



# Building a Culture of CPI: One Fishing Boat at a Time



Delmas Whittaker, Senior Manager, Fishing and Commercial Vessels  
Penne Saum, Manager, Process Improvement Program



**Fishermen's Terminal**

# Commercial Fishing

An aerial photograph of a busy commercial fishing harbor. Several large fishing vessels are docked at long piers. The harbor is surrounded by industrial buildings and a city skyline in the background. The water is calm, and the sky is clear.

Statewide commercial fishing and related industries produce \$10 billion in business revenue

# Fishermen's Terminal



Home of the North Pacific Fishing Fleet

## Summary

- First Port of Seattle Property (1914)
- 26 acres of dry land
- 690 parking spots
- 21,000 feet of lineal dock
- 300 – 400 Commercial Fishing Vessels
- Recreational Boat Moorage

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- **Homeport to the North Pacific Fishing Fleet & a vibrant commercial destination**

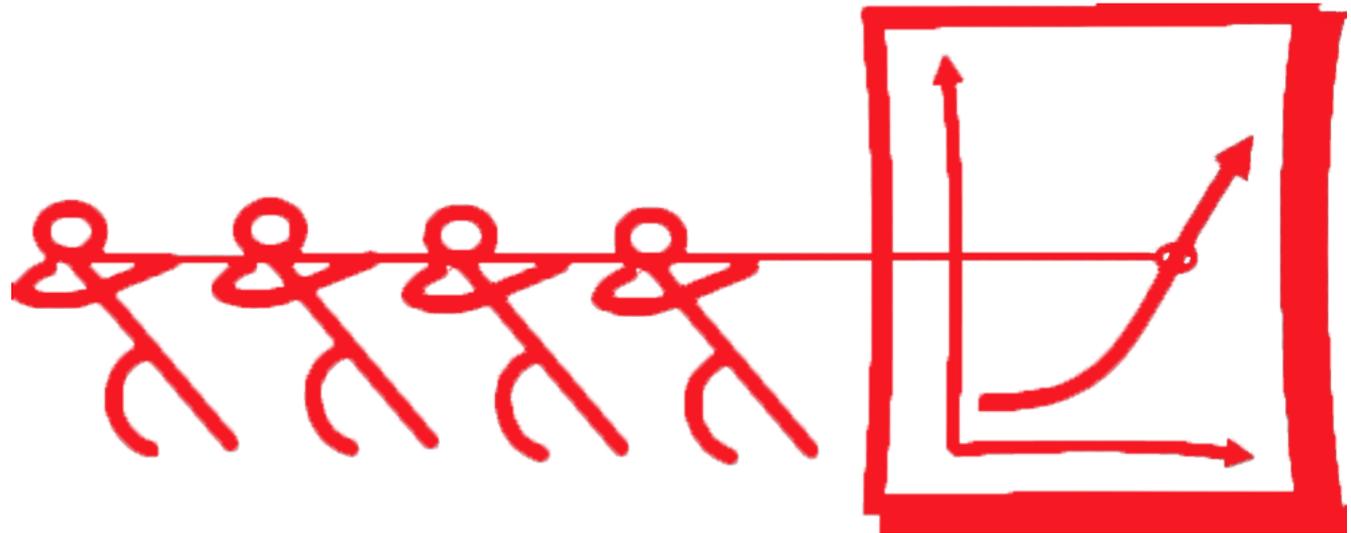
**7,000 Local jobs and \$313 million in business revenue**

# Improvement Culture to PDCA



# Building the Team

Assuring all  
involved  
were at  
the table!



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# Electrical Connections/Disconnections Policy

## SECTION TWO

### ITEM 2100

#### RULES AND REGULATIONS

##### **N. ELECTRIC CONTINUITY OF SERVICE**

The Port of Seattle specifically does not guarantee: Availability or continuity of electric service to any vessel, the characteristics of any service that is provided, or the characteristics of the vessel service circuit breaker.

##### **O. ELECTRIC SERVICE AND UTILIZATION EQUIPMENT ONBOARD VESSELS**

All service connections between the Port of Seattle outlets and the vessel, and all utilization equipment upon the vessel shall conform to the City of Seattle Electrical Code and/or the State of Washington Electrical Code. (See Item 3140(A) for electric rates.)



