

Norco NEWSLINE



ON MAY 5, 1988,

an explosion occurred at the Cat Cracking Unit which forever changed the lives of Shell employees and the Norco community.



NEVER

Forgotten

- Ernie Carrillo
- Bill Coles
- Lloyd Gregoire
- John Moisant
- Jimmy Poche
- Joey Poirrier
- Roland Satterlee Jr.



Remembrance Ceremony Honors and Recognizes

Family members of the seven Shell Norco employees who lost their lives on May 5, 1988, Shell employees, retirees, members of the community and St. Charles Parish officials participated in a Remembrance ceremony last month in recognition of the 30-year anniversary of the site's Cat Cracker explosion. More than 650 individuals attended the program which included reflections, a video presentation and the dedication of a memorial tree.

Shell Norco participants in the event included External Relations Manager **Rochelle Touchard**, General Manager **Brett Woltjen**, Site Turnaround Operations Supervisor **Jody Borne**, former Union President **Dean Perniciaro**, Site Team Leader **Dave Masson** and Retiree **Rickey Hodges**.

Reverend **Edmond Akordor** of Sacred Heart of Jesus Catholic Church delivered the invocation and Pastor **Tyrone Scott** of Greater Good Hope Baptist Church gave the benediction. Hahnville High School Senior **Brandon Wood** played *Taps* to close the formal ceremony.





“The men we remember today were sons, brothers, husbands, fathers, colleagues and friends,”

said Touchard. “This 30-year Cat Cracker Remembrance cannot overcome the loss or hurt, but is a symbol of our continued commitment to honor their memory and the legacy they left behind.”

“It is a tremendous honor to welcome the families of those we lost that day, the retirees, the 30-year active employees in the room who were here in 1988, and the members of our community who have joined us to pay respect and honor the memory of those we lost,” said General Manager Brett Woltjen, addressing those in attendance.

“Since arriving at Norco two and a half years ago, I have come to recognize that it is a special place,” he continued. “There is no other Shell site quite like Norco! The collective care, concern and commitment we show for each other is like no other place. As tragic as the events of May 5, 1988 were, they have caused all of us to appreciate how precious and fragile life is and to appreciate one another. There is a sense of family and community here like no other.”

“An event that could have quite literally torn a plant and community apart instead brought everyone closer together. It is hard to comprehend how those of you here then handled those unimaginable circumstances in the days, weeks and months afterwards or how the community reached out to this plant in a comforting embrace as everyone mourned such a great loss. But the event taught us the most powerful of lessons. We have no greater responsibility, no business commitment, no other priority that is more important than assuring that everyone at Norco goes home safely every day. Please know that all of us who work here today have not forgotten this most important lesson.”

Woltjen noted that in the years following 1988, Shell led the industry in developing engineering injection point design and inspection standards as well as Management of Change and emergency response standards. Recently, the site worked with national trade associations to develop a new safety bulletin on injection point corrosion that will be issued shortly. The bulletin is being placed in the American Fuel and Petrochemical Manufacturers Association’s Process Safety Manual designed to assure that future generations will not only use the standards Shell helped to build in the years following 1988, but also that they will not forget why the standards were developed.

Forty-year Norco employee Jody Borne, who was working on an adjacent unit the night of the event, shared thoughts from the past. “As an operator, you consider your fellow operators as part of your family, and during the early morning hours of May 5, 1988, I lost some of my family members,” he said.



“We have no greater responsibility, no business commitment, no other priority that is more important than assuring that everyone at Norco goes home safely every day. Please know that all of us that work here today have not forgotten this most important lesson.”

Brett Woltjen, Shell Norco General Manager



Families of the seven men who lost their lives on May 5, 1988 gather together at the 30th anniversary Remembrance Ceremony. They are pictured in front of the Cat Cracker Memorial flag erected in observance of the incident’s 10th anniversary.



Ernie Carrillo



Bill Coles



Lloyd Gregoire



John Moisant



Jimmy Poche



Joey Poirrier



Roland Satterlee Jr.

