

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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Interview of: STEVE SLEAVER

Hampton Inn
17256 Sam Hill Drive
Marshall, Michigan

Wednesday,
October 27, 2010

The above-captioned matter convened, pursuant to notice,
at 2:38 p.m.

BEFORE: PAUL STANCIL
Accident Investigator

APPEARANCES:

PAUL STANCIL, Accident Investigator
y Board

[REDACTED]

CHARLES R. KOVAL, Accident Investigator
N rd

[REDACTED]

DUANE KLABUNDE, Supervisor
Measurement, Audit and Compliance
E

[REDACTED]

JAY A. JOHNSON, Senior Compliance Specialist
E nc.

[REDACTED]

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I N T E R V I E W

(2:38 p.m.)

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MR. STANCIL: This is the interview of Steve Sleaver.

4

MR. SLEAVER: Yes, sir.

5

MR. STANCIL: Okay, what we'll do is we'll go around the table and introduce ourselves and then basically we're just going to ask you to give us an overview of your involvement and knowledge in the initial couple of days of your response to the accident here in Marshall. So unless you have any questions, we'll get started.

11

MR. SLEAVER: I think I'm fine.

12

MR. STANCIL: All right, as soon as you're ready.

13

COURT REPORTER: I'm ready. Could I have his name?

14

MR. STANCIL: Could you spell your name?

15

MR. SLEAVER: Yep. Steve Sleaver, S-l-e-a-v-e-r.

16

COURT REPORTER: Thank you.

17

MR. STANCIL: Are we ready? Okay, my name is Paul Stancil. I'm a hazardous materials accident investigator with the National Transportation Safety Board.

20

21

MR. KOVAL: Chuck Koval, pipeline investigator with NTSB.

22

23

MR. KLABUNDE: Duane Klabunde, [REDACTED], supervisor of compliance.

24

25

MR. JOHNSON: Jay Johnson, Senior Compliance Specialist, [REDACTED].

1 MR. SLEAVER: Steve Sleaver, Pipeline Supervisor, [REDACTED]
2 [REDACTED].

3 MR. STANCIL: Great.

4 INTERVIEW OF STEVE SLEAVER

5 BY MR. STANCIL:

6 Q. Mr. Sleaver, could you give us an idea of how long
7 you've been with Enbridge and what your responsibilities are?

8 A. Twenty-five years in May, and right now I'm a PLM
9 supervisor of a crew out of Fort Atkinson, Wisconsin.

10 Q. All right. If you could please just give us an overview
11 of what your involvement in the initial response the first couple
12 of days was to the oil spill here in Marshall, Michigan?

13 A. Okay. I arrived the first night about 7:00 local time.
14 I was instructed to go to the motel for four hours, take time off,
15 and then come out at midnight, or 11:00. And when I came on at
16 11:00, I was relieving Mick Collier, which now is Division C along
17 the river. At that time it hadn't been decided what that was.

18 I went to work with contract crews and Enbridge
19 personnel and attempted to put boom in the river in a couple of
20 locations along the river there, and we were successful in getting
21 some short booms in one location and one boom across the river
22 overnight. That pretty much entails my first night out there.

23 That next day I went to the house and came out -- was
24 asked to come out the next morning, actually, so I had to come out
25 that night, went all the way until the next morning and went to

1 work on what then was decided Division B and started the duties as
2 a division chief there. Carried out those duties until about
3 noon, 1:00, where I was then replaced by Mick Collier who was
4 coming off the nightshift rotation to days to free me up to
5 respond to the repair site, which I stayed on days until
6 completion.

7 Q. And the time you went to the repair site was when? Was
8 it the third day?

9 A. It would have been the third day, yeah.

10 MR. KOVAL: I'm sorry. Did you say Division E or B?

11 MR. SLEAVER: Division B.

12 MR. KOVAL: B.

13 MR. SLEAVER: Yes. Division Street to where the river
14 meets the river -- or creek meets the river.

15 BY MR. STANCIL:

16 Q. So after you went to the repair site, you spent the rest
17 of your time on site there?

18 A. Yes.

19 Q. And then did you have anything to do with recovery of
20 the oil or actually repairing the pipeline?

21 A. Both. We were recovering the free product in that area,
22 which had to be done to facilitate the repair, and then the --
23 drain up the remainder in the pipe, and then repair.

24 Q. So on the first evening when you relieved Mick, you went
25 down to Division C and were installing boom. What specific

1 locations were you putting in boom?

