



**PAGE 5**  
**SERVE Car Wash raises \$5900**



**PAGE 6**  
**Honoring Hispanic Heritage Month**



**PAGE 6**  
**Fishing Tournament Highlights**

## CIMA drill staged at Shell Deer Park

Clad head-to-toe in protective gear... stationed at strategic positions... ready to shoulder their responsibilities. All participants were intent on testing their procedures, communications and equipment in an effort to bolster emergency preparedness.

That was the scene of the mock explosion and fire drill in September as about 100 emergency responders converged on Shell Deer Park to sharpen their response skills. Area industrial plants and the Deer Park Local Emergency Planning Committee came together under the direction of Channel Industries Mutual Aid (CIMA), a non-profit organization combining the fire-fighting, rescue, hazardous material handling and emergency medical capabilities of the refining and petrochemical industry in the Houston Ship Channel area.

While Shell Deer Park hosted the last two CIMA drills, this year was the first time Shell coordinators brought together many different organizations for disaster preparation. Participants included the Shell Deer Park Emergency Response Team, Shell EOC, City of Deer Park EOC, City of Deer Park School District, City of Deer Park Fire Department, Shell Corporate Emergency Response Team (CERT), Head Office Crisis Management, along with participants from the Norco, Convent and Delaware City facilities.

"The morning drill simulated an incident that occurred over a 24-hour period, which provided tremendous training to our Corporate Emergency Response

*Continued on P3 (Drill)*



*The drill tested the effectiveness of fire extinguishing vehicles and sophisticated equipment shown here.*



*Shell Deer Park Refining Company donated \$100,000 to support the Deer Park School District's new Outdoor Learning Center. The presentation was made by Tim Hake, second from left, during a refinery managers' tree planting project at the center. School district officials Lee Cox, Arnold Adair and Janet Hayes took part in the check presentation. The donation was part of a consent decree the refinery has with the US EPA.*

## Network groups help students shine in math and science

For several years through their involvement in the Education Rainbow Challenge Inc., the Shell Asian Pacific Employee Network Group (SAPENG) has helped motivate children to excel in mathematics and science. Education Rainbow Challenge is a non-profit organization

*Continued on P4 (Group)*

# New digital controls take reliability up several notches

The Phenol II Reinstrumentation Project has brought a new state-of-the-art control room, conference room, kitchen, as well as system maintenance and field operator offices. Not only are the surroundings more conducive to efficient operations, but also the transition from outdated pneumatic instruments to a modern digital control system is fostering more unit control, efficiency and reliability.

Like most mechanical systems, the older pneumatic control equipment had served well over time, but it had become prone to breakdown, and replacement parts were hard to get. The ability to troubleshoot problems was more complicated.

With the new digital control system, unit flow schemes are more evident and easier to follow. "The system is more user friendly to tune, input data and correct problems faster. It used to take a lot of time to do this," says Jesse Castanon, unit team leader.

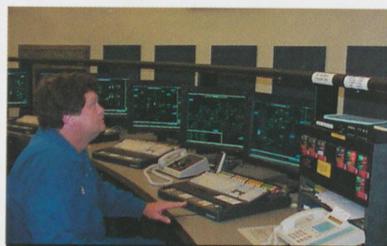
Phenol II operators now have tighter control of the unit, which enables smoother shutdowns and faster start-ups. "We're noticing drastic improvements in directing production and throughput rates. And because we have fewer unit upsets now, overall reliability has improved greatly," notes Roy Fletcher, operations coordinator/project coordinator.

Phenol Unit Production Manager Roger Dauer adds, "We're seeing tighter control in distillation columns and smoother rate changes, which both improve product quality and the ability to maintain maximum rates."

The reinstrumentation project was accomplished in phases over 18 months. For a few months, operators used both pneumatic and digital controls. "That required a great deal of coordination, and our operators communicated well with each other to limit the number of unit upsets," says Fletcher.

Now, two console operators staff the Phenol II unit, seated behind monitors in the sophisticated control room. From the field operator section, a four-person team performs field tasks, such as tank switching and analytical sampling. Before the renovation, all operators worked together in a large horseshoe-shaped room.

