



# Shellegram

Deer Park Manufacturing Complex

February, 1985

Vol. 50, No. 2

To keep DPMC competitive

## Push for efficiency needed

IN RECENT VIDEO PRESENTATIONS to groups throughout the refinery and chemical plant, Complex Manager Bill Thompson challenged himself and all employees to perform better to ensure that DPMC isn't one of the inefficient petrochemical manufacturing locations forced out of business by a depressed oil and gas market.

"Refining today is a very depressed business and future growth will be flat," Thompson told DPMC audiences. "Already several million barrels per day capacity has been shut down, but nationwide there are still two million or so barrels per day excess.

**"The inefficient will shut down. We are determined not to be one of the inefficient."**

"The inefficient manufacturing locations will shut down. We are determined not to be one of the inefficient ones," he said. "We must be determined to perform better and better and better each day if we are to meet the challenges that are ahead of us."

THIS DETERMINATION accounts for streamline measures in Fuels Operations put into effect at DPMC in mid-December, 1984. DPMC's fuels business lost money in 1983, so some older, less efficient units were targeted for shutdown.

Flashers 1 and 2 and Distilling Unit 3 were shut down in January. Dock 2 closed in February. The Distillate Hydrotreater was put in standby condition in anticipation of a final run in the second quarter before permanent shutdown.

Additionally, plans are to shut down Power Plant 2 in 1986, and Dubbs 9 hangs dangerously on the brink of shutdown since its value is highly market and cost sensitive.

But Fuels is just one Shell business DPMC supports. The other five are doing better, but are not necessarily meeting business requirements, said Thompson.

Resins (Liquid and Solid Resins, Phenol

Acetone and Bisphenol Acetone), Lubricants and Detergents are DPMC businesses doing quite well.

Base chemicals (Olefins, Aromatics and VCM) and Solvents, after very poor performances several years ago, are steadily improving, although not yet bringing in the required return on company investment.

"FUNDS FOR REVAMPS and capital repairs must come from the business' ongoing profitability," Thompson said. "As determined as we are to be the best competitor today, we must have a secondary strategy to achieve return

on investment required to fund future needs of the business, to provide for energy conservation improvements, improved yields, computer controls, and to provide for future investments which will keep us competitive.

"It is not enough to be the best competitor, but each business must do well enough to ensure the future for that business," Thompson said. "It was a hollow victory for the buggy whip manufacturer who was the best competitor in that industry at the turn of the century.

"EACH EMPLOYEE has the responsibility to see that his particular business is performing as best it can, achieving the highest return on the company's investment."

"EACH EMPLOYEE should know or should find out what cost he/she can influence. That is very important," he said. "For example, fuel costs at DPMC are \$300 million per year. Small improvements in reflux on columns or trimming up process heaters can have a major impact on that bill.

"Also, the cost of rerunning product is 50 cents per barrel. We need to minimize off-spec material."

Thompson said his video talks, which he dubbed "fireside chats," are low-keyed communications with employees to inform them about the tough state of the business. "I wanted to make four points," he said.

"FIRST, we are determined to be the best competitor in all the businesses we support at DPMC, and we need to make a return on investment to keep improving and growing in those businesses.

"SECOND, in some of our businesses we have a long way to go to meet that objective.

"THIRD, we need to run the plants as best we can, better and better and better each day, and

"FOURTH, we must find time to change the business so that we do it better as time goes on.

"We must be flexible and willing to change at DPMC," Thompson said. "Change is all around us. We cannot resist it. If we do resist, change will be forced on us by the

Continued on Page 2

- I. BE THE BEST
- II. NOT YET THERE
- III. PERFORM BETTER EACH DAY
- IV. MAKE FUNDAMENTAL CHANGES

# Hawks steal SCORA title in roundball

The Jayhawks literally stole their second straight SCORA basketball championship Jan. 2.

Trailing by three points with 54 seconds remaining in the championship game many may have conceded victory to the opposing Roadrunners. But not J. W. Scott and Wilton Enard of the Hawks. Scott stole the ball twice in the last minute and Enard converted four foul shots to derail the Roadrunners 43-42 and walk away with league and tournament championships.

