

TowLine



The Magazine of
Moran Towing Corporation

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Special Anniversary Issue




Moran Environmental Recovery Opens Baltimore Resource Center

Moran Environmental Recovery (MER) opened its newest Resource Center, in Baltimore, Maryland, last May. The location is serving as the District Hub for MER's expanding Mid-Atlantic operation, which services customers in an area stretching from Southern New Jersey to North Carolina. It also supports existing Resource Centers in Norfolk, Virginia and New Castle, Delaware.

"The Baltimore location is ideally located to support the growth of our [Mid-Atlantic] operation, as well as service the expanding client base we have here in the Baltimore market," comment-

ed Justin Woodward, MER's district manager for the Mid-Atlantic region.

Rising demand for industrial and marine cleaning services in the region has been fueling continued growth. MER's other core competencies include site remediation, decontamination and abatement, and emergency spill response. The company provides these services to a distinct group of integrated vertical industries, including the marine, petroleum, rail, mining and utility sectors. Headquartered in Jacksonville, Florida, MER operates from ten strategically located Resource Centers along the eastern seaboard of the United States. Its new Baltimore Resource Center shares office space with Moran Baltimore. 

Moran and the editors gratefully acknowledge the assistance of numerous individuals and organizations whose generous contributions of archival photographs and historical guidance made this special issue possible.

We especially thank Brent Dibner, the Steamship Historical Society of America, and Dibner Maritime Associates. We also thank the Tugboat Enthusiasts Society of the Americas, the United States Navy, Sempra LNG, and Washburn & Doughty Associates.

To those remarkably talented photographers among Moran's crews and shoreside staff whose photographs appear herein, thank you. And to those Moran employees who generously shared their time, knowledge, expertise and reminisces, thank you.

On the cover:

In New York, three ladies of the Harbor. Although the white "M" predates the Statue, the timeless values symbolized by the two icons are historically entwined.

Photograph by Jonathan Atkin



Above, four Moran logos from the modern era. Left to right from top left: the logo in 1953; the 1964 logo; the logo in 1974; and the insignia version of the current logo.

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Good Work on the Water

Moran at 150: a Reflection



he year 2010 marks Moran's 150th anniversary in business, and the company's long and storied history has been quite a voyage. Moran's vessels have churned steadfastly onward from era to era, managing to prosper through the company's formative years in

the 1800s, two World Wars, the Great Depression, the boom and bust years of the late 20th century, and into the globally connected 21st century.

What accounts for such staying power?

The answer could doubtless fill a doorstop of a book, brimming with pictures ranging from the historic to the nostalgic. But the short answer is, Moran's evolution as a company is an epic story of fortunate timing compounded by hard work and entrepreneurial vision. The company's founder, Michael Moran, was a striving immigrant who found himself in the right place at the right time. He began his first towing enterprise — a single donkey for hire — on the Erie Canal, just a few years before the completion of its expansion, a monumental extension of what was already Americans' most significant infrastructure project of the 19th century.

It was history in the making, and the then 27-year-old Mr. Moran must have sensed that far-reaching changes and opportunities were in the wind. He scooped up his savings, said goodbye to his family and hopped a grain boat down the Hudson River to New York City to open a towing brokerage.

The year was 1860. In 1863, Moran subsequently purchased a one-half interest in the tug *Ida Miller*, the investment that transformed Moran Towing and Transportation from a broker into an owner of tugboats and barges. The Erie Canal expansion had by then been completed, effectively connecting the Port of New York with key mid-western and northeastern trade hubs. With commercial growth booming, New York began its ascendance as the United States' premier modern port city. Moran rose with it.

More good fortune followed, stoked and but-

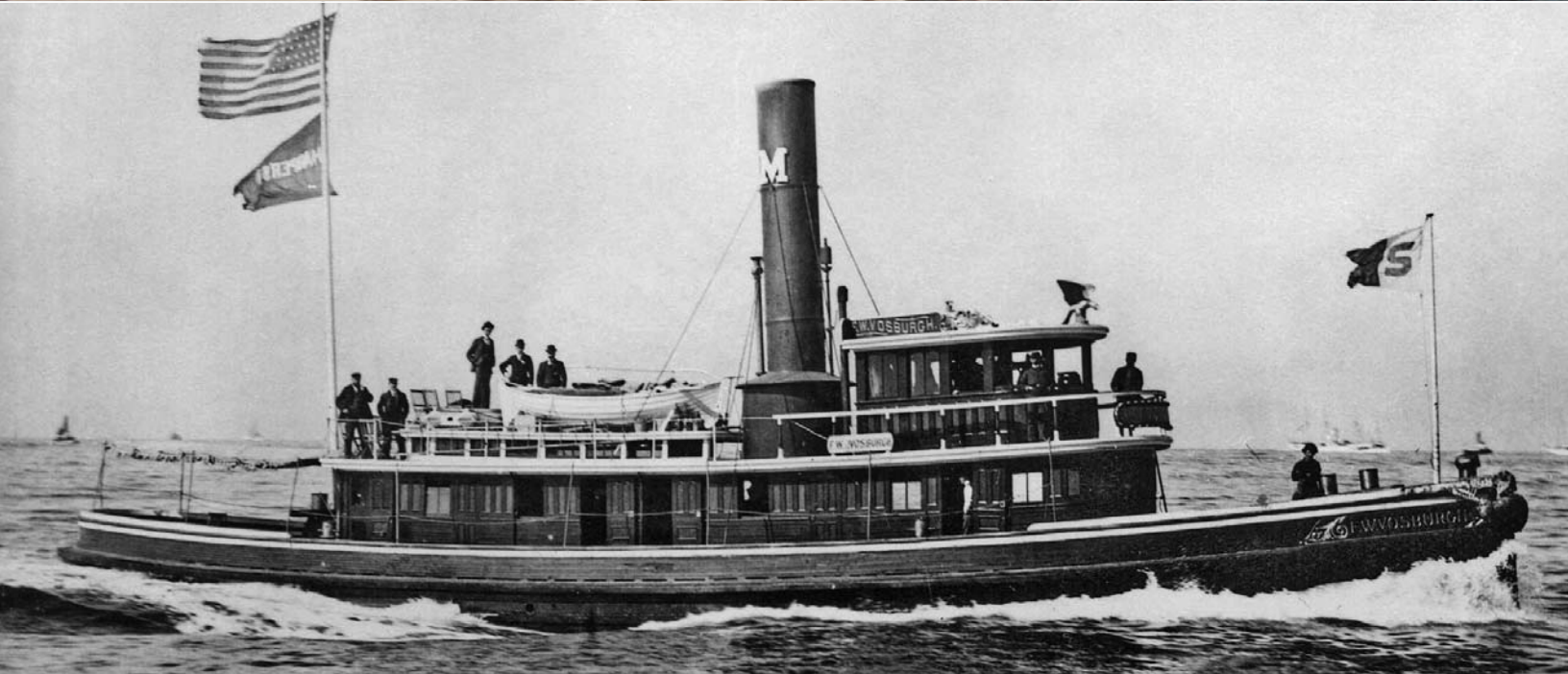
tressed by the company's driving work ethic and its knack for recognizing and seizing opportunity. In the early days, the towing business was immigrants' work. They came in waves, looking for meaningful, rewarding employment — rugged, pioneering spirits who could be fiercely ambitious. In early-20th-century New York Harbor, the predominant method of securing towing work was to race out ahead of the competition and meet an incoming ship as it entered a channel, whereupon you would nail the contract. There were around 50 tugboat companies flourishing in the Harbor. Fewer than ten remain today.

In essence, Moran's good fortune continued unabated as the company grew along with the American economy, in an industry so necessary for prosperity that it defied obsolescence. It was not all happenstance, of course; long before there were business schools repackaging customer service as a high-flown marketing theory, Moran's mariners, shoreside staff and managers were practicing it as if their livelihoods depended upon it, which in fact they did. In an industry where reputations are forged on the water, it simply made good sense. To keep your customer, you provided safe, reliable, courteous service. You applied professional skills and commitment — your knowledge, instincts and wits. As Moran's present-day mission statement aptly summarizes, you did the job vigilantly on the water and creatively (yet no less vigilantly) in the boardroom. There was no such thing as a brand mystique; you *were* the brand. This was and remains the heart and soul of Moran's business philosophy, and the company's reputation continues to be its most important and protected asset.

Opposite page, top: Michael Moran and associates in an undated photograph that is one of the earliest known of the group. Moran is seventh from right, with the cigar in his hand.

Middle: The *FW Vosburgh*, one of Moran's earliest tugs, in an 1883 photograph.

Bottom: The *Michael Moran*, a steam-powered tug, in 1913.





And so it has gone. With little fanfare, immigrants and their descendants and successive generations have built Moran into what it is today: a multi-divisional corporation with Atlantic, Gulf and Pacific operations in a string of U.S. ports and terminals stretching from New Hampshire to the west coast of Mexico. The company's people have kept its tugs and barges working 24-hours a day, 365 days a year, year in and year out. In ports where Moran operates, a surprising number of citizens with no connection to the maritime industry know what the white "M" stands for. (It was Michael Moran himself who painted the first one on a Moran stack, reportedly around 1880.) But most people remain naturally oblivious to Moran's mission; the job, like that of freight trains, is so thoroughly woven into the fabric of American commerce that it is all but taken for granted by the common man. When it is done well, invisibility is a hallmark of success.

Every so often, vessels are honored for performing acts of gallantry or outright heroism. In 1966, the tug *Julia C. Moran* rescued seafarers from the burning deck of the *Texaco Massachusetts* after it collided with the *Alva Cape* in New York Harbor's Gravesend Bay, in one of the worst accidents in the Harbor's history. The *Julia C.*'s captain and crew knowingly put themselves in harm's way — the *Alva Cape* was loaded with naphthalene, and was ripped by an explosion — and amid a terrible toll of fatalities, 23 lives were saved. In recognition of this rescue, the United States Secretary of Commerce awarded the *Julia C. Moran* a Gallant Ship Citation, the highest award possible by the Government to a merchant ship. Only two tugs have ever received it. The *Julia C.*'s captain, George Sahlberg, received a Distinguished Service Medal (America's highest non-valorous military and civilian decoration), and the crew all received Meritorious Service Medals and ribbon bars.



Moran's history is certainly colorful, and there would seem to be no better time than a major anniversary to regale readers with tales of the company's celebrated wartime exploits and its roles in historic construction projects. But for many *TowLine* readers and Moran customers, the most oft-repeated stories — like the company's participation in the original construction of the New York City Subway and the Allied invasion of Normandy in World War II — are too-familiar old chestnuts.

There is in fact much worth celebrating in the present: by virtue of its people, assets and culture, Moran remains soundly positioned for continued growth.

The company's people are carrying its legacy



Above, top: The *Julia C. Moran* in 1951.

Above, bottom: The medallion from the Gallant Ship Award plaque awarded to the *Julia C. Moran* in 1966.

Opposite page, inset: The *Thomas E. Moran*, an early Moran diesel-powered tug, in 1938.

Opposite page: Docking the Cunard liner *Mauretania* in 1939.

forward with characteristic drive, dedication and skill. To know and work with Moraners, as they are sometimes affectionately called, is to appreciate the extent to which they value and cultivate the trust placed in them by their customers.

To a person, Moran employees understand how important it is to do the job safely and well, and they work very hard. But self-motivation is not their only defining trait; they also share an exceptional capacity for thinking and achieving independently, even as they embrace teamwork and collective responsibility. Moraners tend to exhibit a particular kind of moxie that is more a product of individual character than of corpo-





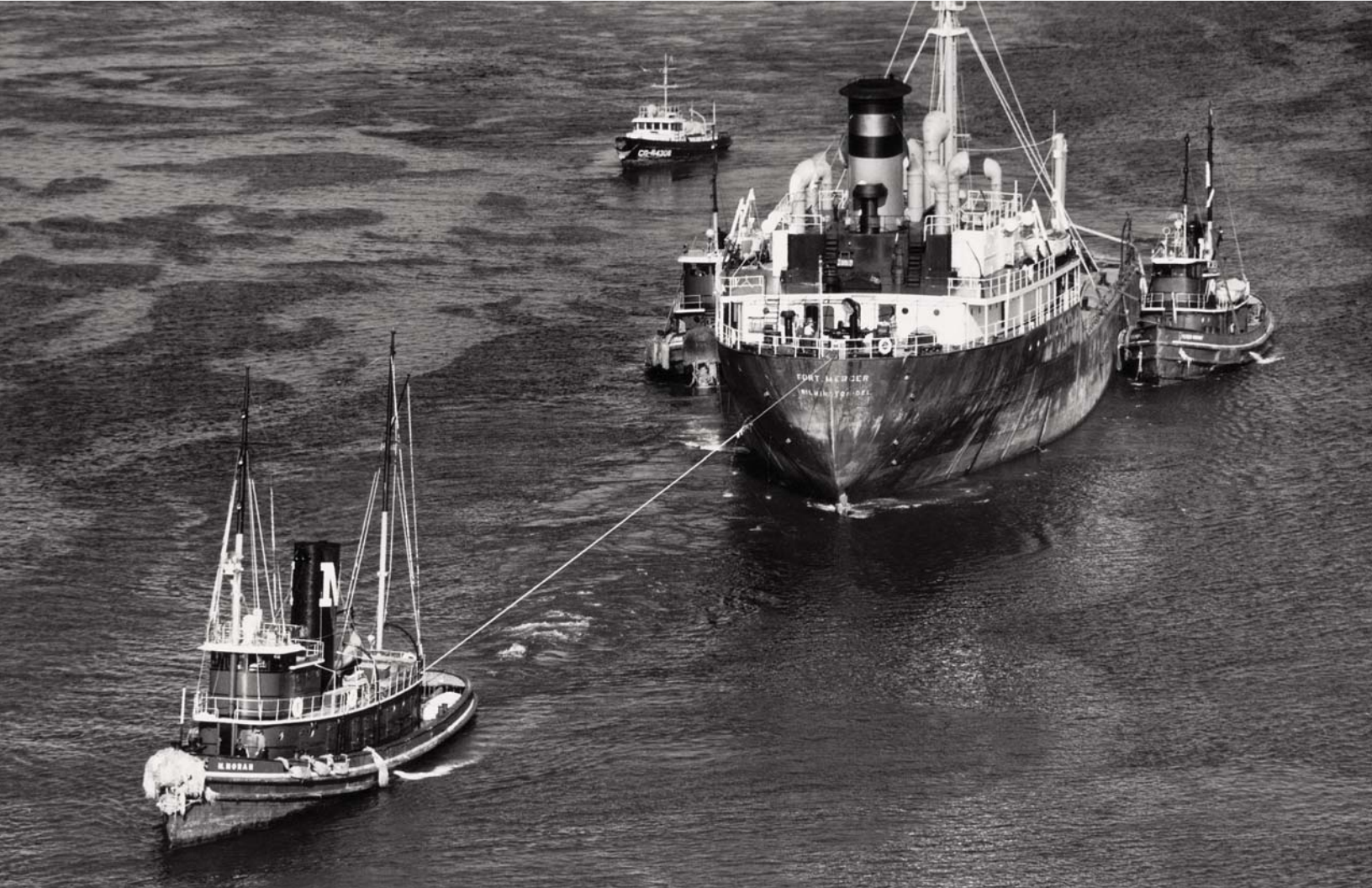
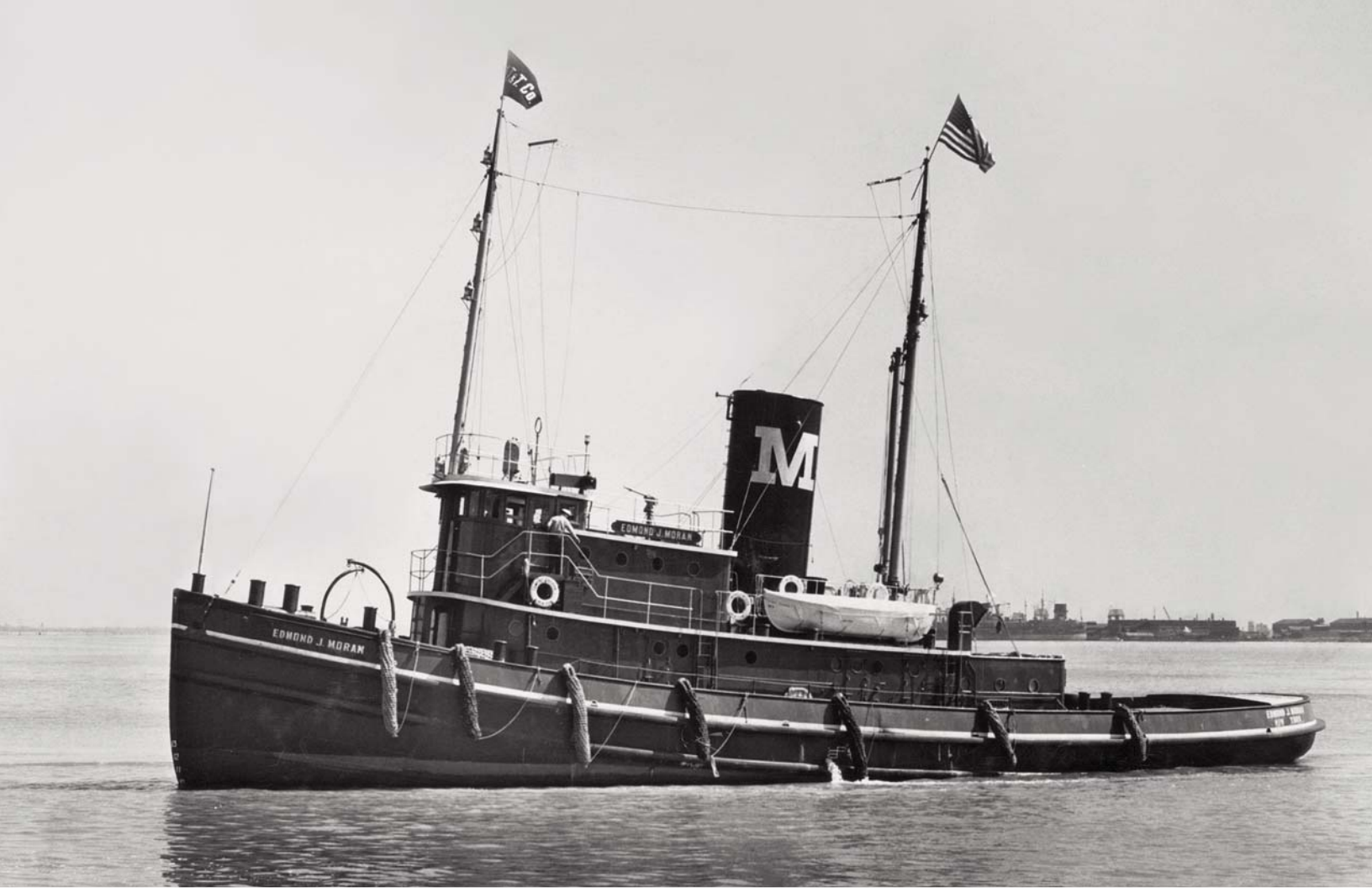
Top left: Walt Disney with Eugene F. Moran aboard the *Thomas E. Moran* in 1945, doing research for the film "Little Toot".

