

Oral History Interview
Chesapeake Bay Maritime Museum
“The Culture of Tugs and Tugs in Culture”

Interviewee: Gregory (Greg) McClelland (G.M.)
DOB: 12/21/51
POB:

Also present: Joshua Biebesheimer (J.B.)

Interviewer: Michelle Zacks (M.Z.)

Date: December 2, 2011

Location: McAllister Towing of Baltimore, North Locust Point Marine Terminal,
Baltimore Harbor

Comments: Greg is the Operations Manager at McAllister Towing of Baltimore. He has been in that position since 2004. He has always been in the operations side of shipping work, which is a key facet of the overall commercial shipping industry.
Greg's work career has been:
Philadelphia Maritime Exchange: 1982-1989 (a Maritime Exchange is a port-based organization that tracks commercial vessel traffic in and out of a particular port and supplies “real-time” information to relevant parties)
Bunker Barge Company 1990-1992
Agent for Aspen Shipping: 1992
Turecamo Maritime: about 1993-1998
McAllister, Philadelphia: 1998-2004
McAllister, Baltimore: 2004-present
We talked in his office, and focused largely on the maps of the port and descriptions of the various terminals and companies that are located in Baltimore Harbor. He gave me a copy of the map he was referring to, so we can match up his conversation with a visual representation of the locations. He was extremely generous with his time and very willing to be involved.

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M.Z.: This is Michelle Zacks for the Chesapeake Bay Maritime Museum. It is Friday, December 2nd. I'm in Baltimore. And what's this part of the harbor called?

G.M.: Locust Point area.

M.Z.: Locust Point area.

G.M.: Fort McHenry is right here, and we are right here.

M.Z.: Okay, and it says North Locust Point Marine Terminal.

G.M.: Yes.

M.Z.: I'm with Greg McClelland, and Eric Applegarth is here as well. So we came here this morning in hopes to go out and tag along on a ship docking job but, as seems to be pretty standard, things have gotten pushed back, is that right?

G.M.: Yes, correct.

M.Z.: Can you say a little bit about what the deal was and what the situation is now?

G.M.: Estimated ETA yesterday. Wherever the ship is coming from, obviously they delayed there. Maybe they weren't finished in time, or they didn't sail on time, or there's a hundred things that could have been changed between yesterday and today.

M.Z.: Is that mostly a factor of the weather and things like that?

G.M.: Yeah, weather, just more work than they anticipated maybe, even to the point where they had to wait for parts and fix something. There are so many things that could have happened. But it happens all the time (laughing) so it's a normal day.

M.Z.: Yeah, you had warned me about that over the phone yesterday. So they were supposed to be here at 11, and now it looks like, what did you say?

G.M.: About 1730.

M.Z.: That's 5:30 this evening. Do you usually know a lot about what the ship is, what kind of cargo it's carrying, or is it just sort of like a job is a job?

G.M.: Yeah, a job is a job. I have from Maritime – and I'll get this right about now for this week – a list of ships coming in for the seven-day period. Then I get, everyday, ships that have come in, ships that are anchored, ships that are on their way, and I get that for three days, it's more pinpointed. Gives you a time of arrival at Cape Henry or at Chesapeake City 'cause there's two ways to get to Baltimore. So there is enough information about the ship before it gets here that I know.

M.Z.: And you said it's from Maritime, that's Baltimore Maritime Exchange?

G.M.: That's correct.

M.Z.: And what does that mean exactly? I haven't heard of that before.

G.M.: Oh, well they have one in every city. As a matter of fact, I worked for Philadelphia Maritime Exchange for like seven years. But it's an information bank. They record everything. The times that ships do things, estimated times that they will be doing it, and they work closely with the bay pilots. As a matter of fact, they're in the same building. So there is ample information that the tugboat companies work with.

M.Z.: So you need to know the basics, like where it's coming from, what time it's scheduled to arrive, but you don't really have to know a lot about what they're carrying. You have to know the size of the ship, I suppose.

