

Norco NEWSLINE



Farewell Thoughts and Reflections

Brett Woltjen Heading Out to New Shell Assignment

For the past four years, General Manager **Brett Woltjen** has led Shell Norco through an era of change, celebration, record-setting turnarounds and the startup of a new production process which sets the foundation for Norco's continuing success and growth.

Woltjen has recently been named Vice President Manufacturing Excellence Support & Ventures. A 34-year Shell employee, he has worked in five different refinery and chemical plants in a variety of leadership and technical assignments across a broad base of operations, maintenance and turnaround, and engineering roles. Before his Norco role, Woltjen served as Production Manager at Shell sites in Port Arthur, Deer Park and Puget Sound. He also worked on the formation of Global Manufacturing within Shell, while serving as the Health, Safety, Security and Environmental General Manager. He is active with petrochemical industry trade groups including chairing the API Operating Practices

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BRETT WOLTJEN | Shell Norco General Manager



Committee and served on the board of the Louisiana Mid-continent Oil and Gas Association. During his time in the Norco community, he was active in numerous community projects and was a past Campaign Co-chair of the United Way of St. Charles.

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Norco team members say "good-bye" to Brett Woltjen with an appearance from area Mardi Gras Indians.

FUELING THE Rhythm

HERO · UNITED WAY · 2019

WAY TO GO, NORCO

Shell Norco employees donated **\$1,181,055.62** to support the community in the site's annual HERO/United Way campaign. A significant amount of the funds were targeted for the United Way of St. Charles with other donations assisting diverse non-profit programs and organizations.

"I could not be more proud to announce that Shell Norco smashed its previous record of charitable giving by more than \$62,753," said General Manager **Brett Woltjen**, who counts the HERO/United Way campaign success among the highlights of his career at Norco. "It's also important to note that it is more than just totaling up a number. Our contributions are a true reflection of the heart and commitment of Norco employees who give back to the community where they work.

"Norco is committed to being a good neighbor," he continued. "One of the ways we do that is to support the United Way of St. Charles in its mission to ensure that people in our area have access to services in times of need while also providing a range of educational and healthcare programs." Shell doubles employee contributions during the HERO campaign to maximize giving.

And the final total is...

\$1,181,055.62!

"I could not be more proud to announce that Shell Norco smashed its previous record of charitable giving by more than \$62,753,"

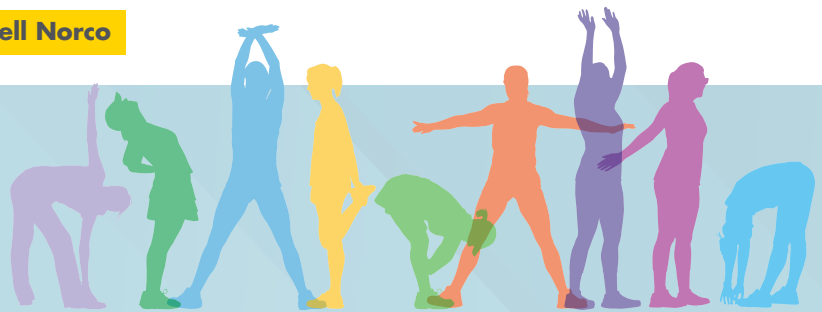
BRETT WOLTJEN
Shell Norco General Manager



Get On Your Mark and Beat the Bridge

UNITED WAY OF ST. CHARLES BRIDGE RUN

Presented by Shell Norco



EARLY REGISTRATION IS NOW OPEN

Registration by April 3	\$30
AGES 17 AND UNDER/65 AND OVER	\$20
April 4 (Race Day)	\$35
AGES 17 AND UNDER/65 AND OVER	\$25

Online registration closes at midnight, March 31.

Go to www.nolarunning.org or www.uwaysc.org for details, registration, parking and packet pickup information.

Step up your running, jogging and walking routines. It's time to register for the United Way of St. Charles 24th Annual Bridge Run. This year's race across the Mississippi River is **SATURDAY, APRIL 4**. Race day registration, packet and t-shirt pickup opens at 6:30 am. at the West Bank Bridge Park in Luling. The starting line is at the East Bank Bridge Park and the **RACE KICKS OFF AT 8:30 AM.**

The 24th 5K Bridge Run gives runners, walkers, and kids in strollers a panoramic view of St. Charles Parish and the Mississippi River from atop the Hale Boggs Bridge. Presented by Shell Norco and co-presented by Valero – St. Charles Refinery, the race holds the distinction of being the largest road race across the Mississippi River in the nation.

