Summer, 1953

40th ANNIVERSARY ISSUE
A July day in 1913. The schoolmaster, Woodrow Wilson, had been in the White House four months. The Panama Canal would be opened in another year. The sixteenth amendment to the Constitution had legalized a federal income tax. The Balkans were rumbling. Bulgaria was fighting the Serbs and Greeks on a 300-mile front. And the New York Giants under John J. McGraw led the National League, with the Superbas (later renamed the Dodgers) in fourth place.

On a morning of that July, in the City of New York, the telephone rang in the office of a young lawyer named Henry P. Molloy, at 25 Broad Street, in the heart of the shipping district. When Mr. Molloy had lifted the receiver a voice said, “Henry, I have a fellow here who has some ideas. Fellow named Moore. We're going to form a corporation.” Young Molloy recognized the voice as that of his friend, Emmet J. McCormack, a lad of his own age, an associate socially and—in a small way—politically, in Brooklyn's Bay Ridge section. He had handled the legal details of several businesses in which young McCormack had engaged. He did not know this fellow named Moore,” though he would soon know him and the two would be friends and business associates many years.

What are you going to call this corporation?” asked Molloy.

“We'll call it Moore & McCormack Company, Incorporated,” said McCormack.

“You'll need three directors,” said Molloy, always watchful of the legal fine points.

“All right,” replied McCormack. “You be a director, along with Moore and me. You be secretary, too. We'll make Moore president and I'll be treasurer. All right with you?”

“Suits me fine,” said Molloy.

“All right, get to work on it.”

On July 9, 1913 Moore & McCormack Company, Incorporated, officially came into being, capitalized at $5,000 with three officer-directors, with two desks in a ninth floor office of an eleven-story building at 25 Broadway (since replaced by a more modern structure) and with ambitions and plans—and hopes—its major assets. This company was destined to survive as such for twenty-five years; in 1938 it was the major one of nine companies that were either consolidated or dissolved to clear the way for the creation of Moore - McCormack Lines, Incorporated, (capital, $10,400,000) the present corporate form under which a fleet of 37 ships are operated between the Atlantic and Pacific Coasts of the United States, the East Coast of South America, and Scandinavia and the Baltic, with the operating-trade names of the American Republics Line, the American Scantic Line and the Pacific Republics Line.

True, there had been a few preliminaries before Albert V. Moore and Emmet J. McCormack formed their corporation. They had already dealt with each other on a business basis as representatives of other firms and had opportunity to know each other's talents.

In young McCormack were the energy and experience of a business-seeker who had crossed the river from Brooklyn to the Manhattan shipping district as a lad of fourteen and had remained, spreading his native vigor among a variety of occupations, venturing into the operation of the first ferry service ever to link Brooklyn and Staten Island, owning his own towboat while still a lad of only 25 and finally his own coal company. The shipping industry knew Moore as a tall, retiring fellow whose character and talents complemented those of his new associate. Moore's talents were those of an executive rather than a salesman. He had been something of a baseball catcher, too, had actually been scouted professionally.

The partners were 33 years old. They had been born nineteen days apart in homes less than twenty miles apart, Mr. McCormack in Brooklyn, Mr. Moore in Hackensack, New Jersey. In the course of their apprenticeship in downtown New York prior to the formation of their own company they had absorbed an enthusiasm which boys always find in a trade or profession which they are determined to make their life work.

Young Moore was bitten by the urge to enter shipping as a boy. His grandfather was a shipmaster and his uncle was both owner and master of a ship. His father was a manufacturer who owned an interest in several ships. While still a youth he joined the staff of Bowring & Co., of New York City, a British ship-owning firm; when he left that organization four years later to join the Tweedie Trading Company, also of New York, he had mastered many branches of the industry. He was with the Tweedie firm six years, serving as secretary of the company and the first assistant to its head. He was particularly interested in chartering, and became known in the industry as one of its ablest chartering agents.

In the course of his work with the Tweedie company, Mr. Moore became acquainted with the young McCormack, who was working himself up through various stages of shipping to the ownership of his own firm. It is a frequently repeated story in Mooremack circles that Mr. Moore gave Mr. McCormack's company the first coal contract it ever had, and it is Mr. McCormack's memory that this story is true.

The McCormack business career had started when the future shipping magnate was a lad of fourteen. And the scene of his first business activity was, of all places, the tent of a Wild West show. The famous silver-thatched Buffalo Bill had come to Brooklyn in 1894 at a time when the young McCormack felt he had absorbed all the formal schooling he needed.

The First 40 Years of Mooremack

Henry P. Molloy.
In Brooklyn’s old Ambrose Park the show was staged, with young McCormack first as water tender for the riders and the Indians, then as salesman of programs. His experience convinced him that school was not for him; he turned his eyes toward Manhattan, across the bay.

He crossed on the 39th Street ferry from Brooklyn to Manhattan and headed for the shipping district. His father had worked on tugboats, having risen to the post of engineer on the old Valiant and traveled with her as far as Russia. At No. 26 South Street he found a job — four jobs, actually. For a salary of one dollar per week per employer he went to work for a ship’s chandler, a firm supplying dunnage for the stowage of case-oil, a stevedoring company and an operator of towboats. Eventually his affection for towing and dunnage outweighed the others. He became a solicitor for dunnage contracts, mostly for British ships in sail. As steamships grew in importance he became a bunker-coal salesman. An official of an oil company, who liked him personally but disliked his employer, offered him business on the condition that he become his own employer. He scouted around for funds. His mother sold some building lots and two dunnage firms added their support, so that he was able to buy a vessel that could tow and salvage and carry as much as 150 tons on deck. He named her the America.

Meanwhile the problem of bunkering coal for British tramp ships had grown in importance and young McCormack turned his attention to that. He formed the Commercial Coal Company in 1905, his task being to get coal from railroad cars on the terminal sidings into the ships at their berths. In the midst of his problems he made the acquaintance of young Moore and they worked out coal contracts as previously related. The Tweedie company discontinued at a time when the Commercial Coal Company was expanding and young Moore joined McCormack, bringing to the operation an abundance of talent as an executive, a talent which the growing firm could well use. They found they did well together. They moved coal, not only in New York, but in the coastwise trade, too. But they were not satisfied. They talked ships, speculated, planned, talked some more — then telephoned Henry Molloy.

The new company lost no time, once it had come into being. It moved in with the Commercial Coal Company, which had office space at 29 Broadway and which now obtained a contract to carry coal for the Clinchfield Coal Company, one of the largest firms of its kind in New York. The market was watched for the possibility of a chartering contract which would give Moore & McCormack Co., Inc. a chance to prove its talents.

Long before, the United States and Brasil Mail Steamer Company had operated several years. It was felt that a direct steamer service between New York and Rio would encourage new trade. The U. S Post Office Department paid an annual subsidy of $150,000 to the line, but despite this the service was discontinued in 1872 because, according to critics, the ships were too slow and the service infrequent. In 1913 the new Moore & McCormack Company found itself in a position to operate a ship on charter to Brasil. She was the Montara.

The Montara was an iron ship that had several owners during her career. The firm of A. H. Bull & Company, of New York, which served as her agent several years, recalls having sold her at least twice, and chartered her several times. She was built in 1881 in Chester, Pennsylvania, by J. Roach & Son, and was 315.6 feet long, 39.2 feet beam and 21.8 feet deep. She was of 1,695 net tons and 2,562 gross, and had two decks and five bulkheads and 217 nominal horsepower. She had been around in her career, even before Moore & McCormack chartered her.

When the Montara headed South on that charter contract in 1913, flying the Stars and Stripes at her mast, no such event had taken place in 26 years. Many years later Mr. McCormack recalled that when the Montara arrived at the port of Rio de Janeiro, the entire staff of the United States Ministry (we had not yet raised our representative there to the rank of Ambassador) hurried down to the pier to look upon this wondrously
strange sight. They took their cameras with them, to record it for all time.

The Montara holds a revered place in the history of Mooremack, and rightly, for despite the fact the company operated her on only two voyages she remains the symbol of the energy and imagination of the new company. But the operation had its threatening moments, as Mr. McCormack recalled, in an interview with John Bunker of the Christian Science Monitor, some thirty-seven years later, as follows:

"In 1913, along with Albert Moore, his long-time partner in the Moore-McCormack lines, he chartered the S.S. Montara and entered the steamship business with a contract to haul dynamite from Wilmington, Del., to Brasil.

"It was a 50-50 proposition," he explains. 'Either we would be launched in the shipping business on a very profitable charter or we would be minus a ship.'

There was a hitch in the operation, however, and the cargo wasn't ready when the Montara arrived at Wilmington. If she waited long, the young partners would be ruined financially, paying her expenses while she idled at anchor, so they jumped at the chance to carry an interim cargo of coal from Norfolk, Va., to Aroostook, Maine.

"But we didn't count on the Yankees," says Mr. McCormack. They rigged up such a complicated charter agreement for that cargo of coal that we were happy to break even on the trip."

The first agency contract the new company obtained, with the Clinchfield Navigation Company, maritime subsidiary of the Clinchfield Coal Company, proved a most important link in the chain of events which, through the years, tied the 1913 partnership with the present-day Moore-McCormack Lines. Several circumstances were involved.

