

# Norco NEWSLINE



## New Flare ELEVATES Environmental Progress



**S**ome people call it an unidentified flying object. Some say it looks like the Statue of Liberty crown. And on those occasions when it is used, you might say it looks like the Olympic torch.



An innovative flare tip is now in place in Norco's OL-5 Olefins Unit. Designed to minimize smoke and noise during necessary flaring, the 20,000 pound tip was carefully lifted from the ground to its 300 feet high position in the OL-5 Unit during the site's recent turnaround. External Relations Manager **Rochelle Touchard**, at left, rode in a crane basket to take a close-up look at the new tip just days after it was positioned - and before the unit was back online.

It's Norco's new flare tip, sitting more than 300 feet high in the OL-5 Olefins Unit. The unique tip has a distinct purpose. Installed during the recent Rock Dat Turnaround, the technologically advanced, innovative equipment is designed to minimize smoke and noise if and when flaring is necessary.

Flaring is a temporary, safe method of burning excess gases that could not be recovered or recycled. The gases are combined with steam, releasing carbon dioxide and water into the air. Norco continues to improve its flaring system to minimize any impact on the community, including noise. Flaring is most often associated with the shutdown and startup of a unit during a turnaround, and the site notifies the community when flaring is expected or occurs.

Construction of the replacement flare incorporated a unique modular build and assembly process, featuring two, 100 feet high new derrick structure sections and

the 13 feet wide by 18 feet tall 20,000-pound tip.

According to Project Engineer **Kalyan Dâvè** and Environmental Team Lead **Laura Sabolyk-Castrinos**, installation of the new flare also included an upgrade to the Olefins steam system to provide more steam to the flare tip, increasing its smokeless capacity by 400 percent.

**"The Rock Dat Turnaround implemented a variety of innovative technological advances,"**

says Turnaround Event Leader **Richard Guercio**, noting the modular construction process prior to the turnaround as well as the highly advanced tip. "Positioning the tip was an additional innovative method," he adds. "For the first time at Norco, the Turnaround team utilized the distinctive Verton Lifting Bar to hoist the tip in a hands-free process."



According to Lifting and Hoisting Lead **Bryan Stevens**, the 300-foot plus crane lift, which took a little over three hours to complete with considerable planning, represented the integration of traditional engineering with digital and innovative technology. In addition to safety, the lifting bar increased productivity making it possible for only one person to achieve precise control in orientating the tip at the touch of a button.

**The new flare tip is proving a success. During the OL-5 restart Norco minimized flaring with noticeably less smoke and noise than in past turnarounds.**

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Yes, it's Louisiana's own CHEE WEEZ BAND performing during the Rock Dat Turnaround. The band provided a welcome break and "thank you" for safe work during the mid-point of the recent event. In addition to the rocking sounds, employees and contractors were treated to another Louisiana favorite - Elmer's Chee Wees snacks.

## Rock Dat Turnaround Sets Stage for the Future

ALL AREAS OF NORCO ARE UP AND RUNNING, FOLLOWING THE SHUTDOWN OF SEVERAL AREAS FOR ONE OF THE LARGEST TURNAROUNDS IN SITE HISTORY. ACCORDING TO GENERAL MANAGER **TAMMY LITTLE**, THE \$149 MILLION TURNAROUND FOCUSED ON REPLACING AN OLEFINS UNIT FLARE STRUCTURE, IMPLEMENTING AN INNOVATIVE NEW CORE EXCHANGER DESIGN TO IMPROVE RELIABILITY, THE INSTALLATION OF A NEW TURBINE, AND OTHER ACTIVITIES TO CLEAN, REPAIR, AND REPLACE EQUIPMENT FOR INCREASED PRODUCTIVITY IN THE YEARS AHEAD.

"We were met with considerable weather challenges during an exceptionally rainy Spring and adjusted our ways of working with an eye to COVID precautions and requirements," Little says. "But I am pleased to say that we completed the turnaround successfully and more importantly, with no environmental or OSHA recordable injuries."

Little adds that the event also provided opportunities for Norco to introduce new technology and advanced equipment to support the site as it continues to prepare for a solid future in a global energy transition.

