



Tow Bitts



Robert Tandecki

HOLIDAY GREETINGS A watercolor depicting the *Barbara Foss* and a barge in a snowy Southeast Alaska channel graces the cover of this issue of *Tow Bitts* and is reproduced on the company's 2014 holiday card. Painted by Sumner, Wash., artist **Robert Tandecki**, the artwork was one of 13 winners in this year's Foss calendar and holiday card competition. The rest of the winning paintings are reproduced on pages 12 and 13.

BARBARA RESCUES RUSSIAN FREIGHTER OFF B.C. COAST

The *Barbara Foss*, whose normal duty was towing a rail-car barge between Prince Rupert, B.C., and Whittier, Alaska, was dispatched in mid-October to rescue a Russian cargo ship that had lost power and had been drifting dangerously close to the Haida Gwaii archipelago off the northern

coast of British Columbia.

The *Barbara* successfully attached a towline to the ship on the evening of Oct. 19 and towed it without incident to Prince Rupert for repairs. Previously, a Canadian Coast Guard ship had been towing the freighter

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INSIDE



Ocean Rescue

The *Barbara Foss* went to the aid of a Russian cargo ship that was in danger of grounding on the Haida Gwaii archipelago off the coast of Northern British Columbia. A Canadian Coast Guard cutter made an initial attempt to tow the ship, but the towline snapped three times.

Cover

The Foss Culture

The final installment in a series of articles to commemorate Foss' 125th anniversary covers the company's culture of safety, environmental protection, community involvement and ethical business practices.

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Fifty Years on the Aquatrain

Foss and its predecessor company, Brix Maritime, have been towing the world's largest railcar barge from Prince Rupert, B.C., to Whittier, Alaska, for more than half a century. The customer, Canadian National Railroad, supplies the barge with cargo accessed through its extensive North American rail network.

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The Troy Joey Story

Four years ago, **Troy Joey** was homeless, sleeping under portable classrooms at a south Seattle High School. Today, with the help of the local maritime community, Joey has become a tugboat oiler with Foss Maritime and is aiming to be a chief engineer someday. "I literally came up from ground zero to here," he says.

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Ocean Tug Update

Scheduled for delivery next March, the *Michele Foss* is nearing completion at Foss Rainier Shipyard on the Columbia River in Oregon. The tug was launched and its house was mounted on the deck this fall. *Tow Bitts* follows the construction progress with a photo essay.

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Family Ties

Foss Shipyard Rigging Shop Foreman **Johnny Warnes** is a third-generation shipyard worker, and his son, apprentice mechanic **Jeremy**, is the fourth generation. "It's always been in the family," said the elder Warnes, who joined Foss in 1996.

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Working to Build a Better Foss

By *Paul Stevens*
President and CEO

Two thousand and fourteen was not only the year we celebrated our 125th year in business, but it also marked the first full calendar year since the Saltchuk tug-and-barge companies were consolidated under the Foss banner. During this year we have made great strides to improve safety and raise the level of efficiency of business practices throughout our organization.



Paul Stevens

The consolidation was announced in the summer of 2013. Hawaiian Tug & Barge is now Foss Hawaii. While Young Brothers, AmNav, and Cook Inlet Tug & Barge retain their brands, they are part of the Foss Maritime corporate family.

Director of Health and Safety **Al Rainsberger** has been working to standardize safety programs to create what he calls "a clear safety vision" in all operations. "Eventually when you go to our various operations you

will see the same programs across the board," he said. During 2014, Rainsberger has been doing a lot of traveling, establishing regional safety committees and implementing Job Safety Analysis (JSA) procedures while sharing leading indicators reports, safety bulletins and alerts. Our goal is, and remains, 'zero incidents.'

On the Harbor Services side of our business, Senior Vice President **Scott Merritt** said the aim in applying the Foss name to the Honolulu harbor services business was to tie it in with Foss mainland operations, which share many of the same customers. At Cook Inlet Tug and Barge, according to Merritt, Capt. **Jim Van Wormer** has been tasked with driving changes in line with the Foss Operational Excellence initiative.

In all regions, the company has sought to improve service by

(Continued on page 3.)

"During this year we have made great strides to improve safety and raise the level of efficiency of business practices throughout our organization."

– PAUL STEVENS



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“We have made progress over the year in creating ‘one Foss,’ always with a goal of providing a consistently high level of safe service and value for our customers.” – **PAUL STEVENS**

(Continued from page 2.)

upgrading operations, including chartering two 4,400 horsepower tractor tugs for the Columbia River and re-assignment of assets across the Foss regions to meet peak customer demand.

Merritt said operations personnel also have been focusing on improved tug utilization. And a number of key shoreside staff positions have been filled with new, high-quality talent.

With regard to business practices, Chief Financial Officer **Kirstin Sandaas** and Director of Enterprise Information Systems **Bob Hoover** have been leading an effort to streamline

processes throughout the organization. Under Sandaas’ guidance as part of our Purchasing Department restructure, our Seattle warehouse for fleet and shipyard parts and supplies was fully reorganized using a system that Sandaas hopes to implement at all Foss locations. Sandaas also led efforts to improve business procurement processes while Hoover simultaneously spearheaded projects in the Seattle Shipyard and Marine Transportation by ensuring improved accuracy of data and upgrading IT systems. Those systems included the freight system used by our Young

Brothers subsidiary in Hawaii, our document imaging software, and the software we use to track vessel operating statistics to ensure adequate maintenance.

So we have made progress over the year in creating “one Foss,” always with a goal of providing a consistently high level of safe service and value for our customers.

I expect the initiatives to improve efficiency to build a better Foss will continue into 2015.

And to our *Tow Bitts* readers, we thank you for your support and we wish you a safe and enjoyable holiday.

ENVIRONMENTAL ACHIEVEMENT RECOGNIZED

Foss Vice President Susan Hayman accepted environmental achievement awards presented to 84 Foss vessels in November by the Chamber of Shipping of America. The awards go to vessels which have experienced two or more years without an environmental incident. Of the Foss vessels recognized, all but a few exceeded the two-year minimum. Forty-six vessels had 10 or more years without an environmental incident, including 12 that had 20 or more incident-free years. Presenting the award at a banquet in the Ronald Reagan building in Washington, D.C., was U.S. Coast Guard, Vice Adm. Charles D. Michel, Deputy Commandant for Operations.



Barbara Rescues Russian Freighter Off B.C. Coast

(Continued from the cover)



“The ship rode well behind the tug and the weather and sea conditions did not pose concerns. We had a steady and uneventful voyage to Prince Rupert.” – GARY FABER

The *Barbara Foss* stood by the Russian Freighter *Simushir* before towing it to Prince Rupert.