In 1912 an extremely destructive fire on the Hoboken waterfront damaged a British-flag cargo ship named the Dunholm. "This ship, of about 5,000 tons, a coal burner with clipper how and triple expansion engines, was ruined down to the waterline. The firm of Merritt & Chapman (still in existence under the name of Merritt-Chapman & Scott), undertook to salvage the ship and had her towed to Staten Island.

The rebuilding work proved so expensive that the owners abandoned the ship and the salvage company took title to her in payment of money due on the work already completed. The ship lay on the beach some three years, and became famous as a background of several motion pictures. The movie industry, young at the time and in no position to build expensive backdrops, found the damaged

NOW — 5-11 Broadway, home of Mooremack since May, 1919.
The first ships owned by Moore-McCormack. The Gettysburg, later named Barnstable, is shown undergoing alterations prior to entering Moore-McCormack service; the Gettysburg, previously the Jesse E. Spaulding, is shown berthed in the Hudson River.

ship on its stretch of sand a photogenic and inexpensive asset. Eventually the salvage company sold the ship to the Clinchfield Navigation Company, which then had her towed to the Tietjen & Lang shipyard in Hoboken, now a Todd unit.

Here the task of rebuilding was resumed, and eventually the ship was again considered seaworthy. Immediately offers of purchase were submitted to Clinchfield, for by now a shortage of tonnage had developed with the coming of the first World War. Moore & McCormack, as agents for Clinchfield, were aware of the general interest in the ship, and prevailed upon the owner to withhold sale until it could submit its own offer. It had found a possible purchaser, and on the strength of an option to buy from Clinchfield, Moore & McCormack took over the ship for resale. Moore & McCormack sold the ship, and with its profit turned to the program which had inspired their partnership — purchase of ships.

With the funds now available the company investigated two Great Lakes ships, to determine whether they could be utilized in the deep sea trade. They were the Jesse E. Spaulding and the Gettysburg. After investigation it was determined that these were the ships the young men wanted. The first to be purchased was the Spaulding, which was immediately renamed the Moore-McCormack, thus for the first time giving to the shipping trade the name that was destined to be associated with these operators for many years to come. They re-named the Gettysburg the Barnstable.

The Barnstable was a wooden ship, the Moore-McCormack steel. Both were typical lakers, with their machinery aft, boilers atop the deck, captain’s quarters forward. They had to be rebuilt in considerable detail for operation to South America, for it was the ambition of Moore & McCormack to send their own ships in the wake of the Montana. The Gettysburg — or Barnstable as she would be named — was taken to Marine City, Michigan, and the Spaulding, or Moore-McCormack, was taken to Buffalo Creek, in upper New York. Later, the Barnstable was taken to Norfolk, for additional physical changes.

The Jesse E. Spaulding was built in 1899 by F. W. Wheeler & Company at West Bay City, Michigan. She was of 1,290 gross tons, 985 tons net, and was 220 feet long, 40 feet beam and 14 feet draft. She had three cylinder triple expansion engines. The Gettysburg was built in 1887 at Trenton, Michigan, by Craig & Son, and was of 1,099 gross tons, 726 tons net, was 208.6 feet long, 35.6 feet beam and 17.6 feet draft. She had two cylinder compound engines. She was built of white oak and yellow pine.

As the work progressed on these first two ships of the new fleet, another phase of the new company’s operation developed with the coming of the World War. The Svenska Lloyd Line, which operated ships between Gothenburg, Sweden, and British ports, found it inadvisable to continue this operation because of the presence of German submarines and warships in the northern European waters. The company, seeking protected waters, approached Moore & McCormack.

The resulting contract produced another first in the new company’s history, for the Saga, one of the Svenska Lloyd fleet transferred to Moore & McCormack, was the first passenger ship ever to be operated by the company. Her master, Captain Thor Eckert, a bearded man with the proverbial shipmaster’s foghorn voice, soon became a familiar figure in the Moore & McCormack offices at 29 Broadway. Captain Eckert later joined the Moore & McCormack staff and became its port captain, and on leaving the company established himself as a ship operator in New York.

The Saga was quite the most impressive ship operated by Moore & McCormack up to that time. She was built in 1909 in Newcastle, England, by Swan, Hunter & Wigham Richardson, and was of 2,809 gross tons. She was of steel, 322.4 feet long, 46.2 feet beam and 19.5 feet draft. She had a well deck and two other decks, had electric lights and refrigerating equipment, and during a period of her operation to South America by Moore & McCormack was the only passenger ship on that run. She made her first sailing January 13, 1917. Enrico Caruso was probably her most famous passenger.

There were difficulties, of course. Consider the Barnstable, for example. The Barnstable’s story is best told in conjunction with the story of her master, Captain Robert E. Moon, who died in 1946 after serving as port superintendent for Moore-McCormack in San Francisco, this phase of his career following many years at sea and several years ashore in the Boston office of the company. In 1934 the New York Times told this story:

Captain Moon’s greatest thrill came in February 1916. Master of the freighter
Barnstable, with a cargo of coal, he was hit by a hurricane off the coast of Georgia. The vessel was abandoned after a struggle. Standing with a belaying pin in hand, the captain drove his Negro crew into the lifeboats and finally, with his ship’s decks awash, took a boat that was promptly smashed in the lowering. There were thirteen men in the boat and when it was washed up on an islet fifty-four hours later, badly stove in, three of the men had lost their reason and died, and a fourth succumbed.

"The lifeboat was buoyed up only by its air tanks—its occupants sat in water almost to their chests as it drifted fifty miles in the storm. Still in the black of night, and with all the gas gone, the boat hit ground and the captain stumbled up the beach of Black Beard Island, a deserted quarantine station.

An old house was found, its shutters were ripped off for stretchers for the injured, and the captain collapsed. The next morning three little Negro boys in a rowboat from a nearby island were thoroughly frightened at the sight of the waving, shouting group. They turned about, but their story brought help.

After the Montara the company chartered the Seguranca, a steel ship of 4,033 gross tons, 2,806 net. She was built in 1890 by the Delaware River Iron Shipbuilding & Engine Works, of Chester, Pa., and was 321.8 feet long, 45.2 feet beam and 33.8 feet draft, powered by three cylinder triple expansion engines.

The Saga’s departure for South America in 1917 was the first of fifteen sailings by ships operated by Moore & McCormack that year. Other ships operated during this period included the Fager, the Graecia, the Maim and the Anglia. On the sailing of the Graecia, on Nov. 18, 1917, the operators added the port of Pernambuco to its itinerary. In March 1918, the Calabra was added to the fleet, carrying a cargo to Pernambuco and Santos. When the Graecia sailed on March 15, 1918, she added Bahia, but it was not until the sailing of the Jekyll, on March 23, 1919, that Moore-McCormack penetrated beyond Brasil, adding Montevideo, the capital city of Uruguay, to the itinerary. Meanwhile, the fifteen sailings of 1917 had increased to eighteen in 1918, and with successive sailings new ports were appearing on the schedules — Maceio, La Plata, Pelotas, Sao Francisco, Porto Alegre. New names appeared on the prows of the ships, too — the Indian Girl, the Killeena, the Alastor, the Algeria, the Ragna, the Gantock Rock, the Nantahala, the Montosa, the Saagus, the Milwaukee Bridge, the Delevan, the Honolulu, the Flour Spar, the Western Spirit, the Epitacio Pessoa (named for the President of Brasil), the Eastern Shore, the West Nosska, the West Selene, the Os sineke, the Moravia Bridge, the Hoboken.

The first call at Buenos Aires, Argentina, the present southern terminal of the Moore-McCormack South American operations, was made in 1919. When the Nantahala made her entry into this operation as a Moore-McCormack ship on June 17, 1919, she called only at Buenos Aires and Rio de Janeiro. Six months later she sailed for Rio de Janeiro, Santos, Montevideo, Pernambuco, Buenos Aires, La Plata, Porto Alegre, Rio Grande, Pelotas and Bahia. In 1918 the company had eighteen sailings to South America, but only four South American ports were visited — Rio de Janeiro, Santos, Bahia and Pernambuco — whereas in 1920 thirteen sailings were made but thirteen different ports were visited — Rio de Janeiro, Santos, Bahia, Pernambuco, Rio Grande, Paranagua, Rio Grande do Sul, Pelotas, La Plata, Porto Alegre, Maceio, Montevideo and Buenos Aires — and some of these many times during the year, Buenos Aires, for example, ten times.

While this operation to South America was in development, Moore & McCormack had turned also to Scandinavia,
where valuable contacts had been made through the operation of the Svenska
Lloyd ships and through the Commercial
Coal Company, which was still in active
operation and a joint occupant of the
quarters at 29 Broadway. During the war
the Commercial company had contracts
to supply bunker coal to units of the
British navy in several United States
ports, and operated extensively along the
Atlantic Coast. These contracts led to a
series of sailings to Scandinavia, starting
with the sailing of the Catalonia for
Gothenburg on Nov. 30, 1918, the Both-
nia and the Andalusia the following
month, and in February and March of
1919, five sailings in a period of thirty-
one days by the Andia, the Holmia, the
Liguria, the Matilia and the Lunaria.