Borne's comments included thoughts written by a member of the Primary Emergency Response Team several days immediately following the May 5th incident. Following are a few reflection highlights:

"The wind moves through the pipe racks, which are now nothing but twisted slithers of steel. A place that used to be alive is now silent and dark—except for the noise of the generators, which run the lights and fire water lines leaking overhead in the pipe racks.

We make rounds in the unit in pairs of two. We look and try to figure how this could have happened, and what caused so much death, fire and grief. It's overwhelming. I never thought that such an explosion was possible—not here—not Norco...

"We must keep the memory of our lost loved ones in our minds and hearts, and move forward.

"Shell is more than a company to work for, it's our family."

A video presentation honoring **Ernie Carrillo, Bill Coles, Lloyd Gregoire, John Moisant, Jimmy Poche, Joey Poirrier** and **Roland Satterlee Jr.**, along with comments from co-worker **Barry Roussel**, as well as from community member **Alice St. Ament** can be seen on the Norco Facebook page.



Former Norco Plant Manager **Fred Foster** addressed the media and the community shortly after the May 5, 1988 Cat Cracker incident. Current General Manager Brett Woltjen noted in his Remembrance ceremony remarks, "I recognize that one of my predecessors, Mr. Fred Foster, his leadership team, along with the Union and community leaders, worked together, to rebuild this great plant and town as they mourned those they lost. I thank them for their leadership and example they have set."



Families and guests view a special video presentation and **Rickey Hodges** and **Dave Masson** announce the names of the seven Shell Norco employees while ringing the fireman's bell in honor of each of the men who lost their lives on May 5, 1988.



Hahnville High School senior **Brandon Wood** plays *Taps* to conclude the Remembrance Ceremony.

Shell Convent Health, Safety, Security and Environment Manager **Susan Kliebert** and Shell Norco Learning Manager **Theron Williams** welcomed women attending the 10th Annual Unlock Your Destiny. Kliebert served as keynote speaker for the event, sharing her journey from operator to manager.



Learning Advisor **Kim Duhe** and Operator **Devin Rome** answer questions about a career in process technology.



Norco employees **Elke Landry** and **Brandy Green** share in-the-field experiences with women considering a career in process technology or in a maintenance craft.



Williams Honored for Destiny Vision

Ten years ago, Shell Norco Learning Manager **Theron Williams** launched his vision to help women consider a non-traditional career. With enthusiastic support and cooperation from the site, he presented opportunities in the petrochemical field at **Unlock Your Destiny**, a Shell-sponsored free forum.

Over the years, more than 850 women have attended the event developed to educate, empower and encourage them to seek out opportunities in the field of process technology by pursuing a two-year associate degree or a technical certification in a maintenance craft.

At this year's event, Williams was recognized for his role in spearheading the annual program that now includes significant support from the Louisiana Community College system and has spread to Texas and California. "Women always played an essential role on the industry team. Unfortunately, many women were unaware of the awesome opportunities in these traditionally male-dominated roles," he said.

"The event is about educating and informing women about entering the petrochemical industry and pursuing a very lucrative career. I don't think many women were aware of the opportunities ten years ago and many are still unaware."

Theron Williams, Shell Norco Learning Manager

"The event is about educating and informing women about entering the petrochemical industry and pursuing a very lucrative career," Williams explained. "I don't think many women were aware of the opportunities ten years ago and many are still unaware."

"Unlock Your Destiny is not just educating someone about how to get the job, but also what it takes to do the job. The majority of people who attended one of the forums know this is what they want to do, pursue it and do an excellent job," he said. "In the annual panel discussion, Shell employees share their career experience and offer advice to help other women navigate a technical career. They also talk about the challenges and benefits of the field.

Process technology or maintenance technology is a good career choice that helps women be financially positioned in a good way."

THIS YEAR, PANELISTS FROM SHELL NORCO INCLUDED Process Control Systems Team Lead **Renee Baker**, Product Quality Manager **Tonya Penalber** and Environmental Programs Team Lead **Muna Esmail**. Shell Convent Operator **Brandy Green** was also a panelist.

Penalber, who started her career working Forensics for the FBI before switching her focus to the petrochemical field, advised potential operators and technicians to "ask yourself: what do you really want? Sometimes I'm still the only woman in the room which can be intimidating, but you have to make yourself be heard. You need to learn how to

ask for help. Swallow your pride and do the job to the best of your ability."

