

Foss Maritime Company Media Backgrounder

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ALWAYS SAFE. ALWAYS READY.



FOSS

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OWNERSHIP

In 2000, Saltchuk Resources established Foss Marine Holdings Inc. –formerly known as the Marine Resources Group. Foss Marine Holdings is a holding and support company for investments in tug, barge, and ancillary marine service companies. They are the largest coastal tug and barge company in the United States, with 130 tugs and barges. Foss Maritime Company, along with our sister companies [link], are part of the Foss Marine Holding family of companies. (see graphic below).

Foss Marine Holdings, Inc. sole equity investor is Saltchuk Resources, Inc. Saltchuk is a privately owned family investment company formed in 1982 and based in the Pacific Northwest. Saltchuk has roughly \$2 billion in assets invested in twenty-five operating companies in several different business groups, including deep-water shipping and ship management, tug and barge operations, fuel distribution, and real estate holdings. Combined, Saltchuk employs over 4,000 people and has revenues exceeding \$1.5 billion. MRG companies have the ability to leverage relationships and resources throughout Saltchuk companies to provide the highest level of service for the project.



LEADERSHIP

Paul Stevens, Chief Executive Officer



Mr. Stevens brings over 30 years of maritime operations and management experience to Foss, with most of his career spent growing Matson Navigation Company before joining Saltchuk to head the Foss team.

At Matson, he served as Executive Vice President with responsibility for the day-to-day management of the carrier including marketing, pricing, and container operations. Mr. Stevens holds a masters degree in International Management from the American Graduate School of International Management.

Gary Faber, President and Chief Operating Officer



Gary Faber, an experienced executive with over 30 years of experience in the maritime industry, assumed the position of president and COO of Foss Maritime Company in October of 2006 after 5 years at the company in a senior leadership position.

Gary has extensive experience in marine engineering, vessel operations, salvage and project management. His expertise in successfully handling projects in extreme environments extends from the arctic regions of Alaska and Sakhalin Island, Russia, to the southern extremes of South America and the Caribbean. Gary's credentials include experience with assurance programs such as ISO and ISM as well as in general occupational and safety programs. His accomplishments include recognition for the United States Coast Guard Benkert Award for Excellence in Environmental Protection.

Previously, he was president of Seacoast Towing, which specializes in coastwise bulk petroleum transportation, and vice president for operations at Crowley Maritime.

Gary, who has a Bachelor of Science degree in Marine Engineering from the U.S. Merchant Marine Academy, Kings Point, New York, holds a U. S. Coast Guard Third-Assist Engineer License and has extensive training and certification in the incident command system.

Scott Merritt, Senior Vice President, Operations



Scott joined Foss in 1983 where he served in a number of positions until 1993 when he opened Foss' San Francisco Bay Operation as its first manager. Later, as the regional director, Scott oversaw the growth of the region from a one tug operation to a provider of a wide range of harbor services including ship assist, tanker escort, petroleum transportation, regional towing, dredging and aggregate delivery. Scott returned to Seattle and in 2005 became senior vice president of Harbor Services and Regional Towing, and then senior vice president, Domestic Services, before being appointed to his current position in November 2007.

In San Francisco, Scott served as the vice-chair of the San Francisco Bay Area Harbor Safety Committee and 3rd vice president of the San Francisco Bay Marine Exchange Board of Directors. He was a member of the Technical Advisory Group that assisted the California Office of Spill Prevention and Response (OSPR) in the technical aspects of writing current tug escort regulations. He was also a member of the USCG Afloat Committee on Security, the Northern California Marine Transportation System Committee and the Propeller Club of America. Scott is a graduate of the California Maritime Academy and holds a MBA from the University of Washington.

John Tirpak, Senior Vice President, Global Services



John Tirpak has about 30 years of experience in the shipping industry, mainly international. He has held executive positions with Hamburg Sud, Crowley Maritime and United States Lines and has lived and worked internationally for those companies.

Tirpak has an undergraduate degree in economics and has completed work toward a master's degree in international economics. He has been with the Saltchuk group of companies since 2002. He was appointed to the position of senior vice president, Global Services, in January 2010.

David Hill, Vice President, Harbor Services



Dave Hill is currently responsible for the company's traditional harbor services and regional towing activities on the West Coast, including Alaska. Hill joined Foss as director of sales, Harbor Services & Regional Towing in 2005, after 16 years in the logistics and supply chain industry. He became vice president of sales & Marketing at Foss in 2006 and vice president, Harbor Services, in 2007.