Next on the agenda is boosting the competency and comfort levels of the operators. "The entire system is automated and electronic, so our 30 operators are holding job team meetings and undergoing extensive training. Overall, they are pleased with the new equipment and their new work areas," says Fletcher.



*Control Operator Noe Perez checks the monitor at the Phenol II unit's new digital control system.*

## Refinery to build new unit aimed at sulfur reduction

Shell Deer Park Refining Company is constructing a new Cat Cracker Gasoline Hydrotreater (CCHT) at a project cost of \$68 million to meet Environmental Protection Agency (EPA) requirements for reducing the amount of sulfur in U.S. gasoline. The reduction in gasoline sulfur will decrease pollution from automobiles.

Among five on the drawing boards at Shell refineries, SDPRC's new unit is part of an overall corporate program aimed at sulfur reduction in Shell gasoline. Convent, Norco, Port Arthur and Puget Sound are the other four refineries building similar hydrotreaters. The new CGHT for Shell Deer Park will reduce the sulfur content of gasoline produced at the Cat

Cracker more than 95 percent – from approximately 1,000 ppm to 30 ppm.

"Site preparation has been in progress for several weeks," says Bill Davis, senior staff engineer. "Front-end development is complete, and we are well into detailed design for the new processing plant. Bechtel is providing project development and detail design, while the Shell Project Team is collaborating in the areas of operations, processing engineering, mechanical, electrical and pressure equipment."

Construction will begin in December 2002, and the project is slated for mechanical completion by December 31, 2003. The new unit will be located due west of the refinery's VF-4 unit.

Meanwhile, early next year expect to see some massive equipment arrive at the

docks and railroads. "It will take extensive logistical planning when these 240-foot-long, 300-ton fractionating columns are delivered," says Davis.

The installation of thousands of feet of piping also will involve logistical planning. That's because process feeds to the hydrotreater are located on SDPRC's perimeter and run across the site. Even the hydrogen line tie-in is 5,000 feet away from the unit near Patricks Bayou.

"For the Maya II project, we installed 45,000 feet of piping across the refinery," Davis recalls. "Comparatively, this hydrotreater project is one-fourth of the cost of Maya II, but it requires 44,000 feet of piping back and forth across the refinery. It will be a big effort, involving the talents of many people to complete the installation safely, on time and within budget."

## Displaying smarts during a life-saving response

Shell Deer Park refinery contractor employee Stan Spradley is extremely grateful that the SMART (Shell Medical And Rescue Team) emergency response team came to his rescue recently. Thanks to the team's quick reaction, emergency training and medical skills, he survived a complete cardiac arrest while at work. The electrical system that signaled his heart to beat failed at the time; however, Spradley's heart wasn't damaged, and he returned to work in less than three weeks.

The 40 volunteers of the SMART team prepare for emergencies by participating in rigorous training and intensive drills. They are capable of responding to different types of crisis situations, and they have the tools and techniques to accomplish successful missions. See the upcoming issue of the *Shell Oil Products Globe* magazine for a full account of how these volunteers went into overdrive and saved Spradley's life.

## SDPRC Diversity Council charts its course

Since announcing its membership in June, the newly formed SDPRC Diversity Council has held three meetings, according to Lynne Woods, organizational development manager and Diversity Council facilitator.

The Diversity Council and its sponsor, the Union-Management Steering Team, met in July to get acquainted and talk about the diversity charter. The Council's charge is to develop a plan for improving diversity awareness and provide a focal point for understanding the refinery's issues. The Council will create measures, educational programs, recognition guidelines, communication and networking activities, as well as implement the plan and activities after they have been approved.

In August, members held an all-day, brainstorming work session. "We talked about the qualities of a successful council and reviewed the Shell Diversity and Inclusiveness Standard," says Woods. "It's important that all of our refinery colleagues study and know the standard, because it provides every Shell business around the world with a high-level framework for managing diversity. The standard also itemizes activities that will foster an inclusive environment throughout all Shell locations."

