

GREAT LAKES PILOTAGE ADVISORY COMMITTEE MEETING
Meeting 09/10/2024

GREAT LAKES PILOTAGE ADVISORY COMMITTEE

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MEETING

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TUESDAY, SEPTEMBER 10, 2024

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The Advisory Committee met at St. Lawrence Seaway Visitor Center at Eisenhower Lock, 76 Barnhart Island Road, Massena, New York at 8:30 a.m.

Captain John Boyce presiding

PRESENT:

Captain John Boyce, Chair, GLPAC; President St. Lawrence Seaway Pilots Association

Captain Chris Edyvean, President, Western Great Lakes Pilots Association

Captain Anthony Brandano, Registered U.S. Pilot, President, Lakes Pilot Association

Mr. John D. Baker, Jr., President, Great Lakes District Council, International Longshoremens Association

Mr. John Crowley, Executive Director United States Great Lakes Shipping Association

Mr. Paul LaMarre III, Port Director, Monroe, Michigan

Ms. Susan Bray, ArcelorMittal/Logistics

Mr. Todd Haviland, USCG Director of GL Pilotage

Mr. Francis Levesque, USGC, ADFO

1 Mr. Jean Aubry-Morin, SLSMC
2 Mr. John D. Baker, Sr., ILA
3 Mr. Albert Batter, ILA
4 Mr. Cedric Baumelle, SHIPFED Canada
5 Mr. Thomas Bell, MMP
6 Mr. Vince Berg, USCG GL Pilotage
7 Mr. Julien Bertrand, SLSM
8 Ms. Véronique Bérubé, VP, Operations Chamber of Marine
9 Commerce (CMC)
10 Mr. Mostafa Bovzit, Transport Canada
11 Mr. Paul Braden, Director, Locs Ops & Marine Service
12 Mr. Timothy Brown, CG-REG
13 Commander Joseph P. Burgess, D9 Inspections and
14 Investigators
15 Mr. Kip Carlson, MM&P
16 Mr. Ryan Chatland, US Seaways, GLS
17 Mr. James Connoly, SLSPA D1 Pilot
18 Mr. Mike Emerson, CG-5PW Director
19 Mr. Anthony Fisher, DOT, GLS
20 Mr. Steve Fisher, American Great Lakes Port Association
21 Mr. Andrew Gaynor, SLSPA D1 Pilot
22 Mr. Chris Hall, SHIPFED Canada
23 Ms. Laurie Hanna, SLSPA D1
24 Mr. Jeff Harrington, USACE/SOO Locks
25 Mr. Jay Hartileb, WGLPA

1 Mr. Ted Johnson, WGLPA
2 Ms. Catherine Konieczny-Kellis, CG-REG
3 Ms. Natalie LaCoursere, WGLPA
4 Mr. Robert Legault, GLPA, Canada
5 Mr. Edi Lopez, TBPA
6 Mr. Singh Mandeep Makkar, FEDNAV Canada/Sr. Fleet Manager
7 Mr. Jack Meloche, SLSMC
8 Ms. Julie Mitchell, CohnReznick
9 Mr. Naim Nazha, Transport Canada
10 Mr. Nathan Neltz, COPP, Great Lakes Pilots.com
11 Mr. Brian Oszakiewski, AGLPA
12 Mr. Tim Pavilonis, USCG Legal Counsel
13 Mr. Eric Peace, Lake Carriers Association
14 Mr. Robert Pennell, FEDNAV Canada, Head of Operations
15 America
16 Mr. Jeremy Petosa, CG-REG
17 Mr. Spencer James Phillips, USCG
18 Mr. Jim Pound, GLPA, Canada
19 Mr. Frank Rawetzki, Shipping & Logistics Manager/TATA Steel
20 Ms. LeighAnn Ryckeghem, USACE Chair/SOO Lock Operations
21 Ms. Amy Stark, Director of Eisenhower Visitor Center
22 Mr. Nathaniel Turner, CohnReznick
23 Mr. Chris Weigler, SLSPA D1 Pilot
24 Mr. Bill Yockey, ILA
25 Mr. Mike Zakarauskas, D1 Dispatch

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PROCEEDINGS

ADFO MR. FRANK LEVESQUE: All right. It looks like we're about ready to begin. Good morning, everyone.

MULTIPLE SPEAKERS: Good morning.

ADFO MR. FRANK LEVESQUE: My name is Frank Levesque, and I am the Designated Federal Officer, or DFO, for this Great Lakes Pilotage Advisory Committee meeting. I welcome all of you to this public meeting of the Great Lakes Pilotage Advisory Committee and express my appreciation and the Coast Guard's appreciation for everyone's past, current, and future work that always prioritizes safe, efficient, and reliable United States pilotage service on the Great Lakes.

As the DFO, I'm responsible for ensuring all the provisions of the Federal Advisory Committee Act, or FACA, are met regarding the operations of the committee. Also, in my role as the DFO for the committee, I work with agency officials and everyone involved to ensure all appropriate ethics regulations are satisfied.

Before we begin this morning, there are a few routine formalities that need to be addressed. For the record, the Great Lakes Pilotage Advisory Committee was established on November 13th, 1998, in the Coast Guard Authorization Act of 1998. GLPAC's charter was last renewed for two years, beginning on May 10th of 2023, under the authority of 46 USC Code 9307, as amended by Section 621(a) of the

1 Coast Guard Authorization Act of 2010.

2 The Committee acts in an advisory capacity to make
3 recommendations to the Secretary of the Department of
4 Homeland Security and the Coast Guard on matters relating to
5 Great Lakes pilotage, including review of proposed
6 Great Lakes pilotage regulations and policies.

7 The U.S. Government establishes advisory committees so
8 that non-governmental citizens can provide advice and
9 recommendations on specific issues. In this instance, the
10 Coast Guard, not the committee members, owns the Great Lakes
11 Pilotage Advisory Committee. And we expect this committee
12 to provide us with its candid opinions and feedback, and the
13 members must understand that you are present today to help
14 us tackle some of these tough issues.

15 This meeting was announced to the public in the
16 Federal Register on Thursday, July 25th of 2024. And if you
17 need a copy of it, I could provide one for you if you'd
18 like.

19 We have a full agenda today. And please understand
20 that times on the agenda are approximate and we may not be
21 able to keep to the exact times noted, but we'll progress
22 sequentially through the agenda as written.

23 That being said, we will strive to ensure adequate time
24 is provided for presentations, the committee's thorough
25 deliberations, and public comments.

1 As stated in the agenda, at this meeting, we will be
2 reviewing the following: Ordering a Pilot and Prospecting;
3 Change Points, Double Pilotage, Daytime Navigation
4 Restrictions; portions of USC Code 401.320, standard for
5 utilizing limited pilot resources to inform the staffing
6 model that we use; dispatching, logistics and providing
7 service, optimizing limited pilot resources; and car service
8 versus pilots driving themselves between assignments; pilot
9 availability; compensation practices; pilot's role in the
10 supply chain; winter navigation; Great Lakes Pilotage
11 Memorandum of Understanding update; Rate Making methodology
12 to include allowable expenses, Working Capital Fund, Pilot
13 Association Projects. Then we'll have Seaway Vessel
14 Identification System; CohnReznick, a presentation regarding
15 expense and revenue reports; Tug Usage at the Soo Locks; and
16 then public comments.

17 General information about GLPAC is available at the
18 Office of Waterways and Ocean Policy website. It's a long
19 one. I can give it to you afterwards if you're interested
20 in doing it and/or getting it and then you could look at it
21 when you get home.

22 I wish to remind you to record your attendance this
23 morning on the sign-in sheets, if you haven't done so
24 already. And the meeting agenda is there, also, if you
25 haven't picked it up already.

1 This public meeting is being recorded for a permanent
2 record. In addition, official minutes will be prepared and
3 will be appear -- and will appear on the CG website within
4 90 days of this meeting.

5 In order to be fully heard and understood, you must
6 speak clearly and loudly, and it's imperative that you say
7 who you are and state your affiliation before you begin your
8 comments.

9 Okay. We have a microphone if needed. My voice, I
10 think, projects well enough. But make sure your voice
11 projects well enough, or Mr. Vince Berg will provide you
12 with a wireless microphone that will help everyone hear what
13 you have to say. If we can't hear you, we can't help you,
14 and we can't record it. It's only -- it's only gospel if it
15 gets recorded.

16 All right. Captain Boyce, who's Chairman of our
17 Committee, and I, will be reminding you of that if
18 necessary. Please don't take it personally. But, you know,
19 we want to make sure that you are heard and recorded
20 properly.

21 If there's anything else that you might need, personal
22 or otherwise, you can contact myself or Mr. Vince Berg and
23 we'll make sure that your needs are satisfied.

24 The Coast Guard leadership continues to value your
25 participation and expertise in this important maritime

1 advisory committee meeting, and your diligent work on all of
2 the tasks that you accept helps the Coast Guard determine if
3 we are on the right course, both nationally and
4 internationally.

5 The Coast Guard leadership and I want to thank you for
6 all of your giving of your time and all of your efforts to
7 ensure that this environment, in which our mariners work in,
8 remains as safe as possible.

9 Once again, welcome to the GLPAC and I look forward to
10 a very productive day. Thank you and this concludes my
11 opening remarks and I call this meeting to order.

12 I will now ask the committee members to introduce
13 themselves and we will determine if we have a quorum.

14 Sir.

15 MR. TODD HAVILAND: Can you please recognize
16 Tony Fisher and Mike Emerson before we begin?

17 ADFO MR. FRANK LEVESQUE: Sure. At this time, I'd like
18 to recognize that we have some guests in our audience that
19 would like to -- we would like to recognize. The first,
20 Mr. Mike Emerson, he's our Director of Maritime Division at
21 the U.S. Coast Guard. If you haven't met Mike, please reach
22 out and meet him and speak to him. He's a wealth of
23 information and knowledge.

24 And also, Mr. Tony Fisher, who is the Deputy
25 Administrator of the Great Lakes St. Lawrence Seaway.

1 Where's Tony? Is he here?

2 MR. ANTHONY FISHER: (Indicating.)

3 MS. SUSAN BRAY: Yeah.

4 ADFO MR. FRANK LEVESQUE: Okay. There he is. All
5 right.

6 MR. TODD HAVILAND: Can they speak real quick?

7 ADFO MR. FRANK LEVESQUE: Say again?

8 MR. TODD HAVILAND: Can they speak real quick?

9 ADFO MR. FRANK LEVESQUE: Would you like to say a few
10 words?

11 MR. MIKE EMERSON: Yeah, if I could. I would like to
12 remind everyone. Some of you know, you've been here a
13 while. Some of you may be new. This is a big turnout.
14 This is the most important FACA that we have. The Advisory
15 Committee here in the Great Lakes is respected now where it
16 wasn't years ago. We have a constructive conversation.
17 We've got elite leaders from all around the maritime
18 community that -- that are responsible for commerce, for
19 safety, for the management of the ports and the inputs and
20 outputs. It's great to be part of this. It's great to see
21 how it's evolved from what used to be very contentious and
22 sort of irrelevant, to a constructive conversation.

23 Anything -- I've said it in the past, and this is how
24 we got here. Anything that makes the record, we act on.
25 The Coast Guard has no agenda here, other than to get a good

1 set of recommendations from experts in all the fields, good
2 collaborative conversation, good constructive
3 recommendations. We can act on those, and we will if they
4 come out of the GLPAC. So we've dignified ourselves now as
5 a -- as a unit that can come together with different
6 opinions and different priorities and get stuff done. I
7 look forward to meeting many of you on the bridge wing.
8 I'll probably spend most of the day out there, but --
9 enjoying the weather. But thanks for being here.

10 We have folks from both the Canada side and from across
11 our country. Really great to see many of you and thanks for
12 making this work.

13 Tony, you want to...

14 MR. ANTHONY FISHER: Yeah. Well, following on -- I'll
15 bring it home. So following Mike's comments, thanks
16 to everybody for being here. We, obviously, have a packed
17 house and we're not unfamiliar with that. Because since
18 we've opened this visitor center a couple months ago, I
19 think we've had -- and if Amy is in the room, correct me --
20 well over 20,000 visitors.

21 MS. AMY STARK: We're over 25 now.

22 MR. ANTHONY FISHER: Over 25,000 visitors here. And
23 for me, when we were constructing the Visitor Center and
24 everybody was so excited about it, I thought we were opening
25 Willy Wonka's Chocolate Factory.

1 (Laughter.)

2 MR. ANTHONY FISHER: I didn't really understand that we
3 were going to have that much in a way of throughput coming
4 and visiting our facility. But there's a reason for that
5 and that's because people up here, I would say versus any
6 other place I've been to in the world, are so passionate
7 about the maritime industry.

8 MS. SUSAN BRAY: Yeah.

9 MR. ANTHONY FISHER: I've never seen a place anywhere
10 on the planet where the average citizen, just walking down
11 the street in a place like Massena, is interested in the
12 Seaway, is interested in the Great Lakes, is interested in
13 the maritime industry. So I'm glad you-all could join us
14 and be part of that.

15 Additionally, I'd like to mention I've got a number of
16 members from my team here. Please interact with them during
17 the breaks and maybe even after the meeting. I want to make
18 sure we have as robust of an information exchange while
19 you're here, while we have this much talent in the room. So
20 please share your thoughts with us. Don't be shy. There's
21 really nothing that you could say that -- it's going to
22 bother us. I mean, we're government employees, so we've
23 heard it.

24 (Laughter.)

25 MR. ANTHONY FISHER: We're used to listening to people

1 who are passionate about issues, let me say it that way.

2 But thanks again for joining us.

3 And, sir, back to you.

4 ADFO MR. FRANK LEVESQUE: Thanks, Tony.

5 I'll now ask all of the committee members to introduce
6 themselves and we'll determine if we have a quorum. For the
7 record, please introduce yourselves, stating your name, who
8 you work for, and the GLPAC charter position that you hold.

9 And we'll start with Captain Boyce.

10 CAPTAIN JOHN BOYCE: John Boyce, President of the
11 St. Lawrence Seaway Pilot Association and Vice Chairman.

12 CAPTAIN PAUL LAMARRE: Paul LaMarre, President of the
13 American Great Lakes Ports Association, Director of the
14 Port of Monroe, representing the ports.

15 CAPTAIN ANTHONY BRANDANO: Tony Brandano, President of
16 the Lakes Pilots Association.

17 MR. JOHN BAKER, JR.: John Baker, Jr., President of the
18 Great Lakes District ILA.

19 MR. JOHN CROWLEY: John Crowley, Executive Director of
20 the U.S. Great Lakes Shipping Association, representing
21 vessel operators.

22 MR. CHRISTOPHER EDYVEAN: Chris Edyvean, President,
23 Western Great Lakes Pilots Association.

24 MS. SUSAN BRAY: I'm Susan Bray. I was the Director of
25 Logistics at ArcelorMittal International. I'm now retired,

1 but I also have a downstream consulting company, and I also
2 sit on the Board of Logistec, which is a maritime and -- a
3 maritime and environmental services company in -- based in
4 Montreal, and I represent downstream consumers and shippers.

5 MS. LAURIE HANNA: Laurie Hanna. I work for District 1
6 as an administrative assistant, and I'm working on
7 recommendations today.

8 ADFO MR. FRANK LEVESQUE: A very important position.
9 She'll be typing out all of the recommendations that come
10 out of this committee meeting, so...

11 CAPTAIN PAUL LAMARRE: God bless you.

12 MS. SUSAN BRAY: Yeah.

13 (Laughter.)

14 ADFO MR. FRANK LEVESQUE: Because I failed miserably at
15 that task.

16 (Laughter.)

17 ADFO MR. FRANK LEVESQUE: Okay. Great. We do have a
18 quorum. Sir...

19 MR. VINCE BERG: One thing. Was everybody able to hear
20 up there?

21 (Indicating.)

22 MR. VINCE BERG: Okay. Just want to make sure.

23 ADFO MR. FRANK LEVESQUE: Okay. If you -- all right.
24 If we need a microphone, Vince will make sure that you get
25 it.

1 MR. VINCE BERG: I just want to make sure they're able
2 to hear.

3 ADFO MR. FRANK LEVESQUE: All right. Great.

4 All right. Now we will go around the room to allow
5 everyone else to introduce themselves. Please speak clearly
6 and loudly and state your name and the organization or
7 company that you represent, and we'll start with -- we'll
8 start with you, Jennifer.

9 MS. JENNIFER KAELIN: Oh, with me?

10 ADFO MR. FRANK LEVESQUE: Yes, ma'am.

11 MS. JENNIFER KAELIN: Okay. I'm Jennifer Payne Kaelin.
12 I'm from Oklahoma, and I work for Word for Word Court
13 Reporting.

14 ADFO MR. FRANK LEVESQUE: All right. Great. And how
15 about we start with -- or go ahead, Vince.

16 MR. VINCE BERG: I'm Vince Berg with the Great Lakes
17 Pilotage Office in Washington, D.C.

18 MR. ROBERT PENNELL: Hi. I'm Robert Pennell from
19 FEDNAV, Head of Operations for the Americas.

20 MR. STEVE FISHER: I'm Steve -- excuse me. I'm
21 Steve Fisher with the American Great Lakes Ports
22 Association.

23 MR. BRIAN OSZAKIEWSKI: Hi, I'm Brian Oszakiewski with
24 the American Great Lakes Ports Association.

25 MR. MANDEEP MAKKAR: Morning. I'm Mandeep Makkar from

1 FEDNAV representing the shipping -- (Inaudible.)

2 MR. JOHN B. BRYANT: Good morning, John B. Bryant,
3 Vice President, Canadian Seaway.

4 MR. ERIC PEACE: Good morning. Eric Peace,
5 Vice President, Lake Carriers Association.

6 MR. KIP CARLSON: Good morning. Kip Carlson. I'm a
7 retired San Francisco Bar pilot. I'm Vice President at
8 Masters, Mates, and Pilots, an international organization
9 representing the pilot membership group.

10 MR. THOMAS BELL: Tom Bell, Vice President at Masters,
11 Mates, and Pilots, Great Lakes and Gulf region.

12 MS. VÉRONIQUE BÉRUBÉ: Véroniqué Bérubé, Vice President
13 of Operations for the Chamber of Marine Commerce, represent
14 Canadian domestic shippers.

15 THE COURT REPORTER: Can you say your name one more
16 time? I'm sorry.

17 MS. VÉRONIQUE BÉRUBÉ: Véroniqué, V-E-R-O-N-I-Q-U-E.

18 THE COURT REPORTER: Thank you.

19 MS. CATHERINE KONIECZNY-KELLS: Hi, I'm Catherine
20 Konieczny-Kellis. I --

21 ADFO MR. FRANK LEVESQUE: Hold it closer, please. It's
22 just...

23 MS. CATHERINE KONIECZNY-KELLS: Catherine
24 Konieczny-Kellis, I am the economist for the rate making
25 every year.

1 MR. JEREMY PETOSA: Jeremy Petosa, economist in the
2 Coast Guard Regulatory Program.

3 THE COURT REPORTER: I can't hear.

4 MR. FRANK RAWETZKI: Hi. I'm Frank Rawetzki, shipping
5 and logistics manager at TATA Steel.

6 MR. EDI LOPEZ: Good morning. I'm Edi Lopez, Terminal
7 Operations Manager for Port of Thunder Bay.

8 MR. JAY HARTILEB: I am Jay Hartileb, Western Great
9 Lakes Pilots head dispatcher.

10 MR. JOHN BAKER: Good morning. My name is John Baker.
11 I'm a General Organizer for the International Longshoremen's
12 Association.

13 MR. GLENN LAWRENCE: And I'm Glenn Lawrence, President
14 of District 1, Canadian.

15 MR. JEFF HARRINGTON: Jeff Harrington, U.S. Army Corp
16 of Engineers, Operations Branch Chief at the Soo Locks.

17 MS. LEIGHANN RYCKEGHEM: LeighAnn Ryckeghem. I'm
18 the --

19 THE COURT REPORTER: I can't hear you. I'm sorry. I
20 need you-all to speak up because I can't hear you.

21 ADFO MR. FRANK LEVESQUE: Please, try to hold the
22 microphone closer because it's hard to hear. I'm sorry.

23 THE COURT REPORTER: Can you state -- ma'am, can you
24 state your name for me again?

25 MR. VINCE BERG: One more time.

1 MS. LEIGHANN RYCKEGHEM: LeighAnn Ryckeghem, U.S. Army
2 Corp of Engineer, operations manager, Soo Locks.

3 ADFO MR. FRANK LEVESQUE: That's not getting it done.

4 CAPTAIN PAUL LAMARRE: She runs the Soo Locks.

5 THE COURT REPORTER: Thank you.

6 MR. NATHAN NELTZ: Nathan Neltz, President District 2,
7 District 3, GLPA.

8 MR. ROBERT LEGAULT: Robert Legault, good morning.
9 Great Lakes Pilot Authority, dispatch supervisor.

10 MR. JIM POUND: Jim Pound, Board Chair, Great Lakes
11 Pilot Authority.

12 MR. NAIM NAZHA: Naim Nazha, Transport Canada --

13 THE COURT REPORTER: I can't -- I'm sorry.

14 MR. VINCE BERG: Can you say that over?

15 THE COURT REPORTER: I'm sorry. I can't hear.

16 MR. NAIM NAZHA: Naim Nazha, Transport Canada,
17 Executive Director of Navigation Safety.

18 MR. MOSTAFA BOZIT: Mostafa Bozit, pilot program,
19 Transport Canada.

20 MR. ANDREW GAYNOR: Andrew Gaynor, St. Lawrence Seaway
21 Pilots Association.

22 MR. CHRIS WEIGLER: Chris Weigler, St. Lawrence Seaway
23 Pilot Association.

24 MR. JAMES CONNOLY: James Connoly, Seaway -- Seaway
25 District 1 pilot.

1 MR. RYAN CHATLAND: Ryan --

2 (Laughter.)

3 THE COURT REPORTER: I did not hear that.

4 MR. VINCE BERG: Can you slow down?

5 MR. TODD HAVILAND: Ryan, can you reintroduce yourself,
6 please?

7 MR. RYAN CHATLAND: Ryan Chatland, Seaway pilot.

8 MR. CEDRIC BAUMELLE: Go ahead?

9 MR. VINCE BERG: Yeah.

10 MR. CEDRIC BAUMELLE: Cedric Baumelle, Shipping
11 Federation of Canada. No? Yes?

12 ADFO MR. FRANK LEVESQUE: Encore, encore.

13 MR. CEDRIC BAUMELLE: Cedric Baumelle from Shipping
14 Federation of Canada.

15 MR. VINCE BERG: Got it?

16 THE COURT REPORTER: Yeah.

17 (Multiple speakers.)

18 MR. CHRIS HALL: Chris Hall, Shipping Federation of
19 Canada.

20 (Multiple speakers.)

21 MR. VINCE BERG: No?

22 THE COURT REPORTER: I cannot hear.

23 MR. JEAN AUBRY-MORIN: Jean Aubry-Morin, St. Lawrence
24 Seaway, Operational Services.

25 (Multiple speakers.)

1 MR. JACK MELOCHE: Jack Meloche, general manager,
2 Canadian Seaway.

3 UNIDENTIFIED MALE SPEAKER: -- Great Lakes pilot,
4 operation --

5 THE COURT REPORTER: I did not hear him.

6 ADFO MR. FRANK LEVESQUE: Amy. Did we get Amy back
7 there?

8 MS. AMY STARK: I'm Amy Stark. I'm the Director of the
9 Visitor Center and Community Relations for the GLS. Welcome
10 to our new visitor center.

11 ADFO MR. FRANK LEVESQUE: All right.

12 MR. NATHANIEL TURNER: Nathaniel Turner, CohnReznick.

13 MR. SPENCER PHILLIPS: I'm Spencer Phillips. I'm a
14 regulatory attorney for the Coast Guard.

15 MR. TIMOTHY PAVILONIS: Timothy Pavilonis. I'm a
16 maritime attorney for the Coast Guard.

17 MR. MIKE EMERSON: Mike Emerson, Coast Guard.

18 MR. ANTHONY FISHER: Tony Fisher, GLS.

19 MR. BILL YOCKEY: Bill Yockey, Vice President with the
20 Longshoremen's Association.

21 COMMANDER JOSEPH BURGESS: Joe Burgess, 9th Coast Guard
22 District.

23 MS. JULIE MITCHELL: Julie Mitchell, CohnReznick.

24 MR. TED JOHNSON: Ted Johnson, Western Great Lakes
25 Pilots Association.

1 MS. NATALIE LACOURSERE: Natalie LaCoursere, also
2 Western Great Lakes Pilots Association.

3 ADFO MR. FRANK LEVESQUE: Mike Z.

4 MR. MICHAEL ZAKARAUSKAS: Michael Zakarauskas. I'm
5 District 1. I'm the head of the dispatch and
6 transportation. I'm here to help.

7 ADFO MR. FRANK LEVESQUE: Is there anyone that did not
8 get to introduce themselves?

9 MR. TODD HAVILAND: Good morning, my name is
10 Todd Haviland. I'm the Director of Great Lakes Pilotage,
11 U.S. Coast Guard.

12 (Laughter.)

13 (Multiple speakers.)

14 ADFO MR. FRANK LEVESQUE: Well, great. Welcome
15 everybody. Thank you for that.

16 We have a full agenda and we have to make sure that we
17 try to stay on schedule as best as possible. And I'll now
18 turn this over to Captain Boyce.

19 CAPTAIN JOHN BOYCE: Hi. I want to welcome you-all to
20 Massena, New York, to offer my thanks to the Seaway for
21 providing the venue for this meeting. We have a full
22 agenda, so I'll ask everyone to try to keep staying on
23 schedule.

24 We welcome public participation and thank you for
25 attending the Great Lakes Pilotage Advisory Committee

1 meeting today. We combined some of the topics from the
2 Federal Register announcement. Initially, GLPAC members
3 will discuss the agenda topic. After the members discuss
4 the topics, I will open the floor to the public for
5 questions and/or statements. I will then ask the committee
6 to continue the discussion and/or consider a recommendation.

7 We have breaks scheduled and a lunch.

8 After we've discussed all the agenda topics, we'll open
9 the floor to public comments. We will then end the meeting
10 when discussions are completed.

11 So let's begin with accepting the minutes from the last
12 GLPAC meeting. Make a motion to...

13 CAPTAIN PAUL LAMARRE: Motion to accept the minutes.

14 MR. JOHN BAKER, JR.: Second.

15 MS. SUSAN BRAY: Second.

16 ADFO MR. FRANK LEVESQUE: Okay. All in favor?

17 (Positive response.)

18 CAPTAIN PAUL LAMARRE: Wonderful minutes.

19 CAPTAIN JOHN BOYCE: Topic 1, the first topic is
20 expense and revenue reports for the annual rulemaking. The
21 Coast Guard is required to validate each association's
22 expenses and revenues for ratemaking purposes. The
23 Coast Guard has contracted the DCAA, RMAS, and CohnReznick
24 to perform this work since 2008.

25 CohnReznick is the only company that has successfully

1 and effective -- efficiently performed this work. We're
2 currently working with CohnReznick to generate the financial
3 reports for the last shipping season.

4 Mr. Nathaniel Turner from CohnReznick will discuss the
5 importance and process regarding the expenses and revenue
6 reports for rulemaking and the recent modifications to the
7 reports that will increase the efficiency -- or efficacy.

8 Mr. Turner.

9 MR. NATHANIEL TURNER: Thank you.

10 Good morning. Nathaniel Turner with CohnReznick again.
11 My coworker here, Julie Mitchell, is here with me.

12 MS. JULIE MITCHELL: Hey, everyone, good morning. It's
13 great to see a lot of you again. But for those of you that
14 we are meeting for the first time this year, I'm
15 Julie Mitchell, and this is Nate Turner, my colleague. We
16 are the public accounting firm of CohnReznick, who has been
17 entrusted by the Great Lakes to perform the pilotage
18 reviews.

19 We're very excited this year to get the opportunity to
20 be awarded the five-year contract and to continue our
21 financial reviews. I'll be passing you off to Nate now and
22 he'll be going over the financial reviews.

23 MR. NATHANIEL TURNER: Thank you.

24 So we have two forms of reviews that we perform; one
25 over the expenditures, and another over the revenue. On the

1 expense side, I have other associations that do a rigorous
2 financial statement audit, which is performed by another
3 accounting firm at each location. Those are important
4 because we rely upon -- those are crucial because we
5 provide -- we -- sorry -- we provide competence. We rely on
6 the competence of those audits to begin our reviews.

7 We then review those expenditures and ensure that only
8 allowable expenditures are included for ratemaking purposes,
9 and any intercompany expenditures are properly excluded for
10 ratemaking.

11 We then organize that data into a comprehensive format
12 enabling the Coast Guard to effectively compare costs and
13 determine what's necessary and reasonable.

14 On the revenue side of the house, we then perform
15 reviews and implemented procedures to review reported bridge
16 hours and factors, waiting factors to gain -- to ensure
17 consistency is applied and to have strengthened and more
18 reliability in the reviews.

19 Additionally, in those reviews, we then ensure that we
20 have any best practices that we can develop to ensure that
21 our reviews are performed timely and efficiently to limit
22 the amount of time interference on the operational side of
23 the Pilots Association.

24 That essentially concludes our presentation. Open it
25 up for any questions that you guys may have or...

1 Oh, yes.

2 MR. JOHN CROWLEY: John Crowley, Great Lakes Shipping
3 Association. You mentioned you accept -- you know, as
4 proper and allowable expenses --

5 MR. NATHANIEL TURNER: Correct.

6 MR. JOHN CROWLEY: -- and then identify those that are
7 not. Do you ever encounter any that are not allowable in
8 your review?

9 MR. NATHANIEL TURNER: Right. So for expenditures,
10 clearly they have a multitude of expenses that can be
11 incurred throughout the year. We provide a submission form
12 at the onset of the audit where the districts of the pilot
13 associations are allowed to remove any expenditures.
14 Namely, if you report a bad debt expense on your books,
15 those are not reportable. Advertising expenses are not
16 allowable, so those will be excluded.

17 So if those are not adjusted by the districts
18 themselves prior to submitting the expenditures, we then
19 exclude those in our review.

20 MR. JOHN CROWLEY: Okay. Thank you.

21 MR. JEAN AUBRY-MORIN: Captain Boyce, may I have a
22 question?

23 CAPTAIN JOHN BOYCE: Oh, well, anybody else from the
24 committee?

25 CAPTAIN PAUL LAMARRE: What's the craziest expense

1 they've ever submitted? No, I'm just kidding.

2 (Laughter.)

3 CAPTAIN PAUL LAMARRE: I'll rescind that.

4 MS. SUSAN BRAY: I'd like to hear that.

5 CAPTAIN JOHN BOYCE: Give this one to Jean.

6 Yeah. Go ahead.

7 MR. JEAN AUBRY-MORIN: Just out of curiosity, you
8 mentioned you had a five year's commitment.

9 MR. NATHANIEL TURNER: Yes.

10 MR. JEAN AUBRY-MORIN: What's the span of it from to?

11 MR. NATHANIEL TURNER: So historically, we -- you know,
12 the Coast Guard puts this opportunity out, puts a
13 solicitation out for bid. We bid on the opportunity and
14 successfully won that. The most recent opportunity, that
15 was released by the Coast Guard, was for a five-year
16 engagement. And thankfully, we were successfully able to be
17 awarded that. So we'll be performing these reviews for the
18 next five years as opposed to an annual solicitation
19 process.

20 MS. SUSAN BRAY: So when does that end?

21 MR. NATHANIEL TURNER: It's 2029.

22 MR. JEAN AUBRY-MORIN: Thank you.

23 THE COURT REPORTER: And what was your name, sir?

24 MR. JEAN AUBRY-MORIN: Jean Aubry-Morin, Seaway.
25 Canada Seaway.

1 THE COURT REPORTER: Thank you.

2 MR. TODD HAVILAND: Just to follow up on what
3 Mr. Crowley asked. In the report, you'll see a Director's
4 adjustment and that usually comes about when I look at an
5 expense that's either not necessary for providing the
6 service. We really scrutinize the legal expenses to make
7 sure there's no lobbying involved and then if an expense is
8 unreasonable.

9 So something could be necessary to provide the service.
10 But if it's unreasonable, we work with CohnReznick to figure
11 out what a reasonable market expense is for that item and
12 that will get adjusted down, too.

13 So if you go back and look over the last, you know, ten
14 years, things are removed almost on an annual basis. So the
15 answer to your question is yes.

16 MR. JOHN CROWLEY: Well, you confused it now.

17 (Laughter.)

18 MR. JOHN CROWLEY: Because the question was: What
19 was -- what did CohnReznick, as the independent auditor,
20 define and find?

21 MR. TODD HAVILAND: Okay.

22 MR. JOHN CROWLEY: And what you've now defined as
23 a team effort, which confuses me in the normal usage at
24 least that I'm accustomed to, of using an auditor. Because
25 I -- I really thought that they -- they might not have

1 anything by the time it got to them or they might, but that
2 was the purpose of asking the question. I don't know that
3 that's a question, except that it confuses me a little bit.

4 MR. NATHANIEL TURNER: But to clarify slightly, so we
5 perform our audit independent of the Coast Guard. We
6 provide our results to the Coast Guard. So during the
7 rulemaking process, if there's an adjustment that the pilot
8 associations can then support subsequent to our review,
9 there can be a Director's adjustment to adjust that amount.

10 But the final report that we provide will have
11 adjustments for any expenditures that were not removed by
12 the pilot associations in their initial submission.

13 MR. JOHN CROWLEY: Okay.

14 CAPTAIN JOHN BOYCE: John Boyce. There's two separate
15 categories of adjustments, one from the Director and one
16 from --

17 MR. JOHN CROWLEY: I under -- I understand that.

18 CAPTAIN JOHN BOYCE: All right.

19 MR. JOHN CROWLEY: But my question --

20 CAPTAIN JOHN BOYCE: Okay.

21 MR. JOHN CROWLEY: -- got confused halfway through
22 there, but got it.

23 MR. NATHANIEL TURNER: Thank you.

24 CAPTAIN JOHN BOYCE: Thank you.

25 CAPTAIN PAUL LAMARRE: Yea for accounting.

1 MS. SUSAN BRAY: Thanks, Nate.

2 (Laughter.)

3 CAPTAIN JOHN BOYCE: Does the committee want to make
4 any recommendations based on...

5 (No response.)

6 CAPTAIN JOHN BOYCE: Second topic.

7 MR. JOHN CROWLEY: I'd just --

8 CAPTAIN JOHN BOYCE: Oh.

9 MR. JOHN CROWLEY: Mr. President, I'd just like to
10 observe. I believe our discussion last year talked about
11 the upcoming contract and provided thoughts, at least, for
12 the five-year matter and -- and so I just kind of observed
13 that that's a little bit of feedback that we can take from
14 our discussion last year.

15 CAPTAIN JOHN BOYCE: Agreed.

16 Second topic is the pilot's role in the supply chain.
17 Paul, if you'd like to talk to that.

18 CAPTAIN PAUL LAMARRE: Yeah. Paul LaMarre, American
19 Great Lakes Pilots Association. And actually, I kind of
20 stepped into making these remarks today at the request of
21 Captain Boyce.

22 But I think there's something really important to note
23 here and that is that pilots, whether U.S. or Canadian, are
24 on the front lines of the supply chain. When we look at
25 other modes of transportation; a truck, a plane, train, you

1 don't have operators of -- American operators stepping into
2 a foreign truck or a foreign train, foreign airplane on U.S.
3 soil. Yet, the greatest example that I can put out there,
4 when it comes to the value of the pilots, is to our ports
5 during the pandemic.

6 And honestly, when most people were sheltered in their
7 homes, The Great Lakes pilots and pilots on the coast were
8 stepping aboard foreign flag vessels, not knowing what they
9 were walking into, and they still do that on a daily basis
10 right now. Now, some foreign flag vessels are nicer than
11 others. FedNav being a great example of the best.

12 MS. SUSAN BRAY: Yeah.

13 CAPTAIN PAUL LAMARRE: So the point that I want to make
14 about value, when you actually talk about numbers, analysis
15 proves that for at least smaller U.S. ports like ourselves,
16 each foreign flag vessel brings about a million dollars in
17 regional economic activity.

18 During the pandemic, if not for the pilots bringing
19 vessels to our port, it would have put about 200 people out
20 of work and it would have hindered about \$14 million in
21 regional economic activity to a distressed community that's
22 already struggling prior to any emergency.

