

TowLine

The Magazine of
Moran Towing Corporation

Volume 64
March 2013

Bringing It

How Brains Meet Brawn
in Today's New Breed
of Tugboat



Moran Environmental Recovery Acquires Water Recovery LLC

Moran Environmental Recovery (MER) has acquired Water Recovery LLC (WRI), a centralized waste water treatment facility and used oil processor located in Jacksonville, Florida. As a result of the acquisition, MER, a provider of integrated industrial and environmental services, will gain “cradle to grave” control over non-hazardous waste waters generated by a broad segment of its client base.

Water Recovery has a long history of demonstrated excellence in regulatory compliance and financial assurance. “This is an outstanding way to celebrate our 10-year anniversary,” remarked Water Recovery’s founder and former president Steven Jenkins. “A well executed business plan has been realized through the efforts of MER, along with numerous company employees, regulators, and business partners. We believe this business model has and will continue to benefit the community for years to come.”

Moran Tugs Complete U.S. Coast Guard Voluntary Safety Examinations

All Moran tugboats at all ports and U.S. LNG terminals where the company operates have successfully completed voluntary safety examinations by the U.S. Coast Guard, and have been issued decals certifying their safety for the next three years. The non-mandatory inspections are part of the USCG’s Towing Vessel Bridging Program, a preliminary phase of its planned *Subchapter M* Towing Vessel Inspection regime. When the final *Subchapter M* rule is published, the Coast Guard will perform mandatory annual inspections, issuing Certificates of Inspection to vessels that pass. The Bridging Program is designed to prepare both the marine towing industry and the USCG examiners for the regulation, with the voluntary examinations providing a learning experience and opportunity for both parties to acclimate to the requirements, process and protocol involved. ⚓



Above:

The Moran Norfolk tugs *Karen Moran*, *Tracy Moran*, *Kerry Moran* and *Patricia Moran* escorting the *USS Harry S. Truman*, a *Nimitz*-class supercarrier, as it departed Norfolk Naval Shipyard for sea trials in 2012.

On the cover:

The *Annabelle Dorothy Moran* as it left the Washburn & Doughty shipyard in Maine, bound for Moran Baltimore.

Photograph by John Snyder/marinemedia.biz

Correction:

A caption for a photograph of the *Michael Moran* on page 3 of *TowLine* Volume 63 (November 2010) misidentified the tug as a steam tug. The vessel shown in the photo was a later, diesel-powered version of the *Michael Moran*.

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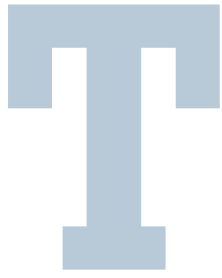
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In the Ports

*Mark Moran and
Annabelle Dorothy
Moran, Mighty Tugs
for Mighty Ships,
Debut in Baltimore*





he Port of Baltimore has been bustling with change. Big, 12,000-TEU New Panamax container ships began calling there last year, attracted by the Seagirt Marine Terminal's 50-foot-deep berth and its New Panamax-scale cargo-handling facilities. In 2011,

Mediterranean Shipping Company (MSC) extended its contract with the Maryland Port Administration (MPA) for another five years, paving the way for the arrival of yet larger New Panamax ships carrying up to 14,000 TEUs. Vessels of the even larger Ultra Large Container class, topping out at 16,000 TEUs, are expected to call in the near future as well. And as one of only two U.S. ports offering 50-foot-deep ship channels, Baltimore is expected to experience explosive growth in jumbo ship traffic once the Panama Canal Expansion is completed in 2014.

Moran Baltimore's star performer in this league has been the *Surrie Moran*, a 4,200-hp Z-drive tractor tug with exceptional power and maneuverability. A few years ago, however, Moran conducted simulator studies that anticipated a host of special new requirements associated with the New Panamax class and beyond, and the company set in motion plans to build a more powerful tractor tug. In Baltimore, the fruit of that effort sailed into view last May, when the sleek new wide-beam tractor tug *Mark Moran* entered the port's Inner Harbor headed for the Moran Baltimore yard. The *Annabelle Dorothy Moran*, an identical sister tug, followed in December. The *Mark Moran* and *Annabelle Dorothy* now share the title formerly held by the *Surrie*: that of most powerful tugboat in Baltimore.

With their 36-foot beam, 5,100 horsepower and 69-ton bollard pull ahead (65 tons astern), the two *Capt. Jimmy T. Moran*-class tugs are providing safe, expeditious service to supersized ships calling at Baltimore. The *Mark Moran* is crewed alternately by: Captains Wesley Southworth and Steve Thalheimer; chief engineers Eric Hardison and Damion Stewart; mates Leon Mach and Dave Jankowiak; and deckhands Marshall Waters and James Garner. The *Annabelle Dorothy Moran* is crewed alternately by: Captains Wayne Browning and Tony Roman; mates Dayvien Johnson and Tony Vicari; engineers Gary Lavinder and Kenny Hudgins; and deckhands Bobby Chambers and Joe Borzymowski. The crews are enjoying some enviable new features and capabilities on the vessels: at this writing, they offer the most spacious crew accommodations and engine room of any


Moran tug class in Baltimore. The upgrades include an expanded galley and crew quarters, as well as advanced acoustics and insulation, to which crewmembers have given rave reviews. As to performance, the class's wide-beam, forward-keel design enhances stability and maneuverability, and its twin MTU Tier 2 engines deliver the fluidly controlled power docking pilots demand when handling today's behemoths of the seas. The tugs are driven by twin Schottel Z-drives [full specifications appear on pages 32 and 34 of this issue].

In view of developments at the Port, these advantages could not have come at a better time, says Paul Swensen, Moran Baltimore's vice president and general manager. "When the wind is at 15 knots, the [Seagirt] Terminal now requires a minimum of two 50-ton bollard pull tractor tugs to service vessels that have 36- to 45-foot drafts," he observes. Moreover, it's not just the expansion in container ship traffic that's driving demand for



upgraded tractor tug service; in 2010, throughput of coal exports at the Port more than doubled, bringing colliers of increasing size calling in greater numbers. The largest of the coal carriers are 1,000 feet in length, with a 160-foot beam, Mr. Swensen says. Car and truck cargoes have surged too, and the Port of Baltimore is now the largest car-moving port facility in the United States. The average RORO vessel calling at Baltimore is nearly 1,000 feet in length.

Last June, the scale of the MPA's ambitious Port development program was vividly on display when some components of its planned new cargo-handling infrastructure were themselves delivered by ship. The Chinese heavy lift vessel *MV Zhen Hua 13* brought four supersized container cranes, each 14 stories tall and 450 feet wide, to the Seagirt terminal. The *Mark Moran* and *Surrie Moran* eased the ship and its massive payload under the Chesapeake Bay's Key and Bay bridges at about one knot, with an eyebrow-raising ten feet of vertical clearance under each bridge [see the story on page 16 of this issue].

Asked whether the *Mark Moran* and *Annabelle Dorothy Moran* have become especially busy tugboats, Mr. Swensen replies that "they've basically been booked solid." 

Opposite page: The *Mark Moran* during sea trials. Above right, the *Annabelle Dorothy Moran*.

James A. Moran Gets Down to Business in Savannah



he new docking and escort tractor tug *James A. Moran* arrived at the Moran Savannah yard in Georgia, directly from the Washburn & Doughty shipyard, on January 3, 2012. Rated 6,000 continuous horsepower and equipped with a host of leading-edge features,


the Z-drive tug will be supplying the muscle and agility needed to assist giants among the container ship traffic at the busy Port of Savannah.

Joining Moran Savannah's other Z-drive fleet-leader, the *Edward J. Moran*, and the division's superb twin screw tugs, the *James A. Moran* will strategically expand the Savannah fleet's capabilities. With its abundant power, advanced technology, 79-ton bollard pull and quicksilver maneuverability, the new tug is ideally suited to assist jumbo Post-Panamax vessels, which currently call at Savannah. Larger and larger ships have been calling at the port in recent years, and vessel sizes are expected to continue increasing over the next few years. Ron Droop, Moran Savannah's vice president and general manager, said, "8,500 TEU-class ships began calling regularly at the port in 2010, and it has already witnessed 9,200 TEU-class ships." He added that when completed, the Savannah Harbor Expansion Project, hosted by the Georgia Ports Authority, will accommodate vessels with a 47-foot draft. These include 12,000 TEU-class ships.

The completion of the Panama Canal expansion in 2014 will further add to the number of very large, deep-draft ships calling at U.S. east coast ports, among which Savannah is an important destination. The Port has seen unprecedented growth in its container cargo throughput in recent years (gauged by tonnage), and the trend is expected to continue. Not only ship sizes, but also the number of container lines calling at Savannah has been expanding. Anticipating these developments, Moran commissioned the *James A. Moran*, to ensure continuous, expeditious service in sync with the port's growth.

The new tug's ship-handling ability reigns supreme among harbor tugs; it can move around a ship and re-angle itself with a quickness, precision and fluency echoing that of Moran's other recent Z-drive classes, but with pulling power rivaled only by Moran's LNG tugs. The combination of its deep forward keel and 38-foot beam is thus far unique among Moran docking and escort tugs [additional specifications can be found on page 31 of this magazine]. The design endows the *James A. Moran* with the capability to smoothly handle the largest ships currently in existence, as well as yet larger vessels that are under construction or in the planning stages. The 12,000-TEU container ships that are expected to call at Savannah are not the largest class, but are nonetheless enormous, with up to a 1,200-foot length and 160-foot beam.

The *James A. Moran*'s level of crew comfort is definitively new. The tug currently boasts the most spacious crew quarters of any Moran tug, including an expanded galley, larger crew cabins and a day-head. Numerous new architectural and engineering features around the vessel were incorporated in response to feedback Moran received from some of its captains and port managers during the tug's design phase. These include aluminum handrails, storage lockers, and advancements in the Heating, Ventilation & Air Conditioning systems, among other upgrades. The expansion and refinements have "greatly improved the onboard living experience," Mr. Droop said, echoing comments he has received from captains and crews. Crewmembers have also reported that this tug's onboard noise reduction is the best they have heard, and have praised its "smart layout" and roomy engine room.

All of which comes at a good time, as fundamental changes at the Port of Savannah continue to alter the seascape. Moran Savannah is ready to service any and all vessels that call. 

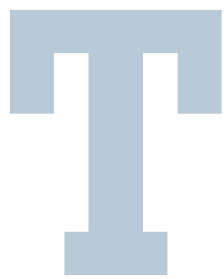
Opposite page: The *James A. Moran* during sea trials.



JAMES A. MORAN

M

At Work and Aiding Coast Guard Training, *Lizzy B. Moran* and Crew Draw Praise



he tugboat *Lizzy B. Moran* commenced service in Norfolk, Virginia in January 2011, and has now been on the job for slightly more than 24 months. Serving the Port of Virginia and Naval Station Norfolk, the tug has assisted innumerable commercial ships and

U.S. Navy ships calling at the Port or transiting in and out of the Navy base at Hampton Roads. It has also performed some services that go well beyond business as usual: last March, the *Lizzy B.* and its crew executed the lifesaving rescue of a Virginia State pilot [see the article on page 12 of this issue], and in September 2011 the tug served as a floating classroom for a group of U.S. Coast Guard examiner trainees.

The most recent of the so-called WD-92s built by Washburn & Doughty for Moran, *Lizzy B. Moran* is a 92-foot, 5,100-hp, Z-drive tractor tug, with an enlarged deckhouse and enough power and maneuverability to handle virtually any vessel the Post-Panamax world sends its way. Moran commissioned the tug in anticipation of a growing number of calls at Norfolk by giant container ships and colliers, and the company's forecast proved accurate: since the *Lizzy B.*'s arrival, MSC, CMA-CGM, Maersk and other premier carriers have sent a growing number of container ships with 10,000 TEU-or-higher capacities to the Port. In 2011, coal exports at Norfolk continued to boom, and colliers averaging 950 feet in length can still be seen lining up in what some observers are calling "traffic jams" in the Chesapeake Bay. The Port also handles busy traffic in bulkers, ROROs, tankers and other large ships. Demand for powerful tugs that can maneuver deftly and swiftly is indeed running high.

In July 2011, the U.S. Coast Guard Training Center, Yorktown, contacted Mark Vanty, Moran Norfolk's vice president and general manager, with a special request: as part of its Towing Vessel Bridging Program, the USCG was looking for a tugboat it could use as a training vessel for a day. The Bridging Program is a preliminary outreach phase in the Coast Guard's planned *Subchapter M* Towing Vessel Inspection regime. When implemented, *Subchapter M* will mandate USCG examiners to annually board and inspect U.S.-flag towing vessels in order to certify seaworthiness and safety. A key facet of the Bridging Program involves acclimating both sides in an inspection — the industry personnel who manage and crew the tugs, and the Guard's examiners — to the requirements, procedures and protocol entailed in the process. For USCG examiner trainees, this includes specialized training in tugboat design, construction and operation, requiring an actual working tugboat for hands-on training. "We were happy to help out," Mr. Vanty says. The *Lizzy B.* was a plum choice for the assignment; entering its eighth month of service, the tug still had its new sparkle and was running like the tidy, well-oiled machine it was designed to be. On September 15, 2011, Moran Norfolk hosted a training seminar for 21 Coast Guard examiner trainees and three supervising personnel from the USCG Marine Inspection School. Four tug and barge industry professionals also attended. Mr. Vanty gave the visitors a detailed briefing on Moran Norfolk's operations, safety management system, crew training and procedures, vessels, and equipment. After

Opposite page: The *Lizzy B. Moran* underway in the Port of Virginia and with the *MSC Bruxelles*, a nearly identical-size ship to the *MSC Roma*.

the talk, the group boarded the *Lizzy B. Moran*, where they were further briefed by crewmembers before conducting an on board training session. The activities spanned the entire day.

