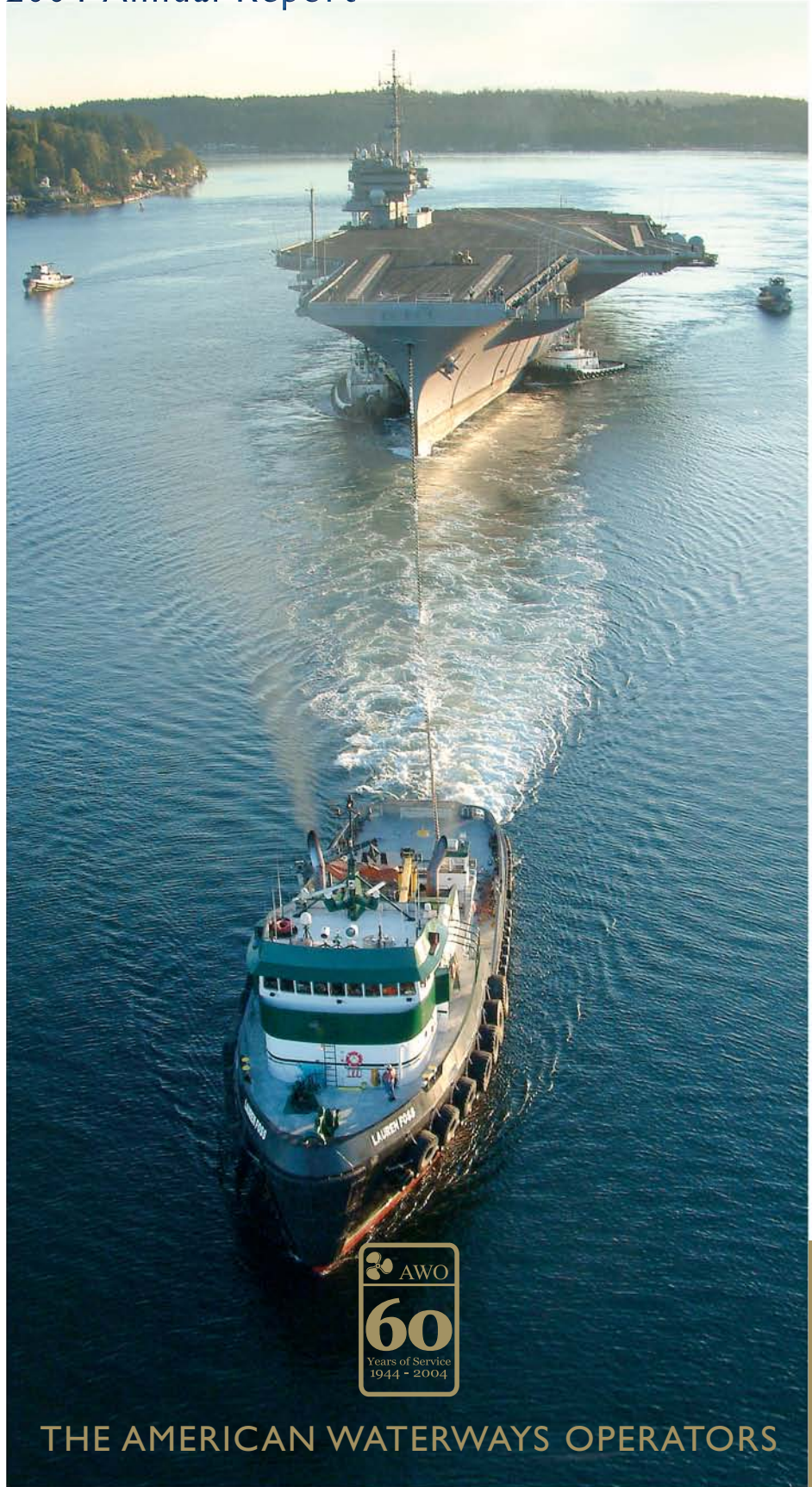


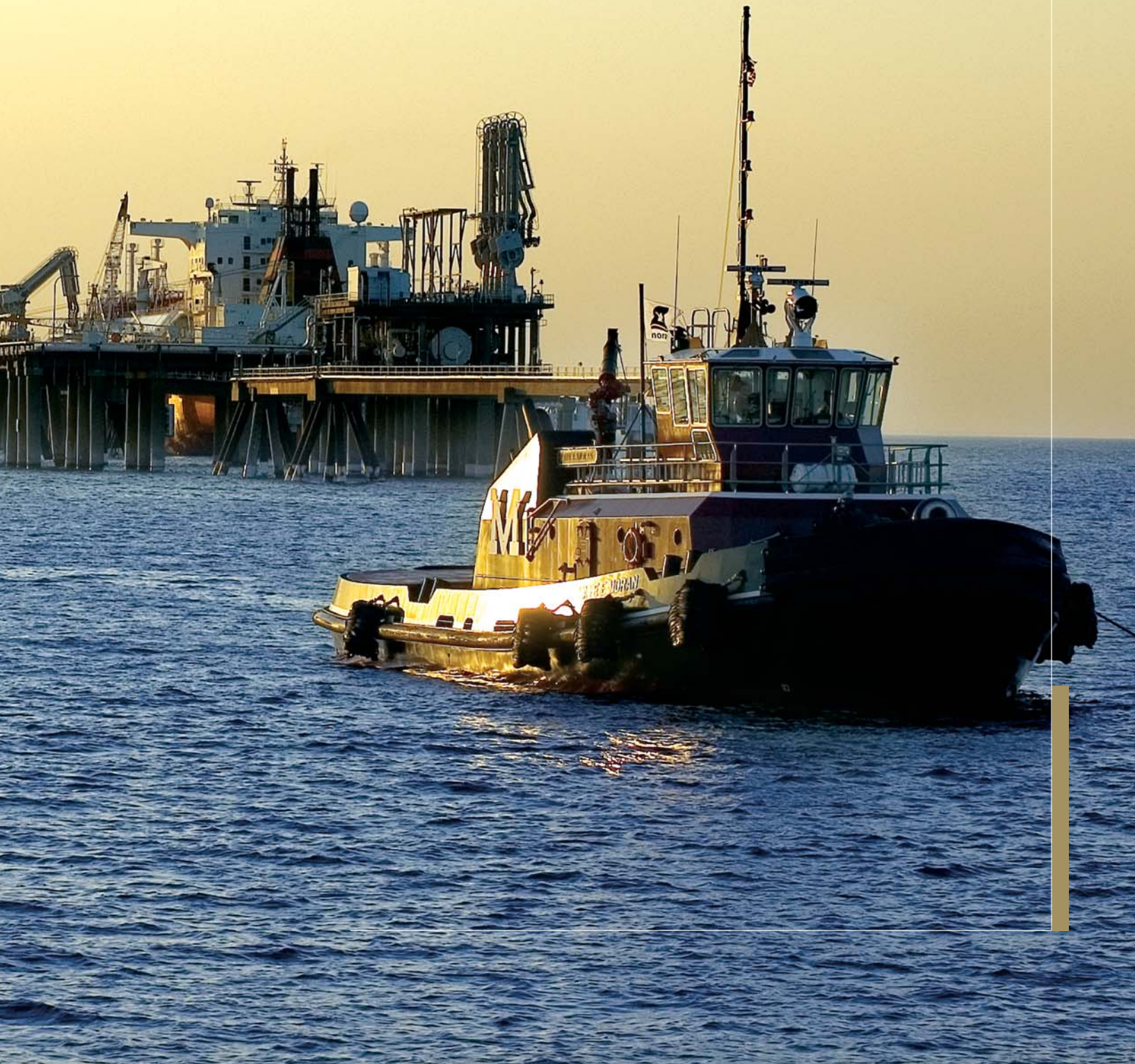
2004 Annual Report



THE AMERICAN WATERWAYS OPERATORS

“As AWO celebrated its 60th Anniversary in 2004... we were reminded repeatedly of how fortunate we are to advocate for an industry that provides genuine value to the nation and has such a wonderful story to tell.”

Thomas A. Allegretti
President & CEO
The American Waterways Operators



Chairman's Message

2004 WAS A VERY GOOD YEAR FOR THE MEMBERS OF THE AMERICAN WATERWAYS OPERATORS, one in which we helped advance the cause of safety in the U.S. tugboat, towboat and barge industry. This year, we achieved a watershed in certain key issues that will help secure the industry for the future.

Chief among the 2004 milestones was the passage of historic legislation authorizing the U.S. Coast Guard to establish a towing vessel inspection program, making towing vessels an inspected class for the first time ever. AWO supports this change as one whose time has come in order to raise the bar of safety for the entire industry. While the industry has made great strides in safety in recent years, including a dramatic 84% reduction in tank barge oil spills, a record low in crew fatalities and a declining rate of vessel casualties, statistics have shown that industry safety would benefit by extending a safety management system to all towing vessels. The establishment of this program will have at its core a safety management system, as recommended in 2000 by the National Transportation Safety Board. With the Coast Guard's expanded responsibilities for maritime security, the inspection regime will allow the Coast Guard to fulfill both its safety and security missions at the same time. This new inspection program will produce a sea change in the regulatory environment that will make even greater safety achievements possible. AWO will be fully engaged in the public process going forward to help develop sound, efficient and effective regulations to implement this new inspection law.

