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INSIDE

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o far this year I’ve been focusing on the need to find innovative ways to reduce our costs in all areas of the shipyard and the importance of being affordable and competitive for future contracts. As I write this, Congress continues to wrestle with tough budget issues and we are fully engaged in negotiations with the Navy for DDG 1000 follow ships. We just brought Spruance home from four days of acceptance trials where all trial events were executed seamlessly and the ship returned with two brooms, one for HM&E and one for combat systems. With so many things happening, I’d like to share some thoughts with you about “urgency.”

A 16th century English author is sometimes credited as having coined the often-used phrase: “Time and tide wait for no man” (or woman), although some language historians say its origins go back much further. Some of us who participated in or observed our ship christenings and launchings before mid-2001 have witnessed the literal meaning of that saying. Before we had a Land Level Transfer Facility those operations were essentially “ruled” by the tide. When the tide was right, the ship was going down the inclined ways regardless of what else was happening at the time. You could feel the high sense of urgency surrounding those events.

But I don’t think the individual who first offered the phrase necessarily meant it to be taken literally. I suspect he or she was trying to get the point across that, absent a sense of urgency around whatever task is at hand, the more likely it is that it won’t get done. The schedules, milestones and deadlines associated with getting a high quality, affordable ship built are very visible and a sense of urgency generally goes with all that we do to achieve the objectives in front of us. But as we take our horizon beyond immediate objectives, it’s easy to fall into the trap of thinking that we’ll have “time” to deal with those downstream things. That type of thinking can cause us to lose the sense of urgency.

As we look to our future in the context of increased competition for fewer ships, we should remember that time and tide wait for no shipbuilders. It’s likely we will be involved in a competition for DDG 116 by the end of this year. Bringing a sense of urgency to all that we do, whether it’s improving safety performance, taking better care of ourselves or finding new and more efficient ways to make our ships more affordable will help us get the job of winning new ship contracts done. Time and tide are running.

TOGETHER WE CAN MAKE A DIFFERENCE.
Feedback from CNO Shipyard Visit

In February, Senator Susan Collins invited the Chief of Naval Operations, ADM Gary Roughead, USN, to visit BIW to reinforce the importance of DDG 51 and DDG 1000 class ships to the Navy as well as the value of BIW to the shipbuilding industrial base.

Senator Collins shared the note which she received from ADM Roughead following the visit. ADM Roughead said, “It was so good to return, and I really appreciated being able to visit Bath Iron Works with you. I always come away impressed with what I see. As I mentioned in the press conference, what I saw was quality, innovation and pride.”

ADM Roughead continued, “Again thank you for being there, and for your unequaled support of our Navy, the men and women who serve, and the nation’s shipbuilding industrial base.”

Senator Collins and ADM Roughead at BIW in February 2011.
5 Star Compliance
An Interview with Laura Mathisen

On January 1, 2011, the 5 Star Program was reset to zero and all areas slated to undergo recertification with the added requirement that inspections expand to include employee engagement factors which affect our accident and safety statistics. With work underway but no stars yet awarded, Laura Mathisen, Director of Environmental, Health & Safety, offered her thoughts about this year’s approach.

Q. How has the 5 Star process changed in 2011?

A. BIW strives for continuous improvement on all fronts and safety is no exception. In 2010, the Senior Leadership team actively engaged with Area Management to evaluate 5 Star elements in Manufacturing and Warehousing areas throughout the company. In 2011, senior leaders continue their role in 5 Star inspections but we have added their direct reports to the program and divided the shipyard into eight larger, more consolidated areas.

Q. While no stars have yet resulted, what progress is being made towards certification in these areas?

A. The wall-to-wall audit is the method by which we measure progress in all areas. We recently started a second round of inspections of all manufacturing and warehouse areas and although it is early, we have seen an average 38% reduction in findings over the first round. So, although no stars have yet been handed out, we are seeing progress and improvement.

Q. What is your opinion of the approach to date?

A. One important aspect of this year’s effort is the commitment from senior leadership, their direct reports and all trade and area Joint CREST Committees to refresh the employee engagement aspect of our Safety Program. These groups are spending time in the shipyard and showing a strong interest in everyone’s safety, especially how people keep themselves and those around them safe as they perform their work.