G.M.: Yeah.

M.Z.: What's the vital information, as far as you're concerned?

G.M.: The length and whether it has thrusters is important. And a lot of these ships are car ships, so you know they're like a big box. And if it's windy, watch out (laughing). So the type of ship is important, but what they're actually carrying has no effect on us.

[Begin McClelland 2]

M.Z.: Okay, so you mentioned cars as being one of the cargos that comes in here.

G.M.: A major car port on the East Coast. And coal. A lot, a lot of coal, and a lot, a lot of cars.

M.Z.: Comes in right here that you guys deal with.

G.M.: Yes. The coal pier is Consolidated Coal, right here, and you have coal piers down here.

M.Z.: And down here is Curtis Bay.

G.M.: Curtis Bay area, correct.

M.Z.: And the other area that you were just pointing to, what would you call that?

G.M.: Canton.

M.Z.: When we were getting escorted in, I guess the security guy who was walking us in, he said – we were looking at those big huge cranes and I figured that those were the Gantry

cranes that deal with the container ships. He said no, that the containers mostly go to the union port, I think he said Seagirt and Dundalk.

G.M.: Correct.

M.Z.: So you guys divide up what sorts of cargo you deal with? How does that work?

G.M.: We have contracts with the shippers, or the ship owners, or the charterer. That determines what tug company does the ship. It doesn't matter where it goes; you go by the contract. You go by the people that you're working with rather than the ship, because the same ship could be run by one company today, and tomorrow go on charter to somebody else – as a matter of fact, it could be all on the same day – determines the tug boat company.

M.Z.: What about the union, non-union situation? How does that affect which ships go where, or what kind of cargo goes where?

G.M.: I don't know anything about the unions. I don't have anything to deal with them.

M.Z.: So you guys are non-union?

G.M.: We're non-union. We used to be union, but they voted the union out.

M.Z.: When you say we, does that mean McAllister or does that mean Locust Point Marine Terminal?

G.M.: McAllister. We used to, just last summer, be right here.

M.Z.: Over at Seagirt?

G.M.: Yeah, right on the end of Seagirt. We moved, and nothing changes on our part, even though we're not over there. Now they're union, Seagirt, and I'm not even sure if where we are now is union or not. They're all company employees, I think. But that doesn't have any effect on us.

M.Z.: Okay. Can you explain again how it works, where you guys go out to meet the ships?

G.M.: Oh, yeah. If it's coming past the bridge –

M.Z.: Past the bridge, you mean Francis Scott Key Bridge?

G.M.: Yeah, then we would meet them at the bridge and follow them up. And the docking pilot would give us the orders. He determines how many tugs that he wants on the job. So we just meet him at the bridge and follow 'em up. And except for Sparrows Point, we meet them at the Y. Obviously, it's below so we have time to get the lines on, get in position,

and the docking pilot would take it into Sparrows Point, the wharf, or the pier, either side. Just have to be there in advance, that's all.

M.Z.: Sparrows Point, it looks like, is Bethlehem Steel Corporation?

G.M.: The old Bethlehem, yes. It's sold a half a dozen times in the recent years.

M.Z.: So is there a particular kind of cargo that goes there to Sparrows Point?

G.M.: Ore pellets or steel, raw materials. And then it's used by the company down there and made into steel.

M.Z.: Again, you have to excuse my ignorance, but docking pilots, bay pilots, can you just sort of explain who's who? The bay pilot is on the ship already that's coming in, right?

G.M.: Yes. He would get on at Cape Henry, down this way, not much farther. The bay pilot would get on, bring it up to the bridge or the Y. That's when a docking pilot would get on, taken out by launch.

M.Z.: The docking pilot is a McAllister person?

G.M.: No. They used to be company employees, but the pilots have merged. The docking and the bay pilots are all in the same organization now. So they're not company employees, but at one time they were. Just changed recently, a few years ago. So we don't tell them what to do; they tell us what to do.

M.Z.: And it used to be the other way around?

