

TIMEC'S 2008 MILESTONES

Lou Hall contributed to this article

TIMEC continues to provide incident-free maintenance and turnaround support to its clients across the US as it completes nearly 7 million man-hours of work performed by the end of 2008. TIMEC's long-standing relationship with many of its customers has allowed it to achieve remarkable milestones through the years as it steadily delivers work in a safe environment with no recordable injuries.

TIMEC recently celebrated its seven-year anniversary without



BP Carson, CA

a recordable injury at ConocoPhillips (COP) Santa Maria, CA, following a variety of daily maintenance work. TIMEC also provides services to COP at several other locations with similar successful records, such as COP Ferndale, WA, with no recordables for nearly five years. Management recognizes the commitment from these two teams headed by Mike Truppa in Santa Maria and Steve Wills in Ferndale.

TIMEC's safety record has been impeccable at the Chevron sites it services, with the Salt Lake City, UT facility lead-

ing the injury-free efforts as it achieved five years of routine maintenance with no recordables in September (headed by Jim Price). The Chevron Pascagoula, MS site reached two and a half years of successful operations, while the Chevron Richmond, CA site achieved one recordable-free year headed by Robert Brouillette.

The Valero Wilmington, CA site, led by Carlos Garcia, celebrated three years without a recordable injury. The ExxonMobil Torrance, CA facility headed by Joe Garcia and Ernie Florence celebrated its second year anniversary without a recordable.

December marked TIMEC's one-year anniversary without a recordable injury at the Shell Martinez, CA refinery, following 200,000 man-hours of routine maintenance, turnaround and capital construction work involving most TIMEC affiliates. The TIMEC team at this facility is headed by Geno Kish. Daryl Clark and its team achieved one year of recordable-free work at Shell Anacortes, WA. TIMEC also celebrated a one-year anniversary with no recordables at BP Carson, CA with its team led by Mike Collins.

On the turnaround front, TIMEC provides capital con-



Chevron Salt Lake City, UT

struction, welding, high-temperature repair and inspection, and catalyst handling services for a diverse array of clients in the process industry, with over twenty repeat customers in the refining and petrochemical sectors.

TIMEC recognizes the importance of the safety culture ingrained in its employees which is reinforced consistently through courses, training, mentoring and incentive programs. These milestones are representative of the dedication to our core values, safety and the belief that all accidents are preventable when working in a safe manner. ♦

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SAFETY COIN PROGRAM

Yolanda Quintana-Gonzalez and Bill Savoy contributed to this article

TIMEC started implementation of the *Safety Coin 2009* program on January 1, 2009 thanks to the initiative of the Carson HSE group. HSE Regional Administrative Assistant Yolanda Quintana-Gonzalez, with the support of HSE Regional Safety Manager Dave Holt, was able to transform her original idea into a plan.



Yolanda thought that the company needed something more than just a poster to help raise safety awareness, so TIMEC had custom coins made instead. The idea is that as the employee is given something to keep with him/her at all times, the safety message will be reinforced.

Each participant receives one coin following an overview and explanation of how the program works, and keeps it at all times while working. As the employee touches the coin throughout the day, the coin reminds him/ her of our safety values.

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President &
Chief Executive Officer

FROM CEO GARY GREEN

Through your individual commitments and collective teaming contributions, we have achieved many milestones and have set numerous records for the past few years. We have been successful because of our continual commitment to delivering outstanding service and quality performance, which has historically allowed us to maintain our long-term contracts and secure additional work despite stiff competition. Our quality performance will continue to be delivered with a zero injury commitment.

Last year we achieved significant milestones such as the completion of one million man-hours without a recordable injury at the BP Carson, Conoco Santa Maria and Chevron Salt Lake City maintenance sites. These plus six other maintenance sites amount to 67 percent of all our maintenance sites serviced with zero recordable injuries. Five out of the nine sites have maintained this level of performance for two to six straight years. This is a fantastic accomplishment and something you should be very proud of.

