

Connections

THE CROWLEY MAGAZINE

ISSUE 2 2009



No Limits

New Heavy-Lift Barges
Deliver in the Arctic

Doing the Right Thing Even When No One is Looking



In three years, Crowley Maritime will complete its 12th decade of service to our customers. Our services have changed radically from the days when my grandfather earned the company's first dollar rowing a Whitehall boat to ferry sailors and supplies to sailing ships at anchor in San Francisco Bay.

Yet, despite the growth and evolution of Crowley, our values have remained constant. We value safety, our team, operational excellence and innovation, our people, customer satisfaction and company durability. Another very important core value is integrity and ethical behavior and I would like to share my thoughts with you on this. It is a subject near and dear to my heart, because after all, the family name is on the company.

Integrity is the Foundation

So here's our starting point when it comes to ethics: Crowley employees anywhere in the world must do our jobs in a manner that meets the highest ethical standards. Those who choose not to meet those standards violate the core values of the company and what we stand for, and may subject themselves and the company to serious consequences. Beyond that, perhaps the greatest damage of all would be to our image, reputation and customer confidence.

This is worth pausing over, as not every company can honestly say the same thing. In some organizations the decision matrix hinges on whether an action "is not clearly illegal as determined by counsel." The culture of those organizations tends to promote manipulation, if not outright dishonesty.

Crowley is different. In *Leading One Crowley* training, each Crowley employee was reminded to look beyond himself/herself to the greater good of the organization when making decisions. In this context, unethical conduct doesn't just put at risk the reputation of the person misbehaving, but also the entire organization.

Improving Ethical Performance

How can Crowley improve its ethical performance if integrity is already among its core values? The same question might have been asked about safety a few years ago. Crowley always had safety as a core value. But our safety performance improved when we made an intentional decision to integrate safety more completely into the fabric of our culture. We chose to begin meetings with a safety moment. We put more resources into safety analysis and training. We became increasingly more sophisticated in the way we measure safety performance. As a result, we have seen remarkable improvement in this area.

In the same vein, while ethics has always been a core value of the company, enhancing our emphasis on ethics will also have a positive impact. Crowley employees are being encouraged to talk about ethics, and regularly begin a meeting with an "integrity moment" instead of (or in addition to) a safety moment. A revamped Crowley code of conduct is being developed, as is expanded training on ethics and compliance issues. This training will emphasize core principles of ethics and integrity in addition to rules-based training on certain topics. We will be measuring our progress with various metrics that will include an evaluation of how well we implement our new code of conduct.

Reaffirming our commitment to ethical behavior and giving it some added focus is very important to the continued success of Crowley. We do business with some of the largest, most respected companies and brand names in the world. And just as we have admiration and respect for these companies, I want them to have similar thoughts about Crowley. Most importantly, I want Crowley to have their complete trust and confidence that we will always do the right thing.

Sincerely,
Tom Crowley
Chairman, President and CEO

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On the Cover: Crowley tug *Gladiator* approaches barge 455 4, loaded with Liberty drill rig modules, offshore Prudhoe Bay.

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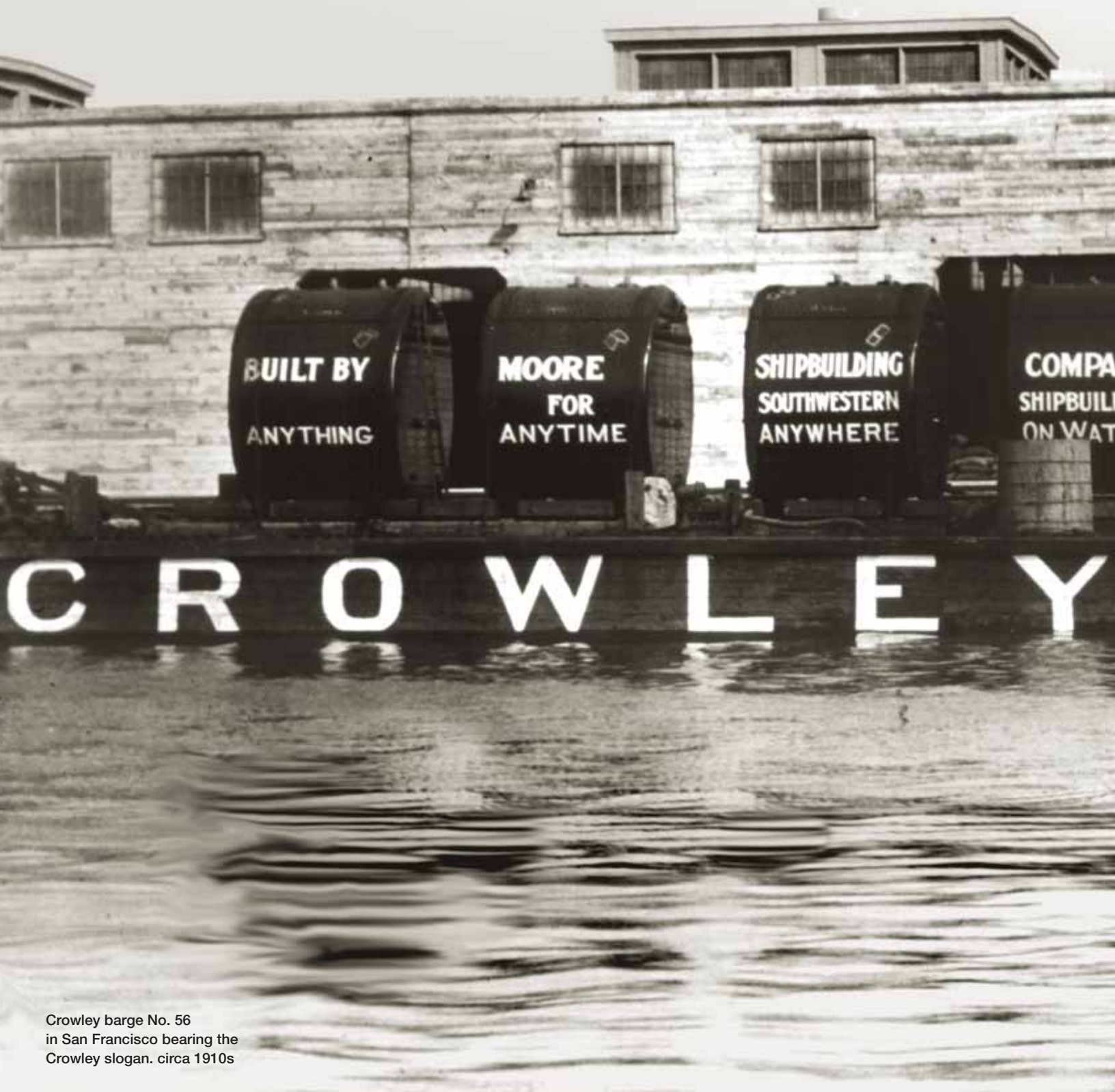
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Making History with the Liberty Sealift

By Vanessa Orr



Crowley barge No. 56
in San Francisco bearing the
Crowley slogan. circa 1910s



Module being moved to the dock in Vancouver, Wash.



Since the early 1900s, Crowley has been known for its ability to do anything, anytime, anywhere on water. This past summer, the company expanded that definition to include “any size.”

As part of the historical Liberty Sealift, a project implemented by BP Exploration (Alaska) Inc., Parker Drilling Company and Crowley, one of the largest pieces of equipment ever constructed for North Slope oil production was transported from Vancouver, Washington, to BP’s Endicott Satellite Drilling Island, located 15 miles east of Prudhoe Bay. The huge rig, which weighed 6,234 tons, was transported in six pieces on two of Crowley’s new heavy-lift deck barges, which have almost two times the carrying capacity of previous barges and double the deck strength.

Load-out and departure of the Liberty rig modules from Vancouver, Wash.



“It is very complicated to move something this big, this far,” said Crowley Vice President Bruce Harland, “but these large barges are built for projects like this.”

The Big Idea

Back in 2007 at the request of BP, Parker Drilling Company began designing the massive rig, which has the capability to drill eight miles or more horizontally, two miles deep. “This is the longest reach well ever drilled,” explained Steve Rinehart, press officer, BP Exploration (Alaska) Inc. “It will allow us to drill the Liberty offshore reservoir, which is five to six miles from Endicott Satellite Drilling Island.” To reach the reservoir, however, the company will need to drill six to eight miles out.

By adding to their existing facility, BP hopes to reduce their environmental footprint, as well as create efficiencies by tying production from the Liberty reservoir to the Endicott production facility. “Having this rig available will mean that we don’t need to build an artificial gravel island in the Beaufort Sea, or build service roads on undisturbed locations along the

coast,” Rinehart explained.

BP is a pioneer in extended reach wells, having established a number of drilling world records at Wytch Farm oil field, an onshore development on the Goathorn Peninsula in Western Europe. “We’ve done a lot of work that has led to steady advances in this field,” explained Rinehart. “In recent years, we’ve really been pushing the envelope of how far out

you can drill, with each technology building on the one before.”

