

Four Corners Construction Office Celebrates Diversity



Bernadette Fontenelle, Hilda Castillo Smith – FCCO Diversity Council Representative, Miss Navajo Nation - Natasha Hardy, Dinah Wauneka – Miss Navajo Nation Chaperone

By Hilda Castillo Smith
Civil Engineer/Diversity Council Representative
Four Corners Construction Office

The Four Corners Construction Office invited Miss Navajo Nation, Natasha Hardy, to their office for a presentation that was included as part of the FCCO' diversity training on January 8, 2014. Natasha Hardy, 24, is from Hunterspoint, Arizona; which is just outside the Navajo-Gallup Water Supply Project service area. Ms. Hardy was crowned Miss Navajo Nation on September 7,



2013, during the Navajo Nation Fair in Window Rock, AZ. The Navajo Nation Fair is the largest Native American fair in the country.

Ms. Hardy explained that while most Anglo beauty pageants focus on appearance, the Miss Navajo Nation Pageant emphasizes the preservation of Navajo culture. The Miss Navajo pageant has been held since 1952. Originally a contest based on audience applause, the pageant has evolved into a nearly week-long competition that judges young women on Navajo culture, language, history, government, and contemporary and traditional skills. The skills, some of which are determined by the judges and some of which are chosen by the contestant, can include time-honored methods of fire building, the complex process of Navajo weaving, traditional Navajo storytelling, preparing fry bread in the customary manner, and traditional sheep butchering. Ms. Hardy butchered her sheep in 25 min, setting a new record.

A large contingent of FCCO employees enjoyed Miss Navajo's presentation for over an hour. She dressed in full native attire that included the most distinguishing insignia of Miss Navajo – a silver crown weighing in at a whopping one pound. The crown is very symbolic and represents the importance of silver smiting to the Navajo people. The front of the crown is about 7.5 inches high, and the design centers on the great seal of the Navajo Nation. The design incorporates different colored stones to represent each of the four sacred mountains.



According to the website of the Miss Navajo Council, “The role of Miss Navajo Nation is to exemplify the essence and characters of First Woman, White Shell Woman and Changing Woman and to display leadership as the Goodwill Ambassador. Miss Navajo Nation represents womanhood and fulfills the role of grandmother, mother, aunt, and sister’ to the Navajo people and therefore she can speak as a leader, teacher, counselor, advisor and friend.”

Ms. Hardy mentioned how she has prepared for her role as Miss Navajo Nation competition as a little girl, and today, fulfilling the role as the Goodwill Ambassador for the Navajo Nation. When asked what she liked best about being Miss Navajo, she said it's when “ little girls come up to her and admire her as Miss Navajo Nation and tell her they want to be like her when they grow up”. She added that she takes her role as a role model very seriously saying that as Miss Navajo, she's like a “walking billboard” to younger children.

Following the presentation, Ms. Hardy joined FCCO staff for a pot luck lunch which featured foods from the staff's diverse background and cultures. FCCO also extended an invitation to her for a special tour of Navajo-Gallup Water Supply Project, which she gladly accepted.

Photos below



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Miss Navajo Nation addresses FCCO staff during her presentation



Pat Page, Bernadette Fontenelle - Environmental Steward Intern, Miss Navajo Nation - Natasha Hardy, Michael Rendon, director Southwest Conservation Corps

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AAO Employee Wellness Program



In recent months, the Albuquerque Area Office has begun a new employee wellness program. The idea for this was originally instigated by Mark Hungerford, an archaeologist at the AAO for the last 11 years. "I was having less and less time to workout and thought it might be nice to get a workout group together here, so I could do it at lunch." Mark, along with Ted Nelson, an IT specialist in the AAO, started doing Mixed Martial Arts-type workouts in the boathouse and inviting people to come and check it out. It soon turned into an organized class, with a wide variety of AAO personnel participating. In addition, several people from Social Security have joined this group, as well as the new AAO lunchtime yoga class taught by teachers from Blooming Sprout Yoga. Mark has set up a circuit training routine with 2 minute rounds and gives all participants quite a good workout.

A wrestler in high school, Mark has many years' experience in martial arts, including black belts in Shorin-ryu (a karate style) and Matayoshi Kobudo (a weapon system). He also trained in Mixed Martial Arts for ten years. In addition, whenever he travels, he seeks out a dojo or school



to workout, often trying out new techniques. His uncle, Roy Hungerford, opened the first Tae Kwon Do school in Houston in 1965, one of the few in America at that time, which helped encourage Mark's interest in martial arts.

