



Tow Bitts



THE FOSS MARINE HOLDINGS FAMILY OF COMPANIES

Foss Maritime, whose hybrid-powered tugs Carolyn Dorothy and Campbell Foss are shown above, is the leading brand of the five companies that now make up Foss Marine Holdings. Tugs operated by the other companies, each of which has a strong regional brand, are, below from left, the Manuokekai of Young Brothers Ltd., the Mikioi of Hawaiian Tug & Barge, the Sandra Hugh of AMNAV Maritime Services, and the Stellar Wind of Cook Inlet Tug & Barge. A profile of each of the companies appears in this issue of Tow Bitts.



FOSS NAME WILL REINFORCE OTHER BRANDS

Foss Maritime's parent company, which is America's largest coastal tug and barge operator, is taking the widely recognized name of its leading subsidiary to become Foss Marine Holdings, Inc.

Company officials announced recently that Marine Resources Group

(MRG), owner of Foss Maritime and four other tug-and-barge operators, has renamed itself to take advantage of the Foss brand and reinforce the brands of the other subsidiaries, which will retain their current names and independence.

The Foss logo—which celebrates a
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INSIDE *Tow Bitts*

Meet the Foss Marine Holdings Family of Companies

Foss Maritime Leads Our Brands

Founded in 1889 by Norwegian immigrant **Thea Foss**, Foss Maritime operates one of North America's largest tug/barge fleets and is expanding rapidly in the global towing business as well as in providing support to the oil and gas industry. **Page 3**

Cook Inlet T&B Maintains its Culture

Owned by the Anderson family since the 1930s, Cook Inlet Tug and Barge was acquired by what is now Foss Marine Holdings in 2010. But despite new ownership and the growth that has come with it, the company has maintained the close-knit culture instilled by the Andersons. **Page 5**

Safety, Quality, Fair Pricing at Shipyards

Foss Maritime operates shipyards in Seattle and on the Columbia River in Oregon, offering repairs, maintenance and new vessel construction. The company vice president in charge of the shipyards says they are looking at "all opportunities" for growth. **Page 6**

Young Brothers: A Hawaiian Lifeline

Young Brothers Ltd., based in Honolulu, is a licensed common carrier, regulated by the State of Hawaii, which makes it unique among Foss Marine Holdings Companies. The company carries all manner of freight between Honolulu and the neighbor islands. **Page 8**

HTB Dominates State Ship Assist Business

Hawaiian Tug & Barge operates four tractor tugs, including two state-of-the-art Dolphin-class tugs built at Foss Rainier Shipyard. That equipment, combined with the company's service level and skilled operators, has given it the bulk of the state's ship-assist business. **Page 10**

AMNAV: 'Great Service with Great People'

AMNAV Maritime Services, with operations in the Bay Area and in Southern California, boasts customers that include some of the world's leading container lines, cruise ship operators and petroleum companies. Four Dolphins are among its 10 tugs. **Page 11**

The Foss Name Will Strengthen All of Our Brands

By *Paul Stevens*
Chief Executive Officer
Foss Marine Holdings

Why are we re-naming our group of tug-barge companies Foss Marine Holdings?

Perhaps the best way to explain that is to tell you that as I have traveled in the U.S. and elsewhere in the world to meet with customers and prospective customers, explaining MRG and its relationship with its companies has been complicated.



Paul Stevens

"You know Foss?," the executive across the table might ask me.

"We happen to own them," I would say.

The truth is that Foss is by far the strongest global brand of the five companies that are now part of Foss Marine Holdings. The other brands have significant and long-standing power in their regions, but the one everybody in the industry knows about is, without doubt, Foss.

We don't want to tamper with the identities of our companies in Hawaii, Alaska and on San Francisco Bay. And we believe that leaving their names in place while adding the underpinning of Foss Marine Holdings will reinforce every one of those regionally oriented

brands with Foss' reputation for safety and operational excellence.

