

# Shellegram

Deer Park Manufacturing Complex

December, 1985

Vol. 50, No. 12

*With new Quality Improvement Process*

## LPA accepts quality challenge

RECENT CEREMONIES challenged Lube Phenol Acetone (LPA) employees to launch a new, self-tailored Quality Improvement Process, and emphasized management commitment to the quality procedure.

A number of Head Office and Deer Park managers took turns endorsing LPA's quality process Nov. 12, after LPA Superintendent Bob Bowen and other LPA Quality Improvement Team (QIT) members overviewed components of the process and explained reasons for a self-styled quality improvement process. Later, small group discussions provided detailed dissections of the quality technique and encouraged employee involvement.

"You have been asked here because you are the leadership of LPA. We want all of you to be aware of the quality process and to get this process started in LPA," Elmer Griffith, process manager, Lube A, told the audience of LPA supervisors convened in a ballroom of the Shamrock Hilton hotel.

Mike Wion, technical manger, Process Engineering-LPA, shared frustrations the QIT suffered while trying to force-fit an

unaltered Crosby Quality Process to meet LPA's requirements. "We didn't integrate our culture into the Quality Improvement Process (QIP)," he said.

REALIZING ITS MISTAKE, LPA held a May workshop specifically focusing on LPA quality needs. As a result, LPA began to

conformance)," said Bowen, "but we combined and fitted the 14 steps of quality to our unique situation."

In the end, LPA defined seven key elements to replace the 14 steps: Awareness, Education, Problem Elimination, Measurement, Goal Setting, Recognition, and Evaluation and Monitoring.

*"Setting requirements for a shutdown, or for what goes into a quarterly report, or for an individual's role is equally important. Everyone was asked to identify obstacles in their way of getting on with the Quality Improvement Process."*

understand what it needed from the quality process and developed a plan to achieve those needs. That plan was based on the Crosby quality method, but tailored to fit LPA's needs.

"We accepted Crosby's four absolutes of quality (quality is conformance to requirements, prevention, zero defects and is measured by the price of non-

"These steps were suggested by Deer Park's Organizational Effectiveness (OE) facilitators who already had analyzed the Crosby process. We looked at their suggestion and massaged it to fit LPA," said Bowen.

One of Crosby's 14 steps altered was Zero Defects Day. ZD Day is a planned event which announces that a change has been made, a new attitude is in place and product will be produced with zero defects from that day on. According to Crosby, the day should be filled with speeches, music and pizzazz. LPA opted for a more subdued day.

"We opted for something similar to ZD Day, Quality Awareness (QA) Day, a professional, yet upbeat, working day to demonstrate the level of commitment from DPMC, LPA, and the Resins and Lubricants Business Centers," said Wayne Reeves, technical manager, Engineering and Maintenance - LPA, a member of the QIT who played a key role in planning an awareness day.

MOST STAFF AND RELIEF FOREMEN in LPA had gone through quality education prior to Quality Awareness Day and had experience setting requirements based on techniques of the LPA quality process. Each work

## United Way participation up; per capita gift exceeds \$50

A 24 percent increase in Shell Houston-area employee donations helped bring Shell's total gift to the Texas Gulf Coast United Way to a record \$2,672,845.

The Shell gift accounts for almost six percent of the local United Way's 1985 goal. The United Way reached its \$45 million goal in November.

Employee participation this year was 88.3 percent, as compared with 86.2 percent last year. Contributions of \$1,196,756 represents a per capita giving of \$98, also an increase of 24 percent.

DPMC employee contributions totaled \$147,001.70, a \$4,000 increase from

1984. Employee participation was 78.2 percent, up from 75.4 percent in 1984. The DPMC per capita gift also increased to \$54 from \$49 in 1984.

Shell retirees, conducting their first campaign, raised \$26,089 -- the most received from a retiree community.

The Shell Companies Foundation, Inc. contributed \$1,450,000, the largest corporate gift ever received by the local United Way.

