



Annual Membership Meeting
Wednesday, May 10, 2023
9:00 a.m. EDT

1. **Call to Order** (*Ms. Carpenter*)
2. **Safety Briefing** (*Mr. Breslin*)
3. **Roll Call** (*Ms. Moore*)
4. **Action: Approval of the Minutes of the May 17, 2022 Annual Membership Meeting** (*Ms. Carpenter*)
5. **Chairman's Remarks** (*Mr. Todd*)
6. **Action: Approval of the 2023 Officers Nomination Slate** (*Ms. Carpenter*)
7. **Enrollment of Directors** (*Ms. Carpenter*)
8. **Leadership Recognition** (*Ms. Carpenter*)
9. **Adjournment** (*Ms. Carpenter*)

Board of Directors Meeting
9:15 a.m. – 12:00 p.m.

1. **Call to Order** (*Mr. Iuliucci*) – 9:15 a.m.
2. **Chairman's Remarks** (*Mr. Iuliucci*) – 9:15 a.m.
3. **President's Report** (*Ms. Carpenter*) – 9:25 a.m.
4. **Action: Approval of the Minutes of the October 12, 2022 Board of Directors Meeting** (*Mr. Iuliucci*) – 9:35 a.m.
5. **Strategic Plan Implementation: Overview and Approach to 2023 Deliverables** (*Ms. Carpenter*) – 9:40 a.m.

6. **Advocacy and Public Affairs** – 9:50 a.m.

- a. Action: 2023 Advocacy Priorities and Plans** (*Mr. Montesano, Ms. Muench, Mr. Parsons, Ms. Stewart*) – 9:50 a.m.
- b. Industry Promotion and Communications Strategy** (*Mr. Lerner*) – 10:10 a.m. i.
National Waterways Foundation Overview (*Mr. Woodruff*) – 10:20 a.m.
- c. Sustainability Task Force Implementation Plan** (*Ms. Stewart*) – 10:30 a.m.
- d. Workforce Action Plan Implementation** (*Mr. Parsons*) – 10:40 a.m.
- e. State and Regional Advocacy** (*Ms. Muench*) – 10:50 a.m.
- f. Action: 2023 PAC and Political Program Goals** (*Mr. Manion*) – 11:00 a.m.

7. **Safety & Sustainability: 2023 Plans and Goals** (*Mr. Breslin*) – 11:10 a.m.

8. **Membership & Member Education: 2023 Plans and Goals** (*Ms. Kidd/Ms. Muench*) – 11:20 a.m.

9. **Member Leadership Development: Board Feedback on Recent Process Improvements and Plans** (*Ms. Carpenter*) – 11:30 a.m.

10. **Financial Report** - 11:40 a.m.

- a. Action: Approval of 2022 Audit** (*Mr. Hughes, Mr. Morrison, Mr. Keaton*)
- b. Stewardship in 2023: Approach and Year-to-Date Status** (*Ms. Smith, Mr. Romano*)

11. **Old Business/New Business** (*Mr. Iuliucci*) – 11:55 a.m.

12. **Adjournment** by 12:00 p.m. (*Mr. Iuliucci*)

AWO ANTITRUST POLICY

INTRODUCTION

It is the policy of AWO to comply with all applicable federal and state antitrust laws. The fundamental objective of the antitrust laws is to protect and promote free and fair competition. AWO understands and supports the public policies embodied in these laws. Through the adoption and issuance of the AWO Antitrust Policy, AWO affirms its commitment to abide by the spirit and the letter of all antitrust laws, and all members of AWO are required to do so as well in connection with their participation in AWO activities.

ANTITRUST RESTRICTIONS

U.S. antitrust laws prohibit agreements or understandings between two or more individuals or entities to unreasonably restrain business activity, such as by regulating prices or quantities of goods or services, allocating customers or territories, or hindering or limiting a competitor or potential competitor's operations. The criminal penalties for violating the antitrust laws are severe: corporations and other organizations may be fined up to \$10,000,000 per offense, and individuals face fines of up to \$350,000 and/or up to three years in jail. In addition, private parties injured by antitrust violations may sue for treble damages.

While there are numerous kinds of behaviors which can violate the antitrust laws, the general concept is two or more competitors at least tacitly agreeing to act together in an anti-competitive manner. Particularly condemned by the antitrust laws are the following:

Price-Fixing - Any agreement among competitors to raise, lower or stabilize prices, charges, or fees is unlawful, even if the agreed-upon amount is reasonable, and even if the agreement is never put into effect. Details like credit terms, discounts, and warranties are elements of price. Even an invitation to enter into such an agreement is a violation.

Allocating Customer or Dividing Territory - Customer, territorial, or market allocation involves an agreement among competitors to divide the market in such a way as to allow each party to serve its share of the market without competition from the others. Bid rigging is a form of this prohibited behavior.

Group Boycotts - A collective refusal to deal with some third party, sometimes called a "group boycott," raises serious antitrust concerns. It is dangerous for one company to agree with another company that neither one will do business with a particular supplier or customer, or that they will do business only with certain suppliers or customers or only on certain terms and conditions. Invitations to engage in boycotts are equally illegal.

AWO MEETINGS

To avoid even the appearance of questionable activity, as well as to guard against inadvertent misconduct, AWO meetings should observe the following guidelines and procedures to the extent practical:

- A written agenda should be prepared and followed.
- Accurate minutes of every meeting will be prepared, sent to the participants, and approved at the next succeeding meeting.
- In case of doubt about the propriety or a topic of discussion, AWO staff or counsel should be consulted.
- If a member has a reservation concerning remarks or discussion at an AWO meeting, that reservation should be stated.

ADVOCACY

Certain kinds of advocacy efforts are an important exception to the antitrust laws. Under the *Noerr-Pennington* doctrine, joint action by trade associations or groups of competitors to influence government policy generally does not violate the antitrust laws; these activities are protected under the First Amendment to the U.S. Constitution. This doctrine covers legislative activity, litigation in the courts, and proceedings before administrative bodies.

DISTRIBUTION OF THIS POLICY

All officers, directors, committee chairs and vice chairs, and employees of AWO will receive a copy of this Policy. This Policy will also be included in AWO meeting materials, and will be available to all members on the AWO website.



Minutes of the 2022 Annual Membership Meeting
 The American Waterways Operators
 The Watergate Hotel
 May 17, 2022

Call to Order

Ms. Jennifer Carpenter, AWO President & CEO, called the meeting to order at 9:00 a.m. ET at the Watergate Hotel in Washington, DC. The following member companies were represented:

AccuTrans / CGBM	KSolv Group - KSolv, OMI, Garner
AccuTrans, LLC	Laborde Products, Inc.
AEP River Transportation Division	LeBeouf Bros. Towing, LLC
American Bureau of Shipping (ABS)	Loadstar Product Handling Services, LLC
American Commercial Barge Line LLC	Lyon Shipyard, Inc.
American River Transportation Company	M&P Barge Company, Inc.
Amherst Madison, Inc.	Magnolia Marine Transport Company
Andrie Inc.	Maritime Partners, LLC
ARCOSA Marine Products, Inc.	Marquette Transportation Company, Inc.
Bay-Houston Towing Company	Martin Marine
Blessey Marine Services, Inc.	McAllister Towing
Brennan Marine, Inc.	Middle River Marine, LLC
Buffalo Marine Service, Inc.	Moran Towing Corporation
Campbell Transportation Company, Inc.	Moxie Media, Inc.
Canal Barge Company, Inc.	Northern Marine, LLC
Center for Toxicology and Environmental Health, LLC	Pacific Power Group
Centerline Logistics Corporation	Parker Towing Company, Inc.
Channel Shipyard Company, Inc.	Petro-Chem Services, LLC
Conrad Shipyard, L.L.C.	Phoenix Lighting
Cooper/T. Smith Corporation	Port City Marine Services, Inc.
Corvus Energy	PSC Group
Cottrell Contracting Corporation	Resolve Marine Group
Crowley Maritime Corporation	Sabine Surveyors, Ltd
Curtin Maritime Corporation	Shaver Transportation Company
Dann Marine Towing, LC	Sherwin-Williams Protective and Marine Coatings
Deloach Marine Services	Southern Towing Company, LLC
Delphi Maritime, LLC	Spear Power Systems
Donjon Marine Co., Inc.	Stasinos Marine LLC
Elliott Bay Design Group	Steiner Construction, Inc.
Enterprise Marine Services LLC	T & T Marine Salvage, Inc.
ERL Commercial Marine, Inc.	Team Services, LLC

Express Marine Inc	Terral RiverService, Inc.
Genesis Marine, LLC	The Hiller Companies, Inc.
Golding Barge Line, Inc.	The Shearer Group, Inc.
Great Lakes Dredge & Dock Company	The Vane Brothers Company
Harbor Towing & Fleeting, LLC	Tidewater Transportation and Terminals
Hays Tug & Launch Service Inc.	Towing Vessel Inspection Bureau
Helm Operations	Tradepoint Atlantic
Hines Furlong Line, Inc.	TradeWinds Towing LLC
Holcim (US)	Trident Maritime Systems LLC
Hughes Bros., Inc.	Turn Services, LLC
Illinois Marine Towing, Inc.	TVIB-Towing Vessel Inspection Bureau
Ingram Barge Company	U.S. Coast Guard
James Transportation LLC	Wartsila North America
Jones Walker LLP	Weeks Marine, Inc.
K&L Gates LLP	Wepfer Marine, Inc.
Karl Senner, LLC	Western Towboat Company
Kirby Corporation	Wilmington Tug, Inc.
Kirby Inland Marine, LP	Yazoo River Towing, Inc.
Kirby Offshore Marine, LLC	

Roll Call

Ms. Vanessa Nuñez, Board Secretary, provided a brief technology overview for virtual participants, called roll, and confirmed the presence of a quorum.

Minutes of the May 20, 2021 Annual Membership Meeting

Action Item: Ms. Carpenter called for a motion to approve the minutes of the May 20, 2021 Annual Membership meeting. Mr. Fowler moved to approve the minutes; Mr. Binsfeld seconded the motion. The minutes were unanimously approved.

Chairman's Remarks

Chairman Wilkins provided the outgoing Chairman's remarks and presented the 2022 Officers Nomination Slate:

Chairman of the Board – Clark Todd, Blessey Marine Services, Inc.

Vice Chairman of the Board – Rick Iuliucci, The Vane Brothers Company

President & CEO – Jennifer Carpenter

Treasurer – Brian Hughes, Hughes Bros., Inc.

Secretary – Vanessa Nuñez (Executive Assistant to Jennifer Carpenter)

Action Item: Ms. Carpenter called for a motion to approve the 2022 Officers Nomination Slate. Mr. Sutton moved; Mr. Egan seconded the motion. The slate was approved.