Exactly what will be included in the *Subchapter M* inspections will not become known until the final rule is published. The USCG is compiling and refining its checklist based on what it is learning from the Bridging Program, which encompasses not only training sessions like the one at Moran Norfolk, but also voluntary safety examinations of industry fleets nationwide and several years of technical fact gathering conducted with operators and shipbuilders. The training sessions and voluntary examinations have provided clear indications that the inspections will be stringent and



thorough; the examiners will inspect everything from a tug's documents to its welds, in copious mechanical and administrative detail. An itemized checklist of inspection tasks, appearing in the USCG's *Towing Vessel Outreach, Orientation, and Indoctrination Workbook*, fills 38 pages. The depth of the USCG's educational preparation was evident at the Moran Norfolk briefing, where an open discussion forum also gave an airing to issues related to the industry that could affect the inspection process. One such concern, for example, was the industry's diversity. "We felt it was important for us to ensure that [the Coast Guard examiners] recognize the difference in tugboat types and operations, and that often one regulation does not fit all types of tug operations," Mr. Vanty says.

In a letter of thanks addressed to Mr. Vanty, Joseph D. Myers of the USCG Training Center at Yorktown [Virginia] wrote, "Moran has the bar clearly set high as an industry standard." In a second letter, Peter D. Squicciarini, a Towing Vessel Marine Safety Specialist at the U.S. Coast Guard Atlantic Area Prevention Department (who is also a Master Mariner), said that "The boat was absolutely clean, obviously well maintained, and in the hands of a superior crew," and that the USCG trainees "came away seeing how tugboat safety and compliance should be done as a positive example setting the bar high for the vessels they will someday examine." ⚓



Docked with Pride

Moran Morehead City Tugs Assist with a Returning Marine Expeditionary Unit and a Joint Amphibious Exercise

Located between North Carolina's Marine Corps Air Station Cherry Point (the largest Marine Air Station) and Camp Lejeune, the Nation's largest U.S. Marine Corps base, Moran Morehead City's tug fleet fields its share of calls from military customers. That was the case in February 2012, when the Marine Corps and the U.S. Navy booked the Moran Morehead City fleet for assistance with a 13-day whirlwind of activity that included the docking of the *USS Bataan LHD-5*. The *Bataan*, a U.S. Navy amphibious assault ship, was returning home from a 10-month deployment that had taken it from the U.S. to Europe, Africa and the Middle East. Aboard were approximately 960 Marines and Sailors of the 22nd Marine Expeditionary Unit (MEU), a Marine Air Ground Task Force.

From the ship channel off Morehead City, the men and women of the 22nd MEU would be greeted by the coastline's pleasant expanse of blue water and white sandy beaches, punctuated by a few low-rise industrial sites. The view includes one prominent landmark: a large American flag flying high atop Fort Macon, a former Civil War garrison at the mouth of the harbor inlet. With the Fort in view, a second, more animated sign of home would appear: the Moran tugs coming out to escort the *Bataan*. On such occasions the tugs fly big American flags themselves, and their crews shout out a jubilant welcome. "It's one of the most pleasant and rewarding duties we deal with," says Capt. Don Thomas, the general manager of Moran Morehead City. "The tug crews are glad to welcome the soldiers and sailors returning home." This was particularly true for the 22nd; the Unit's 10-month deployment at sea was one of the longest on record for the Marine Corps, whose units typically deploy for six or seven months at a time. The 22nd had supported operations in Libya, as well as training in Djibouti (a small republic on the Horn of Africa, about 30 miles from Yemen across

the Bab-el-Mandeb strait), and bilateral training with Spanish and Romanian Marines.

On shore in Morehead City, the docks were festooned with flags and balloons, a gesture that especially delighted the small children in attendance. The rest was simply the open arms of loved ones and friends — embraces and warm handshakes, a scene at once familiar and deeply moving.

The *Bataan* had arrived amid the heated activity of "Bold Alligator," a joint multinational amphibious exercise conducted in the coastal waters off North Carolina, Virginia and Florida. As military exercises go, Bold Alligator was major. The largest marine amphibious exercise of its kind to be undertaken in the last 10 years, it involved vessels from the United States, French, and Canadian navies, and that was just in North Carolina. The armada included LFTs (Live Fire Testing), LHDs (Landing Helicopter Docks), LPDs (Landing Platform Docks) helicopter carriers, and smaller craft. Participating personnel included Army commandos, Navy SEALs, Marines, Sailors from the U.S., French and Canadian navies, Coast Guard Sailors, and civilians. According to a U.S. Navy press release, the purpose of the exercise was to "revitalize Navy and Marine Corps amphibious expeditionary tactics, techniques and procedures, and reinvigorate the [armed services'] culture of conducting combined Navy and Marine Corps operations from the sea." A U.S. Department of Defense press release was more specific: "This exercise deals with large numbers of small-boat threats, irregular threats not easy to identify in the complex battle space... both regular and irregular threats, as well as shore-based cruise missiles," read a quote from Navy Admiral John C. Harvey, Jr.

Opposite page, top: The French helicopter carrier *FS Mistral* arriving in Norfolk, shortly before it sailed for Morehead City.

Opposite page, bottom: One of Bold Alligator's many amphibious landing training exercises.



At various points in the course of the thirteen-day exercise, three Moran tugs repeatedly escorted and docked six U.S. Navy ships and the French helicopter carrier *Mistral L9013* as the ships entered and exited the harbor. In the process, the crews got an eyeful of the simulated action, Capt. Thomas says. “It was like watching the filming of a

Hollywood movie. We could see speedboats bearing simulated terrorist bombs rushing toward some of the ships, and commandos rappelling onto boats from helicopters,” Capt. Thomas said. For the servicemen and women involved, it was all in a day’s work: practiced readiness from America’s bravest of the brave. ⚓

Eugenia Moran Rescues a Tug in Distress on the Piscataqua River

For the crew of the tugboat *Eugenia Moran*, February 21, 2012 began like most other days, with the tug standing by for work at the Moran Portsmouth base at the Ceres Street wharf in Portsmouth, New Hampshire. But at around 1400 that afternoon, events took an unusual turn: the *Eugenia* and her crew answered a distress call and rescued a fellow tug, the *Miss Stacy*, from certain disaster on the Piscataqua River in Portsmouth Harbor. The *Miss Stacy*, a towboat owned by Seaward Marine Corporation of Virginia, had become wedged under a bridge span of the Memorial Bridge.

The incident occurred while the *Miss Stacy*, working under contract to the New Hampshire State Port Authority, was servicing a barge at the Memorial Bridge. The 88-year-old bridge, which connects Portsmouth with Kittery, Maine, was in the process of being dismantled so that it can be replaced with a new bridge in 2013; the *Miss Stacy* was assisting with demolition and deconstruction operations. The tug was not connected to the barge at the time of the mishap, but was attempting to position it. It is unclear from eyewitness accounts what caused the tug, which had power at the time of the accident, to quickly and uncontrollably get turned around and drift into the bridge's support structure. A U.S. Coast Guard report released a few months after the accident cited strong currents on the river as a major contributing factor. According to the National Oceanic and Atmospheric Administration (NOAA), the Piscataqua has one of the swiftest tidal currents in North America. Moran Portsmouth General Manager Dick Holt, Jr. said that the current can reach as high as 5 knots on the flood and ebb tide.

Once the *Miss Stacy*'s starboard side became pinned in the bridge supports, the tug listed severely to its port side and began taking on water

through a hatch. The tug's hull was not breached below the waterline, but it was nonetheless in imminent danger of capsizing and sinking, and had the crew wound up in the water they would have suffered hypothermia. At 1357, the crew put out the distress call. By a lucky coincidence, the *Eugenia Moran* happened to be less than a mile away on the river. When Capt. Dick Holt heard the call — Holt was, at the time, the captain of the *Eugenia* — he quickly got authorization from Bob Stewart, Moran Portsmouth's vice president and general manager, to render assistance. (Mr. Stewart has since retired and been succeeded as general manager by Capt. Holt.) The *Eugenia* reached the scene of the accident within 10 minutes, and Capt. Holt and his crew carefully approached the *Miss Stacy* until they were close enough to get a messenger line aboard her. Once a hawser was made fast, Holt pointed the 2,875-hp *Eugenia* upriver into the current, and gently pulled the disabled towboat away from the bridge. Due to the current and the water the damaged tug had taken on, the *Miss Stacy* was still in danger of sinking even though it had power, Capt. Holt said.

The *Eugenia* brought the *Miss Stacey* alongside the nearby Isles of Shoals Steamship Company wharf, where the stricken tug was dewatered and inspected for damage. The *Miss Stacey*'s captain and crew were unharmed. The entire incident lasted about an hour.

Authorities at the Port said that the *Miss Stacy* was only minutes away from sinking when the *Eugenia* arrived. Had the tug sunk, it would have become a dangerous disruption to navigation on this shallow river, and posed a serious pollution threat. Portsmouth Assistant Fire Chief Steve Achilles told the Portsmouth Patch news service, "Moran Towing played a huge role... This could have worked

Opposite page: Two views of the *Miss Stacy* under tow by the *Eugenia Moran*.

out terribly if some of the pieces didn't work and the *Eugenia Moran* wasn't around."

In a related coincidence, Republican Congressman Frank Guinta of New Hampshire was aboard the *Eugenia Moran* throughout the entire incident. To help Rep. Guinta gauge the Port of New Hampshire's impact on the state's economy, Mr. Stewart had invited the Congressman aboard the *Eugenia* to take a first-hand look at Port operations. In yet

a third coincidence — this one ironic — Capt. Holt was in the midst of explaining to Congressman Guinta the hazards faced by vessels navigating the Piscataqua, when he received the distress call from the *Miss Stacey*. The Congressman, who was wearing a float coat, gamely cancelled his late afternoon meetings and watched as the rescuers went about their work. ⚓



In Norfolk, a Lifesaving Rescue by the *Lizzy B. Moran*

On March 5, 2012, the crew of the Moran tugboat *Lizzy B. Moran* rescued a seriously injured, gravely imperiled State of Virginia pilot from the waters of Hampton Roads, Virginia. Crewmembers pulled Captain Chase Huffman from 46-degree water after he fell approximately 40 feet from a boarding platform aboard a coal carrier. Quick, safe and effective actions by the onboard docking pilot and the tug's captain and crew were credited with saving Capt. Huffman's life.

The incident occurred shortly before 2000, after the ship docked at Norfolk Southern Pier 6, a coal pier in Norfolk. Capt. Huffman, who had guided the ship in from the sea buoy off Hampton Roads, was disembarking and stepped off the ship's deck onto a gangway. When he stepped onto a platform connecting the ship's ladder to the gangway, the platform gave way, sending him plummeting through the gap as the gangway separated and fell. Captain John Hanna, who was serving as the harbor docking pilot, was two steps behind Huffman as they disembarked, but had not yet stepped onto the ladder. He watched in horror as Huffman fell feet-first into the water through an approximate four-foot space between the ship's hull and the pier.

Within seconds, Capt. Hanna grabbed a life ring and lobbed it into the water near Huffman, whose DGPS strobe had begun flashing in the pitch-blackness under the pier. Hanna then radioed the *Lizzy*, which had assisted with the docking, to come around to Huffman's location with a life sling. Throughout several tense minutes, Hanna alternated between communicating with the rescuers and shouting to Capt. Huffman to assure him that help was on the way.

Huffman was wearing a float coat but faced a grave risk of hypothermia, and could have drowned had he lost consciousness as a result of shock or his injuries. He miraculously did not suffer any serious head injuries, but had head lacerations and two fractures in his pelvis, making it impossible for him to hold onto the life ring for any sustained length of time.


Within minutes, the *Lizzy* arrived and tied up

alongside the pier. The tug could not approach where Huffman was floating, and Captain Hanna directed the *Lizzy* to stay far enough away to keep its wheel wash from sending Huffman drifting from his location. Both Hanna and Aaron West, the *Lizzy*'s captain, strategized on their feet as the rescue unfolded; their actions, while taken quickly and under intense pressure, were risk-managed.

Onboard the *Lizzy*, besides Captain West, were Bert Swink, Chris West, and Josh Wiggins. The four men climbed onto the pier, from which they were able to maneuver the tug's life sling around Huffman's body. Using brute strength, they managed to haul him onto the pier. He had been in the water 15 to 20 minutes. An ambulance arrived shortly thereafter.

J. William Cofer, the president of the Virginia Pilot Association, was waiting at Sentara Norfolk General Hospital when Huffman was wheeled in. The injured pilot, who is in his 30s, suffered great pain but was conscious, Cofer said. After doctors raised his body temperature, stabilized him and performed tests, Huffman gave Cofer a thumbs-up sign. "...He put his hand out to me and squeezed with amazing strength," Cofer said. Huffman worried aloud that he had lost his backpack and DGPS in the accident. "I just smiled as I realized he [was] going to be all right," Cofer said.

Captains Hanna and Cofer said that elements of luck played a role in the incident. The coal vessel was empty, with a high freeboard when it arrived; had it been loaded with cargo, Huffman would have fallen a significantly shorter distance. In a stroke of good fortune, the straight vertical track of Huffman's fall through a space barely wider than a yardstick probably saved his life; had he hit the pier fendering or other structures on the way down, or if the gangway had fallen differently, the outcome almost certainly would have been tragic. In another stroke of luck, Hanna had forgotten a document aboard the *Lizzy*. The tug, which had been released after the docking, was already on its way back to the berth to bring Hanna his paperwork when it received his distress call.

A month-and-a-half after the accident, Captain Huffman got a green light from his doctors to return to work, and did. "He couldn't wait to get back," Capt. Hanna said. 

Beyond Compliance

Moran Begins Developing a Behavior-Based Safety Program

Moran has initiated development of a Behavior-Based Safety (BBS) program. According to Ted Tregurtha, Moran's president, BBS will be phased in gradually, in strategically determined steps over a long term. The program is currently in its early, foundational stages, which include coaching, training and cross-functional planning; BBS proper, essentially a system of peer observation and review, is a future goal, once a solid foundation is in place.

The decision to utilize BBS grew out of the work of Moran's Quality and Safety Steering Committee, which reviews all safety-related issues at the company. In 2010, the Committee conducted an extensively detailed study of safety data emanating from Moran and other companies within the maritime industry. The group analyzed the progress reflected in the data and reached a pivotal conclusion: although Moran had achieved major, historically significant improvements over the last several years, its top-down, compliance-based safety initiatives were now plateauing. This finding was not an affirmation of success; it was a call to action, Mr. Tregurtha, says. "If we're not seeing continuous improvement, it means we need to do more. Safety management systems are never complete; there are always areas to improve, and it is the process of looking for and finding improvements that sustains the system over time. It's leadership's job to drive those changes, and at Moran our Quality and Safety Steering Committee is on the front lines of change."