We know that we can reduce injuries by engaging employees. We know that if employees are thinking about what they are doing, possibly because they have recently been asked to explain their task, they are more likely to remain in the moment and work safely.

When I use the word employee, I mean everyone that works for BIW because we all need to stay engaged when accomplishing our tasks. Take myself for instance. While I don’t work with the tools, when I am out in the shipyard I must be in the moment, aware of my surroundings and of what is happening around me at all times.

Q. What are your aspirations for this year’s program?

A. I think we have a real good opportunity to take the safety program to the next level and reduce injuries. We must remain ever mindful of our goals and make sure we all go home in the same condition we arrived at work.

Safety is everyone’s business.

Recent Contract Awards

DDG 1000

On February 7, 2011, the Navy awarded BIW a $6.7M modification to its existing contract to provide additional systems engineering services associated with the detail design and construction of DDG 1000 Zumwalt. Systems engineering efforts include detail design excursions, shock qualification, production process prototype manufacturing and life cycle support services prior to PSA. This funding specifically supports completion of design and cable routing which was previously the responsibility of Northrop Grumman Shipbuilding which was transferred to BIW in 2010.

DDG 1001

On March 18, 2011, the Navy awarded BIW a $28M modification for long lead material and engineering and support services for DDG 1001.

Outfit Support Towers (OSTs) being readied for DDG 1000.
Have you been told by your doctor that you have a health condition? If you want help dealing with that condition, CIGNA has a new program where you can get extra help by talking with a health professional. The program is called Chronic Condition Support (CCS) and offers you the means to create a Personal Health Team. CIGNA’s team of health advocates, trained as nurses, coaches, nutritionists and clinicians, can provide health coaching at no cost.

**Connect with one dedicated contact.**

If you have a health condition like diabetes, heart disease or asthma, a member of CIGNA’s Personal Health Team may call you at home to get things started. If this type of support program is not for you, simply let the advocate know you are not interested in the program. No outreach from CIGNA? No problem, you may call a member of the team at any time (888-551-4072) to learn about the program or ask for help. CIGNA’s Personal Health Team approach is offered for the following chronic health conditions:

- Asthma
- Heart Disease
- Coronary Artery Disease
- Angina
- Congestive Heart Failure
- Acute Myocardial Infarction
- COPD (Emphysema and Chronic Bronchitis)
- Diabetes Type 1
- Diabetes Type 2
- Metabolic Syndrome
- Peripheral Arterial Disease
- Low Back Pain
- Osteoarthritis
- Depression
- Anxiety
- Bipolar Disorder

**The Personal Health Team can help you:**

- Manage a chronic health condition
- Create a personal care plan
- Understand medications or your doctor’s orders
- Identify triggers that affect your condition
- Make educated decisions on your treatment options
- Know what to expect if you need to spend time in the hospital
- Improve your lifestyle by becoming more resilient, quitting tobacco use, maintaining good eating habits and managing or losing weight

Maggie Kelley, NP, BIW’s on-site Health Advocate, had this to say about the new program: “The biggest change BIW members will see with Chronic Condition Support is having a single contact person, a Health Advocate, at CIGNA. BIW members tell me they want to talk with the same person and have calls scheduled at a time that works best for them. This new approach provides an opportunity for the Health Advocate to understand what is important to you so that they can best support you as you manage your chronic condition. They can also assist you with any other health issues you want to talk about. Your Advocate will help you gather all the information you need to make informed decisions that are best for you or your loved one.”

Amanda Hopkins, RD, left, is BIW’s on-site Health Coach (not to be confused with Maggie Kelley, BIW’s on-site Health Advocate, see last paragraph to the left). Amanda is a Registered Dietitian available to meet with employees for wellness-related assistance such as tobacco cessation, weight loss, health improvement planning and general support. Health Coaching is an opportunity to talk one-on-one with a health professional about your health goals. A health coach can help you work to solve problems, stay motivated, provide encouragement and support, offer new ideas, listen to your concerns and celebrate successes with you.

