

Life at Alta Vista ♦ Winter 2017

INSIDER

T O M O R R O W :



FORECASTING THE FUTURE

In the Future, Nice Guys Will Finish First . .

ANNOUNCING

The Alta Vista Insider Presents
THE FUTURE IS NOW

Alta Vista is proud to announce that Robert Mertz has been appointed to the American Welding Society's D1.5 Structural Welding Committee.

His work has been acknowledged and is being felt like a FORCE throughout the industry.

To read more on this triumphant tale, turn to page 13.

TIP OF THE SPEAR

Happy New Year AV-ators!

As 2016 wound down, Alta Vista began to wind up for what is looking to be a very eventful 2017. Last year, founders Pat Lowry and Mazen Wahbeh took new positions in our firm to focus on growing the company and serving our clients while bringing on Mike Cook as CEO to reorganize the company to better support our employees' growth. In this issue of the Insider, we ask these gentlemen to discuss where Alta Vista is headed and what differentiates us from other firms in the engineering industry. In fact, the theme of this entire issue is "Forecasting the Future!" We've asked our contributors to discuss their topics with a nod towards what's coming in 2017 and beyond, as the industry and the entire country prepare to update and upgrade America's infrastructure.

While many media stories with topics from the presidential election and transition to celebrity losses and "fake news" drew a picture of a nation facing challenges at the end of last year, the ongoing story of our country's aging infrastructure moved from identifying a problem to resourcing solutions. Solutions are what Alta Vista is all about. In the book you hold in your hands, or the pixels painted on your screen, you have in front of you stories of how AV-ators are advancing their careers and personal lives, contributing to communities, and improving the industry we work in. From earning an award at a local CANstruction food drive competition for our creativity to innovating new techniques to extend the life of steel structures with a European team of colleagues in the FASSTbridge Research Initiative, Alta Vista is working locally and globally to build a bright future for everyone.

As usual, the Insider will catch you up on our recent contract wins, awards, new hires, anniversaries and birthdays. We also enjoy celebrating our culture by spotlighting our interesting employees, sharing the results of our regular photography competition and remembering our team-building activities. Tips on how best to invest for the future are here for you to take advantage of in the 401(k) Odyssey article inside. Finally, we look at how *risk* and *communication* will play a crucial role in how the projects we work on will succeed in the future.

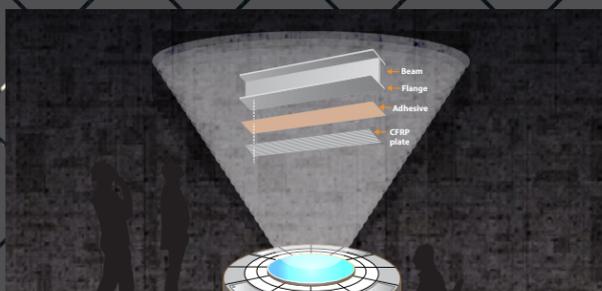
From tales of working on big projects to discussing engineering in popular culture, this issue of the Insider is boldly going into the future.

Corporate Communications Team

Bart, Jordona, Dean, Lindsay, Courtney and Dan

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As this issue of *Insider* looks toward the future, the cover design is a composite of paper with metallic foil overlay, as a reflection of Alta Vista's core focus on materials engineering. A surface pattern of diamond metallic shapes reveals in various places outer space, as a metaphor for future exploration.

INSIDER

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photo of the month



November, Teamwork

Jennifer Olarte-Justin Chen and Jessica Wilbanks work together to collect Ground Penetrating Radar (GPR) data on a bridge column during the recent investigation of the historic Stevenson Bridge.



October, Action Shots

Jody Steele-Three excavators, one dozer and two haul trucks work within a very small space footprint on a Central Federal Lands job.



December, Best of 2016

Stuart Ross-The Bay Bridge on a sunny/foggy day.

FORECASTING THE FUTURE

Mazen Wahbeh

The Secret Sauce

Mike Cook

*The Future. Always
Opportunity for
Quality and Service*

Pat Lowry

*The One-Trick
Pony Lives!*

Executive Team Ponders Tomorrow

THE SECRET SAUCE

By Mazen Wahbeh

Clients, competitors, colleagues and friends often ask me: what is the “secret sauce” that makes Alta Vista so successful? Interesting conversations tend to follow. So when Bart Ney walked into my office and asked me what the future looks like for Alta Vista, it took me back to this idea of our secret sauce—those key ingredients that will keep ensuring our success in the future of engineering. So, what does this future look like?

As we experience growth in the rail industry, I see us bringing on more AV-ators, training them in the Alta Vista way, and letting them go out and conquer the market. I also see an increasing number of projects utilizing alternative delivery programs such as design-build and public-private partnerships. We will be positioned to provide total quality program management, where quality is not just a side note to construction, but an integral component in every step of the project, from inception to closeout.

As I meet with different authorities and owners, I see more and more need for an integrated approach to quality management. Alta Vista is a quality company with a unique formula, as is reflected in our experience integrating multiple quality systems and applying lean engineering concepts. Our managers and teams work closely with our clients, getting “in the zone” with them and developing custom solutions to their challenges. I see us taking this approach into various emerging markets.

Quality also depends on our AV-ators. As you all know, we have healthy sports discussions at Alta Vista. Research has shown that professional play-

ers operate in something called “the zone” during a game; baseball players are able to see the curve on a ball traveling at 95 mph, tennis players can predict what the ball is going to do once it hits the ground, wide receivers can catch a football without looking backward. Similarly, AV-ators are professional players in the engineering field. Because of the ingredients in our special sauce (See Bart Ney’s article on page 14), every AV-ator can see the play before it happens, and anticipate the next move.



What then is the secret sauce that will drive Alta Vista’s success in the future?

There are only two ingredients. These are the same ingredients that Pat and I agreed on at our first vision discussion: we must continue to focus on how we treat our AV-ators, and as a team, we must center on how we treat our clients. As long as we stick to those practices, Alta Vista will have a bright future!

Keep on Doing Right.

THE FUTURE. ALWAYS OPPORTUNITY FOR QUALITY AND SERVICE

By Mike Cook

What is the most common phrase used in advertising? “New and Improved” immediately comes to mind. These words are a simple snapshot of what many customers want, and our clients are no exception. They want solutions that fit their needs, and consistently outperform previous versions of engineering services. For companies centered on quality and customer service, this provides great opportunity in serving the public sector in the future. As we move forward, Alta Vista is strategically positioned to meet these needs.

