

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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ENBRIDGE OIL SPILL
MARSHALL, MICHIGAN

* Docket No.: DCA-10-MP-007

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Telephonic Interview of: BILL PALMER

Hampton Inn
17256 Sam Hill Drive
Marshall, Michigan

Wednesday,
October 27, 2010

The above-captioned matter convened, pursuant to notice,
at 9:00 a.m.

BEFORE: PAUL STANCIL
Accident Investigator

APPEARANCES:

PAUL STANCIL, Accident Investigator
y Board

[Redacted]
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CHARLES R. KOVAL, Accident Investigator
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nc.

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1 string of 24-inch boom in the water. What I have in my notes, I
2 can't remember exactly how many lines of boom it was at the
3 moment, but what I have in the notes was 600 foot of boom there.

4 Adam was talking -- well, first off we were waiting for
5 contract resources, additional contract resources to get there so
6 we could work on putting out additional boom, but Adam went
7 through what the scope of work would be for that day, which was
8 basically just to get additional boom in the water, get some
9 skimmers set up. At the lake down there we weren't seeing
10 anything for any type of hydrocarbons in the water, but we wanted
11 to make sure we had, you know, double or triple boom in and
12 skimmers, you know, set up just in case things started making it
13 down to the lake.

14 And then, so we went through the scope, which I guess
15 was putting in an additional 24-inch boom, or whatever was
16 dictated by the boom experts as far as the size of the boom and
17 skirt, and then that would be basically stringing it from the
18 opposite shoreline all the way into the dock area then, and then
19 also stringing a boom between -- there was a little island off of
20 the landing to the dock area as well, and then just, you know,
21 placing skimmers appropriately, and that was kind of what the game
22 plan was moving forward.

23 From there, so we went and tackled that throughout the
24 day. You know, worked through several issues with the
25 contractors. I'm just kind of looking through some notes here to

1 try to figure out. It's been a while obviously.

2 That first day it just seemed like it was a lot of
3 trying to collect materials and placement of that, of the second
4 booms, and I believe at some point I was informed that I was going
5 to be the supervisor for all five E sites, at that time E1 through
6 E5, and then there was going to be separate site supervisors. And
7 Adam called me that day to inform me of that, in which case I
8 started trying to pursue where we were at with each of the other
9 locations, and ensuring we had supervisors at each of the sites
10 and what equipment was at each site and what was needed and so on.
11 And actually I think that happened that morning of the 28th.

12 Let's see. So I guess in general terms I'm trying to
13 get into more specifics, and maybe I don't know exactly what you
14 guys are looking for, but in general terms, you know, I think I
15 was down there on the E sites from the 28th through, if I can find
16 it here in my notes, it was probably the first three days I was
17 there. And, you know, our goal was just to get out as much boom
18 as we possibly could and that was done in the first two days at
19 each of the sites, I'd say, and then after that it was getting as
20 much absorbent as we could as well.

21 And, you know, a lot of locations they were just looking
22 for places along the shoreline to place absorbent as well as
23 placing absorbent up against our hard boom, and then just, you
24 know, getting, whether it was manpower, equipment or what have you
25 on site to accomplish whatever we felt we needed. And in most

1 cases we were, well, definitely putting two sets of boom out, and
2 where possible three sets. And I know initially that Morrow Lake,
3 you know, we were trying to -- that was a big push to get that
4 booms in place or additional boom in place, I should say, because
5 there was 600 foot there when I got there.

6 And then the dam at the end of the lake, I believe they
7 had reconned that. Actually, they went out and reconned that that
8 first morning. I think they looked at it a little bit the day
9 before, but I'm not positive of that, but they did recon it that
10 morning and we were working towards getting boom in the water
11 there as well. And I can't remember exactly what they had at the
12 end of it, but there was definitely multiple booms in the water
13 out at the E5 site, I believe it was referred to. So --

14 Yeah, so I guess that's the general gist of what we did,
15 obviously. Are you looking for more specific, exactly when boom
16 went in the water or what would you like to hear?

17 Q. Well, let's -- yeah, I do have a few extra questions
18 here. When did the oil actually arrive at Morrow Lake?

19 A. I never saw oil at Morrow Lake. I never saw a sheen. I
20 never saw oil. I never saw anything. All I seen collecting in
21 the boom was river scum and tires and debris.

