The past year has been a busy one, with a wide range of challenges, projects and as always, changes in the business environment, such as the drop in oil prices. We have welcomed new employees and said goodbye to many experienced individuals who are now enjoying their lives as retirees. NMC has maintained its reputation as an industrial leader, being a great place to work and very important to me, being a good neighbor.

Leadership at all levels has been vital in weathering the challenges of the past year. At NMC, we focus on what is important and on understanding the priority that incident free work is required. That means that our employees, in all areas of the site, are stepping up to stop work if necessary to ensure that work can be performed safely and without incident.

In 2015, there has been a 40 percent reduction in the total number of injuries with significant improvement in the total number of recordable injuries and illnesses. That is the result of ensuring further improvement in creating a Goal Zero Mindset in each and every person working on the Norco site and sustaining this mindset to deliver Goal Zero. How does this happen?

- **CHALLENGING SUPERVISORS** to stay connected and engaged with their people to deliver safe and incident free work.
- **CHALLENGING PEOPLE** to stay engaged and connected, thinking ahead and anticipating what may or could happen, and making the necessary course corrections to ensure incident free work.

Working every day with a Goal Zero Mindset is living up to the commitment to operate our facility in a safe, reliable and environmentally sound manner. That is what being a good neighbor means to all of us who work at Norco.

There is no question about it. Norco is a great place to work. Why? The people! At NMC, employees want to come to work to perform their roles in delivering our business priorities and delivering our business plan. There is a plant culture of unity, family and wanting to do the very best job possible. We take pride in all that we do for our employees, our community, our company, our owners, and our customers. All of us at the site make a difference for our business. For many of us, we are making a difference in our own neighborhoods and community. Twenty-five percent of NMC employees live in St. Charles Parish, and another 21 percent are from St. John and St. James Parishes.

For the past six years, Don Weaver has led the Norco Manufacturing Complex through challenges, successes and one of the largest turnarounds in Shell history. As he leaves NMC for a new assignment, he took the opportunity to review the past year and share a few memories about the site and the community.

**DON WEAVER MOVING ON TO NEW ASSIGNMENT**

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Working safely and reliably is not only a good neighbor commitment but also directly impacts our own family members.

Over the past six years, there have been numerous community projects that I will always remember - one of which was working with our employees the day we built an inclusive playground supporting the community and its children. The site’s energy and spirit of giving around our annual United Way Campaigns to truly make a difference in the lives of the people in St. Charles Parish has been impressive year after year. The annual United Way drive and our participation in the Battle for the Paddle and the United Way Bridge Run will live in my memories forever. I also greatly enjoyed participating in the Norco Community Advisory Panel (CAP) meetings - building relationships with the people who attended and having the opportunity to talk with them, laugh with them, teach them about our business, and learn more about living in the unique town of Norco.

As I think about the years ahead, I see the Norco site and the Norco community working together to move our business forward for decades to come. The Norco Manufacturing Complex is integral to St. Charles Parish and the state of Louisiana.

It is important that NMC stays engaged with the community, continually building relationships especially as people change in the community and at the plant. NMC’s success remains in its ability to strengthen and reinforce a community connection.

Thank you, for welcoming me into your community for the last six years. It has been an honor and a pleasure leading the Norco site. Best wishes to you and your family this holiday season and many blessings in the New Year.

V.J. St. Pierre Addresses Norco Advisory Panel

It was a little bit nostalgic, a lot of good news and plenty of the humor that St. Charles Parish President V.J. St. Pierre is known for. Just seven weeks before he retires as a two-term leader, St. Pierre provided a glimpse of St. Charles Parish activities for members of the Norco Community Advisory Panel at the group’s annual Thanksgiving meeting.

Thanking the community for its support over the years, St. Pierre emphasized his Norco roots. “My grandfather worked at the Norco Manufacturing Complex and I had good times as a child on the grounds,” he said. “The area has been good to me from giving me a big parade when I came home from the military to helping me get started in business. God has given me opportunities and I have tried to give back through my government service.”