When I arrived at what was then Marine Resources Inc. nine years ago, our Foss Maritime property was largely internally focused, not particularly growth oriented. We've changed that, and today, Foss is expanding both in the U.S. and globally.

Boston-based Constellation Maritime is now the Foss Atlantic Division. America Cargo Transport Corp. is now Foss International. Among other things, we have created a shipbuilding operation at our Foss Rainier Shipyard on the Columbia River in Oregon.

Our owners at Saltchuk have recommitted themselves to the Foss brand and their investment in it.

So why not kick that brand upstairs to the holding company that owns Foss and its four sister companies? It makes good sense, and as we make acquisitions in the future, it will also make good sense to add the Foss brand to their identities.

And at the end of the day, the executive across the table in Houston or Singapore or Rotterdam will get the idea. Going forward, it's all Foss.



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The Tugs *Jeffrey Foss*, foreground, and *Justine Foss*, towed the jackup oilrig *Spartan 151* into Cook Inlet last August, with the *Pacific Explorer* trailing. Foss has been rapidly expanding its business servicing the oil and gas industry.

Worldwide Operations, Long History of High-Quality Service Make Foss the Best Known Brand Among Sister Companies

Foss Maritime is the most widely known brand among the companies owned by Foss Marine Holdings, providing harbor services on both U.S. coasts as well as coastwise and trans-ocean marine transportation and support for the oil and gas industry worldwide.

The company operates 60 tugs and service vessels, ranging from big ocean going vessels—capable of towing the largest barges, cargo ships and Navy warships afloat—to small-but-powerful harbor tugs.

The Foss fleet also encompasses 50 barges of all kinds, including state-of-the art, double-hulled bunkering barges, roll-on-roll-off cargo barges, deck barges and special-purpose barges tailored to the needs of individual customers.

Foss Maritime also operates two shipyards, one in Seattle that focuses on maintenance and repairs of vessels up to more than 200 feet, and the Foss Rainier Shipyard in Oregon, which specializes in new construction. (See article on page 6.)

President and Chief Operating Officer **Gary Faber** said the company's highest priorities are safety and environmentally sound operations.

"All Foss operations incurred only one lost-time injury in 2011, an all-time low for the company," Faber said. "This is especially impressive because the number of at-risk employees has grown in recent years through acquisitions. By comparison, we had 64 LTIs in 2007."

As evidence of its commitment to safety, the company in 2007 changed its age-old motto, "Always Ready," to "Always Safe, Always Ready." Foss is now recognized as an industry leader in operational excellence, including its safety and environmental performance.

Foss Maritime traces its history to 1889, when Norwegian immigrant **Thea Foss** of Tacoma, Wash., bought a single rental rowboat to supplement the income of her carpenter husband, **Andrew**. She spruced up the boat with green and white paint—still the company colors—and sold it for a profit.

After several additional rowboat sales, Thea Foss had parlayed her original investment into a fleet of rowboats.

The company soon began operating launches that serviced sailing ships and took passengers on excursions. Foss in 1912 purchased its first tug, the *Foss No. 9*, the foundation of what would become one of the largest fleets of its kind in North America.

Over the years, the company expanded into worldwide ocean towing while taking advantage of the growing log-transportation business on Puget Sound and growing traffic at West Coast ports.

The Foss family in 1969 sold the company to the Dillingham Corp., of Honolulu, under whose stewardship Foss built new ocean-going tugs and introduced six tractor tugs with groundbreaking Voith-Schneider cycloidal propulsion units. In 1987, Foss was purchased by a Seattle-based investment group that would become Saltchuk Resources, now the parent company of Foss Marine Holdings.

Today, Foss has harbor services

(Continued on page 4)

FOSS NAME WILL REINFORCE OTHER BRANDS

(Continued from the cover)

rich maritime tradition that includes century-long service and a record of innovation—will now unite the family of subsidiary companies stretching from Alaska's Cook Inlet to southern California and Hawaii.

With 130 tugs and barges, the rechristened company is the nation's largest such fleet.