NORCO CIVIC ASSOCIATION ENHANCES COMMUNITY WITH GRANTS

First you have an idea, then a plan. Next step, apply for a grant. Celebrate when your grant is accepted and get to work. That's a process that has been successful for the Norco Civic Association (NCA) over the past several years. The community is benefitting, too. From the reestablishment of the Norco Christmas parade to beautification projects, from senior citizen assistance to free educational programs, the NCA is making a difference throughout the

community thanks to significant support from the Norco Community Fund (NCF) and the Norco Economic Development Fund (NEDF).

"Our mission is to provide the people of Norco a unified voice to address the various concerns of our community; an organization that will focus on and promote issues that will bring about improvements in our community, parish, state and nation; an organization that will pursue and advance the objectives we believe are necessary to improve the quality of life for the people of Norco," states NCA President **Stephen Weber**, who recently assumed the office following the retirement of **Sal Digirolamo**.

Established in 1996 to improve the quality of life in Norco and give its citizens a unified voice in deciding their future, the NCA has facilitated opportunities for the citizens of Norco to meet and interact with state and local government officials and business and industry leaders as well as initiating a wide range of community outreach projects. Additionally, the NCA Home, 555 Goodhope Street, is offered at no cost to numerous community non-profit groups as a meeting place.

"This year, the association will utilize a \$50,000 NEDF grant awarded last year to implement the Improving Streetscape project in Phase V of the Norco Revitalization program."

STEPHEN WEBER | NCA President

"The NCA has applied for and received numerous grants for the betterment of Norco, including the revitalization of 'up front' Norco – the area adjacent to River Road and Apple Street," Weber says. "With donations from Shell and the grants from the Norco Community Foundation and Economic Development Fund, the NCA has been able to provide handicap ramps at no cost to residents in need, assist others with minor repairs to their homes, place seasonal pole lights and banners throughout and around our town and offer educational opportunities. We have offered free CPR classes and free cooking and fitness workshops for kids, for example. The grant funds have also

allowed us to support the various and consistent needs incurred in maintaining a frequently used NCA Hall such as the new air-conditioning unit funded last year. It would be impossible to sustain these events without grant assistance."

This year, the association will utilize a \$50,000 NEDF grant awarded last year to implement the Improving Streetscape project in Phase V of the Norco Revitalization program. The project encompasses commissioning *The History of Norco* mural, pictured below, on the old Dollar General site's south and west sides as well as adding historical street lighting and signage poles, and painting many of the older buildings in the Apple Street / River Road area. Future plans include the construction of a Town Square with a Veterans Memorial along with a variety of other streetscape improvements. **Norco residents interested in joining the Civic Association should contact Membership Committee officers Jennie Duhe, 985-307-0768 or Cat Phillips, 985-764-2241, or contact Stephen Weber, 504-202-5565.** Prospective members will need to fill out an application and submit a \$5 annual fee. Members are invited to four general meetings, with a complimentary meal each year and encouraged to participate in volunteer activities to improve the community.



Non-profit Organizations Encouraged to

Submit Grant Proposals

Non-profit organizations with programs, projects or potential projects which would make the Norco community better now and in the years ahead are invited to submit a grant application to the Norco Community Fund (NCF) or Norco Economic Development Fund (NEDF).



The Greater New Orleans Foundation, which manages both donor advised funds, is accepting proposals from **February 21 - through March 20.**

The NCF and NEDF were established 17 years ago with respective one million and five million dollar endowments by Shell to sustain and enrich the quality of life in the Norco community. The NCF was initiated to improve the quality of life for Norco residents. The NEDF addresses social and economic issues designed to support economic development. Both funds are community driven.

Applicants must apply online through The Greater New Orleans Foundation at www.gnof.org. Guidelines for both funds can be found online. Only grant applications submitted online will be accepted for consideration.

The Norco Community Fund will consider funding for programs that serve Norco in the areas of arts/humanities, community development, human services, health and youth development.

The Norco Economic Development Fund will consider funding or programs that support small business retention, new job creation, career development and training, quality of life, and youth opportunities.

