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BONUS:
Centerfold
Tear-Out
Poster!

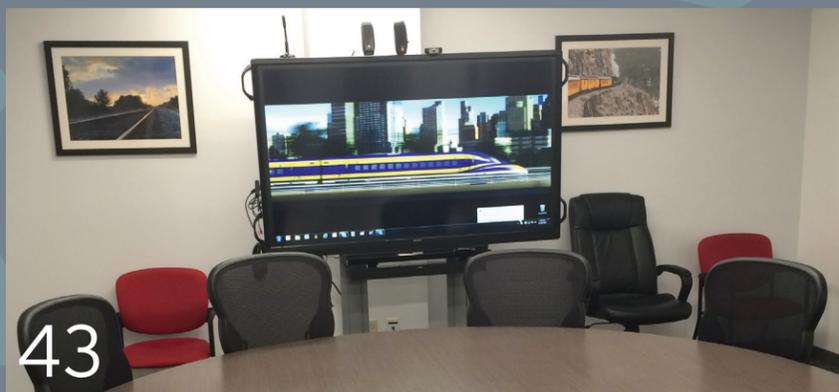
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This month's cover by Dean Hunsaker was inspired by the work of Bay Area illustrator Michael Schwab and the book "Structures, Or, Why Things Don't Fall Down" by J. E. Gordon.



CONTRIBUTORS:

the writers, photographers & illustrators



Big things happen when we all come together. Here is a map of the AV-ator nation working together to bring you this issue of the INSIDER.

By Pat Lowry, P.E.

By Bobby Petska, P.E.

By Jinesh Mehta, P.E.

By Keivan Hassan, P.E., Jeff Sulka, E.I.T., Lance Miller and Lindsay Eskildsen

By David Eisenberg

By Bart Ney, Chief Communications Officer

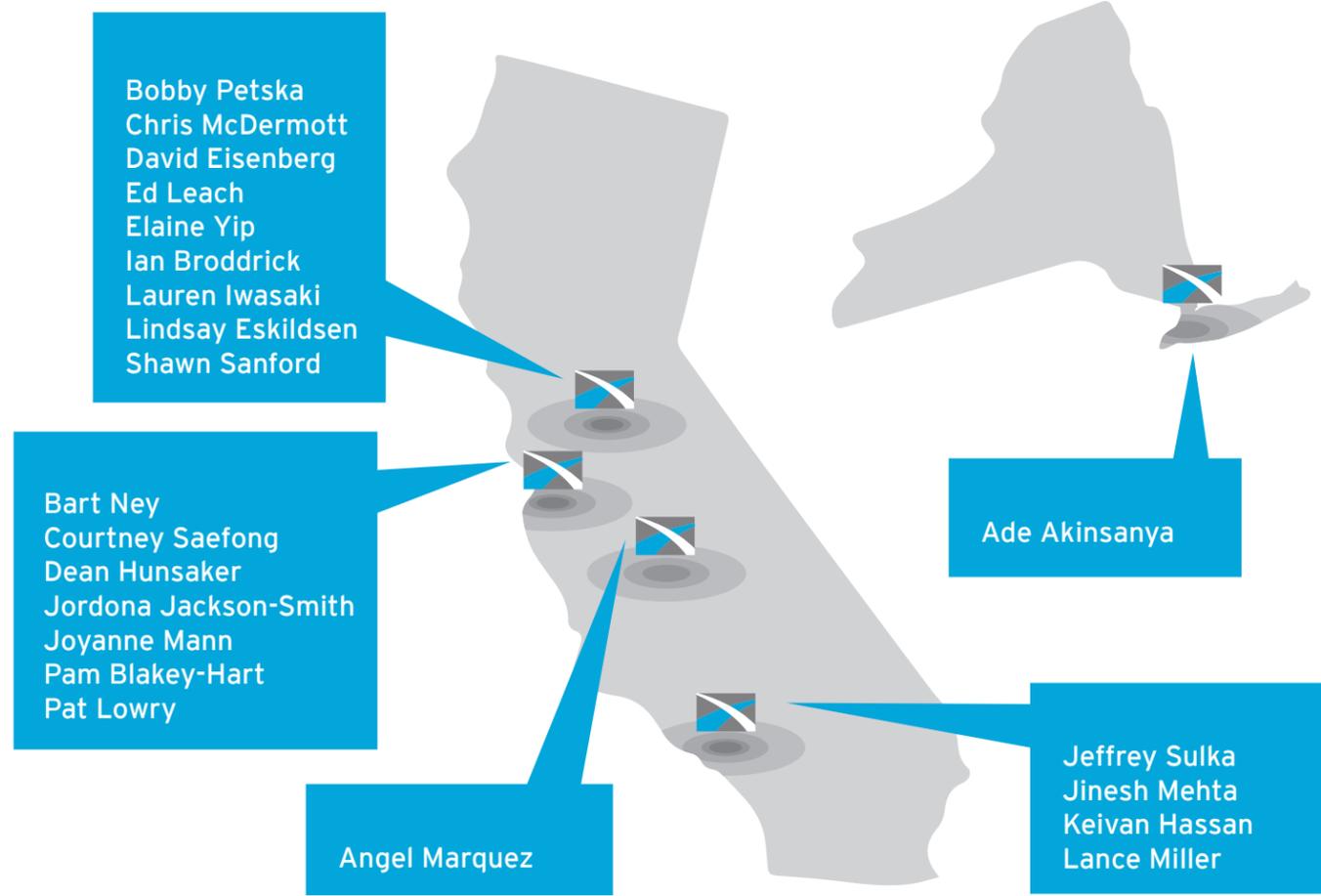
By Joyanne Mann

By Shawn Sanford, I.T. Support

By Ian Brodrick, E.I.T.

By Ade Akinsanya

By Lindsay Eskildsen and Elaine Yip



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Lindsay Eskildsen
Shawn Sanford

“The capability of a company to rapidly change or adapt in response to changes in the market. A high degree of organizational agility can help a company to react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions.”¹

THERE IS
NOTHING
PERMANENT
EXCEPT
CHANGE.

– HERACLITUS

¹“organizational agility” BusinessDictionary.com. 2015.
<http://www.businessdictionary.com> (16 October 2015).

AGILITY

Embracing Change

Welcome to our latest edition of the Alta Vista Solutions Insider!

In this issue we explore the concept of “Organizational Agility!” As you read through the articles in this edition, you may be surprised to see the strong links between integration, communication and efficiency. We look at the purpose of AVS 360 and how it brings the company together through efficient communication. To be truly “agile” we investigate what it means to be “LEAN”. Timesheets are a unifying task we all participate in and it’s astonishing to find out how much we control our success by simply getting them submitted correctly and on time. Alta Vista is all about people. Our employees and our clients define who we are. Meeting the challenges of our clients’ projects are what our people are good at and as you’ll see in the message from our president, “Agility” is a main ingredient in the secret sauce that spices up our culture at Alta Vista and allows us to deliver services like they have never seen.

All this plus our continuing coverage on Big Wins, Training and Employee life are augmented with new features like “Vista Vision” and “Engineering in Culture” that take an inside look at how we work and connect with our world!

Enjoy and Do Right!

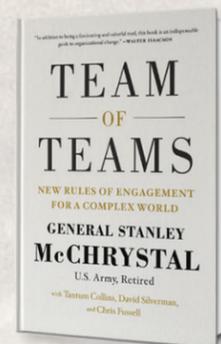


THIS IS ALTA VISTA!

By: Pat Lowry, P.E.

FROM THE
PRESIDENT'S CORNER

In Stanley McChrystal's book, "Team of Teams," he describes the importance of organizational agility. When he was promoted to General in charge of the Special Operations forces in Iraq battling Al-Qaeda, he found himself trying to win a war using time-tested strategies. The problem was those time-tested battle strategies were developed in a world that no longer existed. In today's Internet-connected world, he came to the sobering reality that the United States could not win using the established protocols. He compared this scenario to taking the NBA Champion Golden State Warriors to another country to win a game and then telling them they had to play football. Crazy!



At Alta Vista, we find ourselves in a rapidly-changing industry where decisions made even a couple months ago are no longer relevant. Just this morning, I overheard an Alta Vista

"...every time you make a rule you take away a choice and choice, with all of its illuminating repercussions, is the fuel for learning."

- Marcus Buckingham

manager explaining his rationale for why we were not going to pursue an upcoming contract. I had to interject and offer my opinion that we should go after the new contract. The manager remarked, "That is not what you said last year." Exactly! A year is an eternity in our industry. Our challenge is to create a shared purpose that enables AV-ators to make a decision no matter the situation. Will people make mistakes? Yes. But we have created a culture that ensures we learn from those mistakes.

McChrystal emphasizes the importance of agile teams having a common set of beliefs that drive their decision making - a shared consciousness. At Alta Vista, our vision, mission and values serve as our shared consciousness. With this foundation, and a shared purpose, there is nothing we can't accomplish. Clients often remark that they are

so impressed by our ability to consistently defeat larger engineering firms with infinitely more resources. Not me. In fact, I don't think it's a fair fight. Large companies simply don't have the organizational agility to compete with us.

