

July 10, 2024

Chair Sheri Tonn Washington State Board of Pilotage Commissioners 2901 Third Ave., Ste 500 Seattle, WA 98121

Re: BPC Determination of the Number of Pilot Licenses

Dear Chair Tonn and Commissioners,

On behalf of the members of the Pacific Merchant Shipping Association (PMSA), we appreciate the opportunity to provide comments regarding setting the number of pilot licenses to fully support the Pilotage Act requirements of safe, competent, and efficient pilotage. PMSA's position is that the current level of pilot licensure is more than adequate to safely, competently staff a fully efficient and optimized pilotage service. Increasing the number of pilots requires a rational, legal, and complete evidentiary basis with clear, logical, and factual findings including the identification and implementation of continuous improvements in the administration of the Pilotage Act. The Board of Pilotage Commissioners (BPC) has not yet fully developed such a record or findings in the current proceeding.

PMSA supports and applauds many improvements made in recent years by the BPC and the Puget Sound Pilots (PSP), ranging from rest rule changes to the candidate screening and exam process. However, the average number of pilots currently licensed and scheduled for watch exceeds the current average daily demand for pilots, resulting in no systematic need for additional pilot licensees. With respect to the management of pilotage resources that already do exist, there are numerous improvements in the efficient provision of pilotage services which would better ensure pilot availability.

As described below, although there have been good discussions around the available data, "some" key relevant data has not been fully reported or analyzed which means the evidence to support adding pilots is incomplete. We also note that only recently has the number of licensed pilots reached 56. Therefore, the full impact of those additional pilots is not yet fully reflected in BPC data or analysis.

We therefore urge an incremental and conservative approach to adding pilots noting that pilotage demand is now relatively comparable to 2022 and that any licensed issued is a 20+ year decision. We strongly recommend BPC evaluate multiple year activity trends versus potentially focusing on just a single year-to-date or 12-month data set. For the record, industry and PSP have historically agreed to a multiple year approach, during application of the self-correcting formula, and in the years when industry and PSP jointly agreed to tariff adjustments.

<u>Average Scheduled On-Watch Pilots Exceed Average Pilotage Assignment Demand:</u> The average aggregate daily assignment level over the past eight years has averaged 19.2 per day (see BPC staff chart dated 02/15/2024) with the 2023 average also being 19.2 assignments per day. This has recently increased to between 20 and 21.

Logically and mathematically, one must conclude that since the average aggregate number of pilots scheduled to be on watch (25) is larger than the average number of assignments (19 to 21), that there is an adequate number of pilots.

And, barring a dramatic 16% decrease in the number of pilots scheduled to be on watch, there should be minimal issues with delays or callbacks. Given this reality, the focus should be on how daily pilotage demand is being satisfied by the management of a greater average daily pilotage supply.

<u>Ensure the new Target Assignment Level is Mathematically Accurate</u>: When the BPC recently set the on-watch TAL at 123, it also acknowledged that the PSP-advocated 5% buffer to provide for off watch assignments equates to just over 6 more assignments per year per pilot. This results in a total of 129.15 assignments per pilot per year.

Using the latest 5-year trend in annual assignments (2017, 2018, 2019, 2022, and 2023, and excluding anomalous COVID years 2020 and 2021), the annual assignment demand averages 7,209 assignments per year. (see Encl 2 - BPC Staff Chart dated 02/15/2024).

If BPC, in isolation of other factors, simply applied the total TAL of 129.15 (on watch of 123 + 5% off watch), to this 5-year average demand of 7,209 assignments per year, the number of necessary pilot licensees would be 55.8.

If this formula is applied, the result would be 57 pilots, the total of 56 pilots plus the PSP President, which would mean that the only possible justification under the new TAL would be an increase in one licensee from 56.

With this introduction and backdrop, we offer these additional comments and recommendations for BPC consideration in conjunction with setting the number of pilots.

<u>Supply and Demand</u>: Efficiency in the compulsory pilotage system requires examination of pilotage supply and demand. Pilotage system demand is driven exclusively by the number and type of pilotage assignments, but supply is a function controlled by the state and PSP monopoly. The state controls the potential upper limit of pilotage supply by setting the number of licenses approved at the BPC, but actual day to day pilotage supply is controlled by PSP's

private work rules and management of its dispatch system by providing or limiting the number of actual individuals available to provide pilotage services on any given day.

To our knowledge, BPC does not monitor or require disclosure by PSP of actual daily pilotage supply and dispatch. PMSA is on record numerous times requesting this data be reported and analyzed to best identify causes of delays and callbacks. We do note that the aggregate monthly pilot availability chart developed by BPC Staff - originally dated 02/15/2024 - is a helpful tool that would be very productively augmented by the daily analysis. We also agree with PSP President Carlson's statement when it was first introduced that the pilotage system experiences a "problem" when the stacked "activity" bars on this BPC Staff chart approach the green line indicating aggregate on watch pilot availability on a monthly/yearly basis. We further note that this chart now indicates a separation between the activity bars and the pilot supply green line which is a positive trend.

<u>Recommendation 1</u>: Require daily reporting of assignments and number of pilots on watch and available for or engaged in a ship movement assignment.

The missing daily supply/demand data would help pinpoint causes of delays/callbacks. What is missing is how daily pilot availability is created or discouraged, managed or unmanaged. While we urge the BPC to continue updating and evaluating this supply/demand chart to assist in tracking/determining overall trends, it is not a substitute for actual knowledge of specific causes (and solutions) for demand exceeding supply on any particular day.

<u>Recommendation 2</u>: The BPC consider, measure, and evaluate factors going forward that might trigger when to next consider the TAL or number of pilots including but not limited to efficiency improvements, evaluation of the type/mix of assignments (shifts and 2<sup>nd</sup> pilot assignments vs arrivals/departures), and the impacts of key issues such as the expected reduction of comp day accumulation/use leading to a reduction of callbacks generated by comp days.

<u>Efficiency</u>: Presentations, statements and updates at BPC meetings indicate there are different perspectives on exactly what is meant by efficient pilotage. PMSA has submitted comprehensive documents in the past regarding the number of pilots and potential efficiency improvements (see previous PMSA Submittals, Encl 1 & 6). PSP has implemented some of these measures and reported on those as well, yet they do not actually address PSP inabilities to effectively manage their dispatch system or compel pilots to actually stand their stated watch schedules.

As further noted, and described in numerous prior PMSA submissions that are still relevant for consideration today, the Pilotage Act reference to efficiency, requires sufficient oversight of PSP to evaluate whether the statutory efficiency mandate is being met. While we appreciate prior

BPC sentiment that it seeks to avoid the day-to-day management of PSP assignments and dispatching policies, it cannot ignore these factors if it wants to use pilot utilization levels as a basis for changing the number of licensees.

In short, the BPC cannot have it both ways; it cannot cite and rely on aggregate pilot assignment levels as a basis for changing the number of pilots, and simultaneously disregard a desire to know about the policies that direct how many pilots are actually being given assignments.

<u>Pilot Utilization Rate</u>: We agree with the statement from former PSP Executive Director Charlie Costanzo at a BPC meeting that the task at hand of setting the number of pilot licenses might best be characterized as identifying an appropriate pilot utilization rate. The current approach is to set a target on watch assignment level with pilots essentially standing watch in a half on, half off rotation.

According to the PSP watch schedule, the actual number of scheduled on-watch days per year per pilot is 177.65 per year (see Encl 3). This schedule fully reflects all BPC and PSP fatigue rules. PSP has confirmed that there are also 3 additional days of duty during cruise season. For the record, we fully support this PSP adjustment which partially addresses "peak" season demand.

This results in a total of 180.65 days each pilot is scheduled for watch per year. Naturally, the baseline for any BPC pilot utilization rate analysis must therefore start with the presumption that each pilot licensee is capable of safely and competently providing at least 180.65 days of pilotage service supply to customers each year. Starting with this presumptive baseline, PMSA recommends the following tools and steps also be implemented:

Recommendation 3: Set and measure an acceptable scheduled on-watch utilization rate.

- Continuously measure the scheduled on-watch utilization rate. Recently, the BPC set the annual on-watch target assignment level (TAL) at 123 per recent BPC action. This represents a target utilization rate of 123/180.65 or 68%.
- The lowest number of on watch and available pilots documented has been 11 pilots on two occasions (NASA's Puget Sound Pilot Fatigue Study Report which the BPC has). PMSA highlighted this when the study was completed as a area of concern given there were over 50 licensed pilots.
- The BPC should identify relevant criteria and determine whether the 68% onwatch utilization rate meets the efficiency intent articulated in the Pilotage Act.
- Could PSP efficiency improvements assist in setting it higher?

- Measure the impact of the reduction in callbacks and accumulated comp days upon the on-watch utilization rate (assuming less overall comp days means fewer comp days taken which means more on watch days available for assignment).
- It is worth noting that at the 68% utilization rate, up to 32% of on scheduled on watch days would be comparable to recovery or respite days unless such days were NFFD or BPC meetings/committees or required training and so on. Given the references to the need for rest during respite or <u>off-watch</u> days, it is also important from a fatigue management perspective to also consider how many <u>on-watch</u> rest and recovery days there are to provide a complete picture of total annual rest/recovery days.
- For the record, PMSA supports the rest rules now in place and appreciates the context provided by the BPC Staff chart (recently updated) indicating the timeline of implementation which began in 2015.

Recommendation 4: Fully implement a complete half on, half off rotation.

- Add 2 duty days to bring the total to 182.65 days of scheduled watch per year.
   At the current working pilot license level of 55, this represents an additional 110 days of duty.
- These days should be added during cruise season peak days during the year to help eliminate delays and reduce callbacks.

<u>Recommendation 5</u>: Shift additional watch days from non-cruise season months to peak days of cruise season to better match available pilot on duty days (supply) to the average number of assignments per day (demand).

 For context the lowest average day for any month in 2023 was 16.6 assignments per day and so far in 2024 it has been as high as 23 assignments per day. Those are the extremes in the past year and half so adjustments would not target this delta but instead target the average non-cruise days with average cruise season days.

<u>Recommendation 6</u>: Track daily trends to identify highest and lowest assignment days of the week and avoid reductions in on watch availability during highest days of the week while ensuring transition days target the most likely busiest days of the week. This was done in 2021 by BPC Staff (see Encl 4)

<u>Recommendation 7</u>: Reduce the transition protocol from an entire day period of 24 hours to a specific fixed transition time; for example, noon on Wednesday. The elimination of an overlap of an entire duty day would provide several more on duty days/hours per pilot per transition, which could also be used to cover peak demand during cruise season.

Moreover, we observe that these improvements could benefit the TAL, and that it would be much higher still beyond 129 per pilot if PSP managed its dispatch such that the issue of comp days creating callbacks is reduced through the implementation of Recommendations 1-7 above as well as the following:

<u>Recommendation 8</u>: Measure/estimate the number of callbacks created by comp days.

<u>Recommendation 9</u>: Given the increase in the number of licensed pilots measure the reduction in total callbacks and total comp days taken and if sufficiently reduced, then revisit the TAL.

If the Number of Pilot Licenses is Increased, PSP Should Be Held to Its Expert Testimony That Additional Pilots Lead to Reduction of Callbacks: PSP's expert testimony, submitted to UTC on November 19, 2019 seeking a tariff based on higher levels of pilot licensure, asserted that the benefits of adding pilots included "...decreased callbacks, and decreased vessel delays." (see PSP Exh. SK-1T Encl 7).

