



Tow Bits



BOILING UP ELLIOTT BAY

The new Foss tractor America, left, and the Andrew Foss joined other tugs in boiling up Elliott Bay May 10 as Seattle staged its annual Work Boat Parade and Tugboat Races. In the background of the photo is Queen Anne Hill, just north of downtown Seattle. See pages 10-11 for more photos.

NEW TUGS ARE A HIT; FOSS WILL BUILD A THIRD, MAYBE MORE

Foss Maritime's newest class of escort-and-assist tugs is performing so well that the company has committed to a third vessel of the same design and might build more, as needed, for future projects in the LNG industry and other sectors.

The first of the new tugs, designed by Robert Allan of Vancouver, B.C., is the *America*, christened last February and currently operating on Puget Sound. The second, the *Pacific Star*, was christened June 16. Both were built by J.M. Martinac Shipbuilding in Tacoma.

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Terrific New Tugs

Naval Architect Robert Allan has hit a home run with a new class of escort-and-assist tugs, two of which are now in operation for Foss. The tugs are performing so well that Foss wants to build a series of them.

Cover

Double-Hull Fleet Grows

Foss already has the biggest fleet of double-hull tankbarges on the West Coast, and it's still growing, with the addition of three in Southern California. The first arrived April 1 and is now serving tankers, containerships and other cargo vessels.

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Expanding Business at Rainier

The Foss Rainier Shipyard, which shifted its focus to new vessel construction late in 2003, has used its hard-earned reputation for quality and value to land its first new-build contract with a customer outside the MRG family of companies.

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Success on the Ocean

Don McElroy helped build Foss' ocean business and lay the foundation for future project work. He retires June 30.

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Now That's Variety

One week, eclectic Foss division Harbor Marine group is figuring out how to move 615 tons over ramps and barges to an unimproved shore, and the next they're designing an evacuation slide for an Alaska ferry.

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Lauren Foss in Africa

The *Lauren Foss*, one of Foss' two biggest ocean-going tugs, has embarked on its third trip to Africa carrying aid cargo to developing countries for Foss subsidiary America Cargo Transport.

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Gary Faber

Change is Necessary to Succeed In a Very Challenging Marketplace

The tug-and-barge industry is something of a paradox these days, a business that on the one hand is steeped in tradition, but on the other requires us to be in a constant state of change to succeed in a very challenging marketplace.

We like it when our new equipment recalls the lines of traditional tugs. Here in *Tow Bitts*, articles about the old days are among the most popular. And numerous generations of many families have worked here, including descendants of founders Thea and Andrew Foss.

Indeed, the company's history and tradition of quality performance embodied in our "Always Ready" motto, are an important component of our brand and are a key to our success going forward.

But we can't let our respect for tradition—and our belief that the way we've always done things is the best way—hold us back. No one likes change, but we have to be nimble, as change is inevitable in our industry. In fact, we must be willing to re-invent ourselves every single day.

Two upcoming events will bring about big changes both in our business and in the jobs of some of our

employees—our announced sale of selected vessels on the Columbia-Snake River System and, in a few years, the end of our annual lightering work at Red Dog Mine.

In the case of the Columbia River, we were faced with a diminishing return on our investments as we struggled to replace an aging fleet. The returns were shrinking because, in spite of record-high grain prices, competition among cargo carriers has been preventing transportation rates from keeping pace with costs. (*see story on page 5*)

While we were engaged in the analysis of this business line, we were approached with an unsolicited buyout offer for the tugs, cargo barges and specialized grain barges; which we subsequently accepted. During this process, we carefully researched the impact on our employees to make every effort to accommodate their needs and ease their frustrations.

Toward that end, not one marine employee will lose his or her livelihood. Some will be retrained and may work outside their present geographic range, but they will not suffer financially.

As for Red Dog, our contract with

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LINES

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mine owner Teck Cominco is running out, and the customer has decided to pursue a different course in the future. Given that we have a few more years of work at the mine, I believe we will have an orderly and beneficial transition to another endeavor.

And as we have with our employees on the Columbia River, I believe we will be able to secure the futures of

marine and shoreside employees who have been dedicated to Red Dog.

In our business, deliberate and measured five-year plans are a thing of the past. Our business is dynamic and energetic. Change will continue to be constant.

And changes in our jobs and the way we go about them are certain as well, an inevitable consequence of our

effort to pursue every advantage to grow and prosper in our marketplace. We have several prospects in both the international and domestic sectors, which will bring new and challenging opportunities to our front door.



President and Chief Operating Officer

NEW TUGS

Continued from Page 1

“Based on the performance of the *America* we are ready to add more of the same. The key point is that these tugs meet and exceed all the design characteristics and performance criteria that we’re looking for in a new escort-and-assist boat,” said **Scott Merritt**, senior vice president for operations.

“They are right in line with our known customer needs, projected customer needs and the needs of the market,” Merritt added.

The tugs are 98 feet long and are rated at 6,610 horsepower, powered by twin Z-drives. While ideally suited to tanker work, the tugs also have the power and maneuverability to work with the biggest containerships.

