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## SMART members help save another life

"We've got a man down at the cafeteria!" The automotive dispatcher's voice on the radio was urgent.

Hearing it, Jay Gantenbein, health and safety representative, quickly called the main gate to have the SMART (Shell Medical and Rescue Team) members dispatched. Meanwhile, Gantenbein, who was only a block away, rushed to the scene and found the man in complete cardiac arrest.

That was Jan. 28 at 8:34 a.m., when a Kellogg Brown and Root contractor had a heart attack and passed out while driving a forklift. Within minutes, 14 SMART personnel joined Gantenbein to administer life-support assistance. Response was quick due to radio communications and the deployment of SMART members in every part of the complex.

The accomplished rescuers are fully trained in automatic external defibrillator (AED) procedures used to resuscitate cardiac arrest sufferers. Using their advanced analytical equipment, Gantenbein and the team was able to restore the normal rhythm of the contractor's heart, stabilize him and transport him to the hospital. "Our job is to get the sick and injured to advanced medical care so they have a chance to survive," notes Gantenbein. "I'm extremely proud that we were able to do this for this person."

The team comprises 32 basic and eight advanced medics who had participated in drills earlier in January to hone their CPR,

*Continued on P3 (SMART)*

## FCC turnaround backed by solid execution and coordination

The recent fluid catalytic cracking (FCC) unit turnaround, combined with capital work required for environmental activities, took approximately 500,000 craft hours.

The project involved many logistical issues, including temporary supports for existing equipment, congested work areas and a number of heavy lifts. The long hours, weather changes, temperature fluctuations, and the critical nature of the work compounded the difficulty of the turnaround.

For example, the carbon monoxide (CO) heater, CO combustor and oil preheat section of the FCC unit – all large components of the FCC unit – were replaced while maintenance was



*Continued on P9 (FCC)*

## Retirees and loyal employees keep the tradition alive

The roots of a healthy, vibrant company run deep to its retirees and dedicated employees. Shell Deer Park stays linked to its history through retirees and tenured employees with 10-plus years of service. Annually they are invited to a 10 and Over Service Club Party at which they take the opportunity to preserve the richness of Shell's most valuable asset – its people.

From the first reunion party in 1939 when Louie Grossheim made arrangements, to 1945 when Jimmy Hallmark took on party planning responsibilities, and then on to 1982 when Bill Davis served as planning chairman, the party has reinforced the company's appreciation for its employees' loyalty.

The 2002 party was well attended with 147 employees and 457 retirees present. Shell Deer Park Refinery President and CEO Tim Hake and Shell Chemical Plant Manager Dean Eshelman were on hand to greet the guests.

Mark your calendar for the next 10 and Over Party to be held Sat., Sept. 13 at the Pasadena Convention Center. All employees with 10 years of service are invited.



*Top: Retirees stay connected at SDP's annual 10 and Over Service Club Party. Above Photo: Dean Eselman, Bill Davis (who has helped planned the 10 and Over Service Club Party for almost 40 years), and Tim Hake enjoy the festivities.*

## E-newsletter keeps HS&E at the forefront

Refinery employees are strongly committed to improving their health, safety and environment performance in 2003. As part of this effort, the health and safety department is publishing an electronic newsletter.

According to President and CEO Tim Hake and Health and Safety Manager Ed Hawthorne, a weekly newsletter targeting refinery employees and contractors will help improve HS&E awareness. The goal is to break through a plateau of similar accident statistics at the refinery over the past several years, and to track environmental performance.

*Health Safety and Environment* has been published for three months by editor Jerry Williamson, health and safety representative. Contractor and refinery associates also contribute articles. The newsletter appears to help increase awareness and improve communication in the important areas of safety and the environment.

"The newsletter is being read," says Williamson, "and we've received favorable comments from our audience. Best of all, it appears that incidents are declining. Our goal is to have everyone in our facility focused on health, safety and environmental initiatives, such as the 2003 Health and Safety Direction and Action Plan, to stop our colleagues from getting hurt."

Topics cover areas such as communication, hazard awareness and positive intervention. Included is useful, timely advice about driving, medications, physical well-being, seasonal safety and at-home positive intervention. "A Message from Management," a standing column authored by Hake or another member of senior management, provides perspective, direction and encouragement.

"Besides concentrating on the environment and a safe workplace, any home health and safety topic may be covered in *Health Safety and Environment*," says Williamson. "We're striving to provide valuable information that maintains our focus."