The BPC should hold PSP to account and require that it demonstrate such a benefit if that is what it intends to accomplish in a contemplated increase in the number of pilots. We note the following regarding PSP's expert testimony:

- PSP analysis used a data set from October 2017 through September of 2018 that had been cleaned by NASA for their report. Rest rule implementation began in 2015 per the BPC staff chart of 02/15/2024.
- PSP activity reports indicate there were 7,365 assignments during the above described 12-month period (there were some slight differences on various reports).
  - BPC reported no accidents involving fatigue and PMSA could find no instance of an accident in any year where fatigue was cited as a factor.
  - PMSA fully agrees with and supports constant vigilance in approaching fatigue management.
- BPC staff chart of 2/15/2024 indicates the average number of available pilots per month during the above-described period ending September 2018 to be 48.4. PSP's expert stated that a 10-year average indicated 0.5 pilots NFFD each year but used 1 in his calculations. Therefore, the 7,365 assignments were completed by an average of 48.4 available pilots for an average of 152 assignments each. This included 1,188 callbacks cited by PSP for an average of nearly 3.3 callbacks per day.

- How does this compare to 2023?
  - For context, there were on average 51.1 available pilots in 2023 averaging 137.4 assignments which is 10% or 15 fewer assignments than the year ending September 2018.
  - The 2023 callback numbers fell to 2.1 per day or 35% less than the year ending September 2018; a significant improvement.
  - Reducing the average number of assignments to the 129+ (123 plus 6+) recently set by BPC should result in another marked reduction in callbacks to an approximate average of 1 per day or less.
- PSP's expert analysis indicated that adding 3 on watch pilots that test year would have reduced the 1,188 callbacks by 900 leaving only 288 callbacks.
  - The recent increase to the 55 working pilot roster is 3.3 more "on-watch" pilots or an increase of 13.6% compared to the 48.4 available pilots in PSP's analysis.
     This is a significant increase.
- BPC discussions have continued to target 5% callbacks though it is unclear how this numeric number was calculated. PSP reports 7,634 assignments for the 12 months through June of 2024. Applying the 5% target indicates 382 callbacks. Note that 55 pilots doing 6.15 callbacks per year each (123 \* 5%) equals 338 callbacks.
- PSP's testimony and expert analysis did not directly address how many callbacks were created by comp days. It is rational to conclude that the reduction of total comp days will lead to fewer comp days being taken and therefore less creation of callbacks due to this dynamic. Given this relationship, PSP's analysis understates the impact of additional pilots in reducing callbacks, meaning the outcome should be better than PSP's methodology would indicate.

On Watch Pilot Availability: Additional data in recent years has been helpful but there is a glaring omission in actual daily on watch pilotage demand versus stated or average aggregate pilot availability and utilization. These metrics/data are not currently being reported to or evaluated by BPC. The PSP Watch Schedule (referenced above and attached) indicates no fewer than 25 pilots scheduled for watch each day and ranges up to 35 pilots (transition days) for an average of 26.7 pilots on watch each day.

<u>Recommendation 10</u>: Require reporting of scheduled on watch pilots not being available for a ship movement assignment and the reason(s) for not being available.

<u>Recommendation 11</u>: Compare the daily assignment volume with scheduled on-watch and available pilots and if delays or callbacks were used. PSP reports the high and low assignment days each month and BPC staff has been able to report a years' worth of daily assignment data meaning it was available (see Encl 4).

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- Identify/assess days involving more assignments than scheduled on watch pilots and whether they produced a delay or callback.
- Evaluate reasons scheduled on watch pilots are not available for ship movement assignments (NFFD, Comp days, etc.) to enhance ability to find efficiency adjustments: Note - the adage of you can't manage what you don't measure seems particularly applicable here.
- Recall, the watch schedule produces several days each month with more than 25 pilots scheduled for watch primarily due to PSP productively adding in more transition days to provide additional coverage (something discussed in past years and PSP implemented in more recent years a good thing).

<u>Recommendation 12</u>: review PSP reports on multiple assignment days and evaluate if there are more opportunities for this efficiency measure.

 There is less overall pilot time required for shifts and 2<sup>nd</sup> pilot assignments versus longer arrival/departure assignments. Multiple shift assignments do happen and when they do the number of assignments able to be performed by on watch pilots can exceed the number of on watch pilots. Pilots completing a shift or 2<sup>nd</sup> pilot assignment have more hours available for assignment than pilots on longer assignments.

<u>PSP Activity Reports Including Meetings and Training:</u> The data provides a helpful snapshot and predictably generates questions regarding delays, type of assignments, training, meetings and so on. The report lists training and meetings and whether they were on watch or off watch, which is helpful while also leading to some questions.

<u>Recommendation 13</u>: Establish a target expectation for splitting meetings and training between on watch and off watch days.

- In the past, PSP documented an effort to schedule more training and meetings for off watch days than on watch but recently stated 50/50 was the goal.
- One would expect BPC required meetings to essentially average out to a 50/50 on watch/off watch split but if the priority is to have rested on watch pilots, then there should be an expectation that when discretion is available, off watch time would be used more than on watch time.
- We fully understand that given the number of on-watch days without an assignment or due to short duration of some meetings (or training) that a pilot would not necessarily be unavailable for an on-watch assignment. It would be helpful to better understand the length of meetings/training to better understand the impact on the ability to conduct an on-watch assignment.

In summary, so long as the BPC seeks to make decisions regarding the number of pilots based on aggregated and average number of pilots supplied, there is no compelling mathematical basis for an increase in licensees when this supply exceeds demand. If the BPC instead wants to consider the management of pilot availability and pilot utilization, and optimize and create efficiency in this system, PMSA respectfully offers that the consideration of the foregoing recommendations be pursued prior to a change in the number of pilots.

Sincerely,

Captain Mike Moore

MRMoore

Vice President

Encl: (1) PMSA Jan 19, 2022 Ltr to BPC re Pilotage Efficiencies

- (2) BPC Staff Chart Dated 02/15/2024
- (3) Exh PMSA MM-20-2-10-23 PSP Watch Schedule with Numeric Summaries on First Page
- (4) Exh PMSA MM-25-2-10-23 Puget Sound Pilots 2021 Total Assignments Per Day
- (5) Exh PMSA MM-24-2-10-23 Puget Sound Pilots 2021 Assignments per Pilot per Month
- (6) PMSA Setting the Number of Pilots Comments 071519
- (7) PSP Exh. SK-1T



January 19, 2022

Chair Sheri Tonn Washington State Board of Pilotage Commissioners 2901 Third Ave., Ste. 500 Seattle, WA 98121

Re: Improving PSP Inefficiencies

Dear Chair Tonn:

On behalf of PMSA, I am writing this letter today to express our encouragement and to offer our continued assistance to address system inefficiencies in the state pilotage system. We look forward to working with PSP to address inefficiencies which exist and may be improved.

At a recent BPC meeting, PSP President Captain Carlson indicated that two consultants had been hired to help PSP address system inefficiencies. This is a welcome step to implement UTC's recommendation that PSP hire an outside consultant to study its organizational efficiency (Paragraph 109, UTC Order 09, November 25, 2020). Following through on this UTC recommendation to examine ways to improve its management of workload and other systems is important to PSP and to the pilotage system in many respects, as explained further by the UTC (Para. 106, Order 09):

Again, the purpose of economic regulation is to promote efficiency rather than to direct internal management decisions. By setting the revenue requirement, the Commission is providing PSP "an opportunity, given wise and efficient management, to earn that return." In this case, we share PMSA's concerns that it is difficult to evaluate the efficiency of PSP's management of its workload and that PSP may be missing opportunities to provide incentives for pilots to accept assignments.

As PSP engages in this process and initiates its reporting to the BPC regarding the findings of these consultants, PMSA offers to provide input from pilotage users regarding potential efficiency improvements. We are prepared to share our observations and suggestions from the perspective of those that order and use pilot services as pilotage efficiency is a benefit to both pilots and customers and is consistent with the mandates of the Pilotage Act.

As BPC is aware, PMSA has provided significant comments for nearly two decades regarding opportunities to improve pilotage efficiencies while maintaining full compliance with safety and rest standards. Similar to non-emergency guideline changes, we recommend full consideration of input from users to validate changes being considered and/or to potentially highlight new or different continuous improvement changes. Finding efficiencies should be an ongoing dynamic for everyone in the supply chain, and given the current condition of the economy, the topic of intermodal supply chain efficiency is getting significant scrutiny and attention from local governments up to the White House. Ocean carriers, our gateway seaports, marine terminals, shippers, and service providers (agents, bunkering, tugs, terminals, pilots, etc.) must all be committed to continuous improvement given the current demand for effective intermodal service.

Here is an abbreviated list of historic industry suggestions regarding efficiency improvements that we again offer here as a potential for additional discussion:

- Pilot Ordering
  - Expand ordering hours
- Watch System Adjustments to better match available rested pilots to demand
  - Move to multiple watches with more transition days
  - o Reduce transition time from 24 hours (full day of duty) to perhaps 8 hours or less
  - Set transition days on busiest days of the week
- Dispatch
  - Bunch short assignments to minimize travel/prep and ability to safely perform multiple assignments in one day
  - Assign pilots geographically closer to shifts or emergency repositioning or assignments that would otherwise require additional rest or multiple pilots
  - Facilitate pilots trading duty days so long as they comply with rest rules
  - Use forecast metrics to optimize repositioning and assignment planning by individual pilots – include use of inbound vessels tracking from sea/BC (dispatch log)
  - Use forecast metrics to maximize use of outbound assignments as the repositioning at PA for an inbound assignment
- Call backs and comp days
  - Change internal rules to ensure a more even distribution of assignments; having a range from 90 to over 220 is not efficient
  - Change the revenue distribution rules to reward those safely doing more work or set standards that require taking a certain number of call backs over the course of a year
  - Those falling behind productivity of the average pilot would not having ongoing ability to refuse call backs without safety or other serious considerations
  - Manage comp day accumulation and use to minimize impacts to service
- Management of vacation, meetings, training, medical or other activities that remove pilots from being available to pilot
  - o Adjust ETO due to less duty time on transition days
  - Minimize use and/or bunching of ETO/vacation during busy periods
  - o Minimize training during duty weeks that cause delays or call backs
  - Maximize Executive Director representing PSP at various meetings rather than pilots
  - Use the President or designated other pilot only when pilot's navigational expertise is needed, not for routine business
  - Maximize use of remote meeting options commonly used now (Teams, Zoom, etc.) and minimize use of on duty pilots for meetings.
  - o Adjust watch to avoid potential bunching of NFFD pilots on same duty rotation,

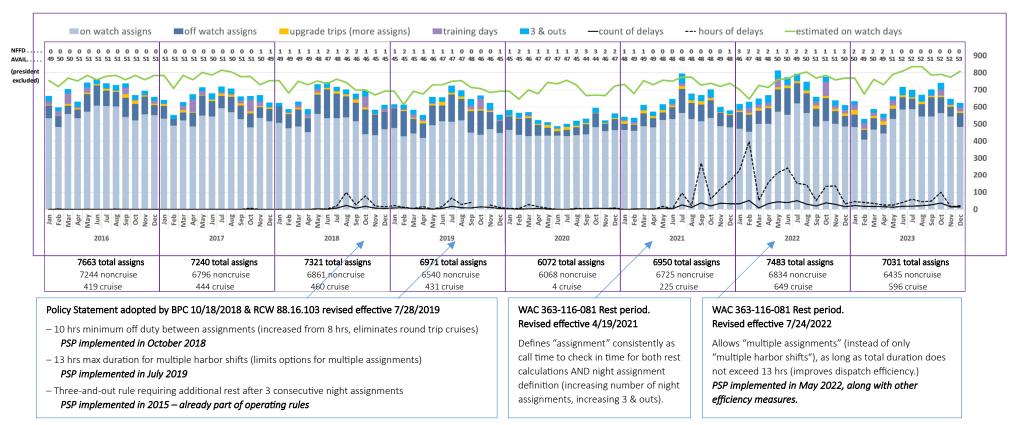
We stand ready to provide input for consideration to PSP and/or BPC and with respect to full implementation of the Pilotage Act.

