



Transportation Research Board
Marine Board
Fall 2016
Carrier Perspective



CROWLEY®
People Who Know®

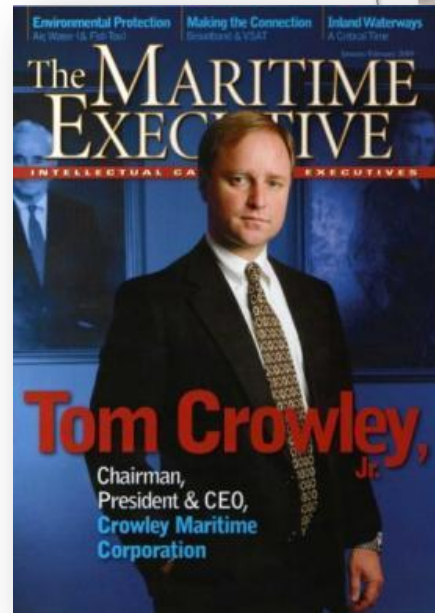


crowley.com

Company Overview



- Established in 1892
- 3rd generation privately held company
- Worldwide diversified transportation services
- Oldest U.S. based ship owner and manager
- Annual revenue of ~\$2 billion

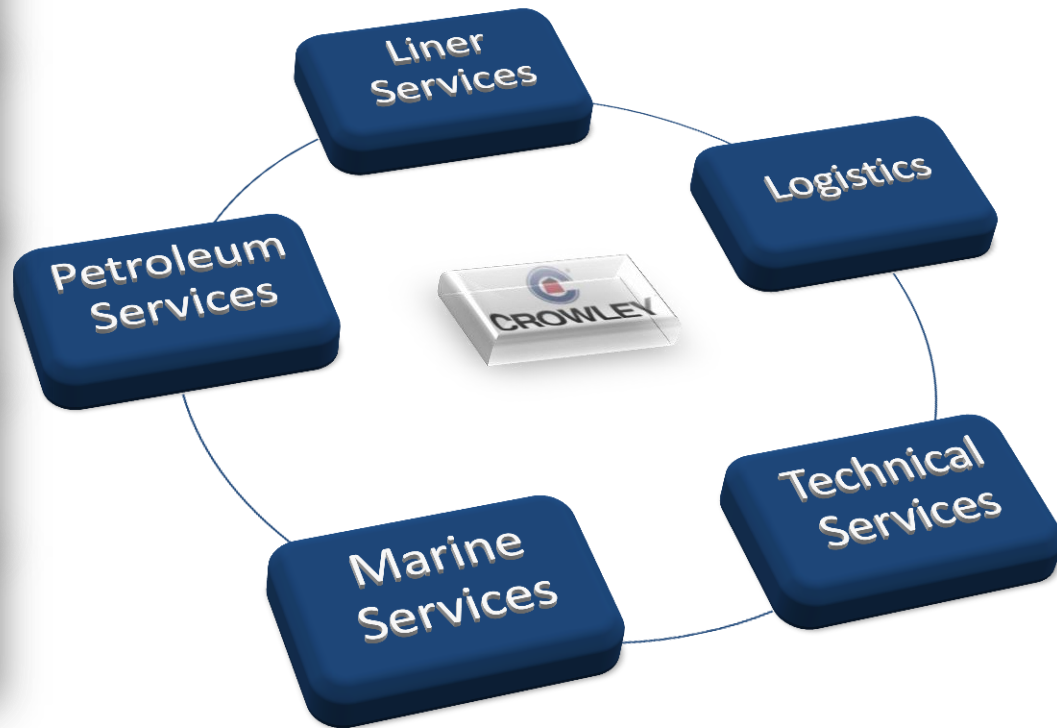


Company Overview

Crowley is one of the **largest U.S. based** transportation companies employing approximately **5,000 people** and a diverse fleet of assets **strategically placed** globally.



