

Connections

THE CROWLEY MAGAZINE

ISSUE 1 2009

PROJECT CARIBBEAN

It's all in the details.



People Who Know



Those of you who know Crowley, know that we talk often about our investment in vessels, equipment and facilities – the hardware that helps us serve our customers. Today I'd like to highlight the investment that we are making in our people and our commitment to organizational learning and employee development.

Customers tell us that our employees are what differentiate us from our competitors. The operational knowledge and customer dedication of our people is legendary. That is why we continue to invest in training and education, especially during these challenging economic times.

For each level of responsibility within the company, we have set baseline expectations for competence. Supervisors and employees are encouraged to work together to set the course for individual career development. To help us promote ongoing learning, we have a company-wide goal for every employee to receive a minimum of 20 hours of training per year.

Our senior leadership team has also made a commitment to their own professional development and recently we invested two full days in the new performance management session, Mind the Gap, in advance of offering the course to all levels of our management. The purpose of this training is to give our supervisors and managers the skills to effectively communicate expectations and standards for performance, while reinforcing the values and principles of Leading One Crowley (explained further on page 18) in every day behaviors.

Most important to the organization, is the safety of our employees. We want to ensure that every employee, whether on a vessel, terminal or in an office, fully understands real and potential hazards of the job, as well as best practices for safe behaviors. We are currently underway with additional training resources to add to our wide menu of programs, including new hire orientation and computer based safety training that will provide job specific learning.

For our employees, some of the best learning happens one-on-one as we work together to coach and support new skills, improve our use of technologies and share critical information. Our customers benefit from our ability to communicate and share best practices across business lines and within our own teams. With the learning culture we have in place, I can confidently say that the Crowley people you deal with are some of the best prepared and most safety oriented in the industry.

Until next time, have a safe summer, and enjoy this issue of Connections.

Sincerely,
Tom Crowley
Chairman, President and CEO

Connections

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Better have them covered when shipping project cargo to the Caribbean

By Mark Miller

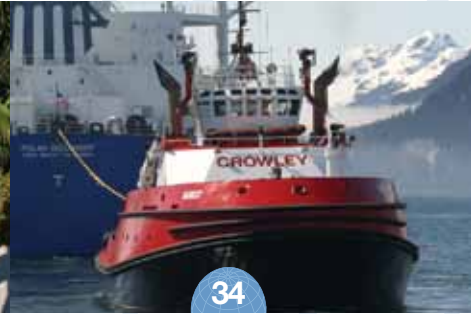


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On the Cover: Crowley triple-deck barge and Lo/Lo vessel docked in St. Thomas, USVI

Oops! We goofed. In Issue 2 2008, on page 9, we mistakenly identified MD Mozibur Rahman as Yahn Van Uliet.

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Details. Details.

Better have them covered
with projects in the Caribbean

By Mark Miller

It's 5:30 in the morning in the Caribbean and the sky is already beginning to glow in anticipation of sunrise and a new day. The Crowley container-ship *Ocean* is on approach to St. Croix after an overnight trip from St. Thomas. The pilot boat pulls up alongside the steaming ship and the pilot scurries up the ladder and then up to the bridge to meet Capt. Mokdad. After exchanging pleasantries he begins to provide instructions to the captain to help him navigate the two sharp turns necessary to keep the 515-foot ship safely in the channel and to the berth.

As the sun eases above the horizon, it reveals on the top deck of the ship, a potpourri of large, oddly shaped cargo unable to fit in traditional containers. In the trade this is called project cargo, or NIT (not in trailer) cargo, because it is usually shipped in support of some type of construction project or special event and it usually requires extra care and handling. On this particular voyage in early May, there were 40-foot flat racks of lumber, a school bus and a small concrete building – part of a communications tower – all going to St. Croix; bulldozers, excavators, lift trucks and several large underground fuel tanks going to Trinidad; 40-foot flat racks of steel beams for Barbados – and that was just some of the cargo visible to the naked eye. Below, inside some of the shipping containers, were building materials and live plants for a new resort on Anguilla, forklifts for one of the world's largest refineries in St. Croix, lumber for a hardware store in St. Maarten and much more.



"We met with each carrier and the people we would be dealing with. The Crowley proposal knocked everyone over. We could see there was a higher standard of service."

*- John Manning, Kraus-Manning Construction
& Development Services*

Project cargo is critically important to the people of the Caribbean because virtually everything needed for construction, maintenance, special events and the like, must be shipped in from elsewhere. The importance of receiving project cargo on time and in good condition is magnified even more when, for example, contractors have labor standing by ready to do a job and they need containers of tile flooring and lighting fixtures; or when a television network has a broadcast scheduled from the islands and needs the satellite uplink truck and mobile studios there to bring the program to their affiliates.

"Building is quite different in the Caribbean compared to the United States," explained John Manning, a principal with Kraus-Manning Construction & Development Services, which has managed construction of several high-profile resort properties in the Caribbean. "A resort in the U.S. might take 18 months to build, while the same resort in the Caribbean would probably take 30 months. In the U.S. the project is more likely to be built out in one phase, where in the Caribbean it is more likely to be phased construction."

"Another difference – take St. Thomas for example – as populated and westernized as the

island is, you can't count on going out and buying building materials you didn't order and didn't have delivered," he said. "You have to have everything on hand – all the nuts and bolts. There are thousands of pieces that go into a project and you have to plan well ahead of time to get them all there when and where they are needed."

The margin for error – both from a timing and safe delivery standpoint – is very small, yet Crowley has managed to establish itself as a trusted, project cargo shipping specialist and a partner to companies engaged in many of the most significant construction projects and events in the islands.



Marriott's Vacation Club Resort at Frenchman's Cove St. Thomas, USVI

The Marriott project, consisting of 221, two- and three-bedroom time-share vacation villas and related amenities, started in 2004 and is being built out in phases. The first building opened in 2007 and the project is scheduled for completion by 2013. The resort rises from sea level up a hillside over 100 feet, and overlooks the Caribbean Sea and the entrance to the harbor at Charlotte Amalie.

Kraus-Manning was hired by Marriott to be the contract managers for the project, which involves overseeing the purchasing and transportation of construction materials from the U.S. to St. Thomas along with managing all facets of the project with the subcontractors. Manning said he knew where to turn for help with their transportation needs based on his prior experience with Crowley.

"We first came to know of Crowley around 2000 when we solicited proposals from various carriers to handle the Ritz Carlton (St. Thomas) project move," Manning said. "Since we represented the owner, we needed to look out for their best interests. We met with each carrier and the people we would be dealing with. The Crowley proposal knocked everyone over. We could see

there was a higher standard of service."

"With Crowley, we felt more comfortable knowing when and where materials would be coming from," he said. "Kraus-Manning was not set up to be a material expeditor and consolidator. But with Crowley we could ship material, have it tracked, have it transported from the port in St. Thomas to the construction site ... the whole nine yards. Crowley offered services throughout the whole process. I didn't have anyone on my team that could do that. Nor did I necessarily want someone on my team doing that."

The key person in the Crowley organization for Kraus-Manning is Customer Service Supervisor Holley Hendrix.

"We are a one-stop shop for virtually every cargo transportation or logistics need they might have," said Hendrix. "We handle the bookings, coordinate the moves, prepare all the paperwork and backup documentation for the freight forwarder and broker, generate bank drafts and spreadsheets, and on and on."

"They are into big-time construction management and they don't want to spend a lot of time dealing with 15 different people and all the logistics and transportation issues," she said. "They give that responsibility to me and I run with it. In a way, I am an extension of their staff."



(Above) Sal Menoyo, Crowley's general manager in the Caribbean, directs the activities of Crowley agents and connecting carrier partners to ensure superior service.

(Below – Left to Right, Top to Bottom)
 1. Crowley containership *Ocean* in St. Thomas 2. Large underground fuel tanks destined for Trinidad 3. Lashers in St. Thomas 4. Excavator loaded on one of Crowley's 40' flat racks 5. Lashers on the *Ocean* 6. Lumber offloaded in St. Croix 7. Corrugated metal offloaded in St. Thomas 8. Project cargo loaded on the *Ocean* for transit to Trinidad.



"We've found that everyone at Crowley works together," Manning said. "It's a very seamless organization. With your competition I sometimes felt like I was dealing with used car salesmen ... you know ... 'we can ship a container for X dollars less' ..."

"When we work with Crowley we see a very organized process," he said. "You always know where you stand. The billings are clean and clear. In fact, many of the contractors we work with have moved over to Crowley based on the service they have seen us receive."

TV, Movies, Concerts and Special Events

Larry LeBlanc, owner of LeBlanc Enterprises, a production logistics company, has used Crowley for many of his shipments involving mobile production equipment, uplink trucks, mobile studios, camera and editing equipment, staging, props, generators and other materials for news, sports, special events, movies and concerts in the Caribbean and Latin America.

One such high-profile sporting event was some of this year's World Cup soccer qualifying matches involving the U.S. team in the Caribbean and Latin America.

Marriott's Vacation Club Resort at Frenchman's Cove St. Thomas, USVI overlooks the Caribbean Sea.

The shipments involved multi-million-dollar production equipment needed by ESPN. Over several weeks, Crowley was called upon to transport the cargo from the U.S. to Barbados and back; from the U.S. to Guatemala and back; from the U.S. to Cuba and back, and finally from the U.S. to Trinidad and back.

In another recent project, LeBlanc Enterprises, working with Crowley, provided shipping and logistics services for the Michael Jordan Celebrity Golf Tournament in the Bahamas; a weeklong charity event where celebrities are paired with pro golfers. In this case LeBlanc's shipment consisted of 12-18 containers, and included production equipment, sets, scenes and props.

LeBlanc and Crowley have also paired to transport all of the mobile production equipment, uplink trucks, mobile studios, camera and editing equipment, staging, props, generators and other materials for the Regis and Kelly show when it broadcasts internationally.

"We offer complete logistics services," LeBlanc said. "We can make all the arrangements – from ocean or air transportation, to handling the customs clearance to satisfying any special requirements that might be necessary within each of the countries in the Caribbean and Central America."

"Crowley is like family to me," LeBlanc said.

"Crowley has played a major role in the development of my company. When we started, we were doing about one project every 90-120 days. From 2005 through 2008 we built that to two or three movements a month, and that is a blessing. It's tailed off a bit today with the economy being down, but it is coming back."

"My philosophy is to provide a complete business model based upon overall supervision of equipment as it moves from start to finish," he said. "Part of that approach is to be involved with the loading and discharge process. I try to impress upon everyone associated with the operation that the cargo must be treated with the kind of care it requires."

That includes everyone associated with the move at Crowley – from the administrative personnel to the dockworkers who handle the loading and unloading of the cargo.

"I am very hands on," LeBlanc said. "I communicate with everyone associated with the shipments, including the folks handling the booking, customer service and other paperwork. I try to heighten everyone's awareness and sensitivity to the fact that they are dealing with a special project and not a regular move. I focus on the details because moving this type of cargo properly will make the difference in a successful production, which is what our clients expect."



Viceroy Resorts & Residences, Anguilla, British West Indies

The Viceroy on Anguilla overlooks turquoise bays and consists of 166 units ranging from 500 square-foot studios to more than 6,500 square-foot five-bedroom villas plus all the amenities. The residences are being sold, but when not being used by the owners, the property management company rents the property to visitors.

“This is a one of a kind project in the Caribbean,” said Alex Samek, director, acquisitions and development for the KOR Group, a privately held real estate investment firm, which contracted with Centra Worldwide and Kraus-Manning to manage construction of the resort. “It will be another 10 years before another project like this is done.”

The 35-acre tract was purchased in Dec. 2004. Samek said that they pre-sold a record \$180 million in properties during May 2005, and to date have sold about \$230 million. With the project about 85 percent done, he said the company plans to begin opening as early as July 2009 and should be completely done with the project by November.

“We ship the majority of the items we need with Crowley,” said Chris Kennedy, project manager for Suddath Hospitality Solutions, Centra’s parent company.

Cargo, some of it from around the world – like tile from Italy and Turkey and windows from Bosnia – is taken into a Miami warehouse and consolidated for shipment with Crowley. Ships sail from Port Everglades on Thursdays arriving in Anguilla on Mondays, and then the loads are brought from the port to the job site.

“The general cargo flow starts three weeks out when contractors tell us what they are going to



need,” Kennedy said. “We tell the warehouse and they generate the packing list. The materials are loaded and shipped on their way.”

Although transportation takes just a few days, Kennedy prefers a two to three week cushion. He says there could be delays due to weather, or customs clearance issues – even extreme tides in Anguilla, which can limit vessel accessibility.

The challenges of project cargo work in the Caribbean are not lost on Kennedy.

“The biggest eye opener is that people don’t think they’re on an island where it’s difficult to get stuff,” he said. “They think they’re in Miami where they can get whatever they need overnight

Mobile production trailer loaded on a 40’ flat rack.

via FedEx. It takes three days to get something here by FedEx. We’ve actually had instances where we’ve told our people to put something on the Crowley ship, especially if it’s on a Wednesday, because it will get here about as fast since the ship is here on Monday.”

100-Ton-Per-Day Incinerator, Tortola, BVI

With little land available to serve as a landfill, the government of the British Virgin Islands recently contracted with Crowley to transport a



Phillip Day, sales manager for the Viceroy Resorts & Residences in Anguilla, British West Indies.