# Fishermen's Terminal



## Commercial Fleet Services

## Electrical Services

- 480volt/200amp/3-phase
- 240volt/100amp
- 110volt/30amp twist-lock

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# Problem

## Examples of Damaged Equipment



## Unauthorized Disconnections

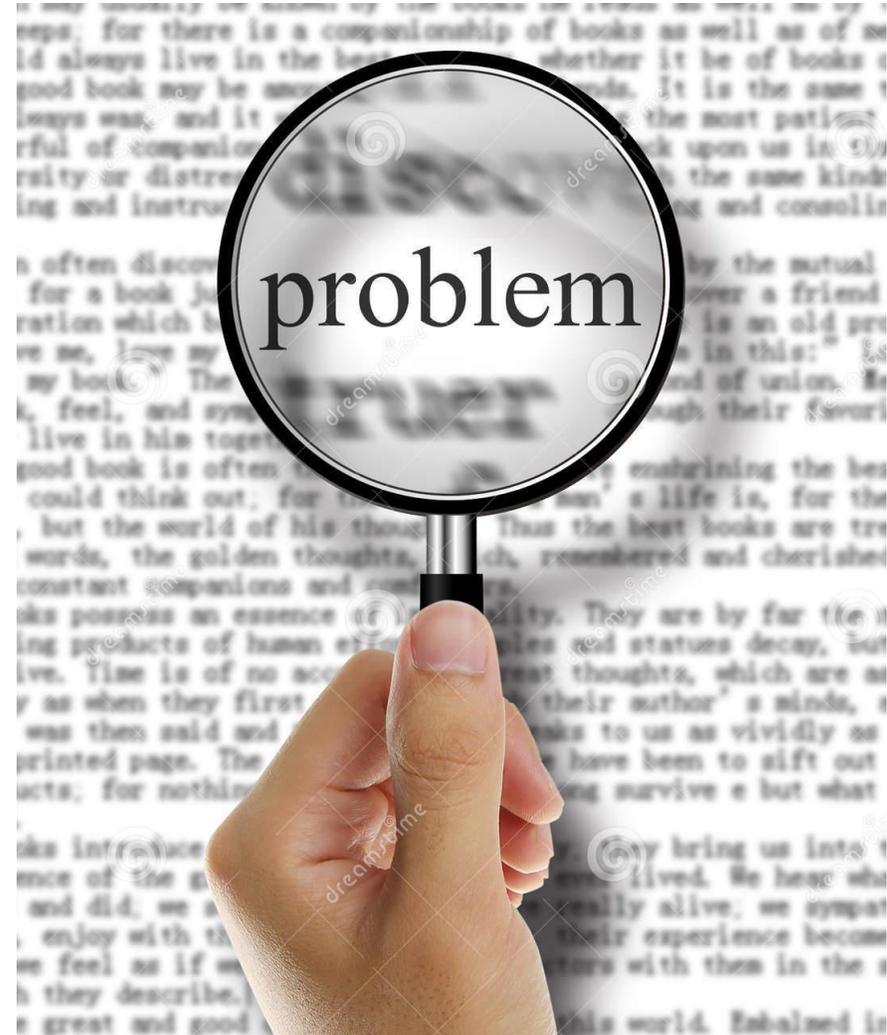
# Charter



CPI Charter			
<b>Event/Workshop Name:</b>	Accountability for Cut Electrical Wires	<b>Sponsor:</b>	Kenny Lyles
<b>Event/Workshop Number:</b>	FT 001	<b>Process Owner:</b>	Delmas Whittaker
<b>Division/ Department:</b>	Fishing and Commercial Vessels	<b>Team Lead:</b>	Ray Giometti
<b>Is there standard work?</b>	Yes	<b>Lean Specialist:</b>	Delmas Whittaker
<b>Last update:</b>	UNKNOWN	<b>CPI Manager:</b>	Penne Saum
<b>Background/ Problem Statement</b>		<b>Scope</b>	
<p>Over the past few months, we have seen an increase in the number of "live" electrical connects being cut by commercial fishermen. Fishermen's Terminal is a working terminal that is open to the public. This type of unauthorized disconnects damage equipment and places other fishermen, visitors and Port Staff in danger. We have a process for electrical connects and disconnects. However, several fishers are not following this process. We need to improve our system of compliance and accountability.</p>		<p><b>In Scope</b> New or Revised Process and Procedure for Electrical Connections and Disconnects</p>	
<b>Goal Statement</b>		<b>Out of Scope</b>	
<p>Review of exiting process. Develop process that will meet the needs of the fishers and ensure the safety of those working and visiting the docks.</p>		<p>Monetary fees to be assessed to violators. Potential Labor Contractural violations.</p>	
<b>Exit Criteria</b>		<b>Teams</b>	
<p>Functional process and procedure to ensure compliance with Harbor Operational requirements and ensure a safe working environment. Additionally, enforceable and tangeble penalties for violating these procedures.</p>		<p><b>Team Members (full time)</b> Patrick Mayovsky, Adam Moore, and Ross Perry</p>	
<b>Improvement Commitment</b>		<b>Management Guidance Team</b>	
<b>Start Date</b>	<b>End Date</b>	<p>Delmas Whittaker, Ray Giometti, Stephen Aaron, Maintenance Manager (as assigned).</p>	
15-Oct-18	19-Oct-18	<p><b>Resource People (On Call)</b> Electricians, Harbor Operations Specialist, Moorage Coordinator. Risk Management, Legal, Tim Mitchell (Safety)</p>	
<b>Duration</b>	<b>Sustainment Process</b>		
5 days	<p>Harbor Operations will be responsible for initiating and monitoring. Business Operations will be responsible for billing and enforcement.</p>		

# Problem?

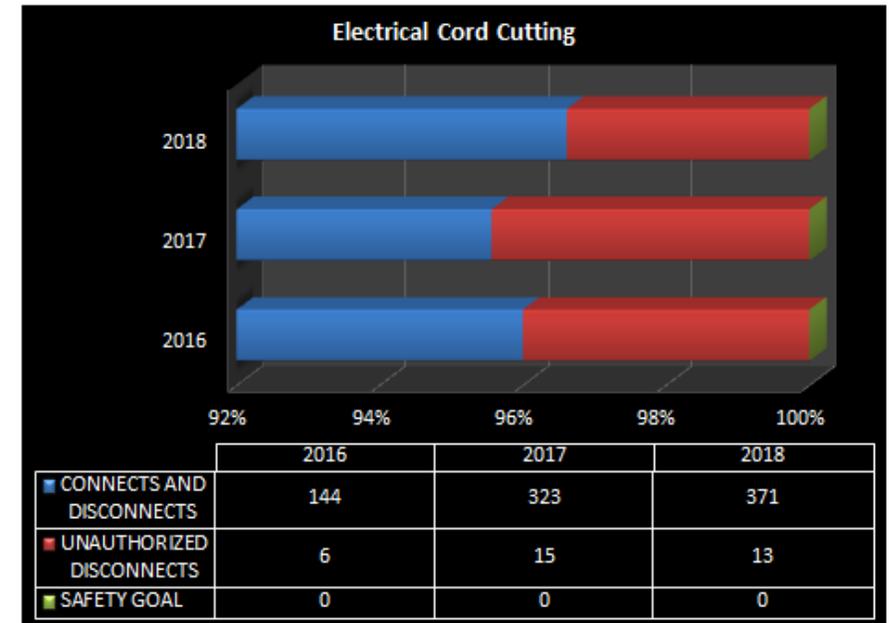
Do we really  
have a problem?



# Data? Who Needs Data?

## CPI Data Collection Worksheet

Process Area: Fishermen's Terminal (ALL DOCKS)				
What data elements will be collected?	By Who?	Where?	How will it be Recorded?	When?
2016 Unauthorized disconnections	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec
2017 Unauthorized disconnections	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec
2018 Unauthorized disconnections	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec
2016 authorized connect and disconnects	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec
2017 authorized connect and disconnects	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec
2018 authorized connect and disconnects	Delmas/MM	FT	DOCUMENTED INFORMATION FROM MAXIMO	10-Dec





