



# Tow Bitts



Russell Shrewsbury

The Foss tugs *Pacific Knight*, foreground, and *Pacific Star*, background, spin the *USS Constellation* in preparation for its tow out of Puget Sound by the *Corbin Foss*.

## CONSTELLATION TOW: SLOW AND STEADY AFTER CORBIN, CARRIER DODGE A HURRICANE

The *Corbin Foss* was leading the retired aircraft carrier *USS Constellation* down the west coast of South America at about five knots in early October after dodging a hurricane off the Coast of Mexico and

making successful fuel stops in Long Beach and Balboa, Panama.

“So far everything has been going quite well—slow and steady,” said **Drew Arenth**, project manager for Foss.

*(Continued on page 4.)*

INSIDE

*Tow Bitts*

**The 'Connie's' Last Voyage**

The *Corbin Foss* is in the middle of a 16,000-mile journey, towing the venerable and retired aircraft carrier *USS Constellation* from Puget Sound to a scrap yard in Texas. The 160-day trip is expected to be completed in mid-December and will take the vessels through the Strait of Magellan. **Cover**

**A Technology Leader**

In the fifth article in a series commemorating Foss' 125th anniversary, *Tow Bitts* traces the company's technological breakthroughs, including the first tractor tugs in North America, the Red Dog ore barges, and the Dolphin-Class vessels, including the world's first hybrid-powered tug. **Page 10**

**Bringing a Huge Drydock into Portland**

Two Foss tugs in late August guided a ship carrying what will be the nation's largest drydock up the Willamette River to the Vigor Industrial shipyard. When fully assembled, the drydock will be 960 feet long. **Page 12**

**Saving Time for Yard, Money for Customer**

Instead of postponing the work because there was no long-term drydock space available, or sending the customer to another yard, Foss Shipyard took an innovative approach recently and got right on the job. In just a few hours the yard drydocked the *Richard Brusco* and rolled it into Foss Terminal for the six-week job. **Page 17**

**From Siberia to Hawaii**

**Natasha Lagmay** learned the ropes of the maritime industry in her native Siberia and is now putting her experience to work as regulatory financial analyst at Young Brothers Ltd., a Foss company in Honolulu. Though the cultural change was difficult at first, she has embraced the laid-back lifestyle of Hawaii. **Page 18**

**Crider was a 40-Year Foss Veteran**

**Lee Crider** was "hungry and looking for work," his widow recalled, when he landed a job as a deckhand at Foss. Crider, who rose to become a respected tug captain, died recently after a long bout with leukemia at the age of 80. **Page 23**

Exceeding Customer Expectations Is Everybody's Job

By **Scott Merritt**

Senior Vice President, Operations



Scott Merritt

Over the past year I have been sharing with Harbor Service Division employees a simple set of principles to guide our efforts in our continual improvement. One of these was to remember, "our services are delivered through people and we must engage them in the process."

At the time my thought was on the men and women who directly interact with our customers, the mariners, dispatchers, operations and sales persons. But as I've considered these thoughts, I recognize that leaves out a large number of individuals who are directly responsible for the quality of the services we deliver.

Like the offensive and defensive linemen in football, the individuals who staff our support services departments do the majority of blocking and tackling for the company and often get overlooked when it's time to recognize those who contribute to the company's success.

And you don't have to look far to see the impact that the accounting,

legal, risk, finance, IT, human resources, marine assurance, safety and purchasing teams have on the delivery of our world class services. The extra effort from these individuals is just as critical in distinguishing our services from our competition and can be the difference in being

awarded new business or retaining an existing client.

For the support teams, staying customer focused can mean improving our efficiency and the services to our divisional personnel, to free up their time, or it can mean being prepared for customer audits or other opportunities

to interface directly.

In either case, the key is that they are engaged in the process and thoroughly understand the businesses they support. To ensure we keep on a path of continual improvement, we must continue to integrate the support services teams in every facet of our services.

"To ensure we keep on a path of continual improvement, we must continue to integrate the support services teams in every facet of our services"

– SCOTT MERRITT



*Tow Bitts*

To submit articles for *Tow Bitts*, please contact Bruce Sherman, editor, sherman.b@comcast.net, or Jamie Littlejohn, coordinator of production, jamie@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.

## LINDSEY RESCUES FERRY

*The Lindsey Foss went to the aid of the Washington state ferry Tacoma in early August after the vessel lost power near Bainbridge Island. The ferry captain dropped anchor, and a second ferry, the Sealth (in the distance) put a line on the Tacoma to keep it from drifting too close to shore until the Lindsey and a second Foss tug, the Pacific Knight, arrived. The tugs took the ferry to Bainbridge, where 405 passengers and 138 vehicles were offloaded. The photographer was a passenger on the powerless ferry.*



Meriah Lysistrata Crawford

## FOSS PARENT COMPANY SALTCHUK UNDERWRITES \$150,000 SCHOLARSHIP FOR ALASKA PACIFIC UNIVERSITY

Foss parent company Saltchuk has donated \$150,000 to Alaska Pacific University (APU) in Anchorage to underwrite a scholarship aimed at students from communities where Saltchuk operating companies do business.

“The Saltchuk family of companies has had a long-time relationship with APU that dates back more than three decades,” said **Harry McDonald**, managing director, Alaska. “We are proud of our post-secondary education priority and especially that we are able to focus on the communities where our companies operate and our employees live and work.”

The Saltchuk Alaska Scholarship

is available to undergraduate and graduate students with a GPA of 3.0 or higher enrolled at least half time in any area of study at APU, an institution recognized around the world for its innovative curriculum of project-based education and collaborative learning community.

As part of the scholarship program, recipients are required to participate in mentorship and job-shadowing with one of the Saltchuk family companies. Scholarship funds will be distributed in fall, 2014 and spring, 2015.

“This is a perfect partnership of passionate and trailblazing organizations that deeply understand the importance of education and giving

back to their respective communities,” said **Don Bantz**, APU President.

Priority will be given to recipients from communities throughout the state where Saltchuk companies operate. The companies are Foss Maritime, Carlile Transportation, Cook Inlet Tug & Barge (a Foss company), Delta Western/Inlet Petroleum, Northern Air Cargo and Totem Ocean Trailer Express.

The communities include Anchorage, Aniak, Barrow, Bethel, Bristol Bay, Dillingham, Fairbanks, Haines, Juneau, Kenai Peninsula, King Salmon, Kodiak, Kotzebue, Homer, the North Slope Borough, Seward, Unalaska, Wrangell and Yakutat.



## Constellation Tow: Slow and Steady After Corbin, Carrier Dodge a Hurricane

(Continued from the cover)

Corbin Foss crewmembers prepare the towing gear before departing Puget Sound with the USS Constellation in tow.

Tom Armstrong

The *Corbin* on August 8 began towing the venerable, 1,088-foot aircraft carrier from Bremerton, Wash., to a scrap yard in Brownsville, Texas. The 16,000-mile journey, which will include a passage through the Strait of Magellan, is expected to be completed by mid-December.

The *Constellation* was built at the New York Naval Shipyard in Brooklyn, N.Y., and launched in 1960. The ship was known as “America’s Flagship” and holds a storied position in U.S. naval history, having been deployed numerous times to Vietnam and the Middle East, including Operation Iraqi Freedom. It was decommissioned in 2003 and had been in mothballs until beginning its last voyage under tow by Foss.

