# Positioning MSRC for the Future

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# DISCUSSION TOPICS

1. MSRC Capability Overview
2. US Expansion and International Outreach
3. Recent Responses
4. Greater Utilization of Resources
   - Scalable Spill Response Management
   - Salvage and Marine Firefighting Support
5. Asset Recapitalization

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# MSRC'S CAPABILITY OVERVIEW

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## MSRC has the largest portfolio of oil spill response equipment in the U.S.:

### Mechanical Recovery & Containment
- 355 Skimming Systems
- 684,600 ft Boom
- 8 PSV VOO Packages

### In-Situ Burn
- 22,500 ft Pyro-boom

### Storage
- 650,200 Barrels of Dedicated Storage
- 15 Oil Spill Response Barges (OSRBs)

### Dispersant
- 4 Aircraft
- 121,500 Gallons of Dispersant

### Response Vessels
- 14 x 210' ft Responder Class Vessels
- 9 Fast Response Vessels (FRVs)
- 23 Oil Spill Response Vessels (OSRVs)
- 68 Shallow Water Barge Systems

### Response Team
- 405 Response Personnel
- 90 Contracted - Spill Team Area Responders (STARs)
  - 169 Locations
- 40 Manned Sites

### Communications
- 7 Emergency Communications Packages
  - AVL 1.2 M Self-acquiring Satellite
  - Internet Connectivity
  - VOIP Telephony Services, Cell Repeaters
  - Multiband Radio Packages
- 30 Dedicated Communications Technicians

### Surveillance
- 3 Aircraft TRACS Multispectral & TIR* System
- 3 Aerostat Balloon – HD & TIR* System
- 14 OSRV-mounted X-Band & TIR* Cameras
- 5 Portable X-Band & TIR (OSRB mounted)
- Close-in TIR* Drone Camera Systems

*TIR – Thermal Infrared

# MSRC COVERAGE EXPANSION IN THE PACIFIC

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## Hawaiian Islands

MSRC took over the OSRO operations of Clean Islands Council in 2018 and provides the most expansive OSRO coverage in the Islands.

COTP 14 Honolulu OSRO Classification

Tier 1-3 Dispersant Capability

- Tier 2 & 3 Capability potentially cascadable to American Samoa, Guam, Saipan

## California

MSRC acquired the assets of Clean Seas in 2017. The new areas of coverage include:

*Clean Seas Former Operational Area*

Santa Barbara Channel

Port Hueneme

Monterey

# MSRC RE-ESTABLISHED OSRO COVERAGE IN THE USVI

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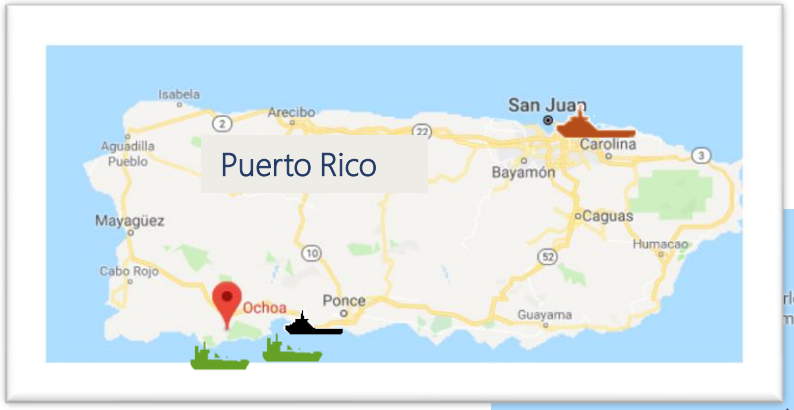
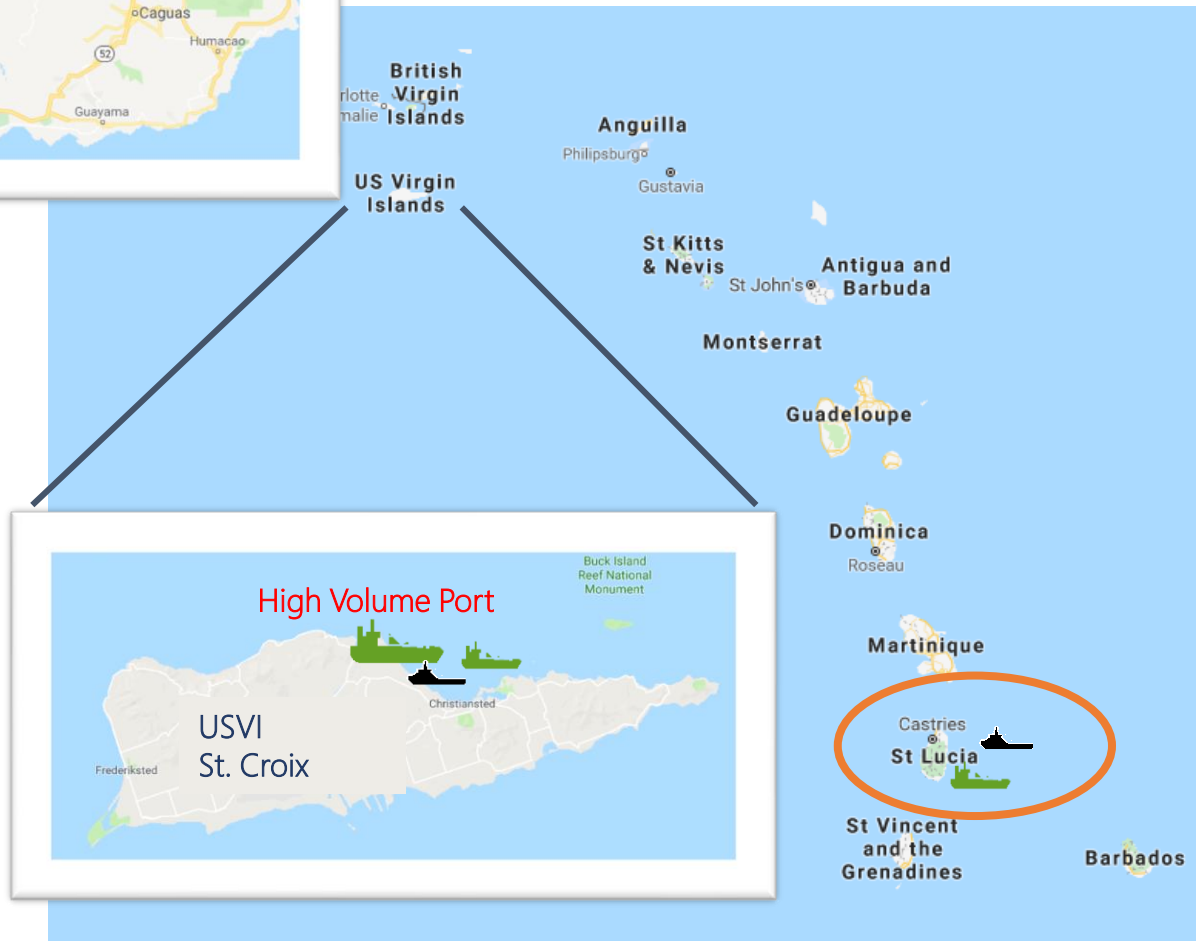
## Current Caribbean Capability Summary

- Puerto Rico Resources
  - 3x Dedicated Personnel
  - 47′ ft Fast Response Vessel to San Juan
  - 2x 48′ ft Shallow Water Barge Systems
  - Work Boat
  - Largest cache of boom and skimming on the island (MSRC and STARs)
- Re-established coverage in High Volume Port St. Croix
  - 3x Dedicated Personnel
  - 288′ ft Tank Barge, 40,000 bbls temporary storage
  - Work Boat
  - 48′ ft Shallow Water Barge System
  - Sufficient skimming and boom capability to meet Tier 1 facility planning requirements
- Presence in St. Lucia
  - 48′ Shallow Water Barge System
  - Work Boat
  - VOO Skimming Package
  - Local personnel trained to deploy equipment




47′ ft FRV
Work Boat
48′ ft Shallow Water Barge System
288′ ft Tank Barge, 40,000 bbls



