

Life at Alta Vista | Spring 2017

Insider

express



Choose The

Right Path

IF YOU ARE RESPONSIBLE THIS YEAR FOR SAFETY

By: Jannel Teshera

Whether we are field-based, or mainly in the office, it is part of our job to work safely to protect ourselves and those around us. Remember the following key principles for a safe and healthy future:

- | | |
|--|---|
| 1. Everyone is responsible for their own safety and the safety of others | 6. If you are not trained – don't do it |
| 2. Always be prepared | 7. Be proactive about safety – don't wait for an accident to happen |
| 3. ALL accidents are preventable | 8. Use proper lifting technique |
| 4. Follow rules, regulations and procedures | 9. Don't take shortcuts |
| 5. Assess the risks – stop and think before acting | 10. Practice good housekeeping |

Recognizing hazards, assigning responsibility for tasks, and taking appropriate actions are all pieces of maintaining a safe work environment. Randy Duval published an article in Precast Magazine Inc. including several suggestions for enhancing our safety performance on the job site*:

- Take 3-5 minutes to survey your work area for any developing hazards.
- Consider asking a coworker to observe your work practices and do the same for others. A second set of eyes can provide a new perspective.
- Review the safety procedures put in place for your project/work site. Speak up if a revision is needed.
- Promptly report any unsafe situation that cannot immediately be corrected.

* <http://precast.org/2010/07/whos-responsible-for-safety/>

Tip of the Spear

Welcome, AV-ators!

In our latest edition of *Insider Express*, we take a low flying pass over safety, decision making, and life in the Do Right environment of Alta Vista! Our CEO, Mike Cook, goes deep analyzing "What Matters" for our AV-ators to be healthy on and off the playing field. Quality Guru, David Eisenberg, returns to the Insider with an astute look at industry-leading techniques that help decision makers "Choose the Right Projects," and if you look closely in our Photo of the Month section, you can see "Spartan Dave" strike a pose over an intense process graphic generated during a recent workshop.

The *Insider Express* is designed to keep AV-ators up to date on the hot things going on throughout our company. Check out the latest awards, promotions, birthdays and anniversaries throughout the issue. Culture is everything at Alta Vista, so you'll learn a little bit more about Erin Mock's performing arts background in our employee spotlight and you'll get the low down on Henry Cloud's *Integrity: The Courage to Meet the Demands of Reality* from our own Gregory Wing. Sharing and learning remain close to our hearts; in articles by Carolina Margarito and Patrick Young, they share how to become an engineer and how we train our team members to work on projects like Central Federal Lands.

So hold on to your hard hats and dive in to life at Alta Vista!

Corporate Communications Team
Bart, Jordona, Courtney, Dean, Lindsay, Dan

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What Matters?

By: Mike Cook



When we think about the hierarchy of needs for Alta Vista, we begin by focusing on the needs of our clients and AV-ators. Our Corporate Vision statement reads: “Continually nurture our personal and professional growth to deliver the best consultant services ever experienced.” In this statement, we intertwine the success of AV-ators with that of clients. Implicit in the statement is the provision of a safe and healthy work environment.

A discussion about health and safety is an opportunity to discuss what is arguably the most important responsibility of

The single greatest factor in determining the health and safety of an individual is the individual. In short, we have more than 99% of the control over what happens to us.

Alta Vista management, which is keeping AV-ators safe in the workplace and supporting the long-term health of every individual.

Safe work and healthy lives are important to AV-ators and their families. Lost time from work, disabling events, chronic pain and/ or death create great personal and familial hardship. The good news is that a lot can be done by AV-ators and Alta Vista to bring the work-related incidence of such events to near zero. It does, however, require that people live very conscientiously with respect to health and safety.

