

TowLine

The Magazine of
Moran Towing Corporation

Volume 62
February 2009



The State of Safety

A Report in Brief



Moran Commences Operations in Two North Carolina Ports

Moran has added Morehead City and Wilmington, North Carolina to its ports of operation. The company began its operations in both ports on November 30, 2007.

The ports will continue to be served by the fleets of Morehead City Towboat Co. and Cape Fear Towing Company, both of which Moran has purchased. The two companies are longtime providers of ship docking and harbor services to Morehead City and Wilmington respectively.

Al Cook is overseeing the local management of both ports for Moran. Captain Pat Bailey, a seasoned Moran port captain from Norfolk, is leading the management of Wilmington. Captain Don Thomas, formerly of Morehead City Towboat, is leading the Morehead City operation.

Ship docking, ship assist services and harbor services will continue to be the principal activities of the two fleets, but Moran has brought a wider range of capabilities to the region as well, including contract towing, marine transportation, special

projects, and LNG activities. Both ports are centrally located to serve the growing southeast U.S. market.

Moran to Provide Tug Services to Sempra

Moran, in conjunction with its partners Suderman and Young Towing Company and Bay Houston Towing Company, has been awarded a long-term contract to provide tug services for Sempra LNG's new Cameron LNG terminal, located near Hackberry, Louisiana. The facility, which is currently under construction, will be capable of processing up to 1.5 billion cubic feet of natural gas per day. It is expected to be complete in 2009.

The joint venture will be building four new tugs and a new tugboat base in nearby Cameron Parish, including a 250-foot steel dock and a maintenance facility, to support its Cameron LNG operations. Jeffrey Beech, who will manage the operation for Moran, said that it will create 40 new jobs in the region.

Regarding the Washburn & Doughty Fire: A Message from Moran's Chairman and CEO

As many *TowLine* readers are aware, we at Moran were shocked and saddened to learn that on the morning of July 11, 2008, a massive fire swept through the Washburn & Doughty shipyard in Boothbay, Maine. Thankfully, there were no injuries. But the property damage was devastating; the plant was completely destroyed. (Two tractor tugs under construction were also lost, and a third tug in the construction shed was damaged but deemed repairable. A fourth tug, the *Linda Moran*, was moored at a dock adjacent to the grounds and was undamaged.)

The losses were insured, and the firm's founding partners, Bruce Washburn and Bruce Doughty, have vowed to completely rebuild the facility. Yet it is impossible not to lament even the temporary loss of the "WD" shipyard. The plant's absence constitutes an incalculable setback for its employees, owners, and the town of Boothbay. And it is a setback for WD's customers — Moran prominent among them, of course — whose businesses and reputations have benefited greatly from the quality and performance of our WD-built tugs.

The good news is that Messrs. Washburn and Doughty are committed to getting back in business right away, and have been making expeditious progress. As of this writing, a new WD fabrication building is already under construction; the facility's east bay is slated to be complete in the first quarter of this year.

Meanwhile, the company has temporarily restarted tugboat construction operations outdoors, with some workers now recalled. It completed construction on the *Linda Moran*, a beautiful new INTERCON tug, last August; she was the first vessel to be delivered since the fire.

We were also gratified to learn of the effective responses to the emergency by the Town of Boothbay, the office of Maine's Governor John E. Baldacci, and the Boothbay community, all of which provided critical aid to WD and its employees.

Moran is eager to assist Washburn & Doughty, and will continue to work closely with the company. This past January, we ordered another INTERCON tug. *TowLine* will continue to publish updates on the progress of the rebuilding.

— **Paul R. Tregurtha,**
*Chairman of the Board and
Chief Executive Officer,
Moran Towing Corporation*

TowLine

Published by
Moran Towing Corporation

EDITOR-IN-CHIEF
Mark Schnapper

REPORTER
Don Sutherland

DESIGN DIRECTOR
Mark Schnapper

PHOTO CREDITS

Page 2:
Bobby Davis

Page 3:
Rudy Bierhuizen

Pages 4–7:
Don Sutherland

Pages 8–9 (top):
Will Van Dorp,
tugster.wordpress.com

Page 17:
Ed Bennett

Page 20:
Jeff Tesney Photography

Page 21:
VF Photo

Back Cover:
Washburn & Doughty staff
All others, photographers
unknown



Moran Towing Corporation
50 Locust Avenue
New Canaan, CT 06840

Tel: (203) 442-2800
Fax: (203) 442-2857

www.morantug.com

In the Ports

- 3 **NOLA Rising**
Capt. Jimmy T. Moran Brings
the Leading-Edge Stuff
to New Orleans

The Fleet

- 8 **Laura K. Moran Premieres
in New York**
A Sleek New Darling of the
Harbor Gets to Work

Operations

- 10 **The State of Safety**
A Report in Brief
- 14 **Captains of Information**
Moran's IT Department
Tames a Sea of Data

People

- 17 **Walter Naef, a Veteran Moran
Port Manager, Retires**
- 23 **Personnel News**

Milestones

- 18 **Moran Environmental
Recovery Merges with Fleet
Environmental Services**
- 20 ***Capt. Jimmy T. Moran*
is Christened**
- 21 ***Pati-Charleston* is Christened
in New York**
- 22 ***Lisa Moran, a Pushboat,*
is Christened**

On the cover:

Daybreak in the Arthur Kill,
New York Harbor

Photo by Will Van Dorp,
tugster.wordpress.com



CAPT.
JIMMY T. MORAN

17
16
15

NOLA Rising

Capt. Jimmy T. Moran Brings the Leading-Edge Stuff to New Orleans

When the new 5,100-horsepower Z-drive tugboat *Capt. Jimmy T. Moran* was delivered last November to Moran/New Orleans (formerly River Parishes Company) in Lusher, Louisiana, it ushered in a new era for the division and its parent company alike. Moran/New Orleans took a quantum leap, getting its first, dazzling installment in an upgrade program that is enabling it to assist the newest, largest ships coming into the New Orleans region. Moran Towing Corporation, which acquired River Parishes in 2006, reached a watershed in its investment in the expanding New Orleans market. Both businesses are positioned to benefit from substantial, far-reaching opportunity.

River Parishes had been a mainstay on the Lower Mississippi for more than 31 years, providing ship docking services and assistance to the tankers, containerships, reefers, bulkers and grain ships that call at the area's ports. The company's fleet of tugs includes beautifully maintained workhorses like the *St. Charles* (4,200 hp), the 3,600-hp *Commander*, the *Fort Johnston*, and the *Ascension*, to name a few.

The region, which stretches between the Southwest Pass Seabuoy and the Port of Baton Rouge to the north, has been undergoing fundamental changes, and Moran/New Orleans is responding by expanding its fleet. The Port of New Orleans was damaged badly by hurricanes Katrina and Rita, yet within two years of the destruction, the port's throughput of ship cargo exceeded pre-storm levels.

*Opposite page: Capt. Jimmy T. Moran at rest in the harbor shortly after her arrival.
Below: Capt. Jimmy T. on the river, fully outfitted and heading to a call.*



With the region undergoing fundamental changes, Moran/New Orleans is responding by expanding its fleet.

The rapid recovery is a testament to both the resilience of the local maritime industry and the importance of the port and the heartland it serves to world trade. Although the volume of traffic in New Orleans has varied in recent years, the latest statistics published by the Port itself cite 2,000 oceangoing ships calling annually, and 6,000 ships moving through en route to terminals elsewhere on the first 250 miles of the Mississippi River.

Corps of Engineers, the port is a major hub for transportation into the heartland. The increasingly large ships that bring in liquid and solid cargoes need the assistance of tugs that offer state-of-the-art power and agility.

The trend toward larger ship sizes in the New Orleans region will become still more prevalent when a planned enlargement of the Panama Canal is completed. By the year 2014 — the centennial of the great man-made estuary — the canal is expected to open a third lane, big enough to accommodate the next generations of superships. How large will “super” become? At least one class of ships currently in service gives a fore shadowing: it includes containerships and tankers that are bigger than aircraft carriers.