# INTERIOR REGION CAPABILITY EXPANSION

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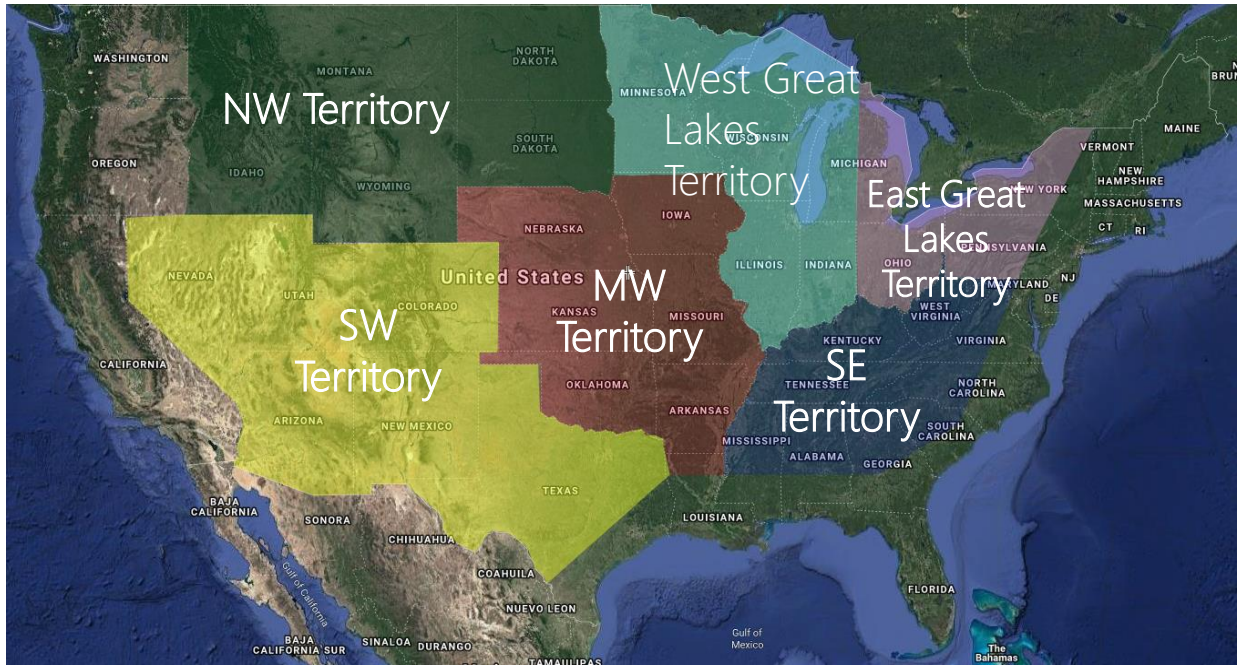
The Interior Region was developed in response to Customer needs driven by increased oil and gas activity, pipeline networks, and rail support.

## Interior Region Service Capability Model

- Leverage existing interior, local environmental services contractors to provide a low cost approach to interior coverage
- Embed MSRC Coordinators in each of the 6 territories as liaisons between customers and contractors
- MSRC Coastal Personnel act as "Strike Team"
  - Support training, exercises, drills, and spill response
- Atlantic Region provides oversight and staff management



# INTERNATIONAL OPPORTUNITIES TO INCREASE UTILIZATION OF MSRC RESOURCES

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- Global support with specialized human capital
  - For example, communications support and remote sensing capability
  - Skills & competency based on real world responses are increasingly rare

- GRN Opportunities to share unique assets across a network
  - Maximize utilization and investment, limit redundant investment
  - For example, fire boom, ocean boom

# RESPONSE ONE: TANK FARM FIRE, APRIL 2019

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- Fire at tank farm spreads to 8 tanks of naphtha / lubes
- 4 days later, dike containing lube oil and gasoline product breaches, spilling product into ship channel, shutting it down
- Day after RP activates its Primary OSRO, the USCG calls out MSRC
- MSRC mounts large-scale response over next 3 weeks:
  - 127 Response Personnel, including STARs contractors
  - 24-hour Response Operations
  - 6 Shallow Barge Systems with Skimmers
  - 6 Pushboats
  - 1 OSRV Texas Responder
  - 1 Support Boat
  - 1 OSRB
  - 1 VOO Skimming Package
- To avoid BTX and naphtha vapor exposure, continuous air monitoring was performed, and responders were periodically rotated
- MSRC cascaded Responders from Pacific and Atlantic regions and activated the Reservist Program to help meet the manpower requirements for this response
- Under USCG Contract, MSRC Non-Member response provided at a mark-up

# KEY LESSONS LEARNED IN RESPONSE ONE

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- Primary OSRO was lacked a systematic method to scale up and manage on-water assets
- RP did not have contract SMT resources and lacked adequate knowledge of ICS to manage response effectively
- USCG was not primary FOSC (EPA was) and was not able to effectively mitigate RP shortcomings in Command
- Improved strategies for dealing with high VOC content products are possible
- Further study remote operations/automation possibilities to lower human risk (Autonomous Vessel Project)
- Cascading MSRC personnel and reservist support model were very effective in managing manpower scale up requirements
- MSRC should bring additional IH contractors into our STARS network
- Lighting could be improved to facilitate 24 hour operations

