



# BAY SHIP

RHUMB LINE

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# Message From The Helm

**W**elcome to the *Bay Ship Rhumb Line*! I look forward to having a regular column to communicate with you. What is a "rhumb line?" It is a navigational term most commonly used in determining the course to be followed. Although not the shortest distance, the direction of a rhumb line is constant, not unlike Bay Ship's path to becoming *the 21<sup>st</sup> Century Shipyard*.

In listening to the Flagship Team 21 members come back from their most recent talks with you, one clear message was the need to improve communication. I appreciate your feedback and agree. The *Rhumb Line* will be a constant means of communication, providing information to Bay Ship's employees and customers.

As we transition to the 21<sup>st</sup> Century Shipyard (see pages 6-7), it is clear that everyone is a critical part of this process. We have many motivated and pioneering employees and I look forward to hearing more ideas from each and every one of you. Innovative ideas that help our company work smarter will be recognized in each *Rhumb Line* in a section entitled, "Innovation in Action."

It will take all of us working together to make the 21<sup>st</sup> Century Shipyard a reality. Let's inspire one another to contribute new ideas. I look forward to Bay Ship becoming *the 21<sup>st</sup> Century Shipyard* thanks to you.

Sincerely,

Alan Cameron  
General Manager



## Bay Ship Builds Two Floats Using 21<sup>st</sup> Century Shipyard Principles

By David Elliott, Project Manager

**T**his summer Bay Ship & Yacht fabricated and coated two identical floats, each 80' x 15' by 5' and weighing approximately 60 tons. They will be utilized as ferry lay-over berthing for the Water Emergency Transportation Authority (WETA) and Blue & Gold Fleet at Pier 9 in San Francisco.

Bay Ship was fortunate to receive this opportunity from **Manson Construction**, represented by **Bill Partridge, Jorge Guillen and Alex Serventi**.

In addition, Ghirardelli Associates, represented by Dave Baker and Bill Davis, was contracted by WETA as a management firm to oversee quality control and present documentation to the Port of San Francisco. The floats were scoured with a fine-tooth comb by welding inspectors and paint representatives.

Incorporating the notion of the 21<sup>st</sup> Century Shipyard, all departments were used in the manufacturing process. In the engineering department, **Joel Welter** lofted all steel for CNC cutting and developed workable drawings for use in the field. **Brooks Dees** and **Jose Gomez** combined their efforts to advance Bay Ship's welding capabilities with the addition of two automated welding machines used for fillet and butt welds. With 120 tons of steel, fitters and welders played a key role; both the structural department and fabrication shop worked wonders. **Kraig Santos** excelled in his new role as a Lead and **Brian Adams** was able to achieve a difficult timeline in the plate shop. A dedicated paint crew prepped, blasted, and coated both floats under the tutelage of **Jim Tiscareno**. With a difficult non-skid and top-coat application, Jim was able to focus his crew's efforts on ensuring the coating system would be intact for

years to come. Both inside and outside machinists offered their services with the creation of isolation kits, installation of ramps, and the boring of limber holes. **Ken DiPace** was a huge benefit on the machinery front.

**This project could not have been a success without the support of all Bay Ship departments.**

The implementation of the 21<sup>st</sup> Century model was beneficial to this job. This was evident by the aggregate result of the steps put in place in accordance with our new flagship definition; we are well on our way to becoming *the 21<sup>st</sup> Century Shipyard*.



## Repetition in Training

By Chris Rochette, Training Coordinator

Repetition. Repetition. It's one thing to hear or practice something once, but it is a very different thing to repeat the process a gain and again.

Over the past several months I have been working day in and day out with Department 04 to find better ways to raise the

Repetition  
Repetition  
Repetition  
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Repetition  
Repetition  
Repetition  
Repetition

quality of training for painters at Bay Ship & Yacht. In our efforts, we have hosted The Society for Protective Coatings (SSPC)-approved courses, created custom Bay Ship classroom lessons and tracked countless hours of on-the-job training. Through these trials we had seen a lot of benefits, but there was still something missing.

we stumbled upon a new approach that has now become a key part of the Department 04 training program. Once the lesson is finished and all tests have all been passed, the employee is often left to apply the lessons to life in the yard. However, we are now working to ensure that all training at Bay Ship is followed by a period of monitored repetition

to ensure that employees walk away with a strong understanding of the lesson or skill.

