



Tow Bitts



The *Justine Foss* is shown in Port-au-Prince harbor alongside the barge *American Trader*. The tug and barge made good use of their shallow-draft capability to make the first post-earthquake delivery to the heavily damaged port.

JUSTINE FOSS IS FIRST INTO WRECKED HAITI PORT WITH AID CARGO

Foss subsidiary America Cargo Transport Corp. was on the front lines of the effort to provide relief to Haiti following the devastating earthquake that struck on Jan. 12, deploying four barges and four tugs to deliver thousands of tons of food to Port-au-Prince and support U.S. troops in their effort to get the country back on its feet.

The barge *American Trader*, towed by the *Justine Foss*, loaded 6,150 tons of food staples in Houston and Lake Charles, La., under a contract with the U.S. Agency for International Development, arriving in Haiti on Feb. 1.

Continued on page 10

Helping Out in Haiti

Foss and its subsidiary America Cargo Transport Corp. are helping to provide relief following the earthquake in Haiti on Jan. 12. And the ACTC director of cargo operations predicts that delivering food staples to Haiti will be "job one" for his company for a number of months.

Cover

Two Big Tugs in Mexico

The ocean-going tugs *Corbin Foss* and *Lauren Foss* are contending with choppy seas and waves up to 18 feet while delivering oil platforms to a development site off the northern coast of the Yucatan Peninsula in Mexico. The platforms are being built for PEMEX, the Mexican national oil company.

Page 3

Safety Culture Takes Hold

Foss had a record-breaking year in safety in 2009, including a 70 percent reduction in the number of lost-time incidents companywide. Foss safety also was better than industry standards in many areas.

Page 5

Historic Tug Winters at Foss

Foss is providing a winter home at its Seattle headquarters for the historic tug *Comanche*, which earned a battle star as a U.S. Navy vessel during World War II and served the Coast Guard on both U.S. coasts. The tug, fully operational, is now owned by a non-profit foundation.

Page 16

Three-Generation Foss Family

Kenny Younger is the swing shift general foreman at Foss Shipyard in Seattle; his daughter, **Tarah**, is a buyer in the Purchasing Department; and Tarah's grandfather, **Ed Witt**, retired from the shipyard steel shop in 1980. They are a one of a number of multi-generation Foss families.

Page 18

On the Verge of a New Safety Paradigm

They said it couldn't be done, but we have done it.

Over the last four years, Foss has succeeded in creating a safety culture that has truly taken hold. Our employees now take seriously the notion that every one of us is responsible for our co-workers' safety and that injuries are no longer accepted as a cost of doing business.



Gary Faber

The success of our transition into this new culture, and the many safety programs we have instituted to support it, are now showing up in the numbers in a big way.

You will read about specifics elsewhere in this issue of *Tow Bitts*, but here's a summary:

We experienced significant reductions in injury rates and improvement in safety statistics throughout the company in 2009. Lost-time injuries were 70 percent below the previous year, and recordable injuries dropped 17 percent company-wide.

Over the last 12 months, several of our regions and divisions have passed important safety milestones.

The San Francisco Bay operation in January passed two years without a lost-time injury (LTI), and the Portland-Columbia River operations in November recorded a year without an LTI. In January, our Seattle shipyard

and terminal operations passed a year without an LTI.

These improvements are remarkable in an industry such as ours. Our tugs work every day handling enormous loads with very powerful equipment. And all the welding, hammering, blasting, lifting and other work in our shipyards make them places prone to injury, short of a safety culture like ours.

We have maintained a determination to make progress toward our safety goals in spite of what has been, to put it bluntly, an economic disaster in our industry in 2009. And we have proven safe operations can be our highest priority, and that customer satisfaction will follow.

Adding emphasis to safety does not mean the fleet will stop moving, jobs will take longer, costs will skyrocket and the sky will fall.

It's too early to say we are closing in on our ultimate safety goal, to be an entirely injury-free workplace, but it's no longer an unthinkable suggestion. We are on the verge of a new paradigm for ourselves and our company, that safety is our greatest reward.

The rest is a bonus.

President and Chief Operating Officer

Spending the Winter in Mexico is No Vacation For Foss' Biggest and Most Powerful Ocean Tugs

The company's largest and most powerful ocean-going tugs, the *Corbin Foss* and *Lauren Foss*, have spent the last six months in Mexico, facing challenging weather while ferrying enormous components of oil production platforms to seven offshore construction sites.

The customer is Dutch offshore installation company Heerema Marine Contractors, which is building the seven platforms for PEMEX, the Mexican national oil company.

The identical 150-foot, 8,200 horsepower Foss tugs were picking up the platform components—steel assemblies called “jackets” and “topsides”—at fabrication sites in the east coast ports of Tuxpan and Tampico. The tugs towed the components on Heerema-chartered barges about 300 and 360 miles, respectively, to Heerema's *DCV Balder*. DCV stands for deepwater construction vessel.

The platforms are being erected at Cantarell Field, about 70 miles offshore from Ciudad del Carmen, on the northwest side of the Yucatan Peninsula.

“This is definitely a bright spot for us when other markets are down,” said **Mike Lauer**, manager of business development, Foss Global Services. And referring to Heerema, he added, “It's also with an important, new, long-term customer.”

Capt. **Jim Van Wormer**, Foss marine transportation operations manager, gave credit to the tug crews for operating skillfully and safely in sometimes difficult circumstances.

