

BAY

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SHIP

RHUMB LINE

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Message From The Helm

Another quarter has come and gone and many great things were accomplished. When walking through the yard, you will notice improvements like freshly painted buildings and lead boxes, a prominent flag pole, awnings, lunch tables, and more. These summer yard maintenance projects have helped to create a better environment. We are also in the process of mapping and striping the yard to create Project Zones and lay-down areas which will significantly improve yard organization, safety, and production efficiency.

At last, the HMB-1 arrived and was quickly put to work. I couldn't be more proud that we now have the only covered dry dock on the West Coast! While our employees have been working hard on the first few projects to be housed in the HMB-1, we have also been busy planning an Open House to welcome our valued customers, vendors, and friends. We wanted to show off our new covered dry dock in such a way that our guests could see first hand where their vessel could be docked in the future. It should be a terrific event and we are glad so many will be joining us!

Come September two new programs will be in effect. The first is the "Attendance Card Reader" system which will require employees to swipe an ID card in front of a card reader by the Guard Shack when entering or leaving the yard. The purpose of the attendance card reader is to keep track of employees so that in the event of an emergency evacuation, we will have an immediate count of who is in our yard. The second is the introduction of a new cornerstone safety program, "Safety Infraction Notice," designed to drive safety awareness and performance throughout the Company by providing supervisors with direct accountability to manage the safety of their crews. This program will require a dedicated focus on safe working habits. I can't stress enough how important the safety of our workforce is to me and I believe that our joint participation in this new program will bring us closer to achieving our 2013 safety goals. I look forward to new projects and accomplishments to come. Thank you for all of your hard work!

Sincerely,

Alan Cameron
General Manager

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Bay Ship & Yacht Opens the Only Enclosed Dry Dock on the West Coast 6,300-ton Facility Provides a Covered Environment for Greener, High-Quality Service and Refit Projects

For Immediate Release

Alameda, CA – August 1, 2013 – Bay Ship & Yacht Co., one of America's leading service, refit and new construction yards for superyachts and commercial vessels, recently expanded its capacity and capabilities by unveiling a new covered dry dock that accommodates vessels displacing up to 6,300-long tons with a maximum beam of 76 feet. Currently the only dry dock on the West Coast to be fully enclosed by a retractable roof, this new high-tech facility on San Francisco Bay is a conversion of the submersible Hughes Mining Barge (HMB-1), which played a role in a covert Cold War operation.

According to CIA documents declassified in 2012, the HMB-1 was built in the 1970s by the U.S. Navy as part of Project Azorian, a top-secret plan to salvage the Soviet submarine K-129, which sank while reportedly carrying three nuclear-armed ballistic missiles from the floor of the Pacific Ocean. The ruggedly built HMB-1 was designed to submerge to 160 feet and sit on the seabed during the transfer of heavy equipment required to retrieve the sub. After Project Azorian's successful conclusion, the HMB-1 was transferred to Lockheed Martin, where it became a floating dry dock for the Navy's experimental 164-foot SWATH vessel Sea Shadow, a test bed for stealth technology.

Today, the new HMB-1 dry dock, which has a 69-foot-high retractable roof, offers Bay Ship & Yacht clients a covered environment for commercial ship and superyacht service, repair and refit projects. This unique facility offers several major benefits:

- The dry dock's roof prevents lost workdays due to inclement weather, helping projects stay on time and on budget.
- The covered facility ensures maximum quality control for paint and other marine coatings applications. Bay Ship & Yacht has earned QP-1 certification from the Society for Protective Coatings, a nationally recognized standard.
- Projects carried out in the enclosed dry dock are "greener", since the facility keeps materials, fluids and emissions that may be potentially hazardous to the environment safely contained inside.

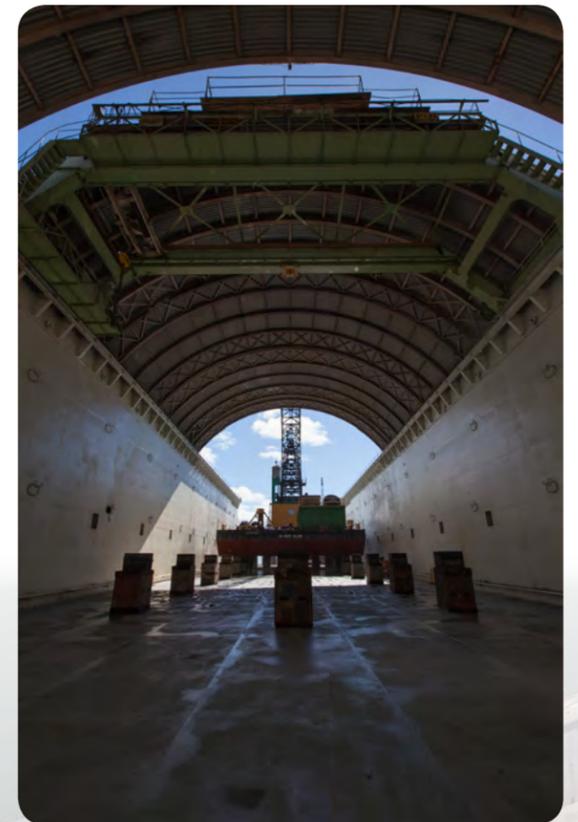
The HMB-1 facility has expanded Bay Ship & Yacht's dry dock capacity by 18 feet in width, while its lifting capability has more than doubled. This allows the yard to service commercial and pleasure vessels that are much larger, beamier and heavier than ever before.