Before the Scott and Enard heroics, many Hawks' fans may have sensed a feeling of *deja vu*. The Jayhawks, who have lost just three games in four years of SCORA play, suffered the last two losses at the hands of the Roadrunners, the most costly the 1982 championship game.

"I would say the Roadrunners get excited about beating us," said Hawks player-coach Lloyd Kirk. "You can tell by looking at this last score."

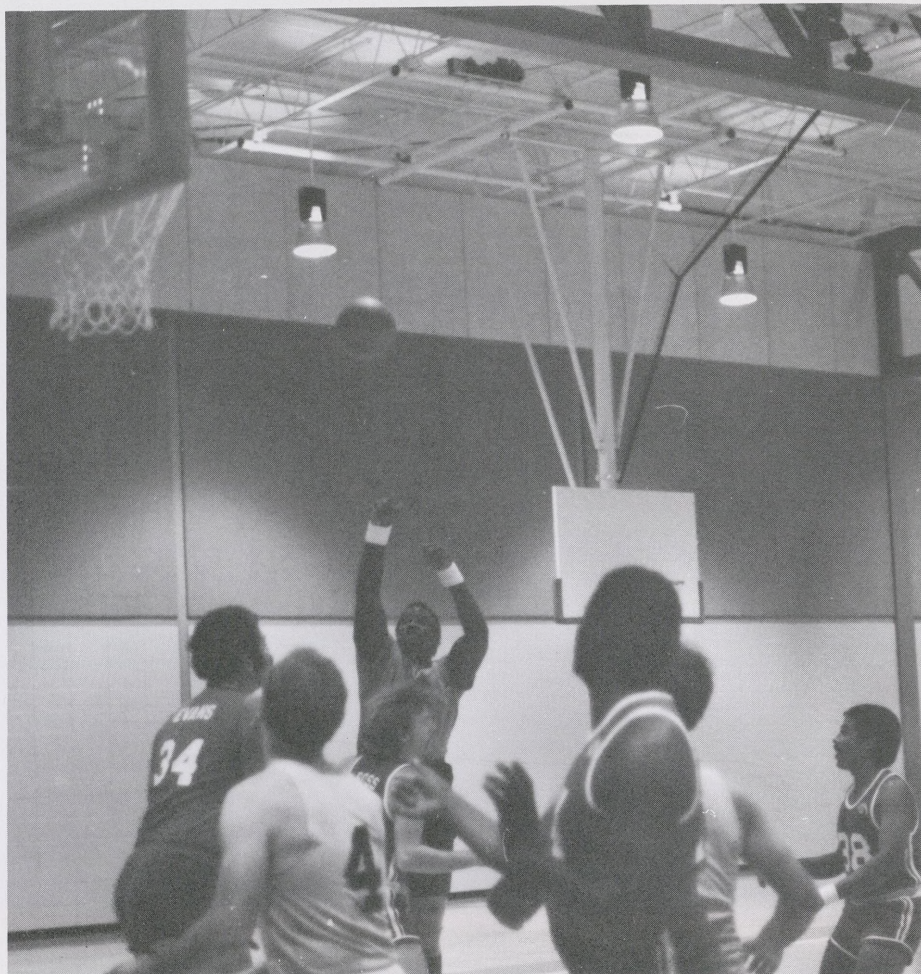
The Jayhawks disposed of the Travelling All-Stars enroute to the championship game. The Roadrunners advanced to the finals by defeating Heavy Ends. Heavy Ends beat the All-Stars to grab consolation honors of the four-team championship tournament.

The Hawks entered the tournament with a perfect 9-0 season record. The Roadrunners and Heavy Ends came in with identical 7-2 records. The All-Stars edged out Best Shot, both with 6-3 records, by virtue of a head-to-head regular season victory to get the fourth spot in the tournament.