Canadian Maritime Forces Pacific

away from the islands, but the line snapped three times and set the ship adrift before the *Barbara* arrived.

The powerless 441-foot vessel was reported to have been en route from a port in Washington and was on the way to Russia when it lost all propulsion. It was carrying hundreds of tons of bunker fuel, raising fears among native people in the area that a grounding might bring an environmental disaster.

Foss Senior Vice President

Gary Faber said the company worked with the Canadian Coast Guard and the Joint Rescue Coordination Center to manage the situation.

“The ship rode well behind the tug and the weather and sea conditions did not pose concerns,” Faber said. “We had a steady and uneventful voyage to Prince Rupert.”

The *Barbara* at the time was assigned to the barge Aquatrain, which Foss operates under charter to the Canadian National Railroad.

The barge carries rail cars from Prince Rupert to Whittier, which is the southernmost stop on the Alaska Railroad.

Crewmembers during the rescue were Capt. **Marcel Ion**, Second Capt. **Roy Miller**, Second Mate **Bill Filbeck**, Chief Engineer **Gary Davis**, Engineer-in-Training **Kevin Hergert**, Able-Bodied Seamen **Steve Long** and **Tom Gray** and Able-Bodied Seaman/Cook **Russell Kemp**.



NEW BARGE FOR ARCTIC SERVICE

A brand new 360-foot deck barge, the *Foss 3612*, splashed into the water at Gunderson Marine in Portland after it was christened in late October by **Nancy Lea**, wife of **Leiv Lea**, Foss director of project sales for oil field services. The barge will give Foss increased capabilities to serve shallow-draft regions in the Arctic. Foss intends to have one of its new Arctic Class tugs tow the 3612 in 2015 from Singapore to Point Thomson on Alaska's North Slope, carrying modules for the Point Thomson oil and gas project.



VALPARAISO SUNRISE

The *Corbin Foss* and its tow, the retired aircraft carrier *USS Constellation*, made a fuel stop in Valparaiso, Chile recently, arriving to a gorgeous sunrise over the Andes Mountains, in the photo above. In the photo below, crewmembers posed on the deck of the ship. They are, from left, Second Mate **Jason Grosshans**, Chief Mate **Michael Mann**, Chief Engineer **Chris Mack Sr.**, and Port Captain **Colin Hodgson**. The *Corbin* is towing the 1,088-foot ship on a 16,000-mile journey around the South American continent to a scrap yard in Brownsville, Texas.



SAFETY CORNER | Why Communication is the Key

By Al Rainsberger
Director of Health and Safety

Effective communication is an integral part of achieving an injury-free workplace at all Foss operations. Most injuries are due, in part, to at-risk behaviors, yet we tend to be reluctant to provide safety-related feedback to our co-workers.

We can improve our safety culture (and performance) by providing sound guidelines to improve safety-related communication. By providing and receiving safety feedback more effectively – including corrective feedback (for at-risk behavior) and praise – the workplace will be safe.

Communicating our safety initiatives increases our chances for safe operations and our personal safety. Here are some examples:

- Assure that all mariners understand the task at hand when we conduct our Job Safety Analysis. Talk about the potential risks involved and how to mitigate them. Discuss a safe back up plan if conditions should change.
- Share and correct your near-miss and Shipmate Plus observations with your crew or team.
- Discuss different ways to accomplish tasks safer. Just because a task at hand has been completed that way for many years does not mean there isn't a better way to accomplish the task in a safer manner.
- Encourage everyone to participate in dialogue while conducting safety meetings.
- Every employee must review all Safety Alerts, Safety Bulletins, Lessons Learned, Near Misses and

- Corrective Actions.
- Some of the potential hazards we observe on our vessels and in our offices and shipyards may apply to our activities at home. Share that information with your family, friends and loved ones.

The best ideas on our quest to zero injuries come from you. You are the one who is performing the work at hand and you are the one that just might identify a hazard for correction and discussion. And lastly be Always Safe and Always Ready.



Al Rainsberger



RECOGNIZED FOR SAFETY

Jones F. Devlin Awards, for vessels that have experienced two or more years without a lost time injury, were presented to the tugs Pacific Star and Andrew Foss in Seattle recently. The two tugs were among 73 Foss vessels named for the awards by the Chamber of Shipping of America. The Pacific Star, a four-year-old tug, has never had a lost-time injury, while the Andrew has gone six years without one. In the photo, from left, are Pacific Star Capt. **Brad Laakso**, Pacific Northwest Port Capt. **Joe LeCato**, Pacific Star Capt. **Scott McKinley**, PNW Regional Operations Manager **Mike Stone**, Andrew Capt. **Doug Bezona**, Andrew Mate **Katrina Anderson**, Director of Health and Safety **Al Rainsberger** and Andrew Deckhand **Elbert Stoudermire**.



Don Daigle is chief engineer on the *Iver Foss*.

Engineer's Screwy Idea Boosts Safety on Icy Red Dog Tugs

Crew transfers over ice-covered tires at Red Dog got a lot safer during the recent season as a result of an idea by Iver Foss Chief Engineer **Don Daigle**.

Foss mariners working on the annual arctic operation hop from their tugs to ore barges or to other tugs many times a day. That involves stepping over the tug's bulwarks and onto fending tires, which often accumulate slippery layers of ice late in the season.

To improve traction, Daigle drilled up to 25 sheet metal screws with raised heads into each of the most-used tires on both sides of the *Iver*.

"It created a raised, non-slip surface for us," said Iver Capt. **Steve Winter**.

"If there is a safety award he deserves it. He did this for the safety of all the crews that make the crossing."

Daigle said the crew usually salts the icy tires or hits them with a hammer to remove the ice. Or the tug operator could squish the tires against another vessel to break the ice.

"The screws are just something extra," Daigle said, noting that other Red Dog tugs were picking up on his idea. "We're just doubling up on safety."

Winter added: "The best part is it only cost the company \$20 to do this, and it has saved us many slips, preventing injuries."



The screws drilled into the tires have raised heads, improving safety in icy weather.



Nicholas Linder

SAN FRANCISCO FLEET WEEK

The Marshall Foss, foreground, and its sister tug, the Lynn Marie assisted the destroyer USS Kidd out of San Francisco's Pier 35 at the conclusion of the city's annual Fleet Week on the second weekend of October. Foss had a contract to assist all three U.S. Navy ships that participated in the event and were open for tours. The others were the amphibious assault ship America and the guided missile cruiser USS Chosin. Three Canadian Navy ships, a vehicle carrier operated by the Military Sealift Command, a Coast Guard Cutter and two San Francisco fireboats also participated in the event.