“They're landing barges alongside of the ship and staying on the towline while the units are unloaded in only about 120 feet of water,” Van Wormer said. “They have to hover out front and keep the tow wire off the bottom so it won't foul on anything.”

He explained that because of the construction work associated with



The *Lauren Foss* and its barge are moored at the Commsa fabrication yard in Tampico, Mexico. On the barge is a 237-metric-ton pipe assembly called a “tripod jacket,” which is a support leg that will rest on the sea floor as part of the offshore platform's structure.

the oil development, there are many obstructions on the bottom that could snag the towlines. After the platform components are lifted onto the ship, the tugs haul the barges back to port.

The largest of the platform components are 52 meters tall, weigh 537 metric tons, and are lifted from the barge with two heavy-duty ship-board cranes.

Van Wormer said the weather also can be challenging.

“They have been working in winter and a lot of cold fronts move through. The seas can go from four to six feet to 18 feet in a matter of hours, and the seas are short and choppy.”

Lauer noted that Foss personnel have adjusted to challenges created by the many time zones that separate Seattle from Holland.

“Their administrative office works a schedule that is exactly opposite from ours,” he said. “There's no point in our regular working day when they

are at work.”

Performance by the tug crews has been “outstanding” according to Lauer, who added, “Their efforts will significantly contribute to securing future opportunities with this client.”

Crewmembers who rotated through the tugs were:

Corbin Foss. Crew No. 1: Capt. **Dwayne Whitney**, Mate **Greg Johnson**, Engineer **Chris Mack Sr.**, deckhands **Colin Smith** and **Ron Hopla** and cook **Jason Esposito**. Crew No. 2: Capt. **John Larson**, Mate **Brad Ragnone**, Engineer **Larry Hickman**, Deckhands **Pete Roney** and **Nate Nelson** and Cook **Hugo Padilla**.

Lauren Foss. Crew No. 1: Capt. **Andy Miller**, Mate **Chris Mack Jr.**, Engineer **Steve Lunn**, deckhands **Jim Garmoe** and **Michael Mann** and cook **Mark Phillips**. Crew No. 2: Capt. **Doug Engdahl**, Mate **Jay Justus**, Engineer **Jay Brodie**, Deckhands **Jason Hudkins** and **Bob Wingle** and Cook **Chris Cory**.

Foss Establishes Two-Coast Structure for Harbor Services, Combines Worldwide Activities under ‘Global Services’

Foss Maritime, which extended its harbor services and regional towing business to the Atlantic area in 2006 with the acquisition of Boston-based Constellation Maritime, is realigning its business model to reflect its evolving, two-coast operations.

President and COO **Gary Faber** announced in January that the company had established two divisions—Atlantic and Pacific—through which it would be offering local and regional maritime services on each coast.

Foss Global Services and Technical Services, which includes Foss shipyards, also will operate as distinct divisions.

Under the new structure, Constellation and Cape Harrison Foss (a recently formed joint venture in Newfoundland) are being brought together as the Foss Atlantic Division. The Foss Pacific Division will comprise the company’s traditional harbor services and marine transportation activities on the West Coast, including Alaska.

Faber also announced that America Cargo Transport Corp. (ACTC), acquired in 2007, would be fully integrated into the company’s Global Services Division. ACTC provides worldwide tug-barge transportation services for project cargo and other freight.

Other business components being brought under the Global Services banner include Foss’ worldwide towing activities, oil field services, Gulf Caribe Maritime and the *Delta Mariner*, which carries rocket components for the United Launch Alliance, and Foss South American operations.

“We will be working hard to build the Foss Global Services brand,” Faber said. “This brand will become the unifying flag under which our international business grows.”

Faber said setting up the Atlantic and Pacific divisions and consolidating Global Services are evolutionary steps in a process started in 2006, when Foss embarked on a plan to change the face of the company. The goal,

he said, was to “move the company to a more efficient, integrated business-centric corporate structure.”

“Now, as we enter 2010, we have in place an Atlantic and Pacific Division where we can bring this management philosophy to fruition,” Faber added. “Also, the time is ripe to fully integrate the Foss and ACTC teams under one flag, Foss Global Services.”

David Hill, formerly Foss vice president for harbor services, is now vice president, Pacific Division. **Marc Villa** will assume the title of vice president, Atlantic Division. **John Tirpak** becomes senior vice president, Global Services.



David Hill



Marc Villa



MEMENTO FOR THE REAL SHELLEY FOSS

Shelley Wright Brown, for whom the tug *Shelley Foss* was named when it entered service in 1970, was given the name board and other memorabilia recently following the tug’s sale to Manson Construction. The tug, which was one of the world’s most advanced ship-assist tugs in its early years, has been renamed the *Nancy M.* and is undergoing a refit at Foss Shipyard in Seattle. Shown with Brown at her Oswego, Ore., home are sons **Campbell**, 7, left (for whom the *Campbell Foss*, a Dolphin-Class tug, was named), and **Levi**, 5. Pacific Northwest Port Captain **Steve Kimmel**, Billing Manager **Mike Skalley** and Director of Oil Field Services **Paul Gallagher** arranged to give the name board to Brown, and it was refurbished at Foss Shipyard. She was three years old when she christened the tug at Albina Shipyard in Portland.