Anticipating an eventual need for large-scale innovation, the Quality and Safety Steering Committee had in fact been researching new approaches for some time prior to the decisive 2010 meeting. Exposure to Behavior-Based Safety, an approach that was successfully being used by several Moran customers, had intrigued several members of the Committee. The group was particularly interested in BBS's bottom-up methodology — its focus on

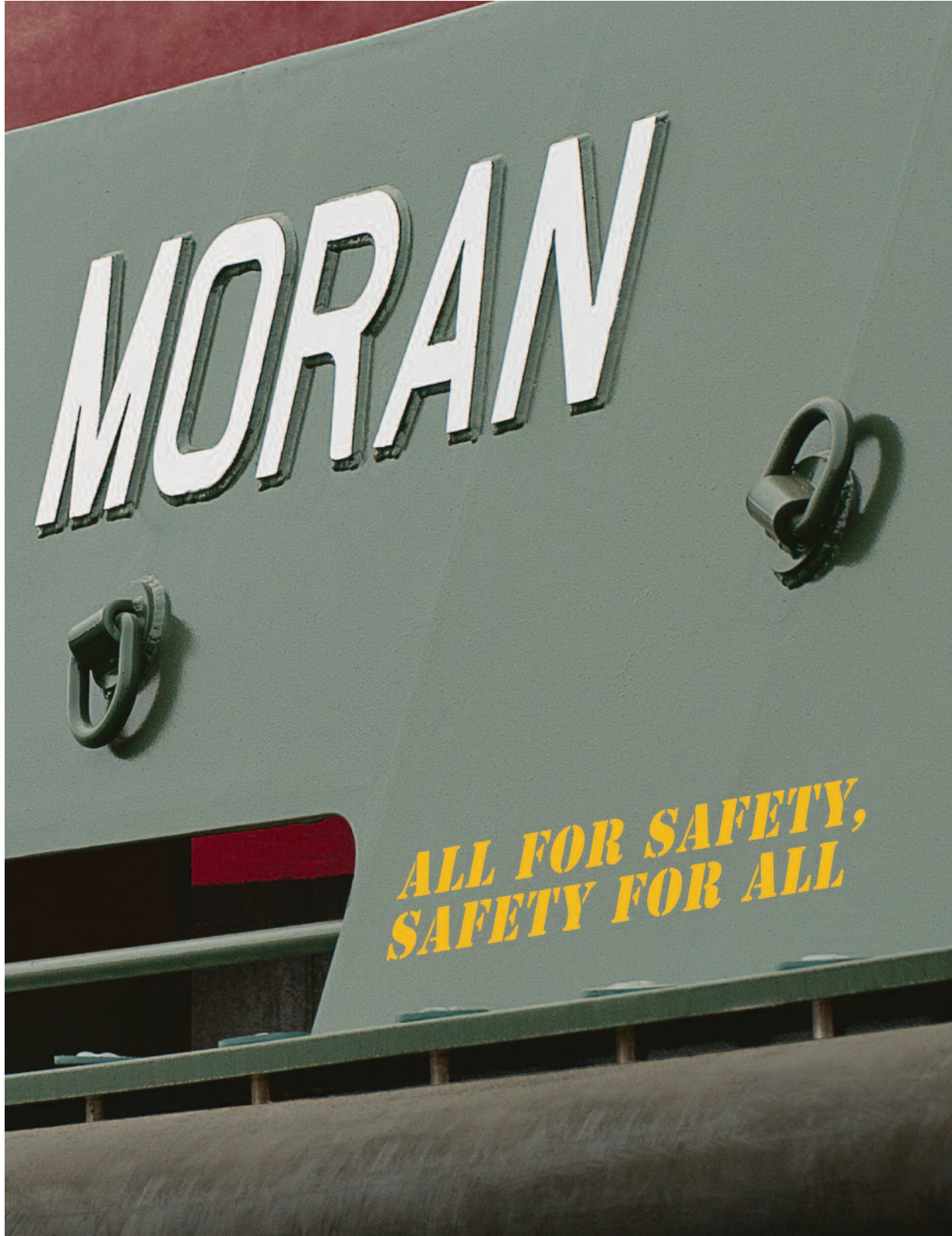
individuals rather than systems. "We recognize that there are limits to what can be achieved with a manual," says Ned Moran, Moran's senior vice president of harbor operations. "What's on paper is obviously just the first step; what makes it all work is the initiative and dedication of the people working on the water. BBS is meant to engage everyone in being thoughtful, aware, and proactively safe, as part of a culture in which people look out for each other and work cooperatively to achieve the goal of safety."

BBS, a branch of organizational psychology, is generally defined as a methodological discipline that uses applied behavior analysis to meet the challenges of organizational safety. It has existed for many years as an applied science. In applied practice in industry, BBS's core method is a system of peer-to-peer observation and review, practiced by and binding on individuals at all levels in an organization. Structurally and culturally, the method does not replace safety management systems and other branches of centralized authority; instead, its focus on individuals combines with a company's blanket, top-down governance to create a more ingrained, impactful and pervasive influence than either approach would alone. Moreover, BBS's methodology factors in human nature in a way that top-down systems only skirt. A primary BBS principle, for example, holds that the "big five" risk-elevators — rushing, fatigue, stress, frustration, and complacency — are deeply rooted in human nature, which is why they often descend without warning and cannot be overcome with rules and oversight alone. BBS counters these effects by working to instill peak cultural and psychological conditioning in individuals. This includes innate, reflexive personal vigilance; highly developed instincts for detecting and managing risks in their earliest stages; and a broadly cultivated knowledge of safe behaviors. The approach does not ignore systemic factors like working environments, policymaking, engineering and applied technology; BBS treats effective leadership, management and innovation in these areas as mission-critical behaviors for safety improvement.

BBS is bottom-up in its approach to workplace

environments and equipment as well. One of the goals of BBS is to fully empower every employee, regardless of his or her position, to provide leadership and input into safety and risk management related to environments, equipment and other key aspects of operations. In this regard, BBS puts more emphasis on how an organization deals with every-

day risks than on how it addresses new risks. The rationale is that the new risks are more obvious, and therefore tend to draw more attention and effort from people. Routine, day-to-day actions and equipment, on the other hand, pose the greater, more prevalent risk: they are potential accident triggers lying hidden amid the workday hustle.



To further focus and expand Moran's research on BBS in 2010, the Quality and Safety Steering Committee appointed David Olson, a Moran manager who joined the company in 2009, to the position of consulting safety culture trainer. Mr. Olson, an officer and marine inspector in the U.S. Coast Guard Reserve, had worked as a deck officer and engineer aboard tugboats before signing on with Moran. He had also worked as a crewing coordinator and recruiter for a major shipping company, and had managed a fleet of tugs and barges for a pulp and paper manufacturer. He had decided in mid-career to return to school, and earned an MBA at The College of William and Mary. Organizational behavior was a major component of his Masters curriculum.

At the behest of the Quality and Safety Steering Committee, Olson conducted an exhaustive study of safety at Moran from the ground up. He began the research with visits to thirteen of Moran's ports of operation, where he talked with mariners onboard their vessels. He also analyzed Moran's claim history, its safety management system, and related organizational functions like human resources, engineering, training and finance. He documented his observations and conclusions in a white paper, which he submitted to Moran's leadership. In the report, Olson acknowledged that Moran had built a rigorously thorough safety management system, but he asserted that to achieve the next level of improvement, the company would have to broaden the engagement of its workforce in the effort. The report also highlighted the mechanics of causality. Olson noted, for example, that in marine towing and transportation, basic human states such as rushing, fatigue, frustration, and complacency are seldom the root causes of incidents; often, these states result from systemic factors that are the real root causes. The report in fact made a strong case for BBS. (To ensure Olson's objectivity, Moran's leadership had not told him of its interest in BBS; he arrived independently at the conclusion that BBS would be crucial in achieving the results Moran was looking for.) Olson recommended building a BBS program incrementally, on a solid, gradually constructed foundation of cultural change.

In 2011, Olson followed up his preliminary study with a full-blown, behavior-focused safety culture assessment, which included additional site visits and a comprehensive written survey of Moran employees. The survey solicited employees' frank opinions and observations about Moran's approach to safety, and it invited respondents to submit their answers anonymously. The questionnaire included both multiple-choice and broadly framed essay questions. The survey garnered a nearly 90% response rate among Moran's workforce.

The survey results were at once encouraging,

enlightening, and galvanizing, Olson says. They revealed several strengths, and, predictably, numerous opportunities for improvement. Moran has been incorporating what it learned from the survey and the safety culture assessments into the framework of its developing BBS program.

The company has already taken some significant steps toward laying the groundwork for the program. Several of Moran's top executives, for instance, have undergone safety leadership training addressing how to effectively change the culture of a company; they are also being schooled in BBS principles and methodology. In addition, Moran is working with Dr. Don Nielsen of Aubrey Daniels International, a management consultancy, to implement cultural changes within the company. In-house, Moran has installed a BBS corporate design team, charged with building safety-dedicated cross-disciplinary teams at the management level. Comprising senior management leaders in operations, engineering, and human resources, the Design Team has already empowered frontline offshoot teams to enhance deckhand and engineer training, fleet-wide communications, and general safety policies. It is also working to create more robust Near-Miss Sharing and Job Safety Analysis systems. Still another management-level team is conducting safety leadership training for Moran's captains. And all of Moran's people, from port managers to mariners to shoreside staff, have been participating in open discussion forums where ideas and feedback are freely aired. "The sharing of ideas that you get when you put people in the same room is tremendously valuable," David Olson says.

The next steps, to be implemented in the coming months, will involve strategic structural changes to Moran's management policies and practices. The moves are designed to facilitate a cultural transformation — a shift in safety emphasis away from reaction and problem solving, toward risk prevention and anticipation. "Reaction and problem solving remain important," Olson says, "but the thrust of the new culture will be the engagement of everyone in the workforce in anticipating and identifying needs for improvement before they manifest as problems." The company-wide development and refinement of specialized management skills for driving that engagement will be a priority, Olson says. In another key strategy, "lagging" indicators like OSHA statistics will be de-emphasized in favor of a more immediate leading indicator: real-time analysis of workplace behavior. And the conscientious exercise of three, mission-specific forms of leadership — near-miss sharing, risk assessment, and crew meetings — will become a touchstone for evaluating leadership and management performance at Moran. ⚓

Bringing It

Sometimes, a Good Tugboat
Is Like a Great Athlete



2012 was a good year for athletic competition. The 2012 Summer Olympic Games saw numerous records shattered, and delivered the expected display of breathtaking athletic prowess. And in the American sport of baseball, an unprecedented new record was set: three perfect games were pitched in just one season.

And this has *what* to do with tugboats?

The tugboat, long considered a paragon of strength among vessels, has in the past two decades been transformed from a reliable beast of burden into a primed athlete, so to speak. In the era when twin screws ruled the harbors, the foremost virtues of any given tug were strength and seakeeping ability. Skilled seamen could coax a tug into performing impressive feats of agility, but not without arduous effort, significant risk, and,

sometimes, great expense. Today, things have changed. Tractor tugs, currently the most advanced tugboats afloat, have the ability to consistently apply a decisive combination of power and control that, like the performance of a champion athlete, is greater than the sum of its parts. As in a great golf swing, or the serve of a tennis champion, or a brilliant assist in soccer, the two attributes — power and control — are inseparable. It's the combination — the seamless blending of the two abilities in one fluid, flawless delivery — that gets the job done,

Above and opposite page: The MV Zhen Hua 13 approaches the Francis Scott Key Bridge, escorted by the *Surrie Moran*, *Mark Moran*, *Harriet Moran*, *Cape Romain* and a Coast Guard cutter.

as many a television sports commentator might chattily remind us.

In the marine towing industry, the need for a certain kind of nautical athleticism is becoming increasingly conspicuous as the scale of ships, harbor facilities and maritime traffic continues to expand. Basic operations like ship docking become more challenging when the ships or cargos involved are massive. This fact was vividly illustrated last June when the heavy-load carrier *MV Zhen Hua 13* sailed into the Chesapeake Bay, bearing four Super Post-Panamax cargo cranes bound for Baltimore's Seagirt Marine Terminal. Each crane measured 14 stories high and weighed 1,550 tons. The sight of the *Zhen Hua*'s progress with this mammoth payload was something of a spectacle, and drew the attention of many an onlooker, including an interested press. Four Moran Baltimore tugs — the *Mark Moran*, *Surrie Moran*, *Harriet Moran*, and *Cape Romain* — handled the escorting and docking, guiding the ship on its final 28 nautical miles up the Bay. The *Mark Moran* and *Surrie Moran* are reverse-tractor Z-drive tugs, and the *Harriet Moran* is a Mortrac tractor; the *Cape Romain* is a twin screw.

On the way to its berth, the *Zhen Hua* would be escorted under the Chesapeake Bay Bridge (a.k.a. the William Preston Lane Jr. Memorial Bridge) and the Francis Scott Key Bridge. As the ship passed under each bridge, the clearance between the tops of the cranes and the underside of the bridge span would be a mere 10 feet. Horizontal clearances would be a concern as well; the tow past the bridges would transit a channel just 750 feet wide, give or take some shoaling.