"Under the direction of Alan Cameron, Bay Ship & Yacht's General Manager, the HMB-1 dry dock was completely transformed in almost every aspect, meeting all environmental requirements with minimal impact on marine life," said Anthony Del Gavio, Business Development Manager. "The ability to close its roof makes working conditions ideal for delivering the best-quality product Bay Ship & Yacht is known for, and it is something our painting and vessel refinishing will surely benefit from. I am quite proud of this new facility of ours, and I know our customers will be delighted with our new expanded capabilities."

About Bay Ship & Yacht

Bay Ship & Yacht Co. (BSY) was founded in 1977 by Bill Elliott with its primary focus on the construction and repair of wooden ships. Elliott's passion endured as the company made the transition to repairing, conversion and the building of commercial and military vessels and superyachts, and today anchors its mission to always deliver absolute customer satisfaction through exceptional quality, service and on-time delivery to meet or exceed expectations. Bay Ship & Yacht Co. operates a world-class shipyard in Alameda, California. In addition to the new, 6,300-ton covered dry dock, it also offers the West Coast's premier Syncrolift® and rail transfer system, which includes a 1,200-ton hauling capacity and over 1,000 linear feet of rail to transfer vessels to individual dry-berths. For more information, visit www.bay-ship.com.

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Hughes Mining Barge 1 and Crew - Before it Came to Bay Ship



HMB-1 Crew

Top row from left to right: Rick Fairchild, Bruce Fox, Miguel Cruz, Ernie Dudley. Bottom row: George Franzen, Dave Borra, Larry Small (Barge-master), Bob Parson, Jerry Sanchez, Mike McQuilliams.

"All I can say is, in looking at the picture of the HMB on your invitation, I have never seen it look that good. Can't wait to see a closer look."

-Steve Larson (One of the *Sea Shadow* designers who worked on the project from 1982 to 1993.)

This photo was taken in March 1993 after a meeting where the group was told they could begin talking about the *Sea Shadow* in public.

The HMB-1 arrives at Bay Ship and takes on its first project -- the *CIB Barge*

Thank you to our **Dockmen, Foss,** and **Buhl Diving** for your hard work and assistance!



John Hassna, Richard Chisholm, Joey Sullivan, and Kalani Otenbriet ready with the first lines!



Dockmaster John Hassna oversees the docking



BAL 0010
SAN FRANCISCO CA

www.bay-ship.com



August 2013 BAY SHIP RHUMB LINE 5

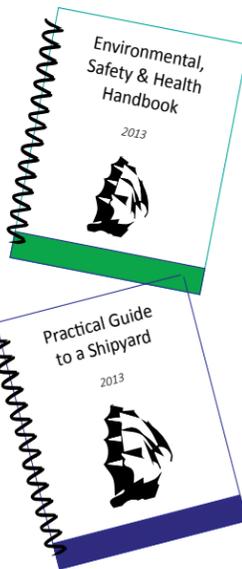
2013 Year of safety

Focused on increasing safety and safety awareness throughout the yard.

A Bay Ship & Yacht "ESH Handbook" in the Works

Over the past several months, the Flagship Safety Steering Committee has been focusing on creating an "Environmental, Safety and Health (ESH) Handbook" for all employees. The handbook is designed to serve as reference material noting the dos and don'ts within the shipyard as it pertains to ESH. The goal is to prepare and provide employees with material to equip them with a better understanding of what is expected on a daily basis.

In addition, the Committee is working on another handbook, "Practical Guide to a Shipyard," that will complement the ESH Handbook. While the ESH Handbook focuses on the dos and don'ts of the shipyard, the practical guide will point employees in the right direction if they were to come across an uncertain situation. For example, the guide will include sections on how to read a Mar-9 and how to tie mooring lines. We are excited to provide these handbooks in the future and know that they will help us move closer to achieving our 21st Century Vision of Absolute Safety!



Bay Ship employees gathered over lunch on August 9th to celebrate the arrival of the HMB-1, 2nd Quarter accomplishments, and to discuss upcoming work. Yummy tacos and delicious cakes made for one happy Friday!

Photos by:
Roxanne Miravalle, Benefits Coordinator

"Without goals, and plans to reach them, you are like a ship that has set sail with no destination."

--Fitzhugh Dodson



Together we can achieve our 21st Century Shipyard

VISION

Bay Ship & Yacht Co. is the best shipyard with an unrivaled presence in the marine industry, providing Absolute Customer Satisfaction. We are a profitable business with long-term success for the company and its employees. Our employees take pride in providing the highest quality and efficiency of work with a personal interest in the success of the organization. Because of our commitment to continuous improvement and innovation, knowledge and ideas are shared freely. Our leading-edge facility ensures environmental protection, quality, efficiency and safe working conditions for our employees. Teamwork and open communication are emphasized between all departments, teams and employees. We have excellent morale with a respectful, positive and cooperative work environment.