# Improvement Process



## Examples of Damaged Equipment

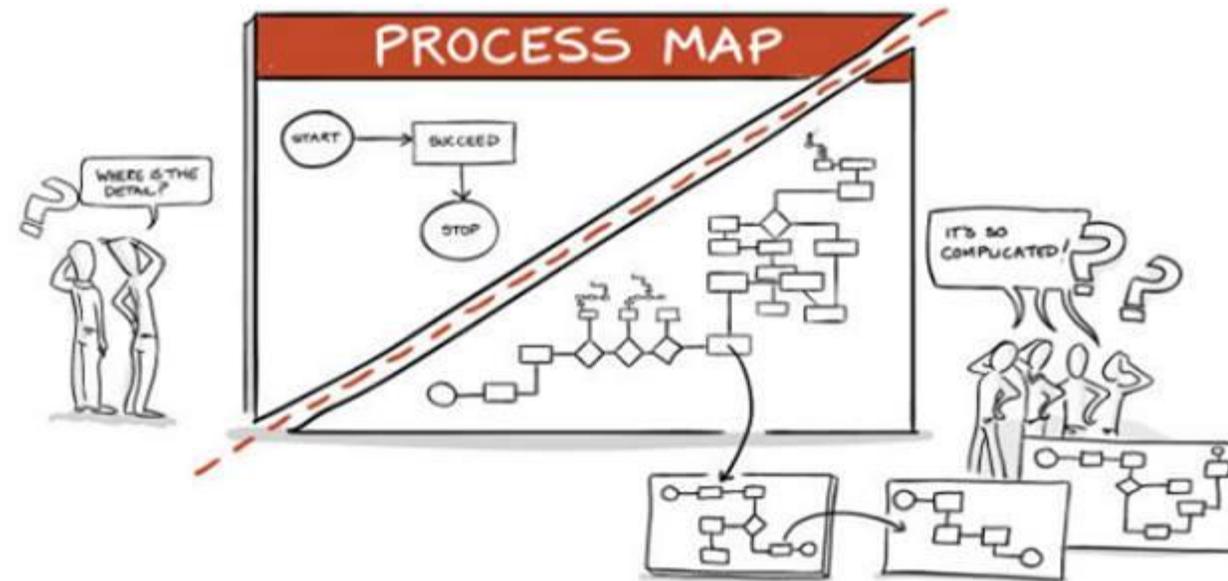


## FISHERMEN'S TERMINAL



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# Process? Do we Have a Process?



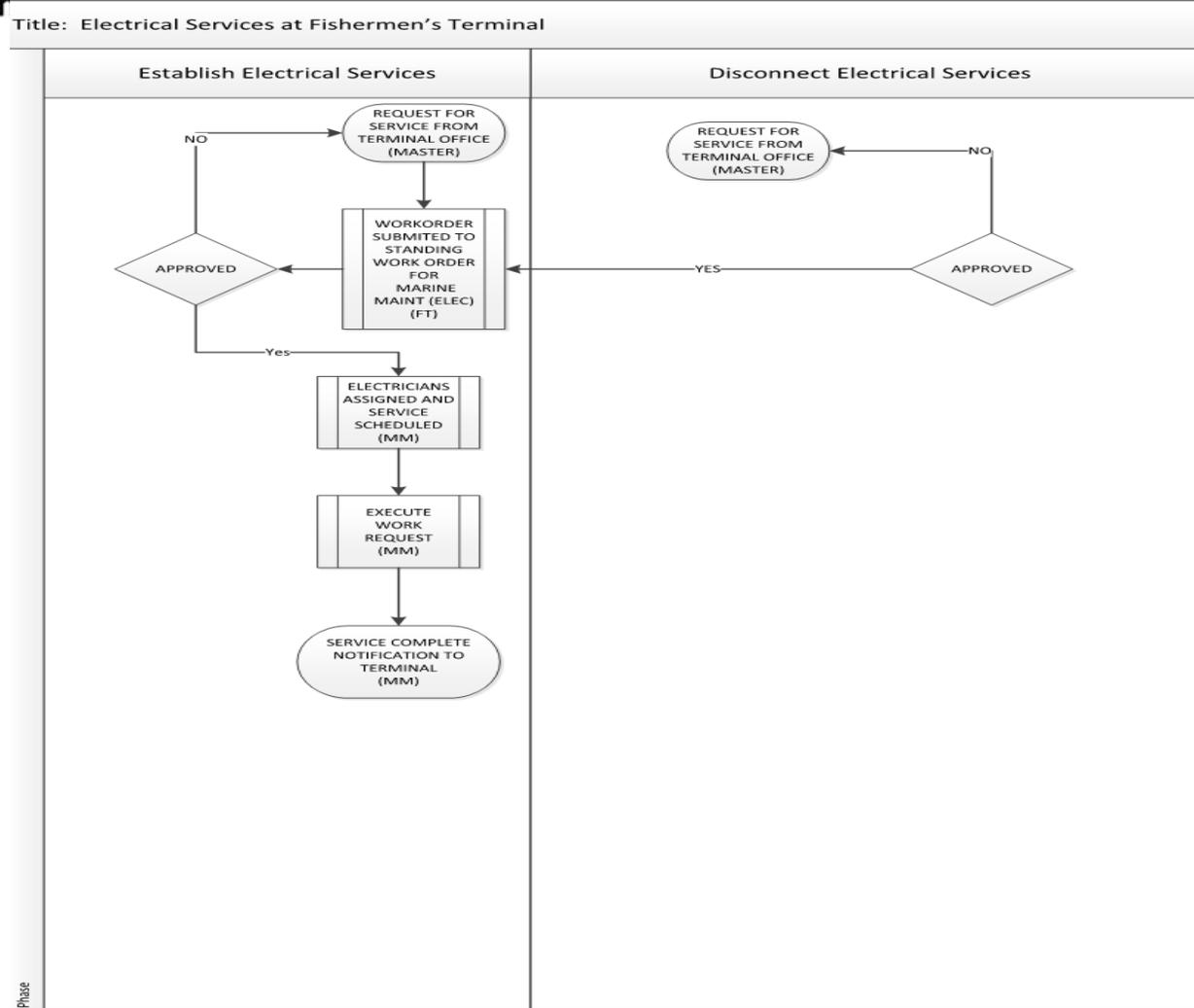
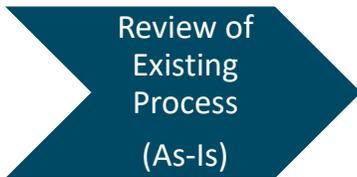
# Go - See