Thousands of sailors served on the ship and many were on the water on small boats to say goodbye to the ship on Puget Sound and during its fuel stop in Long Beach.

The voyage got off to a slower-than-expected start, according to Arenth, presumably because of drag created by years of marine growth on the carrier’s



The *Corbin Foss* stands by its tow, the USS *Constellation*.

hull. It eventually washed off and speed improved.

Arenth said the *Corbin* and its tow were forced to sail north for three days to avoid Hurricane Marie off the coast of Mexico. “They stayed out of the way and weren’t otherwise affected by the storm,” he said, noting that Marie stirred up high seas and packed winds of more than 160 miles per hour.

In Long Beach, Foss assist tugs stood by the *Constellation* while the *Corbin* went into port to refuel. In Balboa, at the Pacific entrance to the Panama Canal, a second, chartered towing tug joined the job and tended the carrier while the *Corbin* refueled.

The second tug, which was switched out for another in late September, was required by the Navy as a safety measure to deal with potentially dicey weather in the southern latitudes.

After leaving Balboa, the two tugs and their tow were headed for a refueling stop in Valparaiso, Chile, a distance of more than 2,500 nautical miles.

Subsequent fuel stops were planned for Punta Arenas, Chile, Montevideo, Uruguay, Recife, Brazil, and Port of Spain, Trinidad and Tobago, before the arrival in Texas.



Above: **Bill Arthur**, who served on the *USS Constellation* from 1973-1975, salutes the retired aircraft carrier during its fueling stop in Long Beach.

Below: The *USS Constellation*, as seen from the *Corbin Foss*, after the tug refueled in Panama. The tug at right was chartered by Foss to assist with the tow.

Dwaine Whitney



The *Corbin* and its tow were forced to sail north for three days to avoid Hurricane Marie off the coast of Mexico. “They stayed out of the way and weren’t otherwise affected by the storm,” —DREW ARENTH

## SAFETY CORNER | Direct Vs. Indirect Costs—Just the Tip of the Iceberg

By Al Rainsberger  
Director of Health and Safety

It is important to recognize that workplace illnesses and injuries are more expensive than historically thought. We have, in most cases, only reviewed and compensated for the “direct” costs associated with injuries, and, in fact, they are considerable.

The direct costs of an injury are the easiest to see and understand. These costs include emergency room and doctor visits, medical bills, medicines, and rehabilitation. But direct costs are just the tip of the iceberg.

What has changed in the past few years is that corporations are now thinking about health, safety and injury prevention and are recognizing the importance of the “indirect” costs of injuries and illnesses.

The indirect costs can be up to

ten times more than those captured in direct costs. Indirect costs are all unbudgeted costs to get the injured employee back to pre-injury status. Here are some examples:

### DIRECT COSTS

- Medical costs for treatment, surgery, medicine and rehabilitation
- Worker’s compensation premiums
- Case Management

### INDIRECT COSTS

- Damages to equipment, machinery, materials and facility
- Costs due to the accident, including inspections, investigations, meetings and administration
- Loss of employee time associated with assisting with the accident, administering first aid, and witness interviews
- Lost/decreased productivity

- Time to go to medical appointments
- Production down time
- Administrative costs
- Additional over time pay required
- Wages to the replacement hire
- Interviewing and training new employees
- Delays in shipments and filling orders
- Loss of products or services
- Unwarranted negative media attention
- Potential OSHA penalties
- Attorney fees
- Higher Worker’s Comp premiums
- Reputation loss



Al Rainsberger



## ‘OSCAR’ STARS IN MOB DRILL

*After several weeks of preparation, the Marshall Foss and crew successfully completed a full-scale man-overboard drill for Chevron docking pilots on San Francisco Bay in July. Using the anchor davit, new rigging, and a demo “Jacob’s Cradle Stretcher” the tug crew responded to the “Oscar” dummy falling overboard, deployed the davit, stretcher and all the other gear and successfully recovered the dummy in less than five minutes. Captain-in-training Nick Linder, who helped plan the drill, said the Chevron docking pilots were impressed both by the equipment, and the speedy, professional response of the crew. Foss plans to install the man-overboard system on other Bay Area tugs. Port Capt. Mike Harbarth helped plan the drill.*



Michael Erwin

## SURVIVAL SWIMMING

San Francisco Bay Area mariners, above, practiced swimming while linked together in survival suits at the Cal Maritime pool recently during annual safety training. The swimmers are, front to back, **Tom Faraola, Mike Potenti, Stewart Putzke and Bernie Taylor**. At left is the trainer from Seattle-based Fremont Maritime. In the photo below, **Steve Runion**, right, helps usher a fellow mariner into a life raft.





## SENDING THE NAVY TO SEA

*Foss assisted three Navy warships in and out of their berths at the Port of Seattle in early August as the vessels participated in in Seafair Fleet Week. The ships, along with two Royal Canadian Navy vessels and a Coast Guard cutter, paraded along the waterfront and were open for public touring. In the photo above, the Andrew Foss pulls on the bow of the guided missile destroyer USS Howard, with the Seattle skyline in the background. At right, crewmen on the guided missile cruiser USS Chancellorsville stand at ease after an assist by the Andrew. Below, The Henry Foss and Wedell Foss assist the amphibious assault ship USS Essex in the inner harbor.*



## WORKING ON DOWNTOWN TUNNEL PROJECT

The Foss 300 derrick barge was assigned to assist Seattle Tunnel Partners (STP) in August in customizing a conveyor system that will carry muck produced in digging a 80-foot-wide, 130-foot deep pit to access STP's broken tunneling machine. The machine's cutter head will be lifted to the surface and fixed. The muck had high water content, and the derrick was helping STP install material under the conveyor to catch the drips. In the photo is the end of the conveyor, over the barge ITB 251, which Foss will tow to a disposal site North of Port Ludlow. STP is building a highway tunnel under downtown Seattle to replace the aging Alaskan Way Viaduct.



## REFINERY DELIVERY

The Halle Foss and the barge 185 C-3 recently delivered a 320-ton naphtha hydro-desulphurization reactor (NHDS) from a heavy-lift ship at the Port of Everett, Wash., to the BP refinery at Cherry Point in northern Puget Sound. The reactor, 108 feet long and about 20 feet in diameter, was delivered at the refinery from the barge over a ramp on a Goldhofer modular heavy-duty self-propelled vehicle. The reactor will be used at the refinery in the low-sulfur diesel fuel production process. Foss' customer on the job was heavy-lift contractor Barnhart Crane & Rigging.

## INTERN LEARNS LESSONS THAT ARE 'HARD TO GET' IN THE CLASSROOM

Meet **Molly Howe**, a senior at Maine Maritime Academy who worked as an intern for Foss in the Columbia-Snake River division during the summer.

Howe is majoring in vessel operations and technology and will graduate with a bachelor of science degree and a 1,600-ton near-coastal mate's license with a towing endorsement.

Upon entering Maine Maritime three years ago, she quickly developed an interest in tugs and ship assist work and wants to pursue a career in the towboating industry. She got the internship after meeting **Joel Hawkins** of the Foss Human Resources

Department at a career fair.