In addition to monetary contributions, Shell employees contributed time to help raise funds. More than 800 employees helped in the campaign.

CONTINUED ON PAGE 4

## Loans and hardship withdrawals

# SPDIF offers 2 new features

The Shell Pay Deferral Investment Fund (SPDIF) reached its first anniversary August 1, and at that time two additional features kicked into gear. They are loans and hardship withdrawals.

Now, those who have been SPDIF members for a year or more may borrow from their accounts. And, interest payments on such loans are relatively painless since you pay them to yourself --plus they are tax deductible if you itemize.

Just about the only drawback is that the money you borrow is not earning a rate of return in SPDIF's Guaranteed Investment Fund (GIF) or Equities Investment Fund (EIF). However, loan repayments resume current GIF or EIF investment potential.

The minimum loan is \$1,000, maximum \$50,000. If you borrow more than \$10,000, your loan may not exceed half of your account balance. You are allowed one loan per year, but may have as many as three loans outstanding, provided they don't exceed these limitations.

Interest rates will be set periodically, but

generally they will be about 2 percent below the GIF rate. The interest rate is fixed for the life of your loan.

You will have between six months and five years to repay loans, except for those to buy, build or remodel your primary residence, for which you may take up to 10 years. Payments, a minimum of \$12.50 each collected twice a month, are made through payroll deductions. There is no prepayment penalty.

If loan payments are not made, the balance due may be declared a withdrawal and taxed as ordinary income. Failure to repay a loan can result in severe tax consequences for SPDIF members.

Hardship withdrawals, unlike loans, are available only for certain specified needs and cannot be repaid. According to IRS requirements, these withdrawals are to be granted only after a member has exhausted all other possible sources of funds. This would include a withdrawal from the Provident Fund if you are eligible.

The IRS currently limits hardship withdrawals to a need for funds to con-

struct, purchase or renovate your principal residence, and to cover expenses for college education and unreimbursed medical care for you and your dependents.

The minimum withdrawal is \$500; the maximum is the actual amount you need up to the full value of your account. The money is treated as ordinary taxable income. You must be a member of SPDIF at least one year to be eligible for a hardship withdrawal.

Loan-request and hardship-withdrawal forms are available in Employee Relations. If you have any questions, talk with your supervisor or Employee Relations representative.

## Credit union entices new car buyers

A new law kept the Shell Credit Union from holding its second annual car sale this December, but did not prevent the organization from enticing holiday car sales.

A State law, passed this summer and effective Sept. 1, prohibits sales of automobiles at locations other than permanent dealerships.

However, undaunted and motivated by enthusiasm generated from the first car sale in Dec. 1984, the credit union board of directors substituted a special automobile interest rate program for holiday buyers.

A 12 percent interest rate was available Nov. 20 through Dec. 7 on purchases of new and used automobiles from car lots. The interest rate was reduced a full percentage point, from a normal 13.0 percent to a discounted 12.0 percent.

"The result of this special interest rate reflects 79 automobiles purchased and an increased loan volume of \$770,000," said board member Johnny Garrison.

"This patronage by members of the credit union again clearly reflects their confidence that their credit union is more than competitive with other financial institutions," he added.



**CHILDREN'S HOLIDAY?...Some of the Logistics Services gang drew on fun-filled memories of childhood to bring the spirit of Halloween to the office. From left, the imminent Quality instructor, Bob "Einstein" Leezer; Diana "The Enchantress" York; Gene "Degenerate" Flower; Chad "Devil's Advocate" Alexander; "Devilish" Mardi Kelly; "Alpine Yodeling Champ" Teresa Mills; Cynthia "Bag Lady" Lusk; and "Nurse" Gail Sandles.**



**FISCAL YEARS...** Financial took time out recently to recognize department members with more than 25 years service. This group averages 32 years with Shell. From left are Joe Powell, 33 years; Eleanor Robert, 25 years; Juanita Batton, 38 years; Bootie Hunter, 30 years; Bill Glasscock, 38 years; and Pat Carroll, 28 years.