After several people started to join Mark's workout group, he went to talk to the Deputy Area Manager, Jennifer Faler, who was encouraging of his endeavor. There are a lot of talented and athletic people in the AAO, and his idea was to establish a formal employee wellness program to help decrease work stress and improve employee health and morale. "Nothing helps with stress more than exercise," explains Mark. Jennifer had Mark put together a waiver to formalize the Employee Wellness activities.

Mark states, "it is easier to get a good workout than people think." He aims to keep it simple, teach the basics, but make the workout interesting. He is very appreciative of the support by management.

Jennifer Faler affirmed her belief in the importance of the program. "Our wellness program has created a buzz around the office; it's been especially rewarding as employees realize that we care about their wellbeing and are willing to take action to enhance it."



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Thoughts from the Front Office

Howdy everyone.

I sincerely hope each of you had a wonderful holiday season and a great 2013. As we start 2014, let me also offer my best wishes that this year is an even better one for all of us. One of the ways we can make 2014 a better year is to work together to bring a renewed focus to our Safety Program in the UC Region.

First, let me emphasize my belief that each of us comes to our job every day and the farthest thought from our minds is that we would do something in an unsafe manner. I believe that each of us fully expects to work safely, return home safely and be ready to work safely tomorrow and the next day, etc. However, there is also a good chance that we are so used to safe working conditions -- and here is where we have to be vigilant -- we can get complacent because we and our co-workers each had another safe day at work. Safety can become so routine that we may not focus on it enough. And -- that's when problems can occur.

Our overall safety record in 2013 was good -- statistically speaking. However, please take a few minutes and view Commissioner Connor's recent video message. He summarizes some of the events and situations in 2013, one of which resulted in a Reclamation employee's severe injuries in an electrical fire (thankfully, he is getting better every day), and the other which tragically resulted in fatal injuries to our employee. Here's the link to the [Commissioner's video](http://intra.usbr.gov/ssle/safety/) (by the way, it wouldn't play on my Chrome browser but it played well on the Internet Explorer browser): <http://intra.usbr.gov/ssle/safety/>.

The best way I know to honor these two Reclamation co-workers is for each of us to re-dedicate ourselves to an honest assessment of the safety aspects regarding how we do our jobs. In the coming weeks, our two Deputy Regional Directors, Ann Gold & Brent Rhees, and I will visit each of our offices to listen to you. We want to hear any thoughts, ideas, reactions, concerns, suggestions, etc., regarding safety in the UC Region. These listening sessions will help us work with your supervisors and managers and each of you to complete that honest assessment of safety in the region. We may learn that there are many, many good and even outstanding elements to our existing safety program. We may also learn that we can improve on even the good and outstanding elements. We may especially learn that each of you have ideas and suggestions that are truly outstanding -- and yet we just haven't gotten around to implementing them. And, we may learn that there some areas where we've been "lucky rather than good."

For my part, I'm completely open to learning whatever I need to learn. I'm also completely open to working with you to improve what needs to be improved as well as retain the excellent practices that we already have. Please join me in making 2014 a year to remember because we chose to honor our two Reclamation co-workers (mentioned in the Commissioner's video) by doing our very best to make Reclamation the safest place to work -- every day! I know I can count on each and every one of you.

Cheers, Larry W.

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Lars Peter Hansen, Roger's Brother Earns the Nobel Prize in Economics



Lars Receiving Nobel Prize from the King of Sweden

By Stacey Smith
Regional Public Affairs

On October 14, 2013, Roger Hansen's youngest brother—Lars Peter Hansen—was notified that he would be awarded the Nobel Prize in economics. The actual award ceremony took place in Stockholm, Sweden, on December 10. Lars is a world-renown econometrician and an economics professor at the University of Chicago.

While all of Lars's early years were spent in East Lansing, Michigan, he has strong ties to Utah. He graduated from Logan High School and did his undergraduate work at Utah State University where he majored in mathematics and political science. Lars then did his graduate work at the University of Minnesota.



On December 2, 2013, former students and colleagues had a conference to honor Lars. At the conference, it was noted that he has been the adviser and mentor to over 58 successful PhD candidates. Prior to heading to Stockholm, Lars and other American Nobel Prize laureates met briefly with President Obama.