SAFETY

TEAMWORK

INNOVATION

COMMUNICATION

Facility Improvements

"THE YARD LOOKS THE BEST IT EVER HAS!"
- FLAGSHIP TEAM MEMBERS

This summer, we tackled many "home" improvement yard beautification projects. The HMB-1, the Admin Building, and Guard Shack each received a fresh coat of paint. The Main Building and Guard Shack also have new green canopy awnings to shield entryways from the elements. Blast pods received new blast shut-off valves to prevent blast from leaving during use, creating a safer operating environment. The center bay of the sawtooth building now has new windows. The East end pier electrical capabilities were upgraded with a new load center, racks were reorganized yard wide, new time card racks were hung in the lunchroom for each employee, and more. We are also currently in the process of raising the Syncrolift rails and building additional cradles. Believe it or not, the changes don't stop there. Check out the photos on this page and the next and give a big thanks to Facilities Manager, **Carl Keeney** and countless other employees who have worked hard to make these improvements happen. Bay Ship is looking great!



Larry Gaunt and Ed Shaner excited about a job well done!



Chris Delucchi and Trung Vu are proud of the new Welding Positioner in the Pipe Shop. This new equipment will allow for enhanced production and superior quality. The new welding positioner from All Fab Corporation in Michigan has proved its usefulness on Starlight tugs during repowers and other pipe-related projects. The new welding positioner is a fairly simple machine and will provide training opportunities for our piping department. Fellow pipefitter **Josh Smith** (left) is also excited.



Joaquin Moran and Fred Beverly paint the Admin Building and Guard Shack while the buildings also received new awnings.



Facility Improvements Cont'd



Lead boxes were color-coded by department to allow for better visibility, organization, and efficiency throughout the yard.

Picnic tables have added more outdoor space to relax and share lunch with co-workers.



A flag pole now stands atop a freshly painted sawtooth building (with new windows!). The flag was the result of a Bay Ship Voice suggestion from Production Manager, Richard Maguire. Thank you Richard!



TRAINING

2nd Quarter Rewind

By **Chris Rochette**, Training Manager

The past several months have been busy. The summer season brought lots of training, everything from sea valves to forklifts. Starting in April, Bay Ship took a new approach to forklift training, which so far has yielded great results. Utilizing valuable information gained during a train-the-trainer course, **Juan Rodriguez, Sr.** and **Blaise Valentini** designed a very effective forklift training course. The course, complete with classroom and practical demonstration, requires operators to drive through a tight obstacle course without spilling any cups of water.

Forklift wasn't the only training to receive a major update. In May we began training to introduce a revised Oxy/Fuel Policy. The new training is much more in-depth and is now divided into two parts, hands-on training and classroom learning. Going a step further and requiring newer welders to

demonstrate the updated oxy/fuel procedure under the supervision of a Craft Lead has also made a big difference. We found that having Department 06 Leads assist with training, promotes better training-to-job translation.

Big strides were made in our craft training this summer. With **Todd Simpson's** help, another group of Bay Ship employees has accrued the required hours for Non-Destructive Testing (NDT) Level 1. By the end of the summer we will have certified more NDT Level 1 and 2 personnel this year than during any other year in Bay Ship history. **Don Burrow** taught a much needed Valve Maintenance class, with several Machinists now working toward certification. **Ben Chisholm** conducted his electrical class for the new Site Control Technicians and the Dock Department conducted pump room and knot-tying training.

A lot of progress also has been made with welding and painting certifications. **Jose Gomez** and **Jesse Gomez** have run many of our welders back through the welding school for new certifications this summer. Jose's goal is to have all of the welders certified to seven disciplines by the end of the summer. We have also pushed the majority of our Spray and Blast team members through certifications during the past several weeks. Using many of the current yard projects as training tools, **Oscar Alvarez** has been able to conduct spray and blast testing in a very practical sense.

This is only a partial list of the training we've been doing lately. It's been a busy summer for training and I don't see it slowing down. Thank you to all involved, and keep up the good work!



Bay Ship Training in Action Keep up the good work!



The Bay Ship Voice Suggestion Program



The *Bay Ship Voice* was developed to provide employees an outlet to share their "voice" for improving all operating areas of our company. During the 2nd Quarter, 19 suggestions were approved - the most we've ever had in a single quarter! Bay Ship is proud to recognize the following individuals with approved suggestions...

Tyler Goulart
Ron Lorscheider
Juan Rodriguez, Sr.
Humberto Banuelos
Roxanne Miravalle

Jeremey Powell
Matthew Lopes
Richard Maguire (2)
Bryan Caldwell
James Tiscareno (4)

Jim Hayes
Jeff Smith
Mike McGuire
Patrick Rouse
Anonymous

Each winner received a certificate and a Bay Ship t-shirt. Every quarter, a drawing is held at the Employee Appreciation Luncheon where one name is drawn from the suggestions. The winner receives their choice of a \$100 VISA gift card or the equivalent in a day's paid vacation.



