



At the Helm

"U" DID IT! **Deckhands Graduate from "Tugboat U"**

The end of August was a reason to celebrate for nine McAllister deckhands. These individuals had just completed 2 ½ years of course work, numerous tests and many hours of sea time to graduate with pomp and circumstance from "Tugboat U".

With the rising federal requirements to qualify for a Mate's license for towing vessels, there has been a subsequent closing off of the "hawse pipe", the traditional route from deck to wheelhouse. In the Spring of 2007 McAllister, in connection with The Global Maritime Transportation School ("GMATS"), launched "Tugboat U" to assist in reopening the "hawse pipe".

The deckhands each began by taking "Tugs and Towing 1", which was taught by McAllister tug Captains using training material provided by GMATS. After this course was completed, the deckhands (comprised from both McAllister and Reinauer Towing) who chose to continue and passed their Seamanship Aptitude Test set sail on their journey.

There were some choppy waters to navigate as the training commenced. The class originally met twice a month for 16 hours at Reinauer's facility. Instructors from GMATS taught the students in marine subjects as well as license preparatory classes. After these classes, the students would then return to work on their respective tugs where their studies would continue with both book/paper work as well as "hands on" training at sea. Next month, the students would find themselves back in the classroom for another 16 hours of coursework. Kelly Curtin, Division Manager at GMATS and the director of the program, says "Unfortunately, we found that the students were struggling with retention of some of the coursework due to the long layoff between classes. We were spending too much time reviewing prior material which cut into our time for the new coursework. The guys were learning and studying, but something had to change in order for them to complete their training." (Story continues on next page)

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(continued from cover)

After careful consideration, Mr. Curtain, GMATS and the participants determined the best way to proceed with the program was to change the scheduling of the classes. The new schedule proposed was an entire week (5 days) of classroom instruction taking place approximately 3 times over a 4 month period. Because of this scheduling change many of the participants had to make some major sacrifices if they wished to continue in the program. According to Darin Short, "It was tough. Tugboat U cut into my off time by only two days, now it was an entire week. My family was used to my being away for two week hitches but now it would essentially be three weeks with only one week to spend with them. It was a hard decision, but I felt the program offered me a great investment for my future as well my family's." So with this development, the program continued at the Kings Point campus of the U.S. Merchant Marine Academy. Mr. Curtin said, "It was quite a change for the guys, but I think it actually did them good. They would come spend a week here on campus living in dorms and walking side by side with the cadets. I think being on campus gave them a better awareness of the educational opportunity the program offered and a renewed sense of accomplishment. The instructors immediately noticed a difference in the productivity from the students and their retention."

The program found its footing once again and continued onward. In addition to the periodic week long classes and testing at Kings Point, the deckhands had to participate in numerous sea projects, which included logging time on lookout and steerage time aboard their tugs. By late summer/early autumn of 2009, each member of the class completed more than 20 courses, 2 weeks of licensing seminars and logged over 360 hours doing sea projects. Early in August, the nine members of "Tugboat U" from McAllister and their classmates from Reinauer had a graduation party at GMAT's facility. Darin Short said, "It was great! Everyone showed up with their wives and children. You could tell how much this meant to everyone. Emotions were visible as everyone felt a great sense of accomplishment!" Mr Curtin remarked, "The program was successful because of the students. Once they realized that by putting in an effort now there would be a big payoff in the end, we had smooth sailing."

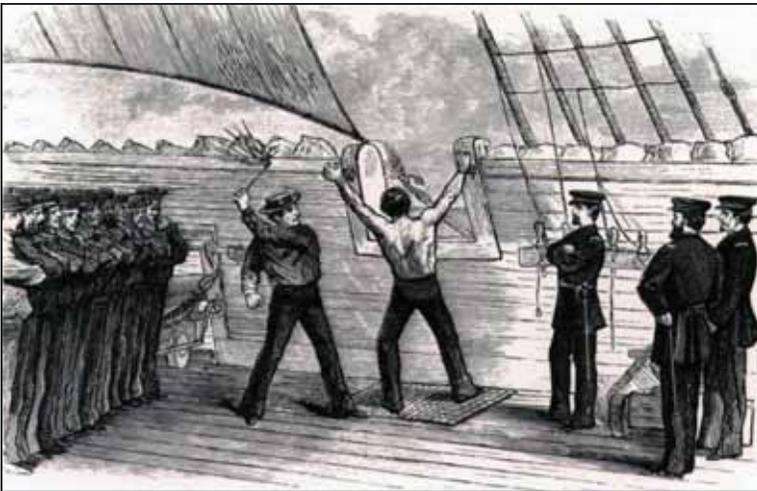
At the end of the program each member received a completion certificate and became eligible to sit for their USCG 500/1600 ton Mate's license exam. Of the nine members of "Tugboat U" from McAllister, 2 people were finishing up loose ends, 6 have submitted their license applications and are awaiting testing and 1 (Josh Kicklighter, who is a 4th generation tugboater) successfully passed his exam and now has 1600 ton license. In addition to their license, each member of the program can earn their Associate's Degree by completing an additional 18 hours of credits (5 courses) from the American Military University. McAllister would like to salute Anthony Giuliano, Josh Kicklighter, Scott McGinley, Chuck "Tex" Oliver, Drew Read, Darin Short, Erick Splettstoesser, Brian Thigpen and Mikel "Ace" Thomas. Congratulations! You all certainly validate McAllister Towing's motto of leading the way!