"The movement of this massive unit was a team effort from both Crowley's logistics and liner services groups. The loads were over dimensional and therefore required special permitting for their road transit in the U.S."
- Bob Weist, Crowley

new 100-ton incinerator from Richmond, Va. to Tortola to replace a 40-ton unit that had exceeded its capacity.

The 42 individual pieces comprising the incinerator were handled with specialized equipment including 10 flatbeds and four open-top containers. The largest of the pieces was 30 feet long and 13.5 feet high and wide and weighed 80,000 pounds. The total weight of the incinerator, which is scheduled to come on line in late 2009, was more than 235 tons.

To minimize risk of damage, Crowley handled the cargo on a Roll On / Roll Off (Ro/Ro) basis, sending the incinerator by barge to St. Thomas via San Juan, Puerto Rico. From St. Thomas, the load was taken by Crowley's connecting carrier - EZ Shipping - aboard the *MV Midnight Tide* and *MV Midnight Chief*, to Tortola.

Anthony McMaster, finance and planning officer for the ministry of health and social development, British Virgin Islands, explained that they started looking to replace Tortola's waste incinerator in 2002.

"We spent time evaluating incinerators to find one that would be suitable for our location, environment and the type of waste we were generating," he said. "It took us about a year to get the shipping arrangements done through a competitive bid and other evaluations. We found it a bit difficult because most shipping lines want to handle the cargo from port to port. Crowley was attractive because they were able to handle it from the plant in Virginia straight to the dock in Tortola. We were very pleased with the way it was done."

"Originally I met with Bob Manning and Bob Weist from Crowley at the plant in Virginia to learn about the logistics of getting it here," McMaster said. "They explained how Crowley would take responsibility for the entire move. They said we'll tell you when to expect the incinerator at the dock and that's what they did. The next thing you know I'm getting a call saying that the unit would be at the dock at 4 p.m., and by 4 p.m. - sure enough - the boats had tied up at the dock."

"The movement of this massive unit was a team effort from both Crowley's logistics and liner services groups," said Weist, general manager of truck brokerage for Crowley. "The loads were over dimensional and therefore required special permitting for their road transit in the U.S."

HOVENSA Oil Refinery, St. Croix, U.S. Virgin Islands

There is perhaps no greater pressure to perform a project on time than when HOVENSA, one of the 10 largest petroleum refineries in the world located on St. Croix, shuts down a complex in the refinery to perform inspection, repairs and maintenance of processing units.

"Turnarounds" as they are called, "are costly in terms of income that is lost while the complex is shut down in addition to the cost of manpower, equipment and materials used to execute the project," said Rudy Leming, Crowley's vice president of Caribbean island services. "A

Pieces of the 100-ton incinerator aboard the *MV Midnight Tide*





turnaround can affect the company's bottom line if it is not completed on time. Turnarounds on an island have unique project management characteristics which make them challenging."

The refinery being located on an island means that just about everything, particularly large and heavy items, must be shipped in by sea. That's where Crowley comes in.

Crowley arranges container loads for HOVENSA's contractors and vendors not familiar with export shipping and documentation. Leming said there are a host of benefits offered by Crowley, including its familiarity with the oil industry, scope of U.S. mainland transportation coverage, regular vessel sailings and Crowley's ability to accommodate, when necessary, late deliveries to the port of Jacksonville by substituting for Port Everglades in South Florida as the port of loading before the vessel sails to St. Croix.

In addition, Leming said, "Crowley's single point of contact (dedicated customer service representative) takes control of booking requests and coordinates moves between contractors and HOVENSA's turnaround expeditor." The "go-to person" for HOVENSA at Crowley is Brian Bain, supervisor of inland operations.

"During a turnaround, we work with numerous HOVENSA vendors and move large volumes of materials to the island required for the project," said Bain "sometimes on a last minute basis. Cargo can range from the simple to the complex, and can involve the coordination of several state-side suppliers and numerous origins that require a

range of equipment types. Once the job on the island is done, we're still engaged in expediting cargo back to the U.S. because a lot of the equipment used during the job is leased on the mainland and we can help save some of those rental costs."

"We know the importance and critical nature of HOVENSA's turnarounds and I know they value the service we are able to provide," Bain said.

An Earned Reputation

"I think Crowley has earned a reputation for being the project cargo specialists because we handle so much of it and because – given our flexibility of using Ro/Ro (Roll On / Roll Off), Lo/Lo (Lift On / Lift Off), and flat deck barges, which can be chartered for large projects, there is virtually nothing we can't handle," said Bob Manning, manager, terminal operations.

Tony Gucciardi, Crowley area sales manager for the Caribbean, agreed but said there was a learning process first.

"When we first started handling project business for the Ritz Carlton Vacation Club in St. Thomas, it was a learning experience for both Crowley and Kraus-Manning," Gucciardi said. "As the project was developed over three years, we at Crowley learned a great deal about dealing with and providing service to suppliers, subcontractors, truckers and consolidators in a multifaceted project. This education and experience gives us a major edge over our competition."

"I now like to think of Crowley as the 'Project Kings' of the Caribbean," he said. "We're now

HOVENSA refinery in St. Croix

helping developers with the Kiawah Island Development project in St. Kitts – a hotel resort project along with a golf course marina and shopping center and 1,000 new homes; the Peter Island resort project in the British Virgin Islands; and the Albany project, which consists of a resort, private homes, and golf course in Nassau, Bahamas."

Crowley key players for project cargo include, Karla Ruiz, the specialist with over-dimensional freight; Holly Hendrix, the go-to person for customers with regular projects and Brian Bain who is dedicated to HOVENSA.

In the islands, Sal Menoyo, Crowley's general manager in the Caribbean, is front and center with all of the company's important customers to ensure superior service. He also directs the activities of Crowley agents in the islands, like long-time representative Keith O'Neale, Jr. in St. Croix and Ian Connor in Anguilla, as well as connecting carrier partner EZ Shipping and its president Clyde Chalwell.

"The three most important things for a project cargo shipper are schedule integrity, availability of equipment and customer service," said O'Neale. "Those are the things that set us apart from our competition. When it comes to handling project cargo, the name of the game is experience and seeing the same cargo over and over again."

Chalwell agreed. "When it comes to project cargo, we're handling it like clockwork now. With

"Given our flexibility of being able to use Ro/Ro (Roll On / Roll Off), Lo/Lo (Lift On / Lift Off), and flat deck barges, which can be chartered for large projects, there is virtually nothing we can't handle."

- Bob Manning, Crowley

prior preparation it's no more difficult for us than moving a container. Of course we do have to figure out where to position an oversized load on the ship, how the cargo will cross the ramp and how it will be lashed. For our ramps we're using steel grids that are like what you would find on a bridge in the U.S. The material is designed to support heavy loads and provide the necessary traction."

Experience is also prevalent at Crowley's port locations where stevedoring supervisors usually have more than 10 years experience, and Manning said, "labor is very seasoned and professional. They know how to lift oversized cargo and do it safely."

"Lifting and transferring cargo requires a great deal of knowledge, expertise and patience," Manning said. "Some types of cargo can be easily damaged, especially if it was manufactured with no intention of ever being shipped overseas. Some project cargo has designed lifting points, making it the safest to move."

When there is no obvious way to handle certain project cargo, Crowley has the engineering expertise to come up with a solution, including making calculations for weight disbursement, determining whether special matting is needed, or how to rig and lift something.

"We handled one shipment for LeBlanc Enterprises that consisted of special trailers and TV production equipment for a QVC shopping network broadcast from Atlantis resort in the Bahamas," Manning said. "The equipment had a very low wheel-ground clearance and we had to figure out a way to build a ramp to load the cargo. Then we took the ramp with us to Nassau so we could discharge everything."

"For the recent incinerator move to Tortola Bob Weist and I went to the point of origination in Virginia to see it assembled and to take pictures," Manning said. "We broke down sizes and weights necessary to be able to transport and permit the incinerator for over the road transport. Once on site in Jacksonville, we transferred the pieces from the truckers' equipment to Crowley equipment using portable cranes we brought onto the terminal. Then we were able to handle the shipment on a Ro/Ro basis all the way to destination."

"There is no one else in the trade that I am aware of with that kind of expertise and that is willing to put in that much time and effort to ensure a safe and successful delivery," he said.

Connections

Quick Facts

- Population of island countries and dependencies in the Caribbean estimated at nearly 40 million
- Weekly, fixed-day sailings from Jacksonville and Port Everglades, Fla. to St. Thomas, St. Croix, Trinidad, Barbados, St. Vincent, Anguilla, Antigua, Montserrat, Nevis, Saba, St. Barts, St. Eustatius, St. John, St. Kitts, St. Maarten, Tortola, Virgin Gorda and Nassau, Bahamas
- Multiple Ro/Ro sailings each week to San Juan, Puerto Rico from Pennsauken, N.J. and Jacksonville, with weekly Ro/Ro feeder service from San Juan to St. Thomas and St. Croix
- Logistics services include warehousing, consolidation, freight forwarding and trucking of containerized and oversized project cargo
- Diverse fleet of more than 34,000 containers, trailers and other types of specialty cargo handling equipment strategically positioned throughout the U.S.

Crowley serves St. Thomas twice weekly with one Lo/Lo and one Ro/Ro vessel.





Tell Us What
YOU
Think

WE'RE
Listening

By Jenifer Kimble

It's hard to imagine that only 25 years ago, almost no one surveyed their employees or collected employee feedback in any formal, quality-controlled manner. Today, however, global leaders view employee surveys as a best practice. They also tout them as one of the most effective means by which management can assess a myriad of organizational dynamics including communications, climate, culture, supervision, and employee engagement, while also identifying issues and opportunities for improvement.

Identifying Need

Crowley realizes and appreciates that its people are its best competitive advantage. Connecting with their thoughts and perceptions is extremely important to the company as it develops growth and business sustainability plans for the future. While products and services can be duplicated, people cannot. Achieving a competitive advantage through people means attracting and retaining top talent and engaging both the hearts and minds of employees at all levels. To that end, Crowley has invested significant resources into gauging employee opinions through an annual employee survey.

"One of our corporate objectives is to be known as a great place to work," said Tom Crowley Jr., chairman, president and CEO. "To help us achieve this important goal, we began surveying our employees annually. The survey process represents an opportunity for all employees to provide feedback regarding our organization and to measure our progress from year to year."

Regular columnist for the People Factor blog, Keith Wiedenkiller, senior vice president, human resources, AMC Entertainment, Inc. was quoted as saying, "Most companies that do this (survey) 'right' aren't measuring mere satisfaction; they're measuring engagement. What's the difference? In a nutshell, satisfaction is simply how happy or content your employees are. Engagement is a measure of their level of motivation and their potential for discretionary effort. Big difference."

Selecting a Survey Partner

To shift its culture towards one that more fully incorporates listening, response to employee concerns and suggestions and deeper engagement of employees, the human resources team selected an independent expert to conduct a survey of the company's 4,300-plus employees, which include vessel crews, stevedores and office workers spread throughout the U.S. and abroad.

Crowley did not have the in-house expertise to develop and analyze a survey of the magnitude it desired, so it partnered with National Business Research Institute, Inc. (NBRI). One of the reasons NBRI was selected was because of their focus on root causes, which allows for employee involvement in finding solutions. Root causes are those items in the survey that impact the largest number of other survey items.

"We needed to partner with someone that could guarantee the integrity of the data and that the confidentiality of our employees would be safeguarded," said Zoraida Jirau, director, human resources programs.

According to NBRI, employee opinion surveys can be morale boosting



Employees are encouraged to participate in two-way communications with their team and management.

"One of our corporate objectives is to be known as a great place to work. To help us achieve this important goal, we began surveying our employees annually."

- Tom Crowley



for those who might not have many other opportunities to confidentially express their views. Employee surveys allow for increased productivity, job satisfaction, and loyalty by identifying the root causes of employee satisfaction and targeting these areas.

"The employee survey provides a vehicle for individuals - who may be a little shy or intimidated to do so in a public setting or directly to their manager - to voice their opinion," said Marcia Brown, survey team member and supervisor of traffic in Port Everglades.

"NBRI's research clearly shows that employee satisfaction drives employee engagement; that employee engagement drives customer satisfaction; and, that customer satisfaction drives customer intent to return, which of course, drives the financial performance of all businesses," said Dr. Jan G. West, Organizational Psychologist, (NBRI).

Not only does Crowley survey its employees, but its customers as well -

asking for their opinion of how well Crowley meets their needs. Some of those comments support NBRI's research. "The services we receive from Crowley are a vital component to the success of the business at our Marshalls and HomeGoods stores in Puerto Rico. The people we deal with from booking through final pickup are professional and helpful," said Brian Lawson, vice president transportation, TJX Companies when asked about the quality and dedication of Crowley employees.

And So It Began

The first survey in 2006 was met with some skepticism from employees who were concerned about confidentiality and questioned the company's intent. But, most were pleased to have an avenue to express their opinions to senior leadership. Initial response rates were good (44 percent) and have continued to increase to 48 percent in 2007 and 56 percent in 2008.



While overall participation rates have been high, there were low participation rates initially from the company's union employees in both land and seagoing operations. To improve this in subsequent years, the company began focusing on ways to increase participation. Surveys were delivered both to the home and office and – just like admin employees – union employees were offered company time for filling out the surveys. While union response rates have increased significantly, the goal is to achieve an overall participation rate of 80 percent by 2012.

The company considers the survey results to be invaluable and has spent considerable time analyzing and acting on them. From the beginning, results have shown that – overall, Crowley has a higher satisfaction rating among its employees than the average company; certainly, like any company, it has areas on which to improve and areas it should leverage to provide increased value to customers.

