

Norco NEWSLINE



NEW GENERAL MANAGER

Tammy Little

Guides Norco
Manufacturing Complex



Tammy Little counted down the days and hours until she could head east from Texas and open the door to a new address and new office in Louisiana. For Little, living in Louisiana is all about coming home to family and friends. The new Norco Manufacturing Complex General Manager not only returns to the site for her third assignment but also to the place she began her Shell career.

A 28-year Shell employee, Little has nothing but fond memories of her time at Norco. "The can-do spirit and care for each other have always been a strong component of the culture that sets Norco apart from other locations," she says. "And of course, who wouldn't want to be in south Louisiana? When I first arrived in Norco, my husband Jim and infant son Harrison felt welcomed immediately. A few years later, our daughter Victoria was born, a true Louisiana native. Our family quickly adopted crawfish boils, king cake, the New Orleans Saints and the LSU Tigers into our list of favorites along with the warm hospitality that is so unique to this area."

It took longer than expected for the new Norco Manufacturing Complex GM to relocate thanks to COVID-19's disruptions in life and added challenges for the chemical industry. As General Manager of Shell Operations Americas, Chemicals before her Norco appointment, Little had a few more things to do as the demand for chemicals increased.

"My former role involved supply chain activities for all of Shell Chemicals business in the Americas," Little explains.

"From the beginning of the pandemic, we recognized that many of the chemicals products we produce, and especially in Louisiana, go into personal hygiene and detergents to help guard against the Coronavirus. Shell took action to flex operations more than ever to respond to where the markets are moving – so we can meet our community and customer needs as quickly and capably as possible. At the same time, we are looking forward to turn up the production of other products once markets and people movement open up more and more."

The new site GM is well prepared to lead the site in challenging and changing economic times. "In recent years, I have developed a much deeper understanding of our customers and what they expect from Shell," Little says. "Now, I can bring that awareness to the site to help the Norco team better understand our connection to customers through the chemicals and refining products we make."

"The can-do spirit and care for each other have always been a strong component of the culture that sets Norco apart."

TAMMY LITTLE
Norco General Manager



No question about it. **Tammy Little** and family are super Saints supporters.

We have such potential, at Norco, to integrate our supply chains between refining and chemicals to bring improved options for our customers along with new ways to unlock value in the energy transition."

As a refining and chemical complex, Norco maintains a strong position in contributing to Shell's overall success.

"We make, sell, and move the basic building blocks of modern life and the fuels that power mobility for the people in our communities and provide the energy to enable every business on this planet to move their products to market," Little explains. "That's one of the reasons I love the manufacturing aspect of our business. My core love has always been manufacturing because it builds off a foundation of amazing, talented, and determined people – every day brings new opportunities to pursue and connect to our customers."

A native of St. Louis, Missouri, Little holds a degree in Chemical Engineering from Christian Brothers University in Memphis, Tennessee and an MBA from Tulane University. She began her career at Shell Norco as a Control Systems Engineer in support of one of the olefins units, and later moved to Houston in business and commercial roles. She returned to Norco as the Chemicals and Technology and Engineering Manager and six years later was named Production Manager for Shell's Deer Park facility. She next served as Shell's Mobile General Manager before her most recent role in Chemical Operations for the Americas.

"I am excited to be the General Manager of the site where I started my career," she says. "I still remember how I felt after meeting the plant manager when I first started at Norco and thinking that I would one day love to have the cool job he had. My days at Norco have always been a highlight of my career. The group of operators, craft workers, and day staff I worked with in the Olefins Unit, for example, were gracious to teach me what you don't learn in a classroom. In turn, I worked hard to help bring forward their improvement ideas that required engineering support. Those memories will always be with me."

"I always tell people that Norco has a great family and can-do culture," she continues. "It is a great place to work with such a wonderful community of neighbors. One of the things I look forward to in my new role, in addition to supporting the site, is participating in community activities especially those that support youth, diversity, and education."