Enrollment of Directors

Ms. Carpenter enrolled the new Directors and confirmed the Sector Committee leadership:

Atlantic Region

The following Directors were elected at the March 2, 2022 Annual Meeting of the Atlantic Region:

J.C. Dann	Dann Marine Towing, LC
Nathan Hauser	Moran Towing Corporation
Keith Kirkeide	Express Marine, Inc.
Art Mead	Crowley Maritime Corporation
Jeff Parker	Kirby Offshore Marine, LLC
Paul Witte	Donjon Marine Co., Inc.
Erik Larsen	Trident Maritime Systems LLC (Affiliate Member)
Maureen Hwang	Metropolitan Marine Transportation, Inc. (Alternate)

Atlantic Region Chairman: Mike Reagoso, McAllister Towing (Until 2023)

Atlantic Region Vice Chairman: *Vacant*

Midwest Region

The following Directors were elected at the February 24, 2022 Combined Annual Meeting of the Midwest, Ohio Valley and Southern Regions:

Derek Egan	Illinois & Michigan Oil, LLC
Matt French	American River Transportation Company
Aaron Halcomb	Middle River Marine LLC
William Hanson	Great Lakes Dredge & Dock Company
Chuck Hriczak	Holcim (US) Inc.
Tim Power	SCF Marine Inc.
Karen Shoot	JB Marine Service, Inc.
Michael Eckart	Sherwin-Williams Protective Marine Coatings (Affiliate Member)
Mark Patterson	Osage Marine Services, Inc. (Alternate)

Midwest Region Chairman: Adam Binsfeld, Brennan Marine, Inc. (Until 2023)

Midwest Region Vice Chairman: David Reynolds , Economy Boat Store (Until 2023)

Ohio Valley Region

The following Directors were elected at the February 24, 2022 Combined Annual Meeting of the Midwest, Ohio Valley and Southern Regions:

Darin Adrian	Marquette Transportation Company, Inc.
Kent Furlong	Hines Furlong Line, Inc.
Ed Hogan	Port City Marine Services, Inc.
Jeff Keifer	AEP River Transportation
George Leavell	Wepfer Marine Inc.
Gary Statler	Campbell Transportation Company, Inc.
Jim Fletcher	Team Services (Affiliate Member)

Jason Adams Inland Marine Service, Inc. (Alternate)

Ohio Valley Region Chairman: Sarah Perry McGee, James Transportation LLC (Until 2023)
Ohio Valley Vice Chairman: Patrick Sutton, American Commercial Barge Line LLC (Until 2023)

Pacific Region

The following Directors were elected at the March 8, 2022 Annual Meeting of the Pacific Region:

Martin Curtin Curtin Maritime Corporation
Michael Myers Centerline Logistics
Dan Nutt Kirby Offshore Marine, LLC
Russell Shrewsbury Western Towboat Company
Jeff Slesinger Delphi Maritime, LLC (Affiliate Member)
Jon Hellberg Shaver Transportation Company (Alternate)

Pacific Region Chairman: Shawn Bennett, Baydelta Maritime (Until 2023)
Pacific Region Vice Chair: *Vacant*

Southern Region

The following Directors were elected at the February 24, 2022 Combined Annual Meeting of the Midwest, Ohio Valley and Southern Regions:

Mark Bourgeois LeBeouf Bros. Towing, LLC
Ashley Danielson Genesis Marine, Inc.
Z. David DeLoach Deloach Marine Services
James Fowler Cooper/T. Smith Corp.
Rick Freed Martin Marine
Chas Haun Parker Towing Company, Inc.
David Lane Canal Barge Company, Inc.
Mario Munoz Turn Services, LLC
Larry Perryman Bay-Houston Towing Company
Patrick Smith Yazoo River Towing, LLC
Matt Woodruff Kirby Corporation
Miki Rieth Center for Toxicology & Environmental Health, LLC (Affiliate Member)
Angie Fay Blessey Marine Services, Inc. (Alternate)

Southern Region Chairman: Kelly Teichman, T&T Marine Salvage, Inc. (Until 2023)
Southern Region Vice Chairman: Todd Clower, Harbor Towing & Fleeting, LLC (Until 2023)

National Affiliate Board Member

The following Directors were elected at the March 22, 2022 meeting of the AWO Executive Committee:

Neal Langdon (National Affiliate Board Member) ARCOSA Marine Products, Inc.
John Roberts (At-Large Executive Committee Member) Ingram Barge Company

Sector Committee Leadership

Coastal Sector

Chair: Stephen Dann, Dann Ocean Towing, Inc. (2023)
Vice Chair: Martin Curtin, Curtin Maritime (2023)

Harbor Services Sector

Chair: Derek Egan, Illinois & Michigan Oil, LLC (2024)
Vice Chair: *Vacant*

Inland Dry Sector

Chair: Matt French, American River Transportation Company (2023)
Vice Chair: Blake Denton, Marquette Transportation Company, Inc. (2023)

Inland Liquid Sector

Chair: Ashley Danielson, Genesis Marine, LLC (2023)
Vice Chair: Austin Golding, Golding Barge Line, Inc. (2023)

Leadership Recognition

Ms. Carpenter thanked Chairman Wilkins and the outgoing Executive Committee members for their leadership.

Adjournment

Ms. Carpenter adjourned the meeting at 11:10 a.m. ET.



2023 Officers Nomination Slate

Chairman of the Board: Rick Iuliucci, The Vane Brothers Company

Vice Chairman of the Board: Kelly Teichman, T&T Marine

President & CEO: Jennifer Carpenter

Treasurer: Brian Hughes, Hughes Bros., Inc.

Secretary: Maureen Moore
(Executive Assistant to Jennifer Carpenter)

Kelly Teichman



Education and Training

- B.A. History, English Minor; Texas A & M University, College Station, Texas
- Federal On-Scene Coordinator Course, U.S. Coast Guard
- Hazardous Waste Operations / Oil Spill Response
- Incident Command System

Work History

- Over 20-years of experience managing T&T Marine Salvage emergency response operations
- Teichman Group COVID-19 Task Force, Lead Member
- Coordinated logistical support for over 1,000 oil spill and salvage operations
- Managed regulatory compliance for fleet of U.S. towing vessels and oil spill recovery barges
- Recognized expert in marine response documentation and contracting
- Experienced Incident Command System Planning and Logistics Section Chief

Accomplishments / Awards

- U.S. Coast Guard Certificate of Merit
- U.S. Coast Guard Houston-Galveston Port Coordination Team, Member, Response Team,
- USACE Navigation Restoration Team Member, Galveston and New Orleans District
- HOGANSAC (Houston Galveston Navigation Safety Committee-USCG) Federal Appointment, Former Member, Vice-Chair
- Waterways Council, Member
- American Waterways Operators, Member, Executive Committee
 - Chair – Southern Region Board
 - Member, Safety Leadership Advisory Panel
 - Co-Chair - Environmental Stewardship Sub-Committee
 - Member, Falls Overboard Sub-Committee
- Gulf Intracoastal Canal Association, Member, Executive Committee, Secretary
 - Response Team, Member
- Texas Waterways Association, Member,
- Offshore Marine Service Association, Member
- Women’s International Shipping and Trade Association, Member
- Texas A&M University, Galveston Campus, Board of Visitor, Executive Committee
 - Industrial Relations Sub-Committee
 - George P. Mitchell Society Mardi Gras Scholarship Fundraising Committee
- Galveston Regional Chamber of Commerce, Board Member
2020 Woman of the Year, Galveston Women’s Conference

Salvage & Wreck Removal Projects

- Hurricane Katrina – Documentation for Principal Federal Official, ADM Thad Allen
- MODU DEEPWATER HORIZON Oil Spill Response Operation, U.S. Gulf Coast
- T/V ATHOS I Salvage and Oil Spill Response Operation, Delaware River
- MODU THUNDERHORSE Salvage Operation, U.S. Outer Continental Shelf
- DUNLIN ARROW Salvage Operation



2023 - 2024 Board of Directors

Name	Company	Board Position
Leadership Council		
*Rick Iuliucci	The Vane Brothers Company	Chairman of the Board
*Kelly Teichman	T & T Marine Salvage, Inc.	Vice Chairman of the Board
*Clark Todd	Blessey Marine Services, Inc.	Immediate Past Chairman
*Brian Hughes	Hughes Bros., Inc.	Treasurer
Sector Chairs, National Affiliate, and At-Large Members		
*Martin Curtin	Curtin Maritime Corporation	Coastal Sector Chair
*Derek Egan	Illinois & Michigan Oil, LLC	Harbor Services Sector Chair
*Matthew French	American River Transportation Company	Inland Dry Sector Chair
*Austin Golding	Golding Barge Line, Inc.	Inland Liquid Sector Chair
*Matt Woodruff	Kirby Corporation	At-Large Member
*John Roberts	Ingram Barge Company	At-Large Member
*Ray Fitzgerald	Crowley Maritime Corporation	At-Large Member
Garrett Huffman	Motiva Enterprises LLC	National Affiliate Member of the Board
*Jennifer Carpenter	American Waterways Operators	Ex-Officio Director-at-Large
Atlantic Region		
*Mike Reagoso	McAllister Towing	Atlantic Region Chair
Nathan Hauser	Moran Towing Corporation	Atlantic Region Vice Chair
J.C. Dann	Dann Marine Towing, LC	Board Member, Atlantic Region
Stephen Dann	Dann Ocean Towing, Inc.	Board Member, Atlantic Region
Keith Kirkeide	Express Marine Inc	Board Member, Atlantic Region
Arthur Mead	Crowley Maritime Corporation	Board Member, Atlantic Region
Jeffrey Parker	Kirby Offshore Marine, LLC	Board Member, Atlantic Region
Paul Witte	Donjon Marine Co., Inc.	Board Member, Atlantic Region
John Harms	Brown Brothers Harriman	Affiliate Member of the Board, Atlantic Region
Larry Strohm	Hays Tugs & Launch Services	Atlantic Region Alternate
Midwest Region		
*David Reynolds	PTL Marine	Midwest Region Chair
William Hanson	Great Lakes Dredge & Dock Company	Midwest Region Vice Chair
Adam Binsfeld	Brennan Marine, Inc.	Board Member, Midwest Region
Aaron Halcomb	Middle River Marine, LLC	Board Member, Midwest Region
Chuck Hriczak	Holcim (US)	Board Member, Midwest Region
Tim Power	SCF Marine Inc.	Board Member, Midwest Region
Baxter Southern	McGriff Insurance Services	Affiliate Member of the Board, Midwest Region
Mark Patterson	Osage Marine Services Inc.	Midwest Region Alternate

