

THE CENTERLINE

First Quarter 2003
Vol.39, No. 1

Published for the employees and families of the
Navy Public Works Center San Diego.

Mechanic Leader
Glenn Wingert inspects an
air filter on a John Deere
backhoe that came in for
routine maintenance.



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Top Side Quality Line

New Beginnings

It's a new calendar year and we're now through the first quarter of our fiscal year. There are quite a few challenges ahead as we focus on the horizon before us. Of those challenges, perhaps none are as important as the Commercial Activities Studies (CA-76) going on in almost all of our core business lines and the Utilities Privatization process going on throughout the Region. Although I've said it before, it bears repeating: we need your help and insight to ensure the right outcomes result from all these processes. Let us know how we can improve.

We have a new employee survey coming out in May of this year. The computer-based pilot survey that most of you participated in last July (known as FacTS, Facilities Team Survey) is debuting NavFac-wide this spring. If you haven't already heard, the results of our last survey indicated four major areas that need leadership and improvement: Tools & Equipment, Teamwork, Training Plans & Documentation and Workplace Conditions.

I hope you will see changes for the better in all of these areas. I have asked the Business Line Managers to provide progress reports on a fairly aggressive schedule and to share information about what we are doing with you. As you take the next survey, please consider whether there has

been any change in these areas and identify any additional things that need to be done.

Our Safety Office has embarked on a new initiative in keeping with our commitment to safety in the work place. Under new guidance from SECNAV and CNO, we are striving for a significant reduction in loss time injuries and eliminating work place deficiencies. Again, this can only be accomplished with your help as you deliver our products and services in a safer environment. Going home as healthy as you arrived to work this morning should be well within your circle of influence. Tell us what needs to be fixed.

There are also challenges facing us this year over which we have little control. The war on terrorism is demanding our attention. Most of the Navy's resources are needed to support the ships, planes and sailors who go in harm's way, leaving precious few for facilities requirements. We are being judicious in spending only what we must and that will result in some workload reductions. There has also been some discussion on reorganizing the shore establishment worldwide, making fewer, larger regions and changing who they report to within the Navy. By streamlining the organization, there is hope that additional resources may be freed and future investment decisions will be more



efficient. Some of these discussions have looked at expanding PWC footprints but any decisions are still months away.

Despite all that is going on, I am optimistic that we will meet and resolve all of the challenges that we encounter. You have displayed the talent, skill, experience and dedication that we will need to persevere. I thank you for your continuous contributions on behalf of those we serve. As always, be safe...please take care of yourself and take care of each other.

PWC Hotline

(619) 556-8477

Steve Mahoney
Command
Evaluation Office



THE CENTERLINE

Navy Public Works Center
San Diego, California
Volume 39, Number 1

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The Centerline is published in the interest of personnel of the Navy Public Works Center, San Diego.

Commanding Officer

Captain James M. Barrett III, CEC, USN

Executive Officer

Captain Mark A. Handley, CEC, USN

Editorial Staff

N. Scott Sutherland,
Public Affairs Officer / Editor

Sherry Patrick,
Public Affairs Specialist / Managing
Editor

Jose Ortiz,
Art Director

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Contributions are welcome, but the Commanding Officer of PWC reserves the right to correct, edit, and omit material as necessary to conform to The Centerline editorial policy. The Centerline is served by the Armed Forces Press Service and the Chief of Information Navy News Service. The Centerline is printed from appropriated funds in compliance with NPPR P-35, Rev. Jan. 1974. The Editorial Office is located in Building 121, PWC Headquarters Compound aboard Naval Base San Diego.

Competitive Analysis (CA) Pilot Studies

By Don Chick, Business Manager

Competitive Analysis Studies for the Maintenance and Environmental Business Lines were announced in June 2002. Shortly after this announcement the Public Works Center, San Diego (PWCS) Maintenance and Environmental Studies were designated "Pilot" Studies by the Assistant Secretary of the Navy for Installations and Environment ASN(I&E).

One of the concerns that have been expressed about the CA process is that the process takes too long. The Pilot Studies are supposed to address this issue as well as a General Accounting Office (GAO) ruling requiring the separation of Performance Work Statement (PWS) and Management Plan (MP) teams.

The statutory limit for the completion of CA Studies is 48 months. The Navy places a limit of 36 months for the completion of a

CA Study. Our Pilot Studies were scheduled for 20 months by compressing the time required to prepare the PWS and the MP.