As director of International Freight Services for APL Logistics in Seattle, Dave was responsible for international and domestic operations generating annual revenues of \$120 million in freight forwarding, ocean freight, airfreight, customs brokerage product development, sales and

customer service. His experience also includes executive positions with FedEx Trade Networks, previously known as Tower Group International, and Geo. S. Bush & Co.

Dave is a graduate of North Park University in Chicago where he earned a Bachelor's Degree in Business Communications and Scandinavian Studies. He worked for the U. S. Embassy in Sweden and then returned to Seattle to open an office for China Ocean Shipping Company as they launched their new transpacific services.

Mike Magill, Vice President, Fleet Services



As vice president, fleet services, Mike is responsible for Foss Shipyards and the Purchasing and Engineering departments. Mike came to Foss in 2010 with 29 years of experience in the marine transportation industry. Previously, Mike held a variety of positions at Foss sister company Sea Coast Towing, then with K-Sea, after the acquisition of Sea Coast Towing by K-Sea. At K-Sea, his responsibilities included divisional operations, fiscal performance, safety and compliance on the East Coast, the Gulf of Mexico and internationally. Mike came to Sea Coast with 20 years of international sailing and vessel management experience, and upon joining the company was tasked with oversight of all engineering and operations. Mike is a graduate of New York Maritime College with a Bachelor of Engineering degree and holds an

Unlimited Engineering License.

Frank Williamson, Vice President, Safety, Quality and General Counsel



Frank Williamson joined Foss in 1994 as Counsel, was promoted to assistant general counsel in 1995 and general counsel in 2004. He was given the added responsibility for safety and environmental programs in July 2008.

As general counsel, Frank is responsible for all Foss legal decisions, strategy and negotiations. Frank developed and implemented the Foss Maritime Company Environmental Compliance Program, Hazardous Materials Management Plan, Pollution Prevention Plan and Document Retention Plan.

Prior to joining Foss, Frank worked at the Garvey, Schubert & Barer law firm in Seattle for six years and has extensive experience in litigation, environmental law and general maritime law. Frank has degrees from the University of Vermont and the University of Washington.

Kirstin Sandaas, Vice President and Chief Financial Officer



Ms. Sandaas has worked closely with the financial groups at various Saltchuk companies and most recently held the position of Director of Finance at Sea Coast Towing. Ms. Sandaas served as Finance Manager at Optiva, makers of the Sonicare toothbrush, working as an integral part of the team that helped to sell the company to Philips Electronics.

Previously, she worked for various accounting firms, including Arthur Andersen and Ernst and Young as a Tax Manager. Ms. Sandaas has masters in Professional Accounting from the University of Washington.

Arthur (Skip) Volkle, Vice President



Mr. Volkle brings over 30 years of maritime experience to Foss. A graduate of the U.S. Coast Guard Academy, Mr. Volkle served for the Coast Guard at sea and ashore before graduating from the College of William & Mary Law School. As Coast Guard legal counsel, he specialized in marine safety, environmental, maritime law enforcement, and international affairs and served as deputy U.S. Representative to the IMO Legal Committee.

Before joining Foss, he worked at Maritrans Inc., serving for 15 years as Director of Legal Affairs.

ABOUT FOSS Maritime

Profile

Foss Maritime is a full service maritime company focused on solving our customers' toughest marine transportation and logistical challenges—close to home and in some of the harshest environments in the world.

Foss has a company-wide commitment to safety and environmental stewardship, and a long history of technological innovation. Our mission: to provide marine services without equal.

Foss has the expertise to support any industry requiring marine transportation services, project management or logistics, helping to handle all of the details from one-time ship assist jobs in local harbors to major multi-year projects across the globe.

With two full-service shipyards and an expert marine engineering group, Foss helps customers throughout the entire life cycle of a project—from analyzing vessel and equipment requirements for a specific job, to designing a new build or vessel modification, all the way through to production and proper outfitting of the vessel with the right gear for the job.

Foss Maritime At-A-Glance

- **Headquarters:** Seattle, WA
- **Founded:** 1889
- **2010 Revenue:** US\$ 302 million
- **Global employees:** over 1,000
- **Vessels:** 130 tugs & barges

Foss Maritime's commitment to safety and to safeguarding the environment is company-wide. Our primary focus is to keep people, property and the environment safe 100% of the time.