In one of the major achievements of the year, AWO finally obtained relief from the 4.3-cent fuel tax that has plagued the industry for years. This issue was a perennial challenge that required hard work and perseverance to overcome. The success is all the sweeter because of the long road required to achieve it. This is a major accomplishment that will save the industry over \$20 million per year, money that can be used for reinvestment to make the industry stronger, and thereby benefit the American economy, environment and quality of life.

Another objective that met with success this year was our effort to close the vessel lease financing loophole in the Jones Act. This was a much needed correction to prevent foreign companies from exploiting loopholes in the law. This signals the intention of Congress to uphold the integrity of the Jones Act. As the largest segment of the U.S. domestic fleet, our industry has invested billions of dollars based upon the requirements of the Jones Act. The integrity of the Act will therefore continue to command our intense interest.

An important challenge on which we made progress in 2004 is that of convincing U.S. government agencies of the value of contracting with towing companies that operate under a safety management system, like the Responsible Carrier Program. This year we reached an agreement with the U.S. Maritime Administration in this regard, and we will continue to press other agencies, including the United States Navy and the Coast Guard, for similar progress. We believe it is very important for the U.S. government to demonstrate that it values a commitment to the safest and most environmentally sensitive operations in its tugboat, towboat and barge contractors in order to protect people, property and the environment.

These achievements help to strengthen the industry, thereby securing it for a bright future. The members and staff of AWO are to be congratulated for the important role you played in making it all happen in 2004.



"Chief among the 2004 milestones was the passage of historic legislation authorizing the U.S. Coast Guard to establish a towing vessel inspection program, making towing vessels an inspected class for the first time ever."

A handwritten signature in black ink that reads "Edmond J. Moran, Jr." The signature is written in a cursive, flowing style.

Edmond J. Moran, Jr.
Chairman of the Board
The American
Waterways Operators

Executive Committee

AWO'S EXECUTIVE COMMITTEE, RESPONSIBLE TO THE BOARD OF DIRECTORS, GUIDES POLICYMAKING AND EXERCISES DAY-TO-DAY OVERSIGHT OF THE AFFAIRS OF THE ASSOCIATION.

"2004 was a very good year for the members of the American Waterways Operators, one in which we helped advance the cause of safety in the U.S. tugboat, towboat and barge industry."

Edmond J. Moran, Jr.
Chairman of the Board
The American Waterways Operators



Edmond J. Moran, Jr.
Chairman of the Board
Moran Towing Corporation
New Canaan, CT



John Dragone
Maritrans Operating Company L.P.
Philadelphia, PA



Steven P. Valerius
Vice Chairman of the Board
Kirby Inland Marine, LP
Houston, TX



David Hanby, Jr.
McDonough Marine Service
Metairie, LA



Craig E. Philip
Immediate Past Chairman of the Board
Ingram Barge Company
Nashville, TN



Mark Knoy
MEMCO Barge Line
Chesterfield, MO



Walter E. Blessey, Jr.
Blessey Marine Services, Inc.
Harahan, LA



Walter K. Kristiansen
E.N. Bisso & Son, Inc.
Metairie, LA



Timothy J. Casey
K-Sea Transportation Corp.
Staten Island, NY



H. Merritt Lane, III
Canal Barge Company, Inc.
New Orleans, LA



George Clark
Harley Marine Services
Seattle, WA



William D. Stegbauer
Southern Towing Co.
Memphis, TN



Keith M. Darling
MEMCO Barge Line
Chesterfield, MO



2004 Board of Directors

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Chairman of the Board
Moran Towing Corporation
New Canaan, CT

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Vice Chairman of the Board
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Houston, TX

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*Immediate Past Chairman
of the Board*
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K-Sea Transportation Corp.
Staten Island, NY

George Clark
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Keith M. Darling
MEMCO Barge Line
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Belle Vernon, PA

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McDonough Marine Service
Metairie, LA

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Parker Towing
Company, Inc.
Tuscaloosa, AL

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Garvey Schubert Barer
Seattle, WA

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Hughes Bros., Inc.
Edison, NJ

Charles H. King, Jr.
Buffalo Marine Service, Inc.
Houston, TX

Mark Knoy
MEMCO Barge Line
Chesterfield, MO

Walter K. Kristiansen
E.N. Bisso & Son, Inc.
Metairie, LA

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New Orleans, LA

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B & H Towing
Paducah, KY

Stephen D. Little
Crouse Corporation
Paducah, KY

Michael Luhr
Luhr Bros., Inc.
Columbia, IL

A.J. McAllister, III
McAllister Towing &
Transportation
New York, NY

T.F. Mercer
Pecos, Inc.
Seattle, WA

Charles F. Nalen
Crowley Maritime
Corporation
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Deane Orr
CONSOL, Inc.
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Norfolk, VA