"The Foss name is already one of the maritime industry's most recognizable and respected brands," said Foss Marine Holdings' Chief Executive Officer **Paul Stevens**.

"The world's first hybrid tug

carries the Foss name," Stevens added. "Customers moving goods to the world's most extreme environments—the Russian Far East, the Bering Sea—are well aware of our companies' emphasis on safety. Rechristening MRG to Foss Marine Holdings capitalizes on our tradition and our future."

Established as Marine Resources Inc. in 2000 and later renamed Marine Resources Group, Foss Marine Holdings is a holding and support company for investments by Saltchuk Resources in tug, barge and ancillary marine service companies.

The decision to unite the parent and subsidiary companies under the Foss name will lend market strength and recognition to all Foss Marine Holdings companies, which include:

- Foss Maritime Company, based in Seattle.
- AMNAV Maritime Services, based in San Francisco.
- Young Brothers, Ltd., based in Honolulu.
- Hawaiian Tug & Barge, based in Honolulu.
- Cook Inlet Tug & Barge, based in Anchorage.



The *Carolyn Dorothy*, the world's first hybrid-powered tug, operates at the ports of Los Angeles and Long Beach.

FOSS, THE WIDELY KNOWN BRAND

(Continued from page 3)

operations in all major West Coast ports and on the Gulf of Mexico, based in Mobile, Ala. In addition, through the acquisition of Boston-based Constellation Maritime in 2006, Foss established an East Coast beachhead.

Foss introduced the world's first low-emission, fuel efficient hybrid harbor tug in Southern California in 2009 and brought a second, retrofitted hybrid into service last year.

A longtime highlight of the Foss

ocean-towing business has been the annual journey of four tugs and two specialized barges to the Arctic, where Foss has been lightering ore from the Red Dog Mine to bulk cargo ships since 1990.

In 2006, Foss completed the third of three sealifts to an Exxon oil development project on Sakhalin Island, off the coast of eastern Russia.

In 2007, Foss substantially increased its involvement in the ocean

cargo business with the acquisition of America Cargo Transport Corp., now Foss International.

Today, the company is deepening its involvement in the oil and gas industry, including numerous far-flung tows of oilrigs and refinery modules. This summer, Foss has two tugs and a barge supporting Shell Oil development projects in the Beaufort and Chukchi seas.

Anchorage Company Grows Under New Ownership But Maintains Culture Instilled by Founding Family

Acquired in 2010 by the company that is now Foss Marine Holdings, Cook Inlet Tug & Barge (CITB) is the sole provider of ship assist services at the Port of Anchorage.

CITB operates two ice-class tractor tugs, at 3,500 and 2,200 horsepower, used to help containerships of Horizon Lines and TOTE into their berths at the port. The company also has a 1,100 horsepower pusher tug and two flat-deck barges.

In addition, it recently has purchased two crew boats to service a windfarm project to be built on Fire Island, near Anchorage, and will be using its tugs and barges to transport windmill components and supplies to the island.

Alaska's extreme winter weather and daily tidal differences of 25–30 feet distinguish CITB's operations from harbor services businesses in the Lower 48. In spring and fall, tidal variation can reach 36–38 feet.

“Essentially, it's like operating on a river that changes direction every few hours and regularly runs at 3 to 5 knots,” said **Katrina Anderson**, a member of the family that started the company in the 1930s.

The company was founded by Katrina's great grandfather, Capt. **Jack Anderson**. While details of the early days have been lost, an advertisement in a 1938 edition of the Seward newspaper promoted contract mail and cargo/passenger service to Anchorage operated by Anderson & Sons Transportation Co.

After World War II, the company was incorporated as Cook Inlet Tug & Barge, run by Jack Anderson and his son Jack Jr. The ship assist activities started when SeaLand Service and TOTE began containership service to Anchorage in 1964 and 1975, respectively. **Carl Anderson**, Katrina's father, took over the Anchorage-based portion of the business in 1974.