The *Brynn Foss* berths a tanker at El Segundo Moorings in Southern California. The El Segundo operation was one of four Foss units that experienced no recordable or lost-time incidents in 2009

Employees Congratulated as Safety Culture Makes Strides

The Foss Safety Culture experienced a record-breaking year in 2009, with significant reductions in injury rates and impressive safety statistics reported throughout the company.

“Every Foss Employee should take a moment to reflect on and appreciate the exceptional improvements we as a team achieved in 2009,” said **Frank Williamson**, vice president safety, quality and general counsel. “We clearly have achieved a positive shift in our safety culture that is attributable to real effort on the part of every Foss employee to think and act safely throughout our work.”

Highlights of the year included a 70 percent reduction in the number of lost-time incidents (LTIs) for all Foss operations combined, compared to 2008. Recordable incidents dropped 17 percent from the previous year.

Foss safety performance also was better than industry standards in many areas. Marine operations were 50 percent below the federal Bureau of Labor

Statistics (BLS) standard for LTIs, and the shipyards finished the year nearly 63 percent below the BLS standard for LTIs in its industry sector.

Four Foss units experienced no lost time or recordable incidents in 2009. They were the CSR division, Gulf Caribe Maritime, the El Segundo Moorings operation and the line handling division.

“Our owners and major customers have made it clear that nothing less than this full commitment to safety will be accepted, so 2010 will be another year of improvements in our safety programs and a continued push to zero,” Williamson said.

He singled out six divisions of the company for outstanding safety performance:

- The CSR division completed 2009, working over 200,000 man hours, with no LTIs or recordable incidents.
- Gulf Caribe also achieved a full year, working over 137,000 man hours, with no LTIs or recordable incidents.

- Foss El Segundo was another marine division that incurred no LTIs or recordable incidents, with over 48,000 man hours worked.

- The Linehandling division exceeded 25,000 man hours with no LTIs or recordable incidents.

- The San Francisco Bay division incurred no LTIs, and only five recordable incidents, with over 278,000 man hours worked.

- Constellation Maritime incurred no LTIs, and only three recordable incidents, with over 110,000 man hours worked.

“The list of achievements could go on and on,” Williamson said, “but the point is made that we clearly have achieved a positive shift in our safety culture that is attributable to real effort on the part of every Foss employee to think and act safely throughout our work.”



The Goals of an Injury-Free Workplace and a Zero-Trace Operation Must be Fully Integrated into Business

By Susan Hayman
Vice President, Environmental
and Corporate Development



Susan Hayman

The newly created position of Vice President, Health Safety Quality and Environment for which I was hired in 2006 encompassed all areas of HSQE.

In this position I was very fortunate to have the support of a very talented and hard working team of managers including **Jim Peschel**, **Merridith Chumbley**, **Sarah Scherer** and **John Crawford**. During my tenure we also added new members to the team, **Al Rainsberger** and **Ron Sykes**, each of whom brought considerable experience, positive attitude and a passion for safety to the team.

After John Crawford's retirement, we were fortunate to hire **Ross McDonald** to head our security, contingency planning and other regulatory compliance programs.

The years of 2006 and 2007 were transitional years for the department that included new leaders, new programs and the overhaul of existing processes. Due to the hard work and dedication of this team and the unfailing support of all employees and the Foss senior management team, the health, safety and quality programs were redefined and overhauled.

The Foss safety culture progressed forward toward our goal that *our company-wide safety culture guides each one of us to work together for an incident free workplace, where injuries are not accepted as the cost of doing business.*

As it is for all Foss employees, safety will always be my first priority.

As our health, safety and quality programs progressed under the capable oversight of our team my focus began shifting more toward



Foss Vice President, Environmental and Corporate Development **Susan Hayman**, center, and Capt. **Rick Austin**, right, met in the pilothouse of the *Lindsey Foss* with **Lisa Jackson**, administrator of the U.S. Environmental Protection Agency, during a recent visit to Seattle by the EPA chief.

environmental issues. In recognition of the plethora of new regulations and the social environmental imperative, I became vice president, environmental and corporate development in 2008.

Foss is unique among tug and barge companies in establishing this position, which speaks volumes to our commitment to Zero Trace. This goal of our business having no negative environmental impact is our vision for the future. It makes a statement that we will grow in an environmentally responsible manner.

As with safety, good environmental stewardship needs to be inculcated in our business practices and planning. Environmental planning is the focus of our strategic planning because we need to start changing our way of thinking to reflect the new realities

of our present and the daunting trials of our future. This means we must adapt our business practices to focus on the use of renewable resources and the conservation of non-renewable resources. Every one of us must take accountability for the environmental impacts of our activities.

One of the most satisfying aspects of my job is that I have the indulgence of focusing on the future. In working with our highly talented engineering teams we are testing and developing new technologies that offer effective solutions to address the environmental concerns of our industry.

One of the most important current efforts is our ISO 14001 environmental management program. Through this continuous improvement process we will be developing program plans to

address the significant environmental impacts of our business. These programs will have an impact on all employees both ashore and afloat.

One of my job responsibilities is to review and comment on the various legislative and regulatory initiatives being promulgated in Washington D.C. as well as the states in which we operate. I work closely with our managers and professionals in our company responsible for regulatory compliance to ensure we have plans in place to meet new requirements.

I also have the privilege of repre-

senting Foss with various organizations such as the American Waterways Operators and the Chamber of Shipping, among others. These organizations represent our industry with lawmakers and regulators, so it is important that Foss' views on issues are articulated and we also understand the concerns of others in our industry.