The Panamax classification system, which can apply to any type of cargo, passenger, or military ship, is a useful barometer for putting the enlargement trend in perspective. Panamax-size ships



Above: The St. James, with the New Orleans skyline in the background.

Opposite page: Top: The Commander, a railroad tug. Bottom: The St. John on the river.

Ship sizes are also driving changes in New Orleans. Ships with huge post-Panamax capacities are now plying the oceans with the intent of reducing transportation costs, but a limited number of ports are large enough to accept them; New Orleans is one that can. More than one hundred miles inland from the Gulf of Mexico, accessible by a channel maintained at 45-foot depth by the Army

have a maximum length of 965 feet and a maximum beam of 106 feet. The first generation of post-Panamax vessels, which has now been around for roughly two decades, typically includes lengths of between 1,000 and 1,150 feet, with beams of 135–145 feet. The latest post-Panamax generation currently in operation — referred to as super post-Panamax — includes some ships that are 1,310



feet, with beams of 174 feet. The larger ships have deeper drafts, too — another reason why powerful tugs are a requirement. The Port of New Orleans is presently capable of handling Panamax and post-Panamax vessels; super post-Panamax ships are expected to begin calling within the next six years, and the Port is adapting in preparation.

With this in mind, the Port of New Orleans last June renewed a partnership with the Panama Canal Authority, further seeding its own growth. The Port plans to complete the first phase of a \$500-million expansion of its Uptown Container Cargo Terminal around the time the third lane of the Canal opens. When the new post-Panamax superships start coming through to New Orleans, Moran/New Orleans will be ready.



A compact, muscular 86-footer, *Capt. Jimmy T. Moran* was built by C&G Boat Works, of Mobile, Alabama. She is equipped with two Schottel 1215FP Z-drives, and is the first azimuthing tug in the Moran/New Orleans fleet. With more than 130,000 pounds of bollard pull, *Capt. Jimmy T.* is ideally suited to the giant containerships, tankers, and bulkers that move goods through the Lower Mississippi region. The tug is outfitted with a Markey DEPC-48 hawser winch on the bow, and

a CEW-60 capstan aft, adding to her ship-wrangling capabilities for large vessels.

Besides being a powerhouse, the *Capt. Jimmy T.* brings Z-drive maneuverability to waters that can be tricky to navigate. She can nimbly move in any direction, quickly enough to correct for surprises. Ned Moran, Moran's senior vice president in

A limited number of ports are large enough to accept huge post-Panamax vessels; New Orleans is one that can.

charge of harbor operations, observed that smaller is frequently better in the relatively close confines of a river, because there is less to contend with during critical maneuvering. The *Capt. Jimmy's* compactness — she is six feet shorter than the 92-foot Z-drives Moran operates in large harbors like New York — is a distinct advantage on the Lower Mississippi.



The Jefferson on the Mississippi.





The St. Charles returning from a docking call.

River Parishes Company was formed by the 1976 merger of Capitol Towing, founded in the mid-1950s, with Burnside Towing, founded in the mid-60s. The smallest of four ship docking companies in the Lower Mississippi region, River Parishes was named for the Louisiana state parishes that span both sides of the Mississippi between Baton Rouge and Head of Passes. The company's focus was always ship docking upriver from New Orleans, as far as Baton Rouge, Louisiana's capital. From the Gulf, that covers more than 230 river-miles and five deepwater ports.

One of the firm's original managers was Capt. Henry Beech, who joined Capitol Towing after retiring from the U.S. Navy in 1972. Capt. Beech continued at the company after it became River Parishes, and in December 1989, he and his wife Loretta bought out the owners. Henry Beech died in 1995, at which point Loretta took over, operating the company until the merger with Moran. Henry and Loretta's son, Capt. Jon Beech, is Moran/New Orleans' current vice-president and general manager. His brother Jeff Beech was until recently the company's vice president of operations, and now works at another Moran division.

Contemplating its growth strategy in 2006, River Parishes knew that upgrading its fleet to accommodate huge ocean vessels would involve a major commitment. "My brother and I had a meet-

ing with my mother in her office," recalled Jon Beech, "and we talked about the cost of modernizing the fleet." There were several options available to the company, but in the end the family decided that the most practical alternative would be to sell it to owners who already had the necessary resources to realize the expansion.

"We'd always had a good relationship with Moran, having done towage work for them over the years, so the decision was made to propose a sale to them," said Jon Beech. "I called Ted Tregurtha on a Thursday, and he, Paul Tregurtha, and Ned Moran were here the following Tuesday." [The three men are, respectively, Moran's president, chairman and CEO, and senior vice president in charge of harbor operations.]

Jon Beech remembers visiting Moran's New Canaan headquarters in 2000 and meeting Paul Tregurtha for the first time. Upon returning to Litcher, he recounted the meeting to his mother, who remarked, "Tregurtha...that's a unique name. Your father served with a naval officer named Tregurtha." In what proved to be one of those small-world coincidences, the naval officer turned out to be Capt. James T. Tregurtha, Paul Tregurtha's brother. But the serendipity doesn't end there: Capt. Tregurtha, who goes by Jim, happens to be none other than the namesake of the *Capt. Jimmy T. Moran*. ■

Laura K. Moran Premieres in New York

A Sleek New Darling of the Harbor Gets to Work



The gleaming new Z-drive tractor tug *Laura K. Moran* arrived in New York City direct from the shipyard last May, and began service in New York Harbor. She is the second Z-drive tug to be added to the Moran/New York/New Jersey fleet, which now numbers 29

tugs. The fleet also includes four ATBs (Articulated Tug and Barge units). The addition of the *Laura K.* and the *Capt. Jimmy T. Moran* in New Orleans brings Moran's national tally of Z-drives to 21, with the tugs based at ports and LNG terminals dotting the North American coastline from Portsmouth, New Hampshire to Costa Azul, Mexico.

At 92 feet in length, with 5,100 hp, the *Laura K.* is compact, agile and powerful — a workhorse with the looks of a thoroughbred. Her spare lines and low profile cut a dashing beautiful figure in the water. But it is this tug's supreme maneuverability that best equips her for service in New York Harbor, whose tight confines are continually traversed by increasingly large ships. The trend toward larger vessels has prompted the dredging of New York Harbor to bring its depth to 50 feet, which will accommodate the drafts of today's largest ships and an expected proliferation of supsize vessels in the future. The project is slated for completion in 2012.

Since the complexity of tugboat maneuvers increases in proportion to factors like ship size, traffic density, geographical confinement and challenging tidal conditions, New York Harbor can be a demanding environment, said Peter R. Keyes, the vice president and general manager of Moran/New York/New Jersey.

"Tugs in New York Harbor must be able to work just about anywhere on a ship, and work against it in any direction, or pull in any direction," he said. "Z-drives like the *Laura K.* do that with maximum versatility and efficiency. On any given day, they're the first ones out and the last ones in."

It is even possible for a single Z-drive tug to do many types of jobs that would otherwise require

two conventional tugs, Keyes said. And the Z-drives can be manned with four-person crews, as opposed to five for conventional tugs.

Prior to *Laura K.*'s arrival, her sister Z-drive tug *Gramma Lee T. Moran* was Moran's sole provider of such leading-edge advantages in New York Harbor. The two vessels are like a pair of fine bookends, twins in nearly every respect except for *Laura K.*'s slightly larger wheelhouse, which was designed to provide roomier crew accommodations. Both tugs



are used for ship docking, in which they routinely assist 950-foot container ships, jumbo tankers, superliners like Cunard's three "Queens," and smaller vessels.

Captains John Willmot and Rich Murphy are skippering the *Laura K.*; both men have more than 40 years experience onboard vessels in the towing and transportation industry. Greg Stem and Bobby Kropacek, two recent graduates of SUNY Maritime Academy, are the tug's alternating mates.

Laura K.'s other particulars include: ABS +A1 Class rating for towing and escort service; FIFI 1- and AMS-rated firefighting capability; 32' breadth; two Detroit Diesel MTU engines; twin Schottel Z-drives; two John Deere generators; and a Caterpillar FIFI engine, driving a 3,000 GPM monitor. Washburn & Doughty was the builder.