Ohio Valley Region

*Patrick Sutton	American Commercial Barge Line LLC	Ohio Valley Region Chair
Jeff Keifer	AEP River Transportation Division	Ohio Valley Region Vice Chair
Kent Furlong	Hines Furlong Line, Inc.	Board Member, Ohio Valley Region
Ed Hogan	Port City Marine Services, Inc.	Board Member, Ohio Valley Region
George Leavell	Wepfer Marine, Inc.	Board Member, Ohio Valley Region
Sarah McGee	James Transportation LLC	Board Member, Ohio Valley Region
Gary Statler	Campbell Transportation Company, Inc.	Board Member, Ohio Valley Region
Angela Grett	Ingram Barge Company	Board Member, Ohio Valley Region
Josh Dixon	PSC Group	Affiliate Member of the Board, Ohio Valley Region
Jamie Bigbie	Southern Devall Group	Ohio Valley Region Alternate

Pacific Region

*Shawn Bennett	Baydelta Maritime	Pacific Region Chair
Michael Myers	Centerline Logistics Corporation	Pacific Region Vice Chair
Jon Hellberg	Shaver Transportation Company	Board Member, Pacific Region
Craig Nelson	Tidewater Barge Lines	Board Member, Pacific Region
Russell Shrewsbury	Western Towboat Company	Board Member, Pacific Region
Michiel Versteeg	Saltchuk Marine	Board Member, Pacific Region
Jeff Slesinger	Delphi Maritime, LLC	Affiliate Member of the Board, Pacific Region
Everett Billingslea	Alaska Marine Lines	Pacific Region Alternate

Southern Region

*Todd Clower	Harbor Towing & Fleeting, LLC	Southern Region Chair
Patrick Smith	Yazoo River Towing, Inc.	Southern Region Vice Chair
Beau Berthelot	Maritime Partners, LP	Board Member, Southern Region
Mark Bourgeois	LeBeouf Bros. Towing, LLC	Board Member, Southern Region
Ashley Danielson	Genesis Marine, LLC	Board Member, Southern Region
Angie Fay	Blessey Marine Services, Inc.	Board Member, Southern Region
James Fowler	The Cooper Group	Board Member, Southern Region
Rick Freed	Martin Marine	Board Member, Southern Region
Chas Haun	Parker Towing Company, Inc.	Board Member, Southern Region
Josh Knichel	Terrel River Services	Board Member, Southern Region
David Lane	Canal Barge Company, Inc.	Board Member, Southern Region
Mario Munoz	Turn Services, LLC	Board Member, Southern Region
Lance Sannino	Enterprise Marine Services LLC	Board Member, Southern Region
Miki Rieth	Center for Toxicology and Environmental Health, LLC	Affiliate Member of the Board, Southern Region
Jim Robertson	Strategic Towing Services	Southern Region Alternate

* Member is also on the AWO Executive Committee

2023 Regional, Sector, and Safety Committee Leadership

Effective May 2023 (Term-Ending Year in Parenthesis)

REGIONAL LEADERSHIP

Atlantic Region

Chair: **Mike Reagoso**, McAllister Towing (2024)

Vice Chair: **Nathan Hauser**, Moran Towing (2024)

Midwest Region

Chair: **David Reynolds**, PTL Marine (2025)

Vice Chair: **Bill Hanson**, Great Lakes Dredge & Dock Company (2025)

Ohio Valley Region

Chair: **Patrick Sutton**, American Commercial Barge Line LLC (2025)

Vice Chair: **Jeff Keifer**, AEP River Transportation Division (2025)

Pacific Region

Chair: **Shawn Bennett**, Baydelta Maritime (2024)

Vice Chair: **Michael Myers**, Centerline Logistics Corporation (2024)

Southern Region

Chair: **Todd Clower**, Harbor Towing & Fleeting, LLC (2025)

Vice Chair: **Patrick Smith**, Yazoo River Towing, Inc. (2025)

SECTOR COMMITTEE LEADERSHIP

Coastal Sector

Chair: **Martin Curtin**, Curtin Maritime Corporation (2025)

Vice Chair: **Larry Strohm**, Hays Tug & Launch Service Inc. (2025)

Harbor Services Sector

Chair: **Derek Egan**, Northern Marine, LLC (2024)

Vice Chair: **James Fowler**, Cooper Marine (2024)

Inland Dry Sector

Chair: **Matthew French**, American River Transportation Company (2024)

Vice Chair: **John Roberts**, Ingram Barge Company (2024)

Inland Liquid Sector

Chair: **Austin Golding**, Golding Barge Line, Inc. (2025)

Vice Chair: **Angie Fay**, Blessey Marine Services (2025)

SAFETY COMMITTEE LEADERSHIP

Coastal Safety

Chair: **Jim Peschel**, The Vane Brothers Company (2024)

Vice Chair: **Joel Morton**, Crowley Maritime Corporation (2024)

Interregion Safety

Chair: **Jamie Bigbie**, Southern Devall Group (2024)

Vice Chair: **Brian Falk**, Kirby Corporation (2024)



Minutes of the 2022 Fall Board of Directors Meeting
The American Waterways Operators
The Diplomat, Hollywood, Florida
October 12, 2022

Call to Order

Chairman Todd called the meeting to order at 2:00 p.m. ET. The following Directors participated in person at the Diplomat Hotel in Hollywood, Florida:

Mr. Clark Todd	Blessey Marine Services, Inc.	Chairman of the Board
Mr. Rick Iuliucci	The Vane Brothers Company	Vice Chairman of the Board
Mr. Brian Hughes	Hughes Bros., Inc.	Treasurer
Mr. Stephen Dann	Dann Ocean Towing, Inc.	Coastal Sector Chair
Mr. Matt French	American River Transportation Company	Inland Dry Sector Chair
Mr. Neil Langdon	ARCOSA Marine Products, Inc.	National Affiliate Board Member
Mr. Mike Reagoso	McAllister Towing	Atlantic Region Chair
Mr. J.C. Dann	Dann Marine Towing, LC	Atlantic Region Board Member
Mr. Nathan Hauser	Moran Towing Corporation	Atlantic Region Board Member
Mr. Keith Kirkeide	Express Marine, Inc.	Atlantic Region Board Member
Mr. Art Mead	Crowley Maritime Corporation	Atlantic Region Board Member
Mr. Jeff Parker	Kirby Offshore Marine, LLC	Atlantic Region Board Member
Mr. Erik Larsen	Trident Maritime Systems LLC	Atlantic Region Affiliate Board Member
Mr. Adam Binsfeld	Brennan Marine, Inc.	Midwest Region Chair
Mr. David Reynolds	Economy Boat Store	Midwest Region Vice Chair
Mr. William Hanson	Great Lakes Dredge & Dock Company, LLC	Midwest Region Board Member
Mr. Chuck Hriczak	Holcim (US) Inc.	Midwest Region Board Member
Mr. Michael Eckart	Sherwin-Williams Protective Marine Coatings	Midwest Region Affiliate Board Member
Ms. Sarah McGee	James Transportation LLC	Ohio Valley Region Chair
Mr. Kent Furlong	Hines Furlong Line, Inc.	Ohio Valley Region Board Member
Mr. Michael Myers	Centerline Logistics Corporation	Pacific Region Board Member

Mr. Russell Shrewsbury	Western Towboat Company	Pacific Region Board Member
Ms. Kelly Teichman	T & T Marine Salvage, Inc.	Southern Region Chair
Mr. Todd Clower	Harbor Towing & Fleeting, LLC	Southern Region Board Member
Mr. James Fowler	Cooper/T. Smith Corp.	Southern Region Board Member
Mr. Rick Freed	Martin Marine	Southern Region Board Member
Ms. Angie Fay	Blessey Marine Services, Inc.	Southern Region Alternate
Mr. Matt Woodruff	Kirby Corporation	At-Large Executive Committee Member and Southern Region Board Member
Ms. Miki Rieth	Center for Toxicology & Environmental Health, LLC	Southern Region Affiliate Board Member

The following Directors participated virtually:

Mr. Aaron Halcomb	Middle River Marine LLC	Midwest Region Board Member
Mr. Patrick Sutton	American Commercial Barge Line LLC	Ohio Valley Region Vice Chair
Mr. Jim Fletcher	Team Services, LLC	Ohio Valley Region Affiliate Board Member
Mr. Darin Adrian	Marquette Transportation Company, Inc.	Ohio Valley Region Board Member
Mr. Ed Hogan	Port City Marine Services, Inc.	Ohio Valley Region Board Member
Mr. Jeff Keifer	AEP River Transportation	Ohio Valley Region Board Member
Mr. Gary Statler	Campbell Transportation Company, Inc.	Ohio Valley Region Board Member
Mr. Lance Sannino	Enterprise Marine Services, LLC	Southern Region Board Member
Mr. Dan Nutt	Kirby Offshore Marine, LLC	Pacific Region Board Member
Mr. Jon Hellberg	Shaver Transportation Company	Pacific Region Alternate

Ms. Leah Harnish called roll to ensure the presence of a quorum and provided a brief technology overview. Mr. Mike Breslin, Director – Safety & Sustainability, provided a safety briefing.

Chairman's Remarks

Chairman Todd provided the Chairman's remarks and emphasized the important role the industry plays in supporting disaster recovery, including the response to Hurricane Ian. He also highlighted AWO's many advocacy accomplishments in 2022.

Approval of the Minutes of the May 17, 2022 Board of Directors Meeting

Action Item:

Chairman Todd called for a motion to approve the minutes of the May 17, 2022 Board of Directors meeting. Ms. Teichman motioned; Mr. Binsfeld seconded. The motion was passed.

President's Report

Ms. Carpenter provided the President's report. She highlighted AWO's work to implement the strategic plan over the past year and improve AWO's capabilities as the industry's advocate, resource, and united voice. She thanked the Board members for their leadership, engagement, guidance and support.

Advocacy and Public Affairs

2022 Advocacy Priorities

Mr. Craig Montesano, Vice President – Legislative Affairs, Ms. Lynn Muench, Senior Vice President – Regional Advocacy, Mr. Patrick Parsons, Counsel & Senior Manager – Government Affairs, and Ms. Caitlyn Stewart, Vice President – Regulatory Affairs, provided an advocacy priorities update. They jointly outlined successes and challenges that were further discussed in a memo in the Board packet and added supplementary updates where relevant.

Strategic Plan Priority Deliverable: Industry Promotional Materials and Communications Strategy

Mr. Ben Lerner, Vice President – Public Affairs & Communications, provided an update on the department's progress towards the strategic plan deliverables related to industry promotion and communications.

Strategic Plan Priority Deliverable: Advocacy on Environmental Issues/Decarbonization Task Force

Vice Chairman Iuliucci and Ms. Stewart provided a summary of the recent CEO-level Decarbonization Task Force kickoff meeting and next steps for the task force, established by the Board to make recommendations aimed at helping AWO members navigate the challenges posed by decarbonization. Mr. Iuliucci emphasized that task force members understand that AWO members have very different business models and drivers, and that AWO's role and goal is to support all members in dealing with this profoundly disruptive and challenging issue.

