

**INTERVIEW SUMMARY OF RANDY OSBORN
TAKEN ON MAY 23, 2006
TREMONT HOTEL IN GALVESTON, TEXAS**

On May 23, 2006, the Management Accountability Team interviewed Randy Osborn, Execution Coordinator, TAR Maintenance. The participating team members were Rudy Blyweert, Stephanie Moore and Jeff Heller. Mr. Heller was the primary interviewer. The interview lasted approximately two hours. Margene Westlund took minutes of the interview. Margene Westlund prepared the interview summary. Mr. Osborn has not reviewed this summary.

Jeff Heller gave the introduction regarding the Management Accountability team and the issues relating to Texas City ("TXC") and the ISOM incident. Mr. Heller informed Mr. Osborn that the team was talking to a number of people and that they will be reporting back to London. The interview will be primarily about background, roles, responsibilities and how the entire organization fits together.

Mr. Heller also informed Mr. Osborn that this interview is confidential, but not privileged.

MR. OSBORN'S EMPLOYMENT BACKGROUND

Mr. Osborn was hired on July 13, 1981 as a Welder at TXC in TAR and has remained in TAR for the last 25 years. He had five years of construction background. He went to a vocational school for welding. Mr. Osborn became salaried on April 1, 2006. He had been a step-up supervisor for the past 5-7 years. He basically worked on what was broken. For example, if he worked on a tower, he may have supervised 25 people. If he worked on a turnaround, he would supervise possibly 200 people. His position changed depending on the assignment. Some assignments would last three to four weeks. TXC has kept Mr. Osborn busy for the last six to seven years.

Mr. Osborn's supervisor is the Superintendent of TAR, Mark Risinger. Mr. Risinger became Mr. Osborn's supervisor about 3 years ago. Mr. Risinger was in operations prior to TAR. Mr. Risinger was responsible for ISOM, ARU, Cokers and Cat Feed. Currently, Mr. Osborn is an Execution Coordinator and reports to Mr. Risinger. As an Execution Coordinator, he plans jobs in advance and coordinates the physical work. Most of the people reporting to Mr. Osborn are contractors and have been for about 15 years.

Since the hurricane, TXC has been catching up on maintenance and fixing things such as the steam systems. Now they are on Tier II and fixing things on other units that are shut down. The plan is to get those items completed during the shut down. It will probably be another year before TXC is brought back to full capacity. TARs typically occurred on a unit every three to four years and were staggered. Mr. Osborn participated in the planning meetings. Typically, there was a three year time line for a TAR.

Mr. Osborn has worked in most of the units at TXC. Mr. Osborn worked a TAR in the ISOM unit. His last TAR was in Ultraformer 1.

THE MARCH 23 EXPLOSION

There was a small outage in ISOM because of a joint leakage and that is why it had to be restarted. On that day, Mr. Osborn was working the Ultra Cracker ("ULC") and was in charge of the placement of trailers for the ULC. The trailers had been in the same location at least during his tenure at the refinery. Mr. Osborn does not know who was in charge of ISOM.

Mr. Osborn started in the ULC in September/October 2004. He was a step-up supervisor and a shift leader. The night shift would report to Mr. Osborn. Mr. Osborn repeats that the ISOM was not on a TAR. Mr. Osborn's hands were full with the ULC. It is not unusual to have five to six TARs going on at one time.

In September 2004, the ULC people reported to TAR Superintendent Mr. Risinger. There is one superintendent assigned to a TAR. If the TAR is small, a superintendent could manage a couple of units. Mr. Risinger reported to Mike Gibson who reported to Daryl Bertrum, who reported to Don Parus. Overtime is typical on a TAR. TAR life is typically December through March, seven days a week and 12 hour days.

PLACEMENT OF TRAILERS

Acreage is very valuable when doing a TAR. Since 1981, the trailers were always placed at that location by the ISOM unit. However, when the ULC Capital Project took off, they needed a place to hold 25 offices with computers and telephones. The Capital Project consisted of replacing compressors and they needed trailers with electricity. Accordingly, the Capital Project team took Mr. Osborn's spot for the trailers so he had to find a new location for his trailers.

Mr. Osborn and Kyle Seele did the MOC. Mr. Osborn completed the traffic plan and gave to Mr. Seele, who he believed was the owner of the MOC. Mr. Osborn had always used that area for trailers. The units were built very tight. Mr. Osborn did the MOC, but needed a TAR representative and an engineer. Mr. Osborn was there to represent the TAR on the MOC process. Mr. Risinger may have said okay to the location of the trailer. Mr. Osborn was never involved in any trailer location, but knew the location where they would be placed.

Mr. Osborn cannot remember who the Superintendent was for the Capital Project. Mr. Osborn and the Capital Project team shared heavy equipment, but Mr. Osborn was not responsible for supervising any physical work.

There was a MOC for the ULC trailers. Lisa was the ULC engineer. Mr. Osborn does not know who made the decision as to who would occupy the trailers. Mr. Osborn simply prepared the MOC. The trailers moved in around September/October 2004. Mr. Osborn had a smaller trailer during pre TAR. The ULC TAR was near completion at the time of March 23 explosion.

As more units are built, more TARs are done. Mr. Osborn has always had steady work. TARs are based on a three to four year schedule.

MAJOR CHANGES

It is now better for the working people. It's about staying in business. The craftsman does the best they can do. Mr. Osborn saw that the contractors were treated badly. Mr. Osborn never agreed with either side, but will stand by the craftsman and will not allow union leaders to bad mouth the contractors.

INTERVIEW CONCLUDED