



Tow Bitts



The brand new tug Leo, recently arrived in Boston, cruises by the city skyline.

THE NEW KID IN BOSTON HARBOR

Leo and Second Tractor
Change Competitive
Landscape

Boston's newest and most powerful harbor tug has been christened, crewed up and has started serving customers of Constellation Maritime Co.

The tug *Leo* is a 78-foot, 5,000 horsepower Dolphin-Class vessel built at Foss Rainier Shipyard in Oregon. The brand new ASD-powered tug arrived in Boston on March 7 along with the *Orion*, a 3,000 horsepower, 95-foot Voith-powered tractor formerly in service for Foss Maritime on the Columbia River.

Together, the two high-powered tugs give Constellation, a Foss subsidiary, a one-two punch that amounts to a significant competitive edge in handling ship assists, harbor work, and future tanker escorts. *Continued on page 3*

ALWAYS READY

The New Kid in Boston

The Dolphin-Class tug *Leo* breaks new ground in New England with its high power and compact size, creating a competitive advantage for Foss subsidiary Constellation Maritime.

Cover

Why Are so Many Crowleys at Foss?

In spite of sharing a last name with Foss' chief competitor, members of this family have been around Foss Maritime since the 1930s and have probably been exceeded only by the Foss family in numbers working at the company.

Page 7

She Knows Her Way Around an Engine Room

Alison Williams, chief engineer on the service craft *Piper Innes*, based in Long Beach, is a graduate of Kings Point and the daughter of a former New York captain of the port who hopes someday to move into the pilothouse

Page 10

Jimmy's Last Voyage

Shipmates mounted a memorial plaque for Jimmy Carroll, a popular deckhand in San Diego, after he died of heart failure last fall. And when a booby landed on a tug mast after his death, they wondered if Jimmy was taking his last ride.

Page 11

Rocket Ship in the Food-Aid Business

The Delta Mariner was designed and built to carry Delta IV rockets for Boeing but went to South America last winter with food-aid. Photo essay by Dean White.

Page 12-13

Best Practices Changed After Near-Miss

After an engine was accidentally started on a customer's tug at Foss Shipyard, and the tug surged against its docklines, Superintendent Mike Port took the safety bull by the horns. He convened a series of meetings and wrote new safety guidelines to prevent future, similar mishaps.

Page 15

Tow Bitts

Tow Bitts is published quarterly by Foss Maritime for Foss employees, customers and friends. Changes to the Tow Bitts mailing list should be referred to the Marine Personnel office in Seattle, (206) 281-3821/3958. Tow Bitts editor is Bruce Sherman, graphic designer is Barbara Edquist and coordinator of production is Gil Graham, Foss Vice President of Human Resources.



Foss will Build on New Structure Of Company Management Team And Acquisition of Cargo Firm

The January acquisition of American Cargo Transport (ACT) and a recent reorganization of our Foss management team are both examples of how we are going forward with common-sense moves that conform to our mission statement and improve prospects for growth.

ACT fits perfectly with our plan to acquire companies that allow us to expand both domestically and globally. The company has joined our global services group and gives us a springboard to expand in the international project cargo arena.

Rather than planning every job as a largely isolated effort, as Foss has in the past, we now have existing equipment and personnel through our ACT subsidiary that are actively and continuously moving project cargo around the world.

Those worldwide activities, and the ongoing relationships between ACT managers and their customers, give Foss visibility in this business sector that we've never had before.

Like our other subsidiaries Constellation Maritime and Gulf Caribe Maritime, ACT will operate as a stand-alone company with its own management structure, resources and operating personnel. Our aim is to help ACT build on its hard-earned reputation and relationships with customers, not to have the company disappear in the big green machine of Foss.

Our recent reorganization shifts Foss from its region-based management system, the legacy of our growth-by-acquisition along the West Coast, to a line-of-business orientation. The re-structuring furthers our effort, in accordance with our mission state-

ment, "to focus on our customers' needs and preferences in everything we do."

From here on in, our structure will reflect how our customers already view us—as one Foss. We will no longer have regional directors, and each line of business will have a senior executive in charge, which will eliminate any confusion over where responsibility lies in a particular area.

For example, **David Hill**, formerly sales and marketing vice president, has the new position of vice president, harbor services, under the new structure. So whether you're a ship-assist customer in Southern California, the Bay Area, Portland, Seattle or all four, he's your man.

The same goes for other business lines including tanker escort and assist, ship bunkering, marine transportation, project cargo, the shipyard and engineering services. Each now has its own overseer.

Just as the new structure gives customers a clear line on who's taking care of their business, it gives boat crews a more direct line to Seattle. Operations Vice President **Bruce Reed** is now responsible for Foss vessels and crews in both harbor services and marine transportation in all ports.

Like the ACT acquisition, our new line-of-business-structure is something we can build on. I'm confident that future performance will show that both moves were prudent ones for Foss Maritime.

President and Chief Operating Officer

Leo and Orion Join Constellation's Muscled-Up Tugboat Fleet

Continued from Page 1

"These tugs are extremely well suited for the Boston Harbor not only because of their horsepower but because of their maneuverability," said **Marc Villa**, Constellation president. "We operate in some very confined areas, and tractors will make a huge difference for us."

Constellation deck and engine room personnel have been working with Foss trainers in Boston and Long Beach, Calif., to become familiar with operation and maintenance of the two vessels. Massachusetts State Commissioned Harbor Pilots also have joined training sessions to learn how to best use the tugs.

"A lot of people have a tendency to use tractors like conventional tugs, and learning how to operate them effectively requires training," Villa said. "We have expert people in the Foss organization who can help us with that."

The *Leo* was christened during a reception attended by about 150 people at the Boston Harbor Hotel on April 19. Among the guests were customers, local dignitaries, U.S. Coast Guard and Navy officials, pilots, and representatives of Foss and its parent company, Marine Resources Group.



Capt. **Rick Villa** at the controls of the *Leo*, approaching Constellation's dock in Charlestown, Mass.

Chloe Deeley, daughter of Capt. **Chris Deeley**, Constellation's docking pilot, broke the traditional bottle of champagne over the bow. The Rev. **Steve Cushing**, executive director and senior chaplain of the New England Seafarers Mission, gave the blessing at a pier adjacent to the hotel where the reception was held.

"Constellation and Foss have made a major commitment to customers in bringing this equipment to the harbor," Villa said. "And we believe new customers also will join us to take advantage of the high level of service we will be providing."

