

UNITED STATES OF AMERICA
NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of:

*

*

ENBRIDGE OIL SPILL
MARSHALL, MICHIGAN

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

*

*

* * * * *

Interview of: ROBERT STEEDE

Conference Room
Holiday Inn Express
630 East Chicago Street
Coldwater, Michigan

Friday
July 30, 2010

The above-captioned matter convened, pursuant to notice,
at 3:15 p.m.

BEFORE: ROBERT KOVAL
Accident Investigator

APPEARANCES:

CHUCK KOVAL, Accident Investigator
DANA SANZO, Accident Investigator
National Transportation Safety Board

[REDACTED]
[REDACTED] [REDACTED]

KARL GUNTHER, Accident Investigator
National Transportation Safety Board

[REDACTED]
[REDACTED] [REDACTED]

[REDACTED]

BRIAN PIERZINA, General Engineer
U.S. Department of Transportation
Pipeline and Hazardous Materials
Safety Administration

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

JAY A. JOHNSON, Senior Compliance Specialist
Enbridge Energy Company, Inc.

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED]

TOM TIDWELL
U.S. Fish and Wildlife Service

[REDACTED]

I N D E X

<u>ITEM</u>	<u>PAGE</u>
Interview of Robert Steede:	
By Mr. Koval	4
By Mr. Pierzina	32
By Ms. Sanzo	45
By Mr. Koval	47

I N T E R V I E W

(3:15 p.m.)

INTERVIEW OF ROBERT STEEDE

BY MR. KOVAL:

Q. Please state your name, address and phone number for the record.

A. Robert Steede, [REDACTED]

COURT REPORTER: Could you spell your name, please?

MR. STEEDE: Robert, R-o-b-e-r-t, Steede, S-t-e-e-d-e.

COURT REPORTER: Thank you.

BY MR. KOVAL:

Q. And what is your position with the company?

A. I am the supervisor of environmental operations for liquids pipelines.

Q. What does your position entail?

A. I supervise the environment department for the U.S., for Enbridge, of our liquid assets, so that involves air, water, waste compliance, other environmental compliance issues, as well as clean-up and remediation projects.

Q. Who leads the clean-up and remediation projects?

A. Various people in my department, depending on where it's located, situations, various things like that.

Q. And what position are they with you?

A. I have I believe it is six analysts, environmental

1 analysts that report to me.

2 Q. And who is your supervisor? What title does he have?

3 A. My supervisor is Greg Milne (ph.). He is manager of
4 environment for liquids pipelines. He's located in Edmonton,
5 Canada.

6 Q. And manager of what?

7 A. Environment for liquids pipelines.

8 Q. Okay. Okay. What did you do preceding this spill?

9 A. Following this --

10 Q. No, preceding this spill.

11 A. Oh, prior to the spill?

12 Q. Yes. Up to the spill, the time of the spill.

13 A. On Monday, specifically?

14 Q. Yes.

15 A. Okay.

16 Q. When did you get word of the spill?

17 A. Monday morning, I dropped my son off at church camp, and
18 I wasn't in the office very long when we got notification that the
19 spill had occurred.

20 Q. And what time was that?

21 A. Precisely, I'm not sure right now, but it was 11:00-ish.
22 It was late morning. I know that.

23 Q. Did you go out to the site? When did you first go out
24 to the site?

25 A. What my department did for resourcing, I had three of my

1 personnel chartered an airplane. They flew out around 3:00 on
2 Monday and got down here around 6:00. I wanted to wait until they
3 were in reasonable proximity to touching down before I departed,
4 so I was on an airplane, roughly a 5:40 flight. I arrived
5 specifically at the site around 10:00 p.m. on Monday.

6 Q. How did you fly?

7 A. I flew commercial into Kalamazoo.

8 MR. PIERZINA: And can I interrupt just once for the
9 record? Bob, you work out of Superior, Wisconsin --

10 MR. STEEDE: I work out of Superior, Wisconsin.

11 MR. PIERZINA: -- Central Daylight Time, so some of your
12 times are going to end up being an hour earlier than local time,
13 so we want to be careful that we're sure we're -- you know, we
14 don't get confused with specific times. So, like, when you caught
15 a 5:40 flight, that's Central Time?

16 MR. STEEDE: Correct. When I arrived here, it was
17 Eastern Time, so, yes, I'm flipping on you, as well.

18 MR. PIERZINA: Okay. And I'm sorry. So your personnel,
19 what time did they land local time here?

20 MR. STEEDE: Like I said, they left at 3:00. It was
21 roughly between a one- and two-hour flight. 6:00 my time, so 6:00
22 Central Time was when we --

23 MR. JOHNSON: I rode with him. We were on site at 8:00.
24 How's that?

25 MR. STEEDE: Okay. There you go. That helps me out.

1 MR. PIERZINA: Sorry. I should have stepped in a little
2 quicker, Bob.

3 MR. STEEDE: No, no. Absolutely. Perfect. I forgot
4 that you were on the flight.

5 MR. PIERZINA: So on site 8:00 p.m.

6 MR. STEEDE: Yep.

7 MR. JOHNSON: So we chartered a flight. There was --

8 MR. STEEDE: So I waited until they were getting close
9 to here so that there would be a degree of consistent
10 environmental support until others could take off when I became
11 out of pocket.

12 MR. PIERZINA: And, Bob, you arrived on site what time
13 local?

14 MR. STEEDE: Roughly 10:00.

15 MR. PIERZINA: 10:00, again, local time. All right.
16 Thanks.

17 MR. STEEDE: You bet.

18 MR. PIERZINA: Just so we don't get confused when we
19 look back.

20 MR. STEEDE: Absolutely. I got confused as you started
21 asking it, so --

22 BY MR. KOVAL:

23 Q. What did you do when you arrived, first do?

24 A. What did I do when I first arrove [sic]? Well, prior to
25 actually arriving and departing, I did quite a bit of resourcing

1 of outside consultants. When I specifically arrived, I got
2 information from my staff, specifically, Shane Yokum (ph.), to
3 understand what the situation was. We started discussing
4 resourcing issues, what was going on, what we should be doing,
5 what types of things environment specifically needed to do.

6 Shane ended up taking the nighttime shift. Instead, we
7 decided the way we were going to resource it, I was going to be
8 the environmental officer during the daytime, Shane would be the
9 environmental officer during the nighttime shift.

10 So I actually departed the site for my hotel roughly
11 midnight local time on Monday evening, so I was here for maybe two
12 hours.

13 Q. You said contractors. What type of contractors did you
14 arrange?

15 A. With our role being on the environmental compliance side
16 of things more so than the true reactive response things, I
17 brought Superior Environmental in as one of my first actions.
18 They are located out of the Grand Rapids, Michigan area. Wanted
19 them to mobilize -- I think they initially brought six people,
20 specifically, to, basically, initially, be my first eyes and ears
21 on site. They beat my staff here and were able to give me a
22 little bit of information. I wanted them to be prepared for water
23 sampling, you know, recon information, things of that nature.