23 Then we quantify -- or it's very difficult to quantify.
24 But we've got great accountants by the way, and auditors.
25 So it's difficult to quantify the protection that they bring

1 both from a navigation perspective and to the American
2 people.

3 This has been underscored and I'm going to talk about
4 this later in our meeting, but it's never been more apparent
5 that safe navigation is a public issue. And with various
6 events, even a power loss in Tampa Bay this last week, we
7 are realizing that the critical infrastructure that keeps
8 all modes of transportation moving is ultimately at the or
9 within the hands of qualified pilots.

10 And I really think that as a port operator, when we
11 look at the astounding investment of federal dollars going
12 into infrastructure, they are part of our insurance policy.
13 They are part of our protection mechanism. And I can't
14 understate the importance in the supply chain, but it --
15 it's not necessarily just the logistics. It is the unique
16 skill set in one of the most complicated navigation systems
17 in the world, coupled with varying scenarios of vessel
18 capabilities, condition, crew background, et cetera on a
19 daily basis that really brings a great deal of value to what
20 we do.

21 I'll leave it at that.

22 CAPTAIN JOHN BOYCE: Thank you, Paul.

23 CAPTAIN PAUL LAMARRE: All right.

24 CAPTAIN JOHN BOYCE: In Paul's defense, I just asked
25 him to do that about 10 minutes ago.

1 CAPTAIN PAUL LAMARRE: He did ask me to do that about
2 10 minutes ago, so that...

3 MS. SUSAN BRAY: Well done.

4 CAPTAIN JOHN BOYCE: Any questions or comments from the
5 committee? John.

6 MR. JOHN CROWLEY: Mr. President, John Crowley,
7 Great Lakes Shipping Association. Thanks, Paul.

8 I just want to start out. I've heard you comment
9 before and I think on previous sessions about the pandemic,
10 and I guess I just want to make a statement that we also
11 have to recognize that of all those that were most
12 susceptible, it might have been the crew members and vessel
13 operators who were, you know, on their vessels for days and
14 weeks and months at a time unable to get off, unable to go
15 home. And so they might have been the most safe group of
16 people to be around. While there were many of our own
17 supply chain, including labor, that were exposed across the
18 board and continued to work.

19 So at that -- using the pandemic, I certainly look to
20 other parts of our supply chain as being a critical event.
21 I'm not sure that I see the connection between pilots and
22 the vessel operators.

23 CAPTAIN PAUL LAMARRE: Would you have felt comfortable
24 stepping aboard a vessel with Russian and Ukrainian
25 officers, Filipino, Cuban crews, et cetera?

1 MR. JOHN CROWLEY: If you're talking about -- well, I
2 have, but --

3 CAPTAIN PAUL LAMARRE: During the pandemic.

4 MR. JOHN CROWLEY: During the pandemic, I'd be more
5 comfortable than many other places that I may have been.
6 Because they've been stationed on board those vessels
7 in less contact than many other parts of our supply chain.

8 CAPTAIN PAUL LAMARRE: Is there a doctor in the room?
9 No.

10 (Laughter.)

11 MR. JOHN CROWLEY: You asked me my comfort level --

12 CAPTAIN PAUL LAMARRE: Okay.

13 MR. JOHN CROWLEY: -- and that's the answer.

14 CAPTAIN JOHN BOYCE: That -- that -- okay.

15 MR. JOHN CROWLEY: Now, the second part of my comment
16 is, as we look and try to define -- and I recognize those
17 were comments made at the behest of John, you know, just a
18 few minutes ago.

19 But I think that the real -- the hard question is one
20 you identified, and that is putting the value proposition on
21 what the pilots do. And this is something that I've tried
22 to raise in different fashions over the last couple years,
23 and that is identify that -- that which is particularly of
24 value given today's work that the pilots do.

25 And I'm -- I don't know the answer. I'm asking a

1 question here. As we experience a more and more
2 sophisticated navigation system, but also more and more
3 sophisticated propulsion systems driven by computers,
4 et cetera, et cetera, it might occur to me that the bigger
5 challenge that pilots have is not as much as it used to be
6 for navigation purposes, but for intercession into
7 propulsion challenges, computer challenges that arrive into
8 an area that may, you know, be susceptible, and -- and the
9 use of tugs.

10 And so the -- the question that I pose is to the extent
11 to which the value proposition has changed and whether we
12 are recognizing it and its nature and giving deference to
13 the necessary adjustment in training and background and
14 experience of the pilots to prepare them for an evolving
15 workload that will continue, you know, and will continue to
16 evolve.

17 But we must evolve and -- because we're not the same
18 supply chain as we were in 1960, when the Pilotage Act
19 was first created.

20 MS. SUSAN BRAY: That's true.

21 MR. JOHN CROWLEY: Thank you.

22 CAPTAIN JOHN BOYCE: Any other comments from the
23 committee?

24 CAPTAIN PAUL LAMARRE: We got things going. That's
25 good.

1 CAPTAIN JOHN BOYCE: Morning wake up.

2 Any comments from the public?

3 MR. JEAN AUBRY-MORIN: Captain Boyce, question and
4 maybe a recommendation. Jean Aubry-Morin, Seaway.

5 In the last advisory -- at last committee, we made a
6 commendation.

7 CAPTAIN JOHN BOYCE: Speak up.

8 MR. JEAN AUBRY-MORIN: We made a commendation to the
9 master mariner pilots and crew that did exactly what Paul is
10 mentioning. We made a mention of that. And in doing
11 that --

12 (Multiple speakers.)

13 MR. JEAN AUBRY-MORIN: And I'm doing that as the
14 co-chair of the Unified Command COVID of the Great Lakes
15 South Region with -- I was co-chairing with the U.S. Coast
16 Guard, basically, and I don't recall that we commended. So
17 if we didn't, I would make a recommendation and I would do
18 the -- I'll give you the wording with your permission, John.

19 CAPTAIN JOHN BOYCE: I think a recommendation has to
20 come from a committee member. But --

21 MR. JEAN AUBRY-MORIN: Okay. I --

22 CAPTAIN JOHN BOYCE: -- if -- if you say something and
23 somebody says, "I recommend that," then --

24 CAPTAIN PAUL LAMARRE: Well, I would recommend a
25 commendation based on exactly what you just said.

1 MR. JEAN AUBRY-MORIN: Yeah. Because I don't think we
2 ever took the time to thank all the master mariner crews,
3 pilots and so forth for their -- for their contribution.

4 CAPTAIN PAUL LAMARRE: I think it's very important
5 because it's not unlikely that similar challenges will arise
6 in the future and it's important to note, I think.

7 MR. JEAN AUBRY-MORIN: As -- as co-chair of the Unified
8 Command, I can tell you that every day is -- was a learning
9 exercise working with expectations on -- on the crew
10 members.

11 CAPTAIN JOHN BOYCE: So do you want to make a
12 recommendation --

13 CAPTAIN PAUL LAMARRE: I will.

14 CAPTAIN JOHN BOYCE: -- to commend the pilots for their
15 actions?

16 CAPTAIN PAUL LAMARRE: I will make a recommendation to
17 commend the pilots for what they did during a very
18 challenging time in our industry.

19 CAPTAIN JOHN BOYCE: She's got to type it.

20 CAPTAIN PAUL LAMARRE: Jean, can you help us with the
21 exact language?

22 MR. JEAN AUBRY-MORIN: Yeah, I will do that. Thank
23 you. Sorry, gentlemen, but what we request, you're going to
24 recommend. That's -- may I?

25 MR. VINCE BERG: When you speak, could you please stand

1 up and talk to the audience?

2 (Multiple speakers.)

3 MR. JEAN AUBRY-MORIN: Okay. It's just that during the
4 COVID period, okay, add a contribution of the master mariner
5 for -- have not been commended, have not been put on notice
6 for their contribution, first to the national economy and
7 the security of the nation both Canadian and U.S. Okay.
8 Put it on the recommendation.

9 MR. JOHN CROWLEY: Is that -- is the recommendation for
10 pilots or master mariners, slightly over -- overlapping, but
11 a slightly different category? I just want to understand
12 what -- what --

13 CAPTAIN PAUL LAMARRE: What is the name of your group,
14 Jean, the COVID Task Force or the --

15 MR. JEAN AUBRY-MORIN: Unified Command.

16 CAPTAIN PAUL LAMARRE: The Unified Command.

17 (Multiple speakers.)

18 MR. JEAN AUBRY-MORIN: And my recommendation is to all
19 master mariner and expertise -- marine expertise pilot,
20 master and so forth. They're all, for me, experts in
21 their --

22 CAPTAIN PAUL LAMARRE: Yes.

23 MR. JEAN AUBRY-MORIN: -- in their work.

24 MR. ERIC PEACE: So that would include domestic U.S.
25 pilots?

1 MR. JEAN AUBRY-MORIN: Yes, sir.

2 CAPTAIN PAUL LAMARRE: Absolutely.

3 MR. JEAN AUBRY-MORIN: Yes, sir.

4 MS. SUSAN BRAY: Everybody.

5 THE COURT REPORTER: Your name, sir?

6 MR. VINCE BERG: Could you -- your name, sir?

7 MR. ERIC PEACE: Eric Peace, sorry.

8 ADFO MR. FRANK LEVESQUE: So real quickly, everyone,
9 please, when you hold the microphone, don't hold the speaker
10 because you're muffling it and hold it in the center, and
11 please put your mouth as close as you can to it because it's
12 really hard to hear. We want to minimize the delays here.
13 So please hold the microphone as close as you can to your
14 mouth. Don't cover the speaker and we'll have a great day.

15 CAPTAIN PAUL LAMARRE: So to tweak language, I would
16 say to commend all master mariners, pilots, mates, and
17 seafarers for their unrelenting contributions to the
18 Great Lakes St. Lawrence Seaway system --

19 MS. SUSAN BRAY: During...

20 CAPTAIN PAUL LAMARRE: -- during the pandemic and their
21 continued dedication to our industry.

22 MR. JEAN AUBRY-MORIN: Thank you.

23 CAPTAIN PAUL LAMARRE: Thank you, sir.

24 CAPTAIN ANTHONY BRANDANO: Do we have to vote on that?

25 CAPTAIN PAUL LAMARRE: Yeah, it's a recommendation.

1 CAPTAIN JOHN BOYCE: Yeah.

2 CAPTAIN PAUL LAMARRE: All right.

3 CAPTAIN JOHN BOYCE: You make it. Somebody has to
4 second that.

5 MR. JOHN BAKER, JR.: I'll second.

6 MS. SUSAN BRAY: I'll second.

7 CAPTAIN PAUL LAMARRE: Are we getting there? I think
8 that's pretty good. And seafarers. Pilots -- it's master
9 mariners, pilots, mates and seafarers.

10 MS. VÉRONIQUE BÉRUBÉ: Now, don't forget the engineers.

11 UNIDENTIFIED MALE SPEAKER: Yeah.

12 CAPTAIN PAUL LAMARRE: They're seafarers. Are you
13 kidding me? Come on.

14 CAPTAIN ANTHONY BRANDANO: Put engineers in there.

15 CAPTAIN PAUL LAMARRE: Engineers. We better put
16 engineers. Oh, my gosh.

17 (Laughter.)

18 CAPTAIN PAUL LAMARRE: That was good, though. That's
19 funny.

20 MS. VÉRONIQUE BÉRUBÉ: Thank you.

21 MS. SUSAN BRAY: Thank you, everyone.

22 CAPTAIN PAUL LAMARRE: There we go. For their
23 unrelenting dedication to the sustainability of the Great
24 Lakes St. Lawrence Seaway system.

25 CAPTAIN JOHN BOYCE: Slower.

1 MS. SUSAN BRAY: Unrelenting.

2 CAPTAIN PAUL LAMARRE: Support of the Great Lakes
3 St. Lawrence Seaway system.

4 ADFO MR. FRANK LEVESQUE: Can you make it full screen,
5 Laurie?

6 CAPTAIN PAUL LAMARRE: During the COVID-19 pandemic and
7 their continuing contributions to the sustainability of our
8 national economy. You can have bumper stickers with that
9 name. I love it.

10 (Laughter.)

11 CAPTAIN JOHN BOYCE: You good with that?

12 CAPTAIN PAUL LAMARRE: I'm so good.

13 CAPTAIN JOHN BOYCE: All right.

14 CAPTAIN PAUL LAMARRE: We're good.

15 CAPTAIN JOHN BOYCE: All right. So a motion and a
16 second. All in favor?

17 (Affirmative response.)

18 CAPTAIN JOHN BOYCE: Thank you, everyone.

19 MR. JOHN CROWLEY: Mr. President, I'd recommend that
20 you just summarize the vote so that when she does the
21 transcript, it's clear that we had an affirmative vote of
22 unanimous or something. You recognize that we all did, but
23 we probably should have that in the record.

24 MS. SUSAN BRAY: On record.

25 MR. JOHN CROWLEY: Just a little --

1 CAPTAIN JOHN BOYCE: That was right after "Thank you,
2 everyone" for passing the recommendation. It was unanimous.

3 MR. JOHN CROWLEY: I jumped in too fast.

4 (Laughter.)

5 CAPTAIN JOHN BOYCE: Our next topic is the Seaway
6 Vessel Identification System. Mr. Jack Meloche, General
7 Manager for Marine Information Systems, St. Lawrence Seaway
8 Management Corporation, will present.

9 MR. JACK MELOCHE: Thank you, Captain Boyce.

10 CAPTAIN JOHN BOYCE: That was one of the presentations.
11 That's one of the presentations.

12 MS. SUSAN BRAY: Do you know which one it is?

13 ADFO MR. FRANK LEVESQUE: No, that's not it there. Did
14 they email it?

15 CAPTAIN JOHN BOYCE: They had just sent it.

16 MR. JACK MELOCHE: I do have it on my laptop.

17 ADFO MR. FRANK LEVESQUE: We're uploading it, so a
18 brief pause here.

19 CAPTAIN JOHN BOYCE: In fairness, Todd did.

20 MR. JACK MELOCHE: If we need -- I have it on my
21 laptop.

22 CAPTAIN JOHN BOYCE: That might be easier. Because I
23 just sent it again a minute ago.

24 (Multiple speakers.)

25 MR. VINCE BERG: Could you introduce both of your names

1 before you start?

2 MR. JACK MELOCHE: Yes, sir.

3 MR. VINCE BERG: Thank you, for the recording.

4 MR. JACK MELOCHE: So good morning, everyone. My name
5 is Mr. Jack Meloche. I'm the General Manager of Marine
6 Informations at the SLSMC. With me, I have Julien Bertrand,
7 an Operations Analyst. We'll share that presentation, both
8 of us.

9 Some of you may have seen part of this presentation in
10 the past, so please -- please do ask any questions or feel
11 free.

12 A quick note, it is the Voyage Information System as a
13 title. So the Voyage Information System really is a -- a
14 information-sharing platform developed by SLSMC and GLS
15 jointly. So both Seaways are developing a platform in which
16 we will share information of stakeholders using the
17 Great Lakes St. Lawrence Seaway System. It's an extension
18 of what we have today, which is our Traffic Management
19 System, which is TMS.

20 So in the last 60 years, the seaways have been -- have
21 a history of the data of all ships going through our system.
22 And what we're doing now is we're taking some of that
23 information, making it available to the stakeholders of the
24 seaway system from the Gulf all the way to Lake Superior.

25 What's going to make this very special is the second

1 part is that we're going to extend this into -- or we're
2 going to augment it using data, which is coming from the
3 stakeholders. So added from the seaway data, from the
4 seaway information, we'll have information from the
5 stakeholders that are joining us in this venue.

6 Next slide, please.

7 So who are these people that are actually with us and
8 lending us a hand into starting? Well, we have some
9 carriers, we have some agents, we have some piloted
10 authorities, we have the Coast Guards, ports and terminals.
11 But we couldn't start the Voyage Information System by
12 having all the -- all the stakeholders of the Great Lakes
13 St. Lawrence Seaway System.

14 So what we've done in the next slide is we've taken a
15 cross section of the stakeholders, that are using the system
16 to bounce ideas off of them, to show them what we were
17 actually doing. Because the Voyage Information System is
18 live today. There is a product. There's something that's
19 actually being used by some of the -- from some of the
20 stakeholders even today.

21 So we've had five carriers. We've had three U.S.
22 ports, three Canadian ports, some agents and agencies, GLPA,
23 LP at this point. We've shared with -- with Captain Boyce
24 actually and -- and Mr. Haviland some of the information
25 that -- that's in there. And just to have an overlook of

1 what we've been building so far and bouncing ideas, making
2 sure that what we're actually creating as a software is --
3 is useful and can be used by industry members of -- of our
4 region.

5 So if we continue to the next slide, very simply said,
6 in the back end, I have two slides of what VIS is all about.
7 So we have data. We have information from the partners. We
8 take the information from the seaways and the partners and
9 put all this into a software in which we actually look at
10 what are the best planning tools, what is the best
11 information out there and we -- all the way to what we
12 predict to when vessels will reach our structures.

13 Today, we are using, like I said, the seaway TMS
14 information historical data. In the future, we will be
15 using the stakeholder information added to our own.

16 So going into the next slide, basically, so we'll take
17 the data -- we'll take the information from everybody. It
18 will be centralized into a certain -- into a hub called the
19 Vessel Information System. But within the system, we do
20 have governance, we do have protection for making sure that
21 the data that enters the software is actually protected in
22 governance.

23 A quick example that we had with some carriers was,
24 well, if I'm a CSL owner and there's a CSL owner and there's
25 a ship, there's a -- a FedNav vessel in front of me, well, I

1 won't be able to get the FedNav information from the ship in
2 front of me. I'll have the generated available AIS data
3 from that vessel in front of mine. That's it.

4 But if I'm in CSL, I'll be able to see what's in the
5 vessel, the speed, the information, anything regarding to my
6 own vessel, I'll be able to have. That's a quick example, a
7 very high level of the governance that surrounds the VIS
8 system.

9 Ultimately, it's not because you want all this
10 information that you'll have access. Access is granted and
11 permissions are granted to the system according to what you
12 will be entitled to see. So it's not a -- not an open bar,
13 if I can use that expression, to get all the information of
14 all the commerce being in the Great Lakes. You'll have your
15 own information for yourselves.

16 Lastly, on the next slide, we basically round up the
17 different benefits that -- that we'll be able -- that we'll
18 be able to gather from using the Vessel Information System.
19 Because all the information from the stakeholders will be in
20 one area, well, it -- all the information will be in one
21 place. Because of better planning of using this tool, we'll
22 be able to make sure that there are less wait times if you
23 want to use the Seaway structures.

24 By improving the planning, we will also make sure that
25 there will be less use of fuel because you'll be reaching

1 the lock and probably have the lock available by the time
2 you get there. And ultimately, by having visibility from
3 the Gulf of St. Lawrence all the way to Lake Superior and
4 having different information along the voyage, you'll be
5 able to better follow the vessel and know where the vessels
6 are.

7 To be able to show you a little part of this, I'll --
8 I'll pass the mic to Julien, which will have some
9 screen-shots of what the VIS software is all about. And at
10 the end, we will invite you to a workshop, virtual workshop,
11 for the ones that want to see a live demo of the VIS
12 product.

13 Julien.

14 MR. JULIEN BERTRAND: Thank you, Jack.

15 Hello, everyone. My name is Julien Bertrand, mes amis.
16 Well, from the accent, you probably know that I'm French
17 Canadian. So if there's anything you don't understand, just
18 raise your hands and I'll try to rephrase it, okay?

19 So -- well, the -- well, hopefully not just yet, right?

20 (Laughter.)

21 MR. JULIEN BERTRAND: So let's just -- let's just say
22 that the Voyage Information System, what you -- what I'm
23 about to show you is the software that we've developed for
24 people to see, okay? We tried to make it as easy to use as
25 possible. Anybody here use Google Maps?

1 (Positive response.)

2 MR. JULIEN BERTRAND: Yeah, we all did, right?

3 CAPTAIN PAUL LAMARRE: Even the Amish use Google Maps
4 now.

5 (Laughter.)

6 MR. JULIEN BERTRAND: Well, that says a lot, right?

7 MS. SUSAN BRAY: Yes.

8 MR. JULIEN BERTRAND: So what I've tried to do in those
9 screen-shots here is just to give you a general idea that
10 we've designed VIS on purpose for it to be as easy to use as
11 possible. It requires minimal training. There's a lot of
12 very powerful software for the marine world out there, but a
13 lot of them are very, very complex, which is what we're
14 trying to, you know, really not do here.

15 So if you look at some of the different functions
16 there, without me explaining you anything about VIS, if you
17 see the plus, the minus, the compass, you pretty much know
18 how to operate the software.

19 Now, the idea here is that we all use Google Maps
20 again. And this morning, well, it just turns out that when
21 we -- when we arrived here from Montreal, there was a --
22 there was an exit that was closed, so some of us had to do a
23 lot of detours for that.

24 Where I'm going with this is that even though you've
25 got a whole bunch of information in that system there, it's

1 there to give you assistance on making your decisions. It's
2 not there to make decisions for you. Different people need
3 different tools, and it's being customized. So we've
4 enabled the software to be customized in very different ways
5 to match your perfect job.

6 So a dispatcher is not going to require this
7 information, the same information that a pilot or a harbor,
8 right?

9 So if you go in the application itself, you're going to
10 find that there's a lot of customization and you can really
11 go get the exact data that is required for your particular
12 job.

13 So this is a one-time setup. You can always modify it
14 later. You can always tweak it later, and we will be
15 adding, according to people's feedback, different types of
16 filtering and different options in there.

17 Next slide, please.

18 So here, what I wanted to show you is that you might
19 have heard of that sometimes navigation gets suspended.
20 Okay. And when the navigation gets suspended, the
21 communication goes out, and then everybody gets informed and
22 it takes a certain amount of time. With software like this
23 one, what you can see, you have lock status, you have harbor
24 status, you have different status of different structures,
25 different weather information, which are put there.

1 If we are, in this example, unable to process ships in
2 the Welland Canal because of inclement weather, let's say
3 that the winds are just too high, a dispatcher, or somebody
4 who has all of this displayed on their computer screens, can
5 basically have a general idea of what is going on. If all
6 the lights are red, you know that, well, navigation has been
7 suspended.

8 As soon as you start to see bridges being raised and
9 lowered, some lights turning from red to yellow or even
10 green, you have a general idea that the navigation is being
11 resumed even before the official communication are being
12 sent out. So you can already start to plan ahead on how to
13 continue your operations.

14 If we go to the next slide, please.

15 One of such examples about how VIS is already affecting
16 people in a positive way, we are working in close
17 relationship with the Cornwall pilot office, the GLPA on the
18 Canadian side. They have this on their computer screen.

19 As soon as a pilot is being ordered right now, what's
20 happening is that the -- on the traffic control workstation,
21 the traffic controller will enter a time in the system like
22 we already are doing. Now, it used to be that you would
23 give a call, send emails and, you know, do the whole
24 process.

25 But now, what's happening in the test that we are doing

1 this year, the times that the pilots are being ordered are
2 going directly on the other computer screen so the
3 information transfer is instant. So in the event that the
4 traffic controller entered information in our system, and
5 for some reason something happens somewhere else, there will
6 not be any delay or -- and the information is getting
7 transferred directly to the dispatch center in Cornwall.

8 Okay. So this is a very, very brief overview. Like
9 Jack said, we're going to -- like, for people who are
10 interested in knowing more about the system, we're going to
11 more -- go more in a deep dive of the system capabilities.
12 But what you're seeing right here is the interface that the
13 Seaway has developed.

14 The different companies have already different system,
15 which are being implemented right now. There's also
16 something that is developed right now that you do not see.
17 It's in the back-end, right? It's in the -- it's in the
18 thing that we don't necessarily see. And some software,
19 they have the possibilities of connecting to other software
20 via different communication pipelines.

21 Okay. We are developing VIS with one of those standard
22 communication protocol so that no matter what software your
23 organization use, if they are compatible with those
24 standards, they are going to be able to exchange the data
25 even if your staff is not using the graphical portion of it.

1 On that note, I will give it back to Jack.

2 MR. JACK MELOCHE: So, again, with -- with GLS, we have
3 developed this. We started about a year and a half
4 developing VIS. Our timeline, I couldn't tell you at the
5 end what VIS is going to look like because it depends on
6 everybody's inputs into VIS. So we're building it as we are
7 moving forward with everybody, with all the stakeholders'
8 inputs.

9 So overall, just want to make a quick summary. It's an
10 informational tool. It's based on information --
11 information sharing between all the stakeholders in the
12 Great Lakes St. Lawrence Seaway system. The more
13 participation we get from the stakeholders, the better your
14 information will be.

15 Ultimately, it offers a situational awareness for
16 everybody, meaning that it will speed up information
17 knowledge transfer between all the organizations in the
18 corridor and will provide a complement of information to
19 help in decision-making. But it's a tool that gives you
20 information.

21 The information is protected. Commercial interests are
22 also protected. And the current version that -- that we
23 have is with Seaway data. But the next version that will
24 become available. And the one that we're inviting you to
25 come and see in September will have more information and

1 information from some of the users.

2 So, ultimately, in the last slide, if some of you folks
3 are interested in seeing a live demonstration of the
4 software, send an email and we have -- right now, we only
5 put one session in. But if that doesn't work and you want
6 something for your organization or you want a specific
7 session just for -- for your -- like I said, for your
8 organization, feel free and it's something we can do and do
9 a live demo.

10 Thanks very much. We will be around to take questions
11 at break or any other time. Thank you, again, and thanks
12 for the opportunity for having us.

13 CAPTAIN JOHN BOYCE: Thank you.

14 (Applause.)

15 CAPTAIN PAUL LAMARRE: Don't go yet. Can you explain
16 that logo?

17 MR. JACK MELOCHE: The logo --

18 CAPTAIN PAUL LAMARRE: Yeah. I've been looking at it
19 the whole time and I'm like, "What the heck is that?"

20 (Laughter.)

21 MR. JACK MELOCHE: Actually, the logo is new. It's a
22 good catch. It's a -- you can see both colors, GLS the
23 green, the blue from the Canadian Seaway from SLSMC. And it
24 is a ship entering a lock actually as -- as you see that
25 ship entering the lock. So it's -- it's a variation of the

1 logo we have today.

2 MS. SUSAN BRAY: That's beautiful.

3 MR. JACK MELOCHE: And we've added some lines of
4 fluidity because it's a fluid -- we see it as a fluid of
5 information that's being exchanged.

6 MS. SUSAN BRAY: Okay.

7 CAPTAIN PAUL LAMARRE: All right.

8 (Laughter.)

9 CAPTAIN PAUL LAMARRE: Thank you, sir.

10 MR. JACK MELOCHE: You're very welcome.

11 MS. SUSAN BRAY: He was ready for that question.

12 CAPTAIN JOHN BOYCE: Any other questions or comments
13 from the committee?

14 (No response.)

15 ADFO MR. FRANK LEVESQUE: From the public?

16 MR. STEVE FISHER: Steve Fisher, American Great Lakes
17 Ports Association.

18 MR. VINCE BERG: Can you stand up, please?

19 MR. STEVE FISHER: Yeah, sure.

20 Jack, in our discussions with some of the U.S. ports,
21 one of the ideas that was floated was that the boundaries of
22 the system might want to be expanded a bit. The specific
23 idea was that customers might be as interested in the
24 progress of voyages as the actual participants in the
25 maritime system, as vessel operators, as ports, as terminals

1 and so on. And the thought was that customers are
2 interested in when their cargo is getting -- going to be
3 delivered, which would mean going a bit beyond the port,
4 perhaps to include trucking and rail, but then to the nearby
5 or customer in that community.

6 Are you giving any thought to looking at that
7 eventually and maybe going out and it's interesting --

8 Susan, maybe, this --

9 MS. SUSAN BRAY: Yeah.

10 MR. STEVE FISHER: As having been one of those
11 customers --

12 MS. SUSAN BRAY: Yeah.

13 MR. STEVE FISHER: -- that might be...

14 MS. SUSAN BRAY: At least I can say that it would be of
15 interest to the trade, definitely, to have really reliable
16 ETAs at the first landing. I mean, definitely. And, you
17 know, certainly if that's a Seaway port or one of your
18 ports, I think making it accessible to the trade would be
19 great.

20 MR. JACK MELOCHE: One thing that we did say, and I
21 think -- and thank you, Steve, for your question.

22 We are looking to -- for example, having virtual lines
23 of ETAs, whether it's the Soo locks or Mackinac Bridge, for
24 example, for vessels that are going up to the upper lakes,
25 or in the Detroit region to be able to have ships that are

1 coming down --

2 MS. SUSAN BRAY: Yeah.

3 MR. JACK MELOCHE: -- let's say, for our structures or
4 upbound to some of the upper lake ports. So we are looking
5 at technology to assist us in having the best ETAs possible.

6 As far as transfer from information to other modes of
7 transformation -- of transportation, I guess at this point
8 we're -- you know, we're putting all our efforts into the
9 best ETAs possible to our users.

10 MS. SUSAN BRAY: Yeah. And I think those ETAs for your
11 potential users, some of them you had listed already, would
12 be of interest to a downstream audience. So it just might
13 be kind of interesting to open it up to the trades.

14 MR. JACK MELOCHE: So we've used about 15 to 20
15 stakeholders to bounce our ideas --

16 MS. SUSAN BRAY: Yeah.

17 MR. JACK MELOCHE: -- and to look at the software.

18 MS. SUSAN BRAY: I saw that, uh-huh.

19 MR. JACK MELOCHE: And we are looking to actually open
20 it up, and I'll use your language, probably by 2025. Just
21 want to make sure --

22 MS. SUSAN BRAY: Okay.

23 MR. JACK MELOCHE: -- we get all the bugs out of our
24 system, so we have a very good system without bugs --

25 MS. SUSAN BRAY: Yeah, yeah.

1 MR. JACK MELOCHE: -- when it comes online for
2 everybody.

3 MS. SUSAN BRAY: Absolutely. Sure, sure. But I do
4 want you to know -- and I'm going to just say it here, that
5 yes, it's absolutely of interest to have a very simple
6 system to track the vessels that everybody else is using
7 reliably. That would be great, yeah.

8 MR. JACK MELOCHE: Thank you, Susan.

9 MS. SUSAN BRAY: Yeah.

10 MR. JOHN CROWLEY: John Crowley, Great Lakes Shipping
11 Association. I mean, it occurs to me when we talk about
12 data and often we think that data is fairly pure. It's
13 numbers, it doesn't -- and then an understanding and
14 projection of it as you compile it gives you a better
15 understanding of the data.

16 In this case, we're talking about ETAs, which is often
17 a competitive issue.

18 MS. SUSAN BRAY: Uh-huh.

19 MR. JOHN CROWLEY: It's an issue where it may not be as
20 pure and as noncontroversial as other elements of data that
21 we think about collecting and portraying in a -- in a place,
22 so in -- in some repository.

23 So, I -- my observation is to the extent that this can
24 be successful, it has to be -- somehow this competitiveness
25 of the EA -- ETA to the lock, must be dealt with in some

1 fashion. And I don't know that we're prepared to have that
2 discussion right now, although it occurs to me that dispatch
3 item later in the agenda may relate to this in some ways. I
4 just -- so that is a comment. It's less than a question, I
5 guess.

6 MR. JACK MELOCHE: Looking at planning right now, I'll
7 just refer to the Seaway handbook, which is a four hour to
8 get to the structure and that's where -- that's where we are
9 in the first-come/first-serve mode for this discussion
10 today.

11 MR. JULIEN BERTRAND: And there's also -- there's also
12 the fact that if -- if we're looking at data that is an hour
13 and a half away, there's no way in the world that somebody
14 is going to change their plan for something that's going to
15 happen in an hour and a half, right?

16 So the idea is that some of that data is, if you want,
17 time-sensitive. When a pilot goes and says -- gives an ETA
18 for a certain location on unencrypted VHF airwaves, at this
19 point, this data is already public, if you want. So this is
20 also something that we can do. We can set some time frames
21 and saying that, well, at this point, too much in advance,
22 it's not good for competitive advantage of one stakeholder
23 versus another one. But when we're reaching a tactical
24 level, at this point, it becomes sort of profitable.

25 CAPTAIN PAUL LAMARRE: To be continued.

1 CAPTAIN JOHN BOYCE: I understand the point. I still
2 think that there's an issue there that the more all these
3 things become -- become intertwined and it's -- just sounds
4 to me oversimplified to say that an hour and a half, you
5 know, is -- nothing is going to change, I don't believe
6 that.

7 And I believe that at some point the decisions do get
8 made and they're going to -- that's where your -- this
9 system, if it's going to get used, starts to be applied. So
10 I -- I just -- I don't see the separation as simply as you
11 may.

12 MS. SUSAN BRAY: Uh-huh.

13 MR. JOHN CROWLEY: But that's, again, an observation,
14 my comment.

15 MR. JACK MELOCHE: Thank you.

16 CAPTAIN JOHN BOYCE: Any other comments from the
17 committee or public?

18 (No response.)

19 CAPTAIN JOHN BOYCE: Any recommendations from the
20 committee?

21 (No response.)

22 CAPTAIN JOHN BOYCE: All right. In that case, we'll
23 move to the next topic. Thank you.

24 MR. JACK MELOCHE: Thank you, Captain Boyce.

25 MR. JULIEN BERTRAND: Thank you.

1 MS. SUSAN BRAY: Thank you.

2 CAPTAIN JOHN BOYCE: We're a little bit ahead, but why
3 don't we --

4 MS. SUSAN BRAY: That's good.

5 CAPTAIN JOHN BOYCE: Why don't we take a break, yeah,
6 get that now. So what do we want to do? Take fifteen
7 minutes.

8 ADFO MR. FRANK LEVESQUE: Okay, everyone. We'll take a
9 break. Oh, is there an announcement?

10 MS. AMY STARK: For your information, there's bathrooms
11 downstairs, men's and women's. There's a water bottle
12 station. There are two bathrooms up here, as well, just so
13 you know that and there's bathrooms --

14 (Multiple speakers.)

15 MS. AMY STARK: If you go to the other building,
16 there's also plenty of places.

17 ADFO MR. FRANK LEVESQUE: All right. Please be back at
18 10:10, please. Be back in your seats at 10:10.

19 (Short break.)

20 ADFO MR. FRANK LEVESQUE: It's great that everybody had
21 a chance to mix and mingle. That's great. Networking is
22 very important.

23 Okay. Sir.

24 CAPTAIN JOHN BOYCE: All right. Our next topic is
25 46 CFR §401.320. This regulation establishes parameters for

1 obtaining and maintaining a certificate to operate a
2 voluntary pilotage pool on the Great Lakes. Several agenda
3 items are combined into this topic; ordering a pilot and
4 prospecting, dispatching, logistics, and providing service,
5 optimizing limited pilot resources; car service, pilots
6 driving themselves between assignments; pilot availability;
7 winter navigation; compensation practices; and standard for
8 utilizing limited pilot resources to inform staffing model.

9 I'll recognize Todd Haviland to --

10 MR. TODD HAVILAND: Yes.

11 CAPTAIN JOHN BOYCE: -- lead this discussion.

12 MR. TODD HAVILAND: Let's see if I can do it without
13 the microphone. Can everyone hear me in the back?

14 (Affirmative response.)

15 MR. TODD HAVILAND: Good morning. My name is
16 Todd Haviland, Director of Great Lakes Pilotage for the
17 U.S. Coast Guard.

18 This agenda item has been discussed at previous
19 meetings. And over the last year or two, some things have
20 come to my attention. And I think it's time to maybe start
21 fleshing out some of what this means.

22 I've been very clear, since 2014, on how I'm going to
23 scrutinize expenses. It's got to be incurred in a given
24 year, it has to be necessary for providing pilotage service,
25 it has to be reasonable in scope.

1 I've asked the committee a few times for some feedback
2 on this particular regulation, and I'm here to ask for some
3 more feedback and provide some information on some guidance
4 that I'm going to be issuing in the near future.

5 So the first thing that John mentioned was ordering a
6 pilot and prospecting. A few years ago, we all got excited.
7 The cruise ships were coming into the Great Lakes. We did a
8 lot of coordination with the cruise ships, specifically
9 Viking. Last year, in the mid summer, Matt Grimes, the
10 Vice President of Viking asked me to come to Cleveland to
11 speak with him. I speak with the stakeholders regularly and
12 I was a bit surprised that he wanted an in-person meeting.