Charles Peterson
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Miami, FL

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Florida Marine
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Roehrig Maritime, LLC
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Dixon Shaver
Shaver Transportation
Company
Portland, OR

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Western Towboat
Seattle, WA

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Westar Marine Services
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Southern Towing Co.
Memphis, TN

Peter H. Stephaich
Blue Danube Incorporated
Pittsburgh, PA

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Houston, TX

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Houston, TX

Ted Waxler
Waxler Towing Co., Inc.
Memphis, TN

W. Norb Whitlock
American Commercial
Barge Line LLC
Jeffersonville, IN

Royce Wilken
American River
Transportation Co.
Decatur, IL

George Wittich
Weeks Marine, Inc.
Cranford, NJ



President's Report



In 2004, AWO's long-term quest for advocacy excellence and its relentless focus on results paid off in genuinely big ways.

A handwritten signature in black ink that reads "Tom Allegretti". The signature is fluid and cursive.

Thomas A. Allegretti
President & CEO
The American
Waterways Operators

2004 WAS A YEAR OF EXTRAORDINARY ACHIEVEMENT FOR AMERICA'S TUGBOAT, TOWBOAT AND BARGE INDUSTRY. It was a year of truly historic change as well. Together, the changes effected and the achievements produced have further assured the long-term value of the industry to the nation. This was an especially meaningful result as AWO celebrated its 60th Anniversary last year.

In 2004, AWO's long-term quest for advocacy excellence and its relentless focus on results paid off in genuinely big ways. Congress passed landmark legislation that will enhance industry safety by bringing all U.S. towing vessels under a Coast Guard inspection regime. Congress closed a dangerous loophole that threatened the long-term integrity of the Jones Act. Congress passed repeal of the 4.3-cents per gallon fuel tax paid by inland vessel operators. This change alone will save the industry more than \$20 million annually.

These legislative achievements are significant because they strengthen the foundation of the industry. By making the industry safer, they help us fulfill our obligation to transport the nation's commerce not only efficiently, but reliably. By protecting the American character of our industry, they assure that we can meet both the nation's transportation needs and the public's expectation of sound environmental performance and stable American jobs. By removing tax inequities, they allow the industry to reinvest its profits and upgrade its assets for future service to the nation.

These achievements are also significant because they tangibly demonstrate what can be accomplished when members and staff form effective partnerships to pursue public policy objectives together. The combination of creative, professional staff management and the passion and expertise of industry executives is a powerful force that produces the kind of real results that AWO enjoyed in 2004.

The historic change achieved in 2004 was also the result of another powerful force – the partnership of government and industry to enact progressive laws that benefit the nation and its citizens. AWO member-leaders and the senior leadership of the U.S. Coast Guard worked together in 2004 to encourage Congress to fundamentally alter the regulatory requirements that govern industry operations. Together, they proposed and supported seminal legislation that will strengthen marine safety and environmental protection. Especially noteworthy is the transformation of traditional inspection programs to incorporate contemporary approaches to safety management. This is the best of both worlds – a change of historic proportions that is designed to address modern challenges.

It was not mere serendipity that produced the historic change and significant accomplishments of 2004. It was the result of a vision that compels AWO to approach the future with courage and innovation. It was the result of a strategic plan that targets the association's resources on well-defined goals. It was the result of an effective fighting force that makes use of the strengths of both members and staff. It was the result of a partnership with government that is distinguished by candor and trust.

As AWO celebrated its 60th Anniversary in 2004, we were reminded repeatedly of how fortunate we are that the industry's hard labor has borne great fruit. We were reminded repeatedly of how fortunate we are to advocate for an industry that provides genuine value to the nation and has such a wonderful story to tell. We were reminded repeatedly of how fortunate we are to represent the men and women of vision and values who populate and lead this significant part of the nation's transportation system.

Advocacy – A Year of Accomplishment

Accomplishments

BUILDING A SAFER FUTURE

AWO worked side-by-side with the U.S. Coast Guard to secure passage of landmark legislation that will enhance safety, security, and environmental protection by bringing towing vessels under a Coast Guard inspection regime. This historic change, proposed by the Department of Homeland Security with strong AWO support, was included in the Coast Guard and Maritime Transportation Act of 2004, and signed into law in August. The legislation builds on the work of AWO members to develop and implement the AWO Responsible Carrier Program by making a safety management system the centerpiece of the new towing vessel inspection regime.

CLOSING JONES ACT LOOPHOLES

AWO played a leadership role in the all-hands effort of a united domestic maritime industry to close a dangerous loophole that threatened the U.S.-ownership requirement of the Jones Act. A Coast Guard rule published in February took a major step forward in preventing abuse of lease financing arrangements by foreign vessel-owning companies, and Congress finished the job with legislation included in the Coast Guard and Maritime Transportation Act. The new safeguards reflect the continued strong support for the Jones Act by the Bush Administration and strong bipartisan majorities in Congress.