Sincerely,

Captain Mike Moore Vice President

cc: Puget Sound Pilots

## Puget Sound District pilot availability, pilotage assignments and additional duties, and delays 2017 – 2023



This chart compares aggregate on-watch pilot availability to aggregate assignments & nonrevenue tasks each month and shows timing of rest rule changes and increased delays.

- ~ Everything is on the same axis all values are counts.
- ~ Green line shows aggregate on-watch days each month (pilot availability) calculated as follows:
  - ~ count pilots who were licensed during the month (exclude president and any pilot(s) NFFD entire month),
  - ~ multiply by number of days in month
  - ~ subtract NFFD days for any pilot NFFD for <u>part</u> of the month & subtract prelicense/postretirement days of pilots who were licensed mid-month or retired mid-month (pilots are included in count but unlicensed days are subtracted from aggregate days (green line),
  - $\sim\,$  multiply total (aggregate licensed days) by 0.496 (accounts for off-watch respite & ETO) to get on-watch days;
  - ~ add any PPW (peak period work) days during cruise season to get total aggregate on-watch days.
- ~ Stacked bars show on-watch assignments, off-watch assignments, upgrade trips, training days, and 3 & outs. Meetings are not shown.
- ~ Black lines represent count of delays (solid line) and hours of delays (dotted line).

It was expected that increased rest requirements adopted by BPC in October 2018 (revised RCW effective 07/28/2019) would reduce the number of assignments pilots are able to complete on-watch, but decreased vessel traffic during the pandemic mitigated impacts of both the increased rest requirement and the worsening pilot shortage, and delays continued to be uncommon. However, in 2021, when vessel traffic returned to pre-pandemic levels and beyond, delays increased significantly. Delays have come under control as PSP continues to implement dispatch efficiencies while BPC's training program slowly but steadily resolves the pilot shortage.

Exh. MM-20 Docket TP-220513 Witness: Michael Moore

## BEFORE THE STATE OF WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,

Complainant,

Docket No. TP-220513

v.

PUGET SOUND PILOTS,

Respondent.

## EXHIBIT TO TESTIMONY OF

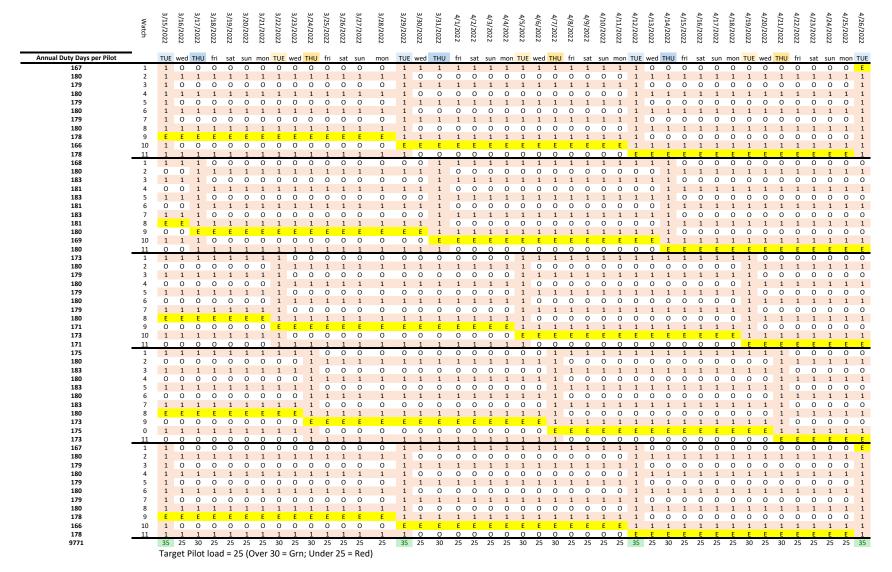
Captain Michael Moore

ON BEHALF OF

PACIFIC MERCHANT SHIPPING ASSOCIATION

PMSA Analysis of New 2022 PSP Watch Schedule

**FEBRUARY 10, 2023** 



9771 Total Duty Days if 55 Pilots stand a Straight 15 day on/13 day off rotation **Total duty Days** Pilot with lowest Duty Days 166 365 days x (15 days on/28 total day rotation) x 55 pilots = 10754.5 **Pilot with Highest Duty Days** 183

Average Duty Days per Pilot

On Duty/Day if Evenly Distributed

Number of Green Days (over 30)

Green Day Avg Pilots on Duty

Number of Red Days (under 25)

Red Day Avg Pilots on Duty

177.65

26.8

34

34.7

4

24

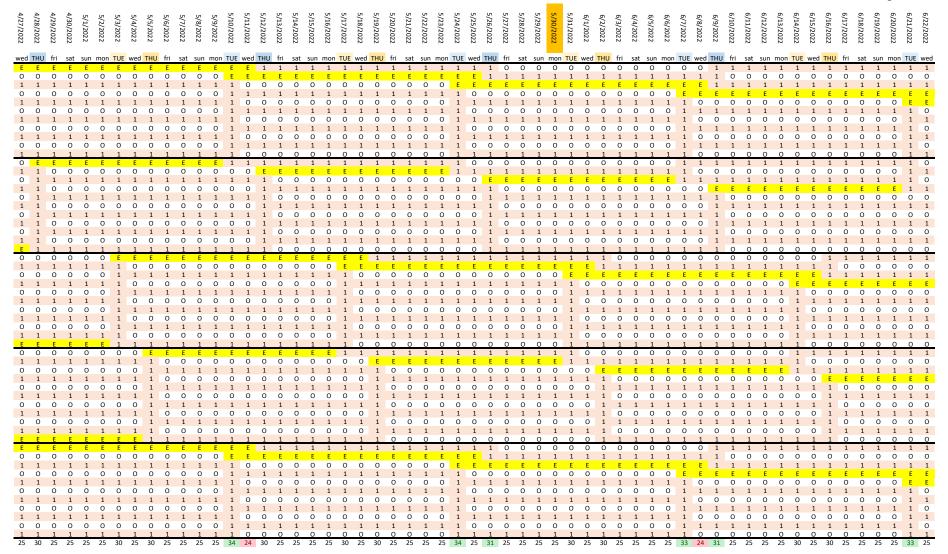
Average Duty Days per Pilot = 195.527

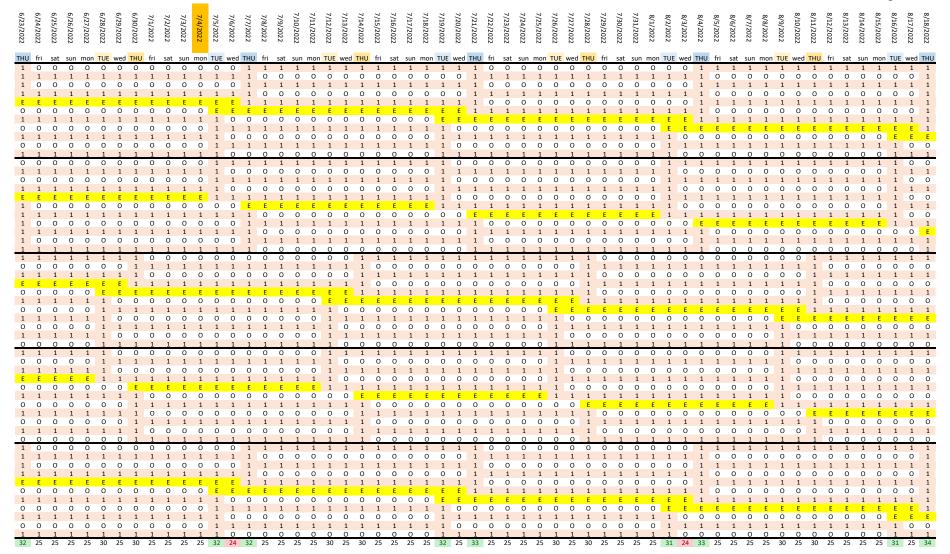
Δ 17.877 x55 pilots= 983.2 On Duty/Day if Evenly Distributed = 29.5

