

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of: *

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KRISTIN ALEXIS/BARGE MR. ERVIN *

ALLISION WITH THE SUNSHINE BRIDGE * Accident No.: DCA19FM003

DONALDSONVILLE, LOUISIANA *

OCTOBER 12, 2018 *

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Interview of: MARK CRUTCHER
Director of Compliance
Marquette Transportation Gulf-Inland

Lamar Dixon Expo Center
Gonzales, Louisiana

Saturday,
May 11, 2019

APPEARANCES:

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United States Coast Guard

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United States Coast Guard

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P R O C E E D I N G S

(11:03 a.m.)

1
2
3 CDR MESKUN: The time is 11:03. We're back on the record.
4 We will hear -- now hear testimony from our next witness,
5 Mr. Crutcher.

6 Please stand at the witness table, and LT [REDACTED] will
7 administer your oath and ask you some preliminary questions.
8 (Whereupon,

9 MARK CRUTCHER

10 was called as a witness and, after being first duly sworn, was
11 examined and testified as follows:)

12 LT [REDACTED] Please be seated. Please state your full name
13 and spell your last into the microphone.

14 THE WITNESS: I'm Mark Crutcher, C-r-u-t-c-h-e-r.

15 LT [REDACTED] Counsel, please identify.

16 MR. REISMAN: David Reisman on behalf of Marquette
17 Transportation Company Gulf-Inland.

18 CDR MESKUN: Morning, Mr. Crutcher. Thank you for being here
19 today.

20 THE WITNESS: Good morning.

21 CDR MESKUN: We're going to ask a series of questions of you.
22 If you don't understand any of the questions that we ask, please
23 just ask us to rephrase them and we will. Or if you don't know,
24 just tell us you don't know.

25 EXAMINATION

1 BY CDR MESKUN:

2 Q. Please describe for us where you work, what your job title
3 is, what the job responsibilities are.

4 A. I'm currently employed by Marquette Transportation, Gulf-
5 Inland Division. I'm the director of compliance. My job would be
6 the maintenance of the safety management system, checking for
7 compliance of safety management systems and making sure that we
8 are in compliance with any regulatory and/or contractual
9 requirements that we have.

10 Q. Perfect, thank you. And can you please describe your
11 background or your experience, time on the river, licensing,
12 whatnot?

13 A. Yeah, I've been a licensed mariner for about 33 years.
14 Currently maintain a 1600-ton master of oceans for steam, motor,
15 auxiliary sail. I have a master of towing, oceans -- master of
16 towing, Western Rivers. I have a third mate unlimited license for
17 steam, motor, sail and auxiliary sail. I've spent about 20 years
18 as a captain. Worked offshore industry, worked offshore towing
19 industry, worked high-speed passenger ferries. I worked in the
20 dredging. I worked internationally in Venezuela, Nigeria, Mexico.

21 The last 13 years, I've been in operational management and
22 safety management, positions of operations manager for an 18-
23 vessel fleet, working internationally and domestically, offshore
24 support vessels and a small number of five or six push vessels.
25 And then I worked for publicly traded company as a director of

1 QHSE. We maintain DOCs in three countries in three different
2 languages.

3 CDR MESKUN: Thank you for that.

4 Mr. Kucharski?

5 MR. KUCHARSKI: Thank you, Commander.

6 BY MR. KUCHARSKI:

7 Q. Good morning, Mr. Crutcher.

8 A. Good morning.

9 Q. You said you had 30 years -- 33 years' experience of master
10 towing?

11 A. I've been licensed for 33 years. Probably about -- I'm
12 estimating probably 8 years of that in towing.

13 Q. Did you have any schooling related to the maritime industry?

14 A. I've been to schools related to my licensing. So I have
15 attended ARPA schools, bridge resource management schools, STCW
16 schools, ECTA schools. So kind of the normal schools that
17 somebody with unlimited license would go to.

18 Q. Okay. And did you have any prior service time or -- in the
19 Navy or Coast Guard or anything like that?

20 A. No.

21 Q. None. Okay. And you mentioned training. Did you have any
22 training in safety management system?

23 A. I've been trained as a lead auditor with ABS. So I'm an ISM
24 lead auditor with ABS. And then a lot of self-study.

25 Q. Any ISO training?

1 A. No ISO training, no.

2 Q. And could you remind me how long have you been in this
3 position as director of compliance?

4 A. Yeah, I was transferred from the Rivers Division December of
5 this year. So I've been here about 5 months.

6 Q. I'm sorry, from which division?

7 A. From the River Division.

8 Q. River. And were a port captain before that?

9 A. Yeah, I was a port captain in the River Division.

10 Q. And how long did you serve as port captain?

11 A. Just over 1 year.

12 Q. And before that, were you also with Marquette?

13 A. No. Before that, I was with a publicly traded company here
14 in Louisiana. I was there for 6 years as director of QHSE.

15 Q. You said you had experience in Venezuela. What was that?

16 A. I worked with anchor handling supply boats in Lake Maracaibo.
17 So I used to do rig moves and anchor handling in Lake Maracaibo.
18 It was about a 4,000-horsepower anchor handling supply vessel.

19 Q. And who was your predecessor at the position of director of
20 compliance?

21 A. It was Tessa -- and I'm drawing a blank on her last name,
22 but --

23 Q. Seitzinger?

24 A. Yes, that's correct.

25 Q. Okay. And I think you explained that compliance entails with

1 the safety management system and any other regulations, rules that
2 are out there?

3 A. Correct.

4 Q. Okay. So can you tell us what you do on a day-to-day basis?

5 A. On a day-to-day basis, I have about -- I have five direct
6 reports that work in the field, the QHSE managers. So there's
7 kind of a -- they directly report to me for their activities
8 regarding implementation and oversight of the safety management
9 system. And then I have probably four office-based direct reports
10 that take care of the administrative functions that we have to do
11 to maintain the safety management system.

12 Q. Okay, but what do you actually, then, do during the day? You
13 know, I mean, you have direct reports; is that all you do, is take
14 their direct reports or --

15 A. Right. I have a series of meetings on different frequencies,
16 different periodicities. I have some every 2 weeks, some weekly,
17 some daily. So I attend meetings. I check with my VSQEs at least
18 every other day. So those are the gentlemen who are in the field
19 actually attending the boats and taking care of the day-to-day
20 business of keeping the boats operating under an SMS.

21 Q. So the items that are not on a day-to-day basis, quarterly
22 meetings or things of that nature, do you attend different forums,
23 you know, and --

24 A. Yeah.

25 Q. Could you tell us about those?

1 A. Yeah, I would attend different forums. It could be industry
2 forums, such as AWO conferences or et cetera. And I would also
3 attend any industry forums by our TPO, for example. I'm probably
4 the first line of liaison between our TPO and the River Division.

5 Q. And do you -- you said you attend AWA meetings; is that --
6 AWO meetings; is that correct?

7 A. I have, yes.

8 Q. Okay. And who do you report to?

9 A. I report directly to the senior vice president of operations.
10 That's Marcel Garsaud.

11 Q. Does Marquette have a shoreside plan or document which
12 dictates the functions and responsibilities for each of the
13 shoreside employees?