DOLPHIN-CLASS TUGS WIN TRACTOR-OF-YEAR HONORS

A maritime consulting company has given its Tractor Tug of the Year Award to the Foss Dolphin Class, a new breed of vessel that packs 5080 horsepower into a 78-foot long boat. The dolphin tugs, designed by Robert Allan Ltd. of Vancouver, B.C., are being built by Foss Rainier Shipyard on the Columbia River in Oregon.

The award was announced by Towing Solutions of Spring Hill, Fla., which offers consulting on LNG terminal marine services, escort system designs, pilot and tug crew training,

marine auditing and marine operations manuals.

In a press release, Towing Solutions noted that the Dolphin tugs take advantage of the high bollard pull that can be delivered in a small package using azimuthal stern drives, also known as Z-drives.

"Rather than build another boat in the 92-foot to 105-foot class, as had many of their competitors, Foss elected to build this class as small as reasonably possible," said the release. "This not only gives the pilots the

small, highly maneuverable boat that they want for narrow slips and tight quarters, but it substantially reduces the construction costs for the boat, giving them an economic advantage over their competitors."

The broad beam of the boats gives them enough stability to conduct "all the escorting maneuvers a pilot might ask" at speeds of seven knots or less, Towing Solutions said in announcing the award.

Sixth Dolphin Tug delivered, page 19

New Ships, New Service and More Tug Work from Horizon

Foss and the Port of Tacoma on March 30 welcomed the *Horizon Hawk* on the ship's maiden call to the harbor, launching the carrier's Transpacific-1 (TP1) Service between the U.S. mainland, Guam, Micronesia and Asia.

The new 2,824 TEU container ship is the first of the five Hunter class vessels entering service this year for Horizon Lines, a longtime Foss

customer. Each of the ships will have a service speed of over 23 knots and are U.S.-flag, built at Hyundai Heavy Industries in Korea.

The new ships are significantly more efficient to operate and will reduce operating costs, while providing additional capacity for Horizon to grow, said **John V. Keenan**, senior vice president and chief transportation

officer for Horizon Lines.

"These five new vessels represent the latest additions to the growing U.S.-flag fleet and are of a proven design incorporating the latest technology," he added.

The new tonnage upgrades the carrier's TP1 service previously served by five Jones Act-qualified vessels, which will be re-deployed to routes requiring U.S.-built ships.

Jay Hess, port captain for Horizon in Tacoma, said that this spring Horizon also started a new service linking Tacoma, Oakland and Hawaii. That brought Horizon to four year-round vessel calls in Tacoma each week, from three. Also, an extra Alaska ship during the summer makes five.

"This will mean more tug work and, hopefully, more cargo as we grow the trades," Hess said. "We're definitely keeping Foss tugs employed."

As of July 2007, Horizon Lines plans to operate 17 active ships and to have four vessels in reserve status. The average age of the company's active vessel fleet will be 20 years.



The tractor tug *Andrew Foss* leads the *Horizon Hawk* on its maiden voyage into Tacoma.

Mike Stork Photo

ORE BARGES SPORT NEW FOSS LOGO

The new Foss logo, a towing chain link formed with interlocking Fs, was painted recently on the barge *Noatak*, in the photo, and its sister the *Kivalina*, which were at Foss Terminal in Seattle being prepared for their 18th season at the Red Dog Mine in the Alaskan arctic. The barges accompanied by four tugs — the *Iver Foss*, *Jeffrey Foss*, *Sandra Foss* and *Stacey Foss* — were scheduled to depart from Seattle in early June. Forecasted ice conditions were expected to enable normal access and an on-time start of lightering at the Red Dog Mine port this year. In the foreground is the Foss 300 derrick, which was loading equipment onto the barges.



How Has Jim Stewart Found Solutions to Shipyard Challenges? By Tapping the Knowledge of the Craftsmen Doing the Work

When then Foss Vice President for Operations **Steve Scalzo** asked **Jim Stewart** to manage the Seattle shipyard 15 years ago, it took Stewart four months to make his decision to take the job. He's never been an office type, he says, "but I had to do it because I had the job,"

For Stewart, who will retire as director of shipyards at the end of June, the most rewarding part of his business is the operations side—working with craftsmen, his staff, the engineering department and others at Foss to find solutions and complete projects successfully.

"It really makes me feel good to see something accomplished the way it was intended," said Stewart. "And I often find that if I need to get to the bottom of something and find a solution, I can go out on the front line and talk to the workers who are doing the job, and the solution is right there."

Stewart joined Foss as a journeyman inside machinist on Oct. 3, 1969, and became a ship repair superintendent in 1975. About 10 years later he became production manager, was appointed shipyard manager in 1992 and became shipyards director when the management of the Rainier Shipyard was combined with the Seattle yard in 1997.

Several things stand out for Stewart as highlights in his nearly 15 years as the top shipyard manager.

One was the replacement of the 1,000-ton Drydock No. 2 in 1997 with a 2,000 ton dock, enabling the yard to haul larger commercial vessels and Foss' biggest tugs. "The additional capacity provided more business opportunities, and it meant a lot more work for the workers," he said.

Another major step forward was the acquisition of the yard's third and fourth drydocks following the closure of the MARCO shipyard in Seattle in 2005. Foss management and owner-



Shipyards Director **Jim Stewart**

ship supported the acquisition, which hadn't been planned.

"It wasn't in our capital plan, but there was an opportunity to grow this business," Stewart said. "We had to go through a justification process, but we were able to do that and in the end purchase the drydocks, and it has proved to be an excellent move."

Re-inventing the Rainier Shipyard in Oregon to build new vessels also was a major event for the company. "I was only part of that team, but it makes me feel good to go down there and see what we have in that operation today compared to what we had

10 years ago."

Stewart, 60, who plans to move with his wife Linda to their just completed house in Chelan, enjoys working

in his shop, boating, traveling and spending time with his family.

Stewart says he has had good support in managing the business side of the shipyards, and compliments the technical ability at the craft and supervisory levels at both shipyards.

"A lot of the projects we get involved in can be very complex and it takes a

team effort to meet the customer's requirements and get it done safely, on budget and on schedule. I am very proud to have been a member of that team."

"It really makes me feel good to see something accomplished the way it was intended," said Stewart. "And I often find that if I need to get to the bottom of something and find a solution, I can go out on the front line and talk to the workers who are doing the job, and the solution is right there."

Line Service Crew Focuses on Safety of the Handlers While Tying up Ships at the Ports of Seattle and Tacoma

Stay out of the bight.

That's a safety mantra for Foss Line Service personnel, who tie up ships at the ports of Tacoma and Seattle.

The bight is the danger zone around a mooring line, including the area between the ship and the line, the bollard and the mooring eye or any other area within the path of the line. Simply put, the bight is a place where you don't want to be when the line goes from slack to tight.

