



Tow Bitts



WELCOME TO SEATTLE, MSC

Foss and Seattle welcomed a new customer to the port on Jan. 31 as Mediterranean Shipping Company (MSC) began calling Terminal 18, adding Seattle to its California Express Service. Ships assigned to the service call ports in Italy, Spain and Panama as well as Long Beach, Oakland, Seattle and Vancouver, B.C. In the photo, the tug Wedell Foss is in the lead (with Mount Rainier just off its bow), and the Henry Foss is handling the stern, assisting the 853-foot containership MSC Vienna from the Elliott Bay anchorage to its berth at the terminal. The Wedell and Henry are twin 94-foot "Tractor-Plus" tugs, each rated at 4,700 horsepower.

RIVER CLOSURE ENDS; FOSS RESUMES TOWS FOR OIL DEVELOPMENT PROJECT IN ALBERTA

A three-month shutdown of Columbia-Snake river system locks for maintenance and repairs at eight dams ended in late March, clearing the way for Foss to resume towing huge and complex oil production modules from Vancouver, Wash., to Lewiston, Idaho.

Drew Areth, manager of project services for Foss in Portland, said the *PJ Brix* and *Betsy L*, the two tugs assigned to the job, were overhauled, tested and would be ready to go when the job resumes in mid to late April.

The two specially-outfitted barges being used on the job also will undergo extensive prep work, including checking and restoring their intricate ballasting

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INSIDE *Tow Bitts*

Big Project on River Resumes

Foss is set to resume tows of oil production modules up the Columbia and Snake rivers from Vancouver, Wash., to Lewiston, Idaho, following a three-month shutdown of the locks at eight dams. President and COO **Gary Faber** says the company's performance on the job "must be flawless." **Cover**

Foss Recycling Rate: 85 percent

The company's Seattle operations send about 16 tons of material to recycling operations every month, with by far the bulk of that being from the shipyard. Allied Waste Services, with a plant in south Seattle that processes about 400 tons a day, is able to save about 85 percent of the material from Foss. **Page 5**

Another Record Year of Safety

Foss operations incurred just five lost-time injuries in 2010, establishing a new record in spite of the fact that the company added many employees through acquisitions. Recordable injuries were down for the fifth consecutive year. **Page 9**

Bunkering on the Bay

"When in doubt, shut it down," is the mantra of Foss' Bay area bunkering personnel, who operate four double-hull tank barges. Of the company's 28 tankermen, just one has less than five years of experience. **Page 10**

Sister Company Profile:

Alta Air Logistics

The staff at Alta Air Logistics likes to say they move "everything from dog collars to drill collars." The company is a third-party logistics operator, known in industry jargon as a "3PL." It owns no moving assets, but uses the expertise of its staff to arrange transportation for other companies, including Foss. **Page 16**

A New Heart for Nic Horst

In what Foss Commercial Director **Jeff Horst** describes as the end of "an amazing journey," his 17-year-old son **Nic** underwent a successful heart transplant operation recently at Packard Stanford Children's Hospital in Palo Alto, Calif. **Page 19**

Dealing with the Stress Of Tough Economic Times

Our industry, using equipment with high horsepower that generates high loads in often challenging situations, can also be high-stress.

Our captains and crews work under pressure to maintain safety on their vessels while succeeding in their daily tasks and providing absolutely the most value in every job they do. Our customers, our owners and each of our operating companies expect no less.

In these tough economic times, the pressure can be even greater, because every job takes on more significance, and we are expected to execute a "perfect 10" every time one of our tugs assists a ship or hooks up to a barge.

There also are higher expectations for employees in our shipyards as well as for our office employees, many of whom have more responsibilities than they once did.

My message here is that we can't let that pressure-caused stress build to a point where it affects our relationships

with customers, peers and subordinates. We need to learn to cope.

Becoming brusque or distracted in response to stress is a normal reaction, particularly given the difficult economic situation we've been in for the last two years. But it is a reaction we must control and manage every day. We can't let our emotions rule our behavior and perhaps spoil our relationships.

So when you feel the stress coming on, talk about it with someone in a similar situation, take a deep breath, or do whatever you normally do to take the edge off. Maintain a positive attitude in spite of what you are facing in the moment.

Our success as a business and as individuals depends on our ability to maintain good and lasting relationships.

So don't let the stress of tough economic times damage them.



Gary Faber

"Our captains and crews work under pressure to maintain safety on their vessels while succeeding in their daily tasks and providing absolutely the most value in every job they do."

President and Chief Operating Officer



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Fifty-Seven Foss Vessels Win Environmental Awards

Fifty-seven Foss tugs, barges and other vessels received Certificates of Environmental Achievement from the Chamber of Shipping of America in November for operating at least two years without an environmental incident.

The vessels were from all Foss operations: the Pacific Division, the Atlantic Division (encompassing the former Constellation Maritime and the regional towing operations of Gulf Caribe Maritime), and America Cargo Transport Corp. (soon to become Foss International.)

They were honored at a dinner in Washington, D.C., on Nov. 11. Capt. **Jonathan Wood**, master of the Atlantic Division tug *Volans*, accepted the awards on behalf of Foss.

The vessels and their years without an environmental incident were, *Alta June*, 2, *America*, 2, *American River*, 5, *Andrew Foss*, 12, *Arrow No. 2*, 16, *Arthur Foss*, 18, *Barbara Foss*, 7, *Benjamin Foss*, 6, *Betsy L*, 6, *Campbell Foss*, 4, *Caribe Alliance*, 5, *Caribe Horizon*, 12, *Chem Caribe*, 18, and *Cygnus*, 4.

Also, *Delta Mariner*, 10, *Dorothy L. Sylvester*, 11, *Drew Foss*, 18, *Edith Foss*, 18, *FDH 35-3*, 2, *Foss 248 P-2*, 6, *Foss 248 P-3*, 18, *Foss 300*, 18, *Garth Foss*, 7,



Foss Capt. **Jonathan Wood**, second from left, accepted environmental awards on behalf of the company at the dinner in Washington, D.C. Others in the photo are, from left, Chamber of Shipping Board Chairman **Michael Bohlman** (director of marine services for Horizon Line) Rear Adm. **Brian Salerno** (Coast Guard deputy commandant for operations) and U.S. Maritime Administrator **David Matsuda**.