### *More employee feedback and interest*

# Smokeout called a success

Based on informal employee feedback, Medical is calling its third annual Smokeout "unequivocally a success."

"We have had more employee feedback and interest than in prior years," said Katherine Moore, supervisor of Nursing, citing that as the best gauge of success for the program.

"The statistics do not tell us much since we do not know how many smokers there are at Deer Park. Also, we presently do not track the successes," she added.

However, 51 smokers voluntarily pledged to refrain from smoking for a 24-hour period during the Great American Smokeout Nov. 21. Another 35 employees adopted colleagues, promising to help them remain smokeless for the 24-hour period.

Medical's doctors wrote prescriptions for nicotine gum for 10 employees serious about giving up the smoking habit beyond the one-day Smokeout.

More effort was expended for the 1985 Smokeout than in the previous two years. Medical published weekly bulletin board announcements, arranged for 12 experts

from the Houston medical community to speak during employee safety meetings, and set up displays in Medical and the North and South cafeterias with information about health effects of smoking. Nurses also staffed the cafeteria displays, answering employee questions and handing out stop-smoking survival kits consisting of candy, aspirin and other encouragement.

"A number of members in one group were motivated to stop smoking after the presentation at their safety meeting," said Moore. "Others decided to give up chewing tobacco after a presentation. One employee told us trash cans in his area

were filled with discarded cigarettes and tobacco after a presentation.

"We also were asked to leave our display up in Medical, and asked if we would put together a similar display addressing the effects of alcohol and drug abuse," she added. Employees continue to go to Medical for information on smoking and with requests for survival kits and information to take home to spouses, said Moore.

"Elizabeth Patrick, R.N., put forth considerable time and effort in planning and coordinating this year's Smokeout," said Moore. "Elizabeth's effort, and that of others in Medical, is still paying off."

## Two retirees hit holes-in-one

During a stretch of three days, two DPMC retirees accomplished the dream golfing feat -- a hole-in-one.

Ralph Cawfield holed a 135-yard tee shot on the San Jacinto Golf Course Nov. 19. Cawfield, only a four-year veteran on the links, used a six-iron to record his first

ace.

Horace Butler bagged his second hole-in-one Nov. 21 on the par three, 178-yard ninth hole at Hide-A-Way Lakes near Tyler. It had been 20 years since Butler recorded his first ace, also on a par three, 172-yard hole.

# QIP now readily accepted

CONTINUED FROM PAGE 1

group in LPA used QA Day to review the four absolutes, as well as discuss examples of things done differently since setting quality requirements. Individuals looked at setting group requirements, as well as individual requirements.

"Setting requirements for a shutdown, or for what goes into a quarterly report, or for an individual's role is equally important," said Bowen. "Everyone was asked to identify obstacles in their way of getting on with the Quality Improvement Process." And they were asked to do something differently when getting back to work.

Vicki Johnson, Lube Logistics, identified an obstacle in her work day. "One requirement for many of our wax customers is the receipt of scale tickets with actual weights for products shipped by rail car. A delay in getting scale tickets from the railroad was keeping us from meeting the customer requirement of immediately providing scale tickets. That is a non-conformance," she said.

AN INVESTIGATION REVEALED railroad personnel did not clearly understand which products exiting DPMC were lubricants. Subsequently, Lube Logistics scale tickets were being incorrectly forwarded to Resins.

"I reviewed a switching list with appropriate railroad personnel to familiarize them with Lube products. The problem has been resolved," Johnson added.

The Lube B Maintenance quality team started doing things differently, and has succeeded in a big way. "To plan maintenance on big repair jobs, we

organized a team to set the requirements," said S. M. Bear, area foreman for Lube B. "Right after QA Day the team wrote requirements for finding a leak in a filter, including applying a nitrogen test before tearing the filter down. During this test we found the leak was caused by a bolt blown out of the end of the drum. We did not have to tear down the filter to repair it.