To view the Diversity and Inclusiveness Standard, go to the following intranet link:

[http://sww.shell.com/diversity/Group\\_Diversity\\_Inclusiveness\\_Standard/diversitystandard.htm](http://sww.shell.com/diversity/Group_Diversity_Inclusiveness_Standard/diversitystandard.htm)

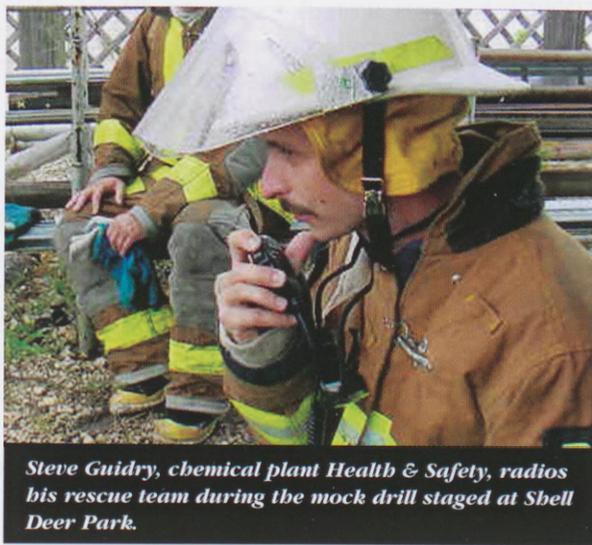
In September, the SDPRC Diversity Council invited the Shell Deer Park Chemical Plant (SDPCP) Diversity Council and Alliance Diversity Group to share their best practices, successful activities and knowledge about available resources.

"We're all excited about launching the Diversity Council," comments Woods. "We're planning some team building exercises and diversity training over the next four to six months that will build trust, improve understanding and help us communicate openly and honestly about difficult topics. These activities are designed to help us function together as a true council."

## Drill... Continued from P1

Team in mitigating incidents and managing the business during an extended crisis," explains Jay Gantenbein, the refinery's Health & Safety representative and drill planning coordinator.

By all accounts the training exercises were successful, and based on a thorough post-evaluation, there were no major areas of concern. The critique highlighted several improvement areas, but in general the teams worked in synchronization and communicated well together. "Overall this drill concentrated more on coordinating communications rather than the actual hands-on exercises," notes Mike Boaze, emergency response coordinator. "It's a tremendous challenge during a big emergency to communicate with all the responders, but this part of the drill went very well. We used a unified command system with Shell, the City of Deer Park Fire Department and CIMA. This system allowed us to share emergency response resources versus competing for those same resources."



Steve Guidry, chemical plant Health & Safety, radios his rescue team during the mock drill staged at Shell Deer Park.

## Group... Continued from P1

dedicated to increasing the importance of these two subjects by staging semi-annual contests.

SAPENG members have remained active volunteers in the organization, along with Shell's Hispanic Employee Network (SHEN), Women Adding Value Everywhere (WAVE) and Generation X Employee Network (Network NeXt). Together, these loyal tutors and mentors are helping provide competitions in individual computation and team problem solving for third-through sixth-grade students. In addition, the volunteers give their personal time to prepare students for the TAAS (Texas Assessment of Academic Scores) tests.

Staff Engineer John Nguyen and his wife, Kirsten Hoang, have assisted in coordinating and facilitating the competition on a volunteer basis. He says, "It's fun and exciting. You can see the teamwork in these children and how they are putting their knowledge into practice."

In addition, SAPENG has been instrumental in raising funds that benefit the students and schools participating in the competition.

For example, the highest scoring student in each grade earns a gift certificate. "Another important goal of the Education Rainbow Challenge is to reward teachers for their students' progress," he adds. "The organization donates computers to the classes of the top three winners and provides \$500, \$300 and \$200 awards to teachers for software purchases." In 2002 Shell Foundation supported the Rainbow Challenge with a \$10,000 grant, recognizing the involvement of various Shell employee networks and the program's worthy mission.