Strategic Plan Priority Deliverable: States of Concern Task Force Implementation

Ms. Muench provided an update on AWO's work to implement the recommendations of the States of Concern Task Force. She also introduced Mr. Kyle Burluson, recently hired as State Advocacy Representative to bolster AWO's state and regional advocacy capacity as recommended by the task force.

Strategic Plan Deliverable: Addressing Barriers to Workforce Recruitment, Retention and Advancement

Mr. Parsons briefed the Board on the proposed action plan developed to address barriers identified by members to workforce recruitment, retention, and advancement. He noted that the action plan had been endorsed by the AWO Executive Committee in August.

Action Item:

Chairman Todd called for a motion to approve the action plan. Mr. Reagos motioned; Ms. Teichman seconded. The motion was passed.

PAC and Political Program:

Mr. Joe Manion, Director – Political Affairs, provided an update of the progress made toward AWO’s Board-approved PAC and political fundraising goals for 2022.

Safety & Sustainability: Strategic Plan Priority Deliverables

Mr. Breslin provided an update on progress toward the department’s strategic plan deliverables. He also outlined the Safety Committees’ subcommittees’ activities and briefed the Board on a proposed change to AWO’s Responsible Carrier Program to avoid duplicative audits for members using the TSMS option for Subchapter M compliance.

Action Item: Chairman Todd called for a motion to approve the proposed change to the Responsible Carrier Program. Mr. Woodruff motioned; Mr. Myers seconded. The motion was passed.

Membership and Member Education: Strategic Plan Priority Deliverables

Ms. Caitlin Kidd, Manager – Membership and Digital Operations, and Ms. Muench provided an update on their progress toward the strategic plan deliverables on membership and member education, including improved processes for member onboarding and better utilization of search engines and web analytics to track the efficacy of information sharing.

Leadership Development and Relationships: Strategic Plan Priority Deliverables

Ms. Carpenter provided an update on progress toward the strategic plan deliverables on member leadership development and the Board/Executive Committee nomination process. She summarized member feedback and resulting recommendations that are further discussed in a memo in the Board packet.

Finance

2022 Financial Picture and Year-End Projections:

Mr. Al Romano, Director – Accounting & Finance, provided a year-to-date finance update and reviewed year-end projections.

Proposed 2023 Budget

Treasurer Hughes, Mr. Romano and Ms. Carmina Smith, Senior Vice President – Operations & Administration, presented highlights of the proposed 2023 budget and welcomed any discussion or questions.

Action Item: Chairman Todd called for a motion to approve the proposed 2023 budget. Mr. Hauser motioned; Mr. Reynolds seconded. The motion was passed.

Old Business/New Business

With no other business to discuss, the meeting was adjourned at 4:30 p.m. ET.

DRAFT

AWO STRATEGIC FRAMEWORK

AWO Mission Statement

The American Waterways Operators Operators is the tugboat, towboat and barge industry's advocate, resource and united voice for safe, sustainable and efficient transportation on America's waterways, oceans and coasts.

AWO Vision Statement

AWO is recognized and respected as the champion for the advancement of the tugboat, towboat and barge industry as a sustainable, innovative and essential sector of the domestic supply chain and the American economy.

AWO Long-term Goals

LEADERSHIP, OUTREACH AND INFLUENCE

1. To proactively identify and shape issues at the federal, state, regional and international levels that impact members' ability to succeed in a changing environment.

VALUE TO MEMBERS

2. To be the authoritative source for credible, real-time industry information, statistics and analysis that can strengthen AWO's voice with policymakers and drive positive change.
3. To support members in building the competencies, best practices and capacity to operate at the highest standards of safety, sustainability, efficiency and innovation.

MEMBER AND INDUSTRY ENGAGEMENT

4. To attract, retain and engage a growing base of member companies that reflects the current and future profile of the industry.
5. To be respected as a leader and partner who collaborates with others to build a shared vision of the industry as an essential sector of the domestic supply chain and the American economy.

AWO STRUCTURE, GOVERNANCE AND OPERATIONS

6. To be an agile, forward-looking and inclusive organization that engages all members, adapts structures and aligns resources to meet changing needs.
7. To continually identify and grow leaders who advance the AWO mission and vision and bring fresh perspectives and ideas.

AWO Operating Values *(Adapted from current AWO member/industry values)*

CONCEPT	WHAT WE BELIEVE
Professional Responsibility	We operate our companies and vessels in an ethical manner.
Safety	We care for our employees and the public by continuously improving the safety of our operations and the professionalism of our people.
Environmental Stewardship	We work to protect and improve the quality of our nation's natural environment.
Economic Vitality	We supply efficient and innovative solutions to the transportation needs of our customers and the nation.
Collaboration	We work collaboratively with government and other stakeholders to promote safety, environmental protection, security and economic vitality.
Inclusiveness	We work together for the betterment of the industry and encourage the engagement of companies of all sizes, from all regions and operational sectors, in the work of the Association.



AWO 2022-2024 STRATEGIC PLAN

LEADERSHIP, OUTREACH AND INFLUENCE

ISSUE: POLICYMAKER/AGENCY ADVOCACY AND RELATIONSHIP BUILDING

MILESTONES

By 2024 ...

- The tugboat, towboat and barge industry is recognized as an essential sector of the domestic supply chain and the American economy.
- AWO has broadened and deepened its standing as the recognized voice of the industry.

2023 DELIVERABLES

1. Implement a comprehensive communications strategy that advances industry priorities and raises the industry's profile with decision-makers of both parties in the 118th Congress and the Biden administration.
2. Implement the recommendations of the CEO Sustainability Task Force to secure our industry's seat at the table as a proactive partner in sustainable transportation.



ISSUE: STATE AND REGIONAL ADVOCACY

MILESTONES

By 2024 ...

- A consistent, sustainable, cost-effective system is in place to monitor state/regional activity, identify critical issues and proactively shape outcomes.

2023 DELIVERABLES

1. Implement and institutionalize the States of Concern Task Force's Phase 1 recommendations.
2. Build state-level coalitions to support proactive and defensive industry advocacy goals in targeted states.

ISSUE: INDUSTRY PROMOTION

MILESTONES

By 2024 ...

- A clear, compelling, consistent message about the impact and attractiveness of the industry is being widely communicated.

2023 DELIVERABLES

1. Produce and disseminate compelling, future-focused promotional materials on the value and positive impact of the industry.
2. Implement Board-approved workforce action plan to address barriers that impede companies' ability to recruit, retain, and advance the next generation of mariners.

VALUE TO MEMBERS

ISSUE: SMALL COMPANY SERVICES AND SUPPORT

MILESTONES

By 2024 ...

- Every small member company understands the value of AWO to its business, knows how to access AWO services and resources and feels a part of AWO and the industry community.

2023 DELIVERABLES

1. Implement the improved new member onboarding process and continue to refine approach to meet small member needs.
2. Actively encourage small member participation in AWO meetings and events, the member service directory, and use of the online education library.
3. Work with member leaders to facilitate connections between small members and other AWO members.

ISSUE: MEMBER EDUCATION

MILESTONES

By 2024 ...

- All members have ready access to AWO educational content that corresponds to their preferences.
- AWO effectively draws on the breadth and depth of member expertise and experience to address industry issues and facilitate member collaboration.

2023 DELIVERABLES

1. Continue populating online resource library with relevant educational videos and documents.
2. Use survey data and analytics to identify member preferences for content, communication methods, and access to AWO resources.
3. Continue improving member experiences of in-person and virtual meetings.

ISSUE: EVOLUTION OF SAFETY SERVICES

MILESTONES

By 2024 ...

- As the champion of tugboat, towboat and barge industry safety, AWO has created forums, resources and community to advance the safety culture of the industry.

2023 DELIVERABLES

1. Continue to improve delivery of safety and sustainability services and develop new offerings under the pillars of the Board-endorsed program that correspond to member priorities and preferences.
2. Develop tools, resources, and forums for information-sharing that support continuous improvement in safety and sustainability.



ISSUE: INDUSTRY DATA AND REPORTING**MILESTONES***By 2024 ...*

- As the trusted source of actionable industry data, AWO has expanded safety data and analysis for members.
- AWO has a cost effective, sustainable means to identify and source credible data and analysis in a timely way to support advocacy goals and policymaker requests.

2023 DELIVERABLES

1. Identify data and statistics needed to support advocacy and safety goals.
2. Identify cost-effective, sustainable sources of currently available data and proposed methods to collect data that is not available from existing sources today.

**MEMBER AND INDUSTRY ENGAGEMENT****ISSUE: AFFILIATE MEMBER ENGAGEMENT****MILESTONES***By 2024 ...*

- Affiliate members are fully engaged in all aspects of AWO's work.
- AWO has leveraged affiliate member expertise to bring added value to all members.

2023 DELIVERABLES

1. Encourage 100% affiliate member participation in the member service directory, allowing affiliate members to be searchable by expertise.
2. Implement the improved new member onboarding process and continue to refine approach to meet affiliate member needs.
3. Work with member leaders to facilitate connections between affiliate members and other AWO members.

ISSUE: MEMBERSHIP DEVELOPMENT AND RETENTION**MILESTONES***By 2024 ...*

- Tugboat, towboat and barge owners who use or could potentially adopt safety management systems have been approached about the value of AWO and encouraged to consider membership.
- Every AWO member understands the AWO value proposition and "voluntary" member drops (i.e., those unrelated to financial health, mergers or acquisitions) have been eliminated.
- AWO has evaluated the pros and cons of broadening the universe of vessels eligible for AWO membership.

2023 DELIVERABLES

1. Revamp membership marketing materials to better communicate member benefits, data supporting membership value, and targeted messaging to different types of prospective members.
2. Identify priority prospects for membership, develop a targeted recruitment strategy and initiate outreach.
3. Implement an ongoing process to identify members at risk of leaving AWO and take timely action to engage and retain them.
4. Work with member leaders to facilitate member retention and recruitment.

ISSUE: INDUSTRY ORGANIZATION RELATIONS**MILESTONES***By 2024 ...*

- AWO has built strong relationships with other organizations at the national, state, regional and international levels (as needed) to amplify the industry's voice, leverage resources and advance advocacy priorities.

2023 DELIVERABLES

1. Continually work to maintain and strengthen relationships with existing coalition partners.
2. Identify organizations with whom AWO shares common interests and does not already have existing relationships and develop a prioritized plan to initiate or increase outreach.