Typically when we interview for a contract, we assign specific subject matter to each person on the interview team and, if a question is asked on a person's topic, they're on their own to respond. But as our team huddled together to practice answering questions for the Caltrans statewide interview, it became obvious that when we took the first minute to collectively brainstorm our responses out loud, our answers were clearer and more concise, and they highlighted our teamwork. They were better. But, seriously? Should we stray away from our time-tested and proven methodologies and protocols the night before the big interview? Hell, yeah, this is Sparta!

The world is changing fast. As we move forward, let's not accept the status quo. Let's find better, faster and leaner ways of doing business. As we finalize our Strategic Plan for 2016, I'm confident it will provide all of us with a shared purpose for continuing to accomplish things no one else may think possible.

IT WAS ABOUT 5:30 PM AND, I HAVE TO ADMIT, MY ENERGY WAS STARTING TO WANE. WE HAD JUST FINISHED TWO MOCK INTERVIEWS. WE HADN'T PERFORMED WELL. IT WAS LESS THAN TWELVE HOURS UNTIL THE AVATOR TEAM WOULD PRESENT OUR QUALIFICATIONS AND ANSWER SIX QUESTIONS FOR A \$30 MILLION CONTRACT TO PROVIDE QA AND IQA SERVICES TO CALTRANS STATEWIDE. THIS WAS NOT JUST ANOTHER CONTRACT. IT HAD BECOME THE IDENTITY OF OUR FIRM. I WAS NERVOUS.



TIMESHEETS TO THE FUTURE

Cash is King. This isn't just some quote from Rod Tidwell, Bud Fox, Louis Winthorpe, or Henry F. Potter (Side Note: A special prize to the first person who finds me and correctly identifies all 4 movie references!)

By: Bobby Petska, P.E.

It's a quote we hear time and time again referring to the importance of generating cash from a business or an investment. But why is it so important? The short answer – if you run out of cash, your business fails. Cash is the lifeblood of any business, including Alta Vista, allowing us to buy new laptops, cover the cost of our Richmond Headquarters, and, yes, pay our AV-ators on time.

So how do we as Alta Vista generate our cash flow? No, we don't conduct same day cash transactions like you would see at a retail clothing store or fast food restaurant. For pretty much all the work we do, Alta Vista enters into contracts with clients that call us to submit regular invoices for the work we perform. An invoice is nothing more than

“the bill” for the services that were purchased by the client (kind of like a month-long restaurant tab). This invoice we submit, though, is highly structured, and the hours must be backed up by signed timesheets from the client's management team.

The invoices are built by Kim Truong, Adahlia Lindayen, Suda Lee, and the rest of our hardworking AV-ator Accounting Team, and are thoroughly reviewed by our clients once we submit them. Here's where it's important – any error on an invoice, or more specifically on a timesheet, causes a back-and-forth correction process between the client and our Accounting Team, and can have a huge effect on when we receive the cash flow for our services.

Idea in Brief

THE PROBLEM

Timesheets are incredibly important for our organization, yet there is a need to ensure that their completion has minimal impact on daily operations. AV-ators need efficient tools and increased awareness to get timesheets done quickly and correctly the first time.

THE OPPORTUNITY

With new technology and continued emphasis on pursuing quality through meticulous attention to detail and open communication, AV-ators can achieve greater organizational alignment and have a much greater awareness of how all units come together to support the AVS mission, vision and values.

THE SOLUTION

By utilizing our new tools, such as the Deltek T & E app and the awesome AV-ator posters, and by partaking in focused team meetings and relationship-building endeavors, AV-ators can take our “Timesheets to the FUTURE!”

Consider the following example for Alta Vista's statewide contract. Let's say for the month of January, Alta Vista provides outstanding SMR and QA inspection services, and sends an invoice to Caltrans on February 20. If the invoice and all timesheets in the package were 100 percent correct, we would receive the cash payment for work within about two weeks, so let's say March 6. However, if there are any errors on a timesheet, we would have to determine the root cause of the error, then fix it in our Vision system, then have the timesheet re-signed by Caltrans management, then resubmit... this whole process could take days, or even weeks, potentially delaying the cash inflow to Alta Vista to, say, April 1. Meanwhile, Alta Vista typically pays its AV-ators every two weeks, so paychecks during that period were sent out on February 15, March 1, March 15, April 1, etc. Thus, due to a timesheet error or two, cash outflow exceeded cash inflow to Alta Vista in March, causing us to become short on cash, and potentially damaging our operations. The more errors that occur on timesheets, the greater likelihood that this scenario multiplies and causes the delays to be even longer. And when you consider Alta Vista's organizational agility and growth into new business lines with new clients, you can see how our company could run into cash flow issues incredibly quickly.

So as you can see, timely and accurate timesheets are extremely important for the successful operation of our business. Fortunately, we have a strong set of tools that

make this whole process easy and effective! Perhaps you've noticed the awesome AV-ator timesheet posters that have found their way around the various Alta Vista offices (kudos to Lindsay Eskildsen, Dean Hunsaker and the rest of the Corporate Communications Team for their great work on these!). These help provide a quick reminder of the key points to look out for when submitting our timesheets every Friday. And who doesn't love the excellent Deltek T&E app! It is a great tool that offers our AV-ators the ability to submit timesheets while on the road, and also allows managers to approve them as well via smartphone or tablet. If you haven't done so already, definitely go into your Apple or Android App Store and download the free Deltek Touch Time & Expense app that supports our Vision timesheet submittal system.

Also, our very own Corporate Controller Irina Kasil will be scheduling road shows for our Accounting Team in the coming months. This will allow you all to set up a time to meet with members of our AV-ator Accounting Team in person in the field, which will enable you to ask any question or provide feedback on the entire timesheet submittal process.

Lastly, feel free to contact either me or your supervisor if you ever have a question or a suggestion on how to make our timesheets easier, more efficient, or more user-friendly. Because as you know, timesheets help generate the lifeblood of our business (cash), which allows us to continue doing the things that makes AV-ator Nation great!

Alta Vista thanks you for your outstanding performance and dedication for the past five years.

We wish you success in your new position in Chicago, IL.



Meeting Etiquette

Tips for AV-ators

By: Jinesh Mehta, P.E.

Being in the engineering consulting industry, attending meetings with our internal and external clients is a big part of our day-to-day jobs. As a consultant, efficiency

is crucial for the success of individuals and the firm. Meetings are opportunities to move projects forward, solve shared problems and make a positive impression on meeting participants (typically large groups) with the right body language and value-added contributions to the meeting.

Here are a few tips to make sure we make the best use of everyone's time, make meetings matter and represent ourselves and our team in the best light possible.

1 Come to meetings prepared, based on your role.

3 For AV-ators attending meetings with clients (e.g. SMRs working with Construction or a contractor), having arrived at least 15 minutes early allows you to discuss crucial items upfront one-on-one resulting in quick consensus during the meeting. In other cases, you can use this time to mingle with other attendees. This will give you a chance to get to know anyone new that you have not worked with yet, which will set the stage for a cordial, effective meeting.

2 Arrive to your meeting about 15 minutes early. This will give you a chance to find your seat and get set up for the meeting without interrupting anything. If you're still rifling through your papers when the meeting begins, other attendees will see this as rude.

4 When setting up a meeting, follow the PATI format. This stands for Purpose, Agenda, Time and Intent. This will help keep meetings on topic and avoid time overruns. When everyone has this information, meetings tend to be much more efficient and effective. In addition, body language throughout the meeting is very crucial to ensure a positive perception. Engagement throughout the meeting (minimizing multitasking on other devices as much as possible) and genuine interest are key factors that impact perception of attendee to the audience.

Conference Calls

5 Call in to conference calls about 5 minutes early so any roll call can be completed before the scheduled meeting time. This also will ensure that a sign-in chime does not interrupt the beginning of a call.

6 Keep your phone's microphone on mute until you are ready to speak. Background noise can be very disruptive and can detract from meeting productivity.

In addition to keeping meetings efficient, these tips will also maintain courtesy and professionalism. Even in meetings, social etiquette rules still apply. Stand up when introduced, shake hands, and don't interrupt. Now, with these tips in mind, we can make sure Alta Vista lives up to its reputation as a team of efficient, collaborative professionals.