G.M.: Well, the pilot would still tell us what to do, but he was a company employee so he knew what our workings were and he would maybe adjust things to that, and now they're all independent in their own organization.

M.Z.: What do you think about that change?

G.M.: It's all right. I mean, it doesn't have a whole lot of effect on us, but the same situation with our company where the other two were doing the same thing. They were company employees. So now instead of just dealing with a certain set of guys, I have to deal with everybody. Everybody has their own technique and expertise, and you have to deal with it. That's all there is to it.

M.Z.: So has it made your job more complicated?

G.M.: Yeah, a little bit. They all have their own personalities, and just like the rest of the world, you have to deal with them. Don't always agree, but you got to go along with it.

M.Z.: You don't always agree with the decisions that they make, or the timing or that sort of thing?

G.M.: Yeah. One guy might say I can do this with one tow, and another pilot might say I need three.

M.Z.: For the same kind of situation?

G.M.: For the same job, yeah. It's okay though. We get everything done.

M.Z.: You're learning how to adjust to it.

G.M.: Yeah.

M.Z.: So now there's a bay pilot, docking pilot organization, association?

G.M.: Yes.

M.Z.: And they've merged recently. The bay pilot has come in way down south in the bay with the ship. You said he might be on the ship for as much as nine hours?

G.M.: Nine hours. It's usually like a nine-hour transit to the Key Bridge from Cape Henry.

M.Z.: You said the docking pilot goes out on a launch. Is that a launch like a McAllister launch?

G.M.: It's a pilot launch.

M.Z.: Pilot launch. And the docking pilot gets on at about the bridge, and you guys also go out to the bridge.

G.M.: To the bridge, yes.

M.Z.: The docking pilot is aboard the ship, and you have how many tugs at that point assisting?

G.M.: Depends on the job actually, but basically just one because he can get control of the ship. The other one can meet him a little farther up, doesn't have to go all the way to the bridge. But it's a small harbor, so it's not a lot of time. You might be talking ten minutes, something like that, difference between the first and, if there's a second tug required, that the second tug has to be there. And the pilots work with us, and we work with them and get the job done safely.

M.Z.: How long does it take you to get from here out to the bridge?

G.M.: I give them forty-five minutes running time. It could be done quicker, but we try to conserve fuel. It's a very expensive proposition now. The slower we go, the more fuel we conserve, so half an hour to forty-five minutes to the bridge.

M.Z.: I guess it might depend somewhat on weather conditions too.

G.M.: Correct. It's a very windy port, very windy. Working in Philadelphia wasn't like this. That might be the biggest factor in Baltimore. You never know when it's coming. It just can creep up on you.

M.Z.: So even though you're here in the office, you have to be pretty in tune with what's going on out there, obviously?

G.M.: Yeah, oh, yeah.

M.Z.: Are you on the weather channel all day?

G.M.: No. Oh, no.

M.Z.: How do you keep track of it all?

G.M.: We do have a weather channel on the radio, the ship-to-shore. I can get it on computer. It's not hooked up at the moment; I had a wind gauge, so it would tell me the direction and the speed. But it's not working very well in the new location.

M.Z.: Can you explain a little bit about what exactly the job of the McAllister tug is and what their relationship is now to the docking pilot? The McAllister captain has to take orders, basically.

G.M.: Orders from the docking pilot. He'll tell him where to set up, how to set up, when to do things and control the speed, the power, and the direction, and we just follow his orders.

M.Z.: And when you're talking about setup, you mean lines?

G.M.: Yeah, there's so many different ways to put the lines up. And that's all according to the docking pilot's expertise. He might like to do it a certain way where another pilot would do it differently, but both get the same job done, just a little differently, that's all. That's all his decision, so we just follow orders.

M.Z.: And most of the guys here have a lot of experience? They've been doing this for a long time?

G.M.: Yes. To be a captain, it's testing. You have to pass Coast Guard tests for certain areas. You have years, years of experience. Nobody starts out as a captain. They all start somewhere and work their way up. So they've been doing this type of work for quite a while before they even get to be a captain.

