

TowLine



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Moran Towing Corporation

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The Journey Continues

In Moran's New Training Programs,
Boots, Books, and Technology
Redouble a Shared Vision of Safety



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Moran archives

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On the cover:

New hires work to extinguish a fire as they undergo hands-on firefighting training at the Moran New-Hire Training Course, a.k.a. "Boot Camp." [Story on page 4]

Opposite page:

The LNG vessel *Tangguh Foja* is berthed with the assistance of Moran's joint venture SMBC tugs at Sempra LNG & Mid-stream's Energia Costa Azul LNG terminal, in Ensenada, Mexico.



Norfolk's *Fort Bragg* Receives Its Subchapter M Certificate

In July 2018, the Moran Norfolk tug *Fort Bragg* became the first Moran tug to receive a Certificate of Inspection (COI) under the federal Government's *Subchapter M* regulation, which took effect at the operational level on July 20, 2018.

Subchapter M requirements, which are administered and enforced by the U.S. Coast Guard, comprehensively regulate vessel seaworthiness, safety, occupational health, certain aspects of environmental responsibility, and an exhaustive list of related concerns and equipment connected with marine towing. As defined by the *Code of Federal Regulations* (CFR), the rules fall within six basic categories: operations; lifesaving; fire protection, machinery and electrical systems and equipment; construction and arrangement; and "other regulations." Moran's compliance will be monitored and certified by Coast Guard inspectors at regularly prescribed intervals. All the company's tugs will be certified by the end of 2022, as part of Moran's regulations phase-in plan.



Moran Tugs Assist the *ONE Stork* at Two Ports on Its Maiden Voyage

In July 2018, Moran tugs assisted the new Ocean Network Express (ONE) container ship *ONE Stork* at the ports of New York/New Jersey and Savannah, Georgia. The ship had reached the U.S. east coast by way of the Suez Canal, after stopping at ports in Asia.

A 14,026-TEU, Neo-Panamax vessel, the *ONE Stork* bears ONE's distinctive magenta hull, which the company says is both its trademark color and a safety measure. "[We hope it will] make the *ONE Stork* and her sister ships much more visible to all the many other vessels that may pass her in close proximity over the course of her trading life," Jeremy Nixon, ONE's CEO, said in 2018. A ONE press release in June 2018 described dual systems in the ship's main engine, which can flexibly shift between high and low output to improve the ship's fuel consumption rate and lower its CO₂ emissions.

ONE was formed from the merger of container shipping businesses at K-Line, MOL, and NYK. The *ONE Stork* is the first 14,000-TEU class container ship to be built for the new company.



Moran's CSA Award Wins Have Been Increasing

The number of Moran vessels receiving Chamber of Shipping of America (CSA) awards for occupational and environmental safety rose significantly during the three-year period 2017-19.

In 2017, 71 Moran tugs were presented with annual Jones F. Devlin awards for their crew safety records from 2016, and 79 Moran tugs received Environmental Achievement Awards honoring their environmental safety records from 2016.

Those numbers increased to 82 Devlin Award winners and 81 Environmental Achievement Award recipients in 2018.

In 2019, 90 Moran tugs won Devlins, and 93 earned Environmental Achievement Awards.



Above at left: Capt. Kevin Caroll, Captain of the Port Sector Hampton Roads, presents *Fort Bragg* Captain Mike Straughn with a Certificate of Inspection. Flanking Capts. Straughn and Caroll are, left to right: Moran Norfolk VP and general manager Ken Flowers; GVA Pedro Deveza; Mate Chris Guy; LCDR Ken McCain, USCG Assistant Chief of Inspections Division; and Pete Zohorsky, USCG Chief of Inspections.

Moran Savannah Staff Save a Colleague's Life with an Automated External Defibrillator (AED)

On March 27, 2018, shoreside staff at Moran Savannah saved the life of a fellow employee who had suffered a sudden cardiac arrest (SCA) while visiting the Savannah office. The colleague, Dick Qua, manager of Moran Brunswick, had suddenly and without warning lost consciousness and collapsed shortly after arriving at the Savannah facility.


Seeing that Dick was in trouble, Al Cook, Savannah's operating unit manager, immediately reached for the office's wall-mounted AED (automated external defibrillator). He was promptly joined in the response by Joe Myatt, assistant OUM; Eve Hunter, administrative assistant; and Steve Wynn, the division's dispatcher. The four co-workers, all of whom are trained in CPR and AED use, kept cool heads and immediately checked Dick's vital signs. Finding no pulse, they attached the AED's electrodes to his chest and activated the unit's diagnostic computer by pressing a button on the device. The AED detected a life-threatening cardiac arrest, and, after audibly warning the rescuers to "clear," automatically administered a defibrillating shock to Dick's heart. He responded immediately, regaining consciousness.

"It was incredible how fast the AED provided [diagnostic] analysis and shocked the individual, and then how quickly there was a response," Cook said.

Moran has AEDs stationed at every one of its locations, in the offices and on board every tug in the fleet. Sources at Moran headquarters in New

Canaan said that although the devices have been in place at Moran for 15 years, the Savannah rescue marked the first time one was used to save a life.

AEDs are easy to operate, and are expressly designed to be used by nonmedical people (lay-rescuers). The devices, which are lightweight, portable, and immaculately designed with clear visual prompts, also issue audible prompts that guide users through the utilization process. (The American Heart Association recommends training, but says it is needed only to instill confidence.)

According to the American Heart Association, an AED will administer a shock only if detects one of two cardiac malfunctions that can result in SCA. The conditions, ventricular fibrillation (VF) and pulseless ventricular tachycardia, are diagnosed in seconds by the unit's built-in computer, and often respond to defibrillation. Since SCA can result in death within minutes, immediate intervention is crucial. 

Opposite page, top: The *ONE Stork* being assisted in Savannah by the *Edward J. Moran, Cooper Moran, Laura K. Moran, and Cape Henlopen*.

Opposite page, bottom: Accepting a CSA Environmental Achievement Award for Moran are Nathan Hauser, VP and general manager of Moran Philadelphia (center), Capt. Dan Fitzmartin, and Capt. Leo Iwasevic (to Mr. Hauser's right and left, respectively).

Below: Dick Qua, (center), with (l. to r.) Joe Myatt, Eve Hunter, Steve Wynn, and Moran Savannah VP and general manager Al Cook, in Savannah.



The Journey Continues

In Moran's New Training Programs, Boots, Books, and Technology Redouble a Shared Vision of Safety

I. Expanding the Vision (Evolving the Culture)

Asked about Moran's safety culture, Matt Baker says, with brisk, friendly earnestness, "It's a work in progress." To uninitiated ears, that appraisal might sound modestly self-deprecating; Moran, after all, has in recent years made dramatic strides in reducing both the frequency and severity of job-related injuries and damages. Moreover, the company recently instituted two benchmark training programs: the Moran Center for Learning (MCL) and the Moran New-Hire Training Course. But Baker, who manages Moran's Quality, Health, Safety, Security & Environmental Group, is simply being precise. As someone who has seen maritime safety's bottomless, horizonless challenge from the inside, he is a firm believer in continuous improvement. If you're doing it right, he says, a safety culture is never anything *but* a work in progress.

Baker is a member of Moran's Quality and Safety Steering Committee, which in 2011 mapped out a strategy for augmenting Moran's Safety Management System (SMS) with additional management and training platforms. "The SMS remains a core component of Moran's management and culture; at the same time, we're always looking for the next innovation," Baker says. The roots of the MCL and the New-Hire Training Course are in the 2011 strategy, which envisioned five pillars of safety proficiency: motivation, communication, information, knowledge, and understanding. The plan's first fruit, in 2012, was Moran's adoption of Behavior-Based Safety (BBS), under the oversight of David Olson, who is now Moran's manager of Behavior-Based Safety. Olson had conducted a sweeping study of safety at Moran, and had recommended to the committee that BBS would be a good first step, because its motivation-based approach was known to spur increases in communication, information-gathering, and learning as well.

In 2014, with BBS robustly phasing in, Moran's Corporate Design Team — itself an offshoot of BBS — began contemplating the company's next steps. Turning its attention to the knowledge- and understanding-based approaches of training and education, Moran hired Kelly Curtin as its manager of employee training and development, a newly created

position. Curtin, who was previously an associate professor at the United States Merchant Marine Academy, formed a productive working partnership with Baker and Olson.

BBS, for its role, had been fostering a shared vision, and was using tools such as *near miss sharing* and risk assessment to deliver organization-wide experiential learning. It was also leveraging leadership, through increased communication, trust, and engagement. "One interesting thing BBS did from the get-go," Curtin says, "was to clarify the roles of information, knowledge, and understanding in safe behaviors. For example, if you report the facts of a near miss, that's information; if you draw conclusions and learn principles from those facts, that's knowledge; if you grasp those principles deeply enough to adaptively apply them to preventing future incidents, that's understanding." In promoting the mastery of such fundamentals, BBS was in fact providing ongoing training and education, within its specialized scope of reinforcing safe behaviors and teaching boots-on-deck behavioral science.

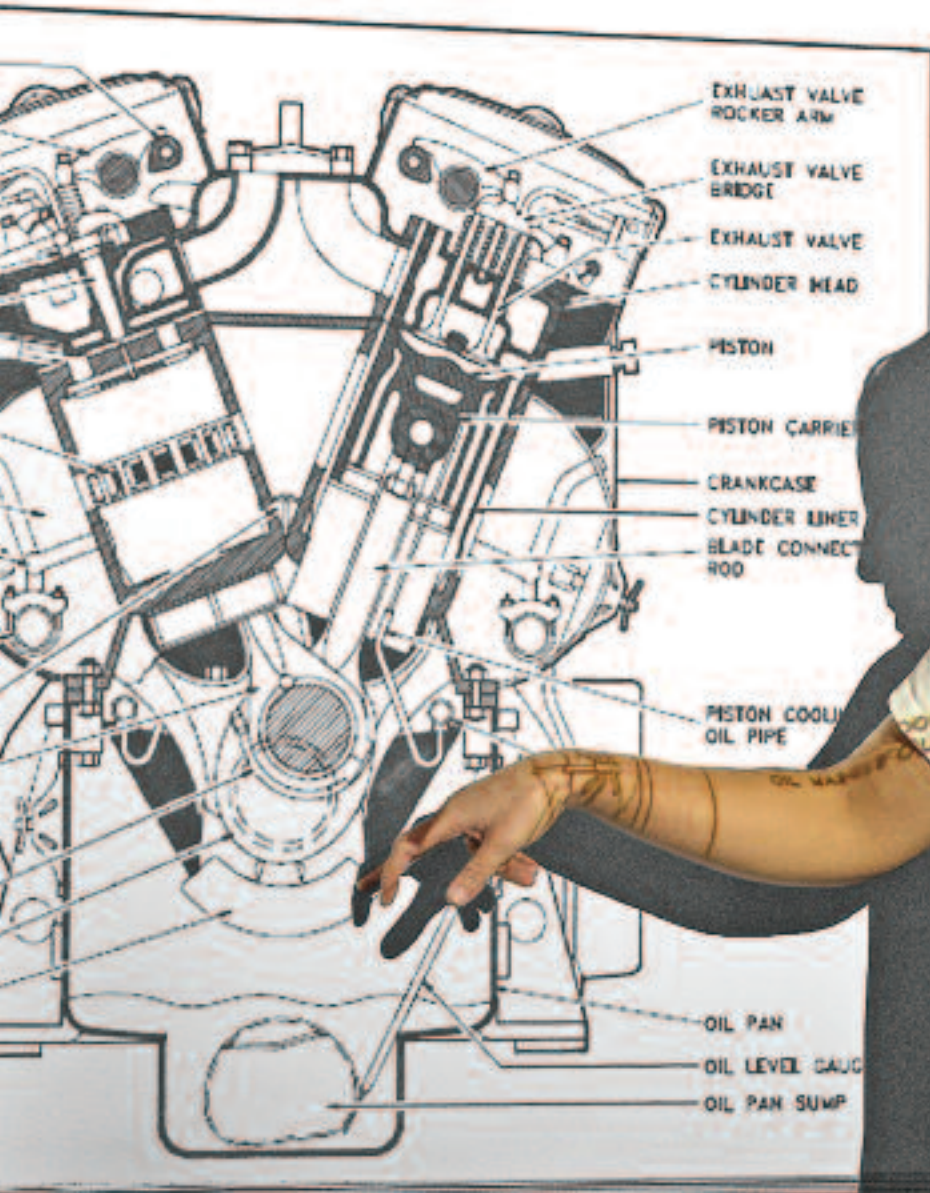
A team of Moran executives and managers decided that the next step would be to consolidate and streamline all the company's training and education platforms. In the process, they would create uniform certification standards for new seagoing hires, and further engrain best practices for all ranks. Not coincidentally, they reckoned that if they efficiently reengineered flows of information, knowledge, and communication, Moran could reap a by-product: it would be greasing the wheels of motivation and understanding.