The global pandemic may interfere with the pace of activity; however, Little emphasizes. "The biggest step change for me with the pandemic restrictions and precautions is the use of technology to keep us connected and productive even when we can't meet together as we have been accustomed to," she says. "This will continue – as it unlocks the need for people to be 'in transit' for engagements while giving them more time to take on higher level analysis and planning for the future. Although telecommuting was possible and eliminated my drive through the crazy traffic in Texas, I am going to have to learn new ways to bridge new connections versus the traditional and proven ways that are reliant on face to face connectivity. As Norco GM, I want to connect with the Norco team onsite as well as the community."

She is optimistic about Norco's strength as a business despite COVID's impact. As global Shell strengthens its focus on Care, Continuity and Cash, she sees Norco stepping up as well in all areas. "I think anyone who knows Norco recognizes the huge emphasis on care for our people and our community," she says. "Continuity exists in our stable operations and continued support from those working at home. The focus on cash is coming through with the sharp decisions and execution to move our operations to where the market and customers are."

An avid supporter of educational and diversity issues along with advocacy for women, Little serves as a national sponsor for Shell WAVE (Women Adding Value Everywhere).

It is one of Shell's many employee resource groups which support diversity and inclusion across the company. She takes special pride in establishing the first WAVE group in Norco years ago. "I am energized by our ability to reach out and help all women understand the opportunities in our industry."

Her advice to women, which applies to all young people, is encouraging. "Don't let people tell you all the things you can't do or shouldn't do," she says. "Follow your dreams and build yourself up to not fear failure, build yourself to learn quickly from it and get better. STEM careers give you real earning power to be able to care for yourself and your family – from operator or craft, to engineer – they can be positive, life-altering jobs for people."

If you are looking to connect with Little in the community, you are sure to see her at a performance when the Lafon Center for the Arts re-opens. "I love the balance that arts bring to my life," she smiles. "I connect it to my creativity and curiosity. I danced competitively for many years and it taught me not only new ways to express myself through physical movement but also how to compete with my fellow dancers as one team – focused on dedicating us to winning."

Today, Little's family has expanded to include her daughter's husband, Brandon, and granddaughter Harper, who also call Louisiana home. "One common thread that binds our growing family is our love for rescue dogs," she says. "Among all of us, we love and care for six of them, Gunner, Chloe, Bella, Wilson, Kona, and Nala."

"It is such a pleasure to return to Louisiana," she adds. "The Rhythm of Louisiana campaign that our local sites introduced says it all, to me. Louisiana's creative energy will move us all forward to a great future. "Shell is a great place to work – with great people – where I have had the opportunity to be part of great teams and activities that make a difference in our communities."



TOP PHOTO: Princess Leia and Han Solo? No, it's **Tammy and Jim Little**, Star Wars and Disney fans.

ABOVE: Generations of the **Little family** celebrate their many ties to Louisiana over the years.