For example, BP worked with its suppliers to develop a special, lightweight steel alloy designed to make it easier to pull the drill string out of the hole. “When you’re talking about eight miles of steel drill string, weight is definitely an issue,” said Rinehart.

Just as newer technologies build on older

“It is very complicated to move something this big, this far, but these large barges are built for projects like this.”

– Bruce Harland, Crowley



All of these modules are connected together to enable the rig to deliver more torque than is available on any rig today.”

**– Joey Husband,
Parker Drilling Company**

tally in the pipe barn module instead of vertically,” he explained. On a traditional rig, pipe is made up in a derrick, with each stand (three joints of pipe), stored vertically.

Safety measures have also been put into place to protect the crew. From the time a piece of pipe is placed into the rig in the pipe barn, to the time it is moved to the drill floor and lowered into the well, the process is completely hands-free.

In the power module, eight 2,640-horsepower engines generate 16 megawatts of power, and the top drive (the motor that twists the drill string) is rated at 105,000 foot-pounds of torque. “All of these modules are connected together to enable the rig to deliver more-



Arrival and discharge of the Liberty rig modules at BP’s Endicott Satellite Drilling Island, located 15 miles east of Prudhoe Bay, AK.

ones, so do the experiences gained from building other big rigs. Joey Husband, general manager of Alaska for Parker Drilling Company, said that the company used the lessons they learned and best practices from other new-build projects – built in parallel with the Liberty project – to ensure the constructability of the new design. “It was a large team, collaborative effort,” he said of working with the BP project team on the one-of-a-kind rig.

“We’ve built similar rigs, and used some of the concepts here that were used in the Sakhalin Island project in Russia,” he added. “The dif-

ference is that BP’s wells will exceed those drilled in Sakhalin, both in power and capacity. The other difference is that since the last extended reach rig was built, equipment technology has changed dramatically.”

So how big is big? The new Liberty rig weighs 6,234 tons, and is made up of a drill module; a pipe barn module that houses 90,000 feet of drill pipe and well casing; a drilling service module that contains the utility package; and a power module that contains the engines.

According to Husband, there are a number of technologically advanced features that make this drill rig unique. “Because extended reach wells require longer pipe than conventional wells, more than 45,000 feet of pipe and 45,000 feet of well casing will be stored horizon-

torque than is available on any rig today,” said Husband, adding that the top-drive system was designed to both overcome friction factors and transmit enough power all the way down to the drill bit. The rig also has the hydraulic capabilities to drill and remove cuttings as the well is drilled and inject them into a controlled injection well, resulting in zero discharge.

More efficient power distribution is provided through a variable frequency AC drive, which allows the user to control and optimize the drilling of extended reach wells in a more reliable way. The rig will also use lightweight, high strength drill pipe developed specifically for long-reach wells.

One other way in which the Liberty project will reduce its environmental footprint is by

using fuel that is already produced on the island, instead of diesel fuel. “This makes the rig much more fuel efficient as well as emission friendly,” said Husband.

Loadout Logistics

To move cargo of this size, Crowley used two newly constructed heavy-lift barges towed by the powerful tugs *Hunter* and *Gladiator*. “These are among the largest barges in the U.S. for construction use,” explained Harland, who adds that each barge takes approximately eight months to build. “Each one is 400 feet long and 105 feet wide, with 25-foot side shells, and can carry more than 4,200 pounds per square foot.” Crowley’s largest barge, already in operation in

Though the barges are built to carry larger loads, not all docks are built to handle their increased size. The Columbia Business Center in Vancouver, which was designed in the 1970s for the original sealift modules, had to be deepened and widened before the barges could be berthed. Once Crowley completed dredging the berth and finished a dock refurbishment project, the drilling rig was divided into six parts, which was then painstakingly loaded onto the two barges.

“The two barges were loaded in sequence, with crews using ballast to compensate for the weight to keep the barges level with the dock,” said Harland. Once a piece was loaded and sea fastening was completed, the first barge would

Hunter and *Gladiator* set off for Port Clarence, the last port of refuge in Western Alaska south of the Arctic Circle, to rendezvous with *Point Oliktok*, the tug assigned to escort them through the ice and to assist with the landing at Endicott Satellite Drilling Island. “The tug was dispatched out of Seward, and it reached Port Clarence first,” said Crowley’s Project Cargo Operations Manager Jim Van der Veen. The barges arrived at Port Clarence on July 12, where a Conflict Avoidance Agreement was implemented. The agreement, between the North Slope Borough community and BP, outlines how conflicts should be avoided with marine mammals, most specifically walrus and bowhead whales. In Nome, the barges also picked up marine mammal



the U.S. Gulf, was expanded from its original 105-foot width and now measures 400 feet by 130 feet. Before the Liberty Sealift, the largest cargo that the company had transported to Prudhoe Bay was a 5,700-ton module.

Crowley plans to build up to 13 of these high-capacity barges by 2013 to replace their aging fleet, which was built in the 1970s for the Trans Alaska pipeline project. The company is also looking to the future with the goal of meeting the increasing needs of customers transporting larger, heavier equipment. “The continuous construction of new vessels is evidence of our commitment to our customers doing offshore project work who have a need for new, large-sized, high-capacity barges,” said Harland. “This new generation of barges should carry us for the next 20 years.”

move to a lay berth in Portland while the second barge received its load. Then the barges would switch places so that the final pieces of equipment could be put into place.

“It was a really tight fit,” said Harland. “Some pieces were just inches from each other, which is why it had to be done in sequence.” After receiving Marine Warranty Surveyor approval, the tow got underway on July 1.

“One of the biggest challenges we faced was the short timeline that the project required,” said Harland. “The rig not only needed to be designed, constructed, broken down and put on barges, but it needed to be transported to the North Slope during a very limited window of opportunity. If we missed that window, we’d be stuck for another 12 months.”

observers to ensure that animals in the Chukchi and Beaufort Seas were not adversely affected by the transit.

“Historically, ice leads begin to develop in mid-July around Port Clarence, so the window of opportunity to cross the Arctic Ocean is roughly six to eight weeks long,” explained Harland of the time restraints that Crowley faced. The company had a team in Barrow handling northbound logistics, and chartered a plane so that they could fly the ice and look for leads in order to alert the pilot on the lead tug.

The crew received daily meteorological reports, as well as ice reports from NOAA (National Oceanic and Atmospheric Administration) so that they could plan their crossing based on the weather. “We also coordinated



safe points of refuge so that the barges would be within two days' steaming of a safe place anywhere along the sea route," added Harland.

"We were lucky in that by the time the Conflict Avoidance Agreement was in place and we got the okay to go, the ice had moved offshore at Port Barrow," said Van der Veen. The barges left Point Clarence on July 20, and arrived at Endicott Satellite Drilling Island on July 24. Before the barges arrived, BP expanded the 11-acre island, adding 20 acres.

Four small, shallow draft boats did the actual docking of the barges. "The tug that brought the barges north draws 19 feet, and the draft at the island is nine feet deep," explained Harland.

The first barge was all-fast by July 30, and discharge began on July 31. "Before the barges arrived, the bottom of the sea was groomed so that it was even," explained Crowley Project Manager Ryan Galloway. "This way, we could ballast each barge down and sink it to the bottom." The barges were certified safe for hot work so that welders and cutters could remove the braces, and the sea fasteners were removed.

Assistance with offloading was provided by Bigge Crane and Rigging Co., who removed the Scheuerle trailers from the barges in order to transport the other modules, as well as by a docking master and a naval architect. "The docking master made sure that the barges

The project team successfully offloaded the rig and its components in Prudhoe Bay one day ahead of schedule with no injuries and no damage to the cargo or the environment.



stayed grounded, and the naval architect made sure that they were not being overstressed during the discharge process,” said Galloway. “It’s was definitely a balancing act.”

On August 3, unloading was completed on the first barge, and it left the island August 4. The next day, the second barge docked at the island so that the process could begin again. “That barge was backloaded on the 11th of August, and it departed the same day,” said Van der Veen, adding that the Scheuerle trailers were placed back on the barge to be delivered to Anacortes, Washington. Once back in the Seattle area, crews flushed the decks, removed any sea fastener remnants and rinsed the ballast tanks out to prepare the barges for their next job.

“Things went very well,” Van der Veen said. “We actually finished one day ahead of schedule and there were no injuries, and no damage to either the cargo or the environment. From a customer standpoint, it was an excellent sealift.”

Parker Drilling Company took over the project once the cargo was unloaded, directing the modules into BP’s existing infrastructure. “Overall, it was an excellent achievement,” said Rinehart, adding that the first well is expected to be drilled in early February.

The Secret of Success

All of the companies involved in the project credit team effort for making the Liberty Sealift a success. “In addition to their regular roles, everyone involved in the sealift, including the tug and barge crews, the staff at the Columbia Business

Center, and BP’s employees at Prudhoe Bay, were required to go through a training matrix based on their roles in the project,” said Harland.