VISTA VISION

THE JOURNEY INSIDE
THINGS THAT MAKE
ALTA VISTA
WORK

1 ACCESS RAMP

2 ELECTRIC CONTROL PANEL

3 OVEN
USED TO DRY SAMPLES AND CALCULATE
MOISTURE CONTENT OF AGGREGATE AND
SOIL

4 FINE SPLITTER
USED FOR REDUCING SAMPLE SIZE

5 DURABILITY / CLEANNESS SHAKER
USED TO PERFORM TESTS ON COARSE
AGGREGATE TO DETERMINE THE DURABILITY
AND LIFESPAN

6 SIEVES
USED TO PERFORM AGGREGATE GRADATION
ON FINE AGGREGATES FOR ACCEPTANCE
TESTING

7 BALANCE AND SCALES

8 SAMPLE PROCESSING STATION
GRADUATED CYLINDER, WASH VESSELS,
TIMER AND INTERNAL WATER TANKS LEVEL
METERS

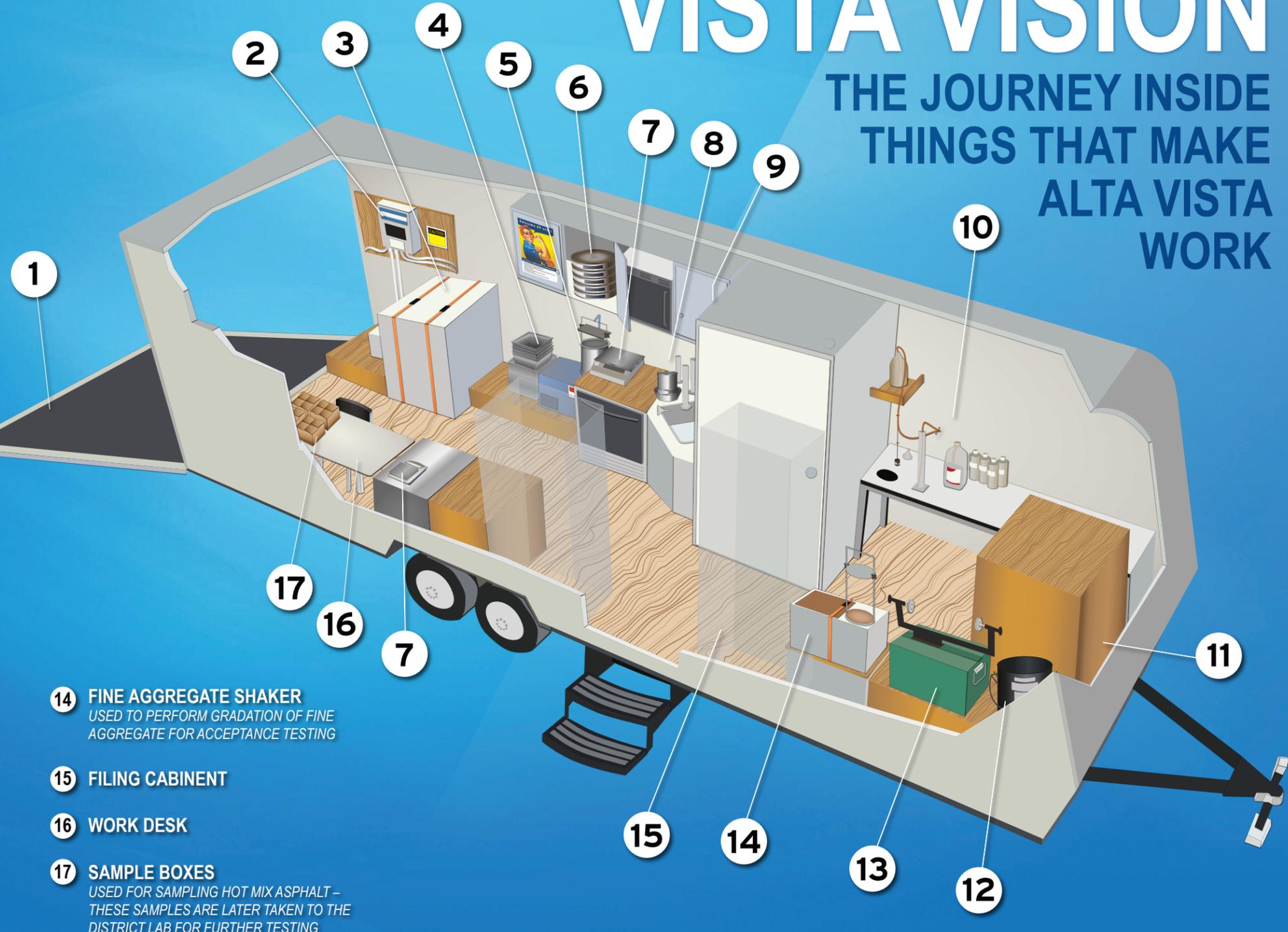
9 SAFETY CONTACTS AND NOTES

10 SAND EQUIVALENT TESTING SET
USED TO DETERMINE CLAY TO SAND
PARTICLE RATIO OF FINE AGGREGATES

11 NUCLEAR GAGE STORAGE AREA
USED TO DETERMINE RELATIVE SOIL
COMPACTION VIA NUCLEAR GAUGES

12 CONCRETE UNIT WEIGHT BUCKETS
USED IN THE FIELD TO DETERMINE THE UNIT
WEIGHT OF FRESH CONCRETE

13 SAND EQUIVALENT SHAKER
USED TO DETERMINE CLAY TO SAND
PARTICLE RATIO OF FINE AGGREGATE



14 FINE AGGREGATE SHAKER
USED TO PERFORM GRADATION OF FINE
AGGREGATE FOR ACCEPTANCE TESTING

15 FILING CABINET

16 WORK DESK

17 SAMPLE BOXES
USED FOR SAMPLING HOT MIX ASPHALT -
THESE SAMPLES ARE LATER TAKEN TO THE
DISTRICT LAB FOR FURTHER TESTING

Each morning, many of us drive our cars to work. We know how to drive: use the transmission to put the car in gear, press the gas to go, use the steering wheel to turn, put on the brakes to stop. But how many of you know the difference between a hydraulic roller camshaft and a hydraulic flat tappet camshaft? Or the advantage of a continuously variable transmission?

By: David Eisenberg

Understanding Lean can sometimes feel the same way. We have a vague understanding that it has to do with being more efficient and effective. But what is “value”? How many different types of waste are there?

What’s the difference between Lean Manufacturing, Lean Enablers, and Lean/Six Sigma? If you can’t answer these questions, you’re not alone. Learning and implementing Lean is a lifelong journey. For some of you, your journey is about to begin.

To understand Lean, let’s first define a couple terms. Value is the worth of a service as judged by the customer. If your customer is willing to pay for it, that process adds value (also called value-add). Value-add activities include obtaining a concrete core sample, writing a master quality plan and performing a bore-

scope inspection of cantilever beams.

Waste is the opposite of value. It’s those activities that add cost but provide no value to a service. Examples include delays in invoices due to timesheet errors, unnecessary paperwork and long approval sequences. While most waste is undesirable, often it is necessary in order to comply with customer or regulatory requirements.

So how would we define Lean? Perhaps the most universal definition of Lean comes from the founder of the Toyota Production System, Taichi Ohno, when he said, “All we are doing is looking at the time line, from the moment the customer gives us an order to the point when we collect the cash. And we are reducing the time line by reducing the non-value adding wastes.” Lean is the process of removing waste so that we can deliver value to the customer at the lowest costs.

Lean thinkers learn to identify those process steps that add value, and those which are waste. If they add value, we want to keep doing them. If they add waste, we want to do our best to reduce or eliminate them. These wastes are typically categorized into seven

Lean is the process of removing waste so that we can deliver value to the customer at the lowest costs.

categories – transportation, inventory, motion, waiting, over-processing, over-production and defects. You can learn more about each type of waste by visiting the “Value Stream Mapping” folder on the Performance Department’s SharePoint site.

Lean is not a new concept. It has its roots with Ford and Toyota as far back as the 1930s.

Lean has been implemented in industries around the world. Lean

Manufacturing generally refers to Lean implementation in a production environment, where companies focus on streamlining their assembly and test operations and keep inventory low by producing products as they are ordered by customers. Lean Enablers are a collection of actionable best practices combining Lean, Systems Engineering and Project Management based on large-scale engineering programs. And finally, Lean/Six Sigma is a combination of the Six Sigma methodology of structured, technical problem solving along with the waste reduction methods of Lean.

If you’re interested in learning more about Lean, there are countless books, websites and videos dedicated to the topic. Start by reading, “The Toyota Way: 14 Management Principles from the World’s Greatest Manufacturer” by Jeffrey Liker. Already familiar with the basics of Lean? Get prepared to start making improvements and pick up a copy of “Value Stream Mapping” by Karen Martin and Mike Osterling.

Enjoy the journey.

Learning and implementing Lean is a lifelong journey. For some of you, your journey is about to begin.