“Crowley is dedicated to continually assessing and improving the satisfaction and engagement of its employees,” said West of NBRI. “Since 2006, they have partnered with us for their employee survey research, and in 2008, won the coveted NBRI Circle of Excellence Award by achieving statistically significant improvement in their ‘Total Company Score’. As such, Crowley joins such global leaders as Mary Kay, Titleist, FootJoy, Tommy Hilfiger, Calvin Klein, SureWest, and hundreds more in the ‘Winner’s Circle of Best Practices in Organizational Management and Development’.”

Survey Teams

Following the receipt of results each year, the company organizes several “survey teams” to focus on the root causes. These teams are composed of diverse professional level employees and include members from various locations across the U.S. and in Central America and the Caribbean. While specialty teams consisting only of Central America employees are formed to address root causes affecting business in that area, all other teams are a cross section of business units and locations. The teams meet independently with no supervision or input from those not on the team and use various methods to develop their recommendations including brainstorming, interviewing and small sample surveys.

The teams are each assigned a different root cause to work on. For the most part the root causes are different from year to year though some may share a general theme. “Not all of the root causes are negative,” said Jirau. “Some may be things that Crowley does really well and can leverage for greater visibility such as maintaining high standards.”

“Often surveys collect results, convert the numbers into charts and everyone says good job,” said Doug Saarela, survey team member and manager of planning. “At Crowley, the company takes the results and asks ‘What changes need to be made? How do we make the changes become a reality? Did the changes made last year make a difference?’ By looking forward with the courage to make changes, the company will only get better. The employee survey serves as a means to measure the leadership team’s commitment to all Crowley employees.”

“Crowley is now asking employees for input and we are no longer just ‘telling’ employees what to do,” said John Ara, vice president, contract services. “We are asking for employee thoughts and opinions and we’re following up with measurable actions. It’s an avenue to open up communications and let employees know that their experiences add value.”

Outcomes

Several company-wide programs have resulted from these survey teams and can be grouped into three categories: communications, recognition and training.

Communications

The senior leadership team which consists of business unit leaders and executives from the purchased services groups (treasury, administration and legal) have committed to give periodic updates to all members of their staff. These town hall style meetings provide the team an opportunity to advise personnel of the overall health and strategy of not only their business unit, but also the company as a whole. It also allows time for two-way dialogue and gives first hand answers to those questions or speculations that may be swirling around within the employee population.

Additionally, lunchtime “roundtables” or brown bag lunches have been held throughout the company to educate employees on the aspects

of the various business units. Almost 40 have been held to date and have included presentations from business unit leaders and heads of corporate service departments such as travel, corporate communications and the like. These events differ from the town hall meetings in that they provide a higher-level general overview of a particular service or project.

Tom Crowley Jr. also conducts small informal meetings as he travels throughout the Crowley network of offices. He has one-on-one discussions with employees and encourages them to talk directly to him about concerns, opportunities, etc., via the company’s online bulletin board called forums. In addition to office visits, Crowley and his senior staff have placed greater emphasis on visits to vessels. Realizing that without the crewmembers the



“We are asking for employee thoughts and opinions and we’re following up with measurable actions. It’s an avenue to open up communications and let employees know that their experiences add value.”

– John Ara, Crowley

maritime business would grind to a halt, senior leaders have made progressively more time for crew communications.

“On the crew side, they no longer feel that they are receiving ‘marching orders’ or are doing things simply because it’s just the way we have always done it,” said Ara. “They are now encouraged to get involved, become part of our processes, and impart their knowledge. I had a conversation with one of our senior captains and he mentioned that now there is a new sense of openness on the boats. The captain referenced reporting damages as an example. He said there was a day when you did not report damages, the crew was sworn to silence and when the damage was discovered, no one knew anything. He said now the crews feel more involved and understand there are lessons to be learned and that their input is truly needed and appreciated.”

“These grassroots communication channels combined with immediate management action are the most effective communication tool,” Sandy Teng, survey team member and director of finance in Seattle. “It takes time and action to build employee trust.”

“Since the company began surveying employees several years ago, there is an obvious difference in the way it communicates with employees and in the value it puts on employee feedback,” said Marta Antonelli, manager, business and customer development and 19-year Crowley employee. “From town hall meetings with Tom Crowley to periodic brown bag lunches by senior leaders, there seems to be much more of an open-door policy and a genuine effort to keep employees apprised of company information including financial status and future planning strategies.”

Recognition

Breakfasts and lunches have been held company-wide throughout the year to thank employees for their service to the company. From bi-annual barbecues in Jacksonville and Port Everglades where company executives serve up food for hundreds of employees based in those locations, to a breakfast in El Salvador to promote One Crowley, One Team; employees across the company come together to be recognized for jobs well done.

Employee recognition programs have been revitalized and updated. The company’s TOPS (Thanks for Outstanding Performance and Service) program was redesigned to encourage peer-to-peer nominations and was aligned with the company’s values: Safety; Integrity; One Crowley, One Team; Operational Excellence and Innovation; Our People; Customer Satisfaction and Durability. So whether employees witness a coworker



Jacksonville employees at a recent appreciation luncheon.

helping another department or observe another employee correcting a safety hazard in the work area, they are now urged to let them know with a TOPS award.

Notes of Thanks and the Kudos Forum have also been developed for public recognition of employees’ dedication. Research shows that employees who feel recognized are 11 times more likely to say they are very satisfied with their jobs; 11 times more likely to spend their career at their present company and seven times more likely to endorse their company as a great place to work. Notes of Thanks provide a quick, fun way to easily make recognition part of the Crowley work environment. There are several different note cards to choose from, each with adequate space for a personal note. These can be sent with a signature or anonymously. The Kudos Forum is a similar idea minus the printed card. Employees can post to this online bulletin board area to thank and recognize an employee, crew or work group for living the Crowley values; share letters of appreciation from customers, and generally speaking - give someone a much deserved pat on the back.

The service award program, which recognizes employee anniversaries

Employees listening to Rob Grune’s overview of the Puerto Rico and Caribbean services at a lunch and learn program.





The Leading One Crowley training program, as pictured above in Anchorage, promotes living the company's core values and assuming leadership and accountability for making Crowley a great company.

at each five-year interval, was revised to include additional gift choices in response to survey feedback. The modernized program was rolled out in 2008 and continues to be integral part in showing appreciation and recognition to employees for their loyal years of invaluable service.

Training

A new company-wide program called "Passport to Learning" has been rolled out to promote continuous learning and assist employees in being at the top of their game throughout their Crowley career. The program was specifically designed to help build on the Leading One Crowley concepts. It defines desired core competencies (knowledge and skills) for all levels of

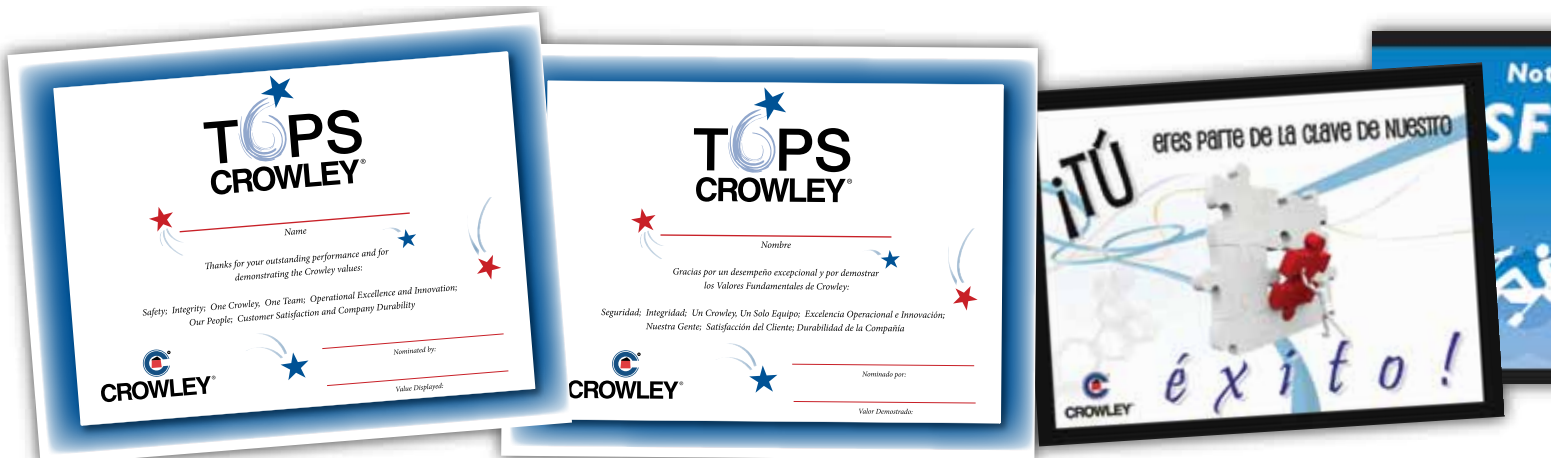
Recognition was one of three major initiatives resulting from the survey – the company's "TOPS" program was redesigned and note cards to thank fellow employees were introduced.

employees. Learning includes classroom training, project based activities, technical skills training, on-line resources and leadership and management development programs.

Leading One Crowley (referred to as LOC) is an interactive training program, which represents an ongoing investment in Crowley employees. It is based on Senn-Delaney leadership training and is designed to promote living the company's core values and assuming leadership and accountability for making Crowley a great company. To date, 2,900 employees have been trained throughout all locations and disciplines. Performance appraisal forms were redesigned to focus more on coaching and employee development. Training was implemented for supervisors and managers to help build their skills around this culture shift and to encourage team accountability and development.

Short service employee orientation was also developed for new employees. This orientation includes a product knowledge program for Central American employees and courses that will help to enhance safety and job related activity training for all new hires.

"We have been very pleased with the way the survey teams take their root



"Aside from giving them an initial orientation and recommendations for arriving at their results, there is no involvement from human resources or company management. The fact that this process allows employees to get directly involved in issues that shape the company is huge."

- Zoraida Jirau, Crowley



cause and run with it to come up with good workable recommendations," said Jirau. "Aside from giving them an initial orientation and recommendations for arriving at their results, there is no involvement from human resources or company management. The teams are a testament once again to the type of employees Crowley has. The fact that this process allows employees to get directly involved in issues that shape the company is huge."

"There is no doubt that the survey helps to create a better working environment," said Jose Ayala, survey team member and manager of inland operations in Jacksonville. "It was an honor to be chosen to work on the survey team. The results will continue to have a positive impact on all employees, their families, customers and even Crowley's vendors."

What's next?

As the company continues planning for its next annual survey, it remains focused on the results. While 88 percent of respondents are proud to tell people they work for Crowley and 87 percent understand the company's values and feel they are encouraged to put safety first, other numbers show that there is still improvement to be made in performance coaching, information flow from supervisors and the number of planned social activities for employees.

"The surveys are important for Crowley since they give the management team an idea about how employees feel, how the company can improve its services, and how to make it one of the best places to work," said Jessica Escoto, survey team member and sales supervisor in Honduras.

The process for the survey starts in June and runs throughout the year. Once the company agrees on questions to be asked – these have to resemble each other from year to year for benchmarking purposes – the survey is deployed in August and results are received in late November to December. They are reviewed and analyzed; employee survey teams are selected and

assigned their root causes. They only have a couple of weeks to devise recommendations, which are presented to the senior leadership team in February. In March final action plans are chosen and implementation begins.

The survey itself contains 75 questions on a variety of topics from safety and values to communication and company image. Crowley is benchmarked against the transportation industry and continues to be proud of its results. Each year Crowley looks forward to hearing what is on the minds of its employees and developing programs to both address concerns and leverage strengths. The survey has proven to be a great tool and one that will continue into the foreseeable future.

"The employee survey is an important tool for providing senior leaders of Crowley with a voice of the customer (employee)," said Saarela. "In our ever-changing company, some of the best ideas are never heard, but by providing this feedback medium, the leadership team can take decisive action on items that were never in their scope. Being a part of the process is a rewarding experience." [Connections](#)

Quick Facts

- Crowley has approximately 4,300 employees including vessel crews, stevedores and office workers in the U.S. and abroad
- Employees who feel their value is recognized are 11 times more likely to say they are very satisfied with their jobs; 11 times more likely to spend their careers at their present company, and seven times more likely to endorse their company as a great place to work
- The average length of service for Crowley employees is 10.29 years
- Crowley continues to be recognized as one of Jacksonville's Top 25 Family-Friendly Companies and as one of the city's Companies that Care.



Growing Globally

Customers' Needs Fuel Logistics



Piece by Piece

Expansion

By Mabel Perez



In the mid-1990s when the word “logistics” was being tossed around as trendy verbiage, a half-dozen people at Crowley gathered to discuss customer needs and challenges in the expanding global marketplace.

While Crowley’s longtime mantra has always been to take “anything, anywhere, anytime on water,” it was becoming evident that transporting goods – mostly full container loads – from port to port was only part of the solution to an increasingly-complicated world trade equation.

How does a farmer with thousands of melons in a rural farm in Honduras coordinate trucking, warehousing, and transportation overseas when his expertise is agriculture? Or how does a clothing manufacturer transport its cotton from the U.S. to Central America while relying on another manufacturer to provide timely delivery of other materials like zippers and threading to the denim-jean facility ensuring a seamless operation?