14 A. It has job descriptions for each shoreside employee, so yes.

15 Q. And is that part of the safety management system or does that
16 sit outside of the safety management system?

17 A. Some of the job descriptions are within the safety management
18 system, some aren't. Depends on whether or not they have safety
19 management system responsibilities.

20 Q. Okay. And I suppose we could get those job descriptions if
21 we ask for them?

22 A. Yes, sir.

23 Q. I don't know whether I should save this question for later.
24 We want to go over what has changed since the accident. I believe
25 it's quite a bit.

1 MR. KUCHARSKI: Do we want to discuss those now or --

2 MR. REISMAN: (Indiscernible off mic remark.) I think he's
3 probably the best.

4 MR. KUCHARSKI: Okay. Okay, great. Great.

5 BY MR. KUCHARSKI:

6 Q. So would you, would you go over with us what has changed
7 since the accident? If you want to use any of the exhibits --

8 MR. REISMAN: You talking specifically in terms of policies
9 or just procedures, or any changes of any kind?

10 MR. KUCHARSKI: Well, whatever he's comfortable with. If he
11 just wants to answer -- if he can answer on everything, then yeah,
12 that'd be great.

13 MR. REISMAN: In response to the Sunshine Bridge incident?

14 MR. KUCHARSKI: Yes. Yes, please. Yes. Thank you.

15 THE WITNESS: Yeah, the changes have kind of been twofold.
16 So I'd like to, I guess, respond in kind of two different
17 segments. One is improvements to the safety management system,
18 and the other is improvements in the behavior management of people
19 that are implementing safety management systems.

20 MR. REISMAN: Excuse me. LT [REDACTED] can we pull up Exhibit
21 82 while he's talking?

22 THE WITNESS: Just, initially, we created a requirement for
23 masters to send in a full review of bridge clearances to make sure
24 the bridge clearances are being calculated. That's sent in to
25 port captains interviewed by the senior vice president of

1 operations. We changed the policy to require the long voyage form
2 to be used for all crane barge transits. Port captains provide
3 specific checklists for review (indiscernible) each transit, just
4 to provide consistency in evaluating those transits.

5 We incorporated practices as formal policies in the SMS. We
6 launched a "heels on steel blitz." That's a name that we used
7 internally to talk about an increased focus of having people
8 actually attend each boat and make sure that we emphasize the
9 proper use of voyage planning, proper use of stop work authority,
10 and proper use of cargo dimensions, you know, types of barges that
11 we take.

12 We issued a safety alert on October 24th emphasizing stop
13 work authority, because we feel that was the one policy that,
14 certainly it if had been fully implemented, could have stopped
15 this accident. We redistributed navigation policies and
16 procedures, and had an increased emphasis on acknowledgement and
17 review of the policies and procedures for safe navigation.

18 The CEO sent a letter to all employees emphasizing the need
19 for focus on safe execution of the business, making sure that
20 everybody, every watch, every day is really focused on using stop
21 work authority, planning safe evolutions, making sure that we
22 fully implement the safety management system.

23 We worked on changing contract standards for those -- what we
24 call MSAs, master service agreements. Worked on changing and
25 reevaluating those to make sure that the scopes of works are well

1 defined for those boats that are on charter with third parties.

2 And we changed the process for onboarding new wheelmen, just
3 to make sure we have a more detailed navigational assessment at
4 the time of hire to improve that process and make sure we get
5 fully qualified people in the wheelhouse.

6 We developed and implemented a wheelhouse policy exam to test
7 competency of the SMS. That's part of our online e-learning
8 system that's been rolled out quite recently.

9 And we have a -- and we're currently working on a complete
10 revision of the safety management system. One of the observations
11 that we had even prior to the incident was that, like a lot of
12 safety management systems, it had grown and grown and grown and
13 been added to and added to and added to, and it had gotten quite
14 large in volume. So we took -- undertook the process of revising
15 and integrating the system, trying to make it a more manageable
16 size for the individuals. It's currently somewhere less than 900
17 pages, if you look at all the documents and all the books. That's
18 an awful lot of, that's an awful lot of pages for people to keep
19 track of. We think we can get it down to under 300 pages. We've
20 successfully done that up in the River Division, so that's what
21 our current goal is.

22 And we've restructured the vessel audit process. We've kind
23 of borrowed from the Coast Guard's best practices. And actually,
24 we're starting to risk rank our vessels for auditing purposes. So
25 we have a matrix that we're working on to try to come up with a

1 risk evaluation of each individual vessel based on their
2 operational experience, based on their incident reporting, based
3 on their proactive reporting of near misses, et cetera. From
4 that, we come up with a risk ranking and we can better focus our
5 resources for auditing on those vessels that score the worst.

6 MR. REISMAN: Could I just -- I think, I think he's covering
7 the highlights, but obviously Exhibit 82 provides a more complete
8 listing, along with the testimony we received from Captain Mabile
9 earlier today.

10 CDR MESKUN: If I could just jump in real quick. That
11 document in front of you that you were reading from, is that the
12 same as --

13 THE WITNESS: It's the same document, yes.

14 CDR MESKUN: -- Exhibit 82?

15 THE WITNESS: Yes, it's the same document.

16 CDR MESKUN: Okay. Thank you for that.

17 BY MR. KUCHARSKI:

18 Q. I have a question about -- on page 3, the last bullet which
19 says, "change the process for onboarding new wheelmen to require
20 more detailed navigational assessment." Would you look at that
21 and elaborate a little bit on that, please?

22 A. Yeah, we took a look at the navigational assessment model
23 that we were currently using, and we revised the form that is used
24 and revised the process to include some additional items.

25 Q. So let me ask you. I believe I've asked this question of

1 Captain Mabile, and he wasn't sure. The navigational assessment,
2 besides the form being in the -- in your VOP -- or actually, it's
3 in a separate -- it's not in the VOP. Is there somewhere in the
4 safety management system where it talks about that process, the
5 frequency and -- could you tell us what -- where that section is?

6 A. It's a standalone form. We use it as a tool to evaluate, you
7 know, wheelmen.

8 Q. Okay. And the same thing with the -- the check rides are
9 still being used?

10 A. Yes. And once again, it's a standalone process.

11 Q. Yeah, is -- that's a standalone also. There's nothing in the
12 safety management system which says these are the check rides,
13 this is when they'll be done, or anything -- you know, if they
14 shift fleets or anything like that or, you know, any more
15 information? Is there any information in safety management
16 system?

17 A. I'm not aware of anything else, no.

18 Q. Okay. Okay, thanks. I just -- that's what I was asking this
19 morning, if it was, you know, in writing somewhere besides just
20 the form. So overall, the safety management system, would you say
21 that the International Safety Management Code is used for guidance
22 on what to include in the safety management system?

23 A. Yes. Since we chose the more rigorous route within
24 Subchapter M, becoming ISM compliant with our safety management
25 system, yes, we would have to use the safety -- the ISM Code. And

1 we certainly had a third party that we've chosen, ABS, to verify
2 that for us.