While it was a challenge to coordinate all of the entities and locations involved, Harland believes that the many meetings that were held prior to the sealift, and the open lines of communication between all parties, helped the project to run smoothly. “There was so much work accomplished in just several months; from the design of the sea fastenings to ensuring that the rig could withstand the sea voyage, to analyzing what sea conditions would be in the worst possible weather—so many designs and studies went into this project,” he said. “We had meetings to look at what health, safety and environmental steps we needed to take, to generate timelines and to discuss simultaneous operation plans. It was just an extremely complex operation.”

It helped that through each stage of the design, input was sought from experts in various fields. “While our design team was made up of about 25 people, we also got a lot of input from the engineering team, key subcontractors and the customer,” said Husband. “It was a collaborative effort involving numerous suppliers of equipment, as well as fabrication and mobilization experts.”

The result: a historic sealift operation. “Everyone from the crews in Seattle to the regular seasonal operators at Prudhoe Bay provided support to this project,” added Van der Veen. “It was certainly a team effort. For something this big, it’s hard to wrap it up in a few words, but it was just a good group effort all the way around.” [Connections](#)

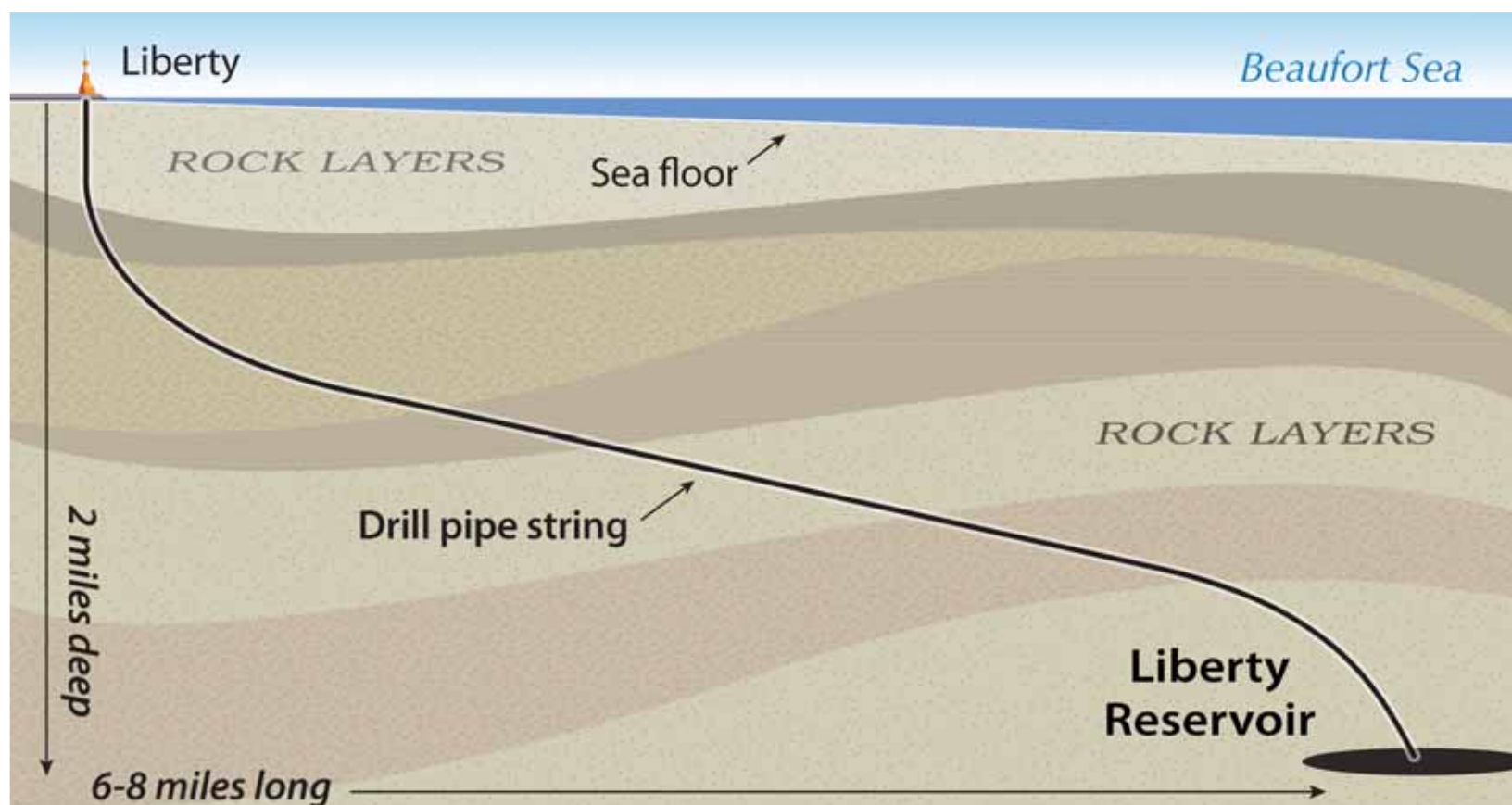
Quick Facts

History of Sealifts

- Since 1968, Crowley has carried more than 1.3 million tons of structures, drilling equipment and supplies to the North Slope on more than 330 barges.
- The largest occurred in 1970 and included 187,000 tons of cargo and 36 barges.
- In 1975 the sealift of 47 barges and 160,000 tons of cargo faced the worst Arctic ice conditions of the century.

Liberty Rig

- Once installed, the Liberty rig will support drilling in the world’s longest wells allowing BP to safely reach an offshore reservoir in the Beaufort Sea.
- Liberty drilling will start in 2010 and oil production is expected to begin in 2011.
- Production will ramp up to about 40,000 barrels per day reaching 100 million barrels total.



A Deeper Shade of Green

Building cleaner, more efficient tugs for the future

Continuing its long history of environmental stewardship, Crowley recently took a proactive step to repower the first of four-ship assist and escort tugs in the port of Los Angeles. This extensive engine and generator replacement and upgrade, which will help reduce emissions and lessen overall environmental impact, is years ahead of the 2013 requirement for vessel operators to upgrade their engines to Tier II emissions compliance.

According to design plans, the four repowered tugs will reduce particulate matter emissions by 3.24 tons and mono-nitrogen oxides by 109.52 tons per year combined. This is one step in a larger Port of Los Angeles emissions and air quality initiative.

"We are consistently looking at ways to provide more efficient and less environmentally invasive services to our customers," said Rocky Smith, senior vice president and general manager Pacific Alaska services. "We are focused on various green initiatives that will reduce our overall carbon footprint while maintaining the service integrity that our customers have grown accustomed to."

Repowering each tug costs Crowley more than \$1 million and is being funded in part by a portion of a \$4 million Port of Los Angeles Air Quality Mitigation Incentive Program air quality improvement grant. This project also benefits the neighboring Port of Long Beach, which has environmental goals and clean air quality initiatives that are closely aligned with those of the Port of Los Angeles.

"The Port of Los Angeles is proud to work with Crowley and help provide funding for this important initiative," said Port of Los Angeles Executive Director Geraldine Knatz, Ph.D. "We are thrilled to see the first repowered Crowley tug operational here at the Port. It is this kind of partnership



EcoStewardship


between public agencies and private business that is helping us meet our clean air action plan goals."

Crowley partnered with Bay Ship and Yacht Co. to handle the engine repower project for the tug *Leader*. Three more tugs, *Admiral*, *Scout* and *Master* are all on schedule to undergo the same process. While the *Leader* was completed in October, the company expects to re-introduce the fourth and final repowered vessel to the service in early 2010.

In addition to the latest repowering, the tugs continue to use Ultra Low Sulfur Diesel (ULSD) fuel. Though the cost of this fuel is about four cents more per gallon than regular diesel, the reduced environmental impact is more important. ULSD provides a significant reduction in sulfur content even over that of low sulfur diesel, reducing it by an additional 16 percent.