13 But he had a number of questions about the ordering of
14 pilots. And I just want to make sure that this, you know,
15 wasn't unique to Viking. I ended up issuing a three-page
16 letter of responses to his questions.

17 But essentially, I want everyone to know, if you follow
18 the procedures outlined in the regulations to order a pilot,
19 you know, you will be next in line to get the pilot.
20 There's nothing in the regulations that says a pilot has to
21 be -- you know, complete his assignment in a port before,
22 you know, you release him and then order another one. So
23 you know your schedules. There's no time limitation on when
24 you can order a pilot.

25 But I was a bit disappointed and a bit surprised when I

1 found out that, you know, his company was, for whatever
2 reason, bringing, you know, the pilot into the port. And
3 instead of releasing the pilot and bringing another pilot on
4 board, he thought he had to retain the pilot because he was
5 only going to be there for eight hours and didn't want to,
6 you know, wait with the 12-hour, you know, notice.

7 So I just want to make sure that everyone is clear
8 about that and if there are any questions about ordering a
9 pilot. And I shared, you know, these letters. I know I
10 shared them with the Shipping Federation. I know I shared
11 them with Steve Fisher. I was hoping they would get, you
12 know, maximum dissemination. I'm pretty sure I also shared
13 them with the four ship owners.

14 But, you know, my philosophy is, and the Coast Guard's
15 philosophy, you know, the pilots get paid to provide
16 pilotage service. And if you want, you know, standby
17 service, you're going to pay for that. But there should be
18 nothing, you know, in there that makes you retain a pilot if
19 it's -- if it's not necessary.

20 MR. BILL YOCKEY: Well, why do you have a detention
21 rate?

22 MR. TODD HAVILAND: Well, at times --

23 ADFO MR. FRANK LEVESQUE: Bill Yockey. Is that --

24 MR. BILL YOCKEY: Bill Yockey with the Longshoremen.

25 MR. TODD HAVILAND: Yeah.

1 MR. BILL YOCKEY: I won't need a microphone.

2 MR. TODD HAVILAND: Yeah.

3 MR. BILL YOCKEY: I got A good voice.

4 MS. SUSAN BRAY: You do.

5 (Laughter.)

6 MR. TODD HAVILAND: So --

7 MR. BILL YOCKEY: But I'm just curious. I mean, why --
8 what made you go from, you know, historical traditional
9 practices, which I don't know if you know all of it, but
10 I -- and I'm just speaking --

11 MR. TODD HAVILAND: Uh-huh.

12 MR. BILL YOCKEY: I really have no dog in this fight.
13 But why do you have detention hours then if -- if you're
14 going to let the agent order a pilot whenever you want? Why
15 do we have detention in the rates?

16 MR. TODD HAVILAND: Well, there are times when a ship,
17 for its convenience, will want to detain a pilot.

18 MR. BILL YOCKEY: Okay.

19 MR. TODD HAVILAND: Or if it goes through -- you know,
20 for whatever reason, there's a pilot on board and there's no
21 way to get the pilot off and they're detained through a
22 change point and they're stuck onboard. Those are the
23 purposes of the detention rate.

24 Where I was surprised was, there's nothing in the
25 regulations that says a pilot has to complete his assignment

1 before you can release him. That's --

2 MR. BILL YOCKEY: It may not have been, yeah --

3 MR. TODD HAVILAND: Yeah.

4 MR. BILL YOCKEY: -- but there was a reason it was
5 there.

6 MR. TODD HAVILAND: Okay. But I -- I was surprised to
7 find out about it. And I just want to make sure that, you
8 know, if a ship is going into Cleveland for eight hours, the
9 pilot, you know, gets off in Cleveland. And before the ship
10 gets to Cleveland, if the agent, you know, wants to order,
11 that ship shouldn't have to keep that pilot for eight hours.

12 MR. BILL YOCKEY: So is this -- is this done? Is it
13 going to be a permanent? It's a done deal now?

14 MR. TODD HAVILAND: Well, I think that was a
15 misapplication of the regulations if that -- if that was
16 historic practice.

17 And then prospecting, back in 2014, 2015, 2016, when
18 the system was really plagued by delays, when things got
19 busy, the agents would tend to over-prospect and
20 over-prospect and over-prospect. And I announced back then
21 that the pilots were allowed to put in their working rules
22 the ship can order a pilot -- or put in a prospect, get two
23 amendments. And then after the second amendment, you know,
24 the ship was either going to order or the vessel was going
25 to go into a 24-hour penalty box to reorder again.

1 Because, again, I don't want the perception to be out
2 there that any games are being played to increase revenues.
3 And it's something that worked very well in District 1.

4 And if, John, would speak to a little bit of the
5 history on that, how we implemented it.

6 CAPTAIN JOHN BOYCE: Well --

7 MR. TODD HAVILAND: It was primarily Hamilton.

8 CAPTAIN JOHN BOYCE: Yeah, primarily Hamilton. But
9 what you get is agents put in the 12-hour prospect and there
10 were no limitations on how often or how much you could --
11 you could move that prospect. So they'd push it a few
12 hours, push it a few hours, push it a few hours in -- in
13 perpetuity at times. It just holds up people and is very
14 inefficient and hard to plan.

15 So we end up putting in -- the new prospecting cycle is
16 12-hour prospect. And then up to that 12 hour, you can push
17 it back up to 12 hours and up to two times. After that, if
18 you haven't ordered on one of those two prospects, it's 24
19 hours before you can put in a new 12-hour. So it's
20 essentially a 36-hour penalty if they can't get in that
21 24-hour window.

22 MR. TODD HAVILAND: Yes. And my preference is, is that
23 the ship not be allowed to -- or the agent not be allowed to
24 put in a prospect. And, again, I think there was some
25 confusion around that, "Oh, I got to release the pilot

1 before I can order another one," and, you know, that's not
2 the case.

3 And also, you can put in a prospect and everyone knows
4 that things happen, and you can amend that prospect. You
5 can do it twice.

6 Are there any questions about that?

7 (No audible response.)

8 MR. TODD HAVILAND: And I -- I'm hoping I don't have to
9 put that in the regulations and I -- but that's all I've got
10 to say about those two issues.

11 Yes, sir.

12 MR. JOHN CROWLEY: I guess I -- I mean, I understand
13 the conversation here. But I was confused by referencing
14 320 --

15 MR. TODD HAVILAND: Oh, I'm sorry.

16 MR. JOHN CROWLEY: -- and then jumping off to the rest
17 of the discussion.

18 MR. TODD HAVILAND: Okay.

19 MR. JOHN CROWLEY: I mean, I -- when you ask, "What
20 does 320 mean?" my head goes down one direction. And when
21 you talk about the other -- these other factors --

22 MR. TODD HAVILAND: Okay.

23 MR. JOHN CROWLEY: -- my head goes into a different
24 direction, so...

25 MR. TODD HAVILAND: I'm sorry, John. No, I understand.

1 So when I'm looking at 320 where it says (as read): "A
2 voluntary association establishes, it possesses the ability,
3 experience, and financial resources and other qualifications
4 necessary to enable it to operate and maintain an efficient
5 and effective pilotage service," I'm trying to flesh out
6 some of what that efficient and effective pilotage service
7 is.

8 And in my opinion, you know, telling -- letting the
9 perception be out there that you -- the pilot has to
10 complete his job before you can order another one, runs kind
11 of contrary to some of these things. Maybe I'm wrong. But
12 that's why --

13 MR. JOHN CROWLEY: I mean, I -- yeah, I -- I'm kind of
14 maybe -- in the same boat as the previous comment.

15 MR. TODD HAVILAND: Uh-huh.

16 MR. JOHN CROWLEY: I mean, to me, this -- this
17 provision is a threshold --

18 MR. TODD HAVILAND: Okay.

19 MR. JOHN CROWLEY: -- statement as to this was the
20 establishment of pools. And the idea of the voluntary pool
21 and the association to run these things is a -- it's kind of
22 a threshold question --

23 MR. TODD HAVILAND: Uh-huh.

24 MR. JOHN CROWLEY: -- that had to be addressed, you
25 know, at the beginning of this -- of pilotage. And, you

1 know, it's not a -- it doesn't describe a perfect world,
2 doesn't describe many of the decisions. It describes a
3 floor and a basis for an entity to become an authorized -- a
4 voluntary association.

5 And then after that, all your other things have a --
6 almost a separate and distinct, you know, comparison and
7 what's their contribution to the system working with it --
8 and -- and then you can get into some practical matters that
9 you're going to have to deal with because they're tradeoffs
10 and they're not --

11 But the pool, the association ought to have the
12 wherewithal to have a -- you know, establish a floor of what
13 it is, and -- and then you're going to have tradeoffs and
14 you're going to have to make decisions in conjunction with
15 the associations. And there's likely to be a different way
16 of weighting and valuing those things and I -- so that's --
17 that's kind of my reaction to using this for that -- the
18 rest of that discussion.

19 MR. TODD HAVILAND: Okay.

20 MR. JOHN CROWLEY: I think it's -- it's a disconnect a
21 little bit in my head, though the discussion that you have
22 on all those things needs to be had. And, you know, maybe
23 there's a gap in the regulations that doesn't give you the
24 parameters that you can use to make those decisions in a
25 practical sense. And I haven't thought through that well

1 enough to offer you any views, but -- so I -- that's kind of
2 my feedback on your presentation, I guess.

3 MR. TODD HAVILAND: Okay.

4 MR. JOHN CROWLEY: I mean, I -- I mean, there -- I look
5 at the sequential of all of these other items that are
6 listed following the 320 on the agenda and I -- I thought
7 they were good agenda items. But I was scratching my head
8 at 320. Our -- and I guess I'm wondering: Are we done with
9 the discussion now or -- because we haven't really touched
10 on many of those other issues.

11 MR. TODD HAVILAND: Well, what I was hoping was that
12 that could be kind of like the umbrella for these subissues
13 and maybe we could come back to this. But if you want to
14 discuss this separately, that's fine.

15 But the reason why --

16 MR. JOHN CROWLEY: You asked me what -- what it means
17 to me --

18 MR. TODD HAVILAND: Yes.

19 MR. JOHN CROWLEY: -- and to offer contribution.

20 MR. TODD HAVILAND: Uh-huh.

21 MR. JOHN CROWLEY: And it's just one person's thoughts
22 here. But what it is -- what it means to me, what I read
23 that to be is it's the -- it's the establishment floor in
24 order to qualify to be there.

25 MR. TODD HAVILAND: Uh-huh.

1 MR. JOHN CROWLEY: It doesn't provide a framework for
2 making all these other decisions. So in simple language,
3 I'd say it's not -- my reaction is it's not intended for
4 that purpose.

5 MR. TODD HAVILAND: Okay.

6 MR. JOHN CROWLEY: You may need something for that
7 purpose, but I just don't think that this is intended for
8 that, but just...

9 MR. TODD HAVILAND: Okay.

10 CAPTAIN PAUL LAMARRE: Couple questions. Paul LaMarre.
11 The first is, it might be valuable for you to explain
12 to the group how someone orders a pilot or what the standard
13 procedure is.

14 MR. TODD HAVILAND: Yes.

15 CAPTAIN PAUL LAMARRE: And then I'll give you my next
16 part.

17 MR. TODD HAVILAND: Okay. We have -- did you want to
18 explain that or -- it's best coming from you than it is from
19 me.

20 CAPTAIN JOHN BOYCE: So in District 1, you, basically
21 have two different mechanisms for that happening. One is if
22 a vessel is in transit, we don't look to the -- to the agent
23 to give a time for Snell Lock per se. We track the ship
24 going through and take times as it goes.

25 Leaving a port, that's a more traditional what you're

1 thinking of as prospecting/ordering. And an agent has to
2 put in a 12-hour prospect -- at least 12-hour. It could be
3 18, 24, 36, whatever, theoretically, but at least a 12-hour.
4 At that point, they have to give, depending on where you
5 are, a four- or six-hour confirmation to that order.

6 If the vessel has -- for whatever reason, isn't going
7 to sail, they put in a prospect at midnight for noon. If
8 they realize at 10:00 in the morning they're not going to
9 make noon, they can push back up to twelve hours from that
10 point.

11 MR. TODD HAVILAND: Sure.

12 CAPTAIN JOHN BOYCE: It doesn't have to be 12. It
13 could be four, six, whatever it needs to be. They can make
14 that adjustment twice and still putting in the appropriate
15 confirmation to it that we'd send a pilot.

16 If they don't firm up their order on one of those two
17 prospected times, or three prospected times actually, the
18 original one of the two modifications, then whenever they're
19 not sailing or the -- at the end of the prospected time,
20 there will be 24 hours that they can't put in a new prospect
21 yet.

22 MR. TODD HAVILAND: Right.

23 CAPTAIN JOHN BOYCE: After that 24 hours elapses, then
24 we can take another prospect again 12 hours out and move on.

25 CAPTAIN PAUL LAMARRE: So the agent is the point of

1 contact for ordering --

2 CAPTAIN JOHN BOYCE: Yes.

3 CAPTAIN PAUL LAMARRE: -- the pilot?

4 CAPTAIN JOHN BOYCE: Yes.

5 CAPTAIN PAUL LAMARRE: That's kind of what I wanted to
6 get out there is that that's the key touch point.

7 CAPTAIN JOHN BOYCE: Yes.

8 MR. TODD HAVILAND: Yes. And to follow it up, so I've
9 received quite a bit of feedback that various agents were
10 being told, "No, you can't amend the prospect. If you want
11 to amend the prospect, you're just going to pay detention."

12 And to get kind of back to what John was bringing up is
13 I -- what I'm looking for -- and I was going to ask this at
14 the end of the presentation, but I can ask it now. You
15 know, "Is this sufficient? You know, should we just have,
16 this is the, you know, entering framework or the floor to --
17 you know, for a requirement to operate the pool or should
18 there be some interim steps, or should there be some interim
19 reviews or should there be some -- you know, once you have
20 your certificate, if you want to keep it, these are the
21 types of things we expect of you."

22 But -- I'm sorry.

23 CAPTAIN PAUL LAMARRE: No. So part two, so -- and kind
24 of to Mr. Crowley's question there is that: Are we going to
25 touch on each of these items individually --

1 MR. TODD HAVILAND: Yes.

2 CAPTAIN PAUL LAMARRE: -- ordering and prospecting,
3 dispatching and --

4 MR. TODD HAVILAND: Uh-huh.

5 CAPTAIN PAUL LAMARRE: Okay. So we're going to touch
6 all of those --

7 MR. TODD HAVILAND: We're going to touch all these
8 points. I figured they would all come -- you know, somehow
9 come back and touch this, and I didn't want to mention this,
10 you know, eight different times, like, "This is how it
11 applies to this."

12 CAPTAIN PAUL LAMARRE: Right.

13 MR. TODD HAVILAND: And, again, if we just need the
14 entering, you know, door and this is the floor and everyone
15 is happy with that, I mean, that's one thing. But I do, you
16 know, think it's important that these things are discussed.

17 CAPTAIN PAUL LAMARRE: The details, of course, being --

18 MR. TODD HAVILAND: Yes.

19 CAPTAIN PAUL LAMARRE: -- the substance of it. Because
20 that's about as vague as -- of a government regulation as it
21 gets.

22 MR. TODD HAVILAND: Yes.

23 CAPTAIN PAUL LAMARRE: So, yeah, the details are the
24 key here.

25 MR. JOHN CROWLEY: Well, and then where are the

1 details?

2 MS. SUSAN BRAY: Yeah, where are the details?

3 MR. JOHN CROWLEY: I --

4 MS. SUSAN BRAY: Are they out there, so -- I mean, why
5 is there confusion over it in the first place?

6 MR. TODD HAVILAND: I --

7 MS. SUSAN BRAY: Yeah, that --

8 MR. TODD HAVILAND: I don't know. And I wanted --

9 MS. SUSAN BRAY: Yeah.

10 MR. TODD HAVILAND: This is the most public meeting
11 that I attended.

12 MR. JOHN CROWLEY: So my suspicion, and I -- I don't
13 know. And John probably has got much insight into this more
14 than I do. But my suspicion is that this gets more -- it's
15 a -- it's a -- it's a little loose. It's a little informal
16 when you talk about the -- you know, the one, two, 24-hour
17 sorts of things.

18 But when you interject the cruise lines and you
19 interject the cruise lines, which systemically I would say
20 the Great Lakes wants to encourage their -- I mean, you can
21 find a loser every time you have a winner, I guess. But to
22 get more business in the Great Lakes is a positive thing.
23 That, and the -- and the cruise lines operate differently
24 because they are more likely to be on a schedule and they
25 have practices that they've seen in other parts of the

1 country. That's -- that interjects a -- you know, a
2 variable that had not existed before and that's the
3 causation of the confusion or the questions that come up.
4 And it -- and it can't be solved by this.

5 MR. TODD HAVILAND: Okay.

6 MR. JOHN CROWLEY: I mean, it's just -- it's a -- it's
7 a fact of the nature of the supply chain and that -- that we
8 have up here. And it probably should be, you know, ought --
9 you know, how this all happens and is fairly determined
10 ought to be, I would think, somewhat of a public discussion
11 that -- that you soak in, in terms of all the pluses and
12 minuses and the values that are being enhanced by taking a
13 particular position here and then -- and then make a
14 decision and it --

15 MR. TODD HAVILAND: Well --

16 CAPTAIN JOHN BOYCE: Can I --

17 MR. JOHN CROWLEY: You --

18 CAPTAIN JOHN BOYCE: Can I interject?

19 MR. TODD HAVILAND: Wait, wait.

20 (Multiple speakers.)

21 CAPTAIN JOHN BOYCE: Just let me interject for a
22 second.

23 MR. JOHN CROWLEY: Please, either one jump in.

24 CAPTAIN JOHN BOYCE: I -- I think there's a hair of --

25 CAPTAIN PAUL LAMARRE: I agree.

1 CAPTAIN JOHN BOYCE: -- cross-talk. I think that is
2 just a slide to put up to lead into this.

3 MR. TODD HAVILAND: Yes, it's just a topic.

4 CAPTAIN PAUL LAMARRE: It's just enabling -- it's
5 enabling legislation.

6 MR. TODD HAVILAND: Yeah.

7 CAPTAIN JOHN BOYCE: I think --

8 MR. TODD HAVILAND: Correct.

9 CAPTAIN JOHN BOYCE: -- the intent of this is to have
10 those discussions on all these topics.

11 MS. SUSAN BRAY: Yeah.

12 CAPTAIN JOHN BOYCE: I think we're too tied up in the
13 words on the screen now.

14 MR. TODD HAVILAND: Yes.

15 MR. JOHN CROWLEY: Okay. But -- but I -- that may be.
16 And that's my point, that that doesn't --

17 CAPTAIN JOHN BOYCE: Okay.

18 MR. TODD HAVILAND: Okay. But --

19 MR. JOHN CROWLEY: -- relate, but Todd keeps coming
20 back to it, "Is this helpful?" I mean, as I understood it,
21 that this is helpful in -- for you in making the decisions
22 around that -- that were coming at you when I think that
23 they're new -- that's kind of like new and different
24 information --

25 MR. TODD HAVILAND: Okay.

1 MR. JOHN CROWLEY: -- that -- yeah, that this isn't
2 intended to solve. That's exactly my point.

3 MR. TODD HAVILAND: Okay.

4 CAPTAIN JOHN BOYCE: I --

5 (Multiple speakers.)

6 MR. JOHN CROWLEY: Now --

7 CAPTAIN JOHN BOYCE: Paraphrasing, and I think I
8 understood pretty close to the beginning, was the intent to
9 bring up, "Is this sufficient or does there need to be
10 regulation addressing the items --"

11 MR. TODD HAVILAND: All these things.

12 MR. JOHN CROWLEY: I don't think that --

13 CAPTAIN JOHN BOYCE: The things --

14 MR. JOHN CROWLEY: I don't think that's even a question
15 that's sufficient because I don't think it's intended to be
16 helpful to all the rest of the things.

17 CAPTAIN PAUL LAMARRE: Well, that slide was a hit.

18 MR. TODD HAVILAND: Yes.

19 (Laughter.)

20 CAPTAIN PAUL LAMARRE: I mean, you --

21 MR. JOHN CROWLEY: Yeah.

22 MS. SUSAN BRAY: What is your point two?

23 MR. TODD HAVILAND: Are you asking...

24 MS. SUSAN BRAY: No. Paul, what was your point two?

25 CAPTAIN PAUL LAMARRE: My point two was related to all

1 the -- all the details --

2 MS. SUSAN BRAY: Yeah.

3 CAPTAIN PAUL LAMARRE: -- that this is just an enabling
4 statement.

5 MS. SUSAN BRAY: That's just a mission statement.

6 CAPTAIN PAUL LAMARRE: It is just the foundation of the
7 other items.

8 (Multiple speakers.)

9 MR. TODD HAVILAND: I'm sorry for the confusion that I
10 caused. But --

11 CAPTAIN PAUL LAMARRE: It was entertaining, though.

12 MR. TODD HAVILAND: Yes, thanks. I try to be
13 entertaining.

14 But the thing that concerned me was is if you look at
15 the history of the Great Lakes, you know, we really haven't
16 had any new business for decades. And, you know, based on
17 what Bill said, you know, was this something that was just
18 happening and no one, you know, questioned it? And now
19 you've got a new player coming in saying, "Hey, you know,
20 we've read the regulations and we don't understand why we
21 can't amend prospects and we can't order a pilot until we
22 release one."

23 And I -- so it wasn't that -- you know, I'm trying to
24 do a favor for the cruise ships. Matt Grimes brought this
25 to my attention and I responded. And I just want to make

1 sure everyone is clear what the regulations state about
2 ordering and prospecting. But, you know, obviously I failed
3 in what I wanted to get done with this. So if you would
4 take that slide down, I'd appreciate it.

5 (Laughter.)

6 MR. TODD HAVILAND: But, again, you know, I get accused
7 a lot of being in the tank for the pilots. I get accused a
8 lot of being in the tank for the cruise ships, for the
9 shippers, for --

10 CAPTAIN PAUL LAMARRE: You're in a no-win situation.

11 MR. TODD HAVILAND: Yeah, I know.

12 CAPTAIN PAUL LAMARRE: Yeah.

13 MR. TODD HAVILAND: I'm always in a no-win situation.
14 And since I've been the Director, I've looked at that
15 regulation as being extremely vague and just wondering --
16 you know, I believe all these things feed into it. And is
17 it time to, like, flush out that regulation. Or, you know,
18 if I've misaligned things, I, again, apologize, but...

19 Oh, we've got some questions.

20 MR. CHRIS HALL: Hi, Chris Hall, Shipping Federation.
21 This may be an ignorant question, so hopefully I don't
22 embarrass myself. Two questions, are the ordering
23 procedures consistent across all three districts?

24 MS. SUSAN BRAY: Yeah.

25 MR. CHRIS HALL: That's the first question.

1 MS. SUSAN BRAY: Yeah.

2 MR. CHRIS HALL: I assume they are.

3 MR. TODD HAVILAND: Yes.

4 MR. CHRIS HALL: Okay. And where is that codified?
5 It's not -- it's not in the regulation itself that we just
6 looked at on the screen. Where are those prospecting
7 procedures formally put in --

8 MR. TODD HAVILAND: They're in the working rules.

9 MR. CHRIS HALL: In the working rules --

10 MR. TODD HAVILAND: That I approve, yeah, for each
11 group. And then we've got them posted and...

12 But I guess the -- I'm sorry.

13 MR. CHRIS HALL: So is the discussion: Should we be
14 taking those out of the working rules and putting them in a
15 regulation? Was that sort of the intent of this discussion?

16 MR. TODD HAVILAND: Yes.

17 CAPTAIN PAUL LAMARRE: Thank you. That was going to be
18 my comment is that some type of recommendation that we
19 create a handbook for agents and operators.

20 MS. SUSAN BRAY: That's where I was going to go, too,
21 yeah.

22 CAPTAIN PAUL LAMARRE: That "This is how you order a
23 pilot." And that each district distributes that for the
24 sake of -- you know what I mean?

25 MS. SUSAN BRAY: Yeah. It sounds like the confusion is

1 at the agency. So he --

2 CAPTAIN PAUL LAMARRE: Yeah.

3 MS. SUSAN BRAY: -- wasn't able to have the information
4 he needs somehow --

5 CAPTAIN PAUL LAMARRE: Right.

6 MS. SUSAN BRAY: -- to tell the -- to actually do the
7 proper ordering.

8 CAPTAIN PAUL LAMARRE: Do we have anything like that,
9 that's like a handbook?

10 MS. SUSAN BRAY: I mean the cruise ships were just
11 reacting to what they were going through.

12 MR. TODD HAVILAND: Yes.

13 MS. SUSAN BRAY: So...

14 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
15 Lakes Pilots. I don't necessarily think that we need any
16 more regulation on the subject of ordering pilots and
17 prospecting. It is in our working rules. I just want to
18 say that, you know, we're --

19 (Multiple speakers.)

20 CAPTAIN CHRIS EDYVEAN: -- all eyes are on the pilots,
21 but the eye should also --

22 MR. TODD HAVILAND: They can't hear you, Chris.

23 CAPTAIN CHRIS EDYVEAN: All eyes are on the pilots, but
24 the eyes should also be on the agents --

25 MS. SUSAN BRAY: Yes.

1 CAPTAIN CHRIS EDYVEAN: -- because a lot of time, the
2 agents play games.

3 CAPTAIN PAUL LAMARRE: Absolutely.

4 CAPTAIN CHRIS EDYVEAN: They know the rules and they
5 play games.

6 CAPTAIN PAUL LAMARRE: Every one of them.

7 (Multiple speakers.)

8 CAPTAIN CHRIS EDYVEAN: So this is why I like to
9 emphasize the relationship between the dispatchers in the
10 district and the agents. Because if the dispatchers and the
11 agents have a good relationship, it really cuts down on any
12 drama when it comes to ordering and prospecting.

13 MS. SUSAN BRAY: Sure.

14 CAPTAIN CHRIS EDYVEAN: And in District 3, we're more
15 than honest and fair with our -- with our agents. If
16 there's circumstances beyond their control, a lot of times
17 we'll cut them some slack that we technically don't have to
18 cut them. But in return, we ask that they don't play games
19 with us.

20 CAPTAIN PAUL LAMARRE: God bless the agents. But it's
21 the same thing with the towing. We get to a tug and report
22 for a tow and, oh, the agent forgot to order a pilot. That
23 happened to me like three weeks ago, so yeah.

24 MR. JOHN BAKER, JR.: Same with labor.

25 MR. JOHN CROWLEY: So I -- I want to endorse the

1 statement that a good relationship between the dispatcher
2 and the agent and the pilot is critical and makes things hum
3 in a smooth fashion.

4 CAPTAIN PAUL LAMARRE: Absolutely.

5 MR. JOHN CROWLEY: I would take somewhat of an issue in
6 terms of the knowledge and availability of all the working
7 rules, and it's not even amongst all the districts. Let
8 me -- let me put that comment in terms of the feedback I
9 get. Each of the three districts has a little bit different
10 experience in terms of the agents and the availability and
11 the understanding of the working rules.

12 I would very much endorse and would suggest we consider
13 an appropriate recommendation about publishing working
14 rules. And to the extent that they can be, they should be
15 similar across districts.

16 CAPTAIN PAUL LAMARRE: Well, I think simplified, John.
17 I --

18 MR. JOHN CROWLEY: That may be -- that may be
19 appropriate, as well.

20 And I think that I'd like to tie this on to the
21 dispatch issue that -- that is yet to be had. Because when
22 there are multiple dispatchers intertwined with multiple
23 requests, there is fodder for confusion at the agent level.
24 And that a simplified dispatch system in today's world, I
25 think is within our grasp. But I know that touches

1 different fiefdoms and practices and ways that have been in
2 existence for a while. But I would tie working rules,
3 dispatch system, together into a make-sense recommendation.

4 CAPTAIN PAUL LAMARRE: Two comments. And we're going
5 to get to dispatch, right?

6 MR. TODD HAVILAND: Yeah.

7 CAPTAIN PAUL LAMARRE: Okay. We should -- you know
8 what?

9 MR. TODD HAVILAND: Here all day.

10 CAPTAIN PAUL LAMARRE: So I was going to say my
11 recommendation is strictly from a -- the yellow books with
12 the -- you know, in this case, Pilotage for Dummies that we
13 can pass out to port directors or agents or whoever that --

14 MR. TODD HAVILAND: Uh-huh.

15 CAPTAIN PAUL LAMARRE: -- is a simplified procedure so
16 they are doing it right, so not to do it wrong and it
17 inhibits the -- and inhibit the pilot's ability to do their
18 job efficiently or get caught up in these folks searching
19 through working rules and then still doing it wrong. So
20 some type of Order a Pilot Handbook or easy process.

21 But when it comes to -- and this will be part of our
22 dispatch discussion, I think it is critically-important that
23 each district have its autonomy in dispatching. Because the
24 dispatchers in each district are relationship managers and
25 you cannot, from a central location, for the sake of trying

1 to ease communication with agents, centralize a dispatch
2 when those dispatchers -- and I get the unique perspective
3 of seeing the pilots both from a -- they're boarding at my
4 port perspective and/or I am being called to tow the pilots
5 in District 2 and in District 3 I get to tow, and work with
6 these guys. And that dispatching relationship, especially
7 when you have a rapidly-evolving situation, I think is
8 critically important that they maintain control within each
9 of their districts.

10 You can have a simplified system that those procedures
11 across each three districts are, "This is how you order a
12 pilot," and you can expect the same as in D2 as you do D3 or
13 D1. However, I believe the relationship management aspect
14 of dispatching -- because I would say to our tug
15 dispatchers, it is the worst job in our industry. It is
16 thankless, man. You're calling people in the middle of the
17 night. It's horrible. It's -- it can't be so tight that it
18 doesn't allow for rapid evolution when a navigation
19 situation or a dock situation is evolving, so...

20 MR. TODD HAVILAND: Uh-huh.

21 CAPTAIN PAUL LAMARRE: But I've jumped right at
22 dispatch there. But I've heard grumblings about
23 centralizing dispatch in one location with one dispatch
24 management. And I'm like -- from a port perspective and a
25 towing perspective, I'm, like, adamantly against it.

1 MR. JOHN CROWLEY: Let me drop --

2 MR. TODD HAVILAND: I think Bill Yockey wanted to say
3 something.

4 CAPTAIN PAUL LAMARRE: I like Bill Yockey.

5 MR. BILL YOCKEY: I was going back to your opening
6 statement about how you said that there's nothing in the
7 regulations that say that you have to have a -- a pilot has
8 to leave the ship before you can order a pilot. But that
9 situation, that we just described, was consistent within all
10 three districts.

11 So I'm wondering if that didn't come from the Canadian
12 side on the Memorandum of Arrangements, when -- because, you
13 know, back in the day we dispatched Canadian and we still
14 do --

15 MR. TODD HAVILAND: Uh-huh.

16 MR. BILL YOCKEY: -- and they dispatch us. So maybe --
17 maybe it was through the treaty that -- that that's what
18 the -- the pilot had to leave the ship before it could be
19 reordered. I -- I don't have -- like I said, I don't have a
20 problem with it. I just wondered why it's being changed
21 when --

22 (Multiple speakers.)

23 CAPTAIN PAUL LAMARRE: They don't agree with it.

24 MS. SUSAN BRAY: And why there's confusion.

25 (Multiple speakers.)

1 MR. BILL YOCKEY: Was it -- was it broke? Other than
2 the cruise ships. But the -- the cruise ships, you got to
3 understand, inherently, are -- are foreign-owned and
4 they're -- I don't -- I don't know that they should have a
5 seat at the table as far as how we expend our money. They
6 should have a seat at the table as a -- how things go.

7 But it -- they seem to have the ability to go into any
8 place and change what's ever happening. And I just hope
9 that if this -- if this is the only thing they change,
10 that's fine. But I -- I hope that nothing else changes to
11 accommodate the cruise ships.

12 But could you -- could you answer that about the MOA?
13 Is that -- the dispatching change that you made, is that
14 consistent with the Canadian...

15 MR. TODD HAVILAND: I -- the MOA, the MOU doesn't
16 address dispatching other than who's responsible for it.

17 MR. BILL YOCKEY: Oh, okay.

18 MR. TODD HAVILAND: All right. And this was -- this
19 wasn't happening throughout all three pilotage districts,
20 so...

21 MR. BILL YOCKEY: Oh, what?

22 MR. TODD HAVILAND: I'm just telling you when I looked
23 into it, it wasn't, so...

24 MR. BILL YOCKEY: Hmm.

25 MR. JOHN CROWLEY: I mean, I'm not -- we've

1 successfully completed wandered around this and I've
2 contributed to that, so I'm -- I'm hesitant to further get
3 off your agenda list.

4 MR. TODD HAVILAND: Yeah. I mean --

5 MR. JOHN CROWLEY: I guess, I -- I'll only respond to
6 the dispatch comment to say that maybe the most important
7 thing to start with is the -- to make sure that the
8 information that comes out of dispatch, no matter where it
9 comes out, gets to all the people that need to have it. And
10 that's not just necessarily one agent.

11 And so I think once you recognize that, then it's -- I
12 mean, you may have individual people having to influence the
13 decision for dispatch, but have the central repository so it
14 all -- it all goes to all the people that need to know
15 the decisions and the -- where things are going to happen
16 needs to happen. That's -- that's the driver from -- from
17 my side of the -- of the supply chain here, I guess.

18 MR. CHRIS HALL: Thanks. Chris Hall again.

19 MR. TODD HAVILAND: Uh-huh.

20 MR. CHRIS HALL: I just wanted to pick up a comment
21 that you made, Paul, with the idea of coordinating or
22 centralizing dispatch into one entity, I guess. And I
23 understand your points about the relationship management
24 piece and I think we all understand that. But just devil's
25 advocate perspective, why not? If working the rules are the

1 same across all three districts and the -- the ordering
2 times are consistent in D1, D2 and D3, then why couldn't all
3 of that be managed by one dispatch entity instead of three
4 individual entities? I'm raising that as a "Why not?"

5 CAPTAIN PAUL LAMARRE: My comment would be that -- so
6 at 3:00 in the morning when you have a dispatcher that's
7 calling out a pilot, it's -- it's the human element of this
8 that is not possible, so -- and we deal with this with
9 calling out tug crews all the time or our dock crews.

10 As the situation evolves, why would I want to deal with
11 somebody halfway across the country when I have someone in
12 my district who knows -- our dispatchers, whether it's
13 towing or within the pilot districts, know those pilots by
14 name. They know who they are. They know who -- if they
15 can't get ahold of that pilot, who to call next.

16 And I firmly believe that the number of variables
17 cannot be handled from one location. I truly believe that.
18 Why? Because I can give you examples from the towing
19 industry of dispatching the whole Great Lakes from one
20 location and it is -- I won't swear here. It is
21 occasionally a total complete mess. You have differences in
22 time zones, you have differences in dock operating hours.
23 And all those variables fall within each district, and I
24 think having that person within the district -- maybe they
25 report everything that -- you know, to one VIS or whatever

1 that is as to who's on what boat and what the call-out has
2 been. But it -- I really believe that having independent
3 dispatch as a relationship manager within the districts is
4 critical.

5 We actually have a couple of dispatchers here, right?

6 MR. JOHN BAKER, JR.: A few.

7 MR. TODD HAVILAND: Can I interrupt? Because you guys
8 were in the middle of recommending something and then we
9 jumped on to dispatch and --

10 CAPTAIN PAUL LAMARRE: It's been very exciting, though.

11 MR. TODD HAVILAND: No, that's all right.

12 (Laughter.)

13 MR. TODD HAVILAND: I appreciate it. But have you
14 abandoned --

15 CAPTAIN PAUL LAMARRE: No.

16 MR. JOHN CROWLEY: No.

17 CAPTAIN JOHN BOYCE: Well, I didn't know if -- I
18 assumed -- brought on recommendation with -- depending on
19 where the rest of the topic goes.

20 CAPTAIN PAUL LAMARRE: Oh, sure.

21 MR. JOHN CROWLEY: Can you make that a little bigger?

22 CAPTAIN ANTHONY BRANDANO: Tony Brandano. It doesn't
23 need to be a huge volume. It just needs to be a piece of
24 paper.