M.Z.: And have most of them been right here in Baltimore, or do they come from all over the place?

G.M.: Oh, all over. When I worked in Philadelphia, we had a guy who lived in Florida. He'd drive up, work for a week or two, and then drive back, and come back again. And that's common in this industry because we're just harbor here. But like the New York office has ocean-going tugs, and Norfolk, ocean going. So they attract people from everywhere, makes it a little different. But like here in Baltimore, we're just basically a harbor docking, undocking. And we go down to Piney Point or Cape Henry, escorting and stuff like that, but we're not ocean going with these tugs.

M.Z.: How does it work with harbor tugs as opposed to coastal or ocean-going captains where the latter, they're like two weeks on, two weeks off, or something like that? Is it the same kind of schedule for harbor tug captains?

G.M.: Yes. We have some kind of a system, but we can adjust it to their needs. Like if you're married and have kids, you don't want to be working for a month and then taking time off. So we try to make it livable and try to keep everybody happy; makes it easier to do the work.

M.Z.: How many people work here in the McAllister Baltimore facility, roughly?

G.M.: We have three people in the office. Captain Mike Reagoso is our general manager. Today he's in New Orleans.

M.Z.: For a job?

G.M.: No. The boat show is down there this week. And Tom Chritski (ph) is our port engineer.

M.Z.: And there's Greg McClelland, that's you, and what was your title?

G.M.: Operations manager. And Chuck is like an assistant port engineer.

M.Z.: That's Chuck Verhayan (ph)?

G.M.: Yeah. And these are twelve full-time employees, a couple fill-in guys, so it's not real monster big but it's efficient and everybody, hopefully, is happy.

M.Z.: The crew that you have listed there, you said it's about twelve. Is that all captains, or does that include mates and deckhands?

G.M.: No, no. Well, we run two, two-man boats: captain and a deck utility who is a deckhand/engineer. It's just a mixture, about half and half, six captains and six deck utility guys.

M.Z.: We're putting this exhibit together, and we want to explain the sort of behind-the-scenes world of tugboating in the Chesapeake and ship docking is – as I think I told you on the phone, I haven't interviewed any ship-docking people yet so this is great to be able to be here – but if you were to sum up kind of the job description of ship docking tugs, how would you sum it up, how would you describe what it is you're responsible for? Not you personally, but what the tugs are responsible for doing.

G.M.: Well, first of all safety. You have to be able to do the job safely. That is basically it.

M.Z.: How would define the job, blow by blow sort of? This is what they do: they go out there, and meet the ship when it's coming in at the bridge, and then?

G.M.: Follow the docking pilot's orders and maneuver that ship. It's, basically, just dock the ship or undock the ship, maneuver it around. We're getting ships into Seagirt now that are over a thousand foot long. And they're drawing anywhere up to forty-four foot, and they don't move around by themselves. So the tug boats are basically the legs, I guess, to get the ship to what it wants to do or have to do. We're the power people (laughing).

M.Z.: So when the ship comes in, it has to just power down, and then the tug is physically bumping up against it?

G.M.: No. No bumps, no bumps (laughing).

M.Z.: So how does that work?

G.M.: Everything smooth. And the lines hold the tug in position and just maneuver it. We have tractor tugs here that can spin on a top. So the docking pilot does the job according to what kind of tug he has. We're very fortunate here that all three of our boats are tractors.

M.Z.: These are the brand new, kind of really zippy things that can spin around on a dime?

G.M.: Yeah. And they do, too.

M.Z.: That must be different from the old days.

G.M.: Oh, yes, you can do much more with these. Pilots love 'em. It's like playing a video game or something. The controls, the captain sits in the chair and he's got two hands, and they're both working at the same time controlling that tug, which is controlling the ship. They have to be very sharp. Not just knowing what to do, but actually being able to do it. Not everybody has those talents, I guess.