Henry Foss, 18, *Howard Olsen*, 10, *Iver Foss*, 12, *Jeffrey Foss*, 13, *Jim Moore*, 16, *Justine Foss*, 18, *Keegan Foss*, 6, *Keith K*, 18, and *Kivalina*, 7.

Also, *Lauren Foss*, 3, *Leo*, 2, *Lindsey Foss*, 5, *Lynn Marie*, 5, *Lynx*, 3, *Mariner*, 3, *Orion*, 3, *Pacific Escort*, 11, *Pacific Queen*, 16, *Pacific Star*, 2, *Pacific Viking*,

7, *Piper Inness*, 4, *PJ Brix*, 18, *Point Vicente*, 10, *San Joaquin River*, 9, *San Pedro*, 4, *Sandra Foss*, 13, *Stacey Foss*, 18, *Strong*, 3, *Tucana*, 8, *Volans*, 3, *Wedell Foss*, 18, *William R*, 9, *WT 30*, 11 and *Brynn Foss*, 4.

A NEW LOOK IN BOSTON

Foss Boston Cpts. **Chris McKay** and **Chris Demodena** display the new logo that is being applied to the Dolphin-Class tug *Leo* as part of the rebranding of Constellation Maritime. Subsidiaries Constellation and Gulf Caribe Maritime are being rebranded as Foss Maritime, and global carrier America Cargo Transport Corp. (ACTC) is becoming Foss International.



FOSS RESUMES TOWS FOR OIL DEVELOPMENT

(Continued from the cover)

systems, and have been outfitted with new lashing materials and other gear.

“This is an innovative approach to module transportation for a key customer,” said Foss President and Chief Operating Officer **Gary Faber**, emphasizing the importance of the job to Foss. “There are a number of other oil field projects in the pipeline, so our performance on this job must be flawless.”

Foss started the job last October. The company is hauling Korean-built modules in about 22 single-barge and tandem-tow trips to Lewiston for over-the-road transport to the Kearn Oil Sands development project near Fort McMurray, Alberta. Exxon Mobil Canada and Imperial Oil are the developers.

Foss had completed three tandem tows and one single-barge trip when the project was suspended in December for the dam closure. The job is expected to be completed by September.

“Operations on the water have gone off without a service hitch despite some mechanical issues,” Arenth said.

“The customer has been exceedingly positive about the barging portion, and all parties are working hard to get the necessary trucking permits. Once those are sorted out, the operation will be seamless. I have no doubt that we will continue to make this a safe and successful operation.”

The modules are being marshaled in Lewiston for the over-the-road portion of the trip. On March 21, a mock-up that approximates the size of the largest module was to be towed out of Lewiston to test the viability of the highway trip. The mockup measures 118 feet long, 19 feet wide, 26 feet high and weighs about 75 tons, about half the weight of the real thing. The lower weight allowed less stringent road restrictions during the test.

During the dam shutdown, the Z-drive on the *PJ Brix* was re-built and the *Betsy L*'s engines were overhauled. Portland Port Engineer **Mark Troutman** along with **Randy Kotka** and **John Brown** oversaw the projects. **Joel Altus** was in charge of planning the tow rigging.

“They did an amazing job with the



Workers at Advanced American Construction install a rebuilt Z-Drive in the tug *PJ Brix*. The tug remained in the water for the job.

crucial and extensive projects,” Arenth said.

On the tandem tows, the *Betsy L* is in the lead, acting as the eyes for the pusher tug *PJ Brix*, whose vision is inhibited by the tall cargo. The trip from Vancouver to Lewiston takes about three days, depending on dam spillage and weather, including heavy fog that can settle in the valleys.

FOSS SHIPYARDS AT MARINE EXPO

Foss Shipyards Director **Gene Henley**, right, discusses shipyard operations with a passerby Thursday, Nov. 18, at Pacific Marine Expo at Qwest Field Event Center in Seattle. Foss was one of more than 400 exhibitors at the three-day show, which is held annually and showcases marine industry products and services. The Foss booth featured new photos depicting work at Foss Shipyards in Seattle and Rainier, Ore.



Seattle Operations Recycle 16 tons of Garbage Monthly; Program Saves Money and Helps the Environment

Foss Seattle operations are saving money, helping the environment and even supporting a local drug and alcohol rehabilitation center, by recycling more than 16 tons a month of office and shipyard waste that otherwise would be going into a landfill.

By far the bulk of the material comes from the shipyard, which collects about 15 tons a month of metal, wood plastic and other recyclables that are picked up by Allied Waste Services and processed at the company's south Seattle plant.

Allied salvages about 85 percent of the material and charges Foss \$83 a ton to process it, compared to a cost of up to \$140 a ton to send it to a landfill. Total savings to Foss are about \$8,000 a year, according to Facilities Supervisor **Don Kelley**, who administers the program.

The office recyclables, mainly paper and cardboard, go to a recycling program operated by the Seattle Drug & Narcotic Center (Sea-Dru-Nar) to support its rehabilitation programs. The recycling service (not connected with Allied Waste) is free to Foss and the more than 800 other businesses in Seattle and King County that use it.

"I went through treatment at Sea-Dru-Nar and have been a strong advocate of their recycling program, pushing it ever since I got here," said Kelley noting that Foss has been using the service for about 20 years.

As for recycling in general, Kelley said, "I'm for it 100 percent. It's a good deal whenever we can do something along those lines. Ask anybody around here, and they will tell you that I've nagged them to death on recycling."

Allied Waste Services is a national company owned by Phoenix-based Republic Services, which operates more than 375 collection companies in 40 states and Puerto Rico. The Seattle plant is the largest



Facilities Supervisor **Don Kelley** observes as **Norm Vigoren** dumps waste lumber into Allied Waste's dumpster at the Seattle shipyard.



Allied Waste's South Seattle plant is crisscrossed with conveyor belts carrying mixed up recyclables. Workers line the conveyors and separate the materials.

recycling facility west of the Mississippi, according to **Jim Axelson**, an account representative.

About 80 people work at the cavernous facility, whose interior is crisscrossed with conveyor belts carrying mixed up recyclables. Workers line the conveyors, separate the recyclables, and toss their picks into bins.

In addition to manual picking, the plant has equipment that automatically extracts some materials, such as magnets that snag bolts and other small pieces of metal and optical sensors that detect aluminum cans and trigger shots of air that blow them off the conveyor.

The plant handles about 400 tons a

day, including material from the City of Seattle's residential recycling program.