## CAER Line upgraded with more features and capacity

Since 1986, the CAER (Community Awareness Emergency Response) Line telephone system has provided information about Houston Ship Channel industry and transportation incidents. The 125-member East Harris County Manufacturers Association (EHCMA) has made the free public service at 281-476-2237 possible.

Over the years, community residents have heard about industrial facility incidents, learned the reason for flares and found out about upcoming fire-training exercises – all on the CAER Line. In 2002, residents made 41,123 calls to the CAER Line to listen to more than 1,000 recorded messages from industry.

Now the CAER Line is even better. The telephone system was recently upgraded with state-of-the-art equipment to provide additional capacity and expanded features, such as odor reporting and bilingual service. For example, callers can choose to hear a message in English or Spanish. A Spanish language option was added because Hispanic populations in Harris County have grown as much as 10 percent over the last decade.

### Capacity to receive calls

The number of incoming phone lines was doubled. Now with 40 incoming lines (which can be reached through one number: 281-476-2237), callers probably will not get a busy signal during a major incident or even multiple incidents. "The upgraded service strengthens the communication links between industry and the

community," says David McKinney, Shell Deer Park external affairs manager and former chair of the EHCMA's community relations committee that was in charge of upgrading the CAER Line.

Agency and industry users have twice as many lines on which to communicate information and report incidents. "The changes have also made the process of recording messages easier and faster," says Ted Vega, one of five SDP environmental supervisors who help record Shell Deer Park messages on the CAER Line. "Plus, we can choose how long we want the message to stay on the line."

Vega says that SDP's environmental supervisors record about six messages a month. "Few of them relate to an incident," he notes. "They are primarily to inform residents about activities not requiring public protective action. Anytime there's a plant alarm, excessive noise, a flare or training exercise, we record a CAER message to explain the situation."

### An immediate way to report odor

The Odor Reporting System on the CAER Line lets callers report nuisance odors detected in their neighborhoods. "EHCMA was able to establish this new reporting feature when the computer hardware for the telephone system was upgraded," McKinney explains. "Residents and industry personnel can talk to someone in person about an odor in seven geographical areas of East Harris County. Designated plants in each

area receive the odor complaints. They make every effort to trace the source of the odor and eliminate it."

Vega says that not only does the CAER Line provide information about incidents, fires and releases, but it also keeps Shell personnel abreast of activities at other plants. "It is a good informational resource," he states. "The community should use the service regularly to stay current on what the plants are doing, even when there isn't a crisis. It can be the best way to get reliable information about non-emergency incidents."

'Reliable and quick' is one of the messages the EHCMA community relations committee is conveying as it launches an aggressive media awareness campaign about the public service upgrade. To build community awareness, new CAER Line phone stickers were created. The stickers have been distributed throughout Shell Deer Park, but if you need extras for your phones, contact Lois Guthrie at 713-246-6247.



Community  
Awareness  
Emergency  
Response

caer  
line

281-476-2237

## SMART... *Continued from P1*

AED and cardiac drug procedures. Members drill monthly in life-like, real-time scenarios involving medical and trauma situations. Both levels of responders performed to their skill level during the recent resuscitation effort.

"This material from the January drill was still fresh in everyone's mind," notes Richard Haydock, EMT-P and SMART team leader. "Even so, we always critique every major incident to review team performance and make improvements where necessary to uphold our motto – 'Patient care is number one.'"

Thanks to the state-of-the-art equipment, protocols and aggressive training, the team can render the same standard of care inside

Shell Deer Park as employees expect to receive outside of the complex. Acknowledges Mike Boaze, emergency response coordinator, "We're very fortunate that the SMART team has advanced medical protocols. It's quite remarkable for a medical and rescue team at a plant facility to have our level of expertise and skills."

Indeed. This marks SMART members' second resuscitation effort in five months with no permanent, post-arrest complications to the victims. "Two people woke up to see the sun rise because of us," says Gantenbein. At the time of this report, the Kellogg Brown and Root contractor was recovering at St. Luke's Hospital.

## Management Outlook

### Dean Eshelman, Site Manager Shell Deer Park Chemical Plant



Site Manager Eshelman talks about 2002 achievements and 2003 priorities.

Although 2002 was a challenging year for the Shell Deer Park Chemical Plant (DPCP), we can be proud of several successes, such as our environmental exceedance performance and improvements in compliance index results. DPCP's environmental exceedance performance was 20 percent better than we targeted. We progressed in our new five-year infrastructure program for DPCP assets. Additionally, we are demonstrating winning attributes and behaviors that address our ways of working effectively to a much greater extent. I commend everyone for these exceptional results.