As one might well imagine, the pilots in charge

of the *Zhen Hua 13* docking demanded extraordinary power and control capabilities for this tow. The control half of the equation resided not only in the performance of the tugs and their crews, but also in the maritime engineering that went into the planning and execution of the tow. Paul P. Swensen, Moran Baltimore's vice president and general manager, says that the extensive planning for the *Zhen Hua* assist involved the cooperation of the U.S. Coast Guard, the Association of Maryland Pilots, NOAA, and the Maryland Department of Transportation, among other organizations. Tide and current, wind and swell were given exacting consideration, and the *Zhen Hua* waited at anchor in the Bay until conditions were exactly right for a "go." "The ship was ballasted to a draft of 38 feet to minimize its air draft, and the crane booms were lowered from their maximum height," Mr. Swensen says. "Traffic was halted on both bridges before the ship passed under." As the *Zhen Hua* slid under each bridge at 1 to 2 knots, real-time data from NOAA instruments provided information on tides, currents and the actual gap between the bridge span and the cranes. The Moran tugs escorted the ship in a T-square formation, with the *Mark Moran* hawsered to the stern of the *Zhen Hua*. Had the need arisen, the *Mark Moran* could have hit reverse virtually instantly, pulling the ship and its cargo out of harm's way. The *Harriet* and *Surrie*, positioned right next to the ship off its port and starboard sides respectively, could have immediately switched to indirect towing mode, should this have become necessary for any reason. The tow, however, went exactly as planned.

At the southern end of the Chesapeake Bay,





in Norfolk, Virginia, Moran Norfolk has been putting its tractor tugs to equally productive use. Last March, the division's Z-drive tractors assisted the *MSC Roma*, a 1,100-foot, 9,178-TEU container ship calling for the first time at the Port of Virginia. The *Roma's* deep draft requires a channel depth of 48.5 feet for safe navigation, a record for the Port of Virginia. "The large ships handle well at the dock, but the real challenge is on the approach because they are so constrained by their draft," comments Mark Vanty, Moran Norfolk's vice president and general manager. Moran Norfolk deployed four tugs to assist the ship. "It was windy that day and we were being very cautious, not knowing how a ship that size would handle here," Mr. Vanty says. As it turned out, the power and control provided by the four tugs was more than enough. Later in the year, on the *Roma's* second visit, three tugs were used; by the ship's third call, it was clear that the behemoth could be easily maneuvered with two tractor tugs. Each successive assist had increased Moran Norfolk's understanding of the ship's handling characteristics in the channel, enabling the incremental reduction in tug power. Vigilance, the chief element of human control in marine towing, guided the strategy.

Moran Norfolk's contract work for the U.S. Navy is yet another customer relationship that regularly demands top-tier power and control. The Norfolk tractors routinely assist nuclear-powered, *Reagan*-class aircraft carriers, for instance, which span nearly 1,100 feet in length and displace more than 101,000 tons. The carrier's draft is not as deep as the *Roma's*, but the ship is a comparably huge vessel and requires exceptionally skilled

handling. The power/control combination is even more critical, Mr. Vanty adds, when the tugboats are called upon to tow "dead" ships for the Navy. A ship without power is more susceptible to the actions of currents and the laws of motion, making any such movements more challenging. In

these situations, while the ship's Bridge team remains in charge of the operation, they are far more dependent on the tugs, and as a team they all must work harder to safely complete an evolution.

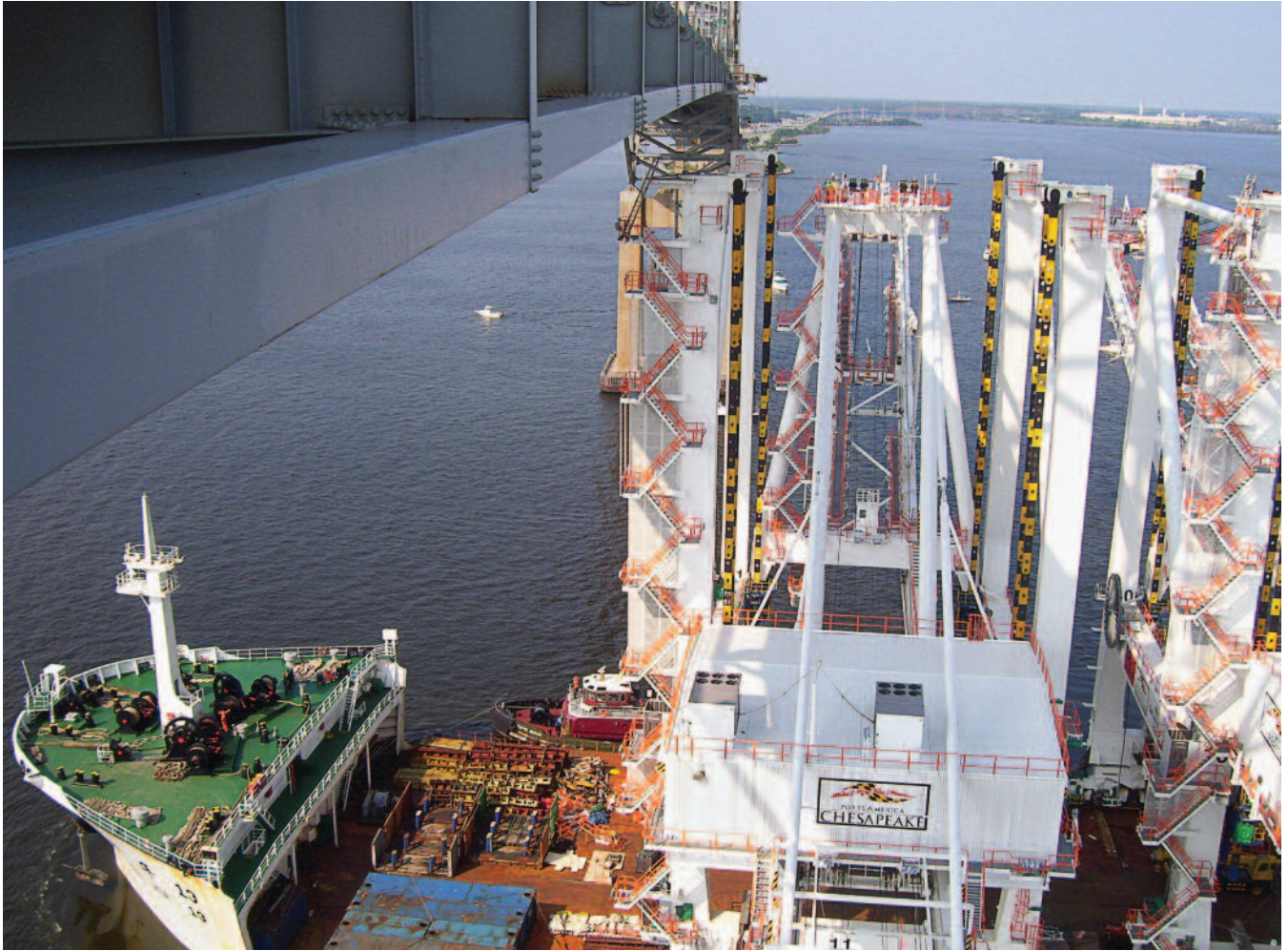
Moreover, tractor tugs have the ability to slow giant vessels and those carrying hulking cargoes like the *Zhen Hua 13's* cranes, and to assist them in a wide range of tidal, current, and weather conditions. The tractors can maneuver quickly, fluidly and precisely, and they offer the safest and most efficient performance of any tug on the water. Such capabilities were not possible before the advent of the tractor design, Mr. Vanty says. Captain Brian Jackson, a Virginia State docking pilot who has worked extensively with Moran Norfolk, says that "tractor tugs can be placed where they are needed on a vessel and provide full leverage in front and behind — pulling and pushing in direct and indirect modes — whereas conventional tugs can push and pull efficiently only in direct mode. The conventional tugs are also typically equipped with far less horsepower than today's tractors." Tugs that offer the tractor's level of power and control are "key to staying in tune with customers' needs,"

Mr. Vanty says. He adds that

at the same time, a vessel's capabilities are inseparable from those of its operators. If the performance of tows and assists can be likened to a kind of athleticism, it is one that involves the practical fusion of man and machine. The tug is the body, the amazing machine; the captains, crews and managers are the brain. On the water, as in the stadium, it takes both to make a champion. ⚓

... the two attributes, power and control, are inseparable. It's the combination — the seamless blending of the two in one fluid, flawless delivery — that gets the job done.

Opposite page and centerfold: The approach and passage under the Francis Scott Key Bridge.







On Shipshape Tugs, In Shape Crews

Moran crews in New York and Norfolk are pursuing their own shipboard fitness and health programs, and succeeding beyond expectations.

In 2002, the U.S. Coast Guard, in partnership with the American Waterways Operators, inaugurated a voluntary pilot program promoting a health and safety strategy called the Crew Endurance Management System (CEMS). Created by a doctor, CEMS helps prevent maritime accidents by identifying and addressing risk factors for physical and mental fatigue, and by strengthening the endurance of crewmembers. In line with this objective, the CEMS program educates and trains mariners in principles and practices of peak fitness and health, with an emphasis on healthy sleep patterns. It has also tracked the post-training progress of some crews in follow-up studies. CEMS's long-range role in the maritime industry is currently under review by Congress and the Department of Homeland Security, but two facts have already been established: the program has broken new ground in defining links between fitness, health, and safety; and it has raised awareness of these connections in the maritime community, shedding new light on the role mariners need to play in maintaining their own physical fitness and health.

More than 30 Moran crewmembers aboard tugs in Norfolk and Baltimore received the CEMS "beta" training in 2004, and Moran crews in other ports are aware of the program and its significance. Crews who complete the training, however, are not required to take any follow-up actions apart from whatever voluntary measures they may initiate themselves. And neither CEMS nor any other Government- or Moran-sponsored program officially requires any crew to adopt an organized regime of fitness, healthy nutrition or sleep management. Given these facts, Moran's management is currently developing a program of its own to support and encourage efforts by the company's crews. Meanwhile, in New York City and Norfolk,

Virginia, several Moran crews elected to take steps themselves: they have developed their own grassroots fitness and health initiatives, with remarkably successful results.

In New York, the crew of the *Gramma Lee T. Moran* exemplifies this enterprising esprit de corps. Starting around 2007, the *Gramma Lee's* four crewmembers — Capt. Carl Stroud, chief engineer Steve Leen, deckhand Chris Kapperman and first mate Joseph Mottola — embarked on a concerted program of shipboard exercise and healthy living that rivals CEMS in both its day-to-day effectiveness and underlying medical/scientific wisdom. The initiative was not sparked by any particular "ah-ha" moment; it took shape gradually and casually, without a formally organized structure. Chris Kapperman was already a regular exerciser of long-standing when he joined the *Gramma Lee's* crew; he lifts weights, does cardio workouts, and rows, and now does all three onboard the tug. Steve Leen began exercising after he had a personal epiphany in 2007. "When I turned 40, with children, I decided that it was time to take control of my health," he says. "I was inspired [to get in shape] by my kids' swim coach, and became interested in the prospect of rowing an 'Erg' on the tug." ("Erg," short for Ergometer, is a specialized rowing machine made by a Vermont company called Concept 2.) Leen learned how to safely and effectively use the Erg by watching YouTube videos and reading advice on the manufacturer's website. He brought the machine aboard the *Gramma Lee* in 2008 and has worked out on it regularly ever since. When Leen began his regular workout regimen, Joe Mottola took notice. "Every day, and I mean *every* day, Steve would get up several hours early off watch, put on his workout clothes and row on his Erg," Mottola says. "If it was hot out, he would row outside on the back deck in the sun; if it was cold out, he would carry the Erg below into the hall outside my stateroom and row there."

Leen was rowing 10 to 15 kilometers a day during this period, and rowed over one million meters while onboard the *Gramma Lee* in 2011, off watch and usually in the afternoon. “I get up at 1530 hours, row, shower and am ready for dinner and my watch by 1730,” he says. Outside of work, he continues to row on an Erg at home and with a boat on a nearby lake. He has dropped 53 pounds since starting his program of daily rowing.

Using the same strategy, Mottola has reaped even bigger weight-loss benefits. In January 2011, he was severely overweight; at five-feet-ten-inches tall, he weighed 380 pounds. It was a problem that had dogged him throughout his life — his weight was “an albatross...a literal burden to bear,” he says. He drove an SUV because it was the only car he fit in, and remodeled his home not because he needed an extra bathroom, but to avoid going up and down stairs. His clothes were the maximum size available at the big and tall shops. By the time he joined the *Gramma Lee*’s crew, he had “run out

logged his two-millionth meter — more than 1,200 miles of rowing. By May 2012, he weighed 240, having lost 140 pounds. Last June, he ran in a five-kilometer race.

In Virginia, some Moran Norfolk crews have formed similar cooperative initiatives, with similar results. Aboard the *Jean Turecamo*, Capt. Chris Wade, Relief Capt. Allen Johnson and mates Nick Dawes and Charlie Hughes have converted a spare room on the tug into an exercise facility. The makeshift gym features a treadmill, recumbent exercise bike, free weights, dumbbells, an exercise ball and elastic-band-style resistance trainers. Each man works out daily or every other day, as time permits, and averages two to four miles of walking or jogging a week. As a group, the crew actively provides moral support to its members. Wade, who was athletic in his youth and sought to regain some of that vigor when he turned 37, has trimmed pounds and boosted his energy and endurance, he says. Charlie Hughes was unhappy with



of excuses,” he says. Early in 2011, Mottola happened to broach the subject of his weight in a conversation with Leen. The two men maintained a congenial camaraderie, and Mottola felt comfortable sounding out his shipmate. He explained that with encouragement from his doctors and family, he had been working on shedding pounds for some time, without success. Hearing this, Leen offered Mottola the use of his rowing machine, and the first mate decided to give it a try: with coaching from Leen, he began rowing regularly that February. It was rough going at first, Mottola reflects — sitting on the Erg, he could not even bring his knees together — but he pushed on. In time, he began making such solid progress that he had to keep a leather punch handy so that he could take in his belt a notch each time he lost significant weight. On December 18, 2011, Mottola

his weight, and shed 40 pounds through exercise and smart nutrition. Elsewhere in the Norfolk fleet, Capt. Aaron West, chief engineer Chris West (no relation) and mate Josh Wiggins of the *Lizzy B. Moran* complete three- to four-mile walks an average of a few times a week. Capt. David Clark of the *April Moran* regularly runs and lifts weights, as does the tug’s entire crew. By special permission, Capt. Mike Gilbert of the *Marci Moran* exercises regularly at a gym at the Naval base in Hampton Roads. Much like the *Gramma Lee*’s crew, these crewmembers support each other’s efforts even when they are not exercising together. In Norfolk, however, the involvement of multiple crews on different vessels creates the added advantage of a wider collegial network. Word of interesting accomplishments tends to travel through the fleet’s grapevine, with the dockside buzz providing encouragement and serving as a freewheeling forum for useful news and information.