24 We also -- I made contact with a consultant that is my
25 former employer, called TriMedia Consultants, out of Ann Arbor,

1 Michigan, and put them on notice from the standpoint of I wanted
2 them to be prepared to do certain GPS surveying type activities
3 for me.

4 I think those were the actions that I took prior to
5 arriving. After arrival, we made the decision that we needed to
6 bring in somebody to do the community air sampling, which we
7 brought in -- and I'll apologize. I can't come up with what the
8 long word is, but it's CTEH, and they were doing the air sampling
9 throughout the communities for us. They arrived, I believe,
10 Tuesday morning, at roughly four or 5:00 local time.

11 MR. PIERZINA: I'm sorry, they arrived when?

12 MR. STEEDE: Between 4 and 5:00 local time on Tuesday
13 morning.

14 BY MR. KOVAL:

15 Q. Do you have anybody who helps with water quality?

16 A. Superior Environmental is the company that's really my
17 lead on the water quality side of things. They have since staffed
18 up to about 16 people. They are doing surface water sampling
19 upstream of the locations the oil has entered the creek and river.
20 They are also doing sampling within the impacted area, and then
21 downstream, all the way to Lake Michigan. They're also --

22 Q. That's a lot of territory for 16 -- well, I guess 16
23 people --

24 A. That 16 people might -- there might be a couple more
25 people on top of the 16 that are in the Morrow Lake to Lake

1 Michigan stretch. They also are doing drinking water well
2 sampling anytime that we get a landowner request or concern in our
3 800 number or when a governmental agency expresses an interest in
4 water sampling occurring at a drinking water well.

5 Q. Does the EPA have the same mode of operation? Do they
6 have -- how did you work with them?

7 A. EPA is where we've had -- my specific interactions with
8 EPA have largely been at our incident command meetings within the
9 Enbridge building, mainly discussing things with Brian Kelly. Our
10 air consultant, CTEH, has been interfacing with EPA's air people
11 and their consultant, Weston Solutions.

12 I guess additional resources that I have also pulled in
13 -- actually, one I forgot that I did initially, we brought Focus
14 Wildlife in for assistance in the wildlife recovery, wildlife
15 deterrence, things of that nature, so they helped us set up the
16 animal rehabilitation center. They arrived Tuesday morning, and
17 that was something that I arranged Monday.

18 We've also brought URS Corporation in to be our overall
19 more bigger picture consultant to -- especially as we start to
20 transition to clean-up actions.

21 MR. PIERZINA: Did you say URS?

22 MR. STEEDE: URS Corporation, correct.

23 MR. JOHNSON: Where are they out of, Bob?

24 MR. STEEDE: We've got -- URS is a very large company.
25 We have traditionally worked with them out of their Minneapolis

1 office, which there's a couple individuals that are here from
2 there. There's also some people here from their Michigan office.
3 Specifically which one, I'm not sure.

4 MR. PIERZINA: So and they are kind of more oriented
5 towards the clean-up?

6 MR. STEEDE: They are a very large consultant, so what
7 we are tasking them with is kind of overall -- you know, we've now
8 got a lot of people working for us, because I haven't even told
9 you all the -- everybody on that list has staffed up significantly
10 --

11 MR. PIERZINA: Okay, sure.

12 MR. STEEDE: -- from what the initial numbers were, so
13 what we wanted to do was bring them in to help us manage this
14 large team of people that we have working on environmental issues,
15 and then, also, provide the expertise that we need to effectively
16 work towards clean-up of the locations where the oil has impacted.

17 MR. PIERZINA: And one quick question just to back up.
18 On the Focus Wildlife, did you say recovery and deterrence?

19 MR. STEEDE: Correct.

20 MR. PIERZINA: And the deterrence is to?

21 MR. STEEDE: To prevent additional wildlife from getting
22 in contact with oil.

23 MR. PIERZINA: Okay.

24 MR. STEEDE: So things like scare cannons, effigies of
25 owls and eagles and things of that nature, and then we've been

1 putting up several miles of snow fence to -- you know, along areas
2 that are of a high probability for wildlife to walk through.

3 MR. PIERZINA: Okay. And just along those lines, has
4 that -- the efforts that have been done and deterrents been, you
5 know, monitored by, you know, a government agency, and have they
6 recommended any actions, you know, or are you implementing actions
7 that they recommend?

8 MR. STEEDE: I am not aware of any governmental agency
9 requesting us to install deterrents.

10 MR. PIERZINA: This is something --

11 MR. STEEDE: This is something that we have taken the
12 action to do.

13 MR. PIERZINA: Thanks.

14 MR. STEEDE: And so they're currently being put into
15 place, so we're not quite transitioned into monitoring mode.

16 MR. PIERZINA: Okay. And the deterrence, could you give
17 us an idea when that was implemented, for instance, the snow fence
18 and the owls and --

19 MR. STEEDE: We started installing them yesterday
20 morning. We started ordering them the day before, so --

21 MR. PIERZINA: Okay.

22 MR. STEEDE: -- Wednesday, we were ordering, Thursday,
23 we were installing, and Friday.

24 BY MR. KOVAL:

25 Q. You stated you ramped up your operations?

1 A. Yes.

2 Q. And you began that on Monday?

3 A. Correct.

4 Q. On Tuesday, approximately how much did you ramp up the
5 operations, and then Wednesday?

6 A. Sure. And, you know, these numbers will be a little bit
7 rough. Like I said, on Monday, I had six people from Superior
8 Environmental here. I had myself, three people from my department
9 here. I think that that was really my staff on Monday.

10 On Tuesday, I brought in the TriMedia surveying
11 resource, which was one person. Focus Wildlife arrived, and that
12 was one person, initially. CTEH arrived initially with -- I
13 believe it was roughly eight air quality samplers. I also started
14 mobilizing additional Enbridge environment personnel. I believe
15 an additional three arrived on Tuesday. I also made a request for
16 Superior to ramp up, which I believe, on Tuesday, they roughly
17 doubled their on site representation to roughly about 12 people,
18 possibly more. Also requested CTEH to increase their staffing,
19 which they started making those arrangements.

20 On Wednesday, additional Enbridge personnel came in, as
21 well, getting us up to roughly -- I think it was 12 internal
22 Enbridge environment employees that were down here. CTEH was up
23 to roughly 24 people, doing air sampling. URS arrived initially
24 with I believe it was four people, five people. Superior was up
25 to 16. I think Focus got another person or two in there, as well.