Farewell Thoughts and Reflections

WITH BRETT WOLTJEN

As he prepares for his next assignment, Woltjen took time to answer questions and reflect on his years at Shell Norco.

Q: You have been at Norco during some memorable times from the Cat Cracker 30th Remembrance Ceremony to the opening of the Shell Theatre at the Lafon Performing Arts Center from record-setting turnarounds to the innovative Creative Energy campaign, what fueled your energy during these busy years?

I have been with Shell for 34 years and worked in five different plants and I can say without hesitation my time at Norco was an absolute highlight of my career. That highlight has little to do with all the business results we achieved, which were something to be proud of in of themselves. What means the most to me is the memory of the people and the opportunity I was given to connect with employees and the community in a meaningful way as the leader of Shell Norco. Life experiences like that, do not come along very often.

Q: As you come to the end of your time at Norco, could you share some of the highlights and challenges the site has experienced throughout the past several years?

Norco has a history of being a well-performing site in Shell, with a highly capable and committed workforce and is fortunate to have strong support from our community. For me, the highlight has been being able to take that legacy, build upon it and position ourselves for the future. Along the way, we achieved exceptional safety results while reintegrating the site to a 100% fully Shell site by working closely with our business partners, other parts of Shell and the community to assure a smooth and seamless transition.

We stepped up our investments in the site, both in terms of asset reinvestment as well as strategic growth to increase Norco's profitability. Recently, we began the innovative step of introducing recycled plastic as a feedstock to our ethylene unit, thus becoming a leader in the industry to introduce a new and exciting technology.

I especially enjoyed the opportunity to wash cars and thank our neighbors during our 90th Shell Norco Anniversary celebration as well as extending thanks to our employees in our on-site program. The anniversary

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BRETT WOLTJEN | Shell Norco
General Manager



In response to his request, Norco employees gather for a group photo at Brett Woltjen's farewell celebration. "It's a 'Perfect 10' memory for me," he said.

The fuel for my energy is what I get from employees as one experiences the unique opportunity you have as a General Manager to inspire your entire site, see them succeed doing incredibly complex and difficult work, then show them your true appreciation for what they did and how they did it. As we sometimes say in Louisiana, "I have plenty in the tank for that."

celebrations were a meaningful complement to the Creative Energy campaign which showcased the pride our employees have in the work they perform and nearly doubling our charitable contributions to our community. In addition to nearly doubling our United Way contributions, we also established a \$5 million endowment fund to provide support to the St. Charles Parish Public School District's Dr. Rodney R. Lafon Performing Arts Center.

Seeing the enthusiasm and pride grow in our workforce along with the support we feel from the community will be a cherished memory for me.

Norco felt like home from the first day I arrived. When I leave for my next assignment, I am going to have that bittersweet feeling you have whenever you leave home to a new adventure.

Brett Woltjen received a standing ovation at the Lafon Performing Arts Center ribbon cutting ceremony as he announced an endowment from Shell.



Q: How would you define the Norco culture?

Shortly after my arrival in late 2015, as I began to explore the history of Norco and talk to countless retirees and community members it soon became clear to me there is something special about Norco. This crystalized for me into two words: "responsibility" and "pride." By that I mean, as Norco employees we recognize we have a responsibility that comes with providing the energy products that makes modern life possible. It is our responsibility to do this while working safely, ensuring everyone returns home safely to his or her family each day, to respect the environment, to be an active part of and give back to our community, and to deliver superior business results to the businesses we support. It is in fulfilling these responsibilities while having a sense of pride in what we do that is the culture of Norco. We are the **Rhythm of Louisiana**.

Q: How do you think the site has changed and developed over the years?

Norco has changed tremendously over its 90-year Shell history. While the layout of the place, size and scale of the units and advancement of sophisticated technologies has changed Norco tremendously, even some of the products we produce have changed while our employees have continued to grow and thrive.



Employees say "farewell and good luck" to Brett Woltjen as he heads out to a new Shell assignment.



Norco General Manager Brett Woltjen greets community members during the 90th Anniversary Community Event.

Q: Where would you like to see Shell Norco and the community in 10 years?

Shell recognizes that the global energy mix will transition over many decades to come. My aim is to see Norco continue to evolve, just as it has for the last 90 years under Shell, to meet the needs of our society as the energy mix changes. I believe Norco as a site and the incredible employees here have a very bright future. As for the community, we look to continue to grow in our support of our friends and neighbors. In 10 years it will be our 100th Shell Anniversary at Norco. I hope to see us take what we did for the 90th anniversary, and while that was really great, I hope to see us as Chef Emeril likes to say, "kick it up a notch."