Roger attended the Nobel activities along with Lars's other family members. Events included a concert, lectures by the awardees, a reception, the award ceremony, a banquet, and a ball. The King of Sweden gave out the actual prizes. When Lars's name was announced, he stepped forward and received his Nobel Prize. He then bowed to the King, bowed to his introducer, and then bowed to the audience. As with the other recipients, there was then enthusiastic applause, particularly from Lars's relatives and colleagues.

The banquet, which followed the award ceremony, was a small intimate affair for approximately 1,200. It was held in a large municipal court with a medieval atmosphere. The meal was a three-course affair spread out over 4 hours. Between courses, there was entertainment, 3 ladies performing light operatic pieces.

Over the last few years, family members have attended several ceremonies where Lars has received prestigious awards. At these occasions, everyone knew that Lars was being rewarded for doing incredible work in the field of economics. A couple of years ago, at a ceremony in Madrid, Spain, Roger instructed Lars to give proper credit to his brothers (he has two) when accepting the award. Which he graciously did, but unfortunately for his brothers, they were last on his list, after his wife, son, parents, and colleagues.

During a recent television [interview with a local Utah station](#), Roger stated that Lars is the perfect mix of intellect, drive, and humility. And others have made similar comments. Congratulations Lars.



Lars with the President (behind the man leaning over) with Lars's wife next to him

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The Signs of a Leader's Empathy Deficit Disorder

Daniel Goleman - Author of **FOCUS: The Hidden Driver of Excellence**

Think of two people who work in your organization: one a level or two below you, and the other a level above. Now imagine getting an email from each of them. Ask yourself how long it would take you to answer those emails.

Chances are the one from above you respond to right away. And the one from below you are likely to answer when you can get around to it.

That difference in response times has been used to map the hierarchy in an organization. And it reflects a more general principle: we pay more attention to those who hold more power than we do – and notice less those who hold less power.

The relationship between power and focus shows up starkly in interactions as simple as two strangers meeting for the first time. In just five minutes of conversation, the person of higher social status generally gives fewer indicators of attention, like eye contact and nods than does the one who holds less social power. This attention gap has even surfaced even among college students from wealthier and poorer families.

That analysis of response times to email was done using the entire email database of Enron Corporation, which became available to researchers after it was used to investigate the firm's collapse. The program for detecting the social networks in an organization through email analysis was developed at Columbia University, and proved remarkably accurate.

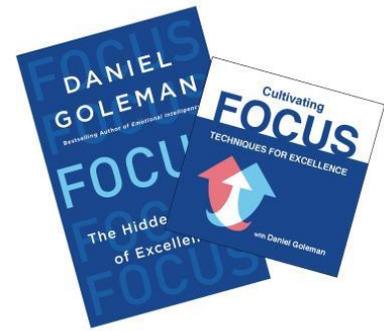
When attention flows along power lines, empathy also takes a hit. When strangers told each other about divorces or other painful moments in their lives, there was more empathy expressed by the less powerful person. Another measure of empathy – the accuracy with which we can tell a person's feelings from clues like facial expression – also turns out to differ, with lower status people more skilled than those of higher positions.

This fact of social life poses a danger for leaders – after all, the most effective leaders are outstanding at abilities that build on empathy, like persuasion and influence, motivating and listening, teamwork and collaboration.

There are three kinds of empathy. First, cognitive, where you sense how the other person thinks about the world, which means you can put what you have to say in terms they will understand. Second, emotional, where you instantly resonate with how the person feels. And third, empathic concern, where you express the ways you care about the person by helping with what you sense they need.

The signs of a leadership empathy deficit in any or all of these varieties can best be detected by how a leader's actions impact those he or she leads. Some of the common signs:

1. Directives or memos that make no sense to those receiving them are a sign that a boss does not understand how employees think about their world, and fails to tune in to the language that would make most sense to them. Another sign of low cognitive empathy: strategies, plans or goals that make little sense or seem off-point to those who are to execute them.
2. Communiqués or, worse, commands, that upset those receiving them. This signifies a boss who doesn't accurately read the emotional reality of employees, and so seems clueless to those receiving them.
3. Expressing attitudes that seem cold or just out-of-touch with the issues employees struggle with signifies a lack of empathic concern. Feeling your boss doesn't care puts employees on the defensive, where they are afraid to take risks like innovating.