Even so, at year-end we hadn't delivered well enough on many key results. Personal safety was one of the most disturbing with roughly 33 percent more injuries than projected.

Process safety produced mixed results. On one level, we experienced fewer, smaller Process Safety Incident Tracking System (PSITS) events than the previous year, which we believe is a path to reducing the risk of larger incidents. On the other, two large-impact events (OP3 furnace area fire and OP2 cooling water tower failure) lowered our process safety target. These two incidents were also the major factor in us not delivering on our reliability performance. As a result, we estimate controllable production losses (CPL) at 7.8 percent for 2002 versus our 5.1 percent target.

Aside from extraordinary fixed costs and the capital impacts of these incidents, I want to point out that the site's routine fixed costs (base, turnaround and project expenses) are essentially at target, a major step of progress that shows our growing ability to manage costs. Variable cost performance is off target by 7 percent, partly impacted by reliability.

I very much appreciate your response to the challenges brought on by the two major reliability events, and we must clearly incorporate what we've learned from them into our management systems/processes to prevent adverse events in the future.

As we move forward, we are working to better define the risks to meeting key business objectives, including HS&E, reliability and cost, organizational and business opportunity risks. Along these lines, we have used a site risk evaluation process and feedback from management system audits as a key part of setting 2003 site focus and priorities.

Speaking of priorities, DPCP's Key Business Activities (KBAs) for 2003 are aligned with Chemicals and Operational Excellence (OE) KBAs and targeted to focus where most important. Highlights of the DPCP KBAs follow. As part of our

leadership agenda, we intend to emphasize the strengthening of our management systems (in all areas), including focus on effective planning, execution and timely follow-up. Some related priorities for 2003, some of which are already under way, include personal safety, field compliance with orders/standards/procedures, increased compliance assurance regarding regulations and standards, and "operating window" systems enhancements. Operating window relates to effective engineering control within various units to obtain better unit performance.

#### DPCP KBA highlights

##### KBA: Gain Leadership in HS&E

We intend to achieve a path tracking toward 2006 world-class performance by reducing injuries, illnesses, process safety incidents, environmental exceedances and compliance. Some key activities for 2003 in this area will be:

- HSE-Management Systems implementation
- Change management standard implementation
- Olefins flaring reduction
- Source control

##### KBA: Develop the Workforce

This area ensures that DPCP stays competitive by providing challenging and interesting jobs that support our business plans and strategies. Key activities for 2003 will include:

- Embedding winning attributes and behaviors into the ways we work
- Enhancing the talent pipeline
- Enhancing work performance through clear expectations and follow-up

##### KBA: Maximize Capacity Utilization

Our objective is to raise the technical availability (best practical manufacturing performance) of DPCP process units to benchmark level performance and meet business goals. A key measure is attaining more than 90 percent maximum capacity utilization. Key activities will include:

- Executing defined unit reliability improvement plans
- Successfully applying the overall turnaround optimization process
- Extending the proactive asset management process
- Executing projects targeted to asset capability
- Executing the OP2D start up with world-class results

##### KBA: Be a Strategic Cost Leader

This area supports the OE ambition of achieving overall low-cost producer. Key activities support DPCP's attainment of world-class cost performance by 2006:

For fixed costs:

- Use online bidding tools and Center of Excellence recommendations
- Execute the turnaround optimization process

*Continued on P7 (Eshelman)*

## SDP HR managers settle into their roles

Several months ago Shell Deer Park named two new human resources (HR) managers, and they are settling into their challenging roles. Ed Haloulos was promoted to HR manager of Shell Deer Park Refining Company effective June 1, 2002, and Francene Young advanced to manager of HR for Shell Deer Park Chemical Plant effective Aug. 1, 2002.

Both managers bring a wealth of professional experience and educational background to their respective positions. Haloulos has been with the refinery for more than five years. Prior to his latest appointment, Haloulos served as SDPRC's manager of industrial relations. Before coming to Shell, Haloulos worked 10 years in employee and labor relations for the commercial aircraft division of McDonnell Douglas Corporation in Long Beach, Calif. He earned his business degree from Embry-Riddle Aeronautical University, and is currently pursuing an MBA with a concentration in HR at the University of Houston at Clear Lake.

Young was formerly manager of learning and development for DPCP for three years. An 11-year company veteran, she started at the Shell Information Center as HR representative. Young held six other assignments with various Shell organizations before transferring to the chemical plant in January 1999. Prior to Shell, she was manager of employee relations and affirmative action at M.D. Anderson Cancer Center. Young earned an undergraduate degree in social services at Cleveland State University and a master's in public health from the University of Pittsburgh.