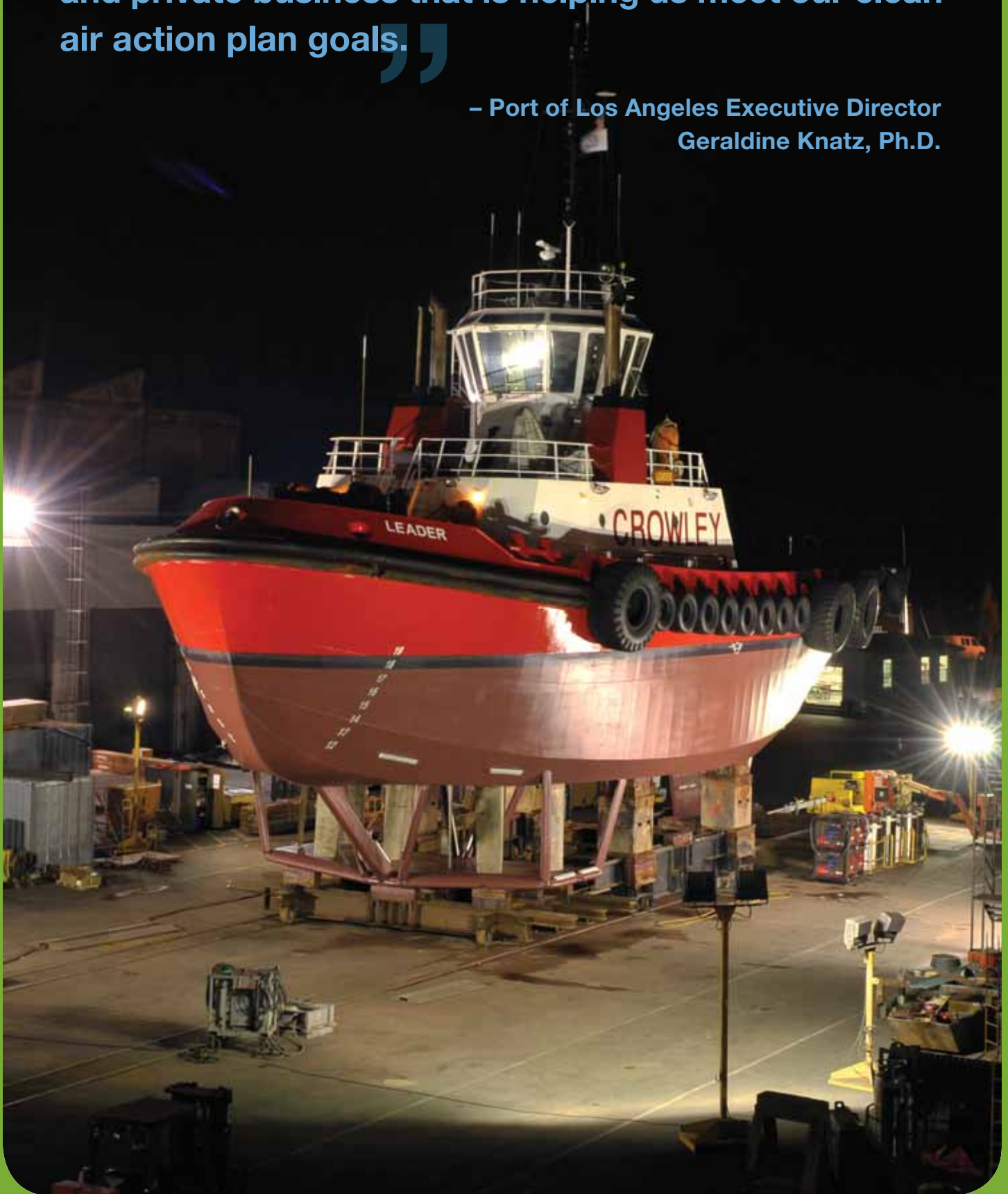
"We are delighted to partner with the Port of Los Angeles in introducing lower emissions vessels and cannot stress enough how their commitment and generous financial support made this project possible," said Frosty Leonard, manager, marine operations. "This engine repower project not only reduces emissions and improves air quality significantly, it also offers our customers more effective, efficient and environmentally sound service today instead of waiting until 2013."

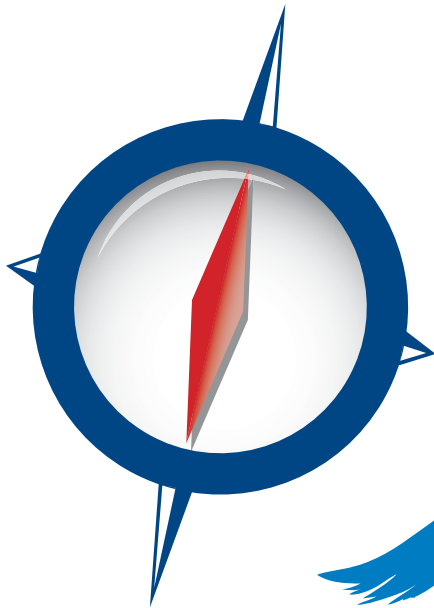
Crowley replaced the vessels' CAT 3516 main engines with CAT 3512 engines, and the CAT 3304 auxiliary engines with the new CAT model C4.4 generators. As an added bonus, the engines – although four cylinders smaller in size – have a slightly increased static bollard pull going from 51 tons to 59 tons, further enhancing the vessel's effectiveness. Each engine has 2,366 BHP for a combined tug total of 4,732 BHP.

"Bay Ship is extremely pleased to be an integral part of keeping Crowley's tugs working with minimal delays, while helping the Port of Los Angeles reduce emissions and improve the environment in which the vessels work," said David Ashton, project manager, Bay Ship and Yacht Co. "Completing all this work took a tremendous amount of planning and coordination of all trades and a lot of cooperation with Crowley. We now look forward to repowering the rest of the company's LA tug fleet. When we're done citizens in the LA/Long Beach port environment will be able to breathe a little easier." 

“It is this kind of partnership between public agencies and private business that is helping us meet our clean air action plan goals.”

**– Port of Los Angeles Executive Director
Geraldine Knatz, Ph.D.**





Charting a Course to Better Health



By Jenifer Kimble

“I believe that wellness plays an important role in the continued success of our organization. This is part of our effort to encourage better work/life balance and to provide our employees and their families with superior healthcare benefits.”

– Tom Crowley Jr.



It's high noon and while most of the office is heading out for lunch, Terry Gotwalt, Crowley senior planning analyst in Jacksonville, has finished his portion controlled salad and is heading to the local YMCA for a mid-day energy boost. His routine includes these mid-day exercise sessions anywhere from two to five times per week. This is in addition to his evening routine of cycling, yoga, pilates or weightlifting/strength training. So, why the commitment? A routine doctor's appointment a year ago opened his eyes to the health situation facing him. High blood pressure, a 50 percent blocked artery in the heart, pre-diabetes, out of control cholesterol and a family history of heart attack gave him all the motivation he needed to seek a lifestyle change. At the same time, Crowley was participating in the annual YMCA Wellness Challenge.

"The timing was right," said Gotwalt. "The opportunity presented itself and I threw my hat in the ring. It's a lot of work but it's all worthwhile. I feel 10 years younger."

Once Gotwalt applied for the 10-week program, which was paid for by Crowley as part of its wellness initiative, he underwent a battery of tests to make sure he was in the category the YMCA was looking for to take part in the challenge. Once approved, he was set up with a personal trainer twice a week and met five times with a nutritionist.

"The program was very beneficial," said Gotwalt. "I radically changed the way I ate by eating less processed foods and more colorful fruits and



Terry Gotwalt utilizes Crowley's gym membership program.

vegetables. I started weighing and measuring foods and journaling until I got in a habit. In addition to the health benefits I've realized, I have had the opportunity to meet new people and make new friends."

This inside and out body makeover helped Gotwalt to initially shed 66 pounds and discontinue use of six medications that he took daily for high blood pressure, cholesterol and the like. An additional two for allergies were also stopped though he's unable to officially attribute those to his new routine. He was able to stop physical

therapy sessions that had helped to relieve symptoms from an earlier accident because of muscle strengthening.

Gotwalt proudly finished third out of over 100 participants in that year's challenge and is thankful for the various benefits he has reaped.

"It made a major difference," he said. "During a follow up visit to my family doctor, he told me he was very surprised by my results and said that now I was healthier than he was. You have to want to be healthy. You have to commit yourself and stick to it. It is a lifestyle change."



You have to want to be healthy. You have to commit yourself and stick to it. It is a lifestyle change.”

– Terry Gotwalt, Crowley

Charting a Course to Better Health

In Crowley's quest to be a Great Place to Work, they have taken a leadership position on the subject of wellness and hope to see many payouts including a healthy, happy and more productive workforce; a reduction of lost hours due to sickness; and a stabilization of health-care costs.

Nationwide, employees are spending more and more time working. The normal workday is further extended due to the widespread use of laptops, smart phones, voice and email. These new realities have shortened the amount of time that the average individual has to devote to health and wellness, yet employees are still asked to be top performers in the workplace. A recent study by the American Association of Occupational Health Nurses found that workplace wellness or health promotion programs are successful in helping employees make posi-

tive health changes because they are convenient, supported by the employer and accepted socially by co-workers.

“Employees participating in wellness programs experience fewer sick days, improved quality of life and higher job satisfaction,” said Clyde Yancy, M.D., president of the American Heart Association. “Wellness programs will continue to play an important role in the health of Americans in years to come. The evidence that participating employees realize health benefits is key; research shows that businesses can save as much as \$16 for every \$1 they spend on health and wellness.”

In times of recession, most companies are looking for ways to slash costs and while Crowley is no different, they are committed to not only maintaining their current wellness program, titled ‘Charting a Course to Better Health’, but in some cases expanding it.

“We know that we must cut costs,” said Micki Harrison, director, HR programs. “But, our senior leadership team is clear that the wellness of our employees isn't the place to do that. As such, we have continued to expand our offerings and add programs while employee participation has grown.”

Crowley began its wellness program on a much smaller scale in January, 2008. The company realized that healthy employees can balance their work/life better and in many cases have increased productivity. The program was developed inline with Crowley's core values specifically – ‘Our People’ and ‘Safety’.