AVS 360

Bart Ney
Chief Communications Officer

INSIDE: AVS 360

Why we take 360 seconds every week to unify our company

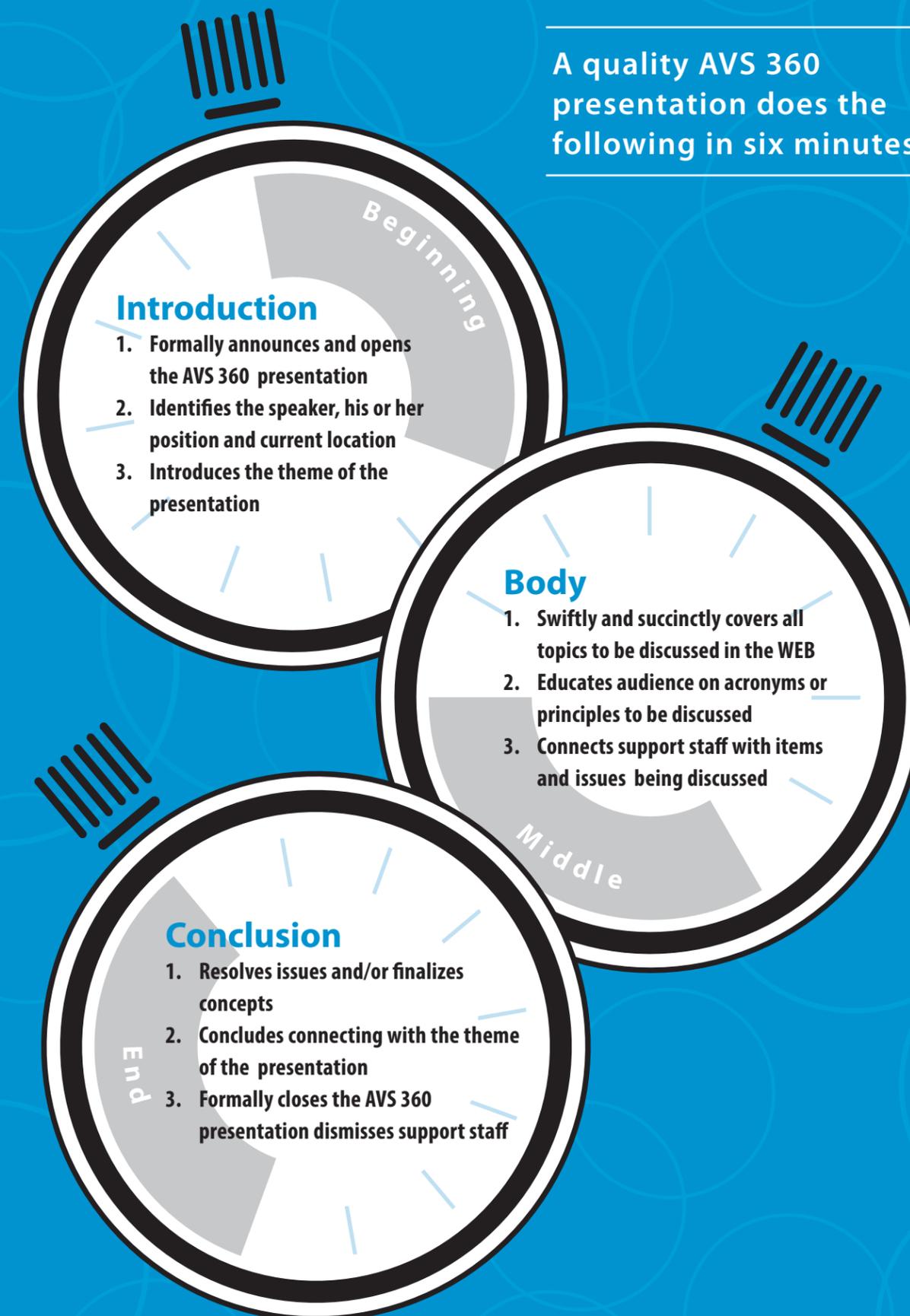
The Weekly Engineering Brief (WEB) on Friday mornings is designed to bring our employees together to exchange ideas and learn best practices. Every week an AV-ATOR gets a chance to break down and summarize the issues that will be discussed in the briefing in 6 minutes or less. This is not only a challenge to the individual with the assignment it's a competition to see which AV-ATORS are talented communicators. It's also the best opportunity we have for our support staff to learn about what is going on in the field.

In the 21st century it's important for engineers and technical staff to be able to connect their work and ideas with layman audiences. To do this a speaker has to understand both the core elements of what they are talking about and the audience they are speaking to. This is not unlike what a reporter and a news anchor have to do when they are communicating with the general public. Some are better than others but all are regulated by time and/or space and thus the message, no matter how complex has to be succinct.

Three hundred sixty (360) is the number of degrees in a circle as well as the total number of seconds in six minutes. The 360 number has come to represent the concept of "full circle" and has been used regularly as a naming convention for efforts to examine issues from all sides. Six-minute presentations follow the "rule of three" which basically has one develop a beginning, middle and end to the narrative they are crafting. So yes with AVS 360 we have a double entendre going on, but not just because we are being clever with our nomenclature. We produce AVS 360 because we must continue to be agile information sharers.

Being agile with conveying and receiving messages means that points are getting across on multiple levels to multiple audiences. The speaker not only tells a complete story but the elements of the narrative are helpful to both their technical colleagues and the staff supporting our efforts as a company. A proper AVS 360 presentation briefly introduces the topics to be covered on the WEB call so technical staff participating on the call know what is coming up and support staff get a view on what the company is doing to solve problems for our clients and advance the industry. AVS 360 tests our communication skills, educates our employees and connects the AV-ATOR nation.

A quality AVS 360 presentation does the following in six minutes:



A

ngel Marquez has been working with Alta Vista since August 2013. He started off as a Safety and Security Specialist for Construction and is now transitioning to the role of Railroad Coordinator for the California High-Speed Rail Authority. (CHSR)

EXCLUSIVE INTERVIEW WITH

ANGEL MARQUEZ

RAILROAD COORDINATOR

By: Joyanne Mann



Photograph by Xavier Ortiz

This transition is exciting, but no easy task. I am still trying to manage and help build a database for the safety and security within the CHSRA database (ISMS). I also still do some training and go out to the field and manage the safety of any CHSR employee activities. I also attend meetings such as the Safety and Security Executive Committee Meetings and the Program Committee Meetings giving updates on Safety for CP1 & CP2-3.

Between doing that and my new job, which is trying to assist in coordination of railroad flaggers and reviewing invoicing on flagging, all the while I am still managing the Fresno office.

If I weren't busy, I wouldn't know what to do.

Since I am the only Alta Vista employee at the new Fresno office, I am working mainly with the client, the Project Construction Management (PCM), as well as the design-build contractor on a daily basis.

The brand new office in Fresno is a nice facility, with a very busy conference room. The conference room is continuously being utilized by the Authority, as well as the Rail Delivery Partner (RDP). I try to coordinate the reservations and keep meetings from overlapping.



Photographs by Angel Marquez



Photograph by Fast Lane, The Official Blog of the U.S. Department of Transportation;
<https://www.transportation.gov/fastlane/construction-underway-americas-first-high-speed-rail>

My proudest moment working at Alta Vista has been the ability to develop the first Authority Safety Training Rulebook. It's called the Field Safety Handbook and I published it and have trained from it for the last year-and-a-half, almost two years. Alta Vista has given me the opportunity to work here, and to take a deep nosedive into developing this handbook for the Authority. I'm very proud of that and take a lot of pride in that.

Another proud moment was the groundbreaking event that took place in Fresno for the CHSR on Tuesday, January 6, 2015. Elected officials, along with Governor Jerry Brown, signed a rail, or in railroad world, a track panel. I built that panel myself, it was actually pretty slick. I got all the material and put the track panel on an embankment, if you will, and we had all the dignitaries sign it.

I just turned those rails over to the California State Railroad Museum on Tuesday, October 27, 2015 in Sacramento, and I'm not sure how soon they will be displayed, but it is in their hands now.

The prior 25 years before I came to work for Alta Vista, I was a track manager and a track construction supervisor. So I knew exactly what materials I needed to procure and how to build it. It was just a matter of putting the pieces together. This was done over the holidays so that made it difficult to gather my resources, but I got it done in all about a week's notice and it really served the purpose. I took a lot of pride in it.

I offer this up to anyone at Alta Vista, if they'd like to come out and take a look at the first 29 miles; it's really through the roof.

I know this property like the back of my hand; I know the layout, the grade separations where all of the viaducts and everything are going to be built. I encourage any Alta Vista employee that has about three hours of free time or half a day, to come out to the Central Joaquin Valley and I can take them out along the alignment and they would just be in shock and awe at the magnitude of this contract. It is huge. I have taken numerous tours with two or three people at a time out along the alignment...probably a total of 75 people. I would really like to see more Alta Vista employees get involved in CHSR before it gets built, just to get an idea of its magnitude.

Photo of the month

Mihai Hantelmann's "The Bay Bridge at Sunset" was the winning photo for Completed Projects in August.





WHAT GOES UP MUST COME DOWN AND MUST GO UP AGAIN

By: Shawn Sanford
I.T. Support

In an earlier addition of this newsletter, my article, "What Goes Up Must Come Down" was published. Because of the relevance of the subject matter, I was asked to revisit the topic. So here is a refreshed article with additional information. Strategically storing, organizing and archiving computer data can help avoid extensive downtime when recovering data backups.