CROWLEY BUSINESS SEGMENTS

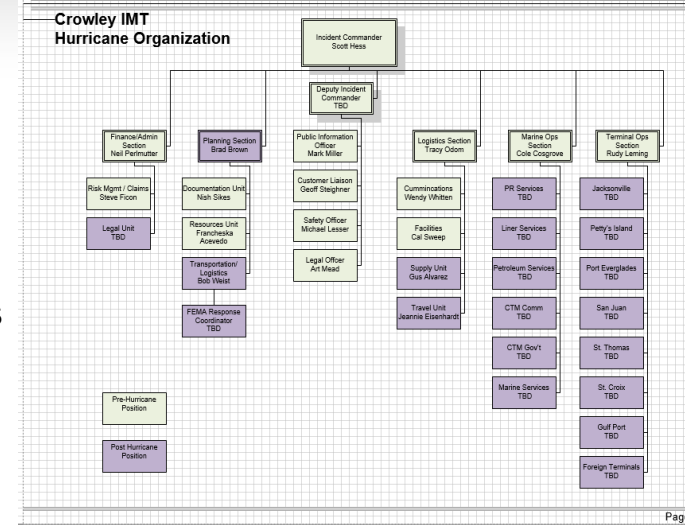


Outline

- **Planning**
- **Exercises**
- **Funding**
- **Leadership**
- **After Action**
- **History**

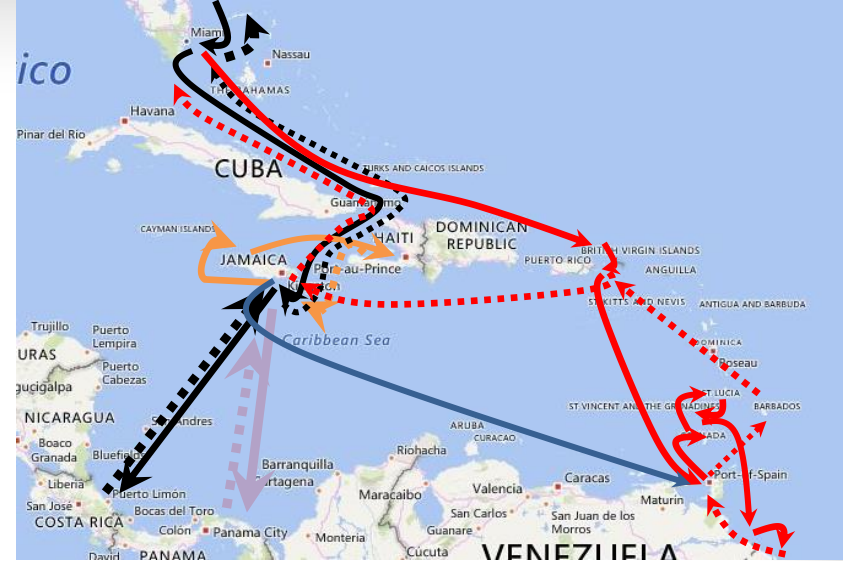
Planning – Internal to Crowley

- Emergency planning formally began after Katrina
 - Completely destroyed our Gulfport Marine terminal and facilities
 - Containers found 2.5 miles inland
- Corporate Organization
 - Daily meeting with Business Units (departments)
 - Centralized communications
 - Check lists – **reduces stress & distractions**
- Corporate/Department Plans established
 - Verifying employee status
 - Employee Hotline



Planning - External...Trade

- Crowley buy-in – Caribbean - we are there
 - Infrastructure throughout region
 - Watching storm very early
- Support resources
 - Pre-staged equipment: generators, fuel, chain saws, blankets, cots and water
 - Purchased satellite phones for Go-Team deployments – representatives down range
- Formal Business Continuity planning - Incident Command System (ICS)
 - Formal training - assigned roles
 - ✓ Incident Commander
 - ✓ Planning, Financial, Operations
- Messages out to “trade” operators
 - Vessels, Terminals, Trucks
 - Email (primary) – direct
 - Notices to trade – auto-email distribution – posted to website
 - Social Media – Facebook, Twitter, LinkedIn, Instagram, Youtube
 - No Texts, No auto phone messages