Top right: At the premiere of the 1958 film "The Key", the actress Sophia Loren presents a plaque honoring the Tugboat Men of America to Capt. Frank Hughes, Moran tug master during the Normandy Invasion and subsequent president of Curtis Bay Towing, a Moran subsidiary.

Bottom: The crew of the *Elizabeth Moran* in an undated photo.

Opposite page, top: The *Edmond J. Moran*. Her service and the heroism of her crews in World War II became legendary in tugboat lore.

Opposite page, bottom: A section of the tanker *Fort Mercer* being towed and escorted by the *M. Moran*, *Peter Moran* and *Carol Moran* in 1952. The ship was rescued by *M.* and *Carol* after breaking in half off Cape Cod, Massachusetts.





rate oversight, and it enriches the company. These traits may indeed be said to echo those of Michael Moran.

The company endeavors to support such talents with smart, progressive policies and practices, a nimble, decentralized management structure and a good working environment. Not coincidentally, Moran benefits from very low turnover, especially at the management level. This is particularly true among licensed officers, and Moran's captains play a pivotal role in its success.

Intertwined with these virtues are strong bonds of community, friendship, respect and camaraderie. Instances of selflessness and caring that go beyond people's job descriptions are abundantly common at Moran.

One such instance was the aftermath of Hurricane Rita in 2005. Coming on the heels of the infamous Hurricane Katrina, Rita got scant coverage in the news. But in the Beaumont/Port Arthur, Texas, area, the storm thoroughly upended the lives of every Moran employee.

Its 180-mile-an-hour winds blew the roofs off of houses and rendered many uninhabitable. Water, sewage lines and power were knocked out. Meanwhile, the temperature outdoors was 100° Fahrenheit.

In the Gulf, ships were buffeted like toys. A U.S. Navy cargo ship, the *USNS Cape Florida*, threatened to break loose from its moorings and was held in place by the tugs *Lynne Moran*, *Mary Moran*, *Helen Moran* and *Cape Ann*, operating at full power throughout a long night.

Moran's leadership back in New Canaan, Connecticut, mounted a relief effort. It began with financial aid to employees who had wives and children that were forced to stay in motels and other makeshift accommodations, and culminated with the delivery of trailers full of supplies and equipment within 72 hours of the devastation. Moran's Jacksonville, Florida, division executed the rescue plan and sent people to help. They had packed the trailers with water, ice, tarps, roofing nails,

tarpaper, chain saws, fuel, work-gloves and plywood. The responders earmarked everything for personal use by families. People were also given generators, which got passed around between employees and members of their immediate and extended families. Everyone worked hand-in-hand to clean up and rebuild.

Moran's divisional headquarters in Port Arthur was ravaged and got its own relief trailer, outfitted for construction supervision. It included temporary telecommunications and computer systems, to keep the division running.

The company's Beaumont/Port Arthur tugs managed to survive the disaster in A-1 condition. In a stunning display of grit by the sailors, shore staff, and all of their families, the tugs had been manned throughout the ordeal.

Comparable rescue responses were later accomplished for hurricanes Wilma and Ike. And there have of course been countless smaller kindnesses — both personal and professional — that stand as inspiring testimonials to the role Moran's people play

in its longevity.

The company's assets have played a role, too. Not least among them are its capabilities, which are without parallel in its core geographic markets. One of Moran's strengths is that it has become the go-to provider for exceptionally challenging towing and marine transportation projects. Examples abound: During the height of the Cold War, for instance, Moran tugs helped with the construction of the Distant Early Warning line (DEW) radar system, off the Atlantic coasts of the U.S. and Canada. In 1973 the company commissioned the world's first Liquefied Natural Gas barge. Its tugs have towed massive bridge and tunnel sections, and at least one nuclear reactor. In 2007, Sempra LNG chose Moran and its partner, Boluda Corporation of Spain, to provide tugs capable of handling LNG assistance in the occasional 9-foot swells off the Mexican Baja.

Still another basic asset is Moran's corporate culture. In defiance of conventional wisdom, it has become more, rather than less, unified in the wake of the company's expansion and diversification. Manifestly valued and advanced by every Moran employee, the culture has come a long way from the days when the young Michael Moran — as legend has it — personally broke up brawls between rough-and-ready seamen around the docks and pubs near Moran's first headquarters on South

The culture has come a long way from the days when the young Michael Moran broke up brawls between rough-and-ready seamen around the docks and pubs near Moran's headquarters on South Street.

Opposite page, top: One of Moran's Marci-class vessels, its first group of Z-drive tractor tugs, in the late 1990s.

Opposite page, bottom: The *Pati-Charleston*, an ATB, on New York's Arthur Kill in 2009.







Street in New York City. Today's Moran thrives on a culture of fluid, open communication, cross-disciplinary cooperation and professionalism. Its management structure and operational capacity are, in a word, dynamic.

This was probably never more evident than on 9/11, when Moran tugs in the Port of New York/New Jersey were instantly mobilized as makeshift rescue ferries. For one crucial moment that day, Moran's command hierarchy effectively leveled out. Paul R. Tregurtha, the company's chairman and CEO, had tried to phone the Coast Guard to offer every man and piece of equipment Moran had that might be of use — but naturally, he couldn't get through. So he called the Moran yard in New York, and was informed that they were already en route to Lower Manhattan. They had not waited for a directive from corporate; they could anticipate what Moran's top decision-makers would say, and assumed responsibility without waiting to be told. Mr. Tregurtha was gratified.

Those were of course extreme and rare circumstances. But the company's dynamic command structure has served it well on other occasions too.

Last year, for instance, two Moran executives interrupted their dinner hour to organize an emergency firefighting response remotely, using cell phones. In response to a call for help from Maryland's Calvert County firefighting command, the duo coordinated authorizations, issued instructions and mobilized two FiFi tug crews in about the time it takes to cook a hamburger. The tugs helped extinguish a huge pier fire at a U.S. Navy Recreation Center, averting a potential disaster in Solomons, Maryland. Their captains and crews were awarded letters of commendation by the Navy.

★

And then there are the vessels. Moran's tugs and barges have always been visible reflections of its progress, and today's streamlined newbuilds are no exception. They are markedly faster, nimbler and safer than their forerunners of just a few decades ago, and look like they belong to the space age.

Mechanically and technologically, tugboats

and barges advanced radically starting in the 1990s. Moran has been at the vanguard of these changes. Its executives, managers and naval architects have repeatedly partnered with the staffs of leading shipyards and naval architecture firms to help develop innovations that advance safety and performance on the water. Moran's role is to contribute lessons learned from its many years of experience in the thick of operations.

As many tug and barge customers and enthusiasts know, the fruits of such collaborations have redefined the industry's capabilities. [A thumbnail survey chronicling progress in tug and barge design and construction can be found on page 20 of this issue.] The advent of Z-drive tractor tugs brought with it levels of maneuverability previously undreamed of in tugboats. And there is nary a barge on the water faster, more maneuverable or safer than an ATB. Moran's fleet currently includes 30 Z-drives and six ATBs.

Electronic injection in engines has done much to increase fuel efficiency, horsepower and speed, while reducing emissions. The latest advancement, high-speed 4-cycle engines, offers still greater benefits in these areas. Five Moran tugs now have them.

The firefighting capacity of FiFi-1-rated tugs continues to climb; Moran's latest, the *Lizzie Moran*, is scheduled for delivery this year and will come equipped with monitors that spray at 10,500 gallons per minute.

Wheelhouses are high-visibility. Crew quarters are specially designed and built for noise reduction; floors on tugboats, for example, now float in more ways than one. Carbon fiber propeller shafts reduce vibration. Line winches on foredecks are becoming larger and stronger, and thanks to computer-automated assist capabilities, safer. All of Moran's petroleum tank barges are double-hulled, and have been since 2006, long before the Federal mandate prohibiting single-hull barges becomes effective.

Computerization is part and parcel of many of these changes. At an equipment startup on the *Lois Ann L. Moran* last summer, no fewer than six mechanics wielding laptops could be seen tending to the prized new vessel.

★

With the world growing ever more complex, there seems little point in speculating on where the journey of the next 150 years might lead Moran's vessels and people. What is certain is that they are indispensable; they move industry, commerce and freedom itself forward.

The vessels will be out there on the water, a perennial presence, as comfortably familiar a sight as the gulls that sun themselves on harbor pilings. Except, the tugs and barges will be working. ⚓

Previous spread: The *Diane Moran*, one of Moran's first 5, 100-hp Z-drive tugs, on the Savannah River in Georgia. The *Cape Henlopen*, a twin-screw, follows at a distance.

Opposite page, top: The *Laura K. Moran* in New York Harbor in 2009.

Opposite page, bottom: The *SMBC Monterrey* with the LNG carrier *Tangguh Towuti* at Moran's Costa Azul operation near Ensenada, Mexico, this year.

A Salute to Moran's Presidents

Including Moran's current president, Edward J. (Ted) Tregurtha, the company has had seven since its founding. Each presided over a defining era in Moran's growth.

Founder Michael Moran created the entrepreneurial vision and commitment to innovation that endures today, and shepherded the company through the early steam age. Under his leadership, Moran operated at least one side paddle wheeler and built up its first fleet of propeller tugs. The company's reputation for excellent vessels and seamanship was forged on Michael's watch. It was the founder himself who began the tradition of naming tugs after family members.

Eugene Moran Sr., Michael's son, was vice president and succeeded him as president after his death in 1906. Eugene interrupted his tenure to serve as a commissioned reserve lieutenant in World War I. Edmond J. Moran, his nephew, served as president in his absence, then stepped aside when Eugene returned from the war. Resuming his presidency, Eugene oversaw Moran Towing and Transportation's transition from steam to diesel power.

Eugene stepped down in 1941, and Edmond was again appointed president, ostensibly permanently. But World War II interfered, and this time it was Eugene — coming out of semi-retirement — who took over for Edmond. In the war, Edmond commanded an armada of allied



The presidents, clockwise from top left:
Michael Moran (1860–1906); Eugene Moran Sr. (1906–1917, 1919–1941, 1942–1946); Thomas E. Moran (1964–1987); Paul R. Tregurtha (1999–2001); Edward J. (Ted) Tregurtha, Moran's current president; Malcolm MacLeod, (1987–1999); and Edmond J. Moran (1941–1942, 1946–1964).

tugs; he returned in 1946, a decorated hero holding the rank of Rear Admiral. Reassuming Moran's presidency, he oversaw a period of tremendous growth that included the development of Moran's first twin-screw tugs; a major expansion of its fleet; its first acquisitions of other towing companies; and its initial geographic expansion into ports beyond New York.

Following Edmond's retirement in 1964, Thomas E. Moran took the reins. Under his leadership, Moran developed larger oceangoing twin-screws and began using EMD engines, ushering in a new era of higher-horsepower capabilities. Thomas successfully guided Moran into dry bulk marine transportation markets, and oversaw a major expansion of its marine transportation division. Growth and innovation

during his tenure included continued geographic expansion.

Malcolm W. MacLeod succeeded Thomas Moran after the latter's retirement in 1987. He spearheaded Moran's technological leadership as an early adopter of Z-drives, and consolidated its methodical approach to safety by presiding over its Responsible Carrier Program (RCP) certification.

MacLeod retired in 1999, and Paul R. Tregurtha, who was and remains chairman and chief executive officer, doubled as president for a year-and-a-half until Ted Tregurtha was promoted to the position in 2001. ⚓

The Anniversary

A Conversation with Paul R. Tregurtha



Mark Schnapper, TowLine's editor-in-chief, sat down with Moran's Chairman and Chief Executive Officer and asked some questions on the occasion of the company's 150th anniversary.

150 years is a long time. Are there core attributes at Moran that account for its longevity?

I think there are probably several different elements. First of all, we're a private company owned mainly by the Barker and Tregurtha families, and that adds to the continuity because we have the ability to take a long-range point of view. And when private owners are in an industry that they really enjoy, they're not going to be taken over — no one's going to just swoop in from somewhere. When Tom Moran decided to sell Moran he understood that if the name was going to survive as a brand name, the new owners would have to share the values of the Moran family. That was the case when we acquired Moran.

Did you know Moran before you bought it?

Moran actually provided services to our other companies, Mormac Marine Group and Mormac Bulk Transport, for years before we bought them, so we had a chance to know the people and what the company was like. Jim Barker and I knew Tom Moran well, and when he decided that he wanted to sell we spent a lot of time talking with him. Years later, after Tom's death, his wife told me that he had felt good about the sale because he could see how we were running the company.

What are the other contributing factors?

One is that we provide a basic service, so it's not like you have to reinvent a new electronic gismo to be around next year. Our services are going to be required; they have been, you know, literally for ages, and I can't see anything that would change that going forward. The type of service may change, but the fundamental need will be there.

Another is that the industry attracts people who love the sea and boats, and that demands teamwork and camaraderie, which create a very stable platform for a company to exist on for a long period of time. The principle is not fool-proof, but by and large our industry has many family-controlled companies that have been passed down through generations to individuals who sustain the culture.

When you talk about values, are there specific ones that are considered defining at Moran?

Our values really start with such things as a relationship with a customer; we like to think of ourselves as being a customer-centric company. Safety is equally, if not more, important — for our crews and assets, our customers', and the com-

munity at large. But it's the people we're most concerned about.

Another core value is that we try to keep all of our equipment in top condition. The ability to give excellent service depends on having reliable equipment, and we invest an awful lot in maintaining ours to the highest standard. We have metrics that measure our safety and equipment reliability. We compare very favorably to our peers. However, we are continually trying to improve.

Training is a basic value, too; we spend a lot of time and effort on it, including the use of training crews and simulators for new equipment or new applications.

Has Moran's culture evolved over the years?

It has. It's a reflection of a lot of things: the times, the size of the company and the expectations of our customers. We've grown almost three-fold since we acquired Moran in 1994. One important aspect that's changed is the management style. Our decision-making is more diffuse now; we've pushed down a lot of the decisions that were centralized before. I think that makes people's jobs more interesting, and you really can't grow unless you do that. Otherwise, you have one person who becomes what I like to call the "needle-valve" to progress; nothing can happen unless that person is there and can make the decision.

Another aspect that's changed is internal communications. We do spend a fair amount of time trying to let everyone know what's going on, where we're headed, and what our results have been. I think that helps people identify with the company, and to succeed.

We're also more analytical in terms of having information systems and processes in place, rather than just relying on ad hoc decision-making. We're more methodical about measuring the impact of any decision before and after we make it.

Lastly, the industry has changed and we've changed with it. We really like to think of ourselves as one whole team, with no differentiation between those who are ashore and those who are afloat. A simple example would be Moran's employee benefits program; my 401(k) plan carries the same employer matching and contribution terms as those of people on our boats — and all the other benefits are either the same or very close. That was not always the case in the industry, nor at Moran.

It's fair to say Moran is known for precision and responsiveness in its coordination between top management, port managers and mariners. How will the company steer clear of bureaucratic pitfalls as it expands, and how will its approach translate to quality perform-

ance on the water?

That is always a challenge. As any company or institution expands, there's a tendency to have more bureaucracy. We try to avoid it by curtailing or eliminating layers of management. The chain of command is very short from a deckhand to Ted Tregurtha, Moran's president: essentially, our port managers report to Ned [Moran], Ned and our business line managers report to Ted, and Ted reports to me, though I don't get too involved with the day-to-day operating decisions. But hopefully everyone at Moran would feel very much at ease going straight to Ted or to me; we have an open-door policy. I think any of our administrative people — the staff in accounting and other departments — understand clearly that their role is to support the operating people. We also avoid bureaucracy by really listening to our operating

news stories about the airline pilots working on their laptops in the cockpit and overshooting the airport — and the train engineer who was texting while working. Those behaviors seem worryingly new. Do they have implications for all transportation companies?

Well, sometimes it just comes down to individuals. And no system is perfect. We've always been aware of that, and we were instrumental very early on in pushing through the AWO Responsible Carrier Program. The program itself represents the industry coming together to enforce a set of common safety practices, and it moved everyone to a higher safety standard.

In 2002 we instituted a robust internal audit system that looks at whether we're following what we say we do in our policies and procedures. The auditors examine our equipment and the



As a private company, we can take a long-range point of view.



people at the ports. There is always a natural tension between central administration and operations, but the balance at Moran tilts towards the operating people in terms of getting their ideas.

Obviously there have been many changes in maritime technology and professional practice over the past century-and-a-half; are there any traditions that remain basically unchanged?

The values we've been discussing are a tradition at Moran; our emphasis on customer service, safety, reliable equipment and dedicated people hasn't changed over the years. The color of our tugs and the big white "M" on the stacks are also a tradition.

In an era when some sectors of the transportation industry are making headlines with personnel and safety troubles, how does Moran find and attract conscientious people?

I think people are interested in working for Moran because we're viewed as a very ethical and fair company, and they're proud to work with us. We're known for treating our customers very fairly, and that reputation spreads around the industry. We're certainly known for our safety and our training, and for our new equipment that we keep investing in. At the same time, we offer people a chance to grow personally. Obviously, as a company we don't have explosive growth, but we keep moving forward. We have been able to be very steady in our employment practices.

That explains the attraction. But to frame the question more bluntly, I was thinking of the

performance of the people on it to see if they're following our policies and procedures. They visit all the equipment — every vessel — and over a period of time, everyone's audited, and that gets discussed with a port manager and then at a higher level. So you begin to get a consistency. And of course there are also third-party auditors who perform the same function.

How rigorous is the oversight from the outside auditors?

Very rigorous. We're audited by the American Bureau of Shipping, for example, who administer ISM certification, an extremely strict standard. Every one of our ports is ISM certified, and in every port one or more tugboats is. Over time, every single one will be. The major oil companies and many other customers vet us too. They visit and look at our safety management system, and really get right down into the weeds — they'll ask to see specific reports and paper trails, to make sure problems were reported and corrected on any given vessel.

Moran has a number of longstanding customer relationships. What are some of the oldest you can think of?

The U.S. Navy is one of the oldest; our relationship with them dates back to the Spanish American War — that's 112 years. Cunard is another longtime customer; they go back more than 75 years with us.

What do you see as the keys to the company's continued growth in the future?

We can't grow unless our customers' requirements grow. There are other ways — through acquisition, or our entering a new line of business — but if we talk about organic growth fueled by customer demand, it really depends on the economy.

