



# TIDINGS

A Community Newsletter from Shell Puget Sound Refinery

Shell  
Oil Products US

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Proudly displaying an NPRA safety award banner on behalf of Shell Puget Sound Refinery employees are (l. to r.) Brian Ricks, Bob Bravato, Charles Messer, Lee Turner, Denis Caron and Mark Larson.

## 2002 safety performance at Shell refinery earns national recognition

Like members of a film crew associated with an Oscar-winning film, everyone at Shell Puget Sound Refinery shares in the credit for three safety awards issued recently by the National Petrochemical Refiners Association (NPRA).

Shell's local refinery was well represented at the April 24 Safety Awards Banquet hosted by the NPRA in New Orleans, LA. The banquet was part of the organization's annual National Environmental and Safety Conference. Anacortes refinery representatives took the stage to receive three

awards (see box on this page) for safety achievements in 2002.

"Safety is our highest priority," said PSR Manager Tom Smith. "Everyone works hard every day to make certain that all employees return home safely from work. It's important that our employees are recognized for this excellent record."

Among the three safety achievements highlighted by the NPRA was a 59.43 percent reduction in the refinery's total recordable incident rate when compared to the average rate over the previous three years.

NPRA President Bob Slaughter helped to put the safety awards into perspective:

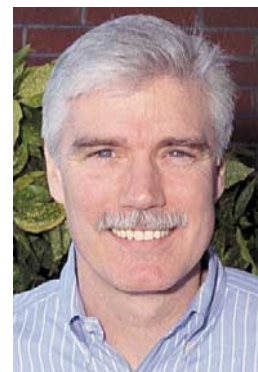
"Our Safety Awards Program honors those facilities with an outstanding safety performance for the past year," he said. "In the end, these achievements are really a testament to the employees. Whether they operate heavy equipment, manage a plant or refinery, or work in an office, they are committed to continuously improve safety performances and practices at their facilities."

NPRA members include more than 450 companies, including virtually all U.S. refiners and petrochemical manufacturers.

Safety is a priority for Shell Puget Sound Refinery employees from the day they start work at the Anacortes plant. It is a priority for contract employees as well.

For a handful of personal perspectives on the subject of safety at Shell Puget Sound Refinery, see page two.

### A Message from Shell Refinery Manager Tom Smith



There are three main things of concern to a refinery manager: safety, environmental protection and reliable performance. Of those three, without doubt the most important is safety. There is nothing more important than having everyone who comes to work here in the morning (or when their shift starts) return home again to their families as safe and healthy as when they arrived.

We can talk about this as a priority (and we do endlessly), but the performance is what counts. That is why I am so very pleased that Shell Puget Sound Refinery has been recognized nationally for our safety performance. The National Petrochemical and Refiners Association (NPRA) presented this refinery with three important safety awards. You can read the details about these awards in this issue of Tidings, but in summary, they were for performance well above industry averages in work hours without serious injuries. In fact, I'm pleased to announce that we have recently completed three years of refinery operations without a single day of lost time involving refinery employees.

This is excellent performance and all the credit goes to our employees and leaders who have worked so hard and diligently to insure safety on the job. You will read about some of those people who have made it possible in this issue. But, it should be clear that everyone who works here contributes to this kind of record. Winning these awards would simply not be possible without all employees completely buying into the idea of 100% safe operations. My sincere thanks to them and my congratulations on a job very well done.

On another topic, some of you may have read about all the upgrade work going on and planned at the refinery. It is an exciting time to be here. We've added a whole new section of offices to house our Major Projects Organization and it is great to see some major new equipment added to the refinery. Many of these investments are related to federal regulations that require changes in the quality of transportation fuels in order to continue to improve the environment. So there are two benefits for the

(Continued on page three)

### Safety Awards from National Petrochemical and Refiners Association

**Gold Award** for a 59.43 percent reduction in the total recordable incident rate in 2002, compared to the average rate over the past three years.

**Safety Achievement Award** for two years without a case involving days away from work.

**Meritorious Safety Performance Award** for achieving a total recordable incident rate of 0.64 for direct refinery employees in 2002. (The recordable incident rate is the number of events per 200,000 work hours, according to criteria established by the federal Occupational Safety and Health Administration.)