She's Hurstastic! Sammi Caillouet is Teacher of the Year

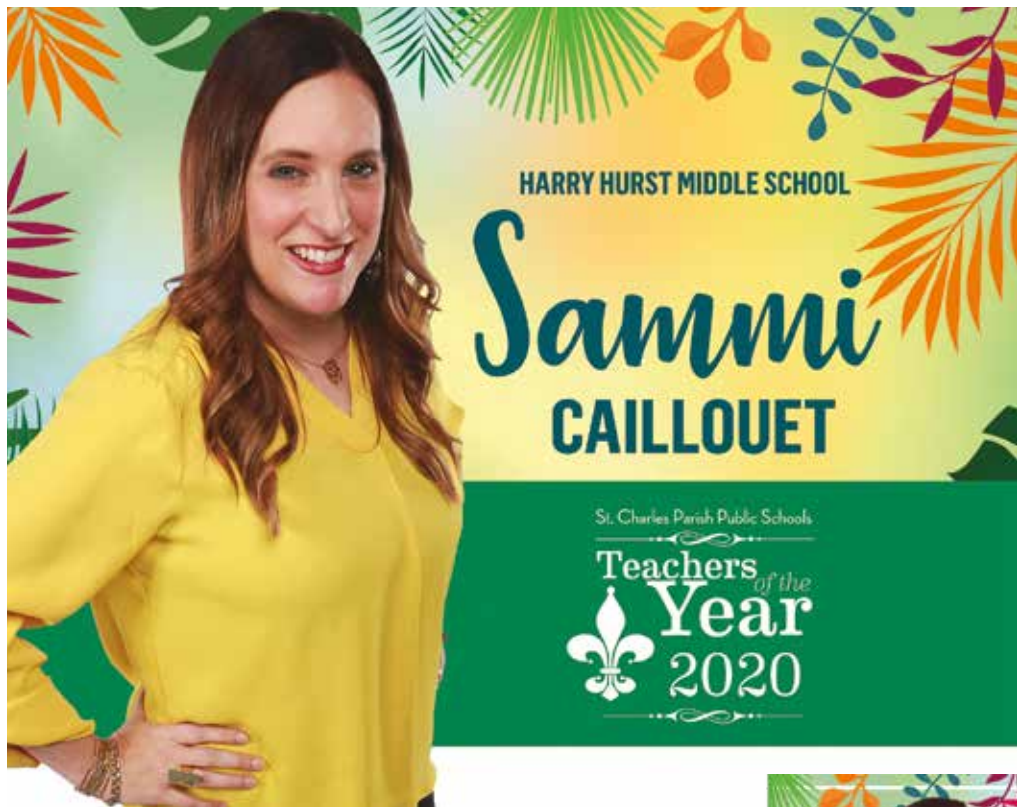
St. Charles Parish Public Schools honored its teachers of the year at its annual banquet just days before Louisiana Governor John Bel Edwards issued orders to close schools along with other COVID-19 guidelines. This year's event, sponsored by Shell Norco, Cox Communications, and Martin's Nursery, was held on March 12 at Ormond Plantation with the theme "A Tropical Paradise."

A highlight of the event was the announcement of **Sammi Caillouet** as St. Charles Parish Public Schools Middle Teacher of the Year. She is a Gifted English Language Arts specialist at Harry Hurst Middle School, one of Shell Norco's adopted schools. Sammi has 20 years of teaching experience and has been assigned to Harry Hurst for eight years.

"Hurst is proud to be the best middle school in the state and Mrs. Caillouet personifies everything our school is about," says Harry Hurst Principal **David Schexnaydre, Ph.D.** "She has a positive demeanor, is an expert with curriculum and instruction, builds great relationships with students, and is highly respected by her peers. She is an awesome asset to our school and our community and makes a positive difference for students every single day. In short, she's Hurstastic!"

"Support for education and our community youth is a long-standing and important commitment to our St. Charles Parish neighbors," says External Relations Manager **Rochelle Touchard.** "We are delighted to support the Teacher of the Year program and especially proud that one of our Partner in Education School teachers took home top honors."

"Congratulations also go to teachers recognized from the site's other Partner in Education Schools. **Hayley Montz** was named Destrehan High School Teacher of the Year and **Melissa Billings** was honored as Norco Elementary School Teacher of the Year. Montz is an English III and AP World History teacher and Billings is a First Grade teacher.



"We are delighted to support the Teacher of the Year program and especially proud that one of Partner in Education School teachers took home top honors."

ROCHELLE TOUCHARD
Norco External Relations Manager



▲ **Hayley Montz**
Destrehan High School
Teacher of the Year

◀ **Melissa Billings**
Norco Elementary School
Teacher of the Year

When the Rains Come, Norco Responds



Heavy rains hit Norco hard this spring with significant flooding throughout the town's neighborhoods. Norco teamed up with River Road Market & Deli to provide lunches, encouraging area residents take a break from their clean-up and repair efforts.

The socially distanced drive-thru food pick up was held in the Sacred Heart Catholic Church parking lot. District VI St. Charles Councilman **Bob Fisher** stopped by to greet community members and Norco volunteers **Angele Chauvin, Jared Deslatte, Mike Kelly, Joe Bob LaFleur, Raymond Richard, Rochelle Touchard, and Dawn Viviano** helped distribute the lunches.