"Sometimes these synthetic lines we use today will part. When they do they snap back like a rubber band, and you don't want to be in the way when that happens," said **Mike O'Connor**, manager of the line service. "There are a lot of other dangers you have to be aware of, like the line sweeping across the dock and, of course, all the dangers of working over water."



Foss Line Service Manager **Mike O'Connor**, left, and Superintendent **Dan Ryles** at the Port of Tacoma.

O'Connor and his three line superintendents—Dan Ryles, Brian Goodwin and Mel Cordova—recently were recognized for their success in assuring the safety of the line handlers who work for them. Foss Line Service received three 2006 safety awards from the Pacific Maritime Association, a waterfront employers group.

The Foss team won first-place honors for accident prevention for both Washington and the Pacific Coast, plus an award for experiencing zero time-

lost injuries last year.

Aiming to keep its safety effort from going slack, O'Connor said he and his superintendents are developing it, including holding weekly and monthly safety meetings with their gangs to review the basics of line handling safety.

International Longshore and Warehouse Union lead man **Gerry Collen** said while working a ship recently in Tacoma that his crew has never had an injury.



Superintendents **Brian Goodwin**, left, and **Mel Cordova** at Foss headquarters in Seattle.

"We just work smart, and we're constantly looking out for each other," he said. "And we do everything one step at a time."

Foss Line Service grew out of the purchase of Reliable Line Service of Seattle in 1973. The company had been owned by a waterfront oldtimer named **Bud Weber** who was getting out of the business and knew **Sid Campbell**, then chairman of Foss.

"One thing led to another and they got together and consummated a deal,"



Line handlers working the bow of TOTE's North Star recently were, from left, **Tony Steele**, **Chris Sheek** and **Dave Reda**.

said **Ed Artis**, a former Foss Line Service manager who is now an owner of competitor Main Line. "It was a super fit. It fit a lot of things Foss did

in harbor services. Customers could make one call for tugs and lines."

In those days, the superintendents also worked with customers in loading barges and other harbor activities, "We were Foss representatives down there," Artis said.

He said the line handlers have been members of the ILWU since 1963.

While current-day managers focus on the line business, O'Connor said one-stop shopping for customers is still a major competitive bonus.

"Our 24-hour dispatch and the fact that we are a tug company can be an advantage to the customer," he said. "Our line services are similar to our competitor's, but the other services Foss can provide add significant depth that many customers need."



Current members of the Crowley Clan at Foss are, from left, **Chris Wolf**, **Jim Crowley**, **Monte Crowley** and **Greg Phillips**.

The Crowley Family Bleeds Foss Green, Even Though They Share Their Name with ‘That Other West Coast Tugboat Company’

Three generations of Crowleys, probably exceeded only by the Foss family in the number of relatives at the company over the years, have taken a never-ending ribbing about the fact that their last name is the same as their employer’s chief competitor.

“We hear it all the time,” said **Monte Crowley**, currently marine personnel supervisor in Seattle. “They joke, ‘What’s a Crowley doing at Foss?’”

While their name is synonymous in the maritime industry with “that other tug company,” the Crowleys of Foss insist they are not related to the competitor’s owners. And most who know the Crowleys would say they all bleed Foss green.

“I can’t think of any place I’d rather be,” said **Jim Crowley**, Monte’s first cousin who is a senior customer service coordinator in Seattle.

Other family members currently at the company are **Chris Wolf**, also a senior customer service coordinator,

who is married to a cousin of Monte and Jim, and **Greg Phillips**, another cousin, who is a deckhand/engineer on the *Henry Foss*.

Monte’s and Jim’s grandfather **Tom Crowley** was the first in the clan to join the company, in the early 1940s, and retired as a captain in 1977. In a double coincidence, Tom shared both his first and last names with the founder of the company-that-shall-not-be-named.

Tom’s two sons, **Ray** and **Duane** (Jim and Monte’s fathers, respectively), also are retired Foss captains, as is another cousin, **Willie Morasse**.

How did the current generation land at Foss?

Wolf arrived at Foss 22 years ago after Scott Paper downsized its Everett operations. Jim, a former carpet installer who still does that in his spare time, joined Foss 20 years ago, and Monte came on board in 1995

after managing service stations for Chevron north of Seattle.

Only Phillips has spent his entire working career at Foss, training while he was in high school and going to work on log boats in Everett after graduation.

“The way I look at it, it’s the best job in the summer because you’re outside all the time and it’s the worst job in the winter because you’re out in the elements,” Phillips joked. “I enjoy it.”

With two kids now entering high school, it falls on Phillips’ shoulders for now to ensure that the Crowley legacy continues at Foss for at least another generation. Monte has hopes for his almost 3-year-old son.

Phillips is also the last of the family’s mariners and, according to his cousins, has tug operating skills that could make him a fine captain some day.

“I get a lot of pushing,” he said, “It’s in the back of my mind.”

Tom Crowley was the first in the clan to join the company, in the early 1940s.

Unprecedented Tow Calls for Custom Rigging and Ballasting; Plan Keeps Unwieldy Caisson Under Control in Stormy Seas

Foss in March towed a large and unwieldy steel caisson from the Columbia River to Puget Sound Naval Shipyard, successfully and safely completing an ocean job unlike any previously accomplished by the company.

The caisson, which will be a door on a graving dock used to service warships, floats much like a barge on its side. It measures 127 feet long, 23 feet wide, 48 feet high and drew 34 feet of water during the tow.

“The big unknown was how this object would actually tow, both in the Columbia River and in the open ocean” said **Mike Walker**, Columbia Snake River regional operations manager. “The design would dictate that it would dive from side to side.”

Another concern was that without ballast, the caisson might roll onto its side and be unable to right itself. “To make things even more interesting, we also knew that if full of ballast, it would most likely sink,” Walker said.

The caisson was designed by Elliott Bay Design Group of Seattle and built at Oregon Iron Works in Portland. The designers came up with a plan to stabilize the caisson for towing by filling

its aft ballast tank and half-filling the midships tank.

Supervisor of Vessel Rigging and Supply **Joel Altus** configured the towing gear for the job.

A test tow from the shipyard on Swan Island was successful, with *The Howard Olsen* in the lead, and the *Joseph T* trailing to control the stern of the caisson and guard against possible sheer. So the two tugs and their cargo proceeded out the river, up the coast and into Puget Sound, picking up a Navy pilot at the entrance to Rich Passage, near the Navy yard.

“This was a very delicate, high profile tow,” Walker said. “According to the surveyor, they could find no record of any tow company ever towing this kind of object in the open ocean for such a long distance, let alone with a trailing tug made fast on the stern.”