Yes, the proverbial elephant in the room. I'm tempted not to ask for a comment.

Well, it's no secret that global economic growth needs to be revitalized before it can drive further growth for our customers and our industry. No one can predict accurately when it will improve, and it's even more difficult now that we're dealing with the need for a global economic rebound. However, world populations are increasing, and along with them basic needs for food, energy, clothing and manufactured goods. The most efficient way to move all of those things from distant countries is by water. So there will be growth in trade, and I would expect marked improvement by 2011. We are well positioned geographically in United States ports to take advantage of that growth.

Assuming the turnaround comes, how will Moran be positioned?

We will grow because of our strong customer relationships and our service, quality and safety — just

opportunities. At the same time, we have to put in bigger, more expensive assets to dock those ships, so we have to change our pricing structure to make sure the equation works.

How might tugboats 50 years from now be better than today's?

Well, first off, they'll be more automated. That is a trend that's been happening all along; you go on our tugboats now and you'll see a lot of things that are basically computer controlled that used to be electromechanical. And the tugs will be much more fuel-efficient; they will have much-reduced emissions, and might be more complex in order to facilitate reducing emissions. There may be treatment systems that will be put in, and sooner or later we might see some economically viable electric tugs.

Has Moran explored electric tug development?

We've been working on electric tugs for quite a while, and there are limitations that have to do with batteries. From the standpoint of practicality and safety in marine applications, Lithium batteries are not yet fully perfected and tested. Lead acid batteries need to be maintained substantially more than Lithium and are somewhat hazardous,



We've been working on electric tugs for quite a while, and there are limitations that have to do with batteries.



the plain old blocking and tackling — and because as a private company, we can take a longer-range point of view. And we'll grow because the Panama Canal enlargement is going to bring more ships to the east coast.

And we look at the international side too, like our LNG ship docking operation in Costa Azul, Mexico. International markets are a little more difficult and complex, due to tax issues and foreign trade questions.

Speaking of the Canal enlargement, ships keep getting bigger and bigger. Post-Panamax vessels are becoming behemoths — does that place special demands on tugboat companies?

The by-products of that for us can be both good and bad. First, it will cause newer equipment to be built. Moran anticipated that need and we've already built many new tugs with higher horsepower and more maneuverability. Basically, no one is building a ship-docking tug now unless it's a tractor tug; you have to do that to get efficiency.

But as a result of vessels getting bigger — if you can now carry in one ship what used to be carried in two — Moran has lost some docking

especially on the water. Batteries are also very heavy, which negatively affects tugboat design, especially because conventional power systems are required as a backup. The bottom line is it's not yet a practical solution for tugs, but battery technology sooner or later will change and the tugs will follow.

Meanwhile, biodiesel fuel is a step in the right direction. That of course is Government mandated. Do you think there will be other environmental regulations for tugs and barges in years to come?

There has actually been a dramatic change in government regulation, and it is having a huge impact on our industry. We have long had regulations in safety, maritime practices, and certain rules, and they are needed and represent an established norm. But we now also have them on air emissions and discharge water — and all of those regulations have become politicized. That means they are sometimes enacted with arbitrary, unworkable standards, without any grounding in cost/benefit analysis. When an agency says, for instance, that it wants air emissions from vessels to be a thousand times stricter than the International

Maritime Organization's standards, how does it arrive at that benchmark?

And to the extent that certain regulatory standards are implemented before there are solutions for meeting them, there's a danger of shutting down industries.

If the maritime industry is going to survive — and I don't have any reason to think it's not going to — all the associated costs are going to be accumulated and passed on to the customer.

To keep that from spiraling, there needs to be more of a regular, in-depth dialogue between regulators and the industry — an approach in which everyone sits down and says let's talk about this problem and see if we can find a reasonable solution.

How and where are major innovations in tugboat and barge design hatched?

Well there are all sorts of customer requirements — either physical or economic — so you start with that. Then you get naval architects involved to try to solve that kind of problem, particularly if it's a requirement problem. A good example would be our Costa Azul project on the West Coast. The wave patterns there are different from most of our other locations, and the port was a new port with a single purpose, docking LNG carriers.

The requirement was that the tug had to be able to maintain a constant tension on its line at all times. So you can picture a ship going over a long swell, and on the downward-sloping side, it's accelerating — and the tug has to keep the tension. Now, when the ship goes the other way, the tug's starting to catch up and the line starts to go slack, and you want constant tension. So the winches on these tugs are huge, fast, and very advanced, and that's an example of a requirement from a customer in a particular location being solved by naval architects and engineers.

Moran's inland marine transportation division has lately been hauling a recyclable raw material from a source in the utilities industry to manufacturers who use it. Is this part of a trend toward environmental sustainability?

I wouldn't put it exactly that way. We've been hauling gypsum for one of our utility customers to factories that use it in the manufacture of construction materials. Gypsum is a by-product of the scrubbing process the utility uses to reduce emissions. It is recycling, and is certainly environmen-

tally responsible. But when you talk about sustainability, that calls to mind potentially big solutions like wind, solar, and nuclear power.

Moran has received many awards from customers, industry watchdogs, the Coast Guard and the Navy. Is there any one piece of recognition of which you're especially proud?


Beyond the Gallant Ship Award it's hard to single one out, but I would say those Coast Guard awards we get that recognize safety or helping people. We get awards for some of our tugs in terms of

how many years they've gone without an accident, and it's those series of awards that mean the most to me. And we get a lot of awards from our customers, but to me that goes back to what our core values are.

On the occasion of Moran's 150th anniversary, is there any message you would especially like to send to people who might be considering a career in marine towing and transportation?

This is an industry that serves a basic need; as a result, we're somewhat less volatile than some other businesses. Sure, the economy has an impact on us, but we don't have these giant fluctuations where you say, okay, we're going to lay off 50 percent of the workforce, or, okay, we've got to hire 120 percent more — there's a stability to our industry.

I think there are unique demands that are placed on people in our industry, that for some people will be very interesting, and for others not. You're dealing with the sea, you have 24-hour operation, and there's a real commitment if you come into it. As a result, you wind up identifying with an industry where you're doing something of real value to people.

And the industry offers many disciplines that you can use to expand your career; it's really quite varied, and in a company like ours there's a chance for leadership. If you're a mariner, there's a chain you can come up from deckhand to mate to captain. When you do, there's a camaraderie that grows — you're in the boat together, you're working as a team, you get to identify with each other — there's a social context, too. All things considered, I'd say it's a good, honest career to serve the customer, the community, even your country. 



The Ascent of Tug and Barge Technology

A Thumbnail Chronicle: 1860–2010



T

he modern tugboat — that draft horse of our harbors, coastal commerce and blue-water ventures — is for its size one of the most powerful vessels afloat. The beneficiary of more than two centuries of technological evolution, it has become a highly

sophisticated beast — a complex amalgam of hull design and systems engineering.

That sophistication is evident throughout the vessel. There are the state-of-the-art marine electronics; computer-assisted winches; anti-leak, safety-engineered deck architecture; sound- and vibration-dampening barriers; synthetic hawsers (stronger and safer); and azimuthing drive systems, to name some of the more celebrated innovations. Power and speed have advanced markedly. Maneuverability, navigation, communication, safety and ergonomics are “light years” ahead of where they were just 20 years ago. Barges, which share many of these innovations and also feature double hulls, are just as advanced.

The history of this achievement is studded with brilliant enterprises and inventions. Driven by customer needs, it has unfolded in a vast succession of mostly incremental advances; at fortuitous intervals along the time line, revolutionary introductions like steam and diesel power, azimuthing drive systems and articulated coupling systems enabled the industry to take giant steps. In an

ever-widening cycle, the technology has progressed from shoreside mules pulling wooden scows to today’s myriad moving parts, whose synchronized meshing boggles the mind.

For “Bessie” the Mule, It Was Early Retirement

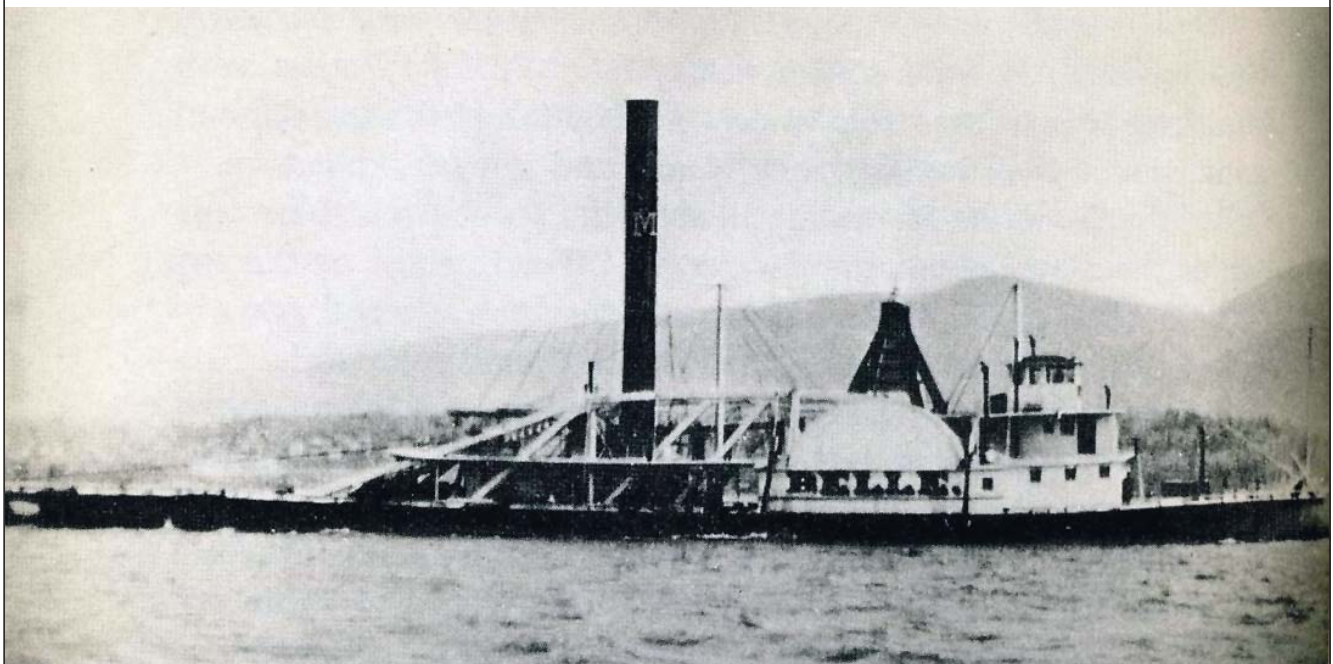
In 1807, Robert Fulton and Robert R. Livingston engineered the first practical vessel-mounted steam engine and put it to work on the Hudson River aboard the *Claremont*. Not long afterward, early steam ferries and riverboats began to morph into the precursors of the modern tugboat. The side paddle wheeler *Rufus W. King* was one such vessel; it was converted for towing in 1828. The *Norwich*, built in 1836 as a passenger vessel for Long Island Sound, was similarly converted in 1842, and served on the Hudson until 1924. Stern decks on these vessels were cleared to make way for line handling, and wheelhouses were raised for greater visibility ahead and astern.

This powerful new type of horsepower quickly made its predecessor, the mule, obsolete. Michael Moran was not to be left behind. His first venture into vessel ownership, the 42-ton, steam-driven single-screw tug *Ida Miller*, was state-of-the-art for its time. Moran put it to work in New York Harbor alongside the many side-wheelers, which despite their age continued to work the North River and the Harbor well into the 20th century. Moran is known to have operated at least one side-wheeler, the *M.T. Belle*, which was fitted for Hudson River towing. An 1892 photograph of the *Belle* is one of Moran’s few surviving vessel photos from that period.

The company grew, and its next watershed development came after World War I, when Moran purchased five 100-foot steam tugs from the U.S. government. Newer and more powerful than

Opposite page: The joystick on the *Catherine C. Moran*.

Below: The *M.T. Belle*, a Moran side-wheeler from the 1860s.



their forerunners, they could do the work of two or three older tugs. It was a harbinger of things to come.

From the Mind of Rudolph Diesel, an Invention Yet to Be Topped

Steam engines were of course not without severe hazards and limitations. They would soon be rendered obsolete by the towing and transportation industry's adoption of the diesel engine, a technology so revolutionary that — like computers in our time — it was disruptive. During the early years of the transition, conversions and refits were

propulsion systems. Much of the technology was adapted from the railroad industry's diesel-electric locomotives, which were becoming the norm. The Navy was interested in utilizing diesel-electric for oceangoing tugs and submarines, and the technology would later be applied to commercial vessels. It allowed propeller speeds to be completely independent of the engine, making speed control more precise. Disadvantages were higher capital and maintenance costs.

In 1938, Moran began developing its first diesel-electric tugs. One of them, the *Edmond J. Moran*, was destined to become famous for its



avored over new, purpose-built construction. Moran's first conversion from steam to diesel was the *Eugenia Moran*, in 1923. During the 1930s, the diesel engine began to replace steam in propulsion applications ashore and afloat, but it was not until 1937 that Moran would truly embrace diesel. By virtue of sheer horsepower alone, the transition would greatly expand the fleet's service range and towing capacity. By the late 1940s, the company operated eleven diesel powered tugs.

Aboard early diesel tugs, direct reversing engines were the norm. These were low-speed, direct drive engines without reduction gearboxes. To reverse direction, the engine had to be brought to a complete stop and then restarted in the opposite direction — an unimaginably cumbersome process by today's standards. Engine control gained precision and quickness with the advent of reversing reduction gearboxes, which facilitated the reversal of propeller shaft rotations while allowing the engine to continue rotating in its original direction. These became the predominant means of engaging and disengaging engines from drivelines, and remain so today. Modern reduction gearboxes also allow the propeller shaft to spin at a much lower rate than the engine, which increases the overall efficiency of the propeller, translating into more thrust.

During this period, the marine industry and the U.S. Navy were also developing diesel-electric

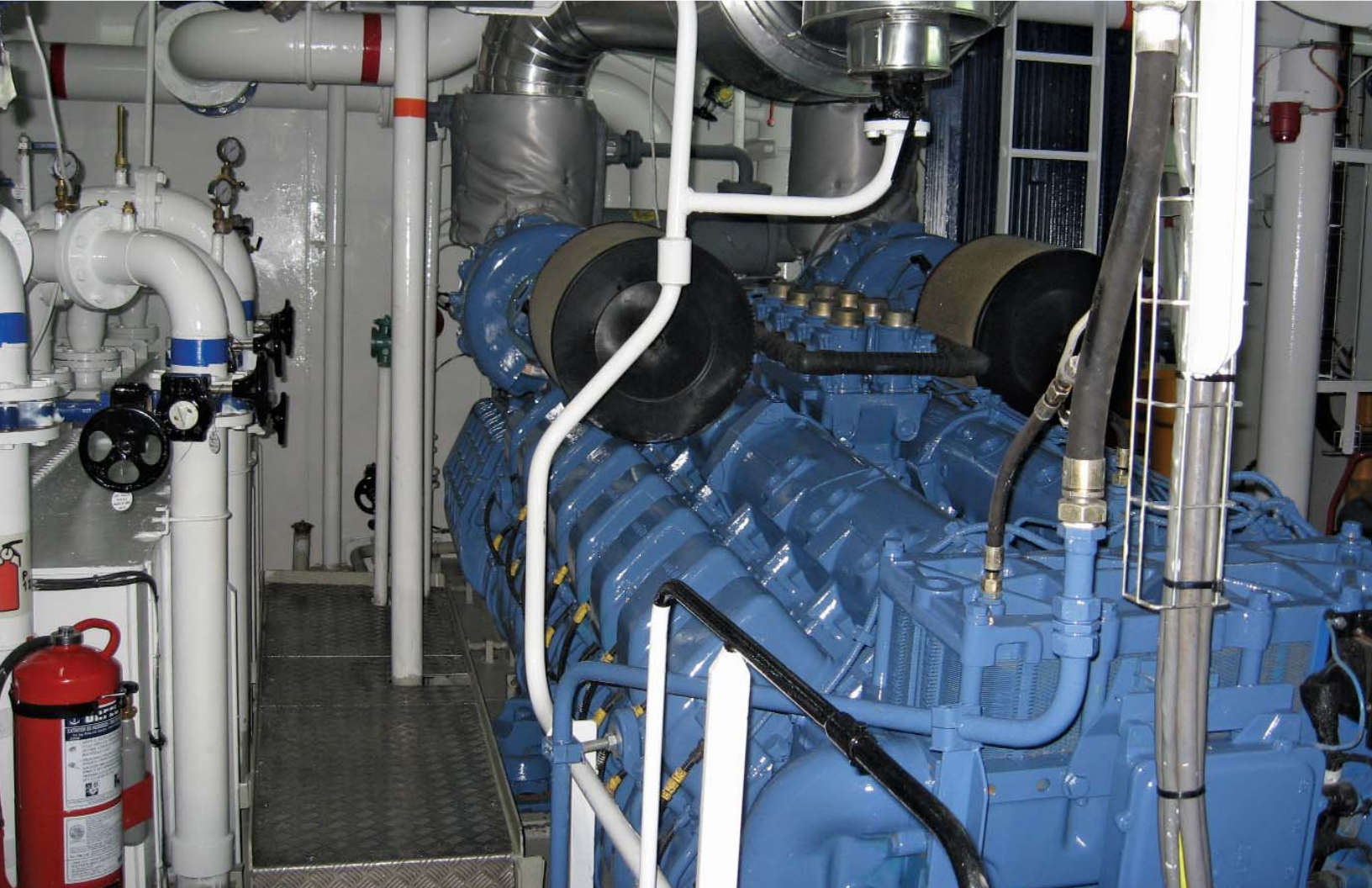
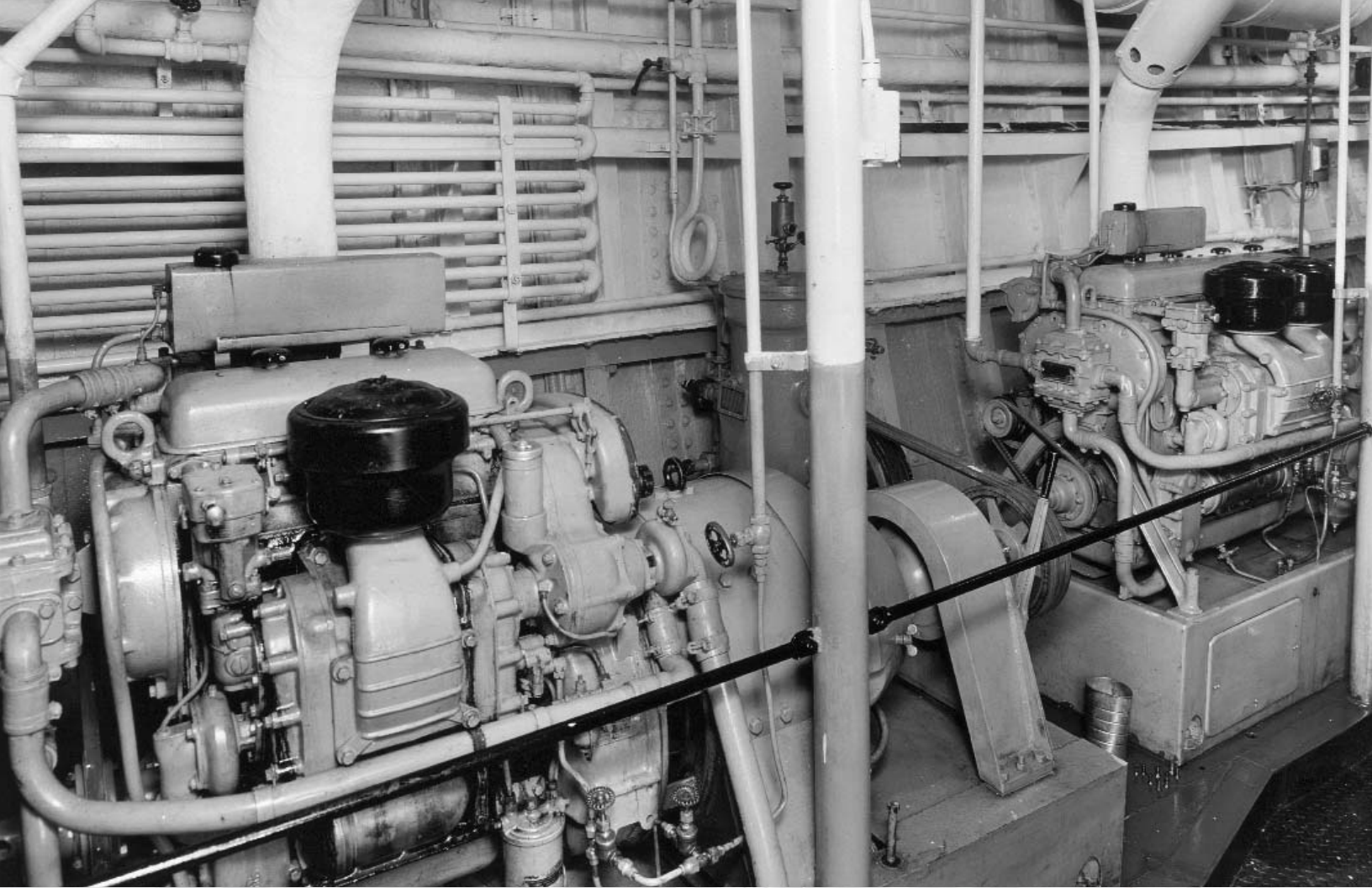
wartime exploits and long-range towing capabilities. Designed for trans-Atlantic service without refueling, the *Edmond J.* was a 121-foot, 1,900-hp, single-screw marvel. Her christening heralded a new era of oceangoing tug service. She was also the first non-steam tug to be fitted with wire rope for towing, and one of the earliest commercial vessels to adopt radar. Seventy years later, the tugboat formerly known as *Edmond J. Moran* remains in service, albeit re-powered and for another owner. In 1942, Moran added five more 105-foot diesel-electric tugs to its fleet.