Leaders at higher levels are perhaps most in danger of coming down with empathy deficit disorder, for a simple reason: as you rise through the ranks fewer and fewer people are candid with you, willing to give you frank feedback on how you seem to others.

Among the ways to prevent an empathy deficit might be joining what Harvard Business School's Bill George calls "true north groups," where you get honest feedback from people who know you well. Another might be creating an informal network of colleagues who will be frank with you (perhaps outside your organization) and staying in regular touch with them – or the same with trusted friends at all levels within your own firm.

High-contact leaders, who wander around and spend informal time getting to know employees, inoculate themselves against empathy deficit. The same goes for leaders who create a workplace atmosphere where people feel safe being candid – including with the boss.

[Daniel Goleman's](#) new book [FOCUS: The Hidden Driver of Excellence](#) and CD [Cultivating Focus: Techniques for Excellence](#) are now available.

His more recent books are [The Brain and Emotional Intelligence: New Insights](#) and [Leadership: The Power of Emotional Intelligence – Selected Writings \(More Than Sound\)](#). [Leadership: A Master Class](#) is Goleman's comprehensive video series that examines the best practices of top-performing executives.

Related articles:

[Focus on how you connect](#)

[Systems blindness: the illusion of understanding](#)

[Emotional intelligence and a loyal, motivated staff](#)

[Empathy 101](#)



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JAN 13 2014

VIA ELECTRONIC MAIL ONLY

MEMORANDUM

To: All Upper Colorado (UC) Region Employees

From: Larry Walkoviak /s/ Brent Rhees FOR
Regional Director

Subject: Selection of Aspiring Leaders for 2014

The UC Leadership Team (UCLT) has developed a regional leadership program to develop future leaders and improve the leadership skills of our current leader's skills in four identified regional demographics: (1) all employees; (2) Aspiring Leaders; (3) probationary (first-year) supervisors; and (4) current supervisors.

The Aspiring Leaders module of the program aims at developing future leaders by providing a 6-day, 2-session, course for selected employees to develop and/or sharpen their leadership skills through formal and informal training, details/shadowing assignments, and other continuous learning activities. The Aspiring Leaders module targets employees who are currently in GS-7 through GS-13 or equivalent positions and Bargaining Board employees, who possess leadership potential, and are interested in developing that potential.

On November 6, 2013, the regional Human Resources Office issued an announcement soliciting interested applicants for the third Aspiring Leader's module. I am very pleased to announce that we received 33 applications from offices throughout the region, representing a broad range of occupations. I applaud their willingness to step forward and take on this challenge. Therefore, it is my pleasure to announce the 2014 UC Region Aspiring Leaders class (attachment).

During 2014 these individuals will be exploring their leadership competencies and styles by establishing Individual Development Plans, becoming engaged in both formal and informal classroom/learning experiences, and participating in a specific leadership focused detail/project/shadowing assignment.

I speak for the entire UCLT in saying congratulations to these deserving employees and potential future leaders, and I look forward to other interested employees participating in this program in the future. If you have questions or concerns, please contact Training Officer, Dick Jorgensen, by telephone at 801-524-3678 or by e-mail rjorgensen@usbr.gov.

2014 Aspiring Leaders Selections

UC Regional Office

Acquisitions Management Division

Timothy Wagoner

Financial Management Division

Sterling Acree
Bryan Bartholomew
Carson Combs
Rachel Miles
Brittany Overdiek

Area Offices

Albuquerque Area Office

Davonna Armijo
Shawndra Benoit
Diana Clifton
Michelle Estrada-Lopez
Gregory Gillaspie
Marcial Gutierrez
Benjamin Kalminson
Jed Parker
Susan Storm

Four Corners Construction Office

Robert Stump

Power Office

Samson Agbebi
Amar Aquila
Michael Byrnes
Ricky Cottrell
Mark Harris
Margarito Sepulveda

Provo Area Office

Scott Blake
Jonathan Jones
Shane Mower
Casey Smith
Lee Traynham

Western Colorado Area Office

Lauren Jelinek

Retirement Planning - A Different Path for Women

By [Tammy Flanagan](#) National Institute of Transition Planning

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Last week I attended a lecture that gave me newfound appreciation for the women who have paved the way for those in the workforce today, and made me think about the special needs of women in planning for retirement. The lecture was held at the site of the former District of Columbia's Correctional Complex in Lorton, Va. After closing its doors to prisoners in 2002, this facility has been transformed by the Lorton Arts Foundation into an arts and education center. The lecture was the first in a series called "American Women: The Long and Winding Road."