Although we have made great progress with our training program here at the yard, there are a lot of improvements still to come. However, we now have a valuable new tool in our program and that is, repetition... repetition.

At the beginning of September,



## Lock-Out Tag-Out

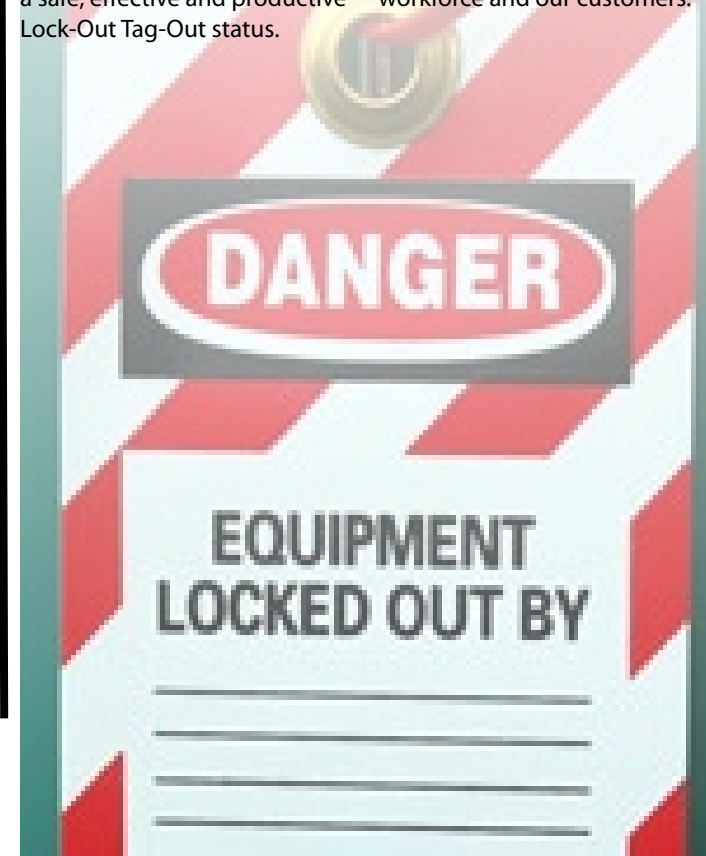
By Bill McGee, Pipefitting Technical Manager

The "Lock-Out Tag-Out" system is a proven method of ensuring the safety of both personnel and equipment. With new federal regulations coming our way, it is our goal to meet and even exceed those practices.

The importance of Lock-Out Tag-Out cannot be over emphasized in ship, yacht and boat repair, regardless of the system. Whether it is an electrically driven pump, a propeller shaft driven by an engine, a valve in a hot water system or a radar antenna, all systems must be properly secured for safe execution of the repair. This often means electrically or mechanically securing a system upstream and/or downstream of where the actual repair is taking place. It may also be necessary to secure a system in several ways, such as tagging out an electrical switch and an inline valve. Careful thought must be used to determine when and how to best achieve a safe, effective and productive Lock-Out Tag-Out status.

When it has been determined that a Lock-Out Tag-Out is required, the proper procedure must be followed to ensure the utmost safety and protection of workers and tools. This procedure will often require teamwork between the customer and the designated Bay Ship employee. Once in place, the Lock-Out Tag-Out will prevent the system or systems from being energized until the Lock-Out Tag-Out is removed. When it is confirmed safe to remove the Lock-Out Tag-Out, only the designated personnel are cleared to execute the removal. If the customer was involved initially with the Lock-Out Tag-Out they will be present for the removal, but it is not until the Lock-Out Tag-Out removal is complete that the system can be put back in service.

It is through the ongoing education of safe work practices here at Bay Ship that we provide the safest repair facility on the water front for both our workforce and our customers.