Walker said the crews “did a fantastic job from the get go,” delivering the caisson to Bremerton with no damage, “not even a scrape of paint.”

Crewmembers were: *Howard Olsen*, **Ron Walthers**, master, **Ben Hartley**, mate, **Curt Dawson** and **Chris Jakovac**, deckhands, and **James Green**, cook;

Joseph T, **Dan Riser**, master **Darren Olsen**, mate, **John Munson** and **Tim Patching**, deckhands, and **Eric Braden**, cook.

Technical: The lead tug was set up to tow with 2,000 feet of two-inch wire, and the stern tug was set up with nine-inch plasma towing bridles with two-and-a-quarter-inch wire pennants. The bridles were married to 60 feet of five-inch plasma line, which was married to 600 feet of nine-inch nylon line.



The caisson tips up in a wave during the trip from Portland up the coast of Washington.



RIVER VIEW FROM THE FREEWAY

The tug *Lewiston* heads down the Columbia River to Portland pushing the loaded *Esther L* reefer container barge, the *Amber Harvest* grain barge and the barge *BMC 14*. This photo was taken from a moving car on Interstate 84 in the Columbia Gorge by **Yasushi Uchiumi** of Nippon Steel Kawada Bridge (NSKB), Foss' customer on the Tacoma Narrows Bridge deck section project. Uchiumi and **Moritoshi Yano**, also of NSKB, were on a sightseeing trip when Uchiumi took the photo on Sunday, April 22.



NEW BARGE AT WORK ON THE BAY

The newest double-hull bunkering barge in the Foss fleet, the FDH 26-1 is shown May 6 at the Valero Terminal dock in Benicia, Calif., where it took on 24,000 barrels for delivery to the Seabulk Arctic, at anchor near San Francisco later that day, right. The barge was delivered to Foss in late March by Orange Shipbuilding in Orange, Texas, which is building four more double-hull barges for Foss. The tug Sandra Foss towed the new barge through the Panama Canal and up the Coast to San Francisco Bay. The FDH 26-1 is the third Foss double hull bunker barge on San Francisco Bay. Tankbarge Manager **Walt Partika** said Foss customer Fuel and Marine Marketing, the Marine Fuels Division of Chevron “is extremely pleased with the latest addition to the Bay bunker fleet. We are all anxiously awaiting the delivery of the second FDH 26 series barge, which will give us the largest double hull bunker barge fleet on the West Coast.”



Thomas Hooke Photos

Bay Area Takes Bragging Rights As First Region Certified Under ISO & ISM

Foss vessels and shoreside operations in the San Francisco Bay Area are now fully certified under internationally recognized ISO and ISM standards for quality, safety and environmental protection.

Companywide practices already have been certified under both programs, according to Quality Assurance

Manager **Jim Peschel**, who said individual offices and vessels are now going through verification audits at all locations. Northern California is the first of the company’s regions to complete the certification process for fleet and shoreside activities.

Peschel said all Bay Area tugs have now received individual certifi-

cation under the standards of ISM, which is short for the International Management Code for the Safe Operations of Ships and Pollution Prevention. In April the office processes and operations were certified under ISO 9001 quality standards. ISO stands for the International Organization for Standardization.

Piper Inness Engineer Gets ‘Jazzed’ When Firing Up Engines

It never dawned on **Alison Williams** until she graduated from the U.S. Merchant Marine Academy in Kings Point, N.Y. that it was unusual for a woman, let alone a black woman, to be a marine engineer.

“It never crossed my mind,” she said. “I didn’t know it was unusual. I didn’t know you weren’t supposed to, and that’s the way I was raised.”

Today, Williams is chief engineer on the *Piper Inness*, a 130-foot launch Foss uses to service Chevron’s Pacific Area Lightering Operations. Her responsibilities include tending four Caterpillar D-32 engines, each with 1,100 horsepower and together capable of moving the boat in excess of 20 knots.

“To this day, I get jazzed when an engine starts,” she said. “Lock them up and light them up and they’re moving. I like seeing how things go together.”

Williams grew up in Bedford, Mass., on the outskirts of Boston. Her father was a U.S. Coast Guard officer who rose to become captain of the port in New York City, so a career at sea seemed a natural for her.

“I was attracted by the lure of the sea and the mystique of seeing foreign lands,” she said, noting that she spent plenty of time doing just that between her graduation in 1988 and joining



Alison Williams is the daughter of a U.S. Coast Guard Officer and a graduate of the U.S. Merchant Marine Academy.

Foss about two years ago.

In foreign ports, she’d take the night shift, when all the men wanted to head out for the bars. During the day, Williams went sightseeing, often visiting museums and churches, temples or other religious sites.

She worked on tankers, freighters and a containership, adding, “It was a cool way to see things.” She is now

married, and her job at Foss allows her more time ashore with her husband.

She’s never worked on the deck, but earned both mate and engineering licenses at Kings Point and hopes for an opportunity to move into a tug pilot house some day.

“I’m kind of interested in going there,” she said.

SHOWING THE FLAG IN SAN DIEGO

Foss was among companies and government agencies participating in the CMS Maritime Career Expo May 22 in San Diego. The theme of the event, on National Maritime Day, was “U.S.-Built and U.S.-Sailed.” Representing Foss was Capt. Jeff Bentley, right. With him are Steve Kirkwood, president of Coordinated Maritime Services (CMS), and Sarah Little, Military Sealift Command recruiter. CMS, sponsor of the event, is a non-profit organization dedicated to maritime education and information. In addition to Foss and the Military Sealift Command, participants included BAE Systems, NAASCO, AMSEC, Continental Maritime, Jewel Maritime Services and San Diego Police recruiting.



Jimmy's Last Voyage? Rare Appearance by Booby Bird Spurs Memories of Recently Deceased San Diego Shipmate

When the booby perched on the mast of the *Pacific Viking* as the tug passed Point Loma last October, it seemed to the crew like deceased shipmate **Jimmy Carroll** might be joining them for a final voyage.

Carroll, 56, was a 23-year Foss deckhand who died Oct. 6 of heart failure. An Inlandboatmen's Union shop steward who was popular among his co-workers, Carroll was fond of bird- and whale-watching while working the tugs in San Diego.

"We see these birds in the summer, but it's rare in late fall," said Pacific Viking Capt. **Brian Greene**. "It was the very next run after Jimmy's death, and the booby rode all the way to San Clemente Island. It was kind of like Jimmy was with us."

"After 14 hours on the mast, it flew off into the sunrise."