ICEBREAKER TOW

The Marshall Foss was on the stern of the USCG Polar Star as the tug and its sister, the Lynn Marie, moved the 399-foot icebreaker through Mare Island Strait in November. The tugs picked up the ship at Mare Island drydock in Vallejo, Calif., where work was performed on its shafts and controllable-pitch propellers. Foss towed the ship to an anchorage south of the San Francisco Bay Bridge, an eight-hour trip. At the anchorage, the ship's crew fired up the propulsion systems and headed for its home port, Seattle. The Polar Star was to depart Seattle on Nov. 30 to head for Antarctica by way of Honolulu and Sydney, Australia.



Nick Linder



ICE ESCORTS

The tugs Glacier Wind, right, and Stellar Wind, both operated by Foss subsidiary Cook Inlet Tug & Barge (CITB), escorted the tankbarge DBL 106 and pusher tug Bismarck Sea through light ice on Cook Inlet. The barge and pusher tug are both operated by Kirby Marine Transportation. Heavy ice was encountered later in the 65-mile trip to the sea, and the CITB tugs positioned themselves in front of the barge to break the ice.

Cathy Hart



Dan Riser

NATION'S LARGEST DRYDOCK

The Foss tugs PJ Brix, right, and Earl H assisted with the assembly of the nation's largest drydock recently for Vigor Industrial's shipyard in Portland. The Chinese-built drydock was delivered to the yard by a semi-submersible ship, with Foss assistance, in late August. Fully assembled, it is 960 feet long.

The Foss Culture: Always Safe, Always Ready

(Editor's Note – This is the sixth and final article in a series about the history and culture of Foss Maritime to commemorate the company's 125th anniversary.)

Since **Thea Foss** started the company — from that first day and first rowboat rental 125 years ago — Foss has built its business on identifying customer needs and providing services that meet or exceed expectations. The complexity of customers' needs and the level of technology, experience and knowledge Foss must employ to meet their ever-growing requirements have changed over time.

Foss has a goal of operating with zero injuries and environmental incidents. To keep pace the company has drawn on its culture of innovation and continual improvement to develop and employ management processes and controls to help achieve this goal.

These processes are embodied in an Operational Excellence program instituted in 2005. The program is designed to move Foss' safety, quality and environmental performance to the next level; matching that of the company's most sophisticated international customers.

Incident rates have plummeted as a result. On Foss tugs and in the shipyards, crews undertake "job-safety analyses" every time they start a new project. The company also has a sophisticated Safety Management System, and a protocol for thorough accident investigations that produce "lessons learned" to help prevent future occurrences.

Environmental protection is also an important part of the culture. Pioneering hybrid-powered tugs, led by the introduction of the *Carolyn Dorothy* in 2009, have brought reduced emissions and fuel consumption compared to



Linh Tran, a trained observer, works through a checklist while performing a safety observation as **Meang Kang** finishes a welding job at Foss Shipyard in Seattle in 2011. The company has significantly reduced injury rates since installing an operational excellence program in 2005.

conventionally-powered vessels. Foss also has the largest fleet of double-hulled bunkering barges in California.

In February of 2014, Foss announced that it would work with the Sandia National Laboratory to build a portable, self-contained hydrogen fuel cell for testing by Foss' Hawaiian subsidiary, Young Brothers Ltd. Young Brothers will use the prototype to power refrigerated containers on the terminal and a barge to prove the concept of hydrogen fuel cells for marine use.

Community Involvement is Part of our Culture

Foss employees are encouraged to become involved in their communities. Outside of work many contribute their sweat, time and funds to a variety of causes — often using the same skills they use at Foss to help charitable groups.

Foss teams participate in a variety of United Way events in our communities. In Seattle, for example, they have helped clean up a YMCA, planted trees in a park, and done

landscaping work at a halfway house. Most recently, a team of employees jumped and trudged up the stairs of the 76-story Columbia Center in the "Big Climb" to raise money for the Leukemia and Lymphoma Society.

Among other Seattle-based activities, the Foss corporate group co-sponsors an annual golf tournament called the Towboat Invitational to raise money for Virginia Mason Medical Center in Seattle and the Boys and Girls Club of Southwestern Oregon.

San Francisco Bay area employees' contributions include annual participation in the California Coastal Cleanup, picking up truckloads of debris from the shoreline near their headquarters in Richmond. The Long Beach group's beneficiaries include the Coast Guard Foundation and little league baseball teams.

Foss and its employees in Portland, Honolulu and Anchorage have deep involvement in their communities as well. And Foss employees at every location serve on a variety of industry boards and organizations.



Reed Clark

Carolyn Lakewold, for whom the Foss original hybrid tug is named, raises her arms in victory after successfully breaking a bottle of champagne over the vessel's bow to christen it in February of 2009.

The Saltchuk Ethics Code

In September of 2013, Foss parent company Saltchuk finalized a code of ethical business conduct that is the centerpiece of its compliance and ethics program. The code communicates the company's expectations and sets the tone regarding its ethical culture. It is a guide to help employees consistently do the right thing in all business dealings.

An important part of the code is a statement of values that unites all Saltchuk companies and employees and creates a work environment where employees would be proud for their children to work.

- We are safe. We put safety first. Nothing is more important than having every one of us go home to our families without having been injured at work.
- We are reliable. We take care of our customers. We conduct business with honesty and integrity.
- We are committed — to each other, to protecting the environment and to our communities.



A team of 19 from Foss participated in the "Big Climb" of the 76-story Columbia Center in Seattle in late March and raised \$3,214 for the Leukemia and Lymphoma Society. In a lighter moment before the grueling ascent, **Collette Lowe**, left, snapped a photo of teammates **Tina Wissmaar**, **Jeanne Louie** and **Jeff Horst**.

In March of 2014, Saltchuk was recognized by the non-profit Ethisphere Institute as a 2014 World's Most Ethical Company, one of only three companies in the transportation and logistics industry to receive the honor.

Moving Forward Under the Foss Brand

In 2013, Foss and its sister tug-barge companies in Hawaii and Alaska were consolidated under the Foss Maritime brand. Together, under this single name with a combined tradition

of safety and innovation, Foss is in a strong position to continue serving our customers while meeting the expectations of our shareholders.

In its first 125 years, Foss has grown into and solidified its reputation as one of the world's leading marine services providers, dedicated to safety, protecting the environment and continuous improvement. The company prides itself on finding innovative solutions to clients' toughest challenges.