Q: What do you consider Norco's most significant practice to share with the Shell family?

What true care, respect and responsibility looks like.



Q: What are the activities/projects that are most meaningful to you personally and professionally over the past years?

I love turnarounds! The reason I love them so much is they are a very complex human endeavor that requires intense planning, coordination and teamwork. By the end of the turnaround you know if it was a good one or not. It's an opportunity to challenge yourself and your team; to test yourself. Turnarounds also represent an opportunity to reinvest in our facilities, making them safer, cleaner and more efficient. So having said that, our back-to-back "Who Dat Crackin Turnaround" and "Two Dat Crackin Turnaround" were the most meaningful to me. I saw our site take on these massive events and absolutely nail it. Seeing your team win like the Saints winning a Superbowl is about as good as it gets for a General Manager - Whether you're a GM in the NFL or one in a large plant like Norco.

Q: What will you tell other Shell sites about Norco?

I will tell them, "You have got to go visit Norco to see how it's done there." I suspect they will get tired of hearing me brag on the team at Norco. But that won't stop me.



Debbie and Brett Woltjen say farewell in a traditional second line.

A BIRD? A PLANE? NO, IT'S A DRONE

What would you rather do? Drag out your extension ladder, climb up to your roof and look for those loose shingles bringing water into the attic? Or, stand on the ground, fly a drone over the rooftop and pinpoint the problem safely and accurately? Chances are you have no problem making a decision.

What if you were looking at inspecting the top of a 400 foot high industrial vessel or going inside a narrow column to determine a potential leak or conduct a routine inspection?

According to Technical Safety Specialist **Pat Beard**, Shell Norco is using drones, unmanned aerial vehicles, as a more efficient and safer alternative for traditional equipment inspection and troubleshooting. "Norco was the first site to initiate a drone program," explains Beard, who established the



Norco Community Advisory Panel member Marshall Carmouche studies one of the drones used in a variety of inspection and troubleshooting processes at Norco. CAP members were introduced to the site's drone program during a recent meeting.

program two years ago. "Our technology journey began with a vision to limit exposure to people while reducing fixed costs associated with inspection, business support opportunities and real-time data collection."

Today, the Shell Norco Drone Team includes 18 pilots certified by the Federal Aviation Agency utilizing a variety of drones throughout the site as well as assisting the community in emergency and environmental response.

"In addition to enhancing safety, drone technology also provides high resolution images with extensive zoom capability ties," Beard continues. He explains that the relatively new and continually improving drone technology eliminates the need for an up close look at equipment. "We can have better standoff distance for surveillance," he says. "That way we eliminate exposure to people at heights, improving safety and reliability. "With a quality, real-time operating picture we can give that information to our operations team if there is a suspected problem and can address the situation quickly and without unnecessary exposure to employees."

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PAT BEARD | Shell Norco Technical Safety Specialist

Drones equipped with thermal imagery capabilities are also providing use in unit equipment surveillance and inspections. One of the newest additions to Norco's Drone Team, the M600, has been recognized as a pace setter for Shell Downstream Manufacturing. It has been successfully deployed to conduct fugitive emissions inspections on elevated structures, tanks, relief device equipment, and has been used as a leak detection device for startup of process units. In Norco's recent 2 Dat Crackin turnaround, the drone was used to provide daily information and videos of the staging and setup during the turnaround as well as close up inspection views from the top of the unit to ensure a safe startup.

HIGHLIGHTS OF THE NORCO DRONE PROGRAM INCLUDE:

- Minimizing exposure to personnel
- Reducing the work at heights
- Gathering data faster and in real-time
- Supporting emergency management and security for the site and the community
- Supporting the detection of environmental leaks
- Assisting with unit startup and monitoring

"Norco is continually recognizing and implementing new technologies, Beard emphasizes. "As advanced technology seems to emerge on a daily basis, we are committed to evaluating and using the most innovative methods for a safer, more reliable and more effective workplace."



A drone was used to take this photo of Olisa Ojeh and Brett Woltjen to kickoff one of last year's turnarounds.