In presenting a brief state-of-the-parish message, St. Pierre noted that the Public Works Department is working on such projects as:

- Repairing the canal base between homes and the railroad tracks in Highland Estates to prevent ditch collapse;
- Installation of larger culverts on Pine and Sixth Streets;
- Cleaning the canal near Spruce Street, and cleaning culverts and ditches in numerous locations in the Norco area;
- The parish is also preparing to install another pump in Engineers Canal.
- Additionally, permitting is underway to clean Engineers Canal from Third Street to the levee, cleaning the land between the railroad tracks, and lowering the canal bottom by two feet.

The parish recently completed the addition of 3,000 feet of rock along Lake Pontchartrain and is preparing a bid for the construction of a salinity barrier to halt saltwater intrusion into the Lake. Barriers along the parish line canal are expected to assist in building more wetlands. St. Pierre thanked the Town of Norco for the old sidewalk material it moved to the Wetland Watchers Park for erosion control.

“We are also working with the Corps of Engineers to place limestone on top of the levee from the Spillway going back to the Wetland Watchers Park,” St. Pierre said.

IN RECREATIONAL NEWS, funding has been allocated to build a handicapped-accessible fishing pier by the Boat Club. Bethune Park will see several improvements over the next year and a half including the construction of another small field; concession stands, batting cages, and upgrades to restroom facilities.

LOOKING AHEAD TO 2016, St. Pierre announced that St. Charles Parish residents would see a slight reduction in sewerage rates. He also noted a five-year project to build a Veteran’s Memorial Park on nine-acres behind the Community Center. “Similar to a mini-Lafreniere Park, plans call for a wall honoring deceased veterans, a dog park, a 2500-seat amphitheater, skateboard and sprinkler parks, and three sand volleyball courts.

The parish continues to grow with several new facilities and industries locating in St. Charles.

- A Berger Marine and Training facility under construction in the St. James Business Park is projecting 200 new jobs with starting salaries at $100,000.
- AM Agrigen is planning a $1.2 billion fertilizer plant, with a projected 100 new jobs, on the westbank on the St. Charles Parish and St. John Parish line.
- Little Gypsy, Valero and Monsanto are also planning significant expansion projects.
Recently, Lafleur welcomed Norco resident and Junior Destrehan High School student Christopher Nelson, for a Job Shadowing experience in the NMC Quality Measurements Lab.

“I actually learned a lot about the oil refining process and how much work goes into testing the products (gasoline, diesel, kerosene, etc.),” explained Nelson, a 4.0 Honors/AP student who belongs to the Mu Alpha Theta club and National Honor Society. “Mr. Lafleur pointed out to me the different parts of the Motiva Refinery and then explained what each part does in the refining process. In addition, I learned about how much laboratory testing goes into making sure products meet the specifications required.”

Looking ahead to pursuing a Ph.D. in Mathematics with a career as a Math professor, Nelson was intrigued with the amount of math used in the industry. “All of the Statistics and Calculus that go into the refining and testing processes surprised me,” he noted. “I was able to see the real-life application of abstract math concepts that I read in textbooks. This math goes into both the chemical reactions that go into refining oil and the testing procedures that make sure the refined products are of a high quality.”

Such comments reinforce Lafleur’s commitment to Job Shadowing and reinforce that his messages are falling on the right audience.

Steven Lafleur has something important to tell you about the younger generation. “The negative stereotypes portrayed in mainstream media regarding today’s youth simply don’t tell the entire story,” he emphasized. “The majority of the students I’ve met are insightful, talented, inquisitive and very intelligent.”

He’s encountered quite a few of the area’s students in recent years. The Norco Manufacturing Complex Senior Process Chemist has volunteered to host students participating in the St. Charles Parish Public Schools Job Shadowing program. “I enjoy learning from the high school students myself as I share information about careers in the petrochemical industry from my perspective as a chemist,” he continued. “I don’t have children of my own, so I miss out on many opportunities to have a long-term impact on the course of a young person’s life. The Job Shadowing program affords me a chance to present a real-world demonstration of choosing a career in science. It’s an opportunity to influence, create interest and encourage the next generation of STEM (Science, Technology, Engineering, Math) professionals.”

“I aim for two takeaways to give to the Job Shadow students.”