After the war, in 1949, a new class was introduced with the 106-foot *Grace Moran*. The *Grace* was powered by a 1,750-hp GM diesel with a 1210 kW Allis Chalmers generator and 1,530-hp Westinghouse propulsion motor. The *Grace* class was followed by the 108-foot, twin-screw *Patricia* class, which featured 3,500-hp diesel-electric power plants. While the *Grace* class remained a

Above, left: The original *Julia C. Moran*, a wooden steam tug, circa 1910.

Above, right: The *Alice L. Moran*, the largest tug Moran ever built, in 1967.

Opposite page: Top, the engine room of the *M. Moran*, a single-screw tug, in 1942; bottom, the engine room of the *SMBC Monterrey*, a Moran/Boluda Z-drive tug, in 2009.



proven workhorse in the harbor, the extra length and horsepower of the *Patricia* class made it the choice for coastwise towing.

Space Age Developments: Twin Screws and a Power Bonanza

If the 1940s was the era of the single screw, the '50s was its golden age. Single-screw vessels and associated marine technologies served the towing and transportation industry well, humming through a decade of booming U.S. prosperity. Moran, for its part, had by 1955 become one of the largest commercial fleets in the world, with 50 tugs and 19 scows and barges. Meanwhile, ships were growing larger, creating a need for greater horsepower and maneuverability in tugs.

By the late 1960s, customer demand had sparked the development of twin-screw drive systems and more powerful, technologically advanced EMD diesel engines. The 3,900-hp *Teresa Moran*, for example, embodied these features. Most of these new-breed vessels measured 110 feet in length. They became the powerhouses of their day, serving both ship docking and offshore towing needs.

The largest and most powerful Moran tug ever built was commissioned during this era. She was the 211-foot, 9,600-hp *Alice L. Moran*, a twin-screw ocean tug with four engines. With a range of

17,000 nautical miles and a speed in excess of 17 knots, the *Alice L.* became the flagship of Moran International. Built in Japan in 1966, she was designed for remote ocean assignments, such as moving oil rigs and rescue towing.

In tandem, early EMD engines provided 3,200 hp; today's EMDs are capable of nearly twice that and are fuel injected, adding capabilities like instant startup and lower emissions. (Moran moved to electronic fuel injection in 2009.)

In 1999, Moran converted the *Patricia Moran* and *Kerry Moran* from their original GM/Cleveland diesel-electric engines to more powerful EMD diesels, upgrading their horsepower to 4,200. The company also fitted the tugs with Ulstein Z-drives.

Not Your Father's Tugboat: Azimuthing Drive Systems

Around the time the information technology revolution began to flower in the 1990s, maneuverability in tugboats took a huge leap, enabled by computer-aided design and manufacturing. Twin-screw newbuilds were by then the standard, and leading companies like Moran wondered if anything could be done with older single-screw tugs to improve their performance.

In the mid-'90s Moran began working with the naval architect Paul Gow, and the collaboration



produced the company's proprietary MorTrac design, a precursor of the Z-drive tractor tug.

The company converted four single-screw ship-assist tugs to MorTracs. All four had 2,150-hp EMD power plants; the innovation consisted of a forward-mounted, azimuthing retractable bow thruster — a Z-drive — independently powered by a 640-hp Detroit Diesel engine. The new system increased horsepower to 3,000 and improved bollard pull 35 to 40 percent. It was coupled with a triple-vane rudder system, greatly increasing maneuverability and bollard pull.

Meanwhile, Moran's contracts involving larger ships — especially LNG carriers and naval vessels — spawned demands for still more power and maneuverability, with an added requirement of advanced firefighting capability. In the late 1990s Moran answered these needs with the introduction of its first six *Marci*-class tractor tugs, commissioned for work with the U.S. Navy. Washburn & Doughty was the builder. The tugs were powered by twin 2,100-hp EMD main engines driving Ulstein Z-drives. As many a captain would observe, the unprecedented agility and responsiveness with which they could be maneuvered essentially redefined the modern tugboat.

When Moran acquired Turecamo Maritime in 1998, the *Elizabeth Turecamo*, another tractor tug, joined the fleet. She is powered by twin EMD main engines driving an Aquamaster Z-drive, with a rated horsepower of 6,100.

In subsequent years, Moran's fleet of tractor tugs continued to expand with the introduction of the *Diane* and *Edward* classes, and numerous tugs descended from them. The company currently operates 30 Z-drive tractor tugs in the U.S. and four more with its partner, Boluda Maritime Corporation, in Mexico. All are equipped with EMD or MTU engines and either Rolls Royce or Schottel Z-drives. The latest builds — wonder-tugs like the *Laura K. Moran*, *Capt. Jimmy T. Moran*, *Loretta B. Moran*, and *SMBC Monterrey* — are unsurpassed in maneuverability, speed and safety.

Laws of Motion: The Barge Challenge

Barge technology has kept pace with that of tugs, and one of the most significant developments in modern towing was the introduction of articulated tug and barge units (ATBs).

As late as the 1990s, towing tugs continued to operate much as they had at the turn of the 19th century, towing their cargo on a conventional stern hawser. While this remained the norm, it

presented a challenge in busy harbors, coastal waters and offshore operations. Tows had to be reconfigured for alongside maneuvering in harbors, for instance, which cost operators time and manpower. Crews faced the inherent dangers of unwieldy barges and the risk of parted towlines. Weather delays limited efficiency, especially on tightly scheduled deliveries of petroleum and other commodities.

One of the first alternatives to conventional towing to be introduced was the Integrated Tug and Barge (ITB), a vessel that was essentially a hybrid ship. The "tug" in this arrangement could not function well as a standalone vessel; it was essentially a detachable engine room for the barge. The barge itself was not the best of designs for conventional towing, and was at a loss without its engine mate. The industry first explored ITB technology in the 1950s, although patents existed as far back as the 1880s. In the system an integrated tug could be locked into the stern ramp or notch of a barge, held there by trunnion mountings and sockets or similar fittings. The connection was rigid, and did not allow for independent movement of the tug and barge. This worked in some situations, but was a hindrance when the two vessels needed to disconnect. Moreover, an ITB could be operated with a smaller crew and less expense than a ship of comparable size, but the ship was faster and was seagoing in a wider variety of weather conditions. The ITB design was thus an evolutionary step.

In the early 1970s, the naval architect Edwin Fletcher devised an alternative: the ARTUBAR system. The system laid the groundwork for what was to become the predominant method of attachment: a transverse pin, forming a horizontal axis about which the tug could pitch. It significantly improved seakeeping and detachability, but when it came to crew requirements and regulation the Coast Guard considered the paired vessels a ship.

Concurrent with Fletcher was the work of Bludworth Marine, whose articulated coupling design solved the Coast Guard dilemma and refined the solution to still another key problem: how to reconcile the connection of the vessels with their two different drafts. The Bludworth system uses a caliper clamp at the nose of the tug's bow, augmented by a hydraulic fendering system that provides additional stabilization.

In the mid-1980s naval architect Robert P. Hill further improved the tug-barge connection.

In collaboration with the Intercontinental Engineering-Manufacturing Corporation, Hill developed a system that met the draft alignment requirements and provided a connection that was at once more precise and flexible than earlier systems. Called the INTERCON system, it uses a screw-driven, transverse pin coupling. The ability

Opposite page: Capt. Eduardo Vazquez at the controls (left), with first mate Mauricio Flores controlling the line winch, in the wheelhouse of the *SMBC Mexicali* at SMBC's Costa Azul operation.

of the two vessels to move gracefully in tandem — rolling and yawing together but pitching independently of one another — is the masterstroke that raised the bar of performance. All but two of Moran’s ATBs use the system (the two that do not use the Bludworth system).

Today’s fully practical ATBs provide unparal-

construction program, with articulated tugs being built at Washburn & Doughty Associates in East Boothbay, Maine, and their barge mates at Bay Shipbuilding in Wisconsin and Eastern Shipbuilding in Florida. Since the original two conversions, the company has added five more articulated tug and barge units to its marine transportation fleet.



leled speed, maneuverability, stability, and safety on the water. The barges of Moran’s ATBs are built with double-hull construction, bolstering environmental safety as well. Besides operating in the articulated vessel mode, ATB tugs can tow astern, tow alongside or push ahead, and their barge component can even be handled by any sufficiently powerful conventional tug that has the ability to rig backing wires. On the business side, time saving and cost effectiveness have made big strides.

Moran utilizes these advantages. The company’s first ATB tug was a conversion, the *Scott Turecamo*, which was originally built in 1998 and retrofitted in 2005. Later that year, the *Barney Turecamo* was converted. Both vessels feature INTERCON systems. The *Scott* is mated with the 425-foot, 100,000-barrel petroleum barge *New Hampshire*, and the *Barney* with a sister barge, the *Georgia*. Both barges were newbuilds, designed expressly as ATBs.

Moran has been pursuing a sustained ATB

One of the tugs, the *Paul T. Moran*, was acquired in 2003; its mate, the Moran barge *Massachusetts*, was retrofitted as an articulated barge with corresponding Bludworth fittings. All of the other tugs and barges were built from scratch. The latest unit, the *Mary Ann-Virginia*, launches this fall and will be Moran’s first ATB to handle dry bulk cargo. Each vessel comprised in any Moran INTERCON-equipped ATB is interchangeable with its corresponding half in any other Moran INTERCON-equipped ATB.

The future outlook for ATBs is exciting; new, even more ship-like designs are currently being tank tested. According to Mr. Hill, speeds of 16 knots will be attainable in the next five years as barge classes and the tug/barge interface continue to evolve.

“Build a boat capable of doing the work and the work will seek you out,” Michael Moran reportedly said. If the legions of naval architects, engineers, shipbuilders and manufacturing workers who have advanced maritime technology to its present state could speak with one voice, they might well add a corollary: “Keep on building a better boat, and the customers will keep on coming.”

Above: An aerial view of the *Scott Turecamo*, precisely coupled in the notch of the *New Hampshire* via the INTERCON system.



The Art of the *TowLine* Cover

In his 1993 book *The Tall Ships of Today, in Photographs*, Frank O. Braynard wrote: “My first act when I became editor of *Tow Line*...was to turn the desk around so I faced the harbor.”

Braynard, whose 25th-floor office afforded him the majestic view of New York Harbor depicted on *TowLine*'s March 1959 cover [see the reproduction on page 28], had a connoisseur's eye for maritime painting and photography. He used it to spur the creation of one enthralling *TowLine* cover after another.

The same may be said of some other *TowLine* editors, notably Braynard's predecessor R.M. Munroe, the magazine's founding editor E.T. Barrett, Jeff Blinn (who followed Braynard), and Frank Duffy, who succeeded Blinn. Braynard was himself a renowned maritime illustrator, and Blinn and Duffy were talented photographers. Each man possessed writing talent, too.

Fueled by the vision of these editors, *TowLine*, which published its inaugural issue in 1947, reproduced on its covers some of the finest American maritime art of the past 63 years. The magazine featured watercolor paintings by masters like Charles G. Evers, Albert Brenet and Rockwell Brank; superb photographs by Blinn and other photographers; and some excellent commercial illustrations executed in pencil and gouache. A representative sampling of memorable *TowLine* covers, selected

by the magazine's editors, follows on these pages.

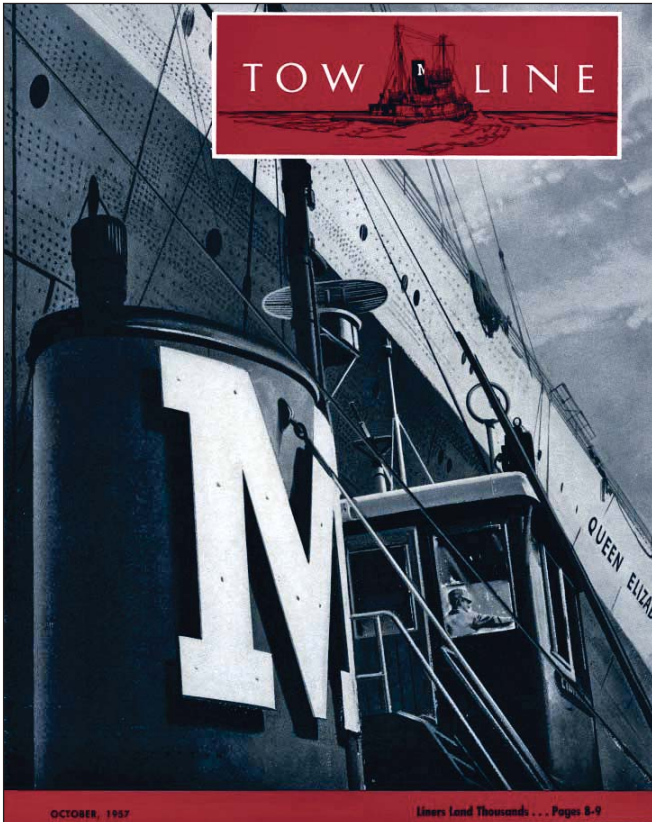
Many of the watercolors display astonishing technique. In a medium that makes extreme technical demands on painters, here are Evers, Brank and Brenet dazzling us with gifted draftsmanship, sublime coloration and brushwork, arresting compositions and moody settings. The paintings are flat-out beautiful works of fine art, marrying exquisite technical detail to lyrical romanticism.

The photographs are just as compelling. They are by turns ethereal, dramatic, or simply evocative of time and place, but always vividly communicative, and sometimes, emotionally moving. Blinn's talent is well represented by his photograph of a Nantucket lighthouse, with its echoes of Edward Hopper's solitary, light-suffused paintings.

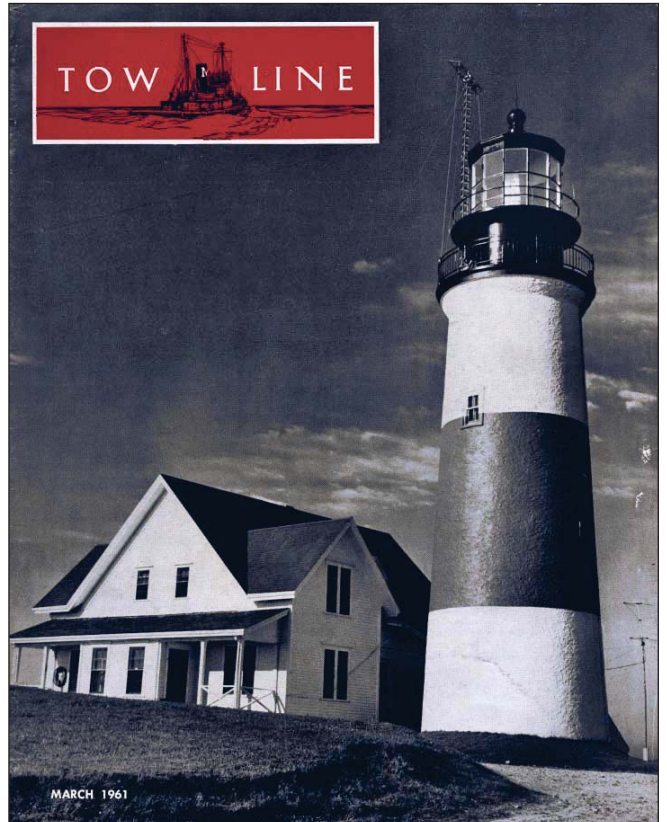
Each cover tells a unique story. We see the original *Queen Elizabeth*, her iconic glory eloquently writ large (October 1957); the Statue of Liberty as a mere sliver taking on heightened symbolism (March 1959); and various freighters, passenger liners, and vistas that evoke a sense of timelessness on the water. The Christmas covers are in a class by themselves. Some are remarkably free of shopworn Holiday clichés, yet still convey an unmistakably spiritual message, often through a lush and mysterious beauty.