In terms of priorities for the public sector, emphasis on improved delivery and quality of service is, and will continue to be, right at the top of the list. There is mounting pressure on our public clients to deliver higher quality and efficiency, because competition for public funding is now spread across so many needs that to expect unlimited funding for infrastructure is unrealistic. Infrastructure must last longer, and the cost to oversee construction must be reduced.

To obtain the necessary result, the natural evolution of agency delivery will shift more risk to contractors and consultants. There will be some resistance to this

trend from public employee unions, but taxpayer and general public sentiment will ultimately rule the day. Agencies save by eliminating overhead related to full-time employees, improving quality, and by creating greater competition for project management and consultant services. This will lead agencies to shift toward executive administration of projects while consultants and contractors will deliver more services on the jobsite. Companies like Alta Vista thrive in this environment by being leaders in innovation and use of technology.

Alternative forms of project delivery, such as design-build, are examples of the efficient and innovative systems that will become more prevalent in the future. Other forms of delivery, such as warranty work, will also become more common, particularly in lower-risk infrastructure projects such as roadways. States such as Wisconsin and Indiana have had small warranty programs in place for a number of years for surface courses of streets and highways. In these programs, the contractor warrants the roadway for five years, secures performance through bonding, and then maintains a prescribed level of quality for the duration of the warranty. One study of 18 warranty projects conducted by the Indiana Department of Transportation concluded that, on average, warranty projects would extend design life by nine years relative to normal forms of project delivery.

The challenge for Alta Vista is to give value to efforts like these, as part of the solution to public infrastructure as a whole. By being innovators and leaders in the use of technology and quality methodology, Alta Vista is ready to take the public sector to the next level. We are up to the challenge.



THE ONE-TRICK PONY LIVES!

By Pat Lowry

I still remember the snide remarks ...

- » “They are going to crash and burn.”
- » “Are they crazy? It will never work.”
- » “Mazen and Pat don’t even get along.”
- » “Those Alta Vista guys are a one-trick pony that will die when the Bay Bridge is finished.”

I have to say, that last one always got to me. It kept me up at night. Yes, it even made me pour a second Oban from time to time. Well, if you haven’t had the chance to look at our Opportunity Pipeline recently, I would encourage you to do so. Hmmm... the Bay Bridge is done, and the one-trick pony is still kicking!

As we turn a new page at Alta Vista, I can’t help but go back to the beginning and consider what got us past that first project. Spending more time on the sustainability of the company, I reflect more and more on how far we have come, and what got us here. On what will carry us forward.

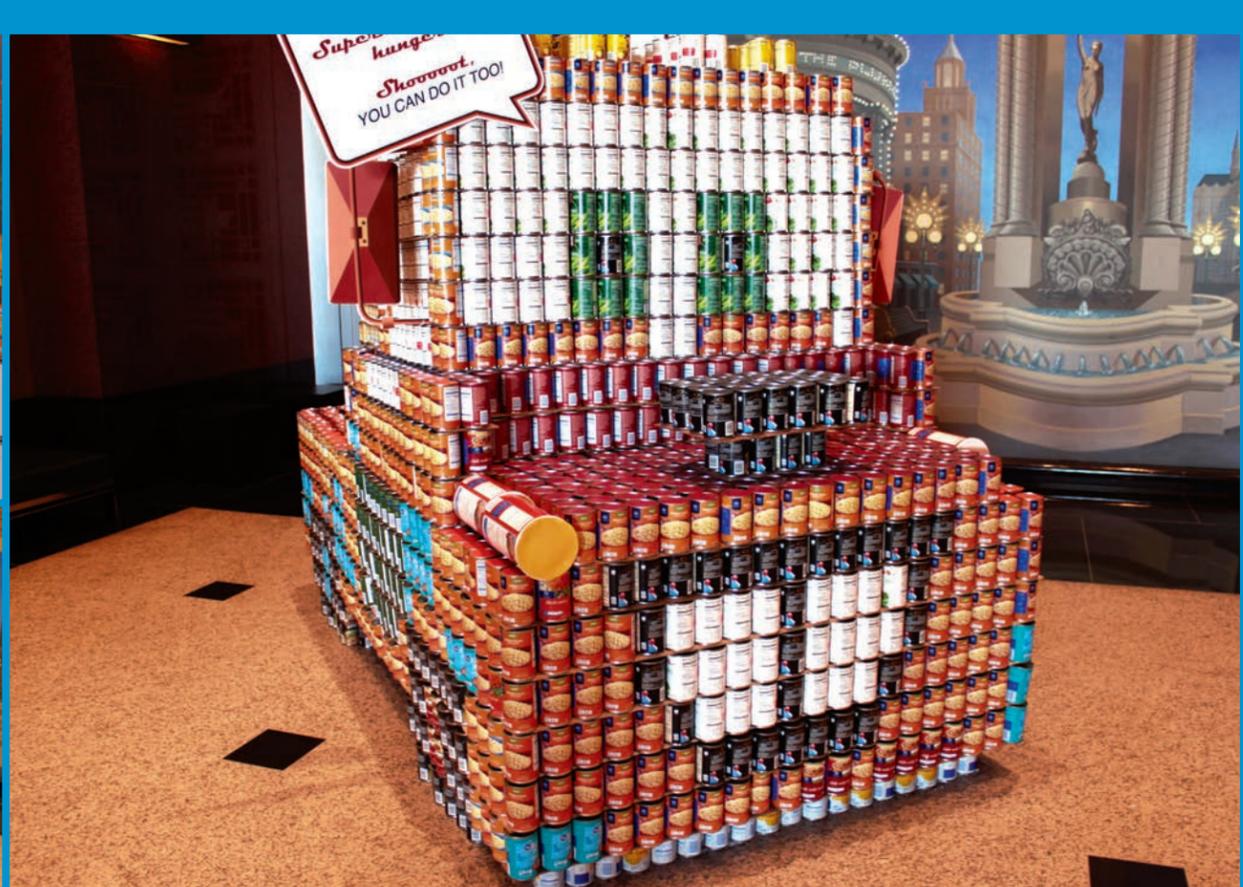
We started the company with a simple vision and a set of values to drive our decision-making and ensure the equality of our actions with the integrity of our intent. We sought to make the Bay Bridge a reality and help our clients grow. In the process, we have learned that we need to do a better job nurturing each other’s growth, and avoid obsessing over financial metrics. Sticking to this vision has continually brought us to new heights.