## Examples of Damaged Equipment



# Improvement Process

## Examples of Damaged Equipment



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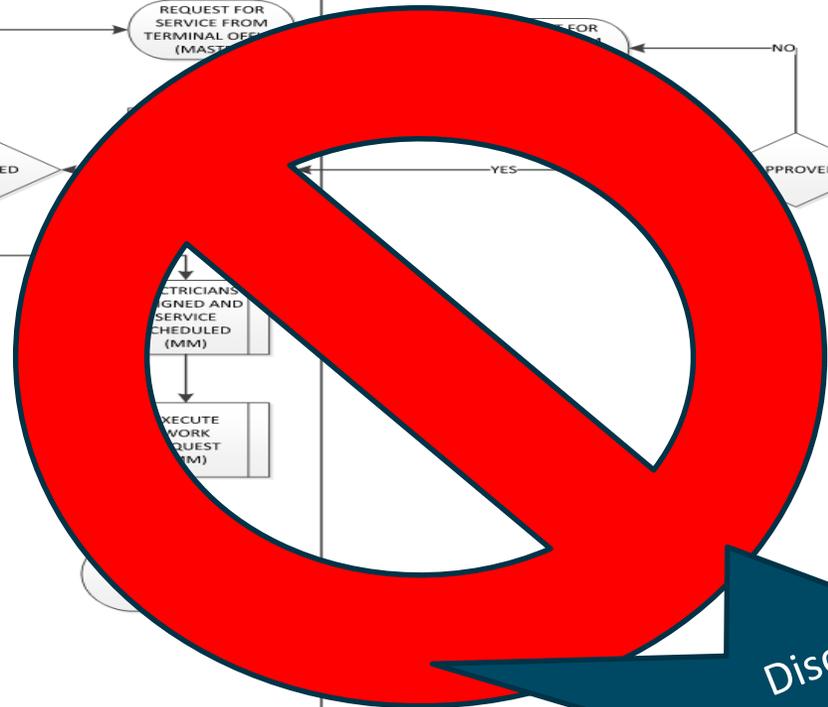
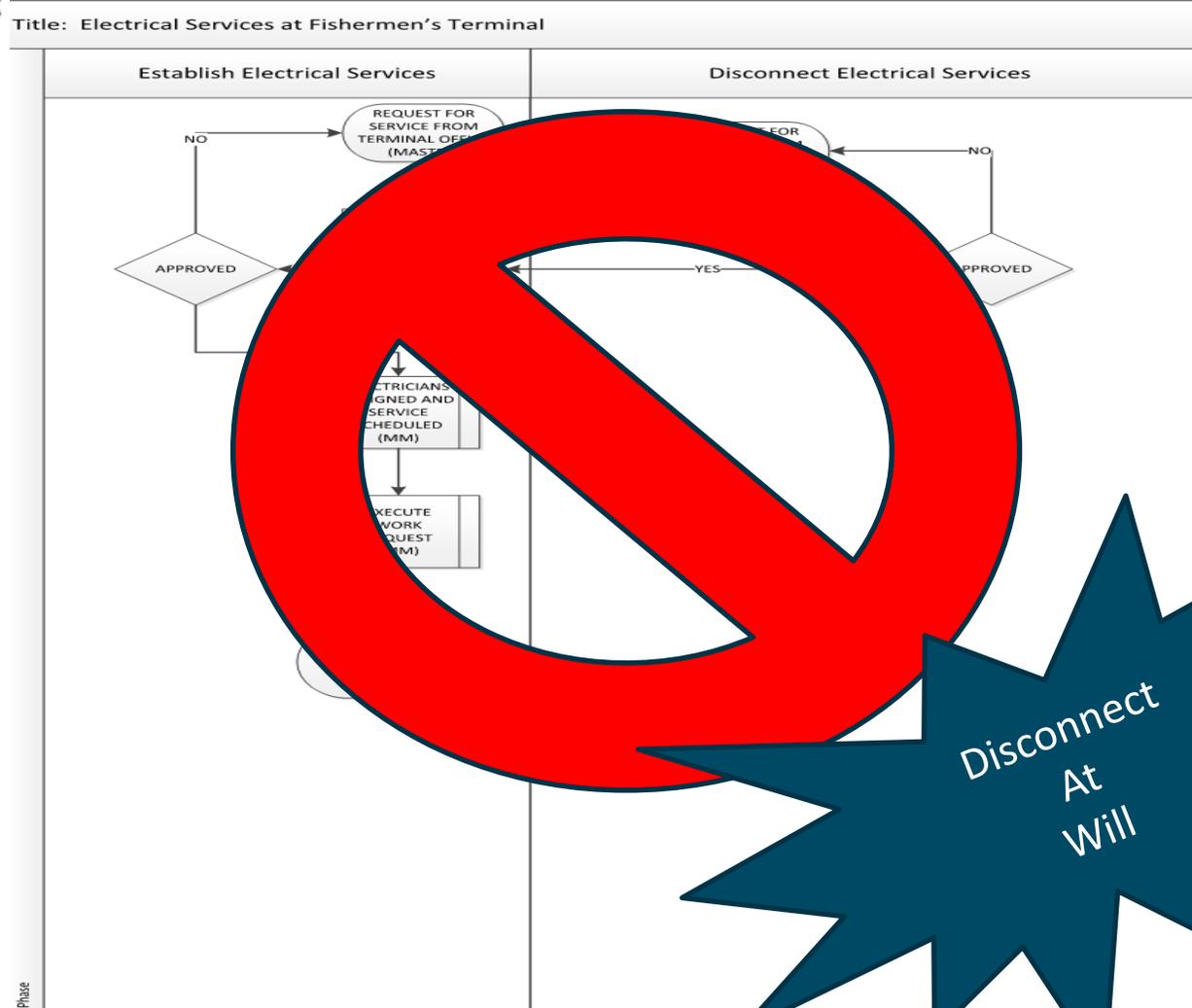
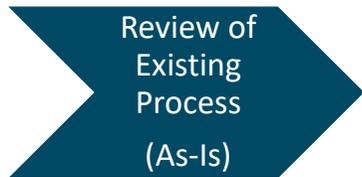
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# Improvement Process