Carroll had served as a deckhand and cook on the *Pacific Viking*, which is dedicated to the supply run to the Navy base on San Clemente Island. In the galley of the *Pacific Knight*, where Carroll also worked, his shipmates

have mounted a plaque in his honor.

Born in Pittsburgh, Texas, Carroll moved with his family to southern California when he was 4 years old. He was a graduate of Mar Vista High School in Imperial Beach, where he was a member of the California Cadet Corps.

He worked for the U.S. Forest Service and served in the California National Guard and the U.S. Army before going to San Diego State University, where he graduated in 1979 with a degree in applied arts and sciences and a second major in biology.

After graduation, he worked as a veterinary technician for the Humane Society before landing a job at Foss in 1983.

"I know the long hours on the water were hard for Jim, but he loved the camaraderie with the guys," said his widow, **Lisa Carroll**, with whom he lived in Chula Vista, Calif.

"He was a great guy," said friend

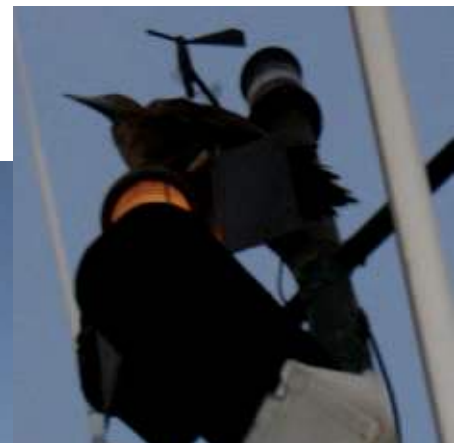


Jimmy Carroll's shipmates pitched in for this plaque mounted in the galley of the *Pacific Knight*.

and co-worker **Tom Summers**, currently engineer on the *Pacific Knight*. "He cared a lot about all of us. He is greatly missed and we won't forget him."

In addition to his widow and their daughter, **Jennifer**, 19, Carroll is survived by his parents, **Claude** and **Imogene Carroll**, and his younger brother, **Terry Carroll**.

Capt. **Brian Greene** points to the masthead, where the booby perched during the trip to San Clemente Island.



Rocket Ship Handles Food-Aid Cargo on Mission to West Coast of South America

The Foss “rocket ship” made its first-ever food-aid mission recently, carrying 3,250 tons of Bolivia-bound flour, lentils, bulgur wheat and corn meal in 75,000 bags to Chile.

The 312-foot *Delta Mariner* is under contract to Boeing and was built

specifically to carry Delta IV rockets in its large cargo bay. Under the agreement, Foss looks for other jobs to offset Boeing’s costs when the ship would otherwise be idle.

“This was part of the Food for Peace program, and the job required a U.S.-flagged vessel, of which there are very few these days,” said

Dean White, *Delta Mariner* marine superintendent. “We have moved rolling stock for the military, but this was our first food-aid cargo.”

Foss performed the work early last winter in conjunction with Maybank Shipping of Charleston, S.C., which bid the job. Initial loading was in Pensacola, Fla., which is the *Delta Mariner*’s home port.

“That gave us a leg up on the competition because it cut down on mobilization costs,” White said. “We were already there,”



The *Delta Mariner* is moored stern-in in Arica, Chile, for cargo operations.



More than a dozen Chilean dockworkers place bags on pallets.



Forklifts working with pallets of bagged food in the cargo bay.

The ship also loaded in Lake Charles, La., before proceeding through the Panama Canal on the way to Arica, Chile, where the cargo was unloaded and then trucked to Bolivia.

The *Delta Mariner*, which is operated by Foss subsidiary Gulf Caribe Maritime, was under the command of Capt. **Jack Skeffington**, who lives on Vashon Island, Wash. All the cargo had to be hand stowed, and the chief mate supervising that work was **Rob Barry**.



Mario Rosenay, Maybank Shipping South America operations chief, left, and Capt. **Jack Skeffington** of the *Delta Mariner*.

Dean White Photos



A top-pick machine, normally used to handle containers moves the food cargo to the pier.



Slings were used to discharge bags bound for Bolivia.



MID-LAKE DRYDOCKING

The Tractor-Plus tug Brynn Foss, sporting its newly installed Z-drive, is pushed through Seattle's Fremont Bridge on Foss Drydock No. 2 on April 9 in the top photo. The water at the drydock's normal berth at Foss Shipyards is too shallow to dock or undock the Brynn and its sister vessels, so the dock must be moved into the deeper water of Lake Union to perform the maneuvers. In the bottom photo, the Space Needle and a departing float plane are in the background as the Brynn prepares to sail out of the submerged drydock in Lake Union. The Henry Foss, also a Tractor-Plus tug, subsequently entered the dock and was taken back to the yard for two weeks of routine maintenance and repairs. A generator on the drydock's wing wall enables crews to operate pumps and other electrical equipment during the mid-lake operations. **Jim Leupold** was ship repair superintendent on the Brynn job, and **Guy Hall** handled the work on the Henry Foss. Work on the Brynn was scheduled to be completed in early June, and the boat was to go to work in southern California.



Rainier Shipyard had Zero Lost-Time Injuries in 2006

The manager of Foss Rainier Shipyard, the Oregon facility where the company is manufacturing Dolphin-Class tugs, says an effort to “back up words with actions” was at least partly responsible for the yard’s experiencing no lost-time injuries in 2006.

Tim Stewart, who runs the 34-employee Rainier facility, said safety as a top priority is frequently discussed there, and Seattle management’s support for the yard’s safety effort also played an important part in its safety record.

In addition, according to Stewart, management has maintained high visibility on safety issues, and everybody in the yard is embracing the notion that anyone can halt a process they feel is unsafe.

“I cannot overstate the contribution of the lead men and the crew,” Stewart said. “We have a dedicated crew and for the most part, each member understands their responsibility for their own safety and that of their co-workers.”

Foss Shipyards Director **Jim Stewart** attributed the safety performance at Rainier Shipyard to “a consistent focus on safety.”

“Tim, Tony (Silva, superintendent), the Safety Committee and the entire crew have a high priority on safety and have made it a routine part of the work day to identify and remove hazards on the job site,” Jim Stewart said. “They have achieved what the rest of the company is trying to achieve.”

Behavior Safety Technology, a California consulting firm working with Foss visited the Rainier Yard recently and is preparing a report on the facility’s safety.

“They have achieved what the rest of the company is trying to achieve.”

Jim Stewart

‘Near-Miss’ Prompts Shipyard to Change Procedures; Lessons Learned from Incident Lead to Improved Safety

Foss Shipyard revised its safety procedures this spring following a “near-miss” in which a customer’s tug momentarily surged against its dock lines after its engines were accidentally engaged by a technician employed by a vendor.