"The thing that helped me succeed is not wanting to fail," Baker emphasized. "Prepare, prepare, prepare. It will give you confidence."

"While some of Shell's workforce development programs encourage budding scientists and engineers, Destiny helps steer candidates to community colleges and technical schools near Shell's downstream facilities," explained Workforce Development Manager for Shell Crafts and Operations **David Esquibel**. Offering two-year degree and certification programs in the industry's essential skills, these schools help supply a pipeline of vital new blue-collar talent to Shell and its contractors.

"We want women to leave the forum with every question answered, including whether the field is right for them or not," Esquibel said.

One of many women attending who had some awareness of non-traditional careers, **Kristian Lott** came to learn more. "I am here today to get more insight and get more educated about the industry," she said. "I want to put my degree to use in the petroleum industry. I find it fascinating and

I think it would be good for my kids to be proud of me to be involved in such a big thing."

"I currently attend River Parishes Community College," explained **Leslie Narcese**. "I am attending to get information. I want to learn how to interview and what it's like to work in the field and the environment on the job."

Later this year, Shell will sponsor similar events called Energize Your Destiny in Texas and California.



A participant in Unlock Your Destiny works on interview skills during one of the day's sessions.



Attending a workforce development program focusing on non-traditional careers for women could be the first step toward a career change.

WOMEN LEARN SECRETS TO UNLOCK THEIR DESTINY

Shell program leads to success

BRANDY GREEN knows what it means to be “broke.” As a single mother whose education ended with high school, she earned minimum wage at a day care center. It was the only job she could find. Unable to pay rent, she moved in with her mother. She could not even afford a car. “It was a tough time,” she recalls. “Sometimes I wonder how I made it.”

Then she discovered her destiny. Encouraged by a Shell-sponsored career forum, **Unlock Your Destiny**, Green is now an operator at Shell Convent’s heavy oil unit.

Wearing a red fire-retardant jumpsuit and long hair tucked under a hardhat, Brandy runs equipment that would intimidate most people; compressors as big as a semi-truck and as loud as a jet engine and pumps that push chemicals through miles of snaking pipelines. Green is well trained and confident in her judgment.

She loves her job. Every two weeks, she takes home a nice, steady paycheck and enjoys a wide range of benefits.

“You can start with nothing. From nothing, a way can always be made,” the operator shared her story with more than 150 women attending **Unlock Your Destiny**, a workshop designed to attract top female talent to process technology and maintenance craft careers in the oil and gas industry. Green attended the **Destiny** event five years ago when she was first considering a career change.

Sponsored by Shell’s Workforce Development and Diversity Outreach (WDDO) group, the event was held the Dufresne Community Center in Luling.

“Over the years, I’ve heard success stories from the panelists that brought tears to my eyes,” said Workforce Development Manager for Shell Crafts and Operations **David Esquibel**. “Brandy is one of those people who continues to inspire other women to rise.”

Green’s career at Shell began when she obtained an administrative job as a contractor with Shell Norco. As she walked through the plant every day, her curiosity grew about the highly-skilled workers who kept the plant running smoothly—the welders, mechanics, electricians, process technologists and other specialists.



Brandy Green and her son celebrate good days.

“Unlock Your Destiny was a game changer for me. It’s very empowering to see a roomful of women who want to move forward and better their lives. I was inspired by their awesomeness.”

Brandy Green
Shell Convent Operator

Dreaming of a stable, well-paying job like theirs, she enrolled in a two-year program at South Central Louisiana Technical College for a degree in electrical and instrumentation technology.

It was hard. The young mother could barely keep her eyes open in class at night after working 12-hour shifts and caring for her infant son. “I wanted to give up so many times, but every time I looked at my son and said, ‘What kind of role model would I be if I gave up?’ So I refused to do that,” she said.

“Unlock Your Destiny was a game changer for me,” she remembered. “It’s very empowering to see a roomful of women who want to move forward and better their lives. I was inspired by their awesomeness.”