Big Wins

By Ian Brodrick, E.I.T.

The Caltrans Independent Assurance/Reference Sample Program (IA/RSP) is a federally mandated program that evaluates laboratory equipment, practices and tester competence. The RSP program is one component of the Caltrans IA Program, which verifies the proficiency of 400 hundred material testing laboratories during their annual accreditations. As a whole, the IA Program is working on a variety of activities including the implementation of Superpave mix designs, transition to national standards, development of a statewide IA database, and an effort to create a joint training and certification program with the industry.

Alta Vista provides the IA/RSP program with concrete testing technicians and material engineering expertise. Services often include sampling, testing and statistical analysis in conformance with the applicable national and California testing standards. Alta Vista has also provided assistance in the development of a new IA manual.

Alta Vista provides the IA/RSP program with concrete testing technicians and material engineering expertise.

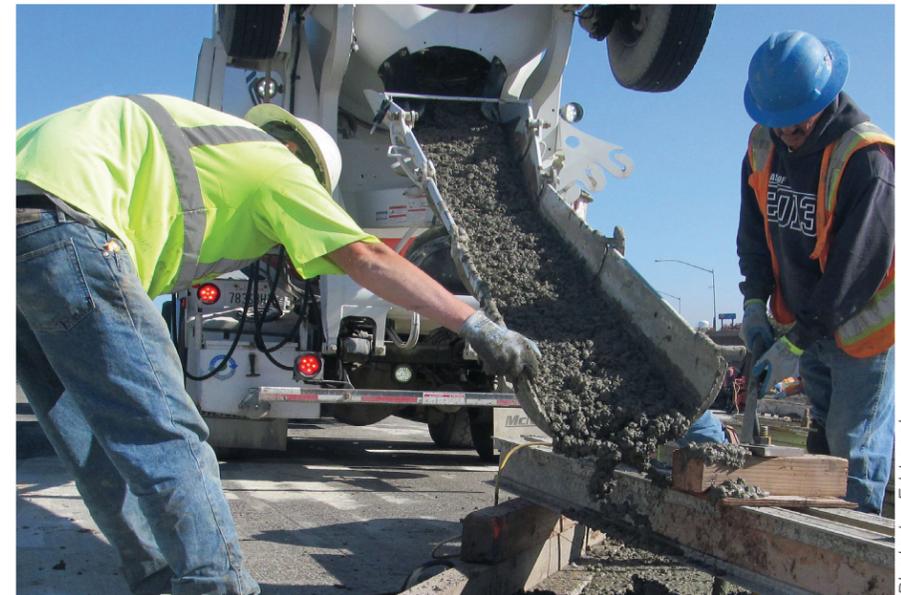


Photo by Ed Leach



Photo by Chris McDermott

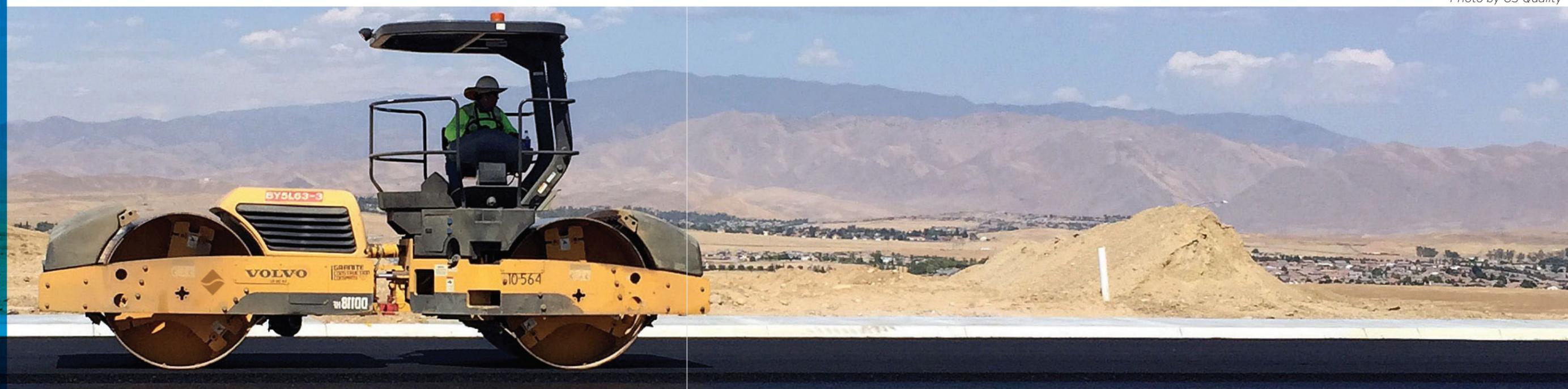


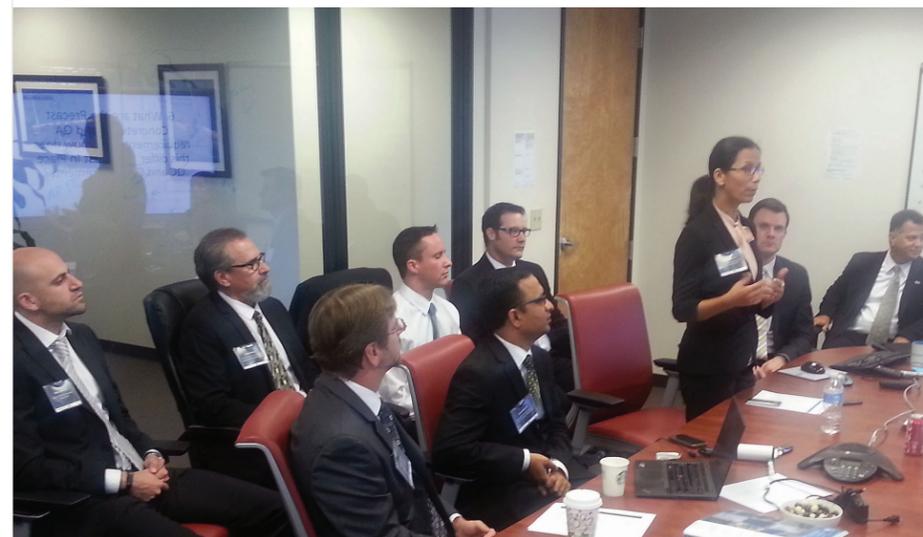
Photo by G3 Quality

Big Wins

The Statewide materials testing and engineering contract is aptly known as Alta Vista's identity project. This is a three year \$30 million contract providing On-Call Quality Assurance (QA) and Independent Quality Assurance (IQA) services to the Office of Structural Materials (OSM) across 12 Caltrans districts. OSM is responsible for ensuring the quality of structural materials for more than 500 ongoing construction projects valued at more than \$10 billion.

In support of OSM, Alta Vista provides these QA and IQA services at jobsites throughout the state and at fabrication facilities nationwide. Alta Vista staff supports OSM by providing QA engineering and inspection staff who perform key QA functions including materials engineering, testing, and source inspection for projects throughout northern and southern California.

The statewide materials testing and engineering contract is aptly known as Alta Vista's identity project.



Photographs by Bart Ney



CERTIFICATION ANNOUNCEMENTS

Alta Vista would like to congratulate the following individuals for recently attaining one or more professional certifications.



Chris McDermott
Quality Control Level III



Courtney Goldstein
ACI Concrete Field Testing Grade 1



Fernando Vega
CTM 382



Ian Broddrick
AWS Certified Welding Inspector,
ACI Concrete Field Testing Grade
1, PCI Quality Control Personnel
Level I and II



James Elliot
Cal OSHA 10 Construction
Certification, Quality Control Level I,
LEED Accredited Professional



James Seal
ACI Concrete Field Testing
Technician, Grade I



Jeff Sulka
CTM 521



Julio Pescador
CTMs T84, T85



Ken Riley
OSHA 10 Hour Construction, C1
Protection Awareness R2



Kevin Churchill
PCI Quality Control Personnel
Level I and II



Kevin Muser
ASNT NDT Level II – RT, MT



Lance Miller
CTMs 521, 522, 540



Patrick Young
PCI Quality Control Personnel
Level I and II



Peter Harvey
ACI Concrete Field Testing
Grade 1



Ralph Achuela
CTMs 106, 216, 226



Rami Boundouki
American Society of Quality
Certified Quality Auditor (CQA),
OSHA 10 Hour Construction



Ramsey Doumani
CTMs 125, 521



Willard Balisi
ACI Concrete Field Testing
Grade 1

PROMOTIONS

Congratulations to the following AV-ators on your recent promotion! We thank you for your strength of mind, teamwork and leadership.



Task Leader



Engineer IV



Lead Materials Inspector



Engineer II, Lead

IPI WINNERS

Congratulations to the following AV-ators for submitting winning IPAs! We appreciate your strive to improve our processes.