A PATH TO GET THERE STARTS WITH BELIEF IN THE INDIVIDUAL AV-ATOR

A common saying that is often heard when unanticipated events occur is, “stuff happens.” The problem with the saying is that it takes away the power that personal decision making or structured approaches to solving health and safety issues can have on the frequency and outcomes of incidents. Forty years in the construction and construction materials industry have taught me the following: the single greatest factor in determining the health and safety of an individual is the individual. In short, we have more than 99% of the control over what happens to us. So how does a person armed with this belief actualize it? What follows are some suggested actions to make a positive impact on workplace safety and health, and open a path to continuous

improvement in the lives of all people we encounter in our work or personal lives.

STANDARD OPERATING PROCEDURE (SOP): REVIEW YOUR WORKPLACE OR JOBSITE. IDENTIFY POTENTIAL HAZARDS AND HEALTH ISSUES AND ELIMINATE THEM

All work exposes people to conditions that can adversely affect short- or long-term health. Taking the time to understand the types of large or small hazards that are associated with your type of work will help you engineer the work in a manner that keeps your health where you want it to be. Review the daily routine in detail and see what changes can be made immediately or over time to keep you safer and healthier. Jobsites are a big challenge because they are constantly in flux. In these situations, multiple reviews may be required in a single day. An office space appears secure upon entry but poses ergonomic and sedentary conditions that should be addressed in order to eliminate the possibility of long-term chronic effects. Every workplace has opportunity for improvement; it really is an ongoing continuous process.

MAINTAIN PROPER FITNESS TO AVOID INJURY

Football is an injury-prone sport in which a completely healthy individual is the exception rather than the rule. About nine

years ago, the Stanford University football program posed a challenge to its physical training staff. They asked them to find a way to significantly reduce the number of injuries that the team experienced. At Stanford, unlike most schools, the ability to find student athletes who can survive the academic rigors of the school limits the number of high-quality athletes in the program. To counter this fact, keeping their players healthier than those at other schools helps the program stay competitive. The training staff took on the challenge and has continued to improve and develop a program that has now reached an 80% reduction in the number of injuries compared to the baseline year. A similar approach in the workplace can help AV-ators avoid several preventable injuries. There is an exercise, dietary, sleep and stretching program that is best suited to address the type of work that you do. We look forward to providing more information on these topics in the future to keep your health sound well into your retirement!

WARM UP AND CREATE DISCIPLINE THROUGHOUT THE DAY

If the job has a significant physical aspect to it, warm up before starting the activity. Again, the warmup should be tailored to the work. If there is lack of activity for a significant period of time, warm up again. If the job is primarily sedentary,

develop a regimen of stretching and movement throughout the day and keep it for the rest of your work life. If driving is a significant part of the work, recognize it as sedentary time and plan to do what is necessary to keep the fitness and flexibility that helps avoid problems from too much sitting.

RECOGNIZING BEHAVIOR OR MENTAL STATE TO AVOID INJURY

Not something people think about much, but by adulthood many people have experienced instances of self-caused pain over 10,000 times. Approximately one in eight people will experience a significant injury annually and one in thirty-three will die accidentally over an average lifetime. As previously mentioned, most are preventable. These many instances of pain can often be considered a “near miss” with respect to serious injury. A great deal of work has been done by a safety company based in Canada on how mental states and individual behavior lead to injuries and death. The research has shown that a small set of mental states have been linked to most incidents. All four states reduce people’s thoughtfulness with respect to their immediate safety and distract them from where their focus should be to stay safe. If we recognize the states and can refocus to assure that we are performing work correctly, we can significantly reduce our exposure. The states are common knowl-

edge to all of us. They are:

1. Rushing
2. Frustration
3. Fatigue
4. Complacency

If we can commit these to memory and recognize them as cause for improved work focus (or as the time to remove ourselves from work) we will avoid an elevated exposure to incidents.

All of the prevention actions recommended above are available to every AV-ator. Just as the success of one’s career rests primarily with the individual, the same is true for one’s health and safety. However, the impact of your good practices can reach far beyond you to everyone who you interact with on a regular basis. Friends, family and all other AV-ators can have their lives changed through your personal action and leadership.

In summary, while the average probability of having health or safety issues is not encouraging, you can avoid ever becoming one of these statistics by making a personal commitment to “**Do Right,**” and embrace the knowledge accumulated by so many health and safety professionals.