2 A. I wish I had a map, but I don't.

3 MR. JOHNSON: Actually, he's got a map.

4 MR. SLEAVER: Does he? Beautiful. Because roads escape
5 me, and I haven't seen a map since I left here, so it's easier for
6 me to point it out.

7 MR. JOHNSON: Any maybe I should take that Sharpie and
8 go over there and mark right on there.

9 MR. SLEAVER: Okay.

10 MR. JOHNSON: Or he's actually coming over to you.

11 MR. SLEAVER: However you want to do it. I guess I'm
12 further down on this one. So I'm past C. I guess it turned into
13 Division D.

14 MR. STANCIL: Okay. I don't have a map of Division D.

15 MR. JOHNSON: That would have been in Battle Creek
16 itself area? Or --

17 MR. SLEAVER: It was along the river where the boat ramp
18 was. Is it 20th Road? God.

19 MR. JOHNSON: Right where it goes past the park right
20 there? At 94 --

21 MR. SLEAVER: Is that Linier Park?

22 MR. KOVAL: Heritage?

23 MR. SLEAVER: Beyond here, I need --

24 MR. JOHNSON: Waddell, Heritage. Right off of 94, so
25 you were downstream.

1 MR. SLEAVER: I was way further than 94. I went all the
2 way down 94, got off at 131 North, and I'm trying to think of the
3 crossroad, and met Mick down in there. But it was a long street
4 down there where the housing was on one side of the street and the
5 river was real close to the street there.

6 MR. JOHNSON: It's probably the --

7 MR. SLEAVER: Riverside Drive. It was off of Riverside
8 Drive. There was a little boat ramp just before a bridge. We
9 worked out of there that night, and then one bridge up from that
10 we just -- right along the street found a place that was good to
11 try and put in some short booms, if you will. It was out of bend
12 in the river where everything was flowing to that side.

13 BY MR. STANCIL:

14 Q. And were you out ahead of the oil discharge?

15 A. When we arrived at the park, when we got there it was
16 dark. To tell you that I was actually ahead of it is -- other
17 than I could have odor coming down the river, I thought we were
18 ahead of it from what we could see on the water from shore.

19 Q. And where you were installing boom had there been any
20 other booms installed at those locations?

21 A. No, sir. We were the first to arrive.

22 Q. Okay. Can you describe a little bit more what these
23 boom deployments looked like, what exactly you did?

24 A. In both locations we were attempting to get all the way
25 across the river. That was our first pull. The current and the

1 size of our boats didn't allow that. We just didn't have the
2 power to do it, so we set up to do short booms. Plan B was to get
3 a series of hook booms, if you will, out into the current to pull
4 it to the shore to try and fend off, you know, what was coming out
5 of that curve.

6 A bigger boat arrived, maybe the middle of the night, if
7 you will, two engines on it from one of the contractors, and we
8 immediately deployed that boat out of the boat launch at the
9 second location and were able to actually pull boom with that
10 boat, pull it up the river, found a place to get it across, and
11 were able to successfully tie that off by daylight.

12 Q. And by daylight was there any oil contained in those
13 booms to --

14 A. We had seen at that time and oil coming to us at the
15 shore by daylight, yes.

16 Q. How about recovery? Was --

17 A. Vacuum trucks were on it, and they had begun their
18 actual suction. About the time I had left, they had been maybe
19 running an hour, so they hadn't filled the first truck, if you
20 will. So that was the preliminary start of it there.

21 Q. All together how many people did you have assisting you
22 with this effort?

23 A. At the two hook booms where we were at in one area we
24 had approximately 10 individuals, 10 to 12 individuals. In the
25 second area we had about the same, 10 to 12. And then in the

1 morning a second wave of contractors showed up to give us
2 assistance and a lot of equipment, and they were just parked along
3 the road and staging, but we pretty much staged and tried to get
4 prepared for the dayshift to move forward with it. And I think
5 the plan and what we had talked about was to move farther down to
6 try and get ahead of what was already getting by us, and we were
7 staged to do that, and that's what the dayshift started with as
8 soon as they came in.

9 Q. Okay. Now, were all of these people contractors?

10 A. There were two guys from my crew I split between the two
11 areas, and there were four out of the Canadian Enbridge system
12 that were down helping us, and the rest were all contract, yes.