Four years ago we embarked on a journey with our *PeopleN-Safety* process to become an injury free company. This meant we would have zero OSHA recordable injuries and ALL employees would go home to their loved ones safe each and every day. Your accomplishments validate that our vision can be a reality. This gives me great hope that we, as a company, can work injury free, continuously achieving the same great success.

We are committed to building upon TIMEC's position as a

leader of complete solutions in maintenance and turnaround services. To meet this goal, we must regularly evaluate and align our organization to meet competitive and evolving industry challenges and to respond to our customers' assessments concerning their forecasted requirements.

We have been very fortunate for the past few years to support our customers throughout a strong market and growth period. However, as we have discussed over the past several months, this industry is now seriously feeling the impact of the current economic downturn. As a vital industry business partner, it is our responsibility to manage with flexibility in order to be able to respond to these ever-changing conditions and our customers' needs.

As a result, we have begun realigning our businesses to meet current strategic requirements. The outcome will be a fully integrated company structure for all services, with more effective contract management, through a combination of regional business delivery and centralized and/or shared services.

I am confident that this organization redesign will help to infuse greater efficiency in service delivery for our customers and streamline our support services and offerings, while giving us the platform for continued growth and strength to thrive during these difficult economic times.

I ask for your continued support as we implement these changes and move this company forward in growth and success. I also ask that, despite all the distractions going on inside and outside the company, you remain focused and committed to working injury free.

Thank you for your efforts and accomplishments. I truly appreciate all that you do. I look forward to working with you as we continue to build a bright and successful future for TIMEC. ♦



Vice President
Corporate Health, Safety and
Environmental

FROM HEALTH, SAFETY AND ENVIRONMENTAL VP JEFF PARSONS

TIMEC's solid relationship with its most valuable asset, its people, is paramount. TIMEC is aware of the fact that its success is greatly dependant upon its employees. With that being said, we pride ourselves in our commitment to provide a safe workplace and proper training in order to equip our employees with the knowledge and skills required to perform work safely.

In addition, TIMEC is constantly looking for ways to emphasize the importance of creating a safe working environment. Last year, in an effort to have a renewed focus on hand safety awareness in the workplace, the Handy Dan program was rolled out across the company. Handy Dan is our safety octopus created by the suggestion of our employees.

This year, we have incorporated other safety measures such as the *safety coin* and *Handy Dan Ladder Safety* programs. Please step up to safety and welcome Handy Dan Ladder Safety, which emerged due to the increase of fall-related fatalities in the construction sector despite the incorporation of fall protection awareness. Posters and Banners should be arriving soon.

As our busy season begins, I am asking each of you to recommit your focus on hand safety. As you pass by a Handy Dan poster or come in contact with a safety coin, think about what it really stands for. Ask yourself if you personally made a commitment to be aware and help fellow employees be aware of the hazards and risks of hand injuries.

Be a safe, reliable employee and help your employees and co-workers make a commitment to an injury and incident free lifestyle. ♦

TIMEC CELEBRATES NO RECORDABLES AT BP CARSON

By Mike Collins

TIMEC celebrated a one-year anniversary without a recordable injury at BP Carson, CA, following 1,300,000 man-hours of diverse maintenance work.

For the past year, the site averaged approximately 300 employees a day. However, the number rapidly increased to 1,200 employees during the first quarter of 2008 due to two major turnarounds and multiple smaller turnarounds taking place at the site.

TIMEC recognizes the performance at this facility as a company-wide effort as affiliates James-TIMEC, World-Wide Welding, Welltech and the TIMEC Constructors group contributed to this impeccable record.

The TIMEC routine maintenance group, headed by Bobby Martinez, is the backbone of the operations. Its duties include supporting BP's rigging, carpentry, insulation, I&E, transportation/logistics, piping and the like. In addition to these daily operations, the team is also responsible for last minute and emergency jobs. By working in accordance with our safety programs, the group has impressed BP as the company noticed TIMEC's safe work habits.