This Year's Calendar Entries: 25 Paintings by Northwest Artists and One from New Brunswick, Canada

Sumner, Wash., artist **Robert Tandecki's** watercolor of the tug *Barbara Foss* towing a barge through a snowy channel in Southeast Alaska was a big winner in this year's Foss calendar art contest, landing on the 2014 holiday card and on the cover of *Tow Bitts*.

With a mountain backdrop and several orca whales in the foreground, Tandecki's painting was one of 26 submitted in this year's contest, mostly by artists local to the Northwest.

However, one of the winners was 15-year old **Laura Bonga** of New Brunswick, Canada, perhaps the

youngest artist ever to enter the contest, let alone have a painting in the calendar. Her oil painting of the twin hybrid tugs, the *Carolyn Dorothy* and *Campbell Foss*, was selected for the September page.

Each of the winning artists receives \$500 for the right to reproduce their



January, Byron Birdsall, *Wedell at Work*



February, Byron Birdsall, *Lynn Marie Lends a Helping Hand*



March, Coral Lehtinen, *Evening Assist*



April, James Williamson, *Hawaii Ship Assist*



May, Bill Whitaker, *Sir Richard @ Bay*



June, Marshall Lysander Johnson, *Aloha*

painting and retains the right to sell it.

Tandecki, 65, known for his paintings of marine and other Pacific Northwest scenes, is a regular in the Foss calendar. This year's painting is his sixth selected for the holiday card and his second in a row.

He said he's been to Alaska many times, often in winter, riding ferries and taking a couple of trips on small cruise ships. He takes photos and uses

them as raw material for his paintings.

"I like winter scenes — that's my thing," he said. I like to paint the mood and weather in my paintings so people might feel the weather rather than just the subject."

He continued, "Going out and laying out in the sun in Hawaii doesn't do the trick for me. If it's a cloudy, foggy or stormy day, I like it."



Robert Tandecki, at work in his studio in Sumner, Wash.



July, James Williamson, *Chevron El Segundo Coke Drum Assist*



August, Ron Snowden, *Seattle Star in Workboat Parade along Seattle Waterfront*



September, Laura Bonga, *Hybrid Tug Twins*



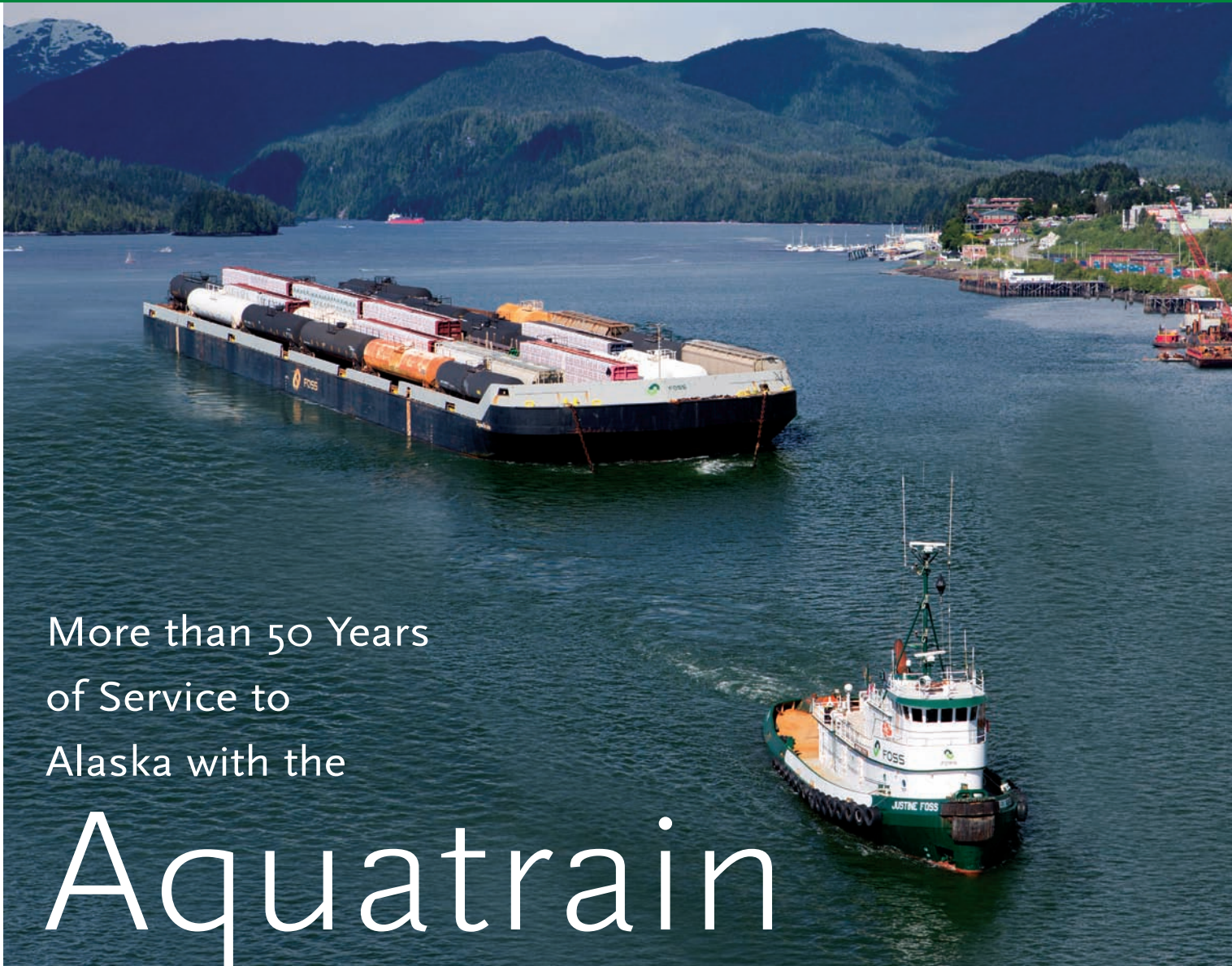
October, Charles Fawcett, *Hero's Final Departure*



November, Eugene Erickson, *Halle Foss - Columbia River*



December, Austin Dwyer, *A Day in the Life of Andrew Foss*



More than 50 Years
of Service to
Alaska with the

Aquatrain

The *Aquatrain*, under tow in the photo by the *Justine Foss* in Prince Rupert harbor, is the world's largest rail car barge.