1 And then there was also some support, labor-type people in all
2 that mix that I have no clue.

3 Q. So who provided the vet at your animal center, out of
4 curiosity?

5 A. I believe that the vet arrived -- or the vet or vets at
6 the request of U.S. Fish and Wildlife Service.

7 MR. JOHNSON: How did you -- I mean, did they recommend
8 someone, or who did -- did Focus bring them in?

9 MR. STEEDE: I'll be honest that the animal restoration
10 work is -- or animal rehabilitation center work has been almost
11 exclusively managed by one of my employees, Jim Snyder (ph.). I
12 basically delegated that to Jim real early on, and other than
13 getting some general updates of things, I'm yet to actually see
14 it. I saw one photo. So he was working with Focus Wildlife, U.S.
15 Fish and Wildlife Service, likely other departmental agencies, and
16 found the commercial space for it, found contractors to build out
17 the things, you know, got the resources to acquire the equipment
18 that's in it, things of that nature, but -- so Jim's really my key
19 guy on that, and so the exact details on how things happened, I'm
20 not privy to that right now.

21 BY MR. KOVAL:

22 Q. Now that you're on the subject of fish and wildlife, I
23 believe on -- let me see here. I think that was Thursday, I
24 understand, in the unified command meeting, I believe I heard Fish
25 and Wildlife say there are no fish problems?

1 A. I don't know the answer to that. I also remembered one
2 additional resource that I had brought in. I retained the
3 services of a company called Entrix, who is a natural resource
4 damage assessment consultant, and so they were brought in for the
5 purpose of assisting us with that, and they have been working with
6 fish and wildlife and DNRE on natural resource damage issues.

7 MR. BUNN: This is Jim Bunn from PHMSA Central. They
8 did say yesterday they found no dead fish, but they were concerned
9 that oxygen levels were being depleted in the river, so they are
10 going to watch that, but, so far, there's not been provided any
11 dead fish.

12 BY MR. KOVAL:

13 Q. We're off that. Do you do drills for this type of
14 accident? What type of practices do you do?

15 A. I would expect, at some point, that we will be looking
16 at doing some drilling of some sort, whether it's soil borings or
17 installation of monitoring wells. Or are you saying drills --

18 Q. Drills for this type of response --

19 A. -- like this type of action -- all right. See, there's
20 the engineer in me getting too focused on the details. All right.
21 I need to come -- back up higher. All right. Thank you.

22 We do. Actually, the company, in general, has boom
23 deployment, ER drills --

24 MR. JOHNSON: Yeah, maybe I'll step in here. You missed
25 it earlier, Chuck. We talked about all of the boom deployments,

1 the tabletop exercises, and all the HAZWOP training, and it's done
2 in conjunction, and they're real nice about when they're doing
3 their training exercises. It's a surprise to them, just like it
4 was the real deal, so they get called out. How fast can they
5 respond to the various areas? You know, they do that no different
6 than the other departments, just to see how the support groups can
7 get out to these remote locations from our core Superior office.

8 So every time there's been an emergency response drill
9 that they talked about with our other folks, environment gets
10 called out, as does right-of-way, some of these other support --
11 all the support staff. And so, hopefully, that answers your
12 question.

13 BY MR. KOVAL:

14 Q. So who is responsible for putting the booms down and
15 collecting the --

16 A. Putting boom in the water and collection of oil I think
17 would fall under the operations chief --

18 MR. JOHNSON: Yeah, that's the pipeline maintenance
19 coordinators, their crews.

20 MR. KOVAL: The pipeline maintenance --

21 MR. JOHNSON: It's pipeline maintenance operations, as
22 Bob said. That's the group that, you know, that's, you know,
23 hands-on the equipment in the water, pulling boom, anchoring boom,
24 setting skimmers, vac trucks, so on, so forth.

25 MR. KOVAL: And they're in maintenance? Could you --

1 MR. JOHNSON: Yeah, pipeline maintenance is, for
2 instance, where we are out staffed up in Marshall, that's a
3 pipeline maintenance facility. That is, you know, each pipeline
4 maintenance facility -- there's one in Griffith, there's one here
5 in Marshall, there's one in Bay City. They're calling them in
6 from all over.

7 At each site, they're going to have a vacuum truck,
8 they're going to have an emergency response trailer, they're going
9 to have a boom trailer, they're going to have skimmers, various
10 things like that, so we can respond within a given amount of time,
11 Tier 1 or Tier 2, to the locations of a leak, and then, based on
12 the size of it, you'd call in additional support from different
13 areas. Actually, this morning, I think that was rolled out quite
14 well by Mick Collier, how he was doing that. I'm sorry you
15 couldn't have heard that. I thought it was pretty impressive.

16 MR. KOVAL: How are they trained? Do they have
17 certification for spill control?

18 MR. JOHNSON: Some of them have certifications. There's
19 boom deployment exercises they bring in. They just had an
20 exercise in Westover, on Lake Ontario, where they brought in
21 experts and they were basically certified on what -- you know,
22 what exactly type of boom, whether it's a deep curtain boom or a
23 shallow one, absorbent boom, things like that. So the actual
24 operations folks are certified in that.

25 MR. KOVAL: Fast water, also?

1 MR. JOHNSON: Yes.

2 BY MR. KOVAL:

3 Q. The map you provided me, you said there was certain
4 sites within the sections, the five sections, and each of those
5 sites have -- I believe you said booms at those locations?

6 A. Correct.

7 Q. But it does not specify what type of boom, correct?

8 A. Correct.

9 Q. Or the number of skimmers or vac trucks or things like
10 -- who's responsible for the vac trucks and shipping the product
11 off?

12 A. That would fall under the operations role. I happen to
13 have that information --

14 MR. JOHNSON: Are you looking for the amount of boom
15 that's in right now, or that we have on stand-by, or --

16 MR. KOVAL: Gradationally, how the boom was -- that'll
17 give us an idea of your response --

18 MR. JOHNSON: That's updated twice a day.

19 MR. STEEDE: Right.

20 MR. JOHNSON: So then that's actually given to -- at the
21 unified command, that's given out, a listing of where the boom is,
22 how many feet of boom, skimmers, how many vac trucks, so on, so
23 forth. That's a print-out that's given out twice a day.

24 MR. KOVAL: Yes, orally, but do you have it written?

25 MR. JOHNSON: That's a printout that's given to Tom

1 Fridel. I mean, he's pretty adamant about what he gets and the
2 accuracy of it, so he can pass that on, because, I mean, as you
3 know, that's going to --

4 MR. KOVAL: I appreciate that.

5 MR. JOHNSON: You certainly can get in the loop and get
6 that documentation.

7 MR. KOVAL: I'd appreciate that, for each day and each
8 morning?

9 MR. JOHNSON: Yeah, and I'm sure they would have them
10 historically if you wanted to -- I'm sure if you -- maybe, Bob, if
11 you want to chase that down and find out that, we could get them
12 --

13 MR. STEEDE: Sure.

14 MR. JOHNSON: -- because that was going back a day or
15 two when they started creating that.

16 BY MR. KOVAL:

17 Q. So those locations could be any type of boom, deflection
18 boom or --

19 A. I did a helicopter fly-over yesterday evening, and the
20 majority of the boom in the water is deflection boom. There are
21 some locations where there's multiple deflection booms next to
22 each other, there's some locations that there's a deflection boom
23 with absorbent boom right behind it. I recall seeing one location
24 that was only an absorbent boom. I don't know if, on that map,
25 the absorbent boom is depicted on there or not.