There is indeed much to savor in these images, and we invite readers to feast their eyes. ⚓

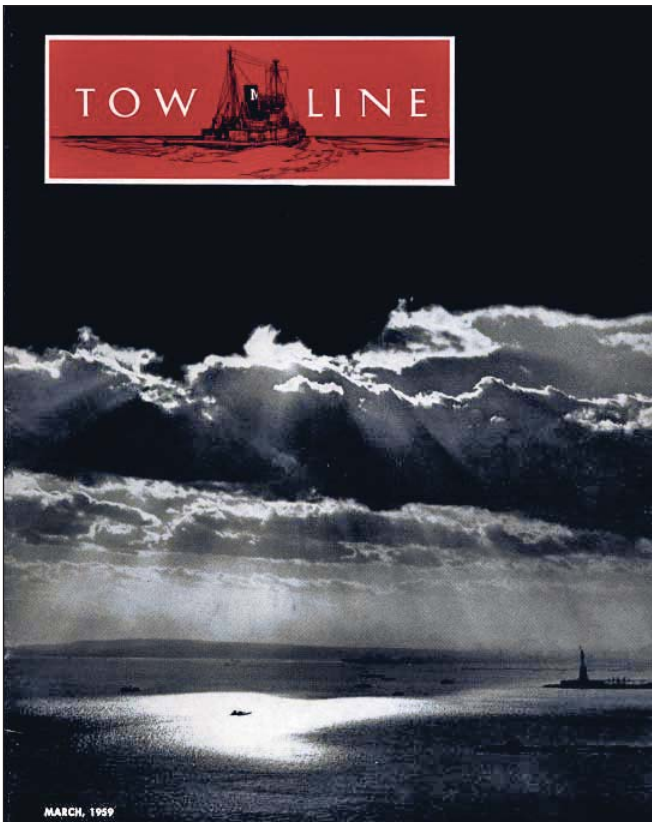




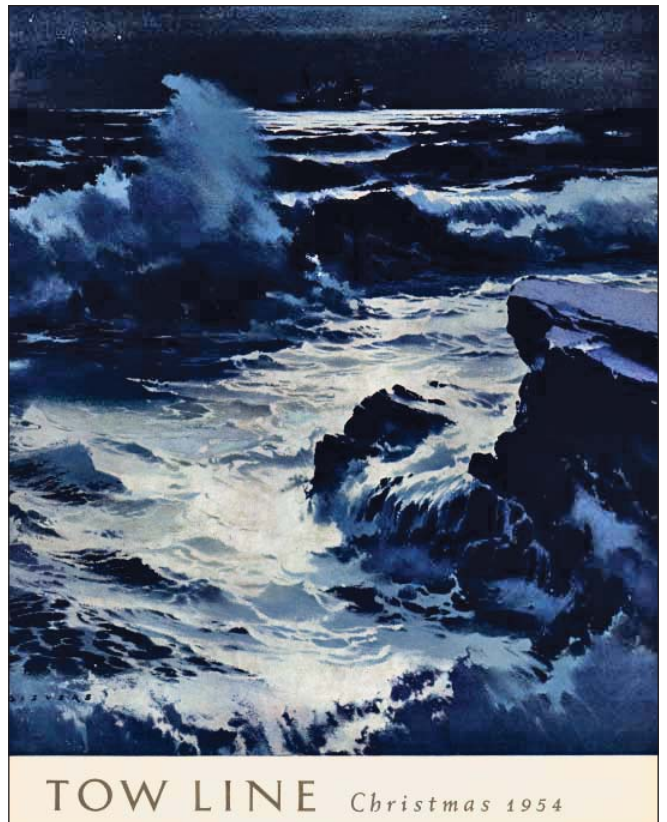
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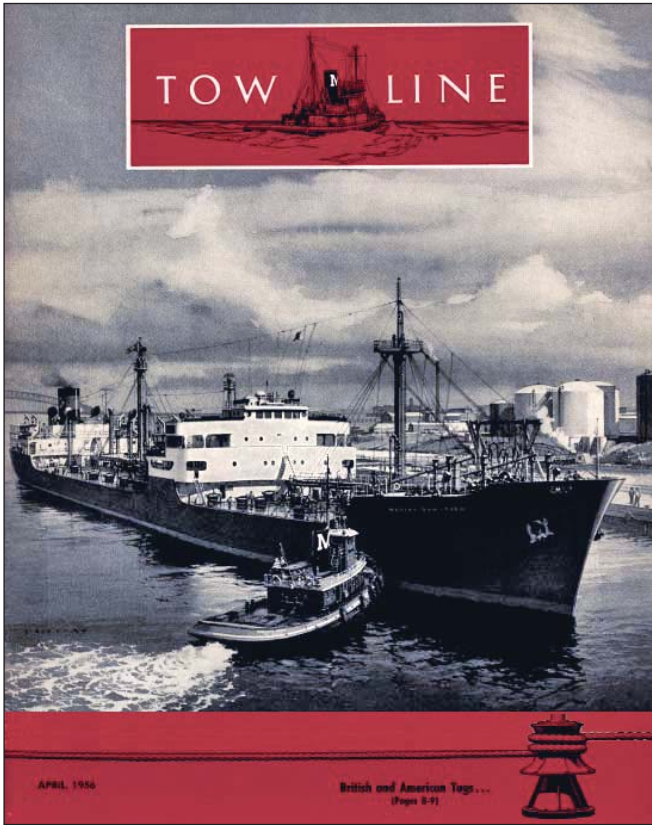
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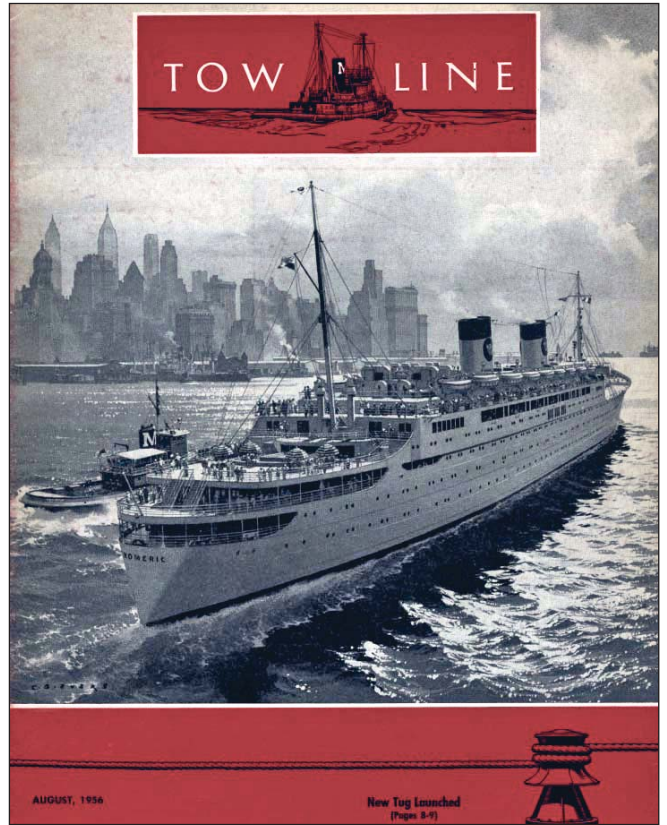
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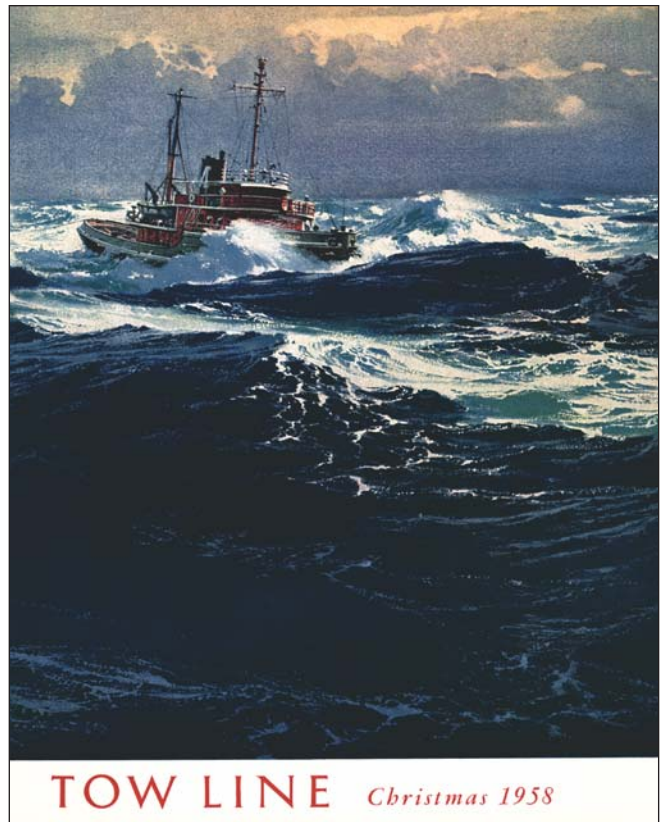
April 1956



August 1956



Christmas 1961



Christmas 1958

The Tugs of Cameron

In Louisiana LNG Country, Planning Is Advanced Engineering's Reason for Being

When an LNG tanker en route to Sempra LNG's Cameron LNG Terminal reaches the Calcasieu Ship Channel off Louisiana's Gulf coast, two pilots will board the ship while it is still at sea — approximately 28 miles from the mouth of the Calcasieu River, south of Cameron, Louisiana. It is one of the longest offshore pilot runs in the United States, a careful step in an unremittingly monitored chain of procedures. The Cameron terminal is located on the Calcasieu River near Hackberry, Louisiana. By the time a tanker reaches mile one on the river, it will have acquired four tugs, which will not leave its side until it is securely escorted, docked and offloaded.

"We like things boring — routine and uneventful," muses Jeff Beech, the vice president and gen-

eral manager of Moran Towing of Lake Charles, which services the Cameron terminal under contract to Sempra. (The company is a joint venture with Bay-Houston Towing Co. and Suderman & Young Towing.) Beech and Capt. Miguel Martinez, the division's operations manager, know what it takes to make that happen. Beech, who was vice president of operations at River Parishes Company in New Orleans until it was sold to Moran in 2007, logged 17 years of management experience on the Lower Mississippi before joining the Cameron operation. Martinez has put in 21 years and counting, at a handful of well respected towing companies in demanding environments like New York Harbor and Moran's operation in Savannah, Georgia. At Cameron,

Below: The *Catherine C. Moran* at a stopover in New York Harbor, en route to Louisiana.







both he and Beech were there at the creation; each was integrally involved in the planning of procedures and training regimens, and the delivery of vessels.

The new Z-drive tractor tugs they currently oversee — the identical twins *Catherine C. Moran* and *Loretta B. Moran* — are among the most nautically and technologically advanced on the water today, and will soon be joined by two additional, similar tugs. Describing the performance of the *Loretta B.*, Martinez, who is also her captain, says, “It’s like she’s dancing on the water.” Both he and Beech are nonetheless quick to point out that the successful utilization of such capabilities depends as much on critical fundamentals like planning, preparation and vigilance as it does on skilled seamanship.

Indeed, the tugs themselves reflect these virtues. They are *Edward*-Class vessels, modeled after the *Edward J. Moran*, an impressive tugboat in its own right. But *Catherine C.* and *Loretta B.*

embody some advances over the *Edward J.* They are EPA Tier 2-rated, for example, with electronically fuel-injected and controlled engines.

The design delivers better fuel economy and compliance with the very latest environmental emissions standards. The electronic engines can be started faster, too; the tugs can literally deploy on a moment’s notice. In still another upgrade, both tugs are factory-equipped with gas detectors; any amount of LNG regasification in open air would instantly trigger their alarm systems, automatically shutting off all ventilation aboard the vessels. SCBAs (Self-Contained Breathing Apparatus) are at the ready at multiple stations on board.

Firefighting equipment includes two FiFi-1 monitors mounted on the aft upper deck, with a total spraying capacity of 10,600 GPM. The monitors can be operated from the wheelhouse or optionally at each monitor itself.

The sisters are classed ABS \boxtimes A-1 Towing Vessel, \boxtimes AMS, FiFi-1, Escort Vessel. They can accommodate a crew of seven, and carry four at Cameron. Each is powered by two EMD 12-710G7C-T2 main engines, driving Rolls Royce US255 Z-drives and delivering a total of 6,600 hp — enough to take control of a fully loaded ship larger than an LNG tanker. The tugs can go from full ahead to a full stop in 98 feet, without

Previous page: The *Loretta B.* tests her fire-fighting systems (the photo is unretouched).

Above: An aerial view of the Cameron tugs docking the LNG carrier *British Diamond* at the Terminal.

cutting power.

Both tugs have autopilots. Their Furuno NavNet 3D radar systems can display vessel movements in 3-D, with overlaid tide, current, and depth readouts, as well as actual vessel names.

Answering a recent call by the RasGas tanker *Umm Al Amad*, the *Catherine C.* and her crew demonstrated their adherence to the Cameron safeguards and controls. The *Umm Al Amad*, which had sailed from Qatar, is a Q-Flex LNG tanker — a new class that is longer and wider than conventional tankers. Before servicing it, Beech and Martinez confirmed that prevailing weather and tidal conditions fell within Moran's environmental envelope: wind not exceeding 20 knots, current at the LNG Berth not exceeding 1.5 knots, and fluctuations within an acceptable range of stability.

After the Cameron pilots boarded the *Umm Al Amad* in the Gulf of Mexico, the ship headed for the Calcasieu Channel and was met about nine miles offshore by the *Catherine C.*, with Capt. Ricky Ward at the controls, and a second tug. The tugs established radio communication and put up lines; their captains and crews already knew the ship's chock locations and tonnage, having viewed diagrams in advance of the call. They had also rehearsed the Q-Flex procedures on a simulator. To confirm the recommended exertions of force, they had previously practiced live maneuvers with four tugs and an actual Q-Flex tanker, the *Al Oraiq*, in the anchorage area of the Calcasieu Channel — about 20 miles out to sea.

Heading for the mouth of the river, the tugs were connected to the tanker in what is called the "T Square Deployed Position." Beech credits the development of this maneuver to Capt. Gregory Brooks, a leading tugboat industry consultant. In the T Square Deployed, two tugs escort the ship, one on each side, positioned off its stern quarters. If, for any reason, the tugs need to per-

form indirect towing, they are already in the required position for the maneuver and can initiate it instantaneously. To grasp the value of this, imagine a 1,000-foot ship suddenly losing steering in a narrow river channel. Using indirect towing, the escort tugs could effectively steer the ship by maneuvering its stern. *Catherine C.* and *Loretta B.* are powerful — each packs a bollard pull of 83.5 metric tons ahead and 78 metric tons astern — and they are responsive enough to apply

precisely timed steering maneuvers while exerting tremendous forces on a ship.

When the tanker and its two escorts reached mile one on the Calcasieu River, the formation was joined by two additional tugs. The T Square Deployed was maintained, while the two newcomers rode at a suitable distance alongside and ahead of the connected tugs. Lines on the connected tugs were shortened for compatibility with the river channel; it narrows to around 800 feet across in some

places, Beech says. Automated render-recover functioning on the tugs' Markey winches kept the lines continuously taught.

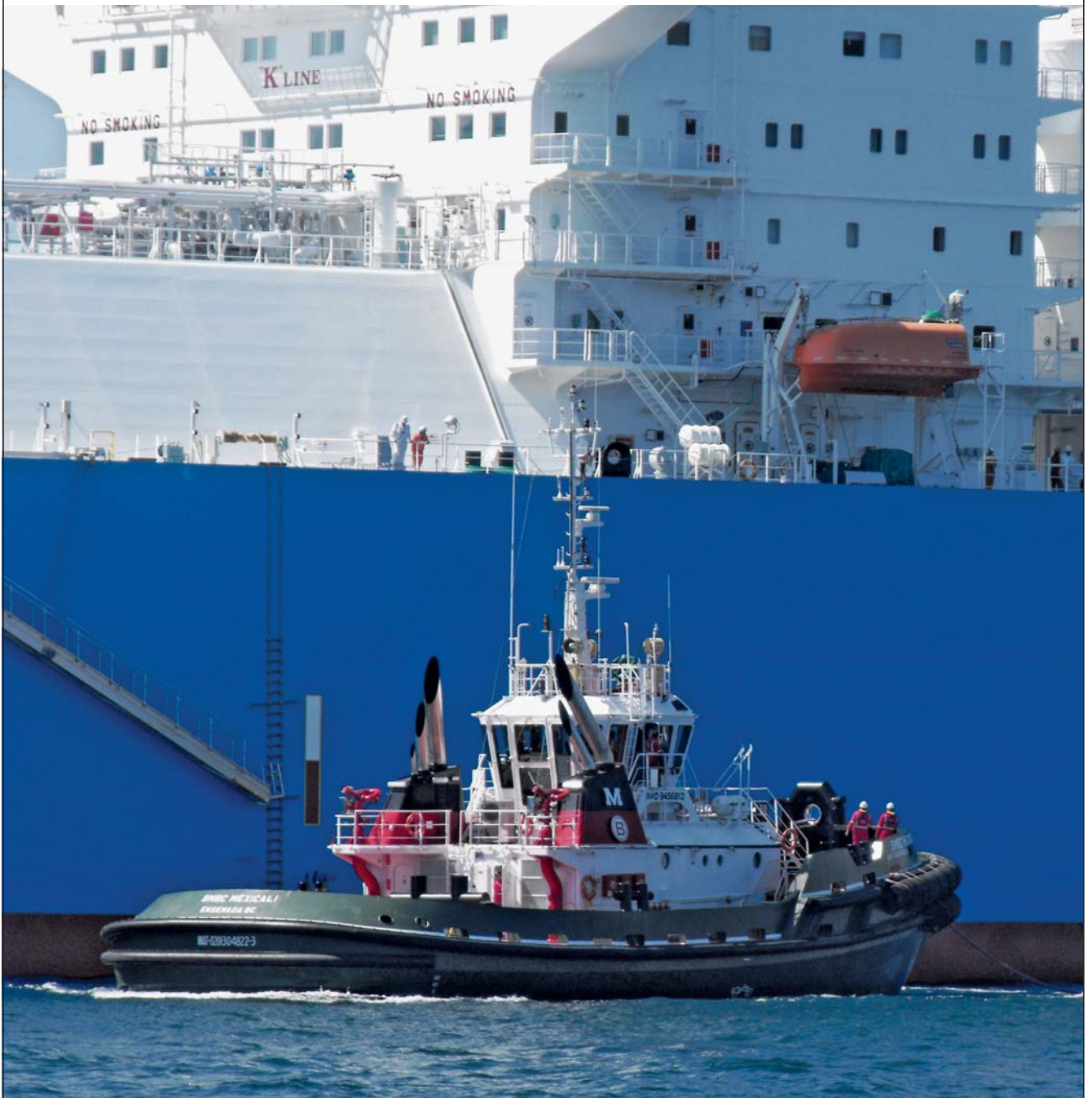
A Coast Guard response boat and helicopter escorted the formation on the 17-mile trip upriver. Patrol boats from the Calcasieu Sheriff's Department kept the channel cleared of other traffic.