AWO STRUCTURE, GOVERNANCE AND OPERATIONS**ISSUE: SERVICE DELIVERY****MILESTONES***By 2024 ...*

- AWO understands the differences in member expectations and preferences for accessing AWO resources and services and evolves its service delivery strategy on a regular basis.
- AWO is top-of-mind for members and external stakeholders as a clearinghouse for credible industry resources.

2023 DELIVERABLES

1. Use direct outreach, survey data and analytics to identify member preferences for content, communication methods, and access to/delivery of AWO resources and services.
2. Revamp the AWO website to ensure continuous, easy access to up-to-date information by members and external stakeholders.

ISSUE: AWO LEADERSHIP DEVELOPMENT**MILESTONES***By 2024 ...*

- An ongoing system is in place to identify, cultivate and recruit qualified, committed member leaders of AWO at all levels.

2023 DELIVERABLES

1. Consistently deploy messaging that promotes and reinforces an AWO culture of inclusion, member engagement, and member leadership development.
2. Implement improvements to the Board nomination process and communication with members about the process.
3. Evaluate and improve the orientation process for new Executive Committee and Board members.
4. Develop and implement a plan to improve the value of the sector committees as forums for member education, engagement, and leadership development.

ISSUE: AWO HUMAN AND FINANCIAL CAPACITY**MILESTONES***By 2024 ...*

- AWO has the structure, staff bench strength, and financial sustainability to adjust, scale and align resources as needed to accommodate evolving goals and priorities.
- AWO has an ongoing process to ensure business continuity and organizational advancement and identify succession plans for key staff positions.

2023 DELIVERABLES

1. Review and improve the staff performance management process to promote ongoing supervisor-employee conversation and focus on professional development.
2. Identify AWO processes for which standard operating procedures should be documented; develop and implement a schedule to draft priority SOPs in 2023.



- Strengthen support for the Jones Act to maximize the use of American vessels in existing and emerging markets.
- Implement the recommendations of the CEO Sustainability Task Force.
- Ensure consistent implementation and enforcement of vessel inspection regulations and policies and timely resolution of compliance challenges.
- Implement the Board-approved workforce action plan to break down barriers to mariner recruitment, retention and advancement.
- Advocate for funding and policies that promote safe and efficient navigation on America's rivers, coasts, and harbors.
- Ensure funding and oversight to keep the Coast Guard's Waterways Commerce Cutter program on track for delivery of new vessels in 2025.
- Prevent enactment of state legislation or regulation harmful to the industry.
- Advocate for timely issuance of regulations to implement the Vessel Incidental Discharge Act and provide relief from burdensome requirements.
- Promote passage of a Water Resources Development Act in 2024 that advances industry priorities and Congressional oversight that ensures effective deployment of waterways infrastructure investments.
- Promote regulation and policy that facilitates the adoption of advanced vessel technologies.
- Revise the threshold for surveillance equipment requirements in the 2022 Coast Guard Authorization Act to exclude towing vessels, and promote practicable measures to prevent harassment and sexual assault in the maritime industry.
- Engage the Coast Guard mariner safety database study to ensure its utility as a safety tool.





801 North Quincy Street
Suite 500
Arlington, VA 22203

www.americanwaterways.com
703.841.9300

April 24, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Craig Montesano
Lynn Muench
Patrick Parsons
Caitlyn Stewart

RE: 2023 Advocacy Priorities and Plans

This memo provides additional context to the list of advocacy priorities by expanding on the strategic and tactical direction of our workplan to achieve our advocacy goals in 2023. At your upcoming meeting, we look forward to your feedback and to highlighting developments and progress.

Strengthen Jones Act Support

With a new Congress now sworn in, our focus this year has been on educating new lawmakers about how the Jones Act supports jobs, homeland security, and national security. In addition, we will be working with Congressional supporters to ensure that recently enacted legislative changes to clarify applicability of the Jones Act to offshore wind and strengthen guardrails around the Jones Act waiver process are faithfully implemented by the federal agencies. On the state level, we have passed pro-Jones Act resolutions in Washington and Kentucky and are working to pass resolutions in Louisiana, Michigan, and Pennsylvania while blocking anti-Jones Act resolutions in New Jersey, Pennsylvania, Alaska, Hawaii, and New Hampshire.

Implement Sustainability Task Force Recommendations

We have created a comprehensive action plan that will guide us in implementing the Board-approved task force recommendations, including the development of new, compelling public affairs tools; a positive public policy agenda; and forums for member information-sharing and support to ensure that our industry is recognized as a proactive partner in sustainability and continues to lead as the most environmentally friendly mode of freight transportation. Please see the related memo in this packet for more details.

Promote Practical Implementation of Subchapter M

Last year, our top Subchapter M priority was supporting AWO members in achieving 100% fleet certification. This year, we will work to ensure that the drydock exam and COI renewal processes are successfully implemented, that other compliance challenges are resolved in a timely way, and that the Coast Guard continues to enforce the regulations in a robust, risk-based way to level the playing field for towing vessel operators. We will continue to utilize the Coast Guard-AWO Safety Partnership and the Towing Vessel Inspection Working Group to identify and address issues with Subchapter M implementation and enforcement.

Implement Workforce Action Plan

Mariner hiring and retention continue to be areas of concern for many members, and we face a long-term need to attract, retain, and advance a diverse and well-qualified workforce for the future. Please see the related memo in this packet for more information on our plans and progress in implementing the Board-approved workforce action plan, which includes supporting members with recruitment and retention tools, resources, and information-sharing forums; working with the Coast Guard to ensure its policy and processes support the timely credentialing and advancement of mariners; and navigating specific challenges like the growing state legalization of marijuana and preventing harassment and sexual assault.

Advocate for Safe and Efficient Navigation

We are engaged in advocacy with federal and state agencies and with Congress to ensure safe and efficient navigation nationwide. Specific goals include: ensuring adequate navigation safety fairways on all the coasts; advocating for maintenance of a 12-foot channel between Cairo, IL, and Baton Rouge, along with 12-foot depths to and from ports and terminals; ensuring adequate anchorages; and seeking solutions to maintain safe and efficient navigation on the East Coast while protecting the endangered Right Whale. We are also utilizing the Coast Guard – AWO Safety Partnership to identify best practices for permitting structures that may impact navigation and the operation of movable bridges.

Keep Waterways Commerce Cutters on Track

As a related issue, we are urging Congress to continue funding the Coast Guard's Waterways Commerce Cutter program over and above the Administration's budget request, as they have over the past two years, to ensure that the new cutters are delivered in 2025 as scheduled.

Prevent Harmful State Legislation/Regulation

Even as we work to ensure sound national policies, we will also be diligent about ensuring that our industry's value to the supply chain and the economy are not disrupted by legislation or regulations in the states. Our State Advocacy Representative, Kyle Burleson, will be at the spearhead of advocacy efforts in states of concern and other states as needed. We are in the process of developing maritime caucuses in select states as we work to pass pro-Jones Act resolutions. The goal is not only to stop harmful state and local legislation and regulation but

to develop the capacity to promote legislation and regulation that will benefit our industry. A key focus this year will be our ongoing work to mitigate the impacts of the California harbor craft emissions rules.

Advocate for VIDA Implementation

The Environmental Protection Agency announced in January that it will publish a supplemental notice to its proposed performance standards for ballast water and other incidental vessel discharges this fall, ahead of publication of a final rule in Fall 2024, which would be four years past the statutory deadline of December 2020. Environmental groups recently sued EPA over the delay. We are working with our maritime coalition partners and Congressional allies, and seeking to capitalize on environmental groups' dissatisfaction, to get EPA to work faster to finalize its performance standards so that the Coast Guard's development of implementing regulations can commence.

Promote WRDA 2024/Congressional Oversight of Infrastructure Investments

While 2023 is not a WRDA year, we continue to work with WCI to ensure that Congress fully utilizes the Inland Waterways Trust Fund for projects funded in the next fiscal year, increases funding for operations and maintenance, and does not implement new tolls or lockage fees. In addition, we will work with lawmakers to ensure that the Corps of Engineers faithfully implements the provisions of WRDA 2022 and continues to allocate money provided by the Bipartisan Infrastructure Law to critical waterways infrastructure.

Facilitate Adoption of Advanced Vessel Technology

There are a number of areas in which technology is evolving to enhance vessel safety and efficiency, from automated and autonomous systems to navigation technology to alternative fuels and propulsion systems. AWO's goal is to ensure that there are no barriers to innovation and investment for members adopting these technologies. Informed and guided by our Automated and Autonomous Vessels Working Group, Electronic Charts Working Group, and new Sustainability Technology Working Group, we will work with the Coast Guard and other federal agencies to remove regulatory hurdles and create greater certainty.

Revise Vessel Surveillance Requirements and Promote Practicable SASH Prevention Measures

A key piece of unfinished business from last Congress is seeking a targeted statutory change to the sexual assault and sexual harassment prevention title of last year's Coast Guard authorization act that would raise the crew accommodation space threshold for surveillance equipment requirements from 10 to 15. We are also working with the Coast Guard to clarify and refine its new guidance, MSIB 1-23, that implements the harassment and SASH reporting requirements contained in the authorization act. Additionally, we have convened a working group of AWO member legal and human resources professionals to create a common definition of harassment, in the absence of a clear statutory definition, and to create other

resources to assist members in implementing the new requirements and fostering safe, inclusive workplaces.

Engage Mariner Safety Database Study

Last year, we were successful in securing legislation requiring the Coast Guard to study the feasibility of a mariner licensing and documentation database. This year, we will engage with the Coast Guard's Office of Merchant Mariner Credentialing, which is leading the Congressionally-mandated study, to make sure that it – and any follow-up action by Congress – considers how such a database can improve waterways safety by allowing employer access to inform hiring decisions.



801 North Quincy Street
Suite 500
Arlington, VA 22203

Ben E. Lerner
Vice President – Public Affairs & Communications

PHONE: 703.841.9300
EMAIL: blemer@americanwaterways.com

April 24, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Ben Lerner

RE: Industry Promotional Materials and Communications Strategy

In 2023, AWO continues to tell our industry's compelling story to policymakers, the media and the public by focusing on two Strategic Plan deliverables:

- Implement a comprehensive communications strategy that advances industry priorities and raises the industry's profile with decision-makers of both parties in the 118th Congress and the Biden Administration; and
- Produce and disseminate compelling, future-focused promotional materials on the value and positive impact of the industry.

In pursuit of these deliverables, we are focusing the substance of our messaging around five key narratives about our industry:

- The tugboat, towboat and barge industry – the largest segment of the American maritime industry – is a major driver of the U.S. economy and a critical component of the American supply chain;
- Marine transportation is the most environmentally sustainable mode of freight transportation in the United States, and we are committed to leading the way in continuously improving the environmental performance of the transportation sector;
- Marine transportation is the safest mode of freight transportation, both for mariners and for the public we serve, and we are committed to continuously improving a culture of safety across our industry;
- The tugboat, towboat and barge industry is a dedicated partner in working with the Coast Guard and the rest of our military to support waterways safety, homeland security, and military readiness.
- The tugboat, towboat and barge industry offers impactful, family-wage careers, with opportunity for advancement, to people of all backgrounds, without requiring a college degree.