The volunteer time and funds are well invested. Nguyen notes first-hand how apathy for math and science has taken a tumble. "The results from past contests reveal we're making headway in motivating students to excel," he remarks. "Children are improving their skills and developing a keen interest in math and science. We've also seen TAAS scores rise among those students participating in the competition. I encourage others to volunteer and get in on these payoffs."

## Dynamic people strategy moves the business ahead

Fuel may power the world, but people energize it. Shell Deer Park Refining Company (SDPRC) knows that people are the defining factor in business success. The company also realizes that it must leverage the competencies and performance of its work force to become the premier heavy sour crude refining company.

SDPRC's business strategy focuses on the three key aspects:

- operational excellence and cost leadership
- market focus and revenue growth
- talented people working together

The last component – talented people working together – was the overriding topic at the seventh annual Refinery Learning Conference June 25-26 at the Shell Learning Center in The Woodlands. Approximately 140 managers, supervisors, future supervisors and key leaders met to share dialog about how the refinery's people strategy links with its business strategy. The conference theme, "We move the world," summarized how SDPRC is part of a global organization that moves the world by bringing gasoline and petroleum products to market, yet people make all of the difference.

"To implement our business strategy, we must increase employee awareness of how the people strategies of SDPRC and Shell Oil Products U.S. integrate," says Mindy Yount, business model coordinator and team leader of the Learning Conference planning team. "We must also understand our individual roles and where we can help shape the people strategies."

### Insightful presentations, invigorating discussions

Ruben Elustondo, manager for light products for the refinery, believes the conference was indeed an educational experience. "It gave me a chance to get together with other managers, reconfirm the direction of the business, and discuss ideas that hold the key to the refinery's success," he notes. "There were many interesting topics, and the speakers helped me learn more about the task ahead. I especially enjoyed the insightful presentation by Tony Brigmon, former 'goodwill ambassador' of Southwest Airlines, on customer orientation and balancing professional and personal responsibilities."

Other invited speakers included Ellen Van Velsor of the Center for Creative Leadership; Lisa Spence, flight lead at NASA's Neutral Buoyancy Lab; Attorney Paul Clote, a conflict management

*Continued on P7 (Leadership Conference)*

## Major projects under way to lower air emissions

Shell Deer Park refinery will install a new \$20-million flue gas scrubber downstream of the fluid catalytic cracking (FCC) unit in 2003 to meet state mandates for significantly reducing sulfur and particulate emissions.

To accommodate the new gas scrubber, the refinery must make several major modifications to the carbon monoxide (CO) combustor and the oil preheat section of the FCC unit. Carbon monoxide is a by-product of coke regeneration and a major component of flue gas. Waste heat from the combustion of carbon monoxide is used to pre-heat the oil feed for the FCC unit and to produce steam for the refinery steam supply. The combustion air blowers also will be replaced to provide the additional pressure required to push the flue gases through the scrubber.

"Installing a robust CO combustor allows us to add downstream pollution control equipment," says Frank Budny, project engineer. "We're striving to make our units as leak-proof as possible so that we release no emissions into the atmosphere. The work that we're doing now will allow us to install the new equipment during the next two years safely and without bringing the FCC unit down." The project cost of the CO combustor replacement is \$13 million.

The CO combustor replacement project, which has been in progress since August 2001, was completed during the recent 28-day FCC unit turnaround.

"The team pulled out the heavy, large equipment in one piece with an 800-ton crane, installed the new oil preheat in two sections, and mounted the combustor intact," notes Budny.

**NOx is one of the smog-producing by-products of combustion.**

The refinery is preparing to install a selective catalytic reduction (SCR) unit in 2004 that will bring significant reductions in nitrogen oxide (NOx) emissions as well.