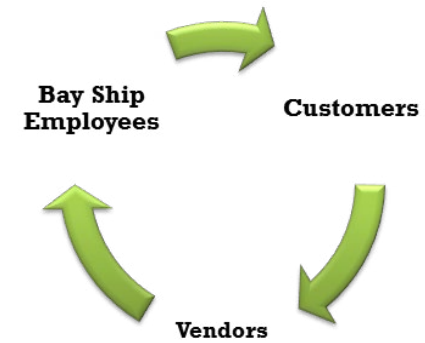
## A Box Lunch Education

By Dave Ashton, Senior Project Manager

The 21<sup>st</sup> Century Shipyard is a culture where safety, craftsmanship, improvement of skills, and continuing education are highly valued. It was in that spirit that Bay Ship & Yacht's monthly Box Lunch Presentation Program came to fruition, bringing vendors and others face-to-face with our employees to learn about current products, regulations and safety aspects. We believe that it is very important to have a knowledgeable workforce because it makes us more valuable to our customer base, helps us to comply with current and upcoming regulations, and, most importantly, helps ensure the safety of our employees. Products, regulations and safety rules continually change and we must comply.

Bay Ship's innovative Box Lunch Presentation Program usually starts as a discussion with a vendor or person of interest during which this mutually beneficial program is explained. It is in the interest of the vendors for Bay Ship employees to be knowledgeable about their products to ensure we know when their products are appropriate for use at Bay Ship, how they should be used, and their expectations. Ultimately, it helps the vendor sell more products. As Bay Ship employees become more knowledgeable,

our customers can rely on us more as their one-stop-shop, therefore adding value to every dollar spent, and allowing us to become a greater resource than any of our competitors.



When a presentation is confirmed, we gather a composite crew of managers and workforce together for lunch while we learn about the vendor's products and services. The program has been met with great success and visiting customers have commented very favorably. Customers usually recognize that this is just another aspect of Bay Ship that helps distinguish us from our competitors. It makes us more valuable and results in more work to keep our workforce employed. Some of the outfits that have presented include:



- **Burt Olhiser**--QP-1 painting process certification
- **Julio Mojica** of PPG/Ameron--paint products
- **Nick Liek** of ABS--current regulations
- **John Edgar, Marine Chemist**--current marine chemist regulations to ensure a safe workplace
- **Jim Kuly** of Chockfast--how to apply epoxy chocking systems
- **Andy Bull** of CH Bull Fall Prevention Specialists--fall prevention methods
- **Carl Holmgren, Workers Compensation safety specialist**--methods to improve safety in the shipyard.

It has been an exciting program that most participants have been very enthusiastic about. We are open to all ideas for future presenters and encourage suggestions. Please inform David Ashton if you would like to suggest someone, or you may request that a vendor contact us.



From Left: Andy Bull, Greg Ludlum, Anthony Otenbriet, Jim Becker, Joel Edwards, Hector Trujillo)



## A Culture of Innovation

You've seen the *21<sup>st</sup> Century Shipyard* banners around the yard. But what do they mean?

Bay Ship & Yacht is in the process of becoming the best shipyard and a leader in the marine industry.

In order to be the best and to continually provide our customers with "Absolute Customer Satisfaction," we all need to contribute.

This means altering our culture and habits, opening our minds, inspiring innovation, communicating effectively, enhancing our training, committing to safety, and functioning as a team. With ongoing determination and hard work, we can continue to improve Bay Ship to the benefit of everyone—our employees, our vendors and our customers.

The **21<sup>st</sup> Century Management Committee**, which consists of senior managers, has been charged with overseeing the transformation of Bay Ship. To help facilitate this transition, the 21<sup>st</sup> Century Management Committee has appointed the **Flagship Team 21**, chaired by **Alan Cameron**. The team is comprised of senior managers, Project Managers, Technical Managers, Leads and administrators. Committee members include: **Bill McGee, Brian Adams, Chris Bach, Eileen Bann, Ken Norkus, Lauren Griffiths, Mike McCormick, Skye Ferguson, Kenny Nguyen, Josh Smith, Kent Tapping, Hector Gomez and Lauren Anderson**. Team members report directly to the 21<sup>st</sup> Century Management Committee and are responsible for assisting in coordinating transition activities and serve as a sounding board for all employees.

A crucial part of achieving a culture change will be improving the ways in which we communicate with one another and with our customers.