Howe said her experience on the river was a good supplement to what she has been learning at school.

"Just observing how the captains and deckhands work around here has taught me a lot of good lessons that are hard to get in a classroom," she said. "I have found working with all the crews on the river here that they are all vigilant and take the time to brief me on a job before it takes place."

She added that the internship with Foss "has given me the confidence on where I want to take my career and the experience to do so."



**Molly Howe**, center back, had some good role models as teachers during her internship with Foss last summer. With her after a ship assist job on the tug *Tiger 9* in Portland are Capt. **Katrina Anderson**, left, and Columbia River Pilots **Rebecca Henderson**, front, and **Anne McIntyre**.

# Foss Continued to be a Technology Leader in the 1980s In Spite of New Ownership's Tight Rein on Spending

*(Editor's Note – This is the fifth in a series of Tow Bits articles about the history of Foss Maritime to commemorate the company's 125th Anniversary.)*

The 1980s were a tumultuous time for Foss, which not only faced a downturn in business but the leveraged acquisition of its parent company, Dillingham, by the New York investment banking group of Kohlberg, Kravis, Roberts and Company. Foss and Dillingham's other operating units were required to minimize capital expenditures and maximize cash to accommodate the leveraged buyout's new debt.

The new owners dismantled Dillingham, selling the operating units separately. In the summer of 1987, Foss was sold to the Seattle-based maritime investment group, Totem Resources, which since has been renamed Saltchuk and still owns Foss today. The sale was a highly positive development for Foss, as Totem had the resources to assist Foss' future growth and the desire to let Foss operate as a stand-alone company.

In spite of the troubled times, fleet expansion continued and Foss continued to assert itself as a technology leader, a trend that began with founder **Andrew Foss'** design of the teardrop-shaped hull of the *Foss 6* in 2012.

## Foss Pioneers Tractor Tugs

During Foss Maritime's 125-year history of innovation, never has there been a more important technological development than the company's cycloidal propulsion tugs, the first of their kind in North America. The tugs employ egg-beater-like propulsion units that can direct thrust in any direction and give the tugs exceptional maneuverability for ship assists and tanker escorts.

Six of them, built at Tacoma



The *Henry Foss*, with Mount Rainier in the background, is one of six tractor tugs brought into service by Foss in 1982 and 1983 that are still in service today.

Mike Stork

Boatbuilding, entered service in 1982 and 1983, and all are still in service today. They are the 106-foot, 4,000-horsepower *Andrew Foss* and *Arthur Foss* and the 100-foot, 3,000-horsepower *Wedell Foss*, *Brynn Foss*, *Henry Foss* and *Pacific Escort*. (The *Wedell*, *Henry* and *Brynn*, received third, ASD, drive units, boosting them to 4,700 horsepower, in the mid-2000s)

A committee headed by then Senior Vice President of Operations **Steve Scalzo** (who later would become Foss president), did the conceptual design work on the tugs, going to Europe to see similar tugs in action as part of their research. The Glostén Associates, a Seattle naval architecture firm, assisted.

## Technological Advances Continue with Construction of Ore Barges, Delta Mariner

Foss Maritime entered its second century of service in 1990, strongly positioned to capitalize on additional

growth opportunities and to continue its 100-year tradition of accommodating the needs of its customers.

The decade began with the christening of two Foss-owned barges for lightering ore concentrates at the Red Dog Mine in northwestern Alaska under a contract with Cominco Alaska, Inc. Foss still is under contract at Red Dog and is completing its 25th season there this year.

Marine Industries Northwest in Tacoma converted the two 286-foot deck barges to the lighterage vessels *Kivalina* and *Noatak*. Each was fitted with a large deckhouse aft and a giant boom conveyor and other material handling equipment for summer-only, open-ocean lightering of zinc and lead from the mine port to ships anchored four miles offshore.

Foss has demonstrated its ability to operate in harsh weather conditions and occasionally difficult ice conditions. Nowhere in the world is there an ongoing lighterage operation in such challenging, open-ocean waters.

Another innovation highlight of

the 1990s was the addition to the Foss fleet of two “enhanced” tractor tugs, specifically designed for tanker escorts and assists on northern Puget Sound. The *Lindsey Foss* and *Garth Foss* were christened in 1994, and employed the same cycloidal technology used in the company’s previous six tractors.

But at 155 feet in length and packing 8,000 horsepower, these tugs were the largest and most powerful tractors in the world. They were designed primarily by an in-house Foss team with assistance from Glostén and built by Trinity Marine Group of Gulfport Mississippi. Both are still in use today.

Glostén also assisted Foss with the design of the *Delta Mariner*, a shallow-draft, 310-foot ship built for Foss to carry Boeing-built Delta IV rockets from Decatur, Ala., to launch sites at Cape Canaveral, Fla., and Vandenberg Air Force Base, Calif. The ship was built by Halter Marine in Gulfport, Miss., and continues to carry rockets for what is now the United Launch Alliance, a partnership between Boeing and Lockheed Martin.

In 2003, the first of seven double-hulled bunkering barges was launched in Portland for Foss, which would have the largest double-hulled fleet in California. The state of the art barges have numerous environmental enhancements, including computer-driven gauging systems equipped with alarms that sound when tank levels reach 95 percent.

### Innovation Continues with the Dolphin-Class and Hybrid Tugs

Another 2003 milestone was the launch of the Dolphin-Class tug construction program at Foss Rainier Shipyard. The Dolphin program marked a new direction for the Rainier yard, which previously had been a repair yard. It also was the first time in decades Foss had built its own tugs.

The first 78-foot Dolphin, a ship-assist tug with an azimuthing stern drive, was rated at 4,730 horsepower, but later models were boosted to 5080



The world’s first hybrid-powered tug, the *Carolyn Dorothy*, before its launching in 2008 at Foss Rainier Shipyard

horsepower, much more power than other similarly-sized harbor tugs. They were designed for moving big ships in narrow harbor channels, such as those of the ports of Los Angeles and Long Beach.

The last of the Dolphins, the *Carolyn Dorothy*, was christened in Southern California in 2009 and represented yet another technological breakthrough for Foss. The vessel was the world’s first hybrid powered tug, combining diesel and electric drive motors and thus reducing polluting emissions and fuel consumption. A second Dolphin, the *Campbell Foss*, was converted to hybrid power in 2011.

The Rainier yard also has undertaken several new-construction projects for third parties, including building a new Washington state ferry for use on the Columbia River. In 2013, the yard commenced construction of the first of three Arctic-Class tugs for Foss, in anticipation of growing business in Alaska.



Foss Shipyard in 2007 installed a third propulsion unit on the *Brynn Foss*, one of three company tugs to be elevated to “Tractor-Plus” status.





## Foss Brings Huge Drydock Into Vigor's Portland Shipyard

The Foss tug *Pacific Escort* leads the *Blue Marlin* and its drydock cargo up the Willamette River toward Vigor's Portland shipyard.

Ken Swingle

Foss tugs brought a semi-submersible ship carrying the nation's largest floating drydock, the *Vigorous*, up the Willamette River to Vigor Industrial's Portland Shipyard in late August.

The *Vigorous* was built in China and delivered to Portland aboard the *Blue Marlin*, a heavy-lift ship owned

by Dockwise Ltd. Two Foss tugs, the *Pacific Escort* and the *Tiger 9*, assisted the ship upriver to Portland.

