

Shop Talk

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Members save big, as modular classrooms avoid landfill

'We're probably saving about \$40,000 per unit compared to buying a new one'

By Phil Partington, POS staff

A major challenge in the public sector is observing the demolishing of modular structures that are in good enough shape to be used by other public organizations.

In recent years, Plant Ops has attempted to head off these lose-lose situations in hopes of helping members save loads of dollars while enabling more sustainable operations.

This spring, Jack Anderson, president of Interstate Modular, Inc., a private mover, came across six modular classrooms that were in good shape with new carpet and had recently been abated. Each was barely a decade old. The school that owned these buildings is not a member of the Consortium and had hired a contractor to demolish the buildings. Anderson, who had worked with the Consortium on a number of projects in the past, approached the Consortium to see if the units could be saved and re-used by public members. This was a public-private partnership that provided big dividends.

"The buildings were in great shape," said Anderson. "I really didn't want to see them go to a landfill and my biggest hope was that a school or a public organization could use them."

There were six modular classrooms in all and after numerous Consortium members expressed interest in the structures, Centralia School District, Lewis County and Wenatchee School District were able to take advantage of the opportunity. Here is a breakdown of what this will mean for each organization

Centralia School District

Centralia has been hit with numerous challenges in the past year, and the availability of these buildings comes at a good time. The district received four of the six moduls and will use them for classroom space at the high school and several elementary sites.

"We're probably saving about \$40,000 per unit compared to buying a new one," said Bruce Hargrave, district facilities director. "We have an excellent maintenance program so these units should last 20 years."

Hargrave explained the district's greatest challenge is being able to continue performing repairs on the older building and not deferring these repairs because of lack of funds. The district's newest buildings, the middle school and an elementary, were built in 1988. The remaining buildings were built between 1950 and 1978.

(Please see "Modular," page 7)



Jack Anderson, Interstate Modular, Inc., positions a unit for transport.



Josh Johnson (right) works out final details with Larry Covey, POS staff, on moving one of the six modular buildings offered to Consortium members.

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General Administration
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POS Notes

Visit us on the web!

Be sure to visit the Plant Operations Support website at www.ga.wa.gov/plant. While you're there, feel free to check out the many great resources available at the click of the mouse, including professional development announcements, a listing of surplus and salvage opportunities and much more!

Join the Consortium Listserv!

The Consortium's electronic listserv links you to various plant operations and maintenance professionals, and allows members to advertise surplus or salvage items, solve problems, answer questions and simply learn from each other's experiences. Contact your Plant Operations Support staff at plantop@ga.wa.gov to sign up!

If you're not already a member of the Consortium,...

...what are you waiting for? If you don't already have every resource at your disposal and all the money you need, then find out how the Plant Operations Support Consortium can help! Contact us at plantop@ga.wa.gov.



Larry Covey,
POS Project
Manager

Hello Consortium! I'm the newest member of the Consortium staff and will be aiding Bob and the gang in managing a wide variety of construction projects. Since joining the squad just a short month ago, I have had the opportunity to meet and/or converse with a small portion of our members to gain a better understanding of the mission of the organizations we serve. Thanks to everyone for their warm welcomes and cooperation in scheduling these introductory meetings. My visits have included state agencies, community/technical colleges, school districts, counties and public utilities. I look forward to expanding that list. With a varied client base, I know I have my work cut out for me to meet the expectations that POS is known for.

Background

I come to the POS team with a degree in mechanical engineering from Saint Martin's College (now known as Saint Martin's University) in Olympia and nearly seven years of project management experience

working on mainly job order contracts in the private sector. Typically, I worked on projects with clients from conception, to scope development, to construction, and then close out. This synergistic approach at small works projects has given me the ability to review the wants and the needs of a client to package the projects in such a way that I was able to limit RFI(s), change orders and construction delays. I am bringing these experiences with me to POS and applying them to the proverbial owner side of the table. This is an exciting challenge that not everyone is able to encounter in their professional career and I'm very much looking forward to it.

Current Work Load

We are very excited about the upcoming construction season. Among our on-going projects are the train station renovation in Hoquiam; re-roof and heat pump replacement in Jefferson County; police station space planning and cost estimating in Tumwater, two demo projects; and a pilot job order contracting project for the City of Tacoma. These are just the tip of the icebergs of projects that we are or will be working on this summer. We have heard of several minor projects that are in the planning phase and should

come together quickly. If you're considering hiring fulltime or part-time project management staff, you would be well-served to talk to us about how we could save your organizations time and dollars. Likewise, if you've had another project handed to you without additional resources we can lend a hand and make good things happen to take one of your many hats off of you, getting your project completed on time and within your budget.

