

NATIONAL TRANSPORTATION SAFETY BOARD

IN RE: :
: :
THE EL FARO INCIDENT OFF : NTSB Accident No.
THE COAST OF THE BAHAMAS ON : DCA16MM001
OCTOBER 1, 2015 :
: :

Interview of: Alyse Lisk

Wednesday,
December 2, 2015

Marriott Hotel
Jacksonville, Florida

BEFORE:

CARRIE BELL, NTSB

This transcript was produced from audio
provided by the National Transportation Safety Board.

APPEARANCES:On Behalf of the U.S. Coast Guard:

KEITH FAWCETT
U.S. Coast Guard

On Behalf of TOTE Services:

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On Behalf of the Interviewee:

GIL FELTEL, ESQ., Tanner Bishop

OTHERS PRESENT:

MELISSA SERRIDGE, TOTE Services

P-R-O-C-E-E-D-I-N-G-S

3:45 p.m.

MS. BELL: So I am Carrie Bell. I am the NTSB Human Performance Investigator and the Human Performance Group Chairman for this investigation.

Today is December 2nd. We are in the Jacksonville Residence Inn Marriott. It is 3:45, and I'll just go through the briefing items real quick.

The NTSB is an independent federal agency charged with determining the probable cause of transportation accidents and promoting transportation safety.

The purpose of the investigation is to increase safety, not to assign fault, blame or liability.

NTSB cannot offer any guarantee of confidentiality or immunity from legal or license actions.

A transcript of this interview will be given to you to review after we have had it transcribed from the audio file. And then it will go into a public docket at some point later on, just so you know that.

You are allowed to have one representative of your choice. He can't testify for you, but if you have questions or comments we can always stop and let

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1 you guys have that conversation, if you need to do
2 that.

3 Do you have any questions for us before we
4 get started?

5 MS. LISK: I don't think so.

6 MS. BELL: So we'll go around the introduce.

7 MS. SERRIDGE: Melissa Serridge, HR Manager
8 with TOTE Services. Also part of the Human Performance
9 Group.

10 MR. FAWCETT: My name is Keith Fawcett. I'm
11 a Coast Guard civilian marine casualty investigator.
12 I'm working with Carrie's Human Performance Group.
13 Also kind of looking into nautical operations because
14 they don't have a representative here. And I'm a
15 licensed Merchant Marine officer.

16 MS. BELL: And go ahead and introduce
17 yourself.

18 MS. LISK: My name is Alyse Lisk and I'm
19 Vice President of Cargo Services for TOTE Maritime
20 Puerto Rico.

21 MR. FELTEL: Gilbert Feltel, Tanner Bishop
22 Law Firm, here as Ms. Lisk's representative.

23 MS. BELL: Okay. All right. We'll go ahead
24 and get started. And can you acknowledge for me --

25 MS. LISK: Do you want me to sit closer?

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1 MS. BELL: That would be great.

2 MS. LISK: You want me to?

3 MS. BELL: Oh, you're fine if you want to
4 sit right there.

5 MS. LISK: Oh, okay. (Inaudible).

6 MR. FAWCETT: Recording?

7 MS. BELL: Yes, can you acknowledge that we
8 are recording this interview and that you're okay with
9 that?

10 MS. LISK: I am fine with you recording it.

11 MS. BELL: Okay. Thank you. So we'll go
12 ahead and get started. Just a general question to
13 start off.

14 MS. LISK: Yes.

15 MS. BELL: Can you just give us an idea
16 about your background?

17 MS. LISK: Sure. So my background primarily
18 has been in the transportation industry. I have been
19 with TOTE Maritime Puerto Rico for four years.

20 Prior to that I was with NYK Logistics, now
21 Houston Logistics, for about one year in their
22 Transportation Division.

23 And then prior to that I was with Maersk
24 Line for approximately -- almost 20 years. And within
25 that 20 years, approximately 20 years I played many

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1 different roles starting in more like a customer
2 service, rating bills of lading, quoting over to
3 operations, terminal system implementations, inland
4 routing, a big SAP implementation. Just different
5 facets of the organization on many different levels.

6 Since I've been at TOTE Maritime Puerto
7 Rico, my responsibility currently is surrounding cargo
8 services, and cargo services is an entity that does the
9 back office work for the organization. So that back
10 office work entails -- for an example, I have a manager
11 who has four supervisors and they're responsible for
12 customer service, the bookings for the customers, the
13 customer service activities, as well as the
14 documentation, which is all the documents, getting the
15 invoices out to the customer.

16 Then I have another group, a manager that
17 reports to me that has two supervisors. And within
18 that team -- they're the Cargo Management Team, so
19 they're responsible for the -- the management of the
20 cargo and getting the -- the right profiling of the --
21 the bookings to the right vessel, allocating that for
22 customers working with a commercial team, as well as
23 they also do the regulatory compliance work. And that
24 work is related to Customs and the Puerto Rican
25 government, which is the Hacienda. We have

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1 requirements with them.

2 Then I also have another manager that has a
3 -- an employee that reports to them, and they're
4 responsible kind of for the process-related activities
5 to the back office. Basically, auditing that, making
6 sure we have the right controls in place, making sure
7 that the data is aligned and pristine, getting
8 information out to customers. That's primarily the
9 focus.

10 MS. BELL: So about how many people are
11 working in that group then?

12 MS. LISK: It's close to 50 in the entire
13 group.

14 MS. BELL: And in terms of management there
15 are -- I know you listed -- I have three, four, five.

16 MS. LISK: I have three managers and then I
17 have four, five, six supervisors --

18 MS. BELL: Okay.

19 MS. LISK: -- in total.

20 MS. BELL: And Lee Peterson just joined us,
21 for the record.

22 MR. PETERSON: Sorry about that.

23 MS. LISK: Hi, Lee.

24 MR. PETERSON: Hi.

25 MS. BELL: Okay. So what do you day to day?

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1 What are your responsibilities day to day?