STAY SAFE!

Choosing “Just Right” Improvement Projects

By: David Eisenberg

Last year, the American Society for Quality (ASQ) published its Global State of Quality research report, “Discoveries 2016.” The report is a comprehensive view of the state of the quality and continuous improvement industry, practices, and profession. A key trend that emerged from this research is that organizations are increasingly considering quality as a strategic asset to drive organizational success. ASQ offered a new take on the definition of quality: “Quality is considered a continuous improvement activity to proactively identify and manage opportunities.”

Think about your organization or the project or program your team is working on. There are always opportunities for improvement, whether in a process, product or service. How do you choose which improvements to pursue? Utilizing continuous improvement activities

can help your team focus on the most impactful opportunities and turn quality into a strategic asset to drive success.

ALIGNING CONTINUOUS IMPROVEMENT TO BUSINESS PLANS

When evaluating your improvement opportunities, start with the 10,000 foot view. Read your organization or program’s business plan with particular focus on its goals and objectives. A business plan is a roadmap and your improvements should be in alignment with those future plans. There are many continuous improvement tools you can put to good use, depending on the situation.

For example, facilitate an Accountability Flow Down or L-Map exercise to create a “line of sight” between your business plan goals and the processes you want to improve. These exercises create a shared vision among leaders and can identify



process gaps or unclear roles and responsibilities. Audits and assessments are also powerful continuous improvement tools. Traditionally, audits and assessments were aimed at verifying compliance. However, they are also invaluable to identify and highlight opportunities for improvement at all levels of an organization.

ASQ offered a new take on the definition of quality: “Quality is considered a continuous improvement activity to proactively identify and manage opportunities.”

PRIORITIZING OPPORTUNITIES

It’s easy for an organization that embraces continuous improvement to quickly become overwhelmed by a mountain of improvement opportunities. Knowing which projects to pursue can often make or break your success. Thomas Pyzdek, author of *Handbook* and world-renowned expert in process improvement, said it best: “Find a Goldilocks project...a project that’s just right.”

One of the best tools to use in finding

that “just right” project is priority rankings. The Risk Priority Number (RPN) is a quantitative method that assigns a numerical value to an issue by severity, occurrence and detection. Multiplying these together gives you a number that helps rank improvement opportunities. Additional criteria can be added to your formula too - level of effort, ease of implementation or cost. A RPN ranking can help your team filter which projects can be resolved through standard continuous improvement activities and which require more in-depth improvement methodologies such as Six Sigma.

RISK MANAGEMENT

An added benefit of starting to use RPNs or similar rankings for improvement opportunities is that it provides a quantitative link between quality and risk. Many organizations, programs and projects use risk registers to identify and mitigate risks, and most use some form of a RPN. Often, items on a risk register coincide with opportunities identified through your continuous improvement activities. Coordination of continuous improvement projects between quality and risk groups, along with focusing on “just right” projects, might be the most effective way to make quality a strategic asset to your project, program or organization.