“We often take our health for granted or find it difficult to fit healthy habits into our hectic lifestyles,” said Tom Crowley Jr., chairman, president and CEO. “I believe that wellness plays an important role in the continued success of our organization. This is part of our effort to encourage better work/life balance and to provide our employees and their families with superior healthcare benefits.”

“Our employees are our most valuable asset,” said Susan Rodgers, senior vice president, corporate services. “Most have a very long tenure with the company, some as many as 30 or 40 years. We are proud to provide them with tools and programs to better their overall standard of living.”

A team in South Florida at the start of the local Heart Walk.



“We know that we must cut costs. But, our senior leadership team is clear that the wellness of our employees isn’t the place to do that.”

– Micki Harrison, Crowley

Physical Fitness, Weight and Nutrition

For the past two years, the company has partnered with United Healthcare (UHC) to provide free onsite health screenings and online health risk assessments to employees in the company’s major locations. While the actual results of these screenings are confidential, UHC provides Crowley insight that gives the company a general overview of risk factors plaguing the majority of the employee population. From that initial assessment, the company structured its wellness program to focus on the following three initiatives: physical fitness, weight and nutrition. Though subsequent health screenings were done, the results, and therefore focus, remained much unchanged.

“The health screenings are a way for our employees to receive a convenient assessment

of their basic health and for us to be given a basic direction for shaping our programs for the year,” said Zoraida Jirau, director, international human resources. “If they can’t make the onsite screenings, or just prefer to use their primary physician instead, we will reimburse their co-pay for services.”

One result of the screenings was the creation of subsidized health club memberships. Some locations have even gone as far as placing exercise equipment on the premises to make exercise opportunities even more convenient for the employees. Once the renovation of the company’s headquarters in Jacksonville is complete, it will contain an in-house workout facility that offers basic cardiovascular and strength training equipment. In addition to traditional gym mem-

berships, the company also offers reimbursement for individual classes such as yoga, Zumba and the like.

To supplement the exercise program, the company pays a portion of weight loss programs for those wishing to shed a few pounds. Specifically, Weight Watchers has been so popular among Crowley employees, that an at work program was established in some of the company’s major locations including Jacksonville, Miami and Port Everglades, Fla. and San Juan, Puerto Rico. While collectively Crowley employees have lost hundreds of pounds, through various programs, there are heartwarming stories from individual employees that confess that regardless of the method they chose, Crowley has helped them to change their lives.



Jacksonville, Fla. employees participate in annual on-site health fairs.



Cheryl Hindman, specialist, freight services in Jacksonville takes advantage of the Weight Watchers at work program. She too has lost over 100 pounds. Her realization came when a physician told her to either lose weight or perhaps not be around to see her grandchildren. "If you have ever had that discussion with your doctor you realize that it is a real eye-opener and you know that you must do something about it," she said.

"It is a convenience to have the meeting [Weight Watchers] right here at the office," said Hindman. "I set aside one lunch hour a week to attend that meeting. I have gained knowledge about nutrition and about myself. I am grateful that we have this benefit provided to us, I don't believe that I would have had the determination without it."

"To say that I am the biggest advocate of the program is an understatement," she continued. "I truly eat the way that I suggest others do – healthy. I have gained a new lease on life and have also come off some of my prescription medications. Not only have I seen benefits from this program, so has my whole family. We are

all eating healthier at home. My activity level has risen and my attitude about life has turned 180 degrees. Not only does it show in my body image, but also in my confidence level."

Walk the Talk

The company started a walking program that has gained participation from many of the company locations including those throughout Central America. While the original walking program was in partnership with the American Heart Association, the company's 2009 program is its own. The new program named 'Walk the Talk' began with distribution of 1,600 pedometers to employees. Each employee was put on one of 73 randomly selected teams. The teams were made up of co-workers from all locations which in many cases fostered communication between employees who might not have had reason to network otherwise. The eight-week program netted almost 256 million steps, which according to Walk 4 Life, Inc. equates, to more than 125,000 miles.

“They [Crowley] have developed programs that prove they are committed to us, their employees.”

– Abby Legg, Crowley

Smoking Cessation

"Another very successful program has been that of smoking cessation," said Harrison. The six-week program was held onsite in the company's Jacksonville location where a majority of the workforce resides. In addition to the weekly group meetings, participants were offered six months of support and follow-up through Crowley partner, United Healthcare. Participation rates exceeded expectations and six employees have kicked the habit as a result.

Abby Legg, manager, accounting and program champion, officially quit smoking 14 years ago after having lived with the habit for 20 years. However, she did have an occasional cigar, which continued to increase in frequency. She sat in on the session to be able to better sell it to her co-workers and quickly realized that she had not truly given up her addiction.

"We have all heard about the effects of smoking on your health," said Legg. "But the cessation course is eye opening. Crowley has truly embraced wellness and has gotten serious over the years about it. Our core value of people is

Employees in Port Everglades receive flu shots.



more than a college education, benefits, etc. They have developed programs that prove they are committed to us, their employees.”

Kathy Stafford, lead coordinator, freight services, also used the cessation courses as a jumping off point. Stafford smoked for 15 years in varying degrees from all day when it was allowed in the workplace, to only in the evenings but, realized that even once a day was still a habit she needed to break.

“The program was all about education,” said Stafford. “They didn’t force you to quit. They simply taught you about triggers, reinforced the terrible effects of smoking on your health and encouraged you to pick a quit day whether that date was in six weeks or six years. There was no pressure, just a lot of support.”

Stafford admits that she would not have taken the time to research and join a smoking cessation program outside of Crowley. Legg agreed saying, “I am a creature of convenience. With Crowley paying for it and bringing it into the workforce, I was game.”

The company has taken the program one step further adding smoking cessation drugs to its list of covered pharmaceuticals for employees participating in its corporate health plan. They’ve also added Quit Power to their wellness arsenal – an interactive, customized coaching program to help employees quit smoking.

Other Initiatives

While physical fitness, weight and nutrition make up the bulk of the program, the company also offers several other initiatives. Throughout the company, employees are encouraged to get

yearly flu shots. To make it easy, the flu shots come to work. In 2008, over 300 employees took advantage and either received their shot at a Crowley location or from their personal physician, for which the co-pay was reimbursed.

“The company has changed its way of thinking across the board,” said Jirau. Most lunch meetings that once relied on pizza and cookies have been replaced by lighter fare including lower fat sandwiches, fruit and the like. Those pesky vending machines are being reviewed as well to see if there are healthy alternatives to traditional offerings.

“In addition to the corporate wellness council, several locations have their own councils who are empowered to develop localized programs and participate in community activities,” explained Harrison. “While there is a 15-person corporate steering committee, local committees have their own smaller scale budgets and are encouraged to find things that work for them.”

Award Winning

The wellness program has received not only employee recognition but has also garnered both national and local attention. The American Heart Association named Crowley a gold level Fit Friendly Company in 2009. This particular recognition is awarded to companies that offer employees support for physical activity, increase healthy eating options at work, promote a wellness culture, and implement at least six activities in the physical fitness area, two activities in the nutrition area, and one activity in the culture area.

In the award letter to Crowley, Nancy Brown,



Jacksonville Mayor John Peyton presented Zoraida Jirau with an award recognizing Crowley as one of the city's healthiest worksites.

CEO of the American Heart Association, stated, “...you [Crowley] are among an elite group of awardees for this important initiative. As a Gold Level Award recipient you have not only recognized the importance of a healthy workplace for your employees but have taken important steps to create a culture of physical activity in the workplace. Promoting a wellness culture by providing support to employees and implementing physical, nutritional, and cultural changes are extraordinary efforts, and we commend you and your employees.”



For the past two years, employees have participated in the YMCA's First Coast Games with various teams including soccer and basketball.

Jacksonville Mayor John Peyton also recognized Crowley as one of Jacksonville's 22 Healthiest Worksites. To earn this award, Crowley had to demonstrate best practices in each of these areas: Organizational Policies, Know Your Numbers, Healthy Behaviors, Safety, Physical Activity, Nutrition/Weight Management and Prevention.

In a letter to Crowley, Mayor Peyton stated: "On behalf of the City of Jacksonville and the Mayor's Council on Fitness & Well-Being, I would like to congratulate you and your company on this achievement. Wellness efforts at companies take not only support from senior management, but dedication from staff. Thank you for your efforts and dedication to ensuring a healthy Jacksonville workforce."

The company is proud of its wellness achievements but realizes there is more to be done. They vow to not only continue the programs currently in place and expand into other areas and activities. "Promoting personal health and wellness is a blue chip for Crowley, and we will continue to offer a variety of activities and choices as we strive to chart a course to better health together. Our employees appreciate the company's concern

"... we will continue to offer a variety of activities and choices as we strive to chart a course to better health ..."

– Zoraida Jirau, Crowley

for their well being," said Jirau.

While Crowley will continue to make wellness a priority, the company hopes that employees will realize that self-commitment is essential to the success of any health and wellness program.