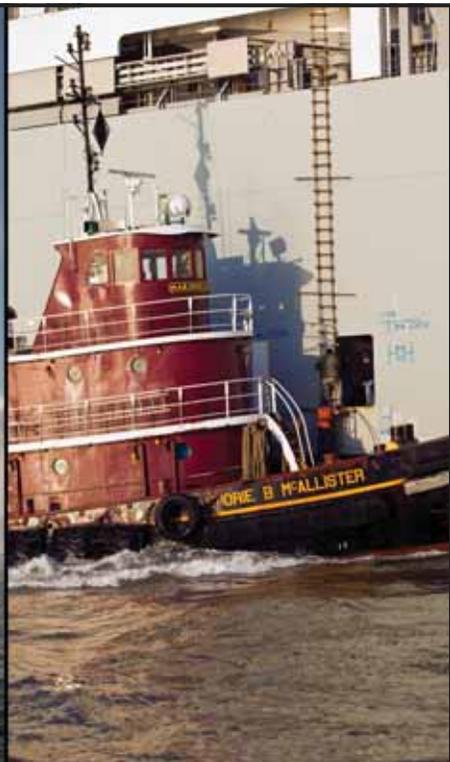
"THE LUCKY BAG"

By Wayne Stiles

Today, it is considered good manners for a gentleman to **remove his hat** upon entering an area where food is served (restaurants, cafeterias, any dining room, etc.). Although this custom is often abused and ignored in this era, its origins come from the days of wooden Navy ships. During battles, the mess hall served dual purposes as a place to eat and as a medical station. Upon entering, one removed one's hat out of respect for the dead and dying. Though the suffering in most dining areas is not so severe today, it is still a nice tradition worth continuing.



The term "**Blue Monday**" often comes to mind when we are shaking off the weekend's activities and facing the rigors of a new work week. However, this term originated amongst sailors aboard ships in the early 18th century and had a more ominous meaning than an early morning budget meeting. Any man's misdeeds or violations of ship's rules were logged by the Captain during each week and the culprits received the appropriate floggings on the following Monday.



"Playing Chess" for more than 40 years!

In 1969, a young determined sailor hopped aboard the tug *AJ McAllister* never knowing it would lead to a 40 year (and counting) career at McAllister. Chief Dispatcher Richard Tambini in Staten Island recently observed his 40th year of service with the company. Below is an interview with Rich that *At the Helm* had the pleasure of conducting:



Question: How and when did you first come to work at McAllister?

Rich Tambini: I began here in August of 1969. My brother was working for one of the major shipping lines and he informed me McAllister might be looking for some deck help. I was just coming out of 4 years of service with the Navy, including 2 years as Honor Guard for President Lyndon B. Johnson and 18 months of combat service as an E5 2nd Class Bos'n Mate running PBR boats in the Mekong Delta in Vietnam.

Q: In what position were you first employed?

RT: Les Eckert, head of personnel, put me to work immediately the day I came in to interview on the deck of the old *AJ*. I stayed out on her as an

AB for 5 days. The day we got back, Les marched me over to the union's office (which happened to be in the same building as McAllister – 17 Battery) and got me signed up instantly which didn't happen regularly.

Q: What advancements/promotions have happened for you since you first started?

RT: After a year and a half aboard the *AJ*, our Operations Manager Vince Campion was looking for a new dispatcher. He asked me if I'd be interested in coming ashore to try it out. I was hooked after my first shift and I've been dispatching ever since, eventually moving up to Chief Dispatcher in Staten Island.

Q: Who were your mentors at the company?

RT: Bobby Dunn was the person that taught me everything I needed to know. He was great to work with as was everyone else I've come into contact with here. There are too many people to name who I've learned from and worked with, but I've had my share of good times with the likes of Bill Dowling, Eddie Larson and Milt Nelson to name a few. I myself have tried to be a mentor to any of the dispatchers that I've trained and worked with during my 40 plus years here. In fact, I remember training a young guy who started in 1981 going by the name Steve Kress who has gone on to have a bit of a career here.



Q: How has dispatching changed since you first started here?