The transportation challenges facing our country are immense. However, our vision and values remain the same, and will ensure that the one-trick pony named Alta Vista will continue to endure the test of time and tackle whatever challenges come our way.

There is no limit to our potential, provided we remember the two cornerstones of our mission: DO RIGHT. Douglas MacArthur’s speech rings in my head—two hallowed words that will continue to dictate who we ought to be, who we can be, and who we will be. An understanding that there is nothing to be afraid of when what you are doing is RIGHT. A set of values that ensure we speak with a clear, concise, and transparent voice both internally and externally. An enduring belief and trust that we will make each other better, together.

Our future is bright.





CANstruction Long Beach 2016 Awards
 Best Meal goes to Alta Vista
 "Tow Away Hunger" – an IMPRESSIVE 7,074 cans!

CANstruction

By Bahjat Dagher

Our industry is interesting and exciting! Who else gets to watch the seeds of their labor transform into iconic structures for the world to enjoy? Life as a materials engineer is seldom boring, and generally very rewarding. The work we do affects the lives of many people in a positive way. With that said, we still take on opportunities, as individuals, to volunteer and do charitable work to serve the community that we live in and effect positive change. Our work on the September CANstruction competition is no different.

Alta Vista sponsored a team of AV-ators who wanted

to contribute to their local communities by participating in CANstruction. Here's how it works: A group of five individuals have a total of 12 hours to build a structure of their choice, made entirely out of cans. All competitors assemble their structures at a designated assembly hall. After the structure is completed, it is kept for public viewing for a period of 10 days, and then disassembled and the cans repackaged. All cans are donated to local charities, where they are used to serve food for underprivileged communities in the area.

This competition's theme was "It Doesn't Take a Hero to End Hunger." Even though only

With Alta Vista's generosity and the hard work of AV-ators, we were able to donate a total of 7,200 cans to those in need, while challenging our engineering minds and having fun in the process.

five individuals are allowed to build the structure at a time, preparations, design analysis, constructability engineering and prep work take time and effort. Our team of AV-ators started work early in April. We had several meetings to determine what structure would best deliver the message. Afterwards, countless hours were spent designing the shape of the structure and detailing the location of each can. Once the design was complete, changes were implemented and cans were added to aid in the constructability, and to make sure the structure will maintain stability. Finally, several AV-ators in Southern California spent a significant amount of personal time purchasing the cans and other supplies in preparation for build day.

Build day could not come soon enough. After about 10 hours of nonstop work, Alta Vista was able to complete an engineering feat that symbolizes strength,

compassion and lightheartedness. Our CANstructure of Tow Mater was born, and he carried a bag of groceries for those in need. Mater is the unsung hero from the movie, Cars. He is an everyday member of the community, and a goofball, who sometimes messes things up while wholeheartedly trying to do what's best for those around him. In the end, Mater's heart of gold helps him to make everything better. If a 1951 Chevy boom truck from a small town in the middle of nowhere can save the day, it does not take a hero to defeat hunger...just a commitment to making things better in the world around us.

With Alta Vista's generosity, and the hard work of the team, we were able to donate a total of 7,200 cans to those in need, while challenging our engineering minds, and having fun in the process.



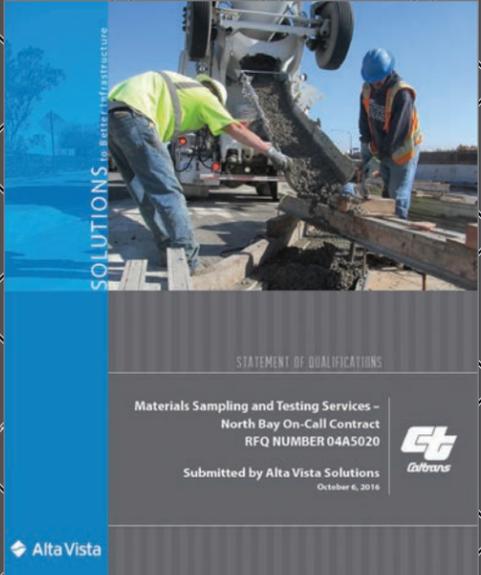
Congratulations to the Golden Gate Bridge Pursuit Team on the latest big win!
See the Spring 2017 Insider for the full story.

BIG WINS

Caltrans District 4 North Re-compete

The Caltrans District 4 North Materials Sampling and Testing Services re-compete is another big win for Alta Vista. While there is an assumption that re-competes are easier to win for the incumbent, this contract was particularly difficult because we were recently awarded the District 4 South Materials Sampling and Testing Services contract. Historically, it is unusual for an A&E firm to be awarded both materials contracts in District 4. The fact that we were awarded both contracts is a great feat for Alta Vista.

Winning this contract illustrates the Alta Vista difference. The two qualities that distinguish us from the competition are the fact that we only work for the client and that we proactively identify the needs of our clients and provide solutions. We built our team to provide the depth of resources in qualified technicians and accredited laboratories that will be necessary to meet the challenges that our client will face over the next three years.



A NEW HOPE



Alta Vista is proud to announce that Robert Mertz has been appointed to the American Welding Society (AWS) D1.5 Bridge Welding Code Committee. This group helps develop specifications for, and deals with issues surrounding, structural steel welding for bridges. A significant amount of work and volunteer time is required to even be considered for appointment to this committee. Robert has diligently been volunteering his time and participating in AWS for a number of years and is now excited to be serving as a voting member.

Like any great story, Robert's appointment starts with a significant challenge. Originally, Robert had to withdraw an application years ago in order to focus on other work he was engaged in. About five years ago, he re-applied to be formally appointed to the committee and then he really got to work. Robert kept participating in the meetings and offering valuable input. His consistent involvement and relevant advice on proposed changes to the code brought value to the committee before he became a voting member.

Robert's nomination and appointment came late in 2016 and he couldn't be more excited to contribute to the industry.

"I would really like to thank Alta Vista, and Pat and Mazen in particular, for believing in me and supporting my participation in this committee," Mertz commented.