"Having set that requirement (to run the nitrogen test) saved at least \$6,000 in repair costs and three weeks repair time," he added. "Also, as a preventive step, the team included a check for tightness of all bolts during repairs," Bear noted that copies of written requirements are given to all employees working a job.

QUALITY AWARENESS DAY gave LPA employees confidence to establish requirements and communicate requirements to customers and suppliers. "I



**QUALITY STATUS...**Hank Bettencourt, complex manager, updates LPA employees on the status of the Quality Improvement Process (QIP) throughout Deer Park. Because of its association with two businesses well entrenched in the QIP -- the Lubricants and Resins Businesses, LPA is out front in implementing the Quality Process at Deer Park.

## Crosby's Four Absolutes of Quality

1. *Quality has to be defined as conformance to requirements, not as goodness.*
2. *The system for causing Quality is prevention, not appraisal.*
3. *The performance standard must be zero defects, not "that's close enough."*
4. *The measurement of Quality is the price of non-conformance, not indexes.*



**COST OF QUALITY...**Rick Imig, process manager of Phenol Acetone, uses a vu-graph to discuss the cost of quality with Phenol Acetone supervisors in a small group meeting during Quality Awareness Day.

was uncomfortable about communicating requirements," said Berta Hokanson, Purchasing, "but the commitment voiced on QA Day made me more comfortable, more confident that I can establish requirements and management will stand behind them."

Hokanson mentioned LPA's quality process had been exceptionally well received by vendors. "Our employee-suppliers within Deer Park who have yet to complete quality training are giving us good cooperation," she added.

Throughout, LPA's QIP is being readily accepted. "As the testimonials show, many people are putting quality into practice and seeing it work. That's building credibility and commitment throughout LPA," said Rick Riggs, LPA's OE facilitator and member of the QIT.

# Lube Logistics dedicates pump house

Lube Logistics employees dedicated a new Finished Products Pump House Nov. 2 with an open house for families of department employees, retirees and guests from DPMC and Head Office Lubricants.

On a gray, drizzly day 120 people attended the open house which included a tour of the new pump house, the wax facility and docks area, as well as a catered barbecue in the refinery cafeteria.

Volunteers from the Lube Logistics and LPA served as hosts and tour guides. Participants were given an explanation of the overall operation of Lubricants.

In addition to the pump house tour, a popular stop was the wax facility. There families saw where wax is molded into 11-pound slabs, placed on pallets and then packaged for shipment. A newly installed stretch-wrap machine was demonstrated. Stretch-wrapping, a new technique which replaces the need for crating or boxing product, encloses product in a

high-strength, plastic-wrap material.

Visitors were given small chunks of wax embossed with the Shell pecten and manicure sets to commemorate the dedication.

In addition to housing pressure gauges, temperatures and tank level instruments, the new Finished Products Pump House provides a central location to Lube Logistics employees for meetings, conducting paperwork and changing clothes.