RT: Dispatching hasn't changed at all. What always excites me about the job is that I view it like a big game of chess. I have to strategically place my pieces (the tugs) to get the most jobs done in the least amount of time with the least amount of equipment. That part of the job continues in the same way as it did when I first started dispatching. When McAllister brought in AIS (Automatic Identification System, basically a short range coastal tracking system) the only thing that changed was I didn't need to use my imagination as much to picture where my equipment was located. I miss having to do that sometimes but even with the assistance from AIS, I still need to strategically plot my moves to be as efficient as possible for the company to succeed.

Q: In layman's terms, describe what a typical day for a dispatcher in NY would be?

RT: Our operations run 24/7. We work 12 hour shifts. When I come in, the first thing I do is take over the watch and get caught up on what is transpiring at the moment. Once I'm settled in and caught up, I look over the sheet to see what jobs are on the docket for my shift and what tugs are available to me. Then I start my "game of chess" and begin planning for those jobs. Dispatchers are often the first and only point of contact for shipping agents and our customers. During this time and throughout the shift, we are constantly taking phone calls from those people and coordinating jobs usually 4 to 5 days out. Of course there are also times during a shift where an emergency or last minute change to a job pops up. We need to be aware of what is going on at all times so we can be ready to assist those jobs too. Then after those 12 hours, I give my watch over to the relief and start preparing to play my big chess game the next day.

Q: What was the most exciting thing that has occurred during your time at McAllister?

RT: Exciting is not the word I would use, but an incident that was certainly memorable was the collision between the *CV Sea Witch* and the tanker *Esso Brussels*. It happened early in my career as a dispatcher in May of 1973. I was on the late night shift when I heard over the radio that the container ship *Sea Witch* had lost its steering and collided with the tanker *Esso Brussels* which was anchored just north of the Verrazano-Narrows Bridge. The tanker was loaded with more than 300,000 barrels of crude oil. Upon impact, the tanker started spewing oil and fires broke out aboard both ships. Upon hearing this call, I dispatched the tugs *Grace*, *Jane* and *Brian McAllister* to the scene. The tugs arrived within minutes of the accident and rescued 23 members from the crew of the tanker, who had either jumped into the water or were trapped aboard the engulfed tanker. The tugs then assisted the fireboats in controlling the fires and once the flames had died down they separated the two vessels. It was one of the most horrific accidents that has occurred in NY harbor; 13 members of the crews perished and more would have if the tugs hadn't responded as quickly as they did to my instructions. McAllister was awarded various honors for our services on that night and the following days. It was a great job of teamwork on all fronts and I was proud to be part of that team.



Q: What was the funniest thing that has happened to you or that you've seen since you've been here?

RT: Well it wasn't funny to me at the time, but looking back on it I can now laugh about it and it certainly is a funny story. It happened in the 1970's. New York had experienced a really bad snow storm and the bad weather was forecasted to continue for the next few days. Everything and everyone was pretty much snowed in. I was living in Forest Hills in Queens at the time and I got a call at home from the office saying they needed me to come in ASAP because the normal relief dispatcher wasn't able to get in. They said, "Find your way in!".

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A Thing of Beauty

By Dick Greenwood

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They may not be beautiful to some, but they are wonderful.

Built for raw power and maneuverability, the ROBERT E. McALLISTER is powered by twin diesel engines that give it 4,000 horsepower and moved about by Z-drives that are essentially huge fans which can be turned in all directions, either together or separately, and used to move the boat in whatever direction the captain wishes. (At one point, although this is getting ahead of my story, we were moving 4.6 knots sideways!)



Sitting in the galley with Captain Mark Rooney, we move into the routine questions, but the answers are anything but routine. Credentials are always a good topic to start with, an icebreaker that brings the real person out into the open. But Mark doesn't have any neat answers. His life is more of a Dickensian tale; only this one has a happy ending. The tale, however, is worth the telling.

Orphaned by the time he was 13—his father was a sail maker who died when Mark was 7; his mother was killed in an auto accident when Mark was 13—when he was 15 he told his sister, with whom he lived in Baltimore, that high school wasn't getting him where he wanted to go. She listened—you get the distinct impression that not listening would have been a major mistake—and allowed him to sign up for the now defunct Norfolk School of Boatbuilding. Knowing, at least it seems that way, that someday some writer would want a good story to tell, he headed off for Norfolk—at age 15, mind you—in a 15-foot, unpowered sailboat that he and a friend had built. And they made it.

This, of course wasn't Mark's first encounter with the water. Having sailed as a deckhand on the schooner Gazella at the age of 13 and having been a Sea Scout since he was 12, the water and boating were deep in his veins. As we talk, he brings out his PC and shows me pictures of a 12-foot sailboat he built recently. The photos show a sturdy, good looking boat that's carefully detailed and beautifully finished. It took him a day or so to put the pieces together, another day or so to do the finishing. Photos of the boat under sail depict a worthy vessel.