22 Q. And over what period of time was that again?

23 A. That -- I was trying to find the dates here. I have it
24 that the 28th was the first day I was there. The first morning
25 here -- was on the 30th. I believe I was there the 28th, the

1 29th, and the 30th.

2 Q. Do you know if oil ever did make it that far down?

3 A. I never heard of it ever making it that far down. Not
4 actual factual information that it did.

5 Q. Okay. And you mentioned there was a boom expert that
6 was giving you some instruction?

7 A. Yeah.

8 Q. Who was that?

9 A. When I arrived on site there was a contractor, Swat, who
10 Adam referred to him -- the person I was relieving referred to him
11 as, you know, the boom expert, so to speak, and his name was
12 Trevor, and he was helping us with placement at Morrow Lake and he
13 was also helping us with placement at the end of Morrow Lake, both
14 of the locations on Morrow Lake, I should say. And I don't know
15 what input he had previously on the upstream sites, but I know
16 that he didn't visit some of the upstream sites because I had
17 requested them to do that, such as, you know, E1 through E3, and
18 to ensure that we were set up appropriately at those sites, which
19 he had no negative feedback with those sites.

20 And then that was probably the first day and then the
21 second morning I worked with him a little bit and, you know, once
22 he had us set up at E1 and E5, he was pulled off -- or excuse me,
23 E4 and E5, which would be Morrow Lake and the dam area, he was
24 pulled off to different locations upstream once we essentially had
25 those areas going in full swing.

1 And later, I believe it was on the 30th, I received a
2 phone call from I believe it was Mike Popow, (ph.) I believe his
3 name was. He was -- I think his company was called T&T, and I
4 can't remember the full name of it. I probably have his card
5 somewhere. But he was a contractor, and I believe he indicated he
6 was a contractor for the EPA and he wanted to come out and help us
7 with identifying additional boom locations. And so we did that
8 with him and the county sheriff as well, and the -- I believe at a
9 couple locations the supervisor from Division B was down there
10 also kind of looking around a couple of locations with us, in
11 which case we looked at -- one of the locations he had recommended
12 was the campground there. I can't -- is it Shady Oaks, or
13 something like that, Campground, as well as a couple other spots.
14 Those were the two boom experts.

15 Q. The first one that you discussed, Swat, is that the name
16 of the company?

17 A. Yes. That was the name of the company. I believe they
18 were out of Canada, out of up north there.

19 Q. And who were they working for?

20 A. That, you know, that's a good question. I think they
21 were working for Enbridge but I'm -- you know, as far as how they
22 were going to be paid, I believe it was through Enbridge, but I'm
23 not 100 percent certain, but I -- that was my understanding.
24 Let's put it that way. My understanding was they were being --
25 they were working directly for Enbridge and this Mike Popow was

1 working directly for the EPA, and the EPA, you know, they had a
2 site within Division E as well, and I know that they were looking
3 for additional sites, but I'm not sure if Mike was coming down to
4 assist them as well as assist us, but he did provide some
5 recommendations to us, which we obviously were happy to take him
6 up on.

7 Q. Who were the contractors that did the boom deployments
8 for you?

9 A. Well, down on the lake it was primarily Bay West, Clean
10 Harbors, and was it MPC, I think was the abbreviation there, which
11 is the Marine Pollution Control maybe?

12 MR. JOHNSON: There you go.

13 MR. PALMER: I'd have to confirm that, but it was MPC
14 definitely. I just can't remember the full name of their company.
15 And then Clean Harbors and Bay West, they're the companies that
16 had the boats to go out and deploy boom.

17 However, we had contract personnel from Veolia. Young
18 Environmental as far as vac trucks and, you know, various pieces
19 of equipment, and each of the other locations -- oh, as well as
20 there was another company, Eagle something, that had vac trucks.
21 They were subbed through I believe Young Environmental but -- or
22 Clean Harbors.