HOW TO CATCH AN

ALLI

Louisiana is the Sportsman's Paradise.
You bet it is.

Ask **KEVIN BILLIOT** one of the many Norco men and women taking advantage of the diverse hunting and fishing opportunities the state offers. "I am definitely not a couch potato," laughs the Cat Cracker operator. "I enjoy fishing and hunting, boating, and pretty much just being outdoors."

And when the 30-day alligator season opens, Billiot is prepared and ready to go. Heading out to the Hopedale area, with alligator hunting rights secured for 17 tags, his approach is basic. "Like most alligator hunters, I bait a 12/0 hook with a chicken leg quarter and hang it about 18"---30" above the water line, depending on tidal flows and expected tide range," he says. "I use a cane pole to extend the line out away from the bank and use a stout tree or a 2x4 driven into the marsh as the anchor point for the quarter-inch nylon line to hold the gator until I come back the next day to check the lines."

The real adventure begins the next day. "You can immediately see if the bait was taken when you approach the line," Billiot continues. "Often times, the alligator will have climbed up on the bank, rolling on the marsh grass and flattening the area. That's a dead giveaway that it's a good-sized one. But a really big gator will usually stay in deep water where they feel more comfortable and hidden. So I always take note of which way the line is stretched out and make sure my boat is away from the line so the gator isn't tangled in the motor."

"Big alligators are funny. Sometimes they will allow you to pull them in slowly and will rise gently to the surface to see what is happening. I never 'horse' them in. It creates a fight that looks good for TV, like you might see on Swamp People, but you risk having a big alligator straighten the hook and get away. Pull them in slowly but firmly and wait until he breaks the surface for a shot at his head. I carry a .40 caliber handgun because I am often alone and can easily work the rope with the pistol in hand, rather than wrestling a long gun while holding the line on a twisting, swirling alligator. Also if, heaven forbid, I get pulled overboard, that handgun will be in my hand and instantly available for a close shot."

He's caught the big ones more than once. The one pictured with this article is 9 feet 6 inches, just a foot under his biggest catch of last season and his biggest to date is a monster measuring in at 12 feet.

There is another way to catch a gator Billiot reminisces. "My grandfather on my dad's side of the family was a Houma Indian who spoke Cajun French," he explains. "When he moved the family to St. Bernard Parish in the forties, they hunted alligators in a totally different way. When the ground dried up in mid-summer, they walk the marshes and prairies looking for 'alligator holes.'

He's caught the big ones more than once. The one pictured with this article is 9 feet 6 inches, just a foot under his biggest catch of last season and his biggest to date is a monster measuring in at 12 feet.

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NORCO OPERATOR SHARES SWAMP SECRETS



Kevin and Kelly Billiot enjoy Louisiana's outdoor recreational benefits.

Sometimes it was literally a hollowed out spot in the marsh and sometimes the alligators would be in a lagoon or small pond. My grandfather used a long pole to locate the alligator in his den, which may be 20 to 50 feet away from the mouth of the hole. After driving the pole down through the marsh to find the gator, he would poke and force the gator to move out towards the opening, where another man waited to deliver a hatchet blow to the top of the head, or sometimes a .22 rifle shot. The gator was pulled out onto the grass for skinning, rolling the hide and placing it in a trapping backpack before moving onto the next hole. They did not keep the meat as they had no refrigeration at the time; hunting strictly for market skins. That's how my dad learned to hunt gators."

ATOR



“My brother and I literally were carried on my dad’s back in a trapping bag to explore and learn at a young age. Not having the money for trips to New Orleans for fine dining or plush cultural events, we would take a pirogue and paddle down the bayous or walk through the woods and quietly observe birds, frogs, fish, nutria, raccoons, snakes, alligators, and every so often a deer.”

KEVIN BILLIOT | Shell Norco Operator

FUN FACT: Occasionally Billiot skins one of his gator catches and keeps the meat. He’s known for his alligator sauce piquant and enjoys introducing the taste of alligators to others.