"We couldn't be more proud of Robert over this appointment. He is the epitome of professionalism and has been an example for all of us in grit and tenacity," executive vice presidents Pat Lowry and Mazen Wahbeh unanimously agreed.

Looking to the future, Robert commented that it is really great to see the code changing for the better. Technologies, such as a phased array inspection, were added as recently as 2015 to provide alternatives to conventional inspection.

"Further out in 2020, we will be adding tubular members to the code because designers are using them more regularly due to their light weight properties," he added.

All in all, Robert enjoys working with the great people he encounters in the industry through this committee and the opportunity to resolve or modify issues, add important innovations and clarify ambiguities to a code, which is extremely important to upgrading and maintaining America's infrastructure.

We couldn't be more proud of Robert over this appointment, he is the epitome of professionalism and has been an example for all of us in grit and tenacity.
—Executive Vice Presidents, Pat Lowry and Mazen Wahbeh

By Bart Ney

As Mazen Wahbeh explained earlier (see page 7), Alta Vista is all about the secret sauce, but can you really call it a secret when we broadcast what we do to so many? Communication is a key ingredient to our success, and we openly discuss our challenges and successes with our clients, colleagues and competitors because our sauce's most powerful ingredients are grit, passion, agility, fun and dedication, which can't be easily replicated by folks who are not as engaged as our AV-ators. So, why is communication so important and where do we see it going in the future? Let's take a quick journey together and explore the possibilities!

why we tend to see those very same holiday cards adorn cubicles yearlong. It's no secret that what you are reading now in the Insider was created to connect and inspire AV-ators, engage our clients and colleagues, and spur our competitors into dialogue. Why? Because through communication, we all grow and succeed.

It gets even more interesting when we look at how good communication strategies actually mitigate risks and deliver success. On the programs and projects we work on, risk registers (lists of potential problems not yet realized) are developed to identify challenges that can impact them and cause them

resources to preemptively address the risk. Similarly, organizations using this planning technique internally can create good communication practices that align, integrate and engage the organization's workforce and help to avoid costly delays and failures.

In the future, we see new interactive practices like gamification (using points and reward systems to engage staff) and technologies like augmented reality (a digital tool that increases

THE FUTURE OF COMMUNICATION

At Alta Vista, communication is treated as a discipline unto itself, like engineering, that demands good planning and rigorous execution. We've kept a strong focus on sustaining a culture that brings the best professionals in our industry together to build a better future for transportation and infrastructure. We treat everything, from the proposals that help us win new work to the mugs we drink out of, as opportunities to spark conversation and growth. Look at our calendars and holiday cards, for example. They are not your stereotypical engineering company fare. These pieces are designed to engage people, to have them stop and think a little bit, and that's

to fail. There are significant risks to project budgets, schedules, scopes and even safety that can be mitigated with a planned communication approach. Internally, organizations also face risks of weakened efficiency and effectiveness, which can lead to failure. By identifying these issues, and by quantifying the probability they they will occur, we can redirect resources to mitigate them. For instance, most projects require stakeholder and public support throughout their delivery. By understanding the risk of failing to gain and maintain that support, we create a solid foundation for developing a successful communication plan and allocating appropriate

understanding of intended designs in real-world situations) that will provide more immersive opportunities for engaging both internal and external audiences. Using these and other emerging tools well, and communicating effectively in 2017 and beyond, starts with the right ingredients: a solid plan and a team that enjoys innovating and applying strategies to solve problems before they have a chance to occur.



Floating Mug



Insider Magazine



2017 Calendar



2016 Holiday Card



Corporate Brochure

FASSTBRIDGE

By James Seal and Rami Boundouki

INFRASTRUCTURE INNOVATION

Through Alta Vista's New York office, the company is involved with the **ERA-NET Plus Infravation Call**, which is a pooled research fund to develop transportation infrastructure innovations that address the challenges identified in the European Commission's White Paper on Transport: Smart, Green and Integrated transport. Alta Vista is proudly partnering with seven other European engineering and manufacturing firms to address a key project in this research fund.

Of the nine projects sponsored in the ERA-NET Plus Infravation Call, Alta Vista is participating in the FASSTbridge (Fast and Effective Solutions for Steel Bridges Life-Time Extension) research initiative. FASSTbridge aims to drastically reduce the economic and environmental costs of ownership of the steel bridges in Europe and the US by providing a reliable preventive, cost-effective and sustainable solution for steel bridge fatigue life extension. The FASSTbridge solution stands on two pillars:

» **Methodology: an easy-to-apply methodology (fatigue life-time assessment, design, execution and maintenance guideline) to prevent the evolution of irreversible fatigue derived problems at a pre-failure scenario, and**

» **Strengthening system: a reliable, cost-effective Carbon Fiber Reinforced Polymer (CFRP) strengthening system to preventively extend the life-time of steel bridges.**

Steel bridges serve as vital components in transportation infrastructure. However, bridges can be a frequent cause of negative impacts in densely populated areas when there are traffic disruptions or safety and repair problems. Additionally, problems derived from reduced bridge functionality also impact important economic activities related to transportation, job accessibility, and neighborhood development.

One of the most challenging maintenance problems that can impact a bridge's lifetime performance is fatigue. Fatigue is a progressive and local weakening process in which structural damage is accumulated due to the continuous and repetitive application of external loads (vehicles and trucks in the case of steel bridges), even when these load levels may be below the material's structural capacity. This phenomenon is extraordinarily dangerous because a conventional structural stress analysis might lead to a misleading safety assessment. Fatigue can limit a bridge's load-carrying capacity and residual life, and is one of the main causes

involved in fatal mechanical failure. Increased traffic flows and traffic loads in the last decades has a direct influence on this issue, especially on structures designed and erected many years ago.

Alta Vista's role in the FASSTbridge research project is the development of a preventive, reliable and easy-to-apply procedure to assess the remaining fatigue life of steel bridges. This approach will be a new and unique approach that builds on current design and engineering standards but seeks to make the evaluation and assessment more user-friendly, while providing clear identification about the severity and location of required repairs. Using the fatigue assessment methodology developed by Alta Vista, specific areas of steel bridges that are more prone to fatigue damage will be identified, monitored and repaired using the FASSTbridge CFRP strengthening system.

The CFRP strengthening system is a relatively new approach for repairing steel bridges. It involves the use of CFRP strips adhered to the face of a girder's tension flange using high strength adhesive. The main technical barrier for the adoption of CFRP is the durability of existing commercial adhesives in outdoor environments.