23 But, so at the lakes it was Bay West, Clean Harbors, MPC
24 that had boats, the vac trucks found at each of those locations.
25 It was a combination of several contractors, but Young

1 Environmental had some vac trucks or tankers available, and then
2 so did Veolia, and then Clean Harbors as I said was subbed out to,
3 it was a company called the Eagle. And then each of the upstream
4 sites had, you know, a mixture of subcontractors. It seemed like,
5 you know, upstream there was more Veolia guys that were just kind
6 of pieced in to help as needed with whatever it may be, whether it
7 was, you know, getting in the boat and helping with placement of
8 boom, or it was running a vac truck to run a skimmer at E1 or I
9 believe we had a skimmer running at E2 as well. You know, they
10 were kind of scattered at each of the different sites. So we had
11 a mixture of those contractors.

12 BY MR. STANCIL:

13 Q. And after the 30th where did you go?

14 A. I went to the repair site, site A1.

15 Q. And what did you do there?

16 A. I worked as the dayshift repair engineer. So I worked
17 with the maintenance and integrity groups and regulatory personnel
18 that were on site and to progress through the process of getting
19 the pipe repaired.

20 Q. Okay. You mentioned that the EPA had its own site in
21 Division E?

22 A. Yeah.

23 Q. Why did they have a separate site from the ones you had
24 put in?

25 A. That I do not know. I am not sure why that was. And I

1 really, to be honest, I didn't have a time during the activities
2 to really pursue what it was or what the reasoning for it was, but
3 I know that they did have a site. And I can look and try to find
4 that location for you, but they did have a site there, and
5 actually it might have been our E3, what we were calling E3, which
6 was Galesburg Park; that's what it was actually. We had one of
7 our site supervisors on site there just to work with the EPA
8 contractors and just kind of see what was going on there so we
9 were aware of what they were doing and things of that nature. And
10 they were good to work with, the contractors they have there, but
11 I'm not sure why they decided to take that site. I don't know if
12 they were just trying to help with providing additional resources
13 or what the reasoning was.

14 Q. Were they collecting any oil at that site?

15 A. Not that I'm aware of. And I'm trying to think when
16 they actually had boom out. It took them quite some time to get
17 the boom in the water there, but I didn't ever receive any
18 confirmation that they were actually collecting oil.

19 Q. Okay. During the time that you were working in Division
20 E did you have any interaction with the EPA or the Coast Guard?

21 A. That's a good question. I believe I met, I'd have to go
22 through my notes here, but I believe I did meet a couple
23 individuals from the Coast Guard. I'm trying to think if that was
24 at the repair site when I first started there or if it was
25 actually down there, but I believe it was down on Division E that

1 I did meet a couple folks from the Coast Guard, and as far as the
2 EPA goes, that I can't remember.

3 Q. Do you remember if the Coast Guard, were they satisfied
4 with what you were doing there? Did they make any suggestions or
5 requests?

6 A. Actually, that's what it was. I think they had done a
7 flyover and they were hitting the various sites and just checking
8 in with the various sites, and I do not remember receiving any
9 direction as far as the sites go. I think -- I believe they were
10 okay with the sites that I was in charge of.

11 Q. How about the EPA? Were they satisfied with what you
12 were doing?

13 A. Really my only interaction with EPA was through their
14 contractors that -- at least that's what I can remember. And you
15 know, they weren't providing me any negative feedback by any
16 means. I know that, you know, most of the time when I was talking
17 with them at that E3 site is just that they were having some
18 issues there because of -- well, for whatever reason. I'm not
19 sure. But they were just struggling to get the boom in there.

20 MR. JOHNSON: They as in the EPA's contractor?

21 MR. PALMER: Pardon me?

22 MR. JOHNSON: When you say they were struggling to get
23 the boom in, the contractor --

24 MR. PALMER: Yes, the EPA contractors.

25 MR. STANCIL: Okay. Chuck, do you have anything you

1 want to ask?

2 BY MR. KOVAL:

3 Q. You said Trevor worked for Swat?

4 MR. JOHNSON: No.

5 MR. PALMER: Yeah.

6 MR. JOHNSON: Trevor? I thought he was the boom
7 whisperer.

8 MR. PALMER: And I believe, yeah, he was the boom
9 whisperer and he works for Swat. He -- and I thought the other
10 gentleman's name was, I thought, Dean. I thought they were the
11 two Swat guys.