Captains report that the *America* is highly responsive in both the forward and astern modes. It also handles well during indirect and powered indirect maneuvers, such as slowing a tanker by turning the tug sideways on the line. The maneuver is similar to how a water skier turns out of the wake, and uses the tug’s hull form to create braking and steering forces.

“What really pleased us is the tug’s ability to maneuver and position itself and give the operator better touch and feel when it comes to putting all that horsepower and ability to use for our customers,” Merritt said.

The *America* delivered nearly 90

short tons of bollard pull in tests before it entered service and is capable of 13.5 knots through the water, more than a knot faster than Foss’ original design expectations.

Exactly where Foss will build the third and, possibly, subsequent sister tugs has not been finalized. The company initially had planned to build new escort-and-assist tugs at Foss Rainier Shipyard on the Columbia River in Oregon, where it has been building compact, Dolphin-class tugs.

But that plan was advanced by two years when the *America* and *Pacific Star* became available through a long-term charter arrangement with Houston-based Signet Maritime. Signet had made the arrangements to build the tugs at Martinac, but changing business conditions for Signet led to the charter.

“Right now, it’s still our intent and hope to build at the Rainier Shipyard,” Merritt said. “But as demands increase at the Foss yard for other projects, such as the San Francisco pilot boat (see story on page 6), we’ll work with them to determine what’s in the best interests of Foss Maritime and (parent company) MRG. If need be, we will reluctantly consider another builder.”

The target for completion of the third tug is the first quarter of 2010, and Merritt said that tug would enhance the current capability of the



The *Pacific Star* was nearing completion at J.M. Martinac Shipbuilding in Tacoma in May.

existing Foss fleet.

“We also hope to supply tugs in support of the LNG industry and other terminal projects underway or proposed around the world,” Merritt said. “The *America* and *Pacific Star* are the perfect platform for meeting some of these worldwide needs, and our hope is that we can build an entire series of vessels to service that demand.”

Current plans call for the *America* to be transferred to the San Francisco Bay Area this summer. The *Pacific Star* is equipped with an improved anchoring system and live-aboard amenities for use in northern Puget Sound.

Brand New Double-Hull Barge is ‘Best Equipment in Harbor;’ Second to Be Delivered from Texas to Long Beach this Summer

The first of three new double-hull tankbarges destined for Long Beach arrived at the Southern California port on April 1, giving Foss the best equipment in the harbor for servicing the largest oil tankers and containerships.

The barge FDH 35-3 was delivered to Long Beach by the *Craig Foss*. The tug picked up the barge at its builder, Orange Shipbuilding in Orange, Texas, and towed it through the Panama Canal to California.

Southern California Tankbarge Manager **Ron Costin** said the new barge is capable of carrying 35,000 barrels of fuel oil, or 5,000 metric tons, and measures 290 by 65 feet. It features an on-board vapor processing system, four mooring winches and a 75-foot crane.

The barge carries 1,200 feet of containment boom and a spill response boat. Its tank management system is entirely computerized, and the control room for tankermen is air conditioned.

“We’re looking for this to be the best piece of equipment in the area,



Foss tanker **Juan Valencia** greets the new barge *FDH 35-3* as it arrives in Long Beach April 1.

and we’re hoping to achieve a 1,000-ton-per-hour discharge rate,” Costin said. The barge made its first delivery at the end of April.

With the *FDH 35-3*, Foss now operates three bunkering barges in the Los Angeles – Long Beach harbor. A second 35,000-barrel double-hull barge is due for delivery to Long Beach this

summer and a third around the first of the year.

Foss has the largest double-hull bunkering fleet on the West Coast, with four such barges already in operation on San Francisco Bay. Two of those, both with a capacity of 26,000 barrels, also were built by Orange Shipbuilding.

HARBOR SAFETY CONFERENCE IN SEATTLE

Foss Vice President for Marine Transportation Bruce Reed, center, is shown at the National Harbor Safety Committee Conference in Seattle May 12 with Coast Guard Vice Commandant Vivien Crea, right, and Capt. Stephen Metruck, captain of the port, Seattle. Reed is president of the Puget Sound Harbor Safety Committee, which hosted the conference. Crea was one of the conference’s keynote speakers, and Metruck participated in a panel entitled “Communicating through Public-Private Partnerships.” Steve Scalzo, chief operating officer of Foss parent company MRG, also was a keynote speaker at the three-day conference.



Horst Will focus on Customer Needs in His New Job at Foss; Forklift-Driving Job Led to Career in Transportation Industry

When **Jeff Horst's** dad, a trucking company owner in Detroit, sent his son off to Western Michigan University in Kalamazoo in 1980, he hoped his son would find a career outside the transportation industry.

Fat chance.

After graduation, the young Horst found his way to the Northwest and got a job as a forklift driver at Seattle-Tacoma International Airport in 1987. From there, he pursued a 21-year career in the logistics industry, reaching senior management positions in Seattle with Global Transportation, Schenker and Conterm Consolidation Services.

Today, he holds the newly-created position of commercial director at Foss Maritime, a sales job in which he plans to work with line-of-business managers to ensure that Foss is touching all the bases with customers and, as he describes it, "touching a little higher on the food chain."

"The position is designed to be more outwardly focused and more in tune with customer needs and sales growth," Horst said. "This new position is focused on the customer and



Jeff Horst holds the new position of commercial director at Foss.