"Ten years ago, our customers' debris would all go to the landfill," Axelson said. "I said then that if we didn't start recycling, the business was going to go to some other company that did."

Susan Hayman, Foss vice president, environmental and governmental affairs, said the recycling program is part of how Foss complies with ISO 14001 environmental standards.

"Foss tries to be a responsible citizen when it comes to the environment in all of our activities," Hayman said. "It's part of the way we do business."

Foss Barges Eight-car Ferry to Bay Area; Too Small to Make the Trip on Its Own

A brand new eight-car ferry was loaded onto a Foss barge in Bremerton, Wash., on Sunday, Dec. 12, and later was towed to San Francisco Bay by the tug *Sidney Foss*.

Nichols Brothers Boat Builders in Freeland, Wash., built the 88-foot-long ferry *Real McCoy II* for Caltrans, the state of California's transportation agency. It will replace an aging boat carrying vehicles across the Sacramento River, between Rio Vista and Ryer Island.

The ferry was towed about 40 miles south from Freeland for the lift because a high-capacity crane operated by Manson Construction of Seattle was available in Bremerton, where it was

assigned to a bridge construction project. The ferry weighs about 185 short tons.

After the lift in Bremerton, the ferry atop the barge *Foss 185 C-3* was towed back to Freeland where final preparations were made for the trip to San Francisco Bay.

Carl Taylor, Nichols Brothers project manager, said the ferry was too small to make the ocean voyage on its own, mainly because it has only about three feet of freeboard, which is the distance between the waterline and the car deck.



The *Sidney Foss* holds a barge in position while the ferry *Real McCoy II* is loaded.

Director of Oil Field Services
Paul Gallagher managed the project for Foss.



ASSISTING A MAMMOTH CONTAINERSHIP

The tug *Henry Foss* assisted the 8,500-TEU containership *CMA CGM Figaro* from its berth at the Port of Seattle's Terminal 18 on Jan. 31. The ship is part of the Columbus Loop Service, operated by CMA CGM and Maersk Line. Increased cargo traffic from the two lines was credited with helping the Port of Seattle break its cargo record in 2010, handling more than 2.1 million TEUs. Columbus Loop is a pendulum service that connects Seattle to Yokohama, Shanghai, Ningbo (China), Hong Kong, Yantian (China), Tanjung Pelepas (Malaysia), the Suez Canal and the U.S. East Coast. The *CMA CGM Figaro* is 1,096 feet long.

Merritt to Graduating Cadets: ‘Don’t Hesitate to Speak Up When You Witness Unsafe Behavior’

Foss Senior Vice President for Operations **Scott Merritt** told a group of graduating cadets on Nov. 19 that they had the good fortune to be among the first generation of mariners to look forward to careers in a zero-incident industry culture. And he urged them not to hesitate to speak up whenever they witness unsafe behavior.

“You might be wrong, but you might just be right and save a life,” said Merritt, addressing graduates of the workboat mate program at Pacific Maritime Institute in Seattle.

Merritt was the principal speaker at the graduation, held at the Maritime Event Center on the Seattle waterfront. One of the graduates was **Sam Anderson**, the son of the late Puget Sound Pilot **Will Anderson**. The young Anderson became the fourth Foss-sponsored cadet to graduate from the two-year program, which combines classroom training with sea time.

Anderson and his classmates are helping Foss and other maritime companies solve a problem caused by the graying of its deck officer group, Merritt said. He noted that about 35 percent of the the industry’s seagoing personnel will be retiring in the next 10 years and that the Bureau of Labor Statistics predicts that demand for seagoing personnel will increase by 18% in the same time.

The effect will be the equivalent need to replace 53 percent of its mariners over that period.

“It’s a huge issue,” Merritt declared.

Regarding safety, the Foss executive said the graduates are entering their careers already embracing the zero-incident culture.

“They believe that zero is possible, that they’ll never have to go through an oil spill, that they will never have to go through an injury, they will never

“You might be wrong,
but you might just
be right and save a life,”

— *Scott Merritt*



Sam Anderson, left, with **Scott Merritt** at the Pacific Maritime Institute graduation ceremony.

have to go through the grief of attending the funeral of a shipmate.

“...We won’t have to explain to them that every incident starts with a preventable, unsafe act,” Merritt said. “We won’t have to explain to them that safety can’t be managed with an executive top-down program, but that it starts with the recognition by the individual on the deck plates of a hazard. They are encouraged to step up and stop that unsafe behavior from happening.”

Anderson also spoke to the gathering, thanking captains, mates and deckhands for teaching him the ropes

during his sea time, including working on Foss tugs at Red Dog in the Alaskan Arctic, in the Gulf of Mexico, in Central America and on Puget Sound.

He said that with the privilege of having the opportunity to become a deck officer comes great responsibility.

“We have a big responsibility for environmental stewardship, taking care of the ocean that we sail on,” said Anderson, who hopes to attend California Maritime Academy. “We also need to continue to develop a strong safety culture—safety for our crews and safety for our vessels.”

ALWAYS SAFE

Lauren Foss at Work on Mexican Offshore Platform; Job is a ‘Bright Spot’ for Foss in Quiet Gulf of Mexico

One of the company’s largest and most powerful tugs, the *Lauren Foss*, is spending a busy winter in Mexico, contending with tough weather conditions while ferrying construction modules to an offshore oil production platform.

Foss’ customer is Naviera Armamex, a diversified maritime company working for offshore contractor Grupo Protexa.

“This is a bright spot for us in the Gulf,” said **Mike Lauer**, manager of business development for Foss Global Services. “The (Deepwater Horizon) spill cleanup is over and drilling hasn’t commenced again. It’s just a very depressed market in the U.S. Gulf and we were lucky to get into a project in Mexico and put a boat and our guys to work.”

The *Lauren* is mainly towing steel assemblies called “jackets” and “top-sides” on a 300-by-100 foot barge from the Port of Tampico on Mexico’s east coast about 200 nautical miles offshore to the deepwater construction ship *Huasteco*.

The 150-foot, 8,200 horsepower *Lauren* and its twin, the *Corbin Foss*, worked on a similar project in Mexico for a different customer in the winter of 2010.

Lauer said the current project began on Dec. 9 and has been delayed numerous times by bad weather, forcing the *Lauren* to moor alongside the ship or to seek shelter at the port of Dos Bocas, on the northwestern shore of the Yucatan Peninsula.

