

Dear Sir,

I am writing this letter of recommendation fully supporting Dave Cross in his position as OCM onboard the Bourbon Pearl. His leadership and experience was invaluable during the Juniper Gas Buy Back and commissioning projects.

Prior to Dave's arrival, the safety culture on the Bourbon Pearl was fledgling at best. Dave was able to get "buy in" from the vessel Master and the marine crew. Participation in the behavior based safety program onboard reached heights previously thought unattainable. Other areas of the safety management system onboard were impacted positively during his time on the vessel. I personally witnessed Dave call an All Stop during a stretcher drill when the vessel crew was going to carry a live person from the main deck to the helideck. Due to his intervention, a rescue dummy was used and certain injury was avoided as the drill was definitely not successful. Dave chaired post-action reviews and lessons learned following the drill and encouraged the Master to accelerate his time-line for the next drill so we could apply those lessons learned. The next drill was much better but, more importantly, the crew began after action reviews immediately following the drill without prompting from vessel management. Dave's impact on the safety culture was immediate, evident, and sustainable.

Dave has great knowledge in ROV operations and subsea work. He was able to get all the relevant parties (ROV, survey, and bridge) to effectively communicate during operations. He diligently prompted me when there was a more efficient way of conducting an operation.

I thoroughly enjoyed my time working with Dave. When I first arrived onboard, I stated the vessel and crew reminded me of a supply boat. By the time I departed, the vessel was well on her way to becoming a proper construction vessel. I am firm in my belief that we would not have achieved our goal of culture change without Dave onboard. His communication skills and patience with a reluctant captain were a work of art. His time spent speaking with and mentoring vessel crew will pay dividends for the vessel and their own personal careers.

Again, I fully and sincerely endorse Mr. Cross in his position as OCM on the Bourbon Pearl or any future project you are fortunate enough to send him on. I truly hope we cross paths again.

Regards,

Jay Yager
BP CVR
Bourbon Pearl