TIMEC also acknowledges the support and dedication of its safety group led by Clark Robicheau. His team maintained a positive safety view, leading to proper implementation in every aspect of a job. In addition, the team worked well with the crafts, mentoring them to ensure JHAs, permits, IIF and IIPP programs were adhered to. Clark Robicheau made sure that every new employee was "robitized" before going out on-site.

Our soft trades group (scaffold building, insulation, fireproofing, asbestos abating, lead abating and painting), under the leadership of Jesus Ochoa, did an excellent job in coordinating the different groups and ensuring all safety requirements for each job were implemented.

The I&E group, headed by Nicolae Martinescu, grew significantly this past year. "Nick" was very instrumental in ensuring that new employees understood that safety is more than a word – it is our culture.

The administrative group formed by Nicole Dunham, Henrietta Grant, Sandra Ochoa, Steve Lewis, Ana Guevara, Mat

Martinez and Laura Mendez consistently ensured the offices were a safe place to work in. They also contributed to our SWAT program and participated in our safety training.



The tank farm group, guided by Gene Mitchell, worked around-the-clock shifts, transferring products and repairing pipes and valves, and accomplishing separator turnarounds all over the refinery with the main goal of keeping safety their primary focus.

James-TIMEC received a large volume of catalyst work this past year at the BP facility. James-TIMEC was particularly helpful to our client when it provided support with a blast resistant module. This module allowed James-TIMEC employees to do their inert work in a safe and timely manner.

The team of turnaround managers consisting of Ray Salazar, James Havlicheck, Walt Toliver, Donnie Shelton and Bill Richy did a masterful job by completing the major and minor turnarounds recordable free while setting the standard for safe, quality-controlled turnarounds. World-Wide Welding's supervisor Terry Meyers and his team are recognized for their commitment to our safety programs.

Welltech employees were directed by Raul Molina, who also led the efforts of BP's staff and other contractors working at the site. Welltech's ever diligent assessments and commitment to safety prevented any potential unsafe conditions leading to incidents.



The Constructors group directed by Ron Gilbert worked challenging projects 110' in the air and 40' below the surface. Welders, fitters, fire-proofer, lead/asbestos abating, insulators, and civil and structural workers have proven that TIMEC can do the work with



safety in the forefront, meeting all the national, state, city and refinery regulations. ♦

COMMERCIAL OPERATIONS GROUP EMERGES - By Roger Brennan

Several organizational changes emerged following the appointment of Gary Green as CEO of TIMEC in November 2008. One major change in the organization's restructure was the creation of the TIMEC Commercial Operations group.

The Commercial Operations team brings together a number of functions within TIMEC that are paramount to supporting the retention of existing contracts and the growth of the company through winning new contracts. The primary functions of the Commercial Operations group include:

- Strategy
- Marketing and Communications
- Business Development
- Bid / Proposal Management

- Commercial Contract Review
- Quality Assurance and Quality Control (QA/QC)
- Business Process Improvement

The group's primary focus is to identify and create opportunities for TIMEC and to respond to customer enquiries including all stages of a bid process. We consistently deliver the message that the TIMEC group of companies delivers superior safety, quality and productivity, and adds value through continuous improvement focus. These key factors manifest in our commitment to excellent service and differentiate TIMEC from its competitors in the marketplace, resulting in TIMEC being the preferred supplier of maintenance, turnaround and capital project solutions for many of our customers.

The Commercial Operations group works in conjunction with the recently-established Transfield Services North America (TSNA) Industrial and Natural Resources Business Development group led by Pat McMahon. This team is responsible for expanding TIMEC into new industries and geographical regions, and complements the TIMEC Commercial Operations group's focus on growing TIMEC's existing core business.