At Foss, we continuously improve safety awareness and strengthen our environmental controls through monitoring, sharing best practices and encouraging a safety culture throughout the company. Foss complies with, and is certified by, both domestic and international quality and safety standards such as ISO (International Safety Management) and AWO RCP (American Waterway Operators Responsible Carrier Program).

Foss provides harbor services and transportation operations in all major U.S. West Coast ports—including the Columbia and Snake River system—as well as U.S. East Coast ports. Internationally, Foss supports customers across the Pacific Rim, in Europe, South America and the Arctic.

Foss offices are located in:

- Seattle, Washington (corporate office, shipyard)
- Tacoma, Washington
- Astoria, Oregon
- Portland, Oregon
- Rainier, Oregon (shipyard)
- San Francisco, California
- Los Angeles/Long Beach, California

- Redondo Beach, California
- Manchester, Massachusetts
- Mobile, Alabama
- Houston, Texas
- Anchorage, Alaska

Foss Maritime has one of the most versatile, advanced fleet of tugs in the world. Our state-of-the-art fleet provides a full range of harbor, ocean and river services, and our shipyard is continually building new tugs to meet our customers' needs and set new industry standards. Our fleet includes:

- Dolphin Tugs: 5,080 hp
- Hybrid Dolphin Tugs: 5,080 hp
- Voith Schneider Tractor Tugs: 3,000–8,000 hp
- ASD Tractor Tugs: 3,000–6,250 hp
- High Performance Tugs: 4,300–8,200 hp
- Conventional Tugs: 1,800–3,500 hp
- Integrated Tug & Barges: 7,200 hp

In addition to tugboats, Foss Maritime operates a large fleet of flat deck, multipurpose and specialized cargo/commodity barges, and has access to an extensive list of pre-qualified chartered vessels.

Foss also builds and operates specialized vessels created to meet its customers' unique needs, such as:

- Two self-unloading bulk cargo lighterage barges specially designed to transfer ore concentrates in very challenging operating conditions above the Arctic Circle in northwest Alaska.
- One of the world's largest railcar barges, the 425' x 100' *Foss Aquatrain*, which sails between Canada and Alaska.
- The *M/V Delta Mariner*, a purpose-engineered vessel designed to transport rocket booster cores for Boeing's Delta IV Program.
- The *Dana Cruz*, a shallow draft vessel designed specifically for remote, extreme environments like the North Slope of Alaska, the Canadian Arctic and the Russian Far East.

Our Mission

To provide marine services without equal. We will deliver unsurpassed customer service by:

- Maintaining a steadfast focus on our customers' needs and preferences in everything we do
- Continuing to extend and expand our operations globally
- Relentlessly pursuing perfection in our health, safety, quality and compliance initiatives
- Retaining our world class work force by fostering an environment of mutual trust and respect

Foss: setting the standard in safe, reliable marine services for more than a century.

Our Tagline and Promise

ALWAYS SAFE. ALWAYS READY.

For Foss, this is more than a tagline; it represents the way we conduct business to meet the needs of customers worldwide. We have the ability and the commitment to serve the widest range of customer needs with the best operators, management, and equipment available, on any part of the globe. We are committed to providing safe, reliable, environmentally responsible, and competitively priced services.

Our Core Values

Foss Maritime Company is committed to providing our customers with world-class marine services. To achieve this stance of Operational Excellence, we are dedicated to the Foss core values that emphasize safety and quality:

- SAFETY of people
- Integrity
- Continual Improvement
- Quality Workplace
- Customer Focus
- Stewardship of Resources
- Custodian of the Environment
- Community Minded

Our Focus on Safety & the Environment

Foss' safety program is recognized as a leader in the industry. We have ingrained a zero incident safety culture in all our employees. Our program is built on a sophisticated behavior-based focus, with robust health, safety and compliance programs that require constant attention to safety among all Foss employees.

Our safety culture has now progressed to the point where we are tracking our incident free time in months, not days. We provide frequent reports on the ever-growing number of Job Safety Analyses, Near Misses and Safety Observations that are being reported every day. We have multiple Regional Safety Committees that provide another venue to support our push to zero initiatives, and we continually review and discuss notable near misses and observations, safety alerts and safety bulletins.

Foss is committed to:

- Improving safety awareness
- Strengthening environmental controls
- Standardizing practices across all regions
- Structuring employee accountability
- Meeting regulatory requirements
- Enhancing business performance
- Meeting customer contractual requirement

Quality & Safety Certifications

In order to continuously improve our operations ensure the safety of our people, equipment, and the environment, Foss complies with and is certified by both domestic and international quality and safety standards.