Average Duty Days per Pilot at 50/50 Watch Rotation = 182.5

Λ 4.85 x55 nilots= 266.8

On Duty/Day if Evenly Distributed = 27.5





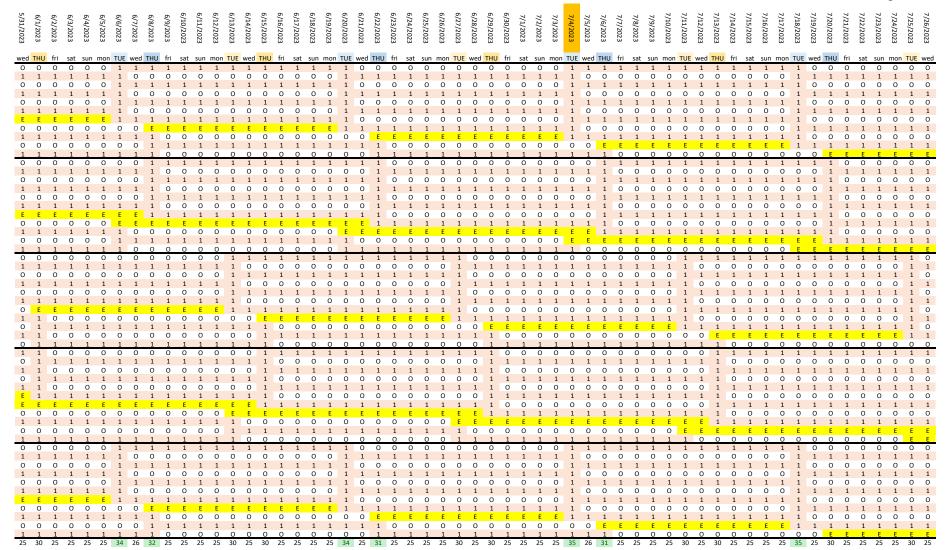
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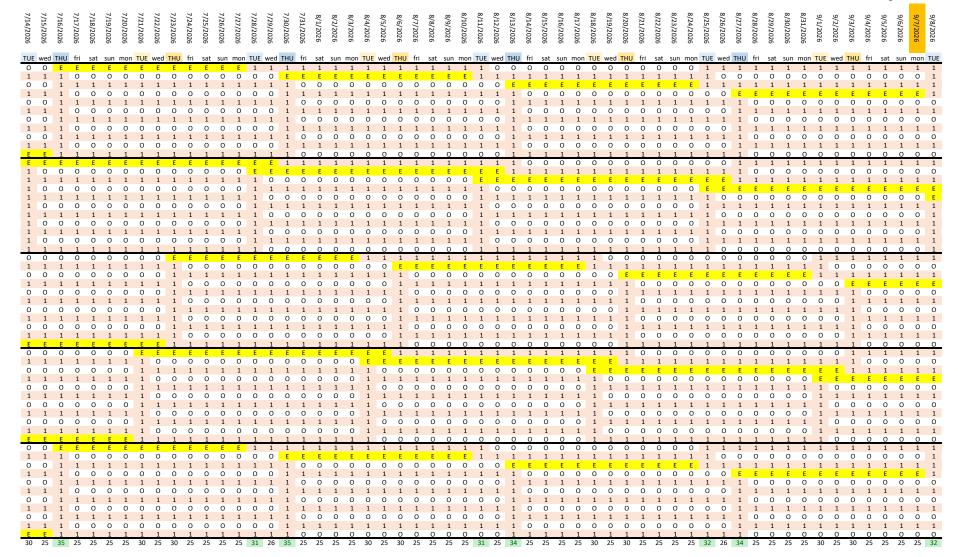
11/26/2025 10/20/2025 10/23/2025 10/24/2025 10/26/2025 10/28/2025 10/30/2025 10/31/2025 11/2/2025 11/5/2025 11/6/2025 11/9/2025 11/10/2025 11/12/2025 11/19/2025 11/27/2025 10/9/2025 11/3/2025 11/4/2025 11/7/2025 10/3/2025 10/4/2025 10/6/2025 10/10/2025 10/29/2025 THU fri sat sun mon TUE wed TH 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 E E E E 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 Ω Ω Ω Ω 0 0 Ω 0 0 F Ω 0 0 0 0 0 0 Ω 0 Ω 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 E E E E E E E E 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 E E 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 1 1 1 1 1 0 0 0 0 0 0 Ω 0 0 Ω Ω Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω 0 0 Ω 0 0 0 0 0 Ω Ω 1 1 1 1 1 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 Ω 0 Ω Ω Ω 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 E E E E 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 Ω Ω Ω Ω 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω 0 0 Ω Ω Ω Ω Ω 0 Ω Ω Ω Ω Ω Ω Ω Ω Ω Ω Ω Ω Ω 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 E E E E 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 Ω 0 0 0 Ω 0 0 1 1 1 1 1 1 1 1 0 0 Ω 0 0 Ω 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 E 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 E 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 Ω 0 0 0 Ω 1 1 1 0 0 Ω 0 0 Ω Ω Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 Ω Ω Ω Ω 0 1 1 1 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 0 0 0 0 0 0 0 Ω 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 Ω 0 0 0 0 0 Ω Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 Ω 0 0 Ω 0 0 Ω Ω Ω Ω 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 Ω 0 0 0 Ω 0 0 0 Ω Ω Ω 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω Ω Ω Ω Ω 0 E E 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 30 25 25 25 34 25 31 25 25 25 34 25 31 25 25 25 25 30 25 30 25 30 25 25 25 25 30 25 3

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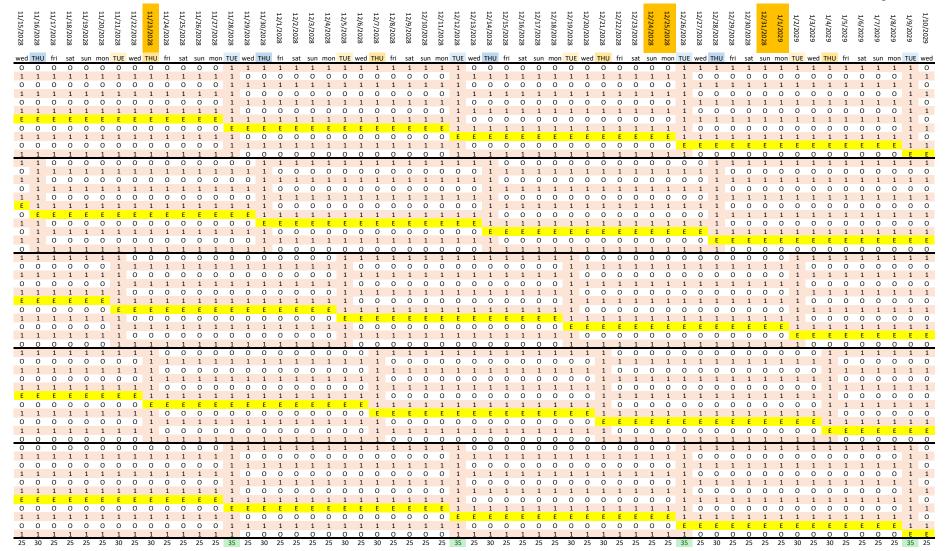
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11/20/2029 11/6/2029 11/10/2029 11/16/2029 11/17/2029 11/18/2029 11/21/2029 11/23/2029 11/30/2029 12/10/2029 12/17/2029 11/3/2029 11/4/2029 11/5/2029 11/7/2029 11/13/2029 11/14/2029 11/19/2029 11/25/2029 11/26/2029 11/27/2029 12/1/2029 12/2/2029 12/3/2029 12/4/2029 12/5/2029 12/6/2029 12/7/2029 12/8/2029 10/30/2029 11/9/2029 12/18/2029 11/8/2029 TUE wed THU fri sat sun mon TU 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 E 0 E O E 0 E 0 E 0 E 0 E 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 0 0 O E Ω Ω 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω 0 0 Ω 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 Ω Ω 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 Ω Ω Ω 0 Ω 0 Ω Ω 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω 0 Ω 0 Ω Ω Ω Ω 0 Ω Ω Ω 1 0 0 E E E E 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 Ω 0 0 0 0 0 0 0 0 E E E E E 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 Ω 1 1 1 1 1 1 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 E E 1 1 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω Ω Ω 0 Ω 1 1 1 1 1 1 1 0 Ω Ω Ω 0 0 Ω Ω Ω Ω Ω Ω Ω Ω Ω Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω 0 Ω 1 1 1 1 1 1 1 1 1 1 1 1 1 1 Ω Ω Ω Ω Ω Ω 1 Ω Ω Ω Ω Ω Ω Ω Ω 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 0 0 0 0 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 0 Ω Ω Ω Ω 0 Ω Ω Ω Ω 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω 0 0 Ω 0 0 Ω Ω Ω Ω 1 1 1 E E E E E E 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω 0 0 0 0 Ω Ω Ω 0 0 0 0 0 E E E E E 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 E Ω Ω 0 0 0 Ω Ω 1 1 1 0 0 0 0 0 0 0 Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 Ω 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 Ω Ω 0 Ω Ω Ω Ω 0 Ω Ω Ω 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 E 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω 0 Ω Ω Ω Ω 0 Ω Ω Ω Ω 1 1 1 1 1 1 1 Ω Ω Ω Ω Ω Ω Ω Ω 1 1 1 Ω Ω Ω E 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 Ω 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 1 1 0 Ω 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 Ω Ω 0 0 0 Ω Ω 0 0 Ω 0 1 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 Ω 0 Ω Ω 0 Ω 0 Ω 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω Ω Ω Ω 0 0 Ω Ω Ω Ω 1 0 0 0 0 0 0 0 1 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 Ω Ω 0 0 Ω 0 0 Ω Ω Ω 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 E 1 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 O O E E E E Е Ω Ω Ω 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 Ω 0 0 Ω 0 Ω 0 Ω 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω Ω Ω Ω 1 1 1 1 1 1 1 1 0 Ω Ω 0 Ω Ω Ω Ω 0 Ω 0 Ω Ω 1 1 1 1 1 1 1 1 1 1 1 1 1 0 Ω 0 Ω 0 Ω Ω Ω Ω 0 Ω Ω 0 1 1 1 1 1 1 Ω 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 1 1 1 1 0 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 1 0 0 0 0 0 0 E E E E E E E 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 E E E 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1 

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1 1	1 1	1	1 1	1 1	0	0	0 0	0	0	0 0	0	0	0 0	0	1	1	1	1	1	1 1	1	1	1	1	1	1	1	0 0	0	0	0 0	0	0	0 0	0	0 0	) 1	1	1 1	1	1 1
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0 0	0 0	0	0 E 1 1	0 0	0	0	0 0	0	0	0 0	0	0	0 6	E	E	E	E	E	E	E E	E	E	E	E	E	E	1	1 1	1	1	1 1	1	1	1 1	1	1 1	1 1	0	0 0	0	0 0
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0 0	1 1	1	1 1	0 0	0	0	0 0	0	0	0 0	0	0	0 1	. 1	1	1	1	1	1	1 1	1	1	1	1	l 1	0	0	0 0	0	0	0 0	0	0	0 0	0	1 1	1 1	1	1 1	1	0 0
0 0	0 0	0	0 1	1 1	1	1	1 1	1	1	1 1	. 1	1	1 1	0	0	0	0	0	0	0 0	0	0	0	0 (	1	1	1	1 1	1	1	1 1	1	1	1 1	1	1 C	) 0	0	0 0	0	0 0
1 1 E E	1 1 E E	E E	1 1 E 1	1 1	1	1	1 1	1	1	1 1	. 1	1	1 1	0	0	0	0	0	0	0 0	0	0	0	0 (	) 1	1	1	1 1	1	1	1 1	1	1	1 1	1	1 1	0 0	0	0 0	0	0 0
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1 1	0 0	0	0 0	0 1	1	1	0 0 1 1	1	0	0 0	1	0	0 0	0	1	0	0	0	0	0 0	0	0	0	0 (	0 0	0	E E	1 1 E E	E E	E E	1 1 E E	E E	E E	1 1 E E	E	1 1	1 1	1	1 1	0	0 0
1 1	0 0	0	0 0	0 0	0	0	0 0	0	0	1 1	. 1	1	1 1	. 1	1	1	1	1	1	1 1	1	0	0	0 (	0	0	0	0 0	0	0	0 0	Е	E	E E	E	E E	E	E	E E	E	E E
0 1 1	0 0	0	0 0	0 0	0	0	0 0	0	0	1 1	. 1	1	1 1	. 1	1	1	1	1	1	1 1	1	0	0	0 (	0 0	0	0	0 0	0	0	0 0	1	1	1 1	0	0 0	1 1	0	0 0	0	0 0
0 1	1 1	1	1 1	1 1	1	1	1 1	1	1	1 0	0	0	0 0	0	0	0	0	0	0	0 0	1	1	1	1	1	1	1	1 1	1	1	1 1	1	0	0 0	0	0 0	) 0	0	0 0	0	0 0
0 1	1 1	1	1 1	1 1	1	1	1 1	1	1	1 1 1 C	0	0	0 0	0	0	0	0	0	0	0 0	1	1	1	1	) () L 1	1	1	1 1	1	1	1 1	1	0	0 0	0	0 (	0 0	0	0 0	0	0 0
1 1	0 0	0	0 0	0 0	0	0	0 0	0	0	1 1	. 1	1	1 1	. 1	1	1	1	1	1	1 1	1	0	0	0 (	0	0	0	0 0	0	0	0 0	1	1	1 1	1	1 1	1 1	1	1 1	1	1 1
E E	1 1 E E	E E	I I	1 1 E E	1 E	E E	ı 1 E E	1 E	E	1 1	. 1	1	1 1	. 1	1	1	1	1	1	0 1 1	1	0	0	0 (	0 0	0	0	0 0	0	0	0 0	1	1	0 0 1 1	1	1 1	1 1	1	1 1	0	0 0
0 0	0 0	0	0 0	0 0	0	0	0 0	Е		E E		E	E E	_	E	E	E	E	E	E E	1	1	1	1	1	1	1	1 1	1	1	1 1	1	0	0 0	0	0 0	0 0	0	0 0	0	0 0
25 34	25 25	25	25 30	25 30	) 25	25 2	25 25	30	24	O C			25 3		0 30	O 25	0 25		O 25 3	BO 25	35	25	25	25 2	5 30	25	30 2	25 25	25	25	30 25	35	25 2	25 25	5 25	30 2	1 1	25	25 25	25	30 25