Health has its own rewards and ultimately is the responsibility of the individual and their family. The company simply strives to provide support and access to tools that make it easier to realize one's personal goals. **Connections**

Quick Facts

- According to the 2003-2005 National Health and Nutrition Examination Survey, an estimated 66% of U.S. adults are either overweight or obese.
- Most adults spend more time at work than anywhere else, so worksites provide an ideal venue for wellness education.
- Wellness programs improve employee morale, increase loyalty and lead to more productive employees.
- Just 10 minutes of brisk walking is enough to boost your mood and energy for 1 to 2 hours.

Employees throughout the company including those in major U.S. locations and in Central America, attend periodic health and wellness programs including health screenings, nutrition classes, gym membership drives and the like.





A Growing Business

*Delivering produce from Central America
to the heart of America*

By Mabel Perez

Produce

About 100 workers dressed in bright green smocks stood alongside each other, the sound of humming machinery and chatter resonated in a huge processing plant in the rural, mountainous region of San Juan Sacatepequez, Guatemala.

Their hands quickly shuffled french beans, and from above they looked like casino card dealers in a high-stakes game. On a platform, stood Tulio Garcia, general manager of San Juan AgroExports.

Time is of the essence for Garcia. AgroExports is Guatemala's leading producer and exporter of snow peas, french beans and sugar snap peas. The company provides more than 30 percent of snow pea imports to the U.S. alone and each week exports at least four refrigerated containers bound for U.S. East Coast ports.

The journey from the fields of rural Central America to the processing and packaging plants then on to the dinner tables in America is complicated and entails a series of logistics and transportation challenges. No small feat, the key is reliable, secure and efficient transportation, especially in those critical first hours after fresh produce is picked and packaged.

If fruits and vegetables aren't loaded quickly into high quality refrigerated containers (reefers) and handled properly by the transportation company, the results could be disastrous. And the work of an entire season can literally rot by the time the product arrives in the U.S.

(Below) Thick vines of chayote, a type of gourd, seen growing in the Costa Rican valley below.

Garcia, like dozens of other Central American farmers and fresh produce exporters, relies on the service and experience of Crowley. With more than 3,000 modern refrigerated containers in the trade, frequent sailings from multiple ports, a subsidiary that specializes in the customs clearance of produce into the U.S., and a team of transportation and logistics professionals in both Central America and the U.S. to handle any issue, customers say Crowley has set the standard for excellence in transporting perishable cargoes in the region.

"We feel that Crowley provides magnificent service. Their team practically works at all hours to ensure our products arrive in optimum condition," Garcia said. "It really feels more like a partnership. The service is punctual and we always get the best equipment."

The Produce Basket of America

The rich, fertile valleys and lush mountains of Central America are an ideal location for the cultivation of fresh fruits and vegetables. However, it wasn't until about a decade ago that farmers in America and around the world recognized the region's potential to be a major force in the agricultural industry.

As property values increased in many states, including agriculturally-dependent California and Florida, it became clear to farmers that agriculture didn't secure enough profit to cover both support operations and rising property prices for expansion. It was more valuable to sell the farm



“We’ve seen many companies grow tremendously over the last several years. This is not only due to the quality of the produce but the proximity to the U.S. market.”

– Charlie Dominguez, Crowley

land at the increased property values to developers and reinvest in land elsewhere. Central America proved to be an ideal location.

The proximity to the U.S., the quality of the land and an unlimited workforce was tempting to farmers that wanted to expand and grow their business, especially when Central America land was significantly cheaper than U.S. land, explained Charlie Dominguez, vice president of sales for Crowley’s Latin America service.

The diverse landscape and climate of the different Central American countries also contribute to the region’s high quality and wide array of fresh fruits and vegetables. Each country in the region offers a variety of produce: pineapples and bananas in Costa Rica; hydroponic peppers, Chinese vegetables and bananas in Nicaragua and peas, broccoli, carrots, cauliflower and melons in Guatemala. Cucumbers and vegetables dom-

inate the Honduran farming markets and nearby Panama grows an assortment of produce including pineapples and bananas. Additionally, each country also offers its own tropical fruits and speciality vegetables to the American market.

The importance of the agricultural industry in Central America continues to grow. In Guatemala, 50 percent of the total labor force works in agriculture totaling 13.1 percent of the gross domestic product (GDP); in Nicaragua 29 percent of the labor force works in agriculture and the industry produces 16.9 percent of GDP; in Honduras 39.2 percent of the workforce is employed in agriculture accounting for 13.1 percent of the GDP. In Costa Rica, the numbers are significantly lower but still crucial

(Below) Hundreds of workers package bags of french beans at an AgroExports plant in Guatemala.



“The service has been excellent and very personalized. Crowley has always watched out for our needs and best interests and has always provided us with the newest and best equipment.”

– Jesus Mora, Alimentos Sumar

for the country's economy - 14 percent of the labor force is in agriculture with a 6.5 percent contribution to the GDP.

These numbers illustrate a multi-billion dollar industry that benefits both the U.S. and Central America. The same farmers who cultivate the fruits and vegetables served to American families also purchase American-made machinery, tools and farming supplies to make their business more efficient. They also purchase imported consumer goods and department store merchandise for their families.

AgroExports in Guatemala is a vivid example of how the agriculture industry in Central America has grown exponentially to support the demand for fresh fruits and vegetables in the U.S. In 1993, the company produced 400,000 pounds of fresh produce. In contrast, this year the company, which directly and indirectly employs 30,000 workers, estimates

Marco Antonio Crespo, agronomic engineer for AgroExports in Guatemala, explains to Crowley Sales Executive Ana Maria Vielman that pigeon pea plants naturally repel certain bugs and pests without harmful chemicals.

it will export at least 35 million pounds of product. At least 60 percent of the cargo will end up in U.S. homes and restaurants, like the popular chain Darden, which boasts over 1,700 restaurants including Red Lobster, Olive Garden and LongHorn Steakhouse.

Costa Rica, the world's leading pineapple producer and second largest banana producer, has also seen tremendous growth.

Grupo Acon, one of Costa Rica's leading family-owned pineapple exporters, and a Crowley customer, is no exception. With several farms throughout Costa Rica, Grupo Acon ships thousands of containers each year bound for the U.S. and Europe combined.

“The variety of fresh fruits and vegetables produced in Central America is incredible and really limitless,” said Dominguez. “We’ve seen many companies grow tremendously over the last several years. This is not only due to the quality of the produce but the proximity to the U.S. market.”

In other countries like Nicaragua, innovation has driven growth. Hidroponicas de Nicaragua located in Matagalpa, which launched operations in November 2005, boasts a state-of-the-art greenhouse operation



where peppers are cultivated using hydroponic technologies instead of traditional methods. This method of farming – which can also be seen at Disney’s Epcot Center in Orlando, Fla. – not only provides a more controlled environment for the fruit, but is also an environmentally sustainable way of farming. This year the company is experimenting with hydroponic tomatoes.

On average, Hidroponicas exports 100 to 120 tons of peppers each year comprising approximately 85 percent of all peppers exported to the U.S.

The region is not only a powerhouse producer of fresh produce but is also exploring various environmentally conscious initiatives.

Organizations like Universidad EARTH in Guacimo, located in Costa Rica’s Limon province, provide education to students from more than 25 countries on how to confront environmental and social challenges in the agricultural industry by using science and technology to promote more sustainable and responsible ways of farming. The institution’s real-life farming project is its own environmentally friendly banana farm. Bananas from the farm are sold and exported to U.S. companies via Crowley and help fund the non-profit school.

Companies like AgroExports, also offer job opportunities and improved quality of living for people employed in farming operations by supporting local education and providing medical care to workers and their families.

From Central American Farms to American Dinner Tables

“The American market is the most important market for our business,” said Garcia of AgroExports. His sentiment isn’t rare in Central America.

(Right) Workers cut bunches of bananas off the vine at Universidad EARTH in Guacimo, Costa Rica. **(Below)** Workers package chayotes, a type of gourd, at a B&C Exportadores facility in Ujarras, Costa Rica.





Agriculture and the delivery of fresh goods to America is huge business. It's also a tough business. About half-a-dozen logistics and liner providers offer refrigerated containers and transportation of perishable cargo. But, simply providing a box isn't enough.

In the present business climate, providing the most innovative, energy-efficient and reliable refrigerated containers combined with impeccable customer service is what top companies are looking for.

Crowley elevated service to a new level by forming a special reefer team to focus on a suite of service offerings designed to make life easier for the customer. Crowley can provide services such as transportation management, inland transportation across Central America and throughout the U.S., customs clearance, fumigation, cargo consolidation and 24-hour e-freight management capabilities via the company's web site. Crowley offers all these ser-

(Top left) A young pepper plant at Hidroponicas de Nicaragua.

(Top right) Hidroponicas uses environmentally friendly hydroponic technology to grow thousands of pounds of peppers each year.

(Below) Arnulfo Rodriguez, left, Hidroponicas, explains to Crowley General Manager Santos Velazquez how peppers are cultivated.



“Every year, we look forward to the challenge of our heavy produce season. There are so many pieces which need to fit together in order to achieve a successful operation for our customers.”

– Jack Hudson, Crowley

vices to ensure valuable produce arrives to the U.S. in top condition for optimum shelf life.