SECURING RELIEF FROM UNFAIR TAXATION

Concluding a lengthy effort by AWO, Congress in 2004 passed a repeal of the 4.3 cents-per-gallon fuel tax paid into the general fund by inland vessel operators and railroads. A provision of the corporate tax package passed in October will phase out the tax over a two-year period, with total repeal effective on January 1, 2007.

In 2004, AWO accomplished some major, long sought objectives. Through its core mission – advocacy – AWO continues to confront challenges and seek solutions, as outlined here.



A PARTNER IN HOMELAND SECURITY

AWO helped members meet their responsibilities under the U.S. Maritime Transportation Security Act of 2002 by partnering with the Coast Guard to develop the AWO Alternative Security Program and the AWO International Vessel Security Plan. These industry-specific plans simplified the burden of compliance for AWO members and helped the Coast Guard make efficient use of its limited plan review resources. AWO also worked with the Coast Guard to ensure clear, timely guidance to industry in preparation for agency inspections to test compliance with the security plan requirements, which took effect July 1.

ENSURING RESPONSIBLE REGULATION

The Coast Guard and Maritime Transportation Act brought to fruition a multi-year effort by AWO, other tank vessel interests, and the Coast Guard to secure relief from a technologically infeasible requirement that would have forced the premature retirement of numerous single-hulled tank vessels. The legislation removes the statutory mandate for tank level/pressure monitoring devices, which Coast Guard and industry research have shown to be technologically unworkable and cost-prohibitive, and paves the way for Coast Guard action to rescind regulations set to take effect in October 2007.

MAINTAINING MARKET COMPETITIVENESS

During 2004, under the leadership of AWO Chairman Ned Moran, a compromise was reached with the Shipbuilders Council of America on the issue of extending eligibility for the Capital Construction Fund (CCF) tax advantages to the domestic coastwise trades. AWO members are strongly opposed to such an extension out of concern that the artificial tax incentives of the CCF could disrupt their markets. The compromise would extend CCF only to fast ferries, mobile offshore drilling units and shipyard modernization projects, and not to commercial cargo vessels in the domestic inland or coastal trades.

ADVOCACY: A MEMBER-STAFF PARTNERSHIP

AWO's advocacy accomplishments in 2004 reflect a continuing quest for "advocacy excellence," a relentless focus on results and a true member-staff partnership in support of the association's advocacy objectives. AWO members played a critical role in all of AWO's advocacy accomplishments in 2004, including passage of towing vessel inspection legislation and closure of the lease financing loophole. AWO helped members hone their advocacy skills through the second annual Congressional "Barge-In" in April, where 40 AWO members visited 65 House and Senate offices; and the first-ever Advocacy Boot Camp in October, which instructed members in the finer points of legislative, regulatory, and public affairs advocacy.

MEETING THE CREW ENDURANCE MANAGEMENT CHALLENGE

AWO continued to work with the Coast Guard to meet the challenge of crew endurance management in the 24/7 vessel operating environment. AWO and the Coast Guard worked to educate members on the flexible, comprehensive Crew Endurance Management System (CEMS), designed to work within a company's safety management system, and greatly increased the availability of training resources for CEMS "coaches" and coach trainers. At year's end, AWO and the Coast Guard were working together on a joint effort to measure the scope and effectiveness of ongoing CEMS demonstration projects in preparation for a report to Congress to be submitted in mid-2005.





Continuing Challenges

IMPLEMENTING THE NEW INSPECTION REGIME

The successful Coast Guard-AWO effort to secure passage of towing vessel inspection legislation will usher in a high-stakes, multi-year regulatory process to implement the new requirements. The congressionally established Towing Safety Advisory Committee (TSAC) will serve as a key vehicle for private-sector input into the rulemaking process, and AWO staff and members are participating actively in the newly formed TSAC Towing Vessel Inspection Working Group.

ENSURING MISSOURI RIVER RELIABILITY

The new Missouri River Master Manual, which governs how Missouri River flows are managed, was released in March after fifteen years of public debate. AWO continued to work with the Administration, the U.S. Army Corps of Engineers, the U.S. Fish & Wildlife Service and Congress to ensure reliable navigation flows for the Missouri and Mississippi rivers. The President has voiced strong support of continued navigation on the Missouri River. An ongoing court proceeding will determine whether the Corps has the power to reprioritize the uses of the Missouri River, even though Congress made flood control and navigation the dominant functions of the Missouri River dams and reservoirs when it enacted the Flood Control Act of 1944. AWO will continue to lead the fight to secure navigational priority on the Missouri River.