On August 9th, Business Development Manager, **Tony DelGavio** drew the winning name for 2nd Quarter - **BIG CONGRATULATIONS to Mike McGuire** who walked away with \$100! Mike suggested starting a program that would recognize longevity of employment. That program is in the works...stay tuned. Thank you Mike!

If you have any questions about the *Bay Ship Voice*, please see **Lauren Anderson**, Communications Coordinator, located in the Main Office.

THANK YOU to those of you who have participated - whether or not your suggestion was approved. Another thank you to each evaluating manager. You are all making a positive difference for our company. Keep those suggestions coming!



HR NEWS



Checking in With the Ship Shape Employee Wellness Program

This August, the *Ship Shape* Employee Wellness Program held a "Know Your Numbers - Health Screening Event" with biometric testing for all interested employees. There they were able to complete simple testing to determine individual blood pressure, total cholesterol, HDL cholesterol, and glucose (blood sugar) levels.

To build on the "Know Your Numbers" event, employees are encouraged to utilize kp.org to take a quick *Total Health Assessment* survey. The results of these private surveys will provide further information about what the numbers mean and tips for how to live a more healthy lifestyle. Later this month, HR will also roll out an exercise program called "Thrive Across America," which will start the first week of September and will run for eight weeks. This online physical activity program allows participants to "virtually" travel across the United States while visiting and exploring 50 landmarks by recording actual exercise minutes and moving across a virtual trail. Along the way participants will learn about the people and places that help us thrive as well as great sites to visit in each region. Employees will be able to invite one another to play in teams of four to log their exercise and earn prizes together. Stay tuned as more information will follow. Let's get in *Ship Shape* together!

Save, Invest, Retire

Planning for retirement doesn't have to be difficult; and, given how important it is to save for your future, it certainly shouldn't be.

CHOOSE TO SAVE

Choosing to save could be the easiest decision you'll ever make for one simple reason - tax benefits. You don't hear too many people talking about how they wish they had to pay more in taxes, do you?

KEEP AN EYE ON YOUR INVESTMENT CHOICES

The following sample portfolios show you what asset allocations may look like for different Investor Styles.

A new investment portfolio option is now available in your employer-sponsored retirement plan: **Model Portfolios**. These portfolios are being offered for your plan by utilizing the involvement of a professional financial advisor working with your plan and your plan sponsor to make retirement planning easier. They do this by giving you a single investment option that offers:

- A professionally selected, diversified mix of investment options
- Regular rebalancing to keep your investment mix in line with your goals
- A way to invest that matches your unique Investor Style

Is a Model Portfolio Right for You?

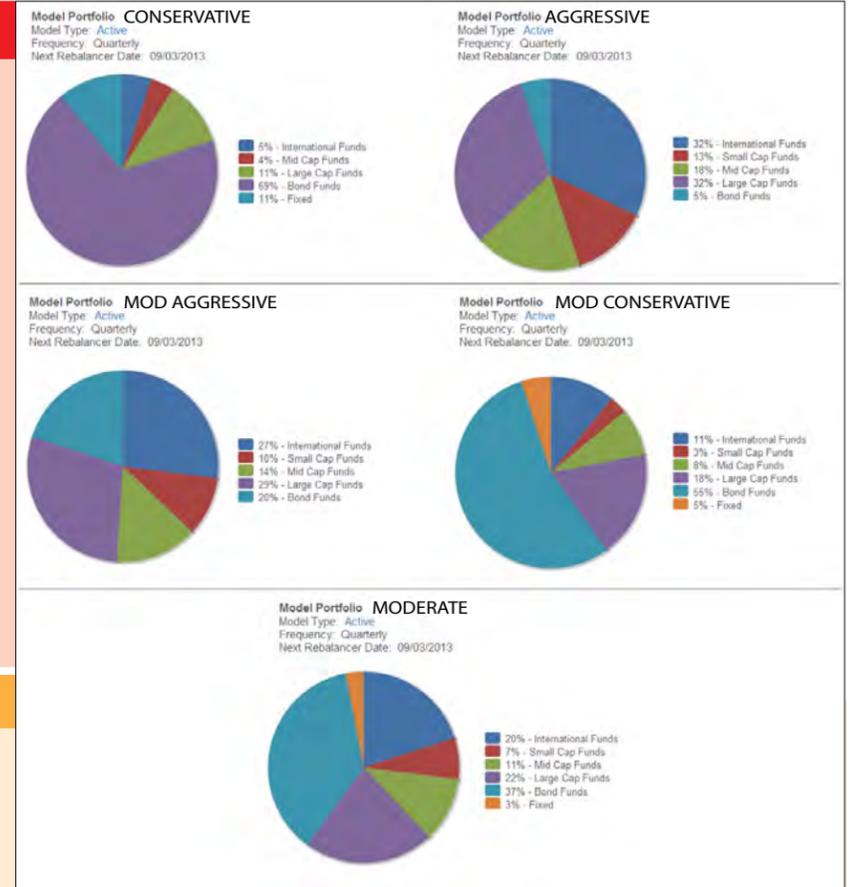
If you don't like to research and select investments that match your tolerance for risk, or you simply don't have the time, the Model Portfolios can take care of those tasks for you. The advantages include:

Diversification - a way to avoid putting all your eggs in one basket. In financial terms, "diversification," means investing in multiple investment options to avoid depending too much on the performance of one investment option. Each Model Portfolio is a diversified portfolio that is invested across your plan's existing investment options in a manner that is intended to be consistent with a certain level of risk.