July



August

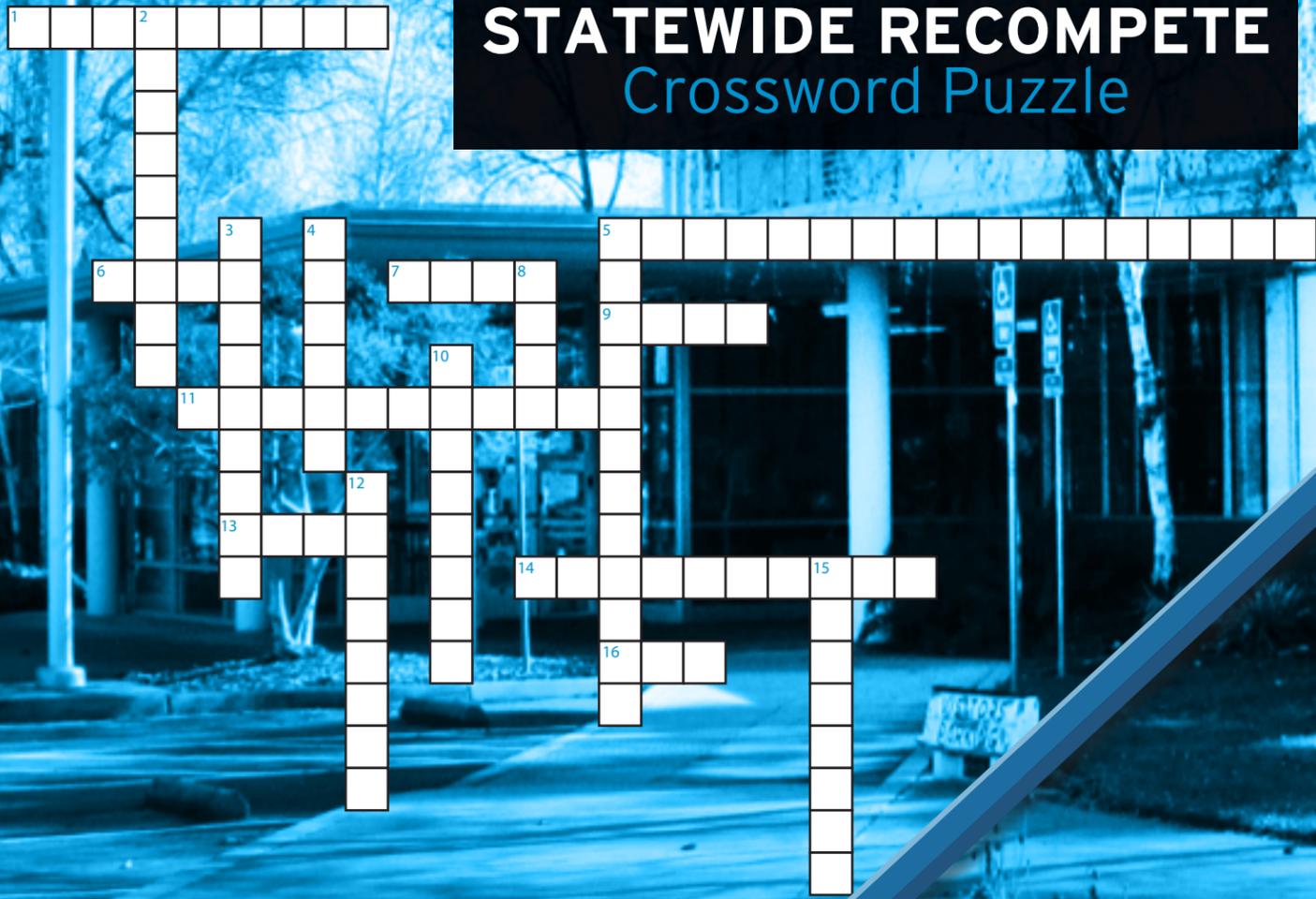


September



October

STATEWIDE RECOMPETE Crossword Puzzle



ACROSS

1. To make something part of a larger thing
5. Section 4 of a Caltrans Proposal
6. New York baseball team slated for the World Series
7. Apple Tablet
9. National Association of Corrosion Engineers
11. Allowing light to pass through
13. Certified Associate Welding Inspector
14. Concerning properties of metals
16. Office of Structural Materials

DOWN

2. Achieving maximum productivity
3. A in QA stands for
4. _____ Relationships
5. The building of something
8. 10 cents
10. California Department of Transportation
12. Alta Vista HQ's location
15. RE is what kind of engineer

Answers:
Across 1. Integrate 5. CommunicationPlan 6. METS 7. iPad 9. NACE 11. Transparent 13. CAWII4. Metallurgy 16. OSM
Down 2. Efficient 3. Assurance 4. Strong 5. Construction 8. DIME 10. Caltrans 12. Richmond 15. Resident



VALUES AND MISSION Awards



Value Award for Understanding went to Aleksey Souglobov for all the hard work he put in on a D7 contract.



Mission Award for Offering Solutions went to Regina Quan for looking out for those she works with and making sure they have the resources they need.



Value Award for Strength of Mind went to Jordona Jackson for her hard work and grit on the Statewide proposal process.



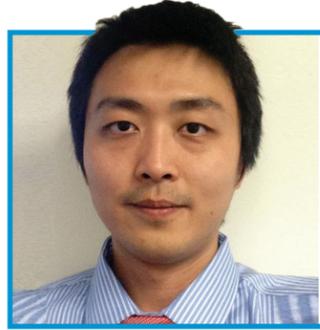
Mission Award for Strength of Mind went to Winnie Lee for providing minutes for high-profile meetings with participation from various agencies.



Mission Award for Innovative Solutions went to Saied Khan for embracing our clients' challenges as our own by overseeing sophisticated metallurgical testing.



Mission Award for Strength of Mind went to Dalton LaBoskey for his excellent work on the Performance SharePoint.



Mission Award for Innovative Solutions went to Peng Zhang for working on the tech committee to come up with innovative solutions for the AVS portal.



Mission Award for Offering Solutions went to Alex Bowman for all her hard work on resumes and working with recruiters.



THE CULTURE AT LARGE

FILM REVIEW: *The Martian* (Directed by Ridley Scott)
Review by Dean Hunsaker

Houston has a problem and it's name is Mark Watney (Matt Damon), a hapless astronaut mistakenly left for dead on Mars by his crewmates during a violent storm. So begins his long journey, a journey propelled by ingenuity, grit and humor.

Hollywood has put out a number of sci-fi films on Mars and space exploration as star vehicles filled with personal heroics and special effects, but what sets *The Martian* apart, and why AV-ators should see this film, is its no-nonsense



and positive portrayal of engineering as creative problem-solving and grit. Watney faces a number of challenges to his survival such as food, water and keeping warm. Being an astronaut and botanist, he intends to "science the shit" out of his predicament. His engineering prowess is frequently put to the test, sometimes with near-deadly results. A failed attempt to generate water leaves him smoldering, but he is not a quitter; when he fails, he fails fast and starts over. True grit. Not to mention, his irrepressible sense of humor: "Mars will come to fear my botany powers."

Much of the film entails Watney scavenging legacy NASA equipment, such as a buried probe that he hacks into to re-establish contact with Earth. Eventually, he connects with Houston, which now has a PR problem having left an astronaut back on Mars. As he scrambles to find a solution, I think AV-ators will appreciate the ensuing teamwork among engineers, scientists and bureaucrats as they struggle to devise a solution. There are a number of interesting plot twists, including a spectacular engineering fail due to a skipped inspection, and Commander Melissa Lewis' (Jessica Chastain) creative and risky engineering workarounds to save their missing crewmate.

For all the star power (Matt Damon, Jessica Chastain, Jeff Daniels, et al.) in this film, engineering gets a lot of the lime-light.

NEW HIRES

RICHMOND
Stephen Carrasco
Anna Gransmark

CENTRAL FEDERAL LANDS
Dan Alsup

TEAM BUILDING

Alta Vista participated in the Color Run on August 1st, "The Happiest 5k on the Planet!"

Erin Mock, Tatevik Janvelyn, Mazen Wahbeh and Lindsay Eskildsen



Photo by Nicole Wahbeh



Photo by Lindsay Eskildsen

A few individuals in the Sacramento office were feeling the spirit of the islands and dressed up for Hawaiian Day for the first WEB call via video. Aloha!