Attending the workshop and networking with Shell and community college representatives led to a Shell scholarship and an internship.

The experience changed her life. Green owns a car and her own home. The skills she has learned will keep her family secure. She also owns something of incalculable value - pride in what she has accomplished.

Service ANNIVERSARIES

SOMEONE YOU KNOW WORKS FOR NORCO

40 Years

Jody Borne
Andre Broussard
Jane Detillier
Penny Duhe
Liverton Perkins

30 Years

Vincent Allen
Bill Golden
Alan Sullivan

20 Years

Ursin Abbate
William Vasquez

15 Years

Tyler Becnel
Troy Duhon
Brad Halphen
Danny Landry
Dale Louque
Ronnie Sylvia
Keith Wilson

10 Years

Nikki Arabie
Chip Lott
Stacey Zeringue

5 Years

Stanley Anderson
Aaron Becnel
Damone Brignac
Chad Coulon
Jacob Du
Michael Duhe
Joe Fallurin
Grant Gheradini
Kimberly Goff
Tray Haydel
Shane Jeanfreau
Steven Lafleur
Michael Louis
Justin Payne
Robert Plaisance
Aaron Pourciau
Josh Reulet
Phil Robillard
Edward Robinson
Stephen Sims
Matthew Titus

Norco Wins Safety Achievement Award

The Norco Manufacturing Complex Refinery was honored with a prestigious Safety Achievement Award by the American Fuel & Petrochemical Manufacturers (AFPM) at the organization's National Occupational and Process Conference and 2017 Safety Awards Event in San Antonio, Texas, in May.

AFPM is a trade association representing high-tech American manufacturers of virtually the entire U.S. supply of gasoline, diesel, jet fuel, other fuels and home heating oil, as well as the petrochemicals used as building blocks for thousands of daily life products.

The AFPM Safety Awards Program is part of a comprehensive safety program developed by AFPM's Safety & Health



Strategic Safety Advisor **Travis J. Chiasson**, second from left, and Process Safety Specialist **Allen White**, third from the left, accept an American Fuel & Petrochemical Manufacturers Safety Award on behalf of the Shell Norco site.

Committee to promote accident prevention in the petroleum refining and petrochemical manufacturing industries as well as for the contractors supporting them.

According to Strategic Safety Advisor **Travis J. Chiasson**, who accepted the award on behalf of the site along with Process Safety Specialist **Allen White**, Norco was one of several Shell sites and other area industries recognized at the conference. "Our industry is improving safety performance," he said. "But there is always more to do beyond the collective plateau we see at our facility and the industry as a whole over the recent years."

To win the award, a site must meet several stringent requirements, such as having an employee total recordable incident rate (TRIR) of 0.45% or less and experiencing no employee workplace related fatalities and no non-employee (contractor, visitor, etc.) workplace related fatalities.

Area Science Teachers Named **WINNERS** in **Shell Science Lab Challenge**

St. Charles Parish Public School teachers were among 39 science teachers named regional winners in the Shell Science Lab Regional Challenge recognizing innovation in education with limited school and laboratory resources.

Tyler Dufrene of Hahnville High School, **Tiffany Scott** of Luling Elementary and **Lauren Waguespack** of Harry Hurst Middle School were recognized for their achievements at a recent St. Charles Parish School Board meeting.

"In Shell's ongoing efforts to provide more robust and innovative science education and lab experiences in schools near our assets, we partnered with the National Science Teachers Association to award science lab curriculum, materials and professional development to schools and science teachers that best demonstrated their ability to improve science achievement for students," said Shell Louisiana/Alabama External Relations Manager **Rochelle Touchard**, who presented the awards. "At Shell we believe that learning and innovation go hand-in-hand. By providing further resources, this challenge helps support innovation as well as foster student excitement about science at an early age."

To enter the Shell Science Lab Regional Challenge, K-12 science teachers were asked to describe their school's current laboratory resources, explain why upgrade support is needed, and describe their approach to science education instruction utilizing their school's current facilities.

A panel of science educators selected the top entries. The regional winners each received a school science lab makeover support package valued at \$10,000, for the elementary and middle levels, and \$15,000 for the high school level. The winning teachers are also invited to participate in the STEM Forum in Philadelphia this July.