Employees take pride in refinery's reputation for safe work

# Safe work a day-to-day goal for refinery workers

## Mark Larson

Mark is a 22-year employee at the refinery, currently assigned as one of three plant safety specialists. He notes that



in the area of safety, Anacortes is near the top among Shell facilities.

Mark has a wide range of work experiences at the plant, including a 15-year span of work as an operator in four of the processing units. He has worked in the area of safety for the past seven years, including a period as coordinator of the Behavioral Education for a Safety Today (BEST) process. He is one of

about 50 employees trained to conduct safety incident investigations.

He was assigned to his current job when the company committed to an additional safety specialist position.

"The relationship between the Safety Department and employees is a positive one," said Mark. "Some days are spent talking to groups, some teaching ... some days we speak to people individually. People use us as a resource, kind of like consulting."

"We also monitor work," he said, "making sure people are aware of safety concerns and that they have proper protection equipment such as safety glasses and earplugs. If they don't, we get them in it. When a safety permit is issued, we discuss what it will take to do the job safely, and make sure everyone is comfortable with what they're doing."

## Charles Messer

Like everyone he works with at Shell Puget Sound Refinery, Charles Messer takes safety personally. Clear evidence of his priorities is the fact that he has worked 29 years without incident.



Charles, who works in the Alky-Poly unit, notes that training and attention to safety at work carries over into his personal life as well.

"I believe I'm usually a step ahead of people because of the safety training here," he said. "The attention to safety doesn't just stay here – it carries over to home."

Charles points to his relationship with his grandchildren as evidence of his attention to detail. He steps in if he sees them doing any-

thing unsafe, such as running with a stick in hand. He also watches with hand safety in mind, teaching his grandchildren to guard against threats such as pinch points in a doorway.

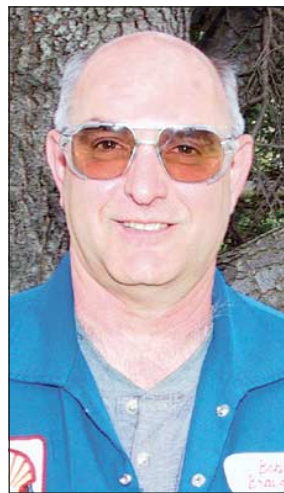
Even after almost three decades of safe work, Charles said he has no problem resisting complacency.

"There's so much change," he explained. "We're always adding and building, so our surroundings change. "We also have to keep an eye on contract people to make sure they comply with our safety standards."

## Bob Bravato

Bob has 32 years of experience in the refining business, with the past 22 spent in Anacortes.

His job is North Side Area Supervisor of Maintenance, a work area in which there were zero safety incidents last year among 15 full-time employees.



"I think the company does an excellent job in safety," he said. "Our motto is that everyone leaves work they way they came in. We've always stressed that safety comes before production."

Bob noted that safety is "the first thing we talk about every morning."

"Every morning we have a safety talk of about five minutes. We

go over our daily schedule, and we always end the meeting with 'Work safely'."

Like many of his peers, Bob said his safety training impacts his activities at home, too. He and his wife, Molly, for example, belong to an informal motorcycle riding group.

"What I've learned at work has carried over to the outside," he said. "Before I ride my motorcycle I always check my gear, check things like oil pressure. It becomes natural to think about people's well-being."

## Denis Caron

Denis, who has worked 29 years without incident at the refinery, currently serves as Field Service Quality Representative. He was elected to that position by fellow members of PACE Local 8-591.



In terms of safety, he said, "I think the company is committed to making this place as safe as they can possibly make it. There is a lot of focus on working safe."

Employees, he said, "support that 100 percent."

Denis pointed to several safety initiatives including the Behavioral Education for a Safer Today (BEST) process, established "to develop

an employee owned and operated safety process."

"I work with BEST and the Safety Awareness (SA) Team to help keep the safety message alive," said Denis. "We meet with people and do promotional things such as banners to keep awareness up."

Periodically, teams of employee and management representatives also personally greet people coming on shift with a safety message. Some-

times that greeting includes distribution of a safety item, such as a chocolate bar wrapped with a safety awareness message.