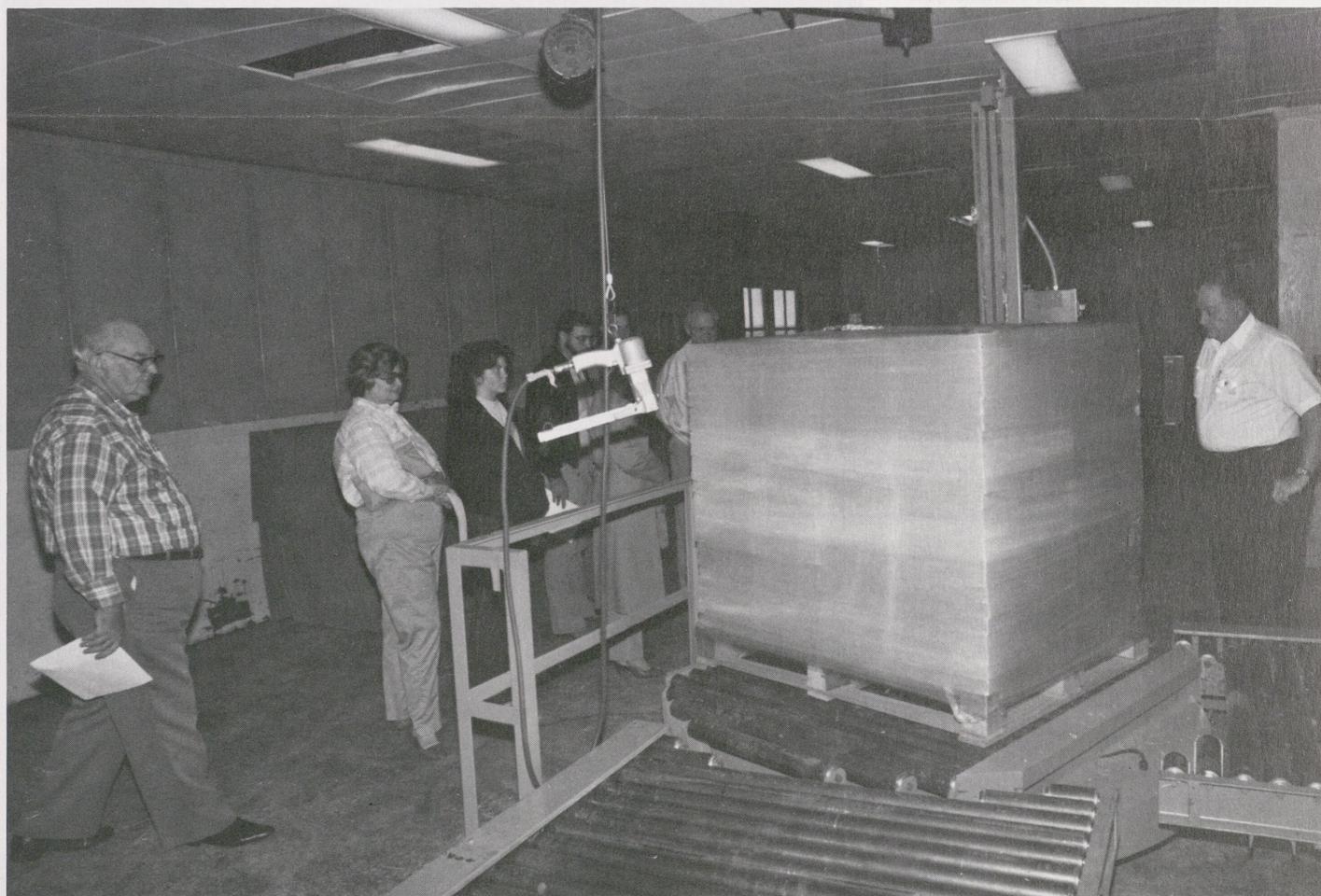
"Lube Logistics personnel were scattered about in the old pump house, the wax facility and loading racks," said Jerry Clinkscales, process manager. "The new pump house pulls us all together in one common place. It should help the synergism of our work group, help build the shift team."

Already Clinkscales sees a morale boost. "Sometimes Lube Logistics employees felt they didn't get much attention. The new pump house helped improve the department's image by focusing on it and improv-

ing the quality of work life for Lube Logistics employees."

Clinkscales explains that while the pump house has some instruments similar to a control room, it has far fewer instruments: mainly for monitoring activity. "Most of our work is done outside," he said, explaining that Lube Logistics handles product transfers in and out of more than 220 holding tanks. Lube Logistics moves products to and from Lube A and B units, blends finished products and delivers finished products to customers.

In addition to continuous transfers of products within Lubricants, Lube Logistics is responsible for some 1300 finished product deliveries each month. "We make between 900 and 1200 tank truck deliveries, 170 to 180 tank car deliveries, 16 to 18 marine shipments and a few pipeline movements each month going to customers, either other Shell locations or outside customers," Clinkscales said.