Additionally, judges will review the progress of each winning school, and select one teacher and principal from each school group to receive a prize package to attend the National Science Teacher Association (NSTA) National Conference in 2019.

Rochelle Touchard presents Hahnville High School teacher **Tyler Dufrene** and Principal **Brian Lumar** with a banner recognizing his win in a regional science lab competition. Dufrene's approach to teaching science is one that aims to cultivate an interest in and an understanding of how to "do" science.



Luling Elementary teacher **Tiffany Scott** and Principal **Sam Buhler** were recognized for Scott's win in a competition among science educators. Scott believes that to empower students to think like scientists and engineers, they must do more than just discuss science.

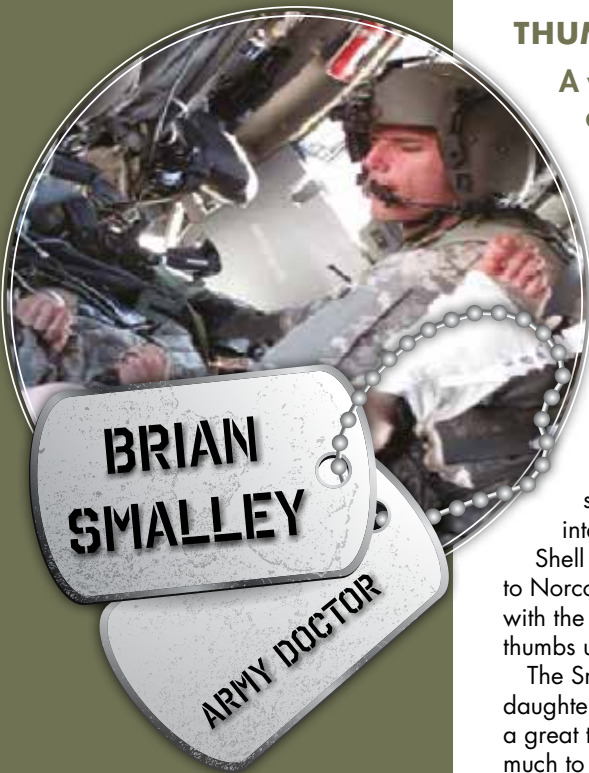


Lauren Waguespack and Principal **Jason Madere** of Harry Hurst Middle School accept congratulations on Waguespack's regional science lab competition. Waguespack was recognized for her teaching philosophy that students learn best by doing science. She teaches students how to ask questions, analyze work, and reflect upon their learning.



TROOPS SALUTE

A regular Newsline feature spotlighting NMC employees who have served or are currently serving the United States as a member of the military.



“One of the best lessons I learned as a military doctor is that you can overcome any situation no matter how bad the consequence. Things always turn out okay if you have a plan and prepare accordingly.”

Brian Smalley
Shell Norco Health Manager



At left, **Brian Smalley** takes a few minutes to sit in Saddam Hussein's throne. At right, he stands at attention during a promotion ceremony.

THUMBS UP!

A visit to St. Charles Parish and Shell Norco was the deciding factor in Brian Smalley's decision to join Shell Health.

The Shell Norco Health Manager was into the second year of retirement from a 26-year Army career when he was approached by a Shell recruiter. “She asked me a few questions and took a photo,” Smalley says. “Before you knew it, I’m interviewing in Houston. I liked the Shell Health leadership and came to Norco for a site visit. We fell in love with the area. My wife gave me the thumbs up and we relocated.”

The Smalleys and their two young daughters, ages 4 and 3, are having a great time,” he says. “There’s so much to do here for a family - the Zoo, Aquarium, Insectarium and a festival almost every weekend. Our social calendar is full with kids’ activities or crawfish boils with the neighbors.

“We couldn’t have asked for a more welcoming area,” he continues. “My Destrehan neighborhood is the friendliest one I’ve ever lived in and I’ve lived in a lot of different neighborhoods moving around with the military.”

The Ohio native began his military career with an ROTC scholarship and Ohio University. He was commissioned to Second Lieutenant at graduation along with an educational delay for medical school.