Kirk, who co-directed the league with Hammit Henderson, called it "a very good, enjoyable season. As the close games of this year's tournament point out, most teams played good basketball at the end of the season. We are looking at increasing the entry fee next year so we can play a 15-week season and include all teams in the championship tournament.

Final league standings:

Jayhawks	11-0
Roadrunners	8-3
Heavy Ends	7-4
All-Stars	6-5
Best Shot	6-3
Le Machine	5-4
On Spec	5-4
Titans	3-6
Lost Stars	3-6
Lites	0-9



**GOOD IF IT GOES...A member of the All Stars sinks a jump shot over a good Roadrunner defense during SCORA basketball league action.**

## "Each must improve..."

**Continued from Page 1**  
pressures of the market, such as was the case with the shutdowns in the fuels sector. It is in our best interest to try to influence the change rather than have it forced on us.

"Starting with the publishing of the Mission and Guidelines some five years ago, we have been changing at DPMC. Many people say we have had a number of programs, separate programs in force at DPMC. But

talents wherever and whenever needed to find profitable solutions. That will result in a secure job environment with interesting, rewarding and satisfying jobs," Thompson said.

"Starting with me, each of us can improve and must improve in these areas," Thompson insisted. "People have been hearing gloom and doom stories. Some are true. This business is very competitive. Since 1981

## "We have talented people who know what it takes to be the best."

truthfully, all these activities -- organizational effectiveness, supervisors development, associated maintenance and quality -- are a single program, a single priority toward making the Mission and Guidelines live.

**"THE MISSION AND GUIDELINES** will live when we have all DPMC people a part of the complex, actively taking a role to make it the best it can be, and flexible enough to offer their

nearly 100 plants have closed. And more will close or reduce production in coming years.

"There are no plans for Deer Park to be in that number," Thompson said. "We have talented people who know what it takes to be the best. Deer Park employees will find solutions to our problems and ways to make us the leader in all the businesses we support."

# SCORA News:

**SCORA KICKED OFF** its 1985 membership drive Feb. 19 by mailing new membership cards to employees who last year requested automatic renewal. Club dues are paid through payroll deduction.

After March 1, other employees will receive membership applications to return to SCORA in order to receive membership cards. These employees can pay through payroll deduction, check or cash, and also will have an option of signing up for automatic renewal for 1986 with dues handled through payroll deduction.

"The automatic renewal through payroll deduction is a big advantage for both SCORA and its members," said Carolyn Anderson, club secretary. "The club can quickly renew memberships and members don't miss out on any events because they didn't get around to filling out an application."

SCORA is encouraging employees to renew membership early since the employee

club is planning a barrage of activities immediately following the membership drive.

**MEN'S SLOW PITCH SOFTBALL** begins Monday, March 4. The 20-team league will play a nine-week season followed by a round robin championship tournament.

The games will be played at the Lone Star Sports Complex, South Richey at Allen Genoa. This complex features AstroTurf in-fields, a clubhouse with covered patio, large screen television and children's playground.

Employees wishing to play should contact Doug Teschendorf, 7076 or 6614, or Jesse Rodriguez, 6635. All team members must be SCORA members.

**A SKATING PARTY**, to celebrate school children's spring break, is planned for Tuesday, March 12, 7-9 p.m. at Deer Park Skateworld. A TGIF social hour is being planned for Friday, March 15.

**THE ANNUAL CHILDREN'S EASTER EGG HUNT** will be March 30 at the San Jacinto Monument park. It will be held from 10-11 a.m. so that families can pack a picnic lunch and spend the afternoon in the park.

**SCORA'S LARGEST EVENT** of the year, the annual picnic, is scheduled for April 13 at the 40-acre Lennox Ranch on Highway 90 at Uvalde Road. There will again be unlimited food and refreshments, as well as day-long activities.

The board is planning a significant price discount for active members as an enticement to sign up early for club membership.

Also the board needs volunteers to organize and work the picnic. Employees interested should call Anderson at extension 7445.