Most likely, none of us will see this goal of Zero Trace achieved in our working lives; however, we can be proud every day of the work we are doing that takes us farther down this path.

We all need to focus on incremental progress and the decisions we make every day to save one more gallon of fuel or recycle one more can. I would urge everyone to participate in the ISO 14001 program by contributing your good ideas on how to reduce waste, operate more efficiently, conserve our resources and recycle.

Our goal will not be achieved by company mandates—we need your input and ideas on ways we can work together to achieve our vision. Our realization of a cleaner planet is only bounded by our doubts of today.

ENVIRONMENTAL EFFORTS WIN AWARDS AT WORKBOAT SHOW; HYBRID TUG AND 'ZERO TRACE' GOAL CITED BY MAGAZINE

Foss Maritime received three awards in recognition of its environmental efforts at the annual International WorkBoat Show, held last December in New Orleans and sponsored by *WorkBoat Magazine*.

The company won first place in the "Comprehensive Environmental Management Plan" category. The magazine's editors cited the company's "Zero Trace" corporate goal and its comprehensive ISO 14001 environmental management program, which encompasses all Foss vessels and buildings.

Foss was named second-place winner in the "Environmental Initiative" category for building the world's first hybrid tug, the *Carolyn Dorothy*, a ship assist tug based in Long Beach. The *Carolyn Dorothy* also was named one of *WorkBoat's* "Ten Significant Boats of 2009."

The hybrid system combines diesel main engines with auxiliary engines/generators, motor generators, and batteries to power the vessel. The boat has the flexibility to operate in multiple configurations and delivers 5,080 horsepower and over 60 tons of bollard pull.

Gary Faber, Foss president and COO, said the company is grateful for the broader maritime industry's



The *Carolyn Dorothy*, shown working with an Evergreen ship in Southern California, was named one of *WorkBoat's* "10 Significant Boats of 2009."

recognition of its innovative approach to the environment.

"We are honored that our industry peers have chosen to focus on Foss," Faber said. "The environment is a core

value at Foss and we want to take a comprehensive, strategic approach to protecting it. It's what our customers expect; it's also what we as individuals expect."



TRAINING: IN THE CLASSROOM AND IN THE WATER

Capt. **Jim Van Wormer**, Marine Transportation operations manager, above, discussed safety issues and performance with Foss mariners Jan. 20 in Seattle as part of two days of classroom and hands-on training to maintain endorsements under Coast Guard Standards of Training, Certification, and Watchkeeping (STCW). In the photo at right, Chief Engineer **Jake Rosenberg** dons a survival suit before he and others jumped into the Ship Canal for survival suit and life-raft training, also part of the STCW program. Every year, all Foss mariners go through STCW training, covering such safety topics as first aid, CPR, firefighting and safety at sea. A day and a half of each session covers topics required by the Coast Guard, and a half day addresses issues specific to Foss equipment and operations. The Seattle training exercises were staged by Fremont Maritime Services.



STICKING TO SAFETY

Capt. **John Strunk** applies a sticker to the pilot house of the hybrid tug Carolyn Dorothy in Long Beach, certifying completion of a safety exam under the U.S. Coast Guard's Uninspected Tow Vessel Program. The Carolyn Dorothy was the first tug in the Los Angeles/Long Beach harbor to earn the certification, a precursor to regulations that will make all tugs inspected vessels. Foss has worked with the Coast Guard on the "bridging program," helping to develop inspection criteria and train inspectors for the certification, which is a natural extension of Foss' Safety Management Program. The Sidney Foss was the first tug to achieve the certification on Puget Sound and the Daniel Foss was the first to earn it in the Portland area. A number of tugs operated by Boston-based Constellation Maritime also have been certified.



No Lost-Time Injuries for an Entire Year at Shipyard; Officials Praise Record in Challenging Environment

The Foss Seattle shipyard and terminal operation on Feb. 2 passed one full year without a lost-time injury, drawing praise from company executives and safety managers.

Safety training and programs instituted over the last several years were credited with improving safety in the shipyard and terminal. Safety performance also has improved in Foss marine operations and in other areas of the company.

“A year without a lost-time injury is a major accomplishment in the shipyard environment and represents a significant move forward in our effort to ‘Push to Zero,’” said President and COO **Gary Faber**. “As is the case in all operational areas of our business, the craftsmen in our shipyard face hazards day in and day out, and the fact that you have managed those hazards to create a safe working environment is a credit to each and every one of you.”

Andy Stephens, vice president, shipyards and engineering, said the commitment to safety “starts with the fine people we have working on the variety of vessels that call at our yard.

He noted that the yard and terminal will aim to continue setting records in the no-lost-time-injury category while striving to eliminate all injuries.

“We have much progress to make to become an injury-free operation,” he said, “but we have the program and qualified people in place along with management commitment to get there.”

Foss Shipyards Director **Gene Henley** said one year without a lost-time injury is a “remarkable achievement in the shipbuilding and repair industry.”

He added, “I’m confident that this achievement is only the beginning of the road to continued success and the ultimate goal of maintaining zero incidents.”

Shipyard Safety Coordinator **Ron**



Shipyard Health and Safety Coordinator **Ron Sykes**, right foreground, and shipwright **Mark Inabnit** conduct an observation of welding operations on the Washington state ferry *Rhododendron* last year as part of the company's behavioral safety program.