The *Laura K. Moran* is named after Laura J. Keyes, Mr. Keyes' late wife, who was a beloved marine personnel manager at Moran Towing and Transportation. ■



Opposite page: The Laura K. assisting the tanker Johann Jacob in New York Harbor. Above, top: Turning the Essen Express 180° to position her for leaving the Harbor. Above: On her way to a call.

The State of Safety

A Report in Brief

I. The Mission

Trace the evolution of maritime safety from the *Titanic* through the turn of the 21st century — past the landmark measures like The International Convention for the Safety of Life at Sea (SOLAS), The International Safety Management Code (ISM), and the American Waterways Operators (AWO) Responsible Carrier Program (RCP) — and you will arrive at the present moment to find a maritime industry that is closing ranks as it intensifies its efforts to conquer the root causes of accidents. The U.S. tug and barge industry, for its part, has been stepping-up its methodical approach in the 14 years since the initiation of RCP, as companies meet widening regulatory requirements and continue to adopt sweeping safety management polices of their own. While Coast Guard statistics are showing a significant degree of accident reduction as a result, there is still much more to be done. Moreover, the industry has been exercising an increasing degree of self-regulation, even as companies maintain compliance with the requirements of government regulators, industry watchdogs and the Coast Guard.

This trend was evident in 2004, for instance, when members of Congress interviewed Ned Moran in his capacity as Chairman of the Board of AWO, the organization that represents the nation's tug and barge owners and operators. (Mr. Moran is Moran's senior vice president in charge of harbor operations.) Acting as an industry spokesperson, Mr. Moran encouraged Congress to enact legislation mandating a formalized Government program of safety and security inspections for all U.S.-flag towing vessels. The effort was successful; Congress passed the *Coast Guard and Maritime Transportation Act of 2004* with a section mandating the creation of an official program of safety and security standards, with inspections to validate

compliance, to be implemented and managed by the Coast Guard. "The Coast Guard is currently working on writing the new rules," commented Mr. Moran. "It is anticipated that the Coast Guard will submit a Notice of Proposed Rule Making prior to the end of 2008. These new rules and regulations, which are referred to as 'Subchapter M', will be added to the *Code of Federal Regulations* covering towing vessels. We expect that the new rules will become law in 2009 and that there will be a transition period lasting until 2011 to give the opportunity for the industry to come into full compliance over time."

Within the industry, there is growing acknowledgement that while the roles of ISM, RCP and American Bureau of Shipping (ABS) standards are crucial, these controls provide only a general framework that is subject to interpretation. What actually happens on the water is, to a large extent, the result of how individual companies and their employees interpret and implement the various requirements through each company's own Safety Management System.

In Moran's case, the company's implementation of the mandatory guidelines has become a springboard for further policymaking, practices and innovations that go above and beyond the stated requirements. RCP, ISM, government and Coast Guard standards, for example, do not require the practice of simulator training, but Moran utilizes the training whenever it feels that simulators have value as a tool for improving safety and operational efficiency. The company has in fact purchased its own simulator, enabling a wide range of advanced training capabilities.

II. Strategy

Leading tug and barge companies are currently marshalling an array of safety management systems, detailed policies and strategic methodologies designed to ensure and improve safety. The language that flows from these initiatives is emphatic. Ask anyone at any reputable maritime company or organization about safety, and you will likely hear it described as an über-mission, in which companies should strive for zero accidents, improvement should be continuous, and risk should be managed.

What is significant about this language is that it represents vigorous action backed by strong strategic and philosophical underpinnings. Take the phrase "continuous improvement," for example; it is difficult to pinpoint exactly when this term entered the jargon of the American workplace, but the influence of the strategy it names has become the stuff of business legend. The development of continuous improvement is widely credited to Japanese manufacturers like Toyota, who conceived it as a motivational methodology designed to spark everything from engineering innovations to safety.

In the 1980s, American business experts studying the business models of Japanese companies brought the concept back to the U.S., where it did not immediately catch on. But as Toyota and other Japanese companies began to pull far ahead of their American competitors, the American workforce saw the proverbial writing on the wall and eventually embraced continuous improvement. Today, it is a strategic cornerstone at countless American companies. Its benefits in safety management stem from at least three impeccably logical principles: 1) if you are continuously focused on improving, you are that much less likely to become complacent; 2) since the imperfection of human nature in a changing world will inevitably result in something being overlooked, safety is not possible without innovation; and 3) it takes systematic vigilance to stay safe, and systems fail if they are not open to improvement. Recognizing the value of these principles, Moran uses continuous improvement as a catalyst for safety innovations involving people, vessels, equipment and facilities.

Risk management is another core strategy that Moran applies to its safety initiatives.

The development of modern risk management is often credited to the insurance industry, though the idea's long and complex history leaves room for debate. The strategy has today been carried over to innumerable businesses and disciplines, including maritime safety. Paul Tregurtha, Moran's Chairman and CEO, handily summarized the definition of risk management with an analogy: "If you untie a dinghy from its mooring before you step into it, you're not managing risk; if you wait until you're in the dinghy to untie it, that's risk management."

The application of this commonsensical principle to operations of greater magnitude is more of a challenge than it sounds like, and Moran has devoted substantial resources to infusing the company's policies, procedures and decisions with the strategy. The company's management, seafarers, shoreside staff and third-party consultants continually look for risks in every aspect of Moran's operations, and counter them with preventive planning, preemptive action or design and engineering solu-

tions. When it comes to taking on special projects, contract tows, or marine transportation contracts, for instance, company personnel evaluate potential projects and decline them if unacceptable safety risks are found.

III. Implementation

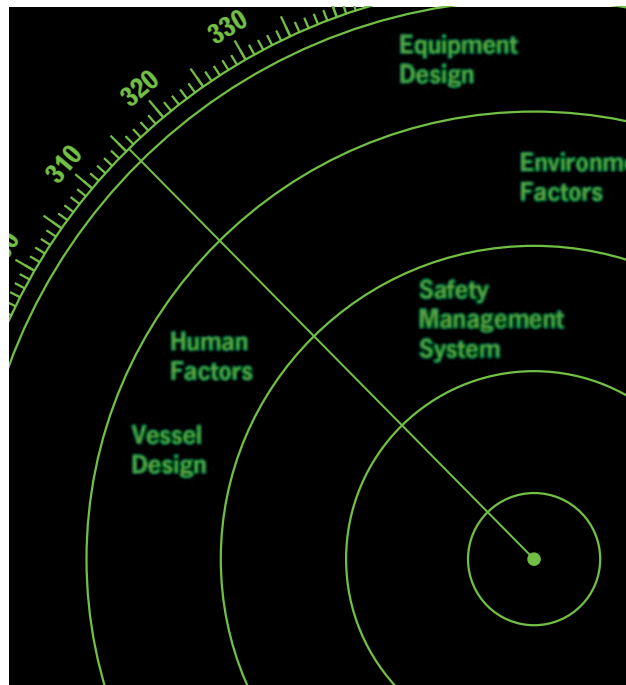
Like all ISM- and RCP-certified tug and barge companies, Moran has made a Safety Management System (SMS) the core of its safety strategy. The company's approach is to continuously refine and expand the system while fortifying it

with sound risk management practices. Regimes of training, certification, monitoring, inspection, drills, exercises, and auditing are continuously updated, using information and ideas that originate at all levels within the company and from outside it. Ted Tregurtha (Paul's son), Moran's president and one of the chief proponents of its SMS, noted, "The system embodies employees, equipment, the environment, and customers — they are all intertwined in the process. Its effectiveness, and safety in general, depend largely on applying the prop-

er operating policies and making the right risk assessments."

At Moran, such policies and assessments have tentacles that reach everywhere, including the design and construction of the company's vessels and equipment. Each of Moran's ATBs, for example, was designed with all of the barge's pipings under the deck, so that if anything leaks, it stays under the deck. The design also eliminates obstacles on the deck, reducing accidents there. The overall hull design of the ATBs itself embodies a significant advancement: since the pushing tug is pinned in the barge's notch rather than secured with lines, line-handling — a task that can be inherently more dangerous than most on a tugboat — is eliminated at the stern.