**STRETCH-WRAPPED...** Charlie Weaver, Lube Logistics, right, demonstrates the stretch-wrapping procedure used to package slabs of wax for shipment by Lube Logistics. At left, the families of Dianne Hudson, Employee Relations-LPA, and Dan Hackett, Head Office Lubricants, watch the new technique.

*In Northeastern states and D.C.*

# Shell buys 356 new stations

Shell Oil Co. took over 356 service stations located in eight Northeastern states and the District of Columbia during the fourth quarter. The company purchased the stations from Atlantic Richfield Co. (Arco).

Earlier in the year, Shell Oil Co. bought 31 Atlanta retail outlets from Wallace Oil Co.

"Arco has some good locations," said J. W. Schutzenhofer, general manager, Marketing, Refining & Marketing. "We feel that these locations and our brand acceptance will enable us to compete more effectively in those areas. This investment is consistent with our strategy of providing service to those customers."

The new Shell dealerships will offer the Shell Oil credit card and the same services provided by the company's other stations. Shell took possession of most stations Oct. 30, and was to close on the remainder Dec. 2.

The service stations are located in Connecticut, Delaware, Maryland, Massachusetts, New Hampshire, New Jersey, Rhode Island, Virginia and Washington D.C. Arco previously announced it was withdrawing from its north-

eastern markets.

The new Atlanta locations, combined with 46 existing Shell stations in the

metropolitan area, gives the company one of the three largest shares of the local market.



**ON THE SPOT...**A firefighter from Celanese is interviewed by a Channel 11 reporter after the annual Channel Industries Mutual Aid (CIMA) drill held at DPMC during October. CIMA is comprised of some 90 companies, associations and municipalities from the Ship Channel area organized to provide emergency resources during industrial emergencies.

## Recent deaths reported

The deaths of three employees were reported to the **SHELLEGRAM** recently. Gerry Adams of Financial died Sept. 24. Adams, 54, had been with Shell 24 years. Abel Sabedra died Oct. 20. Sabedra, 44, had been employed with Shell 12 years. Thomas J. Cross died Dec. 1. Cross, 59, had been with Shell 43 years.

A number of pensioner deaths reported to the **SHELLEGRAM** during the third quarter of 1985 are listed below:

- G. W. Amonett, 76, died Aug. 31. He was a 24-year Shell veteran.
- M. O. Baker, 79, died July 28. He was a 35-year Shell veteran.
- E. L. Childs, 72, died July 17. He was a 23-year Shell veteran.
- B. S. Christ, 65, died Aug. 2. He was a 35-year Shell veteran.
- V. C. Cochran, Jr., 68, died July 2. He was a 35-year Shell veteran.
- W. M. Cox, 72, died June 30. He was a 24-year Shell veteran.
- P. C. Depew, Jr., 63, died May 26. He was a 33-year Shell veteran.
- J. T. Griffin, 79, died Aug. 5. He was a 31-year Shell veteran.
- H. D. Hicks, 75, died May 24. He was a 20-year Shell veteran.
- F. J. Long, 77, died Aug. 9. He was a 33-year Shell veteran.
- E. E. Matlock, 67, died May 28. He was a 26-year Shell veteran.
- L. B. Mills, 63, died Aug. 23. He was a 33-year Shell veteran.
- W. W. Myers, 77, died July 1. He was a 27-year Shell veteran.
- C. H. Partin, 67, died Aug. 5. He was a 24-year Shell veteran.
- R. R. Smith, 74, died June 7. He was a 23-year Shell veteran.
- J. C. Sorenson, 86, died May 19. He was a 25-year Shell veteran.
- R. F. Sorrells, 68, died July 16. He was a 30-year Shell veteran.
- M. L. Stroud, 81, died Aug. 19. He was an 18-year Shell veteran.