3 Q. Are near misses incident/accidents, the recordation of them,
4 corrective action part of the safety management system or are they
5 part of the safety management code?

6 A. There certainly is a requirement to be able to report
7 hazardous conditions under the ISM Code, so yes.

8 Q. And does Marquette have a way to capture those in its safety
9 management system?

10 A. Yes, we have incident reports and we have near miss reports.

11 Q. And is that system, where these -- the incidents and
12 accidents or near misses, are they available for the fleet to look
13 at them?

14 A. We provide summaries of them to the fleet. We don't provide
15 every one. The volume would be too big to get any reasonable gain
16 from providing the fleet with every single one of them.

17 Q. Okay, so it's not all of them. Is that the answer? They
18 can't see all of the near misses that are recorded on the system
19 there?

20 A. No, we provide a summary of the most important ones.

21 Q. Okay. And you're familiar with the *Taylor Marie* incident?

22 A. I've read the 2692.

23 Q. Okay. Do you have any idea if that was captured in the
24 system, either as a near miss or -- subsequent to the initial
25 2692? We had the captain say this morning that, you know, it did

1 occur, okay. So was that captured anywhere as an accident or a
2 near miss in the system?

3 A. I don't know.

4 MR. KUCHARSKI: I'm going to shift out of lessons learned,
5 okay? Do you have any questions to ask about lessons learned?

6 CDR MESKUN: Sorry, no. I do have some questions from the
7 initial part of the conversation there, though.

8 BY CDR MESKUN:

9 Q. I believe you indicated that you do attend an occasional AWO
10 meeting?

11 A. Yes.

12 Q. Is that -- does that mean that -- is Marquette a member of
13 AWO?

14 A. Yes. We're a member of the AWO.

15 Q. Okay. Thank you. And then Mike previously -- Mr. Kucharski
16 previously asked you if you had had any ISO training or whatnot.

17 A similar type of question: is Marquette ISO certified as a
18 company?

19 A. No, we're not ISO certified. We do incorporate aspects of
20 ISO 9000 and 14000 into our system, but we're not certified within
21 that.

22 Q. Okay, thank you for that. And can you just briefly describe
23 what sort of working relationship you, from your position, have
24 with port captains?

25 A. Yeah, port captains -- I work with them on almost a daily

1 basis. Anytime they need guidance on interpretation of the SMS,
2 enforcement of SMS, if they're preparing for a SIRE inspection,
3 some kind of third-party inspection, they would contact me. So I
4 have daily communications with the port captains. And I try to
5 attend as many of the vessel management team meetings as I can. I
6 can't say that I meet -- I attend 100% of them, but I attend
7 probably 20 or 30%.

8 Q. Can you just describe who comprises those meetings? Like,
9 those --

10 A. Sure. The company is organized into vessel management teams.
11 So there's approximately five managers into each team. The port
12 captain is at the head of that particular management team, and
13 they're assigned up to 10 to 12 vessels to manage. So each one of
14 those vessel management teams has a weekly meeting just to kind of
15 go over incidences, near misses, budgets, kind of a complete array
16 of operational, you know, topics. And I try to attend as many of
17 those as I can.

18 Q. And do those meetings include, like, captains from the boats
19 or other crew members?

20 A. No, that's just the shore-based management teams. We do have
21 a navigation committee where we include six captains that work
22 actively on the vessel. I kind of lead up that committee, and we
23 meet once every 2 weeks. They call in by conference call. And
24 we'll get, you know, feedback and input from operational captains
25 into our day-to-day operations in the office.

1 CDR MESKUN: Thank you. No more questions.

2 Mike?

3 BY MR. KUCHARSKI:

4 Q. So, Mr. Crutcher, the safety management system, does
5 compliance or the mission statement of the system, of Marquette's
6 system, does it include ensuring that shoreside -- or do shoreside
7 personnel ensure that your vessel masters and that those on
8 board the vessel comply with the safety management system?

9 A. Yes, sir. It's a requirement of Subchapter M and also of our
10 safety management system.

11 Q. Now how do you ensure compliance?

12 A. The way compliance is ensured is we have an auditing program.
13 We do internal audits. So as part of the ISM, you know, auditing
14 process, each vessel gets an internal audit at least one time per
15 year. Additionally, we voluntarily agree to third-party auditing
16 through the oil companies and national marine forums' SIRE
17 inspection process. So we have SIREs done on a good percentage of
18 the fleet, you know, on a voluntary basis. We take those
19 inspections, those audits, and we turn observations into
20 corrective actions. And then corrective actions are in turn, you
21 know, given to various departments to fulfill.

22 Q. So the audit process, okay, is that just of -- I'm just
23 talking about the safety management system, okay? Is that just a
24 shoreside process? Do you have a document of compliance or no?

25 A. Yeah, we maintain a document of compliance. And as we get

1 our vessels certificate of inspections, they're issued SMCs. It's
2 voluntary, not mandatory, but it's voluntary compliance.

3 Q. Okay, and the SMC is what?

4 A. The safety management certificate.

5 Q. So that's voluntary. Does an external auditor go on board to
6 audit the vessels themselves?

7 A. Correct. External auditors come on board to audit the
8 vessels. We selected as our TPO under the Subchapter M guidance
9 the American Bureau of Shipping. So that's the third party that
10 attends our vessels.

11 Q. So the third party, is that ABS that goes on board the
12 vessels?

13 A. Yes. Yes, sir.

14 Q. Are you aware of any ABS audit of the *Kristin Alexis*?

15 A. I'm not aware of an audit of the *Kristin Alexis* by ABS, no.

16 Q. And is it -- I think under the safety management code they
17 call it sampling, correct?

18 A. Yeah.

19 Q. In that sampling process, is it every vessel they will check,
20 say, ABS, you know, to go aboard and see if there is compliance or
21 do they sample? Do they take a few vessels?

22 A. Well, for the purpose of the SMC, it's every single vessel.
23 So for a document of compliance, when they come to do the office
24 audit, then they'll do sampling.

25 Q. So when did that process actually start? I guess what I'm --

1 I'm not trying to hide the ball here. What I'm trying to
2 understand is, was the *Kristin Alexis* part of that process prior
3 to the accident, where it should have been audited and had a
4 safety management certificate?

5 A. The *Kristin Alexis* wasn't in the queue to get a certificate
6 of inspection from the Coast Guard in the first year. So she was
7 not inspected by the American Bureau of Shipping. She did receive
8 an internal audit by us.

9 Q. Okay, and I'm -- the safety management certificate is from
10 the Coast Guard and doesn't come from ABS?

11 A. No, it comes from ABS, but we have to have a safety
12 management certificate and a Subchapter M survey from the ABS to
13 submit to the Coast Guard to receive our COI. It's
14 (indiscernible) --

15 Q. Okay. So they do it as a third party on behalf of the Coast
16 Guard, essentially?

17 A. Yes, sir.

18 Q. Okay. Okay. And the -- so I understand the *Kristin Alexis*
19 was not, prior to the accident, was not up -- did not have that
20 certificate yet so they had not had the audit?