In effect, this was the start of an era
in American shipping. Several present-
day ship lines trace their coming-of-age
to this period. For Moore & McCormack,
too, utilizing the experience of six hectic
years as background, it would prove the
start of its rise to new eminence. All that
had gone prior to this time appeared as
a mere flexing of the muscles, a prepara-
tion for what lay ahead. The company
had operated ships, mainly to South
America, during the war years, as is
indicated in the listing of ships and sail-
ings for 1917-1918 in a preceding para-
graph. It had also operated some ships
to the Mediterranean on war missions.
Much had been learned from the war
experience, much added to the experience
which young Moore had originally picked
up with Bowring and Tweedie, and
which McCormack had learned from his
salvage and coal and ferry operations.

The company’s removal from the ninth
floor of No. 29 Broadway to the ground
floor of the building at 5 Broadway should
be set down here, for it is indicative of the
new Moore & McCormack facing the
post-war era. The Emergency Fleet Corpo-
ration had followed the North German
Lloyd Line into No. 5, then the quarters
had been empty a period until Moore &
McCormack, on a one-year lease effective
May 1, 1919, took rental of 4,124 square
feet of space in the twenty-story building
that stands on the west side of historic
Bowling Green, diagonally opposite the
Custom House. This would remain the
company’s address throughout the years.
Morrison Pretz, now the company’s General Traffic Manager, joined the staff the day the new offices were opened.

The personnel had increased steadily and so had company facilities. During the war and immediately after, we had occupied Pier 33, on the East River, foot of Pike St., Manhattan; Pennsylvania Railroad piers B and D, in Jersey City; and a pier at the foot of 33rd St., South Brooklyn. From 1920-1929 we occupied Piers 66 and 68 on the East River, at the foot of East 18th and 20th Streets. Several good masters and engineers had emerged during the years of the war as likely timber for the organization which the company hoped to erect. The operating record was good. With all the seven seas waiting, Moore & McCormack sat down to consider areas most likely to need a first class shipping service.

A service was established to Ireland, with stops at Cork, Dublin and Belfast, and an occasional stop at Londonderry. (Eamon de Valera was a passenger on one crossing.) The service existed until 1925, with flour and machinery moving from the United States and linen from Belfast, mackerel from Cork and tobacco stems from Dublin, the principal cargoes westbound. The Ford Motor Company was building a factory in Ireland and Moore & McCormack ships carried materials for it. But adequate westbound cargoes were lacking and the service was discontinued after thirty-seven voyages.

Two other services were also started, to the Levant and India. In 1920 and 1921 the cargo ships Graecia, Gallia, Liguria, Hibernia, Masilia and Graena, made voyages to the Mediterranean, to Greek, Egyptian, North African, Adriatic and Black Sea ports, including Constantiolipe, Varna, Burgas, Constanza, Samsun, Poti, Galatz, Odessa, Sevastopol, Novorossisk, Batum, Trebizond, Piraeus, Patras, Salonica, Trieste and Fiume, Alexandretta, Beirut, Smyrna, Alexandria, Port Said, and other ports. Ships including the Mason City, Prusa and Masilia sailed to Karachi, Bombay, Colombo, Madras, Calcutta, Rangoon. The company also operated ships frequently to Havana.

But the real objectives of the company were to the north and to the south, from Sweden to Argentina, and with the passing of the years these remained the targets, with services intercoastally and to Florida and the Gulf of Mexico interspersed. Scandinavia seemed particularly attractive to Moore & McCormack after its experience as operator of the Svenska Lloyd ships to South America during the war. It also attracted other firms whose ambition to establish shipping services was encouraged by the so-called M.O. 4 agreement, an instrument widely known at the time. This agreement made war-built ships available to Americans on very generous terms: the government met the operators’ losses in return for the establishment of service on the so-called essential routes. At one time ten American firms operated on the Scandinavian route.

Moore & McCormack entered this service with tonnage chartered from the Shipping Board, carrying food supplies and grain eastbound, at the outset, then adding agricultural equipment and industrial supplies as the Scandinavian countries started their post-war bid industrially. The cargoes westbound were largely wood pulp and paper, first from Sweden and then from Finland.

The trade proved profitable at the outset. Moore & McCormack added steadily to the fleet which it operated as agents of the government during the first years. But as the twenties advanced, as the ill-immediate affects of the war boom wore away, and the Scandinavian flag lines which had been forced out of the trade by war contingencies returned to operation, the position of the American flag operator became increasingly more difficult.

In 1926 the Shipping Board seriously considered the prospect of eliminating the service entirely. By this time Moore & McCormack was the dominant U. S. flag operator on the route.

Studying the prospects of the trade, the company was convinced that an American flag service, if separated from government, privately owned and operated, had a chance of survival. A few changes which could not be made as long as the company was merely the government’s agent but which, as owners, it could effect, would turn the tide. At least that was the feeling. The company therefore approached the Shipping Board with a proposal that it place the American Scantic Line on the market. The Board complied and Moore & McCormack purchased it. The American Scantic Line, Inc., was formed (as a Moore & McCormack subsidiary) on September 12, 1927, to operate the service between Atlantic Coast ports of the United States and ports of Sweden, Denmark, Norway and Finland. The company bought the first ship from the Shipping Board, the Minnequa, in October 1927, followed this with the purchase of the Bird City, the Casper, then the Sagaporack, the Cliff wood, the Argosy, the City of Fairbury, the Saguache, the Chickasaw, and the Schenectady.

The government in 1928 recognized the need of a program of financial aid for American flag shipping competing with foreign flag lines, most of which had been aided in similar fashion through the years by their governments. Congress therefore passed a law by which payments were made to American flag lines to carry the mails on the basis of ship miles.
This mail subvention, as it was called, helped to an important extent those lines operating on essential routes to meet the foreign flag competition. Under this law Moore & McCormack was encouraged to expand even farther in this Scantic trade. The company in 1932 sent four of the fleet — the Chickasaw, the Bird City, the Sagauche and the Schenectady — into the shipyard, and there converted them into real passenger carriers, with facilities for ninety passengers per ship. They were renamed respectively the Scanmail, the Scanpenn, the Scansates and the Scanyork. Other cargo ships subsequently were renamed the Mormacmar, Mormacrey, Mormacport, Mormacro, Mormacsea, Mormacstar, Mormacsul, Mormacsun and Mormactide.

While dimensions of the ships varied in some details, they were roughly as follows: 5,300 gross tons, 3,255 net, 400 feet long, 54 feet beam and 24.6 draft. They operated at 13 knots. An extensive program of conversion was carried out with these ships over a period of years, including the streamlining of rudders and improvement of boilers and turbines, all of which increased their efficiency and added a knot or two where it was needed. Samuel R. Aitken, who had joined Moore & McCormack after serving the Emergency Fleet Corporation as port engineer, became the company’s first vice-president and general manager, and directed this program. He wrote a distinctive chapter of achievement, handling all insurance, purchase and sales of the early ships before his death in 1938.

The success of both passenger and cargo services was instant and complete. The four “Scan” ships, the only American flag passenger ships on the Scandinavian run, maintained standards equal to those of the largest passenger ships; even today former passengers mention the ships with great pleasure and it is obvious they are missed. At first the passenger service extended only to New York; later Philadelphia and Baltimore were added as ports of call.

The major cargoes westbound in this service for a long period were wood pulp and paper. Eastbound from the United States automobiles represented about 40 per cent of all cargoes.

Meanwhile the company entered into an agreement with the Pennsylvania Railroad which proved beneficial to both. The company moved its terminal operations from Manhattan on the East River to Jersey City on the North River, using the railroad’s terminals and in various ways tying together operational activities.

1928 an entirely new field was opened to the company by reason of the availability of the Scantic ships. Commodore Robert C. Lee, an Annapolis graduate, who joined the company in 1920, visited Moscow and after a thorough survey of the Russian situation signed a contract whereby Moore & McCormack became a shipping agent for the Russian government. The Amtorg Trading Company was the Russian agency handling the country’s foreign trade, the Amerutra its shipping agency. Under the contract the Scantic Line ships added Leningrad as a port, the only U.S. ships calling there.

Through the years a varied traffic developed with Russia. In many ways the manifests of the Scantic Line ships calling at Leningrad reflect the economic growth of that country. Complete factories purchased in the United States were moved by Moore & McCormack. All of the electrical equipment for the huge Dnieperstroi Dam, wrecked by the Germans during the second World War, also was carried. Russia shipped dozens of types of materials to the United States, including lumber and wood pulp, furs, licorice root, chemicals and caviar, even Russian dolls and trinkets. “A little of everything,” Commodore Lee later summarized.

The experience with Russia which the company gained through the days that led eventually to the outbreak of the second World War was to prove of tremendous benefit, when that war came, not only to Moore & McCormack, but to the American people as a whole, for when the Russians entered as an ally, the problems of supply proved tremendous. Only because of the knowledge gained during the peacetime era was it possible to carry on this operation effectively, and the talents and experience of Moore & McCormack were drawn upon by the Army and the Navy, the Lend-Lease Administration and other branches of government.