I learned that 72 members of the National Women's Party were imprisoned at Lorton in the early 1900s for demonstrating in favor of women's right to vote, before passage of the 19th Amendment to the Constitution finally granted them that right. I realized how much has changed for women in the United States in the last century. It's easy to take for granted that women can go to college, get good jobs, and become financially independent through meaningful and productive work. But it hasn't been true for that long. And even today, there is more work to be done on women's issues. Among other things, that means that some retirement planning issues women face today can be different than the issues faced by most men.

The [Women's Institute for a Secure Retirement](#), which provides resources to help prepare women for their financial future, has outlined five challenges for women:

- Three out of five working women earn less than \$30,000 per year.
- Three out of four working women earn less than \$40,000 per year.
- Half of all women work in traditionally female, relatively low paid jobs without pensions.
- Women retirees receive only half the average pension benefits that men receive.
- Women's earnings average 77 cents for every \$1 earned by men, a lifetime loss of more than \$300,000.
-

I wondered if this is true women in the federal government. I checked this [Office of Personnel Management report](#) and found the following information regarding women in the federal workforce:

- In 2007, federal sector women earned 89 cents for every dollar a man earned.
- Women represented 43.6 percent of the permanent federal workforce as of Sept. 30, 2011.
- Women represented only about 30 percent of the Senior Executive Service in 2011 (although that's up from 23 percent in 2000).
- There were 222,017 women in professional occupations in 2011, representing 46 percent of all professional federal employees. Of these, 750 earned less than \$40,000 per year and 148,445 earned less than \$100,000.
- There were 319,090 women in administrative occupations in 2011, representing 44 percent of all federal employees in these occupations. Of these, 1,980 earned less than \$40,000 a year and 233,278 earned less than \$100,000.
- There were 195,698 women in technical occupations in 2011, representing 58 percent of all federal employees in these occupations. Of these, 49,214 earned less than \$40,000 per year and all but 533 earned less than \$100,000.
- There were 82,870 women in clerical occupations in 2011, representing 67 percent of all federal employees in these occupations. Of these, 54,752 earned less than \$40,000 a year and all but 100 earned less than \$100,000.
-

According to Pew Research Social and Demographic Trends, in 2013 mothers were the sole or primary provider in 40 percent of households with children. That's compared to 11 percent in 1960. But here's what's interesting: The total family income is higher when the mother, not the father, is the primary breadwinner. In 2011, the median family income was nearly \$80,000 for couples in



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which the wife was the primary breadwinner, about \$2,000 more than it was for couples in which husband was the primary breadwinner -- and \$10,000 more than for couples in which spouses' income was the same.

You might think this would allow women to plan for their retirement as well or better than men. But for a variety of other reasons, that's often not the case:

Among parents, women are more likely than men to experience career interruptions to attend to family-related matters. More than 40 percent of mothers have reduced their work hours, [according to Pew Research](#), compared to 28 percent of fathers. More than a quarter of women, compared to 10 percent of men, have quit their jobs. Almost 40 percent of women, compared to 24 percent of men, have taken a significant amount of time off.

More than half of working women say being a working parent has made it more difficult to advance in their career, compared to 16 percent of working fathers.

Women are less likely than men to ask for raises or aspire to top management jobs. For women aged 49-67, only 21 percent say they would like to be a top manager someday, compared with 32 percent of men in the same age group. The gap narrows among younger workers: 61 percent of women aged 18-32 aspire to management, compared to 70 percent of men.