The Pilot Studies are also envisioned to capture lessons learned and other efficiencies by creating permanent teams to write the PWS and to prepare the contract versus creating completely new teams for each CA. The permanent members of the teams will work on CA Studies at other activities after they leave PWCS.

Even though there are some changes being made because of the Pilot Studies our tasks remain the same. Create a PWS that accurately depicts the requirements and performance levels required by our clients and develop an effective Management Plan and Most Efficient Organization that guarantees cost savings to the taxpayer.

I am certain our PWCS teams will accomplish both of these tasks and at the completion of these Pilot Studies the Public Works Center will take another positive step in our journey to becoming "World Class".

Our support groups will have to play a major role in any successful CA Study. We are performing an internal assessment or Functional Analysis (FA) of all Financial Management functions in PWCS in order to make these processes more efficient and effective. I will provide more information about this FA in the next Centerline.



“Communicate, communicate, communicate....”

**By N. Scott Sutherland
Public Affairs & Administrative Officer**

The three words in the title above contain 12 syllables and if you listen carefully, you can hear them reverberate from here to the Washington Navy Yard, home of our parent Command, NAVFAC.

The words belong to Rear Adm. Mike Johnson, Chief of Civil Engineers and Commander of the Naval Facilities Engineering Command and he is serious about improving communication throughout the 28 component commands that make up all of NavFac. From the far reaches of the Pacific where Guam is still a part of the PWC family to the EFA Mediterranean (that's in Italy, in case you're wondering) that's attached to Atlantic Division in Norfolk, and all the specialty centers, Engineering Field Divisions and activities and Public Work Centers in between, including Seabees worldwide, a key to our success as a valuable member of the Navy mission is communication. A fundamental factor for any successful mission is the quality of the communication that takes place between those leading the effort toward the vision and those getting us to the vision. In other words, if we don't tell you the what, where, when and why we're going a certain way, how are you supposed to know, or even guess, how to get us there and who to follow?

Toward that end NavFac recently has taken many steps to improve the quality of its communication efforts and I've had the privilege of participating in the development of two of them: A Corporate

Communication Plan and a new Employee Indoctrination Process. The details are many and the end products are varied, but the bottom line is you can expect to hear and see more information from our family of PWCs, the Engineering Field Divisions and Activities and the Specialty Centers. You will learn more in the coming months

as a single entity, a far more powerful major Claimancy acting in unison and supporting the Navy's Warfighters readiness and quality of life ashore. Anything less and we do a disservice to the Navy and our country.

We are looking at significant change over the course of the next



on what is meant by the “One Facilities Engineer Voice” (that means we basically work as a team of individuals, not as individuals in search of a team), of how we contribute to the Navy's mission, our successes, and yes, our challenges. We will be sharing best practices across the global reach of NavFac, celebrating the successes of our Seabee Battalions, developing our work force via community management planning and spreading lessons learned from those projects we could have executed slightly better. You will see for yourself how 28 component commands can work

few years throughout our Command, NavFac and the Navy management of shore facilities. Communication is critical to keeping ourselves heading in the same direction. Whether in stand up meetings, Email, videos, FaCTS employee surveys, safety walk-about, or lunchroom conversations, communication is an activity that requires your active participation in order to be effective. It's your chance to help NavFac, and PWC San Diego, engineer the Navy's future. Adm. Johnson is counting on all of us.

750 kW Photovoltaic System Installed at Naval Base Coronado, California

By Navy Region Southwest Utilities Program Office

Navy Region Southwest recently deployed the largest federal solar photovoltaic system in the nation. The 750 kW solar electric system was implemented as part of an Energy Savings Performance Contract (ESPC) project developed by NORESKO of Westborough, MA. The photovoltaic system was designed, manufactured and installed by PowerLight Corporation of Berkeley, CA.

This system is a unique solar electric carport at Naval Base Coronado, which makes innovative use of existing parking space. The installation is comprised of two contiguous solar arrays, covering a half-mile long parking structure that serves Navy personnel. In addition to providing shade for parked cars, the system generates energy during the day to power over 935 homes. This 750 kW solar electric system will reduce the demand on California's power grid, as well as improve air quality by avoiding thousands of tons of polluting nitrogen oxide, sulfur dioxide and carbon dioxide emissions.

"The deployment of solar power at Navy Region Southwest demonstrates the Navy's commitment to using energy management practices that reduce energy consumption and control costs," said Commander Pat Rios, Naval Base Coronado Public Works Officer. "Using clean generation is very consistent with our base's mission of leveraging superior operational expertise and technologies."