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TAMMY LITTLE | General Manager



**Stephen Sims** uses an iPad App, implemented for the first-time during the Rock Dat Turnaround, that he helped to design. The innovative App allows employees and contractors to view a 3-D map of work areas along with access to data, increasing efficiency, saving time and enhancing safety in the field.



A contractor employee inspects equipment prior to the start of the Rock Dat Turnaround.



Production Specialist **Larry Mancuso**, Catalyst Coordinator **Darren Brack** and Sr. Administrative Assistant **Dawn Viviano** observe positive safety behaviors during the turnaround in one of several daily safety walks.



# Safe Work Equals a PLAYGROUND

Climbing, jumping, swinging and sliding are rites of passage for kids. But what if your child has a physical or neurological condition that makes playground fun challenging and frustrating? St. Charles Parish Hospital, managed by Ochsner Health System, has an answer – construct a handicapped accessible play system. Thanks to all those working the Rock Dat Turnaround, the funds are now available to make that answer a reality. The turnaround generated more than \$57,475 specifically targeted to build the playground. Norco donated funds for the more than 1,700 positive safety behavior observations documented during the five-week event. Norco contractors also made generous contributions to the charitable goal.

Hospital CEO **Keith Dacus** and Director of Rehabilitation **Jimmy Miller** visited Norco during the turnaround to thank employees, contractors, and contractor employees for their commitment to working safely and their concern for the community, noting the benefits of the new playground. Scheduled for installation soon, at Plantation View Medical Offices in Destrehan, which houses the hospital's Physical Therapy Department, the new playground will help to meet the challenges of children with conditions ranging from cerebral palsy to brain injuries.



Norco General Manager **Tammy Little** and Turnaround Manager **Ernest Maxwell** presented the check to St. Charles Hospital CEO **Keith Dacus** and Director of Rehabilitation **Jimmy Miller** during a post-turnaround awards ceremony. Added to funds raised during Norco's previous turnaround, the hospital will receive more than \$100,000 for the specialized equipment. The playground, scheduled to open in the fall, will be located outside the Plantation View Medical Offices in Destrehan. Rock Dat contractors contributing to the playground effort included: **Deep South Crane, Excel, SWAT, PFS, Aqua Drill, Analytic Stress, Brown, Hydrochem, Turner, Integra, ISC, MMR, Kaizen, Versa, Controlworx, and Core Occupational Medicine.**

"The specially designed equipment will not only give children the opportunity to have fun but is also a strengthening tool as part of physical therapy," Miller explained. "Physical therapy through play can help children with gross motor skills, communication skills and build self-esteem," Dacus added as he thanked the turnaround team for working safely and taking care of the community. He reminded the team of Ochsner's focus on "the Power of One." "What you can do affects what someone else does and that affects another..." he explained.

Turnaround and Construction Manager **Ernest Maxwell**, left, and General Manager **Tammy Little**, right, present a check to St. Charles Hospital, managed by Ochsner Health System, Director of Rehabilitation **Jimmy Miller** and St. Charles Hospital CEO **Keith Dacus** with a check for the construction of a handicap accessible playground.

"Employees from all areas of the site participated on Rock'n Safety teams to visit the turnaround area, communicate with workers, and submitted safety observations," said Safety Team Lead **Wil Ursin**. "We are proud to have completed the turnaround with no injuries and extra proud that we opened our hearts, along with our contractor companies, to help the children in our community."

The new playground, will be open to all St. Charles Parish families and children with accessible needs.



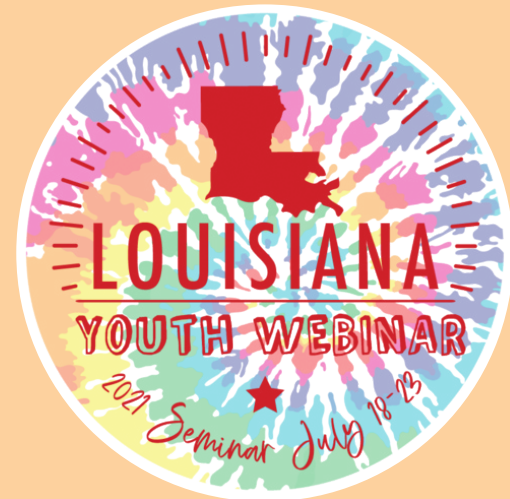
## Louisiana Youth Seminar is Free, Virtual and Open to ALL