2 MS. LISK: Me personally, or my team?

3 MS. BELL: You personally.

4 MS. LISK: Me? Okay. Primarily my
5 responsibility on a daily basis is I would look at the
6 -- the measurements of the team, the activity for the
7 week from the day before. And that can be anything
8 from the booking levels by customers, allocation
9 accounts that get certain number of reefers out the
10 gate, how many do they have out the gate, how many more
11 bookings do we have, basically managing the data that's
12 coming through the system that the group is executing.
13 As well I would consistently almost every day look at
14 the bookings, where the booking levels are at per
15 vessel and determine at what point we have thresholds
16 by vessel of when we cut the bookings off to determine
17 what kind of customers are on there, who's still left
18 to book that we expect bookings for and when we need to
19 cut those vessels off, as well as the freight that's on
20 terminal. That will tell us a little bit more about --
21 we -- we do study that pretty closely.

22 MS. BELL: What is that?

23 MS. LISK: The -- the freight, the loads --
24 I'm sorry. The loaded containers that are already on
25 terminal for future ships. So that will help us better

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1 understand the work that we need to do. Because our --
2 our vessels are kind of just-in-time, our customers, we
3 have to look at that quite frequently to understand
4 what's still coming for the ship. That better tells us
5 what our activity is and what we -- our next steps need
6 to do around the ship, and managing the cargo. Nothing
7 with a terminal. More it's managing the customers and
8 the freight and the bookings.

9 MS. BELL: Nothing on the terminal side?

10 MS. LISK: Right. It's literally just the
11 booking and the back office side. So it's managing the
12 customers' bookings --

13 MS. BELL: Okay. So do you work --

14 MS. LISK: -- allocated to a particular
15 ship.

16 MS. BELL: Okay.

17 MS. LISK: Yes.

18 MS. BELL: Soy ou work on the customer
19 service side --

20 MS. LISK: Yes.

21 MS. BELL: -- as well?

22 MS. LISK: Yes. That is what that is.

23 MS. BELL: Okay. But not on the other side?

24 MS. LISK: Right.

25 MS. BELL: Okay. Got it.

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1 MS. LISK: Yes.

2 MS. BELL: Okay.

3 MS. LISK: It's all around the bookings,
4 basically.

5 MS. BELL: Okay.

6 MS. LISK: Yes.

7 MS. BELL: So when you say "thresholds for
8 booking levels for vessels," how do you determine that?
9 Can you just describe that a little more?

10 MS. LISK: Well, we would determine by -- so
11 we have a -- a -- a number of 40 to 45-foot slots that
12 we can put on a given vessel. And we will say that
13 we're going to have a no-show factor by a count, by
14 historically of X percent by that size/type. So we
15 will book up to that knowing that we're going to get to
16 a certain number to load on the ship. Right? We don't
17 want to overtake too much because then we're not
18 meeting the commitment, right, because we're not
19 loading it. So we -- we -- you know, we -- we stop
20 taking bookings at a certain point --

21 MS. BELL: Yes.

22 MS. LISK: -- for a certain ship.

23 MS. BELL: How far in advance do you do
24 those bookings? I mean, when you get everything ready.
25 I don't know enough about this.

1 MS. LISK: You mean how far would we put
2 maybe a ship on the market?

3 MS. BELL: Yes.

4 MS. LISK: It depends on the time of year,
5 but particularly about a month out. The ship would go
6 --

7 MS. BELL: You have it all planned?

8 MS. LISK: Well, it would -- well, no, about
9 a month out we would put the ship on the market to be
10 able to take a booking. So we would basically open
11 that ship in the system and customers could then make a
12 booking to it.

13 MS. BELL: Oh, okay.

14 MS. LISK: About a month in advance.

15 MS. BELL: Okay.

16 MS. LISK: Typically.

17 MS. BELL: So just so I understand a little
18 bit more --

19 MS. LISK: Yes, sure.

20 MS. BELL: -- about some of your contracts
21 that you have, some of them I'm assuming always have
22 the same type of order every --

23 MS. LISK: Yes.

24 MS. BELL: -- week or whatever. And so, do
25 they still have to let you know, yes, we want this this

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1 week?

2 MS. LISK: Yes.

3 MS. BELL: And you go through that process
4 every single time?

5 MS. LISK: Yes, every single shipment
6 requires a booking.

7 MS. BELL: Okay.

8 MS. LISK: So it's not -- and it requires a
9 booking commitment from the customer, whether it's via
10 a web booking, or a email, or a call.

11 MS. BELL: And what is entailed in a booking
12 commitment?

13 MS. LISK: Meaning that they're saying to us
14 that they want to ship one container against this
15 vessel. Here's what -- where we want it to go from and
16 to. Here's what's going to be in the container.
17 Here's the size/type we're going to ship. Here's the
18 approximate weight of the box. Right? So we have a
19 indication of what's coming.

20 MS. BELL: Okay.

21 MS. LISK: Does that make sense?

22 MS. BELL: Yes. It sounds very complex. It
23 sounds like you're very busy. I'm assuming.

24 MS. LISK: Oh, no. Yes.

25 MS. BELL: So --

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1 MS. LISK: It's -- it's detailed.

2 MS. BELL: Yes.

3 MS. LISK: Yes.

4 MS. BELL: So we were talking earlier about
5 since Horizon Lines has gone out of business that it
6 seems like business has picked up for TOTE Maritime.
7 Would you say that that has affected your bookings on a
8 regular basis?

9 MS. LISK: Well, the bookings have increased
10 for sure, right, of course with that, but it hasn't
11 impacted anything that we're doing. The only thing --
12 the only part that I would say maybe it's a -- a little
13 bit more effort is the reefers, because we -- we do
14 ship quite a bit of reefers, and a lot of it is fresh
15 cargo. With being the -- the -- the only ship operator
16 in the trade, those boxes need to go on the ship
17 because they're just-in-time. So -- so those -- those
18 bookings we careful -- carefully watch, and we would go
19 back to those accounts and give them an allocation. So
20 we might go to X customer and say you can -- you can
21 have 10 reefers per ship. So we do -- we did have to
22 do that when -- when Horizon went (inaudible).

23 MS. BELL: Okay. So you mentioned just-in-
24 time cargo.

25 MS. LISK: Yes.

1 MS. BELL: So can you tell me a little bit
2 more about what that means exactly?

3 MS. LISK: Sure. So it's -- a lot of it is
4 the fresh cargo. So we ship fresh produce, poultry,
5 meats, pork. And it has a shelf life of a certain
6 amount of time, so it's important that that cargo gets
7 on its intended ship.