M.Z.: Have you been out on the tugs yourselves? Have you ever worked as crew?

G.M.: No, I've been out on them. I've seen them do the work that they do, but never as a crew member.

M.Z.: How did you get into this line of work yourself?

G.M.: Well, I started out in Philadelphia with the Philadelphia Maritime Exchange. And being the information bank, I got to know everybody in the port. McAllister offered me a job, and I took it. That's it, ever since.

M.Z.: It seems like a great company to work for.

G.M.: Yeah, it is. It's a family-run company. This is one of our deck utility guys who is also a mate trainee. So you might want to talk to Joshua.

M.Z.: Sure, if Joshua wants to talk to us.

J.B.: What's this?

M.Z.: We're from the Chesapeake Bay Maritime Museum, and we're putting together an exhibit about Chesapeake tugboat life and work. We're just interviewing people involved with the industry. And this is our first time at like a ship-docking facility.

J.B.: You came to the right place. Don't go across the harbor and don't go next door.
(Laughter.)

M.Z.: We'll stay right here. Can you run through again what some of the main cargoes are that you deal with?

G.M.: Dundalk and Seagirt are container terminals. Now they also take cars, which is a roll on, roll off. They'll basically do anything, I guess. But their majority of work is with container ships. Down in the Curtis Bay area is all like a lot of oil, gypsum dock, aluminum, oil, coal.

M.Z.: And you guys do work there in the Curtis Bay?

G.M.: Yes, we do. You have oil up in here, and cars, Fairfield area.

M.Z.: Up in here. You said Chesapeake Terminal. Is that what that is?

G.M.: Yes. Well, Chesapeake Terminal has cars. Fairfield Terminal, cars. Atlantic Terminal, cars. But then you get into oil, asphalt and oil products. You have your coal piers in Canton and Curtis Bay, very busy. That's when you come up the Bay Bridge and you see those ships anchored, they're usually waiting for a coal pier. Then you have just a mixture of cargoes and your passenger terminal over here, which is new to Baltimore.

M.Z.: Is that for like cruise ships?

G.M.: Cruise ships, yeah. And every year, it gets busier and busier, doing very well in the cruise ship business. And you just have a mixture of everything.

M.Z.: And when you say everything, I see American Sugar. Are you dealing with stuff like that?

G.M.: Domino Sugar. And right here, yeah, Amstar is Domino Sugar. You have salt, anything that the city needs comes in, or it comes in and is transported to another city. You have your steel plants in Sparrows Point. But if I had to say, the two biggest cargoes are cars and coal.

M.Z.: Has it been that way for a long time, or is that recent?

G.M.: Well, I can only speak for the last seven years that I'm in Baltimore. It just gets increasingly busier and busier with everything. I'll give you an idea of split, the number of ships that come in each month for each company. As you notice, Moran is the busier; we're second, and Krause is third.

M.Z.: So McAllister, Moran and Krause are the main docking companies here in Baltimore Harbor.

G.M.: Yes, actually the only docking companies. You have other companies, but they're oil, like Vane Brothers is here, a very big company. They're on Eastern Seaboard. This is their corporate office but they don't do ship docking. Transport oil, and stuff.

Radio: *879 to Robert.*

G.M.: I have to get that. 879, go ahead, Bob.

Radio: *Good morning Greg. We're just going over this. I called Tom. We're going to hold off painting until it really dries, so we're heading off the pier and heading back to the home site. On the list of working boats.*

G.M.: Okay, and when you get back here, can you stop up at the office?

Radio: *Absolutely.*

G.M.: Okay, thanks. He is a two captain and he's our port captain also. Bob Dempsey. So he's right here, and he'll be here in about ten minutes.

M.Z.: Great, well thanks very much. Is there anything else you want to add before I turn this off? We're putting this exhibit together. Do you have any thoughts about the significance of ship docking in the history of this area and the culture of this area? I know that might be not something you think about often.

G.M.: Well I'm not here very long.