"Solar power proved to be the ideal energy solution for Naval Base Coronado," noted former Lieutenant Commander Wade Wilhelm, Navy Region Southwest Utilities Program Manager. "The photovoltaic system combines the environmental benefits of solar with the ability to provide on-site power that serves to reduce our vulnerability to disruptions of the power grid."

"Installing solar photovoltaics at governmental agencies and private corporations is a sound, sensible way for us to use distributed energy resources to meet our renewable energy goals as well as reduce operating costs" noted Beth Shearer, Director of the Federal Energy Management Program. "In addition, deploying these technologies assures our energy independence and national security."

This photovoltaic system will produce approximately 1,244,000 kWh per year and is expected to save over \$228,000 in annual operating costs by avoiding purchases of expensive peak electricity.

This project was made possible through the use of the Department of Energy's Western Region Super ESPC contract with NORESKO, who managed the project's implementation.

"NORESKO sees the installation of solar electricity as integral to the energy improvements being made at Navy Region Southwest," said NORESKO Senior Vice President Neil Petchers. "Navy Region Southwest's vision to implement innovative technologies is fantastic, and our strong partnership with them as well as Naval Facilities Engineering Services Center, Naval

Facilities Engineering Command Contracts Office and the Department of Energy has been instrumental in making the project a reality. All parties involved are truly committed to making the Navy more energy and cost efficient, with minimal impact to the environment.”

“We commend the Navy for taking such a strong leadership role in implementing clean, renewable solar power,” said PowerLight President Dan Shugar. “Wider deployment of onsite solar generation is helping to secure our nation’s energy independence and national security.”

This system is the latest renewable or distributed generation system deployed by Navy Region



Southwest. Other installations include three solar electric systems totaling 130 kW, wind generating capacity of 675 kW on San Clemente Island, 120 kW of microturbine technology at Naval Base Coronado as well as several fuel cell demonstration programs. Navy Region Southwest has also been a leading proponent for the use of Resource Efficiency Managers (REM) provided under contract with Tetra Tech EM Inc.

“Resource Efficiency Managers have been instrumental in developing energy and water saving projects, improving energy efficiency, and reducing energy costs at Navy Region Southwest,” said Navy Region Southwest Utilities Program Manager Wilhelm.



Mary Anne Flanagan is Employee of the Year for 2002

By Sherry Patrick, Public Affairs Specialist and Michael McGriffin, Environmental Protection Specialist

Environmental Engineer Mary Anne Flanagan was recognized as Employee of the Year during a ceremony at the Executive Steering Committee meeting. Ms. Flanagan also received recognition as Employee of the Quarter for the Second Quarter of 2002, which automatically made her a candidate for the Employee of the Year award. A graduate of San Diego State University Ms. Flanagan received a degree in Civil Engineering and is currently pursuing her professional engineer registration in California. She joined the Navy Public Works

Center’s Environmental Department in 1998 after transferring from the Naval Base San Diego’s Environmental Department.

Ms. Flanagan’s exemplary performance of duty does not go unnoticed. “Mary Anne carries a heavy project workload,” said Michael McGriffin, Environmental Protection Supervisor. “She recently completed a North Island pipeline closure project (for which the client, SWDIV, gave her a perfect 5.0 rating at the conclusion), working on the

NMCSO tank management plan, the CNRSW tank management plan, updates to the NMCSO spill control and countermeasures plan and the oil and hazardous substances plan, which she successfully consolidated into an integrated contingency plan.” According to Michael McGriffin, Ms. Flanagan is currently working on implementation of the NMCSO integrated natural resources management plan, development of the NMCSO solid waste management plan, and third-party certifications for NADEP’s hazardous waste above ground

storage tanks. All of these projects are progressing on or ahead of schedule.

Ms. Flanagan co-wrote and updated, a much improved Projects Team portfolio of services, and she has been successful at marketing Projects Team services to prospective clients. One client, Naval Aviation Depot, was pleased with the work she did, as well as the customer service she provided, on their initial project. As a result, Naval Aviation Depot has tasked the Projects Team to execute additional work on their behalf. Internally, Ms. Flanagan is working with the Code 980 Production Controller and Code 940 Financial Analyst to construct a purpose-built Environmental Department database to simplify and streamline internal financial tracking and reporting.

Ms. Flanagan is the Project Manager for the Authorized Use List (AUL) that the Projects Team is executing on behalf of the Center. She teamed with Information Systems Department to construct a web-based system for the Authorized Use List, replacing the former paper-based system. "Mary Anne was the principal architect in structuring the new Authorized Use List and a significant force guiding the project as a whole," said Michael McGriffin. Ms. Flanagan recently provided a short demonstration of the AUL process to RADM Johnson, Commander, Naval Facilities Engineering Command during his tour of PWC facilities.