Meagan O'Shea

our potential customers."

Horst says he's happy to have shifted from the logistics business, which he said is so crowded with freight forwarders and NVOCCs (non-vessel-operating common carriers) that their service is now simply a commodity.

"Converting from a non-asset-based to an asset-based environment is a

quantum shift for me," he said. "At Foss, we can distinguish ourselves with a brand, equipment, people and services, that in the logistics industry, had little impact, as the primary focus was on price."

Horst, 45, lives in Sammamish, Wash., with his wife and 14-year-old son.

FOSS SELLS TWO TUGS, 20 BARGES TO TIDEWATER

Foss has decided to sell two tugs and 20 barges to Vancouver, Wash., based Tidewater Barge Lines (TBL). The sale will cause Foss to withdraw from the cargo business on the Columbia-Snake river system.

The decision means Foss will no longer provide river barging of grain, wood products and containers. The move will enable the company to focus its effort and investment on its strategic lines of business, including ship assists, ocean towing and special projects.

Foss will continue to offer those services from its Portland.

Scott Merritt, Foss senior vice

president of operations, said the need to add vessels and upgrade existing ones contributed to the decision to leave the upriver business.

"The most important thing for Foss is to ensure that we provide our customers with the highest quality service," Merritt said. "In order to do that with our upriver lines of business, we would need to make significant investments in new equipment. Unfortunately, in this competitive market, we were not likely to be able to recoup that investment."

Foss President and COO **Gary Faber** said the company had enjoyed close working relationships with upriver

customers and would miss being a part of their success.

"However, we feel confident they will continue to find services they require on the river. One of the most important criteria to us was selling the equipment to an operator that was interested in continuing to provide the services our customers need."

As a demonstration of this commitment to their customers, Foss has agreed to terms to provide TBL with a time charter tug to assist them in meeting the requirements of their increased upriver business. The charter should keep the tugboat *Lewiston* busy through the end of the year.

Shipyard Summits Beef Up Workers ‘Safety Toolboxes’ As Lost-Time Incident Rates Continue Their Decline

A series of half-day “Safety Summit” meetings was held recently at Foss shipyards in Seattle and Rainier, Ore., focusing on how communications can help further the safety culture at Foss and aiming to add a few new tools to participants’ safety toolboxes.

Meanwhile, the lost-time incident rate at the shipyards continued to decline, dropping 82 percent during the first three months of 2008 compared to the 12-month rate reported for 2007.

“We are continuing to make progress,” said Safety and Health Director **Al Rainsberger**, who led the Safety Summits. “And we believe these meetings, in which we focus on safety outside of the normal workplace systems for addressing it, are part of the solution.”

The meetings were held for supervisors Feb. 22 and Feb. 28 in Seattle and for the entire workforce at Rainier Shipyard on May 1.

“We looked at the core values of the company, with safety being foremost,” Rainsberger said. “There was a lot of discussion about accountability and responsibilities regarding worker safety, about how to motivate employees to work safely, and about the values of safety.”

Safety communications include dis-



Al Rainsberger, standing, leads a Safety Summit meeting in Seattle.

cussions at pre-shift meetings, safety meetings within specific crafts, safety tips of the day, monthly safety bulletins and the new job-safety analysis system. Combined with observance of safe behaviors, those communications can help instill attitudes that set a foundation for the safety culture Foss is working toward.

“People are motivated in different ways, and we work hard through these communications tools to develop positive ways to motivate people to be safe and help others do the same,” Rainsberger said.

The Safety Summits also touched

on the importance of training, re-training in a timely manner, and making sure people are properly trained whenever new equipment or processes are installed. Another key to safety is ensuring that people with the right training and experience are assigned to critical jobs.

And when a task is completed successfully, according to Rainsberger, supervisors should acknowledge the achievement.

“The main goal, at the end, is that we need to view any accident as a major failure of our safety performance,” Rainsberger said. “That’s a matter of attitude as well.”

RAINIER YARD SET TO BEGIN CONSTRUCTION OF NEW BOAT FOR SF BAR PILOTS ASSOCIATION

The San Francisco Bar Pilots’ Benevolent and Protective Association has selected the Foss Rainier Shipyard to build a new station boat, a 104-by-28 foot craft from which the pilots will board ships as they enter the Bay outside the Golden Gate.

Rainier New Construction Manager **Tim Stewart** said the yard was chosen after a rigorous bidding process involving highly detailed specifications for the boat, including more

than 400 drawings and material lists.

The boat will be a sister of two existing station boats that were built by the now-closed Marco shipyard, which was just west of Foss headquarters in Seattle.

Stewart said the boats have interior accommodations that are designed to provide comfort for the crew on the open ocean, regardless of the weather. Safety gear includes state-of-the-art recovery and tracking equipment.

The Seattle shipyard will do the rudder and shafting work, Stewart said.

The Rainier yard plans to deliver the boat within 50 weeks of the contract signing, which was planned for June 9.

Stewart said construction of the pilot boat dovetails well with the shipyard’s tug construction program. Modules for the last planned Dolphin—a hybrid-powered tug—are to be brought to the yard’s ways in June, and

Shipyard Workers Elevate Skills During Forklift Training Sessions

Who has the right of way, a pedestrian or a forklift? And what is a stability triangle, as it applies to safely carrying a load with a forklift?