Photo by Mahnek Iqbal



BIRTHDAYS & ANNIVERSARIES

NOVEMBER

BIRTHDAYS

- Scott Croff **Nov-4**
- Andrew Rogerson **Nov-9**
- William Clifford **Nov-9**
- Simion Ramirez **Nov-12**
- Rajni Sukhwani **Nov-18**
- David Gray **Nov-20**
- Charles Littlejohn **Nov-23**
- Daniel Reyes **Nov-24**
- Fattah Kazi **Nov-30**

ANNIVERSARIES

- 2 YEARS**
Miguel Hernandez-Garcia
- 1 YEAR**
Fanny Yu
Felicia Statkus

DECEMBER

BIRTHDAYS

- Suda Lee **Dec-2**
- Jordona Jackson **Dec-10**
- Jennifer Olarte **Dec-17**
- Courtney Goldstein **Dec-19**
- Aleksey Souglobov **Dec-20**
- Ken Riley **Dec-20**
- Aaron Prchlik **Dec-22**
- Jordan Turner **Dec-25**
- Ramsey Doumani **Dec-25**
- Fernando Vega **Dec-28**

ANNIVERSARIES

- 5 YEARS**
Mohammad Fatemi
Shayla Tonarelli

4 YEARS

Scott Croff

3 YEARS

Saied Khan

1 YEAR

Aleksey Souglobov
Bart Ney
Stacey Garcia

JANUARY

BIRTHDAYS

- Jinesh Mehta **Jan-8**
- David Eisenberg **Jan-22**
- Shayla Tonarelli **Jan-27**
- Joseph Nixa **Jan-29**
- Peter Harvey **Jan-30**

ANNIVERSARIES

6 YEARS
Andrew Rogerson

3 YEARS

Stuart Ross

2 YEARS

Dalton LaBoskey
William Clifford

1 YEAR

Fernando Vega
James Seal
Robert Jarquin

BABIES

Alta Vista would like to congratulate the Glasscock family on the birth of the newest addition to their family, Truly Joy Glasscock! She was born on August 28, 2015, and weighed 6 pounds, 3 ounces with a length of 19 inches. Our best wishes and warmest congratulations on your new baby girl!



Alta Vista would like to congratulate the Prchlik family on the birth of their son, Samuel Joseph Prchlik! He was born on September 26, 2015, and weighed 7 pounds, 4 ounces with a length of 20 inches. We share in your joy as you celebrate this wonderful addition to your family!

WEDDINGS

Alta Vista would like to congratulate Dalton & Lesley LaBoskey for tying the knot on September 12, 2015! All the best to you both in your marriage, and may the next chapter in your lives be a long and happy one!



AVS Company Picnic 2015



HALLOWEEN 2015



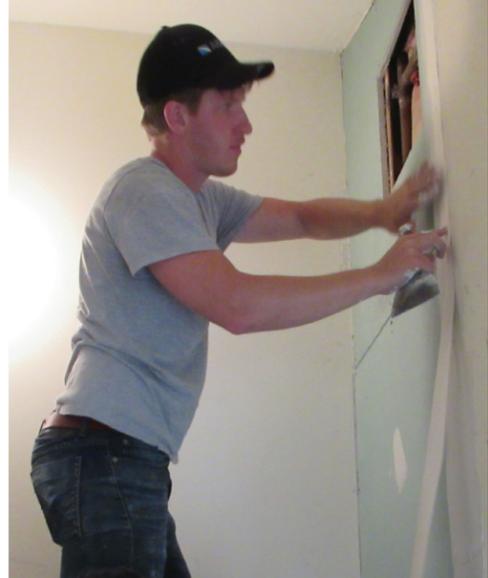
Photographs by Michelle Jang



GIVING BACK TO THE COMMUNITY

Friends of Rockaway (FoR) is a community-based nonprofit organization founded in response to the devastating effects of Hurricane Sandy on the Rockaway Peninsula. As a local affiliate of the St. Bernard project, FoR rebuilds homes for Sandy-impacted families, who were displaced by the storm and cannot afford to rebuild on their own. On Friday, July 31, 2015, our New York-based Alta Vista team volunteered their time to help rebuild the home of Mr. Lim, a Hurricane Sandy victim. Our AV-ators met in Rockaway that Friday morning where they devoted their day to painting and spackling the first and second floor of Mr. Lim's home. In addition, Alta Vista also donated \$500 to FoR, which helped to cover all the materials needed to reframe the house.

7.31.15



Photograph by Rami Boundouki



Alta Vista donated \$500 to FoR, which helped to cover all the materials needed to reframe the house.



FRIENDS OF ROCKAWAY

EMPLOYEE SPOTLIGHT



AV-ator: Carolina Margarito
Current Position: Engineer I

Favorite Hobbies

Carolina enjoys skydiving, hiking, extreme sports, reading and playing violin. Carolina describes herself as an adrenaline junkie. She recently joined an obstacle course gym to prepare her for her Spartan race this coming December. She has made engineering friends outside of Alta Vista who she is going to compete with.

Community Involvement

Carolina is a member of ASCE and SHPE. She is in the process of putting together a small band that will play Christmas carols at local community hospitals. She also started a bible study group that meets weekly at her house. The group has grown from three to eight members in two months, and she hopes that it will keep growing.

Musical Talents

She has played the violin for 14 years and counting. When she was in college, she played for the chamber orchestra. Now she enjoys playing at home, performing for weddings, quinceaneras and special events.

Major Accomplishments

Carolina is really proud of herself for recently taking the initiative to be active with her life. She looks forward to her Spartan race training twice a week, and feels more energized on a daily basis due to her new lifestyle.



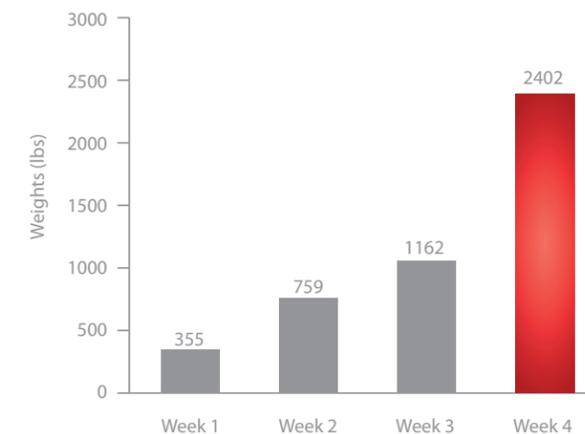
Photo by Tatevik Janvelyan

Salvation Army Donation Drive

During the month of September, Alta Vista participated in a Salvation Army Donation Drive. Split into seven teams by offices, each team donated lightly used clothing, shoes and household items. The total donation weight was divided by the number of office staff so small offices could compete with the larger offices, and the winning team

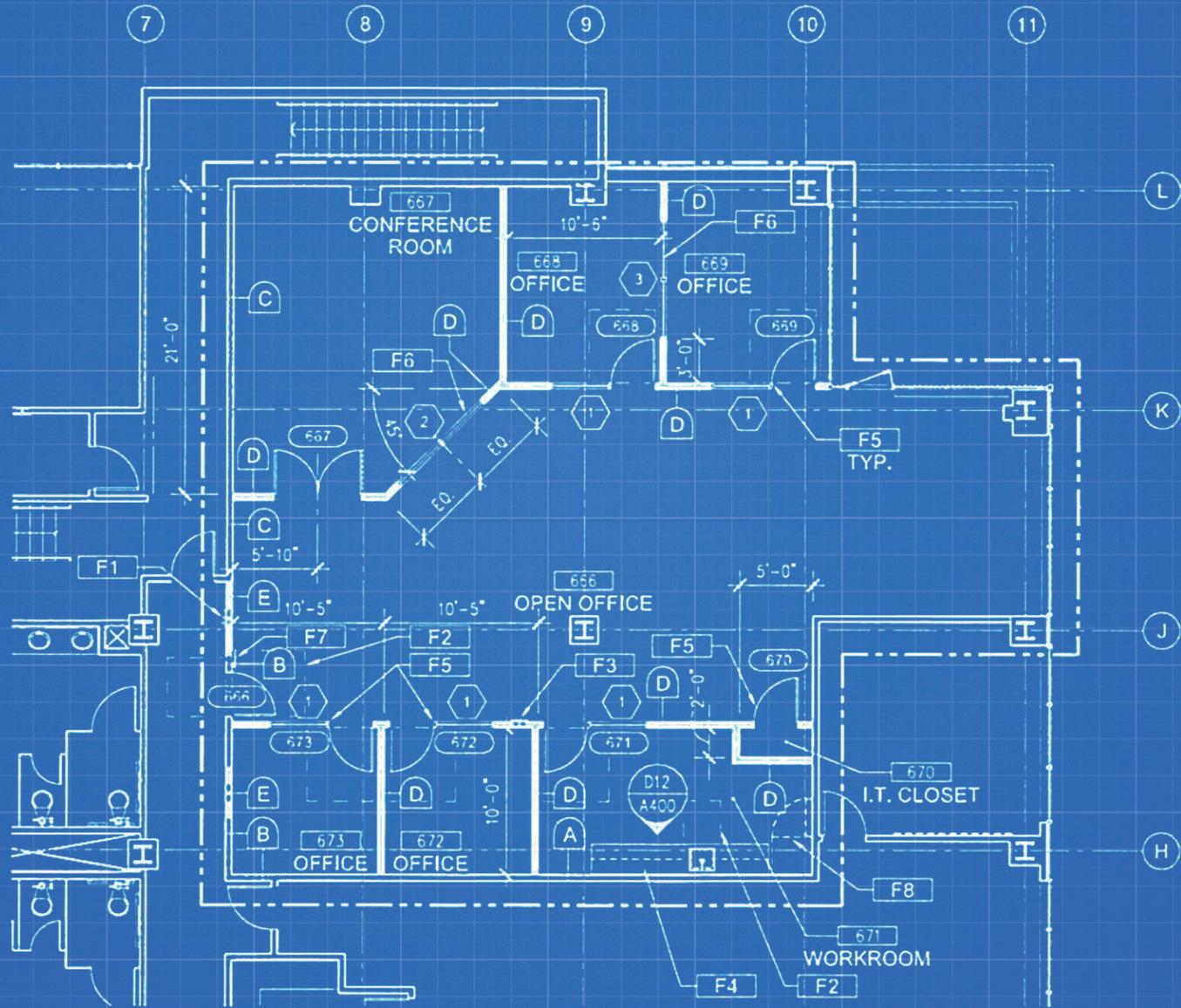
received catered breakfast.