21 A. The requirement to begin to attain COIs started 3 months
22 before the incident. And there's a 4-year -- a phase-in period,
23 and you're required to get 25% of your fleet over the 4 years.
24 25% each year over the 4 years.

25 Q. Got it. So it was in the queue somewhere in that 4 years but

1 it just hadn't --

2 A. Yes, sir. That's correct.

3 Q. Okay, okay. Sounds reasonable. Okay. Can you tell us what
4 your input is for corrective action? So, you know, if an incident
5 happens, do you get together as a committee then and you suggest
6 or -- how does that process work?

7 A. It somewhat depends on the source of the corrective action
8 request. So it starts as a corrective action request, and that
9 could be brought up as part of an investigation, could be brought
10 up as part of an audit; it could be brought up as part of a vessel
11 visit. So a corrective action request could spawn from different
12 areas. Kind of depending on what the nature of the corrective
13 action is would depend on who is going to look at it to determine
14 the corrective action. So if it looked like it was a process
15 problem within the safety management system, I would probably be
16 -- I would be heavily involved in that. If it was a material
17 defect, a material fix, it would probably go to the engineering
18 department.

19 Q. But ultimately, then, all the corrective action requests
20 would come through you or --

21 A. Yeah. Yeah, correct. All the corrective actions would be
22 monitored and processed through my department.

23 Q. Can you propose a corrective action without it coming from --
24 let's say that one of the boats you saw, you saw a report of a
25 near miss. Can you request a corrective action for that without

1 having to see it come from the port captain of the boat?

2 A. Yes.

3 Q. Can you confirm to us when Mr. Picquet came back to work for
4 Marquette in 2018? Can you tell us when that date happened?

5 A. I have seen it. I don't remember it. It was in September of
6 2018. I don't know the exact date.

7 MR. KUCHARSKI: And Counselor, correct me if I'm wrong. It
8 was about 3 weeks before the incident. Can we --

9 MR. REISMAN: Give or take.

10 MR. KUCHARSKI: Give or take about 3 weeks before. Okay.

11 BY MR. KUCHARSKI:

12 Q. Please look at Exhibit 101. And when you're ready to go, you
13 know, after you've looked it over, tell me when you're ready.

14 A. I'm ready.

15 Q. So when is this -- when does an employee like -- well, let's
16 look at this form here. Do you have any idea -- all these
17 references here, policy numbers, do you know how many pages? You
18 know, you talked about how big your safety management system -- do
19 you have any idea how many pages that is, all those policies on
20 two whole pages here?

21 A. I don't have an exact number, no.

22 Q. It's quite a few, yes?

23 A. Yes.

24 Q. Okay. Okay. And tell us -- the date on this is 9/7/18.

25 That's about a month before the accident or so. Okay. So tell us

1 about the process. When this person reviews all these, do they
2 come into the office for a certain amount of days? Are they given
3 this before and they go through all this before? Mr. Picquet had
4 to stand a 12-hour watch. How does that process work? Do they
5 come into the office, do they get these beforehand so they can
6 review them and ask questions, or they -- how does that work?

7 A. Right. He would come into the office prior to being assigned
8 to a vessel and he would be made aware of the access to the safety
9 management system. And then he's provided this form, you know, to
10 look at. That emphasizes the particular policies and procedures
11 that we think are the most important for the safety management of
12 the navigation of the vessel.

13 Like we said, the safety management system has gotten quite
14 large. It's got quite a few what I would call nontraditional
15 procedures within it. That's one of the reasons we're currently,
16 you know, starting to focus it down a little bit. Originally it
17 wasn't written to be purely compliant with ISM Code and Subchapter
18 M. It was a management system for pretty much the whole business.
19 And it's evolved over 10, 12 years. So now we're trying to focus
20 it more on the compliance with Subchapter M, with the ISM Code and
21 with a system that can be better used by vessel, you know, crew
22 for the safe navigation of the vessel.

23 Q. Okay. So he comes into the office. He's made aware of
24 these. How long is that office visit for? Is it a day, 10 days?
25 How long is it?

1 A. It varies. It's not 10 days. It's usually 1 day.

2 Q. One day?

3 A. Yes, sir.

4 Q. Okay. And you say he's made aware of these policies. Does
5 he actually sit there and read through every one of these?

6 A. Not to my knowledge. I don't use this form with them when
7 they come in. So they're provided an abstract of the policies to
8 look at to make them aware of their existence prior to them going
9 out to the vessels.

10 MR. REISMAN: I think you might be able to get more
11 information from one of the later witnesses on this issue.

12 MR. KUCHARSKI: Okay.

13 MR. REISMAN: I don't think Mr. Crutcher is involved in that
14 (indiscernible).

15 MR. KUCHARSKI: Okay. I want to be clear why I'm asking
16 this, okay? It seems like a lot of pages. I don't know if this
17 form -- we don't have to go down exculpatory clauses or whatever.
18 You know, you know what I'm looking at, looking at a lot of pages.
19 Is this -- where in this process -- I need to understand where he
20 signs off on, you know -- we've had testimony. Did you sign this
21 form? And I need to know -- and maybe when we take break you can
22 tell me exactly -- tell us exactly when he reported to work for
23 Marquette on this time back. And then he's signing this form. So
24 then, you know, I want to find out, okay, in this 12-hour process
25 on the boat -- he's on 12 and 12, does he read this in his spare

1 time? How does this all -- this work? That's what I want to
2 understand, the pieces of this puzzle.

3 BY MR. KUCHARSKI:

4 Q. The Exhibit 28, please. And these are just some general
5 questions because I think Captain Mabile did a great job this
6 morning at explaining more about this. But again, is -- I just
7 want to be clear. Is this -- sorry. Have you seen this form?

8 A. I've seen it before, yes.

9 Q. Okay. Do you know if that process is anywhere -- and I
10 apologize if I've asked this. But is that whole process -- you
11 know, how to do this, how to complete these, is there any process
12 that's kept in the safety management system besides just where
13 this form is located?

14 A. Yeah, it's a standalone form.

15 Q. I'm sorry?

16 A. It's a standalone form.

17 Q. It's a standalone form. Okay. And okay, the frequency, I
18 believe -- is that a year? Do you know what the frequency is?

19 A. It can be -- it pretty much is 1 year. It can be used more
20 often than that as a corrective action if necessary. So
21 oftentimes if we identify an individual who we have some concerns
22 about, we could use that as a corrective action. So it's one more
23 tool in the toolbox of a port captain.

24 Q. And is -- are you familiar with train the trainer in -- yeah,
25 in safety management -- STCW? Okay. So the person that does the

1 assessment, okay, is it always someone with commensurate
2 experience or training, that has had training, to be able to
3 assess them?

4 A. Yes. We only use captains to do the assessments.

5 Q. And there are many, many items on this form. I just want to
6 be clear that they have performed all those actions that are
7 required for them to evaluate on that form?