In addition to her workload, Ms. Flanagan actively pursues workplace process improvements by participating on PATs, including the current Environmental Department electronic record keeping PAT. She participated on the successfully concluded joint Code 940/980 Project Deadlines

and Tracking PAT, and the Code 940 Standardized Report Format PAT.

Ms. Flanagan also served as the Projects Team safety coordinator during the division's first year as a work center. Her service helped develop internal safety procedures



for the newly established work center and those procedures remain in effect today and are effective, as evident by the work center's history of zero mishaps.

Her personal accomplishments include being selected to the 1993 USA Today All-American Academic Team while studying at San Diego State University. She was president of the San Diego State's Engineering Club and served as a volunteer tutor. Ms. Flanagan is also extremely active in her community. She always finds the time and energy to lend a hand wherever needed. She setup a nonprofit organization, organized fund-raising events, and helped raise money to assist a friend who was diagnosed with cancer but was unable to meet the high cost of medical care.

Ms. Flanagan's projects are routinely completed on time and within budget with virtually no

supervision. She receives frequent compliments from clients, both for the quality of her work and for her professionalism. "Despite a heavy workload, Mary Anne seeks new assignments and challenges. She willingly provides assistance to several other project managers on complex technical issues," said Michael McGriffin. "For instances, she is providing critical assistance to another Project Manager on a NMCS environmental management system project."

Her work record demonstrates Ms. Flanagan works exceptionally well with others and serves as a valuable mentor to less experienced personnel. She is often sought out by co-workers as a resource to help resolve complex technical issues. She is frequently asked by other Project Managers for assistance by conducting peer reviews of draft reports prior to submittal to clients or regulatory agencies.

Ms. Flanagan's consistently excellent performance, willingness to accept new challenges, her attitude and support of co-workers, her participation in process improvement initiatives, and her volunteer service to the community, are precisely the qualities that make Mary Anne Flanagan deserving of the Employee of the Year recognition. Congratulations, Mary Anne!





Leroy Warnica is Fourth Quarter Employee of the Quarter

By Jim Mugg, Mechanical Utility Product and Service Line Manager

Mr. Leroy Warnica a pipe fitter with the Utilities Business Line received the Employee of the Quarter award for the Fourth Quarter. Mr. Warnica's exemplary performance of duty involves the day-to-day actions of keeping the utility systems of Naval Base Coronado up and running. He works on water, sewage, compressed air, and gas utility systems, but his greatest contributions have been made in support of the steam system.

In the days of my youth, there was a series of books called *Encyclopedia Brown* that had as a main character, a person that knew every fact in the encyclopedia. Mr. Warnica is the "Encyclopedia Brown" of the Coronado utility systems. If Mr. Warnica is asked to identify the problem at a particular location, he can identify the problem, explain the exact location down to which line, and he is able to identify the size of the line. Mr. Warnica can identify which buildings would be affected by the problem and make repairs safely.

Mr. Warnica has a love for the utility systems and sets a high standard of performance for both himself and those around him including other Navy Public Work Center employees, whether they are contractors or engineers. Mr. Warnica's his personal and technical leadership as well as his dedication to the systems, demonstrates a major factor in the higher level of reliability our customers at Coronado have experienced recently.



Mr. Warnica's participation in special programs include steam which is not a utility that runs to our homes or even to most businesses in the Southern California area. This results in designers not understanding what it takes to make an optimally designed steam system in this area, but Mr. Warnica knows. His expertise is way beyond the normal capacity of a pipe fitter to work with the designers and contractors to enforce what needs to be done on the steam systems.

Mr. Warnica has worked on the utility systems at Naval Base Coronado for several years. He has been involved long enough to know the history of the system. Mr. Warnica may not know the hard-core engineering calculations showing why a system works the way it does, but he knows what works and what does not. His commitment to the Naval Base Coronado system has resulted in a realization of tangible energy

savings and reduced maintenance cost to the Navy.

Mr. Warnica's quick reactions to emergencies include one particular incident where the compressed air system at Naval Base Coronado was compromised due to an electrical problem. When this happens unless quick action is taken a process that makes and stores a large amount of deionized water at the Puget Sound compound can be ruined. Mr. Warnica heard about the problem, rushed over to the Puget Sound compound and saved the process from being ruined.