1 MR. JOHNSON: And we talked this morning with Mick or
2 Rusty, and they're actually starting already to replace the
3 absorbent boom with new absorbent boom.

4 MR. KOVAL: They're replacing the absorbent one --

5 MR. JOHNSON: Yeah, the absorbent booms, if you will,
6 are saturated, and they're starting to replace those.

7 MR. KOVAL: When you do these exercises -- not drills.
8 I'm sorry for using that term.

9 MR. STEEDE: Appreciate it.

10 MR. KOVAL: When you do these exercises, do you do them
11 in cooperation with government agencies?

12 MR. JOHNSON: Yes, we've done them with the FBI, we've
13 done them with the Coast Guard, we've done them with other
14 operators, we've invited local emergency responders to them.
15 Depends on which one. And, historically, we could go there --
16 deployment -- forget the emergency response exercises. There's a
17 database of how they meet the -- I think it's the core. There's a
18 requirement that you have to meet. It's not my area, but there's
19 a requirement, I think, 194, that says you have to meet these core
20 components when you do these exercises. And so that's their
21 guideline, and then they can add additional things in.

22 Sometimes, we're requested by -- or, once, we were
23 actually requested by the FBI to do one -- we did one at the
24 Straits of Mackinac in conjunction with the Coast Guard, and then,
25 while we were there doing that, they did a mock bomb threat at

1 another terminal to see how -- when something's going on, how we
2 responded to the other one. So that was done with the FBI, PHMSA,
3 Coast Guard, the local fire departments in both areas, along with
4 Enbridge. And that would be documented, if you will, in each one
5 of our exercises.

6 MR. KOVAL: Have you done these exercises with EPA?

7 MR. JOHNSON: I can't answer that.

8 MR. KOVAL: Can you?

9 MR. STEEDE: I can't answer that. The exercises that I
10 have been at, I do not recall seeing EPA at any of them.

11 BY MR. KOVAL:

12 Q. But you do -- you said, in some of these accidents, you
13 do interact with the public. In what ways -- how do you bring
14 them in? Give me an idea of how they operate with you.

15 A. The public? Are you saying governmental agencies, or
16 the general public?

17 Q. No, no, more so the people who call a 1-800 number,
18 things like that.

19 A. This is the first incident that I have been involved in
20 where we've had something where we've had to -- or had any real
21 public-type issue associated with it. Typically, when we have an
22 incident, it's of a much smaller magnitude and it's a one or two
23 property owner type issue, which, then, it's very easy for our
24 lands and right-of-way people to manage issues related to those
25 one or two landowners. So this is really the first time that --

1 since I've been at Enbridge, that a larger public-type issue has
2 been there.

3 Q. You stated the water quality -- you have water quality
4 people?

5 A. Yes.

6 Q. That's on the river and in the wells, or both?

7 A. Yes.

8 Q. So it's, what, or both --

9 A. Both, both.

10 Q. Okay.

11 A. Yeah, so, I mean, really, what -- and another resource
12 that we have is we brought a mobile laboratory in, which is right
13 at our Marshall POM shop, so they run 20 to 30 water samples every
14 day. As we get them, you know, they're putting them on the
15 machine, so we've got as close to real-time information from them.

16 So, basically, we get a complaint or a request from a
17 property owner through the 800 number, it gets reviewed by right-
18 of-way agents to determine the appropriateness of it. If it's
19 somebody that's a mile away, you know, they let them know that
20 that's not within the area of concern. If it is within a
21 reasonable distance, we honor that request and we dispatch
22 somebody right away to go check out the situation and collect
23 samples.

24 Q. Are you familiar with the area that had problems with
25 their aquifers or the wells?

1 A. I'm not aware of any area truly having a problem with
2 wells. I know that the health department has expressed concern
3 over the fact that there's a lot of wells along the corridor here.
4 In reality, consistent with what the -- I believe it was the
5 Calhoun County Environmental Health or Health Department director,
6 you wouldn't expect to see impacts to wells in this short of a
7 time frame. I also, based on my experience, wouldn't expect to
8 see, really, problems with wells other than locations that there
9 was the ability for a significant amount of oil to soak into the
10 ground. So we will be doing assessment of those types of areas in
11 the long run.

12 Q. You say you will be doing that. Over how long, and, you
13 know, what quantity, volume -- sorry.

14 A. Yeah. I mean, it'll be driven by a couple of things.
15 One is regulatory requirements. I mean, if EPA, state, county,
16 you know, whichever, all of the above, you know, tells us that we
17 need to monitor some number of these wells over the next whatever
18 period of time at whatever frequency, then that will be one driver
19 in doing things. Depending on success of remediation in various
20 areas will dictate what other types of actions that we will choose
21 to do ourselves.

22 MR. JOHNSON: Could you talk, Bob, about the water
23 intake at Augusta or however you say that? Augusta?

24 MR. STEEDE: Yeah. I am not, at this point, fully
25 attuned to that.

1 MR. JOHNSON: Okay.

2 MR. STEEDE: I sent a group over there today, and I have
3 been --

4 MR. JOHNSON: Okay. I can give you information from
5 Tuesday.

6 MR. STEEDE: Okay.

7 MR. JOHNSON: Gary Brannick (ph.) from Young Environment
8 confirmed that the intakes for the Augusta water intake are
9 approximately a hundred feet below the surface. As of 7 a.m.
10 Eastern Daylight Time, they shut the wells down and they will keep
11 them down for eight hours, restart them, shut them down for eight
12 hours, and we're monitoring at that time and -- whereas, based on
13 the information we get from the government for our integrity
14 management plan, that was considered a water intake on the river,
15 but they're actually wells that are not even -- if you will, are
16 not directly below but off to the side and a hundred feet deep.
17 So that's what's going on there.

18 MR. STEEDE: Okay.

19 MR. JOHNSON: And that was done on Tuesday, when -- at
20 that time, that was before any of the crude oil was to that point,
21 so that was done Tuesday morning.

22 MR. STEEDE: And I know that we have had personnel from
23 my group and from right-of-way working with the Village of Augusta
24 and dealing with this issue. Like I said, I know we had personnel
25 down there yesterday, late afternoon, early evening, and before I

1 left the command center -- our command center this morning, we
2 were dispatching some people to go check this out and work through
3 whatever requests the village may have.