Acknowledgements

We'd like to welcome the following members back to the Consortium: Puget Sound Educational Service District; Marysville School District; City of Tumwater; Washington State Military Department; Department of Social and Health Services; and the Department of Licensing. The Consortium staff is excited to serve these members again; many for a two-year stint.

We'd also like to welcome Bob back to the shop. He returned with a bionic right knee and is poised to charge ahead.

Larry

Registration opens for Fall 2007 BOC Courses

Registration for Building Operator Certification (BOC) Level I and Level II training is now underway for fall 2007 courses in Everett, Portland, Seattle and Tacoma. A BOC Level I course series will begin on September 18 in Tacoma and October 4 in Seattle. A BOC Level II course series will begin on September 12 in Everett. Topics include HVAC systems and controls, energy conservation techniques, electrical systems, and indoor air quality. BOC is pleased to have Puget Sound Energy, Seattle City Light and Tacoma Power as sponsors.

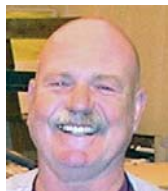
The registration fee for a Level I or Level II course series is \$1,275 per participant which includes classroom instruction, course handbooks, facility project assignments, and certification recognition materials. (NOTE: \$100 tuition discounts are available to members of WAMOA & WSSHE).

For registration information, contact the BOC Office at 206-292-4793 x2, or email BOCinfo@theBOC.info. To review course descriptions and class location details visit the BOC web site at www.theboc.info/wa. In addition, there will be a **free BOC informational web cast** July 25 from 8:30 to 9:30 a.m. Visit http://www.theboc.info/wa/webcast_form_wa.html for more information.

Groundskeeper celebrates his love for plants and life

'I didn't ask to be born in a concentration camp'

By Phil Partington, POS staff



Born in a concentration camp, Jerzy Latawiec, groundskeeper at North Thurston Public Schools (NTPS), has always had a "survivor's mentality." He recently walked POS staffer Phil Partington through key points of his life to paint a picture of how he ended up with as a groundskeeper and how he developed his love for plants.

Jerzy Latawiec "I wasn't even expected to live when I was born," said Latawiec. "They did a blood transfusion on me as an infant, which was unheard of during that time."

After the war, when he was about three years old, his parents had a choice to move to Australia or America. His father had an uncle in Seattle, a relationship that eventually brought Latawiec to western Washington.

"I didn't ask to be born in a concentration camp, and I really didn't experience the concentration camp like my parents did," Latawiec said. "They lived in the camp for nine years. But I picked up a lot of the values from that generation by living with them and the community."

Jerzy knew of experiences where people had to resort to eating grass when there was no food, which Latawiec credited as the reason for his pack-rat mentality and appreciation for life. For example, when it came to grocery shopping, his father would often "follow the coupons," even if that meant traveling to several stores all over town just to complete his shopping.

Jerzy's love for life may be why he's so drawn to plants.

"I pride myself in having decent-looking exterior grounds. I love plants, and especially enjoy bonsai. I try to apply that in my job as groundskeeper. For example, when it comes to plants, I'm a leg man. I like seeing the shrub's trunks, so I try to show that off. The bottom line is, when we talk about shrubs, we're talking about live tissue. I don't like using a lot of mechanized tools on shrubs. I'd rather do my work by hand."

(Please see "Jerzy," page 8)

POS to host LEED mini-conference

A Energy/Facilities Connections 2007 Conference will present **Taking LEED in Sustainable Operations.**

Mark **Wednesday, May 30th** on your hectic calendars for a one-day, intensive one-day conference at the **Little Creek Casino in Shelton, Washington.** Popular demand has prompted us to assemble a top-flight cadre of professionals to present on hot-button LEED/Energy topics. This one-day event, **costing only \$30 per person**, will be appropriate for facilities, custodial, energy, project and business managers/directors/planners and associated professionals. It will kick off at 8:15 a.m. and go full-tilt to 4:30 p.m. Home-style buffet lunch and coffee/beverage service all included.