If you are interested in meeting with Amanda, call her at ext. 2182 or email amandah@trestletree.com. Appointments can be scheduled during the work day and charging is available for this purpose as long as appointments do not interfere with business operations.
Spruance Super Trials

Spruance (DDG 111) completed successful Super trials on March 18, 2011. Ed Kenyon, DDG 51 Program Manager, reported that the ship performed flawlessly, executing all required tests and missile firings.

BIW Yokosuka Employees Relocated

The BIW Homeport office located on the Yokosuka Naval Base, a major naval facility used by both United States and Japanese naval forces, is part of the Surface Ship Support Center and staffed by two employees, Mike Su (D75) and Dan Alho (D86) from Bath. Yokosuka is located south of Tokyo and southwest of the Sendai area, site of the major devastation from the earthquake and tsunami of March 11 and also the Fukushima power plant.

Both Mike and Dan and their families have temporarily relocated, Mike to San Diego and Dan to Pearl Harbor, where they will work out of BIW homeport offices until they are able to return.

Mike said that they left with the expectation that they might be gone between two and four weeks, with plans uncertain, at best. He, his wife and son left their home on March 18 for San Diego after a longer than usual trip to the Tokyo airport. He said that his most overwhelming reaction to recent days has been shock at the consequences of the earthquake and tsunami and admiration for the way in which the Japanese people are dealing with the crisis.

In an email sent as he was preparing to leave, Dan Alho said, “We are about 200 miles southwest of the reactors but there has been low level radiation detected here this week. They are telling us not to go outside any more than necessary. The earthquake was felt very strongly here twice on March 11 and since then we’ve had many aftershocks….Many people have left the base and Japan already and most civilians will be gone by Monday, including non-essential Navy people.”

Dan continued, “My wife and I hope to return at the soonest possible time…and my neighbors here are taking our dog and watching our house until we return. My in-laws are relocating from their Tokyo house to another location about 2 hours west. Everybody is remaining calm but worried here and dealing well with the shortages of gasoline, electricity and food.”

Before the voluntary U.S. evacuation from the naval base was announced, BIW asked Mike and Dan to check in twice daily. Their first response to this increased concern from the mother ship was this photo, meant to reassure folks that they were fine.
During the last weekend in February, the WWII-era Black Warehouse magnet crane at Hardings, in near constant demand to move steel plates to the burning tables, was carried out of the building as a $1M, 17-ton replacement crane was brought in, a tightly choreographed move over a year in the making.

The Shepard Niles magnet crane was installed in 1948 and like many baby boomers, it was approaching retirement. Although upgraded several times, the larger, longer and heavier steel plates associated with DDG 1000 dictated a new crane, not just another modification. The Shep Niles crane was previously de-rated for safety reasons and working it below its intended capacity led to delays, workarounds and process interruptions.

In January 2010, a collaborative project between Facilities, Manufacturing and an engineering consulting firm began work to determine the specifications for a new crane. Greg Bridgman (D20) said, “It was important that it be designed and built to our unique requirements, taking into consideration the opinions of the users and utilizing modern technology to achieve as much crane capacity as possible. The new crane has both a magnet and vacuum system. The magnets are three to four times stronger than what we were using before and the vacuum system further secures the material.”

Following a competitive bid process, Somatex, Inc., a central Maine business, was selected to provide the crane. Greg said, “In 1989, Brian Ferland, the founder and president of Somatex, recognized a Northern New England market for cranes and related services and set-up shop in Pittsfield.” Somatex employees like to tell the story of then-Governor Angus King who, while attending an event, looked up at an overhead crane and was amazed to read the words, Made in Maine. He reportedly turned to an aide and said, “Where do we do that?”

Greg continued, “BIW began working with Somatex as soon as they were selected and they were very open to our involvement. Brian Ferland sadly passed away several months ago and ours was one of the last projects that he was personally involved with. We are putting together a plaque that will be placed on the crane and we will also present one to the employees at Somatex which will recognize the valuable contributions of Mr. Ferland and his team to the design and construction of this crane.”

Six weekends were set aside for building upgrades in the Black Warehouse, followed by intensive preparation work during the week leading to installation, including new power, rail replacement, preparation of the roof structure and installation of mobile cranes as they prepared to simultaneously break down the Shep Niles crane and install the new Somatex crane.