### *If You Need An Ambulance*

1. Do not move victim
2. Dial 6333 or 6744
3. Describe injury
4. Describe location (street intersection)
5. Do not hang up until nurse verifies information
6. Have another employee meet ambulance in front of unit
7. To cancel ambulance, dial 6333 or 6744
8. **DO NOT TRANSPORT VICTIM YOURSELF. STAY CALM.**

# Service Anniversaries / Service Anniversaries



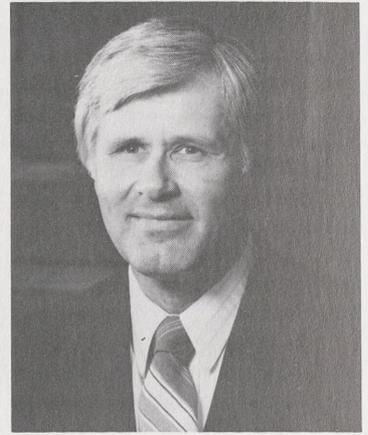
**C. A. JANAC**  
40 Years Service



**D. W. MANERS**  
30 Years Service



**E. E. MECHURA**  
30 Years Service

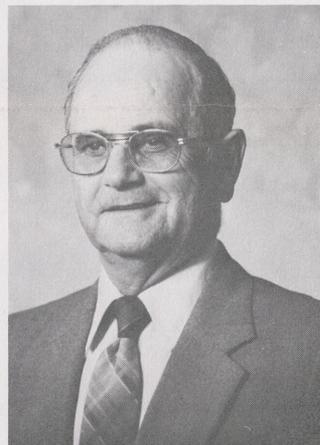


**C. R. THOMPSON**  
25 Years Service

# Retirements / Retirements / Retirements



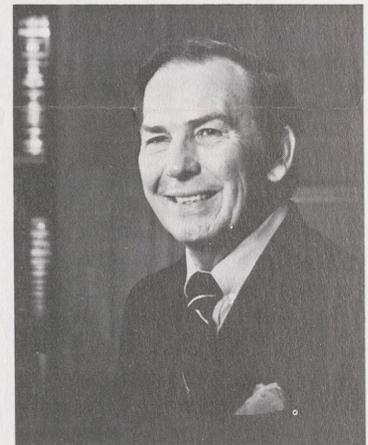
**B. C. ALLEN**  
Retiring with 32 Years



**M. G. CROSBY**  
Retiring with 36 Years



**D. J. FINCHER**  
Retiring with 32 Years



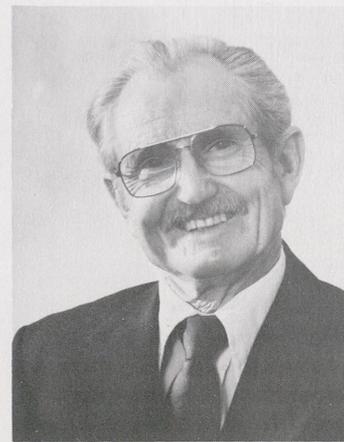
**W. L. HILL**  
Retiring with 37 Years



**G. D. MILLS**  
Retiring with 36 Years



**C. L. WATERS**  
Retiring with 36 Years



**J. B. WORTHEN**  
Retiring with 40 Years

## Classified / Classified

### FOR SALE

**3-2 HOME** in Park Place. Large LR, DR, Kit. 24' x 32' garage/workshop. Built-ins, dishwasher, ceiling fans, cent. air/heat.

**UP-RIGHT FREEZER.** Like new, Sears.

**SEVERAL HEATERS.** Includes Sears double wall-heater w/circ. fan, thermostat.

**TROY BUILT.** 8 h.p., elec. start, plow and dozer blade. 943-3282

### THANK YOU

Thank you for the nice retirement gift and scroll.  
**JOHN RICHARD**

*SMC offers many benefits*

# Shell's best kept secret?

by MELVIN E. EVANS  
Vice President, Shell Motorist Club

The Shell Motorist Club is the nation's fastest growing automobile club! Yet, I sometimes think that within the Shell family, SMC may be our best kept secret.