THE LOUISIANA YOUTH SEMINAR (LYS) PROGRAM FOSTERING THE LEADERSHIP POTENTIAL OF THE NEXT GENERATION OF LEADERS IS GOING VIRTUAL FOR THE SECOND CONSECUTIVE YEAR IN LINE WITH COVID CONCERNS.

The 2021 Louisiana Youth Seminar is an exciting free opportunity for Friends of LYS of all ages to participate in an online webinar from July 18-23.

The webinar will include about one hour of content daily that focuses on leadership. The playlist format will allow participants to learn and grow at their own rate and pace. Bonus resources, activities, and some live events are also planned along with new content, new speakers and even more fun in store than before! Content will only be shared with those who express interest and share their email address. Participants have the opportunity to receive text for daily reminders and links to take advantage of the full experience.

Traditionally, LYS is a one-week summer camp for 300 high school students held on the campus of LSU. The LYS 2021 Webinar is free to all who register! Leaders of all ages and those who aspire to be leaders are invited to participate. LYS is encouraging past and future delegates, teachers, family members, community leaders, donors, and more to tune in for the virtual experience.



Registration and additional information is available at [www.louisianayouthseminar.org/virtual-interest](http://www.louisianayouthseminar.org/virtual-interest).

# AWARENESS,



The school bus comes to a stop in front of James Emile Broussard's house in Destrehan. Seconds later, the seven-year-old New Sarpy Kindergarten student runs inside. On most days he is likely to skip an after-school snack and head straight to one of the indoor or outdoor trampolines prevalent in the Broussard home. This adorable full-of-life little boy knows how to release energy after a full day of school – nothing unusual for a kindergarten student. For James, however, the running and jumping is vital. It's part of who he is – a child with autism.

## RECOGNITION OF NATIONAL AUTISM AWARENESS, PROCUREMENT MANAGER

**Emile Broussard** is sharing his family's autism spectrum disorder journey to advance awareness and acceptance. The disorder refers to a broad range of conditions characterized by challenges with social skills, repetitive behaviors, speech and non-verbal communication. As a spectrum disorder, each person with autism will have a distinct set of strengths and trials ranging from daily support to the ability to live independently. According to recent CDC statistics, autism affects one in 54 children in the U.S. with boys four times more likely than girls to be on the spectrum. Early diagnosis and intervention are key to management.

"James was diagnosed at two," says Broussard. "My wife **Erica** is a pediatric nurse and I have to tell you that is a real blessing. She was really good at tracking the milestones in his healthcare, but we noticed he was having trouble speaking." Early on, the Broussards were concerned about James's numerous ear infections and had tubes placed in his ears when he was one and a half. It was during the tubes follow-up that their ENT said, "I think you need to get James tested."

While that news may not have been what any parent wanted to hear, more challenges were yet to come. "Resources for autism are limited," Broussard explains. "There is an eight-month waiting list at Children's Hospital in New Orleans, for example, just to get a diagnosis. Before you can enroll a child in any type of program, you have to have a specific diagnosis. We ended up taking the initiative, finding a private practice and paying out of pocket for the assessment."

James, whose challenges include non-verbal communication, sensory issues and some food aversions was able to enroll in Crane Rehabilitation's Therapeutic Interdisciplinary Language and Learning program. In the four years before he entered New Sarpy Kindergarten, he participated in a one-on-one behavior program focused on sensory issues, occupational therapy, communication and staying on task skills, for example, along with a variety of additional therapy sessions. "Again, we were blessed to get James into a specialized program at an early age," Broussard says. "Right now, there is a 22-month waiting list for that program."



"James sees the world so much differently than we do," Emile says, adding that sometimes accepting that realization is a challenge. "My little man is technically considered disabled, but it doesn't mean that he can't do the same things normal kids can do physically."