### What challenges are you facing and how will you overcome it?

**Young:** One of my challenges is helping DPCP personnel stay focused while we're in the midst of a variety of changes. Change can bring frustration and impact employee morale. A loss of focus could lead to less attention on safety. Providing some structure and more information during these changes helps employees get through them easier.

**Haloulos:** Shell Deer Park Refinery is participating in the globalization of the refining business within the Royal Dutch Shell organization, so my challenge is to help the refinery become a more integrated part of that global community. With that comes many activities, and a major initiative is the launch of a new IT system for HR. SAP HR is being implemented globally at Shell and is referred to as the Galaxy project. Moving to SAP HR, with an implementation date of Jan. 1, 2004, is one of the largest global HR initiatives. It impacts both the refinery and chemical plant. Regional implementation of the Galaxy project within the United States is known as Delphinus.

### Will you two work together on the Galaxy implementation?

**Young:** For our organizations' SAP participation to be successful, Ed and I will work closely together. The SAP HR implementation will necessitate current and correct employee data and proper training of all Shell users of the SAP system.

### How will the new IT system benefit HR functions?

**Haloulos:** One of the early benefits the SAP system will provide is the consolidation of many systems necessary to conduct HR functions, giving us a single system with which to manage people data. This single system also will integrate with financial and HR information systems at Shell Deer Park. During the implementation we'll document our processes and look for opportunities to streamline them.

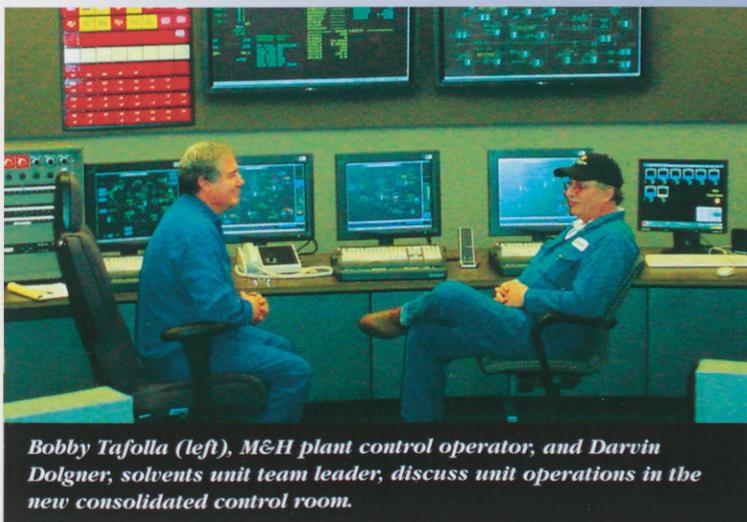
## Control room consolidation brings efficiency gains

Solvents personnel from the IPA and M/H production units at the Shell Deer Park Chemical Plant moved into a sophisticated control center with state-of-the-art computer instrumentation. "Our 8,400-square-foot building is spacious, and it befits our model of a professional operator handling specialized tasks in a state-of-the-art work space," says Jeff Polzer, solvents production manager.

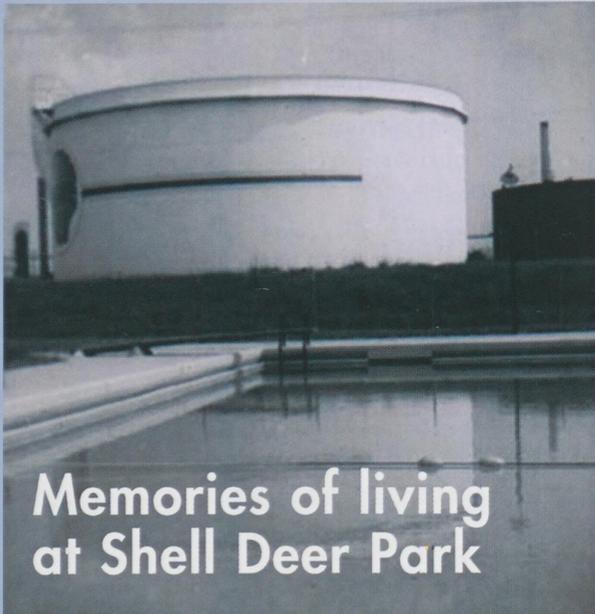
The upgrade to computerized instrumentation gives solvents operators the latest technology to manage production, troubleshooting problems and control the units efficiently. "We previously split unit control among three operators, but now one operator will direct the unit using the distributive control system. That operator has a wider range of command and can optimize operations across the entire unit," Polzer states.