In order to centralize this effort, **Lauren Anderson**, as our new Communications Coordinator, will be responsible for developing, implementing and maintaining a communications strategy here at Bay Ship. In addition to her duties as editor of the *Rhumb Line*, Lauren

will establish internal communication announcements via email, bulletins and flyers, prepare marketing tools, and update our website. She welcomes feedback from all employees and customers with regard to improving morale and communication. For all communication related comments, concerns, questions or suggestions, please contact Lauren at 510.337.9122 x258, landerson@bay-ship.com or stop by her desk in the administration building.

It won't always be smooth sailing as we work on this transition, but it is only by working together that we can achieve distinction as the 21<sup>st</sup> Century Shipyard.

## Highlights of what we have accomplished so far...

### Branding

- An updated Bay Ship & Yacht website was created. Be sure to check out the timelapse photography of a megayacht being hauled on the Syncrolift. Go to the the Superyacht Refit & Repair Section and select Superyacht Services. Click on the photo on the right side of the page to see the Syncrolift and workforce in action! [www.bay-ship.com](http://www.bay-ship.com)

### Skill Development

- Our new Training Coordinator, **Chris Rochette**, has developed an extensive skills training program
- English as a Second Language (ESL) classes are offered weekly
- Job Shadowing Program has been implemented and will include employees throughout the company
- Management training has been implemented and is ongoing

### Facility Improvements

- Six new customer offices, lounge and shower facilities
- New Production conference room
- Lockers upgraded
- New Paint Kitchen
- Additional employee restrooms have been installed in yard; including a changing locker for female employees
- Enlarged Project Manager office space
- New lead job boxes
- New yard equipment, including pipe benders, dust collectors, bridge crane, forklifts, manlifts, high reach equipment, lathes, 100-ton travelift (BMB), and a 90-ton travel crane and new track welders
- Phone system conversion from analog to digital for greater reliability, including a disaster recovery backup system to maintain uninterrupted voice communications

### Safety

- Partnered with a new workers' compensation insurance company to assist with significantly improving on-the-job safety
- Improved safety signage

"I find the great thing in this world is not so much where we stand, as in what direction we are moving."

--Oliver Wendell Holmes



21<sup>st</sup> Century  
Employees...  
Moving in a New  
Direction

## Innovation in Action

**Anthony Otenbriet** has taken the idea of waste reduction and run with it! He has found a company that will pay us for our used oil as well as a company who will pick up our pallets for free. As a result of efforts like these (there are many more), we have increased our recycling efforts and thus reduced our volume of trash going to the landfill by 30%. Anthony is a great example of helping Bay Ship work smarter.

SAFETY

TEAMWORK

INNOVATION

COMMUNICATION



## Maritime Administration Grant Award to Bay Ship & Yacht

**B**ay Ship & Yacht has once again been awarded a grant from the Maritime Administration under its Assistance to Small Shipyards grant program. The intent of the program is to help modernize facilities, increase productivity and help make shipyards more competitive in the global marketplace.

MarAd awarded \$9.98 million in grants to small shipyards; there were 118 grant applications which resulted in 13 awards. Bay Ship was awarded \$405,789 for compressor system and electrical upgrades.

The compressor system upgrades will provide us with a highly efficient compressor system to enhance our quality blast and coat evolutions. The new equipment will consist of two air compressors (one high pressure) able to accommodate 12 blast nozzles and a refrigerated air dryer.

We will also be able to initiate significant electrical upgrades to our existing facilities.

This grant award allows Bay Ship to make another step forward in the continuous improvement of our operations to become the 21<sup>st</sup> Century Shipyard.



## What's new in Richmond?

**A**s a part of the first MarAd grant awarded to Bay Ship & Yacht, Bay Marine Boatworks added a 100-ton travelift, now the largest in the San Francisco Bay Area. With a travelift of this size, they can now efficiently accomplish the repair and maintenance of vessels under 100 feet that would otherwise have to travel outside of the area for a cost effective haulout. Bay Marine Boatworks can now support the repair of a core fleet of tugs, ferries, 87' Coast Guard cutters, commercial fishing vessels and larger charter vessels. Work on these larger vessels required more dedicated labor, which allowed them to hire six additional employees.

On the recreational side, Bay Marine Boatworks supports yacht racing in the Bay Area. Recently, they sponsored the Farr 30 Eight Ball in the Farr 30 World Championships held early September in conjunction with the Rolex Big Boat Series at the St. Francis Yacht Club in San Francisco. This was exciting and a lot of people worldwide were cheering them on. They started the first day of the regatta in first place, but were unable to hold onto the lead after three tough days of racing on the city front. The Eight Ball placed third which was fantastic for a first-year-team in the fleet!