EMILE BROUSSARD  
Norco Procurement Manager

"IT'S HARD TO THINK ABOUT YOUR SEVEN-YEAR OLD SON WHO CAN'T TELL YOU WHAT'S WRONG OR HOW HIS DAY AT SCHOOL WENT," he reflects. "James was a kid who loved peanut butter and jelly and grilled cheese one day and not the next, almost gagging when he saw bread. We had no idea what was going on until his occupational therapist explained that eating is much more than just putting food in your mouth. You see it, you smell it and there is texture to food. For those on the spectrum, food aversion is not unexpected."



# ACCEPTANCE AND AUTISM

“Being aware of autism is not enough, it’s about accepting that you know these folks are different. It is not about trying to force them into fitting into society’s boxes; it’s about helping to loosen some of the expectations of what is normal, or neurotypical behavior.”

**EMILE BROUSSARD** | Norco Procurement Manager

**“MY WIFE AND I HAVE HAD SIGNIFICANT PERSONAL GROWTH BECAUSE WE HAVE LEARNED SO MUCH,”** emphasizes Broussard, who notes that he knew nothing about the disorder prior to James’s diagnosis.

“Awareness is helping to draw visibility to the disorder as well as the limited resources and long waiting lists for diagnosis and therapy,” he adds. “But I am also seeing a shift from awareness to what they are calling acceptance. Being aware of autism is not enough, it’s about accepting that you know these folks are different. It is not about trying to force them into fitting into society’s boxes; it’s about helping to loosen some of the expectations of what is normal, or neurotypical behavior.”

“James sees the world so much differently than we do,” Broussard says, adding that sometimes accepting that realization is a challenge. “My little man is technically considered disabled, but it doesn’t mean that he can’t do the same things normal kids can do physically. If you look at him, he looks fine. He loves to swim, he loves to be in the boat, and he loves to fish. We have trampolines inside and outside and we have a huge climbing jungle gym for him. He loves to jump and run – that is his big thing. A typical day for us is just like any other day that most families have. The only difference is that James is nonverbal and uses an assistive communication device, essentially an iPad equipped with communication software to put together and point to words and we are working on sentences. Like most kids on the spectrum, he struggles with fine motor skills.”

Although there is a chance that James may never speak, the Broussards work on communication skills every day. “It is tireless effort,” Emile admits. “Every day is a challenge; it takes thousands and thousands of repetitions for him to master a skill. We talk through every action that we are doing; we have closed captioning on the TV so he can see the words. Right now, we are working on reading skills so that he can eventually write or type. That is one of things that we wish for – there are nonverbal kids on the autism spectrum who have actually written books.”

**BROUSSARD AND HIS WIFE ARE NOT WORKING ALONE. THEY RELY HEAVILY ON HIS NEW SARPY TEACHERS AND HIS THERAPISTS.** “James’s teachers have done a fantastic job of integrating him into the classroom,” he says. “Right now, 50 percent of his day is in regular classes. He’s riding the bus to school and while I have been working from home due to COVID I get to get him ready, put him on the bus and enjoy the mornings with him.”

James, like all those with special needs, has an individual education plan that the Broussards developed with the St. Charles Parish Public School system. “We have integrated that plan with his other life goals, such as eating nutritious foods, dressing himself, brushing his teeth or learning how to zip a jacket.”

**FUN FACT:** Emile and Erica have made a commitment to support businesses that either hire or are owned and operated by those with autism. It’s become a tradition that is making a difference.



Eric, James and Emile Broussard celebrate James’ birthday in one of his favorite spots – outdoors!

## **THE BROUSSARDS RECOGNIZE THE BLESSINGS OF LIVING IN ST. CHARLES PARISH.**

“The school system here is incredible,” Emile emphasizes. “In fact, my wife is adamant that we will never move out of the Parish or even our school district. We are very fortunate that we have a great support system. There are four or five couples including us with young kids, that are very close. So, we spend a lot of time with those kids and families now that COVID is loosening up. Both our parents live in Destrehan and are extremely helpful.”

In sharing his thoughts about autism awareness and acceptance Emile points to Shell’s amazing job of addressing sensitive social issues. “We have targets to support minority and women-owned businesses for example I think we could eventually see more diversity in hiring in other areas as well,” he says.