Rene Gross, Crowley sales executive in Costa Rica, explains the importance of transportation by comparing fruit and vegetable transportation to transporting a “living, breathing” thing.

“As soon as a fruit or vegetable is picked, the produce enters starvation mode and begins to slowly die. During that process, the fruit begins to use its own sugars for energy. That’s why temperature control is so crucial in slowing down the ripening process,” said Gross. “Controlling the temperature during transportation is the single, most important aspect in the process.”

To ensure this, Crowley offers three different types of 40-foot high cube refrigeration units to serve the unique needs of customers in the diverse produce business. The containers are strategically placed where customers need them the most. Temperatures are monitored throughout transit. The company offers Thermo King Magnum® refrigeration units – the most energy-efficient, environmentally friendly box, particularly to ship fruits and vegetables that require deep-frozen temperatures. The box can hold temperatures at -31°F and uses an environmentally friendly refrigerant, which reduces overall energy consumption by an average of 30 percent.

The Carrier EliteLINE™ refrigerated containers offer a one-of-a-kind

scroll compressor technology. Efficient and reliable, EliteLINE™ has a low rating for global warming and has a zero ozone depletion potential. In November, Crowley took delivery of 400 new Carrier PrimeLINE™ containers. The containers offer the same design as the EliteLINE™ containers, but use 16 to 20 percent less energy, therefore reducing the company’s carbon footprint.

In all, Crowley will have 3,000 refrigerated containers available for the beginning of Central America’s heavy produce season, which occurs during the winter when U.S. grown produce slows or is not readily available.

Customers like Jesus Mora, of Alimentos Sumar, a fresh-frozen fruit and vegetable producer appreciate Crowley’s continuous commitment to having the best equipment and customer service.

“The service has been excellent and very personalized. Crowley has always watched out for our needs and best interests and has always provided us with the newest and best equipment. With Crowley, I just leave the container outside to be picked up and I don’t have to worry about the container,” Mora said.

Logistical challenges are also commonplace in this market. Jack Hudson,

(Below) Crowley refrigerated container being loaded with bananas at Universidad EARTH.



“We feel that Crowley provides magnificent service. It really feels more like a partnership. The service is punctual and we always get the best equipment.”

– Tulio Garcia, San Juan AgroExports

Crowley manager of equipment logistics, helps ensure the right Crowley equipment is in place at the right time.

Working alongside the Crowley reefer team, comprised of country managers and operations managers in Crowley offices in Central America and intermodal staff in the U.S., Hudson's team helps position containers based on customer needs and anticipated moves – especially during the peak produce season which spans December to May. Janet Ramos, director of corporate accounts; Jose “Pepe” Chirinos, manager of area accounts; Nelly Yunta, general manager of Customized Brokers and Mike Hopkins, vice president of operations are all key members of the team and play a critical role in ensuring the right equipment is in place to meet customer demands.

“Every year, we look forward to the challenge of our heavy produce season,” Hudson said. “There are so many pieces which need to fit together in order to achieve a successful operation for our customers. Our equipment team has key players in every country Crowley serves and we all need to be on the same page every day.”

To enhance service to perishables importers, Crowley recently acquired Customized Brokers, a company specializing in customs clearance for
(Below) A refrigerated container unloading in Port Everglades, Fla.

perishable cargo entering the U.S. Customized Brokers not only offers logistical support to produce farmers but also offers services like assistance with FDA inspections and fumigation of fruits and vegetables. The company clears about 40 percent of all the produce that enters Florida ports.

Both Crowley and Customized Brokers have C-TPAT certifications (Custom-Trade Partnership Against Terrorism), which means customer cargo receives extra-quick clearance through U.S. ports and airports. Fully validated in the program by U.S. Customs, Crowley's and Customized Brokers' cargoes are automatically available for priority entry and clearance. And if by chance the cargo requires inspection, it is scheduled before the cargo of non-program participants.

With access to multiple ports in Central America and the U.S., Crowley has the flexibility to reroute shipments to other locations in case of natural disasters or other unforeseen circumstances.

All these extra services worked wonders for Hidroponicas when they first began operations almost five years ago. Personnel from the Nicaraguan company nervously watched as Hurricane Katrina battered the U.S. Gulf Coast. The company needed to transport peppers from Nicaragua to a Gulf port, then have the peppers trucked from the U.S. to Canada in less



(Right) A worker pushes pineapples through the washing area at the Grupo ACON facility in Costa Rica. (Below) Hundreds of boxes of pineapples are packaged each day at the Grupo ACON facility for supermarket chains across the U.S.

than 72 hours.

After the storm, the company called carrier after carrier. And then they called Bernabe Salgado, a Crowley senior account executive.

“We went from one ocean transportation company to another and no one could offer us service,” said Arnulfo Rayo Rodriguez, of Hidroponicas. “From the get go, Crowley offered excellent service and they didn’t hesitate in helping us find a solution.”

During Hidroponicas’ first year, Crowley moved 80 containers from Central America to Gulfport, Miss. and handled trucking to Canada – all without compromising the quality of the peppers.

Success stories like these are what keep customers like AgroExports with Crowley.

“We feel very motivated. Frankly, we believe we’re in the right country, the right business and working with the right people,” Garcia said. [Connections](#)

Quick Facts

- Crowley’s container fleet consists of more than 40,000 quality units, 3,000 of which are refrigerated.
- Customized Brokers offers many services including customs clearance in all ports, 24/7, 365 days a year; fumigation; local and over the road trucking; FDA clearance and more.
- Five sailings per week from Port Everglades to Central America and three between Gulfport and the region.
- C-TPAT certified and validated.



Funding Dreams with **Scholarships**

By Mabel Perez



Josseline Vanessa Leiva Flores has Internet in her home for the very first time in her life. The Universidad de San Carlos of Guatemala student is also the first person in her family to go to college.

The eldest of three siblings and native of Livingston, Izabal in Guatemala, can't help but smile as she described what it means to go to college and get an education, especially for someone from modest means.

The 18-year-old applied to the university last year and was in the process of filing for student loan assistance when Economics Professor Juana Isabel Galdamez Mendoza told her about the Thomas B. Crowley Sr. Memorial Scholarship.

"The fact that her (Leiva Flores) parents always accompanied her to the university and demonstrated an interest in her future struck me," said Galdamez Mendoza. "When the opportunity arose and we formed a friendship, I told Josseline about the scholarship."

After talking with her parents, Leiva Flores applied for and was granted the prestigious scholarship.

"My parents have always encouraged me to do my best and get an education," said Leiva Flores. "Financially, Crowley has allowed me to focus on my education instead of worrying about how to pay for transportation, photocopies, books or my classes. And because I have a Crowley scholarship, I feel motivated to work hard for my goals and be an example to my siblings." Leiva Flores' story is unique, set against the backdrop of a Guatemalan port town, in a community where life can be tough and opportunities rare. Yet, the optimism in her voice is crystal clear. Her goal is to graduate college with a degree in business administration, become a manager for a company in the Puerto Barrios or Santo Tomas de Castilla area and to one day open a restaurant serving traditional Garifuna cuisine.

Opening Doors for Bright Students

Since 1984, Crowley has played an important part in the lives of more than 200 students studying at maritime academies and other select institutions across the U.S., Central America and the Caribbean. These students have received more than half-a-million dollars in Crowley scholarship funding.

The scholarship program began informally at first, but over the years has grown as Crowley Chairman, President and CEO, Tom Crowley Jr., has directed the company to present scholarship dollars to deserving students in the name of his father Thomas B. Crowley Sr., who guided the company to extraordinary heights before passing away in 1994. The company has also

“Financially, Crowley has allowed me to focus on my education instead of worrying about how to pay for transportation, photocopies, books or my classes.”

**– Josseline Vanessa Leiva Flores,
Scholarship Recipient**



Scholarship recipient Josseline Vanessa Leiva Flores attends the Universidad de San Carlos of Guatemala

“It is very rewarding to see that our scholarships help so many individuals; not just the recipients, but their families and their communities.”

– Zoraida Jirau, Crowley

donated more than \$2 million over the years to support other educational programs.

Zoraida Jirau, director of international human resources, was part of the team that awarded the first scholarship in Puerto Rico in 1984. At the time, she was very excited for the opportunity to help exemplary students from modest means attend college. Today, she reflects on the difference Crowley has made.

“It is very rewarding to see that our scholarships help so many individuals; not just the recipients, but their families and their communities,” Jirau said. “Our scholarship program is leaving a footprint in different parts of the world, helping hundreds of students achieve their dream of a college education.”

In Puerto Rico, Raquel Berrios Correa, who was awarded the Thomas B. Crowley Sr. Scholarship in 2004, and continued to receive the annual scholarship until graduation, recently graduated with honors from the University of Puerto Rico with a bachelor’s degree in business administration and marketing.

The exemplary student represented the institution at the American Marketing Association’s International College Conference in both 2007 and in 2009. During the 2009 conference, the University of Puerto Rico’s Rio Piedras chapter, in which Berrios Correa was president, was awarded the Marketing Week Outstanding Chapter Award.