A Cook Inlet Tug & Barge tractor tug assists a containership at the Port of Anchorage as the sun sets over Cook Inlet.



The tractor tug *Stellar Wind* cuts through the ice Near the Port of Anchorage.

Even though the business is now part of Foss Marine Holdings, it still has the family culture instilled by the Andersons, says Katrina.

She holds a 200-ton captain's license, runs the pusher tug, works as a deckhand on the tractors and runs the CITB office. Her older sister, **Kristine**, helps in the office, while her younger brother, **Garrett**, runs one of the crew boats, and father Carl still pitches in as a consultant. Capt. **Brad Kroon** is general manager.

“Most of the guys who work for us have known us most of our lives,”

Katrina said. “We all live together on the boats, so we're a close knit crew. We're fairly small, and we have to work closely together, especially in the elements that are so extreme.”

And while the company is growing, with new boats and more employees, it also operates under the same basic business principals established by the Andersons.

“We put our customers first,” Katrina said. “And we try to deliver the best service to them, safely and efficiently.”



Vice President for Technical Services **Mike Magill** gives **Connor Hansen**, 8, a bit of coaching on how to christen his namesake vessel, the *Connor Foss* at Foss Rainier Shipyard. Connor is the great-great-great grandson of company founders **Thea** and **Andrew Foss**. In the background of the photo is Chaplain **Kent Williams**.

Jerome Ruhl

Foss Offers Expert Vessel Maintenance, Repair Services, New Construction at Shipyards in Seattle and on Columbia

Providing a safe working environment for employees and customers, and performing quality work for a fair price, are the keys to success for Foss Shipyards, according to the company vice president in charge of the operations.

“Foss has a proven track record, and that record provides the basis for our optimism that our business will continue to grow, said **Mike Magill**, vice president for technical services.

Foss shipyards operates two facilities, one on the Lake Washington Ship Canal in Seattle, which focuses on vessel repairs and maintenance, and another on the Columbia River in Rainier, Ore., which concentrates on new construction.

The Seattle yard includes three dry-docks, the largest capable of handling ships up to 2,000 tons, plus cranes, lifts and other equipment required for a full range of vessel services. The steam-powered Foss 300 floating derrick, with a capacity of 75 tons, also is available to shipyard customers, in addition to performing work throughout the Puget Sound region.

Experienced craftsmen in the Seattle yard have expertise in all required skills, including machining, engine mechanics, piping, carpentry, steel work, electrical work and rigging.

Customers also have access to the Foss staff of marine engineers and naval architects, who also oversee work on Foss’ own vessels both in Seattle

and at the Rainier yard.

Seattle Shipyard customers, in addition to its internal customer (Foss), include owners of tugs, barges, large fishing vessels and yachts, research vessels, ferry operators and all manner of other floating craft.

The Foss Rainier Shipyard, formerly a repair and maintenance facility, turned out its first new tug in 2004. That was the first of 10 Dolphin-Class tugs built for Foss, AMNAV and Hawaiian Tug & Barge. The new-builds included the *Carolyn Dorothy*, the world’s first hybrid powered harbor tug. Another Dolphin, the *Campbell Foss*, subsequently was retrofitted with hybrid power.

Since the last Dolphin tug was



A welder is at work at Foss Shipyard in Seattle. Experienced craftsmen at the yard have expertise in all required skills in vessel maintenance and repair.

finished in 2009, the Rainier yard completed a line handling boat, the *Lucy Foss*, to work with Chevron tankers in Southern California, and a crew boat, the *Ava Foss*, for the Chevron operation. A station boat for the San Francisco Bar Pilots, the yard's first commercial project, was finished in 2009.

In June 2011 Foss Rainier delivered a shallow draft, triple-screw tug, the *Capt. Frank Moody*, to Delta Western, Inc. The vessel was designed for the dual mission of pushing barges up shallow Alaska river systems, and for conventional ocean towing.