4 MR. JOHNSON: That Tuesday, from a precaution
5 standpoint, the head of the pump house for Augusta water showed
6 Steve Sleaver's crew where to place some --

7 MR. KOVAL: Showed --

8 MR. JOHNSON: Steve Sleaver, one of our pipeline
9 maintenance supervisors, where to place some boom. So that was
10 done on Tuesday.

11 BY MR. KOVAL:

12 Q. I'm interested in how you work with EPA and what type of
13 work was done with the EPA in conjunction with the EPA?

14 A. Right now, I would say that my involvement with EPA has
15 been fairly limited. Most of the interaction with the EPA has
16 been at the incident commander and senior management level. I
17 have had some smaller interactions on some issues with Brian
18 Johnson, such as requests from health department to sample some
19 wells in the town of Cicero -- is that -- Ceresco?

20 MR. JOHNSON: Ceresco.

21 MR. STEEDE: Ceresco. Thank you. Talking some waste
22 issues, some little things of that nature. So my main interaction
23 with EPA tends to be during our 7:00 shift change update meetings
24 that we have.

25 I was also involved in developing the various work plans

1 that EPA has requested that we develop, and those were submitted
2 to EPA yesterday, before 5:00 local time.

3 BY MR. KOVAL:

4 Q. I don't want to get into environmental regulations, but
5 do you have an environmental response plan?

6 A. It would be our emergency --

7 MR. JOHNSON: Basically, the ERSPA (ph.) plan. It's
8 Book 7.

9 MR. STEEDE: Right.

10 MR. KOVAL: Will you provide us with that?

11 MR. JOHNSON: That's available at the pipeline
12 maintenance shop.

13 MR. KOVAL: I know it's available, but we want one. We
14 know it's --

15 MR. JOHNSON: I mean, okay. Then we get into this and I
16 realize it's different than -- I mean, opposite PHMSA. Do you
17 want a copy for your records?

18 MR. KOVAL: Yes.

19 MR. JOHNSON: We can provide that, and then there's --
20 because it's proprietary information, we need something back,
21 then, from you, basically saying that that won't be released.

22 MR. KOVAL: I understand.

23 MR. JOHNSON: So just so you know what it'll be, it'll
24 be -- it's called Book 7, "Emergency Response, Corporate," and
25 then there'll be a region-specific Book 7, and that includes the

1 control point mapping and equipment lists and things like that.
2 So there'll actually be two books we'll need to get printed for
3 you. That'll come out of our Edmonton office.

4 So, if you're looking for something to see on site when
5 you're here, you're more than welcome to look at the set we have.
6 In fact, we probably have two sets here now, with some of the
7 other people that have come down. But that request will have to
8 -- you know, be basically printed out of -- basically, they print
9 our manuals out of our Edmonton office.

10 MR. KOVAL: I think I'd be very interested in the
11 regional response plan.

12 MR. JOHNSON: Yeah, and like I say, you're more than
13 welcome to look at them on site --

14 MR. KOVAL: Okay.

15 MR. JOHNSON: -- and for your long-term records, and I
16 know we did that that one other time, so we can get them for you,
17 I just can't get them immediately, but, by all means, we want you
18 to look.

19 MR. KOVAL: I understand.

20 MR. JOHNSON: And the EPA, from that standpoint, Bob,
21 they were in looking at those books early on in the drill.

22 MR. STEEDE: Sure.

23 MR. KOVAL: And we are interested in like the data you
24 provided a few minutes ago. You had a list of some things done
25 that one day, I believe, just a short time ago?

1 MR. JOHNSON: Oh, as far as what we had done up at the
2 Augusta water intake or --

3 MR. KOVAL: Yes, yes.

4 MR. JOHNSON: Okay. So I'll get with -- so from a --
5 are you keeping a list on here? I don't want to get behind on any
6 info requests. Trust me on that one. I'll certainly get with
7 Bob, if you want to chase me on that?

8 MR. STEEDE: Sure.

9 MR. JOHNSON: And then we want to put down the two Book
10 7s. We want to get them, also.

11 MR. GUNTHER: And on these books, if you want to provide
12 them in the form of a CD, that's acceptable, too.

13 MR. JOHNSON: Well, I can get them a lot quicker than, a
14 CD.

15 MR. GUNTHER: That is quite acceptable.

16 BY MR. KOVAL:

17 Q. Does your department handle soil remediation?

18 A. Yes.

19 Q. We'd be interested in quantities of soil that were
20 moved, possibly, in the future, probably total volumes. I don't
21 think we need that gradationally, of course, because -- have you
22 started doing that yet?

23 A. At this point, there's been no soil that has been
24 removed from the site.

25 Q. What are your plans to get rid of that soil, to --

1 A. We are currently evaluating our options. We're making
2 arrangements to do some temporary storage right at the leak site
3 location, pending approval from an approved disposal facility. We
4 have to get EPA's approval of any disposal facility prior to
5 bringing something there, so we have to go through certain
6 analytical testing, things of that nature, get approval from the
7 disposal facility, get approval from EPA, before we can start to
8 haul things off site, and that's some of the work that we're
9 currently going through, and it may be another day or two before
10 some of that starts to come into play.

11 Q. Please refresh me if you would -- I'm not a soil
12 scientist, but how do you -- on site, what do you do with the
13 soil? Where do you store it?

14 A. We've got a couple options available to us. One option
15 is to store it in a pile right in the area where there's currently
16 oil. So, basically, just have a pile of contaminated material
17 right in the currently contaminated area.

18 So, for instance, they're working on trying to expose
19 the pipe -- or will be working on trying to expose the pipe. I
20 don't know current status. That soil that they need to remove for
21 that, one option available to us is to pile it up right in the
22 contaminated area, just a little ways over from where they're
23 doing their work, so that way we're not contaminating a new area
24 or anything like that.

25 Another option, if that's not an effective option, is to

1 create a temporary soil storage area by, you know, creating a
2 berm, putting a poly liner underneath it, and then temporarily
3 storing it there until we get approval from a disposal facility.
4 We've been making arrangements for kind of pursuing both of those
5 options. I don't know if one or the other has been selected at
6 the moment.

7 Q. Do you have anything to do with the diking tube around
8 the failure site?

9 A. Yes, there's been two dikes that have been installed, to
10 my knowledge. The first one was installed by pipeline
11 maintenance, and it was in the immediate vicinity of the source
12 location. You know, basically, they were working to isolate the
13 pipe location from being able to have more oil go into the wetland
14 and then, subsequently, into the creek.

15 Yesterday, at my request, a second dike was installed in
16 closer proximity to the creek to isolate the creek from the
17 wetland area.

18 Q. So between the leak --

19 (Off the record at 4:00 p.m.)

20 (On the record at 4:05 p.m.)

21 MR. JOHNSON: We're on. All right. Shall we finish?

22 MR. KOVAL: Off the record you mentioned you're going to
23 do some aerial photography at this time?

24 MR. JOHNSON: No, what I said is, there was -- it was
25 available for people from NTSB to go up in a helicopter tonight.