These things have a way of snowballing, and both the New York and Norfolk crews now practice healthy nutrition as well. In both ports, the healthy eating initiatives grew out of casual conversa-

Above: Photographer Will Van Dorp captured chief engineer Steve Leen of the *Gramma Lee T. Moran* as he rowed on the tug’s main deck in New York Harbor in 2009.

tions in which crewmembers compared notes on the subject. Eventually, people decided to collaborate, with the idea of generating enhanced moral support and more adventuresome menu choices. Onboard the *Gramma Lee* there was no talk of diets, Joe Mottola says, just “good foods and bad foods; power foods and foolish foods. We started eating the power foods, laying off the carbs, and I slowly started embracing a healthy lifestyle. It wasn’t hard to do because I did it casually, over time. I had — and have — an incredibly supportive crew.”

The crew’s cooperative ethos aboard the *Gramma Lee* developed with a kind of slow-burning spontaneity, as an extension of the crewmembers’ personal choices, but it now seems to evoke the energy and conviction of a movement. Leen and Mottola are its most vocal spokespersons. Capt. Stroud, for his part, championed the cause; when he noticed that a shared dedication to fitness was fueling mounting solidarity among the crew, he joined the action and fanned the flames.

“Capt. Stroud’s support for this crazy rowing and healthy-choice boat life” has been bedrock to the effort, Mottola says. Stroud had never before pursued an exercise program aboard a tug, but he now keeps a mini-stair-stepper onboard. The device looks deceptively effortless to use — like a dual foot-pedal accessory for some other machine — but it commands effort ranging from vigorous to highly strenuous, in accordance with a user’s settings.

The *Gramma Lee*’s crew coordinates its exercise-related activities informally, by word of mouth. Its chief agent of motivation, after self-motivation, is camaraderie. Mealtimes aboard the tug, however, are an organized affair — a morale-boosting powwow, mixing stimulating conversation and the inevitable witty banter. With a nod to the healthy life, Kapperman is the chief cook and meal planner. He makes good grub, the crew says, and replaced much of the beef and pork in the tug’s menus with turkey, a lower-fat alternative. He keeps sodium to a minimum, as do the other

crewmembers on their own time. Capt. Stroud lends a hand by preparing homemade soups from healthy stocks. Remarkably, everyone in the crew has largely eliminated cane sugar from his diet, and has switched from soda to naturally flavored seltzers, and from chips to unsalted nuts. “We all eat lots of fresh fruit, whole grain cereal, and low-fat milk,” says Mottola. He summarizes thusly:

“We cook healthy, we work out, we only buy foods that are good for you. Our indulgences are honey-wheat pretzels and almonds. There are no sweets on board.”

Steve Leen offers *this* advice:

“Right from the grub shop, don’t buy food that



Above, clockwise from left: Joe Mottola vacationing in March 2011; with his motorcycle in April 2012; and after finishing a 5K run in June 2012. Opposite page, the *Gramma Lee T. Moran* crew in February 2013. Left to right: Joe Mottola, Capt. Carl Stroud, Steve Leen, and Chris Kapperman.

you know is not good for you; easy swaps shave pounds and lower blood pressure — the biggest thing mariners can do to improve their health when working within the constraints of a watch system is to remember the three C's: choice, choice, and choice.

“The habits we’ve adopted may not suit everyone,” Leen adds. “Nutritional and exercise regimens only make sense relative to a person’s individual situation. People should talk to their doctors before making big changes in diet or beginning an exercise program,” he says, sounding unintentionally like an advertising disclaimer.

In the matter of nutrition, the cooperative spi-

fitness and safety, questions regarding roles and responsibilities are becoming more pressing. CEMS represents the epitome of current wisdom on the subject, but it is only one of numerous possible steps that could be taken to reduce accidents and bolster the health of mariners. The *Gramma Lee* and Norfolk crews were aware of all this when they took it upon themselves to exercise regularly, eat well and pool their knowledge, but it is clear that they acted mostly out of deeply held personal convictions; no military commander or corporate manager directed them to engage with the challenge, or to inform the effort with research. In addition, *TowLine’s* interviews with numer-




rit aboard the *Gramma Lee* is paralleled by the activities of the Norfolk crews. On the *Jean Turecamo*, for instance, Charlie Hughes nailed his major weight loss partly by reducing his intake of carbohydrates and sugar. Hughes’s success assuredly was aided by the company he keeps: his shipmates, as well as his colleagues aboard the *Lizzy B. Moran* and *Kaye E. Moran*, all eat diets low in fat, sugar and salt.

Viewed in historical perspective, the self-initiative of these New York and Norfolk crews is emblematic of the progress mariners have made in health and working conditions over the past two centuries. In the United States, a succession of key reforms driven by Congress, the Coast Guard, industry organizations, unions and shipping companies themselves has done much to improve working conditions for mariners since the steam age. At the same time, today’s public health trends and advances in medical science are presenting increasingly complex challenges for mariners and their employers; as the industry learns in deepening detail about the relationship between health,

ous crewmembers revealed that they are applying savvy moderation in their nutritional choices and exercise regimens — they knowingly sidestep fad diets and popular medical/scientific fallacies that can undermine health by pushing people toward unwise extremes. It remains to be seen whether these facts herald the beginning of a positive new trend at sea — but they do reflect well on the professionalism of mariners, even as shipboard conditions such as motion, limited space, and the time constraints of watch standing pose challenges to anyone seeking to exercise regularly aboard a small vessel.

“However tight the spaces on a tugboat may be, there is always time and space to exercise,” Steve Leen says. “You’ve got 12 hours off watch, no commutes, and enough room to do something. A daily 40-minute workout will make an amazing difference in the way you feel, your energy level, and how well you sleep.”

And there are no side effects, unless you count the sly nickname that now clings to Joe Mottola. His shipmates call him “Rowseph”. 

Lizzy B. Moran Is Christened in Maine

Elizabeth Backus Barker says that she brimmed with excitement when she learned that she was to be the namesake of a new Moran tug. She is not the first accomplished woman to be given the honor, but Lizzy, as her family called her growing up, has always had a special relationship with the water.

Ms. Barker, who now goes by “Liz”, was born in Ann Arbor, Michigan in 1977. She attended high school in Springfield, Ohio, and spent many summers in Vermilion, Ohio on the banks of Lake Erie. There, with family and friends, she learned the ways of wind and water sailing and became an experienced sailor. An interest in competitive sailing eventually led her to St. Mary’s College of Maryland, where she was named to the Honorable Mention All-America Team in 1998. She received her Bachelor of Arts in Sociology and Anthropology from St. Mary’s in 1999, and continued to sail competitively as an avocation. At this writing she has sailed in five Rolex International Women’s Keelboat Championships, and, with her teammates Kate Keane and Jayme Ward, received the The Frances McElwain Wakeman Sportsmanship Award at the 2011 U.S. Women’s Sailing Championships.

Liz has been married to Mark W. Barker, the president of Interlake Steamship Co., for eight years. The couple lives in Rocky River, Ohio with their sons Luke, aged six, and Eli, aged four, and the family dog, Tug.


The *Lizzy B. Moran* was christened on November 19, 2010 at the Washburn & Doughty shipyard in East Boothbay, Maine. Liz Barker’s younger sister, Sarah Midgley Kline, stood as sponsor for the honors; she has been not only a sister, but also a sailing crewmate and dear friend, Liz said. Ms. Kline broke the traditional bottle of “bubbly” over the tug’s bow and sent the vessel down the greased ways with a grin and a prayer.

The *Lizzy B. Moran* was designed and built by Washburn & Doughty as a twin screw, reverse tractor tug. It is 92-feet in length overall, with a 32-foot beam. Like all 92-foot FiFi-equipped tugs built for Moran, the *Lizzy B.* has an enlarged

deckhouse compared with Moran’s earlier classes of Z-drive tractors. The tug is powered by two MTU Model 16V4000, M61 diesel engines delivering a combined horsepower of 5,100 to twin Schottel Model 1215 Z-drives.

For auxiliary power the *Lizzy B.* has two John Deere 99 kW generators. The tug features ABS FiFi Class-1 firefighting capability; powered by two Caterpillar pump engines, its monitors can deliver a 12,000 gallon-per-minute torrent.

The *Lizzy B. Moran* will serve the Port of Norfolk [for news highlights about the *Lizzy*, see the additional articles elsewhere in this issue].

The tug’s general specifications are:
 Length overall: 92 feet
 Beam: 32 feet
 Draft, loaded: (Aft) 14 (max.)
 Main engines: (2) MTU, 16V4000, M61
 Z-drive model: (2) Schottel SRP 1215
 Generators: (2) John Deere 6068, 99 kW
 Firefighting pump engines: (2) Caterpillar C18, 12,000 GPM 



At right: Liz Barker aboard the *Lizzy B. Moran* at its christening.

James A. Moran Is Christened, Raising the Bar for Crew Accommodations

The tugboat *James A. Moran* was christened on October 27, 2011 at the Washburn & Doughty shipyard in East Boothbay, Maine, marking the beginning of a new class of escort tug for Moran. The new 93-footer, which follows in the wake of a successful series of 92-foot tugs built for Moran by Washburn & Doughty, is the twenty-third Moran tug built by the yard.

Addressing the event's crowd of well-wishers prior to the launch, Bruce Doughty, president of Washburn & Doughty, said, "Moran has brought



more jobs to East Boothbay over the last few years than any politician is ever going to bring." His comment was met with smiles and applause by all present, including Moran's chairman and CEO, Paul R. Tregurtha, who later confirmed that as of that day Moran had three more new tugs under construction at the yard.

The *James A. Moran* is named for James A. Barker, the son of Mr. Tregurtha's longtime business partner James R. Barker. Born in Cleveland, Ohio, the younger Mr. Barker (who goes by Jim) graduated from Franklin Pierce University and spent much of his youth in Darien, Connecticut, where he was an All-State football player. Never far from the water, Jim also lobstered before becoming involved in shipbuilding. He now runs the passenger ferry company Seastreak.

The christening honors for the *James A. Moran* went to Jim's wife, April Barker. Mrs. Barker, who

also grew up in Darien, is a graduate of the University of Vermont and Case Western Reserve University. She is an avid football fan, and the first woman to be named director of the Darien Junior Football League. She and Jim have three sons.

The *James A. Moran* sets a new standard for Moran's growing fleet of Z-drive escort tugs, not only with exceptional tracking capabilities owing to its deep forward keel, but also by virtue of its broad, 38-foot beam. Moran opted for the wide beam to increase stability in support of the tug's 6,000 horsepower. The company had also become aware, through employee surveys, that Moran crews would value more living space onboard vessels. Finding such space within the architecture of Moran's previous Z-drive class would have been impossible, given the older design's narrower beam and its inclusion of FiFi equipment. The *James A.* was therefore designed with a new hull form, which readily enabled a substantial expansion of crew quarters. The upgrades include an expanded galley, larger crew cabins and a day-head.

Up in the wheelhouse, visibility has been dramatically improved, with 5-foot-deep pilothouse windows replacing the 3-foot design of Moran's older tugs. And while it is virtually the same overall length as Moran's earlier, 5,000-hp 92-footers, the 6,000-hp *James A. Moran* is deeper in the stern, to accommodate larger, heavier drive units.

The *James A.* will serve in the port of Savannah. Moran's partnership with Washburn & Doughty in designing and building the tug leaves both companies squarely situated in the top tier of tugboat innovators worldwide.

The *James A. Moran*'s general specifications are:
Length overall: 93 feet
Beam: 38'
Draft, loaded: (Aft) 17' (max.)
Horsepower: 6,000 (continuous)
Main engines: (2) MTU, 16V4000, M63L, Tier 2
Z-drive model: (2) Schottel SRP 1515-FP
Fuel capacity: 28,000 gallons
Line winch, bow: Markey DEPC-48 w/ 9" X 400'
Samson Amsteel Blue Line (12 X 12) with 100' pennant of same material
Capstan, stern: Markey CEW-60
[For additional information and photos, see the article on page 4 of this issue.]



At left: James A. Barker and his wife April at a pre-launch party for the *James A. Moran*.

Mark Moran, Whose Namesake Is Brother to James A. Moran's, Is Christened

On March 8, 2012, for the second time within a five-month period, members of the Barker family gathered at the Washburn & Doughty (WD) shipyard in East Boothbay, Maine to celebrate the christening of a tugboat named for one of their own. The *Mark Moran*, a docking and escort tug, was launched at high tide. The tug is named after Mark Barker, the younger brother of James A. Barker, the namesake of the *James A. Moran*, which was launched at the WD shipyard in October 2011. The brothers are sons of James R. Barker, Moran's vice chairman.

Mark Barker is president of the Interlake Steamship Co., and serves as executive vice president of Mormac Marine Group. Together with its affiliate Lakes Shipping Co., of Richfield, Ohio, Interlake operates nine Great Lakes vessels, including four 1,000-foot, 127,000-ton self-unloading bulk carriers. Interlake is also affiliated with Mormac Marine Group, Moran Transportation, and Seastreak, an operator of high-speed ferry lines connecting points in New York, New Jersey, and Massachusetts.

Mr. Barker also serves on the boards of Moran Towing Corporation, the Great Lakes Historical Society, and Great Lakes Science Center, and holds a seat on the Council of the American Bureau of Shipping. He was educated at SUNY Maritime, where he earned a BE in Marine Engineering and an Unlimited Third Assistant Engineer license, and at Case Western Reserve University's Weatherhead School of Management, from which he holds an MBA. He lives in Rocky River, Ohio with his wife Elizabeth and two sons.

Measuring 86 feet in length, the *Mark Moran*, a *Capt. Jimmy T. Moran*-class tug, is a shorter vessel than the 93-foot *James A. Moran*, but features a similar broad beam. The beams on both tugs are wider than those of Moran's previous Z-drive classes. The wider design not only allows more horsepower, but also enhances stability and enables more spacious crew accommodations, along with improved overall comfort. The *Mark Moran's* architects used the extra space to expand the galley and mess area, crew cabins, and heads.