Two other operations which attracted the attention of Moore & McCormack should be set down at this point. One of these involved the intercoastal service of the Calmar Line, the other the coastwise service of the Moorack Gulf Line. The Calmar Line, maritime subsidiary of the Bethlehem Steel Company, in 1927 launched a service from Baltimore and Philadelphia to the Pacific Coast with six cargo ships — the Calmar, the York-
mar, the Massmar, the Pennmar, the Oakmar and the Texmar. Moore & McCormack became their cargo agent and continued in that status until 1939 when Calmar opened its own offices.

The major cargo carried westbound to Los Angeles, San Francisco, Portland (Oregon) and Tacoma, was steel products of Bethlehem, along with paper products, lubricating oil, trucks and automobiles. Eastbound the ships carried lumber, canned goods and paper. Louis F. Klein, now special representative of Mooremack, was Philadelphia manager of the company during most of this operation and did much to achieve its success.

In 1923 and 1924, before the market crash had come and with it the generally depressed business situation nationally, cargoes of materials to Florida were being offered, largely because of the building activity in Florida. Moore & McCormack ships occasionally carried some of these. Whole towns were laid out, many of which would not be developed for twenty years, though the land had been bought and blueprints were at hand. In one instance, Mooremack carried a complete shipload of bathtubs into a Florida port.

From the experience gained by this occasional operation, the Mooremack Gulf service in 1928 was launched, with prospects which appeared promising and which were fulfilled for several years. This service linked Boston, New York, Philadelphia, Baltimore, Miami, Tampa, New Orleans, Houston, Corpus Christi and Brownsville on regular schedules, and several out-ports whenever cargo offered. Examples of the latter were Jacksonville, into which Mooremack carried Ford motor cars; Port Tampa and Fernandina, Florida, to pick up cargoes of phosphates; Galveston, for cotton; Freeport, Texas, for sulphur; and Mobile, for cotton and general cargo. In this service, the schedule called for two sailings weekly out of New York, one to two weekly sailings out of Boston, as well as two to three weekly out of Baltimore and Philadelphia.

Southbound, the cargoes in this service were about as representative as any could be, ranging from motor cars to beer. Practically anything that might be found in the modern grocery or the modern hardware store was carried. Northbound, the cargoes were classifiable in greater detail. From the Florida ports they included fresh and canned oranges and grapefruit, phosphates, canned tomatoes and fertilizers. From New Orleans (which tapped sources as far north as St. Louis and cargoes that moved down to port by barge) the freight included rice, cotton and manufactured goods, these latter being largely the barge-carried goods. The cargoes from Houston were, on the whole, similar to those moving from New Orleans plus wool and frozen eggs and poultry. From Corpus Christi came bulk oil carried in deep tanks, and wool; from Brownsville came canned vegetables and canned and fresh citrus fruits, fertilizers, cattle feed; from Port Isabel fresh citrus fruits.

The Poles advised Moore & McCormack of their thinking. Commodore Lee, now a vice-president of the company, went to Poland. A group of Polish officials boarded a motor launch with him and set out on a trip through the marshy waters that lay all about, and as the boat progressed they pointed out the proposed locations of their quays, their channels and other facilities. Commodore Lee
caught the spirit. He, too, rose in the boat and pointed out where Moore & McCormack would build their warehouse.

The task was undertaken. A French company built the railroad. A Danish company built the breakwater. The Marshal Piłsudski Quay, largest of all the port's new quays, was built.

The Moore & McCormack warehouse rose, with the other new buildings. A program of training and education was found necessary. The staff instructed longshoremen in modern methods of handling cargo, Polish banks in processing shipping documents. Moore & McCormack supplied a ship calling one week eastbound from New York with a stop at Copenhagen and another the next westbound, frequently direct to New York. It was not unusual to see a Mooremack ship arrive in Gdynia with thousands of bags of dried prunes and fresh apples from the U. S. West Coast transshipped in New York.

Joseph A. Medernach, who joined the company in 1930, after service in South America for the U. S. Shipping Board, was sent to Poland.

Poland developed exports of baskets, mushrooms, sugar beet pulp for use as cattle fodder, and lumber, and later, when the Moore & McCormack ships added refrigerated space, Polish hams. She imported steel, industrial machinery, telephone-telegraph equipment, cables and food, and scores of other materials.

When the new "Scan" ships were planned a major feature was refrigerated space. It was largely because of this that Poland was able to undertake its expanded ham shipments.

At the start of this Polish experience, Moore & McCormack was represented by a local company as clearing agent. In 1928 American Scantic Line w Polsce, was formed, offices established in one of the first buildings to be erected and a warehouse was built (for Polish ownership but with funds provided by Moore & McCormack, on a twenty-year operating basis). The company performed such service for the nation that Commodore Lee was decorated by the Polish government in appreciation.

The Gdynia operation led eventually to Czechoslovakia and Germany.

Commodore Lee on a survey trip in 1933 found German exports, bound for the United States, piled on the piers of Hamburg because American importers were boycotting the German flag ship lines in protest against Hitler, and the ships of the other nations were inadequate to carry all the cargoes offered. If these were to move to the German port of Stettin, he reasoned, the ships serving nearby Gdynia could add one more port. An agent was quickly appointed in Stettin, and within a week of the decision the first Scantic Line ship was berthed there. On that first stop she picked up seven tons of cargo, for two chain store companies in the U. S. The second, two weeks later, picked up thirteen tons, then twenty-eight, then 300. With each trip the volume mounted until 1,000 tons were carried. Cargoes included cereal products, chemicals, carpets, toys, novelties and manufactured goods, and later linen, glass and porcelain as cargoes started to arrive from Czechoslovakia.

The Stettin service survived only nine months. The U. S. Post Office Department ruled the Scantic Line violated mail contract terms by stopping at Stettin, though the stop was made only westbound when the ships carried no U. S. mail. Moore & McCormack discontinued the service with a sailing on December 8, 1933. But the volume that had developed aroused Commodore Lee and his European staff to new plans. Why could not some of this cargo be shipped via Gdynia? The Czechs might be lured away from Hamburg.

But no international railroad tariff existed for Gdynia. Immediately an effort was made to bring the Polish Railroads (P.K.P.) together with the Czech Minister of Transport, Moore & McCormack promising to develop cargoes in central Europe through Gdynia if they would effect a favorable rate agreement. The rates were promised, and with Gdynia potentially a full-fledged rival of mighty Hamburg, an all-out drive was launched. Germany sensed the importance of Czechoslovakia as a buffer state against
her intended push to the east, into the Ukraine. She realized she must either absorb or overrun her. Moore & McCormack, by supplying a service for the Czech import and export trades, was a roadblock to German ambitions. Too, by serving both Poland and Czechoslovakia and tying their economic interests together, the company was strengthening two peoples whom the Germans did not wish to have united.

The Czechs realized their predicament and acted. The Ministry of War started to build the first underground airplane plant near Brno, in Moravia, one of the five states of Czechoslovakia. Moore & McCormack ships carried lathes and other machinery to be used in this plant valued at more than $8,000,000. Then whole trainloads of lubricating oil started to move in from the United States, also in Mooremack ships. Several large Czech companies dropped their German agents and arranged their own purchases of strategic materials, including copper ingots, so as to keep stockpiles a secret from Germany.

Finally, Germany invaded Austria, gaining control of a railroad that skirted Czechoslovakia and held open a route to the Ukraine which the Germans thought could be maintained without dependence upon the Czechs.

In September, 1938, the Germans took over the Sudetenland, virtually ruining Czechoslovakia's trade, for in this move she lost one of her most vital steel mills, the area producing linens and textiles, the hops country and part of the malt country, the rug manufacturing, porcelain and glass industries, and the so-called Gabalonz or novelty jewelry production, a very important item of export. Then on March 15, 1939, the Germans marched into Czechoslovakia. Six months later they marched into Poland and the British declared war on Germany.

After this, Mr. Medernach headed home to organize the company's Trade Development Bureau. Andrew Czapski, manager in Poland, gathered the records in Warsaw and faced the first of the score of crises that would mark his life the next half dozen years. And two sea captains of the Scantic Line brought to the United States some of the first eye witness accounts of war. They were Captain William A. McHale and Captain Waldo E. Wollaston of the Mormacsea and the Flying Fish, which were in Trondheim and Bergen when the Germans invaded Norway in April of 1940. Both got home safely though their officers and crews lived days of peril. The invaders had asked permission to cross the Mormacsea to effect their landing but Captain McHale moved her away. Captain McHale, at the time, was keeping a diary
for his daughter’s fellow-students at Glen Ridge, N. J., who had ‘adopted’ his ship, and when he reached New York on April 25 the whole tale poured out on press wires, radio, television, news reels. The ship had picked up $4,500,000 of gold at Bergen prior to the Trondheim call, and while the seven-day invasion was under way, the treasure lay untouched, the Germans unaware of it. The *Flying Fish*, commanded by the late Captain Waldo E. Wollaston, was caught in a crossfire between British planes and German land batteries.