PROCURING INFRASTRUCTURE MODERNIZATION

Progress was made in 2004 in addressing aging infrastructure concerns, but much remains to be done. The U.S. Army Corps of Engineers completed its study of the navigation system for the Upper Mississippi Waterway and the Illinois River and made a recommendation for lock modernization. Authorization for the initial stage of this project was included in the Water Resources Development Act by Senator Kit Bond (R-MO), but the WRDA bill failed to pass in the closing days of the 108th Congress. Appropriations for Corps navigation projects were at their highest level in a number of years but still were below the goal of \$300 million per year needed for efficient utilization of the Inland Waterways Trust Fund. In addition, operation and maintenance funding continued at a reduced level, resulting in increases in the backlog of critical maintenance.



PRESERVING FEDERAL JURISDICTION

A Massachusetts state law passed in the summer of 2004 oversteps clear U.S. Supreme Court guidance on federal/state jurisdiction over vessel operations. Despite repeated warnings from the Coast Guard that the law trends impermissibly on federal jurisdiction, the state legislature passed, and the governor signed, the unconstitutional legislation. AWO was working at year's end, and will continue in 2005, to seek legislative or judicial relief from the law's requirements.

CLOSING JONES ACT LOOPHOLES, PART II

In the wake of decisive Congressional action to close the lease financing loophole, foreign vessel owners turned to unorthodox mortgage financing arrangements in an effort to gain a foothold in the Jones Act trade. A top priority for AWO in the 109th Congress will be to secure legislation that closes the mortgage financing loophole and preserves the intent of Congress to reserve the domestic maritime trades for vessels owned and controlled by U.S. citizens.

MANAGING THE PROLIFERATION OF STATE REGULATIONS

Statutes and regulations in a number of different states were an issue in 2004 and continue to be a concern. A California bill that would have expanded tug escort requirements in the San Francisco Bay area was vetoed by Gov. Schwarzenegger. The Oklahoma legislature considered a manning requirement as a result of the I-40 barge/bridge allision. Most significant was a law enacted in Massachusetts that seeks to create comprehensive state regulation of barge traffic through Buzzards Bay. These provisions deal with areas that are reserved exclusively to the federal jurisdiction of the Coast Guard under the 2000 Supreme Court decision in *United States v. Locke*. AWO is committed to containing state efforts to extend over vessel operations laws and regulations that duplicate or conflict with federal requirements.

Public Affairs Outreach

CONGRESSIONAL OUTREACH

AWO held its second annual "Barge-In" on Capitol Hill as part of its Spring Convention. This initiative has been embraced by AWO members who participate in the day-long effort to educate policymakers on important issues.

AWO also continued its outreach to policymakers through the AWO Congressional Education Program, wherein AWO provides briefings to new members of Congress or those who hold seats on key committees. This is an ongoing program to inform and educate Congress on the value of the American tugboat, towboat and barge industry to the nation, and highlight the industry's contributions to the American economy, environment and quality of life.

INDUSTRY AWARENESS CAMPAIGN

AWO continued its important industry awareness campaign in 2004, using print and radio ads as tools to give the industry a higher profile with federal policymakers. The print ads were placed in specially targeted issues of the most widely read newspaper on Capitol Hill. The radio ad touting the industry's value to the nation was placed on two very popular, all-news radio stations in Washington, D.C.

INDUSTRY STATISTICS WEB SITE

Another tool employed fully in 2004 to provide the general public and the media with up-to-date information to illustrate the industry's positive record on safety, security and its role in the U.S. economy, was the industry statistics section of the AWO Web site, www.americanwaterways.com. The statistics section provides general facts about the industry, fleet data and statistics on type and amount of commodities moved by barge, industry safety, transportation of oil and petroleum products and taxes paid by the industry.

SAFETY COMMUNICATIONS

The theme of the AWO 2004 Safety Calendar was "Bridge Transit Safety," an important AWO initiative to ensure the protection of people, property and the environment. The safety messages contained in the calendar reflected work by the AWO safety committees to develop and adopt "best practices" for conducting safe bridge transits. These "best practices" were also captured for members' use on the AWO Web site.

PUBLIC RELATIONS OUTREACH – "CAPITAL RIVER RELIEF" CLEANUP

In the spring, AWO members participated in a high profile event in Washington, D.C. – the "Capital River Relief" project, a cleanup of the Potomac and Anacostia rivers. AWO was an official sponsor of the project, which brought together a coalition of corporate, association, government and environmental groups. The event drew media attention to AWO's commitment to environmental protection and its willingness to work with diverse groups to accomplish that goal.



AWO's public affairs outreach is an integral part of AWO advocacy efforts and is focused on communicating the value of the industry to the nation, as well as AWO's commitment to safety and security.