If you work at Foss and know the answers to both of those questions, chances are you went through the forklift safety classes offered this spring by Shipyard Health and Safety Coordinator **Ron Sykes**. (For others, the answers are at the end of this article.)

Sykes got the ball rolling on the new forklift safety training program after it was determined that the former program needed an upgrade. He then spent a week learning to be a certified instructor at Ives Training Group in Tukwila, Wash.

Since March 20, 60 workers at Foss Shipyard in Seattle have been through four hours of practical and classroom training, meeting certification requirements of the Washington Department of Safety and Health and OSHA.

They learn about or refresh their understanding of forklift operations, safety, and maintenance. While actually driving, the students perform up to six lifts while Sykes watches and critiques them.

Sykes also gives a test at the beginning of the first session, “to find out where they are,” and another at the end.

“They have a hard time passing the first test, but after four hours of



Ron Sykes, right, goes over forklift safety-check procedures during a recent training session. His students are, from left, **David Holt**, **Phillip Decker** and **Robert Decker**.

training, they all pass the final test with flying colors,” Sykes said. “I’m impressed how they have all evolved as operators and are now handling the equipment properly and safely.”

Many were stumped in the first test by the questions at the top of this article. Here are the answers.

The pedestrian always has the right of way. As a safety measure, Sykes now has drivers honking their horns before turning corners they can’t see around.

The stability triangle is formed by drawing imaginary lines between the drive wheels in the front of the lift and pivot point of the steering wheels on



Sykes gives some pointers as **David Holt** handles a load with a forklift at Foss Shipyard.

the back of the lift. Keeping the load inside the triangle helps ensure the fork lift’s stability.

the boat is scheduled for completion in November.

The pilot boat will be built in Rainier’s west yard in one piece, launched, brought to the ways and docked after the Dolphin is completed.

Foss Vice President of Shipyards and Engineering **Andy Stephens** said, “Rainier Shipyard’s record of quality workmanship, on-time delivery, and built-in high value were major factors in the pilots’ decision.”

This boat is the first Rainer has built for a customer outside the MRG family of companies since the yard converted to new construction in 2003.

The Foss-built pilot boat will be a sister of this one and another existing boat.



Foss Assists Chinese Ship on Trip from Astoria to Portland; Post-Panamax Crane is Fourth for Oregon's Largest Port

Three Foss tugs assisted the specialized crane-carrying ship *Zhen Hua 17* up the Columbia River from Astoria to Portland, about 75 miles, in early April as the ship delivered a new post-Panamax crane from Shanghai, China. The tugs were the *Daniel Foss*, *Pacific Escort* and *PJ Brix*.

The crane is the fourth post-Panamax model at the port and was built by Zhenhua Port Machinery Co. It stands 16 stories tall, weighs 1,400 tons and can handle about 30 containers per hour. The post-Panamax designation means it is built to reach across ships too wide to fit through the Panama Canal.

Crewmembers on the tugs were: April 2 – 9. *Daniel Foss*, Capts. **Ron Everman** and **Kevin Gabriel** and Deckhands **Dick Stevenson**, **Eric Braden** and **David Lee**. *Pacific Escort*, Capts. **Dan Mullican** and **Tom Alford** and Deckhands **Billy Johnson**,



The *Daniel Foss* is at the bow, and the *Pacific Escort* is at the stern as Foss assists the *Zen Hua 17* into its berth at the Port of Portland. In the foreground is the Foss tug *Betsy L*, which is on its way to another job.

B.J. Lyngstad and **Eli Waer**.

April 9 – 10. *Pacific Escort*, Capts. **Bim McCoy** and **Brad Warner** and Deckhands **Fred Snaza** and **Mike**

Pass. April 10. *PJ Brix*, Capts. **David Nicklous** and **Jim Bauserman** and Deckhands **Clyde Montgomery** and **Ross Wilson**.



SHIPYARD BLACKTOP

Jerry Eddington, an employee of Adams Asphalt Patching and Paving Co. in Seattle rolls out a new strip of blacktop near the pier apron at Foss Shipyard in Seattle. In early May, the shipyard replaced about 3,180 square feet of paving, which suffers from winter weather and damage from the yard's tracked crane.

BP SHIPPING RECOGNIZES ENVIRONMENTAL EFFORT

Foss has received a commendation for “Outstanding Environmental Achievement” in an annual competition sponsored by BP Shipping.

The BP Shipping “CEO’s HSE Award” cited Foss for “innovation and commitment towards a continuous improvement in environmental performance.”

In a letter to **Susan Hayman**, Foss vice president for health, safety, quality and environment, BP Shipping Group Vice President and Chief Executive **David Baldry** wrote that the commendation recognized, “continual improvement in environmental performance, including the use of hybrid tugs, converting the tug and barge fleet to ultra low sulphur fuel and having a significant operation period with no environmental incidents.”

From Red Dog to Sakhalin Island, McElroy Gives Credit to Operations Staff For Successes on the Ocean

For the last 25 years of his nearly 30 at Foss, **Don McElroy** has been actively involved in helping to build the foundation for the company's future in the ocean business. That future has been and continues to be in special projects in remote, challenging and often extreme environments, mainly in the petroleum and mining sectors.