Vista Vision

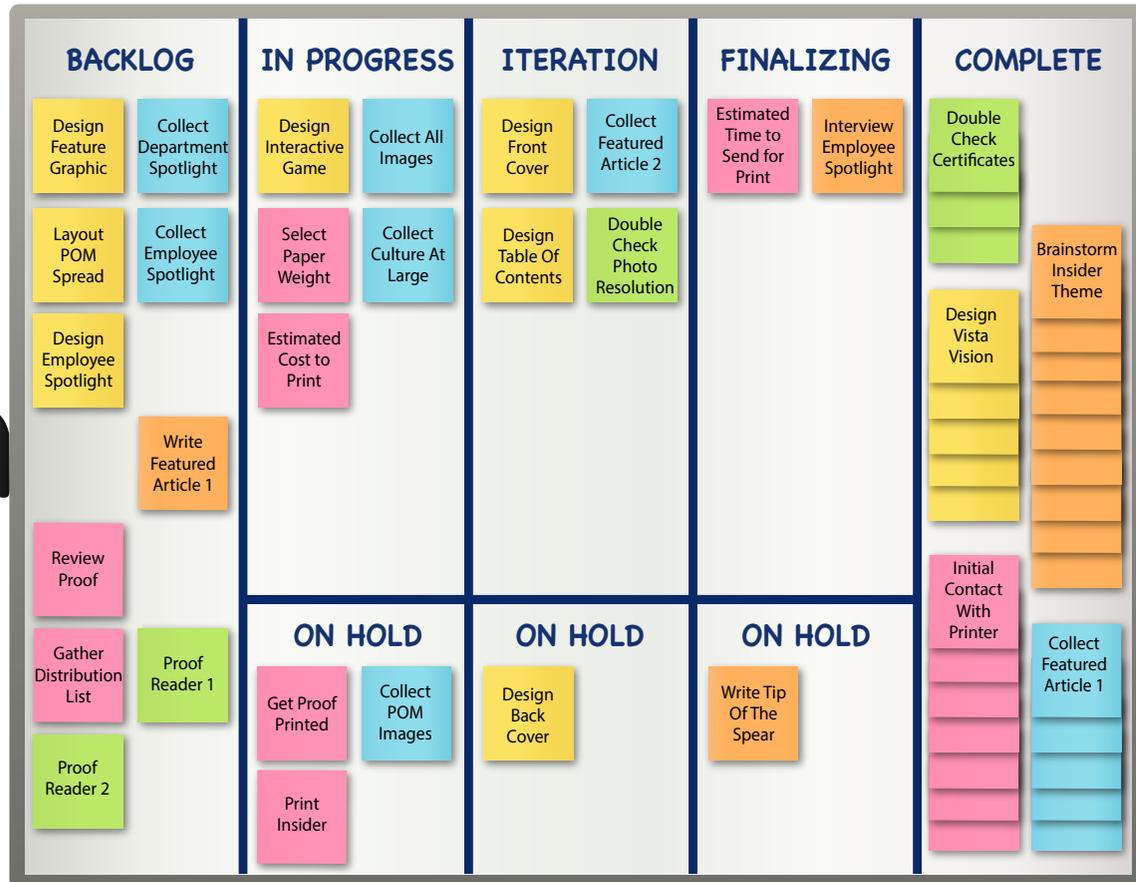
Scrum Board

Daily Scrum Meetings: Go over daily tasks of team members and adjust priorities accordingly.

Work In Progress Limits: Focus on 2 - 3 tasks a day to help maintain focus.

Color Coded: Sticky note color indicates the project or type of work.

1. Write out tasks onto sticky notes or material of choice.
2. Place all the notes into the "BACKLOG" section.
3. As you begin tasks, place them into "IN PROGRESS" and assign an owner to the sticky note.
4. As a task is reviewed, edited, or critiqued, place them into "ITERATION."
5. As tasks enter their final stage of review, editing, iteration, or production, place them into "FINALIZING."
6. When completed, place sticky notes in "COMPLETED" and stack sticky notes as time progresses.
7. Whenever a task is no longer urgent or in need of immediate attention, place the task into the "ON HOLD" section according to its degree of progress.



* Sticky note tasks shown above are the activities Corporate Communications go through for the *Insider Magazine*.

How to Become an Engineer

By: Carolina Margarito

I was recently contacted by a counselor of Del Dios Academy at Arts & Sciences to participate in a career presentation for its middle school students in Escondido, CA. The presentation slot we were given was 30 minutes including Q&A. The only thing I was advised to do was to keep the presentation simple in order to engage a younger audience.

When I mentioned this opportunity to my supervisor, Keivan, he also offered to attend the presentation. We prepared by putting together a PowerPoint presentation on 'How to Become an Engineer.' The presentation included some pictures of the

projects we are involved with (e.g. San Francisco-Oakland Bay Bridge, Coronado Bay Bridge, Fire Investigation), and we also brought our equipment to show. We were allowed by the school to call students to come on stage and try on some of the new equipment that we had (e.g. hard hat, vest, etc.) and we also showed them samples of structural materials that we use for our projects (e.g. concrete cores, etc.).