25 CAPTAIN PAUL LAMARRE: Yeah, really.

1 CAPTAIN ANTHONY BRANDANO: Like a flyer.

2 CAPTAIN PAUL LAMARRE: With like a -- a cut sheet, an
3 SOP that is not complicated like working rules that is a --

4 MS. SUSAN BRAY: Yeah, handbook.

5 CAPTAIN PAUL LAMARRE: -- checklist.

6 MS. SUSAN BRAY: Yeah.

7 (Multiple speakers.)

8 CAPTAIN JOHN BOYCE: A simplified checklist.

9 CAPTAIN PAUL LAMARRE: You got it.

10 CAPTAIN ANTHONY BRANDANO: Exactly.

11 CAPTAIN PAUL LAMARRE: I like it.

12 MR. JOHN BAKER, JR.: I agree.

13 CAPTAIN PAUL LAMARRE: Were you going to go in order
14 with all those?

15 MR. TODD HAVILAND: Well, I was waiting to see if you
16 guys are going to do -- I don't want to interrupt your
17 recommendation.

18 CAPTAIN PAUL LAMARRE: I think that's a good start of a
19 recommendation. You know what, it should probably be
20 stand-alone. Because some of those other individual items
21 are going to be well-debated, so I -- I would make that
22 recommendation that --

23 MS. SUSAN BRAY: I think that's a good idea.

24 CAPTAIN JOHN BOYCE: Anyone second the recommendation?

25 CAPTAIN ANTHONY BRANDANO: I'll second it.

1 CAPTAIN JOHN BOYCE: Okay.

2 CAPTAIN PAUL LAMARRE: Dude, we agreed on something. I
3 think that's, like, the first time ever.

4 (Laughter.)

5 MR. JOHN CROWLEY: And I -- I felt it was coming today.

6 CAPTAIN JOHN BOYCE: Kumbaya. All in favor?

7 (Affirmative response.)

8 CAPTAIN CHRIS EDYVEAN: No, I'm opposed.

9 CAPTAIN JOHN BOYCE: Okay.

10 CAPTAIN CHRIS EDYVEAN: I don't like the word
11 "handbook."

12 CAPTAIN PAUL LAMARRE: No, we -- we got rid of the
13 handbook. We were --

14 CAPTAIN CHRIS EDYVEAN: Well, that's what the
15 recommendation says.

16 CAPTAIN PAUL LAMARRE: Yeah. Okay. So you wanted to
17 change that to what?

18 CAPTAIN ANTHONY BRANDANO: Organized checklist.

19 CAPTAIN PAUL LAMARRE: Simplified checklist, how's
20 that?

21 MS. SUSAN BRAY: Checklist.

22 CAPTAIN PAUL LAMARRE: Is that better? All right.
23 That's better, simplified checklist.

24 MS. SUSAN BRAY: And that's for -- basically, for
25 agents.

1 MR. TODD HAVILAND: Read it out loud.

2 CAPTAIN PAUL LAMARRE: Thank you for the last -- that's
3 better, eh?

4 MS. SUSAN BRAY: Yeah.

5 (Multiple speakers.)

6 CAPTAIN JOHN BOYCE: It needs simplification.

7 MS. SUSAN BRAY: Yeah, you don't need the --

8 (Multiple speakers.)

9 MS. SUSAN BRAY: It's not going to be based on --

10 CAPTAIN PAUL LAMARRE: I think that's great.

11 CAPTAIN JOHN BOYCE: For each district or is that good
12 enough? We all know what that means now.

13 CAPTAIN ANTHONY BRANDANO: No, for each district.

14 MR. TODD HAVILAND: And who's going to create it?

15 CAPTAIN JOHN BOYCE: Well, if it's still for each
16 district, we'll just -- each district -- each district will.

17 MR. JOHN CROWLEY: So do we -- can we not have some
18 drive towards consistency? I mean, I'll accept that there
19 may be a nuance here and there. But why -- I mean, I -- I'd
20 hate to see three different checklists that look different
21 from top to bottom and I'm not suggesting that would happen.
22 But let's, with our recommendation, steer it away from that.
23 Paul?

24 CAPTAIN JOHN BOYCE: Maybe that's the simplified part.

25 MR. JOHN CROWLEY: Simplified and consistent or...

1 CAPTAIN JOHN BOYCE: For simplicity's sake, do we
2 understand what this means without trying to get overly
3 verbose and catch every possible nuance?

4 MR. JOHN CROWLEY: You know, but it's got to be -- got
5 to be understandable by others.

6 CAPTAIN PAUL LAMARRE: I would say to create a
7 simplified checklist for proper ordering and prospecting of
8 pilots, and just -- and then that is going to -- I guess for
9 each district after that.

10 MR. JOHN CROWLEY: Yeah, I think both pilots is good.

11 CAPTAIN JOHN BOYCE: You want to amend your motion?

12 CAPTAIN PAUL LAMARRE: I'll amend my motion. To create
13 a simplified checklist for proper ordering and prospecting
14 of pilots for each district.

15 That guy in the back again, there he is.

16 MR. CHRIS HALL: Sorry, the peanut gallery again.

17 But for clarity for the users of this, it sounds like
18 if you go by the wording of the recommendation, each
19 district is going to create this document. But who is
20 checking it for consistency or uniformity like John was
21 suggesting?

22 I'm understanding there will be some nuances. But
23 shouldn't there be some sort of harmonized checklist that
24 covers all three districts?

25 MR. JOHN CROWLEY: A checklist with minimal deviation

1 or minimal --

2 CAPTAIN PAUL LAMARRE: Chris, what do you think about
3 that?

4 CAPTAIN CHRIS EDYVEAN: Chris, Western Great Lakes
5 Pilots. I think that that is -- is wording -- the districts
6 are very different. For example, in District 3, we have a
7 lot of ports and a lot less pass-through. Other districts
8 have more pass-through and a lot less ports.

9 MS. SUSAN BRAY: Uh-huh.

10 CAPTAIN CHRIS EDYVEAN: I think this is the perfect
11 wording.

12 MS. SUSAN BRAY: Yeah.

13 MR. JOHN CROWLEY: But you're talking about wanting
14 users to function within the working rules and this
15 checklist. And the more they are different and they're
16 working across districts, the more they will bump into -- to
17 unintentional but, you know, missing -- missing the beat.
18 And the more they're -- they're similar and they're
19 recognizable across districts, the more likely the users are
20 going to be, you know, marching the way you want it to be.

21 CAPTAIN PAUL LAMARRE: What's interesting, though, is
22 the nuances, as you just said Chris, of an individual
23 district. Say that they're -- it's -- you're going to have
24 details that try to make it more efficient, like a port
25 that's daylight navigation only, versus one that's not.

1 That's just one example.

2 MR. JOHN CROWLEY: That should be -- that's a good
3 example of across the board. I mean, that would be
4 applicable, for example, in any district.

5 I mean, Chris' comment is on the number of ports and
6 that -- that seems to me to almost endorse a more
7 system-wide approach because --

8 CAPTAIN PAUL LAMARRE: Well, it's a hell of a lot
9 better than what we have right now, though.

10 MR. JOHN CROWLEY: Well, I --

11 CAPTAIN PAUL LAMARRE: I mean, if that's what we're
12 saying, versus -- the working rules versus a pretty solid
13 recommendation.

14 MR. JOHN CROWLEY: I -- I agree.

15 CAPTAIN ANTHONY BRANDANO: Tony Brandano.

16 MR. JOHN CROWLEY: But we have a chance of an increment
17 of improvement --

18 MS. SUSAN BRAY: Tony.

19 MR. JOHN CROWLEY: Go ahead.

20 CAPTAIN ANTHONY BRANDANO: Tony Brandano, Lakes Pilots.
21 I think this is good to start. And once we start doing
22 it --

23 CAPTAIN PAUL LAMARRE: Uh-huh.

24 CAPTAIN ANTHONY BRANDANO: -- we can come back with
25 more feedback on what the agents might want. But on that,

1 especially to get new agents trained. Getting new agents
2 trained is a big deal for us.

3 MS. SUSAN BRAY: Yeah, sure.

4 CAPTAIN ANTHONY BRANDANO: You know, we get a new
5 agent, this is all the explaining. The veteran agents, they
6 understand what's going on. We get new agents and we're
7 actually helping the agents order their prospects.

8 MS. SUSAN BRAY: Absolutely.

9 CAPTAIN ANTHONY BRANDANO: So this is a good way for us
10 to introduce the new agents. We take a look at back -- we
11 get feedback from the agents and then maybe we talk about it
12 again in the future.

13 CAPTAIN PAUL LAMARRE: That's a good point.

14 MS. SUSAN BRAY: It just standardizes --

15 CAPTAIN ANTHONY BRANDANO: Yeah.

16 MS. SUSAN BRAY: -- the information that's being
17 provided to agents, basically, and the people that have to
18 do the ordering. It's that simple. We -- there's something
19 to be said for that, so...

20 CAPTAIN JOHN BOYCE: So we've got an amended motion.
21 Anyone second it?

22 CAPTAIN ANTHONY BRANDANO: I'll second it.
23 Tony Brandano.

24 CAPTAIN JOHN BOYCE: All in favor?

25 (Affirmative response.)

1 CAPTAIN PAUL LAMARRE: You already voted yes on it,
2 dude.

3 (Laughter.)

4 CAPTAIN PAUL LAMARRE: Not --

5 MR. JOHN CROWLEY: We've had a couple adjustments in
6 conversation since then.

7 CAPTAIN PAUL LAMARRE: Oh, my gosh.

8 MR. JOHN CROWLEY: I -- I am not opposed. I'm not --
9 I'm not opposed to this.

10 CAPTAIN PAUL LAMARRE: You're abstaining?

11 MR. JOHN CROWLEY: I guess I'm abstaining. I just
12 think we've -- we've -- we could have really had something
13 that's an increment more helpful and we're afraid of it.
14 But --

15 ADFO MR. FRANK LEVESQUE: The unknown.

16 MR. JOHN CROWLEY: But I think this is improvement.

17 ADFO MR. FRANK LEVESQUE: The unknown.

18 MR. JOHN CROWLEY: I have no -- no argument with that.
19 This is a 90 percent win.

20 (Multiple speakers.)

21 CAPTAIN JOHN BOYCE: So can we take the win and move?

22 MS. SUSAN BRAY: Yes.

23 CAPTAIN PAUL LAMARRE: I'm excited.

24 CAPTAIN JOHN BOYCE: So are -- are you abstaining, or
25 are you voting for a win?

1 MR. JOHN CROWLEY: Does -- remind me of the rules of
2 our -- of our committee. Do we need everybody to --

3 CAPTAIN JOHN BOYCE: All but one.

4 CAPTAIN PAUL LAMARRE: Oh, you're safe then.

5 MR. JOHN CROWLEY: Good. Then I'll abstain.

6 CAPTAIN JOHN BOYCE: Okay. John Crowley abstains. The
7 rest of us vote yes.

8 MR. JOHN CROWLEY: That's -- that could be the footnote
9 of --

10 CAPTAIN JOHN BOYCE: Okay.

11 MR. JOHN CROWLEY: -- there could be -- you have
12 something else to do after we get some learning under our
13 belts here.

14 CAPTAIN PAUL LAMARRE: We don't disagree.

15 CAPTAIN JOHN BOYCE: To move on with the agenda topic.

16 MR. TODD HAVILAND: So how many people voted yes? Does
17 it -- did the recommendation passed?

18 CAPTAIN JOHN BOYCE: Yeah, all but --

19 MS. SUSAN BRAY: Yes.

20 MR. TODD HAVILAND: Okay.

21 CAPTAIN JOHN BOYCE: -- Mr. Crowley abstained.

22 MS. SUSAN BRAY: That should prevent a phone call to
23 you in the future.

24 MR. TODD HAVILAND: Oh.

25 ADFO MR. FRANK LEVESQUE: At least one.

1 MS. SUSAN BRAY: That's what we're hoping.

2 MR. TODD HAVILAND: I kind of wish I'd gotten some
3 phone calls about it, because then maybe it would have been
4 resolved. Anyway...

5 MS. SUSAN BRAY: Yeah.

6 MR. TODD HAVILAND:

7 Now, we're going to talk about dispatching.

8 CAPTAIN PAUL LAMARRE: You're on a roll, bud.

9 MR. TODD HAVILAND: Oh, here we go.

10 (Laughter.)

11 MR. TODD HAVILAND: When it comes to dispatching, I've
12 been around a long time. I've gone through various offices
13 and I've really seen some very interesting things that
14 people have tried to tell were dispatching. But, in my
15 mind, when a pilot is on a tour rôle, the pilot either needs
16 to be resting, being transported to the vessel, providing
17 the pilotage service. You know, afterwards, put, you know,
18 wherever that pilot is going to be needed for their next
19 assignment or if, you know, they're going off for a few
20 days, taken back to the point of origin.

21 And really when you look at how complicated the
22 Great Lakes is, it's not a linear, you know, I go to the sea
23 buoy, pick up the boat, bring it in, tie it up. It's handed
24 off from United States registered pilots to Canadian
25 registered pilots. You know, they can go to Canadian ports,

1 American ports.

2 And I've been very impressed with the dispatch
3 infrastructure that's been put in place in District 1 with
4 Mike Z. And I've asked him to come and give a presentation.

5 Because when Chris Hall saw this, he said this all ties
6 into how complicated it is to move ships. And it's a pretty
7 big logistical puzzle to make sure the pilot is where the
8 pilot needs to be on time --

9 MS. SUSAN BRAY: Uh-huh.

10 MR. TODD HAVILAND: -- in order for us -- for the ships
11 to sail.

12 So if Mike Z will --

13 MR. MICHAEL ZAKARAUSKAS: Thank you.

14 MR. TODD HAVILAND: -- please give his presentation.

15 MR. MICHAEL ZAKARAUSKAS: Can I plug into this? Will
16 the cord reach over here so I can plug into the wall? Yeah.
17 All right.

18 (Multiple speakers.)

19 CAPTAIN PAUL LAMARRE: You can plug into the screen,
20 right?

21 ADFO MR. FRANK LEVESQUE: There's a plug behind you.

22 CAPTAIN PAUL LAMARRE: There's one on the podium to
23 plug into the screen, right?

24 CAPTAIN JOHN BOYCE: Trying to get electricity or
25 electronics? No, no, to -- no, no, not power.

1 MR. JOHN CROWLEY: Oh.

2 CAPTAIN JOHN BOYCE: He wants to plug in the --

3 MS. SUSAN BRAY: He wants to plug in so he can -- it's
4 this cable here.

5 MR. MICHAEL ZAKARAUSKAS: I can go down there.

6 CAPTAIN JOHN BOYCE: Yeah, just do the presentation
7 from up there.

8 MS. SUSAN BRAY: He can sit here if he wants to.

9 MR. MICHAEL ZAKARAUSKAS: Can I steal your spot for
10 just a few minutes?

11 MS. SUSAN BRAY: Here, you can sit here if you want.

12 MR. MICHAEL ZAKARAUSKAS: I'm sorry, I just --

13 MS. SUSAN BRAY: Laurie, you want to stay seated there?

14 CAPTAIN PAUL LAMARRE: I love our meetings, dude. It's
15 always entertaining.

16 MR. MICHAEL ZAKARAUSKAS: All right. I got a big
17 enough mouth so everybody should be able to hear me.

18 John came to me -- a little bit of history. This
19 started -- I started doing the transportation side of things
20 for District 1, and it became obvious you can't do just
21 transportation. You can't do just dispatch. You got to do
22 everything, so that's how -- that's how this all transpired.
23 And the dispatch conversations of just a little bit ago were
24 quite interesting to say the least.

25 The role of the dispatcher in District 1 is to do

1 everything. I view the role of the pilot kind of like my
2 little game board. This is the pilot set you give me, and
3 while they're on the tour de rôle, they're my game pieces.
4 They belong to me.

5 You folks tell me what you want to have happen and then
6 I got to make it happen. I don't care about the pilot's
7 laundry. I don't care about the anniversaries. I don't
8 care about that. I have -- they're my game board and my
9 goal is to get them where they need to be when they need to
10 be and that's it.

11 And to do that, you've got to take all the logistics
12 off the back of the pilot and you've got to put it into the
13 office. You put it into the office. It's my responsibility
14 to find out who it's going to be, where they got to go, when
15 they got to be there and then for me to get them there.

16 The pilot is going to be doing one of two things.
17 Well, one of three things. He's either going to be piloting
18 a ship, resting, or on his way to or from a ship. That's
19 it. Don't care about anything else. That's their only
20 purpose while they're on the tour de rôle. So that's --
21 that's what this is all built around.

22 So in District 1, we have four dispatchers. We're
23 there 24 hours a day, seven days a week, including
24 Christmas. There are no days off. And we tell our
25 dispatchers the same thing. Don't care about your

1 anniversaries, don't care about that. You got January,
2 February, March to take care of that stuff. Our only
3 purpose in life is to connect the dots and you got to do it
4 all in one spot. That's how -- that's how we look at it.

5 Now, when it comes to the dispatching side, what you
6 folks were talking about with the agents, you -- as the
7 dispatcher, you have to protect the agents from themselves.

8 MS. SUSAN BRAY: Uh-huh.

9 (Laughter.)

10 MR. MICHAEL ZAKARAUSKAS: And if you don't do that,
11 you're going to hurt yourself. Because if a ship wants to
12 leave at 9:00 in the morning and has to firm up by 3:00 in
13 the morning, that agent is going to -- is liable to firm it
14 up at 9:00 at night so he can go to bed. So now you've got
15 a 12-hour window where things can go wrong.

16 So until you get that agent educated and protected from
17 himself, sorry, pal, you got to wake up at 3:00 in the
18 morning and call me and confirm that. If you don't do that,
19 you're creating problems for yourself --

20 MS. SUSAN BRAY: Uh-huh.

21 MR. MICHAEL ZAKARAUSKAS: -- because you got to shorten
22 that window of possibilities as much as possible. And do
23 yourself a favor for that, and that's extremely important.
24 And that's what we do.

25 And new agents, I love new agents because I can train

1 them the way I want them. I don't have to break bad habits.
2 And the agent/dispatcher relationship will -- at some point,
3 you either go the easy way or the hard way. It's going to
4 come to the point where you love each other. It just has
5 to.

6 (Laughter.)

7 MR. MICHAEL ZAKARAUSKAS: And that's -- and that's why
8 what you guys were talking about earlier, I don't know,
9 you're -- you're just chasing your tail. That's where the
10 focus is.

11 And the cruise ships are easy. The vessels in transit,
12 they're easy. They take care of themselves. When I have a
13 ship that's in port in Lake Ontario -- for example, I've got
14 one ship right here. We -- this is a screen that I use.
15 It's not part of our app, but the only people that have
16 access to this is the dispatchers and the president, that's
17 it. And what -- this plays into what we talked about
18 keeping track of stuff.

19 The Atlantic Spirit went in the Clarks at 9:30 this
20 morning. Before that pilot goes -- before that pilot gets
21 off the ship, I need to know everything. I need -- I need
22 to know who the agent is. I need to know when it got there,
23 how long is it going to be there, where is it going, when is
24 all this going to happen? The more information I can mine
25 out of that pilot and the -- and the ship before it gets

1 there, the better off it is for me.

2 So now I know I have this ship. I know it's going to
3 be 24 hours it's going to be leaving. So I'm already
4 thinking transportation, "Where's that pilot resting?" I'm
5 going to take that pilot off. I'm going to put him in the
6 closest rest location. And I've already got my
7 transportation planned. I've already got my pilot planned
8 for all that. You've got to do this early and you've got to
9 do it often.

10 That's -- I would -- sometimes I'm -- I may have ten
11 ships on this screen.

12 MS. SUSAN BRAY: Uh-huh.

13 MR. MICHAEL ZAKARAUSKAS: Fortunately, I've only got
14 one to show you. But that's how we keep track of it.

15 And then nobody sees it other than the dispatchers and
16 the president. This is why -- and every dispatcher needs to
17 see this. This is where all the information is retained,
18 right there. That way you can -- everybody is working off
19 the same piece of paper that way.

20 In addition to the information that we get from the
21 ship itself, we deal with the GLPA, the agents, we deal with
22 the -- if the ships are in port, we deal with the agents.
23 We follow the information coming down from Laurentians.
24 The ballast tracking, I'm sure everybody has seen the
25 ballast tracking reports that come through. Any place we

1 can go and mine information about what ships are coming,
2 that's what we do. We get -- we pull that information all
3 in. The earlier I find it, the better I can plan.

4 Sure, things change. But it's easier to adjust a plan
5 than it is to start from scratch with no warning. You
6 always got to know what happens. Doesn't matter if it's
7 Canadian, doesn't matter if it's American, I don't care. I
8 want to know what's coming, when's it coming so that we can
9 be better prepared for it. And that all comes down to
10 preventing delays and keeping people rested, and making
11 this -- making ships move.

12 Because everybody in this room, we've got one purpose
13 in life and that's make ships move.

14 MS. SUSAN BRAY: Uh-huh.

15 MR. MICHAEL ZAKARAUSKAS: The quicker everybody comes
16 on board with that, the better off you're going to be. And
17 that comes down to the dispatchers, the drivers, the pilots,
18 the office people and everybody. Ships don't move, no money
19 moves.

20 So that's -- on the dispatch side of things, that's --
21 that's what we do. We're always looking for that
22 information, trying to pull it all together.

23 Our turnovers from dispatch -- we work 12-hour shifts.
24 Our turnovers could be 15 minutes, could be three hours.
25 Depends on what's going on. You don't go home until your

1 replacement is warm and fuzzy. If that takes 15 minutes,
2 fine. If it takes three hours, that's fine, too, because it
3 has to be a seamless transition between A to B to keep this
4 information flowing.

5 MS. SUSAN BRAY: Uh-huh.

6 MR. MICHAEL ZAKARAUSKAS: Again, the dispatch that --
7 that agent discussion, that -- really got to think about
8 that. You really got to -- you really got to pull that
9 together and that's really important, as well as us working
10 with the GLPA. And we don't get to work with D2 as much
11 because we've got the Welland Canal between us, but we've
12 all got to -- we've all got to communicate and that includes
13 the American Seaway, Canadian Seaway.

14 Now, moving into the transportation side, I think this
15 might be as -- they're all important, but this might be a
16 little bit more important in some ways because we've got 13
17 vehicles that we use for transportation. I believe we're
18 using 11 drivers -- currently using 11 drivers.

19 In District 1, we're talking a half a million miles a
20 year moving bodies around, just moving bodies to and from
21 ships, to and from rest locations. Pilots don't drive
22 themselves because they're either supposed to be resting,
23 getting ready to rest, or driving a show -- driving a ship.
24 That's all they're supposed to be doing.

25 We don't want them worrying about logistics. We don't

1 want them dealing with agents. We don't want them dealing
2 with buses or taxis. We don't want them dealing with any of
3 that. Your only purpose is to get ready to drive that boat.

4 So we handle all of that, and that's -- that's key in
5 our office that the same person does it. Because the last
6 thing you want is the dispatcher and the transportation
7 banging heads because they didn't know. There -- there is
8 none of that because it's the same person managing the
9 drivers, managing the vehicles, managing the pilots, so you
10 always know.

11 Like I said, the example that I -- I gave you, the
12 other ship, I already know who it's going to be. We've
13 already got a plan in place for that and we don't even have
14 the prospect yet, but the plan is in place. When the --
15 when the prospect comes in, we just plug it in, poof, it's
16 done. The quicker you do it, the better off you are.

17 With this kind of logistics, there's so many things
18 going on behind the curtain that you have no idea about.
19 Half a million miles a year. How many tires is that? How
20 many oil changes is that? I mean, there's just so much that
21 goes on behind that.

22 And if you just rely on an Uber, you may or may not get
23 there. You've got to bring it all in-house and you've got
24 to have your dispatchers running the show as far as setting
25 up the transportation, setting up the drivers. There's a

1 lot more that goes on about getting the drivers and stuff
2 like that, but that's -- but getting people where they got
3 to go has got to be handled by the dispatch office. We're
4 always looking at that. And the last thing you want to be
5 doing is bothering a pilot. You want -- the last thing you
6 want to be doing is bothering a driver.

7 Right now, all of our vans, they have these cameras in
8 them. And this is a -- this is a view -- this is out and --

9 MS. SUSAN BRAY: This is here.

10 MR. MICHAEL ZAKARAUSKAS: -- picking up a pilot right
11 now. So I -- I can click on the screen and I can click on
12 the van and I can see what's going on out the windshield.
13 It's not live but it's pretty close to it. It's pretty
14 close to being live.

15 So I know that this pilot has to be picked up at 11:15
16 is the information I was given to the driver. So I can look
17 and see where the van is. I don't have to bother the pilot.
18 I don't have to bother the driver. I want people to do --
19 focus on their main task.

20 But the dispatcher has to do this. We can click on
21 that vehicle. I can look at anything going on. I can -- I
22 can look at the history of that vehicle. I can look at
23 the -- what -- what path it -- where it was, what time it
24 left, how fast it went. I've got all that. This camera is
25 constantly scoring and evaluating the driver for safety

1 following all the rules and things like that.

2 If a driver is speeding, my watch is going to go off.
3 If a driver is someplace he doesn't -- I -- I can set up
4 zones. If a driver goes someplace they shouldn't, my watch
5 is going to go off. It's not that -- it's not an issue of
6 trust. It's an issue that your dispatcher needs to know
7 where everybody is and your dispatcher needs to know that
8 everybody is where they're supposed to be when they're
9 supposed to be. Because if -- if you don't invest this
10 time, you're going to have a delay someplace at some point.

11 And now when -- when you're running a half a million
12 miles a year, do you want to count on the local dealership?
13 How many people have gone in to get their car serviced and
14 they say, "Well, it's going to be two weeks before we can
15 get you in?" It just -- it just can't happen.

16 So part of bringing it all in-house is the bigger team.
17 I have my own shop. I have my own people that work in the
18 shop. They do 100 percent of the maintenance of our
19 vehicles. They don't go out in town. They come into my
20 shop. Because when my vehicle comes through my door to get
21 service, guess who's getting in first? My car. And my car
22 is the one that's going to provide that pilot to get to
23 where he's got to be.

24 And the importance of having your own shop and your own
25 people is things are going to happen, things are going to

1 happen. For example...

2 (Video played.)

3 CAPTAIN PAUL LAMARRE: That was John Boyce, wasn't it?

4 MR. MICHAEL ZAKARAUSKAS: No, not that one.

5 (Laughter.)

6 MR. MICHAEL ZAKARAUSKAS: Things are going to happen
7 and this is --

8 (Video played.)

9 MR. MICHAEL ZAKARAUSKAS: -- bam!

10 MS. SUSAN BRAY: Oh.

11 MR. MICHAEL ZAKARAUSKAS: Yeah. You want to see it
12 again?

13 CAPTAIN PAUL LAMARRE: Yeah.

14 MR. MICHAEL ZAKARAUSKAS: It's pretty funny.

15 (Laughter.)

16 MS. SUSAN BRAY: No, it's not.

17 UNIDENTIFIED MALE SPEAKER: That's terrible.

18 CAPTAIN PAUL LAMARRE: Holy shamoley.

19 MR. MICHAEL ZAKARAUSKAS: Yeah.

20 CAPTAIN PAUL LAMARRE: You guys need a YouTube channel.

21 MR. MICHAEL ZAKARAUSKAS: Yeah. So now that -- now
22 that -- I can evaluate this driver. Did the driver do
23 something wrong? In this case, you can't see it on the
24 screen. Well, you can see it up top right. Driver is going
25 60 miles an hour. Driver was going down the road, and you

1 can clearly see that there's just -- it just appears.

2 MS. SUSAN BRAY: Yeah.

3 MR. MICHAEL ZAKARAUSKAS: What are you going to go? So
4 we're always evaluating that. And there's another camera
5 that faces the driver, also. And if that driver is talking
6 on the phone, the camera is going to say, "Put down your
7 phone." It knows -- it knows that you're distracted and
8 guess what, my watch is going to go off. I'm going to have
9 to call Jim Bob and say, "Why are you on your phone?"

10 And I tell my drivers, "When you're driving, you need
11 to act like I'm sitting in the passenger seat." When in
12 reality, I'm sitting in the windshield watching everything.

13 MS. SUSAN BRAY: Yeah.

14 MR. MICHAEL ZAKARAUSKAS: Because you have to.

15 Now, what we talked about, that's what we wind up with.
16 We go from that -- because it comes into my shop under the
17 direction of my people, we go from that to that, four days.
18 And if we -- if we didn't do our own maintenance, and if we
19 didn't take care of our own vehicles, we would probably have
20 to have closer to 20 vehicles. Right now, we're operating
21 13.

22 That saves a lot of -- and we're not just talking about
23 the price of the vehicle, we're saving -- you know, you
24 can't just take the insurance off for a couple weeks while
25 the vehicle is there. I mean, you say there's a tremendous

1 amount of things behind the scene that you don't see, that
2 you save. So you've got to have your own people and you've
3 got to have your own place.

4 The vehicle -- the vehicles, they have integrated with
5 this camera. There's another fleet management software
6 system that's integrated. Tells when the vehicle needs an
7 oil change, when it needs an inspection. And I'm in the
8 process of integrating two other things right now.

9 This here's a little -- a little fob that each driver
10 is going to have one of these. So whatever vehicle they get
11 into, guess what, that -- that driver is going to be logged
12 into that camera, so that score of that driver is going to
13 go there. And if that driver is doing something wrong, my
14 watch goes off. They also get an email.

15 That's -- we also got -- we're integrating the fuel,
16 the fueling cards where the computer already knows how much
17 gas is in the van. So if somebody tries to stop and put a
18 hundred bucks worth of fuel in the van, that's already three
19 quarters full, guess what? It's not going to let you do it.

20 MS. SUSAN BRAY: Uh-huh.

21 MR. MICHAEL ZAKARAUSKAS: It's not going to let you do
22 it. You have to do all these little things to make sure
23 that everything is as efficient and accurate as possible.
24 And by having all these checks and balances, you wind up
25 with better employees. You wind up with better employees.

1 You wind up with happy employees that you can count on.

2 Years ago, we ran into, "Oh, the camera, the camera,
3 the privacy." We don't have that issue anymore. You -- you
4 get past that pretty quickly.

5 But that's why it's important that it's all managed
6 from one chair in the dispatch office. The pilot side, the
7 transportation side, you got to pull all that all together.

8 And what do I got here? Let's see here.

9 CAPTAIN PAUL LAMARRE: You don't make them wear
10 military uniforms or anything, right?

11 CAPTAIN JOHN BOYCE: Only on Tuesdays.

12 CAPTAIN PAUL LAMARRE: Okay. Well --

13 (Laughter.)

14 MS. SUSAN BRAY: Pretty impressive.

15 MR. TODD HAVILAND: Mike, how do you know if -- if a
16 pilot is late to a job --

17 MR. MICHAEL ZAKARAUSKAS: Well, that's -- that's --

18 MR. TODD HAVILAND: -- and the pilot says, "The car was
19 late"?

20 (Multiple background speakers.)

21 MR. MICHAEL ZAKARAUSKAS: That's where I come into, I
22 can go -- I can go -- I can go in here and I can go in here,
23 and I can click on trip history, and I can see all that
24 stuff. This takes snapshots every few minutes.

25 MS. SUSAN BRAY: Oh.

1 MR. MICHAEL ZAKARAUSKAS: So I can see -- I can see my
2 driver. See that guy in the back, that's -- that's a pilot.

3 CAPTAIN PAUL LAMARRE: You need a YouTube channel.

4 MR. MICHAEL ZAKARAUSKAS: That's the guy that's coming
5 out here to get on the Green Wing that you're all going to
6 get to watch come through shortly, so I know what time he
7 was picked up. It's 9:30. He was told to be in the van at
8 9:15. At 9:13:58, I can see he's in the van. I don't have
9 to call the pilot. I don't have to call the driver. I see
10 that. It's done. I don't have to worry about it.

11 Now, if he's late and if there -- you see those 9:13,
12 9:19, 9:25, if something happens in between that, I can send
13 a request and I can get all that, so it's all recorded.
14 Everything is recorded that goes in the van. There's no
15 doubt what time the pilot got in the van. There's no doubt
16 what time the van pulled into -- into Snell Lock. We've got
17 it all. And that's all about accountability.

18 And that all comes down to, "How are we going to move
19 your ship?" It all ties into that.

20 All right. Let me get out of that one there.

21 And then along with that -- and this is a tool that --
22 that we use. The Green Wing is coming in. It's going to be
23 at Snell at 12:30. Dispatch -- this is kind of our note --
24 our notepad. We keep track of the driver, what time he's
25 got to be picked up. We keep track of who the next pilot is

1 going to be, who the next driver is going to be. So
2 whenever you do turnover, you've got all this information in
3 front of the dispatchers. It's all there, and it all makes
4 sense, and it doesn't have to be interpreted. It's not on
5 somebody's scratch pad, on the back of a napkin. It's all
6 there.

7 And even when I'm not working, wherever I go, I've got
8 an iPad with me. I can look in, see all this, to see what's
9 going on.

10 Yeah, Todd.

11 MR. TODD HAVILAND: I just -- I think this is a good
12 stopping point to ask for questions --

13 MR. MICHAEL ZAKARAUSKAS: Okay. All right.

14 MR. TODD HAVILAND: -- or comments or...

15 MR. STEVE FISHER: How long have you had this system in
16 place?

17 MR. MICHAEL ZAKARAUSKAS: The cameras have been in
18 place since '21. The cameras have been '21, and we just
19 keep adding to it. You know, technology is getting
20 better --

21 MR. STEVE FISHER: Uh-huh.

22 MR. MICHAEL ZAKARAUSKAS: -- you know, things are
23 becoming more efficient. The camera saves a lot of money,
24 saves a lot of time, saves a lot of money.

25 There's -- there's no accurate way to evaluate the

1 problems that you've solved without it. But the fact that
2 you haven't had problems is enough for me.

3 MS. SUSAN BRAY: Oh, yes.

4 CAPTAIN PAUL LAMARRE: Is there a perceived
5 inefficiency outside of this system right now? Because it
6 seems like the pilots are getting where they need to go.
7 I'm wondering what the...

8 MR. JOHN CROWLEY: Is this one district or is this --

9 MS. SUSAN BRAY: That's a good question.

10 MR. JOHN CROWLEY: -- three districts would be part of
11 your question?

12 MR. TODD HAVILAND: Yeah. I want to thank Mike for
13 giving that presentation.

14 MS. SUSAN BRAY: It was great. Pretty impressive.

15 CAPTAIN PAUL LAMARRE: I feel violated and I don't even
16 drive for you.

17 (Laughter.)

18 MR. TODD HAVILAND: No. But I -- getting back to your
19 question, I think what Mike has put together really shows
20 how this type of dispatch mentality and infrastructure
21 optimizes the use of the pilot. I can't tell you how many
22 times I've heard, "Well, I want to drive myself so if I want
23 to drive -- you know, stop at, you know, Aunt May's, I can
24 stop at Aunt May's."

25 The most expensive thing -- I shouldn't say the most

1 expensive thing.

2 CAPTAIN PAUL LAMARRE: How do pee brakes work --

3 MR. TODD HAVILAND: Well, wait a second.

4 CAPTAIN PAUL LAMARRE: -- if you're going to stop at
5 Aunt May's?

6 MR. MICHAEL ZAKARAUSKAS: Well --

7 MR. TODD HAVILAND: But you should -- if you're going
8 to stop, you can stop.

9 MR. MICHAEL ZAKARAUSKAS: Yeah. I mean, if a pilot has
10 got to stop for a break, they're going to...

11 MR. TODD HAVILAND: Yeah, here, Mike, let me...

12 So I've been scrutinized over the years a lot, and I
13 know I'll continue to be scrutinized. And, you know,
14 everyone talks about, you know, pilot rates keep going up
15 and up and up and up. The biggest impact of the pilot rates
16 is when I have to have a pilot.

17 And, you know, in 2016, 2014, when they weren't making
18 a whole lot of money, and they didn't have the revenues to
19 provide a lot of these services, you know, we dealt with
20 what we dealt with. But now, you know, last year they
21 generated \$38 million. They're going to make about a half
22 million dollars a year. And I'm sorry, I think it's
23 ridiculous that a pilot drives himself. I think it's
24 ridiculous that a pilot fuels one of the vehicles. I think
25 it's ridiculous that the pilot will, you know, do anything

1 with the oil changes.

2 They're an essential resource. They're a limited
3 resource. And, you know, a pilot should sleep until
4 they're -- get their one-hour call. Just be told, "The car
5 is going to be there in an hour to pick you up."