Mr. Warnica is often putting together a team of people to take care of an issue. He is not afraid to help out in any team situation, whether is it is a team of journeymen in Utilities, or a team of journeymen from other business lines within the Center. Whenever there is a question about the master planning of the utility systems at Naval Base Coronado Mr. Warnica is the person to talk to.

It is a privilege to work with world-class people such as Mr. Warnica. He is a tremendous individual, both as a professional and as a person. He is also modest and PWC San Diego is very fortunate to have him on our team. Congratulations, Leroy!





Safety Employee of the Fourth Quarter - Michael Barbera

By Sherry Patrick, Public Affairs

Michael Barbera, Welder and Safety Coordinator with the Maintenance Business Line, located onboard Naval Base Coronado is the Safety Employee of the Quarter for the Fourth Quarter of 2002. Mr. Barbera joined Navy Public Works Center, San Diego eight years ago when he transferred from the Mare Island Shipyard after the shipyard fell victim to the round of base closures.



stresses the importance of using the proper protective equipment on the job and making sure the work environment is safe.

To promote safety and to keep it on everyone's mind, Mr. Barbera installs safety banners around the shop and is always observant of any safety hazards.

With the support of the Product Line Managers, Mr. Barbera has been diligent in developing the safety program as the safety coordinator for the Maintenance Business Line at Naval Base Coronado. "I remind my co-workers not to get too complaisant with their work and always think safety," said Mike Barbera. "I enjoy helping my fellow employees make sure their work environment is as safe as possible."

After Mr. Barbera began working at PWC San Diego he accepted the additional duty as a safety representative for his work area. Mr. Barbera has made significant accomplishments in his collateral duty as safety representative. He demonstrates support to the Center's safety program by making sure everyone in his area of responsibility has up to date physicals, licenses and respirators. He developed a program to maintain the schedule of physicals, and licenses for over

50 workers in various trades. He also certifies hazmat training for carpenters, welders, painters, plumbers, and forklift operators. Mr. Barbera goes beyond what is required because he enjoys being the safety representative and he wants to keep his co-workers healthy and safe.

Mr. Barbera conducts safety training for his division where he

Congratulations, Mike on receiving the Safety Employee of the Quarter award for the Fourth Quarter!



Travel coordinator, Marlene Whittington (left) and Deborah Snider Information Technology Specialist (standing) demonstrates NEMIS Travel Module training to Bill Wagner, motor vehicle operator with the Transportation Business Line.



Employee Driven Cultural Safety Forum Spotlight

By The Public Affairs Office

In the Spotlight for this issue the Centerline is highlighting Mike McLaughlin and Robert Farias who are members of the Navy Public Works Center San Diego's Employee Driven Cultural Safety Forum.

Employee Driven Cultural Safety Forum member Mike Laughlin is a pipe fitter with the Maintenance Business Line. Mr. Laughlin began his federal service career in 1977 as a pipe fitter apprentice at the Long Beach Naval Shipyard. With the closure of the shipyard in 1996, Mr. Laughlin transferred to the Navy Public Works Center San Diego Emergency Service Shop, Code 563 at Naval Base Point Loma. During that time he served as the Safety Observer for the Emergency Service Shop and later transferred to the Recurring Maintenance Shop where he became the Safety Coordinator for the entire PWC Maintenance Business Line at Naval Base Point Loma.

Mr. Laughlin developed a proposal for Ergonomic equipment that would benefit the journeymen. As a result of the presentation, PWC San Diego received \$78,000 in ergonomic funding for equipment.

Mr. Laughlin is instrumental in performing initial ergonomic surveys on all of the PWC employees within his Area of Responsibility (AOR) and used the surveys to justify the purchasing of ergonomic equipment for employees in the office as well as



in the field. As a member of the Employee Driven Cultural Safety Forum, Mr. Laughlin provide assistance to the journeymen by correcting safety concerns and using the safety suggestion format to work with the Maintenance Superintendent, the Product Line Managers and the Facility Managers to insure the working environment at Naval Base Point Loma is as safe as it can be. Through his involvement in the Employee Driven Cultural Safety Forum, Mr. Laughlin receives training in Ergonomics in the Workplace and OSHA General Industry Standards, as well as attend safety seminars and vender shows. This training increase Mr. Laughlin's knowledge of tools and equipment used by the journeymen in his area and allows him to remain

abreast on the safety of the equipment the Center's employees are using.