Still another safeguard at Moran is the use of high-strength synthetic "soft" lines on the company's ATBs. Both Ted Tregurtha and Bruce Richards, Moran's vice president of marine transportation, cited the lines as being instrumental in reducing accidental injuries. Fed from winches, the



lines are light and easy to handle, offering the added benefit of enabling crews to make up their moorings and go to sea more quickly.

Winch drive mechanisms on the newest Moran tugs are safety enhancers as well; in operation, they sense the correct pressure required to maintain constant tension on a line, and automatically make corrective adjustments. This capability has reduced the incidence of injury, and of parting lines, Ned Moran noted.

Such practices and innovations, the younger Mr. Tregurtha observed, are the fruits of cross-disciplinary planning. As an example, he noted that Moran's "very talented construction and repair groups work closely with operating groups when designing new equipment, to ensure that crew safety and habitability are part of the design process."

The SMS has been applied with equal thoroughness to the management of Moran's people. The system's coordination and encyclopedic documentation of policies, practices and procedures has substantially reduced accident rates while fostering leadership. Under the SMS, "employees on the front lines have final responsibility backed by the authority to make safety decisions," noted Ted Tregurtha. He illustrated the point with an anecdote: "Some of our guys working on a barge with a major oil company made a decision to stop the entire operation because it was risky. In the end, the oil company gave those individuals recognition in appreciation of their safety consciousness."

Under the SMS, training at Moran has continually evolved in depth and breadth. Crews of the company's LNG tugs, for example, are certified not only in FIFI-class tugboat operation, but also for their knowledge of the chemical properties and handling characteristics of Liquefied Natural Gas. Throughout Moran's business segments, training that is specifically designed to preempt human error has become a major focus as the company scrutinizes industry-wide safety records and analyzes the role of human factors.

Programs conducted jointly with the Coast Guard and AWO play a role as well. Some lessons learned from Moran's participation in the Guard's

and AWO's jointly conducted CEMS program — a controlled study of crew endurance at sea — have filtered into Moran's SMS. Ted Tregurtha observed that the CEMS program actually "inspired a number of Moran employees to quit smoking, and got people thinking about healthy eating habits and exercise." The Coast Guard's TOAR program (Towing Officers' Assessment Record), a mandatory system of training and crew certification, has provided further enhancement.

Under Moran's SMS policies, crews report all safety incidents, large and small, regardless of whether Moran was involved or not, and the events are analyzed. Lessons from these analyses are used as a basis for updates to Moran's *Operational Procedures and Policies Manual*, the company's SMS bible. Updates also flow from observations made by crews and shoreside staff in the course of routine operations, and from regular management reviews. The amendments flow in two directions: from the top down, and from the bottom up.

Moran's OSHA rating for 2008 was 0.9 for the entire year; this represents less than one recordable injury per 200,000 hours of exposure. The tugboat and barge industry average for 2007 was slightly more than 2.5.

IV. Is There a Culture of Safety?

A wise old engineering axiom states that systems are correct in what they affirm and wrong in what they deny. Tested against this rigorous benchmark, safety management systems fare well. Moran's SMS, for one, organizes a complex web of training, monitoring, enforcement, innovation and regulatory oversight into an effectively functioning whole. Yet the company is aware that safety outcomes are shaped by influences outside the system, too. The prevention of accidents can depend just as decisively on qualities that people bring to the system — virtues like leadership, personal initiative, professionalism, ethical integrity and law-abidingness, for example. While such qualities can be regulated by a system, current wisdom increas-

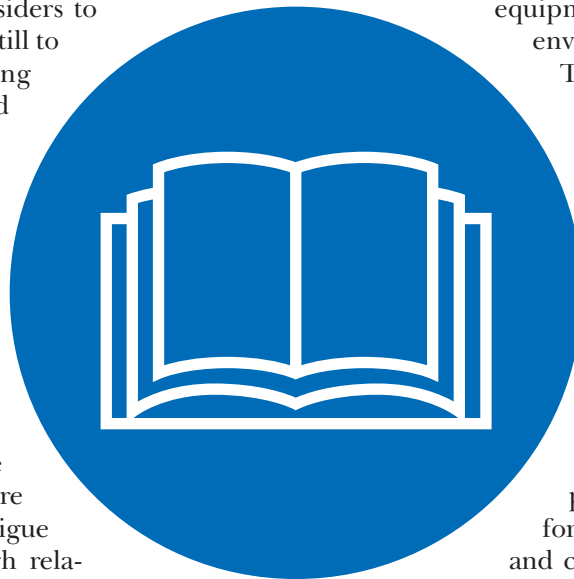


ingly acknowledges that instilling and cultivating them takes something more: a culture.

Asked whether the concept of a “culture of safety” resonates with him, Paul Tregurtha replied that it does. “It’s a matter of universal awareness,” he said. “When the vigilance and expertise become subconsciously embedded in individuals — when everyone pre-plans before actions are taken, and that degree of carefulness is applied to every task, that’s when it rises to the level of a culture. It takes commitment and support from the people at the top.”

Universal awareness, as much a linchpin of maritime safety as continuous improvement and risk management, remains a challenging frontier. Asked what he considers to be the most difficult hurdle still to be surmounted in ensuring safety, Mr. Tregurtha cited complacency. “Helping people stay sharp is a major concern. Some of the worst accidents occur when a person has been doing the same job for 25 years,” he said, evoking an aspect of human psychology that has long vexed industrial safety experts. In today’s maritime industry, complacency is more often rooted in mental fatigue than in smugness — though relatively rare, nonetheless deplorable exceptions to this norm have resulted in some infamous accidents. But the fact that complacency can creep up on responsible, competent people is precisely what makes it so dangerous.

In view of such concerns, and in the harsh light of lessons learned from accidents, responsible companies and authorities inside and outside the maritime industry have been resolutely working to create a universal culture of safety. Congress, for example, was galvanized by a 2004 accident in which a tanker struck some bottom debris in a major U.S. harbor, causing an oil spill. After a Coast Guard Report concluded that the vessel’s operators were blameless — they had followed proper procedures, met standards of seaworthiness and could not have detected the hazard using conventional, accepted navigation practices — Congress enacted the *Marine Debris Research, Reduction and Prevention Act*, which became law in 2006. The act established a Marine Debris Prevention and Removal Program, to be administered by the National Oceanic and Atmospheric Administration (NOAA). It also instituted Coast Guard programs of enforcement and prevention designed to reduce violations of existing policies



that restrict the dumping or abandonment of debris. And it mandated research, including the development of plans and technology solutions for mapping debris in U.S. waterways.

Moran’s safety culture likewise encompasses the safety of the environment as well as that of people. Among other environmental responsibility policies, Moran has dedicated itself to keeping oil out of the water, in any quantity. To that end, the company’s tugs use fueling bags to catch overflow or leakage when the vessels fuel, and all crewmembers are trained in spill reduction. In line with the same objective, all of Moran’s vessels (except certain LNG tugs) use electrically powered deck equipment.

“Moran regards hydraulically powered equipment as creating unnecessary environmental risk,” said Ted Tregurtha, “so we use electric winches, cranes and other equipment wherever possible.” Moran has also been retrofitting its tugs with water-lubricated stern tubes (replacing oil-lubricated tubes). Its barge fleet completed the transition to double-hull vessels nine years ahead of a federally mandated deadline. The company continuously inspects for hydraulic leaks, lube-oil leaks and contaminated ballast water on its vessels.

Moran’s ratio of spills to cargo carried is nearly zero, according to Ted Tregurtha (“it’s something like 10 gallons of cargo to billions of gallons carried,” he estimated). Moreover, he reflected, “Moran’s mariners work on boats because they love to work on the water; they were environmentalists long before the issue became a mega-movement. Where training helps is in sensitizing people to all the ways the environment can be harmed.”