8 A. To the best of my knowledge, a licensed crews captain, yes,
9 would have done all those things. Yes.

10 Q. And I believe you said that the check ride process is still
11 in place?

12 A. We still check ride, yes.

13 Q. And I believe you said that that's -- is that a standalone --
14 sorry.

15 MR. REISMAN: I think you might want to clarify the question
16 about the check ride.

17 THE WITNESS: Yeah, if I could clarify. The check ride
18 process is still in place, meaning that we do a check ride with
19 new hires. But we use a skills assessment form. We use a
20 different form now. So it's not the old check ride form. So we
21 still have the same process in place. We use a different
22 evaluation method.

23 BY MR. KUCHARSKI:

24 Q. So the evaluation method is this form here?

25 A. Yes, sir.

1 Q. Okay. So that check ride that all --

2 A. Yes.

3 Q. Do we need to pull that form up? Do you know what I'm
4 talking about?

5 A. I know what you're talking about.

6 Q. Okay. So that particular form is no longer being used.

7 A. Yes, sir.

8 Q. Okay. And so is that check ride process -- if a person
9 changes their area of operation that was on the other form -- you
10 know, they change areas of operation. Suppose they go from the
11 river or line haul or line or intracoastal or fleeting work. Does
12 that assessment then carry over? Do they undergo another
13 assessment?

14 A. It would depend on the individual's work history and
15 experience. If we could, you know, ascertain that the person had
16 significant experience in that particular area, they probably
17 would not receive another check ride.

18 Q. I won't pull up the exhibits unless we would like to look at
19 them. But I can ask, for the *Taylor Marie* allision, you were port
20 captain at --

21 A. I was at the River Division at that time up in --

22 Q. I'm sorry?

23 A. I was at the River Division in Paducah, Kentucky at that
24 time.

25 Q. Oh, so that's not -- that's a different division?

1 MR. REISMAN: He was not employed by Marquette Transportation
2 Company Gulf-Inland at that time. It was with another related
3 entity.

4 BY MR. KUCHARSKI:

5 Q. Okay, so you have no -- you didn't -- don't have any direct
6 knowledge of that accident?

7 A. No, sir.

8 Q. After the accident, are you aware of any prophylaxia for --
9 related to that allision?

10 A. For the *Taylor Marie* allision?

11 Q. I'm sorry. Yeah. Yeah. You are?

12 A. Like I said, I'm not aware of -- I was not employed at that
13 time at this division, so --

14 Q. But in your role as compliance, have you seen anything -- did
15 you see anything change as a result of that accident?

16 A. Of that accident alone? I know that there's been -- you
17 know, Harvey worked very hard to reach out to the individuals that
18 work in that fleet to make sure they were aware of that particular
19 hazard. And also he's had safety meetings and brought up that
20 with safety meetings.

21 Q. Do you know right now, if I were to ask to look at your near
22 misses or your accidents, are either the *Taylor Marie* or the *Mr.*
23 *Ervin*, are they listed as near misses or accidents, in this case
24 -- they're accidents, I would suppose. Are they listed in your
25 safety management system where vessel personnel can look at that

1 at all?

2 A. I can speak to one of the two. I can speak to the *Kristin*
3 *Alexis*, and yes, there is a -- you know, there was an incident
4 report generated for that incident. Once again, we don't make the
5 incident reports available to the whole fleet just because of the
6 volume of the incident reports. Now we do write lessons learned,
7 and one of the corrective actions from the investigation of that
8 incident would certainly be making the fleet, you know, familiar
9 with the specifics of the incident.

10 Q. Okay. So I guess I'm not quite clear on maybe -- my
11 attention was taken away. So the *Taylor Marie* and the *Kristin*
12 *Alexis* incidents, they are or they are not in the system?

13 A. The accidents are in the system. It's not available in a
14 report form to every ship employee.

15 Q. So the near misses and the accidents, is that more -- the
16 system, is that more for internal, for shore side use than it is
17 for the fleet to look at?

18 A. We use them for the beginning of investigations. Part of the
19 investigation process would be developing corrective actions. And
20 one of the corrective actions would be certainly promulgating
21 lessons learned and specifics of those incidences out to the
22 fleet. They wouldn't have access to the actual incident reports
23 because there's information on there that we just couldn't share
24 with everybody.

25 Q. But I guess the -- so let's look at other accidents that are

1 listed on your safety management system, the incidents or near
2 misses. I mean, is there a spot where a crew member, somebody can
3 look at that and say, here was the corrective action, so they can
4 see what the corrective action was for a particular incident? So
5 for them to look at that and learn from it? Is there a -- hate to
6 say "learn from it," but can they look at that?

7 A. We don't share the completed incident forms necessarily with
8 the crew, like I said, because there is information on there that
9 would be sensitive. We do provide summaries of the incidences in
10 fleet notices, and that would include the corrective actions that
11 were taken, so --

12 MR. KUCHARSKI: Would we -- could we pull up Exhibit 100.

13 This is just broad blanket question. It's VOP 5.1. Can we
14 obtain a -- you don't even have to look. Can we obtain a pre-
15 accident copy of that document?

16 MR. REISMAN: Yes.

17 MR. KUCHARSKI: Thank you.

18 BY MR. KUCHARSKI:

19 Q. And would you please look at Exhibit 107. And this is like a
20 list the document has, the changes -- yeah. All the changes that
21 I can see. Section 2.18, operations and safety meeting. Is this
22 internal? It's on page 1.

23 A. 2.18 would be the shore operations procedures. So that would
24 be procedures --

25 Q. 2.18. Operations and safety meeting, my copy says.

1 A. Yeah, the --

2 Q. I guess what I'm asking is -- it says Table of Contents, and
3 it was last revised November 2, 2018. How would I know the
4 specific revisions looking at this?

5 A. The revisions are located on each individual policy.

6 Q. I'm sorry?

7 A. The revision's located on each individual policy.

8 Q. So I would have to go to each individual page for that?

9 A. Yes, sir.

10 Q. Okay. So SOP. What does that stand for?

11 A. Shore operations procedures.

12 MR. KUCHARSKI: Could we see specific copies of those to see
13 what it actually says?

14 MR. REISMAN: We don't have that available.

15 MR. KUCHARSKI: No, I -- understood. But section --

16 MR. REISMAN: They have not been requested to date, to my
17 knowledge.

18 MR. KUCHARSKI: Sure. Sure. But as we've seen the vessel
19 operating, but maybe it'd be helpful to see how shore side
20 operates to see -- you'll agree that the whole safety management
21 system includes both shore and vessel.

22 MR. REISMAN: Um-hum.

23 MR. KUCHARSKI: Yeah, so -- okay. I don't have any further
24 questions at the moment, Commander.

25 CDR MESKUN: Thank you. I appreciate that. I do have a

1 couple of questions.

2 BY CDR MESKUN:

3 Q. Few minutes ago, we were just talking about lessons learned
4 or near misses, and you sent out summaries to the fleet, right, to
5 your boats? Is that where it goes?

6 A. Yes, that's correct.

7 Q. Okay. I guess, what shape or form do those summaries come
8 in, and how frequently do they go out to the fleet? Is it just,
9 like, a paragraph in the middle of --

10 A. It's a weekly summary that goes out. It's sent out by email.
11 And then the vessels are required to, you know, review it and then
12 acknowledge that they have reviewed it.