It was definitely a great feeling to have had the opportunity to share our passions and encourage the little ones to start thinking about their futures!



CFL Training

By: Patrick Young

In February, the Alta Vista Central Federal Lands team coordinated and implemented our yearly training for Field Construction Inspection staff and Project Engineers. We wrangled together all of our staff from the far reaches of the U.S. This training is part of our ongoing quality and performance efforts, which ensure that we provide our staff with the tools and knowledge necessary to allow them to succeed. The training topics were gathered from past lessons learned on the key components and skills that our staff wished to enhance and develop. The focus of our three-day training for the inspectors included topics on pavement and concrete inspection, quantity calculations, Rip Rap inspection, material sampling, report writing, OneNote training, and document management. In addition, we added a 4th day to the training solely fo-



cused on the Project Engineer role, which included project estimates and progress payments, submittal reviews, and final closeout requirements.

In the end, we all walked away with a wealth of knowledge and better understanding of what is needed to perform the duties of a Central Federal Lands Construction Inspector and Project Engineer. A special thank you to all of the staff that helped create the training modules and to the Sacramento Operations Support staff for their patience, open communication and strength of mind which helped this training succeed.

photo of the month

February, Office:
Felicia Statkus

During a recent two-day workshop, Dave and Dalton created a proposed streamlined process "map" consisting of 357 activities, helping the workshop attendees understand and buy in to proposed improvements within the complex world of Right of Way appraisal and acquisition.



January, Symmetry:
Elaine Yip

Pipe sampling at San Jose Concrete Pipe



March, Alta Vista Services:
Ed Leach

Performing magnetic particle testing on bolt threads to verify microstress cracking at SMUD's Camino hydroelectric power plant.



Employee Spotlight

Erin Mock

When did you start doing ballet and how long did you do it for?

I started doing ballet when I was 4 years old. My mom took me to see the Berkeley Ballet's Nutcracker and I told her that I wanted to do what those ballet dancers were doing on stage, so she signed me up for ballet classes and I did ballet for 15 years.

What do you miss most about ballet? What do you not miss?

I miss ballet because it used to be my outlet to relieve stress from school and helped me clear my mind. I loved the creative expression and stories that ballet tells. I do not miss the swollen toes and foot calluses.

What is the hardest thing about ballet?

The hardest thing about ballet for me was the discipline to maintain flexibility and wear and tear on my feet, especially when practicing in pointe shoes.

What is your most memorable ballet memory?

I had a section of (pique arabesque) turns that I was practicing in rehearsals, but I could not stay on balance long enough at the end of my last turn to go along with the music. However, when it came to the performance (where it really counted), I was able to stay completely on balance. I smiled so big after I was done with that turn combination and I remember my ballet teacher smiling back at me from the stage wings.

Would you like to get back into doing ballet?

I would love to get back into ballet if I had the time. Ballet is a very disciplined dance, and I have lost my flexibility and ballet form since I stopped ballet while in college. However, I have started taking barre classes which reminds me of the warm-ups in ballet class. I reminisce about ballet by watching at least one San Francisco Ballet performance a year.



ENGINEERING IN



THE CULTURE AT LARGE

Book Review: Integrity: The Courage to Meet the Demands of Reality (Written by Henry Cloud) - Reviewed by Gregory Wing

What defines the best of a person? Is it his personality? Her competencies? What parts of a person will ultimately determine his or her success in life?

In Henry Cloud's *Integrity*, Cloud asserts that it is an individual's character that will enable a person to move past performance ceilings, derailing obstacles, and self-destruction. The author continues by defining character as the ability to meet the demands of reality.