Sykes said the year with no lost-time injuries is evidence of the success of programs such as training, safety meetings, job-safety analyses, maintenance of tools and equipment, communications and the behavior-based safety program.

“One year without an LTI also is a credit to our employees’ experience and knowledge of their jobs,” **Sykes** said.

‘SHIPMATE PLUS’ INSTALLED IN SOUTHERN CALIFORNIA

Foss ShipMate Plus, a marine version of the behavior-based safety program that has been successful in the company’s shipyards, was implemented in Southern California beginning in January.

The SoCal region is the second in the company to get ShipMate Plus. It was introduced in the spring of 2009 in the San Francisco Bay region, which in January completed an unprecedented two years without a lost time injury.

“This is all about being a good shipmate,” said Capt. **Igor Loch Jr.**, director of marine operations for Harbor Services. “It is about looking out for your peers and ensuring that no Foss

marine employee is injured.”

Under ShipMate Plus, all crewmembers with the exception of captains are trained to observe their peers at work, to record safe and unsafe behaviors and to work with their shipmates to avoid hazardous situations in the future. Every mariner is encouraged to perform one or two observations per week.

Members of the SoCal implementation team are Able-Bodied Seamen **Phil Monreal** and **Greg Marcelo**, Chief Engineers **Merle Norquist** and **Tom Summers**, and Tankermen **Anthony**

Palazzolo and **Antonio Amalfitano**. They were trained over two days in late January by **Paul Angelo** of Behavioral Science Technology, **Al Rainsberger**, Foss director of health and safety, and **Ron Costin** SoCal tank barge operations manager.

Costin, who is leading the implementation effort, said ShipMate Plus is not a change in direction for the safety program. He described it as “bridging the gap” between routine job-safety analyses, performed before every job, and post-job near-miss reports.



FOSS DELIVERS AID TO HAITI *(Continued from cover)*

The tug and barge made good use of their shallow-draft capability to make the first post-earthquake delivery directly to the heavily damaged port of Port-au-Prince. The barge is equipped with ramps for roll-on, roll-off cargo handling, which were key to the successful delivery to the South Causeway Pier.

ACTC subsequently equipped the barge *ZB-1* with a 200-ton Manitowoc tracked crane, giving it self-contained cargo-handling capability, loading the barge with 6,500 tons of rice in Lake Charles, and using the tug *American Patriot* to tow it to Port-au-Prince.

Also delivered by ACT in February were 231 containers of support cargo for U.S. troops assisting in Haiti. The containers were carried on the barge *Chem Caribe* towed by the chartered tug *Hollywood*. The *Chem Caribe*

is owned by another Foss subsidiary, Gulf Caribe Maritime, based in Mobile, Ala.

And the barge *Foss 343*, tended by Gulf Caribe's *Caribe Pioneer*, was standing by in Port-au-Prince harbor for the Military Sealift Command, waiting for orders to lighten cargo from anchored ships to the beach.

"On Jan. 12 at 4:53 in the afternoon, when the earthquake hit, we changed what we were doing very quickly," said **Rob Wagoner**, ACTC director of cargo operations. "We went from our normal program of food aid deliveries, suddenly to an emergency situation that required assets to be deployed immediately."

ACTC is no stranger to the food aid business, regularly delivering government cargo to countries in the Caribbean, Central America and

Africa. It also has assisted relief efforts following natural disasters, beginning with Hurricane Mitch in Honduras in 1998.

"ACTC has done a fantastic job under very challenging circumstances," said **Vince Godfrey**, Foss vice president for global towing and transportation. "There was only one pier operating in the whole port, and the *ZB-1* and *American Trader* could get in there because of their shallow draft and self-contained cargo handling capabilities."

Godfrey was one of a number of ACTC and Foss representatives who traveled to Haiti to facilitate operations there. To get to Port-au-Prince, he traveled to Santo Domingo in the Dominican Republic and made a six-hour road trip.

"It's a horrible situation there," he



ACTC and Foss team members visited the *M/V Cornhusker State* in Port-au-Prince harbor. The ship is a U.S. Maritime Administration vessel managed by Interocean American Shipping, owned by Saltchuk Resources, which also owns Foss. From left are ACTC Port Captain **William Roy**, ACTC Director of Cargo Operations **Robert Wagoner**, Foss Vice President for Global Towing and Transportation **Vince Godfrey**, Agemar Agent **Philippe Sassine**, and ACTC Port Captain **Jay Schram**. The ship's captain, **Ted Cooper**, took the photo.



Above: Cargo operations are underway in Port-au-Prince on the America Cargo Transport Barge *American Trader*, left, after the *Justine Foss* brought it into the harbor on Feb. 1.

Left: A trailer full of food staples rolls off of the *American Trader* after it arrived in Port-au-Prince on Feb. 1.

Right: Damage was extensive at the port, as evidenced by this wrecked container terminal. ACTC Port Captain **Jay Schram** is in the foreground.



said after his return to Seattle.

Wagoner gave credit to what he described as “a very good team” at ACTC for the successful deliveries to Haiti. They include **Helen Foster**, food aid coordinator, and operations personnel including **Herb Gazeley**, who helped find a tug for the *Chem Caribe* and got the *Foss 343* outfitted and ready.

Port Captains **William Roy** and **Jay Schram** were credited with helping smooth the operations in Port-au-Prince. Also important to the success in Haiti, Wagoner said, was agent **John Philippe Sassine** of Agemar, which has represented ACT there since 1998.