“It’s relatively shallow and the sea

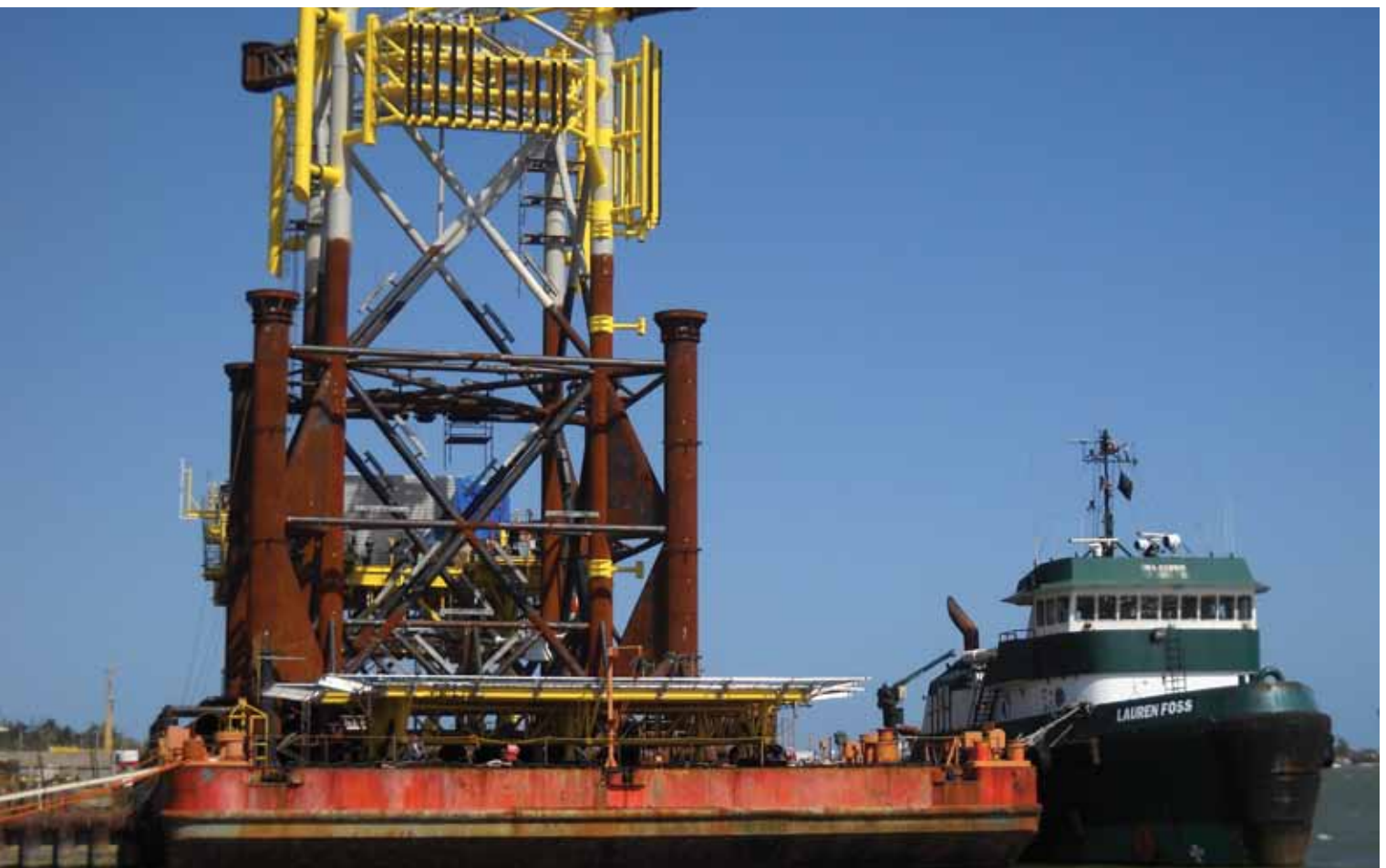
can get steep and close together,” Lauer said. “It often happens in a hurry.”

The tows were expected to be completed by mid-March.

The original crew was Capt. **Doug Engdahl**, Mate **Chuck Hammer**, Second Mate **Mike Mann**, Chief Engineer **Jim Greenlund**, Assistant Chief Engineer **Gary Davis**, Able Seamen **Tim Gleeson** and **Dave Jankowski** and Cook **Hugo Padilla**.

The relief crew was Capt. **Jon Larson**, Mate **Mark Bechtel**, Second Mate **Joe Tweedie**, Chief Engineer **Steve Lunn**, Assistant Chief Engineer **Don Garrett** and Able Seamen **Peter Roney** and **Richard Edwards**. **Hugo Padilla** remained on board as cook.

The *Lauren Foss* with a barge carrying an oil platform module in Tampico, Mexico.



Fewer Injuries Mean Another Record Year of Safety at Foss; VP Says Employees are ‘Living, Eating and Breathing Safety’

Foss registered another record-breaking year of safety performance in 2010, recording what Vice President Safety, Quality and General Counsel **Frank Williamson** called “exceptional improvements” in many areas.

The company’s combined operations incurred just five lost-time injuries (LTIs), establishing a new low for the fifth consecutive year in spite of the addition of many employees through acquisitions. Foss LTIs are down 95 percent since 2005. Marine

Operations experienced only one LTI in 2010, which resulted in only 18 days off work, another historic low and a 99 percent reduction in lost work days since 2007.

Recordable incidents, which are injuries that require more than first aid but do not result in lost time, also were down significantly in combined Foss operations, at 38, also the fifth consecutive annual reduction.

Williamson singled out these

operating groups for their safety performance: the Linehandling division had no recordable incidents or LTIs; the Northwest regions incurred no LTIs and only nine recordable injuries; The Global and Atlantic divisions had no LTIs and only six recordables; the California Regions had one LTI and six recordables.

“All of these numbers exemplify the fact that we are living, eating and breathing safety throughout Foss,” Williamson said.

“All of these numbers exemplify the fact that we are living, eating and breathing safety throughout Foss,” – Frank Williamson

BAY AREA SAFETY MILESTONE: THREE YEARS WITHOUT A LOST-TIME INJURY

The Foss San Francisco Bay Area division observed the third anniversary of its last lost-time injury on Jan. 29, drawing praise from company executives and safety officials who also warned employees not to let success give way to complacency.