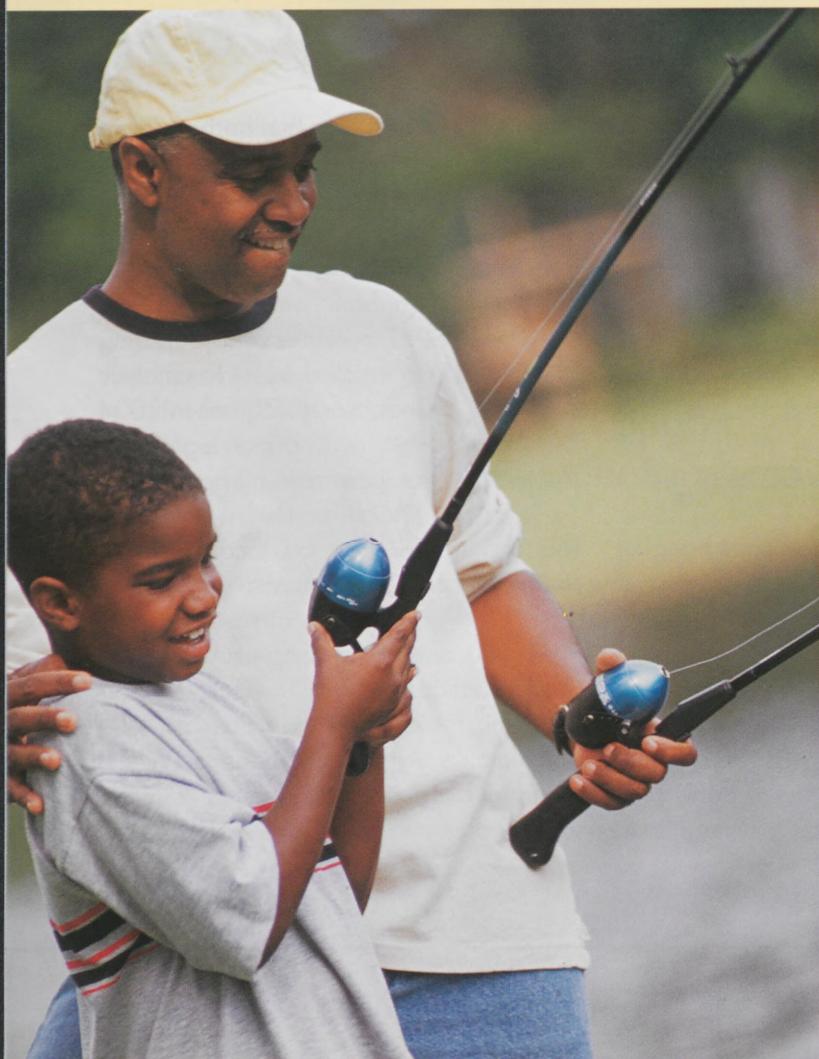
This facility will also be located downstream of the CO combustor.

NOx is one of the smog-producing by-products of combustion. The state of Texas is calling for ambitious declines in NOx and volatile organic compounds (VOCs) to improve air quality in targeted counties.



## Car wash benefit cleans up

The Aug. 24 car wash benefiting Boys and Girls Harbor turned into a sparkling display of concern and sharing. SERVE volunteers helped soak in \$2,600 from washing cars, while other donations brought up the total to \$5,900.



## Fishing tourney reels in the fun

Shell Deer Park was a major sponsor of a youth fishing tournament held at Sylvan Beach in La Porte Sept. 21. More than 250 youth of all ages and their families – including residents of Boys and Girls Harbor and The Bridge – registered for the third annual tourney hosted by the St. Jacinto Chapter of the Coastal Conservation Association. SERVE volunteers were also on hand to help out.

To aid the young fishers in hooking the catch of their lives, Jesse Gonzales, MOPC operator/OP-3 and a member of the Texas Longcasters Association, demonstrated how to use a 15-foot rod to cast a fishing line 800 feet. Then, it was the kids' turns with their rods and reels. Thanks to some creative award categories for catching the biggest, prettiest and ugliest fish, many excited anglers carried home prizes. One delighted girl won the grand prize of a half-day fishing trip with renowned local fishing guide, Captain Wayne Vinton.

"A special thanks goes out to all the volunteers and the parents and relatives who accompanied their children. It was exciting to witness the kids' smiles and their joy in fishing. We all had a grand time," says Don Netek, commissioning coordinator/Cold-Side OP2-D.