The control room consolidation enables the control operator/field operator concept, which puts an operator inside the control room focusing on plant control and optimization. In addition, field operators spend more time proactively managing and performing preventive monitoring duties. "This allows us to more easily delineate operator duties," notes Polzer, "providing more focus on equipment and reliability."

The difficult process of consolidating three control rooms into one contemporary facility, reinstrumenting the controls and training operators took approximately 18 months. "But there are big payoffs, and everyone is enjoying the premier building — immensely," says Fred Sonderegger.



**Bobby Tafolla (left), M&H plant control operator, and Darwin Dolgner, solvents unit team leader, discuss unit operations in the new consolidated control room.**



## Memories of living at Shell Deer Park



Six months after Bill Boykin transferred from New York to Shell Deer Park (SDP) to become an assistant manager for one of the operating departments, his wife and children are getting settled in their three-bedroom, one-bath company house on campus.

It's January 1960. The wooden floors shine and the faint whiff of fresh paint drifts through the air of the attractive house that Boykin rents for \$35 a month, including utilities.

At the front door facing the channel, the Boykins often wave at sailors on ships from faraway countries, and the children place pins on a map to signify where the vessels originate. "We had a wonderful view of all the ships going down the channel," Boykin reminisces.

By spring, the Boykin children are taking advantage of the plant's amenities: the swimming pool, tennis courts and nearby woods. The neighbors' boys take BB guns into the woods for target practice – just in case an occasional rabbit, armadillo or copperhead snake reveals itself.

Shell Chemical Plant retiree Floyd Reitz and his family recalls the ten years they lived in administrative staff housing. He says it was a great place to raise a family. "The environment was arranged like a country club, but there was plenty of space for children to roam. I taught my son to shoot ducks and fish for perch," Reitz says.

Boykin's daughter, Nancy Boykin Bounds, remembers her happy childhood at SDP: "It's hard to imagine growing up in a more interesting, unusual place. We spent the summer at the plant swimming pool, and often overheard happy company barbecues in the recreational building next door. Sometimes my mother let us ride our bikes to the cafeteria to buy ice cream bars."

Personnel living in staff houses agreed to be on the fire crew, and the alarms rung in each house. Boykin recalls, "I responded to at least 12 fires while we lived on campus."



*Top Left:*  
Pool and tank

*Top Right:*  
The Boykin children

*Left: Bill Boykin and Nancy Boykin Bounds where their home once stood.*

*Below:*  
Company houses built for the plant's administrative staff



Now retired, Boykin has made several trips back to SDP to visit his friends at the dock. His daughter paid her first return visit last November. "I had a strong feeling of the familiar, but much has changed," Bounds says. "The hill in front of our house is still there but our old road is gone. I got to see where I grew up... I'll always think of Shell Deer Park as home."

## Eshelman... *Continued from P4*

- Benchmark to improve plans for the Shell Manpower Index (SMI) path needed to attain 2006 targets

For variable costs:

- Reduce energy index, including improve analysis of energy efficiency variances

For total cost:

- Successfully implement Global SAP (GSAP)

We'll meet a continued challenging business environment in commodity petrochemicals this year even as the expectations of our stakeholders continue to increase. 2003 marks the continuation of significant capital project work with the completion of OP2D and Solvents Assets Rejuvenation Project (SARP) activities. The pace of change continues to be quite high, and our resilience in handling these changes is one of the attributes that continues to signal the high quality of DPCP employees.

DPCP functions as a team, so our results are clearly dependent on how well we support each other. It takes all of us executing our individual roles to achieve our vision of sustaining first-quartile site performance. Thank you for your ongoing dedication to your work, your teams and the vision.

## Thanks, C.B. and Verna!

Hats off to super SERVE volunteers and Shell retirees Verna Hogan and C.B. Falk, who were recognized for their extensive volunteer efforts recently. These two members of the Shell retiree organization play a vital role in helping to staff SERVE volunteer projects.

Just let Hogan and Falk know that a project is a little short on manpower, and they'll start making phone calls to their friends. "We wouldn't have as strong of a representation if it were not for Verna and C.B.," says Deborah Jackson, SERVE board chair.



**SERVE**  
volunteer  
Betty Owens  
presents a new  
Schwinn road  
bicycle to raffle  
winner Robert  
McKinley.  
Other prize  
winners included  
Barbara Layer,  
Jose Romero,  
Tom Warnement  
and Dave  
Ferguson.