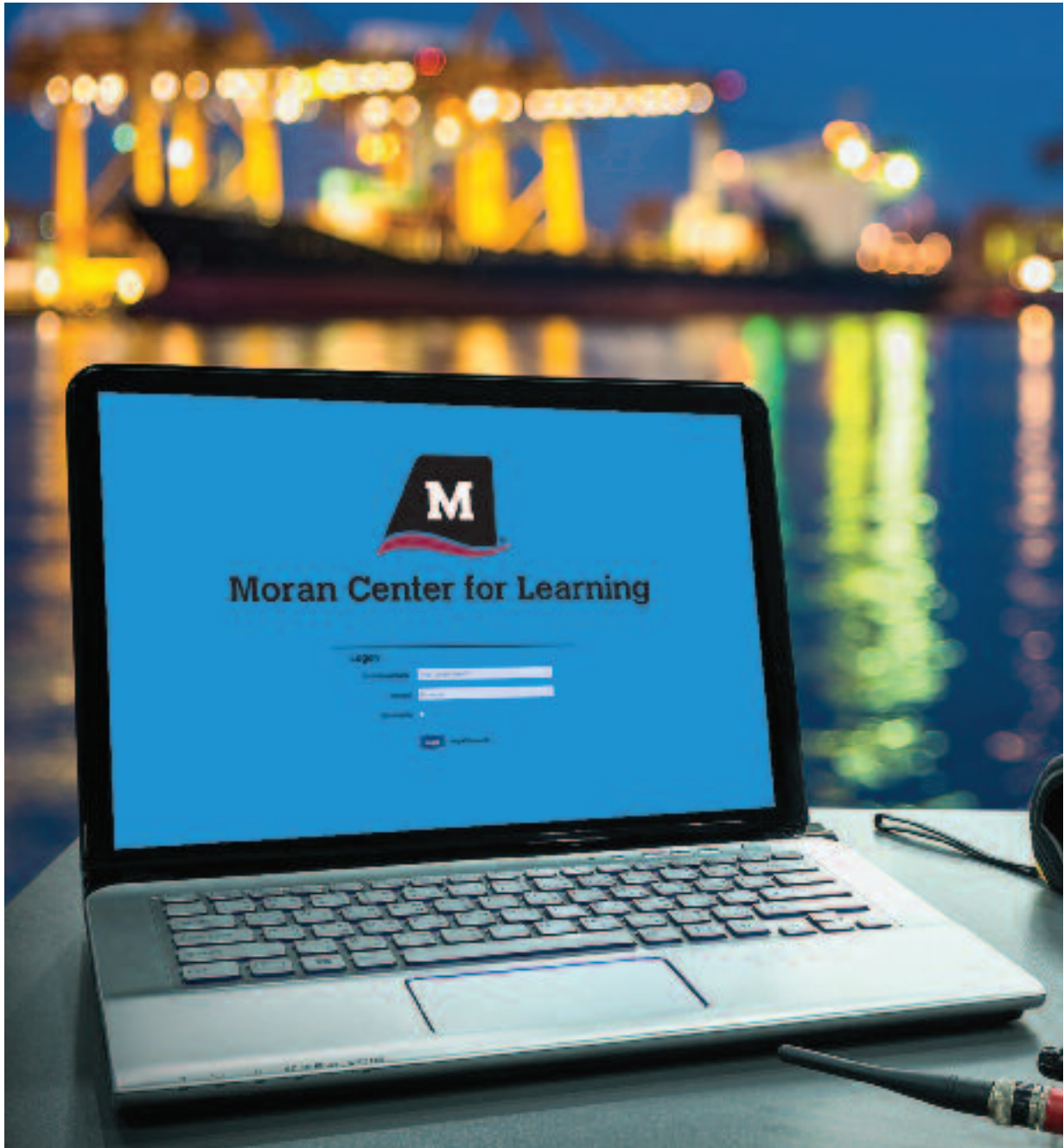
II. "Safety University"

"We determined that one of the best ways to manage the challenge would be to get out in front of it — to give new seagoing hires an immersive, intensive introduction to Moran's practices and culture, starting on their first day," Baker says. Ultimately,

Opposite page: Molly Divins, a Moran outport engineer and visiting lecturer at The Moran New-Hire Training Course, teaches engine room knowledge.

Parts of an Engine





Curtin designed a unified, standardized platform of training, education, and assessment. He named it the Moran Center for Learning, or MCL.

The MCL is an interactive intranet site that teaches Moran's core safety policies, practices, and knowledge. Joe Baviello, Moran's director of information systems, dovetailed the beefing up of wireless connectivity on the company's tugs with the rollout of the MCL, thereby enabling students to learn during on board downtime as well as at port facilities. The site's user interface is customized for individuals; each new employee who logs on is greeted with a slate of courses and assessments designed expressly for his or her job and vessel, accompanied by fully personalized progress-tracking functions. All students receive printed

books as well, which they use in conjunction with online coursework.

Curtin, a warmly collegial communicator, says that "knowledge, understanding, and skill proficiency are traditionally considered the backbone of maritime training, and they're equally definitive in safety training. That's why the MCL includes an assessment component." The assessments range from concise quizzes to extensive simulator-driven

Above: The MCL enables online, interactive learning on office desktops, aboard tugs, or anywhere a WIFI connection is available.

Opposite page: Trainees practice floatsuit maneuvering and resting positions.

evaluations conducted at the MITAGS Navigation Skills Assessment Program (NSAP), an outside contractor. The NSAP evaluates mariners' knowledge and abilities in watch standing, rules of the road, situational awareness, human interaction, and other key navigation fundamentals, and is required as a refresher at five-year intervals.

To expedite and enhance understanding, Moran's training programs use a well-balanced mix of texts, lectures, visual aids, live demonstrations, and hands-on exercises. "Blended learning," Kelly calls it. In addition, the programs cross-functionally overlap one another, creating synergies that expand learning opportunities. The MCL, for example, assists Moran's BBS program by aggregating and circulating lessons learned from near miss and incident reports filed throughout the fleet. In still another BBS extension, senior managers are using the MCL to facilitate reflective learning discussions with vessel crews in each Moran port. The discussions are themselves a tool, primarily for reducing and eliminating workplace hazards.

BBS is not the only key program to benefit from such synergies. A course that will teach crews how to enter data in Moran's FleetChek™ Computerized Maintenance Management System (CMMS), for instance, is currently in the development stage. (FleetChek automatically generates alerts triggered by its maintenance report database and automated computer-to-computer monitoring.) The brainchild of Moran fleet maintenance manager Joe Regan, Moran's customized CMMS is instrumental in keeping the company's sailors and customers safe.

To compound the effectiveness of these vari-

ous methods and measures, Moran developed guidance and resources for instructors as well. Captains, for example, get courses and workbooks in optimization techniques for on board training and assessment.

In short, the MCL's range of subject matter is decidedly well-rounded. It includes not only vessel operations skills, but also social responsibility, leadership, environmental responsibility — even internet and e-mail security. For those seeking career advancement, it offers courses designed to facilitate advancement through the ranks. "We designed the MCL to be a learning resource for all of Moran's mariners and shoreside staff," Curtin says.

The MCL also posts online announcements, provides e-mail links for questions and comments, and e-mails course requirement alerts and other timely information to students. "It's designed to help people remember to do things — it preempts forgetfulness by sending alerts, which are triggered by algorithms reacting to things like expiration dates," Curtin says.

Feedback from employees regarding the MCL has largely been positive. Gordon Strother, a mate at Moran Jacksonville, said, "If you have any questions about specific safety standards, a quick video may help clear up any confusion. [The MCL's] online videos make [it] very easy to use and accessible." Gregory Zeligman, the operations manager at Moran Miami, said, "MCL has advanced our training culture by leaps and bounds. We no longer deal with lost DVDs, lost paperwork, or having to take the television away from the rest of the crew in order for one person to complete their training."



Larry Jackson, a deckhand on the *Capt. Jimmy T. Moran*, told Zeligman that the MCL's streamlined delivery of information makes it more interesting, engaging, and relevant, and that he likes the sense of achievement that comes with completing the quizzes after each section.

III. At the Core of Safety, a Corps of Safety

The Moran New-Hire Training Course — commonly referred to as “boot camp” — is an exhaustively comprehensive foundation-level training course, comprising classroom instruction, book learning, and rigorous hands-on training. Conducted at Moran ports that have training classrooms, it also uses off-site contracted facilities, such as a fire school

On paper, the boot camp curriculum fills a nearly three-inch-thick loose-leaf binder. The content of the course's 21 learning modules ranges encyclopedically over safety's multipronged, overlapping dimensions: operational, mechanical, procedural, social, environmental, corporate, both theory and practice. It gets “way down in the weeds,” covering everything from what could happen to engine parts to what should happen to paper cups. Each course module explains fundamentals and then delves into granular detail, including relevant background or collateral knowledge. The firefighting module, for example, includes a section on the chemistry of fire. Its explanations of how fires ignite, burn, and spread don't stint on scientific terminology and concepts, yet are neatly interwov-



and a swimming pool. It is designed to travel for the convenience of trainees who travel to take the course, Curtin says, and has recently been conducted virtually in an adapted form as well.

The New-Hire Training Course entails five full days of classes, live demonstrations, and learn-by-doing exercises. Attendance is mandatory for all new seagoing hires. At boot camp, the new hires are treated as trainees; they must successfully complete the course as a condition for completing Moran's New-Hire Program. Attendees span the full range of tug personnel. On a typical day in November 2017, the students included deckhands, a mate, an engineer, a facilities assistant, and an operations manager. Some were from Norfolk; others had traveled from their home ports of New Orleans, Baltimore, Savannah, Jacksonville, Port Arthur, and Philadelphia.

en with simpler presentations of foregrounded topics, such as the ways fires can start aboard vessels.

The boot camp prepares new hires for work on Moran vessels on several key levels, Curtin says. It drills in policies and procedures, illuminates the intertwining of Moran's SMS and BBS program throughout its operations and culture, and instills a solid foundation of safety and seagoing best practices. Instructors give quizzes and tests to assess each student's progress. The course's learn-by-do-

Above left: Deploying a capsule-stored, 50-person inflatable life raft; at right, the raft, unpacked and semi-inflated.

Opposite page, top and bottom: Learning how to deploy and board a small life raft.







Opposite page, top: Line handling practice is essential, even if it's "not your first time at the rodeo."

Opposite page, bottom: Hose handling is initially taught in street clothes.