6 Now, if it's like an hour, an hour and a half drive,
7 that's no big deal. But we've all seen, you know, just
8 coming up here from Syracuse --

9 MS. SUSAN BRAY: Yeah.

10 MR. TODD HAVILAND: -- or -- you know, there's nothing
11 convenient about very many of these ports. And a lot of the
12 ports, you got to drive a long ways to get there. And I
13 just think it's kind of a non-optimization of that pilot to
14 let that pilot drive himself and to have that pilot worry
15 about, "Where am I going to stay? Oh, shoot, I better wake
16 up, check SeaPro, check marine traffic, to see, you know,
17 has the ship been delayed?"

18 That's what the dispatcher is supposed to be doing.
19 That's, you know, the point I'm getting at. And so --

20 MR. JOHN CROWLEY: So were you using -- losing
21 operational hours for the pilots before, or were you -- I
22 mean, what -- what was the -- I understand kind of the logic
23 train here. It all sounds very simple and straightforward.
24 But was -- I guess I'm missing the problem why you want to
25 be more systemic about all of this.

1 MS. SUSAN BRAY: It's just efficiency and control.

2 MR. TODD HAVILAND: I primarily look at -- what I
3 primarily look at is safety and then I look at the delays.
4 And, you know, we've got a lot of pilots in the rate and I
5 get a lot of pushback on, "Do we need more pilots?"

6 And what I'm saying is, is it wasn't until I sat down
7 and saw the effort that goes into moving pilots around
8 through District 1 that I thought, "Wow." I mean, there's
9 no question in my mind that in District 1, the pilots are
10 being used in an optimal manner.

11 If you ask me about Districts 2 and 3, I couldn't
12 honestly tell you yes.

13 MR. BILL YOCKEY: Could you say no?

14 MR. TODD HAVILAND: I could say maybe.

15 MR. BILL YOCKEY: Well --

16 MS. SUSAN BRAY: I knew you were going to ask that.

17 CAPTAIN PAUL LAMARRE: I wouldn't ride in that car with
18 the camera. I wouldn't do it.

19 (Laughter.)

20 MS. SUSAN BRAY: Todd --

21 MR. TODD HAVILAND: This is --

22 ADFO MR. FRANK LEVESQUE: Me neither.

23 MR. TODD HAVILAND: Frank, do you want to...

24 ADFO MR. FRANK LEVESQUE: Yeah, recognize Steve.

25 MR. STEVE FISHER: I have a feeling Chris is going to

1 say --

2 MS. SUSAN BRAY: Yeah, Chris.

3 MR. STEVE FISHER: -- what I'm going to ask, which is:
4 For those of us in the audience who don't know, could
5 someone help enlighten us how what Mike described is
6 different from what goes on in District 3 and District 2?

7 MS. SUSAN BRAY: That's what I wanted to ask.

8 CAPTAIN CHRIS EDYVEAN: Can I speak?

9 MS. SUSAN BRAY: Yeah.

10 CAPTAIN CHRIS EDYVEAN: I'll stand up so everybody can
11 hear me. Chris Edyvean, Western Great Lakes Pilots.

12 We have a very different district than District 1. And
13 I really appreciate what Captain Boyce does in his district,
14 but it's not the same size cookie as we have in District 3.
15 I'm guessing District 1 might have 100 miles of roadway
16 countering the River District.

17 In District 3, if you basically drew a circle around
18 our major ports, we're talking 1,800 miles. Okay, 1,800
19 miles. So what works in District 1 so well does not work in
20 District 3.

21 I'd like to put out a couple points about that and a
22 couple points about our dispatchers. Number one, going back
23 to the dispatch, we have four dispatches. Like District 1,
24 they work 12-hour shifts, a week on and a week off. Our two
25 senior dispatchers combined have 55 years experience in our

1 district, 55 years. That's longer than I've been alive.
2 You cannot substitute or replace that type of institutional
3 knowledge, relationships and experience.

4 Now, D3 -- there's some kind of misconception here that
5 D3 does not use any type of drivers. We have contract
6 drivers in every corner of our district. And we -- and
7 believe me, I'm signing the checks every week for these
8 contract drivers that are moving our pilots around. Okay.
9 So it's very real and we have the invoices to prove it.

10 Do pilots drive themselves under certain circumstances?
11 Yes. If there's a lull in traffic and a pilot's in
12 Sault Ste. Marie for a day and a half and he wants to use a
13 company car to go to the grocery store, absolutely. You can
14 only sleep so many hours a day.

15 If a pilot is returning off the tour de rôle going on
16 his time for rest and he's driving a company car to his home
17 port of engagement so he can go home, absolutely.

18 But one thing I will say is under no case in District 3
19 does the overland transportation of a pilot ever interfere
20 with that pilot's minimum 10 hours rest as CFRs. And I
21 don't even know why that's a discussion point, but I -- I
22 sure feel like there's a lot of mud being slung at
23 District 3.

24 And I invite anybody, call me and come up to our
25 district, see what happens in -- in the dispatch room. I

1 call it the war room. Please come up there, see how we move
2 our pilots around a circumference of 2,000 miles.

3 In the last two weeks, we've had an average of about
4 25, 26, 27 ships in our district. We have not had one
5 delay. The pilots are resting. There's been no incidents.
6 There's been no inefficiencies. That, to me, sounds like a
7 successful operation.

8 CAPTAIN ANTHONY BRANDANO: Yeah, Tony Brandano,
9 President of Lakes Pilots.

10 Right now, we -- our district, we use drivers about 50
11 percent of the time. That would be primarily, you know,
12 getting off a ship, you know, or away from your -- or on a
13 ship away from your base.

14 I have gotten to talk with John a lot over the last few
15 months. And in our district, I think we can get something
16 close to what he has, and that's been a goal of mine since I
17 took over and since we've been communicating quite a bit.
18 And it's -- you know, I think we can implement a system in
19 the next, you know, two to three years to get us to a point
20 of 85 to 90 percent driver usage.

21 Obviously, there's the idea that the shorter drives are
22 going to be acceptable depending on what -- you know, what
23 we're up against. Mainly that amount of time would just be
24 to put some stability into the system, right? If you're
25 going to expand the drivers, you've got to get drivers that

1 stick, that aren't going -- that are going to be okay with
2 working those crazy hours, that will work with cars with
3 cameras in them. We want the system to be stable. And just
4 try to implement it overnight, it would not be -- it would
5 probably just be a high burn rate with low success.

6 Where right now we're already at 50 percent. We have
7 the ability to grow in three years, really stabilize it
8 every year with adding more and more and more onto it and
9 see how much we can actually put into the system.

10 But I think we can get something close to what John
11 has. I think it's -- it's a good idea. It's just a matter
12 of, you know, implementing it into what we have for our
13 current infrastructure.

14 CAPTAIN PAUL LAMARRE: You're talking about still
15 maintaining your autonomy within your district, but getting
16 closer to that system?

17 CAPTAIN ANTHONY BRANDANO: Getting -- I'm talking about
18 the driver system --

19 CAPTAIN PAUL LAMARRE: Right.

20 CAPTAIN ANTHONY BRANDANO: -- what we have in our
21 district.

22 What we have is in our dispatch -- since I've taken
23 over, we've had zero delays, zero retention. I think we've
24 been successful. We have -- can we be a little bit more
25 successful in the driver side of things and transportation

1 and keeping the pilots safe that way? Absolutely. And I --
2 I plan to address that.

3 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
4 Lakes Pilots.

5 Again, a couple other comments. We -- all of our cars
6 are Fords. They're all serviced at the Ford dealership in
7 Sault Ste. Marie by certified Ford mechanics. We have a
8 tracking app, which our dispatch can track the apps and we
9 can track the maintenance. Our office staff oversees the
10 maintenance.

11 And, you know, the other comment is to set up some kind
12 of ride service that encompasses five states and two
13 countries and -- and to try to establish an entity to --
14 that can comply with all those rules and regulations that
15 would be involved with that -- that's a much bigger project
16 than some people would think.

17 CAPTAIN ANTHONY BRANDANO: And Tony Brandano,
18 Lakes Pilots.

19 We also have a car tracking and maintenance app on
20 our -- our cars, so we can see essentially the same thing
21 that he has. We just don't have the cameras in the cars.

22 MS. SUSAN BRAY: Yeah.

23 CAPTAIN PAUL LAMARRE: Well, I'm thankful for that. I
24 rode with you.

25 (Laughter.)

1 CAPTAIN ANTHONY BRANDANO: I tell you...

2 MS. SUSAN BRAY: What were you doing?

3 (Laughter.)

4 MR. MICHAEL ZAKARAUSKAS: One thing about the cameras
5 you got to understand, you don't -- there's not somebody
6 sitting staring at the cars. Realistically, that's probably
7 the first time I've looked inside a car in weeks. I don't
8 look inside a car unless I have a reason to. Somebody is
9 late, somebody didn't show up.

10 MS. SUSAN BRAY: Right.

11 MR. MICHAEL ZAKARAUSKAS: Now, do I look to see where
12 the car is? Absolutely. If I -- if I got a pilot being
13 picked up at 11:15, I'm looking to see where that car is at
14 11:00. I'm looking at to see what time that car is supposed
15 to be on the road to prevent problems.

16 But the cameras, you have no idea how much money they
17 save. And if you don't like cameras, I guess you ought to
18 not go shopping.

19 MS. SUSAN BRAY: Is there a cost -- actual cost savings
20 that you've seen with your program versus what you've had
21 prior or --

22 MR. MICHAEL ZAKARAUSKAS: Absolutely.

23 MS. SUSAN BRAY: -- can you see it? Other than --
24 other than what is the obvious efficiencies that you see and
25 the safety concerns, but the -- the actual cost savings of

1 bringing it in-house?

2 MR. MICHAEL ZAKARAUSKAS: Absolutely.

3 CAPTAIN JOHN BOYCE: Yeah, we end up fixing the cars
4 far cheaper, whether it's buying parts or getting it painted
5 or --

6 MS. SUSAN BRAY: Even paying your own mechanics?

7 CAPTAIN JOHN BOYCE: Yeah.

8 MS. SUSAN BRAY: Even everything you've seen.

9 MR. MICHAEL ZAKARAUSKAS: I mean, the tires. We have a
10 national account with Michelin for tires. You're paying 250
11 bucks for a Michelin tire. I'm paying 175. I mean, you
12 know...

13 MS. SUSAN BRAY: Yeah.

14 MR. MICHAEL ZAKARAUSKAS: But you buy things in bulk.
15 We buy -- we get fleet pricing when we go to the -- when we
16 go to buy the parts from Toyota.

17 MS. SUSAN BRAY: Uh-huh.

18 MR. MICHAEL ZAKARAUSKAS: If you go out in town and
19 just buy them, you're paying retail.

20 MS. SUSAN BRAY: Uh-huh.

21 MR. MICHAEL ZAKARAUSKAS: There -- there's a
22 tremendous -- tremendous amount of savings.

23 MS. SUSAN BRAY: Okay.

24 MR. TODD HAVILAND: And how many more vehicles would
25 you need if you didn't do all that stuff in-house?

1 MR. MICHAEL ZAKARAUSKAS: Probably five more, I'd say
2 conservatively.

3 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
4 Lakes Pilots.

5 I think we can argue or compare apples to apples,
6 apples to oranges with dispatch between the three districts.
7 But I think that the thing we need to take away from this is
8 that the logistics in all three districts are very, very
9 different.

10 MS. SUSAN BRAY: Oh, yeah.

11 CAPTAIN CHRIS EDYVEAN: And I think all three districts
12 are doing the best job possible to make it work, and I -- I
13 don't see much discussion after that, after realizing that.

14 CAPTAIN PAUL LAMARRE: Is there actually a proposal to
15 change that current system, or are we expecting a change to
16 the system? Is that something that --

17 MS. SUSAN BRAY: Are we trying to centralize this or
18 make it uniform?

19 MR. TODD HAVILAND: Tony.

20 (Multiple speakers.)

21 CAPTAIN ANTHONY BRANDANO: Tony Brandano. I agree with
22 Chris' statement.

23 MR. BILL YOCKEY: I agree with Chris, too. But he --
24 what he's -- he's let his maintenance now -- he had to hire
25 a -- another person. It would be like -- I mean, he --

1 where before the pilots used to, you know, run it up to the
2 oil change --

3 MR. TODD HAVILAND: Uh-huh.

4 MR. BILL YOCKEY: -- or run it to the car wash or
5 something like that. Now he's got a specific individual that
6 does all of that, so it relieves the pilots --

7 MS. SUSAN BRAY: Or the cars --

8 MR. BILL YOCKEY: -- of any of the maintenance stuff
9 that -- that you're concerned about. And I appreciate your
10 concern for -- for the transportation of the pilots. Many
11 times, you know, you'll be driving and falling asleep and --

12 MS. SUSAN BRAY: Yeah.

13 MR. BILL YOCKEY: -- it's nice to have a driver.

14 MR. TODD HAVILAND: What, did you have six deer hits
15 last year?

16 CAPTAIN JOHN BOYCE: Yeah, we usually -- five to seven
17 it seems about the -- about the average. Some are dents,
18 some are like the one in the video that takes out the whole
19 front end.

20 MS. SUSAN BRAY: Okay.

21 MR. CHRIS HALL: Hi, Chris Hall again. Thanks very
22 much for the information. That is really, really helpful.
23 And I did visit D1 and saw the operation and -- and was
24 quite impressed.

25 But Captain Chris and Tony, thank you for describing

1 what you do in your districts. That was really, really
2 helpful, too, in being able to understand.

3 Now, I guess my comment is we need to make sure we're
4 not -- you know, it's not a solution looking for a problem
5 here. You know, I'd be interested to know if perhaps the --
6 the smart accounting folks, that who work for the
7 Coast Guard, could do an analysis on costs across the three
8 districts per -- per land transportation mile or per mile,
9 whatever the -- whatever the right metric is, so we are
10 comparing apples to apples across all three.

11 Maybe one model is better and more efficient and has a
12 tremendous cost saving to another, or maybe it's marginal.
13 You know, we don't know whether we have a significant
14 problem there or not.

15 What I do like, though, is the safety that it builds in
16 with taking as much of the logistics off the pilot's plate,
17 and I think that's the part that we all recognize that.

18 MS. SUSAN BRAY: Yeah.

19 MR. CHRIS HALL: So kudos to all three districts who
20 take as much off the pilots' backs as you can and let them
21 do their job piloting ships.

22 So those are my comments. Yeah, let's just not put a
23 lot of energy into something that may not be a systemic
24 problem.

25 MR. NATHANIEL TURNER: Nathaniel Turner with

1 CohnReznick again.

2 Just did want to note we do have comparison portions of
3 the report, which compares expenditures for all three
4 districts. So you do see areas where districts in one case,
5 they may have a lower dispatch cost as opposed to others, or
6 travel expenses may be higher due to the additional service,
7 however, safety and -- and we do have a variance analysis
8 portion where it compares the expenditures for one year
9 versus a five-year trend or a five-year average. But then
10 those results are then passed to the Coast Guard for them to
11 do further analysis.

12 But I do enjoy the rec -- do agree with the
13 recommendation of seeing different cost-saving measures and
14 more of a ratio or metric for cutting that down to -- or
15 another service we could provide.

16 CAPTAIN PAUL LAMARRE: Each pilot district is operated
17 as an independent company, correct?

18 CAPTAIN JOHN BOYCE: Yes.

19 CAPTAIN PAUL LAMARRE: So we could make a
20 recommendation to do an analysis of maximizing efficiency
21 within each district. But I think taking away the
22 individual decision-making power of each district goes
23 against their ability to operate as an independent company.

24 MR. TODD HAVILAND: Well, can I weigh in for a few
25 minutes, please?

1 So when I first took over, D2 was doing the majority of
2 the dispatching in District 3. The Canadians were
3 dispatching the American pilots in District 1. District 2
4 was dispatching all the Canadian pilots, also. For various
5 reasons, on the Canadian side, they asked to take dispatch
6 back and...

7 So I -- I don't view a pilot association's ability to
8 dispatch themselves as essential to running the operation.
9 I have been asked, on a number of occasions by the
10 Users Coalition, you know, "Is it possible to consolidate
11 the dispatch in one central area?" Because they're
12 interested in a one-stop shop when it comes to ordering a
13 pilot throughout the Great Lakes.

14 I think that's a possibility. I think a lot of, you
15 know, pushback to what was never even discussed or proposed
16 is a bit interesting because at no time did I say anything
17 about consolidating. But all of the sudden, I get this
18 somewhat robust defense without even saying anything. So it
19 just leads me to believe that maybe things aren't as rosy in
20 all the pilotage districts as I've been led to believe.

21 And really, I've got a statutory responsibility to look
22 at the cost of providing pilotage service. So I think I've
23 got some duty to see if I can establish a one-stop shop and
24 I can do it cheaper than the three shops together, well then
25 I should probably look at that. Nothing has been decided.

1 Because if something had been decided, I would have already
2 implemented it.

3 My criticisms of some of the dispatch have been known
4 for years and there have been some incremental changes. But
5 I think there's, you know, some more efficiencies to be
6 gained.

7 And the point in asking, you know, Mike to come and do
8 this presentation, I know he's tracking the ships before
9 they come into the system. I know he tracks them all the
10 way to District 3 and out. And there's no doubt in my mind
11 that, you know, what he's doing optimizes the use of the
12 pilot. And I think the optimal use of the pilot, since it's
13 such a limited resource, especially in an environment where
14 the maritime industry is kind of constrained and having a
15 hard time recruiting people, that -- you know, if -- if
16 we've got the right number, great, then it's just going to
17 validate we got the right number. If it says we need more
18 pilots, then we need to bring more pilots. If it says,
19 "Hey, you know, we can do this with a few less," then I
20 think we should do it with a few less.

21 And, again, if the ordering and billing of a pilot can
22 be done in a more cost-effective manner, I've got a
23 statutory responsibility to look into that.

24 MS. SUSAN BRAY: Understandable.

25 MR. TODD HAVILAND: So I -- that was the purpose of

1 that presentation.

2 CAPTAIN PAUL LAMARRE: If there was going to be a
3 broader change made, would it be something that would be
4 openly discussed as to an implementation plan? Because that
5 obviously would be very complex.

6 MR. TODD HAVILAND: Yeah. We're going to talk about
7 the MOU later. With all these things, you know, first, it
8 comes down to, you know, "Is there an idea worth
9 investigating? Okay. Does a solution make sense? Okay.
10 Now, how long is it going to take to implement it?"

11 Because, you know, whatever we do moving forward, you
12 got to look at, "Okay. When are you going to start doing
13 it? How much of it are you going to do?"

14 And, you know, Chris has -- you know, not all of his
15 dispatchers work in Brimley. So if his guys can work
16 remote --

17 MR. BILL YOCKEY: I --

18 MR. TODD HAVILAND: Don't -- wait, I --

19 MR. BILL YOCKEY: Todd --

20 MR. TODD HAVILAND: I'm just making a point. I'm just
21 saying, you know, what that tells me --

22 MR. BILL YOCKEY: Why do they have to be in Brimley?

23 MR. TODD HAVILAND: It's -- you're making my point.
24 Why do they have to be -- like, what I heard from Chris --

25 MR. BILL YOCKEY: I know we're making your point and --

1 MR. TODD HAVILAND: Wait, wait.

2 MR. BILL YOCKEY: Okay.

3 MR. TODD HAVILAND: But what I heard from Chris was,
4 "They've all got to be right here." And all I'm saying is
5 they're all not right there, so -- and, again, I -- I
6 haven't, you know, made a policy change. But I think --

7 MR. BILL YOCKEY: Are you going to put it in writing?
8 Is it going to go to a Notice of Proposed Rulemaking? How
9 are you going to do it?

10 MR. TODD HAVILAND: It --

11 MR. BILL YOCKEY: That's what I want to know.

12 MR. TODD HAVILAND: It depends on what the "it" is.

13 MR. BILL YOCKEY: Well, it sounds like the "it" is, is
14 to, you know, consolidate three -- three dispatch.

15 MR. TODD HAVILAND: If it makes financial sense --

16 MR. BILL YOCKEY: Why does it have to be financial?
17 What about the safety and everything else that's involved
18 with the -- it's safely and efficiently. It's not
19 just efficient.

20 MR. TODD HAVILAND: No, I -- I understand.

21 MR. BILL YOCKEY: Okay.

22 MR. TODD HAVILAND: But if you'll let me finish. If we
23 can do it something cheaper and not compromise maritime
24 safety, then I don't know why we wouldn't investigate this.

25 Yes, sir.

1 MR. JOHN CROWLEY: I've got to come back to Paul's
2 comment a little bit ago of having some sort of
3 investigation analysis --

4 MR. TODD HAVILAND: Uh-huh.

5 MR. JOHN CROWLEY: -- of the safety of the efficiency
6 and financial --

7 MS. SUSAN BRAY: And the costs.

8 MR. JOHN CROWLEY: -- you know, pieces to this pie.
9 What you're talking about, I mean, quite frankly, I mean, I
10 was involved in an advisory committee -- not of the
11 Coast Guard -- another federal agency that had boats and --
12 and ships all over the globe. And I heard the same
13 arguments from different pieces of the organization as I've
14 heard today.

15 But they came in with a problem set of having white
16 space that they weren't able to fill because of the
17 inefficiency of the process and without the budget that they
18 could fill the white space.

19 MS. SUSAN BRAY: Uh-huh.

20 MR. JOHN CROWLEY: And by doing some of the things that
21 have been talked about in a uniform way, they filled white
22 space and they -- they did it within budget. And then they
23 got more budget because they were so successful.

24 But that started with -- and it was a lot, a lot, a lot
25 of work. But it started with the proposition that they

1 could identify what the problem was.

2 MS. SUSAN BRAY: That's right, yeah.

3 MR. JOHN CROWLEY: And I think -- and I would just
4 respectfully suggest that you got to have a little bit
5 better problem set before you chase and just chase for the
6 cheapest solution. I mean, I -- I'm all for that, believe
7 me. But I -- but I just think you need to start with
8 something based upon the kinds of information we have
9 available. And then -- and then, yes, it should be an open
10 discussion.

11 Bring it back here next year and -- I think, you know,
12 we can have a robust discussion about --

13 MS. SUSAN BRAY: Yeah.

14 MR. JOHN CROWLEY: -- some of that stuff.

15 CAPTAIN PAUL LAMARRE: We've agreed twice now in the
16 same meeting.

17 MR. JOHN CROWLEY: I felt it coming, Paul.

18 MS. SUSAN BRAY: Just good.

19 MR. JOHN CROWLEY: I think it's because Steve is
20 leaving.

21 (Laughter.)

22 MR. NAIM NAZHA: A comment from the back.

23 (Multiple speakers.)

24 THE COURT REPORTER: I can't hear him.

25 MR. NAIM NAZHA: (Inaudible)...the committee to explore

1 what we have seen earlier for the Voyage Information System.
2 So while maybe maximizing the -- the efficiency of the
3 system, the dispatching on both sides, the Canadian and the
4 U.S. side.

5 MR. STEVE FISHER: Steve Fisher, American Great Lakes
6 Ports.

7 Yeah, but just -- you know, it doesn't hurt to analyze.
8 Just we'd recommend you just keep a -- first of all,
9 appreciate -- appreciate very much, because we're the ones
10 who -- who harangue you on this.

11 MR. TODD HAVILAND: Uh-huh.

12 MR. STEVE FISHER: Appreciate you looking for
13 efficiencies. But there's obviously a difference of opinion
14 about how to achieve those, so I think analysis would be a
15 logical next step and then this group could convene in the
16 future and look at that analysis.

17 CAPTAIN JOHN BOYCE: I think this went way cart before
18 the horse.

19 (Laughter.)

20 CAPTAIN PAUL LAMARRE: Way, way.

21 CAPTAIN JOHN BOYCE: And I know Chris was up a few
22 months ago, and while he was here, went over to our dispatch
23 office, looked at things, and I think it kind of was
24 convenient and easy to see. District 1 is right here and
25 what we're doing and how much goes into all of this. And

1 we're here. It was easy for dispatch to go 15 minutes --

2 MR. TODD HAVILAND: Uh-huh.

3 CAPTAIN JOHN BOYCE: -- from our office to here and put
4 our presentation for the -- the broader group to see what
5 goes into all of it more than who's right and who's wrong in
6 all of this.

7 So I -- I think we went way cart before the horse in
8 stopping anything and I -- I don't know that looking into is
9 an indefensible position from anybody. I think that's a lot
10 more where we're at --

11 MS. SUSAN BRAY: Yeah.

12 CAPTAIN JOHN BOYCE: -- now than the world is ending
13 and...

14 MR. TODD HAVILAND: Yeah, I agree. And I'll use the
15 example of the Klein system. I mean, the Klein had been
16 around forever and one of the pilot groups said, "Hey, I'd
17 like to create something that's not Klein. Sure." And then
18 over time, they validated it. And then we brought it to the
19 advisory committee and said, "Look, there's this system,
20 it's not Klein. This is all the extra stuff that it does to
21 help the pilots and to help move traffic."

22 So it was up in Port Huron, and the committee said,
23 "Yes. Coast Guard, you know, stop having the pilots use the
24 Klein system and have them go to SeaPro."

25 I view this as a similar discussion, you know, step-off

1 point. You know, I think it's time to look at how the
2 pilots are dispatched and how the dispatch is being, you
3 know, implemented to make sure that the pilots are being
4 used in an optimal manner.

5 If I had the answer that said, you know, "This is a
6 percentage for this group, that group and that group," I
7 would have brought those percentages." But it's still early
8 on.

9 MR. JOHN CROWLEY: Do you have a sense of, "Here's a
10 half dozen metrics or even three metrics," that I would like
11 that would -- that would be informative and tell me
12 something about the safety and efficiency, effectiveness of
13 the -- of the dispatch system? I mean, we're -- we're
14 talking about everything from -- in this discussion,
15 everything from maintenance of a -- of a car, replacing a
16 fender to, you know, actually dispatching the pilot to the
17 right place. That's a -- that's something this big. I
18 don't...

19 You know, but I would want to have, if I were you --

20 MR. TODD HAVILAND: Uh-huh.

21 MR. JOHN CROWLEY: -- an idea of necking that down to
22 some -- some things that I'm looking at to tell whether I'm
23 going in the right or wrong direction or if I need to go in
24 a different direction. And I -- without judging what the
25 answer is --

1 MR. TODD HAVILAND: Uh-huh.

2 MR. JOHN CROWLEY: -- and -- so I don't know if you've
3 got that. You may have that in your head. That's why
4 you're already going -- you know, I think I know kind of an
5 answer, but...

6 MR. TODD HAVILAND: Do you have some recommendations on
7 what I should look at?

8 MR. JOHN CROWLEY: Having thought about this for about,
9 what, 45 minutes now, no.

10 (Laughter.)

11 MR. JOHN CROWLEY: But I could -- I could come up with
12 something. But I --

13 (Multiple speakers.)

14 MR. JOHN CROWLEY: I'm saying I -- you know, I would
15 suggest you do that.

16 MR. BILL YOCKEY: I want something -- I need something
17 in writing. If it's going to be a proposed rulemaking, we
18 have to be able to comment on it.

19 MR. TODD HAVILAND: Okay.

20 MR. BILL YOCKEY: You just can't, you know, think that
21 everything -- because there's nothing broke here. And
22 efficiency doesn't replace safety in my mind. So you got to
23 put something writing. It doesn't have to come from him.
24 It has to come from you.

25 MR. TODD HAVILAND: Okay.

1 MR. BILL YOCKEY: All right.

2 MR. TODD HAVILAND: Chris.

3 MR. CHRIS HALL: Thanks, Todd. So, Todd, you mentioned
4 you have a responsibility in your position to make sure that
5 the service is provided efficiently. Great. Do you need
6 the committee to have -- direct you in that, or do you have
7 the autonomy to make the decision to go ahead with the
8 analysis like we've been talking about?

9 MR. TODD HAVILAND: The law requires me to consult with
10 the committee before I make a policy change.

11 MR. CHRIS HALL: Before you make a policy change?

12 MR. TODD HAVILAND: Or before I change a regulation.

13 MR. CHRIS HALL: Right. So we're not talking about --

14 MR. TODD HAVILAND: And if I change a regulation, it's
15 through notice and comment.

16 MR. CHRIS HALL: But if --

17 MR. TODD HAVILAND: If I want to change a policy, I've
18 met that standard.

19 MR. CHRIS HALL: Bring it back here, yeah.

20 MR. TODD HAVILAND: No, I don't have to bring it back
21 here. I -- I've communicated right now that, you know,
22 there may be -- there may need to be a change with the way
23 dispatching is done.

24 MR. CHRIS HALL: So you don't need a recommendation?

25 MR. TODD HAVILAND: No, a recommendation would help me.

1 MR. BILL YOCKEY: If you --

2 MR. TODD HAVILAND: I -- I -- again, this is cart
3 before the horse. I -- I'm not really ready to march out
4 and do a whole lot.

5 MR. JOHN CROWLEY: But if you're saying you don't have
6 to come back here again, I'll -- I'll disagree with that.

7 MR. TODD HAVILAND: Okay.

8 MR. JOHN CROWLEY: I mean --

9 MR. BILL YOCKEY: That's why we --

10 MR. JOHN CROWLEY: -- you haven't given us enough in
11 this conversation to know what we're commenting on.

12 MR. BILL YOCKEY: Right.

13 MR. JOHN CROWLEY: You're asking for input, and I think
14 there's a willingness to give input.

15 MR. TODD HAVILAND: Uh-huh.

16 MR. JOHN CROWLEY: But -- but it's -- you know, there's
17 a little bit of a --

18 MR. CHRIS HALL: Yeah. We just don't know the scope or
19 the size of the problem.

20 (Multiple speakers.)

21 MR. JOHN CROWLEY: I mean, I think you do have an
22 obligation to come back with something --

23 MR. BILL YOCKEY: Yes.

24 MR. JOHN CROWLEY: -- that's more concrete to comment
25 on.

1 MS. SUSAN BRAY: With some data.

2 MR. BILL YOCKEY: What's broke? What's broke?

3 MS. SUSAN BRAY: Data.

4 (Multiple speakers.)

5 MS. SUSAN BRAY: Is something broke?

6 MR. TODD HAVILAND: Well, I -- I think it's --

7 MS. SUSAN BRAY: Yeah.

8 MR. TODD HAVILAND: I -- I'm not saying that anything
9 is broken. What I'm asking is, "Can something be done
10 better, more cheaply, and not compromise maritime safety?"

11 MR. JOHN CROWLEY: That's -- that's obvious. That's --
12 that's the statute right there.

13 MR. TODD HAVILAND: That's --

14 MR. BILL YOCKEY: That's an oxymoron.

15 (Multiple speakers.)

16 MR. JOHN CROWLEY: You know, so -- so keep -- give
17 me -- give me your next step.

18 MR. BILL YOCKEY: Tell me one time when you save money
19 and increase safety?

20 MS. SUSAN BRAY: The proposal -- the proposal for that,
21 yeah.

22 MR. BILL YOCKEY: Can't do both.

23 MR. JOHN CROWLEY: Take -- take another --

24 MR. BILL YOCKEY: Can't save money and be safe.

25 MR. STEVE FISHER: Steve Fisher. Thank you for saying

1 you're going to do what you just said you were going to do.

2 MR. TODD HAVILAND: Yeah.

3 MR. STEVE FISHER: We think it's the right thing to
4 do --

5 MR. TODD HAVILAND: I mean, if --

6 MR. STEVE FISHER: -- the right way to manage this
7 program. Thank you.

8 MR. TODD HAVILAND: Yes.

9 CAPTAIN PAUL LAMARRE: So what you're complimenting or
10 is that -- so we're not going to walk away from here and
11 there's going to be a change to dispatching without this
12 type of diverse discussion or...

13 MR. TODD HAVILAND: I -- I don't know. I mean, it
14 depends on --

15 MS. SUSAN BRAY: Where are we going from this?

16 MR. TODD HAVILAND: -- what the --

17 CAPTAIN PAUL LAMARRE: Right.

18 MR. TODD HAVILAND: It depends on -- when you tell me
19 that I'm not going to do any changes --

20 CAPTAIN PAUL LAMARRE: Right, and that's --

21 MR. TODD HAVILAND: -- that's a pretty stark question.

22 CAPTAIN PAUL LAMARRE: I don't --

23 MR. JOHN CROWLEY: I don't think that's what the
24 comment was, though. The comment was: If you're going
25 to -- if you're going to start change -- implementing

1 changes or redefining part of this system that we've now put
2 on the table of dispatch from taking care of vehicles to
3 getting a pilot on and you're using this as your --

4 MR. BILL YOCKEY: Right.

5 MR. JOHN CROWLEY: -- as your basis for notice and
6 comment, I think you're off base.

7 CAPTAIN PAUL LAMARRE: That's --

8 MR. TODD HAVILAND: Wait, wait.

9 CAPTAIN PAUL LAMARRE: Making a change to that you're
10 going to use Callahan brake pads versus how you're going to
11 dispatch pilots across all three districts, that would be my
12 thing.

13 MR. TODD HAVILAND: But all I'll say is this, is when
14 dispatch changed before, it was never brought to the
15 advisory committee. It just happened. So I --

16 MR. BILL YOCKEY: Within the confines of that district.

17 MR. TODD HAVILAND: No, not within the confines of that
18 district.

19 MR. BILL YOCKEY: I beg to differ, because at one time
20 we had five stations in District 3.

21 MR. TODD HAVILAND: Okay.

22 MR. BILL YOCKEY: That -- that evolved into one.

23 MR. TODD HAVILAND: When -- when Paul Wesserman told
24 Danny Gallagher "You're no longer going to dispatch
25 District 3," he didn't bring it to the Advisory Committee.

1 There wasn't notice and comment.

2 When Stephan came to Danny in Cleveland and said, "Hey,
3 we want to do our own dispatching at the GLPA,"
4 that -- there was no comment, there was no -- I'm not saying
5 that I'm going to do anything. But I'm just saying I'm not
6 going to artificially tie my hands to not exercise authority
7 for that.

8 MS. SUSAN BRAY: But how are you going to make that
9 decision?

10 MR. BILL YOCKEY: On his own.

11 MS. SUSAN BRAY: I mean -- I mean, I would like to
12 know --

13 (Multiple speakers.)

14 MS. SUSAN BRAY: -- will you be going out for future
15 analysis, as well?

16 MR. TODD HAVILAND: Yes.

17 MS. SUSAN BRAY: Okay. Okay.

18 MR. TODD HAVILAND: The analysis isn't complete and
19 that's why I haven't done it yet.

20 CAPTAIN PAUL LAMARRE: Can we make a recommendation
21 that a plan or -- I guess a plan to centralize dispatch
22 would come before this committee for discussion before it
23 would be implemented?

24 MR. JOHN CROWLEY: Analysis and a proposal.

25 MR. TODD HAVILAND: You can make whatever

1 recommendation you want.

2 MR. JOHN CROWLEY: Analysis and a --

3 MR. JOHN BAKER, JR.: I'll second that.

4 MR. JOHN CROWLEY: -- set of options or...

5 MR. TODD HAVILAND: Yeah. Well, please type it up.

6 (Multiple speakers.)

7 MR. JOHN CROWLEY: I mean, I'm -- I'm reminded by one
8 of the introductory comments that talked about how effective
9 this committee has become --

10 MR. TODD HAVILAND: Uh-huh.

11 MR. JOHN BAKER, JR.: Yeah.

12 MR. JOHN CROWLEY: -- because of the dynamics of the
13 committee and you're -- you --

14 MR. JOHN BAKER, JR.: Transparency.

15 CAPTAIN PAUL LAMARRE: I think it's the strongest the
16 committee has ever been.

17 MR. JOHN CROWLEY: You just used a couple of examples
18 out of history to support what you'd like to be able to do,
19 and I would respectfully suggest that that's backing off of
20 the -- the pedestal that this committee has been put on by
21 one of the esteemed leaders of the organization at the
22 beginning of the -- of the meeting.

23 (Multiple speakers.)

24 MR. JOHN CROWLEY: So just -- I would -- I would
25 respectfully --

1 MR. JOHN BAKER, JR.: Advisory --

2 MR. JOHN CROWLEY: -- suggest to be careful about that
3 for -- for the benefit of the committee and the Director's
4 you know, ease of -- of being successful. That's the answer
5 on that one.