The Red Dog ore project for Teck Cominco in the Alaskan Arctic, for which McElroy had the sales responsibility beginning in 1985, "was huge" for the company, proving its ability to provide open ocean lighterage from barges to ships, still one of the few places in the world this is done. This year will be Foss' 19th at Red Dog.

The company also proved its remote-operations mettle with three seasons of sealifts to an Exxon Neftegaz oil development site on remote Sakhalin Island, Russia, in 2003, 2005 and 2006.

But McElroy, who will retire on June 30 from his position as senior vice president for marine transportation, is quick to pass along the credit.

"I'm just a sales guy," he said. "The operations people are the ones who really make it happen day in and day out."

Now-retired Port Capt. **Tim Lyness** and former Port Captain and current Operations Manager **Doug Pearson** played major roles. McElroy also rattles off the names of former Red Dog managers like **Mark Houghton** (now with Hawaiian Tug and Barge/Young Brothers) **Bob Fellows**, **Scott Newall**, **Jim Van Wormer** and current manager **Paul Wooden**, and also praises the crews of the tugs and barges.

"These guys have become so good at what they do in a very difficult and remote area," McElroy said. "They make it look it so easy, and it's not."

McElroy also heaps praise on the supporting cast—human resources, accounting and billing, legal, purchas-



Don McElroy will retire from Foss on June 30.

ing, marine personnel, information technology, engineering, dispatch and the shipyard.

"These projects are so big and complicated, if they don't do their job, you have a customer problem," he said.

A native of New York City, McElroy was regional manager in New Jersey for domestic and Latin American services for Sea Land Service before joining Foss in 1979.

Working out of New York, he helped land a contract under which Foss delivered 30 barge loads of construction equipment and other cargo to what would become the world's largest open-pit coal mine, El Cerrejon in Colombia.

He transferred to Seattle in 1985, taking over Red Dog and managing Foss' oil transportation business in Alaska. The acquisition of Brix Maritime in 1993 brought Foss the Aquatrains rail-car barge business, which McElroy oversaw, and

he became vice president for marine transportation and petroleum in 1998.

McElroy says the acquisition of the ocean tugs *Lauren Foss* and *Corbin Foss* in 2003, which helped enable Foss to perform the Sakhalin project and compete for towing aircraft carriers and other large ships, was a key move.

Another important move, he said, was the formation of the Chevron Alliance, under which Foss has provided escorts, ship assists and other services for Chevron on the West Coast since 1996. McElroy was part of the original Alliance team along with **Scott Merritt**, currently senior vice president operations, and **Steve Scalzo**, former Foss president and now chief operating officer of parent company MRG.

"This has been a wonderful ride, and it's time to move on, but Foss will always be a big part of me," he said. "I've enjoyed every minute and my relationships here, and I wish all the success in the world to this company."

Tug Races 2008



Would-be pirate **Braeden Gardner**, 3, grandson of *Shelley Foss* Capt. **Herb Metz**, peers through the railing for a better look at the tug parade.

Five Foss vessels carried about 200 riders, including customers and friends, for the annual Work Boat Parade and Tugboat Races Saturday, May 10, sponsored by the Propeller Club of Seattle. Top finishers in the races included the new tug *America*, third in Class A, and the *Shelley Foss*, second in Class B. Other company vessels participating in the event were the *Andrew Foss*, *Benjamin Foss* and *Emma Foss*.

Matt Brown coordinated the food and customer involvement in the event, while vessel participation and safety were coordinated by **Paul Gallagher**, **Steve Kimmel** and **Kent Salo**. For the first time this year, all people on the main decks were required to wear life jackets.

They're underway in Class B, with the *Shelley Foss* (closest to waterfront) in the lead in this aerial photo by Don Wilson of the Port of Seattle.





Nancy Balke and **Laura Balke**, wife and daughter of *Shelley Foss* Engineer **Carl Balke**, take in the sights, above. The *America* shows its stuff with the Seattle skyline as a backdrop, right. And the *Shelley Foss* parades past the cruise ship *Norwegian Star*, docked at Pier 66, below.



Down with the Old and Up with the New at Rainier Yard

Rainier Shipyard's decades-old office building was taken down in about an hour by an excavator on Wednesday, March 26, clearing the way for an expansion of the production space at the yard where Foss is building new tugs.

Superintendent **Tony Silva** said the old, wood-frame building had offices for five people on two floors, plus a basement.

Silva said it was probably built in the early 1950s, when it served as headquarters for Smith Tug and Barge. Owner **Wilbur Smith** lived upstairs and had operations functions downstairs.

The new Rainier building is a two-story metal structure with offices upstairs and a warehouse for tug parts, two restrooms and a purchasing and materials control office downstairs.

Foss is building new vessels at the yard, including a low-emissions hybrid-powered Dolphin scheduled for delivery to Southern California next fall.



An excavator spent about an hour chomping through the old office building at Foss Rainier Shipyard on Wednesday, March 26.



New Construction Manager **Tim Stewart**, left, and Quality Assurance Engineer **Bob Schuening** at the front door of the new building.