- **ABS QE** (ABS Quality Evaluations) ISO 14001 environmental management program specifies the actual requirements for the environmental management systems. The program emphasizes continuous improvement and innovation as the blueprint to achieve the zero trace goal. With this certification, Foss has committed to:
 1. Implement, maintain and improve an environmental management system;
 2. Assure conformance with its own stated environmental policy (those policy commitments of course must be made);
 3. Demonstrate conformance;
 4. Ensure compliance with environmental laws and regulations;
 5. Seek certification of its environmental management system by an external third party organization; and,
 6. Make self-determination of conformance.
- **ISO** (International Organization of Standards) provides a framework and common technological language between suppliers and their customers throughout the globe to define standards and processes of our business systems. Foss complies with ISO 9000 Quality Management System standards and has been certified by American Bureau of Shipping, a third party auditor.

- **ISM Code** (International Safety Management), established by the International Maritime Organization (IMO), promotes a “safety culture” and requires that companies develop a Safety Management System (SMS). It helps companies commit to giving priority to safety and environmental protection in their operational activities. The company has attained its Document of Compliance through third party auditing by ABS. Although voluntary for the majority of the fleet, all of our tugs also undergo annual auditing to maintain their own individual Safety Management Certificates demonstrating compliance with the system.
- **AWO RCP** (American Waterway Operators - Responsible Carrier Program) is a domestic set of safety, quality and environmental standards for the US tugboat, towboat and barge industry. Foss was the first company on the US west coast to become recertified under the RCP, and our Safety Management System continues to meet third party certification requirements.

Environmental Achievements

Foss is committed to reducing its carbon and emissions footprints and adhering to the principles of sustainability and safety in its operations. Foss has taken the lead in our industry to aggressively pursue opportunities to reduce emissions and work our environmental values into all of our strategies. Examples of our endeavors include:

- Foss has been ISO 14001 certified since March of 2010 for all Foss vessels and offices.
- Foss built the world’s first low emissions hybrid tugboat in 2008.
- We converted a second Dolphin tug, the *Campbell Foss*, to hybrid in 2011.
- We switched our entire fleet to ultra-low sulfur diesel in 2007 including those vessels not located in California, before being required by regulations.
- We use cold ironing at all of our home docks and shipyard.
- All Foss petroleum barges are double hulled.
- Foss was the first maritime operating company accepted into EPA’s SmartWay_Transport Partnership.
- We were honored by the Chamber of Shipping of America, which recognized 60 of our vessels for outstanding environmental records in 2011.
- In 2008 we replaced five barges with uncertified engines with five new double hulled barges with certified non-road Tier 3 engines and vapor recovery systems.
- Foss continues to have a conversion plan to use the best available control technologies.
- Our harbor tugs use a vacuum truck service for their oily waste removal instead of an oily water separator. We are using this option in order to minimize our waste stream.
- We completed an energy audit on our vessels and are developing an energy management plan to reduce fuel and energy consumption.

Environmental Awards and Recognition

2011	Sixty Foss Vessels Were Honored For Environmental Excellence By The Chamber Of Shipping
2011	Received Devlin Safety Awards For 53 Foss Vessels That Had Two To Thirteen Years Without A Lost-Time Injury
2010	Foss Achieves Environmental Milestone with ISO14001 Certification

2010 Association Of Washington Business Environmental Excellence Award

2010 Chamber Of Shipping Of America Jones F Devlin Award – Recognized 59 Vessels For Outstanding Safety Record

2009 Workboat Comprehensive Environmental Management Plan (First Place Winner)

2009 Workboat Environmental Initiative Award (Second Place Winner)

2009 WORKBOAT Carolyn Dorothy Significant Boats Of 2009 Winner (More Than One Winner)

2009 Significant Small Ships Award Winner – Carolyn Dorothy From The Royal Institution Of Naval Architects

2009 Port Of Seattle And Propeller Club’s Marine Environmental Business Of The Year

2009 Port Of Long Beach’s Green Flag Environmental Achievement Award

2009 Chamber Of Shipping Environmental Achievement Award For 67 Vessels

2009 San Pedro Bay Ports Clean Air Action Plan Clean Air Excellence Award

2009 Chamber Of Shipping Of America (CSA) – Recognized 56 Foss Vessels For Operating At Least 2 Years Without An Environmental Incident