Rebalancing - Due to market ups and downs, the amount of money you have in an asset class (for example, large-cap stock funds) can become greater or smaller than you want it to be. Bringing your portfolio back in line with your target mix of investments is known as "rebalancing." Model Portfolios can be set up to rebalance automatically.

Selecting your Investor Style - your tolerance for risk, also known as your "Investor Style," is an important consideration in your approach to investing. Some investors are comfortable with an aggressive portfolio that offers higher return potential with a higher risk of losses. Others may prefer a more moderate or conservative approach. With Model Portfolios, you can choose the option with the mix that best fits your "Investor Style": conservative, moderate, or aggressive.

Stop by Human Resources if you have any questions or would like more information on "Model Portfolios."



Want Your Own Bay Ship Gear?

If you would like a Bay Ship & Yacht t-shirt or any of the other promotional products listed below, please see our Receptionist, **Alex Moore** at the front desk during your breaks.

- | | | | |
|------|---|------|--|
| \$ 5 | Short-sleeve T-shirt (silk-screen logo) | \$ 8 | Long-sleeve T-shirt (silk-screen logo) |
| \$10 | Short-sleeve Polo (embroidered logo) | \$15 | Long-sleeve Polo (embroidered logo)
Gray or Black |
| \$25 | Hooded sweatshirt (silk-screen logo) | \$ 5 | BSY Coffee Mug |
| \$ 5 | BSY Hat | | |



*Purchases can be made by cash or credit card.

Employee Spotlight

How long have you been with Bay Ship? What is your role?

I started in January 1997. As Chief Naval Architect, I manage the Engineering Department.

What have you enjoyed the most so far about the 21st Century campaign?

The *Rhumb Line*, of course! (Big smile from the Editor!)

What kind of changes do you envision occurring at Bay Ship in the next 5-10 years?

A lot of the business world equates *getting bigger* with success. I think that with our commitment to Absolute Customer Satisfaction, *getting better* at everything we do is our path to success.

Can you tell us a little about yourself? Who are you outside of the office? What do you like to do in your spare time?

As a father with three kids under the age of 10, I'm mostly "Daddy" outside the office just now. I like to make stuff (both food and things) and mess around in boats.

Do you have any funny stories from your time at BSY?

I learned a great lesson about negotiating when I first started here. At my interview, Bill Elliott asked what sort of wage I was looking for and I said, "Oh, something like \$15 to \$20 per hour." His response was "Fifteen it is then, and remember, when negotiating, never, ever give a range."

If you won the lottery tomorrow, what is the first thing you would buy?

Lifetime airmiles for my extended family so we could spend more time together.

Who do you admire? Who inspires you here at Bay Ship?

There are many, not the least being our company's founders and all the people I get to work with on a daily basis. But if I had to single someone out, it might be **John Hassna**. His common sense wisdom has saved my bacon more times than I can remember and his longtime affiliation with BSY (some people say he was born onboard AFDL 38) combined with the ability to tell a good story makes him a Bay Ship & Yacht institution.



Joel Welter

The Many Lives of Bay Ship

By Roxanne Miravalle, Benefits Coordinator

The area that Bay Ship calls home has evolved throughout the years. Since the early 1900s, it has been the main West Alameda yard for the Red Car Line of the Southern Pacific Railroad. It was also part of the United Engineering Company.

The United Engineering Company Shipyard, established in 1941 to build and repair ships for the U.S. Navy, was the last surviving of several large World War II shipyards in Alameda. United Engineering built 21 tugboats and repaired hundreds of ships during the war. Three of the 17 surviving buildings and structures in the shipyard, including the largest building, were built between 1911 and 1915 as part of the West Alameda Inspection and Maintenance Shops for work on the Red Cars of the extensive East Bay electric car lines of the Southern Pacific Company.

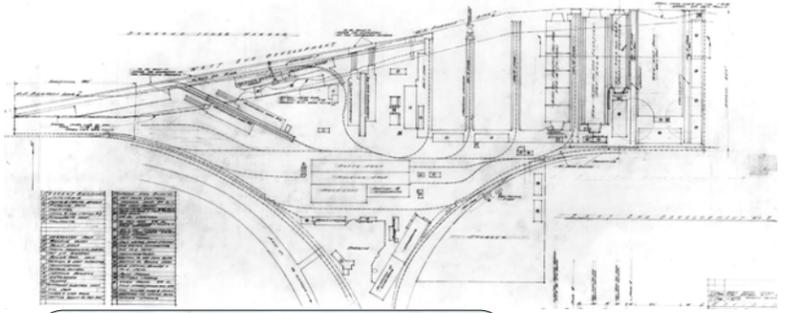
During these periods of its history, the facility was one of the largest employers in Alameda and played an important economic and social role in the city (as Bay Ship & Yacht does today). The photo of the building on the top right is at the west end of Bay Ship's yard. You can see the former housing in the background that was part of the Alameda Naval Airbase.