In mid-February, ACT was loading up another barge with food in Houston, and Wagoner predicted that the company would be continuing its aid shipments to Haiti for a number of months, with the prime contractor being the World Food Program (WFP).

“Even though the military is looking at demobilizing as early as the end of March, the feeding program will continue for some time to come,” Wagoner said. “Getting the port operational in terms of food security and trying to stave off hunger is going to be job one for the WFP and for us as well.”

Five weeks after the earthquake, Wagoner said the conditions in Haiti remained very poor.

“In Port-au-Prince at night when you look across the city, most of it is still dark,” he said. “When I drive to my hotel, it’s like driving through Beirut. The city is still definitely on its knees.”

“People are on the move, not wasting time to get back to business as usual, but you can’t look anywhere without seeing some effect of the earthquake,” Wagoner added. “I’ve never seen anything like it in my life.”

Godfrey said photos and television commentary have not done justice

to the misery and devastation of the earthquake.

“They also don’t give credit to the tenacity of the Haitian people who are now rebuilding their country brick by brick and making the best of a horrific situation,” Godfrey added.

Justine Foss Crewmembers when it arrived in Port au Prince Feb. 1 were Capt. **Edwin Clare Nelson**, Chief Mate **Dean Pappas**, Second Mate **Steven Winter**, Chief Engineer **Jeffrey Durette**, Able-Bodied Seamen **Richard Edwards** and **Charles Still**, Cook/Deckhand **Jeffrey Martin** and Ordinary Seaman **Jacob Blackson**.

Caribe Pioneer crewmembers were Capt. **Jeff Crooks** (Foss), Mate **Chuck Hammer** (Foss), Chief Engineer **George South**, Able-Bodied Seamen **Ricardo Besa** and **Tim Petrey**, and Ordinary Seaman/Cook **Bo McKean**.



Jay Schram



Jay Schram



Above: One of many buildings destroyed by the earthquake in Port-au-Prince.

Left: ACTC Port Captain **Jay Schram**, left, and Director of Cargo Operations **Rob Wagoner** on the terminal in Port au Prince as the *Justine Foss* departs with the barge *American Trader*, background.

Bay Area Group Reaches Two-Year Safety Milestone

Foss San Francisco Bay Area operations on Jan. 28 reached an important safety milestone, going an unprecedented two-years without an injury that caused someone to miss time on the job.

The achievement drew praise for Bay area employees, their unions and the Foss safety team.

“This is two years running without a lost-time injury and two years working hard toward our ‘Push to Zero’ goals, said President and COO **Gary Faber**. “The men and

women in the San Francisco Bay region can be proud of this accomplishment . . . If you can reach two years, then I am confident that you will achieve an unprecedented three years.”

Vice President, Pacific Division **David Hill** thanked the Inland Boatmen’s Union and the Sailors Union of the Pacific for working with Foss to meet safety standards. He also acknowledged the efforts of the Foss Health, Safety and Quality and Marine Assurance teams.

John Marcantonio, general manager for California Harbor Services, said, “In a difficult economy, it is often challenging to refocus our energy into positive and productive ventures. Foss SFB has done an extraordinary job keeping the important issue of safety as a top priority.” He added:

“Teamwork is something that is an everyday necessity in the maritime industry, and successes like this are the fruits of our labor.”



PILE VIBRATOR

The steam-powered Foss 300 derrick hoists a vibratory pile driver to the top of a 140-foot piling on Feb. 12, assisting with soil tests being performed in advance of construction of a new South Park Bridge over the Duwamish River in Seattle. Foss’ customer on the job was Pile Contractors, Inc., of Issaquah, Wash.

Foss Moves Power Plant Generators, Motors Across Humboldt Bay in Northern California

The tug *Halle Foss* and the barge 185-C3 were hard at work on Northern California's Humboldt Bay in February, delivering ten generators weighing up to about 675,000 pounds each, and ten drive motors at about 176,000 pounds to a new Pacific Gas & Electric power plant.

Foss moved the generators and natural gas-powered engines, manufactured by Finland-based Wartsila Corporation, in 15 trips from the Snyder Dock in Eureka about six miles across the bay to the site of the power plant.

Director of Regional Towing **Tim Beyer** said tides posed the biggest challenge for the timing of the loading and unloading operations. Crews used large, six-inch ballast pumps to keep the barge level with the dock as the big pieces of cargo were rolled aboard on trailers.



The *Halle Foss* and barge 185 C-3 with cargo crossing Humboldt Bay.

Near the power plant, the tides were used for a controlled grounding on the shoreside end of the barge as the engines and generators were offloaded over ramps.

PG&E's Humboldt Bay Generating Station is just south of Eureka near the mouth of the bay. An older fossil fuel plant and a nuclear plant on the site

are being dismantled.

Columbia-Snake River Port Captain **Toby Jacobsen** was the project superintendent for Foss and **Ray Freel** was captain of the *Halle Foss*. Crewmembers were Mate **Ben Hartley**, deckhand/engineer **Matt Davey**, Deckhand **Robbie Ackerman** and Deckhand/Cook **Dustin Everson**.