In other activity, a Houston area all-Shell clubs tennis tournament is scheduled for March 30 at the Southwest Tennis Center. The singles tournament will have a women's division, as well as a mixed division for A and B players and for C and D players.

The entry fee is \$5. An entry form with name, location, phone, and employee club number should be sent to Barbara Norman, SDPC office, Room 3C04, Information Center. Entry deadline is March 22.

## DPMC runners bring in honors

Deer Park runners were well represented in the third annual Westhollow Research fun run, with four first place finishers and a number of other top finishers among the more than 200 runners participating.

George Roe finished first overall in a special executive division for managers in a 6.2 mile race. His time was 43:57.

Toby Mendoza finished first in the 20-29 years age category and third overall in the 6.2 mile run, while Sam Rubbico finished first in the same age category and second overall for a 3.1 mile run. Mendoza finished with a 36:43 time and Rubbico with a 18:20 time.

Finishing first in the 4-years and under division one-mile run was Garret Wilson, son of Steve Wilson, with a time of 12:49.

Also finishing at the front of the pack in the 6.2 mile run was Victor Romero with a fourth place spot in the 30-39 age category.

In the 3.1 mile race Don Vanya placed fifth in the 40-49 age group and Gabriel Saucillo, son of Frank Saucillo, finished third in the 15-19 age division.

In other running action, Rubbico placed second overall in the Houston Corporate Track Association 5K (3.1 mile) Cross Country Race Dec. 9.



**RUN IN THE PARK...Toby Mendoza, OP III, was one of a number of Deer Park runners to grab top honors in the Westhollow Research Center fun runs held at Bear Creek Park.**

## Credit union votes perks to members

Credit Union board members recently voted to pay more recognition to large account holders.

At the February board meeting the directors took action that allows members with at least \$5,000 in an account at the Credit Union to receive free Visa traveller's checks.

Also, members with at least \$10,000 in any Credit Union account who also have a checking account with the organization will receive free checks.

"This action represents the Credit Union's acknowledgement of members with large accounts in the organization," said Johnny Garrison, chairman of the Credit Union's educational committee.

In other action, the board set the date of the annual meeting for Friday, May 3. It will begin at 7:30 p.m. in Gaines Mason Auditorium on the Deer Park High School north campus.



**PERMIT PACKAGE...**Oma Cerrone and Al Weaver of Environmental package reports to ship to the Texas Department of Water Resources. The reports contain information TDWR requested as documentation for DPMC's permit application to handle hazardous waste created as a byproduct in operating units.

# Waste app

**WHAT APPLICATION** form can measure more than 25 feet, weigh more than 650 pounds and take six months to prepare?

That riddle had Environmental scratching their collective heads the last half of 1984, and shaking their heads in early 1985.

Environmental's 1984 puzzlement was over the amount of time, effort and money taken to prepare a second phase of an application for a hazardous waste facility permit. Their 1985 disbelief is that after the application was submitted, many of the rules changed, creating much additional work to be done.

In 1981 DPMC applied for a permit to handle hazardous byproducts created by operating units and has been documenting necessary information ever since.

In July of 1984 the Texas Department of Water Resources sent a second phase of the application form, section B, 42 pages of questions that needed to be answered with information documented by Dec. 7, 1984. It would take the full six months to get all the information.

**ENVIRONMENTAL REGULATORY AFFAIRS** was saddled with the responsibility of compiling the information, but it would take many more

# Financial's got that old fashioned fa

It started with an annual Thanksgiving dinner. Then a Go Texan Day was added. A third addition was a bosses' day celebration. A fourth entry was a family open house, while a fifth tally included a Halloween costume contest. Finally a Thanksgiving food drive summed it up.

This compilation of events was sponsored by Financial over the past year as the organization strives to maintain a close family feeling in an ever spreading workplace.

Started more years ago than anyone could recall, the annual Thanksgiving dinner helped bring together employees of a department separated into upstairs and downstairs divisions by its two-story building. But as geographies spread to include Financial representatives located in operating areas and Computer Services in the main office annex, a more determined effort has been put forth to build cohesiveness.