## SHEN commemorates Hispanic Heritage Month

The Shell Hispanic Employee Network (SHEN) celebrated an eventful Hispanic Heritage Month at all locations. SHEN members began their celebration September 16 with keynote speaker Carlos Quezada, director of risk management for Shell Chemicals. Quezada, who is based in London, shared insightful commentary on diversity in the United States in contrast to his other assignments in foreign countries.

A slide show entitled "Hispanic Presence – a Celebration of Hispanic Heritage" illustrated the countless contributions Hispanics have made to the American vision. Latin Moves Dance Studio of Pasadena demonstrated the latest salsa and merengue dances. Along with supplying refreshments, SHEN raffled articles manufactured in Mexico.

"I am extremely pleased with the quality effort in assembling the 'Hispanic Presence' presentation," says SHEN member Gina Gray. "I appreciate Shell providing us the opportunity to share and celebrate our heritage."

Due to overwhelming response from last year, SHEN provided Spanish language mini-classes on four consecutive Wednesdays at Shell Deer Park. "The lunch time format afforded attendees an opportunity to learn new phrases or brush up on their conversational Spanish," says Ruben Hernandez, SHEN Deer Park location coordinator. "We continue to get wonderful feedback about how attendees are increasing their knowledge of Spanish. The mini-course is beneficial to them."

*Sharing in the festivities during Hispanic Heritage Month were Carlos Quezada, director of risk management for Shell Chemicals; Theresa Filberth, SHEN location coordinator; and Aleida Ghassemi, SHEN board chair.*



## Diversity framework spells out actionable goals

The Chemical Technical Leadership Team (CTLT) established a diversity framework for the Shell Deer Park Chemical Plant technical organization. According to Richard Sherman, manager of Engineering Support, the framework directs the work of individuals and supervisors regarding diversity and provides clear, measurable expectations. One such expectation is that everyone in the technical organization engages in diversity education sessions.

Why create a diversity framework? Sherman answers, "As a leadership team, we wanted to reach a consensus among ourselves as to what the expectations are and have a vehicle to communicate those

expectations to everyone in the technical organization."

Sherman points out that the expectations are a component of employees' work goals and appraisals. In fact, the framework was initially developed by a small group of individuals (Joe McAdams, Kenneth Carter, Michael Redding, Cindy Carleton and Richard Sherman), then reviewed by the CTLT and finalized earlier this year – in time for first-quarter employee goal-setting meetings.

Overall, employees and supervisors are encouraged to act, behave and engage in activities that promote an environment of inclusiveness and improve understanding

and mutual respect for differences. An individual may concentrate on attending an employee network meeting, while a supervisor may endeavor to share diversity information at team meetings. "We each have clear objectives and plan to continue using the framework in future goal setting and appraisals," Sherman says.



## Leadership Conference...

Continued from P4

instructor at Rice University; Winston Ledet of Ledet Enterprises Inc.; Carmine Falcone, vice president of manufacturing and supply for Shell Oil Products U.S.; and Kim Ferrarie, manager of the Talent Pipeline for Shell Oil Products U.S.

### Capturing the knowledge of seasoned employees

In open forums and breakout sessions, the audience talked about creating a learning organization that continues to improve work processes and unit reliability. Conference attendees also traded ideas about preparing for the retirement of a number of seasoned, knowledgeable refinery veterans. "We're going to experience a sizeable turnover due to retirements, so it's important to document work processes now in order to transfer valuable knowledge from our senior employees to junior employees," explains Lynne Woods, organizational development manager and a member of the conference planning team.

The leadership group also spent time discussing the value of staff development, diversity and inclusiveness. "We want to attract and develop a diverse and capable workforce, focusing on creating value for our customers and stakeholders," says Yount. "These objectives can be achieved through recruiting, employee development, organizational learning, diversity, industrial relations and global participation."

Over the next few years, the refinery plans to supercharge its vision of becoming the premier heavy sour crude refining company by:



Members of the 2002 Learning Conference planning team included (from left) Jeff Deerbake, Regina Dotson, Monsanto Jackson, Lynne Woods, Martha Duplan, Mindy Yount and Craig Hervey.