4/3/2031 4/2/2031 4/1/2031 3/31/2031 3/30/2031 3/29/2031 3/28/2031 3/27/2031 3/25/2031 3/25/2031 3/24/2031 3/24/2031 3/22/2031 3/22/2031 3/22/2031 3/22/2031	4/17/2031 4/16/2031 4/15/2031 4/14/2031 4/13/2031 4/12/2031 4/12/2031 4/10/2031 4/10/2031 4/8/2031 4/8/2031 4/6/2031 4/4/2031	5/15/2031 5/14/2031 5/12/2031 5/12/2031 5/12/2031 5/9/2031 5/6/2031 5/6/2031 5/6/2031 5/6/2031 5/6/2031 5/12/2031 5/12/2031 5/2/2031 5/2/2031 5/2/2031 4/29/2031 4/29/2031 4/29/2031 4/25/2031
		IU fri sat sun mon <mark>TUE</mark> wed <mark>THU</mark> fri sat sun mon TUE wed THU fri sat sun mon <mark>TUE</mark> wed <mark>THU</mark> fri sat sun mon TUE wed TH
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1 1	$\begin{smallmatrix} & 1 & 1 & 1 & 1 & 1 & 1 & 1 & 1 & 1 & $
1 0 0 0 0 0 0 0 0 0 0 0 E	E E E E E E E E E E E E E E E E E E E	
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 0 0 0 0 0 0 0 0 0 0 0 E	E E E E E E E E E E E E E E E E E E E
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 0 0 0 0 0 0 0 0 0 0 0 0 1	
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1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 1 1 1 1	$\begin{array}{cccccccccccccccccccccccccccccccccccc$	$\begin{smallmatrix} & 0 & 0 & 0 & 0 & 0 & 0 & 0 & 0 & 0 & $
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E E E E E E E 1 1 1 1 1 1 1 1	1 1 1 1 1 1 0 0 0 0 0 0 0	
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0 0 0 0 0 0 0 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 0 0 0 0 0 0	
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1 1 1 1 1 0 0 0 0 0 0 0 0	0 0 0 0 1 1 1 1 1 1 1 1 1 1	$\begin{smallmatrix}&1&&1&&1&&1&&1&&0&&0&&0&&0&&0&&0&&0&&0&&$
0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	$\begin{array}{cccccccccccccccccccccccccccccccccccc$	$\begin{smallmatrix} 0 & 0 & 0 & 0 & 0 & 1 & 1 & 1 & 1 & 1 &$
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1         0	1     1 <td></td>	

5/25/2031 5/24/2031 5/23/2031 5/22/2031 5/21/2031 5/20/2031 5/19/2031 5/18/2031 5/17/2031 5/17/2031	6/10/2031 6/9/2031 6/9/2031 6/9/2031 6/6/2031 6/6/2031 6/6/2031 6/4/2031 6/4/2031 6/1/2031 6/1/2031 5/30/2031 5/30/2031 5/26/2031 5/26/2031	Total Days 6/23/2031 6/22/2031 6/22/2031 6/20/2031 6/19/2031 6/18/2031 6/18/2031 6/16/2031 6/16/2031 6/16/2031 6/16/2031	New Year's Day New Year's Eve Christmas Eve Thanksgiving Labor Day 4th of July Memorial Day Holiday Totals
			Holiday Totals  33
1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	O O O O O O O O O O E E E E E E E E E E	E         E         E         E         E         I         1	33 4 5 4 4 5 5 5 5 5 5 5 3 4 4 5 5 6 3 1 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4

Exh. MM-25 Docket TP-220513 Witness: Michael Moore

# BEFORE THE STATE OF WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,

Complainant,

Docket No. TP-220513

v.

PUGET SOUND PILOTS,

Respondent.

# EXHIBIT TO TESTIMONY OF Captain Michael Moore ON BEHALF OF

#### PACIFIC MERCHANT SHIPPING ASSOCIATION

2021 PSP Pilot Assignments per Day, BPC

**FEBRUARY 10, 2023** 

#### Puget Sound Pilots 2021 Total Assignments Per Day

/lonth	week#	DayOfWee Sun	ek Mon	Tue	Wed	Thu	Fri	Sat
January	<b>WEER#</b>	Juli	IVIOII	lue	weu	IIIu	6	
January	2	15	13	16	10	15	19	
	3	16		16	18			
	4	16	14	22	20	14	27	
	5	13	12	18	28	14	18	
	6	14						
February	6		13	21	18	21	28	
	7	16	16	10	14	16	21	
	8	11	8	27	20	28	13	
	9	15	13	23	13	21	19	
	10	17						
March	10		13	12	20	14	15	
	11	13	20	9	17	22	30	
	12	17	18	23	16	8		
	13	6	14	15	26	15	21	
	14	17	27	22	18	40	4.0	
April	14	10	10	12	10	19	19	
	15	13	10	12	18	22	15	
	16	20 18	17	19 13	19 20	26 22	25 19	
	17 18	20	6	20	16	20		
May	18	20	U	20	10	20	13	
iviay	19	18	14	11	22	15	19	
	20	16		11	19		26	
	21	19	13	20	22	26		
	22	16		26	16	14	18	
	23	21	13					
June	23			13	21	22	25	
	24	11	14	9	21	24	26	
	25	11	17	22	19	24	22	
	26	26	16	17	30	22	19	
	27	23	18	19	26			
July	27					22	32	
	28	11	16	21	30	37	20	
	29	19		20	19	31	24	
	30	23	29	20	22	19	25	
	31	14	14	17	25	21	24	
August	32	24	17	23	19	25	17	
	33	20	13	26	13	21	15	
	34	16	16	18	15	18	23	
	35	17	23	26	19	19	25	
	36	23	16	21	1.5	24	25	
September	36	1.4	1.5	10	15	21	25	
	37	14 21	15 18		12 18			
	38	21			30		28	
	39 40	18			16			
October	40	10	10	±7	10	17	27	
October	40	17	20	22	22	24	28	
	42	12			15			
	43	11	1		23			
	44	24	29		24	18		
	45	27						
November	45		20	17	16	21	20	
	46	10			21			
	47	20			18			
	48	9		25	23			
	49	23						
December	49				16	20	18	
	50	10	13	25	23			
	51	20			23			
	52	18	19	20	21		19	
	53	17						

Exh. MM-24 Docket TP-220513 Witness: Michael Moore

# BEFORE THE STATE OF WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,

Complainant,

Docket No. TP-220513

v.

PUGET SOUND PILOTS,

Respondent.

# EXHIBIT TO TESTIMONY OF Captain Michael Moore

#### ON BEHALF OF

#### PACIFIC MERCHANT SHIPPING ASSOCIATION

2021 PSP Pilot Assignments per Pilot per Month, BPC

**FEBRUARY 10, 2023** 

#### Puget Sound Pilots 2021 Assignments per Pilot per Month

2021-01	2021-02	2021-03	2021-04	2021-05	2021-06	2021-07	2021-08	2021-09	2021-10	2021-11	2021-12	Avq	<u>Total</u>
12	15	21	12									15.00	60
9	13	14	13	13	8	20	17	17	19	<u> </u>	21	14.58	175
12	9	15	16	12	17	18	18	21	9	14	12	14.42	173
<u> </u>	16	13	12	15	15	23	20	15	15	8	13	14.25	171
12	8	12	12	13	16	14	15	18	21	10	17	14.00	168
13	11	12	13	15	14	<b>16</b>	21	<b>10</b>	<u> </u>	<b>16</b>	14	13.83	166
15	9	10	14	13	14	17	18	13	17	15	10	13.75	165
14	<b>4</b>	12	17	15	18	13	18	<b>16</b>	12	<b>17</b>	7	13.58	163
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<b>11</b>	15	14	18		13	13	14	18	9	13		13.09	144
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10.42	10.10	11.45	10.90	11.83	12.50	14.67	12.96	12.77	13.31	11.53	11.74		

<sup>= 12</sup> or more

**Total Assigns** 

Available Licensed Pilots not including president & NFFD Assigns per Available Pilot

<sup>= 6</sup> to 11

<sup>=</sup> less than 6



July 15, 2019

Commissioner Sheri Tonn, Chair Washington State Board of Pilotage Commissioners 2901 Third Ave., Ste. 500 Seattle, WA 98121

#### Re: PMSA Submission Regarding BPC Setting the Number of Pilots

Dear Chair Tonn and Board Members,

Thank you for the opportunity to provide this final set of comments regarding the consideration of the Puget Sound Pilots' (PSP) request to increase the number of pilot licenses and in response to prior PSP comments. PMSA submits these comments in addition to our May 6<sup>th</sup> and June 12<sup>th</sup> submissions on this issue, and we incorporate those comments by reference. This final letter addresses the latest release of pilot assignment data relevant to this process, provides further analysis of the report commissioned by the Puget Sound Pilots (PSP) from NASA-SJSU, and replies to and raise questions regarding the PSP Rebuttal.

In short, the latest data and further analysis of PSP's arguments only serve to reinforce and highlight the obvious conclusion that there is no evidence or current basis for granting the PSP request to increase the number of pilot licenses and we recommend that the Board focus on how to properly optimize the pilotage system and create a system which runs much more efficiently.

# The Latest Shipping and Pilot Activity Summaries Show A Significant Decrease in Pilotage Assignments and Workloads Undermining Any Request to Increase the Number of Licensed Pilots

The BPC's June 2019 activity summaries demonstrate a double-digit percentage <u>decrease</u> in pilotage assignments. This comes on the heels of a near double-digit drop in pilotage assignments in May.

#### ✓ In June Pilot Assignments Decreased 13.4% from the Prior June

- June peaked in 2015 at 29.5% MORE assignments than June 2019
- The annualized rate of assignment loss based on a June 2019 to June 2018 comparison is 1,140 fewer assignments (-95 \* 12). This would equal a need for 7.9 fewer full-time pilots at a 145 TAL.

#### ✓ In May Pilot Assignments Decreased 8.6% from the Prior May

• The annualized rate of assignment loss based on a May 2019 to May 2018 comparison results would equal a need for 4.7 fewer full-time pilots.

The latest Pilotage Monthly Activity Reports, (also summarized by BPC staff monthly) for May and June provide this data.

These latest activity figures also continue to support PMSA's position that the easiest, best, and quickest way forward would be to simply fill the existing vacant license spots already authorized by the Board and address management issues that allow so many "scheduled for duty" pilots to be unavailable for a ship assignments.