8 MS. BELL: So if there is a delay somewhere
9 along the line and you have this cargo, what happens to
10 that cargo? If there is a delay with the ship coming
11 in or going out from Jacksonville and you have produce
12 and other things that have to get there that are
13 critical, what is the process if you know that ship is
14 going to be delayed?

15 MS. LISK: It's really no different than if
16 it leaves on time. The -- the -- a notification would
17 go out to our accounts, not those particular accounts,
18 to all the accounts, notifying that that ship is
19 delayed and it's now arriving or departing X. There's
20 -- the -- the customers know that they're shipping
21 cargo and that -- you know, that the -- the ship has a
22 certain transit, has a certain departure and arrival
23 time and -- and there's a possibility that it could be
24 delayed.

25 MS. BELL: Do you ever take that cargo off

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1 if it's been delayed more than a couple of days and
2 it's --

3 MS. LISK: No.

4 MS. BELL: Okay.

5 MS. LISK: I -- I can never recall having to
6 do that.

7 MS. BELL: Okay. In terms of your direct
8 reports, who do you report directly to?

9 MS. LISK: I report to Tim Nolan --

10 MS. BELL: Okay.

11 MS. LISK: -- our president.

12 MS. BELL: And who reports to you?

13 MS. LISK: Tom Wallace (phonetic), who is
14 our customer service manager, Bob McMahon (phonetic),
15 who is cargo management manager, and then Kelly
16 Monteith (phonetic), who is our business process
17 manager.

18 MS. BELL: Okay. And do you work with the
19 sales people in terms of the way you get your bookings
20 and things like that? Who do you work with on a
21 regular basis?

22 MS. LISK: Me myself, right?

23 MS. BELL: Yes.

24 MS. LISK: Me? So I work very closely with
25 the commercial -- vice president of commercial, I work

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1 very closely with the vice president of operations, and
2 of course Tim. The Leadership Team works pretty
3 closely together, but day-to-day activities, you know,
4 those are the -- the people that I'm consistently
5 talking with --

6 MS. BELL: Okay.

7 MS. LISK: -- that are close to me.

8 MS. BELL: Okay.

9 MS. LISK: Yes.

10 MS. BELL: So, well, I guess before I go on
11 with my other line of questioning, does anyone have
12 anything to add or to question regarding what we've
13 talked about so far?

14 MR. FAWCETT: Yes, Keith Fawcett, Coast
15 Guard. You used an acronym, SAP. What is that?

16 MS. LISK: SAP. Sorry. I apologize. SAP
17 is the -- is a -- is a software, a financial software
18 company. So it was the implementation of the financial
19 software company product when I was at Maersk in the
20 Operation Division.

21 MR. FAWCETT: And then you mentioned most of
22 your cargo being just-in-time.

23 MS. LISK: Yes.

24 MR. FAWCETT: And that's pretty much where
25 it is in the commercial world today, correct?

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1 MS. LISK: Yes.

2 MR. FAWCETT: Do you have any priorities for
3 your cargo? Is it prioritized in some manner?

4 MS. LISK: Yes. So, when we look at our
5 bookings, we have a P1, Priority 1 category and we have
6 a Priority 2 category. Right? So the Priority 1
7 category is all the freight that must make the intended
8 vessel. The Priority 2 is freight that can move to the
9 next vessel, if necessary. It may be on terminal, but
10 we may roll it to the next ship, if needed.

11 MR. FAWCETT: And then in that same line, in
12 a previous interview Mr. Nicholson was saying you have
13 approximately 350 contracts out there.

14 MS. LISK: Yes.

15 MR. FAWCETT: Are any of those people that
16 you carry goods for -- do any of those individuals as
17 entities have a priority with you in terms of jumping
18 to the head of the line or their goods get carried
19 ahead of other people if a decision needs to be made?

20 MS. LISK: You know, I'm not privy to every
21 single contract, so I couldn't tell you exactly those
22 accounts, but I would be pretty sure that some of those
23 have contracts. But he's better to answer that.

24 MR. FAWCETT: So in the back end where you
25 work specifically are you aware of any of those

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1 contracts that have that kind of priority status?

2 MS. LISK: Well, there are accounts that
3 have priority status that have contracts. And -- and I
4 don't know in context what you were talking to Mike
5 about the 350 contact -- contracts, right? So, yes --

6 MR. FAWCETT: He was talking in general.

7 MS. LISK: In general? We do have accounts
8 that have priority status that have a contract then, if
9 he's -- if he's saying that that's all of them.

10 MR. FAWCETT: Thank you.

11 MS. LISK: Yes, sure.

12 MS. BELL: Are you saying that there are
13 more 350 contracts?

14 MS. LISK: No, I don't know the --

15 MS. BELL: Oh, okay.

16 MS. LISK: -- what I'm saying is I don't
17 know the number.

18 MS. BELL: Okay.

19 MS. LISK: I -- I honestly don't know the
20 number, so I didn't know if he had given you -- you had
21 a conversation about 350 of these types of contracts,
22 or if that's his total number. If that's his total
23 number, then, yes, we do have P1 accounts that have
24 contracts.

25 MS. BELL: So for the P2 contract --

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1 MS. LISK: Yes.

2 MS. BELL: -- or the Priority 2 cargo --

3 MS. LISK: Yes.

4 MS. BELL: -- if it has to be moved to
5 another vessel, do you notify the customer at that
6 point that it's not going to go on that run?

7 MS. LISK: It would either be my team or it
8 would be the sales rep. In some cases it's both. What
9 we put out to our customers is booking confirmations.
10 They would get a new booking confirmation, and then the
11 sales rep may follow up with that as well.

12 MS. BELL: So the booking confirmations, do
13 those list date and time that the cargo will arrive?

14 MS. LISK: It -- it basically lists the
15 vessel that -- the intended vessel that it's on and the
16 -- the arrival of the vessel, and the cut-off.

17 MS. BELL: And the what?

18 MS. LISK: And the cut-off.

19 MS. BELL: What is that?

20 MS. LISK: Cargo cut-off. When does the
21 cargo need to be in the terminal.

22 MS. BELL: So if they don't meet the cut-off
23 time, what does that mean?

24 MS. LISK: It means that --

25 MS. BELL: If they don't --

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1 MS. LISK: -- it -- depending on where they
2 are on the cut-off, our cut-offs are the day the ship
3 is working, so if we're past the time that we can load
4 that size/type commodity of freight, it won't go.