Above: Rescue training is conducted in full firefighting gear, with a lifelike dummy standing in for a victim.

ing segments demand vigorous, sometimes intense physical exertion, mental concentration, and teamwork. All the lectures, demonstrations, and hands-on exercises are designed to microcosmically evoke or simulate real situations stemming from day-to-day vessel operations. Students learn firefighting, for instance, at a real fire school, where they suit up in firefighting gear (including a self-contained breathing apparatus) and fight actual fires. To sim-



ulate a vessel fire, instructors create a controlled blaze in a set of containers — the kind found on a container ship — which the students then extinguish.

Each day begins with a communal breakfast, after which students board vans for transport to classrooms or training sites. John Snyder, a *Tow-Line* photojournalist who audited two days of boot camp classes for the magazine, reported a highly energized level of engagement among the students. “In classroom discussions, students were eager and animated,” he says, “and they asked smart ques-

it prepares them with the ‘Moran way’ of doing things, and helps create a safer culture.” Jesse Pushee, a deckhand at Moran Wilmington, said, “My experience on the water prior to Moran was primarily on fishing and sailing vessels. I’d held a 50 GT Masters, and was familiar with sections of the course, but hadn’t been accustomed to many of the different techniques and situations commonly encountered on our tugs. The expertise and experience of the guest speakers and instructors made the material easy to comprehend. [And the] survival training and firefighting exercises really illustrated



tions. People looked sharp in the hands-on training exercises, too. They clearly appreciated the culture and the stakes — you could see that they were all-in,” Snyder says.

Moreover, the students aren’t the only ones learning. As they teach, Moran’s instructors probe students to gauge the effectiveness of the company’s blended learning components, cultural influences, and systems at its various ports. The instructors are in turn debriefed by managers with Moran’s Quality, Health, Safety, Security & Environmental Group, with the goal of identifying opportunities for improvement in the program’s methodology and curriculum.

Polled informally about their boot camp experience, students had some good things to say. Hollister Poole, a mate on the *Payton Grace Moran* in Miami, said, “My favorite part of the boot camp was the practical side of the class — the live burn, using survival suits in the pool, and line handling practice. The class is a great platform for new hires;

Moran’s commitment to safety... The course also provided students with a comprehensive and fundamental knowledge base on which to build the rest of their careers.”

IV. Sharing the Vision (Living the Culture)

“What most defines our safety culture,” Baker says, “is its shared vision — your shipmates exercise the same keen vigilance, team focus, and knowledge as you do, and you have each other’s backs. It’s a deeply ingrained ethic, forged in training and continuously honed by professional practice. It works best when you, the guy working next to you, the woman working next to him, and every individual on down the line, have all been grounded in the same knowledge, understanding, and behavioral awareness.”

Ted Tregurtha, Moran’s president, agrees. “If there’s a big lesson in safety that’s come out of the last thirty years,” he says, “it’s that you can’t maintain it with systems alone. When the compliance becomes rote, it starts to falter — people fall through the cracks. But if you instill a shared vision through ‘cradle-to-grave’ training, education, and programs like BBS, then you create a vital network of strong individuals. You get a system supported by a culture. That’s a more powerful and dynamic force for safety.”

Opposite page: Trainees extinguish a container fire. Outside of the military, live simulations rarely get more real than this.

Above: A brief time out for a class picture. Kelly Curtin is at the far left.

Moran's Wellness Program Offers Health Coaching

In 2016, Moran's wellness program began offering health coaching to employees at participating locations, at no cost to employees. Moran Philadelphia was the pilot port for the program in 2015–16, and it has since been adopted by Moran Baltimore, Moran Charleston, Moran Jacksonville, Moran Norfolk, Moran Savannah, Moran Port Arthur/Beaumont, and Moran's headquarters in New Canaan, Connecticut. Participation is voluntary, both for Moran's locations and for individual employees. On-site coaching is conducted in both group settings and confidential one-on-one sessions and is available on an ongoing basis. (To accommodate the dynamics of crew scheduling, Moran Port Arthur/Beaumont and Moran Savannah have elected to offer a telephonic health coaching program, enabling their employees to "meet" with a coach telephonically.)

All of Moran's coaches are independent consultants who are certified in health and wellness coaching and/or an allied healthcare field by a recognized body of professional oversight. All hold undergraduate or advanced degrees in either science, education, a healthcare profession, or multiple disciplines. The coaches are coordinated by Alyssa Knapp, who is also an independent contractor for Moran.

"Coaches are selected not only for their skills, experience, and ability to relate to people, but also on the basis of whether their experience and personality are well-suited for working with marine and shore-based employees within Moran's culture," Kathy Solomon, Moran's director of human resources, said. "The coaching process has to align with the needs of a port, and one of our main challenges has been to find coaches with the willingness and flexibility to accommodate mariners' work schedules."

Serving at the pleasure of the ports and their employees, the coaches share some definitive professional traits. While their job is to promote health by helping clients proactively apply medico-scientific wisdom in daily life, the best practitioners leave their advice with practical common sense and insightful people skills. In describing the work of Ellen Silbergeld, for instance, who coaches for Moran Philadelphia, division vice president and general manager Nathan Hauser said, "We attribute Ellen's success with our group to her approach and her personality." Silbergeld, he explained, does not preach, and advises without bias. "As the pilot port for the program, we were very careful — we

wanted to avoid subjecting people to overhyped, unsubstantiated approaches," he said, citing as examples the fetishizing of foods like granola and kale, ultra-high-intensity workouts (not for everyone), and experts who warn a bit too gloomily against the creeping lethality of a sedentary lifestyle (That chair you're sitting in? It could be slowly killing you!). Silbergeld's sunny demeanor, tact, well-rounded knowledge, creativity, and knack for simplifying complex health science explanations have earned her the trust of the mariners, Hauser said, and she regularly meets with them on board the tugs as well as individually. The sailors appreciate her sense of humor, too; she can joke about Hostess Twinkies without fear of being misconstrued.

All this reflects the health and wellness coaching profession's stated mission, which is to partner with clients who want to make self-directed changes that will promote long-term health and well-being.

Accordingly, the uses and benefits of coaching can vary widely from individual to individual, depending on an employee's needs, values, and traits. What is universal, at least in Moran's case, is the coaches' commitment to client self-direction and confidentiality. Jonathan Archer, Moran Charleston's vice president and general manager, illustrated this point using the example of annual biometric screenings, which Moran offers free of charge to all employees working out of locations with health coaches. The screenings are voluntary and confidential, and their results — stats like Body Mass Index (BMI) and blood pressure — are reviewed only by the health coach at an employee's location, who then reviews them with the employee (screenings that require blood draws, like those for cholesterol and blood sugar, are not performed by the coaches). As for self-direction, it means that in a relationship with a coach, the employee makes the decisions and does the work; the coach's role is to inform, advise, help identify options, and provide encouragement. So, while health coaches are usually knowledgeable on a broad range of subjects — anything from nutrition, to health risks associated with certain substances or lifestyles, to the benefits and pitfalls of exercise — they do a lot of listening. Often, they will listen more than talk. For anything that requires clinical intervention or is otherwise

Opposite page: A community garden at Moran Charleston. Mariners at some Moran locations have begun growing some of their own food.



out of their depth, they will steer clients to doctors, other licensed clinicians, or certified fitness trainers. Some coaches are multidisciplinary and multi-credentialed; for example, Christina (Tina) Fuchs, New Canaan's health coach, is a certified wellness program manager, registered dietician, and New York State certified dietician/nutritionist.

Moreover, the coaches help fill the much-publicized information gap in the American health-care system. Supposing, for example, you want to know if you can eat two slices of pizza a week and still successfully manage your moderately high cholesterol. You could discuss the issue with your doctor at your next checkup, but what if that's months away? A good health coach can provide a more reliably thorough and trustworthy answer than what you might find on the internet, social media, television, or from speaking with friends.

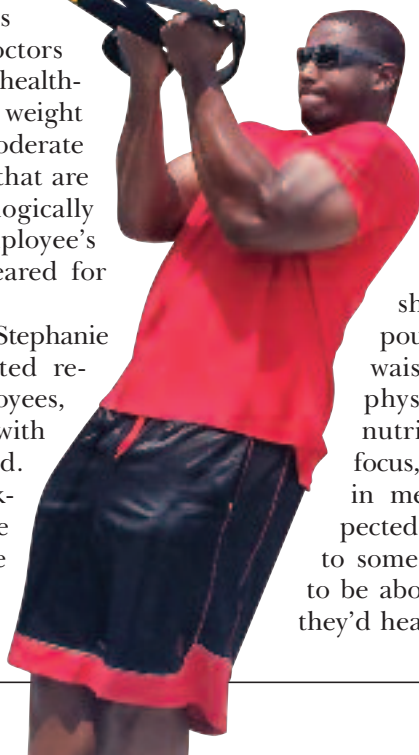
If your needs are greater — say, for instance, you want to lose some serious weight — a health coach can help you avoid wading into a sea of misinformation. Well-meaning but misguided amateurs (read: preachy friends or acquaintances), gimmicky marketers, and snake oil salesmen may have always complicated the quest for good health, but in today's internet, social media, and mass media environment, their advice is more widely broadcast than ever. Amid the viral spread of fad diets, popular myths, advertising for dubious products, and videos with authoritative-sounding pronouncements backed by flimsy science, it can be hard for weight-loss seekers to distinguish between helpful, useless, and downright harmful advice.

Health coaches answer such dilemmas with evidence-based facts and balanced perspectives culled from the work of doctors and researchers — a kind of health-care brain trust. If the goal is weight loss, this often translates to moderate changes in diet and lifestyle that are physiologically safe, psychologically low-stress, tailored to an employee's situation and values, and geared for permanence.

Moran Charleston's coach, Stephanie Horton, has become a trusted resource for that division's employees, most of whom have spoken with her, Jonathan Archer said. Horton is no stranger to working with sailors; she has done nutritional consulting for the U.S. Navy, and knows how to work around rotating sched-

ules. Like Silbergeld, she has built up a congenial rapport with both marine personnel and shore-side staff. "She has shown immense interest in working to help improve company morale, health and safety," Archer said, and her judgment-free assistance has been influential, not least because she floats savvy ideas that people can adopt without a revolution. He added that "We've seen an increase in physical activity that our people routinely participate in; crews have been playing basketball and taking walks together as a healthy lifestyle measure. They've increasingly been making healthier choices in other areas too." Visiting for half a day once a week, Horton sometimes ranges beyond the tugs and cubicles. She goes grub shopping with crews, for instance, and turns them on to healthy foods they are likely to enjoy. Word around the docks is that she has mastered the art of not being overbearing. She also contributes time and effort outside of work. After she got people stoked with her fund-raising ideas and coaching for the division's annual participation in a Making Strides Against Breast Cancer 5K Run/Walk, a record number of employees came out for the event. "[The coaching] has been a builder of both morale and health," Archer said.