For more information about Bay Marine Boatworks, visit their website [www.baymarineboatworks.com](http://www.baymarineboatworks.com) or check out their Facebook page.



# REFLECTIONS

### ■ Ken Norkus, Project Manager

"I was assigned to the estimating team for a 30-day stint to learn how the estimating department works and how estimates are put together. Under the guidance of **Bill Shamek**, I was able to assemble the number for Bill to use in Bay Ship quotations.

It was a fast paced 30 days with hardly enough time to get subcontractor quotes and material prices. Fortunately, Bay Ship keeps an archive of previous bids as well as actual job costs that can be accessed and analyzed for use in a current bid. These numbers can be the basis for a line item estimate, using similarity and complexity factors to adjust the values to match the current quotation.

Although I had only a year of experience at that time, that 12 months helped me immensely by being able to visualize many of the steps that had to be priced in a particular line item, including those steps that people sometimes forget, like mobilization costs, interference removal and resinstallation, repainting all the areas damaged by the Work and Subcontractor costs for services we cannot supply from the yard. Those were the fastest paced 30 days of my life."

### ■ Brian Adams, Bay Machine & Fabrication Manager

"I must admit I always gave the project managers a hard time about the way they were doing things and all the last-minute rush jobs they brought to me without the proper information to do the job. When I shadowed **Tracy Ball** (acting Project Manager at the time), I found that most of the time things just don't go as planned and there can be complications that arise, and they come to me to resolve them. I must say that being a project manager here at Bay Ship is a great deal more challenging than other shipyards I have worked in.

I have learned a lot by doing the

Job Shadowing Program and have a much greater respect for the work that Project Managers accomplish. I would encourage everyone here to do some sort of job shadowing because I believe that if this is done, the craft workers would have a great deal more respect for one another and the individuals who accomplish those tasks. I do not feel that one craft is more important than others, because without the combined efforts of all crafts acting as a well-trained team, we would not be able to accomplish the job efficiently."

### ■ Brooks Dees, Design Engineer

"I have become the de-facto weld-

(stick) weld test so I am certified to that extent. I'm working on my MIG certification now. It's taken so long because I need to fit it in when I have time and up until recently we were so busy I had to take a break for awhile. Of course, as the guys would say, I'm not a welder. I happen to be certified but it's a long road from the school through the yard to be considered a welder.

I wish I had done this years ago. It really has helped me understand what the guys have to go through to accomplish the work that they do. It's changed how I design and engineer structures here and given me a real appreciation for what I ask of the guys when "it has to be just so." Plus they get a kick out of seeing the puddin'-hands engineer under a hood!"

### ■ Richard Neuman, Project Manager

Richard had the chance to shadow the estimating department. He explained that in estimating, it often can be challenging to provide competitive estimates without enough relevant historical data to validate the num-

bers. When it was his turn to estimate, Richard learned that the estimating department keeps historical data on all projects whenever possible, and he put it to good use bidding the MSRC Ocean Liberty project. Luckily too, he has previous marine experience under his belt, along with 16+ years estimating and managing projects with a large Mechanical Contractor. Richard utilized his copy of the MCAA (Mechanical Contractors Association of America) labor estimating manual to help develop and backcheck labor hours for items.

The three avenues combined left Richard far better equipped to build a confident estimate. He emphasized again that this would be made much more difficult if there had not been enough relevant resources to fall back on. Richard strongly believes that shadowing is a great way to improve training and knowledge into other disciplines.

How was your experience in our Job Shadowing or Training Program?

ing engineer here at Bay Ship. As our continuing improvement process has evolved on the welding front, I have been asked to become certified by the American Welding Society as a Welding Engineer. It's six hours of testing on several fundamental engineering disciplines plus six hours on welding-specific engineering topics. Because of previous engineering certifications for the state, I am allowed to bypass the first six hours, but not the second. I considered the request carefully and decided it would be a good thing for the company and my career. However, I had real concerns about being a "certified" welding engineer and not knowing how to actually weld. Who's going to take me seriously? I wouldn't. So I told Bill I would study on my time and take the tests, but I was going to take the time to have **Jose Gomez** train me just like any other welder gets trained here at Bay Ship.