The FASSTbridge strengthening will research and engineer new adhesives to be used with commercially available CFRP strips to further demonstrate the viability of this alternative bridge repair procedure. Alta Vista will work with the other research partners in the FASSTbridge initiative to help direct the placement of the CFRP reinforcement system and monitor the bridge's fatigue performance after it has been repaired.

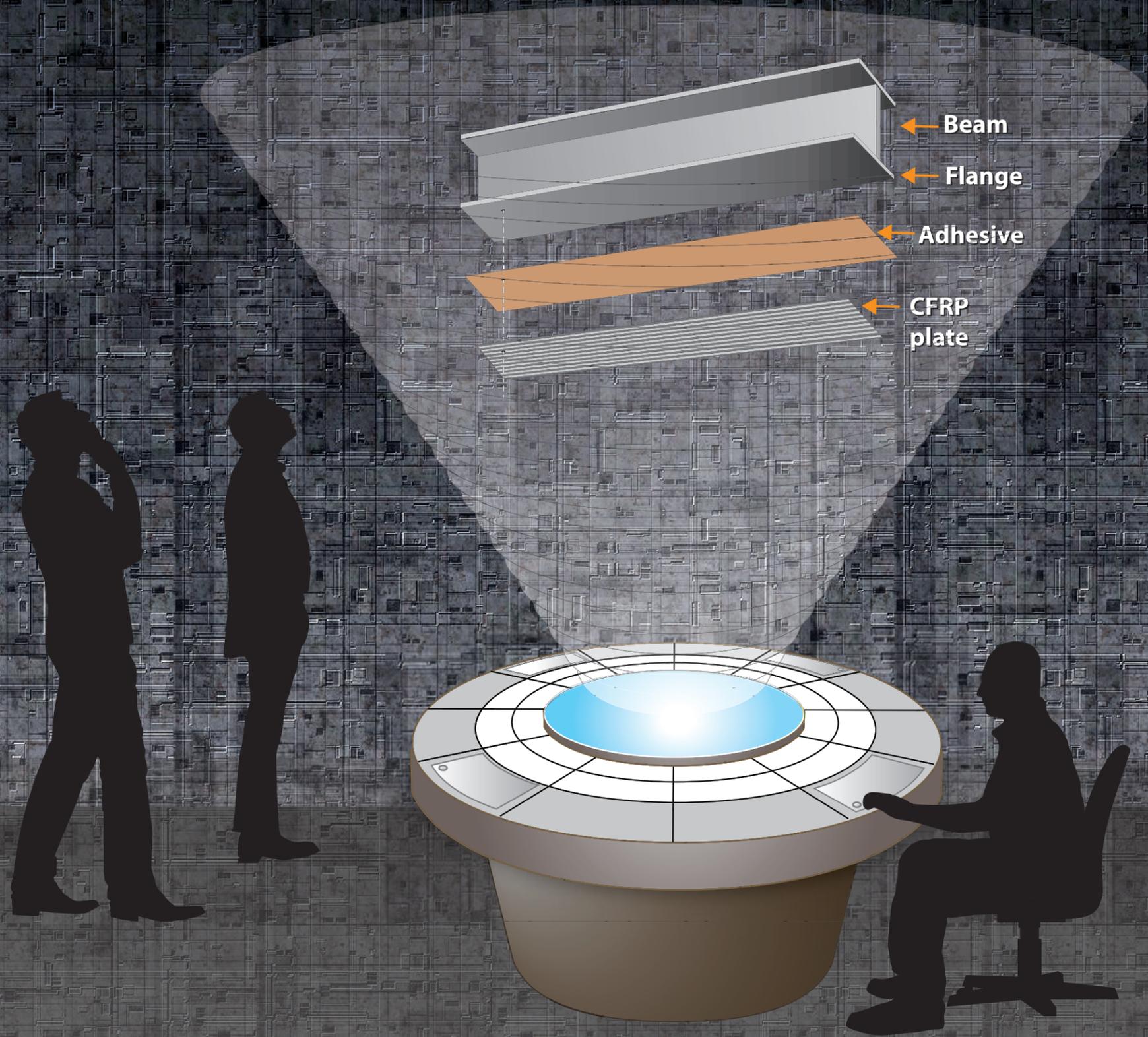
The FASSTbridge research goal is an economic and environmentally feasible solution for Owners and Operators to adopt as a preventive strategy in steel bridge fatigue life extension. It will provide a new strengthening system that is faster, less disruptive to traffic, and much more competitive in terms of direct costs with respect to traditional strengthening systems.

Moreover, the nature of the fatigue assessment methodology will contribute to the wide adoption of the preventive strategy for life-time extension. Its application will have an important impact on reducing indirect bridge maintenance costs due to partial or total closures caused by structural problems.

Fatigue Assessment Methodology

Carbon Fiber Reinforced Polymer

VISTA VISION: CARBON FIBER REINFORCED POLYMER



>> To Boldly Go Where No AV-ator Has Gone Before >>

AV-ator James Shelton talking about what it's like to work for big clients on big projects



What is it like to travel from project to project, state to state? Throughout this past year, AV-ator James Shelton has worked in California, Arizona, Utah, Texas and Oklahoma working as a material technician for the California Department of Transportation (Caltrans) and a construction inspector for the Federal Highway Administration – Central Federal Lands Highway Division (CFLHD). Some of the projects he worked on consist of the Salinas Bridge Widening in Salinas, California (Statewide), Bonita and Sugarloaf Canyon Road at Chiricahua National Monument in Arizona (CFL), Navajo Lake Road in Utah (CFL), and the Attwater Prairie Chicken Refuge in Texas (CFL).

Each time he starts a new project, not only does James have to understand his role on the project and what the client is looking for, but he also has to remember the different requirements and expectations of Caltrans and CFLHD. While the projects last anywhere from a few weeks to up to six months, each project came with its own challenges. James continues to look forward to future projects, expanding on his nondestructive testing certifications and construction inspection experience, meeting new people, and visiting places he otherwise wouldn't have visited.



Attwater Prairie Chicken Ranch, TX



Bonita Canyon, AZ



Bonita Canyon, AZ



Salinas, CA

AV-ATORS FLYING HIGH



Certification Announcements

Alta Vista would like to congratulate the following individuals for recently attaining a professional certification.