Safety

10th Anniversary of the Responsible Carrier Program

THE AWO RESPONSIBLE CARRIER PROGRAM – CHANGING AN INDUSTRY

Since the Responsible Carrier Program (RCP) was conceived 10 years ago, it has truly changed the industry. AWO member companies, large and small, are operating ever more safely. Customers, the Coast Guard, and increasingly other federal agencies, have recognized AWO's commitment to safety and the contribution that the RCP makes to the overall safety of the industry. By requiring that all AWO members achieve audited compliance with the Responsible Carrier Program within one year of joining the association, AWO members have embraced a safety culture that is reflected in the safety record, and established AWO members as the recognized leaders in promoting safe, environmentally benign operations.

THE RESPONSIBLE CARRIER PROGRAM – STILL GROWING AT AGE 10

The Responsible Carrier Program, since its inception in 1994, has continued to grow and evolve as the premier safety management system for the tugboat, towboat and barge industry. One of the chief strengths of the Responsible Carrier Program is its ability to change and grow as needed. This year, that tradition of constant improvement continued with the adoption of a requirement for companies to develop Bridge Transit and Operator Incapacitation procedures. This action, and AWO's work on crew endurance management, were recognized by the National Transportation Safety Board (NTSB) as positive industry initiatives when the NTSB released its report in August on the 2002 Interstate-40 barge/bridge allision.

The Responsible Carrier Program will continue to grow and evolve as the industry moves toward the adoption of a new Coast Guard towing vessel inspection regime. The Responsible Carrier Program will continue to set the bar of safety higher for the entire industry.



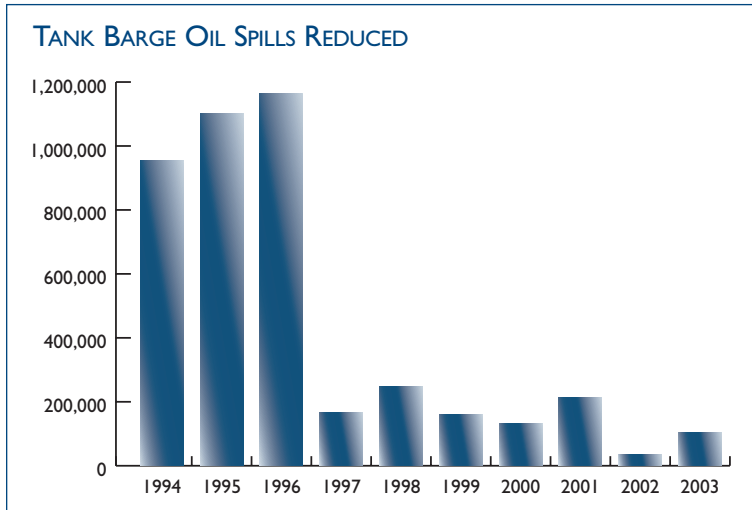
As the AWO Responsible Carrier Program marks its 10th Anniversary, its positive impact on industry safety is being realized, even as it continues to evolve.

AWO RCP Timeline



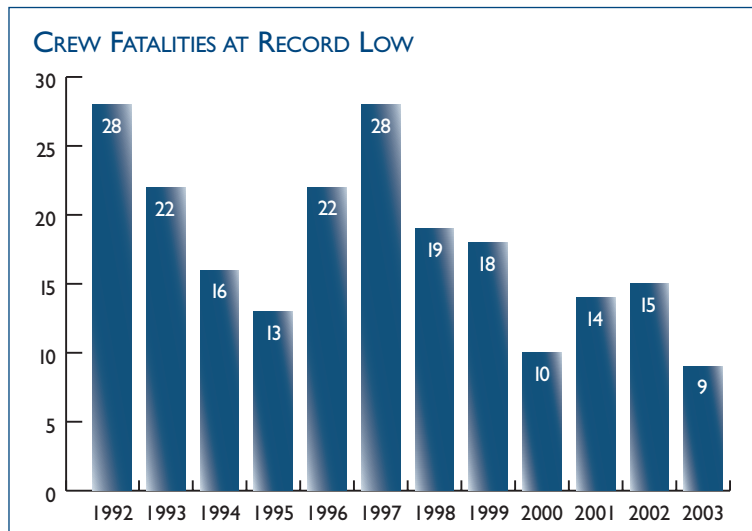
Safety Performance: A Record of Progress

Statistics show that in recent years the safety of the American tugboat, towboat and barge industry has continued to improve, indicating the positive effect of the AWO Responsible Carrier Program on industry operations, company management and personnel training.