Source: Historic American Buildings Survey/Historic American Engineering Record/Historic American Landscapes Survey (Library of Congress)



CA-295-9 building No. 6, looking to the southwest. Rail spur at left, and building No. 4 at right.

Map of Alameda Shipyard Showing Proposed Additional Facilities United Engineering Company Ltd., Alameda Shipyard (12 November 1943)



This vintage postcard shows a ship that was under construction or completed at the West Alameda Yard. The most interesting aspect is the United Engineering Works building seen off to the left. This building, located at 2900 Main Street, was part of the United Engineering Company Shipyard and was built between 1910 and 1915. (Photo courtesy of Images of Alameda, Arcadia Publishing).

Attention all Veterans...

Project SERVE: Sleep Enhancement for Returning Veterans

To visit www.ProjectServeSleep.com scan this QR code with any smartphone



What is Project SERVE?

Researchers from Stanford University and the VA Palo Alto Health Care System are studying the impact of a behavioral insomnia treatment among veterans of OEF / OIF / OND.

What does it involve?

Non-medication insomnia treatment (4 weekly sessions) at no cost.

Who can participate?

- Veterans of OEF / OIF / OND:
- Experiencing insomnia
 - Feeling down or depressed

Financial compensation is provided.

projectserve-email@stanford.edu
(650) 724-5368

SERVE Sleep Enhancement for Returning Veterans



- Service member or veteran of OEF/OIF/OND?
- Insomnia?
- Feeling down or depressed?

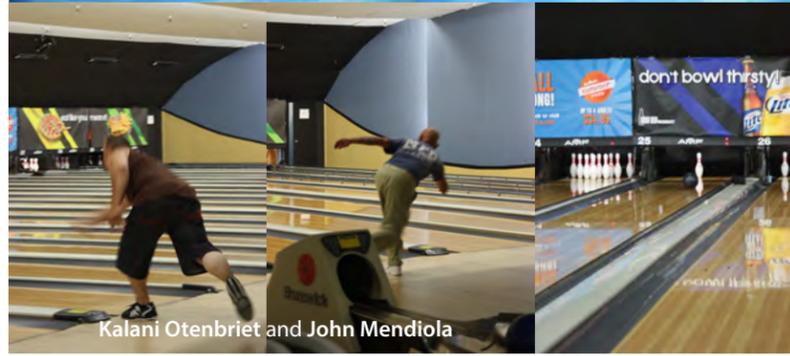
You may be eligible for a brief non-medication insomnia treatment study

www.ProjectServeSleep.com

Financial compensation provided
This study is funded by Stanford University by DOD. For general information about participant rights, please contact 1-866-680-2906

Bay Ship's Fun Time Bowling League in Action - Look at those scores!

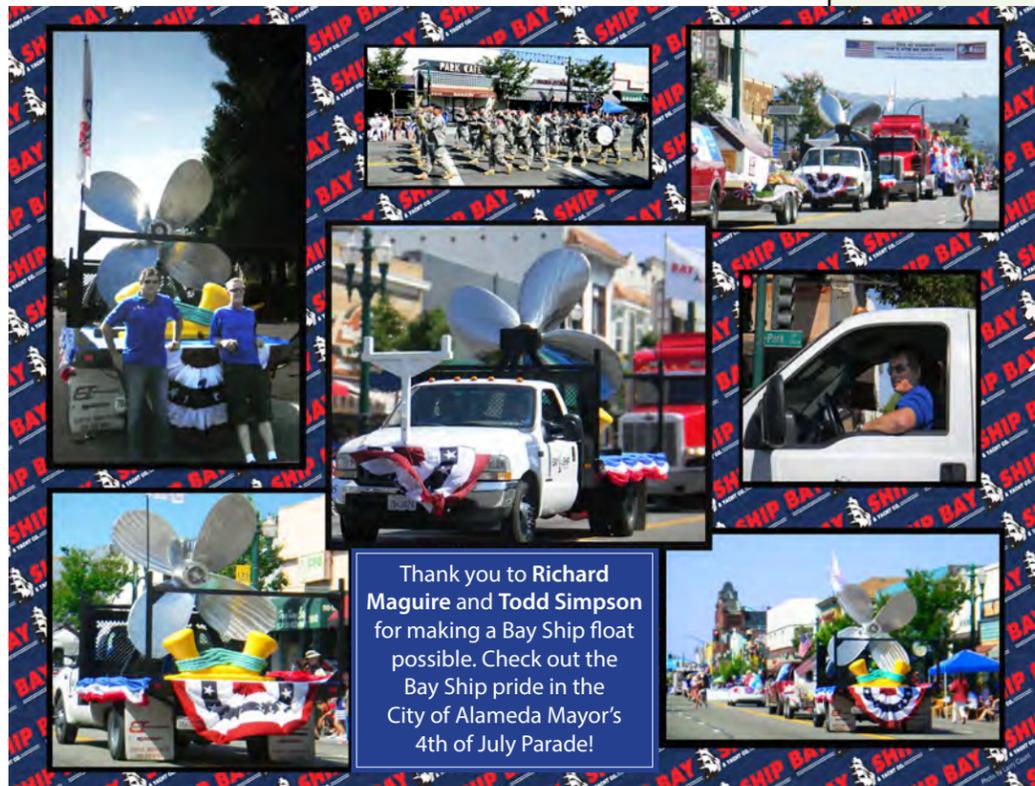
CAN'T GET RITE RECAP					HERE 4 THE BEER RECAP						
PLAYER	HCP	GAME1	GAME2	GAME3	TOTAL	PLAYER	HCP	GAME1	GAME2	GAME3	TOTAL
MAKA JOE		196	193	239	628	KO JO		147	111	225	483
		193	150	230	573			209	223	159	591
SCRATCH		389	343	469	1201	SCRATCH		356	334	384	1074
HCP					0	HCP		74	74	74	222
TOTAL		389	343	469	1201	TOTAL		430	408	458	1296