'FRISBUOY' RESCUE TRAINING

Foss Line Service Superintendent Dan Ryles flings a "Frisbuoy" into Commencement Bay from the Tacoma home dock on Jan. 28, testing the man-overboard rescue device while being observed by Line Service Manager **Brian Goodwin**. The Frisbuoy, a floating disk with a tether attached, is one of a number of rescue and retrieval devices being checked out by Foss regional safety committees. Director of Safety and Health **Al Rainsberger** said the committees also are working with their local harbor patrol and fire department marine units to see how they deal with man-overboard emergencies. "The Frisbuoy drill gave the line handlers an opportunity to practice with equipment that we hope they will never have to use," *Rainsberger* said.





NEW ZIM SHIP IN SEATTLE

The Wedell Foss prepared to help the containership Zim Ningbo out of its Terminal 18 berth on Jan. 25 following its maiden visit to the Port of Seattle. The ship and two sisters, which began calls to Seattle last summer, are believed to be the largest-capacity containerships ever to enter Puget Sound. They are 1,145 feet long and carry the equivalent of up to 10,000 20-foot equivalent container units. Ningbo is a seaport in China with a population of about 2.2 million.

FAIRHAVEN DRYDOCKING

The Garth Foss nudges the Alaska State Ferry Kennicott, 382 feet long, into position over a dry dock in Bellingham Bay on Friday, Nov 20, in this photo taken from a park overlooking the Harrison Street Pier. The drydock was purchased in China in 2008 by Fairhaven Shipyard and towed across the Pacific to Bellingham by the Corbin Foss. After the drydock and ship were raised, the drydock was moved about a half mile back to the shipyard into shallower water. The ferry is undergoing a \$5 million renovation at the yard, which is using the drydock for the first time. Capt. **Dave Shaffer** was in command of the Garth Foss. Also on the job was the Andrew Foss, with **Loren Stout** as captain, which helped hold the drydock in place during the operation.





BARBARA THE BEAUTIFUL

The Barbara Foss entered Seattle's Hiram Chittenden Locks, above, on March 8 after undergoing an extensive overhaul at Foss Shipyard. The job included steel work on five fuel tanks, a ballast tank and the chain locker. The chain locker and two ballast tanks also were sandblasted and coated. In addition, the propeller shafts were pulled and machined, the propellers were tuned up, and the tug got a new tow pin console and some bulwark repairs. The Barbara also had a full inspection and repairs of electrical and alarm systems, plus some engine work. The tug was completely repainted from the cap rail to the keel, and received some topside painting. "It was kind of the full-meal deal," said Ship Repair Superintendent **Bill Fiamengo**, who supervised the project. In the photo at right, a welder worked on the rudder-control system in early January as the job got underway. After locking into Puget Sound and refueling, the Barbara headed north to resume its regular assignment, towing the Foss Aquatrain rail car barge between Prince Rupert, B.C., and Whittier, Alaska.



Historic Tug Berthed Among More Modern Brothers at Foss Headquarters on Lake Washington Ship Canal

The historic tug *Comanche*—which towed battle-damaged ships to safety for the U.S. Navy during World War II and later chased down Caribbean pirates and outlaw fishing boats as a Coast Guard cutter—is spending the winter in fresh water courtesy of Foss Maritime.

The 143-foot tug, now owned by a non-profit foundation based in Tacoma, is temporarily moored on the Lake Washington Ship Canal at Foss headquarters. Arrangements to bring the boat to Seattle were made after Foundation President **Joe Peterson** contacted the company.

“We were at the Foss Waterway Seaport in Tacoma, which couldn’t handle a ship of this size in stormy winter weather,” Peterson said. “I asked if we could move to the Foss barge-storage area on Commencement Bay, but **Paul Gallagher** said ‘why don’t you just come on up to Seattle.’”

(Gallagher at the time was Pacific Northwest regional director and now is director, oil field services.)

The *Comanche*, originally known as the *ATA 202* during its early Navy service, was commissioned Dec. 8, 1944, after construction at Gulfport Boiler & Welding Works in Port Arthur, Texas.

World War II service, which earned the tug a battle star, included towing disabled ships from the Okinawa theater of battle to Navy facilities for repair. After the war, the ship was re-named the *Wampanoag* and served the Navy in both Southern California and Texas before being assigned to the Coast Guard and renamed *Comanche*.

Highlights of its Coast Guard career included law enforcement patrols in both the Atlantic and Pacific. In the early 1970s, the cutter *Comanche* issued the first notice of violation ever given to a foreign vessel for fishing in U.S. territorial waters following enactment of the Magnuson Fisheries Management Act.

The *Comanche* was decommissioned in 1980 and sat idle for a decade before



The tug *Comanche* in its winter berth at Foss Maritime on the Lake Washington Ship Canal in Seattle.

being purchased for commercial service based on Puget Sound. The tug was donated to the foundation in October 2007.

The challenges of maintaining historic ships are well known, and Peterson said success depends upon the condition of the vessel and the amount of interest in it.

The *Comanche*, while it is in need of a bit of paint, is fully operational and came from Tacoma to Seattle under its own power. And it came to the foundation with about 13,500 spare parts.

“We don’t like to buy stuff, because usually right after we buy it, we find it,” said Peterson, who works as an instructor in Military College Programs for Pierce College at the Army’s Fort Lewis and McChord Air Force Base, both near Tacoma.

As for support, Peterson said numerous veterans in the Puget Sound area served on the *Comanche*, and about 100 volunteers pitch in to help keep it shipshape.



Volunteer **Ted Lhati** and *Comanche* 202 Foundation President **Joe Peterson** in the wheelhouse of the historic tug.

For his part, Peterson says he has a personal connection to the boat, having served on a sister vessel in the late 1960s.