To maximize space in the *Mark Moran's* engine room, Moran chose MTU engines, which have a smaller footprint than other marine diesel engines of comparable horsepower. The resulting extra space makes the tug's engines and other machinery easier to monitor and access while operating, and simplifies routine maintenance and repair. These advantages greatly improve working condi-

tions below. The design of the tug's poop deck also opens up space below, increasing the freeboard aft and allowing exceptional headroom in the machinery space housing the stern drives.

Another advantageous design feature of the *Mark Moran* is its so-called "keel window," a hollow



opening at the aft end of the keel. The skeg void is filled with cooling water for the tug's generators, and serves as a keel cooler. To enhance the tug's indirect towing forces and overall maneuverability, the forward-mounted skeg helps keep the lateral center of area of the underwater hull as far forward as possible.

As versatile as it is comfortable, the *Mark Moran* will proudly serve in the Port of Baltimore, becoming Moran's second Z-drive ship docking and escort tug at the port.

The tug's specifications are:

Length, overall: 86 feet

Beam: 36'

Draft, loaded: 14'9"

Horsepower: 5,100 (continuous)

Main engines: (2) MTU, 16V4000, M61, Tier 2

Z-drives: (2) Schottel model SRP 1215 FP

Fuel capacity: 30,668 gallons

Line winch, bow: Markey DEPC-48 w. 9" X 500'

Amsteel Blue Line

Capstan, stern: Markey CEW-60

[For additional information and photos, see the article on page 3 of this issue.]



Above: Mark Barker with his sons, admiring the *Mark Moran* shortly before its launching.

Katie T. Moran Is Christened in East Boothbay

The ship docking and escort tug *Katie T. Moran* was christened on July 26, 2012 at the Washburn & Doughty shipyard in East Boothbay, Maine. The new tug, designed by Jensen Maritime Consultants, of Seattle, Washington, is named for Katie Tregurtha, the daughter of Moran president Ted Tregurtha and his wife Marci. Katie is the granddaughter of Moran chairman and CEO Paul Tregurtha and his wife Lee.


A 2009 graduate of Ridgefield High School in Connecticut, Katie is a senior at Cornell University, where she is pursuing a double major in psychology and Honors English. She is a member of Delta Gamma sorority, and volunteers for a mentoring program through the Ithaca, New York 4H program. In addition to her studies, Katie enjoys playing tennis and reading.

Katie's mother Marci broke the traditional bot-

tle of champagne on the new tug's bow, to a chorus of cheers and applause. The ovation continued as the vessel slid down the ways and splashed down in high tide on the Damariscotta River.

The *Katie T. Moran* is 86 feet overall, with a beam of 36 feet and a fully loaded draft of 16 feet. Like other tugs designed for Moran by Jensen Maritime, the *Katie T.* has been designed with crew comfort in mind; her crew accommodations match those of the *Mark Moran*, which accommodates six and was christened at this same shipyard earlier in 2012.

The tug has a window keel for ease of drydocking and a forward skeg to ensure lateral stability. She is powered by twin Detroit Diesel 16V4000, M61s, which are Tier 2 engines, delivering 5,100 (continuous) horsepower to two Schottel SRP 1215FP Z-drives. Bollard pull is 68 short tons. The *Katie T.*'s deck equipment includes a Markey foredeck winch.

The *Katie T. Moran* will serve in the Moran Norfolk fleet. 

Below: The *Katie T. Moran* as it slid down the ways at the Washburn & Doughty shipyard.

Inset: Katie Tregurtha.



Annabelle Dorothy Moran, a Tractor Tug, Is Christened

Moran's newest Z-drive docking and escort tug, the *Annabelle Dorothy Moran*, was launched into the Damariscotta River from the Washburn & Doughty Associates shipyard in East Boothbay, Maine on October 19, 2012.

The tug is named for Annabelle Dorothy Croskey, the daughter of Dory and Tom Croskey and granddaughter of Lee and Paul Tregurtha. Annabelle is from Shorewood, Minnesota. She graduated summa cum laude from Minnetonka High School in 2011 and is currently in her sophomore year at Cornell University, where she is studying biology and psychology. A member of Alpha Phi sorority, Ms. Croskey is also an all-around athlete who enjoys running, tennis, and soccer. She completed her first marathon in Duluth, Minnesota, in June 2012, finishing in four hours and twenty minutes.


On the eve of the christening, family and friends gathered at Boothbay Harbor's Thistle Inn to share dinner; the party has become something of a pre-launch tradition for Moran's Maine christenings. The following afternoon, guests toured the impressive new tug as shipyard workers prepared for the launch. With high tide approaching, the festivities turned to the familiar rite of speech-

making, including remarks by Washburn & Doughty partner Bruce Doughty, Moran chairman and CEO Paul Tregurtha, and Moran president Ted Tregurtha. The mood was buoyant: here were two companies whose association has produced a fleet of remarkable vessels — this latest one a sleek *Capt. Jimmy T. Moran*-class tug — adding yet another asset.

Captain James Tregurtha, the brother of Paul, joined the celebration as a special guest. A veteran submarine commander, he is himself the namesake of a Moran tug, the *Capt. Jimmy T. Moran*.

Dory Croskey did the christening honors, with a blessing and the traditional breaking of the bottle on the new tug's stem. Moments later, the *Annabelle Dorothy Moran* was afloat on the river, having slid effortlessly down the slick ways.

Designed by Jensen Maritime Consultants of Seattle, Washington, *Annabelle Dorothy Moran* is the 26th tug built for Moran by Washburn & Doughty. The tug is 86 feet overall with a 36-foot beam and a draft of 14'9". Powered by twin EMD16V4000 M61 Tier 2 engines driving two Schottel SRP 1215 FP azimuthing stern drives, it is rated A-1 Towing, AMS, escort rated. The foredeck winch is by Markey. The tug's bollard pull is 132,240 lbs.

Following sea trials, the *Annabelle Dorothy Moran* joined the *Mark Moran* and the *Harriet Moran* in serving the Port of Baltimore. 

Below: The *Annabelle Dorothy Moran* after launching. Inset, Annabelle Dorothy Croskey.



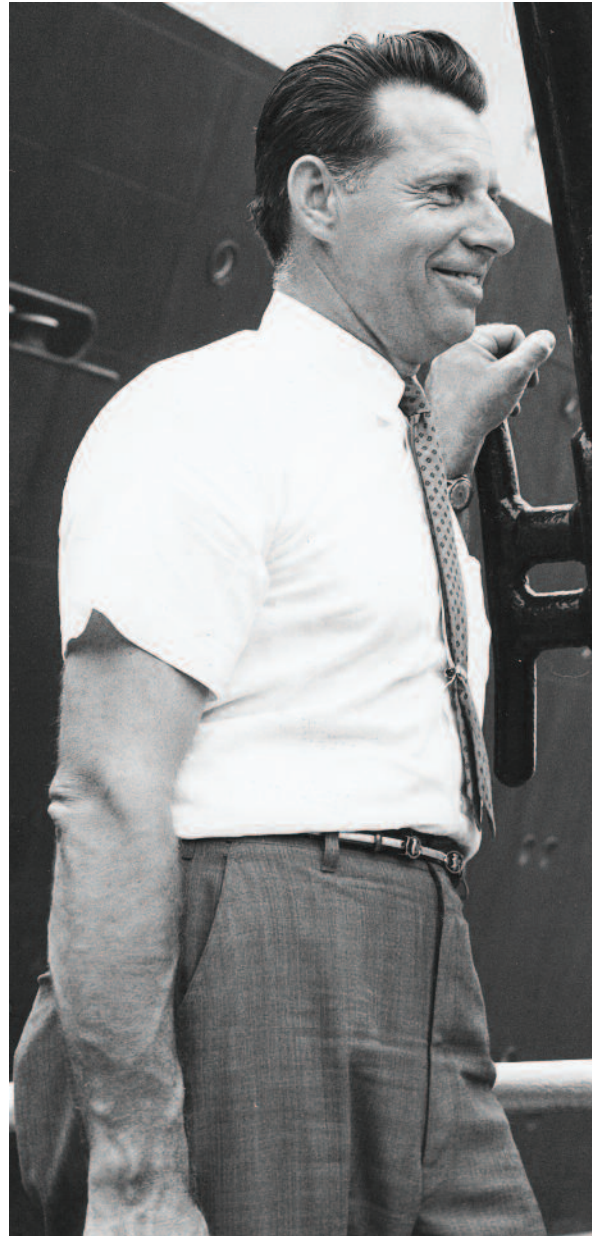
Grover Sanschagrín, 1920–2010: An Appreciation

When authoritative people in the maritime industry reminisce about working with Grover Sanschagrín, they often speak in superlatives. Captain John Burton-Hall of the *Queen Elizabeth 2* called Capt. Sanschagrín, who died in October 2010 at the age of 90, “the best pilot on the river.” Capt. Robert Flannery, president of the Metro Pilots Association, called him “the most respected man in New York Harbor,” and “a living legend” (the quotes are from a *Newsday* obituary).

To inquire into Grover Sanschagrín’s professional life and times is to learn that neither Capt. Burton-Hall nor Capt. Flannery was exaggerating. “They used to call him ‘The Maestro,’” Capt. Flannery has said, “because he rode a ship like a maestro conducts an orchestra. There was nobody better.”

What to make of such free-flowing praise? Well, to begin with, the musical metaphor favored by Capt. Sanschagrín’s admirers can be expanded. Grover Sanschagrín — like another celebrated “maestro,” by the name of Mozart — was born into a family that was practicing the profession in which he would later display prodigious gifts. Mozart, who first played the clavier at the age of four and composed at the age of five, had a father and an older sister who were musicians. Capt. Sanschagrín, who worked his first watch on a barge at age 14 — comparably early, by maritime standards — had a father who was a tug and barge captain working the canals in upstate New York, and a grandfather who was a seaman. Grover’s son Dennis Sanschagrín says that his father was in fact born on a barge, in Canada. One can only speculate about the role early childhood experiences might have played in forming Grover’s preternatural talent, but such beginnings can’t help but seem significant when viewed through the prism of the career that followed.

Grover Sanschagrín worked for Moran for 64 years. His family had moved to New York City when he was around 10 years old, and as a teenager he had apprenticed on barges for his brother-in-law while attending P.S. 29 in Manhattan during the winters. He worked his way up to barge captain, and then became a deckhand and mate on tugs. His career at Moran was the result of chance: he was working for the Meseck Towing



Company of New York City when Moran happened to purchase it. The first Moran-insignia tug on which Dennis remembers his father working was the *Alice M. Moran*, a steam tug that tied up at

Above: Capt. Grover Sanschagrín in an undated photograph from the 1960s.

23rd Street in Brooklyn. Moran wasted no time in recognizing Sanschagrín's gifts, and by the age of 23 he had become captain of a tugboat. Not long afterward, in 1953, he set his sights on becoming a docking pilot. His interest and ambition were pointedly specific: he wanted to direct ships in and out of their slips, and had no interest in piloting escort runs. He liked the challenge of maneuvering "where inches count," he once said. Moran threw the full weight of its support behind him, and once Sanschagrín secured the necessary licensing the company promoted him to docking pilot in the Port of New York/New Jersey.

The rest, as the saying goes, is history. Appointed the youngest docking pilot in the history of New York Harbor, Capt. Sanschagrín embarked on a career in which he guided more than 40,000 ships to their berths, says Ned Moran, Moran's senior vice president of harbor operations. He was the most sought-after docking pilot in New York Harbor. "[He] docked more ships in New York than anyone else ever has, and it doesn't appear to me that record is ever going to be broken, given his tremendously long time on the job," Mr. Moran told *Newsday* in 2010. (The reduced number of ships docking in New York in recent years was also a factor, Mr. Moran added.) "His safety record was perfection. Not a single accident was ever attributed to Capt. Sanschagrín's commands," Mr. Moran said.

Capt. Sanschagrín's knowledge of river terrain and tidal behavior in New York Harbor was by all accounts encyclopedic, and unrivaled in its fluency and depth of detail. Like all docking pilots, he had assiduously studied charts, Dennis Sanschagrín says, "but piloting is a profession in which there is no substitute for experience." By the time Grover's

career reached maturity, "he had it all in his head," Dennis reflects. And there was a second key ingredient in Grover's success: his demeanor. "He was calm, he was thoughtful, he was a clear com-

municator and he never, never got flustered," Mr. Moran has said. Capt. Bob Stewart, who was a Moran tug captain in New York Harbor for a number of years, often worked with Capt. Sanschagrín and remembers him as a personality that left an indelible impression. "He was a pleasure to work with — calm and precise, and always a gentleman. We would do anything [any maneuver] he asked — that's how much we trusted him." Dennis Sanschagrín, who worked for Moran as a dispatcher and was also its marine superintendent, says that his father's signature combination of consummate skill and cool-headed affability won him the friendship and respect of countless colleagues and co-workers. Repeatedly featured on camera in a History Channel documentary on the tugboat industry, Grover Sanschagrín may have been the closest thing to a "rock star" the sedately grounded maritime industry has ever produced. Once, Dennis recalls, he accompanied his father as he boarded the *S.S. Rotterdam*, about to guide the ship out of a slip along the Hudson River. At the time, pilots usually wore a suit and tie to work. Grover had a fondness for fedoras as well, and always came to work impeccably turned out. The young Dennis Sanschagrín was impressed as a crowd of long-shoremen on the dock parted to make way for his father, as if Grover were a revered

visiting dignitary. This was not mere politeness, Dennis observes; these hardboiled men, who were not known for indiscriminately lavishing courtliness on any well-dressed nabob who happened to wander by, knew who Grover was. Their com-

“
They used
to call
him ‘The
Maestro’,
because
he rode a
ship like
a maestro
conducts an
orchestra.
”

portment in this instance was something akin to a salute.


