



# AGENCY MEETING: MARCH 2

\*\*\* ALL TIMES LISTED ARE EASTERN STANDARD (EST) TIME \*\*\*

1:00 p.m. –  
1:05 p.m.

## Introductions and Welcome

*Ms. Lynn Muench, The American Waterways Operators*

1:05 p.m. –  
1:15 p.m.

## Regional Chair Remarks

*Mr. Brian Hughes, Hughes Bros., Inc.*

1:15 p.m. –  
2:05 p.m.

## District Commanders' Panel

*RDML Thomas G. Allan, Jr., First District*

*RDML Lauren M. Dickey, Fifth District*

*CAPT Patrick McElligatt, Thirteenth District*

*CAPT Ulysses Mullins, Fourteenth District*

*Moderators: Mr. Brian Vahey, The American Waterways Operators*

*Mr. Charles Costanzo, The American Waterways Operators*

A panel discussion with D1, D5, D13, and, D14

2:05 p.m. –  
2:30 p.m.

## Subchapter M Discussion

*CDR Eustacia Weist, Sector New York*

*CDR Jennifer Doherty, Sector Delaware Bay*

*CDR Lee Bacon, Sector Puget Sound*

*LCDR Frank Strom, Sector San Francisco*

*Moderator: Ms. Caitlyn Stewart, The American Waterway Operators*

A discussion on Subchapter M implementation, challenges, and perspectives with Coast Guard Sectors.

2:30 p.m. –  
3:00 p.m.

## State of the Industry Panel

*Mr. Martin Curtin, Curtin Maritime Corporation*

*Mr. Rick Iuliucci, The Vane Brothers Company*

*Mr. Buckley McAllister, McAllister Towing*

*Mr. Will Roberts, Foss Maritime Company, LLC*

*Moderator: Ms. Lynn Muench, The American Waterway Operators*

A panel featuring industry leaders discussing challenges and opportunities facing the towing industry in 2021 and beyond.



**Rear Admiral Thomas G. Allan Jr.**  
**First District Commander (D1)**  
**U.S. Coast Guard**

Rear Admiral Allan assumed the duties of Commander, First Coast Guard District in May 2020. He oversees all Coast Guard missions across eight states in the Northeast including over 2,000 miles of coastline from the U.S.-Canadian border to northern New Jersey and 1300 miles offshore.

Rear Admiral Allan's previous flag assignment was as the Assistant Commandant for Resources and Chief Financial Officer for the U.S. Coast Guard, where he was responsible for all budgetary, financial and resource management activities relating to the programs and operations of the Coast Guard.

Rear Admiral Allan is a career operations ashore officer with tours across multiple units with a concentration in boat forces operations. His operational tours include Coast Guard Cutter HAMILTON, where he completed a homeport move from Boston, Massachusetts to San Pedro, California operating throughout the Atlantic and Pacific Oceans; Senior Watch Officer at the Coast Guard Intelligence Coordination Center in Suitland, Maryland; Surface Operations Officer at Group/Marine Safety Office Portland, Oregon; Response Department Head and Deputy Group Commander for Sector Charleston, South Carolina; and as the Commander of Sector Jacksonville, serving as the Captain of the Port, Federal Maritime Security Coordinator, Federal On-Scene Coordinator, and Search and Rescue Mission Coordinator, responsible for a \$30 billion Maritime Transportation System with 3 nationally strategic ports, the world's busiest passenger cruise ship terminals, and one of the nation's top 20 busiest container ports.

Rear Admiral Allan served in various Headquarters level offices to include the Executive Assistant to the 25th Commandant; Chief of Congressional and Governmental Affairs; Special Assistant to the 24th Commandant; Chief of Resources and Requirements for the Deployable Operations Group; and Chief of the Office of Financial Policy and Programs Division.

Rear Admiral Allan's awards include the Coast Guard Legion of Merit, the Coast Guard Meritorious Service Medal, the Coast Guard Commendation Medal, the Coast Guard Achievement Medal, and numerous Unit and Service awards.

A native of Bowie, Maryland, Rear Admiral Allan graduated from the U.S. Coast Guard Academy with a Bachelor of Science degree in Management; later earned his Master of Business Administration from the University of Baltimore in Baltimore, Maryland; and recently completed the Massachusetts Institute of Technology Seminar XXI.

Rear Admiral Allan is married to the former Kim Mulford from North Stonington, Connecticut and they have four children: Tyler, Amanda, Connor, and Ryan.