A Clear Vision Helps Shape Logistics Group

Since the beginning, the culture of Crowley’s logistics group has been to provide tailored solutions to customers from a variety of industries. The focus has been consistent, but the growing pains have undoubtedly helped shape the evolution of Crowley logistics from a bare bones operation to a full service provider in the logistics world of Latin America, the Caribbean and the U.S.

“When we began our logistics operation, our guiding principle was that we would do what was in the best interest of the customer,” said John Hourihan, senior vice president and general manager of Crowley’s Latin America liner services group. In 1998, Hourihan was named the first general manager of Crowley’s logistics group.

The first team of logistics professionals at Crowley enthusiastically focused on all prospects including an attempt to handle the distribution needs of Coca-Cola’s bottling operations in Mexico. The group also explored trucking, distribution and supply chain demands for auto-makers in South America. Excited about the various possibilities, the group channeled their energies into every project thrown at them.

While the approach was commendable, the group quickly realized that in order to succeed, they needed to focus on their strengths. They couldn’t be all things to all people. Becoming more pragmatic about the challenges, the group focused on regions including Central America, the Caribbean and the Continental U.S. where Crowley already had a strong presence.

While still focused on customer service, the goal was to leverage Crowley’s strengths and to reinforce the company’s proven expertise in the markets that Crowley serves. The company also committed itself to grow the fledgling logistics business organically and through strategic acquisitions. Over the last 10 years, the formula has worked.

“Our focus is and always will be on our customers. We want Crowley to be their supply chain solution in Central America and across the Caribbean,” said Steve Collar, senior vice president and general manager of logistics. “Over the years, our customers have come to



(Above) Crowley's services include ocean, inland, and air transportation, warehousing, customs clearance, freight forwarding and distribution.

understand that we will address their needs by leveraging our expertise, and in some cases, our assets, in various geographic locations to develop new services for their benefit. And, when it makes financial and strategic sense, we will acquire an established service provider in order to be able to offer a more robust suite of services much more quickly than if we were to try to do it ourselves from scratch."

Today, with facilities and logistics services offered throughout the Caribbean and in every Central American country, except Belize, Crowley has an unsurpassed presence in the region. Crowley offers supply chain management and transportation management services including: freight forwarding;

"... when it makes financial and strategic sense, we will acquire an established service provider in order to be able to offer a more robust suite of services ..."

- Steve Collar, Crowley

ocean, inland and air transportation; customs house brokerage, cargo insurance and warehousing, distribution and related cargo handling services.

Still, logistics continues to look beyond the Central American, Caribbean and U.S. markets. With the constant reminders of a global economy, Crowley is expanding its offerings to companies all over the world, including Mexico, Canada, South America and China via Crowley's participation in the International Freight and Logistics Network (IFLN).

"While we are constantly providing more and more services to our customers, it's essential, especially in this global economy, to turn our attention to growth beyond our current geographical footprint in Latin America and the Caribbean," Collar said.

Acquisitions Fuel Rapid Growth

Part of Crowley's strategy is to continually look for ways to fill a need through new, improved or streamlined services.

In October 2002, when the group was in its early development stages, it made its first acquisition – Speed Cargo Service, a Miami-based company specializing in air, ocean, and inland transportation services to and from Central America and the Caribbean. This acquisition broadened Crowley's capabilities such as freight consolidation, documentation, warehousing, and distribution. It also complemented Crowley's existing liner and logistics services offerings.

Less than a year later, Crowley acquired Apparel Transportation Inc., a Miami-based company specializing in transportation and logistics associated with the offshore sourcing and manufacturing of apparel. The purchase was a natural fit for Crowley, which was already providing liner services

Growing Through Acquisition





and limited logistics to the apparel industry in Latin America. It was evident that apparel sourcing was growing in Central America, Asia, India and other countries, especially by U.S.-based apparel companies hoping to reduce costs.

"All these acquisitions were driven by our commitment to expand capabilities and build a full package for customers," said Rinus Schepen, now-retired senior vice president and general manager, logistics. "We changed our focus from running after every project to really focusing on areas where Crowley had a footprint and the most strength."

Acquisitions and the addition of new business lines allowed Crowley to quickly gain skills and knowledge it did not have previously, cementing the company's commitment to build value for a wider range of customers.

The apparel business proved to be a good investment by further expanding the company's capabilities to include apparel and textile freight transportation management and warehouse services. Furthermore, customs brokerage capabilities were now added as a service strength. Apparel Transportation also provided air freight services for customers using a fleet of more than 200 specialized garment-on-hanger (GOH) aircraft containers.

Speed Cargo and Apparel Transportation have both since been rolled into and assumed the Crowley brand name.

Customized Brokers Brings Reefer Expertise

Most recently, Crowley double downed on its experience providing *Speed to Market* for apparel and perishables by acquiring Customized Brokers, the premier brokerage company in the country, specializing in the clearance of fresh fruit and produce into the U.S.

"With the acquisition of Customized Brokers we were able to create a presence in the customs, reefer and perishables markets immediately."

- Tony Otero, Crowley

Crowley recognized that Miami-based Customized Brokers provided a broader base of customer solutions to companies in the agricultural and produce markets, specifically for customers needing refrigerated transportation and customs clearance for cargo coming from all over the world, including Central America, South America, Africa and the Far East.

"With the acquisition of Customized Brokers we were able to create a presence in the customs, reefer and perishables markets immediately," said Tony Otero, director of finance for logistics. "It would have taken us a long time to get up to speed if the decision was to create this capability organically. Our goal was to gain that knowledge and expertise in the market quickly."

Crowley's logistics acquisitions include Customized Brokers (shown L to R: Miguel Oyarzun, Carlos Caycho and Tomas Gutier), Apparel Transportation and Speed Cargo Service.





A leader in the produce and customs clearance industries since 1989, Customized Brokers' strong compliance knowledge and excellent relationships with U.S. Customs, the Food and Drug Administration, and United States Department of Agriculture was a good fit for Crowley. The acquisition allowed Crowley to diversify their logistics footprint geographically and by cargo type; since Customized Brokers manages the importation of a variety of produce goods like asparagus, citrus, stone fruit, coconuts, peppers and mangos from all over the world.

"Customized Brokers was a positive acquisition for us. The produce industry is a niche market and Customized Brokers is a leader in that market," said Collar. "Add the network of Crowley facilities, equipment and other logistics capabilities and the possibilities are endless."

Crowley has already expanded the Miami-based company's reach and opened an office in Inglewood, Calif. to handle produce entering the U.S.'s largest port of entry, Los Angeles, Calif. and will soon look to open operations in Pennsauken, N.J.

Pat Compres, vice president and general manager of Customized Brokers, credits the success of the brokerage company to personal importer experience. Compres founded the company when as an importer she grew dissatisfied with the service provided by her customs broker.

"The reason why Customized Brokers has been so successful is because at one point I was an importer myself. I know what they are looking for and I understand what their needs are," Compres said.

Wendy Greer, of DNE World Fruit Sales, has been a customer of Customized Brokers for five years. DNE is a leading worldwide citrus fruit grower, packer and importer whose product ends up on Wal-Mart, Publix and other retail shelves across the U.S. The company imports citrus from all over the world, including South Africa, Spain, Morocco, Australia, Chile and Peru but was using another customs broker in the U.S. before making the switch.

But now, Customized Brokers handles documentation, customs clearance, the logistics of the import process, fumigation, and coordination of drivers to different DNE designated facilities.

"Customized Brokers has been very attentive. They send updates out throughout the day and provide us the status of the fruit," Greer said, stressing constant communication. "They're really good about keeping us involved. If anything isn't right with documentation, they rectify the problem before the fruit reaches the dock which is very important to our business."

"Customized Brokers has also helped me if I have other questions. Even though they weren't getting the business, they're always really helpful and

"They get directly involved in working out solutions and watch out for our business as if it were their own."

*- Steve Marinello,
Seald Sweet International*

Growing Organically





willing to provide answers and information or refer me to another company who can help,” Greer continued.

Steve Marinello, national accounts manager of Seald Sweet International, echoes Greer’s experience with Customized Brokers. Founded 100 years ago in Florida, Seald Sweet is a global source of citrus fruit and other produce commodities. The company relies on the Customized Brokers team to manage U.S. customs clearance of fruit from as far away as South Africa. The company’s parent company Uni-Veg, based out of Belgium, sources all types of produce, including citrus, stone fruit, garlic, pears, grapes and figs, world-wide.

“Their service in advising us on protocol, keeping us up to date on customs clearing and managing our customs clearance have been very key to our success,” Marinello said. “They get directly involved in working out solutions and watch out for our business as if it were their own. We really consider Customized Brokers an integral piece of the puzzle in our import program.”

Growing Organically

Some of Crowley’s logistics services have been developed by filling customers’ needs from within.

For example, the company last year launched a domestic truck brokerage division. Otero explained that with Crowley’s already established expertise in third party trucking via its significant intermodal operations and its inland transportation management services, it made sense to develop the capability internally.

(Above) Customized Brokers is the premier brokerage company in the country specializing in the clearance of fresh fruit and produce into the U.S.

The U.S. trucking service provides enhanced domestic transportation management via trucking and rail through a single management source throughout the U.S., Canada and Mexico. With over 25,000 other domestic trucking intermediaries nationwide, the Crowley team works hard to differentiate themselves from other companies offering similar service.

“Our selling point is that we’re able to customize a program for our customers around their lane patterns, requirements, lane optimization, and multi-modal shipping needs,” said Bob Weist, general manager of Crowley’s truck brokerage. “All these factors, plus our large network of carriers and our knowledge of the port and domestic business, provides value to our customers and ensures a seamless operation.”

The ability for Crowley to not only pick up cargo at customer locations, identify lane requirements and then transport it to the final customer safely, has attracted entities such as the U.S. Federal Emergency Management Agency who has approved Crowley as a transportation logistics provider. When natural disasters occur, time is of the essence. It’s important to everyone involved that a knowledgeable company with the right skill sets and immediate access to resources be contracted.

The same rationale of weighing current competencies and capabilities when deciding whether to acquire a company, or develop a service internally, is used in all business decisions. Growth from within is also considered if size isn’t a driving force in gaining market share.



Logistics

In Central America, Crowley leveraged its network of distribution centers along with its extensive trailer equipment fleet and systems capabilities to launch a successful regional trucking operation. Similar to the U.S. trucking venture, this Central America group assists companies with in-country and cross-border transportation critical to their supply chains, which often involves multiple facilities and manufacturing partners. Crowley's customs house brokerage group also developed organically when logistics recognized a need for customs documentation expertise to improve and reduce the number of customer issues with customs regulations as it relates to apparel and other non-refrigerated cargo at seaports, airports and at border crossings.

Diversity is strength

Growth, whether by internal means or through acquisition has helped build diversity and strength.

"In business, you never want to place all your eggs in one basket," Collar said. "Diversification over the long term is a model that has worked well for us. When one business is down, another may be doing well."

Diversification can also bring other opportunities.

Last year, for example, Carben Inc., a subsidiary of Wal-Mart Central America, used Crowley successfully to warehouse chocolate products in Crowley's Miami warehouse for transport to Central America. Later, when Carben began looking for a company to manage all the warehousing, distribution and logistics needs for merchandise sold in all Central American Wal-Mart stores, they saw Crowley was a proven service provider and a logical choice.

The new contract calls for Crowley to receive cargo from companies that supply Wal-Mart stores in Central America; segregate those orders

Quick Facts

- Inland transportation services include truck and rail throughout the U.S. and Central America
- Services include: air freight, cargo consolidation, cargo insurance, customs brokerage, distribution (incl. pick & pack), freight forwarding, inland transportation, NVOCC, SED preparation, truck brokerage and warehousing
- Ocean services offered for full container load (FCL), less-than-container-load (LCL) and break bulk cargo
- In-house licensed customs brokers

by destination and purchase order; and label, palletize and shrink wrap the cargo in preparation for shipment.

"Based on the success of logistics' initial venture, Carben entrusted us to perform this new business in dry cargo warehousing. The Crowley name and reputation for quality service certainly had a lot to do with us securing this business," said Tony Menendez, Crowley director of sales and marketing.