November

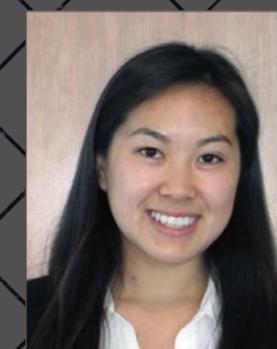


Nestor Cuellar
American Concrete Pipe Association (ACPA) – Quality School Certificate



Corey Gardner
American Concrete Pipe Association (ACPA) – Quality School Certificate

December



Winnie Lee
Professional Engineer



Fun Fact:

At the Attwater Prairie Chicken Ranch in Texas, James saw one of the rarest, most endangered birds in North America: the Attwater's prairie-chicken. There are only 120 prairie-chickens left in the wild!

401(k): A SAFE ODYSSEY

by Tonya Arian

Start Early

Starting to contribute to your 401(k) as soon as you can will ultimately help you to set aside more money for your retirement. Contributing earlier also means you are receiving more match from Alta Vista. The money you are earning from your investments can be used in other investments to help earn you more money.

Investment Options

Other investment options you are able to use your 401(k) money towards are stocks, bonds and cash equivalents. The average annual rate of return for stock investments, which are shares in ownership of a company, is **9.3%**. The average annual rate of returns for bonds, which is the borrowing of money by a corporation, government or other entity, is **7.2%**. The average annual rate of returns for cash equivalents, which maintains the value of investments, is **4%**.

Save on Taxes

You will be saving money on taxes when you contribute to the 401(k). When you make a contribution, your taxable income is less, which means you will not pay as much in taxes right now.

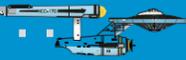
Alta Vista Match

Alta Vista will match your contribution! If you contribute at least 5% of your compensation to your 401(k), Alta Vista will match you dollar-for-dollar on 3% of your compensation and will match 50 cents per dollar on 4-5% of your compensation. This turns out to being equal to Alta Vista matching you dollar-for-dollar on 4% of your compensation if you contribute at least 5% to your 401(k).

When you join Alta Vista, you will automatically contribute 3% of your compensation to your 401(k) following one month of employment unless you opt out or increase your contribution on NewportGroup.com.

Begin, change, or end your contributions at any time! You do not have to wait until a certain time in the year to make changes to how much you are contributing to your 401(k). You can contribute up to \$18,000 per calendar year into your 401(k). If you are over the age of 50, you can contribute an additional \$6,000 per calendar year to your 401(k) as catch-up contributions.

AV-ATORS FLYING HIGH



Mission & Values Awards

October

Mahek Iqbal
Pursuing Quality
Through Meticulous
Attention to Detail
with CFL invoices and
being open minded
about taking new
opportunities in
New York



Ian Broddrick
Leadership for
managing the new
process for the D4
South proposal and
for leading the D4
North interview
process



November

Yvette Flama
Originality and
Teamwork for
her ability to find
solutions no matter
the issue.

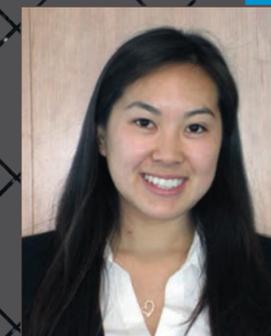


Miguel Hernandez-Garcia
Offering Solutions
that Move Projects
Forward for designing
an instrumentation
system to meet the
needs of the client



December

Winnie Lee
Pursuing Quality
Through Meticulous
Attention to Detail
for her positivity
and eagerness to
support clients and
coworkers



PROMOTIONS

Clinton Edmiston: Quality Engineer II

NEW HIRES

October

Michelle Abbott, HSR
Cesar Ramirez, Richmond
Megan Lawrence, HSR
James Burton, Richmond
Anahi Muniz, Sacramento Folsom

November

Erik Wong, Richmond

December

Benjamin Szeto, Richmond

WORK ANNIVERSARIES

October

6 Years:
Greg Johnston

4 Years:
Jamie Doe
Nestor Cuellar

3 Years:
Irina Kassil
Patrick Young
Jeffrey Sulka
Fattah Kazi
Julio Pescador

2 Years:
DJ Shin
Lindsay Eskildsen

1 Year:
Anna Gransmark
Ignacio Arechiga

November

4 Years:
Miguel Hernandez-Garcia

2 Years:
Felicia Statkus

December

6 Years:
Mohammad Fatemi
Shayla Tonarelli

2 Years:
Bart Ney
Aleksey Souglobov

IPA Winners



October



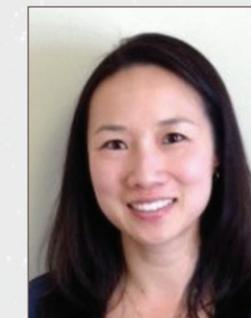
Ed Leach

November



Gregory Wing

December



Regina Quan

Lessons Learned Awards



October: All-Staff Meeting Lessons Learned
High-Speed Rail Team

November: CFL Invoice Training Process
Jeremey Laniksmith, Jessica Wilbanks, Patrick Young

“ Every failure is a lesson learned about your strategy. **–Thomas A. Edison** ”



WEDDINGS

Megan Lawrence, October 28, 2016



Congratulations to Megan Lawrence and Evan for tying the knot on October 28!

Best wishes to you both in your marriage, and may the next chapter in your lives be a long and happy one.

James Seal, October 29, 2016



Congratulations to James Seal and Emily for your marriage on October 29!

We wish you a lifetime of love and happiness as you embark on the journey together.

Film Review: *Interstellar* (Directed by Christopher Nolan)

Review by Dalton LaBoskey



What if engineering and space exploration were considered luxuries no longer needed in our world? Christopher Nolan explores this very possibility in the science fiction film, *Interstellar*. The audience is taken on a journey that expertly blurs the line between science and fiction all while Nolan shows his love for pushing the boundaries of a movie's aspect of time.