Tregurtha regards the safety awards Moran has received as a healthy reflection of a growing safety culture. “We have vessels that have gone eleven years without an injury,” he observed, noting without irony that such track records accrue when people don’t rest on their laurels. Asked if there are any awards the company is especially proud of, he cited awards recognizing the heroic efforts of individual crew members who have helped save people at sea. “There are instances when a vessel happens to be in the right place at the right time, with a downed plane or a boat that’s sinking, and the Moran crewmembers will put themselves at risk to take action. Professionalism counts with our people — they take their role in the seafaring community very seriously,” he said. ■

Captains of Information

Moran's IT Department Tames a Sea of Data

In a cluster of offices and cubicles down the hall from a superbly detailed wooden tugboat model at Moran's headquarters in New Canaan, Connecticut, a team of information technology experts has quietly been transforming the company's business processes — which is to say, the company. They are none other than Moran's own IT department, a crackerjack unit whose brainy handiwork seems to be everywhere at once, making connections and turbocharging the engines of progress.

Under the leadership of Joe Baviello and Josh Whitely, Moran's managers of IT Network & Infrastructure and IT Systems & Analysis (respectively), the department's mission and many of its accomplishments are well known. But its master plan for Moran's network — an ambitious, open-ended re-engineering of the company's information-sharing, business process, and data-mining systems — is not yet common knowledge. Asked to summarize the plan simply, Whitely explains that its basic objectives are to link, organize, streamline and coordinate all of Moran's information into a seamless, fluidly accessible whole.

The key word in that summation is “all.” Moran's network, which has been steadily evolving since its launching in 1993, is currently the nexus of a majority of the company's information. The system integrates multiple databases from all of Moran's departments and business segments, as well as its Internet and Intranet sites. More to the point (and in jargon-free English), it makes nearly every employee's job easier. But looking ahead, Whiteley and Baviello see a huge available hardware and software capacity for integrating more information into the system, offering many as yet

untapped benefits. And they likewise see promising database organization strategies that could further expedite Moran's access to and utilization of data.

Baviello, who is in charge of all the company's computer hardware and infrastructure, is also responsible for all of Moran's telecommunications equipment, which includes “smart phone” devices like Blackberries. Taking maximum advantage of IT capabilities is an unending challenge, he says, in which the goal posts keep moving: each significant new IT or telecommunications innovation, and

each new watershed in Moran's corporate growth — both of which occur regularly — brings with it new opportunities, new challenges and new problems to be solved. Moran's 10-person department has its work cut out for it, and the group's makeup is strategically diverse and high-powered.

Whitely adds that one of the team's guiding principles is, “IT is just a tool. It can streamline, auto-

mate and create efficiencies in businesses processes, but the [company's] policies and processes have to be in place first — then IT can optimize them.”

So what has the group been optimizing lately? One of the newest horizons, says Baviello, is the use of laptops onboard Moran's tugboats. “Many tugs have them now,” he notes, “and in the future they all will.” The handy computers enable a more direct tie between the fleet and shoreside operations than that offered by radio communications, resulting in numerous efficiencies.

The Department has also introduced Apple's iPhones into the mix at Moran, Baviello says; there are currently four of the devices in circulation, as a kind of test run of their capabilities in the company's environment.

Other projects in the works include upgrades to Moran's in-house job ordering system, and a new Forms and Information management system for the Human Resources department. The HR system is currently in the final stages of customization, and



the department expects to complete the system roll-out by early 2009. “It will bring in much disparate information that wasn’t being captured or analyzed, and will make it easier for port managers and other employees to maintain information,” asserts Whiteley. A new system is also being designed for the Purchasing department, which will facilitate some interdepartmental tie-ins of information (“...it’s in its infancy,” says Whiteley). And in a pilot project, the Sales department will be getting a suite of Customer Relationship Management (CRM) tools.

In serving its various internal customers at Moran, the IT department works from zero base, tailoring its solutions to the specific needs and

to the planning of trips and cargo logistics, enabling speedy efficiency across the entire range of tasks involved in managing the division. The Transportation division will also be getting a paperless Accounts Payable system to expedite the tracking of its invoices. Moran is gradually integrating Web forms into its systems throughout other divisions and departments as well.

Yet another upcoming program will enable the company’s Operating Manual writers to automatically make “global” changes to an entire book whenever a given change applies to multiple instances throughout the text. Authors can make the change without having to search or cross-reference between topics; the software will automatically



The Moran IT Department, left to right: Taylor Moran, Manuel Ledesma, Louise Williams, Joe Baviello, Iancu Nicolae, Josh Whiteley, Georgette Geotsi, Phil LoBue, John Tavares, and Dawn Fox.

guidelines of end users. Since computer software is a highly adaptable animal — most products are scalable and customizable to a virtually unlimited degree — Moran’s IT gurus have myriad ways in which they can combine and use the available tools. If something essential is not available, they use their programming skills to create it, or to manually override weaknesses or gaps in off-the-shelf software. A software product that Whiteley’s group deployed for Moran’s accounting department in 2005 benefited from this versatile bag of tricks. “The accountants love it,” he says. (The team copiously tracks feedback from end users on everything it installs.)

The department has also been getting good reviews of a system it deployed for Moran’s Marine Transportation division in 2007. The program facilitates everything from job tracking and billing

do the “legwork,” implementing the change wherever it applies. “It’s like ‘Word’ on steroids,” muses Whiteley.

Such whiz-bang efficiencies notwithstanding, some aspects of IT systems can become notorious time-wasters if they are not well managed. The Department constantly looks for warning signs and initiates preventive measures whenever it sees Moran’s system headed for a pitfall, says Baviello. The group is currently in the process, for example, of upgrading the network to head-off a common problem: that of overly long, tedious searches for shared documents on populous, unruly corporate networks. The solution is currently under construction and will make its debut in the near future.

Security is another core concern, and the Department manages it assiduously. Elaborate anti-virus programs have been keeping Moran’s

computers safe from the catastrophic damage too often inflicted at companies by deadly computer viruses. Steps to prevent catastrophic damage by natural disasters are ongoing as well, notes Baviello. The Department has created Disaster Recovery sites for all of Moran's offices, which replicate all the resident systems. These sites will ensure normal functioning and continuity in the event of catastrophic damage to any office's IT systems by any natural, or for that matter, man-made disaster. In the wake of Hurricane Ike's destruction, for instance, Moran's Port Arthur IT systems were reconnected in a temporary trailer while the division's offices were renovated.

Still another security issue, SPAM, has been effectively dealt with by the deployment of scanning software that pre-screens e-mail messages at the administrative server level. Employees can have the names of their important contacts flagged to bypass the scanning system, to guard against possible errors in judgment by the software.

The task of customizing and deploying software

tools — "systems integration," in the parlance of the IT profession — can be performed from a desktop. Some of the department's other services require the team to make house calls. The visits are necessary for hardware and software installations, training, and certain types of maintenance and tech support. Often, network or software problems are solved remotely, notes Whitely, although in New Canaan, interoffice strolls to answer help-desk requests are routine. The department's specialists also travel to Moran's various port offices. Some, like Louise Williams and Phil LoBue, travel regularly; Williams, a training specialist, periodically visits the ports to provide basic instruction when new software is rolled out, and LoBue oversees all manner of installations and troubleshooting.

Asked whether he has any pearls of wisdom for Moran's computer users, Whiteley offers an inside tip: "Sending a help-desk service request over the Intranet is the best way to ensure a prompt response," he counsels, "because that way, everyone in the department sees it." ■



Walter Naef, a Veteran Moran Port Manager, Retires

Walter Naef, Moran/Baltimore’s manager of operations, retired last January after a rewarding 30-year career with Moran. Taking time out from a still busy schedule to talk with a corporate reporter, Mr. Naef sounded robust and energized. He is currently enjoying a number of his favorite pastimes, he said.

Naef joined Moran in 1978, as a dispatcher at the Port of Baltimore. He rose to the position of operations manager, and was later promoted to general manager at the port.

A further promotion took him to the Port of Philadelphia, as vice president and general manager of Moran Towing of Pennsylvania. The position gave him full responsibility for every aspect of the division.