Smalley received a second delay to complete a three-year family residency, but was pulled into active duty after a year to fill a military physician shortage. “It was the best thing that ever happened because I went into another specialty,” he says. “I started in the emergency room and then moved to aviation medicine as a flight surgeon. That’s when I realized how much I loved being in the Army. One of the best lessons I learned as a military doctor is that you can overcome any situation no matter how bad the consequence. Things always turn out okay if you have a plan and prepare accordingly.”



Brian Smalley, fourth from the left, and his military medical team are pictured in Iraq during one of his two tours in that country.

BAND OF BROTHERS

The board-certified aerospace and occupational medicine doctor’s military career includes ten years with the 101st Airborne Division – that’s the Band of Brothers you might know from an HBO mini-series. He served in Korea and has 44 months of combat service including two tours of Afghanistan and two in Iraq. “You know, I got to the point where I didn’t like being stateside,” Smalley reflects. “You train your whole career for combat trauma and you want to do what you know how to do. It was during those combat tours that I really got to do my job with little outside influence.”

Following his last combat tour in 2011, Smalley was named Dean of the Army’s Aviation School in Fort Rucker, Alabama and served as the aerospace medicine consultant to the surgeon general. “I decided to go out on top three years later, maxing out my career as an Army colonel and still young enough to have an encore career.”

The encore is giving Smalley more time for family life. “You might call me a late bloomer in the dad department, but that’s not a bad thing,” he says. “Military life does not give you much time to be at home. I wouldn’t want to miss much of my girls’ lives, whether it is taking them to a birthday party or talking about lizards in the backyard.”

In addition to keeping up with his daughters’ social calendars and learning more about life in south Louisiana, Smalley and his wife are balancing good times with a commitment to keeping in shape. “It’s a challenge to live in this area and not gain weight,” he says. “I made up my mind not to gain weight – or grow a beard – after retirement. I’m enjoying the good Louisiana cuisine, but just eating a little less of it and staying active.”

Although Smalley says the transition from structured, rigid military life to the flexibility of civilian life has been another challenge, he explains that practicing medicine with Shell is not that much different than his occupational medicine work in the military. “The care needed to ensure workers are ready to return to work follows the same approach wherever you practice,” he says. “The structure of the leadership is what’s different. I have much more freedom to make decisions here. It’s good to be a part of the Shell Health team.”



Norco NEWSLINE

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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**

POSTAL PATRON

Pelicans and Norco Lose, Education Wins

Shell Norco General Manager **Brett Woltjen**, center, wears a Golden State Warriors t-shirt as part of answering a challenge between the Shell Martinez Refinery in California and the Norco site. Martinez posed a friendly wager to Norco during the NBA Western Conference semi-finals between the Warriors and the New Orleans Pelicans. The Pelicans lost! With the loss, Norco's leadership team was required to send a \$5,000 check to the Martinez Run for Education, and pose for and post a photo of Woltjen wearing a Warriors official t-shirt signed by all members of the team. "It was a tough loss for the Pelicans and for Norco," says Woltjen. "However, we are glad to help another Shell site support its community with a donation for education."



Louisiana Shell Sites Participate in 2018 Oil and Natural Gas Industry Day

Shell Norco employees partnered with their colleagues from Convent, Geismar, Pipeline, Deep Water and LNG representing Shell at Oil and Natural Gas Industry Day at the Louisiana State Capitol in April.

More than 700 Louisiana leaders, workers, supporters and students came together Tuesday, April 24 to show support for the state's future and most important economic driver at the 2018 Oil & Natural Gas Industry Day. The event featured a keynote speech by U.S. Department of Energy Under Secretary the Honorable **Mark Menezes** and remarks from Louisiana leaders who emphasized the energy sector's significant role in Louisiana and the United States.

Shell representatives showcased different lines of its business through interactive activities that included illustrating refinery operations works using a distillation model, highlighting pipeline safety and taking participants on a Gulf of Mexico tour via virtual reality goggles.

Destrehan High School's Robotics Team Members joined Shell at the event to demonstrate their accomplishments as well as the company's commitment to STEM (Science, Technology, Engineering and Mathematics).