The lines held, and damage was limited to a wooden gangway, said **Mike Port**, ship repair superintendent on the job, “But who knows what could have happened if the technician hadn’t noticed this immediately,” he said. “There was a vessel behind this one and this tug could have gone right across the canal.”

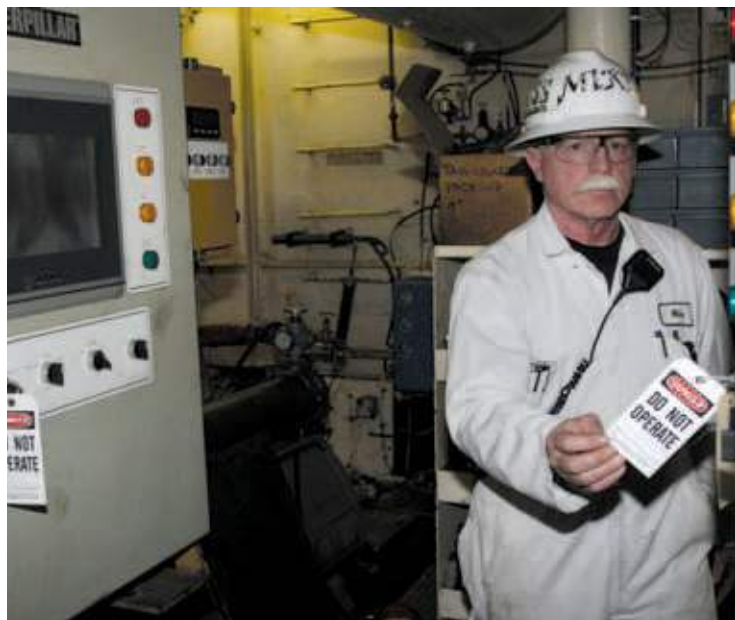
Port organized meetings with representatives of the vendor, who provided a near-miss report and explained how they intended to improve communications with Foss.”

Under changes implemented in Foss’ own lock out/tag out procedures following the incident, a Foss ship repair superintendent must be informed whenever a vendor boards a

vessel in the yard. The superintendent also must be informed whenever someone plans to start or stop a piece of machinery.

In the recent near miss, the technician working on the tug’s main engines failed to follow the normal procedure of transferring throttle/transmission-control to the wheelhouse. He then accidentally engaged the engines when something sticking out of his back pocket knocked into a control lever in the engine room.

“Mike got right on this and did a great job,” said **Al Rainsberger**, Foss



Ship Repair Superintendent **Mike Port** displays a tag-out tag on a piece of equipment in the engine room of a vessel under repair at Foss Shipyard.

director of safety and health. “Near misses are an opportunity to learn and improve our practices. And that’s what happened in this case.”

INCREASED AWARENESS OF LOCK OUT/TAG OUT POLICIES WAS SAFETY FOCUS IN APRIL

April was Lock Out/Tag Out Month at Foss Maritime.

To increase awareness of the company’s lock out/tag out policies, which aim to protect people from the unexpected startup of machinery during maintenance, shipyard and marine employees viewed a 15-minute training video.

Also, copies of the lock out/tag out policies were circulated among employees, and posters highlighting lock out/tag out safety were displayed throughout shipyards and on vessels.

Safety and Health Director

Al Rainsberger called on employees to “inventory your boats, shops and yards to assure that you have enough supplies to facilitate your lock out/tag out needs.”

He said each location should have at least 12 tags and four locks, which shipyards and shops can obtain through Purchasing and the Tool Room, and vessels can get through their normal deck and engine supply order systems.

ALWAYS READY

SATISFACTION GUARANTEED

Show your customers how good you are. Don’t tell them.

— *From Satisfaction Guaranteed*
By *Byrd Baggett*

Shipyard Craftsmen Realize Dream; Both Now Citizens of United States

Two craftsmen at Foss Shipyard in Seattle were sworn in as U.S. citizens during the spring, cementing their relationships with their new homeland and making a dream come true for both of them.

George Kantas, 54, a machinist who is a native of Greece, won his citizenship in March after working through the process for several years. A merchant seaman in his youth, in 1974 he followed his brother to this country and Seattle, where he married and settled.

“I went back home and I didn’t feel like I belonged there,” said Kantas, who joined Foss in 1995. “This is like

a dream come true.”

Aleksandr Zhuravel, 35, a welder, emigrated to the United States from Ukraine in 1996 with his wife and two children. They were granted permission to move to the United States through a lottery after filing applications at the U.S. Embassy in Moscow.

He has been at Foss for five years and he and his wife became U.S.



George Kantas, left, and **Aleksandr Zhuravel** at Foss Shipyard after they were sworn in as U.S. citizens.

citizens in April. “There’s more opportunity here,” Zhuravel said. “This is what I’ve always wanted.”

TUG’S NEW THRUSTER

Kevin Brown, left, and Brian Johnson of Foss Shipyard size up a hole for a new bow thruster about to be installed in the 115-foot tug Triton, owned by D & V Boat Co. of Seattle. In the inset, the thruster, housed in a six-foot-long tube, is inched into place with a forklift driven by Doug Doherty as Cleon Weisz, left, and Matt Johnson observe.

To create space for the thruster and an engine to power it, shipyard workers had to seal off about a third of the tug’s forward fresh water tank.

While the tug was at Foss, the yard also painted its bottom and repaired a fuel tank. Ship Repair Superintendent Guy Hall supervised the project.



Shipyard wins ‘Gold Award’ For Wastewater Compliance

Foss Shipyard, Seattle, has received the Gold Award from the King County Wastewater Treatment Division, recognizing perfect compliance with the terms and conditions of the Industrial Wastewater Discharge Permit for 2006.

Wastewater comes from two sources at the shipyard: the high pressure water wash of vessel hulls in drydock and the system that captures stormwater over an area of 6.08 acres.

Foss treats the contaminated wastewater and is required to self-monitor compliance by taking monthly samples and having them tested at a laboratory. The test results are sent to King County, which also will periodically sample and test to ensure compliance.

Shipyard’s Director **Jim Stewart** singled out Labor Shop Foreman **Larry Hurtt** and Paint Shop Foreman **Bill Ibsen** for helping the yard win the award.

“They have been consistent with managing their area of responsibility and carefully following the permit requirements as well as Foss Best Management Practices,” Stewart said.

Amazing New Table Saw Provides Safety Edge for Shipyard Carpenters

Foss shipwrights are now using a table saw designed to shut down instantly when the blade comes in contact with skin. The manufacturer, SawStop of Wilsonville, Ore., claims the saw stops so quickly that a user who pushes a finger into the spinning blade can escape with just a nick.