For example, to many of you this article may be your introduction to the Shell Motorist Club. Well, that's our fault! Without a note of false modesty, I don't think we've tooted our own horn loud enough to get the attention of the folks who work for Shell Oil.

So let the Good News go forth...as a matter of information, of course! Although we would love to have you as a member of the Shell Motorist Club, here are the facts, just the facts, m'am or sir.

Perhaps because SMC is only nine years old -- a youth among the old-timers in the automobile club field -- the Shell Motorist Club offers more service and benefits to members. Or maybe it's just because we want to be the best.

At the present time, only the Shell Motorist Club provides 20 top membership benefits. Among these impressive benefits are SMC's "Member's Choice" Towing & Emergency Road Service, offering the highest allowance available today. And "Member's Choice" means exactly that: Members can select ANY commercial service station, garage, or wrecker service that they want! Simply get a bill for towing or road service, fill out the SMC Member's Claim Form, and mail to the Shell Motorist Club, and you'll be reimbursed promptly, up to \$75.

And then there are SMC's Medical Microfilm Wallet Cards for you and your spouse. These cards contain important medical information such as blood type, allergies, serious ailments, name and phone number of your doctor and medical insurance company, as well as electrocardiogram tracings, and even the prescription of your eye glasses! This service, which could help save your life in case of accident or sudden illness, is one that people are paying up to \$25 a year for, but it is offered without additional charge to members of the Shell Motorist Club. Also there is the Club's Credit Card Registration that protects against loss or theft of credit cards. (Non-members pay \$15 or \$20 annually for this protection, but for SMC members it's included at no extra cost.)

Also there is the Club's Lost Key Return Service as well as SMC's Hot Line Locator Service -- so that relatives and friends or business acquaintances can reach you when you're on the road. And you'll enjoy SMC's Trip Routing Service for business or vacation trips -- it offers a complete marked-route map package and atlas to get you to your destination quickly and/or scenically.

Plus there are these 14 other Shell Motorist Club benefits, many of them selected because of member requests: \$25,000 Accidental Death Insurance; \$500 Emergency Trip Continuation Allowance; \$500 Reimbursement for Attorney's Fees; \$100 Emergency Cash Advance Service; \$300 Guaranteed Arrest Bond Certificate; \$5,000 Bail Bond Certificate; Confidential Household Registration Program; and Toll-

Free Luggage Retrieval Service.

Also there's our Car/Puter New Car Pricing and Purchasing Service, which gives members dealer costs and the inside info on the new car model they specify. This is a very useful money-saving and bargaining tool. And SMC offers \$1,000 Reward Auto Protection; \$1,000 Reward Home Protection; up to 50 percent savings on selected premium merchandise; more than 50 percent savings on film processing; and our quarterly Update Magazine, featuring historic and scenic places to visit, things to do, recipes, car-care articles, and money-saving tips.

I really think that the Shell Motorist Club has a unique package of benefits. Many Shell Motorist Club members have found the use of only **ONE** of these benefits has more than paid for the SMC membership.

Now you know the inside details of Shell's best kept secret. Actually I like to think of the Club as one of our best kept secret weapons -- of service and good will!

I hope you'll consider joining us. For Shell employees and pensioners who join now, I am pleased to offer three months membership free. In other words, 15 months for the price of 12.

To become a member of the Shell Motorist Club, simply call toll-free 1-800-621-8663, weekdays, 8 a.m. - 5:30 p.m., Central Time (in Illinois call collect: 0-312-338-7082). Be sure to mention that you are a Shell employee or pensioner. The Shell Motorist Club membership fee is \$39 annually and can be charged on a Shell Credit Card in one payment or at \$3.25 per month for one year.

## Shellegram

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