I press for more history. Before moving to McAllister about eight years ago, he had been a captain for other towing companies. He's worked with barges and tankers, has been an engineer, a deckhand, a mate and a captain. He has a fist full of diplomas and certificates he can show, and all add up to his doing now what he's most happy doing: serving as a captain for what he

considers to be a first rate company driving first rate, state-of-the-art boats.

Pressing further, I ask why he believes McAllister is such a good company. His answer is immediate: attention to detail. "We train constantly. We inspect constantly. We have redundant systems to ensure crew safety. Our boats contain all of the latest technology and we're given the resources to keep them running right."

As we talk, Gary Beard, the crewmember for the ROBERT E. McALLISTER on this day, moves in and out of the galley. At various times he relates some information on what he's doing or has finished. He's finishing up a shift at midnight, so he's working to make sure the next crewmember doesn't get stuck with any extra jobs. I manage to get him to stop long enough to list his credentials. They're also impressive. He started with McAllister on a part-time basis because he liked the work. As the owner of his own construction company, he had a flexible schedule and could give up some time to work on the boats. "Pretty soon, though," he explains, "I was putting my business on part time so I could spend more time on the boats." Now a licensed captain himself, he's working for the day when he can take the helm of a McAllister tug.

The schedule for crew members on the boats is difficult to explain. According to Greg McClelland, Operations Manager for McAllister of Baltimore, the schedule is set up between the individuals and the company. Some work two weeks on and one week off, some one week on and two weeks off, and someone week on and one week off. Regardless of the schedule they work, no one is ever allowed to work more than 12 hours in a day, and they can go home during a shift if there is no

job pending and they can be back on board in a reasonable amount of time. This odd scheduling seems to be common in the business; I once spent a week with a Sun Oil tugboat and those people worked three weeks on and three weeks off.

Most days the crew can count on three or four jobs. Most involve bringing ships in or out; during the winter months many jobs involve dealing with ice. The average harbor job consumes between 2 and 2-1/2 hours; during that period the crew is completely focused on their mission. Before we depart for a job, Mark has time to give me a tour. The boat is immaculate. Originally a U.S. Navy YTB, built in 1970, she has been completely overhauled and converted to do her present job. Below decks, although seldom used, are sleeping quarters—some would call them "living" quarters, but such cramped conditions can barely pass for "living"—to accommodate up to 12 sailors. Today many of the berths have been removed.

"McAllister does a lot of training for outside agencies," Mark tells me. "It gives both our military and the military of other countries a chance to work on a completely up-to-date tug."



Mark S. Rooney, Captain.

Photos by Dick Greenwood

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A modern-day company isn't just machinery and products; and McAllister Towing of Baltimore isn't just bosses and boats. Such a company can be measured by the people it employs, the way it prepares them and the ethos they build. That's a pretty stiff way to begin a discussion of a company that works the harbor, pushing city-block-long ships around, but the idea of an ethos, a culture that shapes the way a company's employees work and think, is appropriate today. Perhaps if Wall Street companies had given less time to developing a culture of greed and graft and more time to honesty and consumer needs we wouldn't be in the pickle we're in now.

The way in which this relates to tugboats is found in the way the industry is struggling to keep its head above water. With people buying less, fewer cargoes are being received in our ports and fewer tugboats are being used to move them about. It's trickledown economics in its most devastating form. So when I contacted McAllister Vice President and General Manager for the Baltimore operation, Captain Michael Reagoso, and asked for a chance to spend a day on one of his boats, I wasn't surprised to be told that things were a bit slow. Slow or not, however, he seemed happy to help me, and after the usual scheduling tussles, we managed to work it out.



Mark (left), Gary (right),
Crew of the *Robert E. McAllister*

As Mark steered the ROBERT E. MCALLISTER out to help move a car carrier away from its berth, I went out on the deck to watch the process. Tying off to a hull chock Gary deftly placed the line in place then stepped back. Mark waited for the voice of the docking pilot then started to ease the ship sideways, away from the pier. At the same time he moved the tug sideways. Within a few minutes the actual work of the tug was over. From there it's just a matter of untying and moving out. The ease with which Mark moved the tug, the precision he exercised in moving it, Gary's understanding of what to do and when to do it, all added up to a flawless process, a job more than well done.

The post-9/11 Baltimore Harbor is a far different place from the pre-9/11 docks.

Where you could once move about with little interference, security restrictions and monitoring measures are in place to ensure the safety of everyone. It takes passes and clearances to get in, but Michael Reagoso steered me through the process and Mark Rooney showed me why it was worth doing. Tugboats aren't glamorous. They run around looking like a used tire dump and don't get to host gala pool and shuffleboard parties. Tugboats, however, are the muscle of the maritime industry. Lean and powerful, they make everything work, they make every other ship look able.