“It’s hard to believe,” said Assistant Shipwright Foreman **Paul Paroline**, who bears a scar on a finger from a table saw accident 20 years ago. “We decided that for the extra \$600 this saw cost, it was worth it.”

Foreman **Bob Geiszler** said the saw gives shipwrights added protection and noted, “When an obvious safety feature such as this is available, then we should use it.”

SawStop says a small electrical current, too low to feel, is induced into

the blade when the saw is running. Skin, which is conductive, absorbs some of the electricity on contact. The saw detects the lower current, and it applies a brake, stopping the blade in “a few milliseconds.”

Wood and other non-conductive materials do not absorb any of the current and, therefore, do not activate the brake.

Foss Director of Health and Safety **Al Rainsberger** said, “the addition of this saw is an example of continual improvement of safety practices at Foss.”

Shipyards Director **Jim Stewart** said the saw was well worth the money and



Assistant Shipwright Foreman **Paul Paroline** displays the braking mechanism that clamps against the underside of the saw blade when the blade comes into contact with skin.

added, “I haven’t found anyone yet who questions the safety feature and wants to test it.”

To see a video of the saw being tested with a sausage, go to sawstop.com.



NAVY RECOGNIZES SHIPYARD’S GOOD WORK

On Friday March 2, the U.S. Navy presented an award to Foss Shipyard in recognition of the yard’s work in overhauling two portal cranes now in service at the Bangor, Wash., submarine base. Photographed with the award were Project Manager **Van Vorwerk**, left, and Ship Repair Superintendent **Danny Gipson** (now retired). **Jim Leupold** also worked as a superintendent on the project, and **Warren Snider** was the project engineer. During the nine-month job last year, the shipyard extended the booms 40 feet, to a total of 173 feet, widened the cranes’ bases from 20 to 30 feet and increased their capacity from 60 to 85 tons. “The Navy wanted to thank us for all our efforts and for giving them, a product that they’re really happy with,” Vorwerk said.

WOMEN'S PROPELLER CLUB HONORS JUSTINE FOSS FOR ATLANTIC RESCUE

Capt. **Sam Nelson** and the crew of the *Justine Foss* recently were named winners of the Mary Patten Valiant Ship Award, presented by the Women's Propeller Club of the United States. The award is the latest in a series of honors for the men since they rescued five crewmen from a sinking tug and retrieved a loaded oil barge off the East Coast in January, 2006.

The award was presented April 18 at the national convention of the Women's Propeller Club in San Francisco. Nelson was present to accept the award and was accompanied by **Don McElroy**, senior vice president for Marine Transportation, and members of the San Francisco management team.

Mary Patten was the wife of a clip-



With Capt. **Sam Nelson** (holding plaque) at the award presentation were, from left, **Shawn Bennett**, San Francisco sales, **Don McElroy**, senior vice president for marine transportation, **Dan Eddleston**, San Francisco marine transportation supervisor, **Dan Massey**, San Francisco regional operations manager, and Capt. **John Butcher**, San Francisco port captain.

per ship captain who became seriously ill during a trip around Cape Horn in 1856. Mrs. Patten, 19 and pregnant, quelled a mutiny, took over her ill husband's ship and brought it safely into San Francisco.

Members of the *Justine Foss* crew, in addition to Nelson, were: Chief Mate **Roger Norris**, Engineer **Craig Stambaugh**, Able-Bodied Seamen **Glen McVicker** and **Davis Floyd**, and Cook **Rodger Felton**.

Foss, Other Harbor Business, Help Out after Catalina Fire

Harbor businesses quietly helped with the recovery efforts on Catalina Island, where a devastating wildfire carved a path of destruction in the middle of May.

Foss Maritime helped ferry fire-fighting trucks and equipment back to Long Beach following the fire. Most of the equipment had been brought to Catalina by Navy hovercrafts based at Camp Pendleton, but large fans on the boats caused some wind damage to the equipment, including blowing out windshields.

The California State Department of Forestry and Fire Protection wanted the firefighting equipment back on the mainland to be ready for the next incident.

Foss deployed the 178-foot barge 379, which is regularly used to supply government operations on San Nicholas Island from Long Beach.

"Though it was the night before Mothers Day, Long Beach crews stepped up to service our customers and to help ensure the readiness of the Forestry Department," said **Bob Gregory**, Southern California regional operations manager.

After four runs Foss had returned almost 100 trucks and essential equipment from the island. The fire was brought under control on May 15, after threatening the resort town of Avalon.

The California State Department of Forestry and Fire Protection was



Firefighting equipment rolls onto the barge *PT&S 379* after use on Catalina Island.

pleased with Foss' service, and the company is now part of the state's contingency plan for future emergencies on the island, Gregory said.

Constellation Cadet Tops Deck Group at Mass Maritime

Keith Morton, who is the son of a Boston harbor pilot and has been working part-time as a deckhand for *Constellation Maritime* since the fall of 2005, was graduated from Massachusetts Maritime Academy June 16 as the top student in the deck officer training program.



Keith Morton

Morton, 22, a native of Reading, Mass., and a 2003 graduate of Reading Memorial High School, is the oldest of seven children and attended Mass Maritime on a full scholarship. With his third mate's license, he plans to go to sea and eventually follow in the footsteps of his father, Capt. **Frank Morton**, to become a pilot.

"I've always liked the piloting side of things, and watching it while riding on the tugs made me want to do it even more," said the young Morton.

Constellation Maritime President **Marc Villa** described Morton as "a spectacular worker." *Constellation* is a Foss subsidiary.

Drydock No. 2 Headed For Dutch Harbor, Alaska

Foss Shipyard has sold its No. 2 Drydock to Magone Marine Service of Dutch Harbor, Alaska. The dock—200 by 64 feet with a capacity of 1,000 short tons—was built for the U.S. Navy in 1945 and acquired by Foss in 1959.

"It served us well for a number of years, and now we're upgrading and moving on," said **Jim Stewart**, Foss shipyards director. He said acquisition of a replacement drydock is in the shipyard's long-range capital plan.



The *Independence* puts on a display of maneuverability in the Columbia River at Foss Rainier Shipyard.

FOSS RAINIER SHIPYARD FINISHES SIXTH DOLPHIN; TUGBOAT IN SERVICE FOR AMNAV MARITIME SERVICES

Craftsmen, management representatives from the shipyard and Foss, and local Oregon dignitaries celebrated the completion of the sixth Dolphin-Class tug March 28 at Foss Rainier Shipyard on the Columbia River.