13 COURT REPORTER: Would you move your chair up a little
14 closer to the mic?

15 MR. SLEAVER: Sorry.

16 MR. JOHNSON: Just slide your mics up there too.

17 MR. SLEAVER: Okay.

18 BY MR. STANCIL:

19 Q. Okay. So by the time you got off that morning, that
20 would have been the morning of July 27th?

21 A. Yes.

22 MR. JOHNSON: Wednesday morning?

23 BY MR. STANCIL:

24 Q. Was it Tuesday morning or Wednesday morning?

25 A. Wednesday morning.

1 Q. Wednesday morning.

2 A. I'm sorry. Wait a minute. It would have been Tuesday
3 morning.

4 Q. Tuesday.

5 A. The 27th.

6 Q. The morning of the 27th?

7 A. That's correct.

8 Q. And what time did you get off?

9 A. Roughly 8:00 I left the site down there and headed back
10 to Marshall.

11 Q. You had enough oil then to start vacuuming it out of the
12 boom?

13 A. There were little batches that would come against the
14 boom and coming in with the sheen, and we immediately hooked the
15 truck up to catch anything that was coming. What was happening
16 out in the middle there where you couldn't tell, there was a real
17 swift current and real rough water to determine exactly from the
18 shore what was actually moving out there, but what we saw along
19 the shore and coming into the boom was very minimal at that time,
20 but we hooked up and they were, if you will, skimming off the top
21 of the water at that point.

22 Q. And then the crews that relieved you at 8:00, they went
23 further downstream to --

24 A. That was the indication. That was the plan, yeah.

25 Q. -- for oil? The plan --

1 A. Or then they showed up like -- it was daylight, so 6:30
2 was about daylight. At 6:30 to 7:30 we started kind of dividing
3 them up to be able to move forward with other locations down the
4 river, and I actually took a ride at that point just before
5 daylight as they were getting that boom tied off. You couldn't
6 make any heads or tails of anything through the darkness. It was
7 just there was no way to tell good locations, to see the other
8 side of the river and compare, a good way to do it. Plus the
9 swift current, the safety started becoming a concern of mine,
10 putting people in those boats out there; it was fast. So that was
11 a huge concern of ours.

12 Q. I imagine it was. And then on the next day you were at
13 Division B. You relieved Mick Collier you said at noon?

14 A. I relieved Rusty Smith in the morning.

15 Q. Rusty Smith. Okay.

16 A. Yep. And took over Division B, and there was four road
17 crossings there in the tank farm, if you will, the Frac Tank,
18 which -- at the station there, and worked those crossings. Booms
19 were already in; containments were there. Looked at the sites for
20 placing more booms upstream of that, finding better locations,
21 making sure the booms that were existing were really tied in and
22 doing the job. Placed some skimmers, had more vacuum trucks
23 coming in and started divvying up the locations to try and get
24 more in that initial area, get the materials and stuff out there
25 to start planning long-term work there, and --

1 Q. And that was Wednesday?

2 A. That was Wednesday morning, correct.

3 Q. And by that time, I believe, there was documentation as
4 to where these resources were deployed. You know, you were able
5 to say how many vacuum trucks, how much boom, how many employees
6 were out working on this?

7 A. In those locations?

8 Q. Yes.

9 A. That was one of my tasks in the morning to start
10 recording all of that. I had got through my area one time before
11 the replacement came and the change came. I spent a bit of my
12 time just at the Marshall, if you will, station proper where the
13 Frac tanks were. After my initial run through there, everything
14 seemed to be fairly good and the guys had orders to start
15 tightening things up, but our bottleneck seemed to be the station
16 and getting tankers in and out and into the Frac tanks and
17 dumping.

18 The very first part of that was very, if you will, not
19 organized very well. So it became a focus to try and get tankers
20 unloaded and returned to the field because we were having full
21 tankers sitting there. So after a little time there and secured
22 another Enbridge employee to go over there, that seemed to smooth
23 out. And about the time I started going back to my areas was when
24 I got moved to a new area.

25 Q. What would the normal turnaround time be for picking up

1 and discharging a load?

2 A. Depending on the size of the tanker and the pump setup
3 for offloading them. I mean just a vacuum tanker -- for instance,
4 our personal one is 3,000 gallons -- a half-hour to 40 minutes
5 depending on thickness of oil, we can push it off and be moving
6 back to site. So in Division B with all of those four locations
7 of being close to the Frac tanks, it should be an hour turnaround,
8 give or take, on a standard tandem axle vac truck.