Seating will be limited, so call Sue Brown to reserve a slot right away: 360-902-7371, email: sbrown@ga.wa.gov. Directions to site and lodging info if you require: www.little-creek.com

Consortium Honor Roll

New members marked in **yellow.**

Schools	Renton TC
Abbotsford, BC	Evergreen State College
Bremerton	Univ. of Wash.
Bridgeport	Wash. State Univ Energy
Cascade	Coop Ext.
Centralia	Eastern Wash. Univ
Chehalis	Ports
Clover Park	Port of Everett
Comox Valley, BC	Port of Kennewick
Coquitlam, BC	Port of Sunnyside
Delta, BC	Municipalities
East Valley Spokane	City of Hoquiam
Easton	City of Marysville
Eatonville	City of Oak Harbor
Edmonds	City of Redmond
Elma	City of Tacoma
Enumclaw	City of Tukwila
ESD 101	City of Tumwater
Federal Way	City of Walla Walla
Highline	City of Vancouver
Hoquiam	Clark County
Ketchikan, AK	Cowlitz County
Kittitas	Cowlitz County PUD #1
Liberty	Grays Harbor Public Dev.
Marysville	Auth.
McCleary	Jefferson County
Mission, BC	King County Housing
Moses Lake	Authority
Mount St. Michael's	Kitsap County
Mukilteo	Lakehaven Utility District
North Thurston	Lewis County
Oak Harbor	Pierce County
Ocosta	Pierce County Housing
Okanogan Skaha, BC	Auth.
Peninsula	Pierce County Library
Port Townsend	System
Puget Sound ESD	Tacoma-Pierce City Health
Quilcene	Dept
Rochester	Town of Eatonville
Rosalia	Whatcom County
Saanich, BC	City of Port Moody, BC
South Kitsap	States/Tribal
Snohomish	Alaska
Stanwood-Camano	Oregon Youth Authority
Sumner	Squaxin Island Tribe
Sunrise Beach	Wash. St Agencies
Surrey, BC	Corrections
Wenatchee	Criminal Justice Training
White River	Commission
Wishkah Valley	Ecology
Yelm	Fish and Wildlife
Universities/Colleges	General Administration
Big Bend CC	Health
Clark College	Information Services
Columbia Basin CC	Licensing
CC of Spokane	Liquor Control Board
Everett CC	Military
Grays Harbor College	Natural Resources
Highline CC	Parks & Recreation
Olympic CC	School for the Blind
	School for the Deaf
	Social & Health Services
	Transportation
	Veterans Affairs
	Washington State Patrol

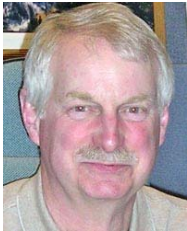
A shocking display of teamwork, innovation

Rainier School's electrical shop saves tax payers over \$100,000

By Phil Partington, POS staff

Amidst noisy fans muffled through heavy ear protection, the incessant flashing of indicator lights and other neatly placed gizmo-readers and dials, it can be a bit awe-inspiring to think that the entirety of Department of Social and Health Services' (DSHS) Rainier School (RS) electrical needs are maintained by a seven-team crew of electricians.

In 2005, capital funding made available planning and construction of a new 2 megawatt electrical power plant on RS grounds. This plant would hold two new generators capable of running the entire Rainier School campus. According to an article in the school's newsletter, the electrical shop coordinated their efforts with those of the contractors in order to complete the project in 2006, prior to the stormy winter weather. The savings to taxpayers by using in-house electricians exceeded \$85,000.



"Much of the project success is directly related to the outstanding teamwork brought to this undertaking by the school's electrical shop staff," said Chuck Cole, project manager with General Administration, which is responsible for the \$2.1 million electrical upgrade project. "When you consider the technical advantages of installing a state-of-the-art campus generator system, many folks would have stood back and watched with apprehension. That wasn't the case for the school staff."

Chuck Cole

Bob Harding, acting plant manager of the electrical crew, shows pride in his crew for the ability to adapt to varying situations and come together as a team to overcome challenges. "When the power went out across town for multiple days, we were only without power for two seconds," said Harding. "It's really amazing what this team and these generators are able to do in a crisis to keep things running."

It doesn't stop there. The RS electrical team constantly has their hands full. During the completion of the generator and power systems, another capital project was undertaken to install electrical ADA door operators on a number of facility doors. The electrical team's involvement helped save taxpayers an additional \$25,000, allowing installation of all 48 doors as originally planned. The team also assisted Rainier School computer services in another project, wiring one residence per day to get computer support to the 24 or more residences at the school.