Gallons of Oil and Oil Products Spilled from Tank Barges 1994-2003

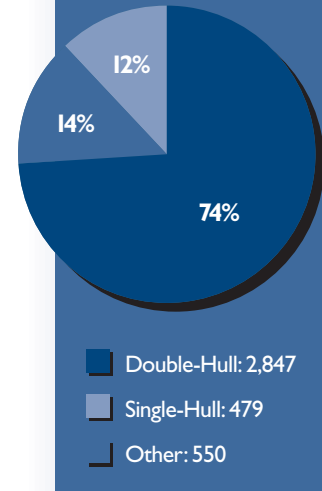
Starting in 1997, the towing industry began a period of low spills from tank barges. From 1997 through 2003 the average amount spilled was 150,944 gallons, compared to an average of 1,073,593 gallons from 1994 through 1996. AWO will continue to work with partners in industry and government to achieve the goal of zero gallons spilled.



Towing Industry Crew Fatalities 1992-2003

2003 saw a record low of nine crew fatalities in the towing industry. AWO believes that safety initiatives in recent years, such as the AWO Responsible Carrier Program and the work of the Coast Guard-AWO Safety Partnership and the AWO safety committees, have begun to effect real change in the safety culture of the tugboat, towboat and barge industry. AWO will continue to work with partners in industry and government to achieve the goal of zero crew fatalities.

MAJORITY OF TANK BARGE FLEET DOUBLE-HULLED



Tank Barge Fleet By Hull Type

AWO estimates that the towing industry's tank barge fleet consists of 3,876 vessels. Double-hulled barges number 2,847, or 74% of the fleet. The remainder of the fleet is almost evenly split between 479 single-hull vessels and 550 other hull types (double-bottom, double-side and other reinforced hull designs).

Strategic Plan 2004-2006



AWO 21, the AWO strategic plan, sets forth the values held by AWO member companies and guides the work of the AWO staff by detailing the organization's vision, mission and goals.

VISION

The American Waterways Operators is the leading national advocate for, and promoter of, a safe, secure and environmentally responsible tugboat, towboat and barge industry.

MISSION

The American Waterways Operators is the national trade association representing the owners and operators of tugboats, towboats and barges serving the waterborne commerce of the United States. Its mission is to promote continuous improvement in safety and environmental standards, the long-term economic soundness of the industry, and the importance of waterborne commerce in the national transportation system.

VALUES

AWO Members:

- Recognize the fundamental responsibility to operate their companies in an ethical, safe, secure and environmentally responsible manner that benefits their employees, their customers, the public and the environment.
- Embrace continuous improvement in safety and environmental performance and compliance with safety management systems such as the Responsible Carrier Program.
- Recognize that the waterways of the U.S. are a national asset and a shared resource requiring stewardship and improvement.
- Constructively engage the public policy process on matters that affect safety, security, the environment, the communities in which we operate and the economic soundness of the industry.
- Continue the industry heritage of cooperation, draw strength from member diversity and support initiatives that fortify the industry and foster achievement of its goals.

GOALS

1. Be an effective and proactive advocate with the U.S. Congress.
2. Be an effective and proactive advocate with federal agencies.
3. Promote continuous improvement in industry safety, security, and environmental performance.
4. Promote positive public awareness of the industry.
5. Influence state and regional initiatives that affect industry interests.
6. Inform the membership on public policy issues.
7. Ensure effective and efficient management and governance of the association.



AWO Staff



Thomas A. Allegretti
President & CEO

Lee H. Hill
*Chief Financial Officer &
Senior Vice President*

Jennifer A. Carpenter
*Senior Vice President –
Government Affairs &
Policy Analysis*

Anne Davis Burns
Vice President – Public Affairs

Robert L. Clinton
Vice President – Safety

E. Boyd Hollingsworth, Jr.
Vice President – Legislative Affairs

Matthew Holzhalm
Vice President – Southern Region

Jason A. Lewis
Vice President – Pacific Region

Lynn M. Muench
Vice President – Midcontinent

Linda E. O'Leary
Vice President – Atlantic Region

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Meetings*

Amy K. Brandt
Manager – Government Affairs

Traci L. Fischer
Manager – Communications

Leslie A. Kagarise
*Manager – Finance &
Administration*

Katherine M. Rehak
Manager – Safety Programs

Douglas W. Scheffler
*Manager – Research &
Data Analysis*

Vickie M. Hammond
Assistant to the President

Mary C. Mills
Office Manager & Receptionist



AWO Staff 2004



ADM James Loy, Deputy Secretary of the U.S. Department of Homeland Security, and past AWO Chairman Craig Philip, President and Chief Executive Officer, Ingram Barge Company, honor Tom Allegretti for 10 years of service as AWO President & CEO.



**THE NATIONAL TRADE
ASSOCIATION OF THE
INLAND AND COASTAL
TUGBOAT, TOWBOAT
AND BARGE INDUSTRY**

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THE AMERICAN WATERWAYS OPERATORS