“This is a significant accomplishment and it shows that the safety culture has truly taken root at Foss,” said **Frank Williamson**, vice president for safety, quality and general counsel. “But we can’t ever let complacency set in as a result of achieving this tremendous success. We all need to continue to keep safety at the forefront of our attention throughout our daily activities.”

Pacific Division Vice President **David Hill** said the Bay Area safety record shows that employees no longer accept the notion that injuries

are part of the cost of doing business in the towing industry.

“We’ve witnessed a significant change in our attitudes about safety over the last few years,” Hill said. “This achievement by our San Francisco employees is solid evidence of that change.”

San Francisco Regional Operations Manager **Bob Gregory** noted that his group was the first to hit the one-year mark without a lost-time injury and was followed by several other regions.

“One year ago, the San Francisco region reached the two-year milestone and proved that its previous

accomplishment was not an anomaly,” Gregory said in a congratulatory message to Bay Area employees. “The

“The company’s safety processes, policies and practices are now engrained in our attitudes, beliefs, experiences and values.”

– Bob Gregory

San Francisco employee base had bought into the Foss safety programs, and our safety culture was flourishing.”

He noted that the milestone reached on Jan. 29 demonstrated that the company’s safety processes, policies and practices “are now engrained in our attitudes, beliefs, experiences and values.”





Bunkering a container ship at the Port of Oakland.

Photos by Drew Arentz

San Francisco Bay Area Tankbarge Operations Mantra: 'Always Safe, And When in Doubt, Shut it Down'

THE OPERATION:

Foss delivers fuel for customer Chevron Global Marine Products to cruise ships, container ships, tankers and bulk carriers all over San Francisco Bay. Foss also performs product transfers from one terminal to another for Chevron and occasionally for other customers, such as Shell or Valero.

PERSONNEL:

The Bay Area tankbarge manager is Walt Partika, who has been with Foss for 11 years and was with Crowley Maritime for 24 years before that, working as both tankbarge manager and leading Crowley's tankbarge chartering operation. Working for Partika are 17 senior tankermen who operate the barges and are all permanent employees of Foss. One has 28 years of experience with Foss, nine have more than 12 years with the company and seven others have more than five years

with the company. Just one has less than five years. Foss conducts annual refresher training for all tankermen.

EQUIPMENT

Foss operates four double-hulled tankbarges in the Bay Area, all built since 2003. Two were built by Zidell Marine Corp. in Portland and are capable of carrying up to 30,000 barrels of bunker fuel plus 2,500 barrels of clean diesel. The other two were built at Orange Shipbuilding in Orange, Texas, and are capable of carrying up to 24,000 barrels. Orange Shipbuilding also built three similar tankbarges for Foss' southern California operation.

ENVIRONMENTAL PROTECTION

All of the barges are equipped with Coast Guard-required floating-stick systems to keep track of the amount of oil in the tank. Additional equipment not required by the Coast

Guard includes sonic gauging systems that constantly monitor the amount of fuel being loaded or discharged. Quantities are displayed on a computer screen in the barge office, on a screen outside the office, and on pagers the tankermen carry. The barges also are equipped with emergency shutdown systems that can stop the pumps instantly. Each of the barges carries 1,300 feet of spill containment boom, stored in racks and ready for deployment, and a 20-foot van stocked with more spill containment and retrieval gear, including pumps and absorbent material.

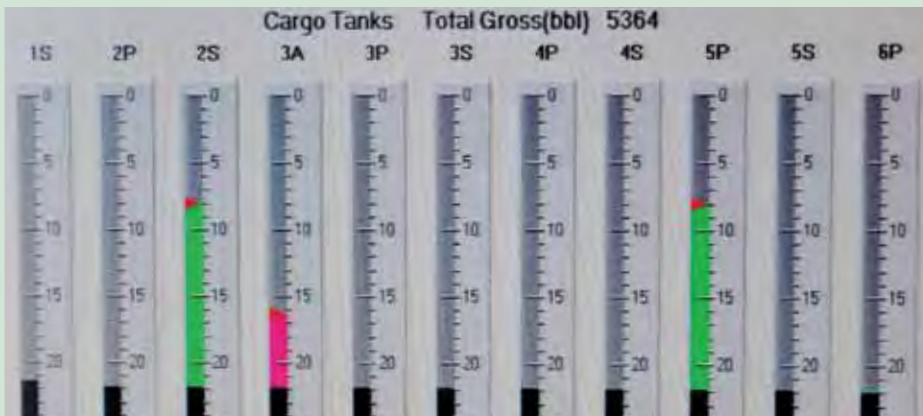
BAY AREA TANKBARGE OPERATIONS MOTTO

"This says it all," Partika said. "Always safe, and when in doubt, shut it down."

ALWAYS SAFE



Sunset during bunker transfer at Anchorage 9



Tankermen keep a keen eye on their computer gauges that monitor the levels in each tank on the barge.



Tankerman **Harold Presswood** opening the tank for a bunker transfer.



Harold Presswood takes a clean diesel sample to send to a test center for inspection.



Starting a bunkering job at Anchorage 9.



LAUNCHING SHIPMATE PLUS IN THE NORTHWEST

Foss Marine Transportation, Pacific Northwest and Columbia-Snake River Region managers gathered on Nov. 12, in the Executive Conference Room at Foss Headquarters in Seattle to launch the “Shipmate Plus” safety program for the Northwest Regions. The program, already implemented in the San Francisco Bay and Southern California regions, is specifically designed for the company’s marine operations and is based on the notion that safety observations performed before, during and after work is performed will ensure an even safer workplace for our marine employees. Clockwise around the table, from the foreground, are Line Services Manager **Brian Goodwin**, Marine Transportation Port Captain **Chris Mack**, Director of Health and Safety **Al Rainsberger**, Columbia/Snake River Regional Operations Manager **Mike Walker**, Operations Health and Safety Manager **Merridith Chumbley**, Pacific Northwest Port Capt. **Steve Kimmel**, Northwest Division General Manager **Bruce Reed**, Vice President Safety, Quality and General Counsel **Frank Williamson**, Northwest Customer Service Manager **Chris Wolf** and **Paul Angelo** from the safety consulting firm BST.



By Ron Costin and Brian Snelson





Safety Coordinator Likes What He Sees At Foss, Hopes to Bring “A” Game to His New Job in Seattle

Clark Summers says that for a safety coordinator like he is, landing a job with Foss Maritime is like being a baseball player and signing a contract with the New York Yankees.