Meanwhile, the other main focal point of the company’s interest—South America—had been providing one of the most exciting chapters in the company’s history.

As indicated earlier, the company operated several ships to Brasil, Uruguay and Argentina during the first World War and immediately following it. In the scramble that developed in the immediate post-war period, when the Shipping Board allocated ships to various trade routes, several operators ventured into the South American field as they did on most trade routes. Out of this emerged the American Republics Line.

This line had more than one operator in the period between the war’s end and 1926, when it was taken over by Moore & McCormack. The company had made one previous effort in this direction in 1925, when the Shipping Board offered for sale its Pan American Lines’ South American service, then operated by the Munson Steamship Company to South America’s East Coast. This fleet included the liners *American Legion*, *Western World*, *Pan-America* and *Southern Cross*. Though the Moore & McCormack bid was the highest offered for the service, the Munson company as a government operator was permitted to purchase it.

In 1926 Moore & McCormack finally won the contract to operate the American Republics Line, and was hailed by shippers in the trade for the efficiency of the service it provided. However, a powerful influence developed in support of C. H. Sprague & Company of Boston (Calvin Coolidge was then in the White House) and Moore & McCormack lost the service to that company after only a year of operation, despite the vociferous protests of shippers who voluntarily stated to the government that the Moore & McCormack service was excellent. The company then operated the Ivaran Line ships under the Norwegian flag in this same East Coast South American trade, using its own ships to supplement the Ivaran ships.

In 1936 two incidents occurred which affected radically the whole program of Mooremack, in both the South American
and Scandinavian services. The first of these was the enactment by Congress of a new Merchant Marine Act establishing construction and operating subsidies for American flag lines to help offset the hardships of competition with foreign lines whose standards of living permitted lower costs of building and operating ships. The other was a trip by President Roosevelt to Buenos Aires to attend an inter-American conference.

On Sept. 9, 1939, the C-2 cargo vessel Donald McKay, the first ship to be launched by the Maritime Commission under the inspiration of the Merchant Marine Act of 1936 was launched at the yard of the Sun Shipbuilding Company, at Chester, Pa. The great great grandson of the talented Donald McKay, America’s outstanding designer and builder of ships, wielded the champagne bottle in the presence of dignitaries. The event was hailed widely as a milestone in the development of the American Merchant Marine. The ship was purchased from the Commission by Moore-McCormack.

The Donald McKay was of 6,000 tons, 459 feet long, 63 feet beam and 40 feet draft and was built to make 17 knots. She had accommodations for twelve passengers. In the course of the next year five more ships of this same type were launched—the Mormacchav, Mormacwren, Mormacdove, Mormacgull and Mormaclark. They were assigned to the American Scantic Line, in line with the company’s program calling for the operation of a fleet of modern, fast ships between the U. S. and the Baltic.

But even more significant to Moore-McCormack in 1936 was President Roosevelt’s trip to Buenos Aires. The President at the time was in the midst of his Good Neighbor Policy. He visioned a broad program which would solidify the American republics but in Buenos Aires, he was deeply disturbed by the spectacle of gleaming new ships flying various foreign flags, while tonnage of relative mediocrity flew the Stars and Stripes.

On his return to the United States the President notified the Maritime Commission that it must place first on its list of projects a first class passenger-cargo service linking the East Coast of the United States and the great ports of Brazil, Uruguay and Argentina—Rio de Janeiro, Santos, Montevideo and Buenos Aires.

Several incidents occurred in the next two years that brought the President’s program to fruition probably sooner than even he had expected. First, the Munson Steamship Company, which operated a passenger-cargo service on this route, passed into the hands of receivers. Then the Panama Pacific Line discontinued operation of the passenger-cargo liners, Virginia, Pennsylvania and California in the intercoastal trade. The Maritime Commission acted quickly. It purchased the three Panama Pacific ships, created a new American Republics Line with them and some cargo ships, assigned to the line the route on which both Munson and American Republics lines had been operating between U. S. East Coast ports and South America’s East Coast, asked bids for the operation.

The three passenger ships were rebuilt at a cost of nearly $1,000,000; handsome tiled swimming pools were built on the after decks, air conditioning was extended to the dining rooms, the total accommodations per ship were reduced from some 720 to about 500 with many of the rooms enlarged. Most striking of all, the ships were changed from twin stackers to single stackers, and the ships were re-named, as a gesture of good will toward the republics they were to serve, the S.S. Brazil, S.S. Uruguay and the S.S. Argentina.

On August 15, 1938, it was announced in Washington that the Moore & McCormack bid for operation of the entire fleet had been accepted. This involved, in addition to the three passenger vessels, the cargo vessels Collingsworth, Calbersort, The Angeles, West Calumet, West Imboden and West Selene. Of these the Collingsworth and West Imboden were operated by us only one voyage. The others remained with us several years.

The operation demanded an immediate strengthening of the company’s service throughout South America, and at home as well. A. V. Moore flew immediately to South America, to set up the organization, and at home the necessary departments were created. Emmet J. McCormack, acting for the company, on September 6, 1938, signed an acceptance for the delivery of the first of the ships, the S.S. Brazil, after its overhauling and rebuilding in the Bethlehem Shipbuilding Corporation yard.

Incidentally, the company’s name was changed to that of Moore-McCormack Lines, Inc., on September 8, 1938, as the company prepared to inaugurate the new South America service.

Admiral Hutchinson I. Cone, who had served the Navy as Chief of Construction and served also as a member of the U. S. Shipping Board, was named chairman of the board of Moore-McCormack. Also, in 1938, Captain George L. Holt, who had joined Moore-McCormack in 1926, bringing experience gained on many seas and in many ports, and who became the company’s marine superintendent, was named vice-president.

As executive in charge of Traffic, he has contributed greatly to the upbuilding of the company.

The Brazil, formerly the Virginia, sailed for South America October 8 from Pier 60, North River, the first of the passenger liners to enter the new service.
Captain Harry N. Sadler, formerly master of the *Southern Cross*, was in command.

The *Uruguay*, in the command of Captain William B. Oakley, sailed two weeks later, followed in another two weeks by the *Argentina*, in the command of Captain Thomas Simmons. Captain Oakley had commanded his ship as the *California* on the intercoastal run. Captain Simmons was a veteran Munson Line master. In the final three months of 1938 the Maritime Commission acted as operator, and Moore & McCormack agent, but on Jan. 1, 1939, the company took over full responsibilities as operator. Leo. E. Archer, a shipping man with wide experience on both coasts, was brought in from San Francisco as general passenger manager.

In 1940 we occupied the new Pier 32, foot of Canal Street, in Manhattan, as a loading and discharging pier for the passenger ships and primarily a loading pier for cargo ships.

Coincidentally, improved, faster cargo ship sailings were inaugurated Sept. 29, 1938, as part of the Good Neighbor Fleet program. Six thirteen-knot ships were assigned to this service, where previously ten-knot ships had operated. The *Monnaecea* started the schedule, followed by the *Alormacrio*, then the *Mormacul*, the *Mormacrey*, *Mormacstar*, and the *Mormacmar*, this last ship sailing on Dec. 9. The service linked the Atlantic Coast ports from Boston to Jacksonville with Rio de Janeiro, Santos, Montevideo, Buenos Aires and other River Plate ports, and the Brazilian ports of Victoria, Bahia, Angra dos Reis and Pernambuco.

For the next three years this South American service was the center of tremendous activity. Observers who had predicted the failure of the passenger operation because of the extended distance of the route (a 38-day turnaround was effected) conceded they might be wrong as the passenger carryings rose from 15,000 in 1939 above 20,000 in 1941.

Indeed, plans were started to increase the passenger sailing schedule from a fortnightly to a weekly basis, by the construction of four additional ships, referred to as the "Rio" ships. These ships were of the basic C-3 design, with accommodations for about 150 passengers each. They were of 17,600 displacement tons, 492 feet long, 69 feet beam and 281/ feet draft. The plan called for their operation with the *Brazil*, *Uruguay* and *Argentina*, and eventually, the replacement of the last three by even larger passenger ships.

Starting with the *Rio Hudson*, on November 27, 1940, at the yard of the Sun Shipbuilding Corporation, at Chester, Pa., and continuing with the *Rio Parana*, the *Rio De La Plata* and the *Rio de Janeiro*, these ships went down the ways to the accompaniment of rousing cheers. Each
ship was blessed before launching; this was said to be the first instance of its kind in modern times. Madame Alzira Vargas Peixoto, daughter of the then— and present —president of Brasil, sponsored the last of the group in an atmosphere bright with evidence of a stronger relationship with our great Latin American neighbor, but overhung with a realization that world affairs might be approaching crisis as Europe felt the first impacts of war.

But the Rio ships were destined never to enter the passenger service. They were requisitioned by the Navy early in 1941 and converted to baby flattops for the British, being renamed, appropriately, Avenger, Biter, Charger and Dasher.