9 Q. Did you have consistent vac truck working -- you didn't
10 have any time where there were no vac trucks sucking oil?

11 A. No. No, they were all running. Absolutely they were
12 all running. Actually phoned for more just to get more into the
13 locations. If we could get another boom in another area to put it
14 on that boom. So those were some of the orders that I had placed
15 early in the morning, send me more if we can, another boom
16 upstream to start, you know, making coordinates out of it; that
17 was the plan, and have those trucks be ready to drop in at those
18 locations.

19 Q. And who were you reporting to and who were you giving
20 your tally, your numbers to?

21 A. At that time, back to the command center at Marshall
22 PLM, at the PLM shop. It formalized a bit more after that and who
23 the reports were to, but at that time I was to report them back to
24 Marshall PLM.

25 Q. Who did you give it to?

1 A. The incident commander at that time was I don't know.

2 Q. You just reported right to the incident commander?

3 A. Yeah. Because he was running, we'd come in with a tally
4 for the day and we'd hand in our sheets.

5 Q. Did you have to come in for those briefings every couple
6 of hours?

7 A. Just the 7:00 and 7:00 were the important ones, and then
8 after, I want to say the first few days, it became 6:30 and 6:30
9 for the Division leads to get them out on the site by 7:00, so
10 they avoided that meeting there.

11 MR. JOHNSON: Steve was able to miss the first day of
12 the three hour meetings.

13 MR. SLEAVER: Yeah, I feel funny because I did miss a
14 good day of it there. Big changes from when I -- actually it was
15 big changes from when I stopped working on Tuesday morning to when
16 I came out on Wednesday morning. Huge, huge difference.

17 BY MR. STANCIL:

18 Q. What changed?

19 A. Just the amount of resources, organization, and things
20 in place and planning. It was like night and day. You know, we
21 were in the initial response, was the initial emergency for all of
22 us getting there the first day and just getting on the ground to
23 find things and do things, because you imagine we're 15 miles
24 downriver from where you've never been to before, to the very next
25 day that the maps are up on the board -- there were actual, I

1 mean, assignments in places. It was neat to see.

2 Q. Have you ever worked in this area before this accident?

3 A. Yes.

4 Q. So you're familiar with the roads and the rivers and --

5 A. Not all of them, but enough to move through here, yes.

6 Q. How many spills have you worked on before? That many?

7 A. Well, spill or, if you will, releases --

8 Q. Yeah.

9 A. I would say 10 plus. I can't label them all on my hand,
10 but yeah. Everything, you know, spills to us -- and you might be
11 different, but minor leaks at our stations or in a tank or in a
12 station on the floor versus big open field ones.

13 Q. A release to a creek or something like that, how many of
14 those have you done?

15 A. Six that come to mind. Six or seven.

16 Q. Okay. Do you feel comfortable with boom deployment?
17 Your knowledge on boom deployment?

18 A. Uh-huh. Yeah.

19 Q. Well trained?

20 A. We perform a training every year. Would I say we're
21 perfect on it? No, we don't do it every day, but I feel
22 comfortable with it, yes.

23 Q. How about interaction with the federal and state and
24 local agencies that were on site, did any of them contact you or
25 give you any instructions or voice any concerns?

1 A. Only when I got to the repair site. In the field before
2 that, no interaction with them.

3 Q. What happened at the repair site?

4 A. We had everybody there from EPA to OSHA to PHMSA on the
5 site, and I thought the interaction was good, but everybody had
6 their concerns and wants, and it was a juggling act to make sure
7 you kept everybody happy and it demanded a lot of your time.

8 MR. JOHNSON: I think you can say that arguing with
9 Robby is part of NTSB; I mean they're not afraid to find out maybe
10 they've got a glitch or two.

11 MR. SLEAVER: Well, I mean, there's all of that, right?
12 I mean, I feel -- and I don't want to be -- it's pretty bold, but
13 the unorganization for the various government people held us up,
14 because there was this one demanding this, this one demanding
15 that, this one wanting this, this one wanting a phone call, and
16 you've got to do this, you've got to do that. It drove us crazy.
17 It was start and stop, start and stop.

18 MR. JOHNSON: We should almost -- I'm wondering if we
19 have the posting on the wall about before you expose a pipe you've
20 got to call this person, this person, this person.