continuous process improvement

## Examples of Damaged Equipment

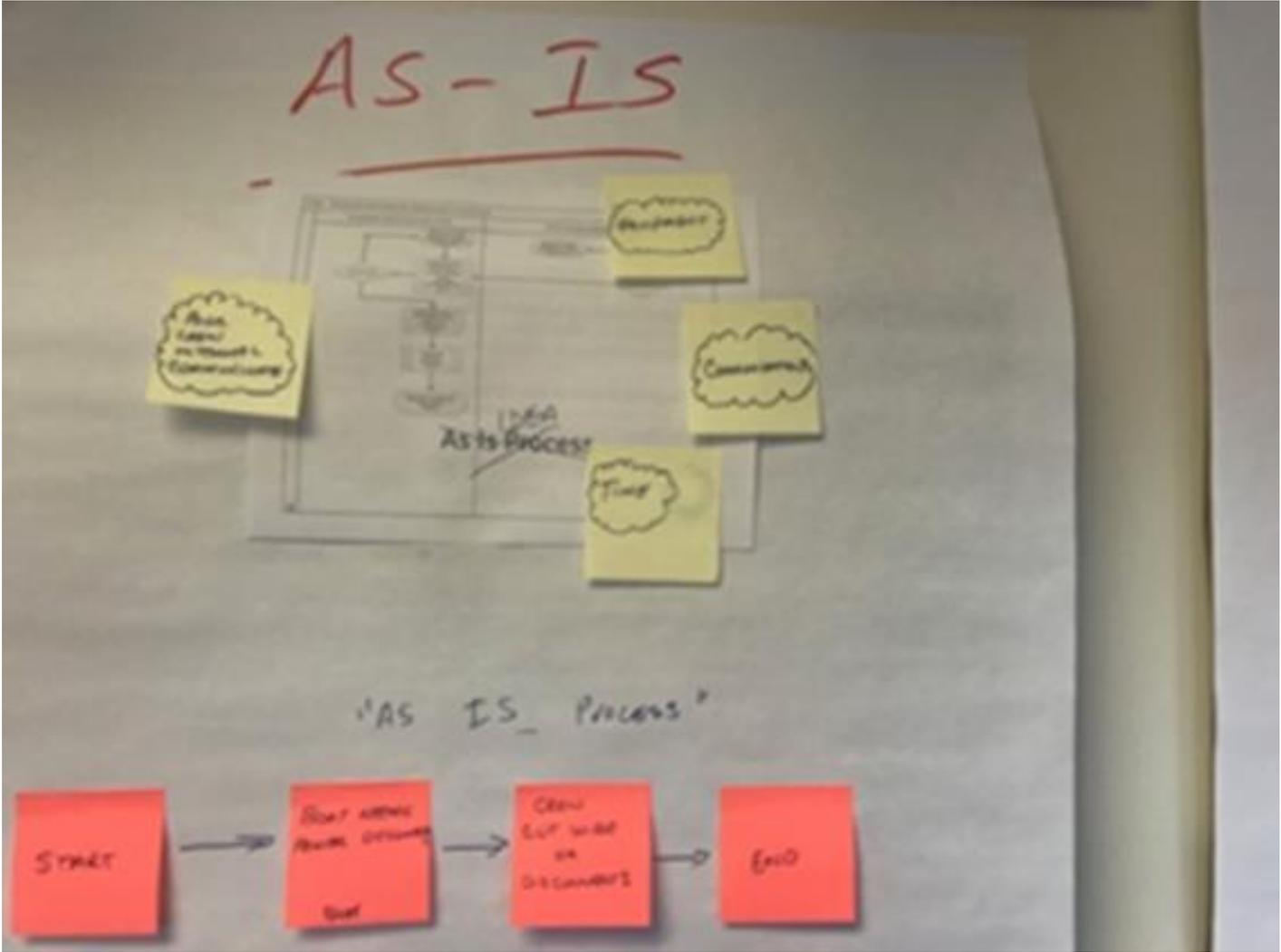


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# Scope of Problem



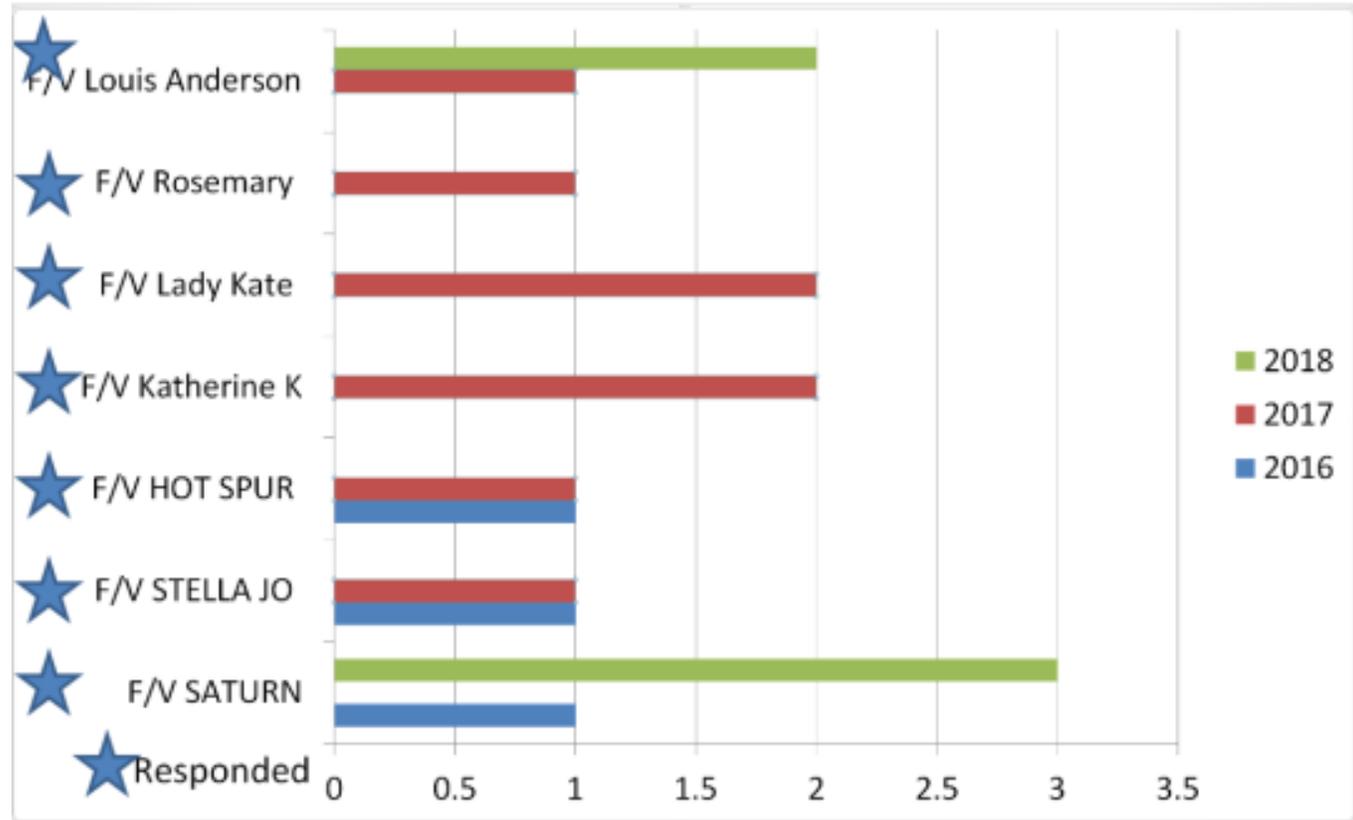
Review of Existing Process (As-Is)

# Scope of Problem



Root Cause Analysis

## Frequent Violators



# Do we have the same understanding of the problem?

Root Cause Analysis



Procedures?