Resources

When it comes to the unique issues women face in retirement planning, here are some resources:

- The organization [Federally Employed Women](#) provides training and education and has served as an advocate for women in the government workplace since 1968.
- The Social Security Administration offers a publication called [What Every Woman Should Know](#) about Social Security benefits.
- WISER has a publication called [Divorce and Retirement: How to Take Control of Retirement Benefits](#).
- *Forbes* last year offered the [Five Best Financial Tips for Women Divorcing in 2013](#)
- The [Thrift Savings Plan](#) is one of the primary tools federal employees use to save for their retirement, so it pays to understand how it works and the benefits that it provides. Whether you're a woman or a man, if you're not paying attention to your TSP savings, it's time to start. Start by reviewing your fourth quarter participant statement covering the period from Oct. 1-Dec. 31, 2013. These will be available in in mid-January.
- Women make up 60 percent of in-home caregivers providing long-term care to family members and women on average need a longer period of care than men (3.7 years compared to 2.2 years). Here's [more information and a calculator](#) to figure out how financially prepared you are to pay for long-term care.
-

Here's a webinar called [Retirement Planning for Women](#) conducted by my friend and colleague, Karen Schaeffer, a certified financial planner.

By Tammy Flanagan

<http://www.govexec.com/pay-benefits/retirement-planning/2013/08/mystery-vanishing-service-credit/67946/>

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Steven Holland Receives 2013 Interior Environmental Achievement Award



In FY 2012, the Bureau of Reclamation's Brackish Groundwater National Desalination Research Facility (BGNDRF) in Alamogordo, New Mexico, reduced its energy intensity by 290,880 kilowatt hours (kWh), or 53.6 percent of British thermal units (BTU) per square foot, from the previous year's baseline. The reduction was achieved even while the facility was supporting a record number of researchers. This impressive energy reduction was achieved through the ingenuity and hard work of Mr. Steven Holland. Mr. Holland was given a goal by his manager to reduce energy by at least 10 percent. By thoroughly investigating and understanding the building's systems, Mr. Holland found and implemented low-cost operations and maintenance practices that resulted in far greater energy reduction than the goal, proving that energy reduction is possible without significant investment. The capital cost for the improvements totaled approximately \$784.00. Mr. Holland was nominated for an individual award because he took an assignment and far exceeded his management's expectations. He did this through his personal drive, determination, creativity and innovation. BGNDRF was also the winner of the Department of Energy's 2012 Better Buildings Federal Award.

Description

The Bureau of Reclamation's Brackish Groundwater National Desalination Research Facility (BGNDRF) in Alamogordo, New Mexico, opened in 2007 to enhance the study and development of advanced water treatment technologies using brackish water sources. The central research building



consists of 15,200 square feet located on 40 acres of land and is composed of office space, conference rooms, a laboratory, indoor test bays, a technician shop, and a variety of other rooms.

Shortly after Electronics Technician, Mr. Steven Holland, was hired, he was immediately tasked by his manager, Mr. Randall Shaw with reducing energy use. He was given a target of 10 percent reduction over the prior year. In the summer of 2011, Mr. Holland conducted an analysis of the facility's energy use and knew there was room for improvement. He first focused on addressing energy waste at BGNDRF by looking at inefficient operations. After reviewing technical manuals and facility drawings to better understand his new facility and determine what changes could be made, Mr. Holland implemented a series of modifications to focus on limiting energy consumption. Many of these changes implemented were said by prior technicians to have not been possible.

After some initial success, Mr. Holland and his manager, Mr. Shaw, became aware of the Department of Energy's (DOE) Better Buildings Federal Award and thought BGNDRF could maintain its momentum and reduce energy even further. The Better Buildings Federal Award recognizes the Federal government's highest performing buildings through a competition to reduce annual energy intensity (BTU per square foot). Participants record their energy use through EPA's Energy Star Portfolio Manager. During 2012, Mr. Holland implemented a series of operational; heating, ventilation and air conditioning (HVAC); and lighting changes that resulted in a 53.6 percent energy reduction over 2011. The total capital costs of the changes were less than \$1,000. Reclamation's Sustainable Buildings Coordinator and Mr. Randall Shaw are nominating Mr. Holland for an individual award because he took an assignment and far exceeded his management's expectations. He did this through drive, determination, creativity and innovation.

Results and Achievements

The improvements Mr. Holland implemented at BGNDRF included:

- Rewiring indoor 24-hour lighting to wall switches that can be turned on as needed.
- Rewiring exterior parking lot lighting so that 30 of 37 dusk-to-dawn lights were deactivated two hours after dusk, resulting in an approximate energy savings of 61 kWh per day. Mr. Holland personally spent countless hours pulling underground wires.
- Reset the HVAC control system software for occupied and unoccupied modes.
- Rearranged HVAC duct work to and from the electrical transformer and server rooms to take advantage of the waste heat for heating the test bay area in the winter; rerouted the duct work in the summer. Again, Mr. Holland personally re-routed the duct work himself.
- Reduced the temperature setting on the heat trace used on insulated plumbing throughout the site's 40 acres from 40°F to 32°F
- Readjusted the hot water heater from 135°F to 115°F
- Opened window blinds on the south side of the building to improve the solar heat gain in office areas during the winter.