**Rear Admiral Laura M. Dickey**  
**Fifth District Commander (D5)**  
**U.S. Coast Guard**

Rear Admiral Laura M. Dickey assumed the duties of Commander, Fifth Coast Guard District, in September of 2020. In this position, RDML Dickey serves as the operational commander for all U.S. Coast Guard missions from the North Carolina/South Carolina border to New Jersey, encompassing nearly 3,000 Coast Guard active duty, reserve, and civilian personnel. This area spans 1.4 million square miles of oceans, bays, and rivers, several mid-Atlantic ports, the largest U.S. Naval Base in the world, and our National Capitol Region. Prior to assuming Command of the Fifth District, Rear Adm. Dickey

served as the Deputy Director of Operations for United States Northern Command. In this position, she was a principal advisor to the Commander USNORTHCOM on all operational matters, providing strategic guidance to plan and execute NORTHCOM missions within the area of responsibility, including land, maritime, and Homeland Defense air operations as well as Defense Support of Civil Authorities.

Prior to her assignment in Colorado, Rear Adm. Dickey served as the Chief of Staff for the Seventeenth Coast Guard District. Headquartered in Juneau, Alaska, the 17th District encompasses an area of nearly four million square miles of the Pacific and Arctic Oceans. Rear Adm. Dickey also served as Vice President Biden's Special Advisor for Homeland Security, Counterterrorism, and Africa. Her portfolio at the White House also included maritime security, the Arctic, the National Response Framework, and a number of other national security and humanitarian issues.

A career cutterman, Rear Adm. Dickey has over 12 years afloat conducting law enforcement, search and rescue, and homeland security operations throughout the Atlantic, Pacific, Gulf of Mexico, Caribbean, Bering Sea, and the Arctic. She has served aboard six cutters, commanding three of them: USCGC MIDGETT (WHEC 726) in Seattle, Washington; USCGC DEPENDABLE (WMEC 626) in Cape May, New Jersey; and USCGC CHINCOTEAGUE (WPB 1320) in Mobile, Alabama.

Her shore assignments include service as the Coast Guard's Liaison to the U.S. Senate from 2009-2011, a period which included the Deepwater Horizon oil spill; Executive Officer of U.S. Coast Guard Patrol Forces Southwest Asia based in the Kingdom of Bahrain in support of Operation Iraqi Freedom; as a staff attorney at Maintenance & Logistics Command Atlantic; as a courts-martial prosecutor at the Navy Trial Services Office East; and as a Command Center Controller at the Atlantic Area/Fifth District Command Center.

Rear Adm. Dickey is a 1990 graduate of the U.S. Coast Guard Academy with a Bachelor of Science in Government. She earned a Juris Doctor from the University Of North Carolina School of Law in 2002 and graduated with honors from Naval Justice School. She is also a 2012 graduate of the U.S. Naval War College, holding a Master of Arts in National Security and Strategic Studies. She is a member of the Bar of the State of North Carolina.

Rear Adm. Dickey is a native of Wilmington, North Carolina. She has been awarded the Defense Superior Service Medal, the Legion of Merit, four Meritorious Service Medals, three Coast

Guard Commendation Medals, two Coast Guard Achievement Medals, numerous operational unit awards, and the Vice Presidential Service Badge.



**Captain Patrick S. McElligatt**  
**Chief, Prevention Division**  
**District 13, Seattle, WA**

Captain McElligatt graduated from Massachusetts Maritime Academy in 1987 with a degree in Maritime Transportation and a Third Mate unlimited tonnage/oceans license. He sailed in the Merchant Marine for 3 years aboard oil tankers, towing vessels and passenger vessels prior to entering the Coast Guard in 1991.

Previous operational assignments in the Coast Guard include: Group/Captain of the Port New York; Marine Inspection Office New York; Group/Marine Safety Office Long Island Sound and Sector Southeastern New England where he was Officer in Charge of Marine Inspection (OCMI). He was awarded the Marine Safety Insignia in 2000.

In 2002 Captain McElligatt graduated from the University of Connecticut with a Master's in Business Administration (MBA) degree with a concentration in finance. Staff assignments in the Coast Guard include the Financial Analysis division (CG-832) at Coast Guard Headquarters in Washington, DC where he managed a staff responsible for executing over \$1 billion dollars in operating funds. Subsequent staff tours at Coast Guard Headquarters included the Personnel Allowance and Staffing division (CG-833), where he oversaw all military, civilian and military retiree payroll funds, which totaled over \$4 billion dollars and the Mission Support Integration Office (DCMS-5). Mission Support field tours include Comptroller and Executive Officer at Base Kodiak, Alaska and Commanding Officers at Base Honolulu, Hawaii. Captain McElligatt is a Certified Government Financial Manager (CGFM).

## **Martin Curtin, Curtin Maritime Corporation**

Martin Curtin, CEO of Curtin Maritime, began his career as a tugboat captain. He started Curtin Maritime in 1997 and built his first tugboat to enter into the West Coast market. As the owner and for a long time, only captain in his business, he has established a company that constantly maintains high efficiencies, high safety standards, highly skilled crews, and unrelenting innovation.