### May and June Reductions in Pilot Assignments Did Not Alleviate Inefficient and Uneven Pilotage Utilization – Efficient Pilot Resource Management Needed

The significant reductions in May and June pilot assignments should have simplified allocation of pilotage resources to the core mission of piloting. However, despite the significant decreases in assignments over this same period:

- ✓ PSP still reported 88 call backs in June despite a decrease of 95 assignments.
- ✓ PSP still reported 15.5 hours of delays in June while listing meetings as a primary source of pilot activity these delay hours are more than double all of Calendar Year 2011 which was a higher workload year.
- ✓ May 2019 PSP reports indicated 29 of 34 meetings were held on days other than transition Tuesdays impacting on the availability of pilots.

It is inarguable, that when more on duty pilots are actually available for ship assignments, the supply of properly rested pilots increases. This is true independent of any inefficiency or sub-optimization built into the system.

Put another way, the Board cannot presume that even if the Average Ship Assignment Workload of a PSP pilot is reduced, that it will result in a better optimized or more efficient pilotage service without management reforms.

Yet, this is precisely what PSP is asking for in its request for an increase in the number of authorized licenses: it seeks an increase in the number of pilots from the Board in order to reduce workload per pilot and for the Board to presume that this will translate into fewer call backs and better management practices. The May and June Monthly Activity Reports demonstrate that such a presumption is misplaced.

# PSP's Rebuttal Fails to Respond to Basic Issues Raised by PMSA and Questions Remain Regarding Inefficient Pilot Utilization, Duty Calendars, Accounting for Meetings and Repo's, Treatment of Lifestyle Pilots, and Proper Treatment of Rest Hours

PSP is the petitioner and has the burden of proving that their proposal fulfills the requirements in the Pilotage Act. PMSA is not requesting a change in the number of pilots' licenses.

Prior submissions in this process over the years have addressed training, repos, meetings, prep and travel, and included substantial evidence on these topics. Therefore, the BPC has been well aware of these factors as almost all of this information comes directly from the PSP to the public or comes indirectly from PSP to the public through reports by the BPC staff based on PSP data. PMSA

submissions also largely refer to PSP reports, letters, tables and graphs submitted to BPC over the years in addition to the RCW, WAC and BPC letters, memos, meeting minutes and policy documents.

#### <u>Uneven Utilization of Pilot – A Management Issue</u>

#### PSP/BPC data show:

- ✓ The least productive ship assignment pilots (piloting) in 2018 piloted 30% less than the most productive 30 pilots who averaged 167.5 ship movement assignments.
- ✓ The range was from 90 up to 223 ship assignments.
- ✓ The least productive fully available pilots in 2018 completed on average 40 fewer assignments than the top 30 and 18 "less" than the TAL − essentially missing 1.5 months of average assignments. The total impacts of this uneven utilization should be fully understood by the BPC so actions can be taken to ensure that efficiency mandates of the Pilotage Act are complied with.
- ✓ The PSP Vice President is now moving fewer ships than the non-working PSP President. The President and the Executive Director (Business Manager before that) handled most of the external meetings, including BPC meetings and tariff hearings.
- ✓ The last 11 months the VP has averaged 2.6 actual pilot assignments per month and in calendar year 2019, the VP has moved only 6 ships in half a year while PSP justifies this transition into non-piloting activities as the equivalency of a full-time pilot.
- ✓ PSP has added up to 17 meeting days per month focused on UTC contributing to delays and call backs; to our knowledge the BPC does not know the length or substance of these meetings and whether they were internal or with UTC. This is just one type of meeting listed monthly.
- ✓ PSP allows significant number of pilots on duty to not be available for assignment creating shortfalls, delays and call backs. Stacking up vacation with comp days on top of meetings is inefficient management of pilots.

It is a clear and inarguable tenet that the value of the State License to Pilot is in piloting large vessels safely and competently in and out of the Puget Sound. Nowhere in the description of the pilotage license itself, or in the Pilotage Act, are duties prescribed with respect to pilot "meetings" much less is there any requirement for the Board to equate going to meetings as the same as actually piloting a vessel. Yet, the PSP Request remains partially based on this premise.

Even if the Board were to do an about-face on the Pilotage Act, common sense, and historical past practice regarding the treatment of the meetings of pilots differently than the actual assignment of pilots to vessels, the PSP Rebuttal fails to adequately address or respond to these clear and outstanding issues regarding their unprecedented new theory that attending meetings is actually a core component of a pilot licenses.

PSP has internal rules on how to address pilots on duty that are serving on and attending BPC meetings. These rules reflect a logical management decision made collectively and privately amongst PSP pilots.

TEC, FMC and exam committee participation might be comparable. PSP has not submitted any evidence that these have changed, therefore they have already been included in the pilotage baseline for all existing licensees. Why should the Board change the treatment of licensees if non-discretionary meetings have already been accounted for in the PSP work rules and have been on the books for years?

PSP's Rebuttal continues to avoid the fact that when licensees are piloting on average for 140 to 145 days per year, that still leaves up to 225 days a year for such things as discretionary and mandatory meetings, including such things as managing independent contractor business, associations' collateral duties, required training, medical checks and so on. Why does PSP consider this 225-day period insufficient?

### PSP Continues to Equate Repo's With Actual Piloting Assignments, Even Though the Pilotage Act, Common Sense, and Historical Practice Do Not Equate Repo's with Actual Piloting

Repos are not Ship Assignments. Similar to their calculus regarding "meetings" above, PSP and their consultant equate a repo to a full ship pilotage assignment. Under this logic, if a pilot completes a 14-day duty period with an outbound departure and then travels from Port Angeles to home, we must conclude that PSP would now count that as two assignments. This does not make any sense. For instance, if a pilot living in Gig Harbor completed an arrival to Cherry Point and then traveled back home would PSP now count that transportation as a completely different pilotage assignment?

With a decreasing number or arrivals boarding in PA or departures ending in PA, there should be fewer repos but we have seen no evidence of that in any of the data submitted.

### If Half the Pilot Corps Actually Stood Duty and Available for Piloting Assignments Each Day then Delays, Call Backs and Accrued Comp Days Would Greatly Diminish

PSP has demonstrated during this process that the number of pilots actually available to pilot each day is significantly less than the number of pilots "on duty" each day. For example, BPC staff reported that in August of 2018 there were 50 licensed pilots with 47 on rotation. Yet, PSP reported on page 10 of their May 2019 submission, that on August 6, 2018 there were only 21 pilots scheduled to be on watch. And, only 11 of those pilots were actually available for ship assignment primarily due to 6 pilots taking call backs and 2 attending meetings – this is a management issue. Therefore, PSP's internal management of assignments, as described by their own evidence now seems to encourage rather than prevent this type of limited availability outcome.

The Board and public have not reviewed PSP's policies, presuming they all exist, for requesting or being granted vacations and comp days, scheduling of BPC required training days or meeting days and so on. Without considering policies that impact pilot availability how can the BPC properly set a number of pilots to comply with the Pilotage Act?

As we have identified in previous submissions, there were some years such as 2011 where workloads exceeded the current TAL and yet call backs were minimized and reduced. Were policies changed to discourage these improvements in efficiency. Or, has PSP incentivized a less-than-full complement of available pilots in their two-watch system?

PSP has introduced a new term in the last year to describe pilots that apparently refuse to take call backs: "Lifestyle Pilots." This trend would mean inefficiently staffing to the peak instead of improving pilot resource management.

PSP's Rebuttal (page 8) also claims that the pilot "having worked 'only' 90 vessel movements was involved in such a substantial number of meetings and trainings that he was second in total work events among pilots in 2018." Is this an admission by PSP that the true purpose of this Request is NOT to increase the number of pilots for fatigue management purposes, but to add pilots to attend meetings and to not actually pilot?

### "Three And Out" and 8 Hour Rest Standards Have Been In Place Since 2015 With No Issues or Need for Additional Pilot Licenses

PSP's previous reports to the Board confirmed that they had implemented both the "3 and out" and "8-hour rest" policies in 2015 with great success. We were told that these changes did not result in pressures on pilotage assignments as PSP did not report negative impacts to pilot dispatch, nor did they request an increase in the number of pilots.

- ✓ If 3 years of data, beginning in 2015, did not support the need for more pilots, how then does several months of data reflecting a move from 8 hours to 10 hours (which impacts only an exceptionally small number of assignments) suddenly create problems?
- ✓ PSP and the Board documented that 2018 presented unprecedented challenges regarding daily pilot availability which was at historic lows. Why should PSP's unilateral management decisions force available pilots to come up in rotation faster than they would otherwise thereby creating more situations where the next pilot up had less than 10 hours of rest.

#### Industry Continues to Comply with PSP's Ordering Rules.

Industry complies with ordering lead times set by PSP in addition to full compliance with the Coast Guard 96-hour advance notice of arrival rule.

- Change orders have always occurred with respect to vessel schedules and have been handled by PSP consistent with their own ordering rules. If the PSP ordering rules have not changed, and the impacts of changes of under 2 hours are historically consistent, what evidence of a need for an increase in pilots has been submitted?
- ✓ How can the Board evaluate why Change Orders are necessitating an increase in the number of pilots in 2019 if the same Change Order occurrences did not necessitate an increase in the number of pilots in previous years?

## PSP's Relies on the Theoretical Analysis of A Single Report As Its Principle "Evidence" In Its Request, Yet Numerous Questions Regarding this Report Remain Outstanding

PSP presents its consultants' report as a "fatigue study" but focused only on a recommendation on the number of pilots. The report's findings are facially inconsistent with actual fatigue study

recommendations. Instead, they chose to add more and more pilots to address any issue like simply adding 4 more pilots to wipe out accrued comp days or adding 2 for work hour reductions finally totaling between 49 and 78 pilots. These add-ons are not justified and overlook pilot resource management.

PSP is the petitioner and has the burden of proving that their proposal fulfills requirements in the Pilotage Act but they didn't accomplish that. PSP's primary piece of "evidence" in this regard is a directed report which it purports is a fatigue study, but in reality it is simply a report meant to create a theoretical construct upon which it can advocate for an increased number of pilots. As the Board is well aware, PSP has hired a team from SJSU/NASA to prepare this report.

The Board should acknowledge that numerous foundational questions exist unanswered which go to the heart of the report's credibility and reliability, that the report created is not an actual "fatigue study" but is intended to be an advocacy tool for PSP, and that the appropriate place to discuss fatigue management is in the Board's Fatigue Management Committee, not in a hearing meant to set the appropriate number of pilots.

### <u>Fundamental Questions Regarding the Substance of the Report Remain Unanswered, Revealing That This Report is Not Reliable "Evidence"</u>

PMSA submits a number of fundamental and substantive questions reflective of the report itself, as presented in this process separate and apart from the FMC meeting process. These questions are provided here as *Attachment A*.

The SJSU/NASA team attended one FMC meeting and at that meeting it was unable to answer questions about the merits of studying an anomaly year, could not give specifics about the development of the scope of work that they were hired for, and could not explain why they claimed their work was to recommend an optimal number of pilots when they did not evaluate optimal management of pilots. The questions propounded here are largely independent of those propounded after that FMC meeting, which have also for the most part remained unanswered.

### The Scope of Work for the PSP Contract with SJSU/NASA was to Produce An Advocacy Tool for PSP to Use to Increase the Number of Pilots

A number of questions raised in the FMC meeting process, and during this exercise as well, have focused on the true nature of this report since PSP would not share the actual scope of work associated with the SJSU/NASA report. The purpose of these questions was to inform the Board and the public as to whether or not this report was intended to be a "fatigue study" or an advocacy tool for PSP to increase the number of pilots.