Work proceeded on schedule throughout the 13-month period and the new crane immediately went to work cutting through the backlog and making life easier, not to mention safer, for just about everyone in the building. Among those noticing a big difference are the crane operators. Instead of standing up in a cab open to the manufacturing environment, the operator sits at a swivel chair inside a glass cube with controls and a touch screen within easy reach. Ricky Armes (D80), one of four operators initially trained to operate the crane on two shifts, said, “It’s smooth as silk.”

Tait Brown (D10) said, “I’ve had two ‘wow’ moments at Hardings. One was seeing the end of the building turn white after sheathing was added and the second was seeing this crane changed out in one weekend.” He added, “A great deal of careful work went into making this happen. Compared to the old crane, this is a Cadillac.”

Patrick “Rick” Masse (D08) echoed those comments, saying, “Hats off to the Facilities group, especially Bob Willer (D20) and Greg Bridgman, for giving us a beautiful piece of equipment that will result in more production and a safer company.”
From the Fleet

You’ll Want to Read This

Allie Milligan (D93) passed along comments which he received from Dave Wilson, a Lockheed Martin employee.

The source of these comments was an email from his cousin, Maureen Miller, and her husband, Phil, who are the parents of Staff Sergeant Robert J. Miller, USA, who posthumously received the Medal of Honor for heroic actions in Afghanistan in 2008. The medal was bestowed in October 2010 and in February 2011, the Millers toured USS Jason Dunham (DDG 109) named for another Medal of Honor recipient, in Mayport, Florida.

It was after touring DDG 109 that Maureen Miller wrote to her cousin, Dave Wilson, regarding a message received from a close personal friend, Tim Matthews, who in April 1988 was LCDR Tim Matthews, USN, assigned to USS Samuel B. Roberts (FFG 58) and in charge of the helicopter detachment. FFG 58 was on duty in the Persian Gulf when it struck an Iranian mine which ripped open its engine room and set four decks ablaze. The crew fought through the night to save their ship and the story of their survival with no loss of life is now taught in military classrooms. The Navy brought the ship back to Maine where it was repaired by BIW in Portland.

Maureen Miller and Dave Wilson generously passed along Tim Matthews’s comments because both DDG 109 and FFG 58 are Bath-built ships. With permission from all parties, the comments of former LCDR Tim Matthews, USN are reprinted:

Jason Dunham was built at Bath Iron Works in Maine and they build the best ships in the Navy. That yard and their workers take great pride in what they build. They have a strong bond to the Sailors that sail their ships. Dunham will have every damage control advantage in battle from just the pride in workmanship of those shipyard workers. I know, I was on a Bath Iron Works-built guided missile frigate that hit a mine. If she had been built anywhere else she would have broken up and sank. We survived not just because we were well trained, well led, and fought to save her. Not a single weld, pipe, or joint that wasn’t in the direct path of the blast failed. The keel near the blast was twisted almost 180 degrees but did NOT break. I’d go in harm’s way in any ship built in Bath Iron Works. As the phrase in the Fleet goes, ’Bath-built is best-built.’

Dave Wilson, the go-between for this information added, “...This is huge in my view...this is what the Fleet truly feels out there. I would have been remiss if I did not send this to you guys.”

Thanks to all for sharing this reminder of the crew of FFG 58 whose lives once depended on the skill and commitment to quality of the people at BIW who build ships for the U.S. Navy.

Performance Period

October 1, 2010–April 3, 2011

Period 2 Goals Status: As of March 6, 2011

1. Achieve 4,024,808 earned hours by April 3, 2011
2. Complete all GI Inspections on DDG 11 Hull 505 by February 15, 2011
3. Achieve AEGIS Light-Off (ALO) on DDG 112 Hull 505 by April 3, 2011
4. Attain 80% complete on DDG 1000 in Fabrication by April 3, 2011
5. Erect 10 DDG 1000 units in the 1400 Ultra and 6 DDG 1000 units in the 2200 Ultra and complete Blast & Paint on the 3160 and 3170 units by April 3, 2011
6a. Complete all design scope identified on or before October 3, 2010 in the 1100 and 3200 Ultra units by December 31, 2010
6b. Complete 90% of cable routing in the 1400 and 2200 Ultra units by March 31, 2011
Fighting Back Against Rising Energy Costs

High energy costs viciously attack our home budgets, especially during winter. Likewise, the high cost of energy at BIW is a large part of our overhead and directly impacts the cost of building ships and whether or not we are affordable. With the cost of energy steadily rising, BIW tries to hold the line by reducing energy usage. However, every energy component is a different story, depending on how it supports our business and manufacturing processes and the volatility of the specific market. Here’s a few ways that Dan Nadeau (D10) and the people in Facilities are working diligently to control both our use and the cost of energy.