13 Q. Does that ever include things like a list of, like, the top
14 10 incidents or the top 10 deficiencies or the top 10 whatever the
15 situation is, to draw their attention to where they might want to,
16 like, focus their attention most?

17 A. Yeah, whenever we're looking through the various near misses,
18 we try to establish trending and try to point out that trending to
19 them. So yes.

20 Q. Are you at all familiar with Marquette's contractual
21 agreements with Cooper Consolidated?

22 A. No, I'm not.

23 Q. Okay. Thank you. Understanding that you're not aware of the
24 details of that contract -- because it's, in my opinion, related
25 to the safety management system, I'll just ask. And if you don't

1 know the answer, that's fine. Do you know if Cooper's rules and
2 regulations were implemented on Marquette towing vessels?

3 A. It's some policy procedures in terms of some fleeting
4 operations that are used on Marquette vessels. So there are some
5 procedures that are implemented.

6 Q. Are you familiar with what TSAC is, the Towing Safety
7 Advisory Committee?

8 A. Yes, I am.

9 Q. Had you ever seen or heard of a report that they did
10 providing recommendations back in 2013 about overhead strikes?

11 A. I'm familiar with it, yes.

12 Q. Do you know -- and this is a broad question. I don't know if
13 you might be able to answer it at all. But do you know if those
14 recommendations that were created somehow worked their way into
15 the safety management system for Marquette?

16 A. That'd be well before my tenure, so I really couldn't speak
17 to that.

18 Q. Okay. And how about -- are you familiar with a 2014 safety
19 alert that the Coast Guard released regarding overhead clearances?

20 A. I'm familiar with it, yes.

21 Q. Okay. And again, vague or broad question, but do you know if
22 any of that somehow worked its way into the safety management
23 system?

24 A. Once again, this is well before my tenure, so I don't --

25 Q. Okay. No, thank you. I appreciate that.

1 CDR MESKUN: Mr. [REDACTED] any questions?

2 MR. [REDACTED] I do have one.

3 BY MR. [REDACTED]

4 Q. Regarding Coast Guard safety alerts and MSIBs, Marine Safety
5 Information Bulletins, would you be the one at the company to get
6 those as the compliance person? Who gets them at Marquette?

7 A. Yeah, myself and also the director of safety. So there's two
8 of us, and we would both get those alerts. And the majority of
9 the port captains also get the alerts. They're on the, you know,
10 they're on the emails.

11 Q. Okay. Is it in anybody's responsibilities and duties to --
12 or does anybody have that designated as their responsibility and
13 duty to disseminate that down all the way to the boats?

14 A. Yeah, that would be my duty, and also the director of
15 safety's duty. It's in our job descriptions. Our job is to take
16 a look at them, see which ones are applicable to our vessels and
17 our scope of operations. You know, there's an awful lot of alerts
18 that go out, and we have to make sure that we get the right ones
19 to the right people.

20 Q. Okay. Could you describe how, say, if it would go from you
21 to the *Kristin Alexis*?

22 A. It would go from me to Joan, who is our document controller.
23 And she would send out an email to all the vessels with an
24 acknowledgement request. By email.

25 Q. Is there any instructions on board the vessels for what they

1 have to do with them?

2 A. Yeah. Part of that email -- it's attached to the email, and
3 within the body of the email it instructs them to review it with
4 their crew and acknowledge they've done so and send it back to us.
5 Send the acknowledgement back to us.

6 MR. [REDACTED] Okay. That's what I was looking for. Thank
7 you.

8 CDR MESKUN: Mr. Kucharski?

9 MR. KUCHARSKI: Just a couple short ones.

10 BY MR. KUCHARSKI:

11 Q. So the NVICs -- your department, okay, will look at the NVICs
12 or check all the new NVICs? That's your responsibility?

13 A. Yes, sir.

14 Q. Okay, great. And you said you're familiar with the TSAC -- I
15 think it's Exhibit 68, the recommendations. Is Marquette a member
16 of TSAC?

17 A. Yes, we are. We have a member that contributes to TSAC.

18 Q. But that's a current member. Were they a member of TSAC back
19 when this report came out; do you know?

20 A. I don't know.

21 MR. KUCHARSKI: I think we'll ask somebody else if -- we'll
22 ask. Yeah. Okay. I see the head shaking, but I just, you know,
23 need to understand that. Okay. Thank you.

24 CDR MESKUN: Mr. Jenkins?

25 MR. JENKINS: I'm good.

1 CDR MESKUN: Thank you. Mr. Reisman?

2 BY MR. REISMAN:

3 Q. Mr. Crutcher, there were some questions -- excuse me. There
4 were some questions earlier regarding certificates of inspection
5 and the safety management certificates.

6 A. Yes, sir.

7 Q. Have any of Marquette's fleet boats received certificates of
8 inspection?

9 A. Yeah, we have three vessels currently working in the fleet
10 that have received COIs.

11 Q. Okay. And are any of those vessels within Captain Harvey
12 Mabile's vessel management team?

13 A. Yes, two of those vessels are.

14 Q. And so they have received a certificate of inspection?

15 A. Yes, they have.

16 Q. Did they also receive a safety management certificate from
17 the ABS?

18 A. Right. As part of receiving the certificate of inspection
19 from the Coast Guard, they would have had to receive a safety
20 management certificate from the ABS. So yes.

21 Q. Have any of Marquette's boats, to your knowledge, been
22 submitted for certificates of inspection and been rejected?

23 A. No vessels have been rejected. No.

24 Q. Are you familiar with work in the Intracoastal Waterway
25 involving pushing of six-packs?

1 A. Yes, I am.

2 Q. What does that involve?

3 A. It involves pushing six barges in relatively narrow
4 waterways. They do bridge transits. They do inlet transits.
5 They do in and out of various harbors.

6 Q. Is that work generally considered more difficult than fleet
7 work?

8 A. Yes, it is.

9 Q. Can you tell us in general about the safety meeting
10 requirements at Marquette for -- particularly for boats in Harvey
11 Mabile's vessel management team?

12 A. Sure. Safety meeting requirements, we have a calendar that
13 prescribes safety meetings every Sunday. There's a rotational
14 basis of them reviewing what we consider to be the most important
15 safety and, you know, safety management policies and procedures.
16 They also have a drill element that goes with that.

17 Q. Do you know whether stop work responsibility is discussed in
18 the course of any of Marquette's safety meetings?

19 A. Stop work responsibility is supposed to be discussed at every
20 stop -- at every safety meeting.

21 Q. Is stop work responsibility also supposed to be discussed at
22 every watch change?

23 A. Yes. That's part of the watch change turnover, is that
24 there's a discussion of the stop work responsibilities.

25 Q. There's been some discussion throughout the hearing this week

1 about a laminated stop work responsibility card. Are you familiar
2 with that?