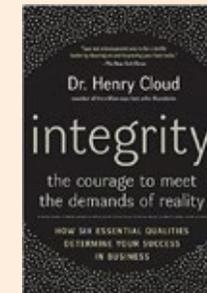
This definition proves true, time and time again, as we consider our workplace, our homes, and our communities. No matter the results, the skills, or the resources a person may bring to the table, **nothing can replace an individual's character.** If a person is unwilling to listen to the reality of his poor collaborative abilities or unable to accept her failures, then we're left with an ugly picture of a person unwilling to accept and move past the truth of themselves. Character will ultimately make or break a person and determine whether or not he gives in to cutting corners or dishonestly represents himself to get a promotion.

Henry Cloud describes the namesake of his book, integrity, as the wholeness and effectiveness of a person's character according to certain principles and foundations. To have integrity of character is to be uncompromised, undivided, and uncorrupted in one's principles.

Cloud goes on to provide examples and further insights regarding character, but from this brief preview, a certain familiarity erupts in our thoughts. Alta Vista Solutions' core values describe the foundation that the company seeks to work from. That desire to "do right" is the very integrity that becomes our uncompromised corporate character.

The ultimate success of AV-ators and Alta Vista will not be the mere performance or skill of the individual AV-ator, but the determination to be uncompromised in our character, to not give in to cutting corners, to collaborate and trust one another, to communicate openly, and to be persons of integrity, unwilling to cheat any of these in order to just "get the job done."

In my brief time here at Alta Vista, I've observed the desire to "do right" at every corner. We adopt the client's problems as our own and deliver innovative solutions without compromising the values that define us as a company. If we are to meet more of the demands of reality, we need to continue to adhere to those values as a company and strive for strong character as individuals.



AV-ators Flying High



Certification Announcements

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

IPA Awards

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



Jannel Teshera

ASQ Six Sigma Green Belt, ASQ Certified Manager of Quality/Organizational Excellence



Jody Steele

OSHA 10 Hour Construction



Ramsey Doumani

PCI Level I, PCI Quality Control Personnel Certification Level II



Regina Quan

January



Dave Eisenberg

February



Jeff Sulka

March

Promotions



Julio Pescador

ICC Structural Steel and Bolting Special Inspector



Mihai Hantelmann

ASQ Six Sigma Yellow Belt



Will Clifford

Task Leader



Winnie Lee

Engineer III



Bart Krol

AWS Certified Welding Inspector



Karen Maghamil

ASQ Certified Quality Improvement Associate



Dave Eisenberg

ASQ Certified Six Sigma Black Belt



Suda Lee

Financial Controller



Adahlia Lindayan

Project Controller



New Hires

January

Think Nguyen, Sacramento

February

Paul Bews, HSR

Osbaldo Mejia, Fresno

March

Patrick Judt, Sacramento

Sarah Baiye, HSR

Esther Lee, HSR

Rehan Naeem, HSR

Anniversaries

January

7 Years

Andy Rogerson

4 Years

Stuart Ross

3 Years

Will Clifford

Dalton LaBoskey

2 Years

James Seal

Fernando Vega

1 Year

Melissa Pedersen

Ed Greutert

Clinton Edmiston

February

7 Years

Mike Bennett

6 Years

Aaron Prchlik

3 Years

Mahek Iqbal

Ramsey Doumani

1 Year

Courtney Saefong

March

9 Years

Pat Lowry

Mazen Wahbeh

7 Years

Ken Riley

5 Years

Frank Cannizzaro

Lance Miller

David Gray

3 Years

Sopheak Chong

Carolina Cervantes

Christopher Glasscock

Mike Hobbs

2 Years

Julien Atallah

Jordona Jackson Smith

1 Year

Karen Maghamil

Lessons Learned Awards

Congratulations to the following AV-ators for submitting winning lessons learned! We appreciate your drive to improve our processes.