Fuel Oil to Natural Gas Conversion in Bath. We currently heat buildings and provide steam throughout the main shipyard using #5 fuel oil. Costs are subject to great fluctuation, although competitive procurement has contributed to savings. The rest of the cost picture lies with usage and the efficiency of our systems. For three years in a row, we have reduced the consumption of #5 fuel oil by 10% and we are on track to do that again this year.

However, an even more valuable measure will be available later this year when we convert the main shipyard to natural gas. Consolidated Warehouse, EBMF and Harding are fueled by natural gas, a switchover that was implemented incrementally as a pipeline reached these locations. BIW recently signed an agreement with Maine Natural Gas to extend the pipeline to Bath thanks to the efforts of a team led by Dan Nadeau which included Fred Bragdon (D20), Matt Carter (D24), Stephanie Carver (D1310), Drew Colby (D24), Jon Fitzgerald (D0110), Roberta Floccher (D0115), Eric Kruger and Bob Murray (both D24), and Dan Parker (D20).

This conversion, expected to be in place by fall 2011, will be transparent to most of us. Our boilers will remain dual use, should it ever prove necessary or favorable to convert back to fuel oil. However, we anticipate significant savings in our largest use area in Bath, just as we have realized in the Brunswick locations. We will continue to competitively procure energy in the form of natural gas molecules which will travel through the pipeline.

In addition to the cost advantages of natural gas, we will eliminate environmental issues associated with the delivery, storage, monitoring and burning of fuel oil which will significantly reduce carbon dioxide emissions and benefit the environment. This change will also potentially benefit the community by making an alternative fuel source available to the surrounding area.

Condensate. We use fuel to convert water, a purchased utility, into steam, or condensate, which is piped throughout the shipyard for heat and various manufacturing purposes. If condensate is released after use, we lose the value of a pretreated, preheated energy source. But by closing the loop and returning the used condensate for reheating and reuse, we purchase far fewer gallons of water. Our goal is to sustain a return rate of about 80% of the total condensate and we are steadily climbing towards that number. Dan cautions, “Anytime that we see a hose being wasted, that money potential is lost.”

Water. City water make-up refers to the cost of purchasing water from the public utility, primarily to create condensate. Because the amount of water purchased reflects the amount of condensate being reused, Facilities constantly monitors the flow of water into the shipyard.

Wastewater. Wastewater discharge at BIW is monitored by meters which determine our sewer bills, as opposed to residential sewer bills which are generated by the water usage at the same location. This simply means that BIW incurs these costs as a result of accurate measurement of usage, which makes efforts to reduce the amount of discharge very meaningful. There are goals in place to separate storm water from sewage and each project is evaluated for its potential payback in relation to the cost to implement.

Electricity. We are one of CMP’s largest users and have undertaken many projects to reduce both our cost and use of electricity. Efficiency Maine, a statewide effort to promote more efficient use of electricity, helps Maine residences and businesses reduce energy costs and improve Maine’s environment offers rebates for steps which improve energy efficiency. For example, a recent change-out to new fluorescent lighting in the...
Maine Women Veterans Plaque

The Maine Women Veterans plaque was unveiled at the State House in Augusta on February 18, 2011. It is estimated that there are 10,000 women veterans living in Maine and many, including two from BIW, Sharon Bolduc (D05) and Kathleen Conrad (D02), were on hand to represent the service of women veterans in all branches of the Armed Forces in WWII, Korea, Vietnam, the Cold War, the Persian Gulf, Iraq and Afghanistan. The highlight of the event was the reading of the names of the women veterans present and the presentation of a silver coin, a small replica of the plaque itself, to each.