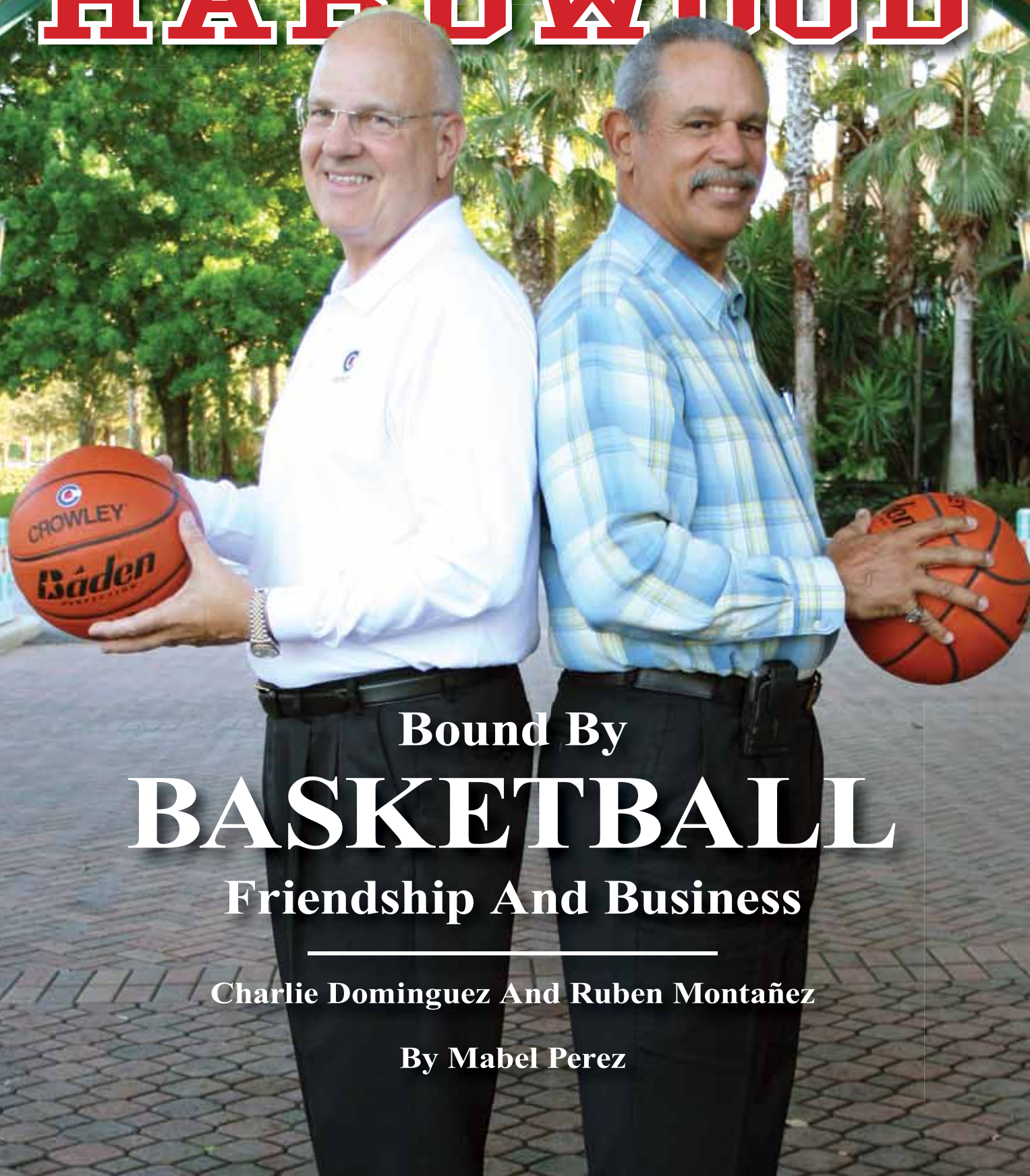
Business like Carben is good news for the logistics team. Building a good reputation and expanding services geographically is a key component to long-term success.

"While we are pleased with our capabilities and success so far, as we look to the future, we are focused on growth outside our current areas of service. We want Crowley to not only be their supply chain solution in Central America and across the Caribbean but their supply chain solution around the globe," Collar said. [Connections](#)

One of Crowley's 45' (102" wide) containers leaving the San Salvador, El Salvador equipment depot.



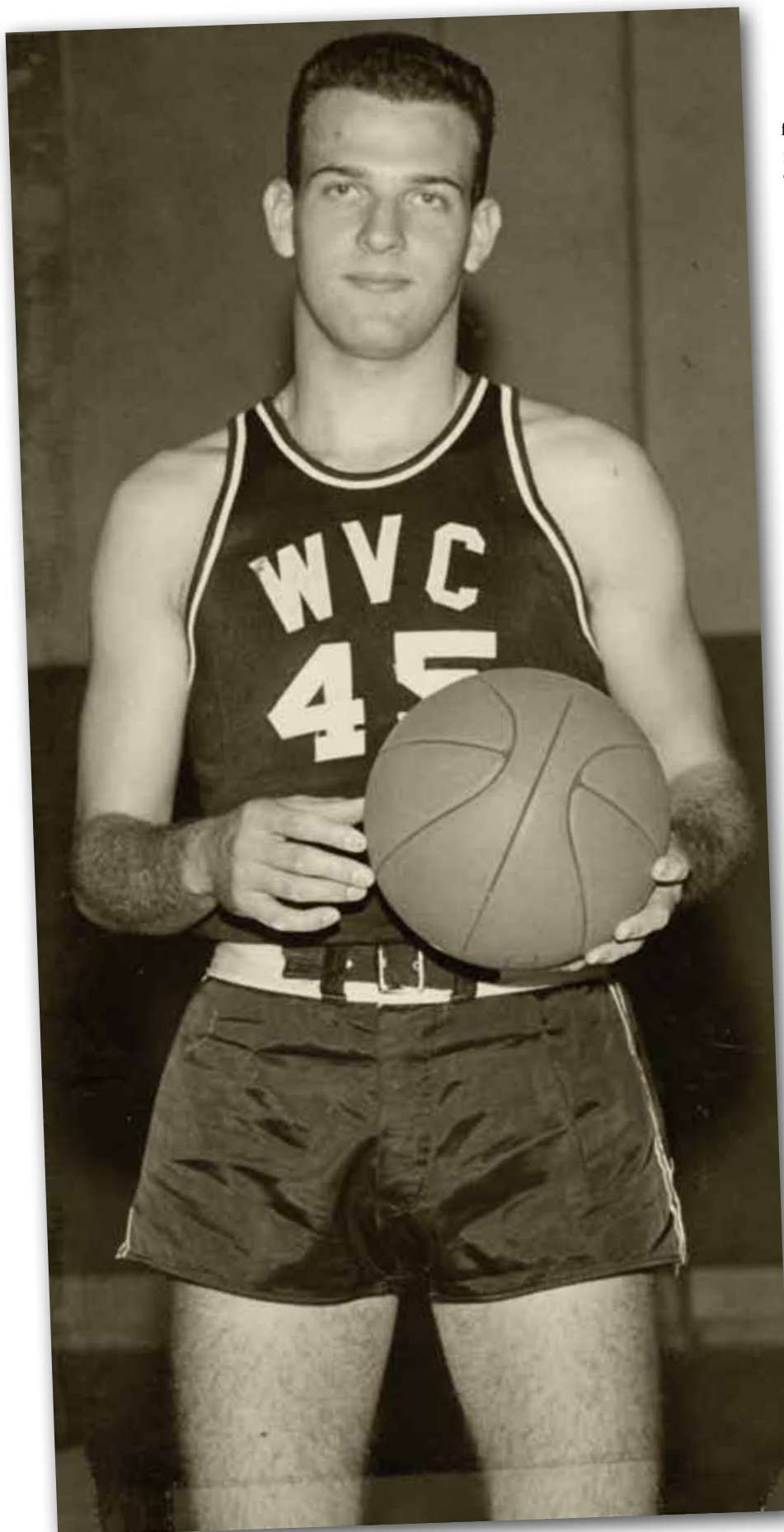
LEGENDS OF THE HARDWOOD



Bound By
BASKETBALL
Friendship And Business

Charlie Dominguez And Ruben Montañez

By Mabel Perez



Dominguez

Ruben Montañez, a Crowley senior account representative for Puerto Rico and Caribbean services, was just 16 years old when he first watched in awe as team members from the famed Bayamon Vaqueros (Cowboys) practiced at his local neighborhood basketball court in Levittown, Puerto Rico. The players towered over the court like Titans, their sneakers thudding against the gray pavement.

Basketball wasn't the Nuyorican's choice of sport, but after years of competitive swimming in New York, swimming was no longer financially feasible. That's where basketball came in. The sport was huge on the island commonwealth and Montañez was getting caught up in the excitement.

After a few encounters with the semi-professional team at local courts, Montañez became the team's unofficial ball boy. The small role gave the teenager a unique opportunity. While he helped out during the practices, he also could play pick-up games and practice with the players. One of them was Charlie Dominguez – a semi-pro player by night and a transportation sales representative by day.

Dominguez, now Crowley's vice president of sales for Latin American liner services, quickly took a liking to Montañez and soon began mentoring him like a big brother. It was a critical time for Montañez. He was a young man growing up in a tough neighborhood. Dominguez, who was in his mid-20s and married with children, quickly realized Montañez was at a crossroads and basketball was the outlet.

While playing basketball was an important part of both men's lives, it was lessons learned on the court that helped shape each of their personal and professional lives. Through the years, even after both men hung up their jerseys, their paths crossed again, this time in the transportation industry. Their personal and professional relationship took them to different places but in the end brought them back full circle.

The Early Years

The son of a Puerto Rican mother and Spanish father, Dominguez fell in love with basketball at an early age. It was an urban sport, popular in many U.S. cities including the Bronx, where resources were limited.

Dominguez, now 67, played basketball as much as he could – in his neighborhood, in city leagues and on public school teams. The constant practice kept him focused and out of trouble. In 1959 when he graduated from Morris High School, Dominguez found himself at a crossroads of his own. He had offers to attend and play basketball at prestigious southern schools, including Duke University. But in the back of his mind, the New Yorker worried about segregation and racial tensions. Coming from a diverse community, he knew the schools were segregated and was concerned about the treatment of African American players in the South.

Instead, he chose the farthest place from the

harsh realities of the 1960s. He went to Wenatchee Valley College in Washington where he received a full-scholarship to play basketball.

It was instant culture shock for Dominguez. His beloved Bronx, while imperfect because of crime and poverty, was replaced by pure Americana. Wenatchee Valley was, and continues to be, a leading apple growing region in Washington. The close-knit community treated the local basketball team like family. Dominguez remembers having an invitation to Sunday dinner at a different home each week.

"It was really a revelation to live in a part of the country where people enjoyed each other and were truly hospitable," Dominguez said, smiling as he described the "wholesome" town.

Dominguez attended Wenatchee Valley College for a year before returning to New York where he later married and began working in the forwarding and intermodal industries.

In his spare time, his love for basketball continued. Dominguez played for city leagues in Harlem. He also attended New York University.

During one of the city-league games, a scout for the Puerto Rican league found out Dominguez was Puerto Rican and spoke Spanish. The scout approached the towering 6'4" player, and asked him if he was interested in playing for the Baloncesto Superior Nacional (BSN), the semi-pro basketball league on the island. The league is equivalent in popularity to the NBA on the U.S. mainland and has millions of followers both on and off the island.

Later that year, Dominguez moved to Puerto Rico with his family, began attending the University of Puerto Rico and played basketball.

He played for the San Juan team for a year before joining the Vaqueros, the winningest team in the league's history. It was as a player for the Vaqueros that he crossed paths with Montañez.

The Kid At The Court

Montañez, now 59, was the kid at the court when the Vaqueros showed up to practice. His hoop dreams were non-existent at the time. He was a champion competitive swimmer but as finances become tighter at home, paying fees to be part of a swimming club were no longer possible.

Basketball replaced swimming.

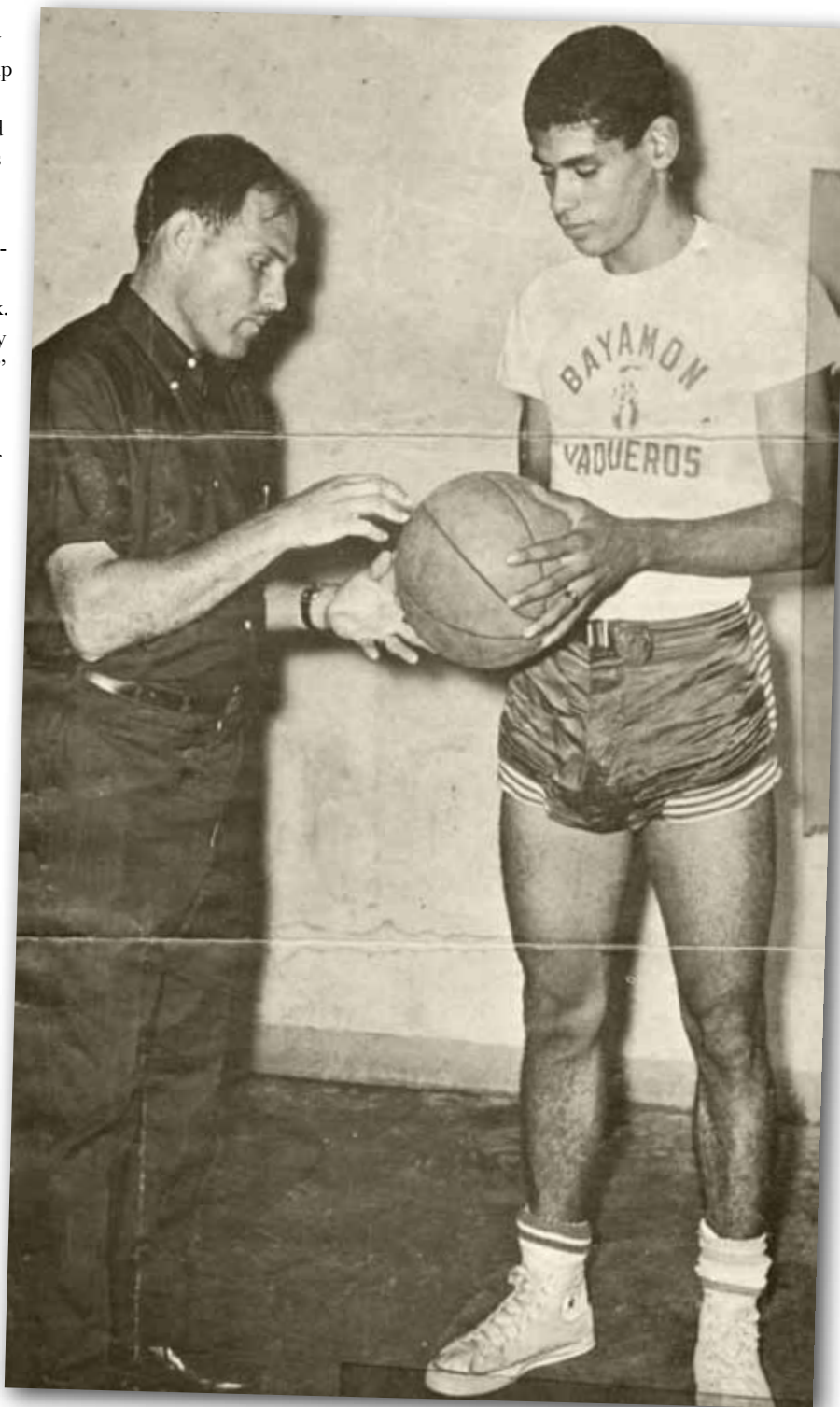
"I always played all sorts of sports but I picked up basketball in Puerto Rico," Montañez said. "It was the poor man's game."