## **Rick Iuliucci, The Vane Brothers Company**

Captain Rick Iuliucci, Vice President, joined the Vane Brothers Company on April 4, 2007, responsible for fleet operations for all Vane Brothers vessels and facilities. Vane maintains a current fleet of 130 US flag Tug and Tank Barge units, trading on the US East Coast, West Coast and Gulf Coast, with operations in Eastern Canada and the Caribbean. Prior to joining Vane Brothers Captain Iuliucci was the Director, Delaware Bay Operations, responsible for both commercial and technical management of Overseas Shipholding Group America's Lightering Fleet and Northeast US Residual Fleet.



Captain Iuliucci has served in the maritime industry for more than 39 years, 17 of which he actively sailed aboard conventional ocean going tugs and barges, and ATB's with Maritrans. In his seventeen years at sea he sailed in all deck capacities from Deckhand to Master. Prior to commencing his sailing career Captain Iuliucci attended the Lundeborg School of Seamanship in Piney Point, MD. He currently maintains a United States Coast Guard Master's license and has had extensive experience in lightering operations conducted in the Delaware Bay and the offshore waters of the United States east coast and gulf coast. Captain Iuliucci has attended and participated in various professional and educational certificated courses including the United States Coast Guard Federal on Scene Crisis Commander, the Executive course provided by the University of Pennsylvania's Wharton School of Business and Cornell University's Industrial Labor Relations School.

Captain Iuliucci maintains board directorships with the Seaman's Church Institute of Philadelphia, the Philadelphia Maritime Exchange and the American Waterways Operators of America, including an appointment as Vice Chairman for AWO's Atlantic Region Board of Directors, he has previously held the position of Coastal Sector Committee chairman, one of the Executive Committee seats. Captain Iuliucci is a Member of the Mariner's Advisory Committee in the Port of Philadelphia and serves as Treasurer and an officer of the organization.

Captain Iuliucci is presently serving as a managing board member of the Philadelphia Area Maritime Security Committee under the authority of the United States Coast Guard Captain of the Port, Sector Delaware Bay and has received a Federal appointment to serve as an Executive Steering Committee member for the United States Coast Guard Sector Delaware Bay Area Committee. Captain Iuliucci serves as an alternate Company Security Officer for the Vane Brothers Company.



## **Buckley McAllister, McAllister Towing**

Brian Buckley McAllister is the President of McAllister Towing. Founded in 1864, McAllister Towing is one of the oldest and largest maritime transportation companies in the United States. The company owns and operates over 50 tugboats, a dozen barges, and three ferries. The company has over a dozen offices along the East Coast and Caribbean, from Portland, Maine to San Juan, Puerto Rico. The company performs ship and barge assist services, ocean towing, coastwise transportation, bunkering, and salvage. Headquartered in New York, the company is owned and managed by the fourth and fifth generations of the family. For more information, see [www.mcallistertowing.com](http://www.mcallistertowing.com).



Mr. McAllister works with a number of other organizations involved in the maritime industry, including Steamship Mutual P&I Club, the Maritime Law Association, the American Waterways Operators, the Coast Guard Foundation, and the Seamen's Church Institute. A graduate of Hamilton College and UC Hastings College of the Law, he is admitted to practice law in New York, California, and a number of federal jurisdictions. Prior to joining the family company, he was an Associate at Hill, Betts & Nash LLP.



## **Will Roberts, Foss Maritime Company, LLC**

Will Roberts joined Foss in 2017 as Chief Commercial Officer (CCO) where he was responsible for building the customer facing team to support Foss Maritime's ALWAYS SAFE. ALWAYS READY. company culture. In 2018, Roberts was named Chief Operating Officer (COO). As COO, he is responsible for the safe and efficient operation of the company's fleet, the full-service Seattle shipyard and the marine engineering and naval architectural services team.

Prior to joining Foss, Roberts served as Senior Vice President, Customer and Services—Americas, for global marine systems and services provider Rolls-Royce. During his tenure at Rolls-Royce, Roberts also served in the roles of Sales Manager U.S. West Coast, Vice President Global Customer Training and Services Development based in Aalesund, Norway, and Chief of Staff to the President of Rolls-Royce Land & Sea in London, UK. Roberts began his career in the U.S. Navy as a qualified Deck and Engineering Officer onboard the U.S.S. Honolulu, a fast attack submarine based out of Pearl Harbor, Hawaii.

Roberts graduated from the United States Naval Academy with a degree in Ocean Engineering, and holds a Masters of Engineering Management from Old Dominion University. Most recently Roberts completed a course of study at the Tuck School of Business at Dartmouth College.

# 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.