



C & B Newsletter

Issue 48

December 2016

Goodbye 2016, Hello 2017!

Scott Bray
CFO

First and foremost we want to thank each and every one of you for your hard work day in and day out. It is truly a team effort that makes C&B the company it is today and will grow into tomorrow. 2016, as many of you have seen and heard out there, was a rough year for our industry. Government regulations, over capacity of equipment and a slowdown in world demand for bulk commodities has led to one of the worst years for the river industry since the 80's. Yet with all of those factors working against us, C&B remains on good financial footing, and sees the possibilities for new opportunities in 2017 and the years to come. We continue to look for ways to enhance our relationship with our current and potential customers by not only offering them quality service, but expanding those services and creating mutually beneficial long-term partnerships.

In 2016, with the addition of Paul Wiesner, C&B Energy Services has broadened its offerings into river construction projects. In addition, with Don Blum joining us, C&B Repair & Maintenance was formed to offer our customers dry docking and top side repair services. Our company is well positioned for the coming Coast Guard Subchapter M regulations, and in 2016 we renewed our AWO RCP certification for the fifth time in the company's history. C&B Marine saw 2016 mark its return to a full service provider in the...

Cincinnati harbor with our partnership with Ingram, and a fitting year it was to return to our roots, as 2016 was our **50th year serving our river system**. With your help we were able to keep employee benefit contributions flat in 2017, the second year in a row of no increases, something not heard of at many companies with the drastic rise in health care costs.

So where do we go from here? We need your help! By working together we can help each other enhance our customer's experience. We implore you to bring any suggestion, big or small, to our attention that may grow and/or expand our relationship with current or potential customers. We're also focused on looking inward on how we enhance the company experience. In 2017 we will begin a Process Improvement Committee to engage a broader range of associates in helping to make our company better. Also in 2017, we'll begin the process of expanding our supervisor training, to not simply once a year office training, but by providing the tools, training and guidance in the field on a more regular basis and helping everyone to achieve their full potential.

Employee Relations

Employee Corner – Brian Mullins

Emma Obertate

Employee Relations Manager

Brian Mullins, a pilot at Hilltop Big Bend, underwent brain surgery to remove two tumors this month. He had a similar surgery back in 2013 and has since recovered. As Brian moves towards recovery please keep him and his family in your thoughts and prayers. Brian, we wish you the very best!

To help Brian on his path to recovery, C&B has set up a donation fund. If you would like to make a contribution through payroll please email me directly with the amount and frequency (one time donation or weeks to repeat). The company will match the first month of donations made by all employees!

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Marine

Personal Protective Equipment (PPE)

Ed Lapikas

General Manager C&B Marine

The pilot/supervisor is responsible for keeping the PPE cabinet fully stocked and ensuring that his/her employees are wearing the required PPE properly and at all times. The Supply Requisition Form lists the PPE items and quantities needed. If an employee requests an item of PPE, the employee must present the damaged PPE to the pilot/supervisor, the employee must be provided with replacement PPE, and the pilot/supervisor must submit the PPE Replacement Form to Ambyr Freeman and your supervisor. The pilot/supervisor must request items needed in the monthly supply requisition (the captain/supervisor should receive a requisition sheet from each pilot or shift supervisor, and submit the monthly requisition). The pilot/supervisor must keep track of each employee's use of PPE using the PPE Replacement Form to ensure that nobody is abusing the policy. If an employee is abusing the policy by not maintaining his PPE properly, going through excessive PPE, or losing PPE, then the PPE will be provided but the employee will be written up. Repeated abuse may lead to disciplinary action, including termination.

Safety Department

Lessons Learned – Failure to Report

Greg Schabell

Safety Manager

We recently had an incident at CGB Aurora where we broke a handrail and ripped it into the river. M/V Enterprise was coming into the lower crane dock at CGB Aurora harbor with 3 empties, 2 long. There were 25 mph winds that were pushing the empties out into the river. There were several lines draped over the handrail on the cell. The deckhand rushed to get a line on the barge, but the line he grabbed was intertwined with another line that was wrapped around the handrail. When the line became tight, it pulled the other line, which broke the handrail and pulled it into the river. The deckhand was next to the handrail when it fell in and could've been injured by it. The pilot did not inform the Captain or management about the property damage or the near miss. C&B was notified by CGB the following morning when they noticed their handrail was missing and a fall overboard hazard was left.

This property damage should've been avoided, but we will not be discussing that here. Ultimately the...

damage was minor and how it occurred in the prevailing circumstances was understandable. The issue here, and the reason the pilot was punished, was that the damage was not reported and we had to learn from our customer about the damage. The missing handrail left a fall overboard hazard that a CGB employee could've fallen off when he went to work in the morning. Not only is this against C&B's policies and procedures, it damaged our reputation with our customer and left a hazard were someone else could've been hurt. Several Lessons Learned have gone out stressing the importance of reporting all incidents and near misses, and we've stressed it each year at the annual Captain Meetings.