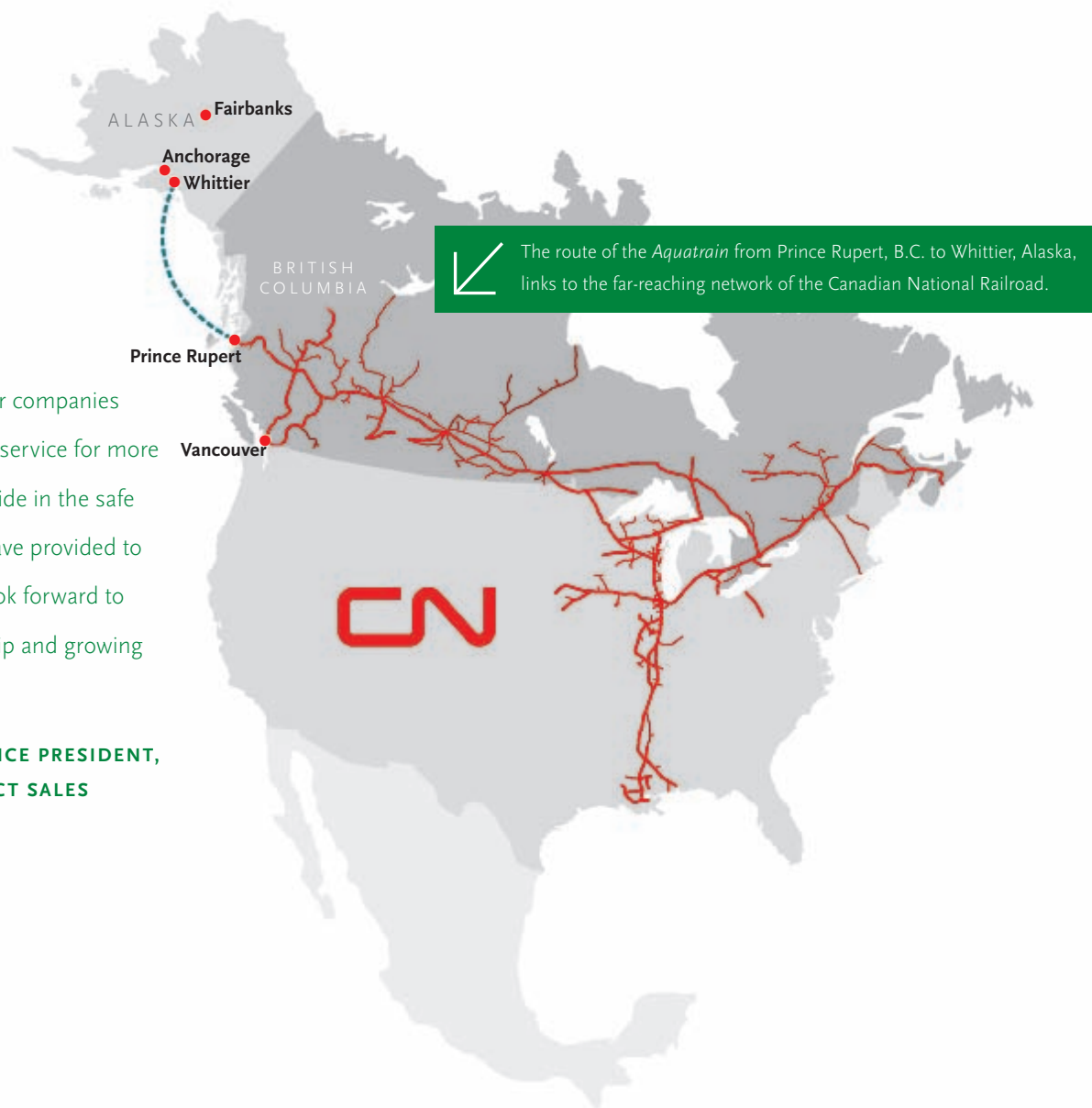
THE RUN

Foss tugs transport the world's largest railcar barge, the *Aquatrain*, on a 12-day cycle (30 times a year) from Prince Rupert, B.C. to Whittier, Alaska, where it links with the Alaska Railroad for daily service to Anchorage and Fairbanks. The Foss equipment is under charter to the Canadian National Railroad, which has been offering the service since 1962. Foss assumed the operations when it purchased Portland-based Brix Maritime in 1993.

EQUIPMENT

The *Justine Foss* and the *Barbara Foss* are the assigned tugs for the *Aquatrain*. Each of the 116-foot tugs was built in 1973 at McDermott Shipyard in Louisiana and is rated at 4,300 horsepower. The current barge measures 100 by 400 feet and has a capacity of 45 rail cars. It was built in 1982 by Shin-A Shipbuilding in South Korea.

CN recently upgraded its terminal capability in Prince Rupert with an investment of more than \$5 million in improvements. This reflects CN's confidence and commitment to the market in the years going forward.



“Foss and its predecessor companies have been operating this service for more than 50 years. We take pride in the safe and reliable service we have provided to CN over the years and look forward to continuing the relationship and growing the service with CN.”

– JOHN TIRPAK, FOSS VICE PRESIDENT, INTERNATIONAL PROJECT SALES

AQUATRRAIN ADVANTAGES

- Same rail car from origin to destination and only one bill of lading.
- Fast service — Five days from Prince Rupert to Whittier, Alaska.
- Daily service from Whittier to Anchorage and Fairbanks.
- Shortest water route to Alaska by 600 miles compared to southern ports.
- The world’s largest railcar barge.
- Over 50 years of experience.
- Operates year round.
- Capitalizes on CN extensive coverage in North America and its Intermodal network.

MANAGEMENT

Foss Vice President for International Project Sales **John Tirpak** manages the business for Foss, while **Tristan Jenkin**, CN supply chain solution manager, is the key manager for the railroad. **Tucker Tillman**, Foss project sales and controls manager in Anchorage, has been working with Jenkin to develop business in the oil-and-gas, forest products and mining-and-minerals industries. Tillman said potential customers have run a number of test shipments, and the barge will be full at least through January.

“The Foss CN Relationship has been very positive — they have proved to be a very reliable partner. And Tucker Tillman is my right-hand man in Alaska, developing relationships with potential customers and enabling us to explain what CN and Foss can provide.”

– TRISTAN JENKIN, CN MANAGER OF SUPPLY CHAIN SOLUTIONS

PROPELLER TEST

Foss Seattle Shipyard riggers and outside machinists in late October tested the fit of the Crowley tug *Stalwart's* port propeller while the vessel was in drydock. In addition to the propeller and shaft work, the tug underwent a top-to-bottom paint job and extensive mechanical work. The *Stalwart* was in the yard for about four weeks.