In the end, Alta Vista donated a total of 2,401.5 pounds of items to the Salvation Army with the Vallejo office donating the highest weighted total of 75 pounds. Congratulations to the Vallejo office and thank you AV-ators for participating!



OVER 1 TON!

to the new
High-Speed Rail Office



770 L Street, Suite 670
Sacramento, CA 95814

Photographs by Elaine Yip

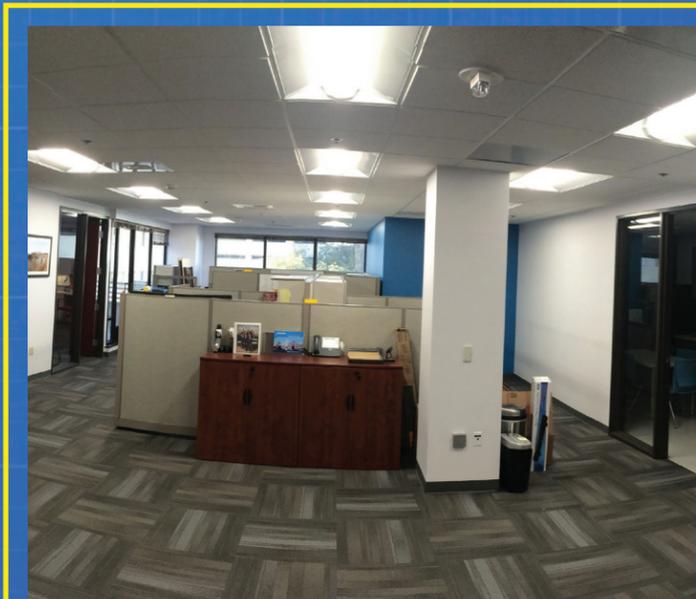
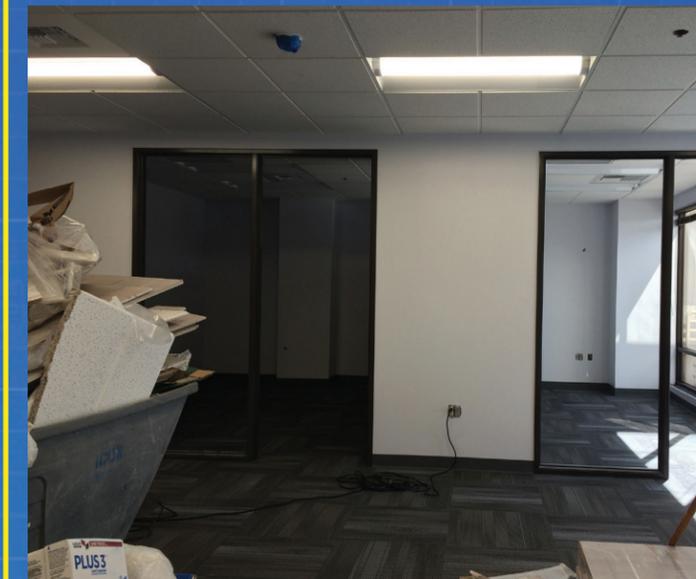


Photo of the month



JULY

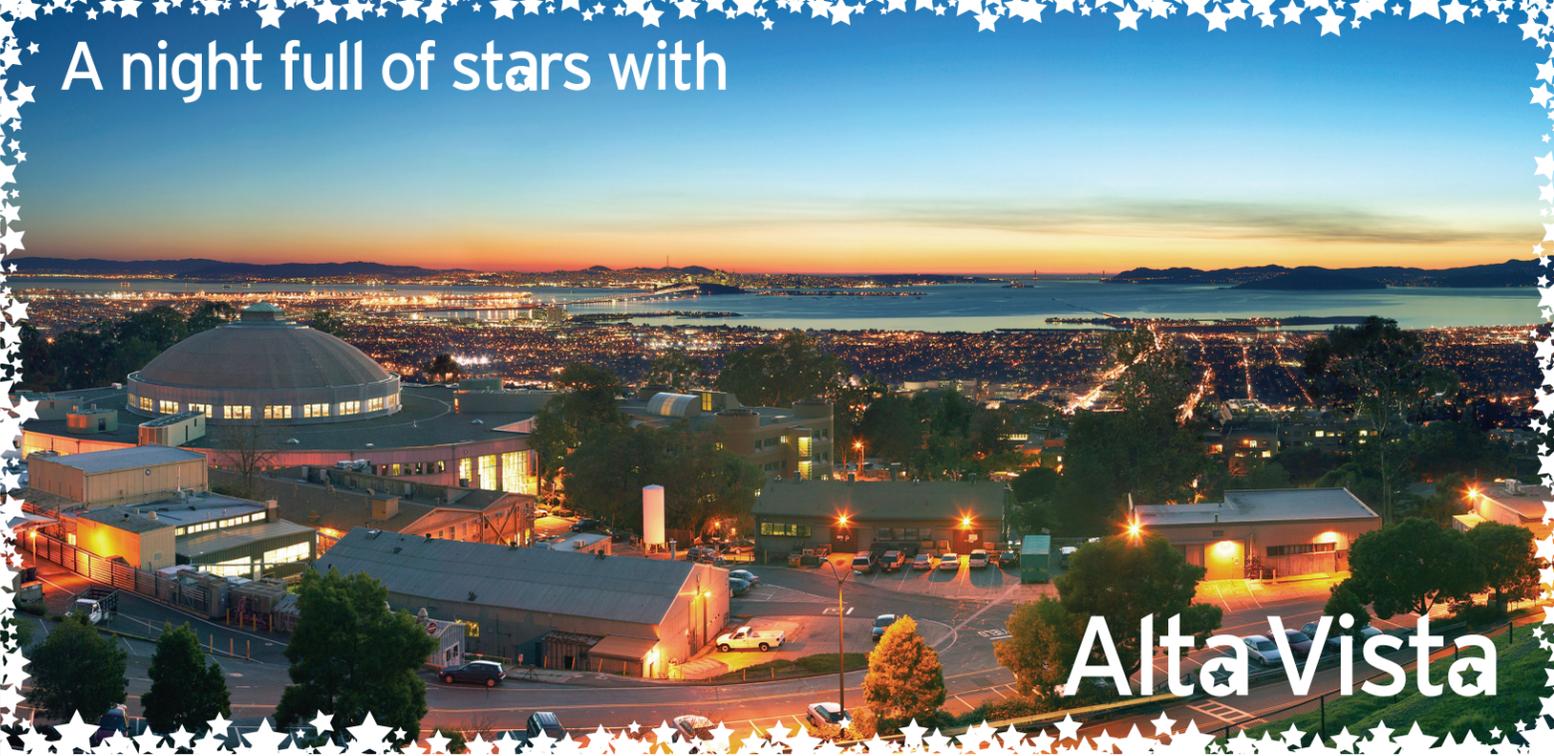


Photo by Xavier Ortiz

In this photo, you will see a group of local school children from the Fresno State University summer junior engineer program. These middle school boys and girls took a tour of the construction site along historical China Alley in Fresno. The Safety Manager with Alta Vista Solutions put to-

gether the safety equipment and bags seen in the photo, along with a welcome card for these and all future visitors to the CHSR projects. Alta Vista's safety team performed the project safety training for this group and is now performing this similar safety induction for all visitors to the CHSR project.

A night full of stars with



Alta Vista

AV-ators, Don't Miss Alta Vista's Annual Holiday Party

Saturday, December 12th, 2015
6:00 PM – 11:00 PM

Lawrence Hall of Science
1 Centennial Drive, Berkeley, CA 94720

6:00 PM Cocktails, Hors d'oeuvres, Photo booth
7:00 PM Dinner
8:30 PM Entertainment, Prizes and Dancing

-  Cocktails
-  Food
-  Music
-  Dancing
-  Prizes





Look, up in the sky...

- It's a diamond.
- It's two triangles.
- It's **AVS**.

In fact, it's all of these... rolled into the new Alta Vista logo. Coming soon.