(Nor'easter thanks McAllister Towing, especially Michael Reagoso and Greg McClelland, for assistance in preparing this article.)

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My father was a fire chief in NYC so I put on a pair of his old FDNY boots and hiked my way onto the Long Island Expressway. I flagged down the first car I saw and when the driver pulled over he saw the fire boots, so I told him I was a firefighter and had to get into the city. He said he was going to the tip of Manhattan, which was perfect because that was when our dispatching facility was at 17 Battery. I jumped in and gave the driver directions to the firehouse closest to 17 Battery. Upon arriving, I walked into the firehouse and hid around the corner till I saw the car drive away. I waved hello to the firemen and then proceeded to walk the few blocks to the office. I found my way in and that was the most important part. Bill Dowling, Milt Nelson and I were stuck there for the next four days until the snow was cleared and the weather subsided. Looking back on it, I was really glad we were at 17 Battery so I got some sleep and grub at the Downtown Athletic Club versus sleeping on the barge and eating the leftovers in the fridge!

Q: What was the most challenging thing that has happened on your watch? Were you on duty on September 11th? If so, what was that like?

RT: I was on duty and it is something I'll never forget. That morning, one of my co-workers came in and told me that a plane had flown into a building in Manhattan. I asked him which building and he said "you know the two big ones downtown". At first I thought it must have been a small passenger plane that was flying too low, so I went outside and climbed on top of the barge to see what was happening. It was immediately apparent that my assumption of it being a small plane was wrong. I could see the flames and huge amounts of smoke pouring from Tower #1 all the way across the harbor. I then saw the second



plane fly into Tower #2. Immediately I went downstairs and informed GM and VP Steve Kress of what I had seen. I then ran back to dispatch and sent every available tug towards the Battery wall to assist in any way possible. The tugs *Bruce*, *Eileen*, *Mary L.*, *McAllister Bros.* and *McAllister Sisters* all were able to respond and aided in the evacuation. Shortly after dispatching the tugs, the US Coast Guard sent out the distress "all available boats". I was able to inform them that our tugs had already been sent. In the days following the attack, we had 4 tugs (the *Hinton*, *Justine McAllister*, *Wal-Row* and *McAllister Bros.*) working in the recovery effort. The company was given numerous commendations and awards for our efforts and services that day and I was humbled to have played a minor part in them.



Q: In one word, how would you sum up McAllister Towing?

RT: Best in the business! Okay, it isn't one word but it is my opinion. If I didn't feel that way, I wouldn't have stuck around this many years.

Q: What advice would you give to someone starting out as a new dispatcher?

RT: Learn to love what you do or you'll wind up hating your time here! I guess that goes for any job but McAllister is truly a great place to work. Although I don't see me lasting another forty years, I still really enjoy dispatching. I'm still having fun and enjoying it and as long as that continues I'm not ready to hang 'em up.

Information Technology and Information Communication Systems at McAllister By Marlon Edwards

McAllister has introduced **Microsoft SharePoint** to improve team collaboration across our ports of operation. What is SharePoint? SharePoint is a collection of internal web sites that provide a centralized storage and collaboration location for documents, information, and ideas.

What will SharePoint do for McAllister?

- Assist in the distribution of documents and reports company wide. Ensuring users have the most current version of each document.
- Instantly communicate corporate information.
- Support in coordinating projects and proposals by sharing documents, forms, schedules, etc.
- Keep permanent electronic copies of project documents, images, forms, etc. for use in future projects.

You may ask, how does this help me? McAllister has created several content/subject specific SharePoint sites. In order to access these sites you need to be invited to join the specific site. Once invited by the designated site owner, you will receive an email to become a member of that McAllister SharePoint site. The sites are accessed through Internet Explorer just like any other web page. (Tip: Bookmark the site in your "favorites" for easier return access.) Once enrolled, you will have access to the documents, forms and/or announcements on that site. You can also access your personal SharePoint page to view a list of SharePoint sites that you are a member of. Since SharePoint sites are content/subject specific, not everyone will have access to every SharePoint site. McAllister is working to add more sites and greater access to users as we move forward with our implementation.

McAllister SharePoint sites currently created and in use include:

Document Distribution and Libraries

- ⇒ The HR Admin SharePoint site will be a tremendous asset in distributing HR, Payroll, and Benefits forms and publications. The site will ensure that all outports have the most up to date versions of enrollment forms for health insurance, 401(k), other benefits as well as current tax forms. HR Administrators will be able to review, edit and store McAllister employee handbooks and policy and procedure guidelines and forms. The HR Admin site will also contain Company contact information and links to all of our benefit providers.
- ⇒ The Quality and Safety Management System (QSMS) SharePoint site is a document and forms library of official company policies and procedures. This site library will serve as the main document repository for industry regulations and standards. Forms on the QSMS site can be downloaded so as to be available offline. The site already contains over 100 electronic forms relating to the QSMS, including work orders, service orders, Incident Reports, Corrective Action Forms, Customer Satisfaction Surveys and many others. Tugs will access this data through a separate application currently being tested.