SUPERYACHT ROLLED INTO TERMINAL

The 175-foot superyacht *Ice Bear*, owned by a longtime and regular customer of Foss Shipyard, was rolled out of drydock on 23 eight-wheeled dollies in mid-October. During the yacht's six weeks on the pavement at Foss Terminal, the shipyard coated the bottom, did some interior joinery work and performed other tasks that normally would be part of a routine drydocking. Shipyard Director of Operations **Jon Hie** said doing the work "on the beach" enabled the yard to accommodate the yacht while keeping drydocks available for other scheduled work. "We've moved tugs and barges out of drydock on dollies but those weren't as tall and as complicated as this one," Hie said. In the photo at right below, **Ralph DiCaprio**, vice president of engineering for heavy-lift contractor **Omega Morgan**, holds a safety meeting before the rollout.



How a Homeless Teenager Built a New Life With Help from the Northwest Maritime Community

Troy Joey doesn't mind telling his story, because he's proud of how far he's come and happy with where he is — holding down a new job as an oiler at Foss Maritime and maintaining his own apartment in south Seattle.

He will tell you that just four years ago, he was sleeping under portable classrooms at the New Start High School in Seattle's Highline neighborhood, where he was enrolled but concedes, "I was really good at not going to classes."

Joey was 18 at the time and homeless for a variety of reasons. Being at the school, even under a portable, was safe, and he could find food at the school. And it was there that a teacher, **Beverly Mowrer**, found him and started him on a course that changed his life and eventually landed him at Foss.

"I want to be a chief engineer," Joey said recently, not long after completing his first voyage, working as an oiler on the *Corbin Foss* as it towed the retired aircraft carrier *USS Constellation* down the coast of Central America. "And I know I can do it."

To make a long story short, Mowrer met **Gary Stauffer**, president of the Youth Maritime Training Association (YMTA), got a \$1,000 grant from the organization, and used it to arrange for Joey and a handful of other kids to spend several days aboard the 133-foot schooner *Adventuress*.

"It was so fun," Joey recalled of his experience on the vessel, owned by the non-profit educational group Sound Experience. "I liked being on deck, out in the ocean — for some reason it felt good."

Stauffer began mentoring Joey and helped get him a job with the non-profit group Northwest Seaport, painting, cleaning and otherwise working on their museum vessel, the retired Foss tug *Arthur Foss*. As part



Troy Joey hopes to become a chief engineer someday.

of the deal, Joey had a place to live, a stateroom on the tug.

He then was accepted into a job-training program at the Center for Wooden Boats in Seattle, where he learned skills he hadn't acquired on the street — how to live and behave in today's working world.

"There were many times I didn't think he was going to make it," Stauffer said, noting that Joey often chafed at his new challenges. "But our trust in Troy grew as we got to know him. The whole waterfront helped Troy."

What gave Stauffer confidence that Joey could make it?

"He loved to read, so I knew he was relatively smart, and there wasn't a video game he couldn't play, and with all the screens and computers, driving a ship these days isn't much different than playing a video game."

Joey ended up spending two years

in the seamanship program at the Tongue Point Job Corps Center in Astoria, Ore., where he said he "loved the work." As part of that program, he had an internship on the *Lindsey Foss* last winter and finished the school with his able-bodied seaman (AB) ticket, and credentials for the entry-level engineer job.

Joel Hawkins of the Foss Human Resources Department was instrumental in bringing him into the company. "This is a good story about how we have assisted ourselves and Troy through working with the maritime community," Hawkins said.

Said Joey, "I literally came from ground zero to here, and now I'm trying to push myself up."



FOSS

Arctic Class Tug Construction Progresses at Rainier Shipyard

The *Michele Foss*, the first of three Arctic Class tugs being built at Foss Rainier Shipyard, was launched and received its new house in November at Foss Rainier Shipyard on the Columbia River in Oregon.

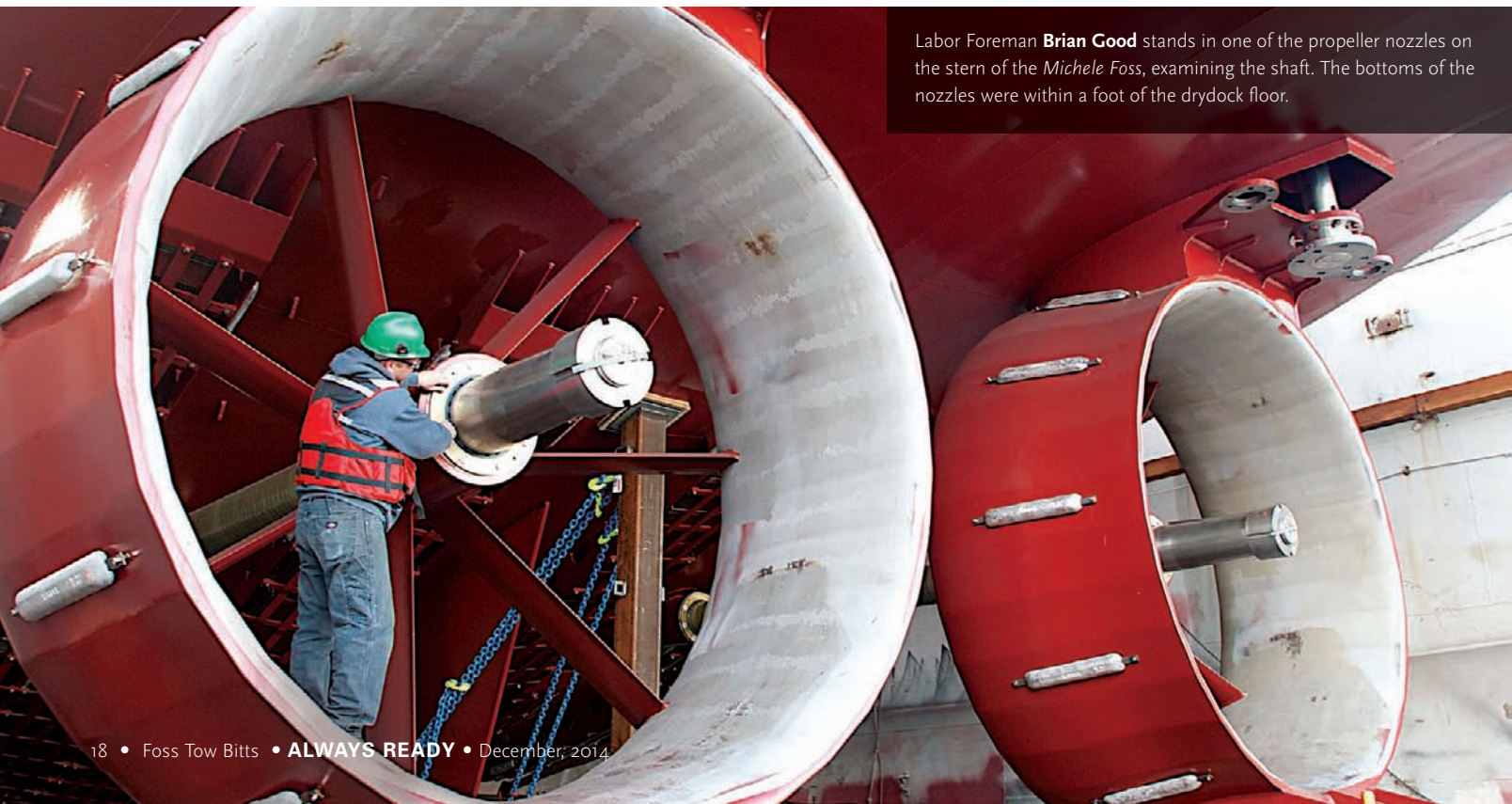
The vessel is named for **Michele Seaver**, and the subsequent boats