Moran Jacksonville's coach, Mark Picard, is also ideally suited to working with mariners. A 26-year Navy veteran, he is a retired chief hospital corpsman with seasoned medical experience in a shipboard setting. He holds a degree in health education. He, too, tempers a scientific perspective with well-honed insights about people and practicality. "I listen and learn what goals and components people want to deal with, and respond with helpful facts and information," he said. "Understanding where someone is in a cycle of change is important — people go through stages of precontemplation (such as unawareness or apathy), contemplation, preparation, action, and sometimes, getting back on track after a relapse. Whatever stage they're in, my job is just to help them navigate it at their own pace and on their own terms." A majority of Jacksonville mariners are on board with the coaching. Picard has said that coaching has helped many shed pounds (collectively, over 150 pounds to date) and many inches off waistlines. "Sleep improvement driven by physical activity, mind-awareness, and nutritional means is another popular focus," he said. "We've also seen reductions in medication." Picard received an unexpected testimonial when he was introduced to some Jaxport dockmasters who happened to be aboard a tug he was visiting. "They said they'd heard about the coaching program's suc-





The employee makes the decisions and does the work; the coach's role is to inform, advise, help identify options, and provide encouragement.

cesses, but were unaware that coaching was conducted on-site, which they thought was a fantastically beneficial idea," he said. Tom Craighead, Moran Jacksonville's vice president and general manager, said that "The program has been very well accepted, and [our] people are motivated. Mark has a way of getting inside your head without it feeling like he's nagging; he just offers ways to get [to your goals]. And it ties in with Behavior-Based Safety as part of employee care."


Kerri Phillips, who began coaching for Moran Norfolk in November 2018, brings a wealth of broad-based experience to the work. In addition to

coaching for Moran, she is the full-time Well-Being Coordinator for the City of Norfolk, Norfolk Public Schools, and Norfolk Redevelopment and Housing employees and retirees. In her first few months as Moran Norfolk's consultant, she concentrated on simply getting to know the division's mariners and staff. "My first job is always to listen," she said, adding that she does not arbitrarily suggest programs and activities; rather than lead, she will respond to mariners' feedback with accordingly tailored ideas, and she is always accessible to answer confidential individual inquiries. Her low-key, relationship-building approach has been paying off: among Moran Norfolk employees she has advised, several have achieved impressive results with self-directed weight loss, healthy nutrition, or smoking reduction programs.

How substantial *are* the benefits of health coaching?

The short answer is that at Moran, they have so far been solidly substantial, and the long-term outlook is promising. The program's five-year history at Moran is too short to support big-picture conclusions, Solomon said, but the progress is highly encouraging.

Moreover, in the U.S., health and wellness coaching is an emerging specialty whose history is just now becoming long enough to drive meaningful public health studies of its benefits. Such studies track their subjects' health for a minimum of 20 years. But there is good reason for optimism, particularly on Moran's part. As widely reported in the business press, numerous studies to date have tracked the results of corporate wellness programs that did not include coaching. Some of that research found that employers who strove to address the role of health in worker safety, and to maintain a healthful culture in other ways besides the wellness program, tended to achieve positive results that they highly valued. Moran falls squarely in that category, and the coaching has become the focal point of its wellness program, Solomon said.

Moran employees, for their part, have been using the program advantageously. Those who have reaped significant benefits from the coaching — like the employees in Charleston and Jacksonville who have lost 30 pounds — would probably agree with what doctors and researchers sometimes say about measuring the benefits of healthy living: that while you can quantify the details, the overall effect can only be described as priceless. 

Opposite page: Matt Magwood, a mate on the *Cooper Moran* (he is the late Capt. Rodney Magwood's nephew), using a TRX suspension trainer — a conveniently portable, highly effective workout device.

Above: Ellen Silbergeld with the crew of the *Annabelle Dorothy Moran*.

Amid Continued Growth, MER Is Now a Wholly Owned Moran Subsidiary

M

Moran Environmental Recovery, popularly known as MER, has continued to expand through strategic acquisitions. In 2019, the company acquired Global Diving and Salvage (GDS), headquartered in Seattle, Washington, with four additional locations in Alaska and California. The acquisition made MER one of the largest go-to companies in the country for commercial diving, marine construction, and emergency and casualty response, with the added value of a unique specialty in non-floating oil location and recovery.

Shortly before the GDS acquisition, MER acquired the 50% interest of its joint venture partner, Fleet Environmental Services, making MER a wholly owned subsidiary of Moran Towing Corporation.

An integrated supplier of environmental, industrial, and mechanical services, MER now operates in 57 locations in the U.S. and Canada. With its unwavering commitment to industry-leading performance, the company is well-positioned for growth in a vitally important growth industry.

MER's progress has indeed been marked by a pattern of carefully managed growth that winds back more than 20 years.

To track its origins, one must go back to 1998, when Moran Towing Corporation acquired Turecamo Maritime company. Turecamo, in addition to its tug service business, had formed a small oil spill response company called Turecamo Environmental Services (TES), to join in what was at the time a new focus on oil spill response. Under Moran's new ownership, senior management looked to grow TES. It entered into a joint venture with Environmental Recovery Group (ERG), in Jacksonville, Florida, and MER was born.

Fast forward to 2007: MER had by now established itself as a premier oil spill response organization and a leading provider of industrial services. Thriving, it grew geographically to cover the entire Southeast. That year, MER availed itself of an opportunity to buy out ERG's interest, and it took on Fleet Environmental Services, out of Randolph, Massachusetts, as a new joint venture partner.

MER's operations now spanned the entire East Coast, and it built national recognition in the emergency response arena.

2010 brought the Deepwater Horizon spill, and both MER and Moran Towing found themselves at ground zero. MER's participation and contribution to the response efforts during this event cemented its reputation as one of the leading emergency response organizations in the U.S.

Looking to grow the company further and diversify from its emergency response and industrial services roots, MER now focused its expertise on other customers who also valued its performance, capabilities, and culture. To meet this goal, MER embarked on a business strategy that encompassed prudent acquisitions, diversity of business lines, and organic growth within select markets.

2011 saw a series of acquisitions. The first was Water Recovery, Inc., a centralized wastewater treatment plant in Jacksonville, Florida, that treats non-hazardous wastewater and solidifies sludge products for landfill. MER also acquired Jacksonville Pollution Control, an environmental services company servicing the pollution response co-op in Jacksonville.

The following year, MER acquired Drummac, Inc., an environmental, cleaning, and mechanical services company serving the passenger rail industry around the country. Drummac today operates in 34 locations, managing the Auto Train logistics in Virginia and Florida and offering auditing, mechanical and refurbishing services to its customers nationwide.

MER acquired Coastal and Ocean Resources, Inc. (CORI), located in British Columbia, Canada, in 2013. CORI offers coastal mapping and imaging, biologic and geologic research, environmental risk assessment, and oil spill damage assessment (SCAT) services. In addition, it provides scientific support throughout the MER organization.

In 2014 and '15, MER entered the commercial diving business with the acquisitions of Eason Diving & Marine Contractors, of Charleston, South Carolina and Wilmington, North Carolina, and Mainstream Commercial Divers, of Murray, Kentucky. MER was now able to offer all of its customers added value and services, and the diversi-

fication made it a major participant in the commercial diving and marine construction business.

In keeping with its policy of organic growth, MER now devoted a few years to integrating these acquisitions.

The company resumed its acquisition-driven growth strategy in 2018, purchasing Pettit Environmental, a traditional environmental services and transportation company. The Pettit acquisition expanded MER's geographic range, adding resource centers in Louisville, Kentucky; Indianapolis, Indiana; and Cincinnati, Ohio (MER currently has 14 environmental resource centers in North America).

Bill Muller, Moran Towing Corporation's senior vice president who oversees MER, said, "With these latest acquisitions, MER now takes its position as a third major line of business for Moran Towing

Corp., alongside the ship docking/harbor services and petroleum/dry bulk transportation services. Brian House, president of Moran Environmental Recovery, is a nationally recognized industry leader and we are happy to have had him at the helm during this growth period and leading our 900-plus highly trained employees through multiple integrations with positive results for our customers and employee development. Industries and government agencies that value performance, safety, reliability, professionalism, and integrity call on MER to meet their needs, knowing that MER will have the management, capabilities, assets and culture to meet or exceed all their requirements." ⚓

Below: A GDS diver at work in Florida.



Record Breakers and Trendsetters: a Snapshot

*Starting in Late 2017, Moran Tugs Assisted
Some of the Largest Ships Ever to Call at
U.S. East Coast Ports*

Below: The *COSCO Development*, a 13,092-TEU Neo-Panamax container ship, called in May 2017 at the Port of Virginia. At 1,200 feet in length, the ship was the largest ever to call at the port (the record has since been surpassed by other vessels). Arriving in the predawn hours, the *Development* was escorted and docked by four Moran Norfolk tugs.

Page 21, top: The *Development* is positioned for docking by the *Clayton W. Moran*, *Maxwell Paul Moran*, *Jack T. Moran*, and *Kaye E. Moran*. The port's container cranes are nearly blocked from view by the ship's massive hull.

Page 21, bottom: At sunrise, with the ship's cargo unloaded, the *Kaye E.* and *Maxwell Paul* take up positions for undocking.

Page 22: The *Clayton W.* and *Kaye E.* pulling the ship away from the dock.

Page 22, inset: A simulated size comparison between the *Development* and the Norfolk skyline. The ship is approximately four city blocks in length.

Page 23, top: In January 2018, in Upper New York Bay, the *James D. Moran* awaited a messenger line from the *Gunhilde Maersk*, a Neo-Panamax ship headed for the Port Newark Container Terminal. The *Gunhilde*, 1,200 feet in length, was at the time one of the two longest ships ever to traverse Newark Bay (the other was the *CMA CGM T. Roosevelt*).

Page 23, bottom: The *Gunhilde* clears the Bayonne Bridge. It was escorted and docked by the *Jonathan C. Moran*, *James D. Moran*, *Kirby Moran*, and *Miriam Moran*. "1200-footers are now normal," said Capt. Kevin Denning, of Moran New York/New Jersey.







COSCO

← Approximately 4 city blocks →





Below: The *CMA CGM T. Roosevelt*, seen here in Savannah in September 2017, was at that time the largest ship ever to call on the U.S. East Coast. The 14,414-TEU Ultra Large Container Vessel is 1,200 feet long, with a 157-foot beam. Escorted and docked in Savannah by the *Edward J. Moran*, *Cooper Moran*, *Laura K. Moran*, and *Cape Henlopen*, the ship also called at Charleston and New York/New Jersey.

Opposite page, inset: The *CMA CGM T. Roosevelt* in New York's Verrazzano Narrows, en route to Port Elizabeth, New Jersey, in September 2017. Minutes after the photo was snapped, the ship became the tallest ever to pass under the heightened, newly reopened Bayonne Bridge (the record may have since been equalled or surpassed). It was escorted and docked by the *Jonathan C. Moran*, *JRT Moran*, *Kirby Moran*, and *Miriam Moran*.





The *James D. Moran* dropping off a docking pilot to the *ONE Apus* in May 2019, just north of New York's Verrazzano-Narrows Bridge.

Inset: In July 2018, the *ONE Stork* became the first of Ocean Network Express's magenta-colored Neo-Panamax container ships to call at New York/New Jersey. The ship is seen here as it was escorted through Upper New York Bay by the *James D. Moran*, *Jonathan C. Moran*, and *JRT Moran* in October 2018.







On September 12, 2020, the *CMA CGM Brazil* became the largest ship ever to call at a U.S. east coast port. Seen here arriving at APM Terminals in Port Elizabeth, New Jersey, the ship is 1,200 feet in length, with a 167-foot beam and a draft of 47.5 feet. The *Brazil's* cargo capacity is 15,072 TEUs. Four Moran tugs assisted with docking. ⚓




Benson George Moran and Judy Moran Are Moran's First Tier 4 Tugboats

Moran's first two EPA Tier 4-compliant tugboats, the *Benson George Moran* and *Judy Moran*, entered service in January and October of 2018, respectively. *Benson George* joined the Moran Port Arthur/Beaumont fleet; *Judy* began work for Moran Norfolk. Both vessels are 93-foot, 6,770-hp, FIFI-1-rated escort tugs. *Benson George* has been assisting large tankers, bulkers, and other commercial traffic in and around Port Arthur and Beaumont, Texas. *Judy* is assisting Post-Panamax and Ultra Large container ships, as well as other commercial vessels, in and around Hampton Roads and the Port of Virginia.