Financial and Operational Reports

- ⇒ Financial Reports are stored and then distributed through the SharePoint Financial Reporting site. When financial reports are completed, they are posted to the site and users receive an email telling them new reports are available for viewing. This will ensure managers and key personnel receive their reports in a timely manner without physical distribution and extra costs.
- ⇒ Operational Reports are now created on a SharePoint site and a summary email is sent to all subscribers. Users then follow a link to the report in order to view and track Key Performance Indicators such as Ship Moves, Harbor Jobs and Outside Tug Hire Ratio. These reports are also stored in order to ensure this data is tracked historically and so that trend reports can be generated.

Project Management

- ⇒ Responses to requests for proposal or project oriented SharePoint sites can be used to quickly create teams, assign tasks to members, track the status of tasks, manage timelines, and store supporting documents such as images, tug specs, spreadsheets, etc. and hold discussions for specific projects.

Ultimately SharePoint will allow McAllister employees to increase productivity and communication across all ports and departments. For more information or assistance with SharePoint, please contact Marlon Edwards via email at maedward@mcallistertowing.com.

Benefiting from Your Benefits

Take advantage of McAllister's Flexible Benefit Plan!

You can make more money this year! Take home more money when you pay for items you purchase with pre-tax dollars! Enroll today for McAllister's flexible spending account ("FSA") through Beneflex.

There are three different accounts that you can benefit from: Healthcare, Dependent Care and Mass Transit & Parking.

In the Healthcare program, many common medical purchases are reimbursable. These include but are not limited to: over-the-counter drugs, such as pain relievers, antacids, and cold medicines, doctor visits and co-payments, prescriptions, eyeglasses and contacts and many more. Maximum annual election, which is determined by the IRS, is \$3,000.

The Dependent Care benefit covers expenses for eligible children and adults for daycare centers, preschool and before/after school care. Maximum annual election is \$5,000.

The Mass Transit & Parking program enables you to set aside a portion of your income tax-free to pay for certain transportation and parking expenses that you incur while you commute/park to and from work. Maximum monthly election is \$230 (for both parking and mass transit).

If you desire to participate in the FSA in 2010, it is necessary to complete the enrollment form and return it to your Department Manager or the HR Department at 17 Battery by **no later than December 30th, 2009**. All full-time employees are eligible who have been employed for the previous 12 months prior to January 1st, 2010.

Welcome to Willis Rewards!

We are pleased to welcome all our employees to Willis Rewards. This is an exclusive discount program for you, your family and friends. Just in time for the holidays, Willis Rewards provides you with access to private shopping events and exclusive discounts on hundreds of brand names and services including special savings on theatre, concert and sporting event tickets. Some of the discounts include 12% off Dell, 10% Target, 20% National Car Rental and many more. Willis Rewards allows you to set your own personal preferences and email reminders to be sure you never miss out when an offer from one of your favorite brands becomes available.

You can access Willis Rewards from any computer with internet access. To get started visit:

www.willisrewards.com

Click "Submit" under new members registration

Enter your company name: **McAllister**

Enter your information and company code: **McAllisterrewards**

Click "Submit" and you are on your way to enjoying savings. Have fun!

McAllister Towing introduces the Employee Portal website!

At the end of this year, McAllister will launch our very own Employee Portal website. Employees will be able to login to their own page where they can access their contact info and other important records on file with Human Resources. The next issue of "At the Helm" will contain complete details about this new site. In the meantime in order for us to launch this exciting development, we need your assistance. Please send your preferred contact email address to HR Administrator Farah Jean at fjean@mcallistertowing.com. Thank you!

If you need further assistance with any of these programs and/or benefits or if you have additional questions, please contact Nancy Errichiello in the 17 Battery office at 212-269-3200 Ext. 8331 or via email at nerrichi@mcallistertowing.com.

“SPOTLIGHT ON”
McAllister Towing of Port Everglades

In continuing our “Spotlight On” section, we are proud to share with you our Port Everglades, FL operation. We hope you enjoy becoming a little more familiar with this port and the exceptional individuals who work there.

Who are the key personnel in Port Everglades?

<u>Name & Position</u>	<u>Date of Hire</u>
Bruce McAllister - President	07/18/1974
Capt. Mike Ring - General Manager & Vice President	09/29/1993
Charles Runnion - Operations Manager	04/14/1995

How many employees work in Port Everglades?