TEXAS-BOUND

*The freighter Cape Carthage towers over the stern of the Constellation Maritime tug Phoenix, which towed it from the James River (Virginia) Ready Reserve site to Brownsville, Texas, in late April and early May. The customer was ship recycler Esco Marine. Built in the 1960s by Lyke's Brothers Steamship Co., the 473-foot Cape Carthage was purchased by the government and activated temporarily for Operation Desert Storm in 1990 before being mothballed. Members of the Phoenix's crew during the two-week tow were Capt. **Arthur Kirk**, Capt. **Marco Lograsso** (sailing as mate), Chief Engineer **Kerin O'Neill**, Able-Bodied Seaman **Ross Robinson** and Deckhand **Domingos Costeira**.*



HOUSEBOAT HOIST

Damieon Dorosky handles the tag line as the Foss 300 derrick moves a 22-ton houseboat into the water at Foss Terminal in mid-April. The houseboat was built at the terminal by Lynn Reister, a marine surveyor who plans to moor it on Seattle's Lake Union, with her office on the first floor and living quarters on the second floor. At left in the photo is Jim Mossman, who supervised the rigging of the houseboat, and Shipyard Safety Coordinator Ron Sykes, right, is observing. The crane operator was John Tarabochia, assisted by Steve Imhoff.



NEW HOUSE ELEVATES TUG'S VISIBILITY

Foss Shipyard on Friday, March 14, mounted a new pilothouse atop a 13-foot tower built on the tug *Point Fermin*, which will use its elevated visibility to handle high-sided tankbarges on San Francisco Bay.

The new house, weighing about 4,000 pounds, was hoisted onto the tower by the *Foss 300* derrick.

Project Manager **Van Vorwerk** said that in addition to the pilothouse, the yard installed new generator sets, keel coolers, new bow and stern winches, a new staple and a modified "H" bit. The yard also blasted and coated the forepeak and performed steel repairs in the forepeak and in fresh water tanks.

Much of the interior fabrication in the pilothouse had been at least partly completed before the house was placed on the tower, including electronics, paneling and a console.

The *Point Fermin* arrived in the yard in December and was finished in early April. **Guy Hall** was the ship repair superintendent on the job.



Van Vorwerk



FOSS

It's a Tough Job, But . . .

Foss Shipyard Laborer **Manning Webb**, in the photo at right, collects sludgy residue that drained during sandblasting and painting into the sump of Drydock No. 3. As part of the company's environmental program, sumps are cleaned as necessary before drydocks are lowered into the Lake Washington Ship Canal, preventing sludge from escaping into the water. In the photo below left, Labor Shop Foreman **Larry Hurtt** pours the Drydock No. 3 sludge into a wheel barrow, and, below right, Hurtt deposits it on a pile for collection by a waste disposal contractor.



SATISFACTION GUARANTEED

Ask your employees for input on how to better serve your customers. Their feedback will surprise you.

— *From Satisfaction Guaranteed*

By *Byrd Baggett*

Harbor Marine Group Helps Move Huge ‘Hydro-Crackers’ From Heavy Lift Ship to Unimproved Bay Area Shoreline

Foss division Harbor Marine Group (HMG) helped plan the transfer of six big cylindrical oil production vessels to an unimproved Bay Area shoreline last winter, while continuing to assist the Alaska Marine Highway System with refurbishment of four ferries.

The job at ConocoPhillips’ refinery in Rodeo, Calif., included naval architecture and structural engineering support for Bigge Crane and Rigging, which moved three “hydro-cracker reactor vessels” of up to 615 tons each and three smaller vessels of up to 138 tons each.

The vessels were delivered from a heavy lift ship in San Pablo Bay as part of an expansion project in which the refinery is installing a new hydrogen plant and expanding its hydro-cracker facility to remove sulfur from heavy marine bunker fuel and to produce gasoline.

To offload the cargo in January and February to the unimproved shore, Bigge set up a fixed spud barge connected to land with 120-foot-long ramps. The cargo was offloaded from the ship to several transport barges (including the *Foss 252*), which moved the vessels to the spud barge over 25-foot ramps.

Bigge Crane and Rigging handled project management and engineering for the heavy lift portion of the work, and Harbor Marine Group provided the engineering for the marine portions, including calculations for transit accelerations and sea fastenings, stability analysis, ballasting plans, deck strength analysis and mooring design.

For the Alaska Marine Highway System, Harbor Marine Group has continued design and engineering services for ongoing refurbishments of the *M/V Malaspina*, *M/V Aurora*, *M/V Matanuska*, and *M/V Tustumena*. HMG is just starting work on the *Tustumena*, while the *Malaspina* has been completed at Todd Pacific Shipyard in Seattle



One of three hydrocrackers rolls over a ramp from a spud barge to the ConocoPhillips’ refinery.

Claus Frederiksen



An evacuation slide is deployed during tests on the Alaska state ferry *Aurora*.

David Dumont

and the *Aurora* is nearing completion at Puglia’s Fairhaven Shipyard near Bellingham, Wash.

As part of the final work on the *Aurora*, the vessel deployed and tested its new Marine Evacuation System, including a set of 55.8-foot inflatable slides and four 100 person self righting liferafts.