6 CAPTAIN PAUL LAMARRE: I like that. Do you want me to
7 read it aloud?

8 MS. SUSAN BRAY: Sure.

9 CAPTAIN PAUL LAMARRE: Oh, wait a minute.

10 CAPTAIN JOHN BOYCE: Well, who is making that?

11 CAPTAIN PAUL LAMARRE: I'm making it.

12 CAPTAIN JOHN BOYCE: Okay.

13 CAPTAIN PAUL LAMARRE: And John seconded it.

14 CAPTAIN JOHN BOYCE: Thank you.

15 CAPTAIN PAUL LAMARRE: A plan to centralize --
16 recommendation, a plan to centralize dispatch would first be
17 analyzed and be brought to the Pilot Advisory Committee or
18 GLPAC, Great Lakes Pilot Advisory Committee.

19 CAPTAIN ANTHONY BRANDANO: Specialize -- or specify
20 that and brought before the committee.

21 CAPTAIN PAUL LAMARRE: Yeah, the Great Lakes Pilotage
22 Advisory Committee, GLPAC.

23 (Multiple speakers.)

24 CAPTAIN JOHN BOYCE: For approval? That's your motion?

25 CAPTAIN PAUL LAMARRE: I like it. It's a sexy motion.

1 CAPTAIN ANTHONY BRANDANO: How about brought before the
2 committee? Paul, brought before the committee, not to the
3 committee.

4 CAPTAIN PAUL LAMARRE: Yep.

5 MS. SUSAN BRAY: Brought before.

6 CAPTAIN PAUL LAMARRE: Brought before the committee.

7 MS. SUSAN BRAY: That's an important change.

8 CAPTAIN PAUL LAMARRE: Yeah, I -- you want me to read
9 it again?

10 CAPTAIN JOHN BOYCE: As amended.

11 CAPTAIN PAUL LAMARRE: All right.

12 MR. TODD HAVILAND: Please read it again.

13 CAPTAIN PAUL LAMARRE: I'll read it again. A plan to
14 centralize dispatch would be first analyzed and be brought
15 before the Great Lakes Pilotage Advisory Committee.

16 CAPTAIN JOHN BOYCE: All in favor?

17 (Affirmative response.)

18 CAPTAIN JOHN BOYCE: It's unanimous. It carries.

19 We've got lunch coming in.

20 CAPTAIN PAUL LAMARRE: Do we have more on that list?

21 MR. TODD HAVILAND: Oh, that's fine.

22 ADFO MR. FRANK LEVESQUE: What time is the vessel
23 coming through?

24 MR. MICHAEL ZAKARAUSKAS: 12:30 at Snell.

25 ADFO MR. FRANK LEVESQUE: Okay.

1 CAPTAIN JOHN BOYCE: Should be, like, 1:30.

2 MR. MICHAEL ZAKARAUSKAS: It will be here at 1:30.

3 MS. SUSAN BRAY: But you could see it.

4 MR. MICHAEL ZAKARAUSKAS: Oh, yeah.

5 MR. TODD HAVILAND: So now we're at pilot availability.

6 MS. SUSAN BRAY: Which is great.

7 MR. MICHAEL ZAKARAUSKAS: Yep.

8 CAPTAIN JOHN BOYCE: While they're setting up for
9 lunch, let's go for another 20, 30 minutes, something like
10 that --

11 MS. SUSAN BRAY: Yeah.

12 CAPTAIN JOHN BOYCE: -- then break for lunch.

13 MR. TODD HAVILAND: Yes. So the next two things I want
14 to kind of combine are pilot availability and winter
15 navigation. Over the last season, there was some -- and in
16 my discussions with some of the pilots, there's some
17 confusion. You know, the law requires the pilots to be
18 available, so -- oh, thanks.

19 MS. SUSAN BRAY: Thank you.

20 MR. TODD HAVILAND: Thanks, Mike.

21 So, you know, the working rules that lay out, you know,
22 days off and recuperative rest, and those things, those
23 aren't a contract between the individual pilots and me or
24 the Coast Guard. So if a ship needs to move and there's a
25 rested pilot, that pilot needs to be, you know, notified

1 early enough to be properly rested and then, you know, move
2 to that ship.

3 I -- you know, I'm not really looking for a
4 recommendation. I just, you know, want to reestablish with
5 the Committee and with the stakeholders that, you know, the
6 10 days off that we have in the staffing model, that's a
7 goal. It's never been intended to be in a block. And
8 there's no, "Hey, if you come in on your days off, I'm going
9 to give you some extra days off."

10 This is a monopoly. You're operating in a monopoly.
11 This is a compulsory service required by U.S. law, so -- and
12 the pilots make a lot of money. And I think we've given
13 them all the resources that they need.

14 And in the wintertime, the Iver Bright, you know, stays
15 in the system. And I've asked Districts 2 and 3 to present
16 some winter working rules. Because, you know, the Canadian
17 Domestic Fleet and the Iver Bright still order pilots. I'm
18 trying to balance that with, you know, yes, I want these
19 guys to be able to spend time with their families and, you
20 know, schedule, you know, whatever personal things they want
21 to do.

22 But if ships have to move -- you know, just like
23 throughout the entire season, when the -- just throughout
24 the entire time when the locks are open, even when the locks
25 are closed, you know, that work needs to be shared by, you

1 know, the pilots and those revenues need to be shared by the
2 pilots.

3 And I -- I keep going back to, you know, there are a
4 lot of things that used to happen prior to 2016, that
5 shouldn't be happening anymore. And I -- whoever the pilot
6 president was, whoever you trained under, you know, that --
7 you know, I -- I don't want to see disparities in
8 compensation between partners. I mean, there just shouldn't
9 be any, and it should be minuscule.

10 You know, in the wintertime, the junior guys shouldn't
11 have to come out or the senior guys shouldn't be allowed to,
12 you know, keep all that money. When, you know, ships first
13 come into the system, they tend to come to Lake Ontario and
14 turn around and then maybe two or three will make that
15 journey, you know, into Districts 2 and 3. You know, it
16 shouldn't be the same guys every year moving those ships.
17 And those guys moving those ships shouldn't be treated any
18 differently than any of the other, you know, partner pilots.

19 And I -- so that -- that's all I have to say about
20 that. One of the -- one of our working rules, Tony has
21 presented some to me. I think we're in the process of
22 approving them, or is that the training plan?

23 CAPTAIN ANTHONY BRANDANO: That's the training plan.

24 MR. TODD HAVILAND: I'm sorry.

25 CAPTAIN ANTHONY BRANDANO: We -- we've verbally

1 discussed --

2 MR. TODD HAVILAND: Yeah, we've talked. I've talked to
3 Tony and I've talked to Chris about the winter work, so I --
4 and I understand that, you know, all these ships coming in
5 and out of Lake Ontario doing the turnarounds are a lot
6 different. And, you know, at the end of the year, you know,
7 some guys can be let go.

8 But, again, you know, just because you don't think
9 you're going to get called back doesn't mean that you can
10 just not tell anyone and go to Japan. Or say, "Hey, you
11 know, I'm going to Florida and I don't have to come back
12 because these are my days off."

13 Yes, sir.

14 MR. BILL YOCKEY: Are you going to maintain the payroll
15 for the three months of the shutdown? Is that what you're
16 saying? If a pilot has to be available, he has to be paid.

17 MR. TODD HAVILAND: Well, that's what the winter
18 working rules are for. But what I'm saying is --

19 MR. BILL YOCKEY: Well, somebody --

20 MR. TODD HAVILAND: Wait, wait. Can I -- I'm trying to
21 do a better job of explaining. What I'm saying is the
22 revenue that's generated during the wintertime, it
23 fluctuates from year to year. Sometimes there's a lot of
24 demand from the Canadian Domestic Fleet, sometimes there
25 isn't.

1 You know, the -- the Iver Bright, for the last five
2 years, it's a foreign flagship, it requires a pilot. And
3 all I'm saying is the revenue generated by those vessels --

4 MR. BILL YOCKEY: I know.

5 MR. TODD HAVILAND: -- shouldn't go to just the pilot
6 providing the service. It has to be spread out.

7 MR. BILL YOCKEY: All right. I'm asking you now: Are
8 you going to put all the pilots on the role for the
9 wintertime?

10 Because, you know, a lot of these people do live in
11 Florida and that people are up here and willing to take
12 those jobs. And these people are willing to give the money
13 up. Why, in your mind, is it wrong? I -- I don't
14 understand that.

15 Unless if -- if you say we got to be available,
16 according to the pilot pact, yes, we do. You go ahead and
17 be available, but the payroll has to be going on --

18 MR. TODD HAVILAND: Well --

19 MR. BILL YOCKEY: -- for these guys to be available.

20 MR. TODD HAVILAND: There isn't a set of rules right
21 now that allows a pilot just to leave and say, "Hey, I don't
22 want to work for a few months and I'm going to, you know,
23 trade with my other friends." So...

24 MR. BILL YOCKEY: But the closure of the St. Lawrence
25 Seaway is an indicator that the pilot is not needed anymore.

1 MR. TODD HAVILAND: Well, that's nowhere in the law or
2 the regulations.

3 MR. BILL YOCKEY: So -- but it --

4 MR. TODD HAVILAND: All I'm asking for --

5 MR. BILL YOCKEY: Well --

6 MR. TODD HAVILAND: -- is for Districts 2 and 3 to put
7 together some working rules so everyone is treated fairly.
8 That's all I'm asking.

9 MR. BILL YOCKEY: But fairly is everybody. I'm telling
10 you there's people here that are willing to work. There's
11 people that want to go to Florida. You're saying that you
12 want it spread out evenly.

13 MR. TODD HAVILAND: Yes.

14 MR. BILL YOCKEY: Okay.

15 MR. TODD HAVILAND: That's exactly what I'm saying.

16 MR. BILL YOCKEY: Well, that means you -- payroll
17 should continue.

18 MR. TODD HAVILAND: And I think -- okay. But it all
19 comes from the revenues that they generate from the --

20 MR. BILL YOCKEY: And one or two ships ain't enough to
21 keep the payroll going, but that's just me.

22 MR. TODD HAVILAND: Any recommendations from the group?

23 CAPTAIN JOHN BOYCE: I don't think so.

24 MR. TODD HAVILAND: Sounds good.

25 CAPTAIN PAUL LAMARRE: I think part of that discussion

1 for everyone to understand, ultimately needs -- I -- I don't
2 think everybody in the room understands how a pilot gets
3 paid.

4 MR. TODD HAVILAND: Correct.

5 CAPTAIN PAUL LAMARRE: So I think that, at some point,
6 that discussion or education process is important. Look at
7 that. Look at that.

8 CAPTAIN JOHN BOYCE: I think that's on there.

9 CAPTAIN PAUL LAMARRE: It is?

10 CAPTAIN JOHN BOYCE: Next one.

11 CAPTAIN PAUL LAMARRE: Is it the next one?

12 CAPTAIN JOHN BOYCE: Yeah.

13 CAPTAIN PAUL LAMARRE: Well, boy --

14 CAPTAIN ANTHONY BRANDANO: Should be a talk show radio
15 host.

16 CAPTAIN PAUL LAMARRE: Dude, we could have a good talk
17 show.

18 (Laughter.)

19 MR. TODD HAVILAND: Hey, we could go on to F if you
20 guys don't want to eat lunch.

21 CAPTAIN JOHN BOYCE: Yeah, I was going to break for
22 lunch.

23 MR. VINCE BERG: Vince --

24 CAPTAIN PAUL LAMARRE: We'll save that fun.

25 MR. TODD HAVILAND: Vince has something.

1 MR. VINCE BERG: Vince Berg, Great Lakes Pilots. Can I
2 ask a simple question, and tell me if I'm wrong.

3 CAPTAIN JOHN BOYCE: You're wrong.

4 (Laughter.)

5 MR. VINCE BERG: Don't all the pilots, as they work
6 through the year, are making money for the business not for
7 themselves, right?

8 MR. TODD HAVILAND: The association.

9 MR. VINCE BERG: So why wouldn't it be spread all
10 across the business, which equally spreads it across all the
11 pilots? Am I -- am I wrong?

12 MR. TODD HAVILAND: Correct.

13 MR. VINCE BERG: Okay. That's all I've got to say.

14 MR. BILL YOCKEY: I'd just like to clarify that they do
15 that when the Seaway is open, they all share.

16 MR. VINCE BERG: Vince Berg again. But what Todd said
17 is, and is in the law, they're always available. And we --
18 we didn't have this problem, what, five, six years ago until
19 the Iver Bright and the Canadians had their pilots move
20 their boats.

21 MS. SUSAN BRAY: We talked about this earlier.

22 MR. VINCE BERG: But in the last five, six years, maybe
23 seven, it's become into fruition that Districts 2 and 3 --
24 District 3 had 27 moves last year in the winter --

25 CAPTAIN JOHN BOYCE: Yeah.

1 MR. VINCE BERG: -- and in District 2, they had 13.
2 CAPTAIN JOHN BOYCE: Yeah.
3 MR. VINCE BERG: And District 1 doesn't have any
4 because they don't move over there at that time, so it's --
5 MR. BILL YOCKEY: But it's not a situation --
6 MR. VINCE BERG: Things have changed.
7 MR. BILL YOCKEY: -- that evolved over five years.
8 I -- 25 years ago, we had a ship here called the SISCA.
9 Used to run between Sarnia and Nanacook all the time. We
10 had -- we serviced it, District 2, and you know...
11 MR. VINCE BERG: And I think over time, things change,
12 and I think now we're addressing the situation to where they
13 all need to be -- the business needs to be paid.
14 UNIDENTIFIED SPEAKER: There you go, 270 days.
15 CAPTAIN JOHN BOYCE: Lunch. We'll break for lunch now.
16 MS. SUSAN BRAY: I second that.
17 ADFO MR. FRANK LEVESQUE: Hey, everyone come back at
18 1:15.
19 MR. TODD HAVILAND: What time is it?
20 CAPTAIN JOHN BOYCE: Quarter after 12:00 -- quarter
21 after 1:00.
22 MR. TODD HAVILAND: What time is the ship coming in?
23 CAPTAIN JOHN BOYCE: Probably 1:15.
24 ADFO MR. FRANK LEVESQUE: 1:30, 2:00. All right.
25 Everyone, please come back at 1:00. Now we're going to have

1 a ship visit us at approximately 1:30, so we want to be in
2 place ready to watch that. But please be back in your
3 sheets at 1:00, please.

4 (Lunch break.)

5 ADFO MR. FRANK LEVESQUE: Ladies and gentlemen, we have
6 a ship approaching in probably 15, 20 minutes when we'll be
7 able to go out near the windows to look at it. But between
8 now and then we're going to recommence.

9 I will ask that everyone please speak as loudly and
10 clearly as you can. We have a lot of unidentified on
11 Jennifer's recording and that's not good. Because when
12 something is said, who said it, that's very important. So
13 please, stand up if you have to and show us, you know, and
14 be proud and tell us what you've got to say. Because if
15 it's worth getting up and talking about, then it's worth
16 recording. So get up and speak your piece and it will all
17 get recorded appropriately.

18 Okay. Captain Boyce.

19 CAPTAIN JOHN BOYCE: As I carefully look around...

20 ADFO MR. FRANK LEVESQUE: All right. And if you need
21 the microphone, don't be shy. Mr. Berg will be handing it
22 to you.

23 CAPTAIN JOHN BOYCE: We're going to reconvene for about
24 15, 20 minutes. We were ahead on the agenda.

25 MR. TODD HAVILAND: Okay. Knock some of this stuff

1 out.

2 CAPTAIN JOHN BOYCE: Yeah, exactly.

3 MR. TODD HAVILAND: Next is compensation practices.

4 Good afternoon. Thank you, John, for lunch. I thought
5 it was great.

6 What, in 15, 20 minutes?

7 CAPTAIN JOHN BOYCE: Yeah.

8 MR. TODD HAVILAND: In about 15, 20 minutes, we're
9 going to have the pleasure of watching the ship come through
10 the locks. Hopefully we can finish up --

11 CAPTAIN PAUL LAMARRE: The whole meeting.

12 MR. TODD HAVILAND: No, not the whole meeting, but...

13 (Laughter.)

14 MR. TODD HAVILAND: I thought we'd be out of here by,
15 like, 10:30 this morning, so now I'm invested.

16 MR. BILL YOCKEY: Second the motion.

17 (Laughter.)

18 MR. TODD HAVILAND: Compensation practices. Just
19 for -- it was brought up right before we went to lunch. The
20 pilot fees that I issue are charged by the pilot
21 associations. Those aren't the hourly rates that the pilots
22 make. So the pilot association bills the vessel agent for
23 the services. They get paid. The money comes into the
24 pilot association. They've got to pay all their overhead.
25 They've got to put money aside for training, infrastructure,

1 buying all that gas to drive all those miles and buy those,
2 you know, car tires and everything. And when --

3 CAPTAIN PAUL LAMARRE: Callahan brake pads.

4 MR. TODD HAVILAND: When all those expenses are paid,
5 what's left over is what the pilots can divide up for their
6 compensation.

7 And that number is big, but that includes all their
8 wages, their benefits, their retirement, all their
9 insurance, you know, all pre-taxed. So even though it's a
10 big number, it's the number that's needed to recruit and
11 retain pilots in the Great Lakes.

12 And, you know, one of the things that I just want to
13 make sure of -- this kind of dovetails on the winter work
14 and the availability, is that, you know, all the pilot
15 compensation practices make sure that all the partners are
16 treated equally. And I'd like to ask the three pilot
17 presidents to explain what their compensation practices are.

18 Chris.

19 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
20 Lakes pilot. We go by days available on the tour de rôle.
21 So it doesn't matter. Seniority is irrelevant, if you have
22 a scheduled day --

23 MR. VINCE BERG: They can't hear you, Chris. You want
24 the microphone?

25 CAPTAIN CHRIS EDYVEAN: Yeah, give me the microphone.

1 MR. VINCE BERG: There you go.

2 CAPTAIN CHRIS EDYVEAN: We go by scheduled days on the
3 tour de rôle. And in a perfect world, all the pilots would
4 have the same amount of days. But let's say, for example,
5 pilot number 390 breaks their arm and they're out for three
6 weeks, they're going to have the three weeks shy of the
7 average pilot in the group.

8 If a pilot goes to their mother's funeral and takes
9 three big bereavement days, they're going to be a sliver
10 below the average. So that's how we go on days on the
11 tour de rôle.

12 MR. TODD HAVILAND: Tony.

13 CAPTAIN ANTHONY BRANDANO: Yeah, so --

14 MR. TODD HAVILAND: Speak up, please, so they can hear
15 you.

16 CAPTAIN ANTHONY BRANDANO: Yeah, so Tony Brandano.
17 Tony Brandano, President of Lakes Pilot Association.

18 Yeah, so we do it similar. All pilots come back on the
19 same day. Lately, with the restructured winter work, we've
20 got -- we're putting defined dates in place, which begin the
21 season, which begin the winter work, and then end the
22 season, end the winter work.

23 All the pilots in my district are required to be
24 available those days. So, essentially, take a small salary
25 through the year, go off days available, and everybody

1 splits the days available at the end. And we're all
2 required to be available 24/7.

3 So shy of, you know, somebody having to take a medical
4 leave of absence or some sort of sick time, all the
5 compensation should be -- is distributed fairly at the end
6 of the season.

7 MR. TODD HAVILAND: John.

8 CAPTAIN JOHN BOYCE: In District -- I don't need that.

9 In District, basically, we don't have winter work, so
10 it's a little bit simpler. We don't have to worry about the
11 three months there.

12 But during the rest of the year, every month we reset
13 the books, and every 10 days we do a distribution of cash
14 available after expenses and it's an equal distribution to
15 everybody.

16 MS. SUSAN BRAY: That's interesting.

17 MR. TODD HAVILAND: Any questions?

18 CAPTAIN JOHN BOYCE: I suppose there's only three of us
19 talking.

20 MR. TODD HAVILAND: Yes.

21 CAPTAIN JOHN BOYCE: Yeah, any questions from the
22 committee? Anyone?

23 MS. SUSAN BRAY: No.

24 CAPTAIN JOHN BOYCE: From the public?

25 (No response.)

1 CAPTAIN JOHN BOYCE: That was easy.

2 MR. TODD HAVILAND: Yeah, that was real easy. And I
3 know you don't like this, but I was hoping to discuss these
4 things and I think we had a discussion. Also, you know,
5 my goal was to -- does that regulation that I put up that's
6 very vague, is there anything that you, the committee,
7 thinks needs to be put in place that says, "Okay. Once an
8 association gets a certificate to operate a pool, that
9 there's some standard they have to meet to keep it?"

10 So I won't belabor that fact. That's all I've got for
11 that thing and now you can go on to the next.

12 CAPTAIN JOHN BOYCE: All right. You want to look out
13 the window and see where...

14 All right. We'll go onto your next. The next topic is
15 tug usage at the Soo Locks. It was discussed at the last
16 GLPAC meeting. Captain LaMarre requested this agenda.

17 So I'll let you talk to it.

18 CAPTAIN PAUL LAMARRE: Thank you, sir.

19 Recently at the annual meeting of the American Great
20 Lakes Ports Association, I had a panel with our pilot
21 district presidents, Interlake Steamship Company,
22 Great Lakes Towing Company, and it was to discuss challenges
23 and risks as it relates to critical infrastructure.

24 I think anyone who's in the maritime industry, when the
25 Key Bridge accident happened, there were questions. Every

1 person I talked to practically, "What happened? Where were
2 the tugs? How did this happen?"

3 And the discussion point arose at the last GLPAC
4 meeting about the fact that we typically talk about the
5 Poe Lock and/or the new Poe size lock as the linchpin of the
6 American economy, the critical piece of infrastructure, the
7 three billion taxpayer dollars are being spent on.

8 And this isn't a criticism of the foreign flag fleets,
9 but it is a reality. It's not a direct criticism -- it's
10 not directed at FedNav, but it is something that is to be
11 considered, is that many of the fleets of foreign flag are
12 not maintained to the same maintenance standards as the
13 Domestic U.S. and Canadian fleets. And the American
14 taxpayer is paying the load at the Soo Locks and ultimately
15 it's free for all users, et cetera.

16 The pilots -- and where this comes into focus is that
17 when an incident happens, a pilot is ultimately going to be
18 the one that is held accountable. We place an unbelievable
19 amount of regulation, stress, effort, in our system on the
20 safety of navigation. Yet, a pilot, a navigator, a captain,
21 a deck officer is only as good as the power plant and the
22 operator at the other end of the sticks down in the engine
23 room, which if you are in the U.S. or Canadian fleet, is
24 different than if you are being paid the lowest wage on a
25 foreign flag from the Philippines or Ukraine or wherever

1 that might be. We don't know what standard that chief
2 engineer is operating under.

3 And the point that I make is that -- and there's great
4 examples, whether it's the Key Bridge. There was,
5 obviously, just an issue in Tampa Bay this week. But this
6 year alone, even with domestic vessels, Mud Lake Junction
7 was basically taken out. A vessel ran away with Southeast
8 Shoal buoy, like, a week and a half, two weeks ago.

9 And I think that it merits looking at, as it relates to
10 pilotage, how many power losses per district happen on an
11 annual basis? Because these guys have to deal with that.
12 And I bring it up at the Soo Locks because it is the
13 critical point of failure for us.

14 And as a tugboat captain at the Soo Locks, around the
15 lakes, I'm not advocating for compulsory tug use. But what
16 I'm advocating for is that we operate in a system where the
17 pilot is not under pressure from vessel agents or ship
18 owners as to whether or not they should use that insurance
19 policy. Because at the end of the day, when things go
20 wrong, they will go very wrong.

21 And whether it's said or not, there are pressures on
22 the pilots to not take a tug because of cost. And I'm not
23 advocating for any particular tug company. But as a tugboat
24 captain and a guy that -- in a environment where the average
25 age of tugboat captains on the Great Lakes is probably

1 62-plus years old, it's something that if we don't continue
2 to use that industry, it is not going to be here when we
3 need it.

4 We also need to provide ease of access to all the tools
5 in the toolkit of the pilot themselves. And, really, I
6 think that it's something that can come back to the
7 committee. It's something that includes conversation with
8 the Corps of Engineers, which we've been talking.

9 But what are those key points where, if there is a
10 failure in our system, that all stops? And what is the
11 value proposition of what makes sense for an escort?

12 So Captain Edyvean and I have talked about this for
13 quite some time. He actually did a poll within the pilots
14 in his district, and there was one pilot who kind of lobbied
15 against it. I -- and it was more of a, "I'm not going to be
16 told what to do. You can't force me to take a tug if I
17 don't want. It could be a hindrance," et cetera, safety
18 issues, so be it.

19 That being said, there's a difference between being an
20 escort and having a lineup. What I would hate to see
21 being -- at the end of the day, in my port, Jones Act
22 Vessels, the Interlake Steamship Company, carries far and
23 away more tonnage than anyone else. I would hate to see the
24 lock, that everyone has worked so hard for, compromised in a
25 situation where it could have been prevented.

1 Now, of course, there's also the discussion of the
2 slippery slope of -- because this is a conversation
3 Interlake and I have about this -- and of course LCA is in
4 the room. But if the salties are required, then what about
5 the lakers? Well, there's -- there's a different level of
6 inspection as it relates to ABS and Coast Guard, et cetera.

7 And I know my FedNav guy here is not liking this right
8 now, but that's okay.

9 So it is something that there has to be a set of
10 parameters at some point, thrusters or no thrusters, or
11 whatever those things are for safety. It's something that
12 should be discussed.

13 But what I would like to ask is: Does the Coast Guard
14 have record and/or a report on the number of power failures
15 experienced by foreign flag vessels in each district, not
16 just last year, but for the last five years?

17 And that's something that when we're talking about
18 power loss, who from our -- our Canadian pilot friends was
19 involved in the sideways Spliethoff boat last week? Any of
20 you guys in the room?

21 It was down that way. Was it you guys?

22 CAPTAIN JOHN BOYCE: No, it wasn't.

23 CAPTAIN PAUL LAMARRE: Okay.

24 MS. SUSAN BRAY: Not us.

25 CAPTAIN PAUL LAMARRE: Nobody is admitting it.

1 (Multiple speakers.)

2 CAPTAIN ANTHONY BRANDANO: I don't see anybody raising
3 their hand, so...

4 CAPTAIN PAUL LAMARRE: Spliethoff couldn't get out of
5 it because their name is on the side of the boat.

6 But, I mean, the thing is a Key Bridge style incident,
7 at a critical point in the river, wherever that might be, is
8 something we should all think about.

9 Now, look at -- I always say when I'm talking about
10 pilotage and the value of pilots to District 2, to the
11 waterway, as somebody who lives on Lake Erie. Look at
12 Puget Sound and Valdez that has compulsory escort tug use
13 for tank vessels. Look at an Iver Bright. What if the
14 Iver Bright was to lose, as a petroleum vessel, down bound
15 in the Detroit River, was -- was to lose propulsion or
16 steering control, and have an oil spill in the Detroit River
17 that then ultimately compromises the largest freshwater body
18 in the world?

19 And we talk about environment and we talk about green
20 and all of these things. I bring up tug use and protecting
21 the Soo Lock as the gateway for a conversation into a larger
22 issue that we have to be looking at when it makes sense to
23 have an escort or not have an escort with the Soo Locks is a
24 good place to start.

25 CAPTAIN JOHN BOYCE: Any questions from the committee?

1 MS. SUSAN BRAY: No.

2 MR. JOHN BAKER, JR.: No.

3 CAPTAIN JOHN BOYCE: Thank you, Paul.

4 MS. SUSAN BRAY: Clear.

5 CAPTAIN CHRIS EDYVEAN: Can I just add a few things?

6 Chris Edyvean, Western Great Lakes Pilots.

7 I feel like I have to add a couple comments just
8 because it's in our district and --

9 CAPTAIN PAUL LAMARRE: Of course.

10 CAPTAIN CHRIS EDYVEAN: -- there's so much going on in
11 the Soo Locks. It seems like when you look at all the
12 old-time photos of the Soo Locks, even going up into the
13 '80s, there's always two tugs attached to the foreign ships
14 as they came up.

15 CAPTAIN PAUL LAMARRE: Sure.

16 CAPTAIN CHRIS EDYVEAN: And the only difference between
17 then and now is bow thrusters.

18 CAPTAIN PAUL LAMARRE: Yes.

19 CAPTAIN CHRIS EDYVEAN: But what -- what we know half
20 the time is that the bow thrusters don't work all the time.

21 CAPTAIN PAUL LAMARRE: Uh-huh.

22 CAPTAIN CHRIS EDYVEAN: And we never know when they're
23 going to work and when they're not going to work.

24 I agree with your point, U.S. flag lakers do not have
25 to worry about this. They have the best trained engineers

1 and mates and captains in the world.

2 MS. SUSAN BRAY: Uh-huh.

3 CAPTAIN CHRIS EDYVEAN: These saltwater ships, that we
4 handle, do not. I don't even know where to start with that.
5 How many engine failures a year? I think it's been three in
6 our district this year, including once with a Canadian pilot
7 lost everything in the West Nevis Channel on the Redhead a
8 couple months ago, and he saved that ship.

9 Another incident was up in Duluth. One of our pilots
10 went to heave up the anchor to come in, bring the ship in,
11 and the anchor was heaved up and the anchor fell off. So
12 that is the level of maintenance that we are dealing with.

13 CAPTAIN PAUL LAMARRE: Correct.

14 CAPTAIN CHRIS EDYVEAN: I don't know what the answer is
15 to -- you know, tug use at the Soo Locks. I -- you know, I
16 can say that there's a multi-billion dollar project taking
17 place. It was decades in the making. We're halfway through
18 it. Let's not screw it up. I don't -- really don't know
19 what else to say.

20 CAPTAIN PAUL LAMARRE: I think at some point, it merits
21 an analysis from the Coast Guard on to -- because we -- we
22 always are pretty, excuse me, well-informed about the
23 incidents that happen on our American flag ships and our
24 American flag vessels and both tugs and bulk carriers are
25 under a high level of scrutiny and things happen. But we --

1 we don't -- we hear about these incidents or the importance
2 of this infrastructure, or you look at the amount of
3 infrastructure funding that is being invested into ports at
4 this time and the power losses are more than you would
5 think. The thruster losses are more than you would think.
6 Not necessarily with FedNav.

7 But it is a fact and it's not talked about. And you
8 can have the best pilots in the world; but if you lose
9 propulsion, it renders everything ineffective. And for them
10 to be able to safely do their job, we have to look at how we
11 analyze the vessels themselves, not just the system that
12 they are stepping aboard.

13 And in my opinion, there should be a cohesive
14 discussion between the industry, the Corps and the
15 Coast Guard about protecting that Soo Locks asset because it
16 would be tragic, and things happen.

17 When I talked at our ports meeting, I talked about how
18 I don't have nightmares about the port business. I have
19 nightmares about tows where you came this close to absolute
20 disaster and every -- while everyone sleeps at 3:00 in the
21 morning. But is not a risk-averse industry.

22 And, for example, was doing an escort of the same
23 vessel that hit Mud Lake Junction buoy this year was
24 escorting them past Belle Isle in Detroit, they lost
25 steering again. Nobody knew that, to where the tug had to

1 jump into action and turn the vessel and put it in the
2 anchorage just south of Belle Isle, which was me operating
3 the tug. And I can tell you that if the tug had not been
4 there -- now that boat was impaired or had already been in a
5 collision.

6 But it's something that if we don't look at how we
7 better utilize an asset like a tug and a critical piece of
8 infrastructure, it may not be there when we need it. That's
9 all I got.

10 I mean, my -- actually, I'm going to give you a
11 recommendation here. So I would recommend that the
12 Coast Guard does an analysis, a five-year analysis of power
13 loss, whether main propulsion or thruster propulsion, across
14 all three districts for the last five years and be able to
15 report that back to this committee.

16 CAPTAIN CHRIS EDYVEAN: I'll second that.

17 MR. JOHN BAKER, JR.: Steering losses?

18 CAPTAIN PAUL LAMARRE: Yep, steering, too. I like
19 that.

20 CAPTAIN JOHN BOYCE: Going back five years, you're
21 going to have a hard time accumulating the data.

22 CAPTAIN PAUL LAMARRE: I don't know. I don't know.
23 The Coast Guard is pretty square away, John.

24 CAPTAIN JOHN BOYCE: On thruster loss?

25 UNIDENTIFIED SPEAKER: Say that again.

1 wind is blowing, et cetera, that is something that the
2 Coast Guard should probably know about it.

3 CAPTAIN ANTHONY BRANDANO: I mean, the laker fleet be
4 reporting it constantly.

5 CAPTAIN PAUL LAMARRE: Yes.

6 CAPTAIN ANTHONY BRANDANO: I mean, it happens to the
7 laker captain, too.

8 CAPTAIN PAUL LAMARRE: Right. But the lakers do report
9 usually --

10 CAPTAIN ANTHONY BRANDANO: They don't report thruster
11 losses.

12 CAPTAIN PAUL LAMARRE: You know what's interesting,
13 though, is that we do escorts for thruster losses all the
14 time.

15 CAPTAIN JOHN BOYCE: Yeah, but it's not reportable.

16 CAPTAIN PAUL LAMARRE: What --

17 CAPTAIN JOHN BOYCE: Not to cut the conversation, but
18 if everybody wants to go watch the ship making the slide
19 wall, it's there now.

20 MS. SUSAN BRAY: Oh, yeah. I'd love that.

21 CAPTAIN JOHN BOYCE: Then we'll come back.

22 MR. JOHN CROWLEY: Just to note, I've got some
23 comments.

24 CAPTAIN JOHN BOYCE: Yeah, I -- we'll come back to
25 this.

1 (Short break.)

2 ADFO MR. FRANK LEVESQUE: All right. Everyone, we'll
3 reconvene.

4 MR. JOHN CROWLEY: We're crossed up a bit. But, yes,
5 you want to --

6 ADFO MR. FRANK LEVESQUE: No, we're reconvening --

7 MR. JOHN CROWLEY: Okay.

8 ADFO MR. FRANK LEVESQUE: -- so everyone, let's settle
9 in.

10 MR. JOHN CROWLEY: Before we get to recommendations,
11 I'd like to make sure the discussion is opened up
12 beforehand. I'll kick that off.

13 So just kind of going from soup to nuts here, I want to
14 start out with the Soo Lock is -- or the Soo Locks, the Poe
15 absolutely critical infrastructure, disastrous if something
16 happens. No heartburn, no disagreement with that kind of
17 comment at all.

18 That's there because the Congress determined it was the
19 national interest, U.S. national interest to have it, not
20 because foreign commerce needed it or foreign shipping
21 needed it.

22 Why I say this is that I want to make it clear that
23 there's a national interest in protecting that and it's not
24 pointed at someone else in terms of pocketbooks and
25 responsibility.

1 The second point I want to go through is the Key Bridge
2 incident. Now, we know certain things about that. There
3 may be some folks in this room that know more than others,
4 but I have not heard that there is a root cause yet
5 determined on that incident. And of course, all of us
6 schooled in safety know that root causes are what you really
7 need to get to if you're going to prevent something in the
8 future.

9 And what I'm quite sure of is that the loss of
10 propulsion at the time that the vessel was approaching the
11 Key Bridge was not the root cause. There had to have been
12 something before that. Don't know what, but had to have
13 been something before that.

14 Then the next comment is with respect to foreign flag
15 commerce and vessels coming into the system, I would wager
16 that there are multiple more touches by federal governments
17 of those foreign flag vessels coming into the Great Lakes by
18 some factor than there are domestic vessels. Saying that
19 because of two countries, a number of places, a number of
20 reasons, including the standard port state control
21 inspections, that there's -- there's a bit of knowledge that
22 we have to at least acknowledge and give credit to our
23 flags, our -- our port states here in Canada and the
24 United States, both having a -- a arm in -- in trying to
25 maintain commerce at a safe, efficient, and effective level.

1 I'm also quite sure, anecdotally, that there have been
2 incidents both on the domestic and on the foreign flag fleet
3 that have not been reported. And I -- I've got reports and
4 I call a contact in D9 and say, "Anybody reported this?"

5 "No, not heard about it. And can you get me more?"

6 And I go, "Nope. I'm not going to give you more, but
7 there's some more out there."

8 And so from all of that, I guess my statement is: I am
9 four square in support of understanding what our
10 vulnerabilities are and how best to protect them without
11 doubt. But I think that the investigation, the analysis and
12 the consideration of due steps go across the board from
13 domestic vessels to foreign vessels to the manning and
14 education, the STCW sorts of work that supports both of
15 those fleets, as well as the pilotage.