STEVEN LAFLEUR

1. The first is to guide them in the realization of the magnitude of the effort that goes into the safe production of a gallon of gasoline, diesel or jet fuel that meets product quality specifications, and a greater level of knowledge of refining processes in general.

2. The second is an exposure to what an elite workforce looks like. From operators and testers to technical staff and site leadership, NMC has some of the highest caliber employees I’ve worked with in my 23-year career. It’s my hope that the memory of that level of skill and work ethic serves as a guide and an example as the students pursue their individual career paths.”
A MILITARY SALUTE and thank you!

Serving the country as a member of the Armed Forces is one of the most precious and priceless gifts an individual provides in his or her lifetime. In this holiday issue of the Newsline, the Norco Manufacturing Complex recognizes employees and relatives of employees who have served or are currently serving as members of the United States Military.

A FORMAL SALUTE AND THANK YOU TO:

- James D. Acosta
  Son of James Acosta
  Army National Guard • 2001–2009
- Marcus Adams
  Son of Timmy Adams
  Army • 2015–Present
- Ronald J. Allen
  Brother of Donald Allen
  Army/Army Reserves • 1970–1977
- Angel L. Alvarez Sr.
  Father of Angel L. Alvarez
  Marine Corps • 1965–1967
- Art Armenta
  Army • 1986–1993
- Jessie Arriaga
  Navy/Navy Reserve • 1976–1989
- Shawn Arriaga
  Son of Jessie Arriaga
  Navy • 2006–2011
- Nick Avocato
  Marines Corps • 1996–2004
- Russell Avocato
  Brother of Nick Avocato
  Navy • 1990–present
- Vincent Avocato
  Brother of Nick Avocato
  Navy • 2000–2006
- Gail Babineaux Jr.
  Son of Gail Babineaux
  Army National Guard • 2001–2014
- Karl Barrett
  Marine Corps • 1982–1988
- Mark Batiste
  Navy • 1987–1995
- Ronda Bennett
  Fiancé of Richard Riley
  Navy • 2010–2014
- Douglas Bergeron
  Army • 1989–1992
- Eric Billingsley
  Army • 1991–1997
- Wilbert Blanchard Jr.
  Brother of Clifford J. Blanchard
  Army • 1971–1974
- Wilbert Blanchard Sr.
  Father of Clifford J. Blanchard
  Army • Served during WWII
- Johnnie Bonds
  Army National Guard • 1985–1992
- Robert Bordelon
  Air Force • 1976–1979
- Michal Boyd
  Army Reserve National Guard • 1989–1995
- Tyrell Braud
  Marine Corps • 1993–1998
- Carl Breaux
  Brother of Lynn Breaux
  Marines Corps • 1982–1987
- Ken Breaux
  Army/Army National Guard • 1983–1988
- Ellery Bridges
  Navy/Army/Army Reserves • 1986–2005
- Damone Brignac
  Army • 2001–2004
- Dawn M. Brooks
  Granddaughter of Ellen Brooks
  Marine Corps/Reserves • 2011–2015
- Ben Canales
  Navy • 1984–2008
- Gilbert Casimire
  Air Force • 1992–1996
- Ronald Chiasson
  Father of Karl Chiasson
  Air Force • 1966–1970
- Mike Cisneros
  Air Force • 1988–2002
- David Clouate
  Air National Guard • 1991–2007
- Gregory Cooper
  Marine Corps • 1978–1983
- Gerald Cosentino
  Father of Jason Cosentino
  Navy • 1969–1974
- Christopher Costanza
  Army • 2002–2005
- Christopher Cousler
  Son-in-law of Ronnie Millet
  Air Force • Currently Serving
- Gary Disotell
  Army National Guard • 2010–Present
- Barry Domio
  Marine Corps • 1984–2000
- Elizabeth Dow
  Sister of Landon Melton
  Army • 20+ years of service
- Jesse Dunn
  Navy • 1977–1983
- Vince Edwards
  Army • 1982–1992
- Lorenzo Ennis
  Army • 1993–1997
- Bill Faulkner Sr.
  Father of David Faulkner
  Navy • 1950–1972
- Francis J. Flood
  Father of Gerald Flood
  Army WWII • 1941–1945
- E.J. Francis
  Navy • 1987–1995
- Harold “Johnny” Fussell
  Grandfather of Joshua Hinton
  Army • 1944–1946
- Norman (Trey) Gaubert III
  Son of Leslie and Pee Wee Gaubert
  Army National Guard • 2002–present
- Cliff Gendron Jr.
  Father of Cliff Gendron
  Marine Corps • 1954–1956
- Charles Georget
  Navy • 1933–1937
- J. Kirby Giroir Sr.
  Father of John K. Giroir Jr.
  Navy • 1943–1946
- Wes Gripshover
  Navy • 2001–2008
- Mark Guarino
  Army/Army Reserve • 1984–1990
- Edwin Guidry
  Father of Susie Bivona
  Navy • 1943–1946
- John Guillot
  Marine Corps • 1975–1979
- Kevin Harrell
  Army Desert Storm • 1989–1993
- Kita Harry
  Army Reserve • 2002–2006
- Ed Hetherington
  Air Force • 1970–1974
- Robinson Hetherington
  Father of Ed Hetherington
  Air Force • 1949–1953
- Jordan Hill
  Army Rangers • 2006–2011
- Robert Hill
  Navy • 1963–1967
- Jason Hull
  Air Force • 1973–1979
- Kim M. Jackson
  Army Reserve • 1991–1995
- Robert Max Jenkins
  Son of Don Weaver
  Army • 2008–present
A Beautiful Day in the Parish