Kalani Otenbriet and John Mendiola



Bay Ship recently sponsored our Recruiter, **Leonel Aquino's** gi for the 11th Annual Jiu-Jitsu by the Bay Tournament on June 8th here in Alameda. The event drew over 400 competitors and 1,000 plus spectators. Leonel fought in the Purple belt lightweight division, which had seven people in his bracket. He was dedicated and trained hard leading up to the competition. Leonel had a good run, but lost to the champion via a rear choke to advance for a shot at the belt. If you are interested in learning more about Brazilian Jiu-Jitsu or MMA, please feel free to contact Leonel in HR.



Thank you to **Richard Maguire** and **Todd Simpson** for making a Bay Ship float possible. Check out the Bay Ship pride in the City of Alameda Mayor's 4th of July Parade!

Sweet and Saltines Recipe

From Trishas Yearwood's Cooking Show
Yields 20 servings

- Cooking spray
- 35 to 40 saltine crackers (may use mini saltines too)
- 2 sticks (1 cup) butter
- 1 cup light brown sugar
- 8 ounces semisweet chocolate chips (about 1 1/3 cups)

Preheat the oven to 425.

Line 1 large or 2 small jelly-roll pans with aluminum foil, spray with nonstick spray and arrange the saltines salt-side down in a single layer. In a medium saucepan, melt the butter and brown sugar together and boil until it turns a caramel color - a few minutes. Remove from the heat and pour over the crackers, covering them evenly.

Put the pan(s) into the oven and bake for 3 to 5 minutes, or until just bubbly, watching carefully. Remove from the oven and pour the chocolate chips over the crackers. When the chips melt a bit, spread them over the crackers with a knife.

Transfer the pan to the freezer for 15 to 20 minutes, or until completely cold. They will form one big sheet. Break up into pieces and store in an airtight container. Tastes yummy when stored in the fridge as well! Watch out - this stuff is addictive!



Grilled Baby Back Ribs with Chipotle-Maple Glaze

Submitted by **Michael McHugh**, Controller

For the ribs:

- 1 Tbsp. granulated sugar
- 1 Tbsp. chili powder (mexican style)
- 1/2 tsp. ground cumin
- Kosher salt and ground black pepper to taste
- 2 packages of baby back ribs (about 5 lbs.)

For the glaze:

- 3/4 C pure maple syrup
- 1 chipotle chili, chopped plus 3 Tbsp. adobo sauce (from a can of chipotles en adobo)
- 2 Tbsp. dijon mustard
- 1 Tbsp. cider vinegar
- 2 Tbsp. tomato ketchup

In a small bowl, mix the sugar and spices with 4 tsp. salt and 1 tsp. black pepper, and pat over both sides of ribs.

In a medium bowl, stir the maple syrup, chipotle chili, adobo sauce, ketchup, mustard, and vinegar until combined. Let sit for at least an hour (can be made ahead of time). Cook meat according to your taste, spread on the glaze and enjoy!

Jamaican Jerk Chicken Dry Rub

Submitted by **Michael McHugh**, Controller

- | | |
|--|---|
| 14 whole cloves | 4 heaping tsp. whole allspice berries |
| 2 medium onions, roughly chopped | 4 scallions (white and green parts), roughly chopped |
| 1 tsp. fresh thyme leaves, lightly chopped | 2 scotch bonnet chile's (or 2 habaneros), cores, seeds, and ribs removed |
| 1/2 tsp. ground nutmeg | 1/2 tsp. ground cinnamon |
| 2 Tbsp. kosher salt | 1-1 1/2 inch piece fresh ginger (about 1 oz.), washed and sliced (but not peeled) |
| 1 Tbsp. freshly ground black pepper | 1 Tbsp. olive oil |
| 6 cloves garlic (more if you like garlic!) | |

Crush the cloves and allspice in a mortar (or put them in a plastic bag and crush them with a rolling pin) to break the berries. Put these and the remaining ingredients in a food processor or blender. Process or blend for a few minutes until pureed to a somewhat coarse paste, scrape the sides as necessary (avoid inhaling the potent fumes). Put in a container, cover, and refrigerate for up to three months.