"It is like a family living apart," said Theresa Filberth, Accounting. "Special oc-

casions bring them together."

Only the Thanksgiving dinner is a departmental ritual with a standing committee to implement it. The rest of the events have been spontaneous. "Someone makes a suggestion and someone else jumps on it. This group has a 'what can we do, or let's do something' attitude," said Lydia Bustilloz, Computer Services.

A case in point is the Thanksgiving food drive. The committee was meeting to plan Thanksgiving dinner when Keith Lichtenwalter, Accounting manager, mentioned it would be nice to have a food drive for the needy. Before he could say more, everyone agreed and a food drive became part of the committee's Thanksgiving effort.

Committee member Betsy Buxbaum of Auditing was assigned to publicize the food drive. As she sent notice of the annual dinner, she sent notice of the food drive as well. With more than 70 people showing up for dinner, the food drive was well announced

and off to a good start. It ended with more than six boxes of food and clothing items collected and turned over to the Bridge Over Troubled Waters, a Pasadena shelter for women in need.

"We have a real family attitude," said Buxbaum, reflecting on the successful food drive and other Financial get-togethers.

Kathy Hudson of Invoice Processing helped with Thanksgiving efforts and bosses' day, as well as initiated the Halloween contest. "The get-togethers break down barriers," she said. "Because of our workload we have to work together closely. Getting together outside of work allows us to know our co-workers better and work together easier."

Pat Carroll, Controller, also likes the camaraderie of the group. "They do a lot together after hours and that is a real morale boost. By every measure of efficiency this is an outstanding group which does a fine job."

Asked why his group is so close, Carroll begs the question slightly. "This family feel-

# Application weighs 650 pounds!

than the five employees of that group. No less than 16 DPMC employees from Engineering and Drafting, others from Environmental Engineering and Operations and still others from Head Office Land and Head Office Engineering would be involved.

Additionally, DPMC would have to go outside of Shell for help to put together the information in the brief time frame. Three engineering contractors and additional clerical support would be necessary.

"Just to assemble the information and compile it in the reports took more than 13,000 workhours and cost us nearly a half-million dollars," said Al Weaver of Environmental Regulatory Affairs. "This doesn't account for any capital expenditures to modify facilities to meet requirements."

Figured in the assembly costs was time spent preparing engineering reports describing current status of DPMC hazardous waste handling facilities. That would include details of tank construction, description of tanks, valves and more, including thicknesses of tank dike walls.

And operating procedures for those facilities needed to be explained in the most minute detail.

"IT WAS A VERY COMPREHENSIVE, significant amount of work that needed to be done in a short time period," said Weaver. "Quite a few people did outstanding jobs, from all the people in Paul Hamilton and Jack Mulcare's Engineering and Drafting groups to Environmental's Oma Cerrone, Rob Jacoby, Kay Spaunhorst, Bob Pesl, Sue Harrity, Ruth Houk, John Woods and Don Robinson.

The results of that work were airfreighted to Austin the day before the deadline. The shipment included six copies of 16 bound books, each copy approximately four feet thick. Additionally, four extra copies of one of the books were needed for certain regulatory agencies.

Shortly after the package was received, DPMC was notified that additional information would be needed. "New rules took effect near the end of the year, so there are additional questions that we need to answer, and

some operating and design procedure requirement changes that we need to address," said Weaver.

**WEAVER INDICATED** that since much of the research work has been done, it should be easier to compile the new information needed, but there will be significant costs involved to change design or operating procedures to meet the latest requirements.

In the meantime DPMC continues to operate under an interim permit. Weaver pointed out that once DPMC secures the permanent permit it really isn't permanent. The complex will have to renew some phases every five years and other phases every 10 years.

"Everyone who handles hazardous waste must go through this process to obtain a permit to comply with the law," he said, managing a slight smile.

## Family feeling

ing was here before I got here, but if I had to point to one thing it might be the Financial Reorganization Evaluation Team (FRET) study.