Two or three miles south of the terminal basin, a pilot aboard the tanker directed the tugs to come in and make up on the ship. He released one of the stern-tugs and had it make up at the bow. The tanker had by this point slowed to nearly a dead stop. Tidal currents in the basin were at zero; the laminar flow pattern of the river keeps it calm. In the basin, the ship stopped fully and yielded control to the four tugs. They backed her into the basin stern-first, then positioned themselves perpendicular to her port side hull and eased her in to the terminal dock. Speed during the latter maneuver was one knot. "You have to look at the shore to confirm that anything is moving," Beech says. ⚓



Above: *Loretta B.* in the Gulf.

Moran's Mexican Debut Is Up and Running



15

miles north of Ensenada, Mexico, in Pacific waters just off the Mexican Baja, Moran's SMBC joint venture (the initials stand for Servicios Maritimos de Baja California) has been writing a new chapter in the company's history. SMBC, a joint venture with Grupo Boluda Maritime Corporation of Spain, has been operating at this location since 2008. It provides ship assist, line handling and pilot boat services to LNG carriers calling at Semptra LNG's Energia Costa Azul LNG terminal.

SMBC represents a new maritime presence in North American Pacific coastal waters. Each of its tugs bears dual insignias on its stacks: the Moran "M" and Boluda's "B". The "B" is as ubiquitous in European and African ports as Moran's insignia is on the U.S. Atlantic and Gulf Coasts. The partnership is further reflected in the names of the tugs, which are preceded by the letters SMBC.

Based at the Port of Ensenada, SMBC comprises four ocean escort tugs and several support vessels. It is managed by Captain Miguel Mockabee, a master mariner whose more than twelve years of general cargo sailing experience includes a stint as general manager of marine operations/Latin American service for Hapag-Lloyd, the shipping conglomerate. Mockabee oversees a modest office staff of six and 47 professional mariners.

Costa Azul, he says, presents a special challenge for escort tugs. Located on a remote but exposed section of Baja coastline, it frequently experiences sea conditions that produce nearly 10-foot swells. To ensure the safe handling of LNG carriers calling at the terminal, the tugs needed to be of a radically new design that would provide not only exceptional power, but also extraordinary seakeeping ability.

Moran and Boluda turned to the naval architecture firm Robert Allan Ltd. of Vancouver, British Columbia, for a solution. The vessel the architects delivered, an enhanced *RAstar 3200* Class, answered Semptra's needs and in the process expanded the envelope of escort tug performance, Mockabee says.

Its most groundbreaking innovation is a computer-assisted, render-recover hawser winch designed and built by Markey Machinery in collaboration with Robert Allan. The first of its kind, it is, according to Markey, the most advanced high-performance electric winch afloat. The company describes it as a double-drum "waterfall" design, the most powerful and responsive unit it has ever built. The winch's most outstanding feature is a unique render-recover system that automatically keeps the line tension constant, compensating for the

tug's motion, thereby preventing snap-loads and breakage. This enables the tug to perform optimally, at safe working loads for the hawser, under a very wide range of sea state and weather conditions. The function is facilitated by sensors that continuously detect excess slack or tension on the line, and automatically compensate by triggering either spooling or feeding out of line in precisely the amounts necessary to maintain a pre-set standard of tension.

To a hawser-connected tug and tanker snaking over the crests of nine-foot swells, this equipment is as indispensable as a gyroscope is to a rocket; its stabilizing effect on the motion of the lines and vessels gives the mariners complete control.

As part of this capability, upper and lower load ranges can be digitally selected and monitored from the wheelhouse, along with line speed, tension and scope-out feedback. Under optimal weather conditions and smooth seas, the winch is capable of render-recover speeds of up to 100 meters per minute. Mounted on the foredeck, it is a massive, in-line unit that is specifically designed to handle escort operations through a single bow staple.

A single automatic level wind serves both drums. Each drum has the capacity of 656 feet of 10-inch UHMW-PE soft line, a high-strength, low-stretch Plasma rope manufactured from Honeywell Spectra fiber by Cortland Puget Sound Rope in Anacortes, Washington.

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The winch, as they say in Hollywood, has gotten major press. But the tug itself is hardly less impressive. Moran and Boluda had four of the class built — identical sisters — at Boluda's world-renowned shipbuilding subsidiary, Union Naval Shipyard, of Valencia, Spain. The first tug to be completed, the *SMBC Monterrey*, was delivered to Ensenada in April 2009. Sister tugs *SMBC Tijuana, Mexicali* and *Rosarito* followed soon after.

All four are FiFi-1 escort tugs. Design requirements stipulated that in addition to being able to operate in significant swells, each vessel and its winch had to be able to provide a sustained bollard pull of 75 tons, throughout the approach to the terminal. And each tug had to weigh less than 500 GRT, a specification that influenced the

Opposite page: The *SMBC Mexicali* assisting the LNG carrier *Tangguh Towuti*.

Next page, top: The *Mexicali* escorting the *Towuti* into the terminal.

Next page, bottom: The view from the foredeck of the *Mexicali*.



overall architectural configuration in ways that included a shortening of the forecastle.

To meet the offshore seakeeping requirement, Robert Allan relied on its *RAstar* hull form, which incorporates a double-chine hull, chined sweeping stern and a large forward-fitted escort skeg to enhance indirect towing capability and roll stability. This proven design was further improved by increasing the size of the tugs. According to its designers, the *RAstar* design exhibits less than half the rolling motion and roll acceleration of comparably sized standard tug hulls.

For main propulsion, the SMBC tugs have twin MTU-16V4000 M71 engines rated at 3,300 horsepower at 2,000 rpm. Each drives a Rolls Royce model US255 fixed-pitch Z-drive through a Lufkin MV1600S reduction gear and a hollow carbon-fiber intermediate shaft, with no line bearings, delivering a speed of about 13.5 knots. Auxiliary power is provided by four diesel/generator sets: two rated at 125 kW for normal ship services, and two dedicated to the tugs' Nijhuis firefighting pumps, monitors and winches.

Additional deck equipment aboard the tugs includes a 7.5 kW, WEPC-14 anchor windless, a 15 kW, CEP-60 Markey capstan winch astern and a large H-bitt aft.

Three additional vessels round out the current SMBC fleet: two line-handling boats and a pilot launch. All three were built by Nichols Diversified Industries in Freeland, Washington. Made of aluminum, the boats were built to ABS and IMO specifications.

The line-handling boats, the *Lupita* and *Adelita*, are used to transfer tankers' mooring cables to the terminal's mooring dolphins. They are identical 45-foot aluminum boats, powered by twin Volvo Penta D9 425-hp marine diesels with Twin Disc 5082A 2.53:1 gears turning 32 x 28, 5-blade Nibral propellers. With a running speed of 16.9 knots, the boats are deftly maneuverable, economical and designed to operate in moderate-to-heavy sea conditions.

The third boat, the *Panchita*, serves the terminal as a dedicated pilot launch. It is almost identical to the line handling boats, except for the inclusion of a man-overboard platform and deckboarding ladder.

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A tugboat, Mockabee reflects, is ultimately only as good as the people operating it. Sophisticated ves-

sels and equipment like the Costa Azul *RAstars* require specialized training, and SMBC hired MarineSafety International (MSI), a world leader in ship simulator training, to help. The company, based in New York, runs a ship simulator center in Newport, Rhode Island. It worked closely with Sempra LNG to develop computer simulations for the new terminal, and training programs for SMBC's mariners. The incorporation of the new vessels and winch technology into the simulations proved to be a unique challenge, Mockabee says. To meet it, MSI engineers gathered black box data from the tugs and their winches, then refined the simulations by meticulously comparing the real-world data to the simulator's database.

Towing Solutions, of Spring Hill, Florida, was also enlisted to train the SMBC mariners. It is a maritime consultant specializing in LNG escort systems.

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At its opening, Energia Costa Azul was the first operational LNG receipt terminal on the West Coast of North America. Including planning and construction, it was seven years in the making. It received its first shipment of LNG, from Qatar, in April 2008, aboard the LNG carrier *Al Safliya* (at the time, a new, state-of-the-art tanker). That first call was followed by a second shipment from Trinidad, aboard the carrier *Bluesky*. As of June 2010, seventeen LNG carriers have delivered their cargo safely and on schedule to Costa Azul with the support of SMBC vessels and crews.

The operation reflects SMBC's commitment to new technology and training, Mockabee observes; these attributes are part of a sound strategy for growth in the company's LNG activities business segment. In addition to its long-term contract with Energia Costa Azul, SMBC is also providing services at the terminal to Shell Mexico Natural Gas, Sempra LNG Marketing Corporation, Tangguh LNG and Gazprom LNG.

The natural gas processed at the terminal supplies markets in Mexico, California and the American Southwest, helping to meet rising demand fostered by economic growth in Mexico and depleting reserves in the U.S. As the LNG industry expands, the need for new tugs and skilled mariners to assure the safe delivery of LNG will expand with it. Moran is currently positioned for growth as a leader in the field. ⚓

To a hawser-connected tug and tanker snaking over the crests of 9-foot swells, this equipment is as indispensable as a gyroscope is to a rocket.

Mary Ann Moran, Moran's First Dry Bulk ATB Tug, Is Christened

Moran's newest ATB tug wet her hull in the Damariscotta River at the Washburn & Doughty shipyard in East Boothbay, Maine this past June. The *Mary Ann Moran* joins three sister tugs and three "cousins" in Moran's marine transportation fleet, with one key distinction: partnered with the barge *Virginia*, the *Mary Ann* will be dedicated to carrying dry bulk cargo.


Named for her sponsor Mary Ann Redmann, wife of ConAgra grain merchandiser Gary Redmann, the tug was christened by the Redmanns' daughter-in-law Bianca Bersani with the obligatory breaking of the champagne bottle.

Once in service, the *Mary Ann-Virginia* will provide a vital link between New Orleans, Louisiana and ConAgra's flour mill and customers in San Juan, Puerto Rico. According to Mr. Redmann, in the past the regular run to Puerto Rico entailed conventional towing of the barges *Virginia* and *Carolina*, which took about 23 days for a round trip voyage. "Time is money," he said, excited that the new, faster ATB promises to shave at least two days per voyage off the year-round run. "[The converted *Virginia*] will have five holds and a total cargo capacity of 27,000 short tons," he said. "It will

haul wheat and various classes of grain — also soy, corn, oats, and alfalfa pellets..."

The *Mary Ann* was built to ABS Class ∇ A-1 Towing Service, ∇ AMS standards, and is fully SOLAS compliant. The tug boasts accommodations for twelve crew members, along with spacious common areas and a day head. Its massive 52-foot wheelhouse features a standard complement of marine electronics, including a Global Maritime Distress Safety System (GMDSS). Deck equipment includes a Markey CEW-60 capstan forward, and a Markey CEWP-90 capstan aft.

At 120 feet and 5,100 hp, the twin-screw *Mary Ann* is well partnered with the *Virginia*, Moran's largest dry bulk barge. The barge is 531'10" in length and weighs 27,000 tons. The vessels couple with an INTERCON "C" system. The tug weighs 264 gross tons (domestic), and is powered by twin EMD 12-645F7B marine diesels with a Lufkin RHS2500HG 4.458:1 reduction gear. Individually, the engines are rated at 2,650 hp @ 800 rpm. They turn five-blade, 115-inch Rolls Royce New Generation Workwheel propellers. Fuel capacity is 142,000 gallons.

Mary Ann Redmann was born in Cokato, Minnesota, and currently lives in Omaha, Nebraska with husband Gary. They have two grown sons and one grandchild. Mary Ann has been a special education paraprofessional and full-time mother, as well as an active member of several boards associated with her church and community. She enjoys making salsa every summer, an activity that became a cottage industry when her irresistible recipe began attracting customers from throughout the United States. 

Left: Mary Ann Redmann (granddaughter Eloise and son Nathan are visible in the background). Center: Gary Redmann. Right: The hull of the *Mary Ann* awaits launching.



Double Christening Is a Tugboat-Glamorous Debut for Twin Tractors

With a felicitous display of mirth, gratitude and promise that could have been lifted straight from the final act of a Shakespeare comedy, the tugboats *Catherine C. Moran* and *Loretta B. Moran* were christened in a double ceremony last August 28th at the Washburn & Doughty (WD) shipyard in East Boothbay, Maine.

The event marked both a happy ending and an auspicious beginning. The tugs — twin maidens of the Z-drive class — had been built by WD entirely outdoors after a July 2008 fire destroyed the company's plant. This was shipbuilding done the traditional way, reminiscent of a bygone era.

As luck would have it, neither vessel was finished on christening day. The *Catherine C.* had been launched and was on the water, her wheelhouse gleaming in the temperate Maine sun, but the rest of the tug was still unpainted. The *Loretta*

B. sat on cement ground, on construction mounts. She looked gray and sculptural, in a rough-hewn sort of way.

But none of that mattered. The tugs would soon be finished (they were delivered in November and February of 2009, respectively). And they were loaded to the antenna tips with technologies that are *anything but* traditional, a fact that was not lost on the celebrants and guests whose admiring gaze now fell on them. It was a day for celebrating, and celebrate they did, in grand style.

Catherine Williams Cobb and Loretta Reed Beech, the honored namesakes of the two tugs, beamed as Mrs. Cobb's daughter Elizabeth and Mrs. Beech's daughter Phyllis delivered jauntily eloquent tributes to their mothers. The two daughters later performed the ceremonial champagne smash.

The day's other speakers included Paul R. Tregurtha and Ted Tregurtha of Moran, Bruce Doughty of Washburn & Doughty, and David M.





Cobb, Catherine's husband, who is Sempra LNG's vice president of operations. Mr. Doughty rendered a vivid oratorical portrait of the hard work that went into building the tugs. Mr. Cobb praised Sempra's long relationship with Moran, and graphically underscored the importance of using only the most advanced tugboats to service LNG terminals. Paul Tregurtha added his own gratitude, and some levity when he gently lifted his dog Patches to the podium. He jokingly offered the pooch, a friendly King Charles Cavalier, to the crowd, drawing mock protests from his wife Lee.

Catherine Williams Cobb is a former resident of Lake Charles, Louisiana. She holds a Bachelor of Architecture degree from the University of Arkansas, and has served as a board member of the Junior League of Lake Charles, the Junior League of North Harris County, the Lake Charles Symphony and the Campfire Council of Sowela. She and husband David currently reside in San Diego, where she is a past president of the Westview Theater Alliance.

Loretta Reed Beech, born in South Louisiana

in 1934, is a doyenne of the Louisiana tugboat industry. In 1989, she and her husband Capt. Henry Beech founded River Parishes Company, a standard-bearer among Louisiana tugboat outfits along the Lower Mississippi. When Henry died in 1995, Loretta took over and ran the company with the help of her sons Jon and Jeff. The family sold the company to Moran in 2007. It now operates as Moran New Orleans, with Jon Beech serving as vice president and general manager. Jeff became vice president and general manager of Moran Towing of Lake Charles. (Jon and Jeff were present at the christening of the *Loretta B.*) Loretta, who speaks Cajun French as well as English, also has a long work history that pre- and post-dates her tugboat career. An avid hunter, she is a lifetime member of the Safari Club International and has traveled throughout the world. She is remarried and lives with her husband, Andrew Hymel.

As for the *Catherine C.* and *Loretta B. Moran*, they are currently in service at Sempra's Cameron LNG terminal, near Hackberry, Louisiana. The two are identical *Edward*-Class Z-drive tractor tugs, but feature some significant advances over the *Edward J. Moran*, the original vessel of the class. These new tugs are EPA Tier 2-rated, with engines that are electronically fuel-injected (the *Edward J.* has Tier 1 engines with mechanical injection). The new tugs are also factory-equipped with gas detection systems. [A profile of the *Catherine C.* and *Loretta B. Moran* appears on page 30 of this issue.] ⚓

Previous page: Catherine Cobb (left) and Loretta Beech at a pre-christening party.

Above, top: The *Catherine C. Moran* at the christening ceremony.

Inset: The *Loretta B. Moran* in Long Island Sound off of New York, on the way to Cameron Parish.

Lois Ann L. Moran Is Christened in a Doubly Meaningful Celebration

The *Lois Ann L. Moran*, an articulated tugboat, was christened in July 2009 in a moving ceremony at the Washburn & Doughty shipyard in East Boothbay, Maine. She is the third *Pati*-Class tug to be built for Moran, and the first vessel to be completed in Washburn & Doughty's (WD's) new assembly building.

The latter milestone is auspicious because the new building replaced the WD plant that was destroyed by fire in July 2008. Construction of the *Lois Ann L.* had been started in the old assembly building, which burned to the ground. When WD determined that the tug sustained only moderate damage, it left her in place on the construction floor and resumed work. Construction of the new assembly building began at the same time; over the course of a year, it literally rose around the shipbuilders as they worked.

At the christening, a wave of emotion swept

Bruce Doughty. Mr. Doughty, in his speech, was visibly moved by the intensity of people's efforts, especially the company's shipbuilders, who had worked overtime outdoors through a Maine winter to deliver the *Lois Ann L.*


A tribute to Lois Ann Lang, the tug's namesake, took on a more subdued cast. Mrs. Lang, who is the sister of Paul Tregurtha, could not attend the ceremony because her husband Albert was gravely ill. Her daughter-in-law, Liz Lang, stood in for her and lightened the mood with a graciously worded appreciation of her mother-in-law's devotion to family, friends, religious faith and patriotic causes. Liz later performed the ceremonial christening.

Lois Ann Lang resides in Bloomfield, New Jersey, where she has lived most of her life. Her late husband Albert was the founder of the Lang Equipment Company. Mrs. Lang is a graduate of Berkeley College, and was employed in New York City and at Rutgers University Newark prior



over the crowd of guests as speakers gave thanks to WD's backers and supporters, construction workers and shipbuilders. Arduous efforts by all three groups had gotten the company back to work with no time wasted. Paul R. Tregurtha, Moran's chairman and CEO, also praised the fortitude of WD's partners, Bruce Washburn and

to her marriage. She has five children and seven grandchildren, and has been an active volunteer for many church, school and community activities.