January

Visual Testing Training

Stacey Davis

Mike Foerder

Frank Cannizzaro

Emily Chou

Irene Kwan

February

Phone Transition to Jive

Anna Gransmark

Yvette Flama

Aleksey Souglobov

Michelle Abbott

March

2016 Review - CFL and Accounting Team

Jeremy Laniksmith

Mihai Hantlemann

Patrick Young

Shayla Tonarelli

Brian Li

Adahlia Lindayan

Suda Lee

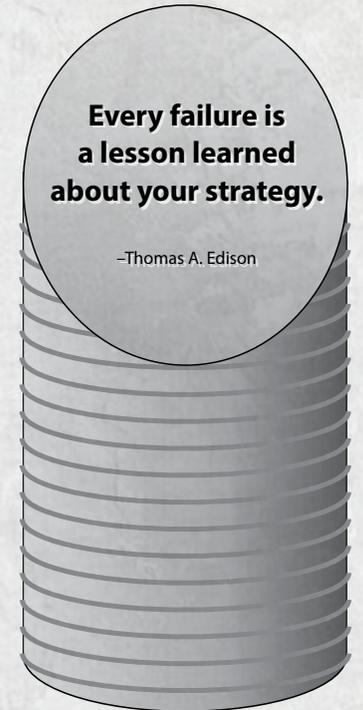
Lucy Sims

Ben Szeto

Zolo Ganbaatar

**Every failure is
a lesson learned
about your strategy.**

-Thomas A. Edison





Birthdays

January

- 8th - Jinesh Mehta
- 14th - Emily Chou
- 22nd - Dave Eisenberg
- 27th - Shayla Tonarelli
- 29th - Joe Nixa

February

- 2nd - Ed Leach
- 3rd - Chris Gould
- 3rd - Megan Lawrence
- 4th - Mike Bennett
- 6th - Mazen Wahbeh
- 7th - Bahjat Dagher
- 9th - Mike Cook
- 12th - Scott Leavitt

- 12th - Sam Fitzer
- 16th - Julio Pescador
- 27th - Mike Foerder

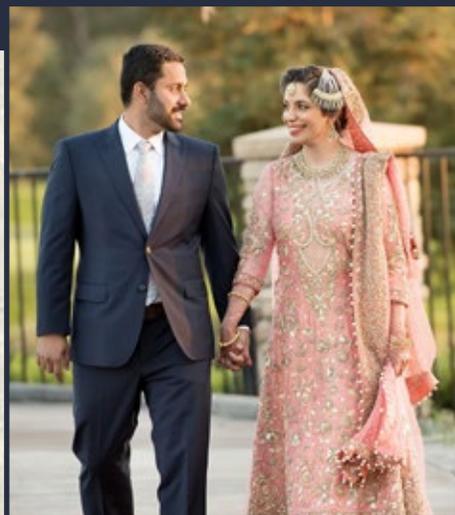
March

- 1st - Greg Johnston
- 2nd - Bart Ney
- 3rd - DJ Shin
- 13th - Felicia Statkus
- 19th - Rita Leahy
- 26th - Dominika Pekala
- 29th - Mahek Iqbal
- 30th - Justin Palmaymesa
- 31st - Stacey Davis
- 31st - Jessica Wilbanks

Weddings

Congratulations to Adnan and Mahek on your wedding!

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



Mission & Values Awards

January

Carolina Margarito



Carolina Margarito for **Embracing Our Clients' Challenges as Our Own** for her work on the Capital Creek Bridge Emergency project in District 11

February

Jordona Jackson Smith



Jordona Jackson Smith for **Pursuing Quality Through Meticulous Attention to Detail** for her efforts on the Golden Gate Bridge pursuit

Will Clifford



Will Clifford for **Leadership** for his ability to integrate well with the client and his ability to understand and anticipate the needs of those around him

March

Brian Li



Brian Li for **Pursuing Quality Through Meticulous Attention to Detail** for his willingness to take on difficult projects and see them to successful completion

Megan Lawrence



Megan Lawrence for **Leadership** for taking charge of HSR's Performance Excellence Program and Continuous Improvement Program

February – Share the Love Charity Event



SAVE THE DATE



**9th Annual Alta Vista Solutions Picnic
Saturday, July 22, 11a.m.-4 p.m.**

Kennedy Grove Regional Recreation Area, El Sobrante



ALTA VISTA VISION

Alta Vista
Vision

Human Resources is currently offering a Finder's Fee of \$2000 for several open positions.