2009 Marine Environmental Business Of The Year Honorable Mention – Port Of Seattle

2008 Port Of Long Beach And Los Angeles Clean Air Action Plan Award

2008 Chamber Of Shipping Of America Jones F Devlin Award – Recognized 18 Vessels For Outstanding Safety Record

2008 Environmental Protection Agency’s Clean Air Excellence Award – Development Of The World’s First Low Emissions Hybrid Tug

2008 U.S. Coast Guard William M. Benkert Award For Marine Environmental Protection – Gold Level

2008 British Petroleum Shipping CEO’s HSE Award For Outstanding Environmental Achievement

2007 Environmental Protection Agency’s Clean Air Excellence Award – Clean Air Technology Category

Our Focus on Innovation

For more than 115 years, Foss has been dedicated to developing the best transportation solutions and, when challenges arise, solving them proactively, in close partnership with our customers.

Foss Maritime was the first operator of tractor tugs in the United States and is now recognized internationally as a leader in tanker escort and assist services. Our ability to expand, contract, replace and build equipment as opportunities and circumstances present themselves is unmatched.

Since the introduction of tractor tug technology Foss has continuously led the industry in technological innovations. Today we operate the largest and most diverse fleet of tractor tugs in the United States and a modern and capable fleet in the Columbia River, from our 8,000 horsepower Voith Schneider Enhanced Tractors to our newest tractors, the 5,080 horsepower Dolphin-Class Azimuthing Stern Drive (ASD) Tractors, including the *Green Assist™* Dolphin, the world's first hybrid tug.

Foss continues to drive industry innovation with cutting-edge engineering and ship construction. Our state-of-the art ASD Z-Drive and Voith Schneider Propulsion (VSP) cycloidal tractor tugs can control the world's largest tankers and freighters.

As innovators of tractor tug technology and training, Foss actively engages in vessel research, design and operation as well as in the development of escort/assist procedures and pilot/tug training. In addition to meeting our customers' needs, Foss also supports the U.S. Coast Guard, the maritime industry and port operations, including the Panama Canal Authority, Sullom Voe Terminal, the Louisiana Offshore Oil Port (LOOP) and the Hibernia Oil Project.

The Green Assist™ Hybrid Tug

The development of the hybrid tug is an excellent example of Foss' innovation. The world's first hybrid tug was introduced in San Pedro Bay in January of 2009 as an innovative approach to reducing air pollution. Foss' hybrid harbor tug, named the *Carolyn Dorothy*, was designed to retain the power and maneuverability of her sister tugs, while dramatically reducing emissions, noise and fuel consumption.

Today, the *Carolyn Dorothy* is in operation in San Pedro Bay. The same hybrid technology used to develop this tug can be used to convert existing harbor tugs—and other types of workboats—to hybrid vessels with lower emissions, improved fuel economy and lower maintenance costs. The *Carolyn Dorothy* was joined in 2012 by sister tug, the *Campbell Foss*. The *Campbell Foss* was converted from a conventionally powered tug to a hybrid at the Foss shipyard in Rainier.

HISTORY

Foss was founded in 1889 by Thea Foss, a young Norwegian immigrant, and her husband, Andrew. It started in Tacoma, Washington when Thea Foss bought a used rowboat, hoping to rent it out to help with the family's finances. After painting it pristine white with green trim, she sold the rowboat at a profit and used the money to buy several more boats. She was in business— renting the small boats to fishermen and duck hunters, ferrying customers, and delivering supplies in the Tacoma waterways.

Thea continued to purchase more rowboats and launches while her husband, a carpenter, began building them. Soon, the fleets were up to 200 boats. Thea then expanded the business by transporting logs with towboats, under the name Foss Launch and Tug Company. By 1904, the company boasted 10 launches, a shipyard, a 60-passenger, oil powered boat, and a small rescue craft to help disabled vessels. World War I propelled the small towing business to a new level, allowing Foss to purchase interests in a Seattle-based towboat company.

Thea died in 1927, a day before her 70th birthday. Members of the Foss family, including Thea's three sons, continued to operate Foss Maritime for many decades. The city of Tacoma named the Thea Foss Waterway after this pioneer, who is also said to be the inspiration for the television series "Tugboat Annie."

Today, Foss Maritime is a legacy to Thea and Andrew's hard work, determination and vision. The green and white colors she painted the first rowboat are still used on the company's powerful state-of-the-art tugs, which can now be seen in waters throughout the world.