Key Initiatives

This year we will be conveying these narratives using a variety of materials and communications channels, and have already made progress in this regard in the first few months of 2023:

Earned media and media campaigns. We have been working to pursue and create opportunities to amplify our industry's story through both the trade and non-trade press. In the trade press, we have secured several feature interviews with AWO's President & CEO Jennifer Carpenter in which she discusses the highlights of 2022 and shares her thoughts on the outlook for our industry in 2023; published columns by senior AWO leadership on sustainability and workforce issues; and worked closely with reporters to help guide news coverage and provide on-the-record comment.

In the non-trade press, we are pursuing opportunities to expand the audience for telling our industry's story. Highlights so far include or are anticipated to include:

- AWO Chairman Clark Todd's appearance as a featured guest on a popular New Orleans Public Radio podcast, *Out to Lunch*;
- Jennifer Carpenter's appearance on Stossel TV to debate libertarian commentator John Stossel on the Jones Act, and her appearance as a featured guest on an episode of American Maritime Podcast focused entirely on rebutting myths about the Jones Act in preparation for release of the Stossel TV episode;
- Working with the Office of Rep. Nicole Malliotakis (R-NY) to convene a Staten Island press conference featuring several local AWO member companies to talk alongside Rep. Malliotakis about career opportunities in our industry;
- Pursuing positive press coverage and opEd publication on the passage of Jones Act resolutions in several states, including most recently the publication of a joint opEd by two AWO members in Everett, Washington;
- Pursuing positive press coverage of the American Waterways HERO (Honor & Excellence in Rescue Operations) Award, recognizing heroic maritime rescues;
- Writing a featured column for Business View Magazine (850,000 subscribers) to discuss our economic, security and sustainability contributions with a North American business executive audience.

Social Media. Social media will continue to be a prominent tool for telling our industry's story in 2023, with emphasis on messaging that both conveys our industry's many contributions to the country and helps to attract the next generation of mariners to work on the waterways.

Guided by these objectives, we have rolled out our #proudtobeTTB campaign, in which we post video submitted by employees of AWO members explaining why they are proud to work in this industry, and we are also continuing our Coolness Factor campaign, in which we highlight the "cool," unique projects that members are undertaking across the country, or otherwise highlight cool features of our industry's work that most people may not know about.

We also anticipate that social media, in the form of strategic social media ad buys, will again play an important role in raising the visibility of video products that we plan to produce in 2023.

Promotional Materials Development. Last year's industry video, *The Tugboat, Towboat and Barge Industry: Careers that Make Waves*, illustrated the continued potential for high-quality video as an effective storytelling tool. We hope to build on the progress made last year by working with outside vendors to produce a series of short videos that utilize impactful animation and graphic design techniques. Each video will focus on a different component of our industry's story, including our economic impact, our commitment to safety and sustainability, our role in supporting national and homeland security, and the career appeal of working on the waterways.

Alongside video production, we will also be working to develop dynamic informational presentations that AWO staff and members can use to educate unfamiliar audiences about the importance of our industry and our public policy priorities, and will be prioritizing continued visual design and usability improvements to the AWO website to optimize its utility as a resource for educating the public and communicating with our members.

Targeted Outreach. In the opening months of 2023, we have been working to introduce or reintroduce members of the newly-elected 118th Congress, and key Biden Administration officials, to our industry. We have developed a digital orientation packet for electronic distribution to Congress and the Administration, which includes:

- state-specific data on our industry's economic impact (for Members of Congress);
- a series of digital 1-pagers conveying "fast facts" about our industry, discussing our environmental advantages and commitment to sustainability, and highlighting the July 19 Subchapter M COI milestone achieved last year;
- a link to our signature industry video; and
- an infographic that visually compares our carbon emissions and safety record to other freight transportation modes.

The digital orientation packet has so far been distributed to all members of the House Transportation & Infrastructure Committee and the Senate Commerce Committee; all members of the House and Senate Armed Services Committees' Subcommittees on Seapower; members of House and Senate leadership; legislators representing key maritime states; and Executive Branch officials at the Coast Guard, U.S. Army Corps of Engineers, Department of Transportation, National Transportation Safety Board, Environmental Protection Agency, and Department of Interior.

With respect to conference presentations, podcast appearances and other potential speaking engagements for AWO and members, we will be looking both within and outside the maritime industry for such opportunities. Clark Todd will be delivering the keynote address at IMX 2023 in Nashville, and we are especially interested in finding opportunities with the conferences and media of other industry trade associations, including those of our current and potential customers, so we can convey to them the value and impact of our industry.

Finally, we will be starting to plan this year for recognizing AWO's 80th anniversary in 2024. We anticipate that planning will incorporate earned media, paid media, social media, promotional materials development, and other tactics for highlighting this milestone.

I look forward to working with the Board of Directors throughout 2023 to make this an impactful year for telling our industry's incredible story, and to further ensure that by 2024, our industry is recognized as an essential sector of the domestic supply chain and American economy, and that AWO has broadened and deepened its standing as the recognized voice of our industry.

April 26, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Caitlyn E. Stewart

RE: Sustainability Task Force Implementation Plan

Following the Board's approval of the Sustainability Task Force's recommendations in January, AWO staff developed an implementation plan that will guide the association in operationalizing the recommendations and achieving the goals set by the Task Force. The implementation plan, which follows this memo, is a living document that organizes the recommendations into three clusters – Public Affairs/Data Analysis and Visualization, Advocacy, and Member Education/Information-Sharing/Assistance – and assigns staff members to those clusters as well as specific action items ("Strategic Next Actions," or SNAs). As you will see, although execution of the implementation plan is being led by me and Government Affairs Associate Bradley Trammell, this is an effort that involves every member of AWO's advocacy team, including the Safety and Sustainability and Public Affairs and Communications programs.

At the Board's meeting in May, I will highlight early progress in two clusters of activity – Public Affairs and Member Education/Information-Sharing/Assistance. Most important, I will also ask for your input on the work that the Advocacy cluster has undertaken to develop a list of public policy proposals for inclusion in legislative vehicles in the 118th Congress or for adoption through regulation by the Administration. To prepare you for this discussion, I am using this memo to preview the list and provide context on its development.

Public Policy Proposals for Discussion

To inform the development of our public policy proposals, we compiled a catalog of existing programs that support the proactive objectives articulated by the Sustainability Task Force in its discussions and final recommendations: to stimulate demand for marine transportation, advocate for waterways and associated infrastructure improvements, and ensure marine transportation maintains its modal sustainability advantage. We reviewed these existing programs to ascertain whether our objectives are being met and assess any gaps.

At the Executive Committee's March meeting, we discussed our findings: while there are some federal grant programs, loan programs, and (to a lesser extent) tax credits or deferrals that support utilization of the marine transportation system or that fund waterways and port infrastructure improvement and decarbonization projects, many of them have limitations that make it difficult for members to benefit from them, and there are few, if any, programs to support upgrades of existing vessels. However, a number of such programs have been established for other modes of freight transportation. The Executive Committee agreed that we should not be advocating for incentives that could distort the market and encourage new, inexperienced entrants, but where the federal government has already taken action to boost trucks and trains, we should consider how to create greater parity for the maritime mode.

Based on the Executive Committee's feedback, we have developed the following initial list of public policy proposals for the Board's consideration:

- Tax Credit for Qualified Commercial Clean Vessels. Based on an existing credit for qualified commercial clean vehicles (trucks), this proposal would establish a direct-pay tax credit for repowering or purchasing vessels with more efficient engines. The amount of the credit would be based on the value of the vessel and would be offered in two tiers, one for vessels that are powered by diesel and another for vessels using an alternative fuel.
- Adjustment to Eligibility Criteria for Diesel Emissions Reduction Act (DERA) Funding. Currently, national DERA grants to upgrade existing marine engines are only available to private entities that have partnered with a public entity; often, this means a state or local agency or port authority that may, as a condition of partnership, require the vessel to be operated in a limited geographic area to secure the air quality benefits of the upgrade for their constituency. This proposal would adjust the eligibility criteria for marine engine upgrade projects to permit more flexible partnerships.
- Additional Funding for Maritime Administration Maritime Environmental and Technical Assistance (META) Program. The META program promotes the research, development, and demonstration of emerging technologies to improve the environmental sustainability of the maritime industry. It has historically had a small budget and a broad scope, focusing on the control of aquatic invasive species in addition to air emissions. This proposal would provide the META program with additional funding specified for demonstration projects to test the application of alternative fuels and propulsion systems in domestic maritime operations in partnership with commercial vessel operators.

At the May meeting, I will share additional information about considerations related to the legislative process and present other ideas that we continue to explore, including attempting to remove barriers to the use of biofuels and considering the viability of a new grant program for vessels with lower greenhouse gas emissions. I look forward to your feedback on all of these concepts and any other guidance you have for AWO's advocacy in this area.