Foss also supplied two barges, the *Seattle* and *Baranof*, to assist in the removal of the drydock from the *Blue Marlin* at the shipyard. The *Vigorous* will be 960 feet long when

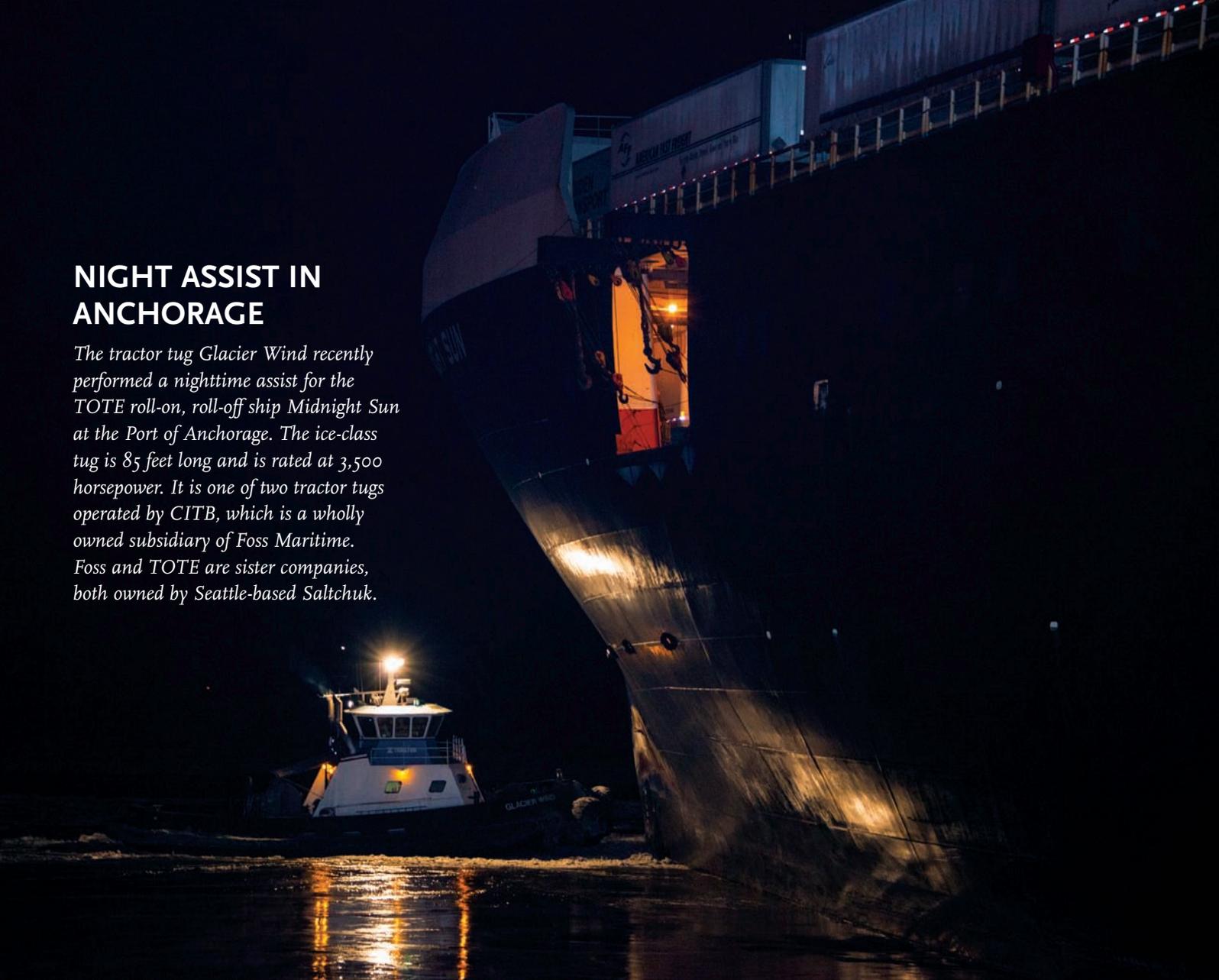
fully assembled.

"A lot of planning and coordination went into this move and our extensive experience made for a safe delivery," said Capt. **Dustin Johnson**, Foss Regional Operations Manager.



## NIGHT ASSIST IN ANCHORAGE

*The tractor tug Glacier Wind recently performed a nighttime assist for the TOTE roll-on, roll-off ship Midnight Sun at the Port of Anchorage. The ice-class tug is 85 feet long and is rated at 3,500 horsepower. It is one of two tractor tugs operated by CITB, which is a wholly owned subsidiary of Foss Maritime. Foss and TOTE are sister companies, both owned by Seattle-based Saltchuk.*



## EL SEGUNDO PANORAMA

*The tug Brynn Foss worked with a tanker recently at Chevron's El Segundo Moorings on Southern California's Santa Monica Bay in this photo by Mooring Master Mike Hill. Twenty-eight Foss employees and four vessels, including two built at Foss Rainier Shipyard, serve the moorings, including berthing tankers and ferrying pilots, crewmembers and stores back and forth to tankers. In the foreground are two of the mooring buoys used to secure the tankers. They are occupied by some regular visitors to the moorings — sea lions.*





Lt. Cmdr. **Brandon Link** will be responsible for port safety and security in his new job.

## Program Enables Coast Guard Officer to Become Familiar with Port before Plunging into New Job

When Lt. Cmdr. **Brandon Link** assumes his new job in October as the Coast Guard's Waterways Management Division Chief for Sector Los Angeles – Long Beach, he already will have more than a casual familiarity with the busiest maritime region in North America.

Link is participating in what the Coast Guard calls its Industry Training Program, in which a very few selected officers partner with ports, companies or government agencies in their new locations for six months to a year before taking on an assignment.

"We get hands-on experience," Link said recently. "Some will pick just one company or organization. I worked with my sector and came up with a program that includes 12 groups, including Foss, that I will spend one to three weeks with."

He recently spent a week with the Foss Southern California group. Link

previously had time with the Vessel Traffic System operators, both ports' pilot organizations and the Army Corps of Engineers. After Foss, he planned to spend time at the ports, a couple of marine terminals and several other operations.

"I will have relationships with a lot of the people we work with on a regular basis," said Link, whose focus in his new job will be port safety and security. "If an incident happens, I'm not just talking to someone I don't know on the phone. I'm speaking with someone I've spent a week or two with."

A 2003 graduate of the Coast Guard Academy, Link's previous assignments have been on a 378-foot cutter based in San Diego, at headquarters in Washington, D.C., in New York City and at Port Arthur, Texas.

What was he learning during his time at Foss?

"From my previous stops, and at Foss in particular, it's striking me that L.A. – Long Beach is a 24-hour port, with people working around the clock," he said. "I came in at 2:30 a.m. to see one of their busy shifts. Barges aren't moving and ships aren't coming and going unless you have the tug assistance there."

He also was learning how important communications are among all the players, including the tug companies, vessel agents, pilots, Coast Guard and others.

While at Foss, he attended one of the quarterly meetings of the Regional Safety Committee.

"It is clear that safety is very paramount with this organization," he said. "That was really great to see."