The *Lois Ann L. Moran*, a 121-foot, 5,100-hp twin-screw tug, is powered by two EMD 12-645F7B engines driving Rolls Royce 5 propellers. The tug accommodates a crew of 12, features an elevated tower and pilothouse, and is equipped with a Bludworth articulated coupling system. A SOLAS-rated offshore vessel, she will be paired as an ATB with the barge *Philadelphia*, and will operate under charter to Sunoco of Philadelphia, moving oil throughout the U.S. East and Gulf Coasts. 

Above, left: The *Lois Ann L.* in the assembly building at Washburn & Doughty on christening day.

Right: Liz Lang, who stood in for Lois Lang at the ceremony, with her husband Bill, flanked by Ted Tregurtha (left) and Paul Tregurtha.

Shiney V. Moran, a Tractor Tug, Is Christened in Mobile

The *Shiney V. Moran*, a 5,100-hp, Z-drive tugboat, was christened last May 29th in a ceremony at the C&G Boatworks shipyard in Mobile, Alabama. The tug is named after Shiney V. Anderson, the sister-in-law of Lee Tregurtha, who is the wife of Paul R. Tregurtha, Moran's chairman of the board and chief executive officer.

Mrs. Anderson and her husband Ted, who is Mrs. Tregurtha's brother, were present at the ceremony. The couple's three sons, daughter-in-law and three grandchildren accompanied them. Also in attendance were Paul Tregurtha and his son Ted Tregurtha, Moran's president. Numerous other Anderson-Tregurtha relatives and representatives of Moran and C&G attended as well.

The *Shiney V. Moran* is a twin of the *Capt. Jimmy T. Moran*, the Z-drive tug that C&G built for the Moran New Orleans fleet in 2008. Like the *Capt. Jimmy T.*, she is 86 feet long and boasts two Schottel Z-drives, a bow-mounted Markey DEPC-48 hawser winch, an aft-mounted CEW-60 capstan winch, and more than 130,000 pounds of bollard pull.


The tug's namesake, whose actual given name is Linda V. Anderson, was nicknamed "sunshine" by her grandfather when she was a child. Accord-

ing to family and friends, the name stuck because it perfectly fit her personality; it was later shortened to "Shiney".

Mrs. Anderson hails from Highland Park, Illinois, a suburb of Chicago. She attended high school in Highland Park and holds a Fine Arts degree from the University of Illinois. She met her husband-to-be soon after graduating college; they will be celebrating their 50th wedding anniversary this year.

She worked as a travel consultant in Lake Forest, Illinois, for many years, and served the City of Lake Forest as a librarian in the public library. She has also had a longtime interest in politics, and held several political offices in Lake County, Illinois.

Her granddaughters Maggie, Carly, and Ginny assisted with the christening at the bow of the *Shiney V.*

The *Shiney V. Moran* is currently deployed in Port Arthur, Texas, where it provides ship docking, towing and harbor services to the port's many customers. 

Below: Shiney Anderson with her husband Ted and the *Shiney V. Moran*.



Washburn & Doughty: Anatomy of a Rebuilding

A little more than two years ago, in the aftermath of a fire that completely destroyed the Washburn & Doughty shipyard, the company's partners — Bruce Washburn and Bruce Doughty — vowed to rebuild the facility from the ground up.

That they succeeded is old news; the company has been operating in a new, completely rebuilt facility at its existing site in East Boothbay, Maine, since July 2009. The new plant is bigger than its predecessor and embodies a host of improvements.

But the story of how “WD” (the moniker preferred by Washburn & Doughty customers) fulfilled a slate of pending orders for Moran even as it dealt with the challenge of rebuilding is not as widely known. Washburn & Doughty in fact resumed operations within weeks after the July 2008 fire; in a throwback to traditional Maine shipbuilding practices, the company began building tugs outdoors while it planned and constructed

its new plant.

The first tug to be completed after the fire, the *Linda Moran*, was delivered to Moran in August 2008, little more than a month out from the blaze. An articulated, twin-screw INTERCON tug, the *Linda* had been launched and was moored near the plant on the day of the fire. She survived unscathed thanks to the efforts of local lobstermen who towed her out of the danger zone.

The *Lois Ann L. Moran* came next; she was delivered to Moran in September 2009. An INTERCON twin of the *Linda*, she had been in the assembly building on the day of the fire and was moderately damaged. WD left her hull in position on the surviving construction floor and continued repairing and building her. The new assembly building was erected around the operation as it proceeded, though the tug was occasionally moved around in the space to make way for the construction. The *Lois Ann L.* ultimately emerged as the first tug to be completed inside the new WD plant.

The *Catherine C. Moran*, a 98-foot Z-drive, fol-





lowed in November 2009. She was built from scratch on level ground in the open air, on land adjacent to the site of the assembly building. The *Loretta B. Moran*, a sister Z-drive that started the same way, was delivered in February 2010.

WD salvaged usable parts from the *Lizzie B. Moran*, a 92-foot Z-drive that was heavily damaged in the fire, and began her construction anew. The last of the open-air builds, she is slated for delivery this year.

WD's workers muscled through a harsh Maine winter to get the outdoor tugs built, but construction of the new plant progressed steadily as they worked, and it was ready for occupancy by that summer.

The new assembly building is constructed of steel, a material with obvious fireproofing benefits. (The old building was wood, which accounted for the rapid spread of the fire.) It is ergonomically designed, with a central, two-level mezzanine forming an accessible, organized hub that houses a master tool crib and pipe shop. Offices related to design, engineering and construction are located there as well. "One of the guiding ideas was to minimize the number of steps required in building vessels," said Katie Doughty Maddox, WD's Marketing Manager.

The plant's construction bays are significantly wider and more than 100 feet longer than the old building's smallest bay, facilitating the fabrication of bigger vessels. The old structure featured one spacious bay and one that just fit a 92-foot vessel; the new building enables routine construction of vessels up to 200 feet in length with a 50-foot beam, or a combination of multiple smaller vessels.

Moreover, all of the tools and equipment in the new facility are state-of-the-art, from its four 20-ton cranes to the company's hand-operated bench tools. WD's workers are more than pleased with the "user-friendly" design, Ms. Maddox said.

She further noted that the rebuilding received tremendous support from customers, the East Boothbay community, the office of Maine Governor John E. Baldacci, U.S. Senators Snowe and Collins, and MARAD (the Maritime Administration of the U.S. Department of Transportation).

"Moran stood by the shipyard as we got back on our feet and supported our employees with a very generous contribution to the employee tool fund," she said. The Governor's office expedited the construction permitting process and "rode herd" on other crucial support from state and local agencies. MARAD, for its part, allowed WD to reallocate funds it had originally awarded the company for expansion plans before the fire, to help pay for new equipment.

A great majority of WD's workforce has been recalled and is back on the job. The company has delivered four tugs since the fire, and currently has four under construction. Its pursuit of quality and innovation continues to flourish. ⚓

Previous page: An aerial view of the new Washburn & Doughty plant.

Above, left: The *Linda Moran* at her launching.

Above, right: The *Catherine C. Moran*, built outdoors, is launched by crane.

Moran's *Operational Procedures and Policies Manual* Receives a Comprehensive Updating

As Moran addresses the continuing challenge of ensuring and maintaining safety, the company's *Operational Procedures and Policies Manual (OPPM)* is currently undergoing comprehensive editorial revision. The effort encompasses two basic objectives: the integration of new rules and guidelines from outside regulators into the text; and overall editorial revision to enhance logical clarity, ease of referencing and communicational emphasis.

The Coast Guard's pending *Subchapter M* program of towing vessel certification and inspection, for example, has introduced a completely new set of rules and guidelines to be incorporated into the OPPM. The program is currently in its second phase — the Towing Vessel Bridging Program (TVBP) — in which the Guard informs tug and barge operators of the coming procedural, policy, and material requirements, and acclimates the industry through intensive outreach. It is not yet known when the full-fledged inspection and certification program will be inaugurated.

The requirements of another regulatory program, the AWO Responsible Carrier Program (RCP), under which Moran is fully certified, are already interwoven throughout the OPPM. But the RCP is itself an open system that is periodically updated by AWO, triggering the need to update

Moran's OPPM.

The same is true of ISM (International Safety Management) standards and guidelines, which are similarly comprehensive. 14 of Moran's 16 ports are certified in compliance with ISM standards; the two that are not are recent acquisitions that will be certified later this year.

In addition, Moran's safety management system and the OPPM are being modified to incorporate specialized aspects of the company's deepwater LNG operations at terminals in Cameron Parish, Louisiana, and Costa Azul, Mexico.

Concurrent with these and other changes in content, the overall editorial updating of the OPPM will reorganize and streamline the manual to further strengthen its fundamental role in accident prevention. The process includes not only rewriting where necessary, but also "language simplification," a technique that uses "bulleted" lists, tables, boldface headlines and other typographic elements to clarify communication. ⚓

Below: A safety training session at Moran's SMBC division in Ensenada, Mexico; the bow fenders of the tugs *Monterrey* and *Rosarito* are visible in the background.



Bart Turecamo, a Moran Assistant Vice President of Sales, Retires

Bart Turecamo, Moran's popular assistant vice president of sales who worked out of the company's New Canaan headquarters, retired in January 2010 after an accomplished eleven-year career with Moran. He had joined Moran when it acquired his family's towing and marine transportation company, Turecamo Maritime, in 1998.

Turecamo Maritime was a well-respected fixture in the towing industry, and Mr. Turecamo's name inevitably helped opened doors. But to hear Mr. Turecamo and his Moran colleagues tell it, the real source of his success was his sales philosophy, methodology and personality. He believed in Moran's quality and people, he says, and rejected slick sales tactics, preferring instead to cultivate relationships through plainspoken charm, intelligence and reliability. His sincerity earned him not only the business of his customers — executives at shipping companies — but also their friendship. He even got to know some of their families, he says, and still sees some of them socially in his retirement.

"When Bart was with Turecamo, he was one of Moran's major competitors," recalls Pat Bennett, a colleague who currently works in sales at Moran Baltimore. "He seemed to know everybody, and his natural way of connecting with people and delivering the goods garnered him a huge following. His customers knew he wasn't in it for the paycheck; this was just his life — the thing he loved doing."

In his years at Turecamo, Mr. Turecamo may have been a scion of the family business, but he was made to pay his dues and did. He started out, he recalls, by learning the business, beginning with visits to shipyards to learn how repairs were done. He then moved into dispatching, and went on to perform stints in sales and purchasing lasting several years before being promoted to vice president. Throughout his work history, he says, he made it a point to know every crewmember personally, constantly visiting tugs to deliver supplies or just shoot the breeze and mooch a free meal. When it became clear that sales was his forte, he began to travel extensively, forging business relationships and making friends in numerous countries around the world.

From there, it was a short leap to Moran, where his specialty became securing ship docking business from Scandinavian shipping companies. By the time he retired, he had travelled to Norway, Sweden, Denmark, Finland, Amsterdam, Rotterdam and London, to sell and service accounts.

He made many friends along the way. "The goal was to provide top service, and I treated everyone equally, whether I was dealing with a president or an operations person," he says. "Getting the business for one ship felt just as rewarding as reeling in 100 ships. I'm very grateful to my customers for the kindness and support I received over the years."

Back in the home office, there was equally important work to be done. Pricing was always an important factor, he notes, and he worked at developing new leads and resolving details with existing accounts over the phone. Taking his customers out to dinners and sporting events was a particularly pleasant task that came with the territory.

He characterizes Moran's leadership and corporate culture as "decent, good and fair." "I always tried to be a team player, and was happy to be a part of a growing company that really



cared about its customers, quality, equipment and safety," he reflects.

He is now living in Jupiter, Florida. An avid boater, he likes to spend time cruising around the Bahamas in his powerboat, the *Dusty Sea* (the name was originally that of his late father's boat). On a recent jaunt to the Abacos, a Bahamian island chain, Mr. Turecamo was joined by a long-time customer and friend who brought his wife. The couple was visiting from Norway.

Mr. Turecamo also enjoys fishing, snorkeling, skiing, and exploring new terrain. He loves getting away from the hustle and bustle of cities, he says, and retirement has provided the ultimate opportunity to do just that.

Capt. Don Thomas, GM of Morehead City, Retires with Honors from the Coast Guard



Capt. Don Thomas, who was promoted this past September to general manager of Moran's Morehead City operation, has retired from the United States Coast Guard after more than 33 years of service.

He served 13 years of active duty and more than 20 as a reservist, and was awarded a Coast Guard Achievement Medal at his retirement ceremony.

Capt. Thomas's service as a reservist overlapped his job at Moran Morehead City. The complementary nature of the work made both jobs easier, he said; his military duties afforded him enhanced insight into the Guard's role in maritime commerce, while his Guard commanders valued his knowledge and experience as a commercial mariner.

His Coast Guard career began in the mid 1970s with a tour on a buoy tender out of Portsmouth, Virginia. He was later transferred to the Aids to Navigation team in Fort Macon, North Carolina, and in 1980 began a two-year tour on

the *CGC Chihula*, a 205-foot fleet tug. A five-year tour as assistant deputy of group operations in Charleston, South Carolina, followed, after which he enlisted in the reserves and returned to the Morehead City area.

In the course of his Coast Guard career he was stationed at several facilities around North Carolina, including Swansboro and ANT Fort Macon, his last assignment. Throughout his career he also worked at Morehead City Towboat Co., with stints as a crew member, engineer, and, starting in 1989, a captain.

After 9/11, while serving as a reservist, he was reactivated for a year and worked security around Sunny Point Weapons Station in Wilmington, North Carolina.

He earned a total of 27 different awards during his Coast Guard career. The Achievement Medal given at retirement cited, in the Coast Guard's words, "superior performance of duty" and the display of "exceptional professional competence" and "personal initiative."

Prior to becoming general manager of Moran Morehead City, Capt. Thomas was the AGM there. He had previously been the general manager of Morehead City Towboat, and had signed on with Moran when it bought the company in late 2007.

He has now been a captain for more than 21 years, and was also a successful local entrepreneur in North Carolina. His side businesses included an equipment rental company, two retail stores and the Down East Diving Company, which numbered Moran among its customers.

Capt. Thomas lives with his wife of 32 years, Terri, and their dog Tug. His daughter Tina is a part-time deck hand for Moran and works for Duke University Marine Laboratory.

Rob Cowling, Moran of Texas' Head of Dispatch, Retires



Robert Cowling, known to friends and associates as Rob, retired from Moran last March 31st after more than 24 years of service. Hired in 1985 as a dispatcher by Moran of Texas, he carved out a solid career at the division's Port Arthur head-

quarters, capped by a 10-year hitch as its head of dispatch.

His title, with its ring of specialization, was nothing if not misleading. He was a “Jack of all trades,” he says. But to a reporter listening to accounts of his duties from both Mr. Cowling himself and his boss, Steve Kelly, the cliché seems too modest. “He regulated where tugs would go, committed their schedules, and made sure commitments were met,” observed Mr. Kelly, who is vice president and general manager of the division.

Cowling in fact juggled a dizzying mix of responsibilities. On any given day, he supervised four dispatchers, coordinated vessel availability and movements with engineers and captains, performed sales research, wrote reports on everything from safety to vessel status, kept payroll and schedule records, and more. He even did information technology work, following guidance from Moran’s Connecticut-based IT department. “He was an early learner, and our computer guru,” commented Mr. Kelly.

His days often involved marathon dances with an array of devices — his computer, radio and telephone — punctuated by intermittent discussions with co-workers a few desks away. It was all essential to acing customer service and closing sales, he recalls. His role in snagging sales was instrumental; at times, vessels that were only hours from port were still without docking contracts, and he had to race the clock to research their agents or owners so that Moran could pounce first.

Port Arthur is one of America’s largest crude oil ports, and a busy direct transfer hub for U.S. military reserve fleets and commercial shipping. Competition among ship docking providers is keen, Cowling says.

Both the Port and Moran experienced watershed changes during his watch, he recalls. The number of refineries in the region grew. Ship sizes increased from an average of about 70,000 tons (DWT) to 160,000. Moran’s fleet of single- and twin-screw tugs evolved into today’s fleet, which includes two Z-drive tractor tugs and no single-screws.

Throughout it all, he says, he got vital support and cooperation from the company and the team in Port Arthur. Regarding his associates and those he supervised, he comments, “I can’t say enough about them. From the engineers to the people on the boats, they were impressively reliable. We had people who were hired as ordinary seamen who progressed to become Sabine [Texas] pilots. It was gratifying to see and help with that, and it reflects on Moran.” As tug and barge companies go, he says, Moran may be large but he found it to be a caring employer. “People in the company’s departments — HR, sales, accounting, IT, and so forth — were tremendous-

ly helpful,” he says.

Port Arthur, with its intense competition and challenging operational demands, could be a pressure-cooker, Cowling says, but in the end, teamwork always got the group through. Mr. Kelly concurs. He characterizes Cowling as “well-known and well-liked in the industry... methodical, cool-headed under pressure, and good with customers, with a good sense of humor.”

Cowling currently lives in Port Neches, Texas, with his wife Ruth Ann, where he enjoys spending time with his grown children and grandchildren, as well as gardening and reading. He is especially hooked on science fiction and thrillers — techno and espionage. Ex-Air Force, he is an aviation buff, and has been known to reach for his binoculars when flyovers occur in the area. This past May, he and his son Ryan traveled to Florida to watch the launch of the space shuttle Atlantis.

Manuel Sampedro, Moran Baltimore’s Port Engineer, Retires

Manuel Sampedro retired in January 2009 after an outstanding 36-year career with Moran. Hired as an engineer on the company’s Baltimore tugs in 1973, he rose to become chief engineer, and then moved ashore in 1988 to become a shoreside mechanic. A year later, he was promoted to assistant port engineer, and in 2000 he was awarded the port engineer’s position.



As port engineer, he was tasked with ultimate responsibility for the maintenance and repair of Moran’s Baltimore fleet and any offshore Moran tugs or barges that called at the Port. At various times during his tenure, he supervised between one and four mechanics, he said.

He reported to Paul P. Swensen, Moran Bal-

timore's vice president and general manager. Mr. Swensen described Sampedro's position as one in which the supervisor gets his hands dirty. "He was one of the hardest working people I've ever worked with," Swensen said. "There was nothing he couldn't fix — electronic, mechanical, or hydraulic. He was held in very high regard, a very ethical person and a great family man."

Mr. Sampedro grew up in Spain, where he apprenticed as a mechanic on his uncle's fishing boat. It was a demanding job, for which he was not paid, but he gained valuable experience and a basic working knowledge of marine engines and equipment. He eventually left to pursue work as an engineer aboard another vessel, an opportunity he parlayed into a professional career in the Spanish fishing industry. By the time he joined Moran, he had accrued years of in-depth experience, thoroughly mastering his craft.

At Moran, he occasionally attended training sessions at some of the company's specialized manufacturers and consultants, updating his knowledge of new engines, systems and equipment.

