



MARQUETTE TRANSPORTATION COMPANY

RIVER

GULF-INLAND

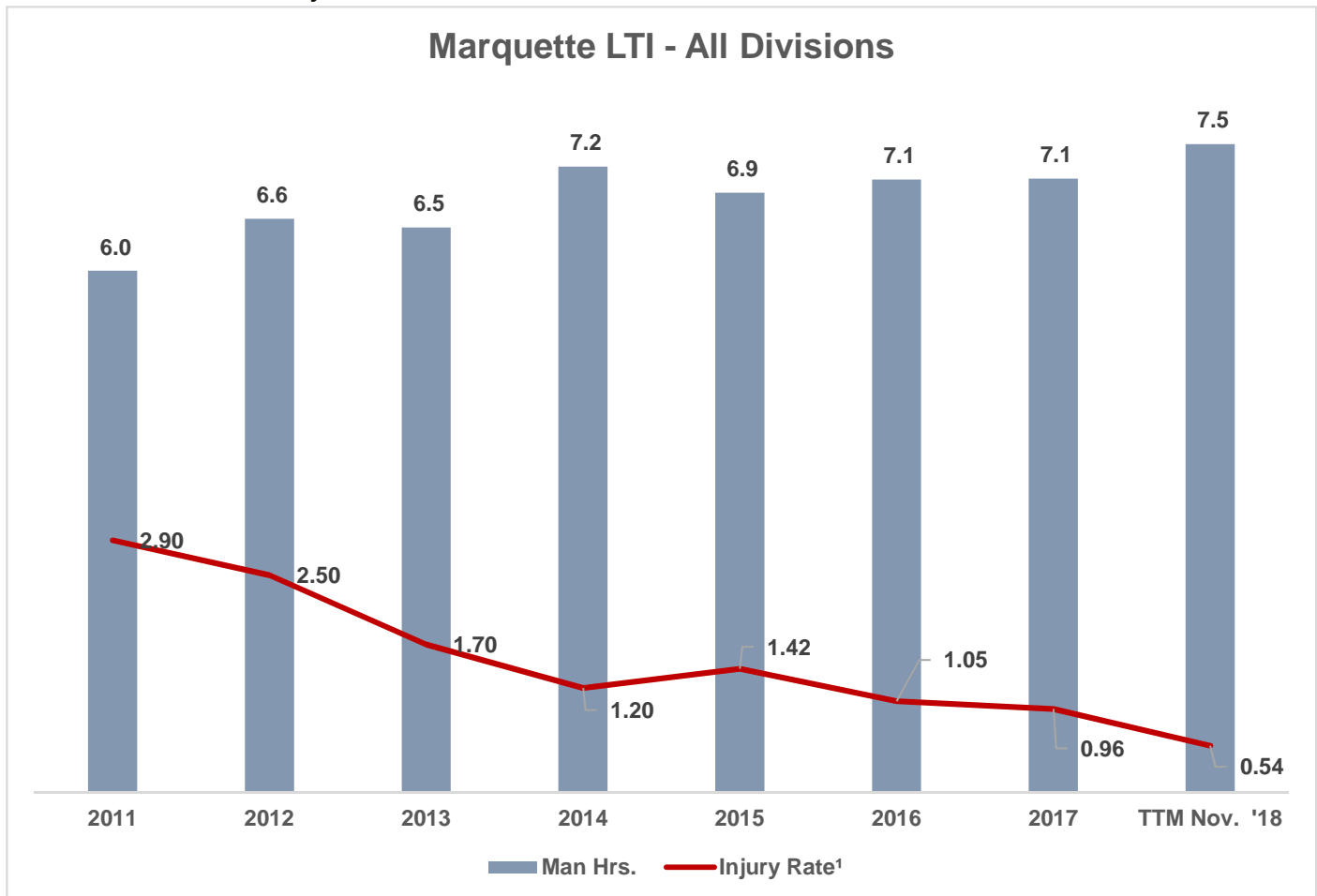
OFFSHORE

www.marquettettrans.com

MISSION ZERO

ZERO HARM TO PEOPLE, EQUIPMENT, AND THE ENVIRONMENT

- Marquette believes successful pursuit of Mission ZERO will be achieved through:
 - Shore-based and vessel-based leadership
 - A cultural commitment to safety and risk assessment, reinforced through Stop Work Responsibility and “Boots on Steel”
 - Training and personnel decisions
 - Process discipline through our SMS
 - Continuous improvement driven by incident data capture and analysis



¹ Injury Rate calculated as lost time injuries per 200,000 vessel man hours

CORRECTIVE ACTIONS POST OCTOBER 12th BRIDGE ALLISION

1. Port Captain and SVP Operations Review of Bridge Clearances

Added a practice that requires wheelhouse to review bridge clearance calculations with on-duty port captain for any crane barge and for review with SVP Operations on any cargo reasonably estimated to have an air draft higher than the vessel.

Status = Implemented.

2. “Heels on Steel” campaign

In process of completing Port Captain vessel visits with each of the 62 vessels currently operated by Marquette Gulf-Inland with a specific script that covers:

- *Importance of proper voyage planning and proper watch change protocols*
- *Importance of knowing our cargo (dimensions, hazards etc.) prior to taking possession*
- *Importance of Stop Work Responsibility and how it could have prevented recent incidents*

Status = Completed

3. CEO Letter Emphasizing Importance of Stop Work Responsibility

Letter to all vessels and shore-side teams distributed on November 20th. Letter reinforced messages from Heels on Steel campaign, including:

- *Importance of maintaining focus on safe execution of our business*
- *Excellence in safety as the foundation of our operational excellence*
- *Stop Work Responsibility = single most important tool*
- *Risks of man overboards*
- *Ownership and responsibility of our own safety.*

Status = Completed.

4. Re-Review of Policies and Updated Certification from Wheelmen

Redistributed Marquette Gulf-Inland navigation policies and are requiring that each wheelmen re-certify fresh review and understanding. Certifications provided to shore-side office.

Status = Received completed certifications from over 140 wheelmen; required for boarding as of January 1

5. Wheelhouse Policy Exam

Working with Seamen’s Church to develop an exam that actively evaluates comprehension with Marquette’s policies. Goal is to be able to administer exam through Seamen’s Church e-Learning platform. Initial plan is for exam to be required 2x per year for wheelmen and shore-side managers involved in vessel navigation.

Status = First draft of exam expected week of December 17th. Targeting January 31, 2019 implementation date to allow time to work through grading protocol, training requirements for scores below a certain threshold and testing timetables.

6. Adding a Vessel Management Team (“VMT”)

Have an active search to add two Port Captains to reduce the # of vessels per VMT to help drive increased intimacy between vessels and shore-side approach. Goal from additions is to staff 7 VMTs which would result in < 10 vessels per VMT on average.

Status = Interviews in Process.

7. Incorporating Lessons Learned into 2019 Captains Meetings

Will add specific lessons learned and additional review of bridge transit policies to 2019 Captain’s meetings.

Status = Pending development of 2019 Captains’ Meetings materials

SELECTED PERSONNEL ACTIONS

1. Promoted Capt. Greg Casanave to Sr. Port Captain Role (October 2018)
2. Hired Kendall Chauvin as VP Operational Excellence (New Role – October 2018)
3. Promoted Ron Lanassa to Director of Crew Management (November 2018)
4. Promoted James Scott to Port Captain – Liquid Vessels (November 2018)
5. Hired Capt. Jeremy Porche Port Captain – Dry Cargo (August 2018)
6. Transitioning Mark Crutcher from River Division Port Captain to Director-Compliance for Gulf-Inland (December 2018)