- recruiting people capable of producing lasting business results;
- providing the necessary tools, resources and opportunities to develop all employees;
- taking advantage of organizational learning to improve work processes;
- capitalizing on our diversity to achieve competitive advantage;
- encouraging collaboration between union and management; and
- sharing best practices globally across Shell companies.

## MILESTONES

### Chemical Exits for August

**John Patterson**  
Solvents-MTCE-Pipefitter #1  
Retired 7-31-02

### Chemical Entrances July Entrances

**Toni Blankmann**  
Bus Serv-Opns Bus Supt

**Justin Ceterski**  
Technical-Administration

**Kerri Harris**  
Human Resources

### Chemical Entrances None for August

### Chemical Entrances for September

**Michael Cayton**  
Heavy Olefins/Aromatics-  
Aromatics

**Debora Hendrick**  
Olefins-Operator I

**David Spriggs**  
Heavy Olefins/ Aromatics-  
Maintenance

### Refinery Exits For July

**Todd Gilpin**  
Operator-1st Rate  
Retired 7-01-02

**Mike Martin**  
Sr Staff Engr-MTC  
Retired 7-01-02

### Refinery Entrances For July

**Tammy Bordeau**  
OPR-Gen Helper

**Jesse Cadena**  
OPR-Gen Helper

**David Cofer**  
Operator 1st Rate

**Susan Cutler**  
OPR-Gen Helper

**Robert Dequir**  
OPR-Gen Helper

**Joselito Enriquez**  
OPR-Gen Helper

**Kurt Gibbs**  
OPR-Gen Helper

**George Hadjiloizou**  
SR Staff Engineer

**Joseph Herrera**  
OPR-Gen Helper

**Gene Hicks**  
OPR-Gen Helper

**Steven Hutto**  
OPR-Gen Helper

**Alma Jimenez**  
OPR-Gen Helper

**Gregory Josey**  
OPR-Gen Helper

**John Mills**  
OPR-Gen Helper

**Hector Panalez**  
OPR-Gen Helper

**Jimmy Smith**  
OPR-Gen Helper

**Phillip Smith**  
OPR-Gen Helper

**Randy Stakes**  
OPR-Gen Helper

**Avery Weldon**  
OPR-Gen Helper

**Bonnie Woo**  
Assoc Engineer

### Refinery Exits For August

**Cheryl Semff**  
Team Leader II  
Transferred

### Refinery Entrances For August

**Adam Buller**  
Venture Coordinator

**Michael Cave**  
Process Specialist

**Gwen Chancellor**  
Sr Office Assistant

**Kevin Clay**  
Operator-1st Rate

**Mark Givens**  
Foreman Opers

**Ernest Graff**  
Process Specialist

**Francis Hopkins**  
Pipefitter-1st Rate

**Jo Simmons**  
Team Lead 1-Oper

**Johnny Tristan**  
Machinist-1st Rate

**Gill Villarreal**  
Operator-3rd Rate

**Earnest Wilson**  
Training Coordinator

**Eddie Yarber**  
Team Leader II

**Vanessa Zuniga**  
Office Assistant

### Refinery Exits For September

**Michael Cayton**  
Operator 1st Rate  
Transferred

**Deborah Hendrick**  
Opertor-1st Rate  
Transferred

**John McDaniel**  
Boilermaker-1st Rate  
Retired 9-01-02

**Dawn Miyamoto**  
Engineer-Process  
Transferred

**D. Spriggs**  
Pipefitter 1st Rate  
Transferred

### Refinery Entrances For September

**Jon Bryan**  
Business Coordinator

**Kevin Campbell**  
Sr Engineer-Process

**David Cornelius**  
Inspector I

**David Joseph**  
OPS MTC Coord I

**Kelly King**  
Engineer-Control Systems

**Jose Ramos**  
Operator-1st Rate

**Laurie Rasbery**  
HR-Rep Operations

<http://www.shelldeerpark.com>



Shell Deer Park  
P.O. Box 100  
Deer Park, TX 77536

PRSR STD  
U.S.POSTAGE  
PAID  
INT'MAILING  
SYSTEMS,INC.

815 LIVE OAK ST.  
HOUSTON TX 77003