From left to right: Arti Johnson (electrician), Blaine Nemier (supervisor), Neil Crowley (Superintendent), Richard Bernardo (electrician), Rick Erskine (electrician), Bob Harding (electrician, Plant Manager 2), Alex Park (control systems technician), and Mike Lewis (refrigeration mechanic).



Bob Harding explains the complexities of Rainier School's new power grid.

"These guys do everything from putting in a doorbell and changing any one of 25,000 light bulbs to dealing with high voltage," said Harding.

Plant Operations Support applauds the RS electrical shop staff for their expertise, innovation, hard work and all-around heart on the job. It is public stewards like these who enable a better quality of life for their tenants and reinforce everything that the Consortium stands for in the process.

"Without the RS electrical shop staff's excellent teamwork contribution, this project would have been a real struggle for me," said Cole. "It's amazing to see how much fun a project can truly be when those involved have such a strong passion to be a major team player."

The Rainier School houses about 398 adults with intellectual disabilities within the scenic city limits of Buckley, Washington.

For more information on Rainier School's Electrical Shop Team, contact Bob Harding, 360-829-1111, or e-mail hardir@dshs.wa.gov.

Declare your independence: Is there life after outsourcing?

How to survive – and thrive – in the face of the outsourcing trend

Part 2 of a guest series by Alan Bigger, president elect of APPA and director of buildings at University of Notre Dame



Alan Bigger

In order for in-house operations to survive the decreases in operational budgets and the buying power of those budgets, or to bring services that have been outsourced back in-house, the facility manager needs to concentrate on these key areas.

Broaden your horizons

Today, the facilities manager can provide many services that vastly increase the value-added component of in-house operations. Facilities managers can learn from the marketplace.

I remember reading a magazine directed at contract cleaners that counseled its readers on ways to get their foot inside the door of an operation that is cleaned in-house. The magazine advised contract cleaners to determine what was not done in-house and to provide that service, enabling the contract cleaner to get access to more cleaning or service opportunities.

What services do contract cleaners or cleaning specialists provide that we can incorporate into our arsenal of cleaning tasks in the war against dirt?

Here's a brief list of value-added services — and the equipment needed to get the job done right:

- **Window cleaning** - The offices may look clean, the restrooms may be impeccable, but if the entryway glass and windows are dirty, all the hard work done to maintain the interior may be negated by the dirt on the exterior. Adding a window cleaning element to an operation can add worth and value. Gone is the day when we can say "we don't do windows!"
- **Blind cleaning** - Mini-blinds seem to be the "in" thing and dusting the blinds is time consuming and removes only surface dirt. An efficient way to clean dozens of blinds a day is to use an ultrasonic blind cleaning machine that can deep clean many blinds a day. The machine is also great for cleaning air vents and light diffusers. If mounted on a vehicle, the machine can be brought to the buildings in which the blinds are located, thus facilitating a quick turnaround time — usually the same day.
- **Super-heated vapor technology** - Ever had to clean greasy air filters or filters over stoves in a greasy kitchen? Has it ever been said that in-house cleaners cannot provide this service? Now they can. Super-heated, portable vapor equipment is easy-to-use and will efficiently clean greasy and dirty areas, with minimal or no use of chemicals.
- **Deep cleaning restrooms and locker rooms** - Restrooms are hard to clean, time consuming, and invariably the source of numerous complaints — throw out the mops, buckets, wringers and brushes and start using the innovative restroom cleaning machines now available. These machines allow an operator to clean a restroom in less time, with better results and without ever touching a surface. Some of these self-contained machines include a pressure washer, a vacuum pick-up for the solution that has been sprayed on the surfaces, and a blower to help dry the surfaces. All of this is included in one easy-to-use-and-maneuver cart.
- **Banish odors and customer complaints** - Odor control equipment can offer in-house managers the sweet smell of success.: Ozone technology is available that will effectively eliminate hard-to-control odors. Ozone generators are small, easy to use and, when used in accordance with the manufacturer's directions, this small piece of equipment can eliminate big odors permanently.
- **Truck-mounted carpet cleaning equipment** - If you have large areas of carpet to maintain, truck mounts can be used to clean tens of thousands of square feet of carpet per night. With appropriate attachments, truck mounts can be used to clean upholstery and even be used as a heavy-duty flood pump. This piece of equipment deep cleans carpet and leaves minimal moisture behind — carpets dry faster and the area can be used sooner.
- **Portable power washing** - Graffiti can often be a problem at educational institutions. What's the easiest way to remove the graffiti? Use a power washer to remove graffiti, clean sidewalks, exterior steps, and certain types of equipment.