"In 1982 the complex was still using totally separate systems which had to change to a common system. The change would totally reorganize Financial. Management, at that time headed by my predecessor, Mike Sullivan, promised no one would get hurt by the study -- attrition and reassignments would take care of displaced employees -- and asked the organization to break into teams to redefine their own jobs and reorganize Financial," he said.

"Large numbers were involved -- professional and support staff -- and they did a quality piece of work. Since that time, the team concept has flourished in Financial," Carroll said. "I think the team environment has helped bring all of us a little closer."

Continued on Page 6



**ORGANIZING DONATIONS...**Sorting food items into six boxes are some Financial Thanksgiving Dinner Committee members who spearheaded a Thanksgiving food basket drive for the needy. The members are Keith Lichtenwalter, Kathy Hudson, Carol Mitchell, Lydia Bustilloz and Theresa Filberth. The donated goods were delivered to the Bridge Over Troubled Water, a Pasadena shelter for women in need.



**HAPPY BOSS...**Disbursements supervisor Kevin Meier smiles about the attention received on Boss's Day. Employees in Invoice Processing decorated Meier's office and held a surprise coffee and cake celebration "to show him we like him as a boss."

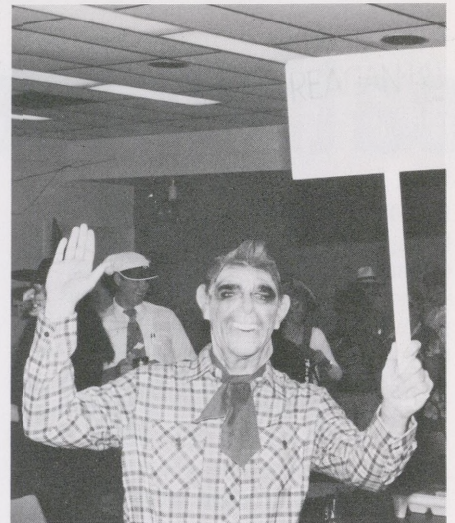
## 'The best thing is the people..'

Continued from Page 5

Ray Brooks, Accounting, agreed, but also disagreed. "FRET made some people see the need for communication and work at it. The reorganization teams built some rapport between work groups, especially between support staff and professionals, and some people maybe saw new value and dignity after FRET," Brooks said. "But the organization structure did not aid or distract from that. It was only the process to get there."

"The family feeling is not a credit to FRET or any management structure, but to the people who make it work," he said.

"The best thing is the people," echoed Juan Padillia, Accounting, as a closing summation of the camaraderie within Financial.



**GHOSTLY POLITICS...**Presidential hopeful Ronald Reagan politicked among ghosts, goblins, Indians, and flappers as Financial employees played out fantasies during a departmental Halloween costume contest.

## Classified Classified Classified

FOR SALE

**1979 DATSUN PICKUP**, 5-spd., longbed, air, AM/FM radio, 44,000 mi. 476-4912, after 4 p.m.

**1984 JAMBOREE MOTOR HOME**, 26-ft., fully self-contained w/microwave. Equity and assume loan. 476-0128

**1972 CHAMPION MOTOR HOME**, 22-ft., fully self-contained, sleeps 9 w/king bed, Onon gen., 4-burner stv., refrig., roof-top air. \$5,000. **E-Z-GO GOLF CART** w/top, 4-wheels, steering wheel. \$1,000. 748-4241 or 748-2032

**THOMAS MOTORCYCLE TRAILER**, holds three bikes. \$300 or offer. 480-0583

**1½ LOT** in LaPorte's Fairmont Park, section 4. \$20,000. 479-6228

**15.7 ACRES**, Hwy. 77 frontage between Cameron and Rosebud, TX., elect., water. \$2,700 per acre. 946-1015

**CEMETARY LOTS** in Grandview Cemetary on Spencer. 6 lots, a block of 4 and block of 2. 367-1483

**TWIN MATTRESS** box spring, \$30. **ANTIQU** MACHINE STAND, smoked glass top, \$75. **BAMBOO BIRD CAGE**, \$10. **FORD WHEEL COVERS**, 2 for truck or van, \$27. 472-5988