The evacuation system was

provided by Liferaft Systems Australia and the tests were directed by their North American Representative, **Vlad Prato**, of Vancouver, B.C. Harbor Marine Group Director **David Dumont** designed the installation.

ALWAYS READY

Tug Lauren Foss Ready for Third Food Aid Mission to West Africa; Big Foss Vessel Helps ACT Deliver Cargo to Developing Countries

The *Lauren Foss* is on the way to Africa towing the ocean-going barge *American Trader* loaded with humanitarian aid cargo for West African countries of Guinea, Senegal and Mauritania, with an intermediate stop in Haiti. Contracted by recently acquired Foss subsidiary America Cargo Transport Corp., this will be the tug's third trans-Atlantic voyage in the last 18 months.

The tug and its sister, the *Corbin Foss*, are Foss' largest and most powerful ocean-going tugs, at 150 feet in length and packing 8,200 horsepower. The *American Trader* is 400 feet long and 100 feet wide.

During the second trip, last September, ports of call visited by the tug and barge included Monrovia (Liberia), Douala (Cameroon), Bissau (Guinea Bissau) and Dakar (Senegal).

Cargoes are delivered in developing countries to private voluntary organizations including OIC International, Catholic Relief Services, Africare and the International Partnership for Human Development. Each voyage delivers over 9,000 metric tons of aid to the developing countries.

Rob Wagoner, Director of Cargo Operations, said ACT had been active in delivering humanitarian aid for more than a decade. While focused on deliveries to Latin America/Caribbean and West Africa, ACT has delivered aid cargoes on five continents and was the first U.S.-flag carrier to deliver cargoes to North Korea as well as being one of the first to respond to the 2006 Tsunami crisis in Indonesia.

In addition to the *Lauren Foss*, ACT also contracts the *Justine Foss*, which with the ACT Barge *ZBig 1* just completed delivery of 6,600 tons of food aid cargo to Haiti on behalf of World Vision and Catholic Relief Services. The U. S. Agency for International Development has indicated that this cargo will feed approximately



Members of the *Lauren's* crew, photographed in Dakar, are: bottom row, from left, Able-Bodied Seaman **Bob Wingle** and Cook **Hugo Padilla**; middle row, Chief Engineer **Steve Lunn**, Second Mate **Chris Mack Jr.** and Ordinary Seaman **Ricky Edwards**; top row, Chief Mate **Jim Flemming** and Able-Bodied Seaman **Aaron Brown**; and, standing, Capt. **Andy Miller**.



The *Lauren Foss* is shown in the port of Dakar, above. In the inset, the *Lauren* departs the port of Bissau alongside the ACT barge *American Trader*. The man in the foreground is a stevedore. Rob Wagoner Photos

500,000 people for 30 days.

Wagoner complimented the *Lauren*, as a powerful, well-equipped and modern tug, well-suited for the long ocean voyages to Africa, but he noted the vessel crew has made the

bigger difference.

“What makes a good boat is the crew,” he said. “These Foss crews are quite confident and very professional and it’s been a pleasure working with them.”

Like Most ‘Complete Lists,’ Ours Wasn’t Complete After All; Nine More are Children of Current or Former Foss Employees

Lists that pronounce themselves to be all-inclusive almost always leave something out. Such was the case with our two-page spread in the last *Tow Bitts*, in which we attempted to list and publish a photograph of every current Foss employee with a parent

who works at the company or once did.

Since the March issue, we have uncovered five Southern California employees, three from the Pacific Northwest, and one in Marine Transportation whose father’s are also

current or former Foss people.

There was no photograph available for one of the Southern California employees, Capt. **Joe Mayer**. His father is Capt. **Andrew Mayer**, a former Foss master and now a Long Beach pilot.

PACIFIC NORTHWEST



Capt. Bill Archer Jr.
(Capt. Bill Archer Sr., deceased)



Bruce Crabtree, Engineer
(Herb Crabtree, Seattle Facilities Manager, Ret.)



Capt. Joel Russell
(Jerry Russell, Marine Personnel Manager, Deceased)



Capt. Gary May
(Capt. Chuck May, Marine Transportation, Deceased)

MARINE TRANSPORTATION

SOUTHERN CALIFORNIA



Capt. Myron Balchin
(Capt. Myron Balchin Sr., Ret.)



John Carlin, Tankerman
(Capt. John Carlin Sr.)



Marty Kuhns, Engineer
(Capt. Martin Kuhns, Ret.)



Joseph Sasso, Tankerman
(Art Padilla, Deckhand)

NEW LIFE FOR TANKBARGE

The barge 185-P2, surplused by the Foss petroleum transport fleet because it is single hull, is experiencing new life in Mobile, Ala., after being converted there to a deck barge for subsidiary company Gulf Caribe Maritime. The 185-P2 replaced a leased barge used to transport oversized Delta IV carbon fiber rocket components between Alliant Technologies in Iuka, Miss., and United Launch Alliance in Decatur, Ala. a distance of 90 miles.



Foss Team Joins “Beat the Bridge” Run for Juvenile Diabetes

Three employees represented Foss Maritime in the annual Beat the Bridge to Beat Juvenile Diabetes fund raising event in Seattle on Sunday, May 18. The Juvenile Diabetes Research Foundation is the beneficiary of this charitable effort that raised over \$1.25 million this year, and over \$10 million in the last 25 years.