In this case, the pilot was taken off the vessel and suspended without pay for the rest of his hitch. Moving forward, failure to report any property damage, personal injury, other incident, near miss, or unsafe act/condition will be punished. The punishment will range from a write-up to termination. Management will determine which punishment is appropriate based upon the nature of the incident, previous instances of failure to report, and the employees past work performance. In this case, the pilot's past performance was excellent, which is why he did not lose additional days on his next hitch. If the incident had been reported properly, the worst that would've occurred is the pilot and deckhand would've been briefly counseled and filled out some paperwork for the incident report. Be warned: EMPLOYEES WILL BE PUNISHED HARSHLY FOR FAILURE TO REPORT!

Marine

Pilot License Renewal

Ed Eichhorn

Senior Captain

The National Maritime Center (NMC) suggests that you send in your application for license renewal at least three months prior to your license expiration date and six months ahead if you may have any medical issues. Due to greater-than-usual volume of mariner credential applications being received, the NMC may be unable to process all applications prior to the expiration of your current document. In an effort to address the issue, the USCG is granting an extension of national endorsements for any mariner whose license expires on or after December 1, 2016. This extension is effective immediately and will be valid until September 30, 2017. All mariners sailing under the authority of their national endorsement should print and retain a copy of this letter with their license and produce it upon request of the USCG



personnel or other officials. Applicants still have a responsibility to submit a timely application and should continue to submit renewal requests in time to receive a new license prior to the expiration date of their credentials. Mariners must also continue to maintain a valid medical certificate. You can print off a copy of the extension letter and monitor the NMC website for updates at www.uscg.mil/nmc.

Safety Department

Daily Vessel Log

Gordon Putzke
Compliance Manager

Our vessels have been using TowWorks for several months now. I appreciate all the work that many of you have done in helping C&B Marine limit the paperwork that is required for our RCP program as well as the USCG requirements. The DVL is a legal record that must be completed for each day of vessel operation. This computer entry is now your Official Log Book. Official Log Books are very important legal documents. Entries should be made in clear language. Always remember that you may have to explain your entry in a court of law so stick to the facts and be precise and accurate. Try to make your entries as soon as possible after a marine event so that the facts are clear in your mind. The U.S. Criminal Code makes it a criminal offense under 18 U.S.C. § 1001 "for any person to knowingly make a false statement or representation to, or conceal a material fact".

It is also necessary to log other items that our crews have not previously logged before. In the event of a Serious Marine Incident, or even a regular USCG inspection, these DVL's can and will be checked. Your DVL is a chronological record for the all the vessels activities. Below is a quick list of other items that should be logged on a regular basis:

- 1) All daily vessel activities.
- 2) Any and all visitors, vendors, and office personnel. (use- Notes event- to log time on and time off the vessel)
- 3) Any and **ALL drills** (crew training) that the vessel will hold (use- Notes event- "Held Fire Drill" or "Held MOB drill")
- 4) All drill held for each New Hire that arrives on the vessel. (use- Notes event- "Held drills for New Hire {employee name}")
- 5) Any and all vessel collisions, allisions, and/or vessel damage.
- 6) Any and all "lookouts" that your vessel will post in extreme weather conditions.
- 7) Any and all crew members getting on and off the vessel (Crew on & Crew off events)

8) All fueling, bilge pumping, and any event in which fuel or lube are transferred.

Employee Relations

Employee Corner – Save Money on Prescription Drugs

Emma Obertate

Employee Relations Manager

A prescription drug list was mailed to all enrolled employees to aid in helping you manage your prescription drug costs. Below is an outline on how to compare savings. One of the many advantages of switching to United Healthcare's Outpatient Prescription Drug Plan in 2017 is the opportunity to save money with lower-cost medication alternatives. In fact, depending on your prescription, you may be eligible for no co-payment at all! United's Four Tier Prescription Drug List makes it easy to find the pricing of your prescribed drugs based on a tier system. Once you find your prescription's tier in the index of the United Healthcare Four Tier Prescription Drug List, you can refer to the United Healthcare Benefit Summary to find the pricing assigned to your prescription's tier. On this summary, you will also find the pricing of the United Healthcare Mail Order plan, a feature that provides you with medication for up to 90 days without ever visiting a pharmacy. Once you find the pricing of your current prescription, get involved to save! Even though your current prescription is assigned to one tier, you could potentially change to a generic or alternative medication on a lower and more cost-effective tier. So, be sure to talk to your doctor and do a little bit of research on your current medication to see if you can make a switch and save with United Healthcare!

Quote of the Month

"Man cannot discover new oceans unless he has the courage to lose sight of the shore." Andre Gide



Papa Fred by Brian Mullins. Winner of the best pic of the month!