I started training about a year ago now and I have to date passed my SMAW

## "BAY SHrImP" SCAMPI

(microwave)

Serves 6

2 lbs. large raw shrimp  
1/4 cup butter  
1/4 cup olive oil  
2 cloves garlic, minced

2 tbsp. lemon juice  
1/4 cup dry white wine  
2 tbsp. minced parsley  
salt and pepper



Peel shrimp and cut through the back without separating the halves. Flatten in butterfly style. Melt the butter in a 2 1/2 quart baking dish and add the remaining ingredients, stirring well so that shrimp are coated with the liquid mixture. Cover the dish with lid or plastic wrap and cook on high 1 1/2 to 2 min. Remove cover, stir, and replace cover. Cook another 1 1/2 to 2 min. or until shrimp are firm and pink. Let stand, covered, for several min.

## BAKED SALMON FILETS

Salmon filets  
White wine (1/2 cup or so)  
Lemon (1-2 squeezed)  
Fresh rosemary sprigs  
Salt  
Pepper

1. Spray 9" x 13" baking dish with non-stick cooking spray.
2. Place salmon in dish
3. Pour wine and lemon juice over fish.
4. Top with rosemary sprigs, salt and pepper
5. Bake at 375 degrees for 20-30 minutes.
6. Just before serving, remove the rosemary sprigs and place salmon under broiler for a minute or so until lightly browned.

## PEACH CRISP

1 cup rolled oats  
1/2 cup flour  
1/2 cup brown sugar  
1/4 tsp. salt  
1 tsp. cinnamon  
1/2 cup melted margarine  
4 cups canned sliced peaches

1. Combine all ingredients except peaches.
2. In greased 8" x 8" baking dish, spread peaches.
3. Sprinkle the oatmeal mixture on top and bake at 350 degrees for 30 minutes.

Goes great with French Vanilla ice cream.



## Looking back while looking forward...America's Cup

These photographs were taken in 1988 from the San Francisco city front just west of the Saint Francis Yacht Club. The event was the Salem Prosail Series and the boats were Prosail Formula 40 Cats, which attracted professional sailors, including the late Tom Blackhaller and, among others, Randy Smyth, Ken Read and Ed Baird. This was like no other sailboat racing on the San Francisco Bay.

With spinnakers, the 2,000-pound catamarans could fly 1,600 square feet of sail from 67-foot masts, providing an awesome sail-to-displacement ratio with speeds not seen before from boats of this size. These boats were well ahead of their time.

Fast forward to 2011. The America's Cup catamarans with the newest technology will be fast and furious like those of the Prosail Series. With a weather mark near Blackhaller Buoy, Tom will be there in spirit to share in the excitement of the 34th America's Cup.

Establish a business relationship with the America's Cup Event Authority (ACEA) as an approved provider for Superyachts that will be in the Bay Area to watch the races. In the summer of 2012, America's Cup World Series events are scheduled with the 45' boats competing in the San Francisco Bay. In the fall of 2013, the 72' boats will be in the bay, first competing for the Louis Vuitton Cup and then the America's Cup finals in September. While schedules for the races are still advertised as tentative, San Francisco Bay events are now slated to begin with the AC34 opening ceremonies on July 4th and may extend as late as September 24, depending on weather conditions. Bay Machine & Fabrication is also benefiting from the AC34 and has already completed a number of jobs for the Oracle Team located at Pier 80.

For more information please visit the Latitude 38 website: [www.latitude38.com/features/ac34.html](http://www.latitude38.com/features/ac34.html)