Shelly Rieger ran the 1-Mile Fun Run (untimed), and **Craig Campbell** and **Bob Wilkinson** ran the 8-K Run (timed). Events also include a 4-Mile Walk (untimed) and an 8-K Wheelchair Race. Final counts were not available, but the event consistently draws around 8,000 participants.

“Beat The Bridge” refers to the raising of the University Bridge 20 minutes after the start of the third wave of 8-K runners. If you are in the third wave, and can run 2 miles in 19:59—you just barely “Beat The Bridge”—otherwise you and everyone else “behind you” are stopped and the University Bridge is raised—then lowered—and your race continues for another 2.8 miles.



Competing in the “Beat the Bridge” run were, from left, **Bob Wilkinson**, **Shelly Rieger** and **Craig Campbell**.

AUTHOR WAS A FREQUENT TUG RIDER AND A FRIEND TO MANY AT FOSS

A service was held in Gig Harbor May 22 for **Mike Stork**, author of a book on Foss Maritime, a regular contributor to *Tow Bitts*, and a friend to many in the company. Stork, 60, died Friday, May 16 after a short bout with pancreatic cancer.

Stork’s father, **Ed**, was a Foss captain from 1946 – 1973, and the younger Stork was a fan of the company and its tugs for many years.

He was a top-notch photographer but never charged a penny for the images he recorded during frequent rides on company tugs.



Mike Stork

In recent years, he used email to share his photos with friends at Foss, members of the Foss family and others. A photo Stork took of the new tractor tug *America* during its bollard-pull test in Tacoma appeared on the cover of the March edition of *Tow Bitts*.

Stork retired in 2006 from his job as a first-grade teacher at Artondale Elementary School in Gig Harbor.

He learned of his disease just a few weeks before his death. In an email

accompanied by a photograph of him with his family and sent to friends on April 21, Stork wrote:

“Not the outcome I was hoping for at 60, but I guess we have to take life as it comes. I wanted to thank all of you for your wonderful friendships over the years and especially in helping me complete my book on Foss.”

The book was published last year and contains more than 200 images tracing the history of the company. Many of the photos are from the company archives, and a number of employees assisted Stork in the effort.

Stork is survived by his wife of nearly 38 years, **Kathie**, a daughter, **Rachel Stork Crane**, and a son, **Jim**.

This Tugboat Captain is a Definitely a Man of Many Talents; Bill Archer Doubles as an Entrepreneur and Mail-Order Minister

With some spare time on his hands, confidence in his sales and marketing skills, and a desire to give his teenage daughter **Allegra** something to do during the summer, veteran Foss Capt. **Bill Archer** started a boat-rental business two years ago in Poulsbo, Wash., on Puget Sound.

Today, he has two 21-foot, 12-passenger electric boats, a 26-foot sailboat and six canoes in Poulsbo and is expanding the business to Bremerton, where he will moor a third 21-footer next to the *USS Turner Joy*, a museum ship and tourist attraction.

“Being a tug captain is definitely my primary occupation,” said Archer, who has been with Foss for 21 years in two stints and lately has been training on the new ASD tractor tug *America*. “But starting this boat-rental business has been a great experience.”

Archer, whose business draws people from as far as Oregon and British Columbia, recently was named Tourism Promoter of the Year for 2007 by the Kitsap Peninsula Tourism Bureau. He also serves on the board of the group.

Partly responsible for the award was Archer’s success in putting together package deals with local hotels. He also is an ordained mail-order minister and can perform marriages for his guests.

Customers generally drive the electric boats themselves, according to Archer, who says he will train them if they are skittish. But with double rudders and a maximum speed of just five knots, he says driving the boats is no more difficult than driving a golf cart.

The business places a high priority on safety, says Archer. The boats are equipped with lifejackets, fire extinguishers, first aid kits, flares and safety manuals, all exceeding Coast Guard requirements. Customers get a 15-minute pre-cruise speech, most of it covering safety issues.



Bill Archer and one of his electric boats in Poulsbo harbor.

“It’s been quite a learning curve,” Archer said. “But the area needed some family and corporate-oriented entertainment. And this isn’t so much about boats as it is about offering an interesting meeting place in a great environment.”

To learn more, go to Archer’s web site at <http://www.northwestboatrentals.com/>.



PEOPLE NEWS

NEW EMPLOYEES

Angie Upchurch
Human Resources Generalist

Justin Borland
Human Resource Assistant

Renee Dodds
Assistant Controller

Spencer O’Grady
Terminal Manager

RETIRED

Kathie Larson
Benefits Administrator

Don McElroy
Senior Vice President, Transportation

Steve Spencer
Terminal Manager

Gary Wightman
Buyer

PASSINGS

Wayne Skip Olson
Retired Captain, PNW



THE AMERICA AT WORK

The brand new tug America is shown at work on March 7, pushing the COSCO containership Luhe into its berth at the Port of Seattle's Pier 37. The tug is one of two new Robert Allan-designed 6,610-horsepower vessels coming into the Foss fleet this year. The second was christened June 16. A story about the new Foss tugs begins on the Tow Bitts cover.



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