PSP's counsel submitted a letter of March 29, 2019 (*Attachment B*), which amongst other things, acknowledged that SJSU/NASA report was intended to be an advocacy piece for PSP to set the number of pilots. While the report is couched as being necessary to respond to fatigue management, the purpose of the report was that "PSP engaged NASA to analyze pilot workload data" in order to get at a recommendation to "be submitted as part of the process by which the BPC sets the number of pilots." In

this same letter, PSP refused to disclose the actual and complete scope of work and would not allow SJSU/NASA to answer further questions regarding its fatigue or staffing expertise from the FMC.

In short, PSP hired experts in fatigue management, but would not allow them to fully participate in the Fatigue Management Committee process. Instead, PSP cited the need to preserve their role as advocates for a certain number of pilots in this exercise.

In order to ascertain the true scope and nature of the PSP contract with SJSU/NASA, PMSA obtained a copy of the contract through the State of California's application of public records act law to the SJSU Research Foundation. The contract is submitted here as *Attachment C*.

We believe the contract speaks for itself, and that Board members have a right to examine it and an obligation to understand it.

It confirms the PSP letter of March 29, 2019: that SJSU/NASA fatigue experts were hired to conduct some sort of fatigue recommendation exercise, but have instead been limited only to the creation a workload advocacy tool and report for PSP under the veneer of the application of fatigue-related metrics. If there is a complete set of fatigue-related recommendations, none have been produced or delivered to the Board or the public. And, obviously, if they had been, PMSA would insist that they be produced as evidence and examined by the Board in this process, given the high likelihood that the creation of other fatigue-mitigation tools which do not require new licensees would undermine the current report's advocacy for such a high increase in new pilots.

### The Report is Not a "Fatigue Study" Like That Completed By This Team in San Francisco for the State of California

It is obvious from PSP's communications with the Board and the contract scope of work, that PSP did not hire SJSU/NASA for the purpose of providing PSP with an independent fatigue management study or set of recommendations to reduce fatigue. Rather they were hired to produce an advocacy tool and report regarding setting the number of pilots — an area in which their expertise or experience is limited.

Moreover, one can come to the same conclusion by comparing the work product of the SJSU/NASA fatigue management team for PSP with the work product of the SJSU/NASA fatigue management team for the State of California where they were hired to complete a study in a field in which they are bona fide experts: fatigue management.

In California, SJSU/NASA completed a multi-year, publicly-scoped, and publicly-contracted but industry-funded study on fatigue management for the State Board of Pilot Commissioners with respect to pilotage on the San Francisco Bay. The report concluded with 19 fatigue management recommendations meant to help the state create a regulatory structure for reducing pilot fatigue. The Final Recommendations of this comprehensive and well-regarded report are submitted here in relevant part as *Attachment D* (the full text of the report can be accessed on-line at <a href="www.bopc.ca.gov">www.bopc.ca.gov</a>).

Of the 19 recommendations only ½ of one of the recommendations had to do with the number of pilots. AND, even in that recommendation, the fatigue study included a call to reduce the number of meetings attended and other non-piloting essential tasks by pilots as a viable alternative to simply increasing the

number of pilots. Moreover, that recommendation was couched on management of availability of pilots for assignments.

By comparison with the fatigue study, the PSP report here was procured from SJSU/NASA only to provide a recommendation for the number of pilots. SJSU/NASA did not evaluate, revise, or apply the 18 ½ other fatigue recommendations from the California fatigue study in its advocacy tool creation and report for PSP. Moreover, even if they had, SJSU/NASA was restricted by PSP from participating to such a degree in the FMC process because the primary purpose of their contract was to advocate for a specific increase in the number of pilots.

In short, the fatigue study in California was a Report in which SJSU/NASA was hired to provide a comprehensive opinion in their field of expertise. In contrast, the work prepared for PSP in Washington is not an application or analysis of fatigue management tools, but an application of workload constraints to data. No expert opinions have been rendered by the SJSU/NASA team for fatigue management or overall pilot resource management, despite the potential for such recommendations to be delivered. Instead PSP has presented this report and advocacy effort to argue for a significant increase in the number of pilot licenses in the Puget Sound.

#### Conclusion - No Need to Increase Number of Pilots

The good news is that there is no need for the BPC to change the authorized number of Pilot Licenses. Simply filling the existing vacant slots with qualified candidates already in the pool will provide more than enough pilots to handle decreasing assignment levels.

What is less obvious is how PSP management decisions and practices have resulted in inefficient pilot utilization creating call backs and delays when past PSP management handled higher workloads without these issues. While we understand that the BPC licenses individual pilots and not their membership organizations, management practices do impact service and potentially pilot morale. The wide variation in the number and volume of assignments piloted within the pilot corps should be an issue that requires the attention of management as well as the BPC.

Sincerely,

Captain Mike Moore

Vice President

Attachments

Exh. SK-1T Witness: M. Sami Khawaja

1 2 3 4 5 BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION 6 WASHINGTON UTILITIES AND 7 Docket TP-TRANSPORTATION COMMISSION, Complainant, 8 9 PUGET SOUND PILOTS, Respondent. 10 11 12 **TESTIMONY OF** 13 M. SAMI KHAWAJA, Ph.D 14 ON BEHALF OF PUGET SOUND PILOTS 15 16 17 18 **NOVEMBER 19, 2019** 19 20 21 22 23 24 25 TESTIMONY OF M. SAMI KHAWAJA, Exh. SK-1T i Williams, Kastner & Gibbs PLLC 601 Union Street, Suite 4100 Seattle, Washington 98101-2380 (206) 628-6600

6989997.1

Exh. SK-1T Witness: M. Sami Khawaja

	EXHIBIT LIST	
Exhibit No.	Description	Page Referenced
SK-2	Curriculum Vitae of Dr. M. Sami Khawaja	1

TESTIMONY OF M. SAMI KHAWAJA, Exh. SK-1T ii

Williams, Kastner & Gibbs PLLC 601 Union Street, Suite 4100 Seattle, Washington 98101-2380 (206) 628-6600

6989997.1

#### I. **IDENTIFICATION OF WITNESS**

LLC located at 720 S.W. Washington, Suite 400, Portland, Oregon 97205.

I received a Ph.D. in Systems Science/Economics from Portland State University. Prior

to my current position, I ran Cadmus' Energy Services Division with a staff of over 200

energy professionals. For the last 35 years, I have provided consulting services to

utilities, local governments, state governments, and other organizations in the United

States and other countries (Canada, Thailand, The Philippines, Jamaica, Jordan, and

Libya). I also led a study of the economics of piloting in Oregon from 2002-2004. The

I have been involved in studies in regulated environments for over three decades. My

work has focused on assessment of impacts of various forms of market interventions.

This has always included an assessment of the cost effectiveness analysis of various

program delivery mechanisms. I teach, both as an adjunct professor and member of the

Cadmus team, workshops throughout the country and internationally on issues related to

economics of regulation. I have filed numerous testimonies throughout the country. I

have appeared in front of Public Utilities Commissions in Oregon, Washington, Utah,

and Indiana. I also testified in front of the Oregon Public Utilities Commission in the

study included both the Bar and the River Pilots Groups. A copy of my Curriculum Vitae

Please describe your qualifications?

is attached to my testimony as Exh. SK-2

What has been your experience with regulatory proceedings?

Have you testified at the UTC previously? In what capacity?

2

Q: Would you please provide your name, employer and business address? A: My name is M. Sami Khawaja. I am a Senior Vice President with The Cadmus Group

Q:

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TESTIMONY OF M. SAMI KHAWAJA, Exh. SK-1T 1

matter of economics of piloting in Oregon.

Williams, Kastner & Gibbs PLLC

601 Union Street, Suite 4100 Seattle, Washington 98101-2380

(206) 628-6600

0:

- A: I have prepared testimonies on behalf of Avista Utilities. I also appeared in front of the Commission regarding the matter of the effectiveness of Avista's efficiency programs.
- Q: Would you please describe your past experience with pilotage groups or assessments or work therefor? Please describe your earlier study in general.
- A: My company, Quantec (now Cadmus), was selected by the Oregon Board of Maritime Pilots Pilot Transfer Review Team to conduct a cost-benefit study of different modes of transferring Bar Pilots onto ships entering and leaving the Columbia. The study was also designed to provide an assessment of: 1) The impact of pilotage rates on regional commerce, and 2) The workload associated with pilotage on the Columbia Bar and the Columbia River. Quantec was hired to develop a quantitative framework from which the Board could discuss various matters that had proved controversial between the stakeholder groups for years (including Columbia River Bar Pilots, the Columbia River Pilots, the Columbia River Steamship Operators Association and the Port of Portland).

#### II. PURPOSE OF TESTIMONY IN THIS PROCEEDING

- Q: What are the topics your testimony will address?
- **A:** My testimony addresses: vessel forecast for 2020 (the rate year period) and assignments per pilot, accounting for fatigue and callbacks.
- Q: Would you please provide a description of Puget Sound Pilots' ("PSP") workload assessment in the rate year period and why that is important to pilotage ratemaking?
- A: Traditional regulated ratemaking requires the development of a revenue requirement (amount of money needed to meet regulated utility obligation to serve). The revenue requirement is conventionally determined through a rate case. Regulated utilities make the case for expenditures to be included in the rate base has been necessary to provide

TESTIMONY OF M. SAMI KHAWAJA, Exh. SK-1T 2

Williams, Kastner & Gibbs PLLC 601 Union Street, Suite 4100 Seattle, Washington 98101-2380 (206) 628-6600

Exh. SK-1T Witness: M. Sami Khawaja

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A:

reliable service. Once the rate base amount is negotiated and approved, utilities are allowed to earn a rate of return on their rate base investments. The rate base along with the rate of return make up the revenue requirement. Sales level in rate year is projected. Rates are then determined by dividing revenue requirement by sales. The projected sales are synonymous with projected number of assignments in the case of pilotage rate setting. As such, the same approach can be followed for determining rates for pilotage groups with a couple of notable exceptions. In the case of pilotage, two *additional* components are necessary: 1) Distributive Net Income (DNI) for pilots, and 2) level of workload per pilot. All three inputs are needed for analysis of a test period. Once established, the rate-setting process involves simple multiplication and division. My role in this proceeding is limited to the total assignment forecast, an assessment of the level of work load per pilot, and endorsement of the methodology of setting rates for pilotage.

#### III. SUBSTANCE OF EXPERT OPINION

- Q: Please describe the approach followed for estimating total assignments for the test period.
  - Recognizing that shipping traffic varies by year, we calculated forecast of total pilot assignments based on vessel traffic. To arrive at scenario predictions for relevant vessel traffic in the Puget Sound we utilized statistical regression models specific to vessel types. The explanatory variables we used in this forecast included: Macroeconomic indicator data from various sources, aggregated by the Federal Reserve Bank of St.