According to Pat Bennett, a co-worker, Naef honed his operational and management expertise working in Philadelphia and New York Harbor.

“I’ve known Walter for 27 years,” she said. “He is keenly aware of tug operations, and often helped me and others understand operational issues... He has a strong work ethic and a great sense of humor... He cultivated many friendships in the maritime industry, and many people will miss working with him.”

In mid-career, Naef was promoted to general manager of transportation and towing for Moran, working from the company’s headquarters in Connecticut. In later years he returned to Baltimore as operations manager.

“Moran was a long and enjoyable period of my life,” he reflected.

Tugboats, he reminisced, can be like children. He remembers a day when the *Grace Moran* unexpectedly needed to have her propeller chained for a tow. The Baltimore pier crew had already left for the weekend, and Naef and his co-worker Jimmy Coyne were the only Moran employees around. Both men went into the tug’s engine room, still wearing their suits and ties, to get the job done. The task proved complex, and it was late evening when they finished. “That was probably the slowest trip that captain and crew ever undertook,” Naef mused, referring to the personnel of the vessel that towed the *Grace*.

“Back when I started,” he recalled, “the Port of Baltimore had more traffic than it handles today. We had constant calls by breakbulk vessels, coal and

grain freighters, and ‘tramp traffic.’ Later, things slowed down for a number of years, but the growth of global trade is bringing it all back.”

He witnessed other changes too, he said: Engine power and vessel maneuverability increased as new builds were designed to handle larger ships, and Moran diversified, expanding beyond its core ship docking and marine transportation business segments. The company’s current building program has produced the biggest leaps in technology and naval architecture yet, Naef observed. “Electronics now are outstand-

A shoreside mentor and friend to many is keeping plenty busy.

ing,” he said. “The newest depth sounders and GPS chart plotters are major advancements.”

Post-retirement, Naef is lavishing attention on his own vessel: a 34-foot Catalina, a honey of a sailboat. He has lately been adding electronics and built-ins, and fixing dings, he said. He and his wife, children and grandchildren have been doing a lot of air and automobile traveling too.

“It’s enough to make me wonder how I had time to go to work,” he chuckled. ■



Walter Naef with his wife Bonnie, at home in Maryland.

Moran Environmental Recovery Merges with Fleet Environmental Services

A Versatile Powerhouse is Formed

In a move that has already begun showing benefits for both companies, Moran Environmental Recovery (MER) has merged with Fleet Environmental Services, of Randolph, Massachusetts. The merged companies will do business under the MER name. The company is being run from MER's existing headquarters in Jacksonville, Florida.

The new partnership has created a premier provider of diversified environmental field services, with nearly 300 employees operating out of nine strategically located resource centers along the United States eastern seaboard. Brian J. House, MER's new president and CEO, described the merger as "a natural fit," with both companies having long shared the same business values and commitments to safety, quality, and customer satisfaction.

MER now serves a broad customer base comprising more than a thousand clients in the marine, industrial, commercial and government sectors. Many of the relationships are long-term.

The company performs nearly 10,000 turn-key environmental projects per year, ranging in scope across four core competencies: industrial and marine cleaning; facility decontamination and

abatement; site remediation; and emergency response. Specialized, highly trained personnel perform the work in strict compliance with complex regulatory requirements, using state-of-the-art equipment and risk management tools. MER provides its services using in-house resources, a capability that is unique in the industry and which results in exceptional quality control and competitive advantage.

While a majority of its business is focused on supporting clients' daily business maintenance operations, MER is also a recognized emergency spill response contractor, with nationwide capabilities and experience. Its management team and crews have participated in the response and recovery efforts mounted for essentially every major U.S. environmental event since the company's founding seven years ago.

Strong growth at MER is being aided by the synergy that flows from the company's relationship with Moran, a virtue that is highly advantageous to both MER and Moran customers. Some of Moran's towing and marine transportation customers, for instance, routinely need environmental field services as well, and Moran is able to make many referrals to MER. The work MER performs in these maritime relationships includes bilge pumping,





Opposite page: In Savannah, a new vacuum truck and the tugs Cape Charles and Edward J. Moran.

Above: Top: An MER beach clean-up team in action. Middle left: A hazardous materials decontamination operation. Middle right: A team sets up mobile pressure washing units, preparing to clean a ship that was soiled by an oil spill. Bottom left: Under contract with the United States Coast Guard, an MER employee cleans a pier that was contaminated by an oil spill in Philadelphia, Pennsylvania. Bottom right: MER employees spread absorbent material to clean up a diesel-fuel spill.

maintenance tank cleaning, repair tank cleaning (at the dock and while underway), general emergency response and clean up, and a host of other essential services for marine facilities. When work must be performed aboard vessels that are underway, MER provides experienced riding crews.

By virtue of the expanded geographic reach that resulted from its merger, MER is able to conveniently serve all of Moran's east coast ports of operation. It offers its services on a pre-scheduled or per-call basis.

Conversely, MER customers that require marine towing in connection with environmental field services often have convenient access to Moran's tugboat fleets.

And, Moran itself is a MER customer; it relies on its trusted subsidiary for routine bilge pump-

outs, barge cleaning, waste disposal and special project work. In April 2008, MER provided *First Responder Operations-Level Defensive Response Training* to employees at an LNG facility at which Moran operates in Ensenada, Mexico. More recently, the company's crews assisted in clean-up operations at Moran's Port Arthur, Texas facility in the aftermath of Hurricane Ike.

MER's current brand consolidation is a logical outgrowth of its history. Moran created Moran Environmental Recovery in 2001, as a joint venture with Environmental Recovery Group, a Jacksonville, Florida company that expanded its services to cover the entire Southeastern U.S. The company grew robustly, and today, post-merger, its greatly expanded range and unprecedented versatility have made it a pacesetter in the industry. ■

Capt. Jimmy T. Moran is Christened

A Tribute to Devotion: Seagoing, Patriotic, and Familial

Capt. Jimmy T. Moran, a new Z-drive tractor tug that is Moran's 21st, was christened at C & G Boat Works in Mobile, Alabama last August 19th. The tug's namesake is James D. Tregurtha, a captain in the United States Navy, now retired. Mr. Tregurtha, who goes by Jim, is the older brother of Paul R. Tregurtha, Moran's chairman of the board and chief executive officer. Both men were present at the dockside ceremony. Jim's wife Gloria and daughter Diane Churchyard were at his side during the honors.

In his opening remarks, Paul Tregurtha jovially ribbed his older sibling, a decorated officer, by noting that the *Jimmy T.*'s 86-foot length is six feet shorter than most of Moran's other Z-drive tugs. The comment got a big laugh, especially among well-wishers who knew that the brothers are indefatigably close. The tug, a state-of-the-art marvel that combines the strength of 5,100 horses with dolphin-like maneuverability, spoke for itself.

Diane Churchyard is the tug's sponsor, and she deftly dispatched the christening honors with a single swing of the champagne bottle as onlookers cheered. The gallery included numerous Tregurtha family members — some of whom had come from

as far away as California — including Ted Tregurtha, Moran's president, who is Paul's son. Several Moran executives and managers were also in attendance, as were numerous employees of C&G Boat Works, the tug's builder.

During a distinguished, 34-year Navy career, Jim Tregurtha saw action numerous times, and was awarded a Legion of Merit, three Meritorious Service Medals, and two Navy Commendation Medals. He served on a destroyer in Korea in 1950, and later commanded the submarine *U.S.S. Rasher*, advancing over the years to the rank of Commander of the Navy's Submarine Division 81. In 1972, he commanded the *U.S.S. Durham* in the Vietnam War. As the war ended, he was appointed Commodore Amphibious Squadron Five, a command from which he directed 21 vessels in the seaborne evacuation of 30,000 Vietnamese refugees.

Captain Tregurtha retired from the Navy in 1980, and became a director of large building physical plants at several San Diego area institutions and businesses. He retired from formal employment in 1995, and currently volunteers at the San Diego Maritime Museum.