1 Just talking to Matt, that's not going to work tonight, so we'll
2 most likely make it work tomorrow.

3 As far as aerial photography for you -- Bob, are you
4 aware of what we've done? I don't know.

5 MR. STEEDE: I don't know if there's been formal aerial
6 photography done.

7 MR. PIERZINA: Informal?

8 MR. STEEDE: I did not snap one on my phone while I was
9 up there because every time he banked hard, I was trying to find
10 my happy place.

11 MR. JOHNSON: I don't -- you know, Brian, maybe we'll
12 get a chance, we can just ask tonight. I haven't seen anything
13 myself. I haven't seen a photograph. I haven't seen a drop of
14 oil. So I don't know about that, Chuck, I just don't. Maybe
15 we'll put that on our --

16 MR. PIERZINA: Can we have that as a take-away that, you
17 know, poll anyone that's been taken up in the helicopter for any
18 pictures that have been taken, because those are, you know, facts
19 and evidence, right, and needed for the investigation.

20 MR. JOHNSON: All right.

21 MR. KOVAL: We are interested in the data you may have
22 with your cooperation with other agencies that they may -- data
23 that you have that would show their presence on this accident.

24 MR. STEEDE: Okay.

25 MR. KOVAL: I don't have any further questions.

1 BY MR. PIERZINA:

2 Q. I just want -- you understood what Chuck asked you for?

3 A. Just now?

4 Q. Yeah.

5 A. Data with other agencies.

6 Q. Okay. The data that you've shared with --

7 A. So things like the work plans that we have submitted,
8 ground water results, surface water results, air results, things
9 of that nature.

10 Q. Okay, great.

11 A. That would be kind of the -- to date, kind of the
12 extent.

13 Q. Okay, perfect. I think I wanted to back up a little
14 bit, because you talked about the air sampling. CTEH was doing
15 the community air sampling.

16 A. Yes.

17 Q. And they are contracted to Enbridge?

18 A. Yes.

19 Q. And so they're the resources that are out measuring
20 benzene levels and --

21 A. Correct.

22 Q. -- and other VOC levels?

23 A. Correct.

24 Q. Okay.

25 A. In the community --

1 Q. In the community.

2 A. -- not worker safety.

3 Q. Not worker safety, okay. So could you describe what
4 responsibilities CTEH has with respect to the results that they're
5 getting from their sampling and action levels that -- you know,
6 that would be taken, you know, and how that may have changed from
7 initial efforts Monday, you know, to present day?

8 A. Since you said action levels last, I don't personally
9 know the precise action levels. I know that there has been
10 varying action levels each day, depending on a different agency
11 involvement, health department review of situations, things of
12 that nature.

13 Generally speaking, the process is that when CTEH is out
14 in the community sampling, they're basically being shadowed by
15 EPA's contractor, Weston, and they are sharing the data on what's
16 being found and things of that nature. If there is things that
17 are above certain action levels, that's being made aware of to
18 Weston instantly, which goes to EPA, which stuff happens.

19 Q. Okay. And maybe I might have not quite the correct
20 understanding. If benzene levels were detected, you know, above
21 the required action level, who would initiate, say, an evacuation
22 of any, you know, indigenous people to that area?

23 A. At this point it's my understanding that it's the EPA
24 and health department that are doing evacuations.

25 Q. Okay. So --

1 A. I'm not aware of any forced evacuations occurring.

2 Q. Right.

3 A. I think that there are -- there's been some general, if
4 you are interested in going -- or leaving your home, just because
5 of odor situations or, you know, type thing, Enbridge has afforded
6 that opportunity to exist out there. It's my understanding that
7 there is one area that -- between either the county health
8 department or EPA that they have issued an optional evacuation but
9 not a forced evacuation.

10 Q. Okay. And that's really outside of Enbridge's scope of
11 responsibility or authority right now or --

12 A. It's my understanding that the decisions -- we're
13 collecting the majority of the data, which we're providing to
14 those regulators, who are reviewing it and making decisions as to
15 whether people should be leaving.

16 Q. Okay. And if we go back to Monday night when you got
17 resources on the ground, at that point, you know -- and I'm pretty
18 sure you're -- you know, EPA had resources on the ground, and you
19 folks are working together --

20 A. Uh-huh.

21 Q. -- and making decisions about what to do based on the
22 data that you're getting. And, you know, is it pretty much a
23 real-time, you know, assessment and --

24 A. Right.

25 Q. -- and response type of activity?

1 A. Yeah.

2 Q. And so, at this point you're several days since the
3 beginning of the emergency and response. That's kind of changed
4 right now. You're still collecting data and providing that with
5 the other agencies --

6 A. Correct.

7 Q. -- and, essentially, what happens after that is out of
8 your control?

9 A. It's certainly out of my personal control.

10 Q. Yeah, I'm sure everyone's working together to discuss
11 what you're seeing and what's --

12 A. Yeah, with the incident command structure that's in
13 place with the unified command, you know, I'm traditionally not
14 there --

15 Q. Yeah.

16 A. -- so a lot of this information is getting fed up to
17 there, decisions are being made, so if Enbridge is actively
18 involved in some of those decisions, I'm not privy to that
19 understanding.

20 Q. Yep. And, also, I mean, I was in a lot of those
21 briefings when those discussions were taking place, and I haven't
22 been there myself for a few days, so I don't -- I'm not aware what
23 the current status --

24 A. Yeah, yeah. So my personal role in this is I have
25 retained the resource from the air monitoring, and so we're

1 managing that work going on, making sure that the information's
2 getting communicated, making sure that we've got the necessary
3 resources in place to meet the requested needs on air sampling.
4 And it's really a data collection and a data provision.

5 Q. Is the air sampling -- is there a written plan?

6 A. A written plan was provided to EPA. I believe that was
7 provided to EPA on Tuesday. Comment has been provided on it. It
8 has been modified, and it has been incorporated into the sampling
9 and analysis plan that we provided to EPA. That includes all
10 sampling that we're doing.

11 Q. Air, water, soil --

12 A. Air, water, sediment and soil.

13 Q. And getting back to water sampling just a little bit,
14 was any water sampling taken immediately above Talmadge Creek, you
15 know, prior to where the oil enters, you know, is entering the
16 creek?

17 A. Yes. One of the first places that we collected water
18 samples was upstream in the creek, in Talmadge Creek, from the
19 oil, so we can see what the water quality was like coming into
20 that area. Also, upstream of the Kalamazoo River of where
21 Talmadge Creek discharges into the Kalamazoo, so we have what is
22 coming into the impacted area, more or less background readings.

23 Q. Okay.

24 A. We also then have leading edge or, you know, downstream
25 of leading edge in the Kalamazoo. Those are three of our key

1 points, and it's my understanding that we are sampling those
2 potentially twice daily.