# Foss Buyers Learning to Use Tools Expected to Drive ‘Significant Savings’

In a project focused on optimizing use of SAP procurement activities, Foss purchasing personnel from Seattle and Hawaii participated in five weeks of education during the summer that aimed to help the organization continue to make the transition from a paper world to an electronic world while significantly improving procurement efficiency.

The six-month project, which focuses on the full procurement-to-pay-process, is expected to reduce the costs of buying and holding inventory while simultaneously improving customer service and standardizing processes across the Foss organization.

Foss Chief Financial Officer **Kirstin Sandaas** said the purchasing employees can now make better use of functions in the company’s business management system, SAP, enabling the system to process orders the employees previously were “pushing through” manually.

They also will make use of SAP’s ability to categorize orders through use of standardized vernacular.

“For example, there are a number of ways you could word an order for orange protective gloves,” Sandaas said. “Consistently using the same taxonomy — ‘gloves, protective, orange,’ will mean we can have better visibility and reporting on these materials, which will allow us to see how many of these items we are buying and reduce costs for items we buy in quantity.”

Using standard SAP tools, purchasers will be able to improve management of lead time for deliveries and automatic re-order points, particularly for items ordered regularly. The tools also will enable improved monitoring of service levels by vendors.

“We anticipate that these changes in the use of SAP will drive significant savings throughout the organization,”



Among those participating in the education program were, from left, buyers **Tarah Souza, Sue Sleder, Chris Huizi, Don Preston, Charlene Brown** and **Blaine Wilson**.

“The purchasing employees can now make better use of functions in the company’s business management system, SAP, enabling the system to process orders the employees previously were ‘pushing through’ manually.”

– **KIRSTIN SANDAAS**

Sandaas said. “It also dovetails with the 5S project underway in the shipyard warehouse. As we improve our processes in the warehouse with the physical inventory, the systems processes will help us to manage them and maintain visibility across the organization.”

Seven Seattle employees, **Keri Mjeltevik, Steve Richard, Tarah Souza, Charlene Brown, Chris Huizi, Don**

**Preston, and Blaine Wilson**, and two from Hawaii, **Rebecca Namohala** and **Darrin Igarishi**, went through the education program in Seattle, and two additional Hawaii employees, **Ron Hasegawa** and **Kehau Pa** attended the classes in Honolulu.

The next phase of the project will be to implement this learning, driving toward best practices in procurement. The core team will be engaging people throughout the organization to ensure that Foss is using these tools to drive the most efficient processes. These activities will be discussed using a Process Aligned Team approach, which ensures that all constituents in the process have a voice in the outcome.

Sandaas also said that Saltchuk and its operating companies continue to investigate group purchases of items they all use.

“We are focusing on materials that all of the Saltchuk companies generally use like filters, paint, tires and office supplies,” she said.



## ROLLING INTO DRYDOCK

The first of two fireboats being built for the Port of Long Beach was rolled out of its construction tent and into drydock at the Foss Seattle Shipyard in mid-September in preparation for launching. The 108-foot boat, which weighs 450 long tons, rode on 14 eight-wheeled, self-propelled dollies. At the controls, in the foreground, was **Ralph DiCaprio**, engineering vice president of heavy-lift company Omega Morgan. Foss Project Manager **Erika Weber** said the vessel will be finished in mid-December and is scheduled to arrive at its Southern California duty station in January. In the photo above, **Jared Tegantvoort** is at the controls of the drydock.

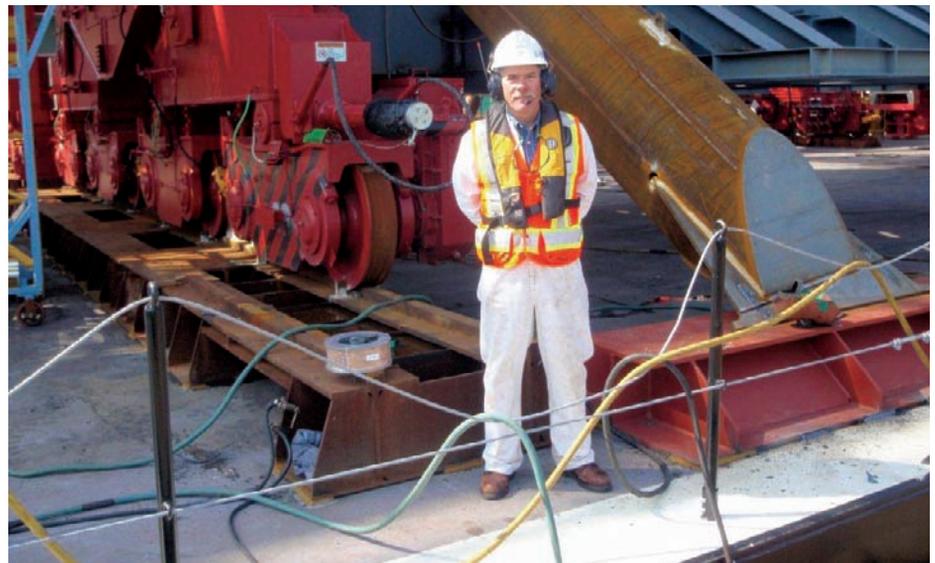
## CARGO SUPERINTENDENT WINS SHELL'S 'GOAL ZERO HERO' AWARD

**Rick Chalker**, a cargo superintendent with Foss International, was recognized by Shell recently for spotting a safety hazard on a project site.

Foss took part in a hazard identification discussion in advance of some upcoming tests, and Chalker noticed some hoses that weren't rated properly for the test evolution.

"Richard had the keen eye to notice this and bring it up before it became an issue," wrote **Sean Churchfield**, a vice president at the Shell Exploration and Production Company, in a memo announcing that Chalker had been awarded the monthly "Goal Zero Hero" award. "The job was stopped and the correct hoses were ordered."

**Chris Mack Jr.**, marine transportation general manager for Foss, also congratulated the sharp-eyed Chalker. "The potential for an incident if those



After **Rick Chalker** spotted the wrong hoses, the job was stopped and the correct hoses were ordered.

hoses had not been upgraded was significant," Mack said. "People like Rick Chalker help make sure Foss lives up to its motto, 'Always Safe, Always Ready.'"



# Shipyard Takes Innovative Approach to Overhaul; Moving Tug to the Beach Saves Time, Money for Customer

With almost no time available on its drydocks, Foss Shipyard in Seattle took an unconventional approach recently to service a regular customer who wanted to get going on an extensive refit of an aging vessel.

Instead of postponing the work on the 120-foot ocean-going tug *Richard Brusco*, or sending the customer to another yard, Foss spent just a few hours drydocking the vessel and rolling it on self-propelled dollies onto the pavement of Foss Terminal.

The yard also modified an A-frame shelter, formerly used with one of its drydocks, and performed the entire six-week Brusco job under cover.

The work included painting the entire vessel, repairs and modifications to a number of internal systems, extensive steel work and a long list of other items, said **Jon Hie**, director of shipyard operations.

The vessel was built in the 1970s and was formerly the Crowley tug *Mercury*.

“Moving the tug into the terminal did a couple of things for us,” Hie said. “It gives us a solution we can offer to customers who have not had the ability to book time on drydocks — it gives us the flexibility to work with their schedules.