Bay Ship & Yacht is working to es-



Photos taken by  
**Bill McGee**, Pipefitting Technical Manager



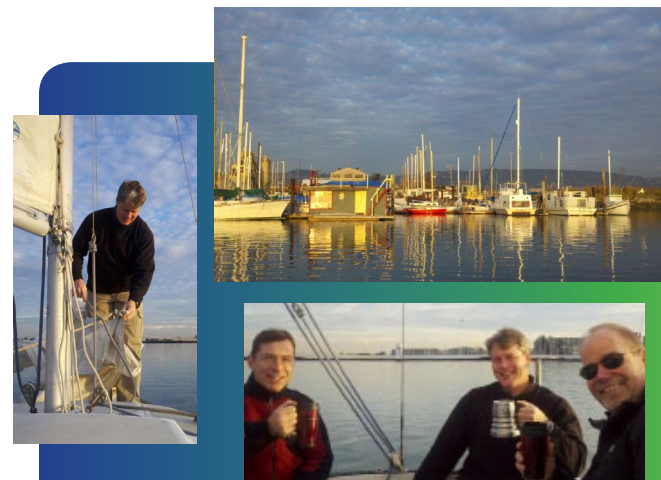
## Joel invites you to enjoy a sail on the *Surprise!*

Come enjoy an afternoon sail on the Oakland/Alameda Estuary! My boat, the *Surprise*, is a Ranger 23, the "Cadillac of Pocket Cruisers." Featuring a roomy, well protected cockpit with all sail controls lead aft, there is a snug cabin containing four berths, rudimentary galley and a porta-potty.

This Fall's sailing days will be Tuesday or Thursday each week, depending on guests' schedules. We leave the dock between 3 and 3:30 pm and return by about 5:30 pm, or dusk, whichever comes first.

The sailing ground is from the Park Street Bridge out to Bay Ship. How far we get depends on the wind, tide and (sometimes) the ship's trusty new outboard. Drinks and snacks are served to suit the taste of each sail's guests.

To sign up, please contact me at: [Jwelter@bay-ship.com](mailto:Jwelter@bay-ship.com). Please tell me when you can go and what you'd like to eat and drink. I usually try to put groups of two to four people together and fill the trips on a first-come, first-serve basis. Also, if you'd like to bring your spouse, kids, dog etc., let me know and we'll see if we can work something out.



# Welcome Aboard!

## Anthony (Tony) Del Gavio



Tony was officially brought on board September 8, 2011 as Market Development Manager in Bay Ship's Sales & Marketing Department.

Prior to joining Bay Ship, Tony had been the owner/operator of Del Gavio Marine Hydraulics, Inc., located near the Alameda yard in Building 140-C. DGMH provided hydraulic services to Bay Ship, and many other customers, East Coast and West, for many years.

Tony decided to close DGMH and, rather than retire, graciously consented to share his breadth of experience and contacts in the industry to the benefit of Bay Ship marketing operations. Tony will also work with production to develop internal capacity to service new and expanded markets.

Welcome to Bay Ship, Tony!

-Roxanne Miravalle, Benefits Coordinator



Congratulations to Jose Solano-Romero and his wife, Ana Laura, proud parents of a healthy baby boy named Jonas, born on Saturday, September 24, 2011. This is the second child for the Solano-Romero family, who also have a 3-year old daughter, Ashley. Best wishes to Jose and his family.

Employees and customers are encouraged to contribute to future quarterly editions of the *Rhumb Line*. Please contact Lauren Anderson with departmental news and/or photos, personal events, recipes, quotes, cartoons, or anything else you'd like to share with the employees of the Bay Companies. We'd also like to hear your comments and suggestions about what you would like to see in future editions.

**The deadline for the next issue is Thursday December 15th.**

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

Thank you!

## Upcoming Events

Come cheer on the Bay Ship & Yacht softball team!

- We are down to our last couple games of the season...

**Friday October 7<sup>th</sup> @ 8:10 pm**

**Friday October 14<sup>th</sup> @ 8:10 pm**

At Toby Chavez Field (Lower Washington Park)

For game information or where to sign-up,

please contact, Mark Colcleaser.

(Stop by the Machine Shop office or call his cell)



Enjoy an evening sail on the Estuary

- (see page 11 for details)

Open Enrollment for Health Plans

- Unlike past years, Open Enrollment for adding to or changing your medical and dental insurance coverages will be conducted in 2011 during the month of December. A reminder notice will be included with employee paystubs/paychecks during November. For more information please see Roxanne in HR.

Winter's coming--don't forget to get your Flu Shot

- Friday, October 14<sup>th</sup> from 11:30 am to 1:30 pm** in the Training Room

## 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 21<sup>st</sup> Century Shipyard.*

Published quarterly for customers and employees of the Bay Companies.

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Back issues: (Coming soon)  
<http://www.bay-ship.com>

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