In 1987 Foss was bought by Saltchuk Resources, Inc., a privately owned family investment company that primarily focuses on maritime transportation. Although Foss Maritime continues to operate independently, it is now part of a worldwide network, with sister companies that, together, can provide customers a full range of transportation services.

Timeline of Accomplishments

Foss has a long history of engineering and setting technological standards for the marine industries. Here are some of our historical accomplishments:

- **1930s** Foss develops the teardrop hull shape, broad in the bow and tapered to the stern, which becomes the standard for tugboats in the Northwest.
- **1950s** Foss introduces the first tugs built specifically for assisting ships in harbors. They are the BRYNN FOSS, CAROL FOSS, and SHANNON FOSS. Also in the 1950s, Foss introduces wheelhouse remote controls for winches, still the standard today.
- **1970** The SHELLEY FOSS is launched and immediately becomes the queen of Seattle ship assist tugs. The tug has twin 1,425 horsepower engines, Kort steering nozzles, and a totally new pilothouse with non-reflecting glass panels. The tug is also the first to carry the innovative "Foss Stack" now recognized worldwide.

- **1982** Foss introduces the first of six 3,000 and 4,000 horsepower tractor tugs, powered by Voith Schneider Cycloidal Propulsion (VSP) units, which revolutionizes ship assist and tanker escort business on the West Coast.
- **1990** Foss signs a contract with Cominco Alaska, Inc., that leads to construction of the innovative barges specifically designed to lighter ore from the Red Dog Mine Port in Northern Alaska to bulk carriers in deep water.
- **1993** The 126 foot, 4,300 horsepower BARBARA FOSS re-enters service as the first of the retrofitted high performance (HP Class) class of tugs. The conventional open wheeled driveline is upgraded with the installation of Nautican Reflex-Hydrofoil Nozzles, skewed wheels, and high-performance triple-vane rudders.
- **1994** The enhanced VSP tractor tugs, LINDSEY FOSS and GARTH FOSS, enter service. The 155 foot, 8,000 horsepower boats become the world's largest and most powerful tanker escort and assist tugs.
- **1998** The conventional driveline tugs, DANIEL FOSS and PETER FOSS, are reconfigured, repowered, and upgraded to be the first of a new class of 3,300 horsepower ASD thruster tugs. The vessels are also retrofitted with maximum visibility 'tractor tug' style pilothouses and new state-of-the-art line handling hawser winches forward.
- **1999** Foss launches the M/V DELTA MARINER, designed to carry rocket components from a Boeing plant in Decatur, AL, to launch facilities in Florida and California. The ship's innovative design enables it to transit shallow river channels while ballasting down for stability on ocean routes.
- **2001** Foss announces construction of a new class vessel, the enhanced ASD thruster tug. The two 6,250horsepower boats, MARSHALL FOSS and LYNN MARIE, are the most powerful ASD thruster ship assist tugs on the West Coast.
- **2003** Foss adds the 8,200 horsepower LAUREN FOSS and CORBIN FOSS ocean towing tugs to the fleet, representing the most capable ocean tugs on the West Coast.
- **2004** Foss constructs and launches the MIKIOI, a 4,700 horsepower ASD tractor tug for sister- company, Hawaiian Tug & Barge.
- **2005** Foss designs, constructs, and launches the MORGAN FOSS and CAMPBELL FOSS, two of six advanced 5,080-horsepower ASD tractor tugs, Dolphin Class.
- **2005** Foss combines ASD and VSP propulsion technologies for the first time in the industry, introducing a new advanced ship assist technology, TractorPlus.
- **2006** Foss expands to the East Coast with the acquisition of Constellation Maritime, and enhances its technical services with the acquisition of marine engineering company, Harbor Marine Group
- **2007** Foss expands its international line of business with the acquisition of America Cargo Transport which provides cargo logistics, and delivers U.S. food Aid, military and commercial cargo door to door worldwide
- **2007** Foss announces it will build the world's first hybrid tug and switches its tug fleet to ultra-low sulfur diesel fuel
- **2009** Foss' hybrid tug goes to work in San Pedro Bay
- **2010** Foss announces the retrofit of one of its conventional Dolphin tugs to hybrid
- **2012** The hybrid conversion tug *Campbell Foss*, joins the world's first hybrid tug *Carolyn Dorothy*, in service in Southern California