Electricians?



Fishermen?

Fees?

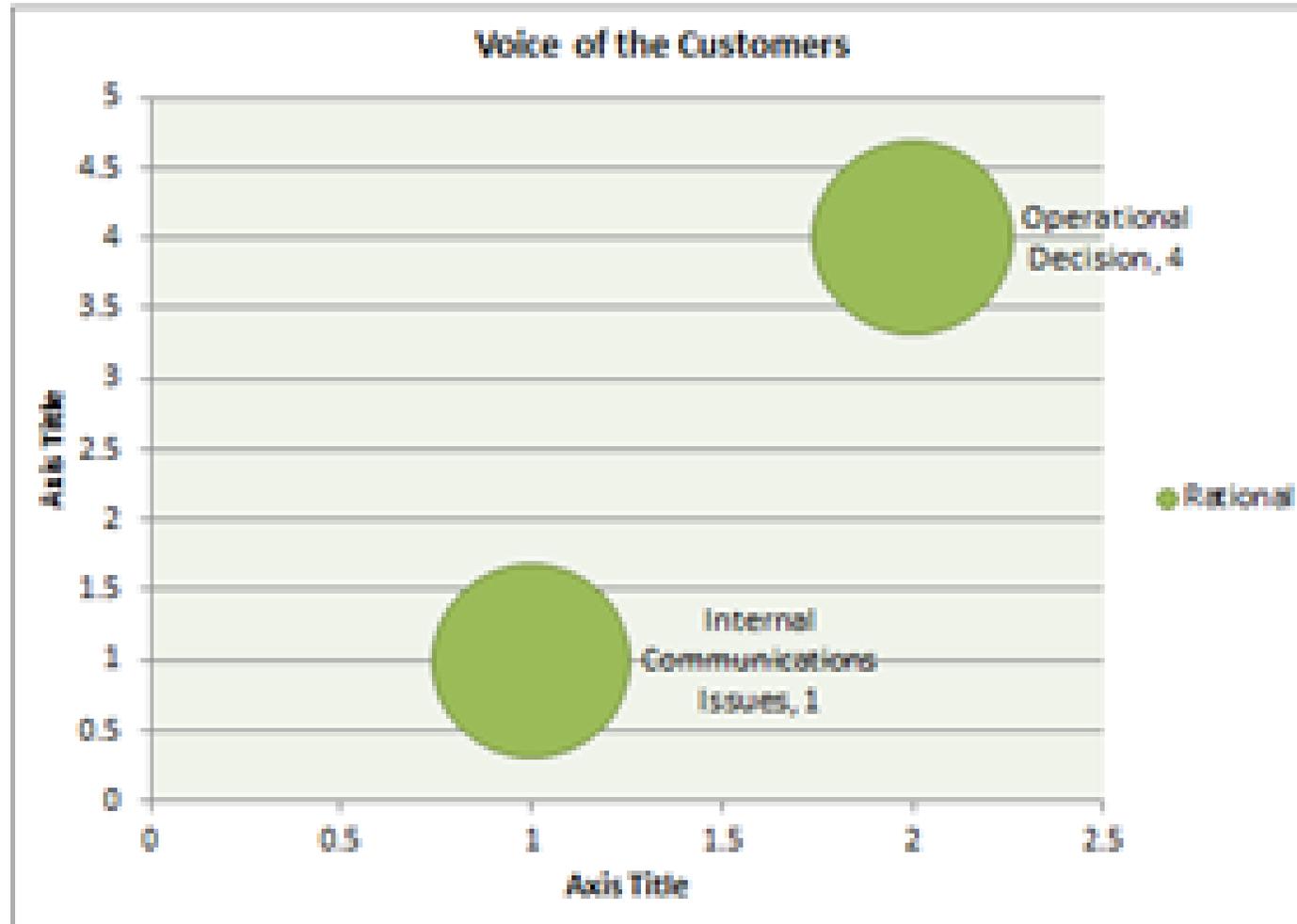
# Voice of the Customer

Our team did not  
know the  
customer experience.

The WHY?