Capt. Sanschagrín was often the docking pilot, and Moran's ambassador, for voyages of some of the great new passenger liners of his day — magnificent ships like the *S.S. France*, the *Rotterdam*, and Cunard's *Queen Elizabeth 2*. He regularly docked older, established legends like the *Queen Mary*, the *Queen Elizabeth* and the *S.S. United States* as well. And he of course guided numberless container ships, ROROs and other freighters — the less glamorous but equally essential cargo sector. Cunard insisted that Sanschagrín be the docking pilot assigned to all of its ships calling at New York. Still another maritime institution, the United States Navy, stipulated that Sanschagrín was to be the assigned docking pilot for all of its aircraft carriers transiting through New York's Verrazano Narrows. Dennis Sanschagrín and Capt. Stewart recall that from around the 1950s through the early '70s, the Navy would occasionally send decommissioned aircraft carriers up from Hampton Roads, Virginia, to Kearny Point, New Jersey for shipbreaking. On one such run, Grover and Bob Nielsen, another well-regarded Moran docking pilot, boarded a carrier when it reached the Narrows. Aircraft carriers retired during that era ranged to a maximum length of about 888 feet, with beams that reached a maximum of 147 feet. They were already being surpassed in size by luxury liners like the *France*, but were still quite a handful in Newark Bay. At the time, ships on the final approach to Kearny had to pass under a railroad drawbridge, the Newark Bay Drawbridge (not to be confused with the Newark Bay Bridge, a much larger structure in use today). The carrier that Sanschagrín and Nielsen were piloting, moving in formation with Moran's towing and escorting tugs, would have a hair-raising four to five feet of clearance on either side of the ship as it transited under the bridge: the mariners would in effect be threading an infrastructural needle with a waterborne object displacing approximately 30 tons. One wrong move, and they might deal who-knows-what damage to the bridge supports. Sanschagrín and Nielsen had stationed themselves on either side of the flight deck, recalls Stewart, who was captaining one of the seven tugs that were servicing the carrier (five had joined the original towing and escort tugs in the Narrows; they peeled off before the drawbridge and later rejoined the formation). This was the only time, Stewart says, that he ever heard any variation in Grover's famously steady baritone: for just a fleeting half-second, the voice seemed to hit the soprano register. But it was not enough of a squeak to betray serious nervousness, and the men eased the hulking ship through without incident.

Interestingly, the carrier docking did not represent the ultimate level of difficulty for Grover and

his minions. A good candidate for that distinction might be a dead ship tow that stands out in Dennis Sanschagrín's memory. The trip was from Montreal to Sturgeon Bay, Wisconsin via the St. Lawrence Seaway and the Great Lakes. The ship, a decommissioned Maersk freighter, was to be towed by the *Sheila Moran* and *Amy Moran*, carrying a combined crew of fifteen, to a shipyard in Sturgeon Bay for refurbishing. It would then be donated as a training vessel to SUNY Maritime College, in Fort Schuyler, New York. Towing a dead ship is no cruise, even in calm weather on open sea; in the Seaway locks, and on the Welland Canals and the windswept Great Lakes, it is the kind of seesawing arabesque that gives mariners the heebie-jeebies. As if the dauntingly intricate line-handling challenges weren't enough, the formation encountered a fierce storm on Lake Ontario, and had to sit out the danger until it was safe to proceed. Dennis, who was on the ship's bridge with Grover, vividly remembers the sheer complexity of it all. Once again, the transport of the ship was completed without incident.

Stories about Grover abound, forming a vivid oral history of a career built on unsurpassed nautical skill tempered by an easygoing command style. His genial confidence was infectious; he could be downright mesmerizing. These qualities made him a magnet for the industry's most demanding or important assignments. Executives, dispatchers and captains constantly asked for him. One week he'd be in Nassau, the Bahamas, acting as a consultant to Holland America or some other cruise line that needed to figure out the best approach for its liners docking in the region. The next, there he'd be on the East River, guiding fully loaded tankers with a 30–35-foot draft all the way up through Hell Gate. You had to hit Hell Gate at slack water, Dennis recalls. Asked whether his father had a vulnerable side, he replies that “[Grover] served in the Second World War, but never talked about it.”

Grover lived with his family in Oyster Bay, New York. He was married to his wife Jacqueline for more than 30 years, and between them they had eight children, 24 grandchildren and 19 great-grandchildren. When Grover was not working at his maritime job, he liked to work with wood, his sons say. He was an accomplished carpenter, who built his own house and crafted numerous pieces of furniture. A month before he died, he had gutted a bathroom in his family home and was retiling it. A man of seemingly boundless energy, he was also a partner in his son Grover Jr.'s restaurant, Grover's, in Locust Valley, New York.

Capt. Sanschagrín continued to consult for Moran after he retired. In the wake of his unparalleled service, he left a noble professional legacy: the many people he mentored and inspired. It sprang from a life well lived. 

Paul Tregurtha and James Barker Receive Silver Bell Awards

The Seamen's Church Institute (SCI) jointly honored Paul R. Tregurtha and James R. Barker with its Silver Bell Award last June 7th, at the 35th Annual Silver Bell Awards Dinner in New York City. The event, a charity fundraiser entitled "Unsung Heroes", saluted multitudes of maritime industry workers whose contributions to the daily lives of average citizens are often overlooked. Mr. Tregurtha, who is Chairman and Chief Executive Officer of Moran, and Mr. Barker, who is Chief Executive Officer of Interlake Steamship Company, were feted for their longtime championship of the cause.

The two men are longstanding partners in Mormac Marine Group, Moran, Interlake, and Seastreak. They shared the Silver Bell limelight with a third honoree, the Right Rev. Mark S. Sisk, who received a Distinguished Service Award. All three men made speeches.

The Silver Bell dinner is traditionally a warm and lighthearted interlude for honorees and guests, who relish unwinding in its breezy atmosphere away from workday pressures. In his remarks for the occasion, Mr. Tregurtha recounted how he and Mr. Barker were college buddies at Harvard Business School, whose paths diverged after graduation. They were reunited when Mr. Tregurtha joined Moore McCormack Resources, where Mr. Barker was chairman and CEO, as vice president and chief financial officer. Mr. Tregurtha later became president and chief operating officer. After 1988, the two executives joined in their own company, Mormac Marine Group. Neither man could have guessed that, including their association at Moore McCormack, they would work together for more than 40 years and counting. The partnership has far exceeded the typical lifespan of such relationships in the business world, Mr. Tregurtha said, and he and Mr. Barker have benefitted greatly from combining their knowledge and experience in the shipping and natural resources industries.

The evening's 800 guests included many maritime industry luminaries, and the crowd needed no introduction to Moran's and Interlake's reputations. In their welcoming remarks, Richard T. du

Moulin and Bruce Paulson of SCI steered clear of historicizing, as did Messrs. Tregurtha and Barker in their speeches. They instead marked the occasion by reflecting on how recent corporate consolidation and modernization at Moran and Interlake typify the hard work of the entire maritime industry. Expanded roles for safety management, information technology, and marine technology have enhanced the capabilities and culture of both companies, and indeed the industry itself, Mr. Tregurtha said. He went on to thank SCI for providing training, safety and care that give the industry "happier, better-trained crews." Both he and Mr. Barker highlighted the importance of the industry's deeply ingrained, multifaceted services to the world of international commerce, and, by extension, the worlds of individual consumers.

The awards dinner raised a tidy \$865,000 in donations, which will be used to fund SCI's num-



erous programs supporting mariners and working waterfronts. The Institute's long history is legendary in the maritime world, and its mission has grown more diverse with time; its programs currently support not only seamen's rights and welfare — advocacy and services that have made it a haven for both local and visiting seamen — but also more global, universal issues like the thwarting of piracy and the promotion of maritime safety through training and education. ⚓

Above right: Paul Tregurtha and James Barker are flanked by The Rev. David M. Rider (left) and Richard du Moulin (right).

Bob Stewart, Moran Portsmouth Vice President and GM, Retires

Bob Stewart, who has been “messing about in boats” for the last seven decades, retired from his position at Moran last July 16 after 41 years of service to the company. The 80-year-old Mr. Stewart, a passionate sailor, skier, and professional mariner, is not planning to slow down.

Stewart, an alumnus of Boston University College of Liberal Arts, studied economics and went on to teach mathematics at a private school in Connecticut. He joined the United States Air Force in 1953, and after his discharge in 1956 took a break



to ski the slopes of France, Switzerland, and Austria. Upon returning to the United States, he took a job as an extra deckhand on a tug working an Oswego, New York to Chicago, Illinois run. The tug was the *Anne Moran*. Stewart also logged some tours that year on the *Nancy Moran*, working in Boston Harbor and on New Hampshire’s Piscataqua River. Not yet sure what he wanted career-wise, he left to take a job as a sales analyst with a firm in Boston. “It was boring,” he now says of that experience.

He decided to continue teaching, and earned a Masters degree in mathematics from Wesleyan University. He enjoyed the teaching profession, he says, but eventually found himself yearning to go back to sea. In 1971, he returned to Moran; this time, the hitch marked the beginning of a more than four-decade maritime career.

A natural sailor and seaman, Stewart came to Moran without any formal maritime training; he entered the industry, as the saying goes, “climbing up the hawsepipe.” He studied for his license “in various galleys during the midnight to 0600 watch,

the midwatch, and at home,” he says. The effort paid off: his first license was a 1,000-ton Mate, Freight and Towing ticket, which he received in 1973 along with a pilotage endorsement from Great Boars Head, New Hampshire to Sandy Hook, New Jersey. “I had to know every major light along that coast by heart,” he says. “And the exam was the most difficult test I have ever taken.”

His move to Portsmouth, New Hampshire came in November 1990. Living in Gloucester, Massachusetts, he had spent decades commuting to New York, Connecticut, and New Hampshire; finally, he was permanently assigned to Portsmouth. Assuming that the job would be on a tug, he was pleased to learn that he was to become general manager of the company’s operation in the port. He soon moved to Portsmouth, to be closer to the dock, and continues to live there today.

For an avid skier and sailor, the assignment to Portsmouth was a dream come true, Stewart recalls. Not only was he close to prime ski areas in the White Mountains, but he also could spend more time sailing his classic 43-foot pilothouse sloop, the *Adriane*. He recently stopped skiing — “Mostly out of boredom,” he says, “and I did not want to blow out my knees” — but he still actively sails and races. He has completed a number of Newport Bermuda and Marblehead Halifax Races, and raced in this year’s Newport Classic Yacht Regatta. He prefers offshore racing to day races; “I want the challenge of going somewhere, not just racing around the buoys,” he says.

At his retirement dinner last September in Stamford, Connecticut, Stewart basked in a deluxe send-off from his colleagues and friends at Moran. All of the company’s senior executives and port managers were there. Ned Moran presented him with an elegant clock, and a plaque that held a replica of the remote control Stewart had used for years to open the front gate at the Moran yard in Portsmouth.

Currently, Stewart is keeping busy with boat-related projects. He hopes to become a volunteer math tutor in the Portsmouth public school system this winter. Seasoned teaching experience, big-time mathematical mojo, and maybe even some seafaring yarns await any takers. ⚓

Above left: Bob Stewart in Portsmouth last September.

Pat Bennett Retires from Corporate Sales

Pat Bennett, a longtime member of Moran's sales team, retired in December 2012 after 31 years of service to the company.

Ms. Bennett joined Moran in 1981, as an administrative assistant at Curtis Bay Towing, which was then a wholly owned subsidiary of Moran. Working in Baltimore, she reported to Curtis Bay president Malcolm MacLeod, and worked closely with Paul Swensen in the Sales Department. Responsible for inside sales at Curtis Bay's home ports in Baltimore, Philadelphia and Norfolk, she rose within two years to the position of manager of international sales, and soon thereafter was promoted to assistant vice president. Working collaboratively with Moran's Connecticut-based sales team, she helped maintain a fertile network of



relationships, producing sales that contributed integrally to Moran's growth. One of her responsibilities was to liaise with Moran's network of independent foreign representatives, who fed her pivotal leads that she developed into contracts. The job required tenacity, she reflects. "Sometimes, you'd be chasing one ship — other times it might be four, from different companies, calling at different ports." Either way, she tirelessly worked her grapevine of contacts within Moran and the industry, keeping relationships well oiled and teasing out nuggets of information that translated to competitive advantage. She formed many close


friendships with agents and customers along the way, she says.

Her Rolodex file would soon fade into obsolescence, replaced by a personal computer. "I remember that when Ned Moran came to Baltimore in 1987 to replace Malcolm, who had become president of Moran, we were using ledger cards with customers' information. Ned recognized the value of what was then new technology, and ordered our first PC-based computer system." It fell to Ms. Bennett to help construct a Mid-Atlantic sales database using the new computer.

Curtis Bay was folded into the Moran brand in 1988, its tugs repainted and the Curtis Bay name retired. In 1999, Ned Moran moved back to Moran's corporate headquarters, becoming the company's senior vice president of harbor operations. Ms. Bennett decided to take a hiatus from sales, working for a year as *TowLine's* editor-in-chief. She later returned to the corporate sales team as a sales manager reporting to Jim Murray, Moran's vice president of sales, and continued in that capacity on a part-time basis for the next 12 years.

Over the years, she says, she observed many changes as Moran continued to grow, adding additional ports of service and state-of-the-art equipment to its fleet. "Moran is an innovative and progressive company that recognizes what is needed in order to remain competitive and respond to customer needs," she asserts knowingly. Amid the drumbeat of change, she says, there was also "a consistent element that thankfully never changed: Moran's business philosophy and integrity."

Looking back, she feels "gratitude, affection and pride," she says. "This is something people always say at their retirement, but I mean it sincerely. I'm extremely fortunate to have worked with Malcolm, Paul, Ned and Jim specifically, but I learned something from every employee at every port. Moran employs first-class people, and they feel more like family to me than fellow employees."

What will she be doing now that she's retired? Some hiking and biking with her husband along Maryland's Northern Central Railroad Trail, she says, and probably some volunteer work with the Maryland Rescue Dog Walkers Group. "Maybe even some travel," she says. 

The White House Names Capt. Bert Swink a Champion of Change

Bert Swink, a captain of the *Lizzy B. Moran*, has been named a White House Champion of Change. He is one of 20 men and women working in the U.S. transportation industry who received the honor at the start of National Transportation Week in May 2011. The honorees represent a diversity of careers within all modes of transportation.