Contact Erik Wong at 510-867-8654 or ewong@altavistasolutions.com for more information!

"We cannot solve our problems with the same thinking we used when we created them."
-Albert Einstein

WHAT DO WE SAY TO LATE TIME SHEE
NOT TODAY!

COMING SOON...

Alta Vista
Vision

Pat Lowery Says:

"Be bold and check out Alta Vista's Book Club on HALLS!"



Send Peter Simonski's "BOSS" and many other great reads and share your thoughts!

\$24.1 million

Tune into the Vista Vision channel in your local office to view featured Alta Vista projects and internal communications.

Department Spotlight

A-Team

In 2017, the first administrative team in Alta Vista history was founded. The Administration Team's (A-Team) founding members consist of [Anna Gransmark](#), [Aleksey Souglobov](#), [Michelle Abbott](#) and [Yvette Flama](#). Each Office Coordinator in the A-Team supports different branches and offices. This is the first time the team has worked with each other and various departments to solve issues and ensure their respective branches run smoothly. Their purpose is to give excellent support to AV-ators in the field and offices, keep AV-ator morale high, and improve the satisfaction of Alta Vista clients.

Here are some fun facts you may not have known about your Office Coordinator!



[Anna - Richmond, Mare Island, Seattle and New York Offices](#)

In 2010, Anna moved to the United States from Sweden, where she was born. She has two dogs, enjoys hiking and cooking in her free time, and is deathly allergic to nuts. Anna enjoys attending rock concerts; her favorite concert is a two-day festival called 'After Shock' in Sacramento.



[Aleksey - Los Angeles and LA Caltrans offices, LA Mobile Labs](#)

Aleksey was born in Karaganda, Kazakhstan. He has three dogs, a 7-year-old son named Blue, and is expecting another baby boy this September. Aleksey enjoys cooking, hiking, mountain biking, skiing, and scuba diving. He used to be a competitive high diver and is in the process of getting his pilot's license to operate single engine airplanes.



[Michelle - High-Speed Rail Offices](#)

Michelle was born in Livermore, CA and has an identical twin sister. In her free time, she enjoys ballroom dancing, quilting, and spending time with her family, pet chickens, and dog. Michelle aspires to run a sustainable farm in the future and is currently practicing her farming skills by planting her own herb garden.



[Yvette - Sacramento Folsom/METS Offices and Central Federal Lands](#)

When she was five years old, Yvette moved to the United States from Lebanon. She has two daughters, ages 2 and 11. Yvette recently relocated from Miami to California with her family in October 2015. She enjoys baking, shopping, refurbishing furniture, interior decorating, going to the beach, and has recently began gardening.

(Bonus: They were each born in a different country!)

ALTA VISTA MARCH MADNESS

2017 Tournament Results

Top three brackets for the individual score competition:

1. 1220 points – Erin Mock
2. 1210 points – Chris McDermott
3. 1190 points – Lindsay Eskildsen

Weighted totals for the office competition:

1. 376 points – Sacramento Folsom/METS
2. 330 points – CFL
3. 318 points – New York/Seattle
4. 274 points – Mare Island
5. 267 points – Richmond/Bay Bridge
6. 242 points – HSR Sacramento/Fresno
7. 158 points – Los Angeles/METS

Thank you all for participating and congratulations to the winners of the 2017 Alta Vista March Madness Tournament!

Word Search

Choosing the Right Path



1. What we always strive to do at Alta Vista involves taking _____ s
2. Synonym for "decision" 8. No risk, no _____
3. Alta Vista's sixth core value 9. Something you use to find your way
4. Synonym for "road" 10. An engineer might use this process improvement methodology to help choose the right path
5. Place where you have to make a decision 11. Always write your own _____
6. _____ assurance 12. Synonym for "tactics"
7. Choosing the right path often **BONUS: Pat Lowry's favorite sports team**

See you in the
next Insider



Do Right! >>>