“The safety program here is very impressive,” said Summers, who joined Foss on Dec. 12. “I realize that I am going to have to bring my ‘A’ game to join such a great team.”

Summers, 47, is the safety coordinator for marine operations, including Foss ocean towing and harbor services on all three coasts and internationally. A native of San Rafael, Calif., he has spent much of his adult life as a high school and middle school science teacher, and learned the ropes of safety management while serving concurrently as an Army reservist.

“The Army got real keen on safety and risk management in the early 1990s, and that’s how I got involved in the safety management field,” said Summers, who remains in the reserves and is now a full colonel.

He started safety training in 1992 as part of his regular duties, and in 2002

began working with Army watercraft, which include tugs, workboats and lightering vessels used to get munitions, equipment and soldiers from cargo ships to beaches or marine terminals.

As a commander of watercraft units, safety was part of his responsibility. Duty stations included ports in Kuwait, Iraq and throughout the Persian Gulf region in support of Operation Iraqi Freedom. He also was stationed in Tacoma, where the port handles much of the military cargo associated with what is now Joint Base Lewis-McChord.

“We did a safety plan anytime there was a significant support mission,” he said. “It could be as simple as moving passengers across Commencement Bay or as complex as moving 800 vehicles of various types through a port.”

After moving from San Diego to Issaquah, Wash., in 1995 and teaching there for a number of years, Summers went to work in 2009 as a division safety manager for Costco Wholesale,

managing the safety and industrial hygiene program for 164 retail warehouse facilities in 18 states.

By coincidence, he heard about the opening at Foss on the same day from his wife (whom he calls “an inveterate scanner of the internet”) and a friend at OSHA.

“She said, ‘You need to apply for this job,’ so I did and it was a wonderful opportunity,” Summers said. “To get the same tap on the same day from two different people, I had to apply.”

In his spare time, Summers likes SCUBA diving, golf and other outdoor activities. He and his wife, **Christine**, have two sons in college.

Foss’ recent record of safety, he said, is evidence that safety is an integral part of the company culture.

“It’s impressive to see the kind of trending over the last five years to where we are now—a near-zero incident and lost-time rate,” he said. “For the nature of the business we’re in, this is very impressive.”

Clark is reporting to **Al Rainsberger**, Director, Health and Safety.

Foss Draws Praise for Successful Completion Of Voluntary Safety Exams of West Coast Tugs

Every Foss tug on the West Coast, and all but one in the Atlantic Division, have completed voluntary safety exams, drawing praise from Coast Guard Commanders in Seattle and San Francisco and congratulations from the company's director of operations.

The Richmond-based Bay Area group was the first at Foss to complete the voluntary exams of all its vessels, according to Operations Director, Capt. **Igor Loch**. That region was followed by the Pacific Northwest, Columbia-Snake River and Southern California.

In a letter to Bay Area Regional Operations Manager **Bob Gregory**, Rear Adm. **J.R. Castillo**, 11th District commander, said the company's Bay

Area success "is due in no small part to the investment Foss Maritime has made in safety management."

He continued:

"The teamwork between management and crew is clearly evident to my towing vessel examiners. Foss Maritime's willingness to work closely with the Coast Guard has made it a pleasure for our personnel to visit your vessels and interact with your professional crews."

Rear Adm. **G.T. Blore**, commander of the Seattle-based 13th Coast Guard, wrote a similar letter to Northwest Division General Manager **Bruce Reed**. "Through this proactive initiative, you have demonstrated Foss Maritime to be an industry leader in safety

and compliance," Blore wrote. "Your actions embody the intended cooperative spirit of the Coast Guard's Towing Vessel Bridging Program and have bolstered towing vessel safety within the 13th Coast Guard District."

Foss boats have been undergoing the voluntary safety examinations as part of a "bridging" program to new regulations under which inspections will become mandatory for all towing vessels.

Loch said the recognition by the Coast Guard was the result of "efforts and hard work" by all Foss regions. "This is a notable achievement to receive such recognition," he added.

FOSS CREWS TRAIN TO USE EMERGENCY TOWING SYSTEM

Foss crews are training to use self-contained emergency towing systems designed to streamline the process of hooking up to a disabled ship and towing it to safety.

Nineteen Bay Area employees practiced with the system at Richmond headquarters on Dec. 7, deploying it from the tug *Lynn Marie* and using the dock to simulate the "ship." Regional Operations Manager **Bob Gregory** described the exercise as "an excellent first-time deployment of the system."

All of the system components are contained in a storage tote measuring 80 inches long, 42 inches wide and 40 inches deep and weighing 1,846 pounds. It includes a 335-foot, 9 1/2-inch diameter plasma tow line with a heavy-duty hawser thimble on the tug end and a soft eye on the ship end.

Spliced to the ship end of the towline is a 400-foot messenger line,

which was passed to the "ship" with a line gun during the exercise in Richmond.

Bay Area Capt.

Jess Atkinson, under the direction of Interim Port Capt. **Mike Harbarth**, developed the curriculum for the training exercise. It included four hours of classroom training covering the Emergency Ship Towing System (ESTS) and methods of deploying the system from different types of tugs, plus the afternoon deployment from the *Lynn Marie*.

Capt. **Igor Loch**, director of operations and marine assurance, plans to have Atkinson and Harbarth



Working on an eye, in the photo from left are **Jim Butcher**, **Gilbert Sontag**, and **Peter Rigali**. **Jubile Hirschfield** is the employee in the background.

present the class in Southern California, where Foss has another ESTS. The company has another ESTS in Neah Bay, Wash., for use by the emergency-response tug stationed there.

'Dead Ship' Tow Marks Rebirth Of Mare Island Shipyard

A dead-ship tow by three Foss tugs and one from sister company AMNAV Maritime Services in early February was the final voyage for an old freighter and the start of a new life for the former Mare Island Naval Shipyard.

The tugs moved the 690-foot *Solon Turman* from the "mothball fleet" moorage area on Suisan Bay to Drydock No. 3 on Mare Island. The shipyard has been inactive since it closed in 1995.

The newly opened ship recycling facility is being operated by Allied Defense Recycling, and is the only operation of its kind on the West Coast. Local officials see the new operation as an economic boost for the community from the blighted former Navy facility.

Foss California Customer Service Manager **Dan Eddleston** credited Capt. **Jim Halloran**, the Foss representative on the ship, the tug crews and the San Francisco Bay Pilots aboard the ship for successfully moving it



Capt. **Mike Work** operates the tug *America* as it handles the stern of the *Solon Turman*.