Ships "lost" by Mooremack to that date in the government's program to strengthen our national defense, as prompted by the outbreak of war in Europe, were thus brought to ten—the Mormaclauid, Mormacpenp, Donald McKay, MormacYork, Mormacmail and Mormachawk had already gone to the Navy. The Mormacpenp and Mormacyork renamed the Griffin and the Pelias, became submarine tenders; the Donald McKay, renamed the Polaris, became a storeship, the llormacharek now the Arcturus, became a cargo carrier and the Mormacmail became the Long Island, an airplane carrier.

In South America the effects of the approaching war crisis were becoming evident. The Morma-ura-sea, returning to Seattle from her maiden voyage to South America, brought stories of congested ports, warehouses filled to capacity, lighters used for the storage of cargoes. Vast quantities of corn, wool, hides, coffee, cotton and other freight jammed the ports of Argentina and Brasil, for lack of ships.

WAR—already a reality in Europe and destined soon to involve the U. S. —failed to deter the company's expansion, however. In the Spring of 1940 a cargo service between the Pacific Coast of the United States and South America's East Coast, known as the Pacific Coast-Argentine-Brasil service, was placed on the market by the Maritime Commission. Mooremack offered nearly twice the amount bid by the only other competitor. Albert V. Moore went to San Francisco in May, 1940, to get the service under way. The plan called for assignment of three ships owned by the Maritime Commission—the City of Flint, Independence Hall and Collamer—and later the Mormakstar, the llormacsea, the Mormacsun, and the Mormacnaun were assigned to the service.

The service, renamed the Pacific Republics Line, had its first San Francisco office at 310 California Street, then moved to 200 Pine Street. War later forced a great increase of personnel, a second office and eventually, in 1945, the opening of headquarters at 140 California Street. We had offices only in San Francisco at the outset but were represented in Los Angeles, Portland, Seattle and Vancouver, in the last by Balfour Guthrie & Company. In all but Vancouver we now have our own offices.

Development of this service from Vancouver to Buenos Aires, by way of the Panama Canal, had only started when the war emergency forced a complete revision of plans. Again the value of shipping know how was impressed upon the nation, for eventually a tremendous movement of war materiel to Russia through the Pacific ports challenged every talent and facility which Mooremack could assign to the area. Members of the Atlantic Coast staff went out to the Pacific, set up offices, effected working agreements with the various government agencies and representatives of the Soviet government, and worked round the clock to achieve one of the outstanding transportation performances in the entire war.

At the request of the War Shipping Administration the company formed a subsidiary, the Commercial Dispatching Corporation, to forward all lend-lease shipments from the U. S. to Russia. For its services it received only an annual nominal fee. Its officers were taken from the officers and employees of Moore-McCormack and served for a nominal salary of a dollar a year each.

During the lend-lease operation Mooremack loaded, under the direction of its own organization, more than 1600 ships for the Russians on the Pacific Coast in addition to those operated under General Agency agreement for the War Shipping Administration. Ships from both Atlantic and Pacific Coasts were intermingled as the demands of the war developed and changed; even the big three passenger ships operated from the Pacific for a period. The company opened terminals for the W.S.A. at both San Francisco and Long Beach.

High praise was won for our Pacific Coast feats. For example, at Portland we handled 1,068 steam locomotives, shipped out to Russia. In addition we handled numerous diesel power trains running from two- to ten-car trains. At one time the headquarters of the Russian staff at Portland numbered 150 persons.

Our East Coast performances, notably in New York, Philadelphia, Boston and Baltimore, also reflected credit on Mooremack and its men. Many feats were performed, requiring high quality skill in handling guns, locomotives, military vehicles, airplanes and other equipment. For example, mile-long copper cable delivered to shipside on three connecting flat cars had to be loaded. It was.

In brief, the Mooremack war story would contain the following high spots. The company supplied for the war effort 42 new vessels, built and building, including 21 C-3's, 14 C-2's, and 7 C-1's, operated the passenger liners as troop transports. The company quadrupled its prewar operation. It operated more than 150 ships. It won the four-starred flag, the highest award of the War Shipping Administration, for efficiency. Ships operated by it, either company-owned or operated for the government, carried between Pearl Harbor and V-J Day 1,000,000 troops to the various arenas of battle and 34,410,- 100 tons of cargo. Chosen by the government to handle the tremendous job of dispatching lend-lease materiel to our
ally, the Soviet Union, the company directed the movement of some 20,400,000 tons of this type of cargo. And while carrying out this job—eleven ships were lost. Three masters died with their ships.

The first ship to be lost was the Collamer, commanded by Captain J. M. Hultman, on March 5, 1942. The Independence Hall, with Captain Eugene A. Curott, a veteran Moore-McCormack master, in command, was lost dramatically off Sable Island on March 7, 1942, with the loss of Captain Curott. The third ship to be lost was the Chenango, commanded by Captain A. H. Rasmussen. It went down April 4, 1942, some 400 miles southeast of Cape Henry. Captain Rasmussen lost his life. The Mormacstar, commanded by Captain John Nygren, was sunk one month later north of Norway. The Commercial Trader, commanded by Captain J. W. Hunley, was lost off Tobago Island on September 16, 1943. The George Thatcher, commanded by Captain Henry O. Billings, a former staff captain of the S.S. Argentina, was sunk off the West Coast of Africa. Captain Billings went down with his ship. The library in the S.S. Argentina has been dedicated as his memorial. The City of Flint, commanded by Captain J. P. MacKenzie, was lost off the Azores January 1, 1943. The Deer Lodge was lost off the East Coast of South Africa on February 2, 1943. She was commanded by Captain I. D. Jensen. The West Maximus, with Captain E. E. Brooks in command, was lost in the North Atlantic on March 4, 1943. The John Bascom, with Captain Otto Heitman in command, and loaded with ammunition, was lost December 2, 1943, when bombed at her pier at Bari, Italy. The Henry Miller was damaged beyond repair off Gibraltar, January 3, 1945, with Captain C. W. Spear in command.

Each of these ships is a story in itself, a story of adventure, of fierce drama, and the same may be said for the scores of ships operated by the company. There was no "typical" ship here, but let's consider the record of one.

The Mormacstar, a C-3, was built at Moore Drydock, Oakland, California, in 1940 and taken over by Mooremack's Pacific Republics Line on January 28, 1941. She became the flagship of our Pacific fleet and carried cargo from the West Coast to Rio de Janeiro, Santos, Montevideo, Buenos Aires and Trinidad. When the Japs made their attack on Pearl Harbor, she was one day out of Rio on the northbound run. She raced to Trinidad for a coat of gray paint, then moved, unescorted, to San Francisco.

Capt. W. A. McHale (right) faces the movie camera with fellow officers after wartime exploit.

There she was armed by the Navy and chartered for Army duty in the Pacific. She made several trips to the South Seas, Australia, Fiji and Hawaii. During the Summer of 1942, the ship completed her Army duty and sailed for the East Coast, encountered an enemy submarine and exchanged fire with her.

In New York, she was converted to an AP, technical jargon for a troop transport or personnel carrier. She was commissioned on September 17, 1942, christened the U.S.S. Elizabeth C. Stanton, and Captain Ross A. Dierdorff, USN, was given command. Under his guidance the vessel operated as a troop transport to Africa and England and as an attack transport in amphibious operations.

On November 7, 1942, the Lizzie, as her crew named her, moved into the beach at Fedala, North Africa, on the first of her amphibious operations. She landed troops for the North African campaign, the operation serving as a rehearsal for her next, the landing at Gela, Sicily, in July of 1943.

One of the bloodiest landings of the entire Mediterranean campaign came next, when on September 9, 1943, the Lizzie disembarked troops on famed Salerno beachhead, under a murderous fire from artillery and planes. She was damaged slightly, but was repaired, and made several routine troop-carrying missions before her next amphibious support operation, at St. Tropez, France, Aug. 15, 1944, under Capt. Wilbur A. Wiedman.

The Lizzie finished out the year in Europe, and on New Year's Day, 1945, she sailed for Norfolk, then through the Canal to San Francisco, and finally westward into the Pacific once more. Here, under Commander D. A. Frost, she was attached to Admiral Halsey's Task Force.
The **Mormacrey** is a unit of the Pacific Republics Line fleet.

58 and played an important part in the work done by that group in the island-hopping operation against the Japs. She visited Espiritu Santo, with its green ripe oranges; Guadalcanal, humid and steaming, a tangled mass of jungle; Kwajalein and Eniwetok in the Marshalls; Ulithi in the Carolines; into the Marianas; to Guam; Tinian; Saipan; and finally Okinawa . . . where the doughty ship dipped her colors to the great news of peace.

During her war years, **Lizzie** had a crew of 500 men, with an additional 100 assigned to the small boats used to disembark the troops ashore. Bunks built into each of the holds made the ship accommodate 2,000 men with full equipment, and the troops carried varied with the theater of operations—Marines, Army personnel, Seebees, Senegalese and French.

Currently, the **Lizzie**, now the **Mormacstar**, is on the American Republics service from the East Coast of the U. S. to South America, under the command of Captain H. F. Lane.