Environmentally speaking, Tier 4 tugs are among the greenest afloat. The EPA's Tier 4 regulations, phased in completely as of 2015, require marine diesel engines on towing vessels to utilize exhaust after-treatment systems that drastically reduce emissions of Nitrogen Oxide (NO_x) and particulate matter (PM). The *Benson George's* and *Judy Moran's* Caterpillar 3516e engines accomplish this by employing a Selective Catalytic Reduction (SCR) system, in which an SCR dosing cabinet injects misted diesel exhaust fluid (DEF), a urea-based solution, into the exhaust. This produces a chemical reaction that "scrubs" exhaust emissions by turning NO_x into mostly water vapor and nitrogen gas, both of which are harmless to the atmosphere. The system is highly efficient; it does not impede engine performance, and generally offers improved fuel efficiency.

Benson George and *Judy* are nearly identical sister tugs — both are twin-screw tractors driven by Z-drives (Rolls Royce on the *Benson George*, Schottel on the *Judy*) turning 110-inch stainless steel propellers. Each tug's electrical system is powered by twin John Deere 99 kW Tier 4-compliant generators. Towing equipment on both vessels includes a Markey DEPC 52 render/recover electric hawser winch forward, and a Markey CEWC 60 electric hawser capstan aft. The tugs' wheelhouses, deckhouses, and crew accommodations are essentially identical.

The combination of dramatically heightened emissions control, increased power, and the class's exceptionally nimble handling has substantially raised the bar of Moran's escort and docking capabilities. Moreover, the new tugs are the ideal choice for escorting very large and ultra large ships through Norfolk's occasional windiness and chop, or Port Arthur/Beaumont's high-traffic river corridors. "[*Benson George*] is the biggest, strongest, most versatile tug we have [in Port Arthur], Steve Kelly, Moran Port Arthur/Beaumont's vice president and general manager, told *Professional Mariner* in July 2018. The tug has drawn unsolicited high praise from its captains, he said. 



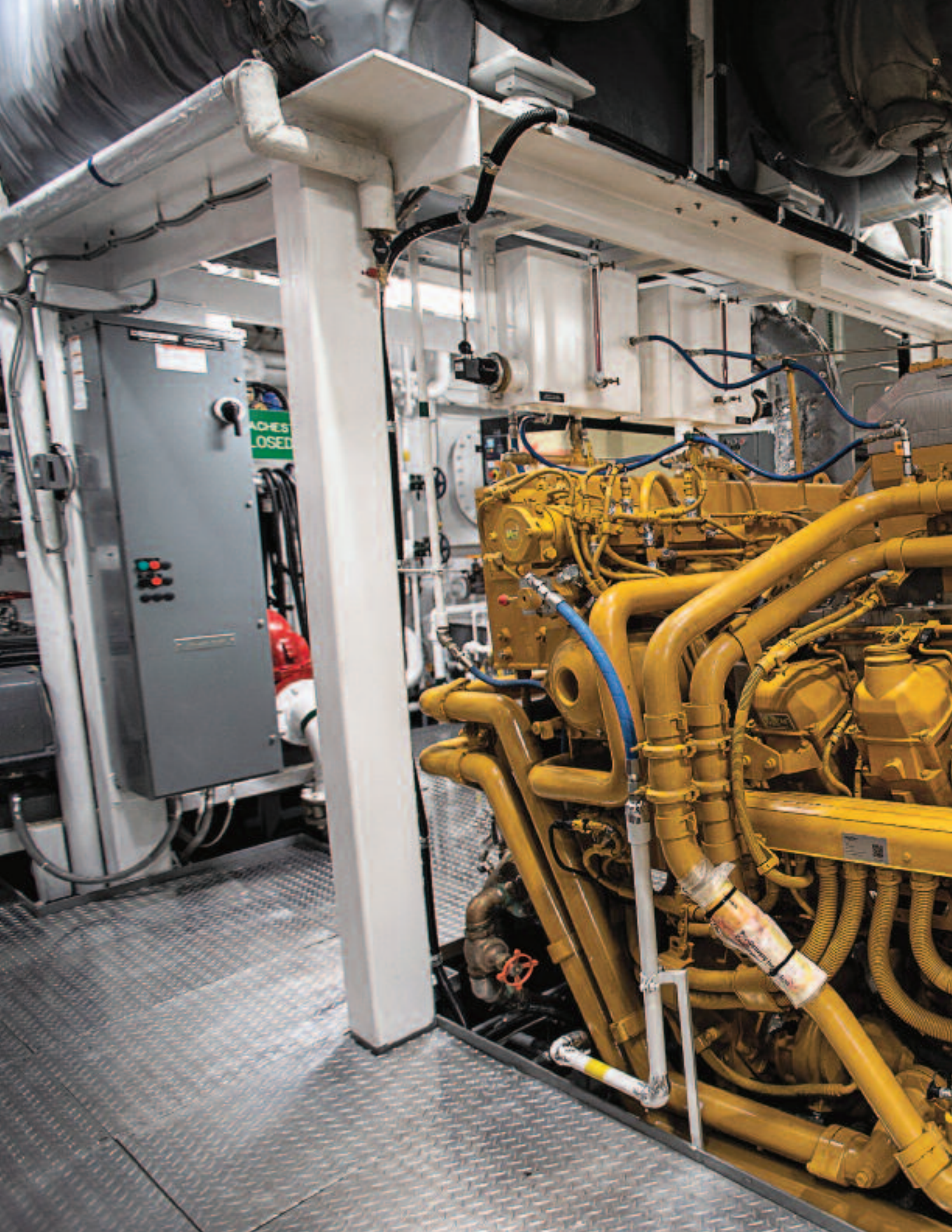
Above: The dosing cabinet on the *Judy Moran*.

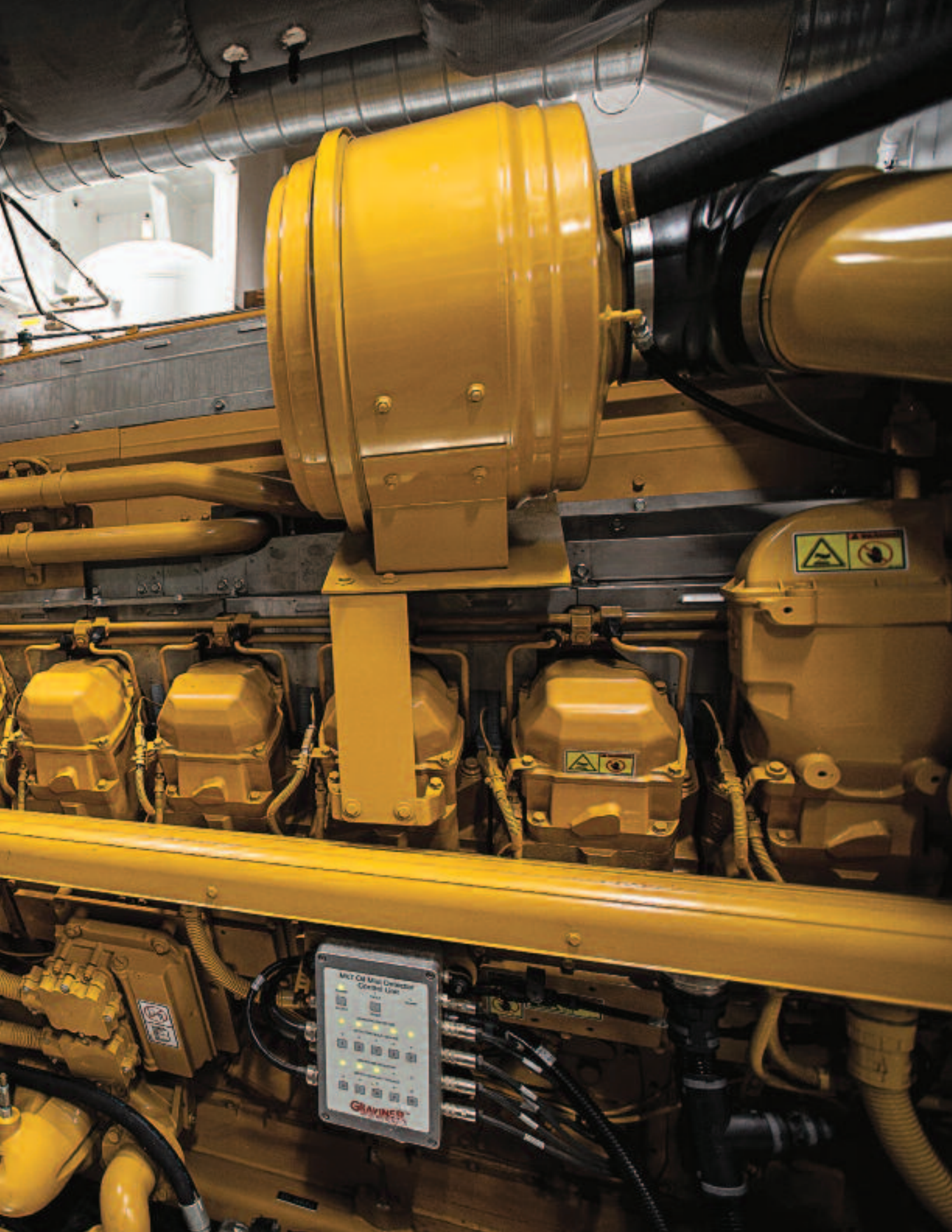
Opposite page, top: The *Benson George Moran* assisting a tanker in Texas.

Opposite page, bottom: The *Judy Moran* during sea trials in Maine in July 2018.

Pages 32-33: The engine room on the *Judy Moran*.

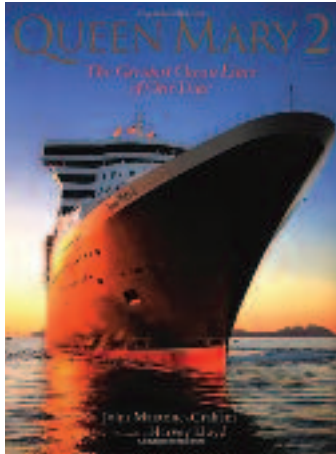






Re-envisioning a Queen

John Maxtone-Graham's *Queen Mary 2*
Delivers Both a Lavishly Illustrated
Portrait and a Compelling Story



Queen Mary 2

The Greatest Ocean Liner of Our Time

By John Maxtone-Graham

with Photographs by Harvey Lloyd

Cunard's *Queen Mary 2* has received its fair share of publicity, including in these pages. Much of the media coverage, however, has dwelled on the ship's impressive size and luxurious appointments. For the full story — especially the design and engineering innovations embodied in the vessel, and its distinction as a transatlantic ocean liner — interested parties can turn to definitive, lavishly illustrated books like John Maxtone-Graham's 2007 work, *Queen Mary 2: The Greatest Ocean Liner of Our Time*.