## Bike raffle puts kids on wheels

Remember the bike you wanted so badly as a kid and how delighted you were when it appeared under your Christmas tree?

SERVE and Shell's Angels (Shell Deer Park's Bicycling Team) wanted to put that kind of sparkle in the eyes of disadvantaged children, so they held a bike raffle that raised \$1,700. The money was used to buy 34 new bicycles for youth living in southeast Houston and those residing at Boys and Girls Harbor and The Bridge Over Troubled Waters.

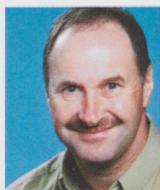
The new bikes – along with 60 "gently used" bicycles previously donated by Shell employees, retirees and Shell's Angels – helped make the holiday special for 94 children.

"You should have seen the children's faces and big smiles when they saw the bicycles roll into the driveway," notes C. B. Falk, SERVE retiree coordinator.

Special thanks to Larry Parker of Bowling Bicycles, who donated a \$600 Schwinn road bike as the raffle prize, and to all who bought tickets. "It's wonderful to know that through the generosity of Bowling Bicycles, the Deer Park community and Shell personnel, many deserving children received bicycles for Christmas," says Lois Guthrie, community relations representative.

## My Top 10 Wish List for 2003

**Tim Hake, President/CEO  
Shell Deer Park Refining Co.**



President Hake looks back at 2002 and shares his desires for SDPRC in 2003.

2002 was another year of change for the refinery, and my arrival some six months ago was a part of that. My wife and I would like to thank everyone at Shell Deer Park for making our transition to the United States a happy one.

During the year we had our highs and lows. One of the highs was achieving world-class reliable operations, which is a key results area (KRA) of the 2003 Action Plan. Last year we marked a milestone in our reliability performance. At 2.4 percent unbudgeted loss, the refinery's reliability was the highest ever and ranks with the best in Shell and in the industry worldwide. I want to acknowledge everyone's efforts in this accomplishment, particularly in the production areas.

Thanks to the following support groups and departments across SDPRC for their consistent hard work: human resources, business services, business management, tech assurance, process engineering-projects, information technology, public affairs, health and safety, environmental, engineering & construction, medical, security, PACE and our partner PMI.

On the other hand, 2002 was one of the toughest years on record for refining margins. As a result, we fell behind in one of our KRAs: to maximize gross margin. Our maturity in maintaining focus on the right business activities will test us going forward. Unfortunately, we cannot plan on the business climate becoming easier in the short term.

A critical KRA of the 2003 Action Plan is to achieve world-class health, safety, environmental and security performance. Our safety performance and OSHA recordable rate of 1.9 were disappointing, but we must learn from these issues and continue our drive to be the safest refinery in America. We have a challenge ahead of us in safety; however, with strong leadership, unity and engagement from all employees and contractors, I believe our ability, resolve and extensive experience will make us competitive with any refinery in the world. I am optimistic that together we will continue to take Shell Deer Park Refinery forward and ensure its long-term viability as a premier site worldwide. I am proud to be part of this and relish the challenge.

Here is my Top 10 Wish List for 2003:

1. We "hold hands" and everyone – I mean everyone – whole heartedly commits to the Positive Intervention Safety Scheme. Only by changing our safety behaviors will we prevent unsafe acts, which are at the root of the large majority of our injuries.
2. We maintain our reliability record and markedly reduce our safety incidents. I am convinced that doing a thorough job of implementing process safety initiatives (PSI) is a solid foundation for Shell Deer Park's future success. 80/20 on this one will not be good enough! We need attention to detail as well as the stamina and belief to implement management systems that will sustain direction and continuous improvement. Related to this also is the need to spend our planned monies on catch-up maintenance programs, such as corrosion under insulation (CUI).
3. We hit the road running in 2003 with increased individual and team accountability. The booklet "2003 Action Plans" and my performance contract were published in early January. I encourage everyone to take their lead from these documents. The intent is that all employees in job grade 5 and above complete their performance contracts by February 15.
4. We have better refining margins in 2003 and maximize gross margin, another KRA. This is a wish and unfortunately not something we can control. As mentioned above, the near term indicates things will be extremely tight!
5. We control our lost profit opportunities. Through 2002, we lost \$29 million as a result of deviations from our monthly operational plans. My wish is that we reduce this by some 50 percent by learning from mistakes and offsetting lost profit opportunities with new value-added ones.
6. We improve our housekeeping, plants, logistics and offices – enough said!
7. We maintain our focus on reducing costs. We all can contribute to reducing regular fixed costs, energy, fees and expenses, overtime and absenteeism.
8. We do a professional job of implementing the Lubes closure. This means providing outstanding service to our Shell associates and customers, along with performing well in the reliability, health, safety and environmental areas throughout the closure.
9. We improve communications throughout the organization and create more opportunities for two-way dialogue. Some changes are in process, and I look forward to my role in improving communications.
10. We promote and act according to our four core values:
  - Integrity
  - Excellence
  - Teamwork
  - Respect for all people.