“Another big bonus is that once we’re on the beach, we don’t have restrictions on access for cranes, forklifts, sandblasting and other equipment,” he said. “That translates into improved efficiency, which saves us time and the customer money.”

From an environmental perspective, Hie said it’s easier to work with paint when a vessel isn’t over the water, and cleanup is much easier, “because you’re basically cleaning a parking lot rather than a steel deck between

two walls.”

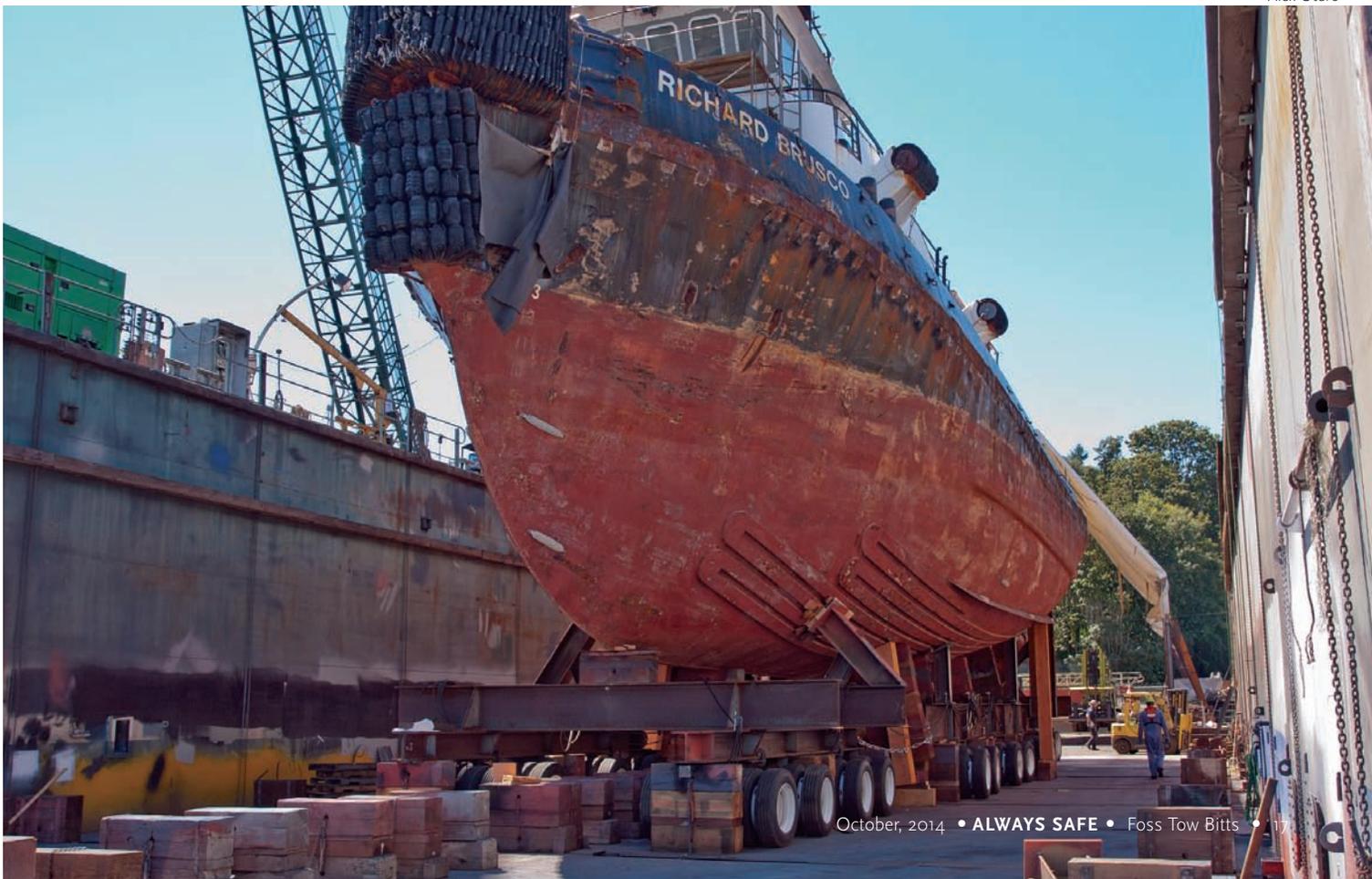
The ability to roll vessels into the terminal instead of working on them in the drydock also amounts to an expansion of the yard’s capacity without any capital investment. It also keeps the yard busy and keeps more craftsmen working.

Hie said Foss Shipyard has become the primary repair facility for Brusco Tug & Barge’s Alaska vessels. Three Brusco tugs, including the *Richard Brusco*, were in the shipyard in mid-September. Brusco’s primary line of business is offshore towing on the Gulf and West coasts. The company also performs harbor work in smaller West Coast ports.

“Moving the *Richard* from the drydock into the terminal was a way for us to take care of a returning customer,” Hie said.

The tug *Richard Brusco*, being rolled out of drydock and under a tent for extensive repairs.

Alex Otero





**Natasha Lagmay** worked for the port authority in Novosibirsk, Russia, for five years until the economy imploded with the collapse of the Soviet Union.

## FROM SIBERIA TO HAWAII

# Russian Transplant and Daughter Find New Life in Honolulu; Port Experience in Homeland Leads to Job at Young Brothers

By *Hilary Reeves*

On the banks of western Siberia's mammoth Ob River, transportation plays a vital role in the economic stability of the region — and no one knows that better than **Natasha Lagmay**.

Lagmay, regulatory financial analyst at Young Brothers, Limited, grew up in the port city of Novosibirsk, the third most populous city in Russia and the unofficial "Capital of Siberia." There, on the Ob, she began her career working for what was then a flourishing port authority.

"I was born and raised in Novosibirsk," Lagmay said. "My mother worked for the city, and my father was and still is a chemistry professor at the state university."

Lagmay's family was exiled to

Siberia after her grandfather, a priest in the Russian Orthodox Church, refused to turn from religion in favor of the Communist regime. Still, Lagmay enjoyed a prosperous childhood, attending a prestigious educational institution from grade school through high school before enrolling at the Novosibirsk State Academy of Water Transportation Engineering, where she graduated in 1994 with a Bachelor of Science degree in the field of water transport economics and management with focus on water transport organization and planning.

With my college degree, I was hired as a transport analyst for the Novosibirsk port authority," Lagmay said. "My responsibilities were wide-ranging and included cost accounting, customer service, marketing,

and logistics."

The Ob, one of western Siberia's principal means of transportation, is navigable for about 190 days of the year on its upper reaches and for 150 on its lower. Both imports and exports are shipped along the river. Most goods are transported to and from it along the northern sea route, which stretches across the Arctic. The Trans-Siberian Railway crosses the upper Ob at Novosibirsk.

Both industry and agriculture have been intensively developed in the Ob basin. Novosibirsk is a major industrial and manufacturing center. The steppe zone, in the southern Ob basin, is the major producer of spring wheat in Russia. The west Siberian oil and gas fields, located in the taiga and tundra zones of the middle and lower Ob,

“It was always my dream to work at Young Brothers, since the work was very similar to what I did in Russia,”

– NATASHA LAGMAY

are most important to Russia, contributing about two-thirds of the country’s crude oil and natural gas output

“I worked in Novosibirsk for five years until the Russian economy imploded as a result of the collapse of the Soviet Union,” Lagmay explained. “This resulted in the shut-down of the port authority. Along with so many others, I was laid off from my job.”