12 MR. JOHNSON: And we're going to have Bill Burdeau in
13 later. He can maybe clear up those questions.

14 MR. PALMER: Swat. Trevor. I have his cell phone
15 number. Yeah.

16 MR. STANCIL: Okay.

17 BY MR. KOVAL:

18 Q. And who, you said there was a supervisor working with
19 EPA at E3?

20 A. Yeah, there was a -- well, I guess which supervisor?
21 Are you talking an Enbridge supervisor or are you talking -- there
22 was an EPA supervisor on site there. Or, well, he was a third-
23 party for the EPA, and then we did have an Enbridge person down
24 there. A couple of guys kind of traded off down there.

25 Q. How far was that boom site away from yours?

1 A. The E3 site?

2 Q. Yes.

3 A. Was in the middle -- well, like as I said there, I
4 started out the first -- like that first morning I started out I
5 was at E4, and I was a site supervisor at E4, the Morrow Lake
6 right off of the landing there. Probably around 10:00 or so that
7 morning, give or take, I received a phone call stating -- maybe it
8 was later than that, sometime that morning or early afternoon, one
9 of the two, I received a phone call indicating that I was going to
10 be supervising all of E, the entire Division, not just that one
11 location. So I had E1, 2; 3, however, it was being ran by the
12 EPA; 4 and 5. So E3 was in the middle of that division, so to
13 speak. And they were each -- it depended, you know, they were
14 kind of -- they weren't always the easiest to get to, but, you
15 know, I suppose it was, you know, 15 minutes or so to get to each
16 site if you could stop the phone from ringing.

17 Q. So that's approximately how far? Fifteen minutes by
18 road, right?

19 A. Yeah, you're talking road. I don't know. Road miles is
20 -- I don't know. I don't really have any idea. I mean it seemed
21 like it was, you know, say, 5, 10 miles by road at most, I
22 suppose, but you're driving through town to get to each.

23 Q. Okay.

24 A. It's not like you're just jumping on the highway and
25 going. Otherwise it'd be five minutes.

1 Q. Where did you say you met the two people from the Coast
2 Guard?

3 A. Actually I didn't say where I met them, but -- and I
4 can't really remember. For some reason I thought I met them down
5 at on E4, but I'm not 100 percent certain of that. I met some
6 Coast Guard personnel at some point, and I'm trying to find in my
7 notes where that occurred, but I can't remember exactly where it
8 is. I just -- for some reason I'm thinking it was at E4.

9 Q. I think I met those same two.

10 A. Yeah, there was a guy and a gal.

11 Q. Right. Yes. They were the first two Coast Guard people
12 on site, I believe. There was some controversy about whether
13 sheen reached Morrow Lake. Were you aware of that?

14 A. Pardon? You broke up a little bit there. I'm sorry.

15 Q. There was some, I don't want to call them rumors, but
16 some -- at the unified command, some words that a sheen had
17 reached Morrow Lake. Are you aware of anything like that?

18 A. Yeah, I don't know if I necessarily heard it through
19 unified command, but I heard that there was some rumors and then
20 there was some stuff on the news saying, you know, that there was
21 sheen out there, but we never saw anything out on the -- in the
22 three days I was there, I never noticed a sheen at all, none
23 whatsoever. I never passed -- well, yeah, down to E4 and the lake
24 there I never saw anything. You know, I believe at E1 they were
25 collecting some stuff, and I can't remember, I'd have to look

1 through my notes for E2, but definitely not at the lake. I did
2 not visually see any sheen on the water.

3 Q. Where did you have nighttime operations? Any --

4 A. E1, 2 -- now these are Enbridge personnel and
5 contractors: E1, 2, 4, and 5. There were nightshift personnel on
6 site there. And granted, like E4 and 5, you know, once -- there
7 wasn't much you could do there because, if I remember correctly,
8 we weren't operating boats in the water, so it was more just
9 monitoring what was going on and cleanup and things of that
10 nature.