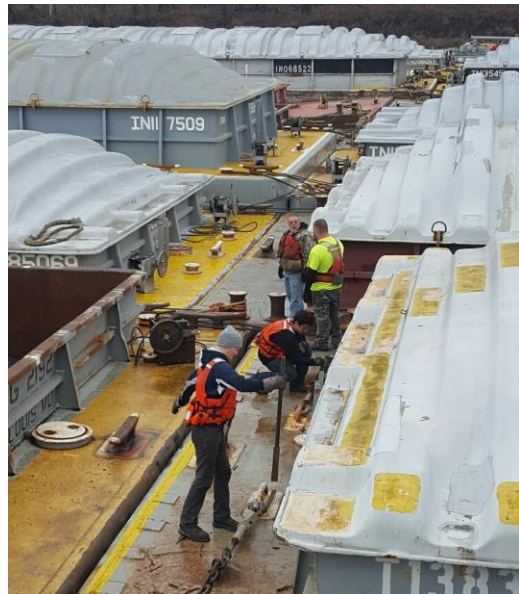


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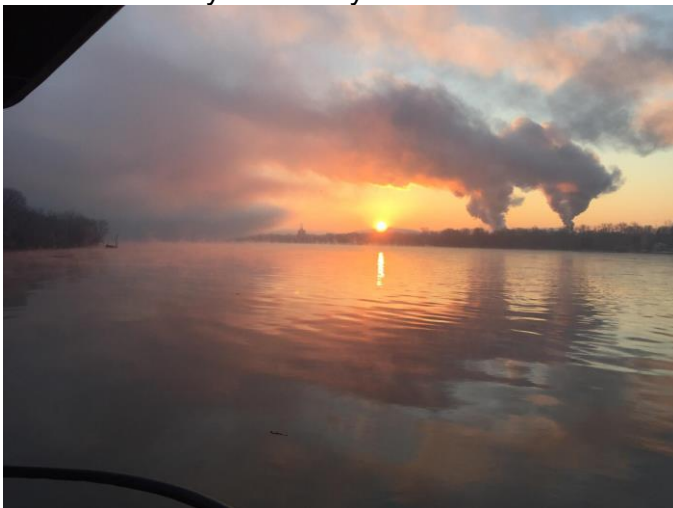
Stuart by Mike Crawford.



Building tow for Ingram at Hebron by Ed Eichhorn



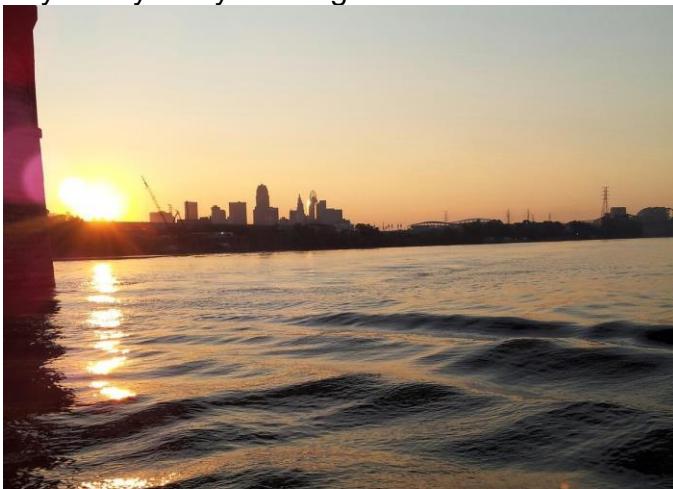
Silver Grove by Adam Myers



Frosted wonderland at Black River by Chad Arnold.



Skyline by Larry Hastings





BIRTHDAYS & ANNIVERSARIES

Full Name	Birthday
Adkins, Nathan M	31-Jan
Burcham, James D.	23-Jan
Freeman, Charles	4-Jan
Fryman, David	14-Jan
Gesler, Kyle A	12-Jan
Huff, Kenneth M	4-Jan
Isaacs, Jason S	1-Jan
Jones, Jerry	8-Jan
Kramer, Jared Louis	20-Jan
Leach, Edgar	21-Jan
Lenear, Robert H	28-Jan
Miller, James D	5-Jan
Pennington, Donald	31-Jan
Rowe, Justin K	24-Jan
Schell, Noah D	1-Jan
Simonson, Jenna	1-Jan

Full Name	Hire Date
Adams, Bert	1/1/2015
Bray, Scott	1/10/2000
Bray, William	1/1/2015
Caddell, Kyle L	1/6/2015
Caldwell, Johnny	1/13/2014
Carlisle, John	1/1/2015
Carlisle, Robert	1/1/2003
Dasher, John J	1/14/2016
Harris, Robert	1/23/2007
Miller, James D	1/19/2016
Monday, Sarah J	1/11/2016
Monroe, Anthony	1/6/2006
Pennington, Donald	1/18/2015
Swan, Tim B	1/12/2015

ANNOUNCEMENTS

We have started sending groups back to Seamen's Church for advanced pilot training. We have 4 classes set up for 2017 and the training subjects will be different, as well as some of their equipment.

Justin Dewitt welcomed Lydia Kate, 6 lbs. and 19", on 12/11/16!



Lenny Franz welcomed his new grandson, Trevor William, 7 lbs. 2 oz., on 12/22/16!



Questions and Answers

We are asking that if you have any questions or would like clarification on something that you send us your questions and we will address them in this section. We look forward to hearing from everyone.

Q: How can I get a C&B 2017 Calendar?

A: Copies will be delivered to the boats and rigs for employees to take home. Employees can also pick up a copy directly from the Covington office.

Q: Who do I contact for the employee referral program?

A: Emma Obertate.