



C & B Newsletter

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Inside This Issue

1. GM 1000
2. Growing the Cincinnati Harbor
3. Using Our Resources
4. 5 MPH Everywhere You Go
5. 7 Deadly Sins
6. Cold Weather
7. New Equipment and Operations
8. Antifreeze/Coolant Testing
9. Safety Tip
10. Quote of the Month
11. Photo Gallery
12. Calendar Events
13. Announcements
14. Questions and Answers

Growing the Cincinnati Harbor

GM1000

Chad Bray
COO

This past month, C & B has made huge strides in growing the Cincinnati harbor. A few months ago, Gordon and I visited Genesis Marine. This past month, we find ourselves moving several brand new tank barges out of Jeff fleet in Louisville to Cincinnati. Moreover, we have made our presence in Cincinnati more prevalent. We have fleeted tank barges now at our Hebron and Silver Grove fleets. These brand new, several million dollar barges have been in our care and custody with great confidence from our customers. We would like to thank all those who continue to prove that our team effort is a group success. We look forward to continuing these spot movements and appreciate all the hard work everyone puts into the success of our company.

A special thanks to the crews on the James H. The confidence we've earned, will earn C & B further opportunities to grow the Cincinnati Harbor – along with that, a heightened responsibility to continue our hard work and dedication.





Seamen's Church

Using Our Resources

Greg Schabell
Safety Coordinator

This month I had the pleasure to observe Captains' Willie Terrell, Lenny Franz, Jim Conley, Chad Arnold, John Haney, Jeff Swayne, and Jeff Lucas at the Seamen's Church Rules of the Road (ROR) Course in Paducah, Ky. I hope that everyone gathers that C & B is investing in our people to ensure that we are professionals and warrant the confidence of our customers. I learned a lot from the instructors and our Pilots. I would like to say something about the resources C & B provides: C & B provides the best resources in the industry! However, those resources help us little unless we know how to use them. Navigating a book or other resource is a skill like any other. The more you use it, the better you are! Whether it is the ROR or the RCP Manual, you need to take time to study the way the book is set up. This is different from studying the content of the book or resource. You need to study the Table of Contents, Introduction/Intentions, Format, Index, ect. CFR's are not written the same way you write a text to friend, a novel, or this newsletter. That does not make them "Greek," it makes them different. Do not allow the size or language of a resource to intimidate you. Those resources provide "cheats" for navigating the book in the Table of Contents and Indexes. They will explain unfamiliar words like "notwithstanding" and "shall." You will grow more comfortable with the way it is written (format) the more you read it. Study the "WAY" to navigate the material as you would study the content of the material, and ask your peers and myself if something is confusing you.

Lessons Learned

5 MPH Everywhere You Go!

Joe Braden
Mill Creek Manager

One of our co-workers was leaving the Mill Creek plant behind a car and rough terrain forklift. As you could imagine, the convoy was moving slow. When the forklift and car slowed down approaching a stop, and thinking they were stopping to work, the employee decided to pass them. As it turned out, they were not stopping to work. The car that my employee passed happened to be a plant...

...manager and he got his license plate number and description of vehicle. Passing a vehicle in the plant is a very serious incident. I was contacted by the coal yard supervisor and as a result of this safety violation the employee lost his driving in privileges for a period of one month. I also was asked to explain to all my guys that unless you are waved around by someone, you are not to pass them inside the plant. Remember that our safety policies are active on the vessel and off. Respect our customer's and keep the "5 MPH" mindset until you're off their properties.

Seamen's Church

7 Deadly Sins

Greg Schabell
Safety Coordinator

I would like to refer to other articles in this newsletter and discuss a lesson utilized during the ROR course. The "7 Deadly Sins" are: ambiguity, distraction, violating established procedures, not complying with "the plan," communication breakdown, improper LOTO, inadequacy/confusion. These can overlap and compound one another. There are 2 cures for these "Sins": adjust to the prevailing circumstances and situational awareness! These maxims are always easy to understand but they can be difficult to enforce over time. The "prevailing circumstances" are what you're currently faced with: fog, high water, new boat, different location, cold, another crew, etc. In the Army, this was expressed as "METT-TC" (mission, enemy, terrain, troops, time, and civilians). The meaning is the same: look critically at your world in the present time! Maintaining situational awareness is the easiest thing to explain: PAY ATTENTION. Whether I was manning a guard tower in Iraq or watch on a foggy night at Ghent, it was hard to pay attention for long periods of time when nothing seems to change and nothing "sparkles." This goes hand-in-hand with not letting complacency to set in. We are beginning to move liquid barges as the cold weather is coming upon us. These are our new prevailing circumstances. Maintaining our situational awareness will demand that we continue training and stay disciplined. Ensure that you and others are clear on what their responsibilities are and conduct a thorough job briefing. Maintain situational awareness and do NOT allow yourself to be distracted. Follow C & B policies and procedures and do NOT take shortcuts. Always have a plan and follow it. Communicate with your crew, the office, and your replacement. Train to be a professional and know that you are one!