3 Q. Okay. Is any sampling being done downstream of the
4 first flumes, you know, near the leak site, so that, you know, can
5 maybe somehow measure the effectiveness of those flumes at the
6 leak site?

7 A. From a water quality standpoint we are not doing any
8 sampling, to my understanding, in Talmadge Creek, and the reason
9 for that is that the water sampling is going to -- if you've got a
10 heavy sheen on it, on the water surface, we know that there's some
11 form of contaminant present.

12 Q. Okay.

13 A. So getting analytical data on that is just almost
14 redundant information.

15 Q. Okay. Yeah, my curiosity was only, you know, as far as
16 trying to measure the effectiveness of the flume and containing
17 the oil, you know, from getting into, you know, Talmadge Creek
18 and --

19 A. Yeah, the effectiveness of the flumes is more of a
20 visual assessment more so than an analytical.

21 Q. Okay. Can you discuss the efforts related to Morrow
22 Lake as far as, you know, water quality and ensuring that, you
23 know, ensuring that you have an effective response in keeping the
24 oil out of Morrow Lake?

25 A. There is quite a bit of boom on the upstream side of

1 Morrow Lake. There's several good access points there, so there's
2 a lot of boom to ensure that that's our true line of defense.
3 There's also a boom at the hydro plant on the downstream side of
4 Morrow Lake, but as of the time I was in the helicopter last
5 night, there was no visual sheen present anywhere in Morrow Lake
6 that I saw. We are doing water quality sampling I know for sure
7 downstream of Morrow Lake and I believe in Morrow Lake.

8 MR. KOVAL: Somebody said there was air quality
9 monitoring somewhere down that way, too?

10 MR. STEEDE: A lot of the air quality monitoring --
11 there's fixed sample locations where they'll put equipment.
12 They'll hang it in a tree or something of that nature. They also
13 have equipment sitting on top of vehicles, so they'll just drive
14 around the different communities and, basically, that's a total
15 VOC monitor. If they start to see, you know, detect the presence
16 of VOCs in doing this, they'll stop, evaluate the area a little
17 bit more, then they'll collect like a benzene sample, to see if
18 there's a true health risk.

19 You know, there are also people out on the ground,
20 walking around different areas, things of that nature. So, you
21 know, with a 30-mile work site, it's kind of a combination of
22 fixed, you know, vehicle, mobile, and then personnel going into,
23 you know, the more high-risk locations.

24 MR. KOVAL: Do they have any of those on boats?

25 MR. STEEDE: To my knowledge, no.

1 BY MR. PIERZINA:

2 Q. Has there been, you know, product making it to the boom
3 upstream of Morrow Lake?

4 A. Free oil, no. Sheen, based on my visualization last
5 night, the boom at the upstream side of Morrow Lake, in my view of
6 what I saw last night, I would say there is no sheen there. There
7 is a boom upstream of that that is seeming to be quite effective
8 at catching the downstream hint of sheen.

9 Q. And so that next boom upstream, you have some sheen. Do
10 you have product?

11 A. No. So you have Morrow Lake with a boom, there's
12 nothing there, you have a boom up from there that's got sheen,
13 you're probably a few booms up from there before you have
14 something that resembles product. And as of last night, there's
15 definitely some heavy sheen area, but there's very little that I
16 saw that looked like actual free oil on the river, really,
17 anywhere.

18 Q. Okay. That's --

19 A. Certainly progress from what it was earlier in the week.

20 Q. Great, yep. So and the booms -- I understand that the
21 booms, you know, are being deployed by operations --

22 A. Yes.

23 Q. -- and such, but do they communicate to you when certain
24 -- or when new boom is deployed and in place?

25 A. I'm just getting information at, you know, different

1 meetings that we're having --

2 Q. Okay.

3 A. -- so I tend to know who has that information, so we
4 will have like my resource that's doing the GPS data collection,
5 he'll go out and collect some GPS data on new boom location. We
6 try to get some environmental staff, whether it's my personal
7 staff or our consultant, to make periodic visits to all the
8 different locations for the purpose of just making sure that
9 people understand certain environmental-related issues, compliance
10 issues that they should be doing, seeing if sufficient waste
11 management resources are in place, what types of things that they
12 may need. Is there some small tweaks that can be made to some of
13 the boom, particularly like in Talmadge Creek, that can make the
14 recovery a little more effective. Things of that nature. That's
15 some of the things that we will do.

16 Q. And, you know, I kind of want to verbalize a request,
17 but I want to do it in the right way so that it's something that's
18 manageable. But, for instance, you know, aerial -- is it possible
19 to get an aerial map or aerial maps, you know, depending on the
20 size of -- you know, of the affected area, of the impacted area,
21 you know, say, by the end of each -- you know, by day or by some
22 time frame, so we can see the progression of the boom deployment
23 of --

24 MR. JOHNSON: I think you have that, don't you, Chuck?

25 MR. KOVAL: I have it in static, one day.

1 MR. STEEDE: Yeah.

2 BY MR. PIERZINA:

3 Q. Yeah, one day. What I want to ask --

4 A. You want a flip card to be able to see here's what it
5 looked like on Monday --

6 Q. Yeah, flip it real fast so you can watch the oil going
7 down the river and the booms showing up and --

8 A. Yes. Yes.

9 MR. JOHNSON: Aren't we doing that each day now?

10 MR. STEEDE: Each day now, yes. You know, I mean,
11 there's -- with all the response activity and the ramping up of
12 resources, some of the mapping-type things has been a challenge.
13 So I think that that is something that can be done, yes.

14 MR. JOHNSON: And, you know, we can check when we go
15 back.

16 MR. STEEDE: It may already be done,

17 MR. JOHNSON: But you know, since they brought in the
18 two GIs people, they made that, and I know they were adding boom
19 to it, and then they would do the updates. But, in my mind,
20 that's what they're doing. I don't want to make a promise, so I
21 -- maybe your request is easy. If we can ask that at 7 tonight at
22 the meeting, we can let you know tomorrow. Is that fair?

23 MR. PIERZINA: Okay. I think we -- you know, I think
24 we're interested in something that we can get quickly that
25 provides -- you know, something that provides the best picture in

1 an expedient manner, you know, and I just suspect that, you
2 know --

3 MR. STEEDE: Sure.

4 MR. PIERZINA: -- it's available -- you know, it's
5 something that could be a PDF file or a JPEG file or some -- you
6 know. Of course, now, John McKay's been presenting some of that
7 stuff, you know, with Google Earth --

8 MR. JOHNSON: Yeah, and then they jumped it over.

9 MR. PIERZINA: I don't have Google Earth, I have some
10 other program, you know, so if it could be, you know, a screen
11 shot or maybe a screen shot by divisions, you know.