11 Q. You said there was a contractor with vac trucks for
12 Young's Environmental?

13 A. Yes.

14 Q. How many vac trucks did that contractor have
15 approximately?

16 A. Are you talking about the subcontractor that Young was
17 using?

18 Q. Yes.

19 A. That's a good question. I know he had one tanker there.
20 You know, at E4 there I believe he only had one tanker on site
21 there from that contractor.

22 Q. Any vac trucks from that contractor?

23 A. Not that I remember.

24 Q. Okay. You said that was at E1?

25 A. Nope, that was at E4.

1 Q. E4.

2 BY MR. BUNN:

3 Q. Bill, when did you have all of the hard boom in place at
4 E4?

5 A. That's a good question. Let's see here. Just give me a
6 moment here. I'll look through my notes a little bit and see what
7 I can provide you for information.

8 (Pause.)

9 MR. PALMER: I have it here. I'm sorry. Just looking
10 here. I'm just looking, I have one update here for, did you ask
11 for E4, correct?

12 BY MR. BUNN:

13 Q. E4 and E5 if you have them.

14 A. Okay, well, E4 I have one update, and that was still on
15 the 28th yet. Where I have a note here indicating, it must have
16 been 17:05, so 3:05 -- or no. No, no, no. 5:05 in the afternoon
17 there, 1,150 foot of river boom in; that they were working on
18 getting another 300 foot in, and it appears to be 1,100 foot of
19 lake boom in, and they were working towards putting another 600
20 foot of lake boom in. So that was at 5:00 towards the end of the
21 28th, and at E5 that, you know, update time was the same.

22 Q. Yes.

23 A. There was 1,200 foot of boom in and secured. I have a
24 note here saying it needed to be tightened up a little bit. That
25 was river boom and -- what was lake? The 1,200 foot boom in and

1 secured but needs to be tightened. And I have a note saying 2,000
2 plus foot of lake boom, and they needed additional anchors.

3 Q. So that was in the afternoon of the 28th?

4 A. That was late in the day on the 28th.

5 Q. Okay. So at that point in time do you think you had the
6 lake fairly well protected?

7 A. Oh, yeah. And even when I arrived there that first
8 morning, they had one length of boom stretched across from the
9 dock there at Morrow Lake landing to the opposite shoreline when I
10 arrived there that first morning. So what I did following that
11 was put additional boom at that E4 site as kind of, you know,
12 additional lines of defense, and then just get boom up at the dam
13 area, because the dam area did not have anything when I arrived,
14 which they were working towards reconning that.

15 Q. And how were the water current conditions there?

16 A. I don't believe they were too bad, but, yeah, I didn't
17 hear a lot of complaints or anything like that. Let's put it this
18 way, the boom guys didn't have issues with the type of booms we
19 were using and what we were putting place.

20 Q. Okay.

21 A. So if the currents were bad enough I'm assuming they
22 would have really had issues with that lake boom and things of
23 that nature, or that ocean boom they were calling it.

24 Q. And so your boom experts, they seemed to agree with the
25 techniques you were using then?

1 A. Yeah, well, yeah, I mean we were really taking cues off
2 of them.

3 Q. Okay.

4 A. You know, my biggest thing was trying to get as much
5 material and equipment on site as possible so that if we did need
6 it we had it, and actually having it physically sitting in place
7 and ready to operate at a moment's notice. So I was getting
8 whatever materials there and they were basically, you know, like a
9 kid in a candy store just picking and, you know, taking what was
10 necessary to put boom out as they would design it.

11 MR. BUNN: Okay. Thank you very much.

12 MR. PALMER: Okay.

13 BY MR. KLABUNDE:

14 Q. Hey, Bill. Who were you reporting to within the unified
15 or incident command prior to the 30th? Who were you reporting
16 everything to?

17 A. I believe it was Brian Johnson most of the time. That's
18 who, you know, we'd have -- you know, every couple of hours there
19 was a call-in just to report what boom was in the water and what
20 have you, and that call was mostly -- I think there was a change
21 somewhere in there, but I remember that first day anyway it was
22 Brian, I believe.

23 Q. Okay. Do you recall who the incident commander was at
24 the time prior to the 30th?

25 A. On the dayshift prior to the 30th on the dayshift, I

1 don't recall, I don't recollect from memory who the incident
2 commander was that day or those couple of days. I'm sure I have
3 it written down here because I took a boatload of notes, but yeah,
4 I don't recall who the incident commander was.