5 MS. BELL: Okay.

6 MS. LISK: It would get rolled to the next
7 vessel.

8 MS. BELL: So can the customers track this
9 cargo once -- if you have booking confirmations, are
10 they able to track it like we would track a package?

11 MS. LISK: So track it from what
12 perspective? To track it to the arrival at the
13 terminal, loading on the vessel?

14 MS. BELL: Any of that.

15 MS. LISK: So we have a web portal for our
16 customers and they can actually track any of their
17 cargo. All they have to do is put in an equipment
18 number. And then what it does is it pulls up the last
19 -- the last known move of that container. And that
20 could be a gate-in, a gate-out, a load or a discharge.

21 MS. BELL: Do you know if the customers use
22 that portal?

23 MS. LISK: Yes, they do.

24 MS. BELL: Do they ever call you with
25 questions about it if they're --

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1 MS. LISK: Yes, sometimes.

2 MS. BELL: -- something's not moving or they
3 don't --

4 MS. LISK: Customer service sometimes, yes.
5 Sometimes they -- they may miss their booking
6 confirmation, that it got rolled to the next ship and
7 they're thinking -- they're expecting to see a load
8 move and all they see is a gate-in and they'll call and
9 say what happened? And then they're informed and we
10 resend the booking confirmation to the next vessel.

11 MS. BELL: Okay. How often do you have to
12 delay cargo?

13 MS. LISK: The P -- like P2 cargo?

14 MS. BELL: Any of it. You don't ever delay
15 P1 cargo?

16 MS. LISK: Our goal is that P1 cargo loads
17 every intended vessel.

18 MS. BELL: And what happens if that does not
19 occur?

20 MS. LISK: We notify the customer and tell
21 them that it will move to the next ship.

22 MS. BELL: Any other ramifications of that
23 not making the schedule?

24 MS. LISK: No, we notify them and tell them
25 that it's now moving to this ship.

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1 MS. BELL: And do you know of any kind of
2 penalties or anything that a company receives if cargo
3 is late in that respect?

4 MS. LISK: No, I do not.

5 MS. BELL: Okay. So in terms of the *El Faro*
6 cargo, what were the ramifications for the loss of that
7 cargo with Costco, specifically, one of the bigger
8 contracts that you have?

9 MS. LISK: There aren't any. Cargo's not
10 there, right? So we've asked them to -- to file a
11 claim with their insurance company.

12 MS. BELL: Yes.

13 MS. LISK: And that's what, you know,
14 they're doing, right? So we immediately set up a
15 Claims Group that's handling cargo claims, and that's
16 the conversation that we're having with those
17 customers.

18 MS. BELL: Okay.

19 MS. LISK: Any customer, basically.

20 MS. BELL: Now is that typically what
21 happens if any cargo gets lost? They file a claim and
22 that's the way it's taken care of?

23 MS. LISK: Yes.

24 MS. BELL: Okay.

25 MS. LISK: Absolutely.

1 MS. BELL: And if there are any other -- so
2 if there's a delay of cargo that's -- let me see, if
3 there's a longer voyage, if there's weather-related
4 delays --

5 MS. LISK: Yes.

6 MS. BELL: -- is there anything different in
7 terms of how you notify customers or -- I know that
8 there is a blog -- I'm kind of jumping to something
9 else -- but a blog and a Twitter account that you guys
10 provide customers information regarding delays for
11 cargo. So if there is a delay based on -- you know,
12 maybe you had to take a longer route because there's
13 weather, how do you typically inform the customer?

14 MS. LISK: So we have in -- in what we call
15 a back office system, which is CargoWise, which is
16 where my team is doing all of that work I described --

17 MS. BELL: Yes.

18 MS. LISK: -- there is a -- a campaign
19 module, and in that campaign module we have the ability
20 to send what we call a blast out to customers. So when
21 we know that a vessel is delayed due to any reason,
22 depending on the impact to the cargo availability at
23 the other end in San Juan, we will send those customers
24 through that blast a notification of the new ETA of
25 that vessel. And at the same time that we do that, we

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1 also send that what we call blast to the internal
2 employees of the organization so if anybody is speaking
3 with a customer or gets an inquiry, they have the right
4 information.

5 MS. BELL: How is that information routed?
6 So you find out somehow, I don't know now, that cargo
7 is delayed.

8 MS. LISK: Yes.

9 MS. BELL: How are you notified and what is
10 the process for that?

11 MS. LISK: So on the Operations Team on the
12 TOTE Maritime Puerto Rico side would notify primarily
13 the Leadership Team that works together on this, which
14 is the VP of Commercial, Tim, VP of Operations. And
15 then we would make a decision on the notification out
16 to the customers of that delay. So the conduit of
17 sending out the delay is always the same. There's
18 always a decision point of what to send out to the
19 customer. And the reason for that is an example like
20 you could have a vessel that is expected to arrive at
21 8:00 at night.

22 MS. BELL: Yes.

23 MS. LISK: Cargo can become -- can be
24 available the next morning, but let's say it's not
25 coming in until midnight. We'll make a decision do we

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1 need to send the customers anything, because it may or
2 may not impact the cargo availability.

3 MS. BELL: Yes.

4 MS. LISK: Right? There -- there may not be
5 a reason. So that's an example of why we would have
6 that conversation.

7 MS. BELL: Okay.

8 MS. LISK: And then sign off and then have
9 that sent out.

10 MS. BELL: Okay. So for the *El Faro*
11 accident when were customers notified of the cargo at
12 least being -- was there an email or some kind of
13 notification going out for them to let them know a
14 delay early on or --

15 MS. LISK: Well, most customers knew
16 themselves and were calling and asking about a delay.
17 So our first form of responsibility of course was to
18 make sure that every family member was notified. So
19 nobody was notified until that was done, not even
20 internal employees. Once that was complete the
21 organization was notified and then we put something out
22 to customers with a statement just saying that we had
23 lost communication with the vessel. But a lot of
24 customers were calling in and inquiring because a lot
25 of our customers actually track our vessel Marine

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1 Traffic.

