

PORT OF SEATTLE
MEMORANDUM

COMMISSION AGENDA
STAFF BRIEFING

Item No. 7a
Date of Meeting August 7, 2012

DATE: July 27, 2012
TO: Tay Yoshitani, Chief Executive Officer
FROM: Lindsay Pulsifer, General Manager, Marine Maintenance

SUBJECT: Recent Marine Maintenance Activities Related to Port Initiatives

SYNOPSIS:

Whether through asset stewardship, the Deferred Maintenance Reduction Program, Storm Water Management, Safety or LEAN initiatives, Marine Maintenance strives to demonstrate leadership in making organizational objectives manifest.

In the last several years, Marine Maintenance has completed many projects and activities related to the environment, continuous process improvement and general good business practice. Key projects and activities are the subject of this briefing.

BACKGROUND:

Marine Maintenance is a partner with other Port departments in stewardship of public assets and resources. The department provides support for Seaport, Capital Development, Corporate, Aviation, and Real Estate divisions. This support is provided through maintenance activities, small works, capital project support and 24/7 emergency response on properties and fleet equipment, as well as through involvement in business and community activities. The work supports the Century Agenda and helps other divisions and departments reach their Century Agenda goals.

Maintenance disciplines include automotive, carpentry, marine carpentry, electrical, general labor, custodial labor, landscape labor, painting, plumbing, sprinkler-fitting (fire protection), sheetmetal, welding, truck driving, sign writing, HVAC maintenance, and elevator/escalator maintenance. Most maintenance activities required by Port assets are available through the Marine Maintenance Shop, as are public works including small capital construction services and environmental and safety compliance support activities.

DEFERRED MAINTENANCE CORRECTION PROGRAM

The Commission made a policy decision, in 2009, to establish the Deferred Maintenance Correction Program to clear up a large backlog of deferred work. With commission support, the Deferred Maintenance Correction Program will be completed in 2013. This program has enabled addressing an assortment of issues that had not been funded in previous budgets. The projects include significant fire

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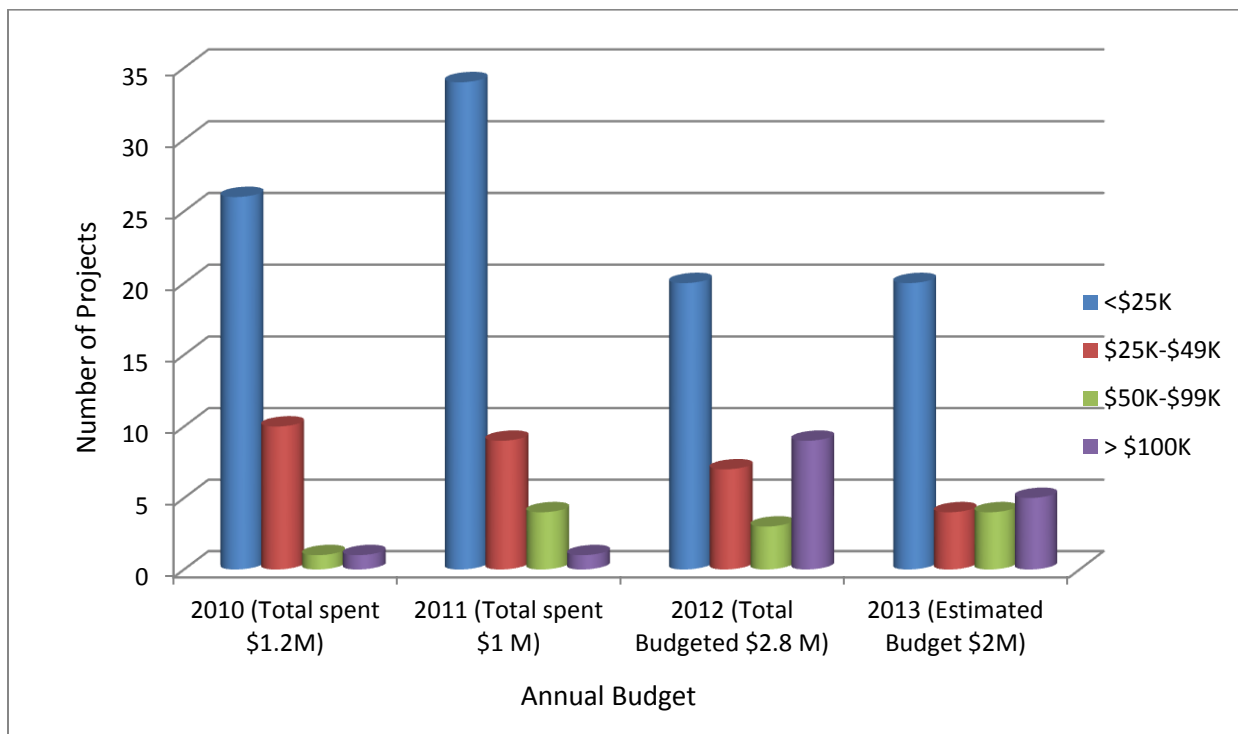
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protection system work at T-91 and Bell Harbor Garage, sewer piping replacement and lighting upgrades, and many others.