The 16-year-old had recently moved to Puerto Rico with his mother, after years of moving between New York, Puerto Rico and Connecticut. The constant change of schools and home life taught Montañez to adapt to change quickly.

"With all these changes going on around me that were out of my control, I learned to be a people-person. I learned to make friends through all these changes," Montañez said.

Before long Dominguez became his mentor.

"I took a liking to him. He was a good kid," said Dominguez. "I always encouraged him. He came from a single parent home and



Montañez

he looked up to me as a successful person and he would tell me if he could have what I had, it would be great. And I felt a responsibility to help him."

Montañez continued going to the local courts and playing pick-up games with the Vaqueros. While Dominguez admits the teen was awkward in basketball, soon both he and the coaching staff saw something special.

So, in the mid-60s when Montañez began to hang out with the wrong crowd, Dominguez and the Vaqueros head coaches Fufi Santori and Roy Rubins helped enroll Montañez in a private, Catholic high school where he played basketball. During his junior

What is Baloncesto Superior Nacional?

Founded in 1932, Baloncesto Superior Nacional is Puerto Rico's semi-professional basketball league. With millions of fans worldwide, the league's popularity is equivalent to the NBA in the U.S.

Although the majority of players who play for the 11-team league are of Puerto Rican descent, coaches and retired sportsmen from the U.S. and around the globe come to the island commonwealth to coach during the summer season.

Among them is well-known NBA and college coach Tex Winter, an American basketball coach credited with the innovation of the triangle offense. Winter coached in several colleges including Kansas State, University of Washington and Northwestern. He also coached the Houston Rockets and was the assistant coach for the Chicago Bulls during the Michael Jordan era.

Tom Nissalke, a retired NBA and American Basketball Association player, also coached in the Puerto Rican league. Puerto Rico also had and still has a separate basketball team from the U.S. that represents the island in a variety of games, including the Olympics.

Petar "Press" Maravich was another well-known college and professional basketball coach at the BSN. "Press" coached several college teams including West Virginia Wesleyan College, Davis & Elkins, Clemson University, North Carolina State University and Louisiana State University.

While Maravich had a long and distinguished career as both a player and coach, he is remembered by many as "Pistol" Pete Maravich's father.

With the support of a top-notch coaching staff from Puerto Rico and the U.S., the once financially struggling league continues to grow in popularity. A great part of that is the league's ability to produce world class players.

Puerto Rico's national basketball team, which represents the island in a variety of international games, is made up of BSN players.

The team has participated in the Olympic Games multiple times, including the Athens games in 2004, where Puerto Rico became the first team to defeat the United States Dream Team in a 92-73 game.

Puerto Rico's national team has won gold medals in other international competitions and the league has produced players that have distinguished themselves in the NBA, European Leagues, and other leagues. Arguably, the league's most famous player is Carlos Arroyo who has played for the Utah Jazz, Detroit Pistons and Orlando Magic.

year, while playing at La Merced in Hato Rey, the Vaqueros, worked with Bishop Boyle High School coach Fran Mannion, to broker a scholarship for Montañez to attend the Homestead, Penn. school to play basketball.

With support from Dominguez and the Vaqueros head coach, Montañez asked his mother if he could leave to play ball. Dominguez counseled Montañez' mother on the risks her son faced staying on the island, notably how easy it was to get caught up with the wrong crowd. She signed the papers and let him go.

Montañez calls the life-changing opportunity "heaven sent."

"That move really opened doors for me," Montañez said.

After high school, Montañez earned a full-scholarship to Duquesne University in Pittsburgh and became the first person in his family to attend college. During the summers, he traveled to Puerto Rico to play ball for the Bayamon Vaqueros' minor league team. After three years of playing for the minor league team, he joined the semi-pro team, where he got a chance to play side by side with his mentor.

The season, which began in April and ended in September, allowed Montañez to play for the Vaqueros during the summer and attend and play college ball simultaneously. After Montañez earned his bachelor's degree in liberal arts, with a major in American History, he moved back to Puerto Rico for work and to play ball.

Distinguished Careers On The Court

Dominguez played as a center for the Vaqueros from 1965 to 1971. The team won consecutive championships from 1967 to 1969 and from 1971 through 1975. Dominguez worked in sales for a freight forwarding company during the day and practiced with the team at night.

His schedule was hectic, especially on days when there was a game. While the rest of the team rode a bus together, Dominguez left his home usually around 5 a.m. to drive to the away game cities.

His sales schedule reflected his game schedule. When he had a game in Ponce or another Puerto Rico town or city in the evening, he scheduled sales calls with customers in that respective city during the day. Dominguez would always arrive at the facility before the team. He would go to the locker room to nap for an hour before prepping for the game. Once the game was over, he'd pack his stuff and drive home to his family. Many nights he got home between 1 a.m. and 2 a.m.

Dominguez retired from basketball at age 30 with four championship rings.

Montañez transformed into a star player. He joined the Vaqueros in 1968 and was named Rookie of the Year. He was drafted by the Chicago Bulls, but chose not to go to training. At the time, league rules restricted BSN players from participating in professional sports.

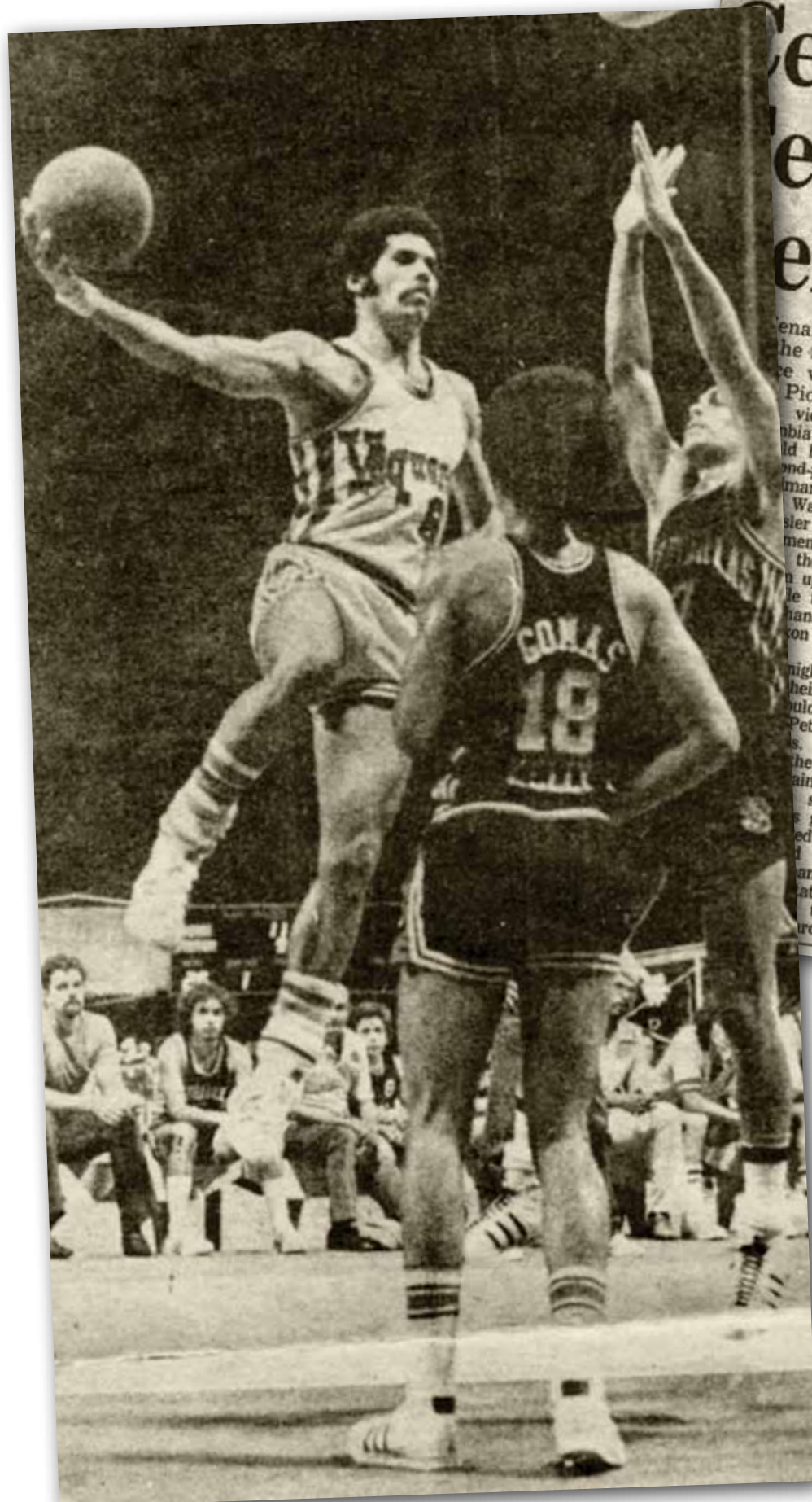
Montañez played for the Vaqueros franchise for 15 years, earning seven championship rings. The franchise continues to hold the record for the most consecutive titles won.

Montañez made the Puerto Rico team for multiple Pan-American Games and Central American Games. In 1972, he played for the Puerto Rico basketball team in the Summer Olympics in Munich. In 1974, Montañez and the Puerto Rico team made it to the International Basketball Federation (FIBA) semi-finals.

In 2007, he was inducted in the Bayamon Hall of Fame.

Lessons Learned

"There's no question that you start to develop leadership skills on the court. And those lessons stay with you throughout your entire life," Dominguez said. "Playing in front of 10,000 to 15,000 people really helps you get rid of your timidity. In essence, it becomes a stage and a performance. And if you make a mistake, you can't walk off the court."



Montañez

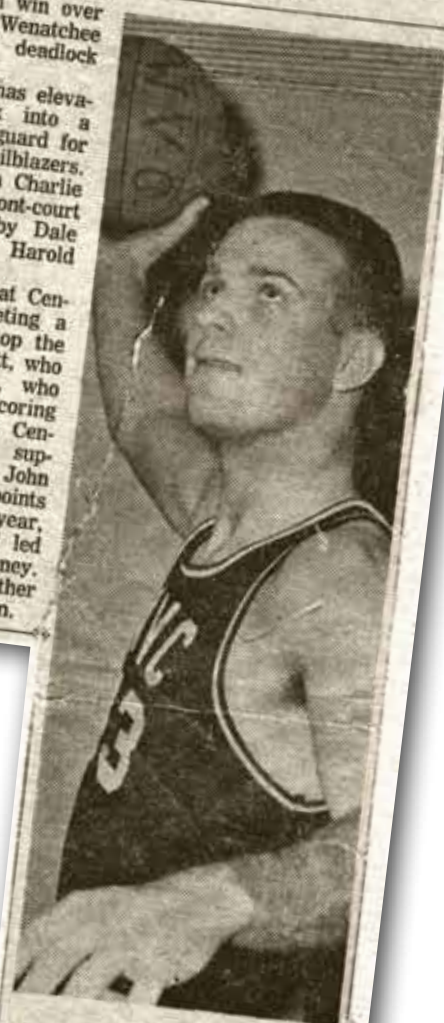
Centralia To Test WVC Here Tonight

Wenatchee Knights will be shooting for second place in the northern division standings of the JC basketball when they tangle with Centralia's Trailblazers Saturday at 8 p. m.

A victory, combined with a win over the Olympia Basin win over the second-place deadlock between the two teams.

Watson has elevated himself back into a prominent role at guard for the Trailblazers. He is up with Charlie Klatt, who handles the front-court duties, handled by Dale Watson and Harold

The Knights beat Centralia in their meeting a week ago. Klatt, who couldn't stop the game, Klatt, who is the JC scoring leader, is a Centralia strong supporter. guard John Klatt scored 17 points last year, and led the team and led the state tourney, two other team.



TO FACE 'BLAZERS

— Charlie Dominquez, whose clutch shot with 11 seconds to play gave WVC a one-point decision over Everett last week, will start at guard for the Knights when they face Centralia JC Saturday.— Daily World Photo.

Dominguez

Legends

You have to continue playing.”

Dominguez’s attitude and work ethic have been a driving force behind the success of his career. Dominguez joined Crowley in 1983 as a sales manager for Puerto Rico, the Virgin Islands and Dominican Republic. He was a Crowley customer for 10 years before joining the Crowley team. During his career with the company, Dominguez has moved from Puerto Rico to New Jersey to Miami and finally to Jacksonville in 1998. In his current role as vice president of sales for Latin America, he directs and coaches a team of sales professionals serving Central America, Dominican Republic, Haiti and Cuba.