The yard recently finished

construction of the *Connor Foss*, which will transport ship pilots to and from a station in Astoria, Ore., and is currently working on an all-aluminum 20-car ferry for the Washington State Department of Transportation.

Magill said the yards have not been immune to the negative economic climate that has plagued the country, but they plan to grow by capturing market share.

"We have reorganized to position ourselves to take advantage of the market by focusing our sales staff solely on customer service," he said. "We believe this will provide greater visibility of our services and facilities

and will bring us additional opportunities."

The yards, he said, are exploring "all opportunities," not just projects well suited for current facilities.

"We wouldn't pass up an opportunity without evaluating partnerships, facility expansion and all available resources, human and otherwise."

An example of that approach, he said, includes construction of the ferry, which is starting at Rainier but will conclude in Eastern Washington with assistance of Colville tribal members whose reservation it will serve.

Foss also is adding 10,000 square feet to its existing footprint at the Rainier yard.

THREE NEW OCEAN TUGS TO BE BUILT AT FOSS RAINIER SHIPYARD IN OREGON

Foss Maritime recently announced plans to build three new ocean-going tugs, with construction commencing in the first quarter of 2013 at Foss Rainier Shipyard on the Columbia River in Oregon.

Vice President for Technical Services **Mike Magill**, who oversees Foss Shipyards and the company's engineering department, said the boats would be 130 feet in length and would be designed to reach 100 metric tons of bollard pull.

"It's time to start replacing our ocean fleet for age reasons, and there also are some business opportunities that these boats will put us in the running for," Magill said.

The Glosten Associates will be Foss' naval architecture partner on the project. Design work is expected to be completed by the end of this year.

Machinery will include Caterpillar C280-8 main engines, compliant with Tier II environmental standards and equipped with Reintjes reduction

gears. Markey Machinery will supply the direct diesel drive tow winch, which will feature a side-by-side drum design.

In addition to the low-emissions engines, the tugs will have a number of "green" features including: No ballast tanks, so no transportation of invasive species; holding tanks for black and gray water to permit operations in no-discharge zones; biodegradable oil in all hydraulic oil systems; and LED lighting.



The Tug *Manuokekai* and two of Young Brothers' four new barges, berthed at the Port of Honolulu.

Young Brothers Barge Service is a Hawaiian Lifeline; Company Carries all Manner of Freight through Islands

In an island state where communities are separated by water, not roads, Young Brothers, Ltd., provides the intrastate highway. The company is a licensed common carrier, regulated by the State of Hawaii, and carries all manner of cargo between Honolulu and the neighbor islands.

Its scheduled service, operated with six tugs and seven barges (four built since 2007), makes Young Brothers unique among Foss Marine Holdings companies. It also operates in a unique, isolated and small market in the middle of the Pacific Ocean.

“That distance from the mainland is an issue, and the economy here is relatively small, so we don’t have easy access to parts or even backup equipment,” said **Glenn Hong**, who is president of both Young Brothers and Hawaiian Tug & Barge, also a Foss Marine Holdings company. “But the biggest difference is that we are a common carrier.”

Young Brothers has been operating since 1900, when **Herbert, William** and **Jack Young** arrived in Honolulu and started a “bumboat” business, delivering supplies to ships in the harbor. Thirteen years later, the company expanded to provide ocean towing, rescue service and barge transportation between the islands.

Hawaiian Tug & Barge was formed in 1959 to separate harbor operations and charter activities from the interisland freight business. Saltchuk Resources, the parent company of Foss Marine Holdings, bought both Young Brothers and selected assets of Hawaiian Tug and Barge from Hawaiian Electric Industries in 1999.

Hong explained that as a common carrier, Young Brothers must maintain a schedule and charge its customers according to its approved tariffs. Seeking changes in those tariffs can be a challenging and time-

consuming process. The company’s most recent rate adjustments, approved in December 2011, were first sought in September 2010.

“We devote lots of resources to the regulatory process,” Hong said. “And there’s a huge industry built up around the regulatory process—lawyers, economists and others.