21 MR. SLEAVER: Oh, it was incredible. I mean, if I
22 had -- and like all of my notes were turned in, but when some of
23 the incident planning packages that were handed out every morning,
24 you could see the number of people or entities on site, I think it
25 was close to 20. I mean, we had state, federal, OSHA; we had

1 PHMSA; we had Michigan DEQ; we had all of these air quality
2 places, all of these people coming to you with a different demand.
3 It was intense out there.

4 BY MR. STANCIL:

5 Q. In terms of holding you up from doing response work or
6 from doing repair work?

7 A. I think a little of both. I mean, although my job was
8 focused on repair, you know, there's the exposing of the pipe, you
9 know, getting the swamp and the oil off of it so you can look at
10 it, get it open, and the free product that's stuck between the
11 valves that's still got to come out of the pipe drained up, it was
12 holding us up at times, yes. And then after it got into the
13 repair it just became standard operating procedure to wait until
14 everybody was happy to move forward, and that's what we did.

15 Q. Do you think you could have accomplished the job quicker
16 if -- what would you have suggested?

17 A. I'm not sure how you would organize that many different
18 entities with all of the concerns. I wouldn't -- how would you
19 put one guy in charge of it?

20 MR. JOHNSON: That would have been my question to you
21 is, or maybe to you, is who's in charge out here and that there
22 wasn't an agency in charge when it came to that pipe, right down
23 to the congressman.

24 MR. SLEAVER: Yeah.

25 MR. JOHNSON: I mean, how many times did you hear,

1 "That's my pipe" and it was different agencies?

2 MR. SLEAVER: You know, one of the comments I made to
3 myself and maybe others was, I wish they'd all go in one room and
4 battle this out and one guy come out and tell us what they want to
5 have done; I don't care who it is. But it was so intense at times
6 with different directions that it was amazing. Frustrating, but
7 we've all made it through it and tried to please everybody, but
8 it's something.

9 MR. STANCIL: I'm going to let you go next, Chuck.

10 MR. KOVAL: Thanks.

11 BY MR. KOVAL:

12 Q. You said you were out there at night. That would have
13 been, let me see here, that was the first night you were there?

14 A. Yeah.

15 Q. You were out at night because you took that nap?

16 A. Yes.

17 Q. In the day, earlier in the day, a short nap?

18 A. Yes.

19 Q. What time did the lights arrive, lamps; what day was
20 that approximately?

21 A. We had light plants that night.

22 Q. That night?

23 A. Yep, absolutely. They were on site when we pulled up.
24 They were in the train of everything coming. I mean the boom that
25 people -- the light plants were all rolling in at the same time,

1 which I assume was part of the initial plan that Mick did earlier
2 in the evening. And in our conversation and hand-off of me to
3 him, those were the resources he was ordering up and getting
4 coming to meet at these locations, so light plants were there.

5 Was it adequate to do everything we needed? No. I mean
6 you could show the area you worked at the land; you couldn't shine
7 across the river and shine up the river where you really needed to
8 see things to say, "I want this boom to go at this angle to this
9 point." That was a tough call. You pretty much gave the boat
10 driver, "This is what I need to have happen," and you asked to go
11 up the river to where you thought would be the best tie off
12 location.

13 Was it planned where you could say to him and say, "I
14 wanted to go to that point over there in the wall"? No. He's out
15 there with some guidance saying, "I've got to get tied off to the
16 shore here," and he picked the best spot. So at first were the
17 angles and the booms perfect? No. But we did get some booms
18 across the river and were able to adjust them the next day,
19 because the next time I heard everything was working well.

20 But I don't think -- and I'll be the first to say, in
21 some of their aerial photography of booms in the water that I saw,
22 was our angle good? No. But it was the best we could do with
23 what we had, and we would continue to try to get more. I think
24 the key was to get one in and keep building off of that. And
25 that's what we were attempting to do.

1 Q. Steve, you also said the resources increased greatly;
2 what was that, Tuesday to Wednesday?

3 A. Yes.

4 Q. I think I did see that with the numbers. Were you
5 familiar with the control points before this accident on the
6 river?

7 A. No.

8 Q. No.

9 A. We have control point maps and maps for these things.
10 Being it's not my area, that's not what my focus is. The local
11 PLM supervisor would have been over them. Other than being able
12 to say to go to a location, I wouldn't have had any general
13 knowledge of it, no.

14 Q. I'm interested -- and this may be part of my own
15 interest, I guess, but I'm interested what happens if getting
16 those boats across if somebody falls out of a boat or an accident
17 happens with a raging river like that?