Lagmay said life in Siberia quickly became intolerable. Runaway inflation and unemployment plagued the entire Russian economy.

“I remember standing in line for hours just to get one liter of milk,” she said. “In order to survive, my mother and I repaired factory-second shoes and sold them on the black market.”

Disillusioned, Lagmay began to seek opportunities outside of Russia.



Natasha Lagmay

“I was determined to better my education,” she said. “With the help of friends already living in Hawaii, I moved to Kauai and took classes at Kauai Community College to better my English while working full-time as a housekeeper at various hotels and vacation rentals.”

Lagmay made the move from Russia to Hawaii with her 13-year-old-daughter **Dasha**.

“Dasha and I had a difficult time adjusting to the drastic cultural change, but we eventually embraced the warm, laid-back lifestyle of Hawaii,” she said. “Five years after our move, I brought my mother, **Vera**, to live with us.”

Young Brothers hired Lagmay 10 years ago.

“It was always my dream to work at Young Brothers, since the work was very similar to what I did in Russia,” she said.

In 2005, Lagmay was accepted in the Neighbor Island Masters of Business Administration Program in the Shidler College of Business at the University of Hawaii. She graduated with her MBA in 2008. Dasha also graduated in 2008, from Kauai’I High School. She then attended and graduated from the University of Hawaii with a Bachelor’s degree in Business Administration.

“I am proud to say that Dasha will be attending the William S. Richardson School of Law at the University of Hawaii this fall,” Lagmay said.

In addition to Lagmay’s responsibilities as Young Brothers’ regulatory financial analyst, she is a spokesperson for the Saltchuk Hawaii Giving Committee.

Lagmay also serves on the board of three organizations: the Shidler College of Business Alumni Association; Women in Transportation Services (finance chair); and the Historic Hawaii Foundation. She is also a mentor for four students who are enrolled in the Shidler College of Business and is very excited about a new responsibility that she will be undertaking as an instructor for an upper-level business course at the University in the fall.

“I am still a relatively new immigrant to the United States and Hawaii, and I would like to continue to learn about the respective histories of our country and state,” she said. “Understanding the culture and values of the United States and Hawaii will be instrumental in my personal and professional development.”

*Editor’s Note: This article originally appeared in Saltchuk’s online magazine, “People of Saltchuk.”*

# Crowder is New HR Vice President

**Darlene Crowder** joined Foss in early August as vice president for human resources. Crowder previously led the human resources department at Swedish Medical Group in Seattle and has nearly 30 years of HR experience.

She is a certified Senior Professional in Human Resources, has an Accelerated Implementation

Methodology Accreditation and is a member of the National Society for Human Resource Management.

She has worked for several Seattle-area companies and has provided human resources expertise to private employers as an independent consultant.



**Darlene Crowder**

“We’re looking forward to having Darlene on the Foss team,” said **Paul Stevens**, president and CEO of Foss. “Her exceptional experience and qualifications are the perfect fit for the company.”

# INDUSTRY VETERAN FROM ALASKA JOINS FOSS SALES TEAM

**Carl Smith** has joined the Foss Maritime as director of sales and marketing for the Fleet Services Division based in Seattle. He is reporting to **Mike Magill**, vice president of fleet services.

Previously employed by Alaska Ship and Dry Dock (ASD), Smith was part of



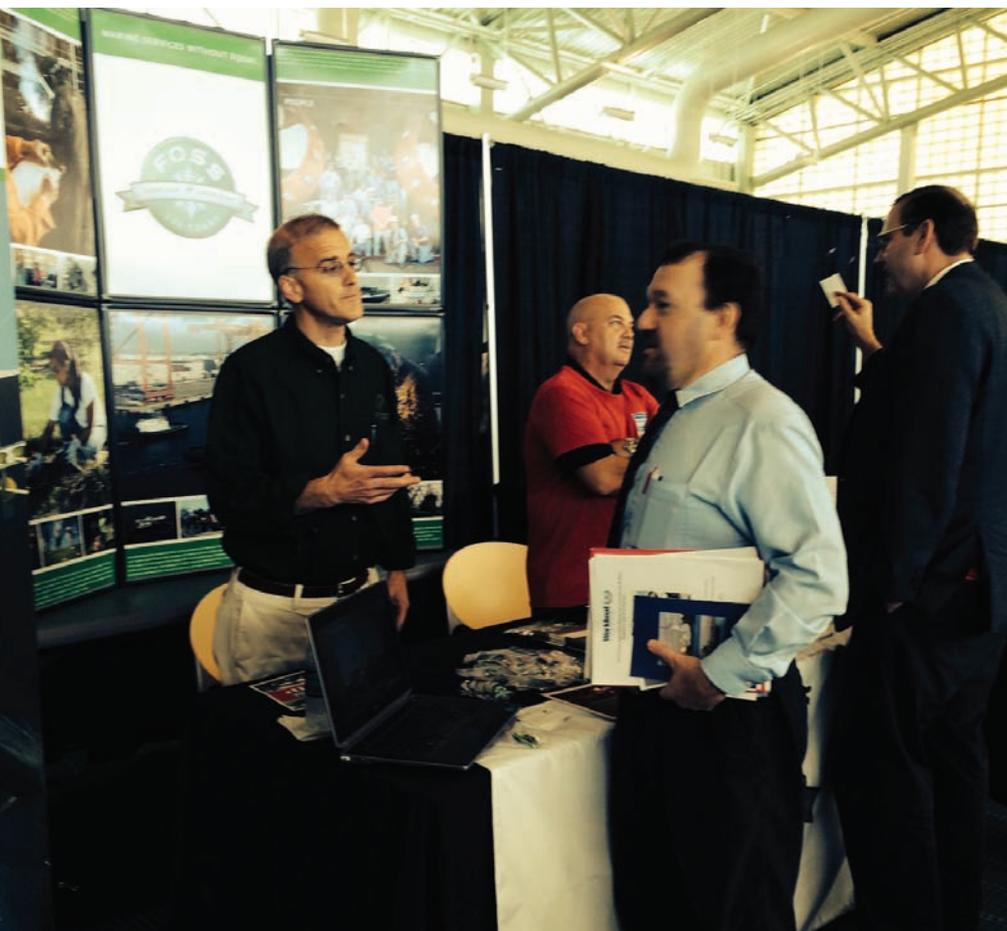
**Carl Smith**

the ASD management team for 18 years. Early in his career, his responsibilities at ASD included management of production and operations and, prior to joining Foss, he served as director of marketing.

“Carl’s extensive industry experience and relationships will be a key asset in

growing our business at both of our shipyards in Seattle and Rainier, Oregon,” Magill said.

Smith is a mechanical engineer and prior to pursuing opportunities in the marine industry, he designed and built industrial facilities primarily in support of the forest products processing industry. Originally from northern California, Smith lived in Alaska for nearly 30 years.