Champions of Change is a White House program that acknowledges the contributions of individuals who, in the Administration's words,



“embody the concepts of ‘innovate, educate and build’”. The honor is bestowed on individuals from a broad swath of American life, within basic categories defined by the program. Capt. Swink is a Transportation honoree; other categories have included Small Business, Rural America, Veterans, NASA Innovators and Clean Energy, among many others.

The White House conducts “Winning the Future” Round-

tables for every category, in which all honorees are invited to participate. The Transportation roundtable was held May 16, 2011 at the White House. In a discussion led by Deputy Secretary of Transportation John Porcari, honorees and other participants focused on common challenges across the workforce, especially the creation of job opportunities and the maintaining of standards of excellence in transportation-related industries and professions.

Captain Swink used the opportunity to express the towing and marine transportation industry's appreciation for the Administration's support of the *Jones Act*, a Federal law that provides a foundation for domestic job opportunities for maritime workers. His remarks also highlighted the role the industry plays in delivering critical products, and the importance of ongoing education in maintain-

ing the safety and reliability of the industry and the nation's distribution system.

Captain Swink, a graduate of the United States Merchant Marine Academy, has worked in the industry for eleven years and has been with Moran for the last seven. He began at Moran as a deckhand, and rose to the rank of Captain. He is also a reserve officer in the U.S. Navy.

Ned Moran Appointed to the Marine Board of the National Research Council

Ned Moran, Moran's senior vice president in charge of harbor operations, has been appointed to the Marine Board, a branch of the Transportation Research Board (TRB) of the National Academies. The Academies — consisting of the National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine, and the National Research Council (NRC) — collectively act as an independent body of consultants advising the United States Congress on some of the Nation's most pressing scientific, medical and technical challenges. They are nonprofit, Congressionally chartered institutions.

The Transportation Research Board is a division of the NRC. It is staffed by experts from academia, private enterprise and the public sector, facilitating a mix of knowledge and perspectives emanating from both theoretical study and applied practice. The Academies' boards and committees are enormously influential; in the United States, they have been instrumental in expediting the launching of initiatives ranging from major innovations in transportation safety to the successful sequencing of the entire human genome.

The Marine Board, formed in 1965, is an internationally recognized source of expertise on maritime transportation and marine engineering and technology. It is tasked with providing evaluations and advice concerning safety, efficiency and environmental responsibility in the operation of the Nation's marine and maritime industries. Its activities include identifying research needs and providing a forum for the exchange of information. The Board's research and evaluations encompass new technologies, laws and regulations, economics, the environment, and other issues affecting marine transportation systems, port operations, coastal engineering and marine governance.

The Marine Board works in close cooperation with other NRC boards and Government agencies on areas of mutual interest. Recent activities and studies have covered such topics as: the Deepwater Horizon blowout and oil spill; naval engineering in the 21st Century; offshore wind energy installations; Aleutian Islands risk assessment; and worker safety on offshore energy structures.

Samantha Droop Attending the United States Naval Academy

Samantha Droop, the daughter of Ron Droop, Vice President and General Manager of Moran Savannah, was accepted at the United States Naval Academy last spring and is currently a plebe in the school's Class of 2016.

Compared with other institutions of higher learning, Annapolis, as the Academy is commonly known, has an exceptionally lengthy and rigorous admissions policy. To gain acceptance, candidates must not only meet elite academic standards and



complete an interview process, but also must receive a Congressional nomination and pass a physical. Students who agree to join the Navy or Marine Corps for a minimum of five years upon graduation receive a full scholarship; those who pursue other careers — the school prepares students for many — pay tuition. Students decide whether to accept a military commission at the commencement of their junior year.

Ms. Droop initially was pursued by Navy Tennis Coach Keith Puryear, who was eyeing her for the Academy's Division I team. She became increasingly interested in the Academy after visiting, and placed continued emphasis on the admissions process.

Now, after completing the school's traditional eight-week Plebe Summer program — a formidably demanding regimen of physical and military training rounded out by classroom studies — Samantha and her fellow Midshipman Plebes have become full-time students. Her current core curriculum includes Math, Chemistry, English, and

Seamanship I (the latter course includes training aboard a Yard Patrol boat). She also trains daily with the tennis team, and carries additional courses stemming from the Academy's regimental core requirements. With her strong math background, she plans to pursue an engineering major.


Samantha recently told her father that "Midshipmen work as a team and support each other in succeeding to be a leader." Annapolis's venerable alumni roster evinces the success of that spirit: it includes its share of leading engineers, as well as top military brass; a U.S. President; Cabinet members; ambassadors; congressmen; senators; state governors; an astronaut, and two Nobel Prize winners.

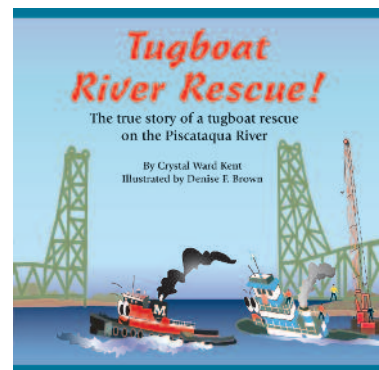
Crystal Ward Kent and Denise F. Brown Publish *Tugboat River Rescue!*, a Children's Book

Children's books about tugboats generally run the gamut from soft, squishy parables for the preschool-to-kindergarten set (think *Little Toot*) to grittier tales and industry portraits aimed at older children. Now, from the writer Crystal Ward Kent and illustrator Denise F. Brown, comes a fresh approach: a softcover that is essentially an illustrated piece of journalism for children. The book's subtitle says it all: *Tugboat River Rescue! The true story of a tugboat rescue on the Piscataqua River* is in fact pulled from 2012's news headlines.

Ms. Kent tells the story in captivating detail, enlivening its key background elements and consequential facts with mounting suspense and behind-the-scenes revelations. Her voice is that of a reporter more than a teacher or preacher, yet young minds will have no trouble grasping the story's inherent life lessons. The book is designed to appeal to a wide age range, although anyone reading it to young children may want to interject with explanations of its more advanced vocabulary — words like "upriver," for example.

Ms. Brown's illustrations are stylishly colorful and imaginative, featuring tugboats with eyes and mouths — the familiar, humanizing touch that engages very young children. The book also includes a separate section, after the illustrated story, containing actual photographs of the rescue.

Tugboat River Rescue! is available from amazon.com and other retailers; for additional information visit www.tugboatrescue.com. 



Milestones

Promotions

Chris Driver

Chris Driver was promoted in September 2012 to GVA (General Vessel Assistant) on the *Tracy Moran*. Chris is the younger brother of the late Sean Driver, who also worked as a GVA for Moran on its Navy-assigned tugs, until his sudden death while on vacation in North Carolina. Chris, who successfully studied on his own to get his AB endorsement, has worked as a deckhand on several Moran harbor tugs and on the *Lisa Moran*. In 2011, he rescued a recreational boater from drowning on the James River. He completed a robust Engine Room Training and Qualification program in 2012, and is currently qualified as a PIC (Person in Charge) and GVA on Washburn & Doughty-built tugs.

Retirements

Pat Bennett

A Moran Corporate Sales Manager
[See the story on page 40 of this issue.]

Mellard Bernard

Moran New York/New Jersey

Bob Patten

Moran's Controller
Mr. Patten retired in 2012.

Bob Stewart

Moran Portsmouth Vice President & General Manager
[See the story on page 39 of this issue.]

Robert E. Trainor

Moran Philadelphia

Industry Awards

The Crew of the *Lizzy B. Moran*

Winners of the Tugboatmen's Challenge

In October 2011, the crew of the *Lizzy B. Moran* took first place in the 4th Annual Tugboatmen's Challenge, sponsored by the Virginia Maritime Association (VMA) and the United States Coast Guard Sector Hampton Roads. Capt. Bert Swink, Capt. Aaron West, Chris West and Harry Bogan competed against 15 other four-man teams from area towing and transportation companies to take home the championship pennant (with associated bragging rights). The Challenge comprised five events: a heavy line throw and hawser pull; operation of a dewatering pump; a life ring toss; suiting-up in an immersion suit; and a short written assignment.

The competition was staged in conjunction with the 13th Annual Towing Vessel Safety Seminar, also sponsored by the VMA and USCG, at the U.S. Navy Farrier Firefighting School in Norfolk, Virginia.



Left to right: Capt. Bert Swink, Aaron West, and Chris West of the *Lizzy B. Moran*; Harry Bogan is not shown.

Deaths

Benjamin Beck

A Former Moran Vice President

Captain Benjamin Beck, a retired Moran vice president and general manager, died on July 27, 2012. He was 95.

Capt. Beck's career in the maritime industry was long, varied and fruitful. He spent fulfilling early years as a "blue water sailor" crewing on wind-jammers, and was a member of the International Association of Cape Horners, a distinction he was particularly proud of. He later served as a deck officer on Grace Line cruise ships, before the Second World War interrupted his career. Serving in the Navy, he fought valiantly in the Atlantic and Pacific theaters aboard the *USS Harris* and other ships, and participated in the invasion of Normandy. The Navy awarded him three Battle Stars for his service.

After the war, Capt. Beck left the deepwater industry for work aboard tugs, "probably to be closer to his growing family," his friend and former colleague Don Peck recalled. He joined Curtis Bay Towing of Maryland, initially operating the company's tugs in mid-Atlantic ports, and later taking a management position. "He often spoke of his years at sea, which had given him extensive knowledge and experience," Mr. Peck said. "It was an important asset when he spoke with ship owners and operators, planned tows, or investigated claims." Mr. Peck, who is now retired, served as operating manager under Capt. Beck, whom he

credits with helping him rise to the position of vice president and general manager.

Starting out in a shoreside operations position, Capt. Beck went on to become Curtis Bay's port manager for Baltimore; he also did a stint as port manager of Philadelphia for Curtis Bay Towing of Pennsylvania. When Curtis Bay was acquired by Moran in 1954, Beck moved with the company. At Moran, he rode a low-key management style to success. "His easygoing nature, and great sense of humor aided him in working with customers, and enabled him to calm tense situations," Mr. Peck said, adding that Capt. Beck "was very well read on a variety of subjects, and his writing skills were exceptional." Beck's tenure at Moran coincided with a period of sustained growth for Curtis Bay (Moran continued to operate the company with the Curtis Bay name, colors and blue diamond insignia.) Some older steam tugs were replaced with diesel vessels, and the company commissioned twin-screw tugs with the dual capability of harbor and oceangoing service. Curtis Bay was involved in numerous important construction projects, including the Chesapeake Bay Bridge.

In his leisure time, Capt. Beck was an avid weekend sailor and outdoorsman who enjoyed travelling. He travelled extensively throughout the United States, often taking road trips with his family, friends and co-workers. He was predeceased by two wives — Marie Ciminello Beck, and Margareth French Beck — and is survived by his four children, seven grandchildren and six great-grandchildren.

George H. Carlson

A Former Moran Electrician

George Carlson, a retired electrician who worked for Moran for 27 years before starting his own business, died in January 2012 at the age of 90.

Mr. Carlson worked at the Moran yard in Port Richmond, Staten Island. He left in 1983 to open his own business, Torch Electric, which he operated in Port Richmond until his retirement in 1995.

Mr. Carlson's first wife, the former Lila Walters, died in 1986; his second wife, of 15 years, the former Ethel Carol Brown, died in 2008. He is survived by two sons, George and Robert; a daughter, Judy; a sister, Lilly Sheehy; five grandchildren, and one great-grandchild.

Clayton Cheramie

Moran New York/New Jersey

Mr. Cheramie, a chief mate in the New York/New Jersey fleet since 1988, passed away on November 26, 2012. "He was a good friend and shipmate to all who knew him," said Peter Keyes, Moran's vice president of New York and offshore operations.

Joseph J. Crist

Moran Baltimore; died January 7, 2011.

Shellie W. Dochnal

Moran Jacksonville; died January 10, 2011.

Gary A. Farrier

Moran Tank Barge; died June 4, 2010.

Capt. Robert F. Gadow

Moran Towing Corporation; died November 10, 2011.

Margaret C. Gorman

Moran New York/New Jersey; died January 2, 2011.

John W. Gross

Moran New York/New Jersey; died June 8, 2010.

Michael Hebert

A chief engineer at Moran New York/New Jersey for 24 years; Mr. Hebert died on May 3, 2012.

Wilbert L. Melancon

A shoreside supervisor at Moran Dry Bulk Carriers; died October 13, 2010.

Everett W. Merrill

Former General Manager of Harbor Operations for Moran New York/New Jersey

Mr. Merrill died on October 1, 2012; he was 81. Employed by Moran as its GM of harbor operations in New York for more than 40 years, he retired in 1986.

A veteran of the Korean War who served in the U.S. Navy, he enjoyed golfing and spending time with his grandsons. He is survived by his wife of 56 years, Juliet; a son, Everett J. Merrill, and his wife Peggy; a sister, Gladly Burtner; and two grandchildren, Frank and Steven.

Charles R. Noto

A chief engineer at Moran New York/New Jersey; died July 31, 2011.

Gerard Sattel

Moran New York/New Jersey; died March 5, 2011.

Grover Sanschagrín

Dean of New York Docking Pilots

Capt. Sanschagrín died at 90, in October 2010, of leukemia [see the tribute on page 35 of this issue].

Walter B. Stowe

Moran Norfolk; died July 28, 2011.

Frank S. Tulewicz

Moran Towing Corporation; died January 19, 2012.

David Wood

Moran New York/New Jersey; died July 11, 2010.

Service Anniversaries

10 Years of Service

Peter Bailey
Warren Burke
Joseph Colon
Dennis Greenwood
Preston Hamilton
Nathan Hauser
Brad Kaye
Thomas Lahey
John Lebleu
Ronnie Munoz
Andrew Pesce
Charles Redmond
Robert Rustchak
Phillip Simpson
Christopher West
James Wriston

20 Years of Service

James Burton
Thomas Cassidy
Rene De Russy
Jeffrey McAulay
Aislinn Pitchford
Stephanie Rolley
Stephen Thalheimer
Kevin Walsh
James Waters
Louise Williams

30 Years of Service

Mark Burger
Alan Marchisotto

40 Years of Service

Laurence Campbell



Seen and Noted



At left, some controls in the *James A. Moran's* wheelhouse. The picture tells the story.

TowLine

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