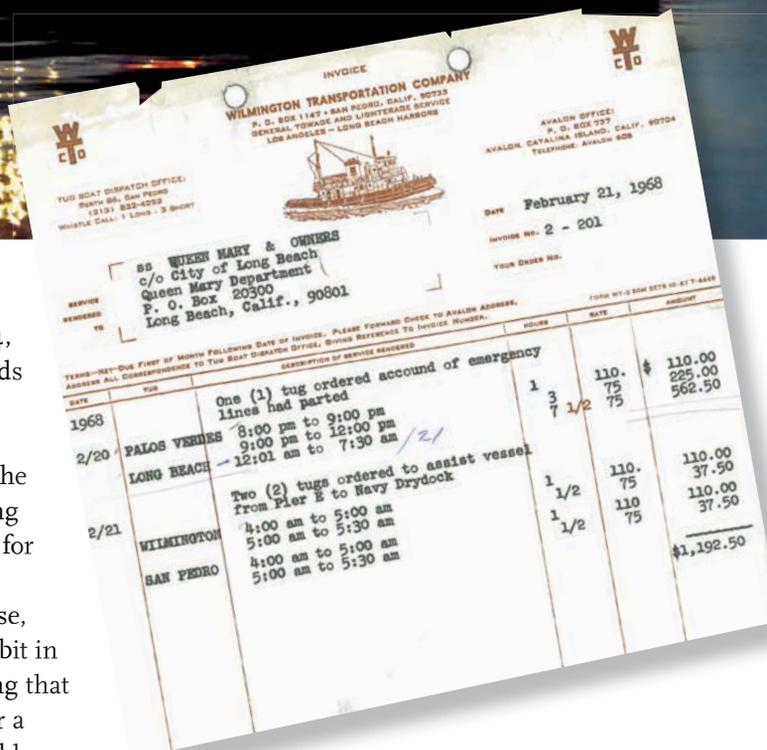
The first item on the invoice covered an emergency assist of the former ocean liner—purchased by the City of Long Beach from Cunard Line in 1967—when its mooring lines

parted on February 24, 1968, due to high winds and tide.

The second item covered a move from the ship’s berth to the Long Beach Naval Shipyard for a drydocking.

“Like everything else, we’ve gone up quite a bit in cost,” said Bates, noting that posted harbor rates for a single tug today would be about \$2,100. “Horsepower also has changed over the years. These tugs probably were in the neighborhood of 1,000 horsepower, where today our harbor tugs run 5,000 to 6,000 horsepower.”

Today, the *Queen Mary* is permanently berthed in Long Beach



The invoice for two *Queen Mary* jobs in 1968.

as a full-service hotel, historical landmark and entertainment venue and gives visitors a glimpse into a bygone era when steamships were the most regal way to travel.



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Seattle, WA 98109

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SEATTLE, WA
PERMIT NO. 15551



Jan Anderson

HEADED FOR A SCRAP YARD

The Foss tug Lynn Marie recently helped move the former U.S. Navy ammunition ship Mount Hood out of the Mare Island shipyard on San Francisco Bay and transferred it to another tug, which was taking it to a scrap yard. Foss previously had moved the ship from the Suisan Bay Reserve Fleet to Mare Island, where the ship was prepared for the ocean tow. The 564-foot-long Mount Hood was built in 1967-1968 by Bethlehem Steel Corp. in Sparrows Point, Md. and decommissioned in 1999.