

Acknowledgments

First and foremost, we thank the Commission and its co-chairs, William Reilly and Senator Bob Graham, for supporting our investigation throughout. We also thank the Commission's executive director, Richard Lazarus, for his extraordinary leadership.

Richard Sears, the Commission's senior science and engineering advisor, was an integral part of our team from the very beginning. We relied heavily on his considerable technical expertise as well as his deep understanding of industry business practices and culture. On the rare instances in which Richard could not answer a question himself, he summoned support from the broad network of industry professionals he created over his 33 years at Shell.

Many individuals involved in the Macondo incident spoke with us voluntarily. They included rig crew members, cementers, mudloggers, equipment suppliers, and shore-based engineers. Notably, many members of BP's Macondo well team met repeatedly with us to explain the chain of events that led to the blowout. BP also released a report of its own nonprivileged investigation of the blowout, and then provided us access to supporting documents. While BP's report differs from ours in scope, purpose, and conclusions, it aided our efforts, and we commend BP for undertaking it. Transocean graciously invited us to visit one of its deepwater drilling rigs to appreciate firsthand the scale and complexity of its operations. Halliburton provided samples of cement materials for testing. And regulators from the former Minerals Management Service spoke candidly about their roles and capabilities.

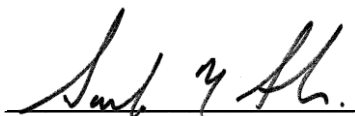
To support the work of our own retained experts, experts from every corner of the drilling industry met with us, sometimes at great length, to help us understand both the basic science and engineering of offshore drilling and the possible causes of the blowout. Chevron went even further by providing cement testing services and the assistance of a uniquely qualified group of cement testing experts. We also extend special thanks to Darryl Bourgoyne, Steve Lewis, Erik Nelson, and Dr. John Smith.

Megan O'Leary, William Lane, Devin Price, Vincent Yuen, Christina Crankshaw, Sammy Joe Osborne, Corinne Bilyeu, and the rest of the staff at TrialGraphix created the sophisticated graphics and animations that we have used to explain the story of the Macondo blowout, and produced the Web and print versions of this Report. Their results speak for themselves. In addition, Paul Ortiz of Cisco Systems assisted in preparing our public hearing presentation.

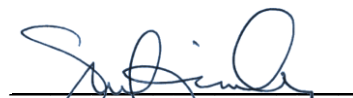
Finally, we thank most of all our own very dedicated staff: counsels J. Jackson Eaton, Brent C. Harris, Jon Izak Monger, and Saritha Komatireddy Tice, our paralegal Joseph Hernandez, and our assistant Michelle Farmer. They showed once again how much a small group of talented and hardworking individuals can accomplish. We and the Commission owe them great thanks.



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