“In the meantime, we have a business to run.”

The efficiency of that business has been greatly improved by Young Brothers’ acquisition of the four new barges from U.S. Barge in Portland. Almost twice as big as the ones they replaced, the barges have enabled Young Brothers to significantly increase per-sailing capacities, nearly eliminate tandem tows, and slightly reduce the number of sailings.

The capacity of the new barges is a bit over 600 TEUs, and new top-pick machines used to load them enable five-high stacking, compared to



Young Brothers new top-lift machines can stack five-containers-high on the new barges, effectively increasing their capacity by 25 percent.

four-high with Young Brothers' former equipment.

"It was a nice matching of the investment in the bigger platforms and higher-capacity lifts," Hong said.

Experienced and capable crews also are an important part of the success of Young Brothers, according to Hong. Because the islands are close together, the crews make much more frequent port stops than a long-haul tug would, usually 12 in-and-outs a week.

In addition to carrying freight from Honolulu to the neighbor islands of Hawaii, Maui, Molokai, Lanai and Kauai, Young Brothers also does a substantial back-haul business, which Hong describes as an important part of its service. Customers include agricultural interests, rental car operators and smaller businesses on the neighbor islands.

Hong says Young Brothers offers "a universal and comprehensive service."

"This market requires frequent and regular service," he said. "And you have to be able to carry freight of all kinds—palletized, dry and reefer, as well as autos and other deck cargo. We do it all."



The *Manuokekai* departs the Port of Honolulu with a bargeload of cargo bound for the neighbor islands.

Four Tractor Tugs, Skilled Operators Make HTB Hawaii's Leading Harbor Services Provider

Hawaiian Tug & Barge (HTB) is the state's leading harbor services provider, performing ship assists and other work at the Port of Honolulu and the ports of the neighbor islands.

The company operates five Z-drive tractor tugs, including two state-of-the-art Dolphin-class tugs built at Foss Rainier Shipyard on the Columbia River.

"The Dolphins are recognized as the cream of the ship assist market here in Hawaii," said HTB President **Glenn Hong**, who is also president of sister company Young Brothers Limited.

HTB has two competitors for harbor work, but Hong said his company has "by far the majority of the market." He attributes that edge to HTB's 24-7 dispatch service, the high quality of its vessels and equipment and its "highly capable crews."

"All together, that means we provide quick, responsive and highly capable service," Hong said. "As a result, the industry knows that HTB is the best option, and that is reflected in the fact



The *Pi'ilani* is one of two dolphin-class tugs operated by Hawaiian Tug and Barge

that we have a majority of the market."

In addition to ship assists, HTB offers contract towing, construction support and other harbor services.

Young Brothers performed harbor services until 1959, when HTB was formed to handle that part of the

business, leaving Young Brothers as a common carrier. Saltchuk Resources, parent company of Foss Marine Holdings, bought HTB and Young Brothers in 1999. Since then, the two companies have been operated as one, with two distinct lines of business.

MUSICAL CHAIRS UNDERWAY FOR HTB/YB EXECUTIVE TEAM

The executive team at Hawaiian Tug and Barge/Young Brothers will be engaged in a sort of "management musical chairs," from July through November of this year.

Glenn Hong, president of both companies, said the three vice presidents will trade jobs, returning to their regular positions after the

five-month exercise.

"We're doing it to broaden the exposure and experience of key executives in the company, so at the end of this assignment, they will have a greater depth of understanding of the company," Hong said.

Under the temporary assignments: Young Brothers Vice President and

General Manager **Matt Humphrey** will move to human resources; Human Resources Vice President **Dean Kapoi** will move to government affairs; and Vice President for Strategic Planning and Government Affairs **Roy Catalani** will manage Young Brothers.

FMH SELLING SOUTH AMERICAN HOLDINGS

Foss Marine Holdings recently sold the Paraguay and Uruguay operations of Mercusor Shuttle Group (MSG) to Paraguay's main port operator Puertos y Estibajes S.A., "Puerto Fenix."