One other incident deserves special mention. The S.S. **Uruguay**, commanded by Captain Albert P. Spaulding as a unit of a convoy heading for Europe, was hit amidships by a tanker which had failed to discontinue zigzagging at the hour that had been set. The tanker's nose penetrated to the sick bay of the **Uruguay**, the impact lifting a soldier from his cot and dropping him on the tanker's deck. The tanker withdrew and the transfer of the soldier was not known until several hours later, when Captain Spaulding had turned the **Uruguay** towards Bermuda for repairs. Captain Spaulding and his fellow-officers won high commendation for their cool-headedness in this emergency.

The conclusion of the war meant special chores like the return of soldiers from abroad, then realignment of services and reorganization of departments as the vast movement of military supplies ended and ships prepared to resume their normal role on the various trade routes.

The annual report of Moore-McCormack Lines, Inc., for 1945 reflected the new post-war times; the cover showed sailors applying new paint to a ship's funnel, the familiar black, green and yellow bands with red "M" on a circle of white replacing the gray of the embattled years. The opening paragraph of this report stated:

"The end of hostilities in all theaters of war during 1945 brought no respite to ship operators but rather a new responsibility — the return of millions of our soldiers to this country in the greatest trans-ocean movement of troops ever achieved. In addition vast quantities of vital food and fuel have been delivered by U. S. flag ships to the stricken areas of Europe and elsewhere. We of Moore-McCormack are proud of our share in all this — of the record of more than 219,512 troops we have returned safely to this country since V-E Day and of the more than 100 vessels operated and 300 voyages completed during 1945 as agents of the War Shipping Administration."

This report described several developments indicating the planning that was under way for post-war operation, notably the down payment of $3,062,500 on seven new C-3 cargo-passenger vessels built by Ingalls Shipbuilding Company, at Pascagoula, Mississippi. Also reported was the public offering of 100,000 shares of the company's common stock by Mr. and Mrs. Emmet J. McCormack. This effected no change in the company's capitalization. It did, however, result in the listing of both common and preferred stock of the company on the New York Stock Exchange.

In 1945 we resumed cargo service on all three of our peacetime trade routes, and reopened offices in Copenhagen, Oslo and Stockholm to handle American Scan- tic Line service, and offices in Chicago, Rochester, Detroit and Pittsburgh also.

In October 1945, the Pacific Republics Line resumed normal operation as war needs disappeared. K. C. Tripp, a mem-
ber of the original staff at San Francisco, had been named Pacific Coast manager during the war years, and took over the job of peacetime direction. The cargo ships *Mormacdaun*, *Aformaceland*, *Aformacrey* and *Aformacsun* (each with facilities for twelve passengers) were assigned to the operation. Early in 1950 a fifth ship, the *Mormacgulf*, was added, thus making possible a sailing in each direction every three weeks. The service links Pacific Coast ports from Vancouver to Los Angeles with the Canal Zone, Colombia, Venezuela, Barbados, and the port of Brasil, Uruguay and Argentina with the homeward voyage through the Straits of Magellan.

Meanwhile, the Maritime Commission as part of its program to encourage the upbuilding of a modern merchant fleet, invited bids for construction of two new passenger ships for operation on the Good Neighbor Fleet route to South America’s East Coast. They were to be 670 feet long, with a speed of 18 knots and a passenger-carrying capacity of 550. The company gave deep study both to these and to two combination passenger-cargo ships for the American Scantic service, each to carry 160 passengers. However, a general shortage of steel influenced government policy before these could be started, and within a year plans for the program were dropped temporarily.

In 1944 Mooremack applied to the Civil Aeronautics Board for certificates of convenience and necessity for the operation of airlines paralleling the route to the East Coast of South America and also the Baltic Route and extending eastward across Europe to Basra, Iraq. The Board made a finding that Mooremack was competent to operate such routes but held that a decision of the Circuit Court of Appeals forbidding surface carriers’ participation in air precluded the award of such certificates to Mooremack.

During 1946 Mooremack’s return to peacetime conditions was speeded up. By the end of the year we owned 33 ships, and in addition were operating more than fifty under charter from the Maritime Commission. The owned ships represented a gain of ten over the previous year. This was achieved by purchases under the Merchant Ship Sales Act of 1946, which provided for government disposal of surplus war-built tonnage. Mooremack had purchased four C-3 ships and six of the C-2 type, and arrangements were made to exchange four of the C-1 type for four Victory ships, the plan being to create a fleet of 33 modern cargo liners, all built since 1940, and most having a speed of 17 knots or better. The passenger vessels *Brazil*, *Uruguay* and *Argentina* completed their war assignments during the year and went to shipyards to be rebuilt and re-equipped.

In 1946 a sharp increase in the volume of cargoes — mostly general — developed both to Scandinavia and South America. In South America vast dollar balances had been created, largely because of the sale of war materials to the United States. These dollars were now being spent, and our ships were heavily laden southbound throughout the year and well filled northbound as well. To speed up port operations, the company’s South American subsidiaries started construction of 51 barges, 4 oil lighters, 4 tugboats, also in New York, 4 barges and a tugboat, at a cost of some $3,500,000. Also, in 1946, the offices of five Scandinavian subsidiaries were re-established actively.

The post-war activity swept on to even greater volume when a very heavy movement of vitally-needed coal and grain developed, with Mooremack ships participating in the movement, in addition to a record-breaking world demand for all types of U. S. manufactured goods. This occasioned the chartering of a large number of vessels from the Maritime Commission, which at one time in 1947 totaled 65 Victory and Liberty ships in addition to the company’s owned fleet. Toward the end of the year the demand for dry cargo tonnage lessened and by March of 1948 the chartered ships were reduced to 22. The owned cargo fleet was raised to 34 under the company’s revised planning in 1947, an increase of one over the previous year’s plan. In January 1948 the company contracted to buy a T-2 tanker, which was named the *Mormacfuel*.

The S.S. *Argentina* in command of Captain Thomas M. Simmons, sailed Jan. 15, 1948, on her first, post-war voyage, followed by the S.S. *Uruguay* commanded...
by Captain Albert P. Spaulding, and the
*S.S. Brasil*, with Captain Harry N. Sadler,
re-establishing the prewar fortnightly
schedule from Pier 32, North River, New
York. All three masters had commanded
these ships as troop carriers during the
war. The passenger offices at 5 Broadway
were renovated throughout in modern
decor and new offices were opened for ex-
cutives and for the Traffic Department
extending the entire breadth of the second
story of the building at 5-11 Broadway.

Personnel rose sharply during these
years and space was greatly expanded at
5-11 Broadway. A new Retirement and
Insurance Plan became effective for per-
manent shore personnel with the com-
pany five years or more. The plan pro-
vides retirement annuities after 65 for
men and after 60 for women, and in-
cludes death benefits. More than 97 per
cent of the eligible company employees
joined the plan the first year of its
operation.

The peak of the heavy post-war ex-
port movement to both South America
and Scandinavia was passed during 1948.
In that year the long-term cargo vessel
purchase program was completed, the
fleet totaling 34 plus the *Mormacfuel*.

The shortage of steel, which had halted
the program for replacement of Good
Neighbor passenger vessels, had come to
an end and in 1948 the Maritime Com-
mission and the Navy Department re-
sumed discussions of new tonnage with
the company. These continued into 1950
when the Commission announced that
the subsidy under which the company
operated the Good Neighbor Fleet would
end October 31, and a new subsidy con-
tact would be offered.

On March 21, 1949, the company re-
}
Mooremackites will recognize many of their fellow employees in the picture above, taken at a company picnic in the early thirties.

A. V. Moore was a proud young ship operator when this picture, above, was taken in Gdynia.

The Commercial Pioneer discharging sulphur at Philadelphia.

Right: Messrs. McCormack and Moore bid Capt. Sadler bon voyage as the S.S. Brazil in 1948 starts second decade of Good Neighbor fleet service.
Vice-Chairman Lee addresses an audience of transportation men; he was national president of the Propeller Club 1941-44.

scribed business as at a high level, with 183 voyages, the ships carrying 2,920,000 tons of cargo, with 20,903 passengers carried by the Good Neighbor Fleet. Port congestion and long vessel delays in Brazilian ports caused the company to charter two additional Victory ships from the Maritime Administration for operation to South America. The annual report for 1951 listed the company's fleet as the three Good Neighbor passenger liners, 35 owned cargo ships, the tanker Moore, two chartered cargo vessels and thirteen cargo ships for which we were the National Shipping Authority agents.

Mooremack lost some of the talents of a vital personality in May, 1951, when Henry P. Molloy resigned as vice-president, secretary and general counsel, though he remained as a director of the company. Mr. Molloy's decision recalled again that day in July, 1913, when his telephone rang with the message that a couple of young fellows named Moore and McCormack had decided to enter business together. As this is written, Mr. Molloy is still, happily, a familiar figure at Moore-Mack affairs, and all the Moore-Mack family hope he will long remain so. As his successor as secretary of the company, Gerald F. Swanton was elected.

Business continued at a high level for the first half of 1952 and tapered off the second half, as had been predicted on the basis of studies. However, the company's vessels completed 176 voyages in regular service and carried 2,551,000 tons of cargo. Looking to the future needs of the South American service the company in September filed with the Federal Maritime Board an application for construction of two 23-knot passenger ships, each with a capacity of 700 passengers and a cargo capacity of 430,000 cubic feet.