Sustainability Task Force (STF) Recommendations:
Staff Implementation Plan

April 2023

Public Affairs/Data Analysis and Visualization

Cluster: CES/BAT/BEL/DFW/LEH/MLB

1. AWO will develop an environmental and social narrative to describe and, where possible, quantify the benefits of the tugboat, towboat, and barge industry and use it to educate and attract policymakers, customers, and the public.
 - Milestones:
 - Develop dynamic and attention-grabbing multimedia materials to tell the industry's sustainability story.
 - Develop an adaptable narrative on the industry's environmental and social benefits for a variety of communications tools.
 - SNAs:
 - Circulate current sustainability one pager to cluster for updating consistent with the STF's recommendations. (BEL, February)
 - Draft list of key environmental and social metrics for inclusion in future communications tools for cluster's review and discussion. (BAT, Q2)
2. AWO will prepare data and graphics that dynamically demonstrate how the industry's significant investments in repowering vessels to improve engine performance and reduce engine emissions have already resulted in a decrease in emissions since 2008.
and
3. AWO will supplement existing aggregate data about the industry's emissions with the development of a life-cycle assessment of the carbon footprint of a towing vessel, which will help industry regulators, stakeholders and the public understand the value of existing assets relative to new construction.
 - Milestones:
 - Conduct outreach and assess available resources (members, coalition partners, other third parties) to determine whether these projects can be accomplished with existing information or require new data-gathering.
 - Assess what is learned and make decisions about how to move these projects forward accordingly.
 - SNAs:
 - Reach out to engine manufacturers for information on difference in GHG emissions between Tier 1, 2, and 3 engines and to explore availability of engine population data. (BAT, Q1) – *Underway*
 - Consult NWF data to establish reductions in inland sector's carbon footprint over time and consider whether it can be extrapolated to the coastal sector. (BAT, Q2)
 - Ask Robert Ekse of EBDG for advice on how to develop the towing vessel life-cycle assessment. (BAT, Q2)

Advocacy

Cluster: CES/BAT/CFM/JLM/Regional Team/GA Team/MLB

4. AWO will advocate for public policies that stimulate demand for marine transportation as a means of improving the sustainability of freight transportation in the U.S.
and
5. AWO will advocate for waterways and associated infrastructure improvements to increase the marine transportation system's efficiency, capacity and resiliency, which will enhance the industry's environmental advantages and further reduce greenhouse gas emissions by addressing issues that drive waterways congestion.
 - Milestones:
 - Review existing programs supporting the MTS and identify opportunities for advancing industry priorities or improving program administration.
 - Develop a list of public policy proposals for inclusion in legislative vehicles in the 118th Congress or for adoption through regulation by the Administration.
 - Socialize proposals with members, coalition partners, and other waterways stakeholders as appropriate.
 - Identify and meet with Congressional and Administration allies to promote the adoption of AWO's policy agenda.
 - SNAs:
 - Compile list of existing programs that support utilization of the MTS for cluster review and discussion. (BAT, March)
 - Compile list of IJA and IRA provisions providing funding to waterways and port infrastructure improvement and decarbonization projects for cluster review and discussion. (BAT, March)
 - Compile list of existing federal and state grant programs for repowering with higher-tier engines and evaluate towing vessel eligibility and funding levels for cluster review and discussion. (LEH, federal Q1, state – Q2)
 - Convene cluster to discuss and refine public policy proposals ahead of presentation to Board. (CES/BAT, April)
6. AWO will effectively engage government at all levels to prevent the adoption of regulatory patchworks, prescriptive or infeasible requirements, and other policies that inhibit the efficiency of the marine transportation system or disadvantage marine transportation relative to other modes.
 - Milestones:
 - Using the environmental and social narrative and the proactive advocacy agenda, develop a clear vision of the industry's comprehensive benefits and public policy needs that can be used to counter harmful state proposals and solicit helpful state actions.
 - SNAs:
 - Waiting for #1 and #4/5.

Member Education/Information-Sharing/Assistance

Cluster: CES/BAT/MLB/LEH/DFW/CMK

7. AWO will develop best practices and facilitate information-sharing to support AWO members' individual efforts to manage the fuel consumption of existing assets.

- Milestone:
 - Define existing best practices resources and seek member input on value.
 - Identify areas in which best practices or other tools and resources are needed by members and develop a production plan on an appropriate timeline.
 - Consider the role of meetings, webinars, and other platforms in facilitating information-sharing on an ongoing basis.
 - SNAs:
 - Review the Environmental Stewardship Best Practices to identify improvements and opportunities to expand its content. *(MLB, 2023) – Underway with ESWG*
 - Lead the Blue Sky Maritime Coalition Measurements Workstream’s development of the Operational Efficiency Plan Framework to completion. *(CES/BAT, Q2) – Underway*
 - Review existing GHG measurement and reporting guidance to identify gaps in application to the tugboat, towboat, and barge industry. *(BAT, Q2)*
8. When appropriate, AWO will assist AWO members in identifying and eliminating regulatory and other barriers to sustainable technology development.
- Milestones:
 - Develop a working group comprised of members involved in the assessment and deployment of sustainability technology to inform and guide the execution of this recommendation.
 - Create a list of issues for prioritization and resolution.
 - Identify industry and federal and state agency points of contact and develop an outreach plan.
 - SNAs:
 - Create and convene member working group. *(CES/BAT/MLB, Q2) – Underway*
9. AWO will provide information to interested AWO members about new and existing funding opportunities and other resources to support the adoption of sustainable technologies.
- Milestones:
 - Develop a webpage that maintains a comprehensive and up-to-date list of federal and state funding opportunities and other available government resources (e.g., technical assistance).
 - Use AWO communications tools and meetings, webinars, and other platforms to regularly share information with members.
 - SNAs:
 - Develop a list of existing state and federal funding opportunities. *(BAT/LEH, Q1)*
 - Build out webpage. *(BAT/LEH/DFW, Q2) – Underway*

April 24, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Patrick Parsons

RE: Workforce Action Plan Implementation

With the Board of Directors-approved AWO Workforce Action Plan established, 2023 is the year for sustained, quality action to implement that plan. AWO staff is working on multiple fronts to advance the action plan and create meaningful resources for members. Highlighted below are key actions taken in each area of the action plan.

Recruitment Barrier: In a tight labor market, **recruiting new mariners requires additional time, proactivity, and outreach efforts**, exceeding the resources members have historically devoted to recruitment.

- In March, AWO launched the *AWO Mariner Workforce Forums* series. These virtual forums combine educational content from member and external experts with opportunities for member-to-member discussion about challenges and successes they are experiencing. Our first Workforce Forum, “Recruiting Strategies You Can Use,” featured recruiters from McAllister Towing and Ingram Marine Group to share their best practices for recruiting mariners.

Marketing & Diversity Barrier: Attracting today’s workforce requires new thinking to market our industry to **younger generations and to a more diverse workforce.**

- In alignment with AWO’s work to implement Strategic Plan deliverables on industry promotion, we are working to build new content for the AWO website that promotes careers on the water in our industry and provides clear next steps to help interested members of the public take action to become a mariner.
- The second Workforce Forum, “Creating an Inclusive Workplace to Attract and Retain Talent,” focused on actions members can take to create an inclusive workplace culture that both attracts a younger and more diverse workforce and provides an environment on vessels where mariners want to stay and build long-term careers.

- With significant industry attention, and new statutory requirements, on preventing bullying and harassment, including sexual harassment and sexual assault, AWO staff, in conjunction with a member working group of legal and human resources experts, is working to create multiple implementation resources for members.

Credentialing Barrier: Coast Guard credential processing delays create an **impediment for new mariners** entering the workforce. Processing delays, particularly for renewals and raise-of-grade, can also **disenfranchise existing mariners** seeking to continue and advance their careers.

- With member input, we have developed a proposal to bring the requirements to advance from Apprentice Mate (Steersman) to Mate (Pilot) in line with other credentialing paths while ensuring the competency and safety of mariners in the wheelhouse.
- We are engaging directly with the Coast Guard and through the National Merchant Marine Personnel Advisory Committee's *Mariner Credentialing Program Transformation* tasking to shape development of the Coast Guard's new credential submission and processing system. We are also advocating with Congress to ensure the necessary funding for the agency to engage a contractor to begin building the new system.

Cannabis Testing Barrier: State legalization of cannabis increases the number of **applicants unable to pass a federal drug test** (under which cannabis use remains prohibited) required to enter the workforce.

- We are engaging with the Coast Guard's Drug and Alcohol Prevention and Investigations program to ascertain the timeline for Department of Transportation and Coast Guard regulatory approval and implementation of oral fluids testing, which provides a shorter detection window for cannabis in the body.

Retention Barrier: With changing lifestyle expectations and numerous shoreside opportunities within and outside the industry, operators face significant **challenges retaining mariners**.

- The Workforce Forums discussed above will rotate between content focused on recruitment, retention, and advancement of mariners.

I look forward to discussing what efforts and member resources should be prioritized as we continue implementing the Workforce Action Plan, and I would be particularly interested in your feedback on additional topics and presenters you believe would be of value to AWO members through our Workforce Forums series.



The American Waterways Operators Political Action Committee

April 24, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Joe Manion

RE: 2023 AWO PAC & Political Programs

AWO PAC is investing in outcomes. After completing a successful election cycle in 2022, the new 118th Congress presents AWO PAC and our political programs with an array of opportunities to build and deepen relationships with key decisionmakers and maritime champions. This will require AWO PAC to be well-funded. We are seeking to raise \$200,000 in 2023 and another \$200,000 to fully resource these efforts this Congress. These goals are necessary to accomplish our advocacy priorities and strategic planning initiatives. Our fundraising efforts reset at the beginning of the calendar year.

This year, through the leadership of our Board, I am optimistic we will celebrate 100% of the Directors participating in AWO PAC and achieving the suggested \$2,000 give/get goal. This is a critical lynchpin to our fundraising and political engagement. Likewise, we will pursue the gains we have made among non-Board members, affiliates and companies with multiple supporters to AWO PAC to broaden our reach. In February, we distributed a branded golf umbrella to those donors who supported AWO PAC during the 2022 election cycle. During the Board Meeting and Spring Convention, AWO PAC will host its Salute to the Chairman lunch. We will participate in the Annual Summer Safety Meeting and encourage safety professional engagement in our political programs and, this fall, we will host our PAC with Jac dinner in New Orleans.

The return on investment in AWO PAC has never been more concrete and the need to invest in Congressional relationships more necessary. In January, AWO PAC hosted a meet and greet opportunity, led by Congresswoman Nicole Malliotakis (R-NY), with the newly elected Republicans from New York and New Jersey with AWO operators in New York State. At the Combined Regions meeting in Houston, we successfully hosted two political impact events with Congressman Mike Rogers (R-AL), Chairman of the House Armed Services Committee, and Congressman Randy Weber (R-TX). During the Convention, AWO PAC will cohost events for Senator Ted Cruz, Ranking Member of the Senate Commerce, Science, and Transportation Committee, and House Majority Leader Steve Scalise (R-LA). Overall, we will target 8-10 meaningful impact events that support efforts to broaden our political outreach. Your participation in these events is bedrock to the advocacy outcomes of these events.

Early support for AWO PAC is essential to delivering on our three key priorities: supporting our political champions, building important relationships, and educating members of Congress and their staff. AWO PAC needs the resources to capitalize on the changing political environment and positively influence the legislative agenda. Through the leadership of the Board of Directors, we will continue to punch above our weight and deliver outcomes to advance the future of our industry.



801 North Quincy Street
Suite 500
Arlington, VA 22203

PHONE: 504.417.2136
[EMAIL: mbreslin@americanwaterways.com](mailto:mbreslin@americanwaterways.com)

Michael L. Breslin
Director – Safety & Sustainability

April 24, 2023

MEMORANDUM

TO: AWO Board of Directors

FROM: Michael L. Breslin

RE: Safety and Sustainability: Summary of Work and Strategic Plan Deliverables

2023 has been off to a busy and productive start for AWO's Safety and Sustainability program. Already, we have accomplished the following:

- Continued to create timely and relevant communications about marine safety, including four Navigating to Zero safety newsletters;
- Provided a well-attended and well-received forum for member safety professionals to share information and discuss important issues at the Safety Committees' winter meeting in Houston;
- Developed and launched the American Waterways HERO Award to recognize and promote our industry's strong safety culture;
- Participated in a tour of the Caterpillar Tech Center to learn more about advancements in engine technology as we seek to develop sustainability tools and resources for members; and,
- Worked to strengthen our partnerships to advance vessel and mariner safety with industry organizations including the International Liquid Terminals Association, the Oil Companies International Marine Forum, and the Seamen's Church Institute.