Maxtone-Graham, who died in 2015, was a celebrated authority on ocean liners. He was not the first author to go to town on the subject of the *QM2*; a 2004 book, *Queen Mary 2: The Birth of a Legend*, is the work of no fewer than two authors and two photographers, and rivals Maxtone-Graham's book in its beauty and heft. But Maxtone-Graham was renowned for two talents that imbued his portraits of great ocean liners with an unsurpassed vividness: his commanding knowledge encompassed both the ships and the lore of transatlantic crossings that grew up around them — he wrote approximately 30 books — and he had a flair for showmanship. Open his *Queen Mary 2* and leaf through its sumptuously reproduced, jumbo coffee table-sized photos

and illustrations, and you might well feel that it's the closest you can come to experiencing the *QM2* without actually boarding it. Even the currently available 360° video tours can't quite equal the effect. In the book's text, Maxtone-Graham plumbs the ship's depths, figuratively and literally. He talks to a diversity of corporate honchos, maritime and design professionals, shipbuilders, officers, and shipboard employees, fixing his attentive ear on everyone from Cunard's chief executive to the great lady's busboys. A keenly engaging personality, he accords equal respect and due credit to each of his sources. Granted extraordinary access by Cunard and Alstom Chantiers de l'Atlantique at St.-Nazaire, the shipyard that built the *QM2*, the author paws through drawings and documents, and spends time with the ship's architect, engineers and interior designers as they work. He sails aboard *QM2* repeatedly, documenting its posh environment in discerning detail and shifting whimsically between multiple perspectives: he is at once a historian, tour guide, and starry-eyed passenger who has himself been smitten by the romance of a crossing on a great liner.

Maxtone-Graham's admiration for the *QM2* and its heritage runs deep, and at times his enthusiasm bubbles over into breathless prose. But his descriptions of the ship's hull design and engineering are lucid and deeply informed, and they are essential reading for anyone who wants to know how advanced the *QM2* really is. In one of the book's finest passages, the author describes how the convex conical shape of the ship's bridge screen was specially designed to resist the enormous blunt force of monster waves. The screen itself is only a second line of defense; in front of it on the foredeck sits a V-shaped breakwater that disrupts a wave's shape, and thus its power, before it reaches the screen. A reader hopes that this highly engineered architecture, which was tested using scale models in simulated sea conditions, will never be put to the test in real life. (In 2017, the mega cruise ship *Anthem of the Seas* weathered a nearly comparable real-world battering, emerging with only superficial damage and no reported serious injuries to passengers or crew.)

The year *Queen Mary 2* was published, *QM2* essentially lived up to Maxtone-Graham's boastful-sounding subtitle. It was the largest and most expensive ocean liner ever built. It has since been surpassed in length and beam, and equaled in height, by Royal Caribbean's *Allure of the Seas* and several other cruise ships. But the *QM2*'s grandeur resides in more than its physical dimensions or luxurious accommodations. Writing in the book's foreword, Micky Arison, the chairman of Carnival Corporation (Cunard's parent company), summarizes the ship's chief virtue thusly: "*Queen Mary 2* is a true ocean liner, able to cross the daunting North Atlantic safely and swiftly year-round... However splendid today's cruising vessels, none has the same reserves of power and reliability." It was Arison himself, in 1998, who provided the impetus behind *QM2*'s creation; with the *Queen Elizabeth 2* aging and Cunard hoping to lure new generations of transatlantic passengers away from air travel, he dreamed of creating

a magnificent 21st-century ocean liner. With the eye and ear of a master storyteller, Maxtone-Graham traces the *QM2*'s back story from the first flickering of Arison's vision to the ship's triumphant maiden voyage, illuminating the sheer enormity of its design

and construction challenges and the elegant ingenuity that was summoned to meet them. Stephen Payne, the naval architect in charge of designing the *QM2*, spent two years on preliminary research alone, diligently exploring what kind of ship could feasibly fulfill such an audacious goal. Working with his colleague Richard Moore, Payne looked to improve upon conventional design solutions, and the team's experiments and investigations fueled *QM2*'s monumental splendor and reliability. "[F]ully three quarters of *Queen Mary 2*'s cabins come complete with open-air terraces overlooking the sea," Maxtone-Graham writes, unleashing one of many surprising facts that dangle like sweet temptations before prospective passengers. In addition to its more standard amenities, *QM2* boasts a planetarium and an adult education center with visiting faculty from the University of Oxford. Or, you could just play tennis or golf, hit the gym, swim, take a painting class, go to a disco, take in a musical or recital, see a film, or attend a wine tasting. If you're not up for fine dining, you could always swing by the poolside hamburger joint. It *does* sound like more fun than flying.




Maxtone-Graham, who was born in New Jersey, was an Anglophile's Anglophile. He admired England's real Queens, and could suavely sell you on the pleasures of taking tea. The book occasionally reads like a good travelogue, though it understandably omits any discussion of what a trip on the *QM2* costs. (Depending on what level of accommodations you purchase, a transatlantic crossing on the *QM2* can be only marginally more expensive than airfare to London. *QM2* also makes shorter inter-coastal and coastal trips, priced within reach for many vacationers.)

Ever the historian, Maxtone-Graham serves up a bonus: several chapters on the history of Cunard. The writing here is captivating; the author unfolds evocative descriptions of events, people, and vessels with the narrative momentum of a good novel, infusing the story with dry wit and a vibrant understanding of its human dimensions. It's a concise yet luminously detailed account, and Maxtone-

Graham's ear for quotations is astute. Here, for example, is Samuel Cunard, the company's founder, issuing a blanket instruction to Cunard's masters, circa 1843: "Your ship is loaded, take her; speed is nothing, follow your own road, deliver her safe, bring her back safe — safety is all

that is required." And here is David MacIver, one of Cunard's managing partners during that same era, opining on the absence of table napkins on Cunard ships: "Going to sea is a hardship... If people want to wipe their mouths at a ship's table, they can use their pocket handkerchief." The glory years, however, would soon arrive. Maxtone-Graham takes us through the golden age of ocean liner travel, during which Cunard's supremacy was firmly established by now-legendary ships and voyages.

The book's historical photographs fascinate, and Harvey Lloyd's striking photographs of the *QM2* function as both visual aids and inspirational images. Lloyd's pictures are a potent reminder that for all its power as a modern symbol of technological progress, the *QM2* is in some ways a stunning example of timeless craftsmanship — something that was planned and built unhurriedly and meticulously, with an uncompromising dedication to quality and safety. As Maxtone-Graham ably points out, that commitment informed Samuel Cunard's vision from the start. Long may it inspire us. 




Moran occasionally receives gifts of historical photographs for our archives. The images come from current or former Moran employees, their families, and our friends in the maritime industry and the larger world.

The gifts range from one or two photos to small collections, and they sometimes include rare historical gems. That was the case in February 2020, when Bobby Grandone — the son of the late Danny Grandone, a retired Moran dispatcher who died in January 2019 — gifted *TowLine* with a trove of more than 40 digitized photos from his family's collection. [A tribute to Danny appears on page 42 of this issue.] The gift included a photograph so rare that its appearance is exciting news.

It is the photo above. Taken sometime between 1941 and 1945, it depicts a Moran steam tug departing the Battery in New York City, in front of 17 Battery Place — the Whitehall Building, which housed Moran's headquarters at the time. It is hard to say how many still photos of Moran steam tugs exist; between 2010 and the present, *TowLine's* editors have seen only four that were technically and artistically suitable for reproduction. (There are probably more; these things have a way of flying below the radar and resurfacing unexpectedly.)

The Grandone gift also includes digital photos of pages from the 1945 *Moran Dispatcher's Handbook*, telegrams sent to Danny Grandone's bachelor party, and numerous Moran tugs, crews, members of employees' families, and customer vessels. Some additional images from the group appear on the page at right.

The editors extend our sincere gratitude to the members of the Grandone family for their thoughtful generosity. 

Above: An unidentified Moran steam tug leaving the Battery in New York City, circa 1943.

Opposite page, top left: The *Marit Maersk*, a freighter, being assisted by a Moran tug (date unknown).

Opposite page, top right: A page from the 1945 edition of the *Moran Dispatcher's Handbook*.

Opposite page, center: The *SS United States* being docked by Moran tugs in New York Harbor after arriving from its maiden voyage in 1952.

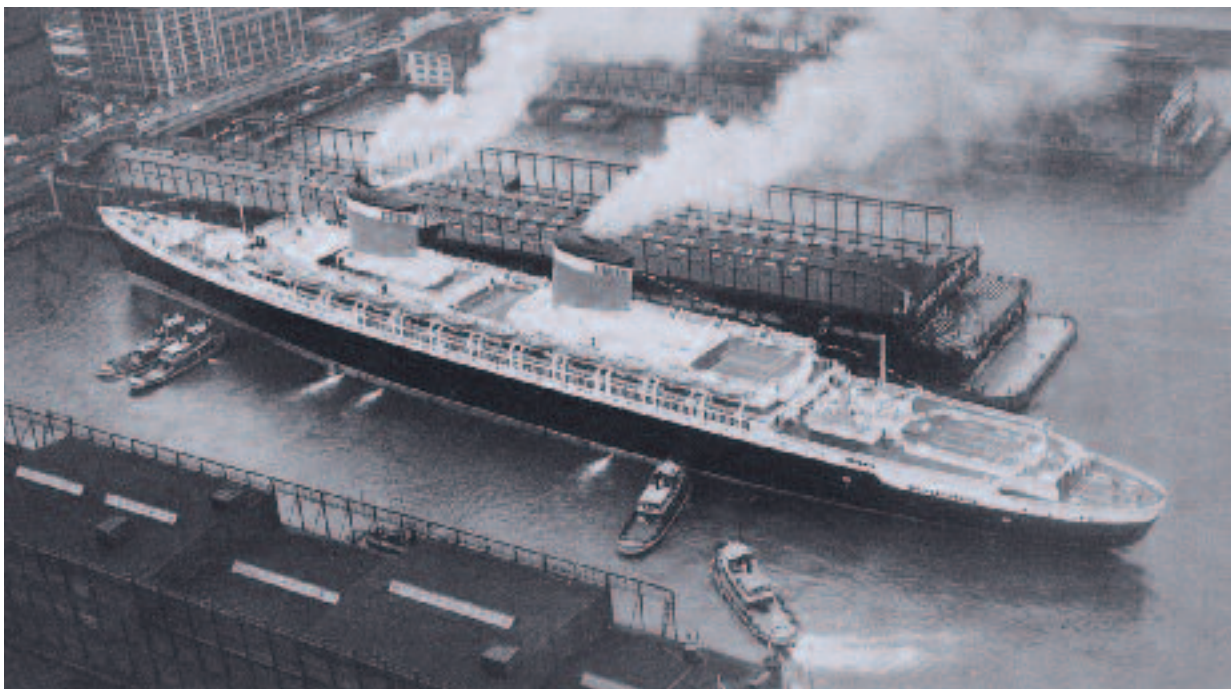
Opposite page, bottom: Aristotle Onassis's yacht *Christina* getting an escort from a Moran tug in New York Harbor (date unknown).



There is a slogan of a very successful company, known as "ACCURACY FIRST".

I thoroughly agree with this but have adapted the slogan of an equally successful client of ours, "BE SURE YOU ARE SURE, THEN GO AHEAD".

As a dispatcher, regardless of previous training, there is one thing paramount in your relations with tug masters. YOU MAY TELL THEM WHAT AND WHAT TO DO, BUT NEVER HOW TO DO IT.



In 2017–18, Moran Christened Four New High-Horsepower Escort Tugs

Clayton W. Moran and Maxwell Paul Moran

Two identical, 93-foot tractor tugs, the *Clayton W. Moran* and *Maxwell Paul Moran*, were christened in a dual ceremony on July 8, 2017 at the Waterside Marina in Norfolk, Virginia. Both tugs were built by Washburn & Doughty Associates, in East Boothbay, Maine, and were launched in 2017. Both are 6,000-hp vessels.

In addition to celebrating the tugs and honoring their namesakes, the ceremony underscored the longtime friendship between the Barker and Tregurtha families, which stemmed from a decades-long friendship and business partnership between Paul R. Tregurtha and James R. (Jim) Barker. With family members and friends of both clans in attendance, the event joyfully showcased for the younger generations among the guests the fruits of friendship, hard work, integrity, and dedication to a family business.