Safety Department

Cold Weather

Chad Bray
COO

Exposure to cold weather can cause frostbite and hypothermia, 2 painful and damaging conditions. Two natural factors that compound cold weather risks are wind and wet cold. Wet cold is typically a problem at temperatures above 14 degrees. Both wind and wet cold can cause the body to lose heat several times faster than just cold temperatures alone. Take a sensible approach when working in cold weather.

- Eat three meals every day and drink plenty of liquids
- Work at a slow but steady pace (perspiration causes clothing to get wet)
- Keep an eye on your fellow crewmembers, looking for waxy white spots (first sign of frostbite) or actions that could signal hypothermia
- Limit your exposure to the wind and cold
- Do not smoke; do not drink caffeine – these affect the body’s ability to regulate heat
- Continue eating while in the cold - increases body heat (fuel your furnace)
- Wear several loose layers of clothing. Wear cotton or wool next to your skin. Wear an insulating middle layer, wool or down is best. Wear a waterproof, windproof outer layer. Loose layers trap air that is heated by the body to add more insulation
- Wear boots large enough for two pairs of socks.
- Socks should be made of moisture wicking material, such as polypropylene or a cotton blend (such as 80% cotton 20% nylon).
- Wear gloves large enough to not be restrictive. Should have an inner insulating layer
- Change out of wet clothing as soon as possible
- Cover your hands, feet, face and head
- Keep moving – this movement keeps blood moving through your limb
- Take a break in a warm place if you feel too cold or numb

Dress appropriately for the conditions. Monitor yourself and your fellow crewmembers. As always, we must remain vigilant and look out for each other. Stay on task and have a safe C&B day.

Energy

New Equipment and Operations

Buddy Begnoche
C & B Energy Manager

Our cleaning operations have expanded to cleaning barges at our Hebron location. This month we completed dredging at Stuart Station. We continue loading gypsum at Stuart. A new Cat 299 loader was added to the Zimmer cleaning fleet. National Crane has completed yearly inspections on all of our cranes and excavators.

Service Department

Antifreeze/Coolant Testing

Jason Dew
Maintenance Coordinator

As they keep saying, cold weather is coming. We need to prepare our equipment as well as ourselves. We need to check the coolant/antifreeze on all engines, on all our equipment and boats. Being proactive will ensure all equipment runs properly. Ensure that your equipment has been inspected and report any passing or deficiency to me. The engine room is the warmest part of the vessel now, so put in ear protection and keep up on maintenance while keeping warm.

Safety Tip

Cold Weather

Greg Schabell
Safety Coordinator

Clothes, boots, and gloves are NOT warm ...YOU are warm. Only your body or mechanical devices generate heat. Your body warms your clothes and the clothes KEEP you warm. Your body generates heat with water and food. DRINK WATER. Staying hydrated and consuming a balanced diet – along with regular exercise and stretching – are the means that you will generate the heat needed to keep you warm and safe in the cold weather.

Quote of the Month

“All things are poisons, for there is nothing without poisonous qualities; it is only the dose which makes a thing poison.”