Please feel free to contact any member of the Commercial Operations team to discuss details on how we can help you grow TIMEC's business in your region and/or continue to improve our service.

Following are some additional details on some of the Commercial Operations team members and their roles and responsibilities. ♦



Roger Brennan

Roger is responsible for the overall management of the Commercial Operations functions within TIMEC. He also has an ongoing role in identifying and sharing synergies between TIMEC and its parent company Transfield Services. Roger has over 20 years of experience spanning engineering, operations, maintenance and consulting across a wide range of industries. He has worked in Australia, the United Kingdom and the Middle East.



Rick Johnson

Quality Assurance and Quality Control

Rick is responsible for the implementation and continuous development of quality control processes throughout the TIMEC group of companies. The quality program is broken into four operating regions - Southern California (Bill Deluca), Gulf Coast (Kevin Melton), Rocky Mountain (Calvin Southwick) and the North Western Region (Jamie Melton) with each of these people working with Rick and the site operations teams to meet TIMEC's quality objectives. Rick leads the company in our drive for continuous improvement in the delivery of quality outcomes across our business activities and to continually improve TIMEC's quality control systems.

Rick has also taken on the management of the Quality Assurance function in TIMEC. The ongoing implementation of TIMEC's Operational Systems Plan (OSP) will now be overseen by Rick as we finalize the registering of procedures across the company and progress to a roll-out and implementation on key sites.



Michelle Rivas

Proposal Coordination

Michelle is responsible for the development and coordination of responses to clients and potential clients for bids and proposals. She works closely with all of the functional departments within TIMEC to develop responses and manages bid programs to ensure that all client requests are submitted in an accurate and timely manner. Michelle is also responsible for the weekly consolidation of the opportunity tracking information and the development of TIMEC and affiliates work history database.

In addition to her daily functions, Michelle manages the coordination of TIMEC's participation at the Maintenance and Reliability NPRA Conference in May of each year.

COMMERCIAL OPERATIONS GROUP EMERGES



Beck Selzer

Contracts and Commercial Review and Oversight

Beck is responsible for the oversight of the execution of all phases of the contract administration cycle within TIMEC, including preparation of tenders, reviewing and negotiating rates, terms and conditions. In particular Beck's responsibilities include: the preparation of bid pricing sheets for major contracts and for pricing reviews, commercial review of contracts for TIMEC and its affiliates, and participating in bid preparation and commercial submissions.

Beck has a strong knowledge and background in all phases of the operations process as well as financial analysis, contract negotiation and cost accounting. He is a member of the TIMEC Pricing Committee and provides guidance and leadership in developing TIMEC's commercial and pricing policy and processes.



Luly Stephens

Marketing and Communications

Luly is responsible for the development and coordination of TIMEC's internal and external communications, promotional efforts and marketing materials as well as technical writing in support of proposal development. She writes, edits and coordinates the content for the TIMEC newsletter, website and intranet (TransNet) and produces editorial work for Transfield Services newsletters, annual sustainability report, and other Transfield Services Corporate Affairs initiatives. She is also responsible for supporting the development of bid packages, including technical writing and the coordination and direction of proposal efforts.

For TIMEC's external communications Luly develops write-ups for industry magazines, press conferences, speeches, pod casts, and other communication opportunities. She has been leading TIMEC's re-branding process and has broader responsibility for developing and implementing communications plans on new TIMEC initiatives. Luly is the focal point for TIMEC employees at all locations in need of communications or marketing material.



David Scales

Project Controls

David is responsible for the oversight, coordination, and support of all estimating, planning, scheduling, cost control and productivity analysis services offered as a part of the scope of services provided to all TIMEC companies' clients.

David is also responsible for ensuring corporate alignment with the parent company (Transfield Services), project controls policies and procedures, and for the standardization of TIMEC project controls policies and procedures across all businesses and regions. Currently, David is leading the development and/or improvement of in-house project controls systems, including the following: TIMEC Estimator, TIMEC Manager and TIMEC Workpack. Each of these tools will soon be rolled out as the TIMEC standard Project Controls Systems.