2 MS. BELL: Oh, okay. So we're still trying
3 to understand a little bit more about the TOTE Maritime
4 Puerto Rico and TOTE Services --

5 MS. LISK: Yes.

6 MS. BELL: -- and the interrelations there.
7 Can you describe a little bit about how you work with
8 TOTE Services?

9 MS. LISK: So I don't work with TOTE
10 Services at all?

11 MS. BELL: No?

12 MS. LISK: No.

13 MS. BELL: You guys don't communicate on a
14 regular basis?

15 MS. LISK: No. All of my communication
16 around any operational functions is done directly with
17 the TOTE Maritime Puerto Rico Operations Team.

18 MS. BELL: Okay. And do you sit in on
19 management meetings with TOTE Services at all, or with
20 Saltchuk?

21 MS. LISK: No.

22 MS. BELL: Okay.

23 MS. LISK: No.

24 MS. BELL: So you don't have any interaction
25 with Saltchuk?

1 MS. LISK: I do when they visit, of course,
2 right? They -- you know, when they come for meetings,
3 our quarterly meetings, of course, yes. But not from a
4 meeting perspective, no. Not from like a -- a regular
5 meeting perspective, no.

6 MS. BELL: Okay.

7 MS. LISK: No.

8 MS. BELL: So do you specifically manage the
9 blog and the Twitter that the notifications that go out
10 to the customers? Is that you that -- or your team,
11 someone in your team that does that?

12 MS. LISK: So currently, yes. Yes. So
13 currently now I do and we don't put anything up to
14 Twitter and I don't know when that stopped.

15 MS. BELL: Okay.

16 MS. LISK: But when I -- to be honest with
17 you, when I took it over, we only did this blast out of
18 CargoWise, which is our back office system.

19 MS. BELL: Oh, okay. It's called CargoWise?

20 MS. LISK: It's CargoWise. And it's one
21 word. Cargo and then Wise.

22 MS. BELL: So you don't do a Twitter feed?

23 MS. LISK: No.

24 MS. BELL: It's just a blog?

25 MS. LISK: Not right now, no. And I -- I

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1 honestly can tell you I don't know when that stopped.
2 I don't.

3 MS. BELL: Okay. But were you in charge of
4 it at any point then, the Twitter?

5 MS. LISK: Not when we did that, no.

6 MS. BELL: Oh, okay.

7 MS. LISK: No.

8 MS. BELL: Okay.

9 MS. LISK: No.

10 MS. BELL: I'll go around the room. I've
11 got some more questions, but I'll pass it around.

12 MR. PETERSON: This is Lee Peterson with
13 TOTE. Just a quick one. I'm just curious. That blast
14 is part of the CargoWise? That came with that program?

15 MS. LISK: Yes. So CargoWise has a -- kind
16 of an account management function in it. So that's
17 basically what it is. It gives you the ability to
18 communicate to your account base, which is your
19 customer base.

20 MR. PETERSON: And do you flag which ones
21 would be going into that blast, or it just picks up
22 anybody who's in there?

23 MS. LISK: You -- you can do it any way.
24 You can go in and grab your account base and blast out,
25 or you can create what you call a campaign which is

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1 certain --

2 MR. PETERSON: Oh, that's when you referred
3 to a campaign?

4 MS. LISK: Yes.

5 MR. PETERSON: Oh, okay.

6 MS. LISK: Which would be a -- a certain
7 group.

8 MR. PETERSON: Oh.

9 MS. LISK: You might call it -- like your
10 vessel delay group, you know, this one might be. But
11 we actually send it out to the (inaudible) --

12 MR. PETERSON: So when I --

13 (Simultaneous speaking)

14 MS. LISK: -- base.

15 MR. PETERSON: see the weather group, that's
16 a campaign?

17 MS. LISK: So the weather alerts is actually
18 the internal communication.

19 MR. PETERSON: Okay.

20 MS. LISK: That's not external.

21 MR. PETERSON: Okay.

22 MS. LISK: That's what we call the internal.
23 That's where I reference the internal.

24 MR. PETERSON: Okay. Thank you.

25 MS. LISK: That's that address. Yes.

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1 MS. BELL: This is Carrie again. So where
2 do those weather alerts actually come from? Where is
3 that information coming from?

4 MS. LISK: It's the exact same information
5 that has sent out in the blast to the customers. It's
6 the exact same verbiage that's sent out in the -- in --
7 into the blast. And then we take it, put it in an
8 email and send it to the weather alerts address, which
9 is the internal employee address.

10 MS. BELL: Okay. And where does that
11 information originate, the weather information that you
12 put in there?

13 MS. LISK: It's the same information that we
14 create from the decision that we make of what we're
15 sending out to a customer.

16 MS. BELL: Okay.

17 MS. LISK: Does that make sense?

18 MS. BELL: I thought it was specifically
19 weather information.

20 MR. PETERSON: Yes, this is Lee Peterson.
21 It's not. That's the confusion with it.

22 MS. LISK: It is.

23 MS. BELL: It's just the content that you're
24 putting in --

25 MS. LISK: Yes.

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1 MS. BELL: -- to the customers? That's what
2 you're talking about?

3 MS. LISK: Yes.

4 MS. BELL: But the actual weather
5 information is not coming from some system that's
6 giving you weather?

7 MS. LISK: No. So what Lee is referring to
8 is the address is called weather alerts, but it's a
9 group address within our organization that all the
10 employees are listed in. But the group address is
11 called weather alerts.

12 MS. BELL: Okay.

13 MS. LISK: It's been like that a very long
14 time, so I couldn't even tell you why.

15 MS. BELL: Okay. Sorry. I didn't mean to
16 interrupt. Go ahead.

17 MR. PETERSON: No, that's all I had.

18 MS. BELL: Melissa?

19 MS. SERRIDGE: None.

20 MR. FAWCETT: Keith Fawcett with the Coast
21 Guard. So the TOTE Maritime Puerto Rico Operations
22 Group that's communicating with your group --

23 MS. LISK: Yes.

24 MR. FAWCETT: -- who are those people?

25 MS. LISK: Depending on what it is. So the

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1 -- the -- it's primarily my Cargo Management Team, and
2 they would work very closely with the terminal manager
3 on either Jacksonville or San Juan, as well as the ops
4 manager. And when it comes to cargo stability, it
5 would primarily be the marine manager or the terminal
6 manager.