We have a total of 14 employees: 11 crew members and 3 people in the office.

How long has the company been a part of McAllister?

McAllister started operations in Port Everglades in 2004 when we purchased TugZ Company, LLC from Great Lakes Towing, who had been operating since 2002.



How many tugs are in Port Everglades?

Since our inception in Port Everglades, we have always operated two Z-Drive tugs in the port. Currently we have the 4,650 hp twin screw tractor VICKI M. McALLISTER and the 5,100 hp triple screw tractor ERIN McALLISTER, the only triple-screw tug in McAllister’s fleet.

Any interesting facts about the Port of Port Everglades and its personnel?

Port Everglades is a major cruise ship port serving the Caribbean. It isn’t uncommon to see over 40,000 people coming and going from the cruise ships over a weekend. We are eagerly looking forward to the weekly arrival this winter of the newly built “Oasis of the Seas”. This vessel is the largest cruise ship in the world capable of carrying 5,400 passengers. With dimensions of 1200’ long and 155’ wide it truly is a monster of the sea. The Port of Port Everglades receives petroleum products serving the Florida peninsula from Orlando south. The growing container business will surpass 1,000,000 TEUs this year.



In fact, every week we receive numerous vessels that are as large as 1,000' long by 140' wide capable of carrying up to 6,000 TEUs. Overall there are over 5,000 vessel calls annually in Port Everglades, making it the largest in Florida.

What's the best attribute of the port?

The balmy 80 degree weather all year helps us keep our tans in great shape, plus during the winter season we like to call up north to see how all are suffering in the snow and ice.

What's the worst attribute of the port?

Hurricane Season is a bear! Though this year, knock on wood, has been easy, a few years ago we had three storms come through the port within a month. Sitting in a tug through one of these hurricanes is not easy. You get all sorts of small stones flying off the local roofs into the tugs' windows providing an unnerving "rat-a-tat" while you're trying to hold station in the heavy winds. Guess that's our payback for the our "best attribute" as we would rather have snow on those days.

Have there been any unusual or memorable jobs that occurred in Port Everglades?

They are all memorable! Handling a 1,000' x 140' container ship though the narrow channels in the port during heavy winds is a nerve wracking challenge that we tackle daily; but it is a normal feat for us that instills a genuine sense of pride when we finish a well done job.

What makes Port Everglades different from other McAllister ports?

Port Everglades is a very concise port where running times between jobs are maxed out at 20 minutes providing low fuel consumption. The weekends are the busiest time for us where it is commonplace for us to do 14 jobs in a 24 hour period.

Anything else or anyone else you would like to mention about Port Everglades and McAllister?

Our tug captains, Terry Briggs, Bob Jeffery, Tony Codega, Steve Carmine and Matt Kicklighter, are all highly professional in their work and are considered some of the better boat handlers on the East Coast. Without their abilities, our reputation in the port would not be as high as it is today!



IN THE NEWS

Information about McAllister and its Employees

ELLEN McALLISTER and crew dominate NY Tug Races!

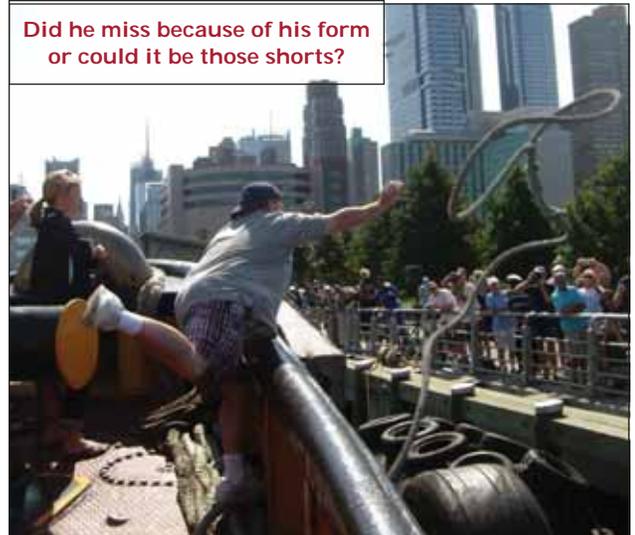
McAllister certainly displayed its prowess at the 17th Annual Tugboat Race & Competition in NY Harbor. Things got off to a rousing start as the 4,000 hp twin screw tractor tug ELLEN McALLISTER lead the way in the race and crossed the finish line in 1st place. This victory foreshadowed what would turn out to be one of our best showings at the annual event. Shortly after winning the race, the ELLEN exhibited her power in the "nose to nose" pushing contests. After these events, all of the participating tugs tied up around Pier 84 in the Hudson River where official results and other awards were ceremoniously announced. During this ceremony the ELLEN was named this year's "Best Looking Tug". And the icing on the cake was that Capt. Kirk Watts was awarded the



"Best Tattoo" trophy for his full back masterpiece depicting a sinking ship complete with the entire text of "The Last Watch" (part of a "Memorial Service for a Mariner"). The day could have been even better if Portland Tugboat President Capt. Brian Fournier had stayed in the wheelhouse.