When ready to cook, mix about 3/4 cup of the jerk paste with olive oil in a bowl. Rub the paste all over the chicken, including under the skin, so it's lightly coated. Refrigerate for 30 minutes to 1 hour or overnight prior to cooking.

Try adding a delicious healthy snack or two to your day!

Bagel With Ricotta and Strawberries

Spread 1/2 toasted whole-grain "flat" bagel with 2 tablespoons fresh ricotta. Top with 1/3 cup sliced strawberries. Drizzle with 1 teaspoon honey or agave nectar (Cookcoop.com).

148 calories | 4g fiber | 7g protein | 5g fat

Spicy Sweet Potato Fries

Toss 2 pounds sweet potatoes (cut into wedges) with 3 tablespoons olive oil, 1 1/2 teaspoons each brown sugar and salt, 1/4 teaspoon each cumin and chili powder, and a pinch of cayenne. Roast cut-side down on a baking sheet in a 425 oven until crisp, 30 minutes, turning once (Food Network).

Pairs great with turkey burgers!

Cheese & Berries

1/2 cup 1-2% low-fat cottage cheese mixed with 1/4 cup mixed berries (100 calories!)

Frozen Grapes

Pop freshly washed grapes into the freezer and grab for a yummy treat when desired

Nuts

1 oz. nuts - 20 almonds, 17 cashews, 25 peanuts (200 calories)

Yummy Yogurt

Finely chopped apples
Finely chopped walnuts
Strawberry yogurt

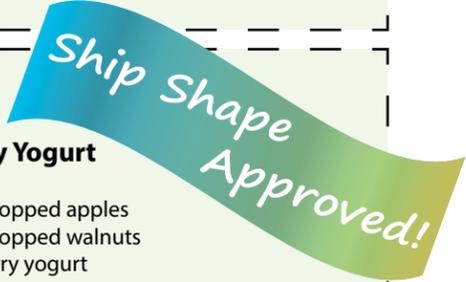
Mix and enjoy!

Yogurt & Berries

3/4 cup nonfat plain yogurt topped with 1/3 cup raspberries (100 calories) *May also use Greek yogurt for added protein.

Apple & Peanut Butter

Slice a freshly washed apple, and dip into 2 Tbsp. peanut butter.



Welcome Aboard!

Bay Ship is proud to welcome aboard the following new hires...



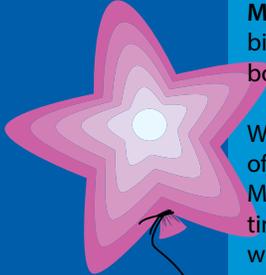
Welder
Alexander Thomas

Dockman
Brian Dominguez

Project Manager
Jason Burden
Craig Williams
David Wolf

Network Systems Administrator
Susan Seidlitz

Bay Marine Boatworks
Juan Gonzalez, Painter
German Lopez, Painter/Laborer
Sergio Gutierrez, Mechanic



Little Bundles of Joy!

Congratulations to **John Pasillas** and his wife Desiree on the birth of their daughter Liliana on May 24th!

And congratulations to **Mike McGuire** and his wife Karen on the birth of their son Caleb Michael born on May 28th!

We're excited about the safe arrival of your newest family members! May you each cherish this special time and may it be filled with lots of wonderful memories!



Catching Up

Promotions...

On July 29th, **Ron Rowe** assumed the position of *Supply Center Manager* and is now in charge of the entire Supply Center and Shipping & Receiving.

On August 1st, **Elissa Hemus** assumed her new role as *Planning Manager* responsible for ensuring that all aspects of planning are properly conducted by Project Managers and other project leaders. She will also educate and enforce procedures, and provide advice where needed.

CONGRATULATIONS!

Upcoming Events

Would you like to enjoy an evening sail on the Estuary?

Work and weather permitting, **Joel Welter** is happy to arrange sails on his 26' sailboat, *Totoro*. For details please contact Joel - 510-337-9122 ext. 219 or jwelter@bay-ship.com. Photos below were from the first voyage out after some tune ups. All sailers enjoyed a great day on the waterfront!



Thank you to those who contributed to this newsletter!

Employees and customers are always encouraged to contribute to future quarterly editions of the Bay Ship Rhumb Line. Departmental news and/or photos, personal events, recipes, quotes, cartoons, or anything else you'd like to share with the employees and customers of the Bay Companies is appreciated. We'd also like to hear your suggestions about what you would like to see in future editions.

The submittal deadline for the next issue is: **3:30 p.m. Friday, October 11th**

Please bring/email your contributions to **Lauren Anderson** in the main office. Thank you!

Bay Ship Rhumb Line

Rhumb Line: A navigational term most commonly used in determining the course to be followed. Although not the shortest distance, the direction is constant, just like our journey to become the 21st Century Shipyard.

Published quarterly for customers and employees of the Bay Companies.

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