Business Development Team

Business Developers are responsible for contract retention and business development efforts across the US. Gary focuses on the West Coast regions; Dan, on the Rocky Mountains and Mid Continent regions; Deneen, on the Gulf Coast region; and Al, on construction initiatives and new industries support efforts across all regions.



Gary Schaap



Dan Eskelsen



Deneen DuCharme



Al Kimmel

TIMEC RENEWS CONTRACTS WITH DOW AND COP

By Luly Stephens

TIMEC announced in January the renewal of continuous maintenance service agreements with Dow Chemical and ConocoPhillips (COP).

The two-year contract renewal with Dow at the Pittsburgh, CA facility includes provision of metal crafts, soft trades, I&E and small capital construction services in addition to the routine maintenance services. The average daily workforce at the site is estimated at 70, exceeding 250 workers during peak turnaround season. The contract is effective January 2, 2009 through July 1, 2009.

Dow has been a TIMEC customer since early 2006. TIMEC has consistently provided Dow with a variety of services through its affiliate companies, ensuring safety, quality, productivity and integrity at the facility. TIMEC recently celebrated

its second-year anniversary without a recordable injury at the site.



The one-year contract extension with COP includes provision of daily maintenance services at the five COP facilities on the west coast, utilizing all TIMEC affiliates. The average daily workforce at the Carson, CA site is 100, at Wilmington, CA is 85, at Rodeo, CA is 80, at Santa Maria, CA is 30 and at Ferndale, WA is 65. However, these numbers increase dramatically during peak turnaround season.



COP has been a TIMEC customer since 1972, when TIMEC started providing maintenance services at the COP's refinery in Santa Maria, CA. TIMEC's ability to provide all maintenance and turnaround services in a consistent and efficient manner has ensured a long-lasting relationship with its client. ♦

HRI TO PRESENT AT NPRA

Roger Rankin contributed to this article

HRI is one of the few companies selected to present a paper at the 2009 Reliability and Maintenance Conference organized by the National Petrochemical and Refiners Association (NPRA) in Grapevine, TX in May.

HRI successfully submitted an abstract titled *Optimizing plant productivity and safety* in early August which emphasized work procedures that enhance employee safety and reduce downtime. Implementation of HRI's techniques have always resulted in owner's increased profitability, optimized equipment reliability and improved safety.

The presentation will show HRI's innovative process of evaluating the possibilities of reducing the critical path timeline. As owners recognize the need to evaluate and qualify all new techniques that may be available to remain competitive in today's marketplace, globalization and limited resources are additional drivers that may have a negative



impact on the owner's ability to achieve targets for business success goals. HRI will explain how turnaround critical path timelines can be reduced with innovative techniques that are not widely known in the process industry yet. New inspection techniques can be utilized in some areas to quantify equipment reliability prior to a turnaround.

Among the most reliable and already proven techniques are corrosion mapping up to 750 degrees Fahrenheit and hot time of flight diffraction (hot TOFD). High temperature blinding can isolate equipment such as PRTs and CO boilers without losing production on connected equipment. HRI explains that these work procedures can be considered for reducing the critical path timeline not only during the pre turnaround period but also during post turnaround time. These techniques utilize proprietary equipment that enhances employee safety and reduces downtime. HRI's implementation of the above techniques have always resulted in owner's increased profitability, optimized equipment reliability and improved safety. ♦



EMPLOYEE SPOTLIGHT

This quarter's spotlight is on Celeste Mansfield, TIMEC's Payroll Specialist

How long have you worked for TIMEC?

21 years at the Vallejo, CA office.

How many TIMEC employees are at this site on a daily basis? 30

What is your hometown?

Concord, California

Where do you currently reside?