Clayton W. Moran is named for Clayton W. Barker, the grandson of James R. and Kaye Barker. Clayton, who goes by “Clay,” is a graduate of Hobart College, where he earned a degree in media studies. He currently works in the social media department of Seastreak, a sister company of Moran.

Clay met the tug’s sponsor, Mimi Refojo, during his freshman year at Hobart. Mimi performed the christening of the *Clayton W.*

Maxwell Paul Moran is named for Maxwell Paul Child, a son of David and Tracy Child, and grandson of Lee and Paul Tregurtha. Maxwell’s siblings Haley, Benson, Dennis, and Kirby joined him at the christening.

Maxwell, who goes by “Max,” attends Cornell University. He was awarded Sigma Chi fraternity’s Outstanding New Member award for 2016-17 by the Cornell University Fraternity and Sorority Community.

Max’s younger sister, Kirby, sponsored the tug and performed the traditional champagne christening with swiftly efficient aplomb.

Guests and honorees then proceeded to the nearby Town Point Club for a celebratory luncheon, where speeches by Paul Tregurtha and Jim Barker were capped with hearty toasts. Both Mr. Tregurtha and Mr. Barker reflected on how they have benefitted from strong family ties. After lunch, guests and honorees were treated to rides aboard the new tugs. The festivities went on until evening, concluding with a casual dinner at the Vintage Kitchen at Dominion Tower.

Both the *Clayton W.* and the *Maxwell Paul* are now serving in the Moran Norfolk fleet.

Benson George Moran

The *Benson George Moran* was launched at the Washburn & Doughty Associates shipyard on August 16, 2017. A 93-foot Z-drive tractor, it is Moran’s first Tier 4-compliant tugboat. [A story with technical details appears on page 30 of this issue.]

Judy Moran

Moran’s newest escort tug, the 93-foot, 6,770-hp *Judy Moran*, was christened on October 13, 2018 in a ceremony at Pier 5 in Baltimore’s Inner Harbor. Built by Washburn & Doughty Associates, the Tier 4 tug was launched in July 2018 at the yard’s East Boothbay Harbor facility.

Judy Moran is named for the wife of Moran senior vice president Ned Moran, and was christened by the couple’s oldest granddaughter, Frances Leahy. The celebration was a grand family affair, with three generations of Morans in attendance, including Judy and Ned’s son, daughters, and grandchildren. The guest of honor beamed as her granddaughter Franny shattered the traditional “bottle of bubbly” over the tug’s gunwale with a single decisive swing.

The ceremony was followed by a family luncheon. In a nod to the season, Judy Moran presented each of her grandchildren with a hand-painted pumpkin. But the day’s most thrilling treat was still to come: after lunch, the revelers boarded the new tug for an onboard tour of Baltimore Harbor. The vessel gleamed, inside and out, as it quietly motored through calm waters under an overcast sky.

Judy Moran is Moran’s second Tier 4 tractor tug. She served in the Moran Norfolk fleet in Virginia before commencing her long-term assignment in Freeport, Texas, in 2019. [Story on page 30 of this issue.]

Opposite page, clockwise from top left: Mimi Refojo christening the *Clayton W. Moran*; Kirby Child christening the *Maxwell Paul Moran*; Maxwell Paul (Max) Child with his sister Kirby and parents David and Tracy; Mimi Refojo and Clayton W. (Clay) Barker; the launch of the *Benson George Moran* in Maine; Frances (Franny) Leahy christening the *Judy Moran*, with Judy Moran to her right.



Jim Murray, Moran's Longtime Vice President of Sales, Retires

Jim Murray, who helmed Moran's sales department for more than 20 years, retired in May 2017. "Jim was the kind of guy you want to spend time with, so it was a bittersweet moment when we waved goodbye," Ted Tregurtha, Moran's president, said.

In a career marked by integrity, vision, and results, Jim cultivated and forged customer relationships on four continents, molding Moran's small sales team into a squad of promise-keeping straight-talkers whose reputations preceded them.

Apart from the occasional awards ceremony photo op, he cared little for the limelight. Interviewed for this article, he said that "It would be best to keep it short."

Such modesty is characteristic of the man, and Jim's approach to sales could perhaps be summed up in four words: he was old-school, a straight shooter. He was good at answering customers' needs not just out of respect, but because he understood them deeply.

Before joining Moran, Jim was a mariner — an MMA graduate with a captain's license, who for ten years sailed on ships for Lykes Lines. He also earned shoreside stripes, beginning in Lykes's layout and stowage department and advancing over the years to port manager of Charleston and then Norfolk. He left Lykes and joined Turecamo Maritime prior to its being acquired by Moran. His first engagement with Moran was as its port manager in Savannah.

At Moran, his knowledge and experience were wedded to an abiding belief in the company's quality and integrity. His chief sales tool, he said, was mutual trust, which also extended to his co-worker and supplier relationships. (Full disclosure: the author of this article worked for Jim as a consultant for 15 years.)

Jim's tenure at Moran coincided with a period of sustained growth and modernization. Joining the company in 1996, he led Moran's sales department from the threshold of desktop computerization through its digital transformation. Over the course of the next two decades, his sales leadership helped fuel Moran's transition to more powerful tugs. The Moran fleet grew from including one tractor tug to operating more than 42, and from having no ATBs to operating 10.

His favorite part of the job was his associations with customers and co-workers, some of which grew from congenial business relationships into personal friendships, he said. He enjoyed being able to work closely with some of Moran's top leadership,

personified by Ted and Paul Tregurtha (the latter is Moran's CEO), and Ned Moran, the company's senior vice president in charge of harbor operations. Sharing reflections for this article, Ted and Paul summed up Jim's essence with the observation that "his honest, transparent, sometimes blunt approach to his life and job appealed to us, and undoubtedly to Moran's customers."

"We will both always be grateful for the contribution he has made to the culture of Moran and for the contribution he has made to our lives," Ted said. "We hate to say goodbye, but we wish him well in his retirement, and know that he will enjoy piloting his trusty Sunfish around the Maine lakes."

Jim commented that he is deeply grateful to Aislinn Pitchford, Moran's assistant vice president of sales, for her invaluable expertise and camaraderie. He truly enjoyed working for Moran he said, adding that "Moran's vision for the long term and insistence on integrity in all matters made the job easy and more rewarding. It probably sounds clichéd, but if I had to sum it all up in a single comment, I would just say it was an honor to work for Moran."



Jim and his wife Debra now reside in Eastport, Maine, and have successfully survived their first full Maine winter. "We understand that one or two trips south helped them endure it," Ted Tregurtha said, "but Jim and Debra are veteran 'Maineiacs,' and we have no doubt that as the years pass they will settle in for the long run."

"Jim's presence will be missed by all of his great friends at Moran and by our customers," Ted said. "We are all lucky to have known him," Paul added. ⚓

Above: Jim Murray at the *Payton Grace Moran* christening in Maine in 2015.

Gregory (Greg) McGinty, 1947–2018: An Appreciation

We are sad to report that Greg McGinty, a valued member of the Moran corporate family, passed away on September 2, 2018, at age 71. Greg was a retired executive vice president of Moran who brought out the best in us all with his good humor, enjoyment of life, and positive outlook.

Greg came to Moran in 1998 when the company acquired Turecamo Maritime, where he was president and CEO. He had joined Turecamo when it was a small, family-run business with operations based solely in New York. During Turecamo's later period of expansion, Greg helped the company make multiple acquisitions that extended its operations into Savannah, Georgia; Charleston, South Carolina; and Philadelphia, Pennsylvania. He then became a critical force at Moran for 10 years, contributing his extensive maritime management expertise at the company's corporate headquarters in New Canaan, Connecticut and facilitating the merger of the two companies' cultures and processes.


"He was smart as a whip and had a wonderful sense of humor," Greg's brother-in-law Peter Nistad said. Mr. Nistad, who is Turecamo's retired chairman, was close to Greg professionally as well as personally. "He was a great [storyteller], in the Irish tradition, and also loved to *hear* a good tale," Mr. Nistad said, adding that "he was the best golfer I've ever known." Greg in fact never missed a Moran golf tournament, and was a sought-after golf partner due to both his outgoing personality and his highly admired 7 or 8 handicap.

During his time at both Turecamo and Moran, Greg brought his zest for life and enthusiasm for fun to the job every day. He applied his enjoyment of fun to the manner in which he built customer relationships... business meetings were not only about business but also about having a good time, getting to know people and enjoying their company. If a business event could be tied into a tasty meal, round of golf, fishing trip, or a ski trip, so much the better.

But Greg also had a serious side that balanced his lighthearted nature. The safety of his people and equipment was always his top priority, and in 1996 Greg had the opportunity to share his passion for safety with the industry by serving as the chairman of American Waterways Operators (AWO). Under Greg's leadership, AWO initiated a program known as the Responsible Carrier Program. This program was the start of AWO's and the industry's long journey towards improving

vessel and employee safety through the use of a Safety Management System.

Gregory Francis McGinty was born on July 11, 1947, in New York, New York. A graduate of Boston College, he subsequently earned a master's degree from the University of Pennsylvania. In his leisure time he was devoted to his family and was an avid outdoorsman, enjoying skiing, hiking, fly fishing and golf. He loved spending time at his house on Equinox Mountain in Vermont, but wouldn't hesitate to make a trip out west to do some serious fly fishing.

He is survived by his loving family: his wife, Joan McGinty (nee Turecamo), of Briarcliff Manor, New York; his sons, Michael (Kristen) and Brendan (Fawn), both of Chappaqua, New York; his brothers Mark (Liz), Sean (Susan), and William (Nina); and a sister, Constance (Cliff) Tallman. He was the cherished grandfather of James, Ashley, Timothy, Katherine and Declan. 



Above: Greg McGinty in 2016

In Memoriam: Captain Rodney Magwood

Captain Rodney Magwood, a highly regarded Savannah docking pilot and admired Moran employee, passed away on August 22, 2018. He was 61.

Capt. Magwood, who usually went by “Rodney”, was also known to colleagues and friends in the port of Savannah by the affectionate nickname “Rock”. An imposingly large man — he stood six feet three and weighed 325 pounds — he was well-known for combining sharply honed marine skills with a sunny professional demeanor.

Rodney got his start in the industry as a deckhand for Atlantic Towing, before it was acquired by Turecamo, and, later, by Moran. He stayed with the company his entire career, rising through the ranks to become a captain and going on to become the first African-American docking pilot in the Port of Savannah.

Like many a successful Moran docking pilot, he was not only knowledgeable in the art and science of ship docking, but was also a gifted communicator. Readers of *Popular Mechanics* got a glimpse of Rodney in action when, in a February 2018 article, the magazine profiled him and Captain David Missroon at work as the *Edward J. Moran* docked an LNG tanker, the *Methane Princess*. Missroon was in the tug’s wheelhouse, Rodney on the tanker’s bridge. “As Magwood guides the behemoth in, a dance based on years of experience and intuitive knowledge between docking pilot and tugs commences,” the magazine’s reporter wrote. To underscore the point, he quoted several of Rodney’s commands to the tug, including: “Edward, take me on down again...” and “Thirty percent on the Dog. Easy on the stern tugs, easy...”

Such subtle mastery drew on Rodney’s deep experience as a tug captain. In a eulogy on Facebook



following his death, his co-worker Eve Hunter wrote that “Rodney could operate any of the tugs in the Moran Savannah fleet, and when Moran Savannah got their first tractor tug, the *Diane Moran*, [he] was one of the first to learn the new technology.” He was generous with his knowledge, and taught or mentored many of the Savannah tug operators Moran employs today, Ms. Hunter said.