will be named for her sisters, **Denise Tabbutt** and **Nicole Engle**. The three women are the principal owners of Foss parent company Saltchuk and are the daughters of co-founder **Mike Garvey**.

The *Michele Foss* is scheduled to be delivered in March 2015.



Shipyards workers rode a manlift to the hull of the *Michele Foss*, which had been rolled into drydock in preparation for launching. The manlift was the principal means of access to the tug.



Labor Foreman **Brian Good** stands in one of the propeller nozzles on the stern of the *Michele Foss*, examining the shaft. The bottoms of the nozzles were within a foot of the drydock floor.



Welders **Miranda Wagner**, foreground, and **Lorenzo Mendez** worked on a section of aft deck that will be installed on the *Michele Foss*.



Welder **Travis Seebach** finishes up the steelwork in the soon-to-be installed pilothouse of the *Michele Foss*.



The house module is lowered by a crane onto the hull of the *Michele Foss*.

Work Begins on Second Alaska Ferry; Four Main Engines to be Replaced

Successful completion of extensive mechanical work on an Alaska state ferry last spring at Foss Shipyard has led to another big contract on a sister vessel.

The high-speed, catamaran-hulled ferry *Chenega* arrived at the Seattle

facility in late October. As it did with the sister, the *Fairweather*, Foss will replace all four main engines and work on other mechanical systems.

“We had good feedback on the first job from MTU America, overseeing the repower, and the Alaska Marine

Highway system, which was our customer on the rest of the project,” said **Jon Hie**, shipyard director of operations.

The 220-foot ferry is scheduled to be in the shipyard until February. It was built in Connecticut in 2005 and has a service speed of 32 knots.



The Alaska state ferry *Chenega* at Foss Shipyard.



Shipyard workers rolled the first of four engines, at 15 tons, out of the *Chenega*.

FIREBOAT TAKES SHAPE

A welder in early November worked on the double-bottom of the mid-section of the second fireboat under construction for the Port of Long Beach at Foss Shipyard in Seattle. The bow section of the boat is in the background. The first of the two 108-foot boats has been launched and is nearing completion at the yard.





Family Ties

Careers of Rigging Foreman, Son, Merge at Foss Shipyard

Rigging Shop Foreman **Johnny Warnes**, right, and his son **Jeremy**, an apprentice mechanic.

Tonya Todd

By Hilary Reeves

Johnny Warnes isn't afraid of making big moves. The Rigging Shop foreman was born in Morton, Wash., but grew up in West Seattle.

"By the time **Jeremy** came along, we were living in the Burien area. Then we moved from there to Tukwila. Then we moved out to the Key Peninsula."

He now calls Mason County's Harstine Island home, an act of "self-sabotage," he said, laughing.

Johnny started his career in 1980, working alongside his father, who was an operating engineer, and grandfather, who was also a rigger foreman, at Lockheed Ship Building and Construction Co.

"It's always been in the family."

He joined Foss as a journeyman in 1996, leaving in 2004 only to return two years later.

"I wanted to do something a little different," he explained. "I had an opportunity to go work back on the big vessels, aircraft carriers and stuff."

Johnny has three sons and his second-born, **Jeremy** — as well as his nephew — have joined him at Foss. **Jeremy** is an apprentice mechanic in

the Steel Shop, less than a year away from becoming a journeyman.

"I was an auto mechanic from high school graduation in 2002," said **Jeremy**, who has been at Foss for more than two years. "I like anything with moving parts, pretty much. I was always fixing things. Right now, I'm working with tow winches."

"Our sea boat...the outboard motor went bad on us," said Johnny, "and I basically took it all apart and then never put it back together. After it got moved, probably twice, he rebuilt the whole thing and found all the parts. He's been able to pull anything apart and he can put it back together. He's got a lot of good rigging skills too. He almost came to work in my shop."

The shipyard may be just a stopover in **Jeremy's** career — he said he's considering going to sea.

"I've always loved the water, so I'm thinking that after my apprenticeship, I'll see about going to work on the tugboats, work my way up to being a tugboat captain."

While **Jeremy** wants to have a family someday, he now parents a "big, fluffy puppy."

"That's my grand-dog," jokes Johnny.

And while the pair lost Johnny's ex-wife, **Jeremy's** mother, this past summer, Johnny believes she would have loved seeing her son at work.

"I'm certain she was quite proud of him."

The two enjoy their time together at their lake property, waterskiing and tubing, a welcome break from the rigors of shipyard life.

"Every time a vessel comes in here, we all dive right into it, do what needs to be done, and it sails off, and you feel good that it was done and it was done right," Johnny said. "We offer a good, quality product and, before you know it, you can't remember what you worked on a month ago because they just keep on rolling through."

"I'll think about retirement in a couple of years," he concluded. "It will be nice to sit back at my house on Harstine and watch the grass grow."

(Editor's Note – This article and others about families at Foss Shipyard are posted on the online magazine, People of Saltchuk, www.saltchuk.com/magazine.)

Ron Bates Made ‘Immeasurable Contributions’ During 43-year Career in Tug-Barge Industry

Ron Bates describes his 43 years in the tug-and-barge industry, where he started out as a deckhand and rose to executive-management positions, as “a great career, something new every day.” Bates, 66, Southern California sales manager for Foss in Long Beach, will retire at the end of the year.

His stepfather had been a ship captain, and Bates followed in his footsteps after three years of volunteer service in the Army, working as a radio operator in Vietnam and rising to the rank of sergeant. He joined Crowley Maritime for the deck job in 1971.