What do Erica and Emile want you to know about James and others on the autism spectrum? “Be patient when you meet someone with autism and understand that everyone is different,” Emile says. “And if you meet James, give him a high five. He might not look you in the eye and he might run off to jump on a trampoline, but you are going to be meeting one amazing kid.”







## A Victory for Norco, A Victory for the Community

Norco was recognized with a “Top Ten” award at the United Way of St. Charles Annual Victory Celebration this Spring. The site was recognized for its outstanding 2020 United Way/HERO campaign which brought in \$1,128,019.60 in funds for non-profit community programs and organizations. “You don’t need a trophy or any other award for supporting the community,” says Norco Campaign Chair **Joe Bob Lafleur**. “But it is nice to know that Norco employees are helping to lead the effort to provide much needed services and support to others. The past months have been challenging for all of us from hurricanes and storms to the anxiety and changes due to a pandemic. It’s good to know that our contributions will continue to keep a focus on health, safety, and family.” Members of Norco’s United Way/HERO Campaign Committee, pictured left to right, accepting the Top Ten award on behalf of all employees included: **Sunshine Frusha, Chris Schrock, Jerry Flood, Joe Bob Lafleur, Rochelle Touchard, and Carmine Frangella.**

## CAP, COVID, Community & Camaraderie



Tammy Little discusses activities in the Norco community with CAP members and Norco residents **Alice St. Ament** and **Camille Cambre**.



Technology Manager **Denis Clavette** shares a few words about activities in the Norco Community with Norco retiree **Sal Digirolamo**.

“GREAT TO SEE YOU” was the much repeated phrase when Norco’s Community Advisory Panel (CAP) held its first meeting since January 2020 this May. Masked-up CAP members joined similarly attired Norco leaders for a socially distanced dinner, conversation and site updates in the Norco Firehouse. GM **Tammy Little** addressed the group, formally introducing herself in person and thanked them for their ongoing interest in Norco activities. “This is my third time working at the Norco site,” she said, with a special note of thanks to CAP member and Norco retiree **Sal Digirolamo**, who answered her many questions when she worked in his area of Operations during her first Norco assignment.

“It was interesting to come to a new job last year during a time when not everyone was onsite and the way we lived and worked had changed,” she said. “But things are starting to look better. Norco is looking at the future to see what it looks like as we go forward. We have renewed and reset our vision and purpose over the last months. Our kit is designed to win when we work as an integrated asset; our chemicals and refinery businesses are working as one as Shell moves toward an energy transition.”

Little highlighted several of the activities strengthening Norco’s position within Shell with a special emphasis on the site’s Plastics to Chemicals effort. “As we look to the future, we are reimagining what we can do,” she emphasized. “How do we bring solutions to our customers as they step into the energy transitions along with us. One of the things that we hear from our customers, and the community, is that the world has a problem with plastic waste. Well, Norco is now connected to the technology that allows us to take plastic bottles, for example, turn them back into feedstock for our Olefins Unit which in turn turns it back into the basic building blocks to go back into making plastic bottles again. That’s called circular economy, but I also call it ‘awesome’.”

“We make the basic chemicals that go into the products what we use to fight COVID, whether it is disinfectant chemicals, detergents or plastics that were used to protect people from exposure.”

ROB STIERWALD  
Pressure Equipment Integrity Manager

“Norco is looking at the future to see what it looks like as we go forward. We have renewed and reset our vision and purpose over the last months. Our kit is designed to win when we work as an integrated asset; our chemicals and refinery businesses are working as one as Shell moves toward an energy transition.”

TAMMY LITTLE | General Manager

The CAP meeting also included a COVID report by PEI Manager **Rob Stierwald** and a turnaround update by Turnaround and Construction Manager **Earnest Maxwell**.

In addition to highlighting Norco’s early response to community needs during the first months of the pandemic, Stierwald took time to emphasize the commitment of Norco operators, who have kept the site running throughout the pandemic, but are part of the country’s critical infrastructure. “It was important for us to be here during a time when many individuals were quarantined or working remotely,” he said. “We make the basic chemicals that go into the products what we use to fight COVID, whether it is disinfectant chemicals, detergents or plastics that were used to protect people from exposure.”