Nolan's film takes the audience through a space exploration journey with a NASA pilot-turned farmer named Cooper (played by Mathew McConaughey), and a team of scientists who go looking for a solution to the idea that mankind is not meant to stay on Earth. The story begins with Cooper struggling to suppress his inner scientist as he is forced to be a farmer in a society that can no longer afford the luxury of dreaming in an increasingly unsustainable planet. Cooper eventually finds himself as the pilot of a mission set to explore potentially life sustaining planets. In doing so, Nolan stretches the audience's understanding of such theoretical physics' concepts as time dilation, worm holes, and gravitational singularities. Although the movie seemingly grasps at various storyline stretches in order to keep the story moving, the film sticks closely to the science aspect of the genre. The epic scenes Nolan is known for capturing are gracefully married to their scores by Nolan's go-to composer, Hans Zimmer and his genre-defining music.

Nolan's film skillfully traverses many sociological and philosophical questions in exploring science and engineering while navigating the edges of space.

EMPLOYEE SPOTLIGHT

Simion Ramirez

How did you get started into making your own wine?

I learned how to make wine through some old-timers in San Diego. They invited me over and were making wine at home, so they taught me about the process and it basically started from there. I actually source my grapes from Mexico, from the Valle De Guadalupe which is just north-east of Ensenada and has been a wine making region since the late 1500's. With San Diego being on the border, we could source a higher quality grape from there than Temecula or other areas near San Diego.

What type of wine do you make and what is the best wine you have ever made?

I've made all types of red wine, including Nebbiolo, Shiraz, Tempranillo, Grenache, Merlot, Cabernet Sauvignon, Zinfandel – all reds I've made at some point over a ten-year span. I usually make two barrels of red varietal wine per year. The best wine I have ever made would definitely have to be the Nebbiolo, which is not commonly known in the United States. But the year I made it, it was fabulous and for years after, I had people asking me if I had more of that particular wine.

Do you have any future plans in regards to wine making?

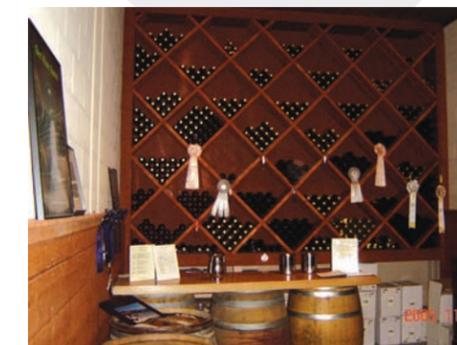
Commercial-wise, I'm not considering at this time. But since I have moved quite a bit in the past three years, I haven't made wine since I left San Diego. Once I buy a house or have a home base for the wine, I

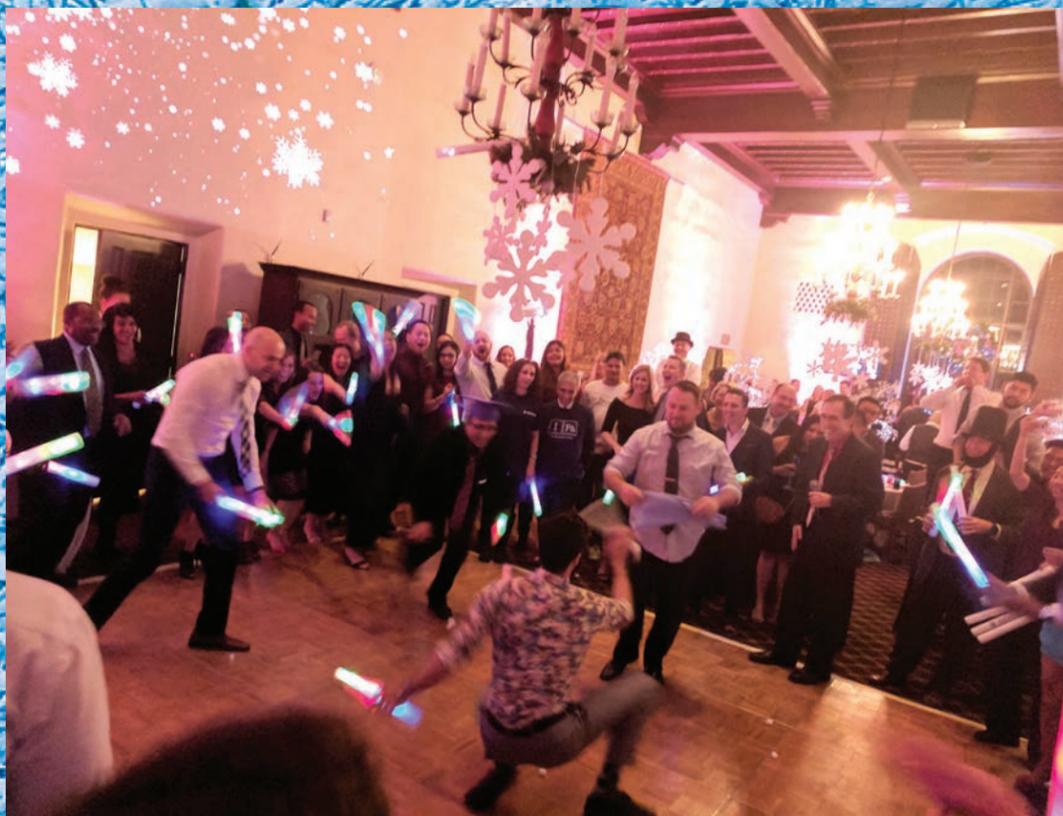
would like to get back to making great wine. We (Cendra and I) were actually really

excited to move from Southern California to Northern California and buy a house and get established here because of the wine.

The potential of quality of grapes is better here

than almost anywhere else in the West Coast, so I'm really excited to get back into wine-making.