Also part of the safety network at the refinery is the union-created Triangle of Prevention (TOP) investigation process, part of the focus of which is "near-miss" safety incidents. Denis recently completed training to become one of 50 employees certified to conduct accident investigations.

Denis is proud of the fact that much of his training has also been useful outside the work environment. He has been a member of the safety team at Skagit Speedway for more than 25 years.

"A lot of the training we get here at the plant is helpful outside," he said. "I feel pretty confident with the training I've gotten here. Because of it, I've had a chance to save a couple of race car drivers."

## Brian Ricks

Brian, a 23-year employee at Shell Puget Sound Refinery, said he typically talks to someone about safety every day in his capacity as Health and Safety Representative for PACE Local 8-591.



"My whole job is health and safety issues," he explains. "I try pretty regularly to go out in the field and have a safety contact with different people – to stop people on the road to talk to them about how their day is going."

He is also coordinator of the Triangle of Prevention (TOP)

program, a union-operated, company-supported safety program established at Anacortes in 2000.

"TOP is a cooperative effort between the union and the company," said Brian. "There are currently five other Shell sites participating, with two more working out details."

"This company puts a lot of resources into safety," said Brian. "I think employees overall appreciate the things being done in this area. They only ask that they are worthwhile, and I think they see a real benefit to joint venture safety programs."

Brian noted that hourly and staff personnel work "side by side" in any safety investigation.

"When the investigation is complete the results are reviewed with management. The recommendations that come out of the investigation are accepted, and I track them to completion."

He said response has been favorable to the TOP program, in part because near-miss reports can be made without disciplinary consequences.

"It encourages employees to report near-misses, so we can fix things before we have a major event," said Brian. "By having TOP in place, it encourages people to get more involved in safety."

# Corrion wins corporate honors for work with minority businesses

Recognized recently for her work in support of woman- and minority-owned businesses was Ms. Sandy Corrion of Shell Puget Sound Refinery in Anacortes.

Corrion was one of only six Shell employees in the U.S. honored as a 2003 Supplier Diversity Advocate of the Year. The award was presented at an awards and recognition luncheon held in Houston, Texas on May 7.

A description of the award presented to Corrion notes: "This individual is a true champion of diversity and has the assigned responsibility

with people who are diverse in thought, geography, ethnicity, language, education and personal resources. Our understanding of and commitment to diversity is demonstrated in our business practices and our relationships with employees and suppliers.

"Shell U.S. businesses and Motiva realized \$514 million in 2002 in direct expenditures with M/WBEs, and we continue to look for ways to develop and enhance our relationships with minority and women entrepreneurs."

Corrion's role at the refinery includes finding

ways to turn the company's M/WBE initiatives into action. Targeted areas have ranged from office suppliers to companies providing instrumentation and electrical systems. Over the past year Corrion has worked with local companies including Quantum Construction, Seven Sisters, and Let Sara Do It.

"In an area like ours," said Corrion, "it's not always easy to find minority and woman owned businesses that qualify to work within the refining industry. At a minimum, they have to meet stringent safety

requirements and multiple local, state and federal specifications."

Corrion said Shell Puget Sound Refinery has significantly increased the total percentage of work with minority and woman owned businesses during the past two years.

"When our engineers are ready to go out to bid, they ask if there is an opportunity to use minority or woman owned businesses," said Corrion. "I get involved because not every situation has an eligible vendor."

Corrion said she often works in partnership with vendors and government agencies at local, state and federal levels.

"I help companies get certified," she said, using Western Process Control of Port Orchard as an example. Certification qualifies companies to bid on government contracts.

"She was thrilled," Corrion said of the Western Process Control owner. "She was ultimately certified as both a minority and woman owned business."



Sandy Corrion of Shell Puget Sound Refinery was among an elite group of employees recognized at the corporate level for contributions to diversity.

ity for overall coordination of their business unit's Minority/Woman in Business Enterprise (M/WBE) goals and objectives. This employee has exceeded expectations in supplier diversity performance."