3 A. Yes, I am. Every employee gets a stop work responsibility
4 card when they're hired.

5 Q. Okay, and what does the card say?

6 A. The card says --

7 Q. In general.

8 A. The card says it's the responsibility of each individual to
9 exercise stop work if they see an unsafe condition.

10 Q. Did Marquette have policies in place on October 11th and
11 12th, 2018 that were intended to prevent an accident like the
12 Sunshine Bridge allision?

13 A. Yeah, absolutely. There were several policies and procedures
14 in place, and if they'd been fully implemented, probably would
15 have averted the allision. Stop work is probably the most notable
16 one, but voyage planning and bridge transit.

17 Q. You used the word "implemented" earlier, and then you just
18 used it again. I just want to make sure I'm clear. The policy
19 itself was fully in force and in existence, correct?

20 A. Right. I should say implemented by the officers in charge of
21 that vessel.

22 Q. And so that leads, actually, to my next question. Did
23 Captain Smith violate the policies that Marquette had in place
24 that were designed to prevent the Sunshine Bridge allision?

25 A. Yeah. By not using them, yes, he violated them.

1 Q. What about Captain Picquet?

2 A. Picquet did as well. Captain Picquet.

3 Q. Is there anybody within the company whose primary
4 responsibility it is to ensure that Marquette's vessels are
5 complying with the safety management system?

6 A. I mean, ultimately, that would be my responsibility as
7 director of compliance. On a vessel-to-vessel and vessel
8 management team level, we have the VSQEs. And written within
9 their job description is ensuring that their vessels are in
10 compliance and maintain the use of the safety management systems.

11 Q. So they're the frontline individuals who are intended to go
12 out and actually ensure compliance?

13 A. That's correct. They're the interface between, you know, the
14 vessels and the safety management system, if you want to think of
15 it that way.

16 Q. In addition to your own internal VQSE managers, are there any
17 third-party auditors who come on board your vessels in an effort
18 to determine whether your vessels are in compliance?

19 A. Yeah, we have third-party auditors. Both the American Bureau
20 of Shipping, when we do SMC audits or COI inspections on an annual
21 basis, and then we also have third-party auditors that come
22 through the SIRE system, which is the -- all the oil companies and
23 national marine forum system for auditing vessels.

24 Q. Do you know whether the *Kristin Alexis* had a SIRE audit
25 before the October 12, 2018 allision?

1 A. Yes, the *Kristin Alexis* had had a SIRE.

2 MR. REISMAN: Excuse me. LT [REDACTED] if you could pull up
3 Exhibit 84 for us, please?

4 BY MR. REISMAN:

5 Q. If you can just glance at that, is that the SIRE audit that
6 was performed on the *Kristin Alexis*?

7 A. Yes, that would be the SIRE audit.

8 Q. What was the date of that audit?

9 A. 31 January 2018.

10 Q. Thank you. If you could just tell us in general terms what a
11 SIRE audit consists of?

12 A. SIRE audit consists of a series of inspections and
13 observations, and working with the vessel crew to make sure that
14 they meet the minimum requirements of the COI or of the flag state
15 requirements, but also some of the best practices in industry.

16 Q. And you may have mentioned earlier, but I just want to make
17 sure that I got it. How many of VQSE managers, full-time VQSE
18 managers, does Marquette employ?

19 A. One for each VMT. So five right now.

20 Q. Earlier, one of the exhibits you were shown was Exhibit 101,
21 which was Captain Picquet's policy acknowledgement form.

22 MR. REISMAN: Can we pull that up, Lieutenant? Exhibit 101?

23 BY MR. REISMAN:

24 Q. Can you tell us what the date on that was? That it was
25 signed?

1 A. Looks like September 7, 2018.

2 Q. And was it your understanding that Captain Picquet had come
3 out to work for the first time as a pilot on a Marquette vessel in
4 late September, around September 26, 2018?

5 A. It was my understanding he was a rehire. He had gone through
6 our pilot training steersman program, so he was, you know,
7 familiar with Marquette and Marquette vessels. This was the first
8 time employed as a pilot.

9 Q. Okay. And his check ride, which -- if we could take a look
10 at that exhibit, 38? What's the date of the check ride?

11 A. Looks like the 13th of September 2018.

12 Q. So he had roughly a week from the time he signed the policy
13 acknowledgement form before he actually was on board a vessel.

14 A. Yes, sir.

15 Q. And during the check ride, he's not on his own running the
16 vessel; he's running it under the supervision of another Marquette
17 captain?

18 A. Yes, that's correct.

19 Q. You were shown a few moments ago a safety alert that was sent
20 out by the Coast Guard regarding air draft. LT Coppola's been
21 kind enough to put that on the board. You said you're generally
22 familiar with this?

23 A. Yes, I am.

24 Q. Do you know whether the -- many of the recommendations that
25 appear within that alert were actually implemented into the

1 Marquette safety management system?

2 A. Like I said, it was before my tenure. I don't have direct
3 knowledge of it being gapped and put into our system. I think
4 intuitively we do, you know, several of the things. We do --

5 Q. Okay. Maybe it would have been a better way to ask it. So
6 Marquette's policies specifically include -- and when I say
7 policies, its safety management system specifically includes
8 policies that are designed to ensure knowledge and verification of
9 air draft and vertical clearance of bridges, correct?

10 A. Yes, that's correct.

11 Q. So the information that the Coast Guard deemed to be
12 critical, Marquette actually requires that in its policies?

13 A. Yes, that's correct.

14 Q. You were shown a 2692 earlier, which is a Coast Guard form
15 report of an incident, correct?

16 A. Yes.

17 Q. Marquette submits those and keeps those in their system,
18 correct?

19 A. Yes, that's correct.

20 Q. So if somebody were to want to see that, a report on an
21 incident like the Gramercy incident, that's something that could
22 be made available to anybody who requested it?

23 A. Yes, it could be.

24 Q. Within the company. Do you know whether any disciplinary
25 action was taken as a result of the Gramercy Bridge incident?

1 A. Yes. My understanding that the captain was -- employment was
2 terminated because of the non-reporting of the incident initially.

3 Q. We saw a few moments ago Exhibit 84, which was the SIRE audit
4 that had been performed on the *Kristin Alexis*. In your
5 experience, are fleet boats typically subjected to SIRE audits?

6 A. Somewhat unusual. It's not done a great deal. So it is
7 somewhat unusual to see a SIRE on a fleet vessel.

8 Q. And you told us earlier that Marquette's safety management
9 system is based on the ISM Code, correct?

10 A. That's correct.

11 Q. And you made a reference -- I know there was some testimony
12 earlier in this hearing from another witness, but I'd like to just
13 get your thoughts on it. You made a reference to that ISM Code
14 form of safety management system as being rigorous. You recall
15 that?

16 A. Yes. Yes.

17 Q. Are there other options for -- excuse me -- for Subchapter M
18 compliance other than an ISM Code-based safety management system?

19 A. Yes. Subchapter M provides different avenues for compliance
20 with managing its safety systems. You can use a Coast Guard
21 option, where the Coast Guard basically goes to each individual
22 vessel and takes a look at the policy and procedures they have in
23 place to meet Subchapter M. You can do a non-ISM TSMS, which
24 would be a towing safety management system, and that would be a
25 safety management system that is audited for compliance with

1 Subchapter M by a third party; American Bureau of Shipping, for
2 example. And then you can also have the ISM Code option, which is
3 the International Safety Management of Ships Code, which is an
4 international code well-recognized around the world for ship
5 management. And we opted for the -- you know, for the highest
6 option.