“And since I started working on the tug, I’ve been telling people to get involved because it’s therapy,” he said.



STEEL REPAIRS

Welder **Gloria Guerra**, in the man-lift bucket, worked on the bow of the 235-foot catcher processor *Sea Fisher* recently at Foss Shipyard while **Brenna Torres** stood fire watch with a hose, lower left. The *Sea Fisher*, owned by Seattle-based Cascade Fishing, is the largest vessel ever drydocked at Foss Shipyard and is an annual visitor. It went into drydock shortly after Christmas and was refloated at the end of January. The yard performed steel plate and frame repairs, removed a fuel tank and installed a freezer in the space, and added wings and “surf bulbs” to the rudders (photo below) to improve fuel efficiency. Ship Repair Superintendent **Jim Leupold** supervised the project.



Meet the Youngers, a Foss Family for Three Generations

Because he works the swing shift at Foss Shipyard in Seattle, family time is mostly reserved for weekends for General Foreman **Kenny Younger**, save for a small window every weekday when he's walking into work.

Upon reaching the middle of Pier E, the main entryway into the yard, Younger is in the habit of turning and waving to daughter **Tarah**, a buyer, whose office in the purchasing building overlooks the pier.

"It's very special," Kenny Younger said. "Every day I get to see her. And people at Foss make good comments about Tarah. It's what every father wants to hear."

The Youngers are one of a number of families with multiple generations working at Foss. Tarah, in fact, is a third-generation employee. Her maternal grandfather, **Ed Witt**, worked in the steel shop until his retirement in 1980.

Witt ushered Kenny Younger into Foss in 1974, telling his son-in-law about an opening for an apprentice boilermaker and then putting in a good word for him.

"I was fresh out of the Marine Corps looking for work," Younger said. "I came down here a couple of times just to see the people, how they worked, and it seemed so much like a family."

Younger, 55, who in his spare time likes hunting, fishing and other outdoor activities, progressed to become a lead man and then an assistant foreman and foreman in the steel shop. He became swing shift general foreman in 1996.

"I love fabrication work—I love making things work," he said. "The repair work that we do here is so different than new construction. Nothing is set in stone for you, and you have to use a lot of imagination. It's a challenge here every day."

Younger credits his crew, whom he calls "swingers" for earning a reputation for getting things done on swing shift. "They're the ones who do the work," he



Tarah Younger is a buyer at Foss and her father, **Kenny**, is swing shift general foreman at the Seattle shipyard.

said.

Tarah Younger, 28, has a bachelor's degree in law, but became disenchanted while working as a paralegal for a local firm that specializes in the often contentious area of family law. She joined Foss as purchasing secretary in 2006 and was promoted to buyer a year later.

She mainly buys raw materials, fittings, valves and power tools for the shipyards, initially challenging for a girl who didn't know a globe valve from a gate valve a few years ago.

"It was a huge challenge—it was something I knew nothing about," she said. "And I'm still learning every day, calling the shops and asking questions. Everybody's more than willing to share their knowledge and is very helpful."

Tarah and her husband spend their free time with family and friends and maintaining their 2 rental homes. They also travel frequently to Southern California, where her husband's family lives.

The notion that Foss is like a big family was brought home to Kenny Younger about 10 years ago when he faced what he describes as a "major medical issue."

"I got support from people in other areas of the company, like operations, from people that I didn't really know who helped me out through a tough time," he said. "Everyone really looks after each other here."



ROLLING INTO FOSS TERMINAL

Ship Repair Superintendent **Bill Fiamengo**, foreground, handled the remote control as a 175-by-44-foot oil barge was rolled out of Drydock No. 3 on 10 eight-wheeled, self-propelled dollies at Foss Shipyards in Seattle on Feb. 1. The barge is the OB-6, owned by Delta Western, Inc., a sister company of Foss. It will be beached at Foss Terminal until mid-March, undergoing repairs to its steel bottom plate. The barge will then be moved back into drydock for sandblasting and painting. The shipyard performed a similar job on a sister barge, the OB-5, last year. Delta Western uses the barges to deliver fuel to remote Alaskan communities. Fiamengo is overseeing the OB-6 repairs.

SATISFACTION GUARANTEED

Listen twice as much
as you talk.

— *From Satisfaction
Guaranteed*
By Byrd Baggett

PEOPLE NEWS

NEW ASSIGNMENTS

John Tirpak
President, America Cargo Transport
Corp., added title of Senior Vice
President, Foss Global Services

David Hill
Vice President, Harbor Services, to
Vice President, Foss Pacific Division

Marc Villa
President, Constellation Maritime,
added title of Vice President, Foss
Atlantic Division

RETIRED

Kayte Teeple
Accounts Manager

Don Meehan
Manager, Contract Administration

Bill Cross
Pacific Northwest Deckhand/Engineer

Dennis Henry
Pacific Northwest Chief Engineer

Jack Finney
Marine Transportation Captain



660 W. Ewing St.
Seattle, WA 98119

PRESORTED
STANDARD
U.S. POSTAGE PAID
SEATTLE, WA
PERMIT NO. 15551



Warren Smith

READY FOR THE NEXT JOB

The Foss tug Point Fermin waited for its next assignment recently at the home dock in Richmond, Calif. The tower house was added to the tug in 2008 at Foss Shipyard in Seattle and improves visibility when the tug is handling the company's new high-sided, double-hulled bunkering barges.