16 And as I brought up at the beginning of the meeting, we
17 are increasingly in a different world than we were certainly
18 when I sailed here in the '70s, where navigation was a real
19 trick and you needed a couple extra skill sets and a lot of
20 extra experience to understand your way down some of the --
21 the channels. Not easy, not unforgiving yet today, but
22 there's a lot more tools at stake.

23 At the same time, propulsion systems have ramped up.
24 They got -- there's more. You got more drop valve props.
25 You got more tools. You also have more computer-assisted

1 technology and there are aspects to that propulsion system
2 that have got to make it more challenging for the pilot, as
3 well as for the ship's captain.

4 In that dialogue -- and I think it was Tony that
5 mentioned it at the port's confab, that as part of that
6 process, you have a very important dialogue between the
7 captain, the master, and the -- and the pilot to understand
8 the situation as then exists onboard.

9 And ensuring that the pilots have the best training, to
10 understand when they hear something, to know to put it in
11 the locker of "They need to get to that at the next port" or
12 put it in the locker of "this is a no -- no-brainer. We --
13 you know, this is a problem right now."

14 And from my experience in dealing with propulsion
15 outages, there's a lot of detail there. And I think that
16 that analysis and trying to equip our entire system from
17 soup to nuts to best defend ourselves against a critical
18 infrastructure going down is something that we all ought to
19 get behind and support. But without keep -- without
20 thinking that any particular element of it is the presumed
21 fault and presumed biggest vulnerability. I think we've got
22 a lot to take a look at. Thank you.

23 CAPTAIN PAUL LAMARRE: So are you saying that foreign
24 inspection standards are that equivalent of the U.S. Coast
25 Guard inspection standards?

1 MR. JOHN CROWLEY: I'm saying in many respects, they
2 are. They're not in every inspection. But there's also --
3 I'm saying that there are more touch points by Coast Guard
4 and -- and Transport Canada to the vessels, whether it be
5 for ballast water purposes -- and if someone sees something,
6 guess who's going to get the -- which vessel is going to get
7 the greatest degree of control exercised over it?

8 CAPTAIN JOHN BOYCE: Well, let me --

9 MR. JOHN CROWLEY: A foreign --

10 CAPTAIN JOHN BOYCE: Let me break in for a second.

11 MR. JOHN CROWLEY: Let me answer Paul's question.

12 CAPTAIN JOHN BOYCE: But there's an in between. This
13 is the Great Lakes Pilotage Advisory Committee. We're not
14 really here to deal with lakers. So I think that's a real
15 quick, easy way to focus a little bit closer on. There may
16 or may not be a whole lot of efficacy or reason to expand
17 the conversation. That's kind of outside our --

18 CAPTAIN PAUL LAMARRE: I think that's exactly --

19 CAPTAIN JOHN BOYCE: -- our scope. I think that is
20 more to the point.

21 CAPTAIN PAUL LAMARRE: My goal is trying to protect
22 pilotage, is trying to --

23 (Ship horn.)

24 CAPTAIN PAUL LAMARRE: What a great salute from the
25 captain out there. That is outstanding. What a guy.

1 (Laughter.)

2 CAPTAIN PAUL LAMARRE: Is to protect the pilots in
3 doing their job to the pinnacle of safety and efficiency and
4 why I think that it's important for this group to find out
5 on the vessels, that the three districts of pilots are
6 responsible for, is how often is this happening and/or is it
7 being reported?

8 So talking with one of our Coast Guard leaders in the
9 crowd --

10 MR. JOHN CROWLEY: All right. But, Paul, you asked me
11 a question --

12 CAPTAIN PAUL LAMARRE: Right.

13 MR. JOHN CROWLEY: -- and I would --

14 CAPTAIN PAUL LAMARRE: Well --

15 MR. JOHN CROWLEY: I would ask to be able -- given the
16 grace to finish the answer.

17 CAPTAIN PAUL LAMARRE: Sure.

18 MR. JOHN CROWLEY: And I -- I -- you know, John, I
19 acknowledge that this is the Great Lakes Pilotage Committee.

20 But to understand the problem is -- is the first
21 instance of being able to understand what we do in pilotage,
22 and under this umbrella, to fix it. And if it's more
23 institutional than a foreign flag, then that's to understand
24 the problem.

25 And so it is important -- and that's why -- and, yes, I

1 think that there are a number of touches by the government
2 agencies that have an opportunity -- have the opportunity,
3 one; have the will to identify faults with vessels; and --
4 and quite frankly, have more incentive to hold up a foreign
5 flag vessel because there's no one in their -- in their
6 immediate chain of command that's going to get a call
7 saying, "I got my steel that's got to get to commerce."

8 And you got a vessel coming through the Great Lakes
9 that's not Canadian or U.S. and that call is a long-distance
10 call and -- and is more likely to allow a person to take a
11 hard look and hold someone up.

12 CAPTAIN PAUL LAMARRE: It --

13 MR. JOHN CROWLEY: Now, that's -- some of this is
14 conjecture, but I just -- I want to put that out there
15 because I think that the converse is also conjecture.

16 But I think it's important, to just finally summarize,
17 to understand the entire nature of the problem if we're
18 going to take and suggest something so critical as to talk
19 about and recommend solutions to preventing vulnerabilities
20 with critical infrastructure.

21 CAPTAIN PAUL LAMARRE: I do believe that the numbers
22 for the U.S. flag fleet are already out there and analyzed
23 very rapidly. So the vessel in the lock right now, going
24 out, has not undergone a full U.S. Coast Guard COI.

25 And the other thing that I would advocate, when you're

1 trying to compare U.S. to foreign, is that salties are
2 called salties for a reason. They're operating in
3 saltwater. The water in their ballast tanks and the
4 degradation that occurs on internal structural members is
5 different than that which occurs in the fresh waters of the
6 Great Lakes.

7 MR. JOHN CROWLEY: We're all aware of that.

8 CAPTAIN PAUL LAMARRE: Right. But -- so it is
9 different. And when we're talking about pilotage and how
10 those systems are maintained, those systems are operating in
11 saltwater probably 80-plus percent of the time that they're
12 in use compared to the durability or the sustainability of a
13 freshwater asset.

14 And so my whole thing here is to really identify to
15 protect the pilots and figure out how we don't have another
16 Key Bridge or Tampa Bay or wherever else.

17 MR. JOHN CROWLEY: Wait. Are we protecting pilots or
18 are we protecting critical infrastructure?

19 CAPTAIN PAUL LAMARRE: Both, because the pilots are the
20 ones who protect it. Seriously, dude. Like --

21 MR. JOHN CROWLEY: Seriously, dude?

22 CAPTAIN PAUL LAMARRE: Yeah, seriously, dude.

23 MR. JOHN CROWLEY: Come on, Paul. Let's lift it up a
24 little bit here.

25 CAPTAIN PAUL LAMARRE: Dude, I'll lift you up.

1 Honestly, I -- I don't --

2 CAPTAIN JOHN BOYCE: I -- I think the intent was to
3 protect the pilots' ability to protect infrastructure and
4 carry out their duties.

5 CAPTAIN PAUL LAMARRE: Absolutely.

6 MR. JOHN CROWLEY: I'll -- I'll support that statement,
7 Mr. Chair.

8 CAPTAIN JOHN BOYCE: So on that note, is there any
9 further discussion?

10 (No response.)

11 CAPTAIN JOHN BOYCE: Would you like to make a
12 recommendation?

13 CAPTAIN PAUL LAMARRE: I'm going to make a
14 recommendation and we can abstain or vote against it or --
15 either way.

16 But I would recommend that the Coast Guard does a
17 five-year analysis of power loss, propulsion, steering, or
18 maneuverability of foreign flag vessels in all three
19 districts. And "maneuverability" is a key word because
20 maneuverability ultimately is reportable, and that is part
21 of the tool in the toolkit of the vessel master.

22 So if you're making --

23 CAPTAIN JOHN BOYCE: Whoa, motion.

24 CAPTAIN PAUL LAMARRE: Yeah, you've got the motion.

25 CAPTAIN JOHN BOYCE: Okay.

1 CAPTAIN PAUL LAMARRE: That's after the motion. So
2 what I'm saying is that maneuverability needs to be part of
3 that, as well. Because if you're going to make the
4 Eisenhower Lock, and you're expecting to have a thruster and
5 you don't, that --

6 CAPTAIN JOHN BOYCE: But we're good with that for --

7 CAPTAIN PAUL LAMARRE: Yes, I am.

8 CAPTAIN JOHN BOYCE: Does anyone second the motion?

9 CAPTAIN CHRIS EDYVEAN: I second.

10 CAPTAIN JOHN BOYCE: Okay.

11 CAPTAIN CHRIS EDYVEAN: Chris, Western Great Lakes
12 Pilots.

13 CAPTAIN JOHN BOYCE: Any further discussion on that
14 motion?

15 CAPTAIN ANTHONY BRANDANO: Does it have to be five
16 years?

17 CAPTAIN PAUL LAMARRE: What -- what is reasonable?

18 CAPTAIN JOHN BOYCE: I --

19 CAPTAIN ANTHONY BRANDANO: I mean, five years is deep
20 to dive back there. I would say three.

21 CAPTAIN PAUL LAMARRE: Three, sure.

22 MS. SUSAN BRAY: Three.

23 CAPTAIN JOHN BOYCE: I think if you've got data for
24 three, you've got data for five.

25 CAPTAIN PAUL LAMARRE: Yeah. Let's ask -- let's ask

1 D9. What is reasonable, my friend, years-wise, Commander?

2 COMMANDER JOSEPH BURGESS: Joe Burgess, District 9. I
3 don't think there's any -- five years is just as reasonable
4 as any other. Five years is good for data purposes.

5 For the specific verbiage of the recommendation, I
6 would suggest, for your consideration, that the
7 recommendation would be to use the verbiage directly out of
8 the -- the CFR for part four for the specific language.
9 This says (as read): "A reportable marine casualty, a loss
10 of main propulsion, primary steering, or any associated
11 component or control system that reduces the maneuverability
12 of the vessel."

13 CAPTAIN PAUL LAMARRE: I appreciate that.

14 MS. SUSAN BRAY: That's beautiful, uh-huh.

15 COMMANDER JOSEPH BURGESS: So while I'm up here, so
16 regarding the --

17 CAPTAIN ANTHONY BRANDANO: She's got to type it.

18 (Laughter.)

19 COMMANDER JOSEPH BURGESS: I'll -- I'll sit over here.

20 CAPTAIN PAUL LAMARRE: Poor, Laurie.

21 COMMANDER JOSEPH BURGESS: So as a result -- but just
22 for the good of the group, as a result of that Key Bridge
23 incident, the Coast Guard is doing a Board of Inquiry, so
24 they are looking at some of these -- they're -- they're
25 selecting 10 ports, and they just did their first port,

1 which happened to be Cleveland. So they are looking -- they
2 are getting with local and Great Lakes stakeholders to look
3 at critical infrastructure and to kind of evaluate kind of a
4 ports and waterways safety analysis to a greater extent. So
5 there is a -- there are -- kind of is a mechanism in play as
6 a result of the Key Bridge incident.

7 Paul, I think you were -- were you there for that,
8 the -- were you -- were you involved in that inquiry? I
9 know --

10 CAPTAIN PAUL LAMARRE: Negative.

11 COMMANDER JOSEPH BURGESS: -- some other folks may have
12 been.

13 CAPTAIN ANTHONY BRANDANO: The Cleveland one?

14 COMMANDER JOSEPH BURGESS: The Cleveland one.

15 CAPTAIN ANTHONY BRANDANO: I was, yeah.

16 COMMANDER JOSEPH BURGESS: Okay.

17 CAPTAIN ANTHONY BRANDANO: We had a guy there, so...

18 COMMANDER JOSEPH BURGESS: I just wanted to throw that
19 out there for...

20 MR. JOHN CROWLEY: Has there been any discussion on
21 the Soo for an area to be --

22 COMMANDER JOSEPH BURGESS: We --

23 MR. JOHN CROWLEY: -- evaluated?

24 COMMANDER JOSEPH BURGESS: I'm sorry. Number three --

25 (Multiple speakers.)

1 MR. JOHN CROWLEY: Go ahead. Take care of the
2 recommendation.

3 COMMANDER JOSEPH BURGESS: No, no, there was -- there
4 was some initial feedback from the -- from the Coast Guard
5 suggesting other areas of interest for critical
6 infrastructure that the Board of Inquiry could have looked
7 at, but that they kind of focused in on Cleveland. So
8 nothing further from the Board of Inquiry that's going to
9 look at, I don't believe, anywhere else; St. Marys River,
10 Soo Locks.

11 We did suggest waterway focus more than port focus, but
12 they wanted to do port focus for that Board of Inquiry.

13 MR. JOHN CROWLEY: Which would include the locks?

14 COMMANDER JOSEPH BURGESS: So this one is just
15 Cleveland essentially looking at, you know, bridges on the
16 Cuyahoga River and --

17 CAPTAIN JOHN BOYCE: I think Naim has got a...

18 MR. NAIM NAZHA: So as you know, I'm from
19 Transport Canada and I'm responsible in Canada for
20 inspection of foreign vessels in Canadian waters. So I
21 think with this recommendation -- I have nothing against the
22 recommendation. But for -- for somebody in the government
23 of Canada -- in Transport Canada looking at the Seaway, I
24 think there is also some -- at least some incident that took
25 place, at least with the Canadian fleet. I don't know what

1 the U.S. flag fleet, but I think sending out here, based on
2 this recommendation, the foreign fleet coming into our
3 waters.

4 So there is -- if you want to do any -- any analysis,
5 you may want to look at all the fleet, all the vessels going
6 through -- (Inaudible.) Thank you.

7 ADFO MR. FRANK LEVESQUE: Your name was?

8 MR. NAIM NAZHA: Naim Nazha, Transport Canada.

9 (Multiple speakers.)

10 ADFO MR. FRANK LEVESQUE: Vince. Another one back
11 there, too.

12 MR. MANDEEP MAKKAR: So Mandeep Makkar, FedNav.

13 You pointed out a few times. So critical
14 infrastructure affects all of us, especially pilots'
15 livelihood. So whether it's a foreign ship, whether it's a
16 domestic ship, any accident affects everyone.

17 CAPTAIN PAUL LAMARRE: Of course.

18 MR. MANDEEP MAKKAR: So that's where I think it needs
19 to be all, first.

20 Second, I don't think there's any foreign vessel where
21 the pilots are not there. So you don't need to ask
22 Coast Guard for the stats. You are there. If there's
23 anything that affects maneuverability, you are the first
24 ones to know.

25 CAPTAIN PAUL LAMARRE: Sure.

1 MR. MANDEEP MAKKAR: You don't get to hear from
2 domestic ships as much as you hear from foreign. So that's
3 where if the stats were such, I guess the stoppage and
4 Coast Guard or Transport Canada would be on all foreign flag
5 next right at -- (Inaudible.) forget about infrastructure.

6 Same way for Seaway. The infrastructure is so critical
7 right from there to the end, so that's where -- and all of
8 us are users of that infrastructure. So the assurance is
9 already there with the inspections that are happening.

10 And, again, I agree 100 percent with John. So about on
11 an average, our ships go seven to eight PSC inspections
12 throughout the globe annually. U.S. Coast Guard visits the
13 ship once a year, but so does every other jurisdiction.

14 In addition, there are so many inspections, so many
15 audits that are being done, so already that assurance is
16 there. Yes, there has been an incident, but there have been
17 so many incidents, any which way, irrespective of being
18 foreign. So we need to stop singling out foreign flag
19 versus domestic in this context. That's all. Thank you.

20 CAPTAIN JOHN BOYCE: Can I offer, instead of foreign
21 flag, vessels assigned pilotage --

22 CAPTAIN PAUL LAMARRE: Yeah.

23 CAPTAIN JOHN BOYCE: -- provided...

24 CAPTAIN PAUL LAMARRE: That's -- that's my issue is
25 that this is not --

1 CAPTAIN JOHN BOYCE: Vessels that are piloted by --

2 CAPTAIN PAUL LAMARRE: This is the Great Lakes Pilotage
3 Advisory Committee talking about pilotage that is under the
4 auspices of the U.S. Coast Guard and the three pilotage
5 districts providing service to foreign flag vessels. That's
6 why the discussion is about --

7 CAPTAIN JOHN BOYCE: But there --

8 CAPTAIN PAUL LAMARRE: -- those vessels that are not
9 the domestic fleet.

10 CAPTAIN JOHN BOYCE: But there's -- especially down
11 here, we don't do the U.S. domestic, but we do a lot of
12 Canadian domestic tankers.

13 CAPTAIN PAUL LAMARRE: Okay.

14 CAPTAIN JOHN BOYCE: So I think that's where if -- if
15 we worked in -- instead of vessel assigned pilotage, or
16 provided pilotage --

17 CAPTAIN PAUL LAMARRE: Sure.

18 CAPTAIN JOHN BOYCE: -- services in all three
19 districts --

20 CAPTAIN PAUL LAMARRE: Sure.

21 CAPTAIN JOHN BOYCE: -- I think that accomplishes it
22 and is a little bit cleaner than --

23 CAPTAIN PAUL LAMARRE: Yeah.

24 CAPTAIN JOHN BOYCE: -- if it's inspected and who
25 doesn't and all that.

1 CAPTAIN PAUL LAMARRE: I think that makes sense.

2 MS. SUSAN BRAY: Yeah.

3 CAPTAIN PAUL LAMARRE: Makes sense to me.

4 MR. CHRIS HALL: Chris Hall, Shipping Federation.

5 Building on Naim and Mandeep's comments, it -- and I -- you
6 just summed it up, John. The other fleets do need to be
7 looked at, and the Canadian fleet uses the Soo Locks, as
8 well, just as the salties and so I think we need to look at
9 foreign and domestic and if that wording as amended to -- as
10 such then -- (Inaudible.)

11 (Multiple speakers.)

12 MS. VÉRONIQUE BÉRUBÉ: Oh, I -- I can go without.

13 MR. VINCE BERG: Okay.

14 (Laughter.)

15 MS. VÉRONIQUE BÉRUBÉ: Véroniqué Bérubé, CMC.

16 I think it has to -- and I understand the dynamic with
17 the fact that this is regarding pilotage. However, if
18 you're looking at data and you're trying to identify a
19 systemic problem, you need to be able to compare it. And as
20 much as I wouldn't want to be told that my Canadian domestic
21 fleet is at fault, I'd still want to know, for the purpose
22 of domestic versus international, to be able to point to
23 systemic problems.

24 I think if you're not looking at the overall -- the
25 overall analysis of all ships conducting business on the

1 lakes, you'll be missing out on the possibility to compare
2 that. So I -- I would suggest to look at all vessels for
3 proper data.

4 CAPTAIN JOHN BOYCE: I -- I don't disagree. But this
5 is where the United States and Canada is a little bit
6 different. In Canada, the two systems of domestic and
7 foreign pilotage are more siloed. In the United States,
8 there are two different -- two different tracks. So we
9 really have almost nothing to do with the domestic side of
10 pilotage, and I think it's outside our scope of influence to
11 discuss what happens on the first class pilotage side of
12 things.

13 MR. VINCE BERG: Just can I -- can I ask one thing?

14 CAPTAIN JOHN BOYCE: Go ahead.

15 MR. VINCE BERG: Is there another FACA committee
16 that -- I don't know all the FACA committees the
17 Coast Guard has. Is there one that we could recommend the
18 domestic side to this or not?

19 CAPTAIN JOHN BOYCE: Well, I would --

20 CAPTAIN PAUL LAMARRE: Eric may know.

21 CAPTAIN JOHN BOYCE: I would say Eric probably knows a
22 whole bunch on this topic and would like to talk so we can
23 hear from him.

24 MR. ERIC PEACE: I don't need that, Vince.

25 (Laughter.)

1 MR. ERIC PEACE: So, first of all, Eric Peace,
2 Lake Carriers Association.

3 I would say that you're stepping outside of your bounds
4 if you start looking at the U.S. flag fleet that does not
5 require registered pilots. We do maintain four
6 pilot-endorsed crew members onboard, master and the three
7 mates, but that is outside of the purview of this Federal
8 Advisory Committee.

9 And as far as I know, there's no other federal advisory
10 committee. We are inspected by the U.S. Coast Guard. We're
11 in discussions right now with them regarding pilotage
12 because the fact is registered pilots are taking from the
13 same pool that we have, and it's -- it's crushing us right
14 now. So we're looking to hopefully maybe reduce our
15 manning -- not manning requirements, but that pilotage
16 requirement down a little bit so it's actually reasonable
17 for the U.S. flag fleet.

18 Hence, why Jim sent me here. And after that, I can
19 shut up for the rest of the day. That's it.

20 (Laughter.)

21 CAPTAIN ANTHONY BRANDANO: I -- I don't feel
22 comfortable making a recommendation. Tony Brandano. I
23 don't feel comfortable making a recommendation that has
24 anything to do with U.S. domestic fleet.

25 MS. SUSAN BRAY: It's out of our jurisdiction anyway.

1 CAPTAIN PAUL LAMARRE: I agree.

2 MS. SUSAN BRAY: It's out of our jurisdiction anyway, I
3 understand.

4 MR. JOHN CROWLEY: But that's -- that's not what
5 we're -- the purpose of this is to understand what the
6 vulnerability is so that the pilots of U.S. that -- that are
7 U.S. pilots going aboard foreign flag vessels can be best
8 prepared, to know that it is -- the biggest propensity is in
9 dropping the -- the auxiliary power or the -- you know,
10 whatever it is that the results are, is information that
11 then can be used to whatever fleet you're on.

12 And I -- I refuse to understand why you don't look at
13 the -- all the issues knowing that we're not going to have
14 an impact by virtue of our charter on the pilotage of
15 domestic vessels. But we'll be better able to target what
16 needs to be done with respect to the pilots, what -- and
17 what assistance they really might need or not need for
18 foreign flag vessels.

19 CAPTAIN JOHN BOYCE: I --

20 MR. JOHN CROWLEY: I just don't -- I don't -- I
21 think -- I think we're not faithfully looking at the problem
22 here. There's -- we're trying not to touch something that's
23 a third rail and I think it's just an instance where you
24 have to touch it, but go on and know that you're not going
25 to fix anything.

1 You're not charged with being critical or anything
2 else. You're taking data and the data doesn't even have to
3 be identified by domestic or foreign fleet in order to
4 provide you information as to where the vulnerability might
5 exist, where you lose power propulsion and put critical
6 infrastructure at risk.

7 No need to identify whether it's one of Eric's clients
8 or one of mine. I mean, it -- it's more information and
9 more information, in anything I've ever done, is better.
10 It's not less.

11 CAPTAIN PAUL LAMARRE: So would it make sense under
12 this committee to say where pilotage services are provided,
13 because this is about pilotage with the three districts?

14 MS. SUSAN BRAY: It's also where you're getting your
15 information from --

16 CAPTAIN JOHN BOYCE: Wait. Let me --

17 MS. SUSAN BRAY: -- your data.

18 CAPTAIN JOHN BOYCE: Well, one is also the ability to
19 parse out data that's not necessarily useful. And I think
20 if we remove the domestic fleet because we, in general,
21 don't provide pilotage service to the domestic fleet, and
22 look at more pertinent information of what we provide
23 pilotage service to. I think it's more within the scope of
24 what the committee is tasked with, is -- is Great Lakes
25 pilotage, not the first class pilotage. And that right

1 there parses half the data out of vessels we don't even
2 serve.

3 If the Coast Guard outside of this wants to look into
4 that data, good, bad, indifferent, I think that's outside
5 the scope of our -- of our mandate.

6 CAPTAIN PAUL LAMARRE: I agree with John.

7 MR. MANDEEP MAKKAR: If I may. Any stoppage, would it
8 not affect pilotage? Any -- any damage to the
9 infrastructure, whether it's by a U.S. flag, Canadian flag,
10 Marshall Island, Bermuda, will it not affect your livelihood
11 and your paychecks?

12 CAPTAIN PAUL LAMARRE: Absolutely.

13 MR. MANDEEP MAKKAR: So the recommendation, should it
14 be for Coast Guard to decide what they want, but the
15 recommendation should be to look at everything? That's all.
16 So when we play that part, that it's beyond our purview, but
17 it affects you far more than anyone else.

18 CAPTAIN ANTHONY BRANDANO: I think -- Tony Brandano.

19 I think from an operational level, we're looking for
20 statistics of the vulnerability of the ships that we
21 actually pilot --

22 CAPTAIN PAUL LAMARRE: That's right.

23 CAPTAIN ANTHONY BRANDANO: -- bottom line. That's what
24 I'm --

25 CAPTAIN JOHN BOYCE: I don't --

1 CAPTAIN ANTHONY BRANDANO: That's the only scope
2 I'm coming from.

3 CAPTAIN JOHN BOYCE: I don't disagree with a lot of
4 these points. I really think it's outside the scope of our
5 tasking of --

6 MS. SUSAN BRAY: Our committee.

7 CAPTAIN JOHN BOYCE: -- what we deal with and have
8 influence on.

9 Yeah. Sorry.

10 MR. STEVE FISHER: Steve Fisher, American Great Lakes
11 Ports. I think the way you have it worded now does what you
12 were saying. It's relevant to the work you do and the
13 vessels you pilot, and I -- I appreciate you taking the
14 words "foreign flag out."

15 I think for this community to demonize foreign flag
16 shipping is ludicrous. We're all here because of foreign
17 flag shipping. You have work. You feed your families
18 because there's foreign flag shipping in the Great Lakes.
19 It should be safe, like any shipping. So I appreciate that
20 you took it out.

21 Something that has baffled me my whole career in
22 Great Lakes shipping is this strange thing in the
23 Great Lakes where we demonize the foreign carriers that come
24 in here. General cargo ports are highly dependent on these
25 ships.

1 MS. SUSAN BRAY: Yeah.

2 MR. STEVE FISHER: The longshoremen that work at our
3 docks are highly dependent on these ships to feed their
4 families and support our economies. And any demonization of
5 this community, I have always stood up and spoken out
6 against, as I am now.

7 I think it's important to have safe foreign flag
8 shipping and I think the Coast Guard absolutely believes
9 that. I think every one of you absolutely believes that and
10 you've committed your careers to that.

11 This is great the way it's worded now, and it's worded
12 this way in an effort, I think, to not single out anybody in
13 particular and demonize anybody in particular, so thank you.

14 (Applause.)

15 MS. SUSAN BRAY: That's great.

16 ADFO MR. FRANK LEVESQUE: That's great. You can't
17 retire.

18 MS. SUSAN BRAY: Well said.

19 (Multiple speakers.)

20 CAPTAIN JOHN BOYCE: Any further discussion on the
21 motion?

22 MS. SUSAN BRAY: No, it's good.

23 CAPTAIN PAUL LAMARRE: No, I think that's acceptable.

24 (No response.)

25 CAPTAIN JOHN BOYCE: All right. All in favor?

1 (Affirmative response.)

2 CAPTAIN JOHN BOYCE: Opposed? John Crowley opposes.
3 The rest are in favor, so motion carries.

4 I lost my place.

5 CAPTAIN PAUL LAMARRE: That was tug usage at the
6 Soo Locks.

7 CAPTAIN JOHN BOYCE: Okay. So the next is
8 Memorandum of Understanding between the United States Coast
9 Guard and the Canadian Great Lakes Pilotage. It was last
10 updated in 2013. This memorandum outlines dispatching,
11 billing, and pilot boat responsibilities amongst the
12 U.S. Great Lakes Pilot Association and Canadian Great Lakes
13 Pilot Authority.

14 This agreement also establishes a flagging protocol
15 that determines whether the United States or Canadian
16 registered pilot is responsible for providing pilotage
17 services to a given vessel. Even though this document
18 appears to focus on operation, it establishes requirements
19 that impact sovereignty.

20 In addition to modernizing the document to reflect
21 current practices, the Coast Guard wants to incorporate best
22 practices throughout the U.S. Great Lakes Pilot
23 Associations. This should improve coordination with our
24 Canadian stakeholders.

25 Captain Paul LaMarre represents the Great Lakes Ports.

1 I would like to explain how this document impacts...what?

2 ADFO MR. FRANK LEVESQUE: He will.

3 CAPTAIN JOHN BOYCE: Or I'd like him to, yeah, explain
4 how this document impacts the integrity of the system and
5 operations of the ports he represents. Pilotage needs to
6 ensure access to foreign goods and services.

7 CAPTAIN PAUL LAMARRE: Well, I don't know if I've
8 recovered from the last item yet.

9 So I think that the MOU and having consistent open
10 dialogue amongst the U.S. and Canadian pilots --

11 MR. VINCE BERG: Speak up.

12 CAPTAIN PAUL LAMARRE: Yeah. I think that the
13 Memorandum of Understanding that exists between the U.S.
14 and Canadian pilots needs to be something that is fortified
15 and looked at between the U.S. and Canadian government more
16 often than it currently is. I think having both parties at
17 the table to have an open and consistent system that's as
18 good for both countries as possible for efficiency purposes,
19 because there have been challenges amongst U.S. or
20 Canadian pilotage.

21 Basically, from a port perspective, having as
22 consistent of service as possible, having you guys work as
23 well as possible with the Canadian pilots is good for
24 everyone is what it comes down to.

25 CAPTAIN JOHN BOYCE: Uh-huh.

1 CAPTAIN PAUL LAMARRE: That's it.

2 CAPTAIN JOHN BOYCE: You want to update on...
3 Todd.

4 MR. TODD HAVILAND: Yeah, Todd Haviland, Director of
5 Great Lakes Pilotage. I was hoping that we would be a
6 little further along. Unfortunately, we haven't. We met
7 once. We're still looking to set some dates hopefully in
8 October to meet with our Canadian counterparts and bring the
9 MOU into a more relevant and current state. But hopefully
10 we will meet soon.

11 MR. BILL YOCKEY: Is there a copy of that someplace
12 that we can get or is it -- is it printed in the
13 Federal Registry?

14 MR. TODD HAVILAND: I can send it to you.

15 MR. BILL YOCKEY: Okay.

16 ADFO MR. FRANK LEVESQUE: It is on our website --

17 MR. BILL YOCKEY: The question I had --

18 ADFO MR. FRANK LEVESQUE: -- and is available.

19 MR. BILL YOCKEY: -- really, is -- is: Are the rates
20 still in there? Do the rates still have to be equal?

21 MR. TODD HAVILAND: Yes, Jim.

22 MR. JIM POUND: Just to comment, Jim Pound, Chair of
23 the Board, Great Lakes Pilotage Authority. I just want to
24 echo Todd's comments that we are working towards getting
25 some dates to sit down.

1 I'd also like to indicate that in the meantime, our
2 group on the Great Lakes side, on the Canadian side, work
3 very closely with the folks on the U.S. side to make sure
4 that we still operate a very safe and efficient system. So
5 even though we need to update the MOU, I want to just let
6 everyone know that we still work very closely together. But
7 we are working to get that updated.

8 CAPTAIN JOHN BOYCE: Thank you.

9 Any comments from the committee?

10 MS. SUSAN BRAY: No.

11 (No response.)

12 CAPTAIN JOHN BOYCE: From the public?

13 (No response.)

14 CAPTAIN JOHN BOYCE: Any recommendations?

15 (No response.)

16 CAPTAIN JOHN BOYCE: Keep doing what you're doing.

17 Next topic is change points, double pilotage, daytime
18 navigation restrictions, and I'll recognize Todd Haviland
19 for this discussion.

20 MR. TODD HAVILAND: Yes. I'm going to provide a little
21 bit of background, a reminder that I'm the one that makes
22 all these determinations, and then an update to something
23 that we did at the opening of the season this year. And I'm
24 probably going to extend it going forward if it looks like
25 it's going to work.

1 So we have mandatory change points that require, you
2 know, the pilot to get off and to switch out. Sometimes an
3 American pilot relieves an American pilot. Sometimes it's
4 an American pilot relieving a Canadian or vice versa. Those
5 change points are put in place for safety. And we view them
6 as the general geographic area. So it's not like a lat-long
7 position on a chart where that change point has to take
8 place.

9 We have some change points that are in locks, some
10 change points that are, you know, in the open water. The
11 only spot in the system where we go from undesignated to
12 designated or designated to undesignated is in Lake Erie
13 where you have the Southeast Shoal as designated waters.
14 I'm still not sure why. But there's no change point there,
15 so the -- you know, the pilot will do a little bit in
16 undesignated and a lot -- or a little bit in undesignated
17 and a lot in designated before they go up to Detroit.

18 And then with the double pilotage, again, it's
19 determined on a case-by-case basis. The time where it seems
20 to get contentious is at the opening and closing of the
21 season. Our staffing model is such that even when we're at
22 double pilotage, it doesn't reduce the U.S. pilot's ability
23 to move commerce like it used to. But if --

24 Can Laurie bring up that chart of Detroit, the
25 Southeast Shoal?

1 So, like, daytime navigation only, there are a few
2 ports out there that are just so dark and they're not
3 frequented very often.

4 Can she --

5 ADFO MR. FRANK LEVESQUE: Yeah.

6 MR. TODD HAVILAND: Can you help her?

7 That we have some daytime-only ports. For as long as
8 I've been around, and since even before I got here, the
9 St. Marys River, when the ice comes and the snow comes and
10 the bad weather comes and they pull the buoys, that goes to
11 daytime navigation-only. Because around Neebish Bay, the
12 channel is just so narrow, it's unrealistic.

13 And, you know, I've asked the pilots if I put 20
14 onboard, they still wouldn't, you know, move the ship
15 through Neebish Bay.

16 Hopefully we'll -- but if you look at, you know, from
17 the Southeast Shore to Detroit --

18 MR. ERIC PEACE: Todd, I appreciate you putting
19 Staten Island on the screen.

20 MR. TODD HAVILAND: Yes.

21 MR. ERIC PEACE: Thank you for that.

22 MR. TODD HAVILAND: That's good enough, John.

23 So what it's -- we talked about detention earlier. So
24 what happens when I put two pilots onboard in Detroit for a
25 ship that's leaving? Well, once it gets past right around

1 here, Pelee Island, we're getting into undesignated waters.
2 And in undesignated waters, the pilot has to be onboard
3 available. So, you know, essentially the ships are paying
4 for two pilots across Lake Erie both ways.

5 And what we tried this year, and I think can work
6 moving forward, is if we do daytime navigation only between
7 the Port of Detroit and the Southeast Shoal, I think we can
8 overcome that. You know, you -- that pilot resource being
9 used across Lake Erie.

10 And then, you know, like Chris does when they go into
11 Green Bay. If he needs two pilots into Green Bay, he
12 doesn't put two pilots on in Port Huron. He takes the ship
13 with one pilot, goes through -- you know, up Lake Huron,
14 through the Straits of Mackinac, gets right to the port, and
15 then they put the second guy on, so...

16 We haven't had a lot of grain coming out of Toledo.
17 I hope it starts moving. But in the event that, you know,
18 we've got to go into Toledo, I think, you know, there's a
19 spot -- and I've talked to Paul LaMarre where we can put the
20 pilot on the tug. He says he won't even charge extra for
21 that. And as he's going to service the boat, he'll deliver
22 the pilot.

23 MS. SUSAN BRAY: That's good.

24 MR. TODD HAVILAND: So, you know, if it ends up
25 working, you know, great. If not, you know, we can always

1 put the -- we'll still keep two pilots onboard between
2 Detroit and Port Huron. It will only be this -- it's like
3 21 miles of -- and then that over-carriage won't be assessed
4 and we -- you know, we'll have, you know, an extra pilot
5 that if we have to move them around, we can.

6 CAPTAIN ANTHONY BRANDANO: So you -- can I make a
7 comment?

8 MR. TODD HAVILAND: Yeah.

9 CAPTAIN ANTHONY BRANDANO: So the towing company is not
10 going to charge us to bring a pilot 14 miles offshore at the
11 entrance of the channel --

12 CAPTAIN PAUL LAMARRE: That's where -- that's where the
13 pilot would have to get on.

14 CAPTAIN ANTHONY BRANDANO: That's the daylight -- the
15 two pilot for Toledo is for the channel at that point,
16 because it's fastest navigation route. So should I check
17 with Greg on that?