MSG will continue to operate in the

Hidrovia Parana Paraguay under its new ownership. Foss Marine Holdings also is in the process of selling its other South American operations.

'Complete Customer Satisfaction' is AMNAV's Goal

AMNAV Maritime Services started out as a small ship-assist company in the San Francisco Bay Area in 1976 and has grown and diversified into one of the leading providers of maritime services on the West Coast.

With current operations in both the Bay Area and in the ports of Los Angeles and Long Beach, AMNAV operates seven tugs. Its Bay Area vessels include four state-of-the-art 5,080 horsepower Dolphin Class tugs built at Foss Rainier Shipyard in Oregon, making the fleet the most modern in the region.

"For 35 years, AMNAV has had one overriding goal," said AMNAV President **Milt Merritt**, "complete customer satisfaction by doing the safest and best job possible with the most capable, crew, equipment and support available. Day-in and day-out, we dock more ships than any company on the Bay."

The founder of the company was high school shop teacher **Bob Whipple**, who started out by buying a 65-foot, 450-horsepower U.S. Navy harbor tug at an auction and upgrading it to 1,250 horsepower. His second vessel was an 85-foot former Navy tug, which he boosted from



AMNAV recently assisted and escorted the historic battleship *USS Iowa* from Richmond to sea. The ship will be a floating museum in Los Angeles.

850-horsepower to 4,000 horsepower.

In 1984 Whipple purchased the tugs of a Port Arthur, Texas, ship-docking operation owned by **Merritt**, who moved to San Francisco to manage the company. Today AMNAV reports to the Foss Marine Holdings.

Merritt said the company considers its employees to be its strongest asset, noting that half have been with the company an average of 20 years. The company, he added, is entering its fourth consecutive year without a lost-time injury.

As evidence of his employees'

skills, Merritt pointed to an incident in June when an ammo ship his tugs were assisting first lost steering and then lost power at 8.5 knots. The pilot wrote in his report, "I ordered (the tug) powered indirect, full to port. Giving an order like this is one thing...Capt. **Will Benedict's** response was immediate and perfectly executed."

In addition to ship docking, AMNAV has coastal offshore towing capability.

"Our tugs are maintained by our own in-house welders, fitters and painting crew," Merritt said. "We can tow or fix almost anything that floats."

FOSS MARITIME VICE PRESIDENT MOVES TO HOLDING COMPANY



Susan Hayman

Susan Hayman, formerly vice president for environmental and governmental affairs at Foss Maritime, is the new vice president for environmental and regulatory affairs at Foss Marine Holdings (FMH).

Paul Stevens, chief executive officer at the holding company, said Hayman has had an impressive track record since joining Foss Maritime in 2006 and her experience and skills will now be a resource for all FMH companies.

Hayman joined Foss Maritime as vice president for HSQE and initiated a safety program that has resulted in steep drops in injuries in marine operations and in the company's two shipyards. She also led development of the hybrid tug.

A 1980 graduate of the U.S. Merchant Marine Academy, Hayman holds an MBA from Harvard Business School. Her career includes seagoing positions for Exxon Shipping as well as railroad experience for CSX.

She also worked at APL where she became operations vice president for Europe, area manager for Central

Europe and global vice president for Port and Container Security. After being called to active duty in the United States Navy in 2002, Hayman returned to APL as global vice president for Environmental Affairs.

In her most recent position at Foss Maritime, Hayman was responsible for environmental strategies and engagement with lawmakers and regulators on issues impacting Foss. In her new role, Hayman will have the same responsibilities for all FMH companies and will report to Chief Operating Officer Steve Scalzo.



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FOSS
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UNITED UNDER THE FOSS BRAND

Foss Marine Holdings, formerly Marine Resources Group (MRG) is the holding company for five tug/barge operators, including, from top, Foss Maritime, AMNAV Maritime Services, Cook Inlet Tug & Barge, Hawaiian Tug & Barge and Young Brothers, Ltd..