In addition, I have continued to work closely with the Safety Leadership Advisory Panel and guide the Safety Committees' subcommittees in tackling key safety and sustainability challenges, including the Distracted Operations Subcommittee, the Falls Overboard Subcommittee, the Tankering and Barge Operations Subcommittee, and the Environmental Stewardship Working Group.

My work and the work of SLAP is informed and guided by AWO's Strategic Plan, which includes three deliverables for the Safety and Sustainability department in 2023. I will use the remainder of this memorandum to brief you on the focus areas of my work related to these deliverables, and in my presentation, I will highlight specific progress and ask for your comments and feedback.

Deliverable 1: Continue to improve delivery of safety and sustainability services and develop new offerings under the pillars of the Board-endorsed program that correspond to member priorities and preferences.

In 2022, the Board approved these six pillars of AWO's safety and sustainability program:

1. AWO sets safety management system standards.	2. AWO develops safety and sustainability tools and resources.
3. AWO provides forums for safety professionals.	4. AWO supports compliance with safety, sustainability, and security regulations.
5. AWO creates communications about marine safety.	6. AWO engages and advocates through our safety partnerships.

2023 Focus Area:

- To improve AWO's delivery of tools and resources for members, SLAP has set the goal of reviewing and updating information in AWO's [Resource Library](#) to ensure its relevancy and accessibility.

Deliverable 2: Develop tools, resources, and forums for information-sharing that support continuous improvement in safety and sustainability.

2023 Focus Areas:

- Work with the Environmental Stewardship Working Group to review the Environmental Stewardship Best Practices to identify improvements and opportunities to expand its content and enhance its value to members.
- Lead implementation of the Sustainability Task Force recommendations for member education, information-sharing, and assistance to: identify opportunities to develop best practices; use meetings, webinars, and other platforms to facilitate member information-sharing; and use communications tools to provide useful information to members.

Deliverable 3: Identify the statistics needed to support industry safety and advocacy goals.

2023 Focus Area:

In 2022, I led a Safety Leadership Advisory Panel workshop to brainstorm the additional safety statistics and leading indicators that are needed to support industry safety goals. Based on that workshop and further member feedback, I created a gap analysis using the metrics tracked by the AWO Safety Statistics Reporting Program (SSRP) and data available from government and industry partners and other sources. I presented my conclusions at the Executive Committee meeting in March, and they are summarized below.

Through the process of developing the gap analysis, and in discussion with SLAP, I have identified two changes to the SSRP that would improve the program’s value as a benchmarking tool. I am proposing to collect the other data either through voluntary member information-sharing or from AWO’s government and industry partners.

EXISTING DATA Captured in SSRP	PROPOSED DATA/INFO To be collected by AWO	PROPOSED DATA/INFO From partnerships
<ul style="list-style-type: none"> • Vessel crew man hours • Crew injuries: recordable & lost-time • Crew fatalities • Falls overboard • Number of spills of all types • Volume of spills of all types 	<p>Through SSRP Updates:</p> <ul style="list-style-type: none"> • Severity of injuries, based on DART • Type of product spilled <p>Through Voluntary Member Information-Sharing:</p> <ul style="list-style-type: none"> • High learning value near miss & stop work examples/trends • Terminal safety feedback form (from TBOS) 	<p>Injury and Incident Contributing Factors:</p> <ul style="list-style-type: none"> • USCG, NTSB, OSHA, DOL • Affiliates in insurance <p>Sustainability (engine performance, GHG emissions):</p> <ul style="list-style-type: none"> • Affiliates in engine manufacturing, technology • Blue Sky Maritime Coalition & other industry partners • EPA & other government partners <p>Navigation Safety (unreasonable obstructions):</p> <ul style="list-style-type: none"> • USCG, USACE, NOAA • Rose Point <p>Mariner Health and Wellness:</p> <ul style="list-style-type: none"> • SCI, other industry partners and affiliates • MARAD, NIOSH, other government partners

My goals for 2023 related to this strategic deliverable are to:

- In consultation with SLAP, clarify proposed changes to the SSRP program to collect injury severity and spill type data, and present those changes to the Board for approval at your October meeting;
- Systematize the process for voluntary member information-sharing of high learning value near miss and stop work examples;
- Work with the Tankering and Barge Operations Subcommittee to develop and implement a voluntary terminal safety feedback form; and,
- Complete the process of identifying organizations that may be sources of information for AWO through partnership or membership and work with key personnel at those organizations to establish a process of information-sharing.



801 North Quincy Street
Suite 500
Arlington, VA 22203

www.americanwaterways.com
703.841.9300

April 24, 2022

MEMORANDUM

TO: AWO Board of Directors

FROM: Caitlin M. Kidd
Lynn M. Muench

RE: Strategic Plan Deliverables:
Membership Retention, Onboarding, and Recruitment

AWO has implemented many changes over the last three years to focus on membership. From retaining current members to revamping the onboarding process to developing a recruitment strategy for new members, membership is a key area of focus. This memo highlights the changes we have made and our plans for the membership program in 2023 and beyond.

2021

In 2021, before development and Board approval of AWO's new strategic plan, membership processes within AWO were mostly informal. There was a documented onboarding process, which served as the basis for the updated onboarding process initiated in 2022. There was an outline for retention needs and recruitment strategy, but we had not enacted either of these formally.

2022

Membership is a key focus of the strategic plan approved by the Board in October 2021 and the membership deliverables of the plan provided clear direction for our efforts. We made significant progress in 2022, mostly in onboarding and retention.

- Onboarding
 - We used the previous onboarding process to develop an updated version that incorporates actions for AWO staff and member leaders.
 - We created an [interactive onboarding presentation](#) to engage new members. Previously, new members received a welcome email with multiple PDF attachments. This information is all included in a more engaging format within the presentation.

- We clarified the roles of member leaders, including regional chairs, to involve them in the process of connecting with and onboarding new members.
- Retention
 - We analyzed retention rates for the last five years to determine how AWO compares to other associations in terms of member retention. Included in the analysis were retention rates by number of members and dues, small carriers, and affiliate members. We found that AWO's retention rates were well above the averages for trade associations.
 - We developed a list of suggested questions for member visits to ensure AWO staff has a broad but focused approach to member interactions.
 - We developed responsibilities for Executive Committee members to involve them in the process of connecting with at-risk members.
 - We implemented the AWO mobile app to provide access to meeting information, news, messaging, and more.

2023

All of these combined lead us to what has been the focus for 2023 and will continue to be important goals for 2024. We have found that recruitment, onboarding, and retention often feed into each other, and none of the work in these areas is ever complete. We need to be adaptable and change with member needs and provide individualized approaches specific to each member's unique profile and preferences. Our plans for 2023 and beyond include the following:

- Onboarding
 - Continue to implement the improved onboarding process and get feedback from members. Review analytics for the presentation, links, and emails.
 - Develop whiteboard videos. We plan to make short, digestible whiteboard videos explaining different aspects of AWO membership, hoping to engage new members from their first day of membership. We are currently developing a plan to produce high quality videos within a reasonable budget. Stay tuned!
- Retention
 - Continue monitoring retention rates to build data and make adjustments accordingly.
 - Continue refinement of internal processes and coordination between AWO departments to provide maximum efficiency.
 - Implement the Executive Committee roles and receive feedback from members on what has worked well, and what needs updating.
 - Provide more effective communication on member benefits, particularly for small carriers and affiliate members.
- Recruitment
 - Revamp AWO marketing materials for a clearer message on member benefits.
 - Drafting an updated Carrier Member Benefits one-pager to be released in May.
 - Up next, we will produce a similar one-pager targeted toward affiliate members.

- Update AWO membership pages on the website for clear, concise messaging on how to join AWO, as well as member benefits.
- Produce testimonial videos that allow AWO members to share what they value about AWO membership.
 - We currently have almost 30 videos, all under one minute, and are in the process of editing them for distribution. We need more! Please volunteer at the Convention, at upcoming regional roundtables, after Sector Luncheons, or after tugboat/towboat tours.
- Provide recruitment lists to members during regional Board calls, luncheons, and roundtables to refine member targets and set reasonable goals for outreach.
- Develop tracking system for AWO database to determine recruitment success rates and implement goals for the future.

If you have any questions or interest in seeing the documents or materials mentioned throughout this memo, please let us know! We would be happy to share them with you and discuss more of the processes and materials we have developed or are planning to develop.



801 North Quincy Street
Suite 500
Arlington, VA 22203

PHONE: 703.841.9300
EMAIL: aromano@americanwaterways.com

Al Romano
Senior Director – Accounting &
Finance

April 24, 2023

MEMORANDUM

TO: Board of Directors
FROM: Al Romano
RE: Year-to-Date Financial Review

Finance Overview

Through Q1 2023 we have continued to show a significant positive variance to the yearly expense budget as our AWO staff members continued their overall diligent stewardship of member funded resources. Additionally, our asset-related metrics, evidenced by our consistently robust cash position, coupled with significantly lowered aged receivables, and stable net assets balance have us moving forward into Q2 2023 on a very solid footing.

Operating Expense Recap

AWO ended March 2023 approximately \$129.1k ahead of budget. Most of our operating expense savings comes from these line items:

- Information Technology
- Travel
- Entertainment
- Office Expense
- Rent & Parking

The expenses for the Annual Regional meetings have been fully recognized in March. We were able to offset the slight uptick in Meetings Expense with an overall topline increase in revenue, and additionally with a gain realized on the sale of the AWO-owned vehicle.

Operating Cash & Receivables Status

Our overall cash at the end of March was \$857.9k higher than our March 2022 closing balance. Furthermore, our March 2023 receivables balance was \$529.2k lower than our closing balance for March 2022.

Net Assets Status

AWO ended March 2023 with a Net Asset balance of \$6.53m because of increases from operations of \$127.9k and Investment Reserves of \$71.2k, respectively. The increase in operations was primarily as a result of the expense savings listed above and as we continue to diligently monitor our actual to plan budget performance. Last June, the Board of Directors voted to “de-risk” AWO’s reserve fund account. Even with the majority of the funds in a money market, the reserve fund balance has increased slightly over the past nine months.

2023 - Looking Forward

Our auditors from the CST Group will be prepared to present the 2022 audit results at the Board meeting. We expect to have a clean audit presented with no issues or outstanding questions to resolve.

I look forward to seeing all of you in a couple of weeks and answering any questions you may have.