18 CAPTAIN PAUL LAMARRE: Yeah, absolutely.

19 CAPTAIN ANTHONY BRANDANO: Okay.

20 CAPTAIN PAUL LAMARRE: But I -- when Todd inquired
21 about that, I checked with them and they said if we are
22 doing the tow, which -- then it would be accepted all the
23 way up.

24 MR. TODD HAVILAND: Uh-huh.

25 CAPTAIN ANTHONY BRANDANO: Okay.

1 MR. TODD HAVILAND: And we'll look at it on a
2 case-by-case, Tony. So if it -- if it doesn't make sense,
3 we'll do it, but...

4 CAPTAIN ANTHONY BRANDANO: Yeah, yeah, I'll check --
5 I'll check with the towing company.

6 MR. TODD HAVILAND: But, especially, you know, stuff
7 that's leaving Detroit and just leaving or coming, you know,
8 to Detroit.

9 CAPTAIN ANTHONY BRANDANO: Okay.

10 MR. TODD HAVILAND: And it's -- again, at the -- at the
11 opening of the season, there's not a lot. We'll have to
12 watch it closely at the ending of the season to make sure
13 that -- but with the Seaway continuing to keep, you know,
14 some of the locks open a little longer, I think we've got
15 some leeway, but...

16 CAPTAIN ANTHONY BRANDANO: Okay.

17 MR. TODD HAVILAND: That's all I had to say about those
18 things.

19 CAPTAIN PAUL LAMARRE: You don't want to criticize me
20 this time?

21 MR. JOHN CROWLEY: Have I criticized you today?

22 (Laughter.)

23 CAPTAIN PAUL LAMARRE: I'm just giving you
24 the business. You know I love you, John.

25 MR. TODD HAVILAND: Can we go on to the last topic

1 before we get to the public comments?

2 CAPTAIN JOHN BOYCE: Uh-huh.

3 MR. TODD HAVILAND: So if you'd pull up the ratemaking
4 methodology and just this slide right here, please.

5 So this is the methodology that was put in place in
6 2016. When I became the Director in 2016, it followed at
7 least a decade where there was a problem with the billing
8 scheme and the methodology, and all three pilot associations
9 were anemic when it comes to the ability to fund things.

10 And when they would go to the bank to try to get a loan
11 to do anything, they'd look at their less-than-stellar
12 revenue stream and then they would -- some of them would
13 look at the rates and say, "Well, the Coast Guard said you
14 guys were going to generate this much and you didn't."

15 So I created this thing called the Working Capital
16 Fund. And it was challenged in the courts. It survived the
17 courts. I provided some guidance on -- you know, regarding
18 the Working Capital Fund.

19 So, you know, each year, the pilot associations tell us
20 how much they collected, what they spent it on. But I
21 always said it was never intended to create a new expense
22 category.

23 And, you know, as I said earlier today, you know, the
24 system and the pilot associations are a lot healthier than
25 they were back in 2014, 2015, 2016. And so what I plan to

1 do in the next rulemaking is to propose that the Working
2 Capital Fund go away. So I believe that they got the
3 revenues they're supposed to. You know, if a project is
4 necessary and reasonable, I expect the pilots to put some of
5 their own money up to seed it.

6 We're still going to track the Working Capital Fund
7 and, you know, look at it every year. And it's just not
8 free money that's going to disappear into the ether.

9 But the new methodology will look, you know, like,
10 what -- we'll look at the operating expenses. I'll
11 determine which ones are necessary and reasonable. I'll
12 make sure that the proper years of inflation are applied.
13 I'll look at the number of working pilots and I'll give them
14 their target compensation. I'll look at the number of
15 applicants and we'll give them their wages and then we'll
16 divide that number by the 10-year average. That will give
17 me my base rate and then I'll finalize the rate again with
18 taking that base rate and dividing it by the 10 year of the
19 waiting factor.

20 So any comments?

21 MR. JOHN CROWLEY: If I can, I'll take my turn.

22 MR. TODD HAVILAND: Yes.

23 MR. JOHN CROWLEY: I have mixed feelings about the
24 Working Capital Fund. On one hand, I think creating a fund
25 and establishing business rules around it is -- is good

1 practice.

2 My problem a little bit with it is that you may apply
3 the business rules. But in public comment, we don't really
4 get to see and -- and offer any views on that. So I think
5 it would be -- and models are -- are models. This is a
6 methodology, but it's a model, are -- are, in my experience,
7 most effective with transparency.

8 And so it is -- I -- this is why I have mixed feelings
9 about it. I mean, we can say we do away with it and it
10 comes out of their -- out of their kitty. But I'm not sure
11 there doesn't get to be a day when the big ticket has to
12 come, there isn't the kitty available, and then we're back
13 kind of where we were whenever, you know, the Capital Fund
14 was turned on.

15 I just -- I think it's just a matter of controlling
16 that and providing the business rules and the visibility and
17 the transparency to the community so that there's trust in
18 it, there's -- there's the ability to say -- to take on a
19 particular project and say, you know, this is a capital
20 fund. It doesn't go to the -- to the wages and to the
21 importance of that pilot being there for a safe voyage. It
22 has to do with something else. And -- and, therefore, it
23 should be able to be susceptible of a different level
24 review, you know, in terms of the ratemaking and the NPRM
25 process.

1 So that's a -- there's a little bit of two-sidedness to
2 my comment, but I think you get the point.

3 MR. TODD HAVILAND: Well --

4 MR. JOHN CROWLEY: You can ask questions and --

5 MR. TODD HAVILAND: Yes and no. But anytime the pilots
6 go to the Working Capital Fund, all they do is starve their
7 expense base. And, you know, if I look at any of these
8 pilot groups, they're all about, you know, 20 pilots apiece.

9 And, you know, again, if they're all making between
10 10 -- they're generating between 10 and 15 million dollars a
11 year in revenues, they should have the ability, at this
12 point, to start forecasting out, you know, "These are the
13 things we need."

14 And then I think if it's a huge ticket item, there's
15 nothing that prevents me from coming to the advisory
16 committee or, you know, engaging the Shipping Federation to
17 say, "Hey, with this project, you know, maybe we need a
18 surcharge."

19 Because back -- I forget what year it was -- when the
20 Canadian Shippers and the GLP wanted District 2 to buy a
21 pilot boat because the Canadian pilots didn't want to use
22 the -- was it the Bell?

23 CAPTAIN JOHN BOYCE: Westcott.

24 MR. TODD HAVILAND: Oh, the Westcott.

25 The shippers agreed to a surcharge that purchased that

1 boat. And for me, I -- all I'm saying is that this
2 determines the revenues necessary to provide safe,
3 efficient, and reliable service. I don't think the Working
4 Capital Fund continues to be needed.

5 MR. JOHN CROWLEY: But you're -- it sounds like you
6 don't have business rules in effect. If --

7 MR. TODD HAVILAND: There are business rules in effect.

8 CAPTAIN JOHN BOYCE: There are.

9 MR. JOHN CROWLEY: If -- if they are using it --

10 MR. TODD HAVILAND: If there weren't, then I would have
11 lost the --

12 MR. JOHN CROWLEY: If they are using it to -- to cover
13 expenses, then I would say they're not -- they're not
14 effective business rules for a Working Capital Fund that has
15 sat there for something else and -- number one.

16 And number two, I would submit that when you get to the
17 position where you have the tugboat or you have something
18 else, you -- where you have to put it before the committee
19 and get some sort of comment on it so you can make an
20 instant decision, that -- that's not real transparency and
21 that's not really giving the committee a choice.

22 I mean, those -- those instances when it comes down to,
23 you know, the crisis time, then you -- it's -- you're not --
24 that's not a plan. That's something else.

25 MR. TODD HAVILAND: Well, this is an advisory

1 committee, so I --

2 MR. JOHN CROWLEY: I understand that.

3 MR. TODD HAVILAND: I don't need your permission to do
4 anything. All I have to do is consult. And every time I
5 speak to the committee, I fulfill that requirement to
6 consult.

7 MR. JOHN CROWLEY: That's not your strongest line.

8 MR. TODD HAVILAND: No, and --

9 MR. JOHN CROWLEY: -- but go ahead with it.

10 (Laughter.)

11 MR. TODD HAVILAND: I -- it's not. That's what I'm
12 looking for, a strong line.

13 With the Working Capital Fund, it doesn't matter.
14 There's been some contention. When they take money out of
15 that, that still has to be a necessary and reasonable
16 expense in order for me to recognize it. And when I
17 recognize it, then I take that money, you know, out of their
18 expense base.

19 If I don't recognize it, I tell them, "Hey, your
20 Working Capital Fund still needs to have this amount of
21 money in it and those things that you expended didn't
22 happen."

23 MR. JOHN CROWLEY: When you say necessary and
24 reasonable, as a working capital --

25 MR. TODD HAVILAND: As an expense.

1 MR. JOHN CROWLEY: -- or as an expense broadly?

2 CAPTAIN JOHN BOYCE: Broadly.

3 MR. TODD HAVILAND: As an --

4 MR. JOHN CROWLEY: That's what I'm saying, it's not
5 a -- you don't have normal business rules if you --

6 MR. TODD HAVILAND: Well, you keep --

7 MR. JOHN CROWLEY: -- can more broadly acquire --

8 MR. TODD HAVILAND: You keep telling me I don't have
9 normal business rules. I'm not a businessman. I'm a
10 regulator. This reg --

11 MR. JOHN CROWLEY: Well, go to --

12 MR. TODD HAVILAND: But wait a second.

13 MR. JOHN CROWLEY: Go to Eight Shop, and they'll give
14 you business rules.

15 MR. TODD HAVILAND: Well, I've got an MBA from a
16 top-tier school, so --

17 MR. JOHN CROWLEY: Okay. You know what business rules
18 are.

19 MR. TODD HAVILAND: -- I know what talking about
20 business rules are.

21 MR. JOHN CROWLEY: Don't tell me you don't.

22 MR. TODD HAVILAND: But what I'm saying is we've
23 provided guidance. The courts have looked at that guidance.

24 MR. JOHN CROWLEY: I --

25 MR. TODD HAVILAND: The Federal Court of Appeals said

1 that we were correct with that guidance. And --

2 MR. JOHN CROWLEY: Okay.

3 MR. TODD HAVILAND: And since I'm changing the
4 regulation, I plan to change the --

5 MR. JOHN CROWLEY: You asked for my opinion.

6 MR. TODD HAVILAND: No, no, no, I understand. But I'm
7 just saying, you know, it --

8 MR. JOHN CROWLEY: I got you.

9 MR. TODD HAVILAND: Any heartache if I remove the
10 Working Capital Fund from the methodology? And if you want
11 a different pot of money created, I will create that pot of
12 money.

13 Yes.

14 MR. STEVE FISHER: Steve Fisher, American Great Lakes
15 Ports Association.

16 Question, Todd. The users group in past rate settings
17 had argued against a Working Capital Fund and in favor of
18 surcharges, which have been the previous practice. And
19 primarily -- and I remember us all talking about it, it was
20 because we thought they were more transparent. Surcharges
21 were able to be tracked and users and the payers would see,
22 you know, what kind of money accumulated and see
23 specifically what it was used for, for the various pilotage
24 districts.

25 You argued back, "No, no, that's not the way to go. We

1 should have a Working Capital Fund" --

2 MR. TODD HAVILAND: Yes.

3 MR. STEVE FISHER: -- and we -- we lost that. Are you
4 now saying, "Oh, you -- you know, yes, we want to go back to
5 what..."

6 MR. TODD HAVILAND: Well, what I'm saying is, is I
7 think we get rid of the Working Capital Fund. And if we
8 have to, we'll look at a surcharge.

9 MR. STEVE FISHER: We'll have a surcharge system.

10 MR. TODD HAVILAND: Yes.

11 MR. STEVE FISHER: So we're kind of back where we were.

12 MR. TODD HAVILAND: But -- yes.

13 MR. STEVE FISHER: Yeah. Okay.

14 MS. SUSAN BRAY: The times have changed.

15 MR. TODD HAVILAND: The situation is a lot different
16 than it was in 2018, as far as pilot revenues, pilot
17 strength, the amount of money that they've invested over the
18 years --

19 MR. STEVE FISHER: Okay.

20 MR. TODD HAVILAND: -- into the system. Because, you
21 know, we've got some pilot boats -- or they've got some
22 pilot boats that they need to buy.

23 MR. STEVE FISHER: Right.

24 MR. TODD HAVILAND: -- but for the most part, you know,
25 we're --

1 MR. STEVE FISHER: Yeah.

2 MR. TODD HAVILAND: You know, now they're working on
3 dock projects --

4 MR. STEVE FISHER: Okay.

5 MR. TODD HAVILAND: -- you know, renovating dock
6 projects.

7 MR. STEVE FISHER: Okay. Well, I'll just reiterate our
8 position had been to not have this and to have a surcharge
9 system. And, again, the goal was transparency. It
10 wasn't -- I don't know that one was more brilliant than the
11 other. We just thought one was easier to track than the
12 other --

13 MR. TODD HAVILAND: Yes.

14 MR. STEVE FISHER: -- and it was easier for the payers
15 to sort of see how the money was flowing.

16 Can I have a follow-up question and just ask the three
17 districts: What do you find easiest? Is it better to have
18 a surcharge when you need to buy something, or is it better
19 to have -- would you rather manage a Working Capital Fund?

20 CAPTAIN JOHN BOYCE: I'm not sure easier is really the
21 metric. To some degree, as long as the money that I need is
22 there, the way it flows is -- is much less material.

23 I know for our last boat, the ratepayer is the one that
24 asked us to do the surcharge versus go through the rate
25 process. Personally, okay, if you want it to flow that way,

1 it flows that way.

2 I know with our -- the current boat, we're -- we've
3 held up a little bit on building. Instead of going through
4 the rate process, it was talked about doing the same type of
5 surcharge with us and the GLPA, you know, jointly funding
6 it. If that's the way it wants to flow, I -- I'm not
7 opposed to that.

8 MR. STEVE FISHER: And far as little stuff like fixing
9 the roof and things like that, a simple capital management
10 plan of some sort is a -- is what you're recommending, Todd,
11 right?

12 MR. TODD HAVILAND: Well, what I'm saying is, is these
13 little roofs, the pilot associations should have sufficient
14 revenues --

15 MR. STEVE FISHER: To cover that.

16 MR. TODD HAVILAND: -- to cover that. Because, again,
17 if the pilots aren't willing to put their own money into
18 their operations, how necessary and reasonable are some of
19 those purchases?

20 And this is a reimbursable rate. So what this says is,
21 you know, today, the pilots are spending money. And they're
22 hoping three years from now that a ship comes through and
23 generates the revenue to pay for, you know, what they're
24 doing today.

25 And I -- and I think if we look at the last 10 years of

1 revenues and the last 10 years of demand for pilotage
2 service and, you know, even this year where, you know, a lot
3 of people said things were going to be down, you know, the
4 traffic has diversified a lot. We've got the cruise ships,
5 we've got the Canadian domestic fleet, we've got the
6 petroleum tankers, and we've got the salties who built the
7 system.

8 So, you know, in the past when it was just, you know,
9 the four saltie companies that were providing 98 percent of
10 the demand for pilotage service, you know, some of these
11 things were a lot more crucial. But now I see, you know,
12 we've got even money coming in in the winter like we didn't
13 used to before. So, you know, those revenues should be
14 there.

15 And, you know, call me crazy, but, you know, these guys
16 are -- they own a business that we regulate, the Coast Guard
17 regulates, and I think they should be financially sound
18 enough by now to make these small repairs, to start planning
19 to set aside money. And, again, if -- and I take a little
20 bit of umbrage with, like, the last second.

21 I mean, if someone comes to me with a last-second plan
22 that says, "Hey, next year I want to do this," I'm likely to
23 tell them no because that's just not how the world works.

24 And, you know, Chris, Paul, and, you know,
25 Michael Broad, his predecessor, were always willing to

1 entertain and invite me and any of the pilots into the
2 Shipping Federation office to talk about these big capital
3 expenses.

4 (Multiple speakers.)

5 CAPTAIN JOHN BOYCE: Chris, yeah.

6 MR. CHRIS HALL: So, Todd, this is interesting what
7 we're hearing. How would you define, or would you intend to
8 define what is left for the associations to handle on their
9 own dime versus going -- you know, what goes to industry for
10 funding through a surcharge? How would you -- how would you
11 create that -- that methodology or that division of
12 responsibility? And assuming that would -- it wouldn't be
13 on a case-by-case basis, you would need to have something
14 set in the regulation that codified that a little bit
15 better.

16 MR. TODD HAVILAND: Well, I -- I'm not sure that a
17 surcharge is going to be necessary moving forward. In the
18 event that it was, it would have to be done through notice
19 and comment. So even -- and that was even -- the one
20 surcharge that was done, you know, before I -- I don't, you
21 know, plan to continue that once the pilot boat is paid off.

22 But, you know, for that surcharge to be put in place,
23 we'd have to amend the regulations and put some parameters
24 around it. And unless you want -- would want me to put the
25 authority in that I could impose a surcharge without notice

1 and comment --

2 (Multiple speakers.)

3 MR. TODD HAVILAND: -- and I don't think that that
4 would...

5 So what I'm saying is, is if it looked like the project
6 was so great that the pilot association couldn't handle it,
7 you know, we would likely call you and say, you know,
8 "Here's the scope of the project. This is the pot of money
9 the pilots are going to put in. This is the terms of the
10 loan. They want it paid off in this amount of time and we
11 think that, you know, a \$200 charge on each bill for the
12 next eight years will do it."

13 MR. CHRIS HALL: So in other words, the default is the
14 associations fund all capital up to a point where they prove
15 that they can't, and then -- then the approach will be
16 made --

17 MR. TODD HAVILAND: Yes.

18 MR. CHRIS HALL: -- to industry on a surcharge basis?

19 MR. TODD HAVILAND: Yes, sir.

20 CAPTAIN JOHN BOYCE: I -- I would say not really.

21 MR. TODD HAVILAND: What do you mean "not really"?

22 CAPTAIN JOHN BOYCE: Well, no, our -- our current boat,
23 I didn't go to industry at all. And it was the -- my
24 recollection, the Shipping Federation and the ship owners
25 that wanted the surcharge instead of going through the rate

1 process. So I --

2 MR. CHRIS HALL: But there is no more rate process.
3 That's the point, right?

4 CAPTAIN JOHN BOYCE: No, that is a rate process.

5 MR. TODD HAVILAND: That is the rate process.

6 CAPTAIN JOHN BOYCE: It's just --

7 MR. CHRIS HALL: You're taking the Working Capital Fund
8 out of the ratemaking, then the onus is on the associations
9 to fund the project.

10 MR. TODD HAVILAND: It still is.

11 CAPTAIN JOHN BOYCE: And it still was.

12 MR. TODD HAVILAND: What I was told back in 2016, '17,
13 you know, '14, '15, '18, was when the group would go to the
14 bank and say, "We want to take out a loan so we can fund
15 this project. The banks were telling them, you know, "Based
16 on the last 10 years of your financial history, no."

17 The Working Capital Fund was put in place so they could
18 show some level of creditworthiness. I think they're to the
19 point now that they should be able to demonstrate that
20 creditworthiness.

21 If the pilot association, you know, wants to discuss a
22 surcharge with the Shipping Federation, or in a notice of
23 proposed rulemaking or, you know, in this setting with the
24 GLPAC, we can always do that. But the default setting right
25 now is -- the onus is on the pilots. I'm just saying I

1 don't think they need that extra chunk of money with the
2 Working Capital Plan to perform these functions moving
3 forward.

4 CAPTAIN JOHN BOYCE: Any further discussion from the
5 Committee?

6 (No response.)

7 CAPTAIN JOHN BOYCE: From the public?

8 (No response.)

9 CAPTAIN JOHN BOYCE: Any recommendations?

10 (No response.)

11 MR. TODD HAVILAND: And then the last thing I'll ask
12 the pilot associations to do is go around and talk about
13 their projects that they're working on right now.

14 Tony.

15 CAPTAIN ANTHONY BRANDANO: Yeah, I'll go first. I'm
16 Tony Brandano, President of Lakes Pilots.

17 This year, we -- everyone knows we have our house in
18 Port Colborne for pilots to turn -- turn over on and get
19 their rest and work their way back. We replaced the roof on
20 that house this year. That was around \$40,000 U.S.

21 We're starting -- we started planning in the beginning
22 of this year for a plan to start next year to replace the
23 sheeting -- the current sheet piling, the seawall on our
24 docks at our Port Huron office. And what we're going to do
25 there is dig out the slips a little further. We've got

1 no -- it's about 500,000 just to fix the -- the sea -- the
2 seawall.

3 So in the process of doing the seawall, we're going to
4 excavate and dig out our slips a little bit more to plan for
5 the future and to prevent from ice flow and the damage from
6 ice flow to our vessels.

7 The whole cost of the project between the docks, the
8 seawall, and the excavating will be between 700,000 and a
9 million dollars by the time it's all said and done. We're
10 still working on financing terms and stuff for that. But
11 that's the main -- the main plan.

12 That dock in Port Huron is in major need of repair.
13 And that seawall is -- is in major need of repair. So
14 that's what we have for projects going on with Lakes Pilots.

15 CAPTAIN JOHN BOYCE: In District 1, we're currently
16 waiting on the generators. We have a generator project
17 going for Cape Vincent, so -- and power outage, we can keep
18 power on the boat and the radios and whatnot.

19 Bigger project that's been waylaid a bit is a new pilot
20 boat, a heavier ice-capable pilot boat for Cape Vincent to
21 be able to serve a little rougher weather out on the -- on
22 the lake and also deal with the real early or real late
23 season ice.

24 My understanding was funded similar to the current
25 pilot boat in -- the District 2 pilot boat, partially

1 through the U.S., partially through Canada. Still some work
2 to be done on how that's going to work out. But that will
3 be about two years to build once we -- once we actually pull
4 the trigger on it.

5 Chris.

6 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
7 Lakes Pilots.

8 Couple things going on. Brimley development, we've
9 been talking about Brimley at the GLPAC for the last three
10 years at least. Just to recap, the Brimley property is a
11 20-minute pilot boat ride to the buoy 33 change point. We
12 ran some numbers this year because prior to that -- prior to
13 purchasing that property, we operated from below the locks.

14 The savings is about 55,000 a year in fuel and about
15 720 hours less time on task and less wear and tear on our
16 pilot boats and our pilot boat crews.

17 We do have to rebuild the dock. The dock that came
18 with the property is not sustainable for any type of
19 long-term pilot boat use. We have to drive some new sheet
20 piling in down to 26 feet. Basically, rebuild the dock,
21 raise the dock about two feet to historic water levels.
22 Right now, with high water, it could very much -- the whole
23 dock could be underwater.

24 Shore power lighting, mooring gear bollards, and pretty
25 much some -- some dirt work, making a road down to the dock.

1 Right now, it's a very steep hill. It's not much more than
2 a walking trail and we want to level that off so we can
3 drive down to the dock in a vehicle or a fuel truck. So
4 that is the first phase of the Brimley project, and that
5 should be getting underway hopefully within the next month
6 or so. And that -- that's around 500K project based on our
7 initial costs.

8 The other thing that we were thinking about, and
9 nothing has been done. There's no commitment currently, but
10 we'd like to get a new pilot boat in the future similar to
11 our 2021 new build Whiskey Pilot, which is built North River
12 Boats out of Oregon. It's a shallow-draft boat, outboard
13 engines. It's very efficient.

14 The price for the one that we have now is 650K. The
15 quote that we had in May 2024, this year for an identical
16 one would be 730K. So we're looking at that, but we have
17 not committed anything yet with that. And that's about it.

18 CAPTAIN JOHN BOYCE: Any questions from the committee?

19 MS. SUSAN BRAY: No.

20 CAPTAIN JOHN BOYCE: Public?

21 (No response.)

22 CAPTAIN JOHN BOYCE: Any recommendations?

23 (No response.)

24 CAPTAIN JOHN BOYCE: All right. On that, we'll move to
25 the topic of public comments. At this time, I'll open the

1 floor to --

2 ADFO MR. FRANK LEVESQUE: Todd had got something.

3 CAPTAIN JOHN BOYCE: Okay. Please state your name and
4 affiliation clearly as all part of the public records.
5 Commenters will have up to five minutes to present the
6 material to the committee.

7 MR. TODD HAVILAND: Todd Haviland, Director of Great
8 Lakes Pilotage.

9 This may be Steve Fisher's last GLPAC. So I just --
10 Steve and I haven't, you know, agreed on things throughout
11 the years. But, you know, Steve and I have always gotten
12 along. You know, even when he was suing us --

13 (Laughter.)

14 MR. TODD HAVILAND: -- we still went to lunch at least
15 once a month. Steve has been very helpful in explaining,
16 you know, different aspects of how the system works.

17 And, you know, Steve, I wish you well in your
18 retirement and I thank you for, you know, everything you've
19 taught me.

20 MR. STEVE FISHER: Thank you.

21 (Applause.)

22 CAPTAIN JOHN BOYCE: Now you're done.

23 (Laughter.)

24 MS. SUSAN BRAY: You're retired.

25 MR. STEVE FISHER: I am retiring at the end of this

1 year, but I want to take this opportunity to introduce my
2 successor. If you haven't met him casually during the
3 breaks, I'd like to introduce Brian Oszakiewski, who will be
4 starting -- who's started already with our organization, but
5 will be taking over full-time January 1st.

6 And, Brian, welcome, and I -- this is really one of the
7 first things he's done. He's probably completely
8 overwhelmed. He's probably going to tell me he's quitting
9 tomorrow.

10 (Laughter.)

11 MR. STEVE FISHER: That's a lot of heavy stuff for
12 first -- first week at the job. But I appreciate all of you
13 getting to know Brian in the coming months and working with
14 him in the coming years. Thank you.

15 (Applause.)

16 CAPTAIN JOHN BOYCE: Any other comments from the
17 public?

18 (No response.)

19 CAPTAIN JOHN BOYCE: If not --

20 MR. VINCE BERG: I have a question.

21 CAPTAIN JOHN BOYCE: Oh.

22 MR. VINCE BERG: Vince Berg from the Great Lakes
23 Pilotage.

24 We talked about change points earlier. I talked -- or
25 heard some grumblings about buoy 33, "Why can't they change

1 in the locks? Is it not safe? Is it safe? Why is it not
2 brought up?"

3 MR. TODD HAVILAND: Okay. Thanks, Vince.

4 So I've been doing this job a long time. This last
5 summer, we went up to the Shipping Federation, a
6 presentation was made, and Chris Hall asked the question,
7 you know, "Why don't the pilots change in the locks? They
8 change in the locks here at, you know, Snell, Iroquois Locks
9 1 and 8. When the pilot boat can't get underway for what --
10 a myriad of reasons, you know, they change in the locks."

11 I guess we could do some studying on that and, you
12 know, coordinate with the Canadian -- or with the U.S. Army
13 Corps because I remember having a conversation with them and
14 they said all operations in the Soo Locks were safe and
15 that -- and tell me if I'm putting words in your mouth. And
16 that, you know, it's something that we could talk about
17 setting up a permanent change point in the Soo Locks.

18 Did that answer your question, Vince?

19 MR. VINCE BERG: Yes, it does.

20 MR. TODD HAVILAND: Does anyone from the Army Corps --
21 did I state that accurately?

22 MS. LEIGHANN RYCKEGHEM: You did. So we do that by
23 exception.

24 MR. VINCE BERG: Your name, please.

25 MS. LEIGHANN RYCKEGHEM: LeighAnn Rycheghem, Corp of

1 Engineers. Thank you.

2 We do transfers in the lock by exception not by rule,
3 but it is safe.

4 MR. TODD HAVILAND: Thank you.

5 CAPTAIN JOHN BOYCE: Chris.

6 CAPTAIN CHRIS EDYVEAN: Chris Edyvean, Western Great
7 Lakes Pilots.

8 I'm going to tell everybody why it's not safe to change
9 in the Soo Locks. The two most challenging parts of our
10 district is the Port of Green Bay and the down-bound transit
11 of a loaded ship from buoy 33 to the Soo Locks. Why?
12 Because we're typically waiting on traffic. We have
13 prevailing winds from the north. We have a strong following
14 current. There's shutdowns for fog. It's a very
15 challenging piece of the river district.

16 A pilot coming from Thunder Bay is typically on
17 assignment for 18 hours prior to that. A pilot coming from
18 Duluth, Minnesota, is on assignment for 30 hours before
19 that. We want to put a rested pilot on for a lot of
20 reasons. There should be a rested pilot to negotiate that
21 stretch of waterway that can become very different -- very
22 difficult.

23 It makes sense to put a fresh pilot on it. It goes all
24 the way back to protecting our infrastructure that we've
25 worked so hard to improve at the Soo Locks. That's

1 regarding vessels coming down.

2 The Soo Locks themselves, the foreign flag vessels have
3 a lot of windage. It's a design of the vessel. We do not
4 have hands-free mooring at the Mack or the Poe Lock. And
5 what usually happens more so at the Poe Lock is the northern
6 winds will push that vessel off the lock wall. These
7 foreign vessels do not have the constant tension winches
8 that our lakers have. They don't have the qualified
9 manpower that our lakers have. There's a lot of
10 communication difficulties that can make things hazardous.
11 And pilots, in many circumstances, are waiting for the ship
12 to come against so they can climb aboard. Very unsafe.

13 Not to mention delays. If we have to stop the filling
14 or the dropping of the water for the pilots to -- you know,
15 for the ship to get up against so the pilots can cross,
16 we're going to be causing more delays at the locks.

17 While it may seem perfectly fine for an outsider, who's
18 not the person climbing over the side of the ship or the
19 lock wall, it's not like that if you're the actual pilot.

20 In addition, there's currently no shelter for --
21 waiting for the pilot to embark. The pilot has to go
22 through security and then stand out in whatever weather
23 happens to be the weather of the day, whether it be snow,
24 rain, cold weather, hot weather.

25 Changing at the Soo Locks for federal pilots is unsafe.

1 CAPTAIN JOHN BOYCE: Okay.

2 MR. TODD HAVILAND: Todd Haviland. I couldn't disagree
3 with everything you just said more. Vince can attest to it.
4 Frank can attest to it. In 2014, I believe his name was
5 Denny Aho. Came to the Soo Locks, did 125 meters worth of
6 damage, stayed on board the ship, went through the locks,
7 went through the change point at detour, and went all the
8 way down to Port Huron.

9 And then when I asked Vince to look into it -- or Frank
10 to look into it, found out that every pilot in District 3,
11 on at least two occasions, had run through the locks. And I
12 don't know how many times I've been to your meetings where
13 your pilots, your partners, are arguing with me that they
14 should be allowed to sleep on board the vessels so they
15 don't have to change going through the St. Marys River
16 because they'd rather do that with just one or two pilots
17 and I'm being too heavy-handed saying, "Hey, there should be
18 three."

19 All I've said is when the conditions are the worst and
20 your pilot boat cannot get underway, you've changed in those
21 locks for -- how long have they been around. And then you
22 have the audacity to go to the Seaway and imply that
23 Mr. Emerson and I sent you there -- or not the Seaway, to
24 the Soo Locks, to ask them for a letter saying that it
25 wasn't safe. That -- that's totally uncalled for.

1 weren't here before, we used to do -- oh, my wife used to
2 call them cut-out dolls for their licenses. So they
3 suggested/recommended last year that the Coast Guard put out
4 and have an ID card maker, you know, make it kind of like a
5 driver's license.

6 I forgot to bring one to show you, but now it's like
7 your driver's -- you got yours, John?

8 CAPTAIN JOHN BOYCE: I should.

9 (Laughter.)

10 MR. VINCE BERG: But anyway, earlier this year we
11 purchased an ID maker/printer, and I believe it was April or
12 May. We had all of them turn in their old ID cards and I
13 made them all new ID cards, and they now look like this.

14 I wish I had the other ones, but the other ones were
15 really me cutting out pieces of paper this size, and
16 laminating them in a machine and cutting out their picture
17 and putting it in there. So this is what they look like
18 now.

19 UNIDENTIFIED MALE SPEAKER: I got one. I don't need to
20 see it.

21 (Multiple background speakers.)

22 MS. SUSAN BRAY: They look great.

23 MR. VINCE BERG: A little bit more upgraded, a little
24 bit more professional. So this -- we don't have to talk
25 about that anymore at one of these meetings.

1 (Laughter.)

2 MR. VINCE BERG: Just wanted to close the loop, so...

3 MS. SUSAN BRAY: Thank you. Close the loop. There you
4 go. Very good.

5 MR. VINCE BERG: I think I'm done.

6 MS. SUSAN BRAY: Thank you. Those look good.

7 (Multiple background speakers.)

8 CAPTAIN JOHN BOYCE: All right. If there's no further
9 public comments, I'll ask for a motion to adjourn.

10 CAPTAIN PAUL LAMARRE: I was going to make one last
11 comment. I want to make one last comment here.

12 CAPTAIN JOHN BOYCE: Okay.

13 CAPTAIN PAUL LAMARRE: And that is: That though there
14 are items of contention in this meeting or others in our
15 industry, our industry's strength above all else is to talk
16 through them, it -- it really is. The fact that we even sit
17 in the same room in an open forum and that we, as
18 professionals -- even if you don't think I'm professional,
19 that's okay.

20 So, honestly, the strength of the Great Lakes Maritime
21 Industry is the relationships of everyone in this room and
22 that nothing is a gavel drop, done deal, that it's always
23 for the best interest of the system. And all involved is
24 the single most important part of this whole meeting today.

25 I think we should also formally thank the SLSDC for

1 hosting us today. And I think that we also need to thank
2 Todd and his team and Mr. Emerson for doing what can be a
3 difficult and sometimes thankless job --

4 MS. SUSAN BRAY: Uh-huh.

5 CAPTAIN PAUL LAMARRE: -- because there aren't -- in
6 Todd's position, there kind of are no winners sometimes.
7 And so -- right? Because even Steve Fisher is, like, the
8 nicest guy I ever met and he's sued him, sued us.

9 (Laughter.)

10 CAPTAIN PAUL LAMARRE: So, like, honestly, thank you
11 for the fellowship and the professionalism and the support
12 of what is the most tight-knit maritime sector in the whole
13 world.

14 MS. SUSAN BRAY: Thank you.

15 (Applause.)

16 CAPTAIN ANTHONY BRANDANO: Make a motion to adjourn.

17 CAPTAIN PAUL LAMARRE: Second.

18 CAPTAIN JOHN BOYCE: A motion, second from Paul. All
19 in favor?

20 (Affirmative response.)

21 CAPTAIN JOHN BOYCE: All right.

22 ADFO MR. FRANK LEVESQUE: Okay. I get to have the last
23 word. It's hard to follow up, Paul. So great words that
24 we'll just carry forward to our event that we're going to
25 have at the American Legion Hall after this. Starts at what

1 time? 5:00-ish?

2 CAPTAIN JOHN BOYCE: Yeah.

3 ADFO MR. FRANK LEVESQUE: 5:00. So American Legion
4 Hall right there on Orvis Street, pizza and beer. You do
5 have to pay for the beer, though, but it will be a great
6 time.

7 But this public meeting is recorded thanks to Jennifer
8 there. She's done a great job, once again, and will be
9 available within 90 days of -- excuse me, of today.

10 Before I say adjournment, though, I need all of the
11 committee members to hold back for just a brief
12 administrative session. We could do it here or there's an
13 adjoining room here, but it's just for the committee
14 members. So if the public can start making their way out,
15 that would be great. If not, then we'll have to have a
16 seclusion in the adjoining room.

17 So with that said, this meeting is adjourned and we'll
18 see you at the American Legion Hall.

19 CAPTAIN JOHN BOYCE: Thank you, everybody.

20 MS. SUSAN BRAY: Thank you.

21 (Meeting adjourned.)

22 * * * * *

23

24

25

CERTIFICATION

I, Jennifer Payne Kaelin, a Certified Shorthand Reporter within and for the State of Oklahoma, do hereby certify that I was present at the GLPAC meeting held on September 10, 2024; that I recorded in stenotype notes all of said proceedings; and that I thereafter transcribed my notes so taken and reduced same to typewritten form; and that foregoing transcript of proceedings is full, true, correct and complete, to the best of my skill and ability.

I further certify that I am not an attorney for nor relative of any of said parties or otherwise interested in the outcome or event of said action.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal this 1st day of November, 2024.

Jennifer Payne Kaelin, CSR

Jennifer Payne Kaelin, CSR#1748
Official Court Reporter

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