The program has completed **83** projects, of which **49%** were related to regulatory compliance and/or sustainability.

Marine Maintenance expects to complete over 20 more projects in 2012, including the painting of the pedestrian bridge at P-66, rip rap repair at Centennial Park, sewer lift station repair at T-91, and several other substantial projects.

This graph shows the breakdown of deferred maintenance projects by year and size.



As expressed in the Real Estate Business Plan, our goal going forward is to prevent the building of a new list of deferred work.

COMMUNITY RELATED INITIATIVES

Engaging with Public Affairs and Port leaders in the business units we support, Marine Maintenance is involved in activities from public tours to events like the Maritime Festival, SODO Association neighborhood clean-up and youth programs through the City of Seattle and Seattle Public Schools.

Work Force Development

Fifteen years ago, we designed a program to help build the workforce of the future. Career Work Exploration in Skilled Trades (CWEST) is a partnership with Seattle Public Schools and the City of

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Seattle. It uses a combination of classwork and on-the-job training and mentoring to introduce students to real work opportunities in the skilled trades. We teach them the necessary skills to enter into apprenticeships and begin careers in solid, sustainable, family-wage professions.

Over 100 interns have been through the Shop in this paid work program. The Port currently employs several graduates in apprentice and journeyman positions. Our sponsorship of CWEST (and Seattle Youth Employment Program) has been formally recognized by City of Seattle mayors, both past and present.

Our commitment to small business has been thoroughly demonstrated. Marine Maintenance has consistently utilized small businesses and works with the Office of Social Responsibility (OSR) and the Central Procurement Office (CPO) to assure that we continue to do so.

REGULATORY AND ENVIRONMENTAL PROGRAMS

Stormwater Management is an example of a recent regulatory change that required development of new work practices. Marine Maintenance developed a device for cleaning docks without violating environmental regulations, for which it won an award for Environmental Initiative from the Propeller Club. The device is featured in a video on the Washington State Department of Ecology website as a recommended dock cleaning method.

In addition, the department maintains a Salmon Safe certification in the Port's parks and public access areas by practicing pesticide-free, organic gardening and recycling all green waste. Marine Maintenance achieved small-quantity generator status in our waste management by careful recycling, managing waste streams, and through changes in the products purchased.

The department has been awarded several EnviroStars Awards, for the Shop and for Landscaping and assists the Port's business units in their efforts to achieve EnviroStar status.

Marine Maintenance manages the fleet to reduce air pollution and fuel consumption and is ranked 30th in the nation for green government fleets.

CONTINUOUS PROCESS IMPROVEMENT

For many years, Marine Maintenance has pursued continuous process improvement (CPI) as a basic business tool. In the past three years, we have implemented several critical programs that were born of CPI focus.

Marine Maintenance - North Operations

Currently, 65% of our worker hours are devoted to Port properties from Pier 66 to Shilshole Bay Marina. Traveling from the Main Shop consumes time, burns fuel, and adds mileage to vehicles. Staff evaluated the associated costs and determined that it made sense to establish a Marine Maintenance North Operations base and selected an under-utilized part of T91. Currently, 30 people in six crafts work out of this new site. Since August 2011, we have saved over \$360,000 in travel time alone, not counting fuel savings, mileage reduction, or the fact that those hours were spent on meaningful work.

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Business Process Redesign

The Port recently upgraded Maximo, which brought opportunities for automating many tasks that were previously performed manually. Staff completed a full business process mapping endeavor and have begun to reprogram work flow in Maximo to automate the tasks identified.

Formal Planning and Scheduling

Last November, staff and crew chiefs completed a week-long training in Planning and Scheduling for maintenance activities. Since April, eight volunteers have been working to implement formal planning and to help identify areas to gain efficiencies in how we do our work. In addition, Marine and Aviation Maintenance purchased a scheduling tool, Akwire, which works with Maximo to create formal schedules and aid in work assignment. We are currently implementing this program.

Video Conferencing

Marine Maintenance decided to take advantage of the improvements in technology to reduce traveling even more by setting up video conferencing capability. We installed equipment at the Shop and North Operations area and then decided to put a unit at P-69, as well. This allows us to meet with our partners located here, too.

Our vision is that we can all save a lot of time and fuel by using this technology. Using only our regular Safety and Crew Chief meetings for comparison, video conferencing offers travel-time savings of over 20 hours per month.

The equipment we purchased can expand to allow others to join us. We are hoping that Shilshole Bay Marina and Fishermen's Terminal will do just that.

Green Programs

Much of the focus of Marine Maintenance (and what is discussed above) falls into the broad category of "green" programs, and because of the amount of work done in this area, there are several presentation slides attached that elaborate on this aspect of the department's work.

Marine Maintenance employees are fully engaged in their work, embrace the Port's initiatives, and look forward to aiding in realizing the goals of the Century Agenda.

OTHER DOCUMENTS ASSOCIATED WITH THIS BRIEFING:

- Computer slide presentation.
- Marine Maintenance Index.

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS:

- None.