In 2006, Dominguez was awarded a Thomas Crowley Trophy, the company’s highest honor. The award honors employees with outstanding performance, whose dedication, leadership, initiative and productivity most clearly reflect those of the company’s founder.

Amidst all the changes, moves and setbacks, Dominguez has kept a positive and subtle determination. As a Leading One Crowley facilitator, Dominguez continues to share his knowledge with others.

“Charlie’s leadership style can be described as empathetic and supportive,” said John Hourihan, senior vice president and general manager of Crowley’s Latin America service. “His easygoing demeanor allows him to effectively share his experience and knowledge with his team. It’s really easy to see the parallels between the skills he learned on the court to the manner in which he coaches his team.”

Before joining Crowley in 1983, Dominguez lived in both Puerto Rico and New York and worked for a variety of companies in the transportation industry.

For seven years, he worked full-time in sales and played basketball. The game was a conversation starter. The Puerto Rico basketball league was followed closely by the island residents and was made even more popular due to the people involved in the summer league.

Basketball definitely helped sales calls. “Everyone wanted to talk about basketball,” Dominguez said. “It really helped open a lot of doors and sell successfully.”

Ironically, both Dominguez and Montañez worked in the transportation and shipping industries for different companies in Puerto Rico and their professional paths crossed several times. Their close friendship continued through the years.

In 1989, Dominguez approached Montañez about joining Crowley. At the time, Dominguez was the area sales manager in Miami. Montañez agreed to work for his mentor, trusting that the opportunity was a positive, professional move.

Montañez continues to work from Crowley’s Miami office where he serves as a senior account executive for the Puerto Rico trade lane. During a recent sales call at Bacardi offices in Miami, Montañez’ calm and pleasant demeanor was evident.

Jorge Estevez, vice president of sales for the Puerto Rico group, praised Montañez’ work ethic and temperament.

“Ruben is unflappable and persistent and is able to navigate through difficult situations with ease,” Estevez said. “His affable and friendly nature have allowed him to develop positive relationships with many Crowley customers. He is an asset to our team.”

Basketball changed Montañez’s life, teaching him teamwork, discipline and competitiveness.

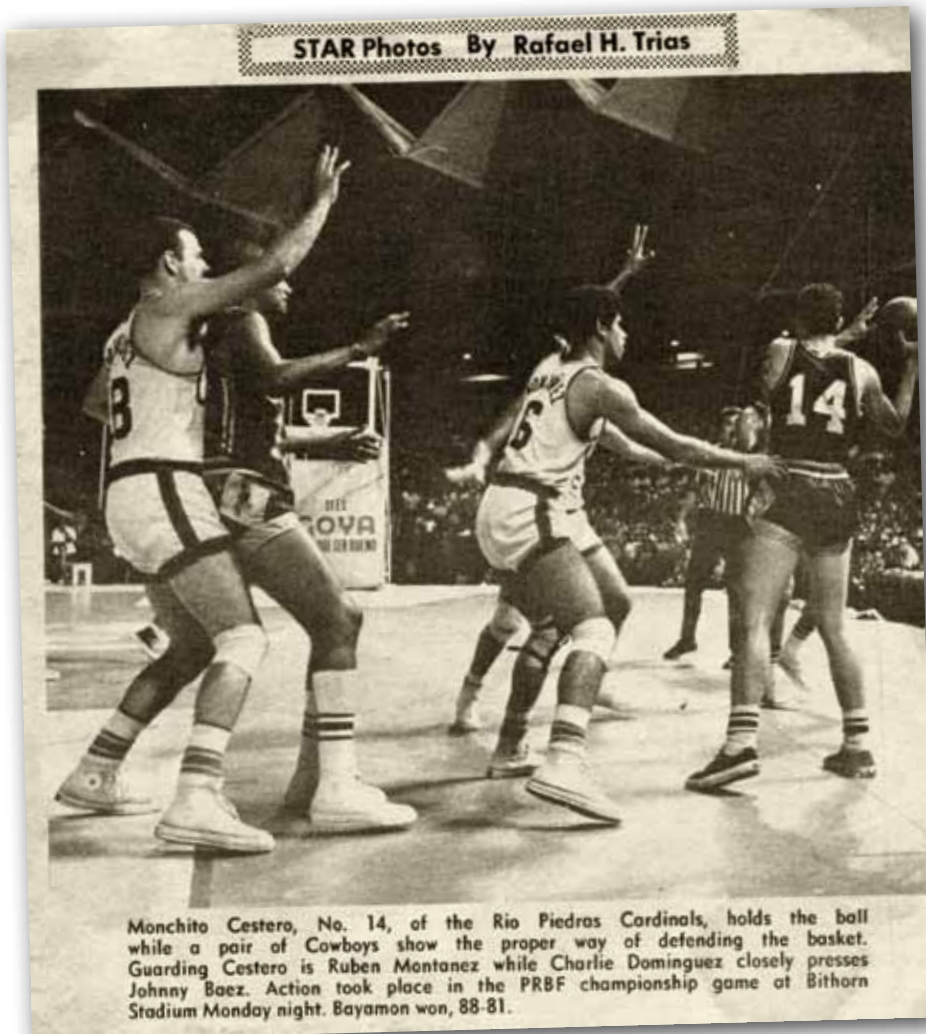
“With five players on the court, we could do more together than a star player could do on his own,” Montañez said. “Good coaching and teamwork takes you a long way and helps you reach your goal.”

Teamwork works the same in sales, Montañez explained. In order to continue offering great service to customers, everyone on the Crowley team needs to focus and give their all every day, regardless of whether an employee works in sales, operations or administration. The operation only keeps moving if everyone works together.

“Ruben is an integral part of Crowley’s sales team. He works hard to secure business for Crowley and as with his basketball team experiences, he uses all of his skills and knowledge to accomplish his goal. Being a humble person, Ruben seldom talks with customers about his impressive basketball career unless they start the conversation. But as he did on the basketball court, he has always given 100 percent in his sales career,” said Roger Bell, manager of area sales. “We at Crowley are fortunate to have such a great team player as Ruben.”

Discipline on and off the court was also a lesson learned. In order to play basketball, you have to respect others on the court and be more receptive and open-minded to change in the game. It is the same in the workplace. A sense of urgency and competitiveness has also helped Montañez stay focused on the blue chips.

“We want to get that cargo and provide the best service. We don’t like to lose in the workplace and we don’t like to lose on the court.” **Connections**



Dominguez and Montañez

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Hit!

REVISTA MENSUAL DEPORTIVA

Perucho Cepeda:
Fué el más
pimentoso y
ruidoso jugador
en su época

La Ida de los
Senadores
de San Juan

Neftalí Rivera
no jugará igual
esta temporada

**HIT! EN LOS
DOCE JUEGOS**

**DOS POSTER
A TODO COLOR**

Foto por: JUNIOR APONTE





Black Gold & Blue Waters

Standing Guard in Prince William Sound, Alaska

By Alex DeMarban

In Alaska's Valdez oil trade, where Crowley tugs stand ready to muscle 300-million-pound tankers out of harm's way, there can be danger even on the best days.

One afternoon in late April, sun glinted off the blue water in Port Valdez and creeks threaded down cliffs. The temperature had climbed into the high 40s and locals walked around in shorts for the first time in months.

But across a mountain, in a nearby bay, ice calved from the massive Columbia Glacier, creating small icebergs called bergy bits.

A radar screen in a duty office showed that chunks of the glacier had swept across Valdez Arm, piling up in the tanker lanes like a slushy margarita.

"It's just circling around. There's no wind to push it out," said Response Coordinator Asa Brewi, manning a VHF radio to take ice reports from tug captains.

Some had seen house-sized chunks. "It's been a long time since I've seen that much ice," Brewi said.

The clincher was the fog blanket squatting over the Sound, starting in the Valdez Narrows about seven miles from the sun-drenched town.

On the rare occasion when the ice gets this thick -- it seems to happen briefly each spring -- Crowley mariners, the U.S. Coast Guard and the organization Brewi works for -- Ship Escort Response/Vessel System (SERVS) -- go on high alert.

Watching a sophisticated ice radar system, personnel with SERVS and the Coast Guard can watch ice calving off the glacier. They can see bits of ice as small as dinner plates. They're also getting visual reports from tugs and other boats working their way through the ice.

As a result, dispatchers like Brewi can give boats detailed information about where the ice is thickest, and where large chunks might be found.

If there's too much glacial rubble on the water, mariners can't easily see small boats traveling through the debris. And they can't distinguish the relatively harmless cocktail ice from the small icebergs that can shred a hull.

If the situation warrants, the Coast Guard will implement ice routing measures approved by the state, such as allowing one-way tanker traffic, or no traffic at all.

That afternoon, the Coast Guard shut down all tanker traffic. The closure lasted for two days.

Tons Of Pulling Power

On the last day of April, the fog remained.

But the ice clog had eased.

The Coast Guard re-opened the lanes for daylight, one-way transit only.

At the Valdez Marine Terminal sat the *Polar Discovery*, a blue ConocoPhillips tanker the length of three football fields.



North Slope oil is loaded onto tankers at the terminal, from huge tanks that look like little pills from a distance.

Surrounding the ship was something that looked like a big yellow floatie, a boom, placed on the water to contain oil in case any spilled as it was piped onto the tanker. Men in small boats peeled it away.

The tanker, which can carry more than 40 million gallons of oil, needed an escort.

Two tugs would take it 65 miles from the terminal to the edge of the Sound. There, one tug would stand by until the tanker traveled another 17 miles into the Gulf of Alaska.

Schedulers had tapped the *Attentive* and *Nanuq* to provide the escort.

"We'll be creeping along," said Capt. Jeff Stevenson on Crowley's *Attentive*.

Crowley has stationed primarily two classes of tugs in the Valdez region. The Alert-class (*Alert*, *Attentive*, *Aware*), which are painted yellow

"Look at any port, and you won't find an oil-spill prevention and response system the size of SERVs, that's funded as well as SERVs."

- Michael Levshakoff, SERVs

and black and have 10,192 horsepower and the Prince William Sound-class (*Nanuq*, *Tan'erliq*) which boast the same horsepower but a red and white paint scheme and different propulsion systems. Both types were specifically designed for tanker escorts and assist work in the region. While the Alert-class has oil spill recovery and storage capability for up to 43,000 gallons of recovered oil, the Prince William Sound-class

can store 70,000 gallons. They have firefighting, emergency, and, oil spill response capabilities.

Regardless of class, the tugs are some of the strongest in the world and highly maneuverable. They are considered the "best available technology," as required by the Alaska Department of Environmental Conservation.

Two of them together boast more than half a million pounds of pulling power. They can

(Small Photos – Left to Right) 1. Capt. Jeff Stevenson maneuvers the *Attentive* to the bow of the *Polar Discovery*. 2. Valdez Marine Terminal 3. Alert-class tug *Attentive* 4. SERVs Response Coordinator Asa Brewi monitoring ice in the waterways.



"The occurrence on July 10, 2001 is proof that oil tanker traffic in Prince William Sound is safer as a result of the new escort system and the people responsible for ensuring safe transit."

- John Devons, former RCAC executive director

rescue drifting tankers laden with oil, even in strong winds and huge seas.

Crowley built the escort tugs for the Valdez oil trade about 10 years ago, and they've since become the heart of the effort to prevent another oil spill in Prince William Sound.

A Massive Build-Up

The Crowley tugs are part of SERVS, a multi-million-dollar effort to prevent spills and respond quickly and effectively if necessary.

Everyone from citizen activists to oil companies agree: There's no safer tanker traffic system and no better oil-spill prevention and response program in the world.

"Look at any port, and you won't find an oil-spill prevention and response system the size of SERVS, that's funded as well as SERVS," said Michael Levshakoff, a SERVS spokesman and a Native Alutiiq with family roots in the Sound.

"And then you turn around and realize it's only addressing 300 tanker visits a year. Other ports are receiving much more traffic. At Puget Sound (in Washington) they're receiving over 10 times

the amount of traffic we serve," said Levshakoff.

Early this year, SERVS announced that its personnel had safely escorted 11,000 tankers to sea.

A division of the Alyeska Pipeline Service Company, SERVS was created in 1989, shortly after the Exxon Valdez oil spill spotlighted the need for better protection of the Sound.

At the time of the spill, there was little cleanup equipment on scene.

Today, SERVS and its contractors have poured hundreds of millions of dollars into high-end assets, enough to meet today's regulatory requirement that 12 million gallons of oil be cleaned up in three days.

The equipment includes 12 tugs, 108 skimmers and nine oil recovery barges positioned at key points along the shipping route. Fifty miles of boom to contain the oil is also strategically placed around the Sound, including at fish hatcheries and in five communities.

Best In The World

The SERVS effort continues around the clock and costs \$70 million a year. That's about

\$230,000 for each of the 300 tankers that visit Valdez annually, said Levshakoff.

There are 70 drills each year, including participation from more than 1,000 local fishermen who can respond quickly in a clean-up.

SERVS employs a small army of 250 employees or contractors. Crowley, the contracted escort company, employs 200 of those people to operate the tugs and oil spill response barges.

Improvements also include the duty office, where dispatchers manage all the boats like air-traffic controllers.

This enhanced oversight also came with tougher regulations. In 1990, Congress mandated citizens' councils to help protect the Sound, and people formed the Prince William Sound Regional Citizens Advisory Council (RCAC).

Unlike so many efforts around the country where industry and advocacy groups clash, the council has a tight working relationship with SERVS, said Stan Jones, the council's director of external affairs.

That's in part due to the longevity of SERVS personnel and contractors such as Crowley.