# Voice of the Customer

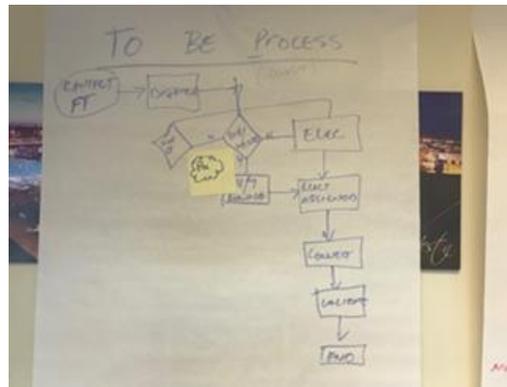


# Expected Outcomes

## Policy Changes and Progressive Discipline

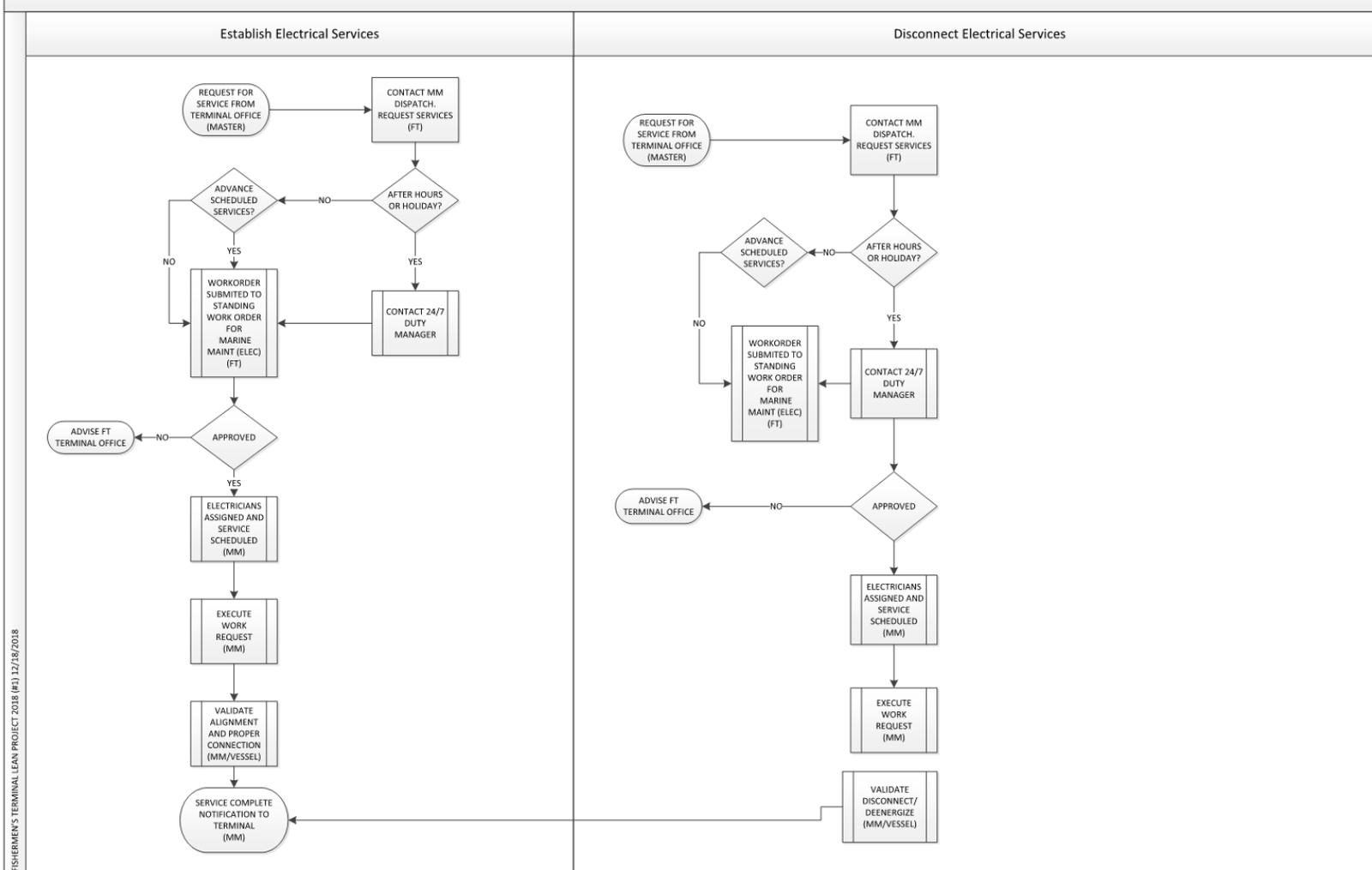
- Update existing process
- Policy Changes: Revise existing tariff.
- Implement Progressive Discipline for violators.
- Allow Fishermen to use their own skid boxes.

Process  
Improvement



# New Process

Title: Electrical Services at Fishermen's Terminal



Creation of new process (To be)



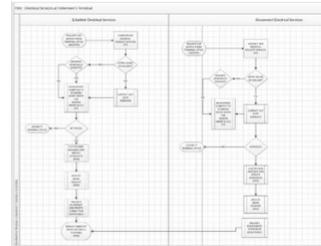
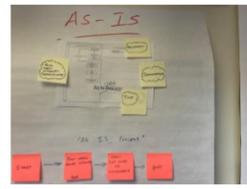
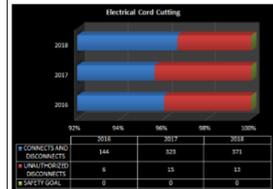
FISHERMEN'S TERMINAL LEAN PROJECT 2018 (R1) 12/18/2018

Process Owner/Team Leader: Delmas Whittaker  
 Team Members: Delmas Whittaker, Ray Giometti, Stephen Aaron, Sarah Kern, Tim Mitchel, Adam, Alex, Christ

Team: Fishermen's Terminal Date: 12/20/18  
 Sponsors: Kenny Lyles Version: 1

**1. Clarify the Problem (clear, concise, and measurable: target, actual, and gap)**  
 Over the past few months, we have seen an increase in the number of "live" electrical connects being cut by commercial fishermen. Fishermen's Terminal is a working terminal that is open to the public. This type of unauthorized disconnects damage equipment and places other fishermen, visitors and Port Staff in danger. We have a process for electrical connects and disconnects. However, several fishers are not following this process.

**2. Break Down the Problem: (who, what, where, when, why, how, charts, graphs, data, flow, etc.)**  
 In accordance with the exiting tariff. ELECTRICAL CONNECTION: Vessels requiring 280 volt or 480 volt electrical connections will be required to be connected and disconnected by a Port of Seattle electrician and will be charged the appropriate straight time or overtime rate. Should a vessel disconnect the electrical cord, thus disconnecting without the electrician present, the vessel will be charged the overtime rate of 4 hours double-time plus \$100.00. Some Fishermen are independently disconnecting services from the Power Skids, damaging Power Skids or leaving cables on the pier with breakers that could be easily energized and present a hazard to visitors, fishermen, and other Port Staff. Additionally, violators haven't been charged in several years for violating this policy.



**3. Goal Statement and Scope (concise and measurable: do what, how much, by when?)**  
 We need to improve our system of compliance and accountability. For Safety and Asset Preservation, FT GOAL IS "ZERO" Occurrences. For the past 3 Years we have averaged 11 Occurrences per year. Reduction of occurrence by 50% by Q4 2019.