Brian O'Reilly

into the dock.

Assisting were the Foss tugs *Lynn Marie*, *Marshall Foss* and *America*, and the AMNAV tug *Sandra Hugh*.

The *Solon Turman* was built in 1961 for the Lykes Brothers Steamship

Company and served in the commercial trades for 27 years before joining the Suisan Fleet in 1988. Another mothballed ship, the *SS President*, was scheduled to be moved to Mare Island in March.



DOUBLE DOCKED

The *Andrew Foss* and the K-Sea tug *Sea Hawk* were lifted out of the water by Foss Shipyard's Drydock No. 2 on Jan. 27. Shipyard Production Manager **Hap Richards** said that double drydocking isn't particularly unusual, but the shipyard will be doing more of it in the future in an effort to make the best use of its assets. "The shortage isn't manpower here, it's dock space," Richards said. The *Andrew Foss*, 107 feet long, was having its port Voith unit overhauled and undergoing other maintenance and repair items. The shipyard was replacing a lost propeller on the 116-foot, ocean-going *Sea Hawk*, as well as pulling and inspecting the other propeller and both shafts, washing and painting the tug and performing other jobs. Richards said the *Sea Hawk* is the first K-Sea tug serviced by the shipyard in some time. "We think they'll come back, because we're going to do things right for them," he said.

Alta Air Logistics Handles Your Cargo

THE BUSINESS

Based in Anchorage, Alta Air Logistics is a third-party logistics company (known in industry jargon as a 3PL). The company owns no boats, barges, ships, planes or other moving assets, but uses the expertise of its staff and its knowledge of the industry to move all kinds of cargo for its customers on any mode of transportation. They like to say they move “everything from dog collars to drill collars.” Recent moves have included such diverse cargoes as jet engines, 850-pound electric motors, telephone modems, a fire truck, and a gasket set that weighed less than a pound. The company’s niche is moving cargo between Alaska and the Lower 48 states, but it handles moves all over the world. It also charters airplanes for customers when traditional transportation solutions do not fit the needs of the freight.

HISTORY

The company was originally formed in 1992 as NacLink, the freight-forwarding arm of Northern Air Cargo. NacLink arranged movements of freight from its points of origin to Anchorage, and Northern Air Cargo would fly it to Alaska bush

communities. Saltchuk Resources, which owns Foss parent company MRG, bought Northern Air Cargo in 2006, and NacLink came with it. Two years later Saltchuk split off the company, renamed it Alta Air Logistics and gave it a charge to continue growing into a full-fledged 3PL. Early this year, Alta Air Logistics became a subsidiary of Totem Ocean Trailer Express (TOTE), whose parent company, American Shipping Group, is also a Saltchuk company. TOTE runs trailer ships between Tacoma and Anchorage.

THE TEAM

Alta Air Logistics is a team of eight people with a total of more than 150 years of experience in the transportation industry. It is headed by **Stephanie Holthaus**, who started out with the Northern Air Cargo as a ramp worker, loading aircraft. She moved up the ranks through customer service, sales and marketing, and became president of Alta Air Logistics. Early this year, she became vice president of sales and customer service for TOTE, with continuing responsibility for Alta Air Logistics. Other members of the team are **Karen Grace**, manager of business development, **Dave Slyker**, general manager Anchorage, **Keven**

“Alta delivers creative solutions

to logistical challenges,”

said Karen Grace, manager of

business development. “We handle

all cargo, all the time, worldwide.”

Schlosstein, logistics coordinator and outside sales, **Benjamin Ortez**, operations agent, **Laura Bain**, finance manager, **Pam Felton**, finance, and **Brandie Holmes**, logistics coordinator in the Seattle area.

WORKING WITH OTHER SALTCHUK COMPANIES

Alta Air Logistics often provides transportation services for its Saltchuk sister companies that the companies themselves don’t offer. For example, if Foss needs a part shipped by air to Red Dog in the Alaskan Arctic, Alta Air can handle it. TOTE only handles full trailer loads, but if a customer has only a partial load (LTL), Alta Air Logistics can help. Last summer, Alta Air Logistics worked with Foss on a delivery by tug and barge to Attu Island in the Aleutians, which required over-the-road truck, then steamship followed by more truck transportation, then 2 barge moves to get it to Attu.

The Foss tug *Dana Cruz* and barge *Sunny Point* delivered cargo to remote Attu Island in the Aleutians for Alta Air Cargo last summer.



America Cargo Transport Corp. Still Part of Haiti Relief Effort; Company Continues Work in Stricken Caribbean Country

More than a year after Haiti's massive earthquake, a Foss-owned cargo transport company continues the methodical work of bringing food and supplies to an island nation still in the throes of recovery.

American Cargo Transport Corporation (ACTC)—a wholly owned subsidiary of Foss Maritime and soon to be rechristened Foss International—is bringing ashore thousands of tons of food for the United States Agency for International Development even though Haiti was left with only one operational pier after the disaster. It is also working with the U.S. military's Southern Command on ongoing recovery operations; restoring needed power and communications, providing equipment to purify water, removing debris and reopening the port at Port au Prince.

"Not even Hurricane Tomas stopped our work," says **Robert Wagoner**, ACTC's director of cargo operations. "We couldn't afford the interruption. There's simply too much that remains to be done in Haiti, too many people whose lives are at risk, even many months later.

"ACTC has been a steady presence in the country, maintaining a regular schedule of deliveries. We were one of the first private firms to organize a coordinated response with the U.S. government and non-government agencies."

ACTC's first response was to provide the ocean tug *Lauren Foss* and barge *American Trader* for loading and delivery of 52,000 tons of food aid to stricken Port au Prince over a four-month period.

Simultaneously, ACTC provided the U.S. military's Southern Command with up to four sets of dedicated ocean tugs and barges. ACTC provided a dedicated tug and barge for use between Guantanamo Bay and Haiti as well as other sets for deliveries



Containers of food aid cargo come off the ACTC barge *American Trader* in Port au Prince.

between Jacksonville, FL and Port au Prince. These assets delivered the needed supplies for the military to implement rescue and recovery operations, restore needed power and communications, remove debris and reopen the transportation infrastructure.