7 Q. As a director of compliance, would your job be easier if you
8 had opted for one of the lesser forms of compliance?

9 A. Yes. The auditing frequency alone is, you know, quite a bit
10 more rigorous. So that in and of itself would be a lot easier if
11 we had picked a different route.

12 MR. REISMAN: Thank you very much, Mr. Crutcher. That's all
13 I have for you.

14 MR. KUCHARSKI: I have some follow-on questions. I love it
15 when you ask questions, because then it makes me think of more
16 questions to ask. But thank you.

17 BY MR. KUCHARSKI:

18 Q. So the SIRE inspections that we were talking about, have you
19 ever done a SIRE inspection?

20 A. I'm not a SIRE inspector, so no, I have not.

21 Q. Have you ever been aboard a vessel for a SIRE inspection?

22 A. Hundreds. Yes.

23 Q. Are you aware if it's an underway inspection or if they're
24 looking at the vessel as it sits there at the dock? Do you know?

25 A. Yeah, the audit guidance has changed over the years, but it's

1 supposed to be a non-underway assessment for the tugs. When they
2 assess barges, it has to be either loading or unloading. So it
3 depends on --

4 Q. Okay. So it's non-underway, you said; is that correct?

5 A. For the tugs. Yes, sir.

6 Q. So the 2692, this form that Mr. Reisman brings up, okay? And
7 this process of near misses and incidents, so I'm seeing this
8 clearly, okay? If not everything, all the incidents and near
9 misses, are on that system for an -- you say anybody can ask,
10 request to see this particular one, this 2692? Yeah. Okay. But
11 I guess, if I'm on the boat and I'm not seeing the incident on
12 there, not everything's on there, how would I know to request
13 something that's not on there, I guess?

14 MR. REISMAN: Just for the record, I'd like to -- I think you
15 asked him that question four times earlier. He told you they
16 provide a weekly summary of the incidents that reports the
17 information, describes the incidents, gives lessons learned,
18 corrective actions. He's testified at length about how that
19 information is made available.

20 MR. KUCHARSKI: Okay. So they get a list of all the
21 incidents; is that -- that's correct?

22 MR. REISMAN: He said they provide a summary.

23 MR. KUCHARSKI: A summary. Of all -- of everything?

24 MR. REISMAN: I think he described earlier that not every
25 incident is relevant. They decide which ones they think are

1 relevant to the crews and they provide that information.

2 MR. KUCHARSKI: Okay. Okay.

3 BY MR. KUCHARSKI:

4 Q. And the -- do you actually know -- there's been --
5 Mr. Reisman brings up these dates: 9/7/18 and the other dates on
6 particular forms and assessments. Do you actually know the date,
7 or can we get that, that Mr. Picquet physically went on board to
8 start his contract, start his work on board the *Kristin Alexis*?
9 Do we know that date?

10 A. I'm sure we could check the vessel's logs and come up with
11 that date.

12 Q. Great. Great. Thank you. Oh no -- sorry, one more. The
13 safety meeting, you said there's something about posting every
14 Sunday, the safety meeting schedule?

15 A. We have a safety meeting schedule and they do the safety
16 meetings every Sunday. Yes, sir.

17 Q. Okay, that schedule, you say, goes up every Sunday? Yes?

18 A. It's posted for a full year.

19 Q. And the safety meetings -- so I'm clear, do you have a weekly
20 safety meeting that you're part of with a whole group of people?
21 And who attends those safety meetings?

22 A. Are you talking about me personally or --

23 Q. Yes.

24 A. Okay. We have a daily operations meeting at 10 o'clock every
25 morning. And part of that operations meeting is certainly

1 discussions of safety issues and safety topics. So it's done
2 daily within the office. And that includes report-outs from each
3 one of the port captains as the head of the vessel management
4 teams.

5 Q. And then other -- is there another safety meeting you
6 personally attend with other higher-level?

7 A. We have a monthly safety review, yes. So that's done on a
8 monthly basis. And we have minutes from those, and we send out
9 summaries of those minutes to the fleet.

10 Q. And who attends those monthly meetings?

11 A. All the vessel management teams, all the vessel managers, all
12 the -- and all the department heads.

13 MR. KUCHARSKI: Okay. Thank you.

14 CDR MESKUN: Mr. [REDACTED]

15 MR. [REDACTED] No.

16 BY CDR MESKUN:

17 Q. Just have two questions, or two topics anyway. So on a boat,
18 life happens, right? Sometimes maybe there's a family emergency
19 and a pilot or a captain have to go home early before their normal
20 hitch is complete, right? What is the process on how you would
21 backfill that vacancy?

22 A. You mean how we would get a relief for them if that were to
23 occur?

24 Q. Yes, exactly.

25 A. Yeah. You know, the port captains really, you know, do that,

1 so I'm not familiar with the process. It would have to be
2 somebody who was already employed with the company and qualified
3 for that vessel, but how the actual selection takes place would be
4 a question for port captains.

5 Q. Okay. Thank you. I appreciate that. And just as a point of
6 clarification from previous testimony, talking about certificates
7 of inspections for vessels, how many vessels have received their
8 COI already?

9 A. For our division, we currently have nine COIs in hand and we
10 have about eight more in process.

11 CDR MESKUN: Okay. Thank you for that. I appreciate it. I
12 have no further -- oh, Mr. Kucharski.

13 BY MR. KUCHARSKI:

14 Q. Yeah, this list of incidents or accidents that goes out to
15 the fleet, the relevant ones that you feel are relevant, how often
16 does that go out?

17 A. Goes out on a weekly basis.

18 MR. KUCHARSKI: Could we see a copy of the weekly ones for
19 after the *Taylor Marie* and then the -- also after the *Marie* --
20 sorry -- the *Mr. Ervin*? Could we see what that looks like? Okay,
21 thank you.

22 CDR MESKUN: Thank you for your testimony. You are now
23 released as a witness from this formal marine casualty
24 investigation. If I later determine that this joint investigation
25 team needs additional information from you, I will contact you

1 through your counsel. If you have any questions about this
2 investigation, you can contact the reporter, LT [REDACTED]

3 The time is now 12:10. We will take a 1 hour and 5 minute
4 lunch recess. We'll return at, I guess, 1:15. We are now off the
5 record.

6 (Whereupon, at 12:10 p.m., the testimony was concluded.)
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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD


IN THE MATTER OF: *KRISTIN ALEXIS/BARGE MR. ERVIN*
 ALLISION WITH THE SUNSHINE BRIDGE
 DONALDSONVILLE, LOUISIANA
 OCTOBER 12, 2018
 Interview of Mark Crutcher

ACCIDENT NO.: DCA19FM003

PLACE: Gonzales, Louisiana

DATE: May 11, 2019

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.



Eileen Gonzalez
Transcriber