Billiot’s love for nature and Louisiana outdoors is definitely part of his genetic and environmental composition.

“I was born into a family heritage of living close to the land,” he explains. “With both of my parents growing up in a rural lifestyle with farming, gathering, hunting, trapping and fishing shaping my childhood. My brother and I literally were carried on my dad’s back in a trapping bag to explore and learn at a young age. Not having the money for trips to New Orleans for fine dining or plush cultural events, we would take a pirogue and paddle down the bayous or walk through the woods and quietly observe birds, frogs, fish, nutria, raccoons, snakes, alligators, and every so often a deer.

“I learned to tell a bird by its distinctive call, or know what ducks were coming my way by their flight pattern. We could find animal signs and accurately tell how big they were by the size of the tracks they left. We made tree houses and had rope swings in the woods. We would go for hours with our BB guns and pellet rifles hunting snakes and small game. We were country kids and it didn’t seem strange or useless that we knew the habits of all the wildlife around us.”

Although Billiot acknowledges that kids today may not have the opportunities or desire to explore the woods and swamps as he did, he and his wife Kelly have made the effort to encourage their own children to appreciate the Louisiana outdoors. The parents of five, ranging in ages from 27 to 13, and grandparents to a three-year old, the Billiotics live in an area that is appropriate for walking on trails, riding ATVs, and of course, opportunities for hunting, fishing and boating. “I do anything I can to instill a love and respect for the outdoors in my family,” he states. “Just teaching them what poison ivy looks like is a good lesson learned.”

When he retires – which won’t be for a while – Billiot may have a second career as a spokesperson for the Sportsman’s Paradise. For anyone considering a move to Louisiana,



It’s a family tradition - Kayla and Kylie Billiot take fishing poles to Louisiana waters, just like their dad, grandfather and great-grandfather.

Billiot says “welcome and I hope you enjoy our hospitality and culture. We live in a truly wonderful area of the nation and our people and family ties are what make us unique. Our food, festivals, friendship and willingness to share this with outsiders or newcomers is what has attracted visitors for hundreds of years. I would suggest that they begin with a local swamp tour to learn about our wetlands and then head to New Orleans for our cuisine and our nightlife. Take a tour of the Plantations along River Road. Drive over to Breaux Bridge and Lafayette for Cajun fiddle and a Fais-Do-Do! Head downriver to Venice and take a chartered fishing trip for everything from Bass and Stripers in the Mississippi River to Marlin and Tuna in Mississippi Canyon. Louisiana really does offer something for everyone, of any age.”

STUDENT | INTERN | APPRENTICE and Now, **TECHNICIAN**

MARIAH CHAISSON may be following in her family's footsteps, but that's not stopping her from breaking new ground. The St. Charles Parish native joins five family members who have worked or are currently working at Shell Norco. Today, however, she is the only female Instrument Technician assigned to the Maintenance Department.

Quick to point out that she is not the first female to work in Maintenance – others have moved on to new positions within the company – the going on two-year Norco employee emphasizes that the petrochemical field is no longer just a man's world. "I attended Shell's Date with Destiny several years ago which encouraged women to look into diverse occupations. That reaffirmed my decision for a career in Instrumentation. There is great opportunity and financial stability in the Instrumentation & Equipment field."

A graduate of Hahnville High School, Chaisson received an associate's degree in Instrumentation from South Central Louisiana Technical College (SCLTC) in Reserve in 2016. "I first worked as an instrument tech intern at Marathon Petroleum and transitioned into a Shell Norco Apprenticeship program working for an onsite instrumentation contract company," she says. "That led me to where I am today, working as an Instrument Technician for Shell."

"The most rewarding part of working at Norco is the satisfaction of knowing that my plans for the future are coming to life," she explains. "My efforts, experience and education were recognized by a company like Shell leading to employment with competitive pay and benefits. I understand that my future is what I make of the opportunities I have. My goal ahead is to hone my skills in my craft and become a valuable resource. It's important to me, my family and my community, to use my knowledge to help Shell Norco run clean and reliable for years to come."