    Louis, Fuel pricing data from the Energy Information Administration, Data on global average container ship sizes from a container ship forecast study for the Port of Vancouver, traffic by vessel type, from 2005-2018, provided by the Puget Sound Pilots based on Marine Exchange arrivals, International Monetary Fund (IMF) macroeconomic

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forecasts for 2019 and 2020. We applied a separate regression model for each vessel type. The final set of explanatory variables included in the regression models were: Global average tanker size (C Ship Size), China's Gross Domestic Product (C-GDP), Japan's GDP (J-GDP), The United States' (U-GDP), price of No. 2 Diesel fuel at the port of Los Angeles, labor price for marine cargo handling, industrial production index of the United States, and total value of imports from to China by the US. Table 1 shows the vessel type and the selected (based on statistical testing) final explanatory variables for all vessel types. Table 2 shows the actual versus forecasted vessel traffic (2005 – 2020). As can be seen in the last column, the vessel models wereable to predict number of ships fairly accurately for the time period analyzed.

**Table 1: Predictor Variables by Vessel Type** 

Vessel Type	C Ship Size	C- GDP	J- GDP	U-GDP	No 2 Diesel	Cargo Labor	Ind. Prod.	US Imports - China
Bulk								
Container	√	√	√	√	√	√	√	√
General	√	V	V	V	V	√	√	<b>√</b>
Other		√	√					
Tanker		V	√	V	<b>√</b>		√	1
Passenger		√	<b>√</b>	√	<b>√</b>		√	
Roll On-Roll Off	√		V	V	√	√	√	
Tug	√	<b>√</b>						
Vehicle	√	V	V	V	V	√	√	

**Table 2: Predicted vs Actual Vessels** 

Year	Actual No. of Ships	Predicted No. of Ships	% Difference
2005	2,934	2,970	1.20%
2006	2,994	2,961	-1.10%
2007	2,945	2,964	0.70%
2008	2,968	2,942	-0.90%
2009	2,804	2,791	-0.50%
2010	2,666	2,685	0.70%
2011	2,731	2,707	-0.90%
2012	2,717	2,757	1.50%

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Williams, Kastner & Gibbs PLLC 601 Union Street, Suite 4100 Seattle, Washington 98101-2380 (206) 628-6600

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2020	Prediction	2,470	
2018	2,559	<b>2,572</b> 0.50%	
2017	2,504	<b>2,469</b> -1.40%	
2016	2,544	<b>2,550</b> 0.20%	
2015	2,484	<b>2,524</b> 1.60%	
2014	2,621	<b>2,573</b> -1.80%	
2013	2,719	<b>2,724</b> 0.20%	

#### Q: Please describe the transition from vessel arrival forecast to assignment forecast.

In order to determine the number of assignments expected in 2020, we first estimated the ratio of assignments per vessel based on 2018 data. As shows in Table 3, we started with number of vessels (row A) and number of assignments (row B) based on 2018 actual arrivals. The ratio of assignments per vessel is determined for each vessel type (row C). Our prediction of vessel arrival from Table 2 above (row D) is then used to predict number of assignments in 2020 (row E). Although we used 2018 assignments per vessel, we also analyzed other years to see if the result would be different. Generally, we found that this ratio was relatively stable across years.

Table 3: Assignment/Vessel Type

	Factor	Bulk	Con- tainer	General	Other	Passen- ger	Roll-on Roll-off	Tankers	Vehicle	Total
Α	2018 Vessels (Actual)	333	983	74	176	220	115	456	202	2,559
В	2018 Assignments (Actual)	1,132	2,427	196	175	461	238	2,205	496	7,330
C	2018 Assignments/Vessel (B/C)	3.40	2.47	2.65	0.99	2.10	2.07	4.84	2.46	2.86
D	2020 Vessel Prediction	333	964	80	157	201	107	388	240	2,470
Е	2020 Assignment (D*C)	1,132	2,379	212	157	420	222	1,878	590	6,989

#### Q: How did you approach calculating assignments for pilots?

A: Fundamentally, economic analysis leading to optimal decisions relies on the use of marginal analysis, or an examination of the additional benefit of an activity compared to the additional cost incurred by the same activity. The marginal benefit of adding a pilot, is increased safety, decreased callbacks, and decreased vessel delays. The marginal cost is the income of the added pilot. In 2018, the number of callbacks represented 15% of

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total assignments. This level of callbacks represents time where pilots are called from their off-duty time to work. Callbacks occur when there is insufficient staffing of onwatch pilots. The purpose of these callbacks is to avoid ship delay. Callbacks, however, are not ideal as they represent time pilots are working while off duty and may create situations of pilot fatigue, an important safety consideration. Additionally, this trend implicates the need for additional licensed pilots in order to avoid the unpredictable expansion of the callback calculation accrual. They are also not ideal as they create a liability on the association books.

#### Q: How did you specifically go about this analysis?

The primary basis of our analysis was the data set cleaned by NASA for "Puget Sound Pilot Fatigue Study Report" for assignments from 10/17-9/2018 (analysis year). These data had jobs or assignment detail which combined multiple harbor shifts conducted by a single pilot into a single assignment from a working perspective and split cruise ship moves (inbound and outbound by the same pilot) into two assignments. The first step in our process was to create a time series for each pilot indicating their current activity. Each row of the NASA data set corresponded to an assignment and contained various details about each of those assignments.

#### Q: Then what steps did you take?

With all data in hand, we then simulated a reduction in callbacks by creating "hypothetical pilots on shift." We ran this simulation once for each number of the hypothetical pilots tested (e.g., once for 1 pilot, once for 2 pilots, etc.). Consistent with the calculation of historic working pilots (see below), we converted those assignments from pilots who did a relatively low number of jobs (< 20) to callbacks to avoid overcounting the number of working pilots. Table 4 shows the scenario results of adding

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one additional pilot on watch. In the analysis year, only 18% of days had zero callbacks, with an average of 3.3 callbacks per day for a total of 1,188 callbacks. The simulation result shows that that adding one additional pilot on-watch from the base year leads to a reduction of 373 callbacks (i.e., 1,188-815) and adding two pilots on-watch reduces another 295 callbacks.

**Table 4: Scenarios of Additional On-Watch Pilots** 

	Additional On-Watch Pilot	0	1	2	3	4	5	6	7	8	9
	Resulting % Days with 0 Callbacks	18%	33%	48%	64%	77%	89%	96%	98%	99%	100%
	Average Callbacks* per Day	3.3	2.2	1.4	0.8	0.4	0.2	0.1	0.0	0.0	0
	Total Callbacks*	1,188	815	520	288	145	63	22	10	4	0
	Marginal Reduction in Callbacks		373	295	232	143	82	41	12	6	4
l	*Combines multiple harbor shifts and round-trip cruise jobs										

The following figure shows the relationship between the portion of days with zero callbacks and the number of additional pilots on watch. It shows that the marginal benefit of adding pilots (i.e., reduction in call backs) has a positive slope (as you add pilots, number of days with zero callbacks also increase). Around 5 pilots however, the slope, while still positive, decreases (i.e., diminishing returns set in). As mentioned above, the marginal cost of addition of a pilot is the income earned by the pilot. The marginal benefit of adding a pilot is avoiding a call back. However, this cost is unknown. Ideally, we would resort to the traditional economic approach of marginal analysis. However, without complete data, we resorted to a close method of adding pilots up to the point where diminishing returns set in at five pilots on watch. Furthermore, at this staffing level, the number of days with zero callbacks is expected to be 89% which appears to be reasonable as compared to staffing for peak demand and avoiding any callbacks or any potential ship delays. Puget Sound Pilots are willing to use callbacks to not overtax the system with too many pilots.

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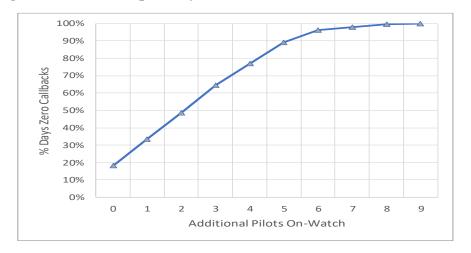
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Figure 1: Relationship of Days with Callbacks vs Additional On-Watch Pilots



#### Q: How do you estimate number of pilots needed from number of pilots on watch?

According to the PSP, for every pilot on watch, an additional 1.2 pilots are needed. This value represents the fact that the Puget Sound Pilots have 11 watch groups, one of which is on earned time off each two-week period. Therefore, to add five pilots on watch requires 11 full-time working pilots (5\*2.2). We then added these pilots to the number of working pilots in the analysis year. Across the course of a year, pilots are hired, retire or go on medical leave. As noted above, to avoid overcounting pilots, we removed the pilots with a low number of jobs (< 20) from the data set, which represented administrative and pilots on major medical. We calculated number of unique working pilots based on the median monthly level: 49 working pilots at any point in the analysis year. To calculate total full-time working pilots, we also added NASA study's estimate of 2 additional pilots required to account for fatigue. The sum of these components results in 62 working pilots in the analysis period. The ratio of total 2018 assignments (7,330) and total working pilots results in the recommended number of assignments per working pilot of 118.

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**Table 5: Assignments per Working Pilot** 

Α	Working Pilots	49
В	Additional Full-time Pilots (5*2.2)	11
С	Additional Pilots for Fatigue, NASA	2
D	Total Full Time Working Pilots (A+B+C)	62
Е	2018 Assignments (Table 3)	7,330
F	Assignments / Working Pilot (E/F)	118

To adjust this analysis period to 2020 pilots, we first divided the forecast of number of 2020 assignments (6,989 see Table 3 above) by the number of assignments per working pilot. In addition to working pilots, the Puget Sound Pilots have non-working pilots. To add administrative pilots and average number of pilots on medical leave, we added 2 and 0.5 pilots, respectively. In 2018, the Pilots had an average of 1 pilot on major medical on a daily basis. Yet, this average was higher than the 10-year average of 0.5 pilots, so we used that value.

Table 6: Total 2020 Pilots

Α	Assignments / Working Pilot (Table 5, F)	118
В	2020 Assignments	6,989
С	2020 Working Pilots (B/A)	58.6
D	Average Annual Pilots on Major Medical	0.5
Е	Administrative Pilots	2
F	2020 Total Pilots (C+D+E)	61.6

In summary, we recommend that the pilots are staffed at a level of 61.6 pilots for 2020, with an average assignments per working pilot of 118.

# Q: Finally, can you address the recommendation by which you suggest the Commission set rates in this proceeding?

Yes. As mentioned above, traditional rate making involves estimation of cost of service (cost of meeting obligation to serve) and a rate of return. The total of the two forms the revenue requirement. This amount is what is considered sufficient analogously to compensate utilities for their investment, i.e., an amount that would attract investment in the utility delivery structure. Similarly, for rate setting for pilots, the approach needs to

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compensate pilots at rates comparable to industry averages and at levels that will continue to attract qualified pilots to the Puget Sound. I am thus endorsing a methodology for setting the revenue requirement that seeks to generate revenue sufficient to fund at a competitive level the greater of the number of licensed pilots, or the number of FTE pilots necessary to perform the projected vessel assignments, based on a comparison of the available workload (vessel traffic projection) to the work each pilot is expected to perform while on-duty. Notably, this model would ensure sufficient funding for the number of actual licensed pilots at a minimum, and compensates for off-duty worked performed when licensed pilots perform more work than the share of an FTE pilot. Thus, the methodology that best accomplishes the goals of ratemaking for pilots is one that seeks to generate a distributive net income per pilot that is competitive with other pilot groups, multiplied by the greater of the number actual licensed pilots or the number of FTE pilots needed. This approach is what I recommend the Commission adopt.

Q: Does this conclude your testimony for now?

**A:** Yes it does.

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