The results of these improvements saved 290,880 kWh compared with the prior year's energy usage and 53.6% BTU per square foot savings over the start of the competition. The capital cost for the improvements totaled approximately \$784.00. The primary cost incurred were time/FTE for Mr. Holland's manual labor.

Replicability

This project represents an outstanding example of the opportunities and benefits of implementing the "low-hanging fruit" energy reduction strategies at any building or facility. The energy field promotes always seeking energy conservation and efficiency first prior to large investment in major



HVAC renovations and/or installation of renewable energy. The strategies implemented at BGNDRF offer cheap and effective ways of reducing costs, natural resources, and carbon emissions. It also demonstrates that, regardless of size, complexity or budget, there is always room to analyze and implement efficiency measures similar to those at BGNDRF.

This project also exemplifies that in order to achieve the President's sustainability goals, we must have: 1) managers that support sustainability and set strategic goals, 2) qualified, dedicated and motivated staff such as Mr. Holland, and 3) and a culture that encourages employees to go beyond what's "been done before" and apply creativity and innovation to solve complex problems.

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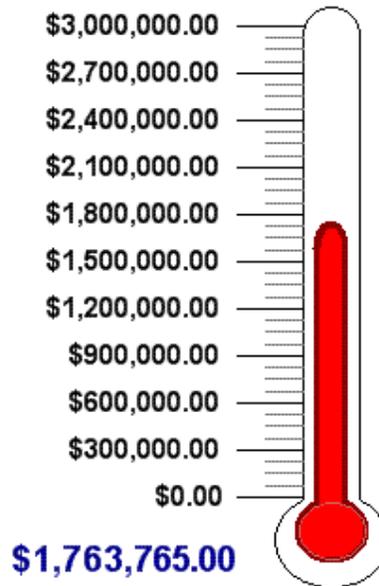


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2013 Combined Federal Campaign (CFC)

Goal - \$3 Million



By Amee Baker
Upper Colorado Region

The CFC is a charity drive that gives Federal, military, and postal employees the chance to donate via payroll deduction or by a cash donation to national and international charities. With combined efforts from each employee that contributed the Upper Colorado Regional Office helped raise approximately \$12,600 to the 2013 CFC. Throughout the country each pledge help raise \$1,763,765.

Though we did not exceed this year in the gift amount from the previous years we still pulled together as an agency to help make this year's campaign a success. No gift is too small when it helps aid a cause you believe in. Special thanks to everyone that donated to the 2013 CFC, your contribution will make a difference!

For more information in relation to the CFC, you can visit their website at <http://www.intermountaincfc.org>

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ASC Newsletter

Board News

The New Year is upon us. What would a New Year be without a few resolutions? However, instead of taking the typical rout of trying to save money or shed a few pounds, let's make a resolution to be thankful for our employment with such a great agency!

A recent article put out on Work & Career states that there are five good ways to cultivate gratitude at work. The article had an interesting statistic; Americans are less likely to say "thanks" on the job than anywhere else. Interesting Huh? Here are five ways to increase your thankfulness at work:

1. **Start at the Top:** Realize how difficult it is to manage people! Give your supervisor and boss a little slack. They do more behind the scenes than you realize.
2. **Thank the people who never get thanked:** Be the catalyst in your office that spreads thanksgiving. Perhaps, you are the person who never gets thanked—be the first to initiate the behavior and most people are likely to reciprocate.
3. **Aim for quality not quantity:** Do the best job you can and people will feel compelled to thank you after seeing your efforts.
4. **Keep track of when people are grateful:** You will find that people are more grateful than you think!
5. **Create a culture of gratitude:** When crisis strikes, which it always does, remember back to all of the amazing reasons we have to be public servants and the generous compensation we receive and push through the crisis as best you can.