Chaisson encourages women to explore possibilities in the technical arena. "Process Technology and Instrumentation, for example, are no longer non-traditional jobs for women," she explains. "As long as you are willing to work for it, everyone is capable of having a career in one of the many job opportunities in the petrochemical field."

"I attended Shell's Date with Destiny several years ago which encouraged women to look into diverse occupations. That reaffirmed my decision for a career in Instrumentation. There is great opportunity and financial stability in the Instrumentation & Equipment field."

MARIAH CHAISSON
Norco Instrument Technician



The fairly recent graduate notes that attending a technical college is the place to begin exploring those opportunities. "What appealed to me about SCLTC was the high percentage rate of students getting a job after graduation," she says. "The Methanol Plant on the campus also gave us valuable hands-on experience. Like most technical schools, SCLTC accommodates students who work while attending school, with the availability of online and night classes."

And when the guys in her department share their hunting and fishing stories, Chaisson has no problem fitting in the conversation. Like most Louisianans, she is an avid hunter and fisher.



Father's Day Gift Reflects Industry Legacy

Logistics Operator **EARL NOEL LOUVIERE III**, pictured here on the left, is a third-generation petrochemical industry employee. Noel and his two brothers Hunt, center, and Sean, right, follow their dad's footsteps, who had followed his dad in the field. "My brothers and I had this picture taken as a Father's Day gift for our dad to honor our grandfather," Noel says.

Earl N. Louviere Sr. worked for Shell for two years before joining Texaco; **Earl Jr.** worked as a chemist in the laboratory testing field for 42 years; **Noel** is an 8-year Norco employee; Hunt is a mechanic and 7-year Valero employee, and **Sean** is 3-year Marathon operator. "Following in our dad's and grandpaw's line of work was an easy choice," Noel adds. "We all saw the great opportunities in the petrochemical industry as a way to make a decent living and provide our families with everything they need. I am proud to work for Shell, but all the companies the Louvieres work, or have worked for have solid names."

Special Delivery: HAND SANITIZER

Hand sanitizer is a high demand item these days and donations of the hard-to-come-by product are much appreciated. Thanks to a gift from Shell, the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) is better equipped to minimize the risk of Coronavirus infection while addressing the needs of area communities.

Director of St. Charles Parish Department of Homeland Security and Emergency Preparedness **Joe Ganote** thanks **Andrew Williams** on behalf of GOHSEP Region 3 for a gift of 40 gallons of hand sanitizer.



Utilities Engineer **Andrew Williams** represented the Norco site in delivering a pallet of hand sanitizer to the St. Charles Parish Emergency Operations Center for distribution throughout GOHSEP Region 3. Shell Convent and Shell Geismar representatives additionally delivered a pallet to GOHSEP Region 2 which included distribution to the Louisiana State Legislature prior to the current session. Each pallet included 25 cases of six 1-quart bottles of liquid hand-sanitizer, for a total of 40 gallons per pallet. The gift was initiated by a request from Louisiana Speaker of the House **Clay Schexnayder**.

THANKS to our Emergency Responders and Law Enforcement Officers

We are so thankful for the front-line emergency responders and law enforcement officers at the St. Charles Parish Sheriff's Office. Shell had honor to treat their weekend shifts to lunch and dinner as a small token of our appreciation for serving our community during this extraordinary time. The meals were provided by Atchafalaya Seafood Co. in Luling. It was not only a great opportunity to thank their team, but to also support a local business that has been impacted by COVID-19.



On the Road Again

Shell's Creative Energy: The Rhythm of Louisiana campaign billboards were recently updated with new artwork and new faces. You can see members of the Norco team depicted on billboards at:

- (1) I-10 at LaPlace Exit – look for Instrument Mechanic **Mariah Chaisson**, Utilities Operator **Johnnie Bonds**, Instrument Team Lead **Lance Eusea**, and Corrosion and Materials Engineer **Amy Adams**.
- (2) Hwy 90 in Des Allemands (before Spahr's Restaurant) – see Work Process Specialist **Tammy Toups**, and
- (3) I-310 in Luling – look for Logistics Production Specialist **Nick Avocato** and Logistics Production Unit Manager **Tracy Scott**.