M.Z.: Well, you've been in Philadelphia, too, the Mid-Atlantic area. But it seems like maritime industry has been such an important part of this eastern seaboard for a very long time.

G.M.: Yes. We've been in business since 1864, so it is a very important industry, and we're quite fortunate to be able to do well for so long. We are a family-run business, but I think we might be the only one who's like that in this area. No, I'm sorry. Krause is family run also. But Moran is part of a corporation run by I don't know who. It's very important. It's rewarding.

M.Z.: What's rewarding about it for you, personally?

G.M.: Well, surprisingly, when people ask me what I do, they don't even think about tugboats, you know. We're in the Yellow Pages and I get so many calls: "Can you tow my car?" I say, "No, we're not a tow truck company; we're a tugboat." "Oh." Everybody seems surprised. Nobody ever gives a thought, unless you're in the industry, about tugboats. It's actually quite funny, I think, but it's quite a conversation starter, I think.

M.Z.: Has it gotten more difficult or less difficult over the years to explain your job? As we were driving in, and I'm really not very familiar with Baltimore, and I'm not from this area, but it seemed like there's little pockets of more developed areas that are getting kind of gentrified. And I know waterfronts in general, you know, have become sort of desirable places to live.

G.M.: Everybody wants to live on the water.

M.Z.: And that can often make it harder for the older, industrial uses of the waterfront to continue to function. Has that been an issue either in Philadelphia or here in Baltimore?

G.M.: In Philadelphia, trends shift, I think, where they used to be a more diversified cargo port. A large part of their business in Philadelphia is all oil now. And there has to be waterfront, so that doesn't affect Philadelphia that much about the trends, because oil is oil and it's going to be there. In Baltimore, the waterfront has changed. There used to be a lot more docks, which have gone by the wayside. When the Inner Harbor was converted to what it is today, you lost piers there. So it changes. I guess it depends on how you look at it. Somebody wants to live in a condo on the water, change for the better for them, but if you're wanting a job and you work on the waterfront, it's not good in that respect because they are changing, and it'll never ever go 100 percent one way or the other, but just as long as the mix stays at a comfortable level, because it is going to change and you never know how it's going to change. Right now, containers are a very large business. They can bring anything in, or ship anything out in a container. Well, they didn't always have containers. So it's changed that way in the shipping business. And it's also changed the areas where the docks are.

M.Z.: How so?

G.M.: Well, they have massive amounts of containers. They come in full, or they leave full, but where are all the empty containers? They're all over the world now. They have to be stored so there's massive amounts of land that are like storage areas. And when a ship brings in a truck, or farm equipment, or cars, they all have to be stored. So there's a lot of spaces in the industry that I guess you don't really see because it's loaded or unloaded right at the waterfront, but where's all that cargo go? It's storage somewhere. I don't know if I answered your question.

M.Z.: You did. It's very useful, very interesting stuff. With what you're saying right now, I'm wondering how this part of the industry is doing, what the prospects are for jobs. Would you say it's growing, it's healthy, it's declining?

G.M.: Well, it's growing actually in this industry. Everybody else is losing jobs, and we're just getting busier. Ships are much bigger, more cargo, which means more stevedoring. The turnaround is very quick. Like you might have a ship come in and completely unload in less than 24 hours, and they get out.

M.Z.: That's different than the old days.

G.M.: Yeah, because it all had to be emptied by hand, actually, and now with the containers, it's all cranes. And all those containers need trucks with trailers. So it just filters throughout the whole of society, actually. And it's creating jobs, and it's getting busier every year in Baltimore. I can't talk for every port, but in Baltimore, it's very healthy right now.

M.Z.: Is that part of the satisfaction for you, to be in an industry that's actually growing and providing jobs for people?

G.M.: Yeah, especially for me (laughing).

M.Z.: Doesn't hurt.

G.M.: No, not at all. There's a lot of rewarding things. The type of people you work with are a certain type of people, like people who love the water, boats, machinery. It's just so diversified, everything about it is rewarding.