The Employee Driven Cultural Safety Forum has been a very effective tool in bringing about a change of attitude and behavior in management and journeymen concerning the issue of safety. They know that the Safety Forum was established as an employee resource and they continuously seek the forum members out to help resolve safety and ergonomic concerns. "Employees see us as a friendly reminder to always do things in the safest manner possible, and not as a disciplinary tool to force them into compliance, said Mike Laughlin. This has helped to change the role of safety in the work place and the people who are involved from one of

adversary and an impediment to production, to one of cooperation and concern for safety as a tool to enhance quality of life and consequently to improve production.” In addition to the new PWC Safety Department, the Employee Driven Cultural Safety Forum serves as a neutral place for PWC employees to express their safety concerns and a place to receive answers to their safety questions.

Another member of the Employee Driven Cultural Safety Forum is Robert Farias. Mr. Farias is an industrial equipment mechanic with the Maintenance Business Line. Mr. Farias joined Navy Public Works Center San Diego in 1996 when he transferred from the Long Beach Naval Shipyard where he worked as a production machinery mechanic after the base was closed. While he was employed at the shipyard Mr. Farias was involved with the safety program. He conducted safety meetings and helped the supervisors coordinate safe working conditions at the different machine shops around the shipyard. After Mr. Farias joined Navy Public Works Center San Diego he was asked to be a Safety Observer for the Recurring and Emergency Service shop at the Naval Medical Center and later he joined the Employee Driven Cultural Safety Forum (EDCSF) representing all of the Maintenance Business Line at Naval Base San Diego and Naval Medical Center.

Since he joined the Safety Forum, Mr. Farias has been instrumental in performing initial ergonomic surveys on Center employees within his area of responsibility, and have used these surveys to justify the purchasing of ergonomic equipment for employees in the office and in the field. As a Safety



Forum member Mr. Farias is able to assist the journeymen in correcting many safety concerns using the safety suggestion format and working with the Maintenance Superintendent, the Product Line Managers and the Facility Managers to insure the working environment at Naval Base and Naval Medical San Diego is safe.

As with other Employee Driven Cultural Safety Forum members, Mr. Farias' involvement in the Safety Forum has given him the opportunity to receive training in Ergonomics in the workplace and OSHA General Industry Standards,

as well as attend safety seminars and shows to enhance his knowledge of the safety procedures for the journeymen equipment.

“The EDCSF is a resource for Center employees to use to help them with safety concerns and provide guidance on safety issues at the workplace,” said Bob Farias. The concern for safety enhances the quality of life and improves production.



Andre Edwards, painter with the Maintenance Business Line at the Naval Hospital loads paint and cleaning supplies into the work cart.



Public Works Center San Diego Keeping the Environment Clean

By Journalist 3rd Class Lynn Iron, Navy Region Southwest Public Affairs

The City of San Diego and Navy Public Works Center San Diego (PWCSD) joined forces recently to clean up creeks to ensure a clean and safe San Diego harbor. PWC continues to maintain the Navy's leadership role in pollution prevention.

The two creeks, which pass through both San Diego and naval station, often carry debris into the harbor where it is then washed out into the ocean.

Mike McAndrew, PWC supervisor of the project, has been helping since it began. "The city did not have the proper resources to capture the hazardous material," said McAndrew. "The city knew that the best place to catch the hazardous material would be at the creek's end inside naval station, before it hit the ocean and spread out."

With fellow workers, McAndrew strung oil booms across the channels to catch the debris. One of the booms was altered by reinforcing it with wire mesh to keep trash from getting past when rough weather hit.

But that is not all.

A crane, with a "hopper" attached to it, is also used to help clean up. A "hopper" acts as a large filter. The crane lowers the "hopper" into the creek and lifts out a large amount of trash. The water flows out the sides and leaves only trash inside, which the crane transports to the three dumpsters placed near the work site.

"All types of trash are washed into the water when heavy rain hits. We retrieve aerosol cans, refrigerators, couches, plastic, soda cans and plenty more hazardous things out

of the creek," said McAndrew. "A couple weeks ago we pulled out a Christmas tree from last year. It becomes a concern for our environment."

The job can take two or more days to complete. After putting the trash into the dumpsters, the workers go through it to take out everything that is recyclable or which has to be taken to the nearest hazardous material site to be disposed of properly.

"It's an ongoing, around-the-clock job. We are on call days, nights and weekends," said McAndrew. "We have someone watch the creek when the bad weather hits because a large flow can overwhelm the boom and even break it."



Greg Drummond, general supply specialist/contracting officer representative checks the status of a purchase order for a client.