Al Cook, Moran Savannah’s vice president and general manager, said, “I had the honor of working with Captain Magwood for a little over a year after transferring to Savannah. He was a southern

gentleman who took the time to share local knowledge and sage advice with a new GM. Rock’s outgoing personality and contagious sense of humor will be missed by all of his co-workers, friends and family. His well-earned reputation as a true professional mariner within Moran and the Savannah maritime community will not be forgotten.”

Rodney Magwood was born on January 31, 1957, in Savannah, Georgia. After graduating from Windsor Forest High School in Savannah, he decided to follow in his father’s footsteps and become a mari-



ner. Later, as a married father of three, he remained steadfastly devoted to family life and child rearing even as he juggled “the crazy hours that come with the tug life,” Ms. Hunter said. (Rodney’s son Reginald is now a Savannah River Pilot; his son Rodney Jr.

works as a longshoreman, and his daughter, Rhonda, works for the *Savannah Morning News*.)

He was athletically inclined, and according to Ms. Hunter, could drive a golf ball 300 yards. Rodney also loved fishing and spending time with his dogs, Pebbles and Bam Bam. His large stature belied a gentle nature, Ms. Hunter said, and he had a deep but soft voice that would sometimes break out in a devilishly infectious laugh.

In Memoriam: Danny Grandone

Danny Grandone, who died on January 19, 2019, at the age of 93, was 18 years old and fresh out of high school when he started working for Moran Towing & Transportation Co. in 1943. His first job was as a typist. He could do 200 words a minute, his son Bobby said, and he quickly got noticed: Edmond Moran, who was both the company’s president and a retired Rear Admiral in the United States Navy, thought that the young man showed commendable skills, well-rounded intelligence, and a can-do spirit. This was at the Whitehall Building, Moran’s first high-rise headquarters in New York City.

Moran put Danny on a fast track. The company trained him to decode Navy signals in the Verrazano Narrows, and when he aced that role, it trained him as a dispatcher. So began a distinguished 39-year career in which Moran would be Danny’s sole employer.

Danny was a people person, a guy who tempered his sharp-witted abilities and instincts with a

kind and forgiving nature, Bobby said. He quickly acquired a reputation for effective communication, thorough preparation, easygoing charm and a good sense of humor, all of which made him ideally suited for the job of dispatcher.


In 1977, the *New York Times* sent a reporter to do a short feature story on Moran's operations in and around New York. Danny gave the fellow a brief oral summary of a dispatcher's responsibilities, making sure to include dicey challenges like dead ships and other emergency response situations. Then, Danny said this: "You can't conceive of how people who do this love this work." That comment may sound like a public relations bonanza, but coming from Danny it was plainspoken truth. Many a tugboat dispatcher, Danny included, could back that observation with edge-of-your-seat tales from the trenches. Moreover, Danny was admired as an all-around stand-up guy, a quality that resonated with people at work and outside of it. He once starred in a television commercial for Buick, in which he drove a Buick (his, if you believe the ad) to a dock, parked it in front of the *Teresa Moran*, and earnestly appraised the value of the car's reliability in his work. In the spot's final shot, Danny is seen standing on the *Teresa's* bridge as the tug pulls away to answer an emergency call. (The video can be viewed online at <https://vimeo.com/384543101>)

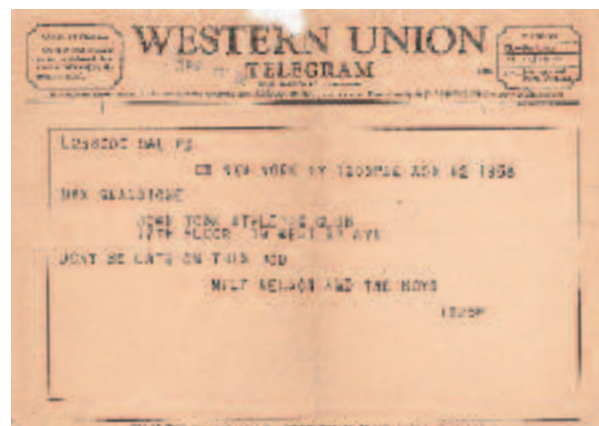
Danny saved a trove of work-related documents, photographs, and other memorabilia over the years, which his family now cherishes. The materials, brought vividly to life by his family's memories, paint a moving picture of top-flight teamwork bolstered by close camaraderie. They include witty, slyly barbed telegrams that Danny received at his bachelor party the year he and his wife Norma married. Edmond Moran wished him happiness and sent his regrets at not being able to attend. Some of Danny's co-workers, as well as colleagues at other companies, good-naturedly "roasted" him in their messages. "We are grieved beyond expression to hear of your coming marriage, and share in the loss of your single bliss," wrote the dispatchers at Seaboard Shipping Corporation, with mock solemnity befitting the occasion.

The keepsakes convey the impression that as a group, Moran's employees at the Whitehall Building were especially comfortable with one another, which must have offset the pressures of the job. Danny, for his part, had numerous lifelong profes-

sional friendships, including close ones with Grover Sanschagrin (another Moran widely admired for his cool-headed skill and congeniality) and Whitey Mattsson, an esteemed Moran tug captain. Danny was popular with everyone from Moran's switchboard operators (they, too, sent a telegram) to its mariners, administrative staff, dispatchers, and executives.

This was a good thing, because pressurized juggling was part of the job description. "You have to have everything in your head," Danny told the *Times*, and he did. By "everything," he meant not only vessel locations and geography — which, in Danny's realm, meant New York Harbor, the East and Raritan rivers, Staten Island's kills, the coastal waters off New York and Connecticut, and the Hudson River as far north as Albany — but also nautical terrain, ship drafts, weather, tidal patterns, terminal capacities, and daily conditions at dozens of piers and terminals.

Danny retired in 1982. Thirty-seven years later, when Bobby Grandone called to inform Moran of his father's passing, the first person he spoke with was a dispatcher, and the man knew who Danny was. This is perhaps unsurprising; Danny had mentored many people, and a lot of frontline wisdom is still attributed to him. The example he set and the knowledge he shared were his professional legacy. They are storied, now as ever. 



Opposite page, left and right: Capt. Rodney Magwood, ashore and at work aboard a vessel.

At right, top: Danny Grandone on location at the shoot for his Buick television commercial. Bottom: A telegram from colleagues that Danny received at his bachelor party.

Milestones

Retirements

Captain Jim Murray

Moran's Vice President of Sales
[Story on page 40]

Deaths

Captain Rodney Magwood

A Savannah Pilot
[Story on page 42]

Mary Corrigan

A Retired Moran Administrative Assistant

Mary Corrigan, who worked as the administrative assistant to Moran vice president, secretary and general counsel Alan Marchisotto for 24 years before retiring in 2010, died on July 1, 2017. She was 86.

"She was a pleasure to work with and is well remembered as someone who got things done efficiently and correctly," Mr. Marchisotto said. Judy Enright, a Moran co-worker who knew Mary well, said, "You could set your watch by Mary. She had a routine...and stuck to it." She also possessed a serene, easygoing charm, Ms. Enright said.

In a brief interview with *TowLine* regarding her retirement in 2010, Mary said that "Many an administrative assistant can be counted on to be an office authority on spelling and grammar, and to catch errors before they make it into print." She added that to be good at the job, you also need to be a crackerjack organizer and silky-smooth telephone personality. "I enjoyed working for Moran very much," she said.

"She had an incredible work ethic," Mr. Marchisotto said. "If I say she took a handful of sick days in the 24 years she was here, that would be a high estimate."

"We all miss her, and talk about her often," Ms. Enright said.

Silvano Ugrotto

A Retired Moran Port Engineer

Silvano Ugrotto, a retired port engineer for Moran Philadelphia, died on May 3, 2018. He had worked for several marine transportation companies and was employed by Moran at the time of his retirement.

Francis J. (Frank) Duffy

A Former Editor of TowLine and Moran Director of Public Relations, Photographer, Journalist, and Historian

Frank Duffy, who as Moran's director of public relations from 1984 to 1993 edited *TowLine*, died on

(Deaths, continued)


April 26, 2020, in East Setauket, New York. He was 90. The cause was Covid-19.

A native New Yorker who was trained as a stationary engineer, Frank retired in midlife from a career as a supervisor of custodians for the New York City Board of Education and began forging a second career as a journalist and photographer covering the maritime industry in New York and New Jersey. The endeavor proved fruitful; having sailed in the Merchant Marine as a young man and later worked for the Port Authority of New York and New Jersey, he knew the beat well.

In reminiscences by his friends, family, and colleagues, and a bio issued by one of his publishers, Frank was revealed to be a man of multifold talents and admirable energy. By the time he joined Moran, he had written news articles and feature stories for the *New York Times*, *New York Newsday*, and numerous maritime publications. Starting in 1982, he wrote a regular column on the Port of New York and New Jersey for *Steamboat Bill*, the journal of the Steamship Historical Society of America.

A talented photographer, he shot many of *TowLine's* pictures himself, and also shot on assignment for shipping companies in New York. Among industry insiders his work was storied: at age 70, he was still shooting from a helicopter swooping through New York Harbor, a job that demanded enough mental concentration and physical flexibility to rigorously tax a man half that age.

He was deeply committed to maritime causes, a passion that sparked extended career forays as an author, historian, museum administrator, and civic organizer. In 1986, he co-authored *The New York Harbor Book* with William Miller. He was the sole author of a second book, *Always on Station: The Story of the Sandy Hook Ship Pilots*, that was published in 2008. As executive vice president of the Maritime Industry Museum of SUNY Maritime College in the Bronx, he mounted successful campaigns to commemorate New York's *General Slocum* disaster of 1904 by restoring a public monument and organizing an annual public observance of the tragedy. He eventually donated all of his photographic slides and negatives to the museum, and his pictures were also included in a gift that Moran made to the institution.

In 2010, the Steamship Historical Society of America honored him for "recording and preserving the legacy of ships, New York shipping and the United States Merchant Marine." 

Service Anniversaries

10 Years of Service

Austin W. Barden
Stephen M. Bartlett
Andrew J. Beatty
Schyler Jude Beech
Vandiford P. Beech
Stephen J. Begin
Michael C. Bonsaint
Matthew W. Brewster
William M. Chittick
William A. Diamond Jr.
Frank Austin Dimatteo
Philip A. Dussor
Joshua T. Duym
Andrew A. Futch
Mark C. Hansen
Eric Wayne Hardison
Kurt Patrick Hellmann
Dwain Danza Hinds
David Patrick Ivester
Matthew M. Love
Erik N. Luce
Jesse J. Malmgren
Donald S. McCord III
Terrence A. McGovern III
Mays C. Milner
David Ethan Olson
Randy Joe Quattro
James K. Quinn
Christopher Leonard Russo
Edward A. Snell
James D. Sonnier
Kevin Kelly Stanley
Jonathan A. Steinberg
Walter T. Stewart
Anthony P. Vicari

20 Years of Service

Robert F. Buchet
Vincent J. Ellul
Mark Evans
Willie J. Gardner
Lawrence L. Havlicek
Dayvien L. Johnson
Darren D. Kerney
Daryl J. Louviere
Robert Martin
Brian E. McDonald
William C. Morris
Thomas A. Rizzo
Kevin M. Walsh
Bradley White
Gregory W. Williams
Sherry M. Williams
Dennis L. Yonker

30 Years of Service

Thomas E. Buckley
Joaquin Calix
Darrel J. Conner
Ronald G. Droop
Arlon R. Feurtado
Paul J. Lewis
Edward F. Walker III
Edgar W. Williams

40 Years of Service

John F. Campbell
Daniel J. Klaben Jr.
Wayne S. Posey
Michael W. Staszko



Seen and Noted



Moran's mariners tend to reflexively gravitate toward precision maneuvers. Above, "Exhibit A," which was captured on a snowy day in, of all places, Savannah, Georgia. We rest our case.

TowLine

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