Concord, California



Tell us about your family:

I have been married for 41 years . My husband Terry and I have two daughters and one son. We have three granddaughters. They all live nearby, so I see them all the time.

What do you enjoy doing in your free time?

I love to travel. My husband loves to hunt (archery), so I tag along. We have traveled to Alaska, Africa, New Zealand and Hawaii. Actually, I just got back from Maui. We went home with my mom and sisters (my mom was born and raised there). We had a wonderful time swimming with the turtles, whale watching and going back to her old home and schools. Next year, I am planning a trip to Australia.

What was the last good movie you saw?

Australia - I loved the story and the scenery.

Who would you like to meet one day?

Oprah or Ellen Degeneress.

What is an activity you would never do? Skydiving.

What is one of the things that bugs you the most?

People who lie or are dishonest.

When you were a child, what did you want to grow up to be?

A wife and mother.

If you could visit one place, where would you go?

Amish country or to the East Coast.

What do you like about TIMEC the most?

I have been here a long time and I have made a lot of friends. They are like family to me. I have enjoyed both jobs that I have done - payroll and billing. I look forward to being here until I retire, hopefully not too soon. I have seen a lot of changes in the company over the years, but it is the people that make TIMEC a special company to work for. Most are kind and considerate. ♦

SAFETY COIN PROGRAM

Continued from page 1

In addition, each participant signs a commitment statement which expresses his/her belief in a safe working environment.

Employees have reacted positively to the program and are eager to participate. Despite the short time the program has been in action, one of its most outstanding benefits appears to be a change in personnel attitude. Being part of the program has been a morale booster to all, as participants feel that focusing constantly on safety comes out naturally. Furthermore, they feel they are part of a well-thought plan that rewards its participants not only with prizes but also with company recognition during management field observations. Participants and heads of the departments become equally proud of delivering safe service to our clients.



As of today, the program has been implemented in the Southwest region. However, it could go company wide with proper direction. Further ramifications stemming from its success in the field may result in its adoption by some of our clients such as ConocoPhillips Santa Maria, CA as its Maintenance Manager acknowledges the benefits of the program.

The *Safety Coin 2009* program is geared toward the improvement of the safety culture of our employees and to the commitment to always uphold safety first in any situation. TIMEC's highest value is safety and its priority is its people. ♦

I (print name) _____ accept this TIMEC 2009 safety coin because I hold my own safety and the safety of others as a value. I also understand that people are the priority of TIMEC and that the value of safety is reminded each time I touch this coin. I am committed to working safe, and I have the courage to stop work if I feel there is an unsafe condition.

Signature: _____
Date: _____

Partners for Change | We lead the way | We do what's right | We care for each other | We take responsibility.

Jargon Buster

Deciphering industry acronyms and abbreviations can be frustrating. Here are acronyms (always in caps) frequently used by all of us.

I&E – Instrumentation and electrical

NCCER – National Center for Construction Education and Research

RFP – Request for proposal

TIMEC – The Industrial Maintenance Engineering Contracting

TIMEC would like to remind you to save the date and to come see us at the

2009 NPRA
 Reliability & Maintenance
 Conference and Exhibition
 Booth # 813



May 19-22

Gaylord Texan • Grapevine, TX

TIMEC will be sending its preferred clients, suppliers and vendors an invitation to the reception being held at its hospitality suite on Tuesday, May 19.



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All material contained in the TIMEC newsletter is published strictly for informational purposes and for employees of TIMEC Company, Inc. and affiliated companies. The information contained in this newsletter is not intended to provide specific legal, financial, tax or other advice.

Got comments/ideas/suggestions?

Are you or other TIMEC employees involved in new projects or doing something new and exciting worth sharing? Any company or personal safety experiences to share that could benefit TIMEC employees and its clients? If you would like to submit any ideas/stories/photos for future issues, please send an email to TIMECnews@TIMEC.com

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