Technical specifications on the *Capt. Jimmy T. Moran* can be found in the article "NOLA Rising: *Capt. Jimmy T. Moran* Brings the Leading-Edge Stuff to New Orleans", on page 3 of this issue. ■



Jim Tregurtha with wife Gloria in front of the Jimmy T. Moran; inset, daughter Diane takes the wind-up at the bow.

ATB *Pati-Charleston* is Christened; *Pati* is First of a New Tug Class



The *Charleston*, photographed from the deck of the *Pati Moran*. Inset, left to right: the *Pati Moran*'s namesake, *Pati Richards*, with daughters *Becky* and *Meghan*, and husband *Bruce*, onboard the tug.

The ATB *Pati-Charleston*, comprising the tug *Pati Moran* and the barge *Charleston*, was christened in November 2007 in Bayonne, New Jersey. The unit is serving the Hess Corporation, operating primarily in the Port of New York / New Jersey.

Pati Richards, the wife of *Bruce Richards*, *Moran*'s vice president of marine transportation, is the *Pati Moran*'s namesake and sponsor. The *Charleston*'s sponsor is *Lois Ornstein*, the wife of Hess senior vice president *Lawrence Ornstein*.

The *Pati* is the first of her class. The tug's design is based on the *Scott Turecamo*, a twin-screw tug that was adapted for ATB service with the barge *New Hampshire* in 2003. The design of the *Charleston*, a 119,000-bbl, double-hull barge, is identical to that of the *New Hampshire*. "The *Scott-New Hampshire* gave *Moran* a chance to hone and refine its basic ATB tug design years before the first architectural plans were drafted for the *Pati*," Mr. *Richards* said. He recalled the design's history:

"In 2002 we began negotiating with [a major oil company] to build new petroleum barges for their refinery operations in New York and Philadelphia. With deadlines rapidly approaching for single-hull vessel phase-outs mandated by the Oil Pollution Act of 1990, this customer proactively began talking to a number of companies about double-hull replacement barges that would fit their docks. We came up with a design that met their require-

ments. In the course of the negotiation, we agreed that it would be best to hard-link the tugs and barges together to make them ATBs."

The *Scott Turecamo*, with her high bow and fore-castle, was an ideal candidate for conversion to ATB specifications. Originally built as a wireboat that used traditional push gear to secure the tug in the notch of a barge, the *Scott* was now retrofitted with an Intercontinental Engineering (INTERCON) pin coupling system. This ATB upgrade provided better sea keeping in heavy seas, and enhanced overall crew safety and cargo integrity by eliminating the need to break the tug (going from tow wire to push gear and back) in and out of the notch. The upgrade also enabled greater speed and maneuverability.

Later that year, a second *Moran* tug, the *Barney Turecamo*, was similarly adapted and paired with the barge *Georgia*. "At the *Barney-Georgia*'s christening ceremony, one of the guests was *Doug Uhles*, a former ship captain at Hess who was then a Hess procurement manager," recalled *Richards*. "He was impressed by the unit, and shortly afterward we were contracted to build a similar ATB for Hess." Thus the *Pati-Charleston* was born.

The *Pati-Charleston* generally operates at the Port Reading and Bayonne terminals in the Port of New York / New Jersey, but has also made trips to Baltimore and is at home offshore. Like its forerunners, this ATB provides a highly exceptional level of efficiency and safety among barges operating in New York Harbor. ■

Lisa Moran is Christened, Heralding Expanded Inland Business

The tug *Lisa Moran*, a pushboat, was christened in August 2007 in Norfolk, Virginia. Built primarily to work under contract for Nucor Steel, the *Lisa* is currently servicing a Nucor steel mill in Tunis, North Carolina. The tug is named after Lisa Daughtridge, the wife of Giff Daughtridge, the original Tunis plant manager.

Lisa Moran is the first Moran newbuild to have three engines and three propellers, a design that provides multiple advantages. “The third engine provides an increase in horsepower without increasing operating draft, as would be customary for typical-sized 2,550-horsepower tugs of the type,” noted Bruce Richards, Moran’s vice president of marine transportation. That particular capability is essential at Tunis, which is situated in very shallow water along the Chowan River. The extra power also enables the tug to take barges up and down the Delaware River and Chesapeake Bay two at a time, and to operate more fuel-efficiently than comparably sized boats, Richards said.

In the pushboat design, the tug’s bow sits flat against a barge. At Tunis, the *Lisa* joins a fleet of two other pushboats and nine super jumbo hopper barges. The barges have a capacity of 4,000 tons each.

Nucor opened the Tunis mill in 2001. The mill uses massive quantities of scrap steel, pig iron and

other steel-making ingredients, for which overall transportation costs without a waterborne option would likely be much higher. Ships and oceangoing barges bring scrap and pig iron to Morehead City, North Carolina, where the North Carolina State Port Authority offloads them by crane directly to Moran’s barges. The loads come from numerous foreign and domestic locations. Moran also delivers scrap metal directly to the Tunis mill from various scrap processors in Norfolk, Virginia, Camden and Morristown, New Jersey. “Nucor gave us a 10-plus year contract, which was our entree into the inland waterway business, and we’re now moving a variety of products for other customers as well,” said Richards. “The *Lisa* also hauls limestone and synthetic gypsum to and from Dominion Energy’s Chesterfield Station on the James River, for example.” ■



The Lisa Moran. Above, Lisa Daughtridge (with flowers) is flanked by members of her family; her father, the late John Larson, and sister Lauren are to her immediate left.

Milestones

Deaths

We are saddened to report the passing of these esteemed colleagues, co-workers and friends:



Capt. Chris Pokas
Moran Towing of Virginia

Capt. Chris Pokas, a Moran tugboat captain in New York/New Jersey and Norfolk, Virginia, died on February 15, 2008. He was 48. The cause was a heart attack. He is survived by his wife Kendra.

Moran joins Capt. Pokas's family, friends and colleagues in mourning his untimely passing. Chris was a beloved husband, cherished friend and admired seaman. His close friend and Navy colleague, Master Chief Gerald Haueter, captured Chris's zest for life in the following brief eulogy:

"Chris was born in Detroit, Michigan, in 1960. ...In Detroit, throughout his boyhood and teen-age years, he developed a love for the water and everything nautical on the Detroit River.

"He enlisted in the Navy in 1980 and quickly became a rated Quartermaster. After serving on the bridge of his first ship and watching the harbor pilots drive ships in and out of port, he set his sights on being one of those guys with the smooth hands. He attained his goal and became a pilot in the early 90's. He operated tugs out of Puerto Rico, Cuba and Little Creek, Virginia, as a Navy Quartermaster Chief. Chris was decorated twice, for saving two Dock Landing Ships from going up on the rocks during high winds and heavy seas in Little Creek harbor.

"[He] retired from active duty in 2000, onboard *USS Tortuga*, and quickly gained his qualifications as a tugboat captain. This man really loved his job at Moran and loved the life of a man on the sea. He married his bride Kendra, also a 20-year Navy Chief, in 2001.

"Even when Chris was off rotation he always went back to the sea. He and Kendra were members of a boat club and were often out on the water

having cocktails and watching the sun set and rise.

"Chris will always be remembered for his exceptional ship handling skills, hearty laugh, booming radio voice and zeal for life. He will be missed by all who knew him."

Frank O. Braynard

A Famed Ship Expert, Maritime Renaissance Man and Former Moran Employee

Frank O. Braynard, a renowned maritime historian, author, artist, and visionary event organizer whose career also included work in related disciplines, died on December 10, 2007 in Glen Cove, New York. He was 91. The cause was pneumonia.

A prodigiously talented, energetic avatar of historical scholarship and museum stewardship, Mr. Braynard was a founder of the South Street Seaport Museum. He was also widely admired as the organizer and chief executive of Operation Sail, the historic parade of tall ships in New York in 1976. He was Moran's public relations director for several years during the late 1960s, and served as editor-in-chief of *TowLine*.

Frank Osborn Braynard was born in 1916 in Sea Cliff, New York, on Long Island's north shore. As a child, he developed an interest in souvenir collecting, which grew into a lifelong passion for maritime memorabilia collecting. He earned a bachelor's degree in history from Duke University and a Masters in maritime history from Columbia, and spent the early years of his career as a ship news reporter for *The New York Herald Tribune*.