18 A. That's the part of the pre-check. We made sure they had
19 throwables, made sure there was enough people in the boat; strict,
20 you know, on your knees, stay low. Having enough boat to be in
21 the water with -- and that was what we found out initially with
22 the little boats, we weren't in the right location with our boats.
23 That really prompted the work at the first location closer to
24 shore and, if you will, outside of the corner where it's a little
25 calmer. I didn't want them out in the mainstream, and it worked

1 out doing that.

2 When that larger boat, we deployed that, we actually let
3 him get into the water with the boat and ask him how he felt with
4 the boat before we hooked a boom to them, because that's another
5 big anchor on the back of him that can cause him issues. But he
6 felt comfortable that the boat was good sized and it did the job.

7 So, but yeah, falling over is -- I mean that's a tough
8 call.

9 Q. You had some anchors out there. It looked to be
10 constructed quite oddly in a sense of -- I heard something about
11 they work. Could you describe those anchors and maybe tell us how
12 they work, why they work, these boom anchors?

13 A. We have some homebuilt ones, if you will. That might be
14 what you're referring to.

15 Q. Uh-huh.

16 A. In all of our trainings and all of our deployment
17 exercises, we've tried purchased anchors, and we continue to try
18 and explore new anchors. The anchors that were homebuilt were out
19 of ingenuity of guys just saying, let's try this and see if it
20 works. Some of those anchors are really, really -- they're
21 actually quarters of pipe, if you will, coupons out of a pipe with
22 rebar and fingers sticking out to catch on stuff in the ground.
23 We actually found that they work in some locations, and a lot of
24 guys made those up to have them. Are they bought? No. They're
25 homebuilt. But they were heavy, and with the, if you will,

1 apparatus of the fingers, which is actually just rebar sticking
2 out and bent, they actually grabbed and held really good. So
3 trial and error, I guess.

4 Q. With regards to your training, when was the most recent
5 exercise you were on?

6 A. Two months before that we had a tabletop. Two months
7 before that we did tabletop. Maybe five months before that we had
8 actual boom deployment. Just after Romeoville we had actual
9 tabletop. We didn't do the boom deployment. We went through our
10 gear because we were fresh off the Marshall stuff, so pretty
11 recent response exercises locally for us in the Wisconsin area.

12 Q. How about -- you know, I'm talking before Romeoville
13 before the accident?

14 A. Uh-huh. Yeah, we actually had a tabletop. I want to
15 say it was in early June we had a tabletop, and we had a tabletop
16 in March, and we did boom deployments last fall, the fall before.

17 Q. Where did you do those deployments?

18 A. Those were up at the Vesper PLM with Ryan.

19 Q. The what?

20 A. With the Vesper PLM.

21 Q. Uh-huh.

22 A. We did it with those folks combined at a location in
23 Wisconsin up the river.

24 Q. Steve, how could you improve your tabletop exercises?

25 A. Tabletops, we've improved ours greatly locally, spending

1 much more time researching the site before we tabletop it, getting
2 maps, doing a lot of what-if scenarios, visiting with local
3 government officials, what they see and know about the river and
4 building off of that. I think the sky is the limit. I mean how
5 far can you go? But how can you preplan everything? I mean you
6 have to almost have the accident to adjust to. What I do see is
7 doing that gives you the mindset to be able to react quicker when
8 it does happen so you can do the check-downs and know what you
9 need to do and where you need to focus your staff.

10 COURT REPORTER: Through the what? I'm sorry, check
11 what?

12 MR. SLEAVER: Check-downs, like in your mind, like if it
13 does this, I'm going to do this, or, you know, your reaction to
14 what you're presented.

15 MR. KOVAL: That's it.

16 BY MR. JOHNSON:

17 Q. A couple ones I know Chuck asked about when the light
18 plants showed up and not knowing -- I know Enbridge has light
19 plants up and down the system. Did your crew, the Vesper crew,
20 did you bring light plants or did they have them there? I mean,
21 when you went out to the sites in the early -- I mean do we
22 have -- by the time you got there did we already have contract
23 light plants or were we using our own?

24 A. There was rental light plants. And I know at one point
25 they said there was a semi-load of them showing up at Marshall in

1 one of the phone conversations back and forth during the night
2 that they had showed up. I believe we had one Enbridge one and
3 one or two contract ones that came to that site. That would have
4 been with Young's Environmental and I want to say Future people
5 there.