In the midst of this planning, in December of 1952, Albert V. Moore was strucken suddenly ill. The first fears that gripped all members of the organization receded as he appeared to be winning his fight; then on January 8th, 1953, a few hours after he had said farewell to Mr. and Mrs. McCormack, who sailed on the S.S. Argentina for South America, he was again stricken on his way from a civic meeting in his community, Forest Hills, Long Island, N. Y., and was dead.

The loss of the President of the firm shocked all of his associates, but the necessity of carrying on was realized, and on January 14th the directors of the company met and elected William T. Moore, his son, as his successor. They also elected Mr. McCormack as Chairman of the Board and Commodore Lee as Vice-Chairman. Other changes which followed shortly included the following: K. C. Tripp, vice-president, was given charge of operation in South America; S. L. Barbera was elected treasurer as Mr. McCormack's successor; L. G. Farrell and A. C. Visceglia were named assistant treasurers; and C. J. Gravesen, formerly manager of the Seattle office, was named Pacific Coast Manager, succeeding Mr. Tripp. A new and welcome figure entered the company with the election of Vice-Admiral Edward L. Cochrane, U.S.N. (Retired), Dean of Engineering at Massachusetts Institute of Technology, as a director.

Through the years a fine spirit has developed among Moore-Mack personnel, reflected in relations between executives and their aides, in social activities and other ways. Mr. McCormack has served as father confessor and advisor to scores of his staff. Mr. Moore participated with enthusiasm during his lifetime, one memory held by many being that of the President and Miss Anne Miller, of Passenger, winning the dance prize at a company Christmas party. This past Spring, William T. Moore was guest of the Company Bowling League at its annual dinner and presented the Albert V. Moore Cup to the Tabulating Department team, winner of the league title. Commodore Lee has carried out literally his statement to the employees that his door was "open always, to everybody."

More than 100 men have for years participated in the weekly bowling, and in the past year a second league was created by the women of the company, with excellent results. Moore-Mack also has baseball and basketball teams, competing within the company and in industry-wide leagues, this being true in cities outside New York, too. This kind of activity has helped create a healthy attitude through the ranks.

In November, 1951, an organization of employees who had been with the Company 25 years or more was formed, with John J. O'Rourke, a Mooremakite since 1919, as president. On Mr. McCormack's suggestion it was named the Crow's Nest because, as he said, 'the guiding principles in Mooremack should be, not one of looking back, but of looking ahead, always.' There are now 87 eligible members.

It is impossible to tell in the allotted space the Moore-McCormack story in all its details. In its entirety it embraces the contributions of thousands of men and women, sea captains and stenographers, engineers and longshoremen, clerks and cargo solicitors, stewards and billing clerks. men and women in many parts of the world.

But, basically, the story is that of two young men, richly talented, with courage and imagination and a burning ambition to own and operate ships, who went ahead with what they wanted most to do. Through the forty years they have inscribed Moore-McCormack indelibly in the records of maritime fame. To have worked with them in bringing their dream to fruition has been a tremendous experience to the thousands of men and women so fortunate as to have been accepted into the organization, and it can have only one effect, that of inspiring every one of that organization to a determination to make of Moore-McCormack today something greater than it was yesterday, and tomorrow even greater than it is today.
The Passing Parade

Two Mooremack officials signal honored in recent weeks by the nations in which they make their temporary homes. William F. Mohan, director for Argentina, was elected president of the American Society of the River Plate and Captain George McCormick, director for Uruguay, having finished his term as president of the American Association of Uruguay, has been elected president of the American Chamber of Commerce, in Uruguay. . . . Ken Baldwin, Traffic, New York, elected president of the Junior World Trade Club. . . . Howard Kennedy, a delegate to the convention of the Junior Chamber of Commerce at Minneapolis. . . . Bernard J. Meyer, Jr., New York Passenger, the bridegroom of Miss Ursula Doris Keller. . . . David Clarendon, of Montevideo, assigned to the B. A. office. . . . Miss Nina Gepp, manager secretary in Montevideo for 6½ years, has resigned, will move to England. . . . Charley Swarm of the Los Angeles office getting a reputation as a travel speaker on the Coast. . . . K. C. Tripp, recently appointed in charge of South American operations, welcomed by Brasil’s famous Caricota Society at a party aboard the S.S. Argentina at Santos. . . . Commodore and Mrs. Lee sailed in May aboard the S.S. United States for the Coronation. Eleanor Britton sailed next day, for same event, aboard the America. . . . Richard W. Swenson, son of our own George, and himself a wartime purser of the Uruguay, Mormacro and Mormaclark, received his Ph.D. in Physical Chemistry at Brown University in late May, with proud George and proud mother in attendance. To Doctor Swenson from all of us, congratulations, and the same to his parents. . . . Captain Westy Leth, our Santos manager, honored by Brasil’s President Vargas with the award of the Order of the Southern Cross for his work in improving U. S.-Brazil trade, and richly merited, too. . . . Norman Nowill, formerly of Santos and Belem, named manager of operations in Paranagua. . . . Emmet J. McCormick elected president of the Propeller Club of the Port of New York. . . . Matt Murphy, B.A. Passenger Department, vacationing in the U. S., beted by many friends. . . . The Terry Burkes (all five) sailed in May aboard the Mormaayork for Scandinavia. . . . Harry Richardson, Commissary Superintendent, luncheon guest of his staff and friends on the occasion of 25 years with Mooremack. C. H. Aastrand, senior port steward, and Henri Rasmussen, his assistant, also reach the mark. . . . Andy Corbett and Ray Masters, both of Terminal Department, and Eve Maroney, of Comptroller’s, Pier 32, back at work after surgery. . . . Charlie Lucido, Marine Personnel, left for the Army in May. . . . Ed Desher, Solicitor, elected director for two years of Foreign Traders Association in Philadelphia. . . . Sam Alternum, Phila. Paymaster, had a combination, serious but successful surgery, and fatherhood of his third daughter, Kathy, a few days after return to work. . . . Philip Sweeney joining the Boston Accounting staff to replace Charles Craig, who is in army uniform. . . . Win Dwight, New England Passenger, one of a six-member panel that met with Connecticut travel agents to discuss mutual problems. Win also named chairman of a carriers’ committee to talk with New England travel agents about a travel show in Boston. . . . Tom O’Connell, Boston Traffic, father of his fifth, a girl. . . . Fred Fitch, Boston district manager, reelected secretary, Propeller Club of Boston. . . . Marilyn Dean, Barbera, back at his desk, and with his new title as treasurer, after a three-month stay in South America on business. . . . Joseph A. Medernach, director of trade development, discussed “Cargo Traffic and Operations,” at the annual Foreign Transportation Institute at the American University, in Washington, D.C., in May. . . . Ed Larsson, Sao Paulo manager, arrived in New York in April aboard the Uruguay. en route to his folks in Sweden. In his absence from his post, J. V. O Donnell is in charge. . . . Eugene F. Clarendon, retired director of Mooremack Argentine operations, arrived in the U. S. in April to spend the Summer. . . . New additions to the Mooremack family include a girl to the Anthony Ercolanas, mamma, the former Marian Elias, of Solicitors; a daughter to the Francis D. O’Heas, poppa of Freight Cashier’s; a boy to the Peter Henrys, mamma, the former Gladys Gobel of Passenger. . . . Corporal Tom Birch, former Permit Clerk, now in Korea, sends thanks for his copy of the N. E. News and for a package sent by his friends here. . . . Dominick Eustace, office coffee delivery man, made the Scott Tissues house organ, by photograph, show him dispensing his wares. . . . Brides include Mae McMahon of Stevedoring Payroll to Peter Duffy, and Mary Callas of Personnel to Thomas Stratis. Parties given both girls. . . . Mooremack’s varsity bowling team—Tamasik, Tschbrun, Karrappa, Day and Cuneo—finished 230 among 1801 entrants in the N. Y. Journal American handicap bowling class. Not bad at all. . . . Leo Archer and Mrs. Archer back from Europe. . . . Newspapers made a big to-do about the arrival of a Brasilian capivara, relative of the guinea pig, aboard the Alommaclark, a gift of her master, Captain Andrew Horkavitch, to the Brazil Zoo. Life Magazine ran a picture. . . . Hugh Cawsey elected president, San Francisco Chapter 7 of the Skal Club after three years as secretary. . . . Nancy Ann Hodgkins, of Portland, Me., winner of the Mooremack cruise to South America in nationwide Propeller Club essay contest, to sail July 23, aboard the Uruguay. . . . R. J. Thompson, Washington manager, and Mrs. Thompson, sailed for South America in May aboard the Brazili. . . . Jim Roche, Public Relations director, Commencement Day orator at the Maine Maritime Academy in June at Castine, Maine. . . . C. J. Gravese, newly appointed Pacific Coast manager, has moved with Mrs. Gravese and the two girls from Seattle to S. F. . . . Gordon Duffy, S. F. Passenger, has left us for Lockheed Aircraft, at Burbank, Calif. . . . Louis F. Klein and Mrs. Klein sailed in April for South America. . . . Condolences to Lu.Wood, of Cashier’s, on his daughter’s death.