# RESPONSE TWO: SHIP/BARGE COLLISION, MAY 2019

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- A ship/barge collision occurred in a major shipping port
- One barge was breached as seen here; another was capsized but with no apparent cargo leaks
- The cargo was reformate a cargo with high BTX potential.
- MSRC was activated along with several other OSROs on Day 1

# KEY LESSONS LEARNED IN RESPONSE TWO

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- RP with a well trained in house SMT got organized quickly
- Tasking MSRC with managing subcontractors allowed RP to focus on salvage and overall management
- Removing contractors from the command center reduced the command burden and minimized the "sales" effect
- Contractors were not pleased at first but settled in
- IH contractors performance was again not what we expected. MSRC looking to bring additional IH contractors into our STARS network.

# GREATER SPILL MANAGEMENT SUPPORT

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## Efficiency

- Focus on where our existing skills can increase the value proposition
- Maintain a core set of competencies available to all of our customers
- Take full advantage of our human capital (57% of our cost basis)
- Broaden STARs network to accomplish the same value-add to customers for skill sets that are not core to MSRC
- Provide a broad distribution of skills geographically to meet growing regulatory demands
- Support customers by training their in-house resources

## Effectiveness

- Focuses reduced number of incidents on a smaller cadre to maintain competence
- Allows a very skilled workforce to be developed and maintained on behalf of all customers
- Lowers customer internal costs by mutualizing the cost burden
- Provides a framework for managing a diverse pool of contractors to be response effective

We *do not propose* providing a Spill Management Team offering.

This is a scalable, resource management approach to meet customer needs.

# SALVAGE & MARINE FIRE FIGHTING

## Benefits

- Get ahead of dedicated vessel asset approach that Regulators are taking for Salvage and Marine Firefighting (SMFF)
- Greater MSRC asset utilization
- Industry avoids cost of additional SMFF vessels
- Supports a similar customer base

# SALVAGE & FIREFIGHTING
# WHERE CAN MSRC PROVIDE PLATFORM SUPPORT

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## Salvage

### Assessment & Survey

1. Remote assessment and consultation
2. Begin assessment of structural stability
3. On-site salvage assessment
4. Assessment of structural stability
5. Hull and bottom survey

### Stabilization

6. Emergency towing
7. Salvage plan
8. External emergency transfer operations
9. Emergency lightering
10. Other refloating methods
11. Making temporary repairs
12. Diving Services support

## Salvage

### Specialized Services

13. Special salvage operations plan
14. Subsurface product removal
15. Heavy Lift

## Marine Firefighting

### Assessment & Planning

16. Remote assessment and consultation
17. On-site fire assessment

### Fire Suppression

18. External firefighting teams
19. External vessel firefighting teams

From TABLE 155.4030(b)—SALVAGE AND MARINE FIREFIGHTING SERVICES AND RESPONSE TIMEFRAMES

# ASSET RECAPITALIZATION

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Objectives include:

- Provide Realistic Response Capability
- Maintain Robust Regulatory Compliance
- Realize Operating Cost Savings
- Identify Supplemental Revenue Potential thru Multi Mission Capability
- Define the Next Generation of:
  - OSRV, Fast Response Vessel, Medium Skimming Vessel, and OSRB
  - Right Size Temporary Storage Resources and Capacities
  - Rationalize Offshore Skimming Resources to Match Tomorrow's Spill Risks
- Ascertain New Construction/Conversion Options
- Optimize Distribution of Resources – Locations of Vessels and Sites

# ASSESSING THE NEXT GENERATION OF ASSETS

The right asset mix for MSRC's next generation must adapt to customer needs of today and the future. MSRC must anticipate changes in mission to build an effective portfolio.

## Mission

Broader capabilities for varied operating environments
Greater Asset Utility – Firefighting, Salvage
Oil Spill Response, Safety of life missions

## Right Asset Mix

Determine Mission Requirements
Current & Future Regulatory Requirements (ERSP)
Asset Life & Effectiveness
Learnings from Response Performance

## Market Supply

Cooperation with Peers
Leverage Contractors
Vessels of Opportunity

# THANK YOU

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