Corrion, who was previously honored by the company two years ago as a Diversity Advocate of the Year, described the diversity award as "a real honor," adding that it has been gratifying to work with local vendors as Shell seeks to increase the volume of work it does with woman and minority owned businesses.

Dozens of Shell employees among a wide variety of business units were recognized for their work at the diversity conference, which also included training sessions. In a joint statement acknowledging exceptional work by individuals, Shell Oil Company President Rob Routs and Motiva Enterprises President John Boles noted in part:

"As Royal Dutch/Shell has business interests that span the globe, we both represent and work

## Shell continues to invest in new technology

In keeping with its history in the Pacific Northwest, Shell Oil Company will continue to invest in the future with a capital program estimated to cost \$400 million over the next few years. Elements of that program, already in its second year, are outlined below:

### Low Sulfur Gasoline, Ultra Low Sulfur Diesel Project

This project will enable the refinery to meet and exceed new federal standards for clean gasoline and diesel. It will cost about \$100 million for the gasoline component; \$30-\$50 million for the diesel component. Completion estimates are late this year for the gasoline component and early 2006 for the ultra low sulfur diesel component.

### Sulfur Recovery Unit

This unit, with a cost of approximately \$60 million, will replace the existing sulfur recovery unit. It will feature added environmental protection, increased reliability and expanded capacity. Projected completion date is late 2004.

### Flue Gas Scrubber for FCCU (Cat Cracker); Flare Recovery Compressors

These projects are focused on improved environmental performance. They will enhance removal of sulfur from unit emissions and reduce emissions from flaring, in conformance with an Environmental Protection Agency (EPA) consent decree. Cost of the gas scrubber is estimated at \$30 million, and the recovery compressors come with a projected price tag of \$10.5 million. Projected completion date is mid-2006.

### Delayed Coking Unit Safety and Reliability Improvements

Projects on the Delayed Coking Unit (DCU) will be aimed at enhancing safety and unit reliability, as well as reducing environmental risks. Cost of the projects is estimated at \$10 million.

Tidings is published for the friends and neighbors of Shell Puget Sound Refinery, Tom Smith, Refinery Manager. Members of the plant's Community Relations Committee include: Tom Smith, Dean Overman, Sandra Corrion, Mark Larson, Denis Caron, Mike Lytton, Gretchen Buchmeyer, Carolyn Whalen, Jeff Mussen, and June Snelson. Shell Puget Sound Refinery, PO Box 622, Anacortes, WA 98221; telephone:(360) 293-0800. [www.shellpugetsoundrefinery.com](http://www.shellpugetsoundrefinery.com). Tidings editor: Steve Berentson.



## Message from the Manager

(Continued from page one)

people in our area: we can look forward to considerably cleaner burning fuel and we can look forward to the continuing economic impact of this refinery on our community.

Being a part of one of the most well-established companies in the oil industry means that we have a level of assurance about continuing investment and therefore, of a secure future. That is important not only to those of us who work at Shell Puget Sound Refinery, but to everyone who counts on us and our people to help make this community what it is.



# Thanks from the Community

Bruce Bullard, Senior Engineer - Advanced Process Control at Shell Puget Sound Refinery, recently wrote this note on behalf of the Mount Vernon Citizens on Proactive Patrol:

I would like to thank you from the Citizens on Proactive Patrol (COPP) group, where I volunteer my time, for the donation you recently provided. Funds from Shell Puget Sound Refinery will be used to enhance our safety equipment.

An example of our community involvement or activity occurred Saturday, April 26. When we were on patrol we noticed smoke coming from the construction area of LaVenture Middle School. Upon closer inspection, flames were seen inside one of the rooms. We radioed dispatch and notified them. Fire and police were then notified.

The damage was held mostly to the one room and no one was hurt, but had the fire not been reported as soon there could have been a significant loss of property.

**Bruce Bullard**

Amanda Cooper, Outreach Coordinator for the Northwest Children's Theatre, wrote this note of thanks:

On behalf of the Northwest Children's Theatre, we would like to extend our greatest appreciation for contributing so generously to our theatre production programs and events.

It is through the caring and thoughtful support of organizations such as yours that many children will have the opportunity to be creative, and learn more about the performing arts.