He later worked as a public relations director at the American Merchant Marine Institute, and at Moran. He was the editor of *Steamboat Bill*, the journal of the Steamship Society of America, from 1946 through 1949. An active member of the Society, he served as its president from 1954 to 1955.

It was in the early 1960s that Mr. Braynard and his friend Nils Hansell, an avid amateur sailor, conceived Operation Sail. The first Op Sail was a parade of tall sailing ships that was staged for the 1964 World's Fair. The event, an immediate success, became the precursor of the identically named 1976 U.S. Bicentennial event on New York's Hudson River, which featured nearly 300 ships from more than 50 countries in a caravan stretching 18 miles. It was a spectacle of such breathtaking inspirational power that an estimated five million people turned out in New York to see it. Millions more around the world viewed televised coverage, embracing the event as a symbol of the quest for peace and understanding between nations.

Mr. Braynard wrote more than 40 books on maritime history; an accomplished artist, he illustrated many of them himself. He owned and

Milestones

(Deaths, continued)

displayed an extensive collection of ship memorabilia, much of which he donated to the United States Merchant Marine Academy at Kings Point, where he served as curator from 1980 to 2000. During the 1970s, he was the program director of the South Street Seaport Museum, organizing its exhibitions and events.

His widow, the former Doris Shelland, died a month after Mr. Braynard. The couple had been married for 58 years, and are survived by their daughter, Noelle Braynard Hollander; a son, David Braynard; and several grandchildren. ■

Joseph Stegin

Moran Towing of Savannah

Humberto Allen

Moran Towing of Miami

Retirements

Walter Naef, a veteran Moran manager. A tribute appears on page 17 of this issue.



Weddings

Sula Papahristou and Phil LoBue

Sula Papahristou and Phil LoBue, both of whom are Moran employees, were married on October 5, 2008 at St. George Greek Orthodox Church in Norwalk, Connecticut. Father Nicholas Dassouras performed the ceremony.

The bride, the daughter of Parthena and Athanasios Papachristou of Norwalk, Connecticut, is an administrative assistant. The groom, an IT systems administrator, is a son of Patricia and Vincent LoBue of Yonkers, New York.

The ceremony was followed by a reception at the Glen Island Harbor Club in New Rochelle, New York, with 210 of the couple's family and friends, including co-workers, attending the celebration.

The couple honeymooned in Hawaii.

They met while working at Moran. Waiting for a job interview, Mr. LoBue noticed the fetching Ms. Papahristou, whose desk was near the reception area. After he was hired, he regularly found himself in her company at lunches and after-work gatherings with co-workers. The two became collegial friends, but continued to meet only as part of the group. It was not until Mr. LoBue invited several friends to a hockey game that fate interceded: only Ms. Papahristou could make it, and they shared a delightful evening. In the ensuing months, the friendship deepened and they began having drinks and dinners with just each other. Then, late one night, in a quiet corner of a nearly deserted restaurant, a mutually spontaneous kiss changed everything. The two began dating, which evolved into weekend getaways, and then vacations together in Las Vegas, Mexico and the Caribbean. Mr. LoBue proposed as the couple dined on a beach in Aruba, with the tropical sunset blazing on in fiery host.

Service Anniversaries

5 Years of Service

Bruce W. Auman
Peter S. Bailey
Chris H. Barrows
Arthur R. Booth
Warren L. Burke
Michael K. Chadwick
Gary D. Chartrand
Roy E. Crook III
Troy K. Dowaliby
Luther J. Edwards
Vicente R. Fernando Jr.
Larry O. Fortune III
Terry R. Granger
Dennis E. Greenwood
Preston N. Hamilton
Nathan S. Hauser
Thomas W. Holland
Eve D. Hunter
Michael Kelly
John C. Lebleu Jr.
Matthew Lee
William K. Lennon

Casey F. Leonard
Terry K. Little
Gerard A. Logue
Walter J. Lyon Jr.
Anne E. Morris
Ronnie M. Munoz
Randall H. Murphy
Andrew J. Pesce
Charles C. Redmond
Emily J. Reiblein
Julian A. Roberts
Scott Roosevelt
Robert D. Rustchak
Joel I. Schoenberger
Giorgios Sigalas
Phillip L. Simpson
Dillard A. Ward
Huey J. Wattigney
Christopher L. West
David A. Wigley
James S. Wriston
David C. Yeates

10 Years of Service

William E. Bass
Mellard Bernard
Thomas Best
Brian Boothe
Casey M. Boswell
Robert F. Buchet
James A. Burton
Paul Ciaburri
Ernest A. Costa Jr.
Michael W. Dalton
Daniel R. Davis
Sonja T. Davis
Steven G. Deniston
Donald T. Denning
Larry W. Diehl
Joey P. Duhamel
Christopher O. Dye
Mark Evans
Sean Hammock
Lawrence L. Havlicek
Floyd T. Hopkins
Kenneth L. Hurd
Gregory S. Jammes
Mircea Jigarov
Dayvien L. Johnson
Frederick Junge

Gregory F. Kiefer
Stephanie R. Kirton
Beth F. Klukoje
Robert R. McCarty
Brian E. McDonald
Charles K. Martin
Robert Martin
Robert Milliken
Edmond J. Miller
Patrick Molchan
Barbara A. Monk
Richard L. Moseley
Daniel O'Brien
David Owens
Pamela A. Pierro
Thomas A. Rizzo
Raleigh V. Robinette
Shawn D. Rosenthal
Stephen R. Smith
Jason D. Underwood
Kevin M. Walsh
Bradley White
Dennis L. Yonker
Kenneth W. Ward
Gregory W. Williams

15 Years of Service

Robert H. Barry II
Albert Beebe
James A. Burton
General D. Carter
Thomas J. Cassidy
Rene E. De Russy III
Ronald E. Demello
Jonathen Donnelly
Gary A. Farrier
Scott E. Grosjean
Konrad Hauer
Jerome Houston
Jeffrey J. McAulay

Travis L. Myers
Raymond Naquin
Aislinn M. Pitchford
Kenneth S. Rolley
Anthony O. Roman
Robert E. Scott Jr.
Carl Stroud
Stephen P. Thalheimer
Edward J. Tregurtha
Kevin M. Walsh
James E. Waters
Louise Williams
Jarrett A. Youngblood

20 Years of Service

Michael Antonik
Gayle B. Becker
Wayne Browning
Thomas E. Buckley
Clayton Cheramie
Brian D. Cliff
Robert J. Cooley
James M. Coyne
David C. Culbertson
Oran W. Daniels
William C. Delap
Gary K. Elliott

Arlon R. Feurtado
Malco Guidry
Michael Hebert
Paul J. Lewis
Arthur W. Little
Leon J. Mach Jr.
Don M. Oubre
Charles L. Robb
Eddy R. Sanders Sr.
Edgar W. Williams
Paul J. Woodward

25 Years of Service

Robert F. Johnson
Alan L. Marchisotto
Robert E. Trainor

30 Years of Service

David A. Bean
John F. Campbell
Lawson Doughty
Kevin J. Dowling

Daniel J. Klaben Jr.
William P. Muller
Walter P. Naef
Wayne S. Posey

35 Years of Service

Laurence Campbell

40 Years of Service

Louis B. Evans
Thomas Evans

Thurston L. Powell
Niclas H. Svensson

45 Years of Service

Don M. Clanton

Seen and Noted



Washburn & Doughty workers set the hull for a new Moran Z-drive tractor tug, the Catherine C. Moran. Despite the fire that destroyed the Washburn & Doughty plant (see “Editorial” on the inside front cover of this issue), “WD” wasted no time in getting back to work. The company is building two tugs outdoors while construction proceeds on its new plant. Note the chalk inscription at the bow end.

Photo courtesy of Washburn & Doughty staff

TowLine

c/o Moran Towing Corporation
50 Locust Avenue
New Canaan, CT 06840-4737

To request a subscription to *TowLine*,
or to notify us of an address change,
please send an e-mail to:
towline@morantug.com