On behalf of the Refinery Leadership Team, I extend my best wishes to you and your family for a happy, safe and successful 2003.

## SERVE names new officers, announces slate of projects

The SERVE board of directors elected the following new officers for 2003: Deborah Jackson, president; Kelly Showalter-Donahoe, vice president; and Jonathon Rhodes, scribe.

Deborah Jackson, change integrator/process engineering, will take the reins of leadership this year. Jackson has served on the board for six years and lends a big hand in the Meals on Wheels projects twice a year.

"Shell volunteers act as ambassadors of the company, and we have a wonderful legacy of community service. SERVE has the potential to impact communities in a major way and show the good that Shell does. We're proud that SERVE offers one to two volunteer projects per quarter and that our service focuses on the critical principles of Sustainable Development that the company supports, such as projects benefiting communities. We assist communities by purchasing bikes for disadvantaged children, serving meals to senior citizens, repairing houses for the less-fortunate and

participating in many other activities," Jackson states.

SERVE volunteers will be going full tilt this year. Here's a list of 2003 projects currently scheduled:

### March 9

Ronald McDonald House Charities Space Race, sponsored by Shell Deer Park. The entire family will enjoy walking, running or cycling at NASA Space Center. See the website at [www.spacerace.org](http://www.spacerace.org) for details or contact Lois Guthrie at (713) 246-6247 or at [lois.guthrie@shell.com](mailto:lois.guthrie@shell.com).

### March 29

Trash Bash. Contact: Jonathon Rhodes & Darryl Hurt

### March 28-29

Relay for Life. Contact: Rhonda Chapmon

### April/May

Boys and Girls Harbor fix-up or fundraiser, activity, date TBA. Contact: Betty Owens and Russell Adams

### May 10

Armand Bayou Nature Center Shrimp Boil. Contact: Jim Callan

### June 28

Meals on Wheels - North Shore. Contacts: Deborah Jackson, May Shek, Kelly Showalter-Donahoe

### September

Youth Fishing Tournament benefiting disadvantaged children, date TBA. Contact: Pete Zafereo, Don Netek

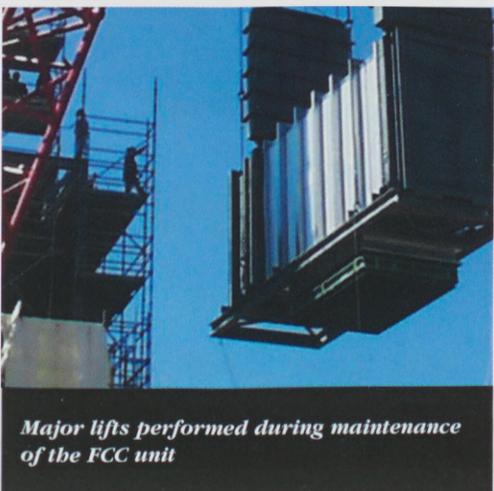
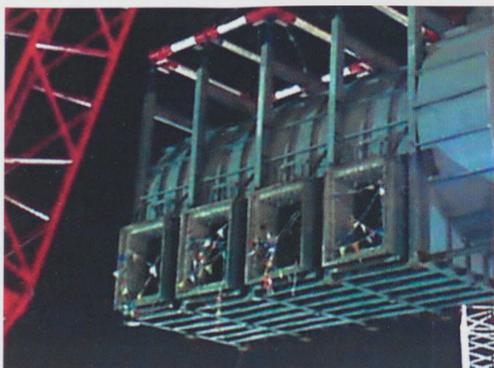
### October 8-9

Armand Bayou Fall Festival. Contact: Jim Callan

### December 13

Holiday Meals on Wheels - Deer Park, Pasadena and La Porte areas. Contact: Deborah Jackson, May Shek, and Kelly Showalter-Donahoe

Maxwell Center Sr. Citizens Holiday Dinner - Deer Park, date TBA. Contact: Darryl Hurt



Major lifts performed during maintenance of the FCC unit

## FCC... *Continued from P1*

under way on the entire unit. "It took tremendous coordination because of the number of people and amount of work going on in certain areas," says Frank Budny, project engineer.