6 Q. And that was actually -- maybe you can address that a
7 little bit. I think that was one of the contractors that no one
8 has talked about yet as far as far as potential local OSRO, one is
9 Future. I know we used them here. We used them in Romeoville. I
10 mean, they seem to provide just a ton of a equipment. I mean, how
11 much dealing have you had with Future?

12 A. None before this, and they're on my list forever, so. I
13 had very limited reaction with Future here other than the first
14 night because most of mine was with -- was it Terra?

15 MR. STANCIL: Yeah.

16 MR. SLEAVER: At the repair site, and they pretty much
17 handled that area with the guzzler and stuff. At the Romeoville
18 site I had Future the whole time and I can't say enough about
19 their ability to react, get stuff, secure stuff; endless
20 resources. They're incredible with what they could provide, so
21 they were a real good help for us.

22 BY MR. JOHNSON:

23 Q. Where are they located out of?

24 A. They have satellite offices, I think, in Wisconsin, but
25 I think their main office is either the Romeoville, Naperville

1 area; somewhere within I think 15, 20 miles of Romeoville. They
2 weren't far away because when you called, they could get it. If
3 they didn't, they knew somebody that could.

4 Q. And this was, I find it almost humorous, I believe at
5 Owen -- and this is something Paul asked the other guys. At Owen
6 you, I think, with Barry, you constructed a flume. So in the past
7 you've built a flume before, so I just kind of wanted to bring
8 that up. Well, you know, we'd asked everyone if they've built
9 flumes before and no one had, and you got here and no one asked
10 you, so I wanted to bring it up. That was one of the one areas
11 where we did build that flume.

12 A. Absolutely.

13 Q. Because you built it there and, you know, you've been
14 involved with that. Ben Camp had said that, you know, one of the
15 things he thought might work if there was some type of a skeleton
16 you could put in with flume pipe and then, you know, put your clay
17 or whatever over that. And I know you're into building those
18 things. Do you think that's a feasibility to build some type of a
19 pre-fabricated skeleton to that, that you could set in a waterway
20 and then put your flume pipe in and then fill over it?

21 A. I would find it tough. We, in our own postmortem within
22 our PLM for both leaks, we talked about flumes. Actual, some of
23 the flumes at Romeoville were the plastic, the corrugated plastic
24 and they had that real thick rib on them. Nothing would seal on
25 them very well, the sand and stuff. Or the ribbed galvanized

1 ones, those you could seal to. I would worry that anything you
2 had for a structure to hold that, one, it'd have to be very
3 adjustable because you never know your angles and lengths; and
4 two, that you could seal it to anything good enough that you
5 wouldn't have seepage. So I would say, you know, I wouldn't feel
6 it would be needed.

7 Q. Just kind of curious.

8 A. Yep.

9 Q. That's all I have.

10 MR. STANCIL: Okay, Steve, do you have any other
11 comments, or feel free to tell us what you really think --

12 MR. JOHNSON: Careful.

13 MR. STANCIL: -- about how the government handled their
14 end of it?

15 MR. SLEAVER: I think at the end we all got to it,
16 right? It was to this stage an eye-opening experience for all of
17 us, and I know there's a lot of things that I took from Marshall
18 when Romeoville happened that allowed me to move quicker because I
19 knew some of the demands that would be placed on me. At the end
20 of the day it's like you have your agenda, we have ours, and
21 that's hard to gel that, and that just don't happen in a few days.
22 I don't care who you deal with. It takes time before that
23 develops and things start moving easier. And I seen that the
24 biggest thing is to be able to get everybody focused and rolling
25 this way and not all different directions would have helped. And

1 I think that's in every issue we have for every -- I mean new
2 people, new contractors, new everybody, it takes a little while
3 for everybody to get comfortable to move together. I would say
4 that's their biggest holdup in the early stages of anything, and I
5 don't know how you can get out of that. Faces change in every
6 company and every position. It's not going to happen.

7 MR. STANCIL: Okay, does anyone have anything else? No?
8 Steve, we thank you very much for you time today.

9 MR. SLEAVER: You bet.

10 MR. STANCIL: I appreciate it.

11 (Whereupon, at 3:12 p.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 Steve Sleaver

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 as recorded by Amy
Shankleton-Novess, certified electronic reporter.

Amy Shankleton-Novess
Official Reporter

Kristen Shankleton
Transcriber