7 MR. FAWCETT: The marine manager would be
8 who?

9 MS. LISK: Don Matthews (phonetic).

10 MR. FAWCETT: And the marine manager was
11 Don?

12 MS. LISK: Yes.

13 MR. FAWCETT: And the terminal manager was?

14 MS. LISK: Here it's Ronald (phonetic)
15 Rodriguez.

16 MR. FAWCETT: Okay. So the dialogue is
17 going from that group to your group?

18 MS. LISK: Yes.

19 MR. FAWCETT: How do you know what's going
20 on aboard the ships when the ships are at sea?

21 MS. LISK: Sometimes I don't, right?

22 MR. FAWCETT: Okay.

23 MS. LISK: You mean in -- in a -- in a
24 delay?

25 MR. FAWCETT: Well, in anything.

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1 MS. LISK: The only way that I would know is
2 if the VP of Operations communicated that to me, if he
3 was aware of something. So I don't -- I don't get that
4 information. I would only get it through our
5 Operations Team.

6 MR. FAWCETT: Okay.

7 MS. LISK: And it would primarily be the VP
8 of Operations.

9 MR. FAWCETT: And just to help me --

10 MS. LISK: Yes.

11 MR. FAWCETT: -- because of the diverse
12 organization chart, VP of Operations would be?

13 MS. LISK: Jim Wagstaff (phonetic). Sorry.
14 I keep saying titles. I'll --

15 MR. FAWCETT: No, that's all right. So in
16 late August there was a longer voyage where the ship
17 went down through the Old Bahama Channel --

18 MS. LISK: Yes.

19 MR. FAWCETT: -- and a somewhat
20 significantly longer distance to travel. Were you made
21 aware of that deviation in the normal routine of the
22 movement of the ship?

23 MS. LISK: Not that I recall, no. I don't
24 -- I don't recall.

25 MR. FAWCETT: Would you know if the Port of

1 San Juan was closed?

2 MS. LISK: Yes.

3 MR. FAWCETT: Do you recall the most recent
4 port closure for San Juan?

5 MS. LISK: No, I -- no, I don't. No.

6 MR. FAWCETT: And would that be something
7 that the operations group would typically apprise you
8 of?

9 MS. LISK: So there would be two reasons:
10 One, if the Leadership Team was being notified of it,
11 that would be one. The second reason would be is if we
12 needed to put out something to customers. Right? But
13 not always.

14 MR. FAWCETT: The ship did go down in late
15 August and take a longer route and the port was closed.
16 I mean, after the fact were you aware of any
17 notifications you might have had to make for delays?

18 MS. LISK: I don't recall. I mean, I'd have
19 to look back. I honestly don't recall putting one out.
20 And at that time -- and -- and honestly to -- actually
21 just to re-clarify that, at that time I was not
22 responsible for those notifications, so I might have
23 just been a receiver of it. Actually to clarify that,
24 it was not my responsibility at that time.

25 MR. FAWCETT: And just so I can understand

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1 how things work, the ship at one point; I think it was
2 in August, left San Juan and they had an engine issue
3 where they lost propulsion. Would you have been
4 notified by the Operations Group that there was a
5 potential impact? Because at the time you may not know
6 what the cause of the --

7 MS. LISK: Yes.

8 MR. FAWCETT: -- loss of the engine was, but
9 you know that it may delay arrival into Jacksonville.
10 Do you recall receiving a notification from the
11 Operations Group about the propulsion issue?

12 MS. LISK: No. No.

13 MR. FAWCETT: And it's kind of related: In
14 the emails that you received back and forth in doing
15 your job, do you ever get copies of the operations
16 memos that may go out to the ships?

17 MS. LISK: No.

18 MR. FAWCETT: Have you ever recalled
19 receiving any safety alerts?

20 MS. LISK: No. From the ship?

21 MR. FAWCETT: No, safety alerts that either
22 TOTE Services or TOTE Maritime would send out to their
23 vessels that may affect your operations?

24 MS. LISK: No.

25 MR. FAWCETT: So from your position what's

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1 the impact -- you know, hurricane season really ramps
2 up in May and really doesn't end until after November.
3 What's the impact upon your shipping operations for
4 cargo and cargo service?

5 MS. LISK: It depends on what's going on and
6 what's happening. I -- I think, you know, we all know
7 that that's the season and that there's a potential,
8 right, for a storm. And it comes every year and -- I
9 mean, we don't -- it's -- we don't really -- there's --
10 there's really no different -- right? If -- if
11 something's happening, we're communicating that delay
12 out to our customers. It's no different than any other
13 time other than the fact that we know that it's
14 hurricane and tropical storm season.

15 MR. FAWCETT: So you don't send out like you
16 don't have any enhanced procedures that you follow for
17 hurricane season cargo operations?

18 MS. LISK: Well, we have a Business
19 Continuity Plan, right, that includes of course -- of
20 course hurricanes, but we don't do anything different
21 unless we need to. Yes, so just so you know, I don't
22 deal with the operations. I think what you're
23 referring to, if I'm correct, is the cargo.

24 MR. FAWCETT: Well, what I'm talking about
25 is because it's hurricane season there may be an

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1 adverse impact on the services that you provide,
2 particularly cargo services with relation to delays of
3 cargo. And that's what I'm speaking of. Shipments may
4 be later, may be delayed. Does your group have
5 anything that they do differently --

6 MS. LISK: No.

7 MR. FAWCETT: -- for hurricane season?

8 MS. LISK: Yes, just to clarify that answer.
9 Thank you. Thank you for clarifying that -- that
10 question. No, we would do nothing different than we do
11 any time throughout the year. We would send the same
12 notification if there's a delay. It would -- it would
13 be no different. It's the same process.

14 MR. FAWCETT: From time to time ships have
15 problems, and back in the middle of the year, for
16 example, the *El Yunque* had an issue with her davits and
17 the life boats and whether or not the Coast Guard put a
18 hold on the ship and whether ABS cleared it and so
19 forth. Does somebody let you know that there's a
20 potential impact with a particular vessel that you may
21 not be able to put your cargo on it when you have
22 planned? How is that coordinated? I'm not quite sure.