12 MR. STEEDE: Yeah. We would have --

13 MR. JOHNSON: Are you going to be over there by any
14 chance anywhere near there?

15 MR. STEEDE: I suspect so.

16 MR. JOHNSON: Why don't we -- you know, and I don't mean
17 take it off-line, but why don't we look at what they have, Brian?
18 Is that fair?

19 MR. PIERZINA: And Chuck, and we'll look at what they
20 have, and we can shop a little bit and say, "I want that."

21 MR. STEEDE: Right.

22 MR. JOHNSON: Is that a safe place to leave the request?

23 MR. KOVAL: I think so.

24 MR. JOHNSON: All right. Good, good.

25 MR. STEEDE: Yeah, because it'd be -- the question on

1 whether it would be easy or not is if there's a save of each day's
2 thing, or is it just being updated, which then would force us to
3 go back and undo certain things to create the older data.

4 MR. KOVAL: Well, yeah, so --

5 MR. STEEDE: So, I mean, the data exists, and that can
6 be done. It's matter of how -- what type of time line it is to
7 provide that information to you.

8 MR. PIERZINA: Yeah, so maybe what I initially said, the
9 flip version where we can watch the stuff happen is going to take
10 a little bit longer than --

11 MR. JOHNSON: In my mind -- scary -- I think Nick Salo
12 (ph.), the guy who's doing that, you know, I think, every time he
13 does something, he makes a version change.

14 MR. STEEDE: Right.

15 MR. JOHNSON: I really think that, Brian, so let's ask
16 him, you know, because no sense us describing what we want when
17 someone may already have it. I think we spin our wheels. So
18 let's go see what he has to say.

19 MR. PIERZINA: Yeah, yeah, yeah. So you guys have a
20 sense for what I think we're looking for, and we can see what's
21 easily available and, you know, maybe do screen shots or --

22 MR. STEEDE: Get snapshots at different points in time.

23 MR. JOHNSON: You know, and it might even be -- and
24 then, depending on if it's PDF, it'll make it easier for Bob and
25 I, then we give him your card and say, "Can you do this

1 electronically twice a day," or whatever he does."

2 MR. PIERZINA: Great.

3 MR. JOHNSON: And so fair enough?

4 BY MR. PIERZINA:

5 Q. And just to back up, you mentioned the wildlife. Did
6 you say that that has mostly been turned over to --

7 A. Focus Wildlife.

8 Q. Focus Wildlife.

9 A. Focus Wildlife is our overall kind of manager of
10 everything wildlife.

11 Q. Right. You've been removed from it, right?

12 A. Me, personally, have been removed from that process.
13 Jim Snyder, one of my staff members, spends most of his day at the
14 animal rehab area.

15 Q. All right.

16 A. We've sometimes had a couple Enbridge people -- it's our
17 intention to have an Enbridge person at the animal rehab area
18 whenever there's somebody at the animal rehab area, basically.

19 Q. Okay.

20 A. It's not to say it's at the 100 percent level, but
21 that's what we're striving for.

22 MR. JOHNSON: But he's got at least one person running
23 it, and it's our contractor.

24 MR. STEEDE: But there's then a lot of other agency
25 people and folks that they have brought in to assist with the

1 animal rehab work. And there may even be some volunteers --

2 MR. JOHNSON: We've got a region manager sitting
3 downstairs. I'd really like to finish up with Bob, for Bob's sake
4 and for Tom's sake.

5 MR. PIERZINA: Oh, yeah, yeah.

6 MR. KOVAL: Dana has some questions.

7 BY MS. SANZO:

8 Q. My question goes to planning and preparedness. If you
9 could offer advice to others who might be in your role at another
10 company, another position, what pieces of advice would you give
11 them on steps in your planning that have helped you work through
12 this situation? What would you tell your colleagues --

13 A. I think the number one thing that I would say helped me
14 the most be prepared for this, beyond all the stuff that we do as
15 a company and are required to do and ER drills and things like
16 that that I participate in, my counterpart in Canada and I had a
17 telepresence meeting roughly a month and a half to two months ago,
18 and we worked through, basically, this scenario from a staffing
19 standpoint. What are all of the different things that we are
20 going to be expected to do in a worst-case scenario? The wildlife
21 resource, the, you know, environmental officer role and who
22 supports him, the, you know, natural resource damage things, the,
23 you know, sampling, the clean-up, all these different roles that
24 end up falling under us that, on something small, may be all
25 crammed into one box, but when you deal with something on a large

1 scale, it's really a, you know, distinct, you know, almost your
2 own incident command sub-chart. And so we kind of mapped that
3 thing out, and that was probably the thing that I would say was
4 the thing that helped me the most is to have gone through that
5 exercise and very recently.

6 Q. And in going through that exercises in your planning, do
7 you already have like, say, a list of contractors in each area
8 that you would call upon --

9 A. Yes.

10 Q. -- in an emergency, and that's all planned ahead?

11 A. Yes, yes. We -- Focus Wildlife is our wildlife
12 consultant. We have like Superior Environmental is who we have
13 tagged as our primary response consultant in Lower Michigan. URS
14 is kind of my fallback to anything complicated, I bring URS in.
15 Entrix is our primary natural resource damage consultant. So we
16 have, you know, information on these people that we keep so that
17 we've got the ability to start pulling them in.

18 Q. And I'll just leave it open to any other recommendations
19 you would give for planning and preparing for responding to an
20 incident like this.

21 A. I don't have anything more to offer.

22 MS. SANZO: Thank you very much.

23 MR. STEEDE: You bet.

24 MR. PIERZINA: Thank you, Bob.

25 MR. KOVAL: One last question.

1 MR. STEEDE: Sure.

2 BY MR. KOVAL:

3 Q. Training?

4 A. Yes.

5 Q. You were discussing all that. Can you tell us what kind
6 of training you have regarding this?

7 A. Me, personally?

8 Q. Yes. You said you were an engineer?

9 A. Sure. I am an engineer. I am a professional engineer
10 in the states of Michigan, Wisconsin and Montana. I was an
11 environmental consultant from 1990 until 2008, when I came to
12 Enbridge. So, one of the main services that I provided as an
13 environmental consultant was spill response and site cleanup. So
14 I have been on the opposite side of the table that I am sitting at
15 with respect to being hired by companies to assist them in a
16 response and a cleanup.

17 MR. KOVAL: Thank you very much, Bob.

18 MR. STEEDE: And then things like, you know --

19 MR. KOVAL: We really appreciate you coming in. Thank
20 you so much.

21 MR. STEEDE: You bet.

22 MR. JOHNSON: And I really want to thank Bob, because
23 you waited a long time, Bob.

24 (Whereupon, at 4:33 p.m., the interview was concluded.)

25

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: Robert Steede

DOCKET NUMBER: DCA-10-MP-007

PLACE: Coldwater, Michigan

DATE: July 30, 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.

Amy Shankleton-Novess
Certified Electronic Reporter

Cheri Grissom
Transcriber