5 Q. I guess in your recollection prior to the 30th did you
6 feel at that time there was a unified command yet? Or did you
7 feel there was two different command structures between the EPA
8 and Enbridge?

9 A. No, I guess I would say I felt their -- I mean I guess I
10 don't know technically if there was a unified command, but when
11 I'd come back for shift change meetings, you know, Brian Kelly
12 (ph.) was standing in, in those meetings. I can't remember the
13 Enbridge person that was standing there with them. I know I sat
14 in on some meetings where Tom Fridel was that person, and he was
15 the incident commander, but I believe he was for nightshift. But
16 Brian Kelly for the EPA was in those meetings and they were
17 speaking, you know, from both sides, you know, the EPA and
18 Enbridge side and, you know, working together. So there seemed to
19 be a unified command in some manner.

20 Q. Okay, thanks. I don't have anything else.

21 A. And that was probably the end of the day on the -- you
22 know, the first meeting I went to was the end of the day on the
23 28th.

24 Q. Okay, thanks.

25 MR. JOHNSON: I'm going to go easy on you, Bill. I

1 don't have any questions.

2 MR. PALMER: That's a first.

3 BY MR. STANCIL:

4 Q. One last thing I have, Bill. This is Paul Stancil
5 again. You said about the unified command there seemed to be one
6 in place on the 28th. How many of these meetings did you go to?

7 A. I only went to the shift change meetings. The rest of
8 the meetings I was focused out -- or excuse me, the rest of the
9 day I was focused in the field, and if I remember correctly, we
10 had shift change meetings at 6:00 and 6:00, and initially it was,
11 you know, a huge room. Well, it wasn't a huge room, but there was
12 a lot of people in the room, but where the EPA representative,
13 which as I remember it being Brian Kelly, and then the incident
14 commander would give out blow by blow what's going on and
15 summarize things from that shift. And then at some point, it
16 might have been after the second day or something to that effect,
17 they changed it up where it was just an operations -- they split
18 it out because it just had too many people, so they split it out,
19 had the operations folks go and meet and discuss what was done,
20 and then that information was fed up through the command
21 structure.

22 Q. So on the second day you didn't attend these meetings
23 where the EPA representatives were present?

24 A. Yeah, I don't believe so. Not that I can remember
25 there. I think, it was something like that, right around the

1 second day or maybe the -- maybe it was the third day where they
2 implemented that, but -- and I guess the 6:00 and 6:00, I was
3 incorrect with that because that's when we had our operational
4 meeting was at 6:00. So it was prior to the shift change meeting
5 at 7:00, which was the bigger meeting where the EPA guy Brian
6 Kelly was there and our incident commander, and that way by having
7 that operational meeting ahead of time, when the operations chief
8 went into that shift change meeting he was able to speak to any
9 changes that may have occurred since the last reporting. That's
10 the way I understand it anyway.

11 Q. Okay. And earlier you mentioned there was a big push to
12 get this extra containment in at E4 and E5 to get -- you mentioned
13 a big push to get boom on Morrow Lake. Where did that come from?

14 A. That was directed through our management. You know, and
15 I'm just looking at it myself logically, you know, that's kind of
16 -- you know, if we started having oil breaking through all of the
17 upstream areas, we definitely want to be containing it on that
18 lake, you know, so it doesn't continue further. But yeah, when I
19 arrived on site the person I relieved, who happens to be my
20 supervisor, the push was to get boom out in those locations.

21 Q. Did anyone discuss with you any special concerns such as
22 a PCB Superfund site below Marrow Dam that needed to be protected?

23 A. I remember some concerns, some brief discussions
24 regarding that. Not necessarily referring to it as a Superfund
25 site, but there was some concerns of PCBs and things of that

1 nature with the lake.

2 Q. And who discussed that with you, or were you getting
3 that from your chain of command?

4 A. Yeah. And I believe that actually was something that
5 was discussed that first morning just briefly with Adam.

6 Q. Who was Adam?

7 A. Adam was the person that I relieved, Adam Erickson.

8 Q. Oh, okay, yeah. Adam Erickson. Yes.

9 A. Yep. When he was handing off information to me, I --
10 for some reason I believe that was something that he referred to.