**5. Develop Countermeasures**

Selected Root Causes	Selected Countermeasures	Cost	Ease	Buy-in	Effect
Operational Decisions by Fishing Fleet	Better planning. Support Future Tariff Policy	N/A	SOME	ORG ONLY	SIGNIFICANT
Internal Communications (Internal Staff)	Streamline communications	N/A	Complex	Yes	MEASURED
Equipment	Port Stands/Fisher's own skid stands	TBD	TBD	CRAFT	TBD
Progressive Discipline	Three (3) Strikes Approach	Varies	Complex	ORG	MEASURED

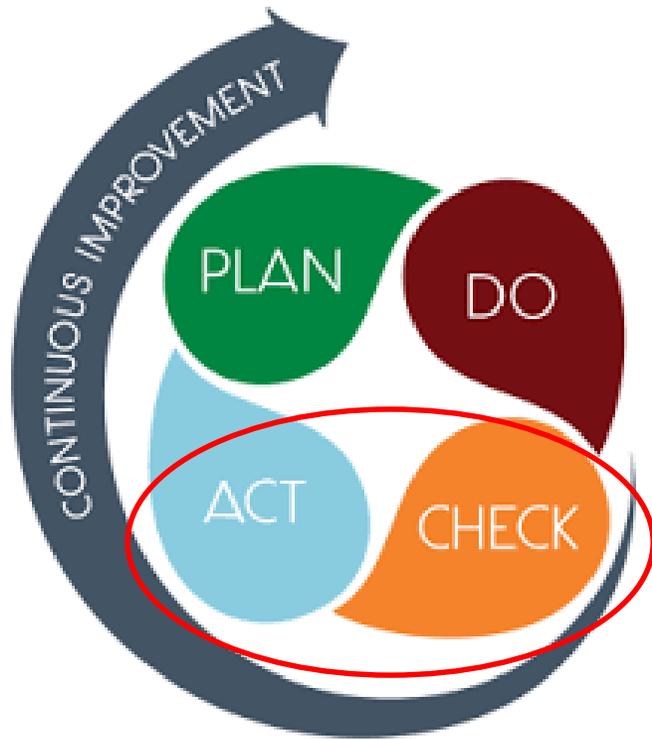
- 6. Implement Countermeasures**
- Revise FT Tariff
  - Implement new progressive discipline policy. Three (3) Strikes System. 1) \$1040.00 2) \$2080 and 3) Revocation of Moorage Agreement.
  - Ensure violators are fined and disciplined in accordance with our new policy.
  - Receive consciences to allow fishermen to use their own skid boxes. Connections to the pedestal will still be made by Port of Seattle Electricians.

7. Check Results	8. Standardize
Quarterly validation. Monitor Progressive Discipline Year-End Report Out	Revise Tariff. Connect with T91 and Shilshole Bay Marina to ensure we're following the same process. Reflect Progressive Discipline status in Marina Management System.

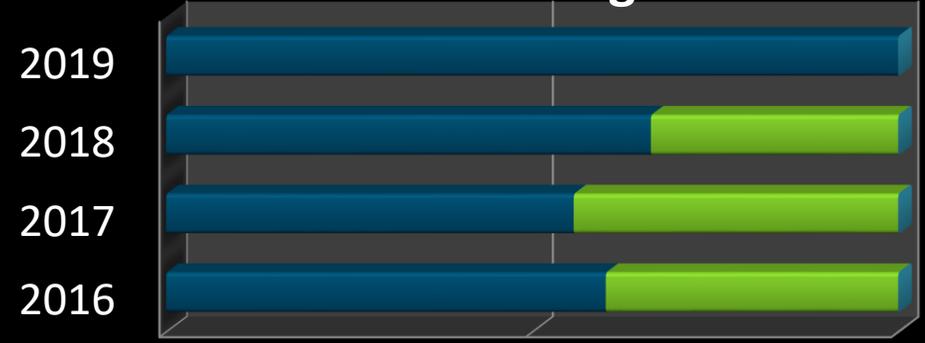
Creation of new process (To be)



# Sustainability – Check/Act



## Electrical Cord Cutting



	90%	95%	100%	
2019				
2018				
2017				
2016				
	2016	2017	2018	2019
■ CONNECTS AND DISCONNECTS	144	323	371	187
■ UNAUTHORIZED DISCONNECTS	6	15	13	0
■ SAFETY GOAL	0	0	0	0

# Things We Learned

Process

Team  
Members

Voice of the  
Customer

Problem

Sustainability

Data  
Go See

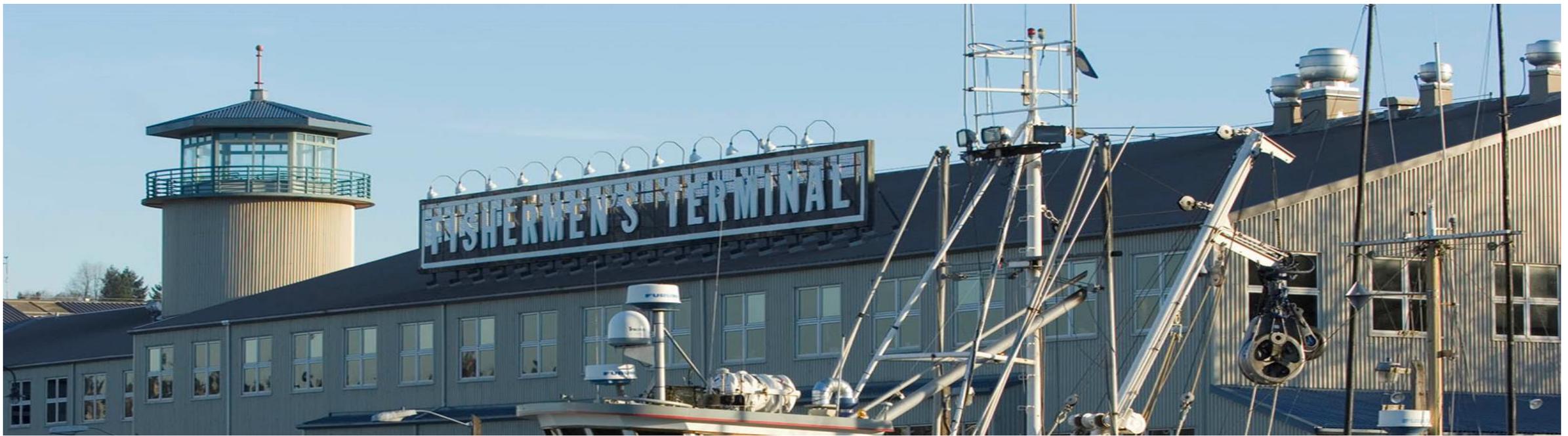
# Connect with the Port of Seattle

# Thank You



[www.portseattle.org/subscribe](http://www.portseattle.org/subscribe)





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**Vessels**

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FISHERMEN'S TERMINAL



PORT OF SEATTLE

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continuous process  
improvement