**Amanda N. Cooper**

# Shell makes contributions to environmental projects

Shell Oil Foundation recently contributed \$10,000 to the Padilla Bay Foundation and \$10,000 to the San Juan Preservation Trust.

Padilla Bay Foundation Board President Ed Gastellum and Vice President Patsy Martin accepted that group's \$10,000 donation, presented during the Anacortes Waterfront Festival by Shell Puget Sound Refinery representative Dave Gruber.

The Padilla Bay Foundation supports estuarine environmental education and research at Padilla Bay National Estuarine Research Reserve. The donation made by Shell Oil Foundation will go toward quality curricula developed for children of all ages from pre-school through high school.

"The Padilla Bay Foundation heartily thanks Shell Oil Foundation for their high level of support for these critical educational programs which help preserve and nurture the ecosystems in this beautiful locale," said Gastellum.

A \$10,000 contribution was also made to the San Juan Preservation Trust for the Sares Bluff-Fidalgo Forest Lands project. The Trust is working with a committee of community leaders and Skagit County Parks and Recreation to purchase the 37-acre Sares Bluff property and make it part of adjacent Sharpe Park nature preserve.

"We are deeply grateful for Shell's support," said Dale Hazen, Preservation Trust trustee and Anacortes resident.

# Shell sponsorship contributes to successful Waterfront Festival



The American Red Cross was among eight non-profit organizations invited to share booth space with Shell Puget Sound Refinery during the Festival. Pictured here is Alla Duncan.



WSU Beach Watchers representative Don Meehan (left, center) receives a \$2,000 contribution from Shell on behalf of the non-profit organization. Shell representatives include Connie Gaidn, Leonard Wood, Liz Barge, Brett Woltjen and Carolyn Whalen.



Members of the Salty Sailors provided lively entertainment.



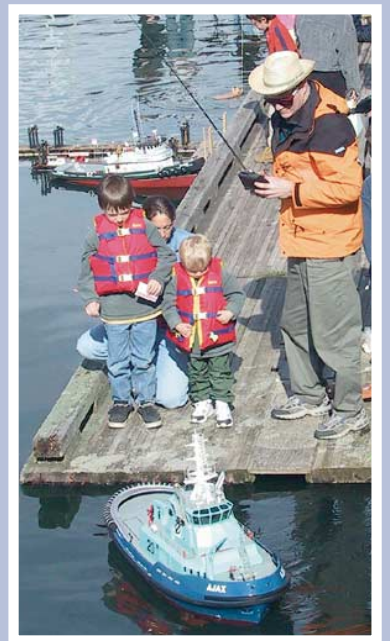
Among Shell volunteers taking part in the Waterfront Festival this year were (l. to r.) Jeff Mussen, Gretchen Buchmeyer, Sandy Corrión, Alex Moody, Nancy Branum and Dave Gruber.



Pirate Chris Biro and his colorful menagerie of tropical birds brought smiles and a message of environmental responsibility to festival crowds.



Among new features at the family-oriented Anacortes Waterfront Festival was a climbing wall, popular among all ages.



Would-be boat pilots wearing flotation devices watch carefully as a remote boat operator puts his vessel through the paces.

As is the case with many community organizations and events, volunteers are critical to the success of the annual Anacortes Waterfront Festival. More than two dozen Shell Puget Sound Refinery volunteers stepped forward this year to devote part of their weekend to the festival and to the refinery's booth. Visitors to the Shell booth were presented with a number of opportunities, ranging from a raffle for bicycles and whale watching tours to collection of coloring books, balloons and trinkets. Once again this year, Shell shared its space with these organizations: the American Red Cross, San Juan Preservation Trust, WSU Beach Watchers, Relay for Life, Boys & Girls Clubs of Skagit County, Skagit County Community Action Agency, Padilla Bay Foundation and Summit Assistance Dogs.

### Shell Festival Prize Winners

- Whale Watching Tour - Brandon Palmer, Anacortes
- Whale Watching Tour - Gavin Strom, Anacortes
- Bicycle Certificate - Aubrey Hepstall, Oak Harbor
- Bicycle Certificate - Siobhan Sinclair, Whidbey Island