(Please see "Outsourcing," page 7)

Digitizing your documents

The paperless world of today

By Kim Lynch, Buildings on a Disc Lead

It's amazing how quickly work documents and building plans can clutter an office. Work space is reduced and dust collects, possibly contributing to degraded air quality. Critical blueprints and other documents are often stored in multiple locations, causing confusion when contractors or design professionals need them most. In a worst case scenario, work documents can be damaged or lost by fire, flood or earthquake. Not having a backup plan can cost thousands of dollars and hundreds of labor hours.

Fortunately, General Administration's Buildings on a Disc (BOAD) has a practical and economically viable solution to these challenges.

Digitize your documents, so that all of your important data, previously stored on pages and pages of files, plans and other documents, are easily retrievable through an indexed system on your computer. Our highly trained staff picks up your documents, then sorts, scans, digitizes and delivers the documents back to you on one disc. The final product is an organized, easy-to-follow product that can be updated for future use in a matter of seconds. A document that would have taken 10 minutes to find can now be found in seconds.

BOAD does more than just scanning documents. They also:

- Organize and link drawings to other appropriate documents within the operation and maintenance manuals.
- Organize your plan rooms and file rooms on site. We make databases and do data entry making it word searchable.
- Create AutoCAD drawings.
- Convert documents into a PDF format.



David Edison and Kathy Malone, BOAD staff, pause during scanning of client documents.

Buildings on a Disc Services:

- Scanning and Indexing
- Hot Linking
- Archiving
- Restoration
- System Customization
- Image Index Database Support
- Optical Character Recognition (OCR)
- Emergency Responder Maps and Plans
- Free Consultation

Each project is tailored to the client's needs. Our goal is to make our customers' lives easier by giving them exactly what they're looking for. The result is a disc that can be copied and sent to anyone who needs it. It can also be stored in a fireproof safe or another location so that it's protected from disasters. BOAD staff also keeps a copy so there's another available if something ever happens to the client's copy.

The world of the future is a paperless world. With digitized document retrieval, clutter is eliminated and all the office space that is used to store documents can be used for more pressing needs. BOAD staff completes work for public agency customers around Washington, assisting community colleges, school and utility districts and other public offices. We hope to expand our services so everyone can benefit.

There's no need to wait for a disaster to occur to get your documents digitized. Plan ahead and save time and precious dollars. A small amount of prep work goes a long way.

For more information on Buildings on a Disk , contact Kim Lynch, 360-902-7243, e-mail klynch@ga.wa.gov, or David Edison, 360-903-7351, e-mail dedison@ga.wa.gov. Check out the BOAD website, www.ga.wa.gov/eas/disc.

(“Outsourcing,” continued from page 6)

Removing graffiti is time consuming and hard to do. However, this piece of equipment can remove most graffiti in minimal time with pressurized water, and if necessary, appropriate chemicals.

• **Emergency clean-up** - Busted pipes, sprinklers gone awry or heavy rains can cause flooding; fires cause smoke damage. Is it time to call in an emergency service? No! This is an opportunity for the facility manager and the cleaning staff to respond. Store a representative sample of your cleaning equipment on a portable cart or a vehicle so that the equipment is readily available for immediate response in case of an emergency. Remember to include emergency lights, a generator, and a floor pump (both electrically operated and gas operated, in case power is a problem). Why call in an outside service when this is your opportunity to excel?

The challenges ahead

The challenges faced by in-house facility managers include doing more with less and stretching resources further than ever before, while meeting the demands of customers for quality service.

The outsourcing of operations has taught in-house facility managers much, and if we apply the lessons learned from those painful experiences (i.e., why an operation was outsourced in the first place), it will enable cleaners to move forward to bringing operations back in-house, or enable us to avoid other operations being outsourced in the future.

Life after outsourcing begins by offering more cost-effective, efficient, diverse and value-added services than ever before.

Alan B. Bigger, B.S., M.A., R.E.H., is director, Building Services, University of Notre Dame, South Bend, IN. Linda S. Bigger, B.A., B.S., is a freelance editor, and contributed to this article.