SOMEONE YOU KNOW LIVES AND WORKS IN NORCO

STEVEN DOMINGUEZ takes his career seriously and with a keen focus. The first dedicated Technical Safety Specialist for the Norco Maintenance Department who supports the Turnaround organization, Dominguez brings a wealth of experience to his job and his community.

The 19-year Shell employee is a 22-year resident of Norco who extends his educational and on-the-job safety learnings back into the community as a member of the Norco Area Volunteer fire fighters.

Degreed in Occupational Studies and certified in Occupational Safety, Steven holds a variety of emergency response certifications and has worked as an OSHA outreach trainer. Hiring on as a Refining Operator and later as a Maintenance Pipefitter, he found his niche in the safety arena early in his career. "I had the honor to be one of the founders of Norco's Safety Ba'You Program which continues to generate energy and commitment from employees and contract employees for working safely," he says. "I was also the first, full-time Union Health and Safety representative for refinery."

A two-time nominee for the Motiva President's Award, Dominguez has been involved in several special on-site activities. He was the backbone in a study addressing flare line openings along with management of line cutting, which lead to significant Process Safety and Personal Safety improvements. Additionally, he assisted with cut-over from pneumatic

instrumentation in the Coker to a distributed control automation system which lowers process safety risk.

"Shell is a great company to work for and I have been truly blessed!" he says. "As a Norco resident I can see and benefit from the tons of contributions and resources Shell provides to improve and expand the quality of life for our community. Norco is a great community made up of great people. Yes, we are living close to industrial sites, but these sites constantly invest in ways to make their operations better and safer for the community. And who wouldn't want to live almost right around the corner from his workplace. My commute is priceless."

Married to Brandi Polk Dominguez (from Norco) for 21 years, the couple are the parents of Breanna, 18, and John, 15. You will usually find the Dominguez family pursuing outdoor activities.

Not too surprising fun fact: Steven is an LSU fan, Saints fan and loves a good NASCAR race.



The Dominguez family shows its support for Destrehan High School with a family photo on the field.

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STEVEN DOMINGUEZ
Shell Norco Technical Safety Specialist

Behind the Scenes

Norco Community Advisory Panel (CAP) members recently took a backstage tour of the Dr. Rodney R. Lafon Performing Arts Center with a special peek at a *You're a Good Man Charlie Brown* rehearsal in The Shell Theatre.

Director **Chris Melohn** led the tour which also included visits to the dance studio, technical areas, dressing rooms and the center's versatile Black Box theatre. Shell Norco is supporting the center with a \$5 million legacy gift establishing an endowment for the sustainability of current and future programs.



THE CENTER'S SPRING PRODUCTIONS AT THE SHELL THEATRE INCLUDE:

Step Afrika!
March 21
7:30 p.m.

Rapunzel
March 28
10 a.m and 1 p.m.

The Summer Club
March 28
7:30 p.m.
March 29
2 p.m.

For information and tickets for upcoming performances go to: www.lafonartscenter.org



Norco NEWSLINE

Norco Newsline is published regularly to inform the community about activities at the Shell Norco Manufacturing Complex. Please address inquiries to:

Rochelle Touchard, External Relations Manager
Shell Norco Manufacturing Complex
15536 River Road | P.O. Box 10 | Norco, LA 70079
504-465-6667

Numbers and Addresses to Know:

St. Charles Emergency Operations Center
985-783-5050
Shell Norco Site Team Lead
504-465-7342
Shell Norco Community Information Line
504-465-7483

Websites to Know:

www.shell.us/norco
www.shell.us/louisiana
www.norco-air.info

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HURRICANE ON THE WAY? DON'T FORGET YOUR PILLOWCASE

Norco Elementary School fourth graders know what to do in an emergency. They find their special pillowcase filled with emergency supplies for a shelter-in-place or evacuation journey. The students recently decorated and packed pillowcases as part of the American Red Cross Pillowcase Project in cooperation with the United Way of St. Charles.

Shell Norco and Florida's Nova Southeastern University volunteers worked together to educate the fourth graders about emergency preparedness while helping them decorate the cases with unique messages and designs. The project emphasizes how to manage stress in emergencies and how to respond to emergencies that come with warnings like hurricanes and those that come with no warning like home fires.

Originated in the greater New Orleans area following Hurricane Katrina, the Pillowcase Project is a national American Red Cross program targeted toward third through fifth graders.



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