This was a great opportunity to help St. Charles Parish with fall ‘house cleaning,’ and a good reminder that a cleaner environment also includes a trash-free environment.”

MICHAEL MCNALLY | NMC Environmental Manager

The NMC Environmental “Clean Up Crew” headed to the Norco Community Park on Good Hope Street as participants in the Trash Bash of St. Charles Parish beautification project.

NMC’S ENVIRONMENTAL DEPARTMENT stepped out of the office and onto the playground for a couple of days this fall. They weren’t playing around, however. The group was an active participant in the Trash Bash of St. Charles Parish, a month-long project to clean up and beautify the outdoors throughout the parish.

“Our clean up crew took on several beautification projects at the Norco Community Park at Good Hope Street and Fifth Street in Norco,” said Environmental Manager Michael McNally. “We cleaned out flower beds, added new soil, flowers, bushes, and mulch; repainted sign posts along the walking trail; pressure washed and cleaned two pavilions, and collected several bags of trash. This was a great opportunity to help St. Charles Parish with fall ‘house cleaning,’ and a good reminder that a cleaner environment also includes a trash-free environment.”

You’re Hired! Welcome Aboard

NMC’s class of new hires gets ready for extensive training before heading out to their job assignments. The recently hired employees include 11 operators, two lab technicians and one heavy equipment and rigging operator.

Pictured in the class photo are: FRONT ROW Linda Martinez-Finney, Niesha Francois, Ryan Marse, Jody Troxclair, Jason Smith, Joshua Hinton, Trung Vu, and Instructor Larry Russell; BACK ROW - Dewitt Buckhanan, Daniel Johnson, Kyle Steib, Steven Biggers, Matthew Arcuri, Kevin Lawrence, and Bryan Anthony.
There’s only one real way to tell that Christmas is just around the corner. All true believers know that the holiday season is coming soon when Santa Claus and Mrs. Claus arrive via helicopter to appear in the Norco Christmas Parade. This year, the traditional Norco Noel celebration focused on the theme, Santa for President.

Floats, bands, marching and dancing troupes, mounted horses, cars carrying festival queens, and fire trucks delighted a crowd of Norco families and community visitors as the traditional parade made its way through Norco neighborhoods.

Norco Manufacturing Complex employees and their families were among those riding in the parade – with bags full of holiday throws. NMC is one of the major sponsors of the holiday event.
More than 2000 contractor employees were on site at the height of activity during NMC’s most recent turnaround. Units are now up and running, marking the end of a busy year of scheduled maintenance and repair. The site continued an outstanding safety and environmental record throughout the year, with more than 12 million safe hours worked with no lost time injuries.

NMC employees who served in the military gathered on Veterans Day for an on-site reception to recognize their contributions to the country.