(“Modular,” continued from page 1)

Katie Hallburg, maintenance secretary, added, “Aside from the savings, the fact that these portables can be re-used by a school that needs them, rather than be tossed into the landfill is a great benefit to taxpayers as well as the environment.”

In addition, Centralia School District faced a significant hurdle in the spring of 2006 as a major fire broke out in one of its elementary school buildings, eventually involving 14,000 square feet, including ten classrooms.

“To be successful you have to use the resources you have available,” said Hargrave. “Don’t just rely on one thing and don’t expect that you have to face all your challenges alone. We do a lot of stuff in-house because it’s easier. The nice thing about the Consortium is that members use it differently depending on what way works best for them. For me, the Consortium fills in gaps when I don’t have the time.”

Lewis County

Lewis County facilities, headquartered in Chehalis, Washington, received one of the modular buildings. The county’s Juvenile Services has been cramped for office space, and Josh Johnson, project coordinator at the county, was tasked with finding a modular office that was in good condition and reasonably priced.

“The offices I found were in the area of \$75,000 to \$110,000,” said Johnson. “This seemed too expensive for me to feel like I was being a good steward of the funds available.

With a few phone calls with POS staff and help from Jack (Anderson), we had acquired a modular that would work,” Johnson added. “Now, if I have any other problems that seem to be in need of alternative thinking, I’m going to give Plant Operations Support a call and see if there are any ideas that might help and save money in the process.”

Wenatchee School District

The district was in need of office space for special education staff at one of the elementary schools and received one of the available modulares to assist with that need.

“There are considerable savings here versus buying a new modular,” said Bryan Visscher, maintenance and operations supervisor. “Without this, we would not have been able to provide the office space at this time.”

According to Visscher, the next step after completing the building move will be to modify it to meet City of Wenatchee’s snow load requirements.

“We’ll easily save about \$40,000 after we move and do the modifications, which will include the addition of air conditioning.”

All told, **members appear to have saved more than \$240,000** in this one instance and tons of debris narrowly missed the landfill. If you know of similar opportunities to practice sustainable operations, please give your POS staff a call so we can go to work creating win-wins for all concerned. Likewise, if you have a need, let us know and we’ll go to work filling in the holes. It makes more than sense – it makes loads of cents!



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Linda Villegas Bremer, Director

("Notes," continued from page 3)

Like Latawiec, plants are survivors. He explains how if two plants are growing together, one will curve from the other to avoid competition or reach out toward the light for better chance of survival.

In addition, Latawiec explained that plants communicate with one another through chemical exchanges. As an example, he cited an article explaining where several of the same types of plant were lined up in a row. A researcher snipped a piece off one of the plant's leaf. Every living tissue has positive and negative ions, Latawiec explained. The next day, several individuals walked by the rows of plants as each plant's ions were measured. When the individual who had snipped the plant walked by, the plant gave off electrical charge even though he or she no longer had the snippers in hand.

"The more I study plants, the more I prefer working with them over people," Latawiec said with a laugh. "Seriously though, I'm not a big green person, but I won't take a tree out if I don't have to. Everyone needs to look at the earth and appreciate what they have."

Latawiec said he came to this conclusion during his service as a U.S. Marine in Vietnam. "I remember the scarification of some beautiful land when I was in Vietnam. We take that (the land) for granted."

In fact, he claims his dream job was in 1980-1984 when he was grounds supervisor at a nursing retirement center in West Seattle. He had eight acres, ornamental beds and did all the design and installation, including irrigation. At that job, he created a gardening area for physically handicapped tenants and customized a lip on the sides of the beds to allow wheel chairs to pass through so that individuals could participate in gardening.

Jerzy was inevitably drawn to NTPS because of its great community attitude.

"Sometimes my manners aren't the smoothest," he said. "But being Polish, I come from a background with a large sense of community. The biggest influence in my Seattle neighborhood growing up was first-generation Poles. You could walk down the street and leave your house unlocked. If a neighbor died, everyone had a sense of loss as if a family member died."

Latawiec has worked with NTPS for almost six years and credits respect and dignity for the crew's successes.

"Between grounds, maintenance and the other operations, this is the best bunch of people right here," he said. "Everyone feels comfortable around each other and everyone counts on each other."

For more information about Jerzy Latawiec or the maintenance and operations programs at NTPS, contact Jerzy or John Bitters, NTPS, (360) 412-4521.



Jerzy Latawiec in military barracks in California, 1964.