**CUSTOM CHAIRS**, pair for living room, \$65. **BOOK CASE**, \$35. 487-7389

**OAK TABLE**, 2 leaves, 4 chairs, \$150. **TRIPLE DRESSER**, mirror, \$65.

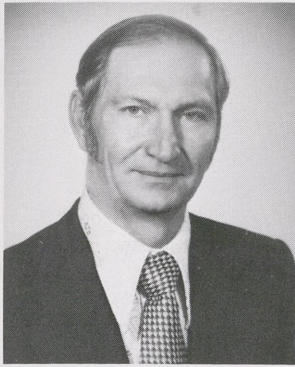
**SEARS GAS DRYER**, avocado, \$100. 489-9192 after 6 p.m.

**KIMBALL SPINET PIANO**, 7-yr. old, like new. \$750. 538-4445

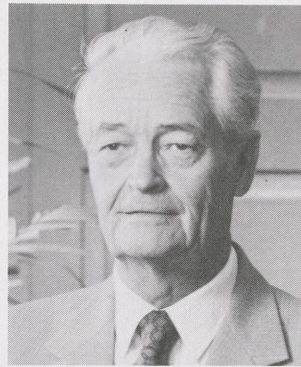


**REPEAT CHAMPS...**The Deer Park East Belt Eagles finished a third consecutive regular season with an undefeated record. The 1984 division champion Eagles took a 9-0-1 record into regional playoffs where they faced teams from throughout the Galveston Bay area. The Eagles sport a distinct Shell flavor. In addition to being sponsored by DPMC, the team is coached by Juan Gonzales, left, and Leonard Roberts, Operations, and includes, standing, Roberts' grandson Robbie Breshears, left; Gonzales' son Johnny, third from left; Chad Grounds, fifth from left, stepson of Earl Page, Maintenance; and Kevin Corbitt, son of Richard, Maintenance. Sitting second from left is Cory Hinojosa, son of Edgar, Operations.

## DPMC Retirements and Anniversaries



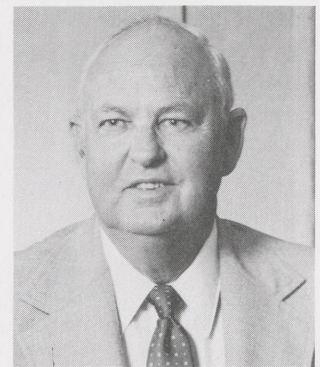
**NELSON M. KING, JR.**  
Retired



**E. D. POLK**  
Retired



**LEROY RODGERS**  
40 Years



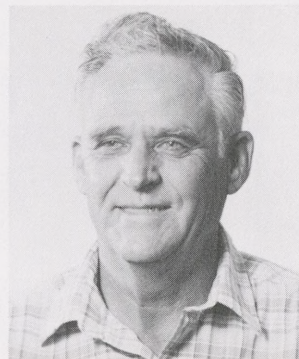
**BILL ASHMORE**  
35 Years



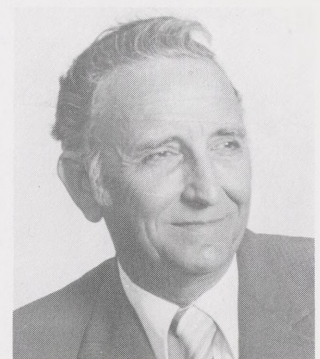
**W. C. COWEY, JR.**  
35 Years



**L. E. JACKSON**  
35 Years



**C. J. WILLIFORD**  
35 Years



**W. E. BAILESS**  
30 Years

## Recent deaths reported

A number of employee and pensioner deaths have been reported to the **SHELLEGRAM** in recent months.

Bill Smith, a 9-year employee in Industrial Relations died Nov. 29. He was 40 years old.

Eight pensioner deaths were reported, four occurring during November.