State Representative Linda Valentino and State Senator Tom Saviello proposed the bill which was unanimously passed by the 124th Maine Legislature to allow the plaque to be permanently placed in the State House Hall of Flags and a committee of volunteers raised private funds for the plaque and coins. BIW was a sponsor of the event in recognition of the sacrifices and contributions of all veterans who have served our country. Women veterans may contact the co-chairs at www.mainebvs@maine.gov to receive a coin.

Fighting Back

Continued from page 9

Aluminum Shop generated a $3,000 rebate from Efficiency Maine. Motion sensors have been installed in areas where it makes sense to monitor lighting when not in use, and Facilities works with cleaning crews to make sure that lights are turned on and off only as needed during off-hours.

Facilities looks to everyone to take personal responsibility for what we do at work regarding electricity. If electricity is not supporting work that is underway, it should probably be turned off. Dan Nadeau says, “If you’re not sure, talk to your supervisor, but don’t leave electricity on if you are certain that it is unnecessary.”

What can we do to support Facilities’ efforts? Dan Nadeau said, “Employee ownership of their job and their role in reducing our costs through appropriate use, rather than misuse, of energy is something the company cannot do—we need our people to be engaged.”

Paul Chase (D10) offered an example of a mistake that might easily have been avoided. He said, “During one of the big storms in January, we closed the shipyard before the end of the first shift. People exiting the Assembly Building opened one of the large doors but it was not closed and by the time this was discovered, there were snow-drifts inside the building.” He continued, “That was a costly error. We need to remember to always use personal doors to come and go. The cost of wasting energy is something we just can’t afford in this climate.” Paul was undoubtedly referring to both our northern climate and our business climate where the cost of energy is a big part of our ability to build affordable, capable ships for the U.S. Navy.

Service Anniversaries February 2011

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Biggest Losers Win Big

Don’t read further unless you want to be totally envious of (and totally impressed with) the determination and commitment to fitness that a handful of like-minded BIW women made during recent months.

Many people seek to improve their health by choosing a program that they think will work for them. Several women found their way to Hall’s Olympic Martial Arts Studio in Bath and a program called “Biggest Loser Boot Camp” and subsequently encouraged co-workers and friends to try it out.

Although the BIW group is young, healthy and female, Lisa Hall, the program director, said, “This program is for men and women of all ages. We customize activities to make sure that everyone is pursuing their goals within a range of what is appropriate for them, and everyone’s range includes areas where they can challenge themselves to push beyond their comfort zone and achieve success.”

After six months, Jennifer Orr (D87) has lost over 40 pounds and intends to lose a bit more before settling into a maintenance routine. She began the program in September 2010 and immersed herself in weekly exercise and nutrition challenges, group exercise sessions, and the specialty of the house, kickboxing. Each individual is on a 5-person team which competes against other teams in weekly nutrition and exercise challenge goals. The person who loses the greatest percentage of body weight each session wins a cash prize, funded in part by registration fees. Jennifer said, “Losing weight is the best reward I could imagine, but the session prize is significant enough to bring out the competitive spirit in many of us.”

Jennifer’s quest for better health began with a prolonged period of poor health. She suffered from a blood disorder and was barely able to maintain everyday priorities, let alone exercise. Lack of energy contributed to weight gain as well as depression. She said, “When I was younger, losing weight was mostly about vanity. Now, having dealt with something more serious, it is 100 percent about my health. I promised myself when I started to feel better that I would find a way to lose weight and regain my sense of well being. There is nothing more important than your health and exercise is great for relieving stress.”

The five BIW women shown in the photo (not including their instructor) have lost a total of 146 pounds, roughly the equivalent of another person. Each achieved personal victories and are feeling stronger, looking ahead and enjoying life.
Ironclad Hockey

On March 6, 2011, the BIW Employees’ Hockey Team, Ironclad, played a charity game at the Cumberland County Civic Center against the Southern Maine Law Enforcement All-Stars to benefit Maine Medical Center’s Barbara Bush Children’s Hospital. At the final buzzer, the score was Ironclad 12, All-Stars 6.

The two teams will meet again on April 10, 2011 at 1:00 pm at the Cumberland County Civic Center in Portland. Proceeds from ticket sales will be donated to local charities and a raffle will benefit a Bath family. Look for an upcoming Employee Service Announcement for information about tickets and contact John Grant at 442-2174 for more details.