“Crowley helped me to accomplish one of the biggest goals of my life. Thank you for giving me that great opportunity,” she said. “I recognize that Crowley’s initiatives help students achieve goals and truly encourage students to build professional backgrounds in the Puerto Rican community.”

University and college officials from institutions with Crowley scholarship recipients have also been impacted.

“The Thomas B. Crowley Sr. Memorial Scholarship has been a fundamental part of our scholarship program at Williams-Mystic since 2003. As of this coming spring 2009 semester, 15 students from 12 different colleges – including

Dartmouth, Wheaton, Mount Holyoke, Emory, Bryn Mawr, and Swarthmore – have attended the Maritime Studies Program because of the Crowley scholarships,” said Dr. James T. Carlton, director of Williams-Mystic and a professor of Marine Sciences at Williams College.

The Williams-Mystic Maritime Studies Program at Williams College is a one-semester interdisciplinary ocean and coastal studies program integrating marine science, maritime history, environmental policy and literature of the sea available to students from a variety of majors.

The Crowley scholarship program doesn’t just offer financial assistance to students studying at maritime academies but also to students majoring in other business-related programs like business administration, accounting, logistics, marketing and human resources, to name a few.

Earlier this year, Steven Hoag, a first-year business major at the University of Washington, was awarded a Crowley scholarship. Hoag, who has made the University of Washington’s Dean’s List, is also an active member of the fraternity

Eric Bateh, scholarship recipient and planner for Crowley’s intermodal operations, with Inland Operations Supervisor Nadine Alexander.



Alpha Sigma Phi and in his free time enjoys weightlifting, rugby, current events and history.

“Many people are unable to attend a university, simply because of the financial stress it places on their families,” Hoag said. “Thanks to Crowley though, many bright, young minds are financially enabled to do so, thereby unequivocally improving their futures.”

Scholarship recipients also display Crowley’s values and commitment to diversity.

Tirhase Haddis, a business major also studying marketing and human resources management, is the vice president of the Association of Black Business Students and a student ambassador for the Office of Minority Affairs and Diversity at the University of Washington. While her long-term goal is to work in the international health care and education non-profit sector and not the transportation or logistics business, Crowley still supports her and students like her, who are committed to making a difference in their communities.

“Providing educational assistance is one component of Crowley’s corporate social responsibility initiatives,” said Susan Rodgers, Crowley senior vice president of corporate services. “We’re providing a hand up to young people who are committed to working hard to succeed in life and to be productive members of society. We recognize that some of these students will go on to be key contributors in the maritime, transportation and logistics industries, and that some might even

come to work for Crowley.”

In 2006, the Crowley scholarship program expanded to Central America and to date has provided financial assistance to approximately 20 students in Guatemala, Honduras, El Salvador, Costa Rica and Panama. In 2010, Crowley will expand the program to Nicaragua.

For Loyda Rivera, outgoing director of international human resources, laying the groundwork for the program was an honor.

“Crowley has been able to make a positive difference in the lives of others in Central America by providing an educational opportunity to students who want to attend college, and cannot do it due to financial needs. For most of their families this has been a blessing and their only hope to be in a better socioeconomic position in the future,” Rivera said.

Just ask Francisco Sicar Pirir, 23, a Universidad de San Carlos student in Guatemala City. He attended one year of college years ago and later dropped out to work and help his parents and

family financially. When he finally decided to return to the university, he applied for a Crowley scholarship and received it based on his academic record and financial need.

A native of the San Juan Sacatepequez area, Sicar Pirir knows he’s one of few young people in his town who are able to go to the university.



Scholarship recipient Alesi Alapa, a Hawaii native, is a marine engineering technology major at the California Maritime Academy.



Scholarship recipient Todd Michel, a senior at the California Maritime Academy, is seen at the bridge simulator in the academy’s new Simulation Center.

“Many people are unable to attend a university, simply because of the financial stress it places on their families. Thanks to Crowley though, many bright, young minds are financially enabled to do so ...”

– Steven Hoag, Scholarship Recipient

One of five children, he understands the significance of getting an education.

“My parents feel very proud and because of that I work even harder so I don’t disappoint them. My goal is to raise the standard of living for my family. The truth is, I am so happy with Crowley for helping me achieve my goals. I not only have a responsibility with my family but also with the company,” said Sicar Pirir.

Life After College

Jill Harris was a biology and environmental studies major from Dartmouth College when she participated in the Williams-Mystic program in 2003 and received a Crowley scholarship.

“My experiences at Williams-Mystic were certainly formative. I love natural science, but I learned how important it is to pay attention to people. We’re the ones who depend on the ocean, so it’s critical to understand people and social systems in addition to ecological systems. I’m also an educator, and my Williams-Mystic professors were excellent role models for me as I develop my own teaching style. It was tough to fit a semester at Williams-Mystic into my

undergraduate career, and I really appreciate the support from Crowley,” Harris said.

After Dartmouth, Harris taught high school math and did marine science research for two years in the Bahamas before earning a master’s of marine affairs from the University of Washington for her research of the management of a network of small, community-based marine reserves in the Philippines.

The former Crowley scholar is currently working on her doctorate in marine biology at the Scripps Institution of Oceanography. Harris is researching coral reef ecosystems and how fishing, coastal development and bleaching affects the ecology of reefs.

Eric Batch, a Crowley planner for intermodal operations, was an accounting major at the University of North Florida in Jacksonville when he became interested in logistics and transportation. And in 2007, when he switched majors he learned about the Crowley scholarship and applied.

Batch, a longtime Jacksonville resident, had seen the Crowley containers around town but it wasn’t until he met with Crowley human

resources representatives that he realized all the opportunities available.

“When Crowley awarded me the scholarship I said ‘wow’. And when I was told about the possibility of an internship to go along with the scholarship, I knew it was golden. I could see all the opportunities and the doors that were opening for me,” he said.

In the summer of 2008, Batch began an internship in Crowley’s intermodal department that stretched into the winter. When he graduated in December 2008, he was offered a position within the company.

“During my internship I had great supervisors and great co-workers. I felt at home with Crowley and obviously, I was grateful I received a scholarship.”

Other Crowley scholarship recipients have also had an opportunity to work for the company after graduation. In Alaska, William Dick and Kalin Downing, both Crowley scholars from the California Maritime Academy, are working as second mates in Valdez. George Fleischfresser, a Massachusetts Maritime scholarship recipient is working as an able-bodied tankerman/trainee mate in Western Alaska.

More than 3,000 miles away, in Los Angeles, U.S. Coast Guard Lt. Junior Grade Tyler A. Stutin reinforced the importance Crowley had during his studies at the U.S. Merchant Marine Academy at Kings Point.

In 2006, Crowley awarded Stutin a scholarship and in 2007 he received the Crowley Maritime Security Enhancement Award for his interest and aptitude in the area of port, maritime or transportation security. Recently, he was among only three officers selected to participate in the Coast Guard’s Merchant Marine Industry Training Program. The program places Coast Guard officers in the maritime industry to help officers better understand the industry the agency regulates. Stutin hopes to complete his internship at Crowley.

“The Crowley scholarship program holds a special place in my heart and is something for which I am extremely grateful,” Stutin said. “While still at the Academy, the support of Crowley was crucial in helping me to under-



stand the true nature of the intermodal transportation system that we all serve and gain a global perspective grounded in actual operations, tempered by an awareness of modern constraints like security, environmental and economical issues.”

Crowley scholarships have been awarded to students from California Maritime Academy, the United States Merchant Marine Academy, Maine Maritime Academy, SUNY Maritime College, Texas A&M University at Galveston, Massachusetts Maritime, Williams College and Mystic Seaport, University of North Florida, Florida State College in Jacksonville, Webb Institute, University of Washington and dozens of other universities and colleges in Puerto Rico, Alaska and Central America. [Connections](#)

Quick Facts

- Since 1984, Crowley has provided scholarship funding to more than 200 students across the U.S., including Alaska, as well as Central America and the Caribbean.
- In 2006, the Crowley scholarship program expanded to Central America and to date has provided financial assistance to approximately 20 students in Guatemala, Honduras, El Salvador, Costa Rica and Panama.
- In 2010, Crowley will expand the program to Nicaragua.
- Over half-a-million dollars has been awarded in scholarships to date.

Jill Harris, a Thomas B. Crowley Sr. Memorial Scholarship graduate of the Williams-Mystic Maritime Studies Program at Williams College, is seen on a recent dive trip in Bonaire.



Scholarship recipient U.S. Coast Guard Lt. Junior Grade Tyler A. Stutin at graduation, with U.S. Merchant Marine Academy staff Captain Robert Allee, Captain Douglas Hard, and Captain David Moskoff.

Historical Perspective

1986



Crowley began serving the Central America cargo trade in the late 1980s when the company acquired Coordinated Caribbean Transport (CCT), a shipping line that had entered the market in 1961. Crowley changed the company name to Crowley Caribbean Transport allowing for the continued use of the CCT acronym. Port Everglades, Fla., shown in the late 1980s picture above, was, and remains, the company's key strategic U.S. port for serving the region. Crowley also serves Central America from Gulfport, Miss.