Finally, ACTC is providing additional assets to restore the country's port infrastructure to pre-earthquake operating conditions. ACTC has leased three fully operational track cranes to the Haitian Port Authorities. Two of these cranes are used on temporary quays—barges designated as Red and Blue docks, respectively. The third crane is used on White Dock, a quay also provided by ACTC. This dock allows cargo to be discharged from vessels as broad as 13 bays and can accommodate heavy lift cargoes. It allows larger commercial vessels to once again provide service to Port au Prince.

ACTC is no stranger to the food aid business, regularly delivering government cargo to countries in the Caribbean, Central America and Africa. It also has assisted relief efforts following natural disasters, beginning with Hurricane Mitch in Honduras in 1998.



The Foss barge *Columbia Boston* was set up by ACTC as a temporary cargo terminal in Port au Prince

"This team has done a fantastic job under very challenging circumstances," said **Vince Godfrey**, Foss Maritime's vice president for global towing and transportation.

Said Wagoner, who was in Haiti and Port au Prince five months in 2010: "There's been criticism of the international relief effort. Haiti—and particularly its transportation infrastructure, its ports, its roadways—suffered such extensive damage, yet we were able to deliver food and supplies even at the disaster's outset. People are alive today because of it."

Line Service Group Wins Four Safety Awards at Pacific Maritime Association Annual Banquet

Foss Line Service won four major awards, including one for decreasing its incident rate more than any peer company in the state, at the Pacific Maritime Association's 63rd annual Washington Area Safety Banquet at the Tacoma Convention and Trade Center March. 2.

"It was a very rewarding night for Foss Line Service," said **Brian Goodwin**, Line Service manager.

Goodwin's operation won two state and two coastwide awards. The "Greatest Reduction in Injury Rate" award was for the Washington lines company that decreased its incident rate the most from the previous year.

The other awards were:

- First Place Safety Award, Washington area, based on incident rates as determined by OSHA recordable injury reporting.
- First Place Accident Prevention Award, coastwide, based on incident rates as determined by OSHA recordable injury reporting.
- Accident Prevention Award, coastwide, for a zero injury rate. Foss Line Service had no recordable injuries in 2010.

"I am very proud of these awards, and (Supervisors) **Dan Kerege**,



Line Service team members holding their awards, are, from left, Supervisor **Dan Kerege**, Manager **Brian Goodwin** and Supervisors **Mel Cordova** and **Dan Ryles**.

Dan Ryles and **Mel Cordova** should be proud as well," Goodwin said. "It shows that our continued focus on safety and zero-time-loss injuries is being recognized on quite a large scale."

Vice President Safety Quality and General Counsel **Frank Williamson** said:

"This is a well-deserved recognition for our Linehandling Division. The Linehandling team has exhibited a genuine commitment to making

their operation completely safe and as a result they have now gone more than two full years without a time-loss injury. Congratulations to Brian and his group for a job well done."

The Pacific Maritime Association is the employer group for companies that have contracts with the International Longshore and Warehouse Union (ILWU). Foss line handlers, who tie up and release cargo ships at Washington ports, are ILWU members.

DISCOVERY CHANNEL ON BOARD

Discovery Channel videographer **Colin Hall**, left, joined Deckhand **Robin Arnette** in the pilothouse of the tug *Henry Foss* on Jan. 21, after shooting footage of the *Henry* and *Wedell Foss* assisting the TOTE ship *North Star* into its berth at the Port of Tacoma. Hall was finishing a Tacoma-Anchorage round trip on the ship to film a segment of the Discovery Channel's "Mighty Ships" program.



Horst Family Returning to Seattle After Son Receives Heart Transplant at Bay Area Hospital

Foss Commercial Director **Jeff Horst** and his family are preparing to move back to the Seattle area in May after a seven-month stay in northern California, where Horst's 17-year old son **Nic** recently received a heart transplant at Packard Stanford Children's Hospital in Palo Alto.

Nic Horst was born with a serious heart condition, requiring two open-heart surgeries and insertion of a pacemaker before he was 3 years old.

"When Nick was 3, the doctors told us that the surgeries he had could get him through 17," Jeff Horst said. "Sure enough, the year of his 17th birthday, Nic's heart started to fail and it was obvious we would need a transplant."

While in the Seattle area, Nic was treated at Seattle Children's Hospital, but the family decided to have the transplant performed at the hospital in Palo Alto because it has substantial expertise in the surgery Nic needed.

Jeff was able to move his position with Foss and his family (Nic and wife **Susan**) to an apartment in Menlo Park, Calif., last September to wait for a heart of the right size and from a donor with Nic's blood type.

Adding to the stress over their son's

condition, the Horsts initially suffered some financial stress because they were unable to rent their home in Sammamish, a Seattle suburb. That problem was solved in early December, when a wealthy philanthropist rented the home for another family, whose own home was destroyed when a tree fell on it during a storm.

On Jan. 30, the Horsts finally received the call they had been waiting four months to receive — a matching heart had been located.

The surgery was performed successfully, and Nic was moved out of intensive care two weeks later. He was expected to be able to move from the hospital into the apartment with his mom and dad in mid-March and they hoped to be back home in Sammamish by May 1.

"It's been an amazing journey, and he is an unbelievable kid, keeping his



Jeff Horst, left, with son **Nic** and wife **Susan**.

spirits up throughout this ordeal," Jeff Horst said. "Nic's story and the wonderful support of my employer and generous friends has made this an incredible time in our lives. We look forward to taking Nic and his new heart home to Seattle and resuming our routines."

SATISFACTION GUARANTEED

No matter how large your company, treat your customers as if survival depends on them. It does.

— From *Satisfaction Guaranteed*
By *Byrd Baggett*

PEOPLE NEWS

NEW EMPLOYEES

Clark Summers
Safety Coordinator

Michelle Hodges
Senior Solution Architect, MRG

RETIREMENT

David Herring
Manager, Shipyard Sales

Ken Wick
Harbor Captain, PNW

PASSINGS

Andrew Scott Flowers
Seattle Shipyard





660 W. Ewing St.
Seattle, WA 98119

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



EVERETT SHIP ASSIST

The tugs Pacific Star, foreground, and Andrew Foss assisted the Wallenius roll-on roll-off ship Tijuca from its berth at the Port of Everett in late November. The vessel was delivered from Daewoo Shipbuilding & Marine Engineering in December 2008. The vessel is designed for worldwide transportation of rolling cargo (cars, high and heavy cargo and to some extent breakbulk cargoes). The 800-foot vessel is capable of carrying 8,000 car units on 13 decks.