Unfortunately, Brian's hubris got the better of him as he ventured onto the deck to compete in the line throwing contest. After two complete whiffs at the designated cleat, Brian slinked back to his Pilot's seat with a sheepish grin. Overall the day was huge success for McAllister tugs, crew and the guests who got to ride along and cheer. Congrats to all involved and a special thanks to the crew of the ELLEN McALLISTER: Captain Kirk Watts, Mate Garrett Wojtukiewicz and Engineer Scot St. Clair.

Did he miss because of his form or could it be those shorts?



McAllister at the Movies!

McAllister is featured in two online video projects that have garnered quite a bit of "buzz".

The first video, "The Tug Film", was shot and edited by Jon Kane. The video was shot in November of 2008 and depicts the return voyage of the USS Intrepid from Staten Island to her berth at Pier 86 in Manhattan. Jon had never before been on a tug, but in viewing the video he captured you never would have known it. His video is extremely patriotic and shows the entire journey of that day from initial hook-up to final docking. The video can be seen on the Vimeo website at www.vimeo.com/5698852. The day after the video was put on the site, it was chosen as the number one staff pick by Vimeo.

By the end of the week, it had been viewed over 9,000 times and was also included in the "Must See Videos" of the New York Times website (<http://lens.blogs.nytimes.com/2009/07/24/must-11/>). Jon's video has gone on to receive recognition from both the public and the maritime industry. It was shown at a recent American Waterways Operators national meeting. The film is currently being considered for the grand opening of Mystic Seaport Museum's (Mystic, CT) tugboat exhibit which is scheduled to open in May of 2010. Congrats to Jon and his crew and also to all of the McAllister tugs and their crews from that day. It certainly was a historic journey and now, thanks to Jon, serves as a great documentary of how McAllister continues to lead the way!



The second video featuring McAllister shows a more individual and personal side to the tug industry. The video was shot by PBS Channel 13 for their web series 'New York on the Clock',



Capt. Chris Baker
Tugboat Rosemary McAllister

where they feature people "who make our city work". The film presents Captain Chris Baker aboard the tug ROSEMARY McALLISTER during Fleet Week 2009. The video can be seen online at www.thirteen.org under their programs tab and is an inside look into one Captain's story aboard tugboats. (The direct link is: <http://www.thirteen.org/nyontheclock/video/chris-baker-tugboat-captain/1?slider=2>) Congrats to Chris on a great video and for allowing the general public to see a shining example of a tug Captain and McAllister employee.

McAllister Employee Announcements

McAllister is pleased to announce the following:

In New York, Engineering Asst. Tammy (nee Carfagna) and Brian Thigpen, deckhand and "Tugboat U" graduate, welcomed Christian Thomas Thigpen into the McAllister family on 9/27/2009. Also, Dispatcher/Personnel Asst. Amber Barnes was happily married to Warren Engle on 10/3/2009.

In Philadelphia happy news comes from GM Captain Joe Benton and his wife Amy regarding the birth of their son Joseph Edward Benton IV on July 10th, 2009.

And not to be outdone, Virginia has three newly welcomed additions to the family. Aaron Joseph Ipock (Matthew Ipock-Dispatcher) was born on September 14th, Joelle Arianna Martinez (Joel Martinez-Electrician) arrived on September 22nd and also on September 22nd Docking Pilot Kevin Eley and family welcomed Willa Elizabeth Eley. Also Virginia is happy to congratulate Mr. Trafton Jordan and Ms. Sarah Blythe who were married on September 5th, 2009.

McAllister would like to offer our sympathies and condolences with the following announcements: Milton "Uncle Milty" Negrin, who worked in the Insurance Dept. from 1973-1989, passed away on June 21st, longtime 17 Battery Receptionist Bobbi Meyer, who many people called "the voice of McAllister", died on August 30th, and sadly as well we report that VP and GM Captain Eladio Rodriguez of McAllister Towing San Juan succumbed to his valiant fight with cancer on November 17th. They will all be dearly missed and our thoughts and sympathies go out to their families and loved ones.

At the Helm

**McAllister Towing
17 Battery Place, Suite 1200
New York, NY 10004**

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**Just a reminder to keep your stories, photos and
submissions coming. Please send them to Craig Rising
at the 17 Battery Office.**

McAllister Towing's
"At the Helm"
- Volume 12

Compiled & Edited by:
Craig Rising.

Send comments and suggestions to:
crising@mcallistertowing.com



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