"We think they're really a fine organization," he said of SERVS. "They've been indispensable to the Sound."

Jones has been with the council since 1997. The most notable improvement he's seen was the addition of the five escort tugs he said.

They've powered tankers out of harm's way more than once. The most famous incident came in the Valdez Narrows in 2001, when they stopped a tanker from smashing into a fishing boat that didn't respond to radio calls. The Crowley tugs *Aware* and *Guard*, were escorting the laden tanker *Chevron Mississippi* through Valdez Harbor when it came upon the fishing vessel *Orion* setting its seine net across the tanker's traffic lane. When the fishing vessel failed to respond to repeated radio contacts, the harbor pilot aboard the tanker called for the tethered escort tug *Aware* to "pull back at 80 tons" and directed the second escort tug *Guard* to the bow to act as a buffer and steady up the ship's heading if needed.

The quick and professional action of the tug crews brought the outbound laden tanker to a complete stop within two ship lengths, and the tugs held the tanker safely in position until the

Other Duties, As Assigned

On a February night eight years ago, hurricane-force winds howled through Alaska's Prince William Sound, blasting a 35-foot sailboat holed up in Port Etches.

With waves pounding the deck and its sails tattered, the *Adana* bucked on the anchor as swells shoved it toward shore.

Crowley's tug *Attentive* was in Port Etches, too.

Capt. Jeff Stevenson monitored the sailboat's progress by radar. He had contacted the U.S. Coast Guard and was ready to offer help.

When the sailboat was in danger of running aground, its crew radioed the *Attentive*.

Stevenson agreed to rescue the two sailors, but not their battered boat. Doing so could endanger his crew and the \$20 million *Attentive*.

The tug plays a critical role in the effort to prevent oil spills in the Sound. It's one of five world-class Crowley tugs that escorts crude oil tankers out of the Port of Valdez and into the Gulf of Alaska.

"You don't want to take any chances. You damage the integrity of the equipment and that can screw up the entire system," Stevenson said.

The pair agreed to abandon ship.

The tug backed up to the sailboat, and crewmembers threw survival suits and a tether line through slashing rain and snow. They hauled each sailor through frigid water and onto the tug.

No one ever saw the *Adana* again, Stevenson said, but its crew lived to see another day.



Tugs, skimmers and oil recovery barges are positioned at key points along the shipping route.

fishing vessel cleared its gear from the tanker's path. It then resumed safe transit out of Prince William Sound.

Commander Peyton Coleman of the Coast Guard's Marine Safety Office in Valdez presented commendations to the captains and crews of the tugs *Aware* and *Guard* for the "superb professionalism" they displayed.

"The crews of the *Chevron Mississippi* and escort vessels *Aware* and *Guard* all responded quickly, professionally and effectively to prevent what could have been a catastrophic accident," said John Devons, former RCAC executive director. "The occurrence on July 10, 2001 is proof that oil tanker traffic in Prince William Sound is safer as a result of the new escort system and the people responsible for ensuring safe transit."

The SERVS effort is a model for the world,

said Levshakoff.

"You can cut SERVS in half, and you'd still have the two largest oil spill response and recovery operations anywhere," he said.

A Cleaner Industry

Alaska crude oil starts its journey at the North Slope, traveling 800 miles down a pipeline to oil tanks in Valdez. From there, it's loaded onto the giant tankers that annually haul 14 percent of the country's domestic oil supply to West Coast refineries, or about 250 million barrels a year.

In Prince William Sound, where pristine waters ripple with whales, salmon and porpoise, the tugs escort the tankers for roughly seven hours from Port Valdez to Hinchinbrook Entrance.

At the Valdez Marine Terminal in late April, the power of Crowley's tugs was on clear display.

The *Polar Discovery*, fully loaded, displaces approximately 140,000 tons. At its tallest point, it reaches eight stories high.

But the tugs easily shoved it off the dock.

The 153-foot *Nanuk*, tethered to the stern, pulled. The *Attentive*, nose against the bow, pushed. From the *Attentive* wheelhouse, it looked like the tug was pushing a building.

Stevenson, 54, leaned forward in his captain's chair, each hand on the black steering levers near his hips. Standing 6-foot-4 with a 240-pound frame, he makes the wheelhouse seem small.

He's visited oil terminals around the world for more than three decades, working on tankers and tugs after leaving the U.S. Navy in the 1970s.

The oil industry is much cleaner today than it was then, and he speaks proudly of the SERVS effort.



"Of all the oil terminals around the world, this is the cleanest facility I've seen," he said.

Into The Fog

Stevenson slid the *Attentive* behind the *Polar Discovery* as the three boats moved through the Port of Valdez at 10 knots.

The red *Nanuq* served as the primary escort. It followed about 300 feet behind the tanker, with the thick yellow rope sagging in front. The *Nanuq* needed the tether to help control the tanker if it somehow went off course.

The changes following the 1989 spill included the creation of citizen oversight groups and tougher state and federal regulations. For example, tankers had to follow stricter speed limits, local pilots were required to board and control tankers until they reached Bligh Reef (where the

"That's as big as a house. That would open you up big time. And three-quarters of it you can't see."

- Capt. Jeff Stevenson, Crowley

Exxon Valdez went aground) and shippers had to replace single-hull tankers with safer double-hull tankers.

Also, since then, two tugs have escorted tankers for a longer distance, instead of just one.

Around lunchtime, the trio of boats approached the Valdez Narrows. Less than a mile wide, the narrows are the thinnest part of the trip, where laden tankers can't exceed 6 knots an hour.

White mountains framed the entrance, and

(Background Photo) The *Nanuq* escorting the *Polar Discovery*.

(Small Photos – Left to Right) 1. Capt. Jeff Stevenson and Second Mate Luc Maheu monitor the radar. 2. *Attentive's* crew runs a fire drill. 3. Josh Swainston looks at a piece of ice near Bligh Reef. 4. Orca whales help escort the *Polar Discovery*.



Stevenson got a glimpse of the band of fog hovering over the water.

That fog became a solid gray about 10 miles later in the Valdez Arm near buoy 9, about an hour short of Bligh Reef. There, the arm widens significantly and there's more room to maneuver.

The *Nanuq* pulled in its tether line and released the tanker.

A little later, Stevenson, driving, spotted ice on the radar.

The pilot on the *Polar Discovery* radioed the tugs, asking the captains to motor ahead and serve as ice scouts because of the reduced visibility.

Although only one of the tugs was required to stay within a quarter mile of the tanker, Crowley commits to keep both close by for the added safety to the Sound.

Searching For Ice

Stevenson called out orders to his crew.

"Josh, you be the lookout. Gray and I will work the radar," he said.

Josh Swainston, a 27-year-old able seaman,

leaned forward, looking through the windows.

Gray Randall, the chief mate at 57, moved to the rear of the wheelhouse to adjust an overhead monitor.

"There's something a half mile ahead," Randall said.

He looked through the windows.

"Can't see squat."

A growler -- meaning ice that rises a few feet above the water -- loomed in the fog like a gray cloud. As the tug approached, it became light blue, swan-shaped.

Stevenson reached for the radio.

"Vern, I've got a growler," he said. "It'll be 200 yards ahead."

Soon, there's three similarly sized pieces on the starboard side. Then another chunk, as big as a Cessna airplane.

"Oh man, that could ruin your day," Stevenson said, shaking his head as the tug passes.

The bigger problem was the fog.

"This is like San Francisco," he said.

Shortly before reaching the infamous Bligh

Reef, the boats moved from the outbound lane to the inbound lane where the ice thinned. The move was possible because the tanker was the only one allowed in the lane, under the Coast Guard and state-approved routes allowed that day.

The fog didn't let up until the group arrived just outside the "gate," as people call Hinchinbrook Entrance.

There, the captain of the *Polar Discovery* radios the *Nanuq* and thanks the crew for the escort.

The *Attentive* stands by until the *Polar Discovery* calls from Seal Rocks to say the tanker has safely traveled the required distance.

"Attentive, *Polar Discovery*. We're at the 17-mile mark, see you next time."

By then, the skies are pink with dusk. Luc Maheu, the 23-year-old second mate, is at the controls.

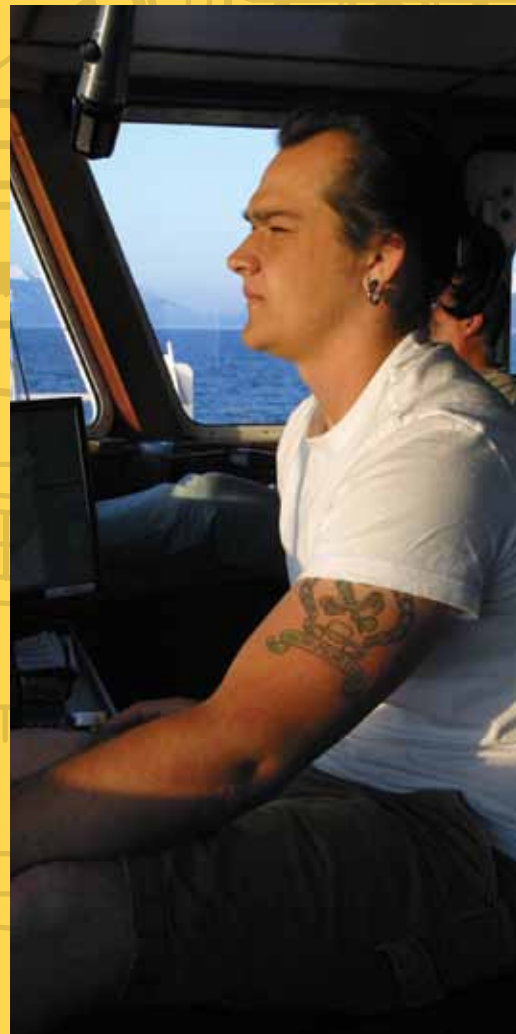
"All right, you guys have a good sail," Maheu said.

As Big As A House

The *Attentive* doesn't travel far. It sails around

Attentive's Crew

A big thanks to the crew of the *Attentive* for their help with this story. (Left to Right) Captain Jeff Stevenson, Second Mate Luc Maheu, Chief Engineer Ed Schaefer, (top) Deckhand Josh Swainston, (bottom) Chief Mate Gray Randall, and Chief Steward Janice Higbee.



the corner into Port Etches, tethering to a buoy for the night.

Another Crowley tug and barge tie up nearby. They're at Port Etches in case oil spills in the area, an area Stevenson loves because of its natural beauty.

Small waves break against rocky islands covered with evergreen trees. And tonight, snowy mountain peaks capture the sunset's dusky glow.

After helping his crew tie the tug to a buoy, Stevenson hits the sack, but it's a short rest. The *Attentive* is underway again shortly after 4 a.m.

A SERV'S dispatcher wants the tug to be an ice scout for the incoming *Polar Resolution*, another ConocoPhillips tanker.

There's a moderate concentration of ice near Bligh Reef. But around Busby Island, the crew hits the jackpot, finding a small iceberg.

"That's as big as a house," said Stevenson, slack-jawed. "That would open you up big time. And three-quarters of it you can't see."

Maheu calls to warn the *Polar Resolution* -- it's just started to arrive in the Sound at

Hinchinbrook Entrance.

With the morning shrouded in fog, the captain wants the *Attentive* to park near the ice when the tanker passes, to serve as a landmark.

With the tanker three hours away, the crew returns to a spot near Bligh Reef and jogs back and forth. During the wait, they hold a fire drill. Stevenson sounds an alarm, and the crew grabs radios and pulls out a hose, then fires water off the *Attentive's* bow.

As the *Polar Resolution* nears, the pilot calls the *Attentive* and the tug goes looking for the big piece of ice again.

Stevenson, bending close to the radar monitor, spots it.

"That's our baby," he said, then radios the tanker.

"You got one a mile ahead of you and the big one is two miles ahead of you."

The tug tracks it back down, and stands by. It looks like a sloping islet that could fill half the tugboat.

Stevenson advises the pilot to stay to the

eastern edge of the inbound lane.

After the *Polar Resolution* passes, the pilot calls in. "It looks like we're clear of the hazards. Appreciate the help and you can follow us in," he said.

It was the end of another safe escort, but certainly not the last.

The commitment of SERV'S is easily summarized by its new director, Peter Andersen, 44 and an eight-year employee. Like many SERV'S personnel, he was born in Prince William Sound.

As a young fisherman, he was emotionally devastated when he saw the 1989 oil spill from the air, on a flight from Kodiak to his hometown of Cordova to go herring seining.

The catastrophe's silver lining was the vastly improved system to keep oil out of the sound, a personal goal that will guide him and others well into the future.

"SERV'S has a commitment to provide whatever resources are necessary to fulfill the mission as effectively and efficiently as we can," he said.

Connections



Historical Perspective

1975



In 1975, the Crowley summer sealift flotilla to the North Slope of Alaska in support of the development of the oil fields faced the worst Arctic ice conditions of the century. In fleet size, it was the largest sealift in the project's history with 47 vessels amassed to carry 154,420 tons of cargo, including 179 modules reaching as tall as nine stories and weighing up to 1,300 tons each. Vessels stood by for nearly two months waiting for the ice to back away from the shore. Finally, in late September, the ice floe retreated far enough to allow Crowley's tugs and barges to line up behind a Coast Guard icebreaker for the slow and arduous haul to Prudhoe Bay. When the ice closed again, it took as many as four tugs to push the barges, one at a time, through the ice. Despite the incredible effort, some of the vessels became caught and were frozen in place for the winter.

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