11 Q. So you --

12 A. Again, he didn't necessarily refer to it as a Superfund
13 site or anything of that nature, but --

14 Q. Okay.

15 A. Basically we were looking at that lake as, you know, a
16 last line of defense, so to speak. You know, we wanted to make
17 sure that was very secure, and we had boom up there.

18 Q. Now, you relieved Adam Erickson when you arrived?

19 A. Well, he was nightshift; I was dayshift. So initially
20 he started out the same way I did as site supervisor at E4, I
21 believe, and he was doing some recon where possible down there,
22 and then at some point I received a phone call indicating, yeah,
23 I'm going to be looking over all of Division E, and then Adam was
24 doing the nightshift version of my position.

25 Q. I see. So the boom that was in place before you arrived

1 on scene, was that Adam's group doing that?

2 A. Yes.

3 MR. STANCIL: Okay. I have no further questions.

4 Anyone else?

5 BY MR. KOVAL:

6 Q. You said the Coast Guard did a flyover. Were those two
7 individuals who arrived?

8 A. I don't know if it was specifically them or not, to be
9 honest with you, but I believe -- and again I can't find it in my
10 notes exactly who they were. For some reason I keep on thinking
11 of Rob, but I don't know if that was the right name or not, but
12 regardless, there was two Coast Guard people. And the way I --
13 from what I can remember, they did not have any issues with our
14 boom, and I believe that there was a flyover that was performed,
15 but whether they were in that or not, I'm not positive.

16 Q. Did your tabletop exercises, did they help you with this
17 incident? Prepare for it any -- what was positive about the
18 tabletop exercises that were helpful in this incident?

19 A. Well, I guess just the tabletop -- I think the tabletops
20 are always good just to understand the chain of command, to
21 understand -- you know, try to have a general understanding of
22 like, you know, control point maps, so like when you have to go on
23 and attack oil that's, you know, potentially going to end up on a
24 river or is on the river -- you know, when you pull all of your
25 control point maps, you start looking at them and figure out where

1 you need to go, where are the good places to put in boom and
2 things of that nature. You know, and just also the different
3 types of equipment, which I guess the equipment thing is more so
4 of an actual deployment as opposed to the tabletop.

5 But with our tabletops, you know, we discussed the
6 incident command structure; people are assigned different roles
7 and assigned questions that would be, you know, that you may end
8 up having to answer if you were in that role. And, you know,
9 you're given a scenario and then you go and you respond
10 accordingly. So I think the tabletops do give you a little feel
11 for what you could be up against, and like I said, you know,
12 looking at control point maps as, you know, kind of one of the
13 first things that you're going to be doing when you're alerted of
14 a leak, after reporting and all of that and collecting all of the
15 key information, of course.

16 Q. Were you aware of any of the -- did you know any of the
17 officials or names or anything about the local officials before
18 the incident?

19 A. Before the incident, no. I'm not -- obviously, I'm from
20 Superior, Wisconsin, so I was not aware of any of the local --
21 you're talking like the public officials and things of that
22 nature, correct?

23 Q. Yes. Yes.

24 A. Yeah, I was not aware of any of them, no.

25 MR. STANCIL: Anyone else? Okay, Bill, we're finished

1 then. I appreciate the time you gave us today, and I think we
2 have a good understanding with what you observed and what you did
3 during those first three days of the response.

4 MR. PALMER: Okay. Well, thank you guys very much.

5 MR. STANCIL: We definitely appreciate it. Thank you,
6 and we'll talk to you later maybe.

7 MR. PALMER: Yeah, yep. Have a good day.

8 MR. STANCIL: Thank you.

9 (Whereupon, at 9:48 a.m., the interview 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: ENBRIDGE OIL SPILL
 MARSHALL, MICHIGAN
 Interview of Bill Palmer

DOCKET NUMBER: DCA-10-MP-007

PLACE: Marshall, Michigan

DATE: October 27, 2010

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been compared to
the recording accomplished at the hearing.

Kristen Shankleton
Transcriber