~Joshua Larson, ASC Chairperson

*"As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them."
~John F. Kennedy*

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Upcoming Events

- Upcoming Training....Stay Tuned

*"Appreciation is a wonderful thing: It makes
what is excellent in others belong to us as
well."
~Voltaire*





Correspondence Tips

5 Ways to Improve Your Communications Skills

1. **Never Talk Over People.** This demonstrates a real lack of respect. By talking over someone what you're basically saying is "I don't care what you're saying – what I have to say is more important."
2. **Don't Finish Other People's Sentences.** Research shows that by finishing other people's sentences, you are disempowering the other person because you are taking control of the conversation, so bite your tongue!
3. **Paraphrase.** If you want to show that you have really understood someone, then paraphrasing is a great tool. All you do is repeat back to someone what they have just said, before you comment yourself. Here's an example: "So Barney, what I'm hearing is that results are the number one objective for you right now and we need to find some fast solutions for you?"
4. **Listen Actively.** Focus on *active listening* instead of *passive listening*. The difference is that active listening means you engage and respond to the other person based on what they have said, passive listening is simply the act of listening with no response.
5. **Maintain Eye Contact.** By looking at the other person in the eye, you are proving that you're interested in what they're saying. This also keeps you focused and less distracted.



Building a Sense of Teamwork Among Staff Members

The term "team" is often used to refer to groups that meet over time to complete a project and then wind down (e.g., cross-functional teams) or is used to describe a group that operates solely as a team, with the role of leader alternating (self-directed work teams), or a traditional staff that meets as a group on an ongoing basis to discuss operating issues. In this chapter, when the word team is used, it is a synonym for "teamwork."

Many departments do not operate as teams—that is, "practice teamwork." Members may talk to each other at the printer or over lunch, and their work efforts may be designed to meet the overarching objectives of the department, but these employees' work on a day-to-day basis is largely done as individuals, which is unfortunate, for many business experts now believe that teamwork is critical to organization productivity and profitability.

Downsizing, right-sizing, reorganizing, reengineering—all are indications of the pressure on organizations to reduce the size of their workforces. The only way to cope with this need to do more with less is by working cooperatively in an environment of respect, drawing on all the resources available to get the job done.

When people work together in an atmosphere of trust and accountability toward a common goal, they put aside turf issues and politics and focus on the tasks to be done. This focus of resources overcomes barriers, helps to identify new opportunities, and builds a momentum that leads to three major bottom-line benefits:



1. Better problem solving
2. Greater productivity
3. More effective use of resources

Jon Katzenbach, author of *The Wisdom of Teams*, observes, “There is virtually no environment in which teams—if done right—can’t have a measurable impact on the performance of an organization.”

Unless you have built a sense of teamwork among your employees, they will have no shared performance goals, no joint work efforts, and no mutual accountability, which can increase productivity. There is also a group of softer benefits of teamwork that greatly enhances the workplace:

1. People enjoy working together and teamwork satisfies a need for socialization.
2. Working together helps people grow as they learn from each other and develop important skills.
3. Working together toward a common goal provides a sense of purpose that is motivating and fulfilling.

Need I say more about the benefits of teamwork?

Team Characteristics

Productive teams usually share many characteristics. They have a common purpose each member is committed to. They stay involved until the objective is completed. They care about each other: and, in keeping with this, they are concerned about how their actions and attitudes affect each other. They listen to each other and respect all points-of-view, and are sensitive to each other’s needs. And their leaders encourage everyone’s participation in the decisions to be made.

If you looked into groups of employees who work as teams, you would see these characteristics or traits:

Openness and candor. The more reluctant people are to express their feelings and be honest with each other, the more likely suspicion and distrust will exist. When real teamwork is present, team members, because they basically trust each other, are more open and honest with each other.

Acceptance of assignments. It might make each of us happier if we could choose all our work. However, this is unrealistic. Still, when real teamwork exists, team members willingly accept assignments. Motivated by peer pressure, they also work hard to get their jobs done right the first time and to meet deadlines.

Understood and accepted goals. A team needs purpose, direction, and goals. These are accepted by the members of the team, and they work collaboratively to achieve them. Their manager has explained the importance of achievement of these goals in the bigger, corporate picture, and team members understand why it is so important for the goals to be reached. Committed to their accomplishment, they assist one another to make them a reality.

Progress and results assessed. Teamwork requires that members be results-directed as opposed to process-oriented. Their focus is on their objectives, and their activities are directed toward those goals. Periodically, under direction of a leader, the team assesses its progress. That knowledge serves to guide future team action. This includes identification of barriers and what can be done to rid the