Dan Jaeger, project manager, adds, "The FCC unit and other turnarounds during 2002 were enormous in scope, timing and challenges, but we saw quality planning and execution of this work. Hats off to the teams that pulled it off."

Operations, projects, turnaround planning and contractor personnel pulled it off. "These groups worked closely with each other and performed at an extremely high level to make this difficult and complex turnaround successful," Budny acknowledges. "Any issues that arose were quickly addressed and effectively resolved."

The teams developed a strong partnership with the main contractors to coordinate planning and execution. "Our contractors played a huge part in the project's success," says Todd Monette, refining PSI manager, who led the turnaround effort. "Their supervisors looked for ways to increase efficiency, delivered substantial turnaround knowledge and craft skills, and kept safety awareness and focus at a high level. In spite of these efforts, safety performance was disappointing due to the numerous minor injuries. I do believe, however, that we have the right systems and commitment in place to excel in safety during future turnarounds."

After maintenance was completed, the FCC unit came back online without any problems. Additional work incorporated in the plan was also managed effectively.

## MILESTONES

### Chemical Exits For December

**Deborah King**  
Business Integration-  
Procurement  
Transferred

**Teresa Mills**  
Distribution Customer  
Service  
Retired 12/31/02

**Kenneth Miozza**  
Product Analysis  
Transferred

**Pamela Rogers**  
Tech - Engineering Support  
Pressure Equipment  
Transferred

### Chemical Entrances For November

**Michael Hoover**  
Distribution Customer  
Service

**Brenda Martinez**  
Make Change Resins Solvents

### Chemical Entrances For December

**Troy Brown**  
Business Services

**Marieke Bleyenbergh**  
Heavy Olenfins/ Aromatics  
Maintenance

**Kristin Cole**  
Business Integration  
Procurement

**Marissa Martinez**  
Product Analysis

**Charles McBride**  
Human Resources

**Kenyatta Miles**  
PE/CS/QA Environmental  
Engineering

**D.F. Netek**  
MPO Administration

**Damonica Pierson**  
PE/CS/QA Environmental  
Engineering

**Joseph Schlundt**  
Product Analysis

**Kelly Showalter-  
Donahoe**  
Technical Solvents

### Refinery Exits For October

**Roger Steers**  
VP Human Resources  
Retired 10/01/02

**Robert Vozar**  
Business Operation Planning  
Transferred

### Refinery Entrances None for October or November

### Refinery Exits For November

**Joseph Norvell**  
Electrical/ Mechanical  
Engineering  
Retired 11/16/02

**Susan Smith**  
Environmental Compliance  
Transferred

### Refinery Entrances For December

**Dawn Gentry**  
Human Resources

### Refinery Exits For December

**E. C. Harvey**  
Operator- 1st Rate  
Transferred

**Robert Lewis Ozan**  
Operator- 1st Rate  
Transferred

**Jerry Yarbrough**  
Machinist- 1st Rate  
Transferred

## Positive intervention helps refinery employees stay safe

While interference may draw a penalty on the gridiron, interfering to stop a possible injury can have a profound effect on safety.

The Positive Intervention Program was initiated to encourage refinery employees to look out for their co-workers and maintain a safe work environment. "Positive intervention is safety in action," says Vicki Guice, administrative assistant. "In the general course of working every day, we often let minor things slip. A positive intervention is reminding someone not to become complacent about simple acts like holding the handrail when taking the stairs."

For eight weeks, refinery personnel submitted cards detailing how they helped a colleague stay safe. Some of the entries included:

- Tying down a pallet and reminding a forklift driver not to transport a pallet with loose materials on it.
- Asking a craftsman to tie tubing to the vehicle before driving off.
- Reminding a co-worker to buckle his seat belt while driving through the plant.

- Encouraging outside inspectors to wear proper protective equipment when sampling the phenol tank.
- Reminding a pipe fitter to put on safety glasses.

Refinery personnel could submit up to seven positive intervention entries for the weekly random drawing. More than 1,000 entries were submitted on average each week. From those names submitted, 30 were drawn, and winners each received a \$150 Wal-Mart gift certificate.

"The program prompted us to take the time and initiative to be concerned about the health and welfare of our fellow co-workers," says Guice. "We're encouraging employees to continue paying attention and stepping in to protect the well-being of each other. Based on the huge response we received from the program, positive intervention can help eliminate accidents and injuries."

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