Included in the November deaths was 94-year old W. M. Thomas. He started with Shell in December of 1932 and retired from Deer Park in 1952. He died Nov. 15.

Another longtime retiree, N. V. Holland died Nov. 3. He was 81 years old. The 17-year Shell veteran retired in 1963. Passing away Nov. 16 was Jack Norton, a 27-year employee. He was 69 years old. And E. P. Logan died Nov. 21. The 35-year Shell employee was 76 years old.

December claimed the lives of three pensioners, recent retirees J. W. Pearson and B. R. Starker, and Marriss Scottie Calloway. Calloway died Dec. 14 at the age of 71. He retired in 1974, after 39 years with Shell.

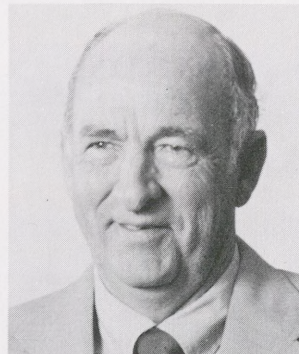
Starker died Dec. 16. The 38-year employee was 66 years old. He retired in 1981. Pearson retired in 1982 after 36 years with the company. He was 64.

F. F. Guidry died Feb. 1. He was 72 years old and worked with Shell 26 years before retiring in 1973.

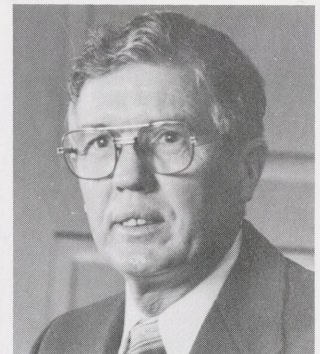
### Thank you...

Larry Horstman sends the following note:

"Dot and I appreciate the retirement party and the clock is the 'greatest.' We'll enjoy it for the rest of our lives. Thanks to all."



**N. L. HATTON**  
30 Years



**D. E. CARTER**  
25 Years

## Parties to honor retirees

Two groups are planning farewell parties for some retirees in their areas.

Olefin is holding a barbecue and potluck supper Feb. 22 at the Deer Park Fire Hall, 711 Pasadena Boulevard. The party honors R. T. Haydock, W. A. Moorman, J. E. Owens, O. J. Pomykal, J. C. Roundtree, J. W. Singleton and L. R. Villemez.

For reservations and details, call Shirley Wells, 476-7795.

Utilities is throwing a going away party for 47-year veteran Bill Ursprung and 35-year veteran C. S. Magee March 20 at J. C.'s Restaurant on Red Bluff Road. The party begins at 3 p.m.

This party will feature a barbecue dinner, although the honorees will be the main course during a planned "roast," said Marsha Horton. For more details contact Horton at 476-6191.

# Five receive Holmes safety award

Five DPMC employees received the Joseph A. Holmes Award for 1984, raising to 55 the total number of employees enlisted in the distinguished safety honor roll.

Receiving the safety award for reaching 40 years of service in a field location without suffering a lost time injury were Joe Anne Berwick, Quality Assurance; Charlie Clemons, Maintenance; Red Daniels, Aromatics; Earl Steck, Cat Reforming; and

Jack Thomas, Maintenance.

An awards luncheon was held at the complex for the five new inductees. Although all five are now retired, each attended the ceremony.

After opening remarks by Tom Gillespie, Superintendent of Health, Safety and Environmental, Complex Manager Bill Thompson presented the award winners with certificates, lapel pins and gold decals to com-

memorate the honor.

A pen and pencil set was awarded to the recipients' spouses acknowledging support considered vital to sustained service and admirable safety performance.

The Holmes award was established in 1916 to publicize and stimulate the safety movement to reduce accidents and ill health in industry.



**HONORED FOR SAFETY...Recipients of the Holmes Safety Award for 1984 are, from left, Charlie Clemons, Red Daniels, Joe Anne Berwick, Earl Steck and Jack Thomas.**

## Shellegram

Deer Park Manufacturing Complex

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