2016 Holiday Party



BIRTHDAYS

October

02 – Sybil Kidder

03 – Anna Gransmark

05 – Tonya Arian

12 – James Seal

21 – Jannel Teshera

22 – Jody Steele

November

04 – Danny Johnson

09 – Andy Rogerson

09 – William Clifford

11 – David Phong

12 – Simion Ramirez

20 – David Gray

23 – Chuck Littlejohn

24 – Danny Reyes

30 – Fattah Kazi

December

02 – Suda Lee

10 – Jordona Smith

17 – Jennifer Olarte

20 – Ken Riley

22 – Ignacio Arechiga

22 – Aaron Prchlik

25 – Ramsey Doumani

28 – Fernando Vega



TEAM BUILDING

SFOBB Closeout

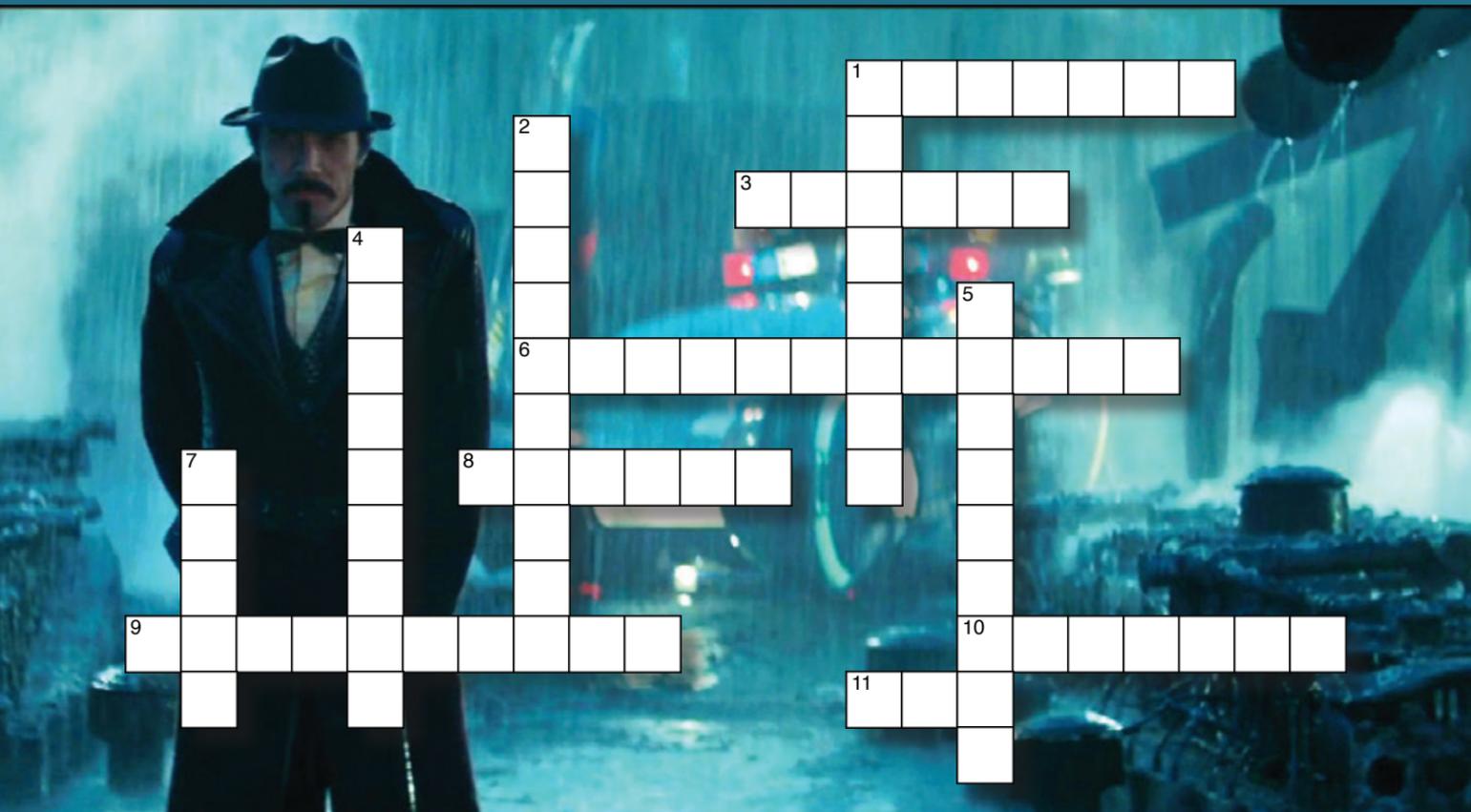
On September 20, the Bay Bridge team celebrated the completion of documenting 100+ boxes worth of Self-Anchored Suspension (SAS) bridge project documents by going on a cruise on the '73 Just Dreaming yacht.

What better way to celebrate than by sailing under the SAS bridge itself? It was a fun night out with the team, eating delicious appetizers, clam chowder, and empanadas, enjoying the SF Bay and taking photos right in front of the bridge, and even driving the yacht!

Photography by Aleksey Souglovov



CROSSWORD PUZZLE: FILMS DEPICTING the FUTURE



Across:

- 1. 12 ----- is an American neo-noir science fiction film starring Bruce Willis.
- 3. Blade ----- is a 1982 Ridley Scott film that takes place in Los Angeles in the near future.
- 6. Artificial ----- is a 2001 sci fi drama directed by Steven Spielberg involving humanoids capable of emulating thoughts and emotions.
- 8. In the film The-----, machines harvest the humans' bioelectricity for power.
- 9. ----- is a post-apocalyptic film starring Kevin Costner, where the oceans are cover nearly all the land.
- 10. Set in a crime-ridden Detroit in the near future, ----- centers on police officer Alex Murphy who is brutally shot to death by a gang of criminals.
- 11. In Stanley Kubricks's sci fi film, 2001, the astronauts must shut down a rogue computer named ----.

Down:

- 1. In ----- Report, specialized police apprehend criminals based on foreknowledge provided by psychics called "precogs".
- 2. The ----- series is a science fiction franchise featuring the former governor of California.
- 4. A ----- Orange is a 1971 dystopian crime film adapted, produced, and directed by Stanley Kubrick.
- 5. ----- is a 1973 science fiction Western thriller film with Yul Brenner that takes place in an adult amusement park.
- 7. In this first film by George Lucas, all citizens have numbers instead of names, and THX 1138 is the protagonist, who is played by Robert -----.

Answers:
ACROSS: 1. Monkeys, 3. Runner, 6. Intelligence, 8. Matrix, 9. Waterworld, 10. Robocop, 11. Hal
DOWN: 1. Minority, 2. Terminator, 4. Clockwork, 5. Clockwork, 7. Duval

ALTA VISTA CREW MANIFEST ADDITION



Subject: Paul Bews
 Rank: Director of Rail Systems
 Experience: 34 Solar Cycles
 Education: MSc Transport Systems Strategy and Management
 City University, London

The admiralty and crew of the USSCS AV-ator welcomes aboard its latest shipmate Mr. Paul Bews. Mr. Bews will be stationed in Sacramento and is charged with developing the Rail Systems market. Welcome aboard Paul!

MOTHER 1.0





DO RIGHT