23 MS. LISK: So primarily it's not about the
24 detail of why. It's more that there's going to be a
25 delay. It -- for an example, it may be that we

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1 expected the -- the -- the vessel to depart at 8:00
2 tonight. We might get a notification that says the
3 vessel's now going to depart at midnight. It's not
4 you're going to depart at midnight because this and
5 this and this happened. It's literally we're now
6 departing at midnight. There's not a question of why
7 we're departing at midnight. It's -- and then -- and
8 at that point we make a determination of do we need to
9 notify customers based on arrival and destination,
10 either end.

11 MR. FAWCETT: And Ms. Bell had asked you
12 about the ramifications for like Costco and the loss of
13 their cargo. And that's just an example.

14 MS. LISK: Yes.

15 MR. FAWCETT: But let's say I have a
16 container or some equipment on your vessel and it gets
17 all stoved up or damaged based on weather.

18 MS. LISK: Yes.

19 MR. FAWCETT: You a side's collapsed or
20 something like that. What happened? What's your
21 interaction with me as a customer who's had my
22 container smashed up?

23 MS. LISK: My team doesn't have any other
24 interaction other than being a customer service group,
25 so the customer may call in or email it and it gets

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1 sent directly to our Claims Department and they take it
2 over.

3 MR. FAWCETT: And who's in the Claims
4 Department?

5 MS. LISK: It would be really our Risk
6 Management Group. That's what they're called. And the
7 -- and the manager that runs that group is Becky
8 Roberts (phonetic).

9 MR. FAWCETT: So your group doesn't track
10 like weather-related claims per year?

11 MS. LISK: No. No, that would all be done
12 in the Risk Management Team.

13 MR. FAWCETT: Thank you.

14 MS. LISK: Yes.

15 MS. BELL: This is Carrie Bell, NTSB. You
16 mentioned that you were not responsible for
17 notifications for delays to customers until -- or when
18 -- in August. So when did you become responsible for
19 that duty?

20 MS. LISK: You know, I don't know the exact
21 date, but it's been maybe four to six weeks --

22 MS. BELL: Okay.

23 MS. LISK: -- now. It's very recent.

24 MS. BELL: And who was responsible for it
25 before you took over?

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1 MS. LISK: So the -- the -- the -- we had
2 what you might call like a marketing function that
3 resided within Mike Nicholson's team, the Price and
4 Yield Team.

5 MS. BELL: Yes.

6 MS. LISK: There was an individual that was
7 hired that reported to Tim that took over some of those
8 responsibilities, and some of those were the
9 notifications out to customers, mainly because it was
10 himself, myself, Jim and our VP of Sales, right, that
11 literally were making those decisions on what was being
12 put out to the customers and what made sense, right?
13 Because we put all different sorts of things out, just
14 not vessel delays. And in turn it was just decided a
15 while back that the best thing might -- easiest thing
16 for this person might be to report to somebody like
17 myself, and it kind of made sense -- well, it does make
18 sense because of the customer service activity, right,
19 that we're speaking to customers and putting out other
20 information to customers in emails.

21 MS. BELL: So that person is still doing it
22 under your supervision?

23 MS. LISK: Yes.

24 MS. BELL: Okay. At that time he was just
25 not under your supervision?

1 MS. LISK: Correct.

2 MS. BELL: Okay. Got it.

3 MS. LISK: Correct.

4 MS. BELL: Thank you.

5 MS. LISK: Same person that's been doing it
6 for the past six, seven months --

7 MS. BELL: Okay.

8 MS. LISK: -- but just under a different
9 structure.

10 MS. BELL: Okay. And can you talk a little
11 bit about the tug and barge service? Is that any
12 different for you than it is with the ships?

13 MS. LISK: No. In -- in terms of cargo?

14 MS. BELL: Yes.

15 MS. LISK: No. I mean, the only difference
16 is we -- we don't put reefers on the barge primarily.

17 MS. BELL: Yes.

18 MS. LISK: And so it's about, you know,
19 different size/types that get booked to the barge.
20 That's really the only difference for my team.

21 MS. BELL: And do you work with different
22 people? Is it a contract with a different company?

23 MS. LISK: No, we -- we only work with the
24 -- the -- the TOTE Maritime Puerto Rico Operations Team
25 --

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1 MS. BELL: Okay.

2 MS. LISK: -- as well from that perspective.

3 MS. BELL: Okay.

4 MS. LISK: So we don't work with the tug and
5 barge organizations. They work directly with our
6 Operations Team.

7 MS. BELL: Oh, okay. Okay. So there's no
8 direct link between the two?

9 MS. LISK: No.

10 MS. BELL: Okay. Got it.

11 MS. LISK: It's all done through operations.

12 MS. BELL: So and you said that there are no
13 reefers. Is the cargo different other than that, other
14 than --

15 MS. LISK: Well, the barges can take certain
16 size and types, right? So they -- the 40s and 45s
17 primarily. So it's -- it's not the same size and type.
18 But in terms of our vessels, our vessels can take a lot
19 more of a variation of size/type equipment.

20 MS. BELL: Okay. Got it. And they're on a
21 different type schedule, too, right, so they don't move
22 at the same -- I think what we heard earlier is that
23 they're slower, so they don't --

24 MS. LISK: Yes, the transit's longer.

25 MS. BELL: Yes. Right. Is there anything

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1 different in terms of -- I don't know if you would know
2 this. In terms of adverse weather, do they not go if
3 the weather is bad? Do you know how that's different?

4 MS. LISK: I'm not close to that at all.

5 MS. BELL: Okay.

6 MS. LISK: No, so I'm not involved in those
7 decisions.

8 MS. BELL: Okay. And what about with the
9 new LNG ships? How does that change your operations at
10 all?

11 MS. LISK: From my team?

12 MS. BELL: Yes.

13 MS. LISK: For customer cargo services? It
14 doesn't change it at all.

15 MS. BELL: I just wondered since they can
16 carry more cargo. I didn't know if that was going to
17 increase what you're doing or if that changes the work
18 flow where you are.

19 MS. LISK: The only thing it does is change
20 the -- the allocation of freight that can be booked to
21 the ship. That's the only thing it does.

22 MS. BELL: Okay. Questions around the room?

23 MS. SERRIDGE: None.

24 MR. FAWCETT: Keith Fawcett for the Coast
25 Guard. The Operations Group, just to clarify, is Jim

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1 Wagstaff part of that group?