He soon moved ashore to become a dispatcher, spending 15 years with Crowley before joining Wilmington Transportation (WT) in 1984, working in marketing, sales and operations. At the time, WT was owned by the Wrigley Company, the chewing gum maker.

Bates became vice president and general manager of WT when Foss bought the company in 1998. WT was consolidated with Foss the



Ron Bates and daughter Kariane Meadow.

following year. His daughter, **Kariane Meadow**, is the tankbarge coordinator for Foss in Long Beach and is training to take over some of Bates’ Southern California sales responsibilities.

Foss Commercial Director **Jeff Horst** said Bates’ contribution to the company has been “immeasurable.”

“His kind nature, honesty and professionalism have impacted all the

customers he has served and those with whom he has worked,” Horst said.

In his retirement, Bates plans to play more golf and do some fishing.

“I’ve met a diversity of people over the years with all three companies,” Bates said. “I’ve traveled the world and seen a lot and I’ve been fortunate to bring my wife along on some trips.

PAUL GALLAGHER RETURNS TO FOSS, WORKING ON MAJOR PROJECT OPPORTUNITIES

Paul Gallagher has rejoined the Foss team to work in the commercial services group on major transportation project opportunities.

Gallagher brings more than 25 years of experience in the maritime industry, and during his career he has been involved in all aspects of maritime operations and cargo transportation.

Gallagher began at Foss in 1991 and served in a variety of roles including Director of Sales for Marine Transportation, PNW Regional Operations Manager and Director of Oilfield Services. He also managed business development and service

delivery in support of project logistics for heavy lift cargo transportation for upstream oil and gas projects.

During the past few years, Gallagher has been the Director of Project Services at TOTE Logistics and has worked collaboratively with Carlisle Transportation, Totem Ocean Trailer Express, Delta Western, Northern Air Cargo and Foss Maritime on a wide variety of projects in Alaska, Canada and the lower 48 states. For the past year Gallagher has been on assignment with a key oil and gas client in Anchorage as a marine logistics resource and consultant.

“The addition of Paul to the

commercial services group, coupled with our extensive resources in project management, helps round out the Maritime Solutions campaign we inaugurated in 2010,” said **Gary Faber**, Senior Vice President.

Gallagher grew up in Maine as the son of a fisherman and attended Maine Maritime Academy where he earned a bachelor’s degree in nautical science. He lives in Seattle with his wife and three children.



Paul Gallagher

JOHN BARRETT SR. SPENT MOST OF FOSS CAREER ON ALASKAN WATERS

John Barrett Sr., a 26-year Foss mariner who started as an ordinary seaman and rose to become an ocean captain, passed away August 19 at 82 years old from reoccurring cancer that had been in remission for many years. He was the father of **John Barrett Jr.**, current Foss director of fleet engineering for Harbor Services and Regional Towing.

The senior Barrett joined Foss in 1970 after retiring from a 25 year career in the U.S. Coast Guard. He was part of the extensive family of Barretts, Akerlunds and Jacobsens that combined have more than 200 years of service at Foss Maritime.

His first trip was on the *Ellen Foss*, running between Seattle and Portland. His second trip was aboard the Miki-class tug *Justine* to Anchorage. Other early assignments were on the *Phillips Foss* and other new tugs being delivered from the Gulf Coast to the

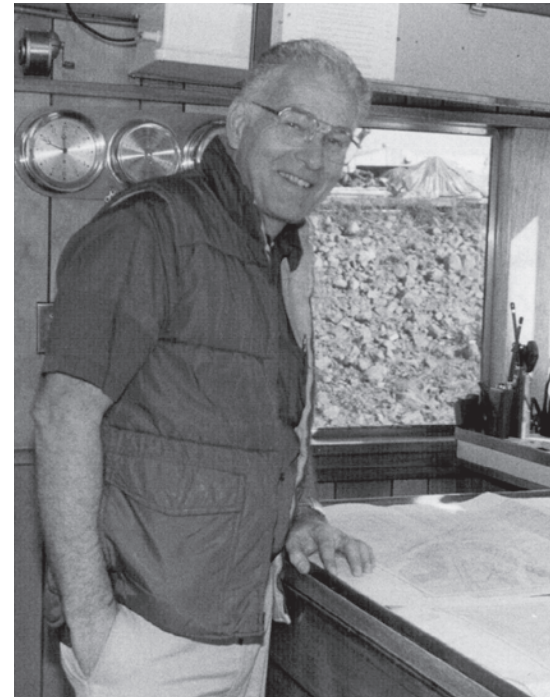
West Coast. Barrett became a captain in 1984 after serving as a mate for five years.

He spent most of his career in Alaska, always involved in ocean towing, including runs for Foss Alaska Line to westward Alaska, oil barge runs out of Nikiski to the Aleutians, and Samson container barge runs between Seattle and the Aleutians.

He retired in 1996 after a 51 year career sailing the oceans of the world from the Arctic to the Antarctic.

“His first love was always his wife of 63 years **Donna**, family and extended family but it was closely followed by Foss Maritime and his fellow Foss Mariners,” said John Barrett Jr.

The senior Barrett is survived by his widow, their four children, daughter **Damaris** and sons **John Jr.**, **Robert** and **Jeff**, five grandchildren and five great grandchildren.



Capt. **John Barrett Sr.** aboard the *Justine Foss* in 1990



PEOPLE NEWS

NEW EMPLOYEES

Jennifer Campbell

Sr. Manager Marine Personnel

Greg Carpenter

Sr. Human Resources Business Partner

Kristin Cottell

Human Resources Administrator

Matt Hyatt

Material Controls Manager

James Loch

Operations Assistant, SoCal

Zandile Meier

Sr. Accountant

Kelly Merill

Human Resources Business Partner

Javier Montano

Assistant Port Engineer, SoCal

Greta Olson

Staff Accountant

PROMOTIONS

Shawna McLean

Junior Accountant to Project Controls Coordinator

Daniel Payne

Outside Machine Shop Foreman to Shipyard Superintendent

Nathan Shellhorn

Leverman to Dredge Superintendent, San Francisco

PASSINGS

John Barrett Sr.

Retired Marine Transportation Captain

George Raplee

Retired Ship Repair Superintendent

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FLEET WEEK MORNING *The Marshall Foss stood by at San Francisco's Pier 35 in this early morning photo taken by Capt.-in-training Nicholas Linder. In the background is Coast Guard cutter Active and the landmark Coit Tower on Telegraph Hill. The Active was one of a number of ships participating in the city's annual Fleet Week. Another photo appears on page 8.*