Re-emphasizing her “great to be here,” Little also noted that she continues to be impressed with the way Norco employees take pride in their relationship with the local community. “You give us a chance to earn that pride,” she told the CAP members. “Thank you for welcoming Shell into your neighborhood.”



# Someone You Know is on a Billboard

The Rhythm of Louisiana campaign highlighting Norco employees in demonstration of Shell's commitment to the community, the environment and everything that makes Louisiana special continues this summer with new billboards.

- 1 Look for Production Team Leader **Kassy Giroir** up in the air on a billboard at I-10 and the LaPlace exit.
- 2 Electrician **Dwight Jones**, PEI Engineer **Giselle Medina**, and Project Engineer **Chris Dorogy** are featured on the billboard on I-310 in Luling.
- 3 Projects Senior Specialist **Douglas Skarke** can be seen on Hwy 90 in Des Allemands before Spahrs Restaurant.
- 4 **Kassy Giroir**, Emergency Response Technician **Shane McCully**, Staff Engineer **Gina Frusha**, ER Team Lead **Ray Richard** and Emergency Response Technician **Edward Hernandez** are smiling on the billboard located on the River Road in Norco.



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## Parish President Tours Site

GM **Tammy Little** and members of the Norco Leadership Team hosted St. Charles Parish President **Matt Jewell** and several members of his administration staff for a recent site visit. St. Charles CAO **Mike Palamone**, COO **Darrin Duhe** and Economic Development Director **Corey Fauchaux** joined President Jewell on the informational tour which included a close-up view of turnaround activity. President Jewell thanked the Norco leaders for their information sharing as well as the opportunity to visit with Norco employees in the

“Thank you for keeping your plant running. It was especially important to our parish, this country and the rest of the world to keep the product supply available especially during the early days of the pandemic.”

MATT JEWELL | St. Charles Parish President

field. “St. Charles Parish had to learn to change and adapt with the pandemic,” he said. “You guys had more people to deal with and more dangerous issues to focus on. Thank you for keeping your plant running. It was especially important to our parish, this country and the rest of the world to keep the product supply available especially during the early days of the pandemic.”

President Jewell also presented a St. Charles Parish President COVID-19 Pandemic Response & Recovery Challenge coin to members of the Norco Business Continuity Plan (BCP) team for helping to educate employees, respond to situations related to COVID, and minimize the virus's impact to the site and the community.



A contractor employee shows Parish President **Matt Jewell** and GM **Tammy Little** some of the equipment he is working on during the Rock Dat Turnaround.



The short and tall of it! **Tammy Little** updates St. Charles President **Matt Jewell** on the scope of the site's recent turnaround and its economic impact on both Shell and the parish.





# 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](http://www.shell.us/norco)  
[www.shell.us/louisiana](http://www.shell.us/louisiana)  
[www.norco-air.info](http://www.norco-air.info)

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## POSTAL PATRON

## Norco Celebrates National Pride Month

In recognition of June as National Pride Month, the site's SEA (Supports Equality and Awareness) Shell employee group sponsored a rainbow flag-raising ceremony to kick off a month of activities and communication programs in support of the LGBT+ community and allies. According to General Manager Tammy Little, the first-ever formal celebration at Norco, is in line with the site, and Shell's, culture of care, respect and inclusion in recognition of individual differences.

Leaders and staff join site SEA Shell members in Norco's first-ever rainbow flag-raising ceremony.

## Shell Norco is proud to partner with St. Charles Parish Public Schools.

Meet our Partner-in-Education schools  
2021 Teachers of the Year.



“ I became a teacher to share my love for math with my students and to influence their love for learning. ”



“ I wanted to make a difference in children's lives. I also wanted a career that was rewarding and challenging. ”



“ I became a teacher because it is truly my calling to try to encourage and inspire children to follow their dreams and reach their goals. I have a long line of teachers in my family. My dad is a retired high school teacher along with my cousins, and my aunt owned her own daycare center. ”