"It was a wonderful time," he said, when asked to reminisce a bit about his years at Moran. "The work was always challenging, and Moran is a very nice company to work for." He recalled that when he first started in the industry, dealing with engines and other systems relied heavily on a mechanic's knowledge, experience and instincts. That never changed, but as vessels and equipment grew more sophisticated computers entered the picture as a diagnostic tool, creating more interdependence between vessel owners and manufacturers. "We became more involved with the manufacturers, who had very specialized electronic instruments for testing their engines and other equipment," Sampedro said.

Today, at home with his wife Maria in White Marsh, Maryland, the only wrenches Mr. Sampedro turns are on the family cars, he said. The couple enjoys going out dancing and spending time with their three grown children and seven grandchildren. Mr. Sampedro is an accomplished amateur farmer, who grows pear trees, figs, and Padrón peppers from his native Spain. According to Mr. Swensen, who has sampled the harvests, Mr. Sampedro's figs are "the best in the state," and his peppers are a delicious gourmet treat.

James J. Newman, a Moran Risk Manager, Retires

Jim Newman, whose richly rewarding career in the towing and marine transportation industry spanned more than 50 years, retired in March 2009. A risk manager in Moran's Legal Claims Department at the time of his retirement, he had



begun his maritime career in 1959 at Turecamo Maritime, where he rose through the managerial ranks to become senior vice president. He joined Moran when it acquired Turecamo in 1998, and served as a risk manager for 10 years.

He brought to the position an invaluable base of knowledge and experience, exceptional in its depth and breadth. At Turecamo, he had been an operations manager; a vice president involved with new construction of tugs and barges; and, as senior vice president, an executive with sweeping administrative responsibilities. All of this prepared him for the legal challenges entailed in his job at Moran.

Mr. Newman, who worked under Alan Marchisotto, Moran's vice president, secretary and general counsel, holds a degree in civil engineering. But in managing legal risk, he often rose to the occasion with lawyer-like acumen. Once, he recalls, he was even called as an expert witness in a case. His testimony hinged on his presentation of precisely detailed engineering drawings of two vessels, and it proved effective: a just verdict was handed down in the case. In his more routine duties, he dealt with insurance underwriters, brokers, damage surveyors, attorneys, medical practitioners, and case managers, handling discovery activities, claims reviews, and insurance renewals. Inherent in all his responsibilities was the verification of facts to ensure that settlements would accord with Moran's policies and practices.

He regards Moran as "a very well organized company, with very honorable leadership," he says, and benefited greatly from top management's open-door policy.

Mr. Marchisotto says of Mr. Newman that "aside from being very well versed in insurance matters, he was a great person to work with — an engaging presence in the office, and very supportive. He was a golf raconteur, and in the summers we would compare golf stories on Mondays. He was well-known throughout the industry, and well-liked."

Nowadays, Mr. Newman is comfortably ensconced at home with his wife Jinny, and enjoys playing golf and tennis. The couple likes to travel domestically, and visits frequently with their seven grown children and six granddaughters.

Mary Corrigan Retires

Mary Corrigan, an administrative assistant at Moran, retired this past June 30th after a long and successful career.

Hired in January 1986 as a temp, she quickly impressed Moran's managers and executives, and was asked to join the company that March. She never left. For 24 years, she worked as the administrative assistant to Alan Marchisotto, Moran's vice president, secretary and general counsel.

Mrs. Corrigan recalls the days when administrative assistants would take dictation using Pitman shorthand jotted speedily on steno pads. "Technology changed all that," she says, but many other basics of the job never changed. To this day, she notes, many an administrative assistant can be counted on to be an office authority on spelling and grammar, catching and correcting errors before they see the light of day. She was also required to be an organizer par excellence, as well as a sharp and friendly telephone presence.

Mr. Marchisotto commented, "She was just a perfect assistant for me — she had great skills, great loyalty and great discretion, which is important in legal matters. And she had an incredible work ethic; if I say she took a handful of sick days in the 24 years she was here, that would be a high estimate. I was fortunate to have her help all those years."

"I enjoyed working for Moran very much" Mrs. Corrigan says. "I remember that the company's decision to move [Moran's headquarters] from the World Trade Center to Greenwich was not made lightly, but years later, after 9/11, we all thought, 'Thank goodness we moved.'"

She currently lives in a retirement community in Bethlehem, Pennsylvania, not far from one of her grown daughters and five grandchildren. She has one other daughter, with two grandchildren. She enjoys taking yoga and Tai Chi classes and going on trips, she says, and is an avid reader. Her latest read? *Tugboat: The Moran Story*, by Eugene F. Moran and Louis Reid.

Theone Saltis Retires


Theone Saltis, an administrative assistant who worked at Moran's headquarters for 21 years, retired this past April. Hired as a secretary when the company was still headquartered in Greenwich, Connecticut, she moved with it to New Canaan, Connecticut.

Mrs. Saltis's primary responsibility was "cash application" — the reconciling of accounts receivable payments with invoices — but she also administered expense accounts, dealt with Moran's phone service provider, organized the

company's annual Holiday luncheon, was a notary, and performed a host of related duties.

"She was one-of-a-kind," commented Aislinn Pitchford, Moran's assistant vice president of sales. Ms. Pitchford, who worked with Mrs. Saltis for 16 years, described her as a "take-charge type" whose no-nonsense administrative acumen was tempered by genial, sophisticated charm. "She was very well liked and respected," Ms. Pitchford said.

Reached by phone at her home in Stamford, Connecticut, Mrs. Saltis was cordial and urbane as she talked about her work at Moran and life after retirement. She currently spends her time enjoying favorite cultural pursuits and family life, she says. An opera and ballet lover, she is also a fan of Bruce Springsteen's music. She was tickled, she says, when co-workers at Moran affectionately teased her by presenting her with a Springsteen poster at an office party. She also likes to grow orchids, and refers to her favorite varieties by their scientific names in Latin. She lives with her husband George, and they both enjoy spending time at the beach. They have a grown daughter and three grandchildren, who live in New York City and visit frequently, she says. Her grandchildren call her "Ya Ya," a Greek moniker of endearment.

Asked about her secret to keeping a cool head amid the streams of loose ends that must inevitably have cropped up in her job at Moran, she replies that she kept a healthy perspective on it all. "I never forgot that my reason for being there was to help people," she says, adding that she loves Moran's people and admires many aspects of how the company is run. According to Ms. Pitchford, the camaraderie was mutual. Both women were members of a ladies' luncheon group called "The Over the Wall Gang," which met every Thursday and reveled in the kind of high-spirited water-cooler banter hinted at by the name. 



Milestones

Deaths

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

Louis Cudworth

Louis N. Cudworth, a retired Moran Baltimore vice president for maintenance, repairs and new construction, died on June 22, 2010. He was 86.

Residing in Bel Air, Maryland at the time of his death, he had served in the Merchant Marine during World War II and saw active duty delivering troop supplies and armaments. After the war, he went to work for Curtis Bay Towing Company; when Moran acquired Curtis Bay in 1958, he stayed on, joining the company.

Starting as an engineer for Curtis Bay in Norfolk, he built a lifelong career in the towing industry, achieving promotions to port engineer at Curtis Bay's Philadelphia operation in 1956 and the Moran Baltimore vice presidency in 1966. At both companies he fielded responsibility for as many as ten oceangoing tugs. At Moran Baltimore he also oversaw tug design and construction.

Well-respected throughout the industry for his professional dedication, reliability and skill, he earned a reputation as a dynamic hands-on manager whose suits were stained with engine grease. One of his sons recalls that he worked fierce overtime hours when tugs were out of commission, and was widely valued as a person who could be counted on to keep the fleets running.

He is survived by his wife Aileen, sons Curt and Carl, his sister Jean, and three grandsons.

Sean Driver Moran Norfolk

Sean Driver, who worked at Moran Norfolk as a general vessel assistant on the *Tracy Moran* and then as an unlicensed engineer on the *Surrie Moran*, was killed in a tragic accident while visiting North Carolina's outer banks on July 19, 2009. The accident was not work related.

Sean was 22 years old when his life was unexpectedly and prematurely cut short. He was in the early stages of his career as a mariner, but had already earned the respect and friendship of his shipmates and others in his professional circle.

He lived in Virginia Beach, Virginia, and was a graduate of Kellam High School. An avid boater and fisherman, Sean also loved to surf, Jet Ski, water ski and snow ski. He was blessed with strong family ties and many friendships, and was a member of the Courthouse Community United Methodist Church and the Tidewater Chrysalis Community. His younger brother Chris is follow-

ing in his professional footsteps, and currently works as a deckhand aboard the *Kaye E. Moran*.

He is survived by his parents, Patty and Jim Driver; brother Chris; and grandparents Jackie and Kenny Nowlin and Jim and Betty Driver.

Eileen Gaffney

Eileen T. Gaffney, who worked as an executive assistant at Moran for more than 35 years, died on March 7, 2010. A graduate of Fairleigh Dickinson University, she was with Moran during the period when its corporate offices were at the World Trade Center in New York City. After retiring, she moved to Ridgewood, North Carolina, where she became a volunteer at Brunswick Community Hospital.

She is survived by two of her siblings, Monica Winters of Leland, N.C., and Edward Gaffney of Rutherford; and her nieces and nephews, Madeline, Sharon, Patricia, Monika, Katie, Gene and Maureen.

William Hennessey

William S. Hennessey, a Moran tugboat captain for more than 36 years who also attained the rank of New York Harbor Pilot, died on March 23, 2009. He was 77 and lived in Shirley, New York.

Mr. Hennessey was a well-known and admired presence in New York Harbor, where he helped dock numerous ocean liners, including the *QE 2*. He resided for much of his life in Park Slope, Brooklyn, moving to Shirley, on Long Island's south shore, after retiring.

He is survived by his children, Christine, Tully, William, Patricia and Merrell, and by numerous grandchildren.

Daniel V. Jones

Daniel V. Jones, a retired vice president and general manager of Moran Towing of Texas, died on April 15, 2010. He was 77.

He began his career in the New York Harbor operations department. He later managed Moran's subsidiary in Ponce, Puerto Rico prior to relocating to Port Arthur, Texas, where he finished his career as vice president and general manager.

Don Sutherland An Admired Photojournalist, Reporter, and *TowLine* Contributor

Don Sutherland, whose photojournalism and reporting were for nearly a decade a fixture in *MarineNews* and *Maritime Reporter & Engineering News*, died on May 24, 2010. The cause was cancer.

Don worked as a photojournalist, videograph-

Milestones

er, cinematographer, film director, multimedia artist, consultant and lecturer. He had been a contributing photojournalist to *Popular Photography* magazine, and was published in *Newsweek* before approaching *MarineNews* in 2001 with a stunning series of photographs documenting the evacuation of 9/11 victims by tugboat. A relationship began on the spot. In 2007, he began photographing and writing on assignment for Moran and *TowLine* as well.

His photographs are admired for their elegant compositions, which use striking perspective and atmospheric light to make the subjects look iconic. He made himself a roving eye in New York Harbor, and traveled to other ports, including New Orleans, where he was an early arriver in the wake of Hurricane Katrina.

His writing was informed by a keen knowledge of workboats and the industry's personalities, players and history, enabling him to develop illuminating perspectives on its progress and problems. He was one of very few civilians who was permitted to board a tugboat and stay aboard for days or even weeks while the vessel put out to sea to answer calls or fulfill contracts.

A vocal advocate of working waterfronts, especially New York's, Don could rattle off statistical and factual arguments with the eloquence of a trial lawyer.

Donald Scott Sutherland was born in 1944, in Harlem, New York. He was a graduate of the High School of Music and Art, and lived in the Stapleton section of Staten Island. He is survived by his longtime friend Mary Elizabeth Rasile Farraj, and his goddaughter Alexa Farraj.

Pam Pierro

Pamela Ann Pierro, known to family, friends and co-workers as Pam, died last April 14th. She was 49, and had worked in accounting at Moran Baltimore and then in operations at Moran's New Canaan headquarters. Well-liked by her co-workers, Pam was also a lover of cats, and was known to feed and rescue strays. She is survived by her mother, Sue Quartier; father and stepmother Bob and Kay Pierro; sister Kim; and brothers Josh, Adam, and Flip.

Paul Quinn

Paul Quinn, who retired after long and successful careers with Moran and as a U.S. Naval Reserve officer, died in March 2009. His last position at Moran before retiring was in corporate sales. He was 68.

He is survived by his wife Joan, son Thomas, and daughters Joanie and Laura.

John L. Tedaldi

John Tedaldi, a retired Moran employee, died on May 20, 2010. He was 91 years old.

A chief petty officer in the Navy during World War II, he fought in the Battle of Leyte in the Phillipines, a crucial victory for the United States. His first job at Moran was administrative assistant to Admiral Moran. From there he went on to become operations assistant to Captain Leonard Goodwin, a job that entailed extensive involvement in Moran's offshore towing work.

He is survived by his sister Mary.


Carl Welborn, Sr.

Carl H. Welborn, Sr., retired operations manager of Moran Portsmouth (New Hampshire) died at his home in The Woodlands, Texas, on May 14, 2009.

Mr. Welborn had a long and distinguished career in the maritime industry, sparked by a life-long passion for the sea. A graduate of Maine Maritime Academy, with a U.S. Naval Reserve commission, he became a licensed deck officer for Mobil Oil. He later switched to Mobil's business side.

Later in his career he worked for Gazocean, the French LNG shipping company, and helped develop an LNG terminal in Boston, Massachusetts. In the early 1970s, he served on a presidential subcommittee studying U.S. LPG shipping and terminal capacity. Toward the end of his career, he also managed tugboat operations in Portland, Maine.

An obituary in *The Houston Chronicle* described Mr. Welborn as a "gentle, quiet man of integrity, with keen intelligence, a sharp wit and a sense of humor..."

He is survived by his wife Francanna and two sons from a previous marriage, Capt. Carl, Jr., and Paul. 

Service Anniversaries

5 Years of Service

Patrick R. Allen
Richard Anderson, Jr.
Steven Baldwin
Quincy Baldwin
Redding Bethea
Matthew Brock
Michael Brokaw
Jacob Buckles
Michael Carter
Anthony Casella
Brendan Cassidy
Carl Castang
Joseph Chesworth
David Clark
Michael Coley
Brendan Collins
Albert Cook
Melvin Corbett
Paul Corbett
Tony Corbett
Marvin Cuffee
Leonard Davis, II
Earnest Deason
Pedro Deveza
Robert Dunn
Douglas Duos
Anthony Fedele
Michael Ferguson
George Friant
Willie Gardner
Christopher Gipson
Michael Groover, Jr.
Mark Gwilliam
Jeffrey Harrell
Douglas Hawkes
Richard Hill
Charles Hutton
John Jenkins
Paul Johnson

10 Years of Service

Vicente Arroyo
John Paul Bilodeau
Harry Bogan
Randall Brooks
John Colella
Gian Decarbonaconti
Harry Dennis, III
Luther Edwards
Vincent Ellul
Daniel Fitzmartin
Kenneth Gaskins, Jr.
James Gerst
Earl Gibson
Robert Gipson
Scott Glasier
Jason Harper
Shallen Herbert
Samuel Hilderbrand
Jose Izquierdo
Harald Johannessen
William Johnson
Tyrone Jones
Michael Kane
Darren Kerney

James Jones
Kyle Keenan
John Kercher
Leo Kersey III
Mark Koenig
Ivan Kutnyak
Christian Lancelot
Manuel Ledesma
Royce Legg
Alberto Mena
Luis Mendoza
Randy Metge
Robert Milam
Neil Moody
Donald Moore
Victor Moura
Patrick Murphy
Iancu Nicolae
Billy Owen
James Phillips
Lensey Pouchie
Ruben Prieto
David Queipo
Daniel Reed
Luis Rodriguez
Charles Rogers
Harold Rowell
Francis Sessa
Michael Straughn
Gilbert Swink, IV
Christopher Taylor
Michael Thomas, Jr.
Ricky Ward, Sr.
Bradford Webster
Jeffrey Welch
Donald Wertman
Joshua Whiteley

Henry Kettl
Kevin Kirchner
Jane Klaben
Jack Lachman
Jon Lang
Thomas Lauder
Sula LoBue
Daniel Lopez
Michael Manoli
Alan Mayon
Don McGrady
Robert McGuire, Jr.
David Montgomery
Ronnie A. Munoz
Harry O'Neal, Jr.
Sean Perreault
James Perrone
Charles Rash
Sherry Rhodes
Charles Romano, Jr.
Jamie Scott
Glenn Talton
Joseph B. Thomas
Timothy Trout

Douglas Watts
Aaron West

15 Years of Service

David Bean
Kevin Black
Philip Blocker
Richard Bohaczek
Christopher Buchan
Lewis Campbell
Victor Dowdy
David Dudgeon
Charles Ellis
Rob Englert
Judith Enright
Daniel Fitzmartin
Matthew Gould

20 Years of Service

John Bailey
Richard Bateman
Joseph Baviello
Benjamin Brooks, Jr.
Joaquin Calix
William Davis
Robert Davis
Michael Debolt
Kevin Denning
Gerard Diclementi, Jr.
Ronald Droop
Steven Franks
Frank Freyermuth
Clifton Gorden
Michael Groover, Sr.
Virginia Johnson

25 Years of Service

Jon Beech
Alan Bischoff
Thomas Craighead
Jonathan Dye

30 Years of Service

Lawrence Bencivenga
Boyd Dillingham
Perry Fant, III
Michael Gallo
Stephen Holt

35 Years of Service

Thomas Chumley
Lon Schlekewy

40 Years of Service

Patricia Boncoraglio
Richard Murphy

45 Years of Service

Vincent Borello

Allan Wheeler
Freddie Williams

Chris Guy
Kenneth Hudgins
James Moran
James Murray
Alvin Schamber
Cory Schamber
Dennis Schamber
Alan Self
Carl Strickland
Jerry Thomas, Jr.
Eugene Touseull
Christopher Wade

Peter Keyes
Arthur Kirk
Robert Leach
Drewry Little
Donald MacNeil
Rodney Magwood
John Missroom
David Missroom
Vincent Russom
William Shields
Ernest Smith, III
Steven Stafford
Ricky Tillman
Daniel Underwood
Kevin J. Walsh
Steven Wynn

Harry Nicholson
Douglas Siple
Mark Underwood

Stephen M. Kelly
John Lukac
Thomas Pearce
Timothy West

Stephen Tillotson
John Zents

Martin Rossini
Paul Wiseman

Seen and Noted



Along the Southeastern and Southern sections of U.S. coastline that Americans have dubbed “hurricane alley,” notoriously unpredictable weather patterns have been known to blow in from any and all directions. At left, some meteorological humor from the mariners at Moran Jacksonville.

Weather station built by Dean Maxwell

TowLine

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