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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POSTAL PATRON



Taking Care of the Night Shift

Just like a manufacturing site, a hospital never closes its doors. It might be a little quieter with a little less traffic in the hallways, but healthcare workers keep going strong all day – and all night. Last month, Norco recognized Ochsner's St. Charles Parish Hospital night shift staff with dinners from local restaurants. More than 300 healthcare employees enjoyed dinners over a four-night span from Honeydoux Café and Bakery, Grumpy's Family Restaurant, Southern Latte Café and River Road Market and Deli. Norco volunteers **David Faulkner, Chris Schrock, Claudell Harris** and **Kassy Giroir**, represented the site and helped distribute the meals.

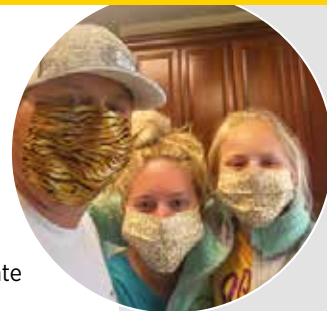
For Maintenance Planner and St. Charles Parish resident David Faulkner, the opportunity to volunteer was extra meaningful. "I wanted to be a part of Shell's giving back to support our first responders," he says. "It makes me proud that we are doing this especially for St. Charles Hospital. "The staff took time to express their appreciation and thanks to Shell and the Honeydoux Café and Bakery. "They really couldn't say 'thank you' enough."

In addition to acknowledging healthcare workers for their efforts during the COVID-19 pandemic, Norco is demonstrating support for local restaurants during a time of economic constraints.

SOMEONE YOU KNOW LIVES, WORKS AND VOLUNTEERS IN NORCO

Norco Retiree Makes Masks for Medical Personnel

All over the country people are finding ways to help their communities battle COVID-19. The citizens of Norco are no different. **SUSAN LOWRY**, a Shell Norco Finance department retiree and lifelong Norco resident, is one of many who stepped up in the first days of the crisis and volunteered to sew masks for healthcare workers facing shortages amid the coronavirus pandemic.



Norco Senior Production Specialist, **Jason Lowry** with **Ashley and Addison Lowry** are masked and ready to take on COVID-19.

Lowry initiated the project when she learned that her two nieces, one a hospital nurse and the other a nurse in a doctor's office, were told that they might have to supply their own personal protection equipment because of shortages of N95 masks. Although the nurses did not need their own masks, Susan kept sewing – turning her attention to providing cloth masks to workers in non-patient facing roles such as medical office clerical workers and rehabilitation home workers. "These masks are in no way equal to a N95 mask" Susan states, "but until the general population has access to approved masks, it's a little more protection and better than nothing."



An accomplished seamstress, Susan ran a small embroidery business for fun after she retired from Shell. When she learned of the need for the masks, she started researching how to make them which led her to a Facebook group from Seattle who were doing the same for their community. "I wanted to make sure I was using the right fabric and sewing the right design, so I pieced a few different patterns together," she says.

"The masks I create can be put over a N95 mask, or, if there is a shortage, they can slip an approved medical filter in. Originally, there was some controversy on whether the masks were useful for person protection, but if everybody had on a mask, you're protecting everyone else and there would be less contamination.

Now we know that the masks are not only useful, but usually required." Quick to point out that she is just one of many volunteers helping to make Norco a safer place to life and work, she has given away more hundreds of her 100 percent cotton masks. "I have lived in Norco my whole life," she concludes. **"My grandfather, my dad, my husband's dad, my sister, my son and myself, we have no desire to leave Norco and have all worked for Shell. We have good neighbors here in Norco. When I ran out of elastic to make the masks, I mentioned it on Facebook. Quite a few of my neighbors dropped off elastic for me so I didn't have to go to the store. We're proud to live in Norco and to work at Shell."**