# MILITARY-TO-MARITIME JOB FAIR

*Joel Hawkins of the Human Resources Department, left, and Pacific Northwest Port Capt. Joe LeCato, also behind the table, met with veterans looking for new lines of work in early September at the Military to Maritime Career Fair at the Port of Houston. About 400 veterans and 50 exhibitors attended the event, and the Foss representatives reported that they had “serious conversations” with a number of potential recruits, particularly for able-bodied seaman positions. The job fair also gave Foss an opportunity to put new marketing and recruitment materials to good use.*

## SECOND MATE RUNNER

The downtown Seattle sports stadiums are visible in the background as Marine Transportation Second Mate **Nevin Garcia** ran along the Alaskan Way Viaduct in late July in the Seafair Torchlight 8K Run. Garcia was one of nine Foss employees who participated in the race this year.



## BBQS IN PORTLAND, LONG BEACH

Foss held annual barbecues in Long Beach and Portland recently for employees, customers, vendors and friends. In the photo above, **Debbie Parrish**, left, and **Lorna Roberts** ham it up for the camera with the souvenir tote bags, given out in recognition of Foss' 125th anniversary. In the photo below from Portland are **Matt Brown**, left, Foss Northwest region commercial manager, **Kim Aeby**, export manager for Louis Dreyfus Commodities LLC, and **Jeff Horst**, Foss commercial director.



# The Dual Life of an Assistant Paint Shop Foreman; He Morphs into a Flaming-Haired Hot Sauce Promoter

When Sam McCanless cooked up some honey-chipotle hot sauce for a party a friend was throwing in 2003, he had no idea how hot — as in popular — the sauce would actually be.

It disappeared almost instantly onto the food and into the bellies of the 100 or so guests. “They asked me if I could make it again, and I said yes,” declared McCanless, assistant paint shop foreman at Foss Shipyard, who has always loved to cook. “And they told me they’d pay me for it.”

That was the start of a business that has become Zane and Zack’s World Famous Honey Company, named for the two oldest of McCanless’s four sons. He was keeping bees when he made the original sauce and harvested the honey himself, hence, the honey part of the name.

Every couple of months, McCanless produces 150-200 cases (12 bottles per case) of hot sauces, bloody Mary mixes, wing sauces, cream cheeses and spice blends.

He doesn’t expect sauce making to become a full-time job anytime soon, though it might someday provide an opportunity for early retirement. McCanless notes that his work at Foss (where son Zane also is a painter) pays the bills and gives him a good package of benefits, including a strong retirement plan.

But the self-described showman goes so far as to dress up in a zoot suit and dye his hair flaming red with spikes or in a Mohawk to promote his sauces at several food shows a year. “It really turns heads, and I spend a lot of time having my picture taken with people, sort of like a Disney character,” he said.

While the popularity of his sauces made starting the business a no-brainer, it was anything but easy going in the early years. McCanless says he paid too much for such things as labels, bottles, and commercial kitchen



Sam McCanless, in his painting duds, displays some of his products at Foss Shipyard.

expenses, where he learned that clean-up costs are the same whether you cook a small batch or 100 cases.

“I did everything wrong until 2007 when I went to a show in Texas and met other specialty-craft sauce makers,” he said. “They are like a family. If we need something, they’ll tell us where to acquire it—bottles, labels, shipping and any other way they can help.”

Zane and Zack’s in recent years has been featured on the Cooking Channel, the Travel Channel (for extreme conventions), KING TV in Seattle, and on local news in Houston, Dallas and Albuquerque. McCanless was also interviewed by Dutch TV during a food show in New York City.

The sauces also have won several major awards, including three Golden



At food shows, McCanless wears a zoot suit, dyes his hair flaming red and wears it in spikes or as a Mohawk.

Chiles, a People’s Preference Best in Show and a Best Overall.

His products are available at Whole Foods, Made in Washington and Double DD Meats in Montlake Terrace, Wash., which McCanless says has the largest selection of hot sauces west of the Mississippi. You can also buy them at his website, [zandzhoneyco.com](http://zandzhoneyco.com).

# Lee Crider Loved the Towboating Industry

**Lee Crider**, a 40-year Foss mariner who started out as a deckhand and rose to the rank of captain before his retirement in 1996, died recently. Capt. Crider was 80 years old and had suffered from leukemia for many years.

Born in Montana, he moved to the west as a young man and landed in western Washington. Capt. Crider and his wife **Jeanne** would have been married 62 years in mid-September. The family home is in Gig Harbor.

Mrs. Crider said her husband started with Foss after “we were hungry, and he was looking for work. He just put in applications until he got on there. He loved the towboat industry and he loved being on the water.”

Capt. Crider worked on many tugs, including the *Dorothy Foss*, *Shannon Foss*, *Claudia Foss* and the *Daniel Foss*, performing ship work, hauling chips and towing logs and barges all over Puget Sound and into Canada.

**Pete Campbell**, a retired Foss executive who was Pacific Northwest port captain for part of his career, had this to say about Crider:



**Lee Crider** was congratulated upon his retirement in 1996 by then-Port Capt. **Steve Kimmel**.

“I best remember Lee when he was captain of the *Dorothy*. He stands out in my memory as a man that could do it all. Dispatch could assign the *Dorothy* with Capt. Crider in command to log towing, ship assists and towing barges to Shelton without hesitation.”

In 2012, Crider made the news when he was shot in the leg while trying to foil a robbery attempt at grocery store in Gig Harbor. He had been

expected to make a full recovery, but his widow said the injury continued to plague him.

In addition to his widow, Crider leaves two daughters, **Jeanne Lee Hofkinson** and **Louise Crider**, a son who is a former Foss captain, **Russell**, 12 grandchildren, 16 great grandchildren and one great-great grandchild.

Remembrances are suggested to the American Cancer Society.

## STEVE RENSTROM WAS YOUNG BROTHERS FREIGHT OPERATIONS MANAGER

**Victor “Steve” Renstrom**, freight operations manager at Foss subsidiary Young Brothers in Hawaii, died on August 29. He was 59 years old.

Renstrom joined the company as a management trainee in January 2000 after working for a Honolulu

freight forwarder. He was promoted to barge terminal superintendent at the Port of Honolulu in May 2001 and later became east Hawaii manager in December 2001.

Renstrom became manager, freight operations, in February 2009. His

responsibilities included all the Neighbor Island ports.

In his spare time, Renstrom was an avid runner. He leaves his widow, **Mari Renstrom**, to whom he was married for eight years.



**Steve Renstrom**

## PEOPLE NEWS

### NEW EMPLOYEES

**Darlene Crowder**  
VP Human Resources

**Amy Dalit**  
Claims Assistant, PNW

**Janic Trepanier**  
Sr. Naval Architect, PNW

### RETURNING EMPLOYEE

**Paul Gallagher**  
Director Project Services

### PROMOTIONS

**Keri Mjeltevik**  
Demand Planning and Strategic Sourcing Manager

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Dave Kamerer

**SUNRISE IN BELLINGHAM** *Dave Kamerer, an electrician aboard the barge Arctic Challenger in Bellingham, Wash., caught this photo of a brilliant sunrise in early August. In the foreground is the enhanced tractor tug Garth Foss, assigned primarily to tanker escorts and assists on northern Puget Sound. The Arctic Challenger, staffed by Foss personnel, houses an oil-containment system to support Shell operations in the Arctic.*