Paracelsus



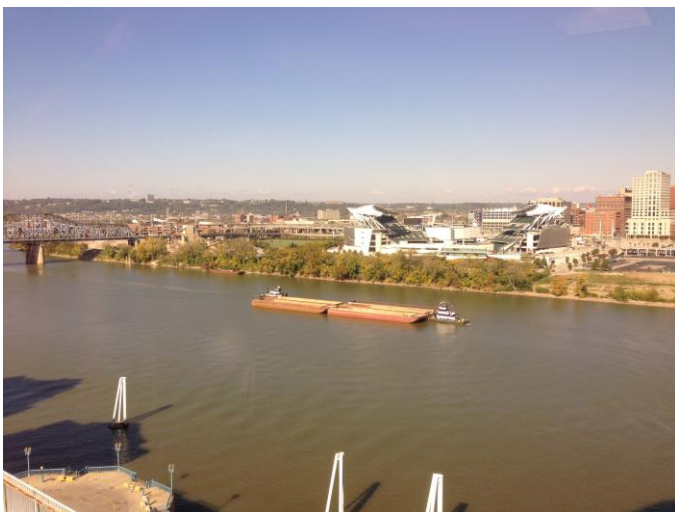
Seamen's Church, Paducah KY



Paul T



Steve Kuhr & Papa Fred



Richard Youngman, Mechanic



Beverly Wayne



Stuart Plant





CALENDAR OF EVENTS

BIRTHDAYS

2-Oct	Hannan, Jason
4-Oct	Obertate, Emma L
5-Oct	Wallace, Michael W
8-Oct	Longfellow, Roger D
10-Oct	Ingram, James
12-Oct	Goodin, John T
13-Oct	Webb, Rickey D
14-Oct	House, Aaron J.
30-Oct	Littlejohn, Richard A

ANNIVERSARIES

1-Oct	1998	Braden, Joe L
1-Oct	1998	Miller, Ray E
1-Oct	2000	Stith, Jeffrey W
2-Oct	2012	Abdul-Salaam, Dawood M
2-Oct	2012	Fricke, Scott A
2-Oct	2012	Turner, Brian A
3-Oct	2011	Schottelkotte, Victoria A
11-Oct	2010	Brooks, William A
15-Oct	2008	Earles, Donald A
17-Oct	2006	Hannan, Jason
19-Oct	2004	Jackson, Jeremiah R.
21-Oct	2003	Terrell, William M.
21-Oct	2009	Leach, Edgar L
22-Oct	2007	Crawford, Michael D
23-Oct	2012	Moore, Kevin E
23-Oct	2012	Satterly, Michael S
26-Oct	1999	Collins, Adam L
27-Oct	2009	Wallace, Michael W
29-Oct	2012	Jackson, Clay M
31-Oct	2011	Arnold, Chad M

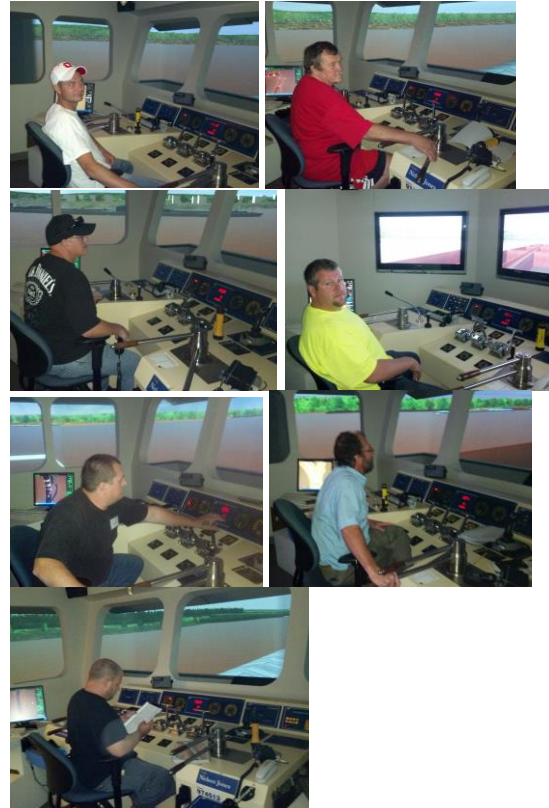
Questions and Answers

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 many boats do we operate and in what areas?

A: We currently operate 15 boats and our main area of focus is Ohio River miles 389-626. We sold the George Harrison earlier this year. We have 2 new boats under construction.

ANNOUNCEMENTS



Q: How do I get in the Newsletter?

A: Individuals and operations will be recognized in each month's Newsletter for outstanding efforts in regards to safety, maintenance, operations, etc. The department managers will note the employee or operation they would like included in the Newsletter.

Q: Can I send pictures to be published in the Newsletter?

A: Yes! Send pictures to Greg Schabell or your manager.