The new tug is the *Independence*, and it will be operated by Foss' San Francisco-based sister company, AMNAV Maritime Services. The tug is the second Dolphin to go to AMNAV, and the company is scheduled to receive two more.

The next AMNAV tugs will be the seventh and eighth built at the Oregon yard. A tentatively planned ninth is to be a hybrid-powered tug for Foss' Southern California operations.

The first of the new tugs was delivered to Foss sister company Hawaiian Tug and Barge/Young Brothers in August 2004. The 78-foot boats are being well received by customers and pilots as a result of their small size and high power.

TRACTOR PLUS AT WORK IN TACOMA

Capt. **Doug Hajek** was at the controls of the tug *Wedell Foss* recently as it guided a cargo ship out of the Blair Waterway at the Port of Tacoma. The *Wedell* is one of two Tractor-Plus tugs in service for Foss, the other being the *Henry Foss*, also on Puget Sound. A third, the *Brynn Foss*, is scheduled to enter service soon in Southern California. The Tractor-Plus upgrade gives the tugs a power boost by adding a third drive unit.



BIKE COMMUTERS

These Foss Seattle employees were among 26 participating in the statewide "Wheel Options" program in April, sponsored by the Washington State Ridesharing Organization. The program is aimed at discouraging people from riding to work alone in their cars, and participants biked, carpooled, rode mass transit, walked and used other means to commute. The efforts by the Foss team saved an estimated 4,788 driving miles and reduced carbon monoxide emissions by about 263 pounds. Shown in the photo are **Matt Brown**, left, and **Jim Peschel**.



Foss Wins Festival's Survival Suit Event; Two Second-Place Finishes in Tug Races

Foss Maritime this year claimed another victory in the annual survival suit races at the Seattle Maritime Festival, and the company's vessels made a strong showing in the tug races.

The team of **Steve Winter**, **Jason Hudkins**, **Rick McKenna**, and **Jim Peschel** completed the survival suit event in a time of 47 seconds, which was 15 seconds faster than their nearest competition and an all-time record for the 21-year annual event.

In the tug races, Class B, the *Shelley Foss* finished second and the *Iver Foss* was third. In Class A, the *Craig Foss* was second, the *Drew Foss* finished third, the *Andrew Foss* was seventh and

the *Lindsey Foss* dropped out before reaching top speed to minimize its wake.

Foss has won the survival suit race 11 times, and this year's victory makes it six years in a row. Although all is fun and games during the festival, donning a survival suit is a life-saving skill practiced on board Foss tugs during monthly inspections and drills.

Alaska fisherman and regular member of the Red Dog deployment team Jason Hudkins has demonstrated his competency in this survival skill as a winner of the event four times in the last five years. "Practice really does make perfect," Peschel said.



Members of the Foss survival suit team are, from left, **Rick McKenna**, **Jason Hudkins**, **Steve Winter** and **Jim Peschel**.

Don Wilson, Port of Seattle Photo



Guests on the *Lindsey Foss* stretch to get a better view of the 2007 tug races on Seattle's Elliott Bay.

BOUND FOR CAL MARITIME

Alvin Garcia, son of Foss Senior Payroll Clerk Nancy Garcia and her husband Avelino, has won two scholarships to attend California Maritime Academy in Vallejo, on San Francisco Bay. Alvin, now a senior in the maritime program at Ballard High School in Seattle, will enter Cal Maritime for the 2007-2008 school year. Alvin earned a Western Undergraduate Exchange Scholarship from the school and also was awarded a scholarship by the Youth Maritime Training Association of Seattle. Alvin in 2004 became the first son or daughter of a Foss employee to enter the Ballard High School program, which has received strong support from Foss. His brother, Nevin, will be a junior in the program. At Cal Maritime, Alvin plans to study marine engineering technology.



Alvin Garcia

FOSS SCHOLARSHIP WINNER

Mariya Rygalov, a native of Ukraine who will attend Pacific Lutheran University in Tacoma in the fall, is the winner of the 2007 Henry Foss Scholarship, awarded each year to a senior at Henry Foss High School in Tacoma. The scholarship is funded by Foss Maritime. Mariya is a member of the National Honor Society, was on the honor roll at her high school for three years, and is active in a number of extracurricular, athletic and volunteer activities. In college, she plans to major in nursing.



Mariya Rygalov

TREE PLANTING TEAM

A team of Foss volunteers planted about 500 young hemlock trees Friday, March 16 in the West Duwamish Greenbelt, the largest contiguous forest in the city of Seattle at 500 acres. The greenbelt is being restored by the Nature Consortium with the blessings of the Seattle Parks Department, and Foss' participation was part of the company's volunteering program coordinated through United Way of King County.



Team members in the photo are, from left, **Matt Brown, Steve Hiltner, Tina Wissmar, Justin Cline, Bob Wilkinson, Jim Peschel and Coby Scheldt.**



Tina Wissmar, organizer of the Foss volunteer program, shows off a tree she's just planted.

TUNING UP A CALLIOPE

In an unusual assignment for a shipyard pipefitter, **Kevin Rizzo** works on piping connecting a newly-installed steam calliope on the sternwheeler *Alaska Queen* to the vessel's boilers. The calliope is on the top deck of the four-deck boat, which underwent an extensive refit and drydocking at Foss Shipyard. Following completion of the job in April, the *Alaska Queen* headed for Ketchikan under its own power to become a harbor tour boat. The boat, was formerly named the *Elizabeth Louise* and was based in northern California. **Mike Port** was the ship repair superintendent on the job and **Dave Palmer** was project manager.



PEOPLE NEWS

NEW EMPLOYEES

Joshua Hutcherson

Customer Service Representative
Socal

Brandon Grooms

Computer Hardware and Net
Specialist
Seattle

Rob MacQueen

Accounts Payable Accountant
Seattle

Kevin McElroy

Marine Personnel Assistant
Seattle

Shawna McLean

Accounts Receivable Clerk
Seattle

Skye Rubright

Regulatory Analyst
Seattle

RETIREMENTS

Tim Brewer

Vice President, Sales

PASSINGS

Lawrence Mallernee

Retired Yard Foreman
Socal

Lloyd Reed

Retired Operations Manager
PNW

Leo Sweeney

Retired Superintendent
Seattle Shipyard

Capt. Stan Thurston

Retired Ocean Operations Manager



FOSS



Don Wilson, Port of Seattle

BATTLING BOILING WATER

The tractor tugs *Andrew Foss*, foreground, and *Lindsey Foss* fight through the heavily churned waters of Seattle's Elliott Bay during the city's annual tugboat races, the culmination of the local celebration of Maritime Week. For more photos and an article, see page 21.



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