Exercises

- Winter Storm Demonstration 2007
 - Lessons from 911 suggested need for first responder identification verification
- Objectives
 - Validate First Responder Authentication Credential (FRAC)
 - Disaster recovery identity management trust model
 - Federal, state, local, and private sector jurisdictions
- Implementation Plan
 - Fully implemented FY12



PDA eID and eAttribute



Winter Storm Demonstration

15 February 2007

Mr. Steven E. Calvery
Director, Pentagon Force
Protection Agency (PFPA)

Mr. Thomas J. Lockwood
Director, Office of National Capital
Region Coordination (NCRC)

Exercises

- Resumption of Trade Exercise 2013
- All-Hazards Plan – Supports pre-incident planning framework
 - Federal, state and industry resource responsibility assignments
 - Business Resumption Plan lead by USCBP
- Utilized ICS organizational structure – with MTS Recovery Unit (MTSRU) – hotel
 - Planners identified resources, agencies, ATONS, NAVCOMM and waterway considerations
- Port Coordination Team (PCT) - sets priorities:
 - Waterway reopening, cargo streams, critical infrastructure and key resources (CI/KR)
 - *CBP-USCG Joint Protocols for the Resumption of Trade*
 - Tracking and reporting of status and effectiveness of response actions
- Jacksonville's Emergency Operation Center
 - Funded by Port Security Grant
 - Designated as host to Incident/Unified Command and elements of the Command Staff



Funding

- Remains a critical to ensuring resources are available
- Northeast Florida used Port Security grant
 - Interoperable communications system
 - Public address mobile loudspeakers
 - Mobile lighting with portable generators
 - Response fast craft
 - Mobile Operations Command Center
 - Security Operations Center for establishing a Unified Command Site
- Training, exercise and plan creation and implementation



Leadership - Individual

- Personnel Plans
 - Having a plan for individual reduces family anxiety
 - Stress & Distraction
 - Shows that the company cares
- Continuity Plans
 - Staging & relocating based on storm movement
- Recent example...Hurricane Matthew:
 - Continuity plans activated for critical business operations by relocating based on storm movement
 - Movement now tied to Internet access – got to have internet
 - Storm mandated evacuations along the beaches and rivers
 - Highlighted need to evacuate early
 - Anticipate impact of converging multi-state evacuations routes
 - Jacksonville life line to Puerto Rico – 90% of resources to Puerto Rico by way of Jacksonville
- Lessons Learned harvest – It won't get done unless it is led



After Action Reports and Verification

IAW our ISO 9001 - Safety Management System

- Taproot type tool – or others...RCAF (Root Cause Analysis Flow Chart)
- Internal audits of departments include review of plans and preparedness
- Managers have 30 days to correct non-conformities

As an example:

- 2009 grounding of barge on Virginia Beach
- Tug Sentry broke both 2 ¾ tow wires at the sockets
- Hurricane Ida coupled with Nor'easter
- Adjusted weather monitoring responsibilities
- Added new monitoring tools –
 - ✓ Subscription weather service
 - ✓ Updated Hurricane tracking software



History

- Hurricane Katrina
 - SS WRIGHT moved to New Orleans
 - Housed first responders
 - How do you get that asset?
 - DHS to DOD to TRANSCOM
 - Lots of salvage work
 - Boots on ground – industry is there
- Hurricane Sandy
 - SS WRIGHT – activated in 55 hours
 - Meals for labor force
 - Manhattan subway system dewatered
 - Salvage Ops



History

- Haiti Earthquake
 - Crowley had infrastructure
 - Go check on people
 - Initial response was to Crowley personnel
 - Shortly followed by divers in a seaplane – Port Au Prince
 - Salvage work at port
 - Barge substitute for piers



Questions?



Contract Crowley to arrange a brief on the Costa Concordia salvage operation

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