M.Z.: What's the diversity like in terms of race? Is it mostly a white industry here in this part of the industry, or is it mixed white, black and other?

G.M.: It's mixed, but in Baltimore, not so much mixed in the tugboat business.

M.Z.: In Baltimore it's more white?

G.M.: Yeah. Well our company is mostly white, but not for any reason other than we have very low turnover and other races, I guess, never applied. It doesn't have to be white, it doesn't have to be anything, but you have to have a history of water work. I don't know what affects that. But in New York and your larger ports, no such thing as just one type

of person, it's quite a mix. It's more like the whole world. But I can only speak for Baltimore.

M.Z.: And when you were in Philly, you were with McAllister, as well, right? Initially you were with the Philadelphia Maritime Exchange but then you were with McAllister in Philadelphia?

G.M.: Yes.

M.Z.: And what was that like in terms of race? Was it mostly white or black?

G.M.: No. Mixed. I think in Philadelphia, you got people that were from all over. Like we used to have a lot of southern guys come up and, like I said, one guy from Florida would drive up all the time. In Baltimore, it's basically people who live in Baltimore.

M.Z.: And it's kind of word of mouth how you get jobs and things like that? You said it's a family business, so is there that kind of more personal network for how people get involved in this company?

G.M.: If you were on the water and working on the water, you know other people who work on the water. And if you worked, you might say, "Hey, I know a guy who's pretty good at what he does and he's looking." "Bring him in." So in the smaller parts of this company, it probably is word of mouth. But we used to be union. And what we would do is call union hall and get our people from there.

M.Z.: Is that the Seafarers?

G.M.: International Union. Yes, but we're not union anymore in Baltimore. To tell you the truth, I don't know if every port, because we're from Maine to Puerto Rico, I don't know if everybody is non-union or if it's a mix. Doesn't pertain to me, so I never gave it a thought actually. In Baltimore, it's word of mouth, but I also get a lot of applications. But like I said, I've never seen a company had almost no turnover, so that's unique, I think.

M.Z.: I've heard the term with some of the interviews I've done, "coming up through the hawse pipe." Do you know that term?

G.M.: Hawse pipe. I'm not familiar.

M.Z.: That's like you get to become captain just through, basically, your work experience. You're on all these different ships, and you work your way up from the bottom.

G.M.: Yes.

M.Z.: And that's sort of in contrast these days to people who go through the maritime academies. So there's two different trajectories that people can follow to get to be, eventually, captain.

G.M.: Well, you can go through the academy but when you come out and start actually working, you usually start at the bottom.

M.Z.: So for your company, do you have people who are coming here based on their prior experience, or from the academies, or both?

G.M.: Everything. We had guys from the academy. As a matter of fact, we have an intern program where in the summertime I get calls from guys in the academy and they have to set up work for their schooling, so they enjoy coming here. They'll start at the bottom. You can't be a captain if you don't even know what the deckhand is doing, or asked to do, or needs to do. So it's good to start at the bottom.

M.Z.: Yeah, I've heard that from other people, too, and that this kind of harbor work is really good experience because you get a broader range of situations that you have to deal with compared to just like if you're just doing the same thing every day, like on these oil tugs and barges.

G.M.: Yes, I think it's good for a learning experience to the guys who are starting out. Start at the bottom, get to know everything and work your way up the hawse pipe, yeah. I think really that's how it usually works for everybody. Captains would be able to tell you better.

M.Z.: Great. Thank you so much, Greg. Is there anything else you want to add that you think is really important for us to tell?

G.M.: When is your museum piece going to be?

M.Z.: It's April 20th. That's when our scheduled opening is. So we'd love to have you guys come over if you're able to.

G.M.: We probably will, yeah.

M.Z.: Okay, I'll give you my card and we can definitely keep you posted on how things are moving along. It would be an honor to have you come over.

G.M.: Okay. Thanks.

M.Z.: Great. Thank you so much.

[End of interview.]