2 MS. LISK: Yes, he is VP of Operations.

3 MR. FAWCETT: Okay. And then just
4 clarification for me, the Priority 1 customers, is
5 there any like demurrage or any penalties if their
6 cargos don't make it there on time?

7 MS. LISK: If -- if -- so I'm not so sure I
8 understand what you're asking. So if the -- the -- is
9 there any demurrage penalty for us? For them?

10 MR. FAWCETT: No, you would pay the penalty.
11 Let's say for example you get a booking.

12 MS. LISK: Yes.

13 MR. FAWCETT: You load this equipment on,
14 this P1 equipment onto a ship and now you say it's on
15 the way.

16 MS. LISK: Yes.

17 MR. FAWCETT: We talked about contracts with
18 Mike Nicholson and he talked about boilerplate
19 contracts and redline contracts --

20 MS. LISK: Yes.

21 MR. FAWCETT: -- for certain customers and
22 so forth. Are you aware if there are any penalties if
23 the cargo doesn't get to the destination on time?

24 MS. LISK: Oh, no, I'm not aware of that.

25 MR. FAWCETT: What's the plan for the tug

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1 and barge service -- and it may be outside the scope of
2 what you do, but what's the plan for the tug and barge
3 service once the next LNG ship arrives?

4 MS. LISK: I'm probably not the right person
5 to answer that, but at this point we don't have a
6 concrete decision based on, you know, what freight is
7 going to be out there, what the need of the -- the --
8 the trade of is that point. So that will be assessed
9 as we get closer.

10 MR. FAWCETT: And do you attend like the
11 TOTE Maritime -- they have weekly meetings on
12 Wednesdays?

13 MS. LISK: Yes. TOTE Maritime Puerto Rico?

14 MR. FAWCETT: Yes, do you attend?

15 MS. LISK: Yes.

16 MR. FAWCETT: And is it typical that you
17 would give some kind of report for your weekly
18 activity?

19 MS. LISK: Yes.

20 MR. FAWCETT: And are there minutes of those
21 meetings, to your knowledge?

22 MS. LISK: No.

23 MR. FAWCETT: I believe that's all I have.

24 Thank you very much.

25 MS. LISK: Thank you.

1 MS. BELL: I have a quick question. You
2 mentioned a Business Continuity Plan. Can you describe
3 that?

4 MS. LISK: Yes, sure. So we have a Internal
5 Business Continuity Plan that basically is -- is a --
6 is a plan that's based on like three tier contacts by
7 group so that if anything were to happen in the
8 organization, you can immediately enact a command
9 center, as well as reach out to pertinent people based
10 on what the -- the event is. And then there -- within
11 that plan there are top items that could be impacted by
12 an event, like a terminal closure. What would you do
13 in the event of a terminal closure? What would you
14 communicate? Who needs to be involved? In kind of a
15 quick overview that's what's in it.

16 MS. BELL: Did you enforce that during this
17 specific accident?

18 MS. LISK: Yes.

19 MS. BELL: Okay. So you have a team of
20 people that get together and discuss what the plan of
21 action is going to be?

22 MS. LISK: Yes, it's -- it's a pretty large
23 group and every person who has a responsibility of an
24 area has two-deep contacts within that plan so that if
25 they're not available, then somebody else would come

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1 into it. So in this event there were many people, of
2 course, based on the different types of activities that
3 had to take place.

4 MS. BELL: So did you feel like you were
5 prepared on that sense of the word for who you needed
6 to contact? All of that was right there already in
7 place?

8 MS. LISK: Yes.

9 MS. BELL: Okay.

10 MS. LISK: Yes.

11 MS. BELL: And it's called the Internal
12 Business Continuity Plan?

13 MS. LISK: Yes.

14 MS. BELL: Okay. The reason I'm asking is
15 because we may actually request to get just a copy of
16 that.

17 MS. LISK: Yes. Sure.

18 MS. BELL: So we'll do that through our
19 channels.

20 MS. LISK: Yes.

21 MS. BELL: But I just wanted to make sure I
22 got the name of it right.

23 MS. LISK: Yes.

24 MS. BELL: That's all I have. Anyone else?

25 MR. PETERSON: No.

1 MR. FAWCETT: Keith Fawcett. I have a brief
2 follow-up on that. Who are you a deep contact for
3 within that Business Continuity Plan?

4 MS. LISK: I am one of the key contacts.

5 MR. FAWCETT: Okay. So you wouldn't be a
6 deep contact say for Mr. Nolan or Mr. Wagstaff?

7 MS. LISK: No.

8 MR. FAWCETT: So you out on a tree and there
9 are people beneath you?

10 MS. LISK: Yes. Correct.

11 MR. FAWCETT: Who are they?

12 MS. LISK: Under mine?

13 MR. FAWCETT: Yes.

14 MS. LISK: It would be myself, Tom Wallace,
15 Bob McMahon.

16 MR. FAWCETT: Thank you very much for
17 answering my questions.

18 MS. LISK: Sure. Thank you.

19 MS. BELL: Thank you.

20 MS. LISK: Thank you.

21 MS. BELL: I think that's it.

22 MR. PETERSON: Thanks very much.

23 MS. BELL: We appreciate it.

24 (Whereupon, the above-entitled matter went
25 off the record at 4:37 p.m.)

C E R T I F I C A T E

MATTER: EL FARO INCIDENT OFF THE COAST
OF THE BAHAMAS ON OCT. 1, 2015
NTSB Accident No. DCA16MM001
Interview of Alyse Lisk

DATE: 12-02-14

I hereby certify that the attached transcription of page 1 to 49 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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TABLE OF CORRECTIONS TO TRANSCRIPT OF INTERVIEW FOR
ALYSE LISK
 TAKEN ON
DECEMBER 2, 2015

PAGE NUMBER	LINE NUMBER	CURRENT WORDING	CORRECTED WORDING
5	21	Houston	Yusen
9	18	Soy ou	So you

If to the best of your knowledge, no corrections are needed kindly circle the statement "no corrections needed" and initial in the space provided.

NO CORRECTIONS NEEDED. _____

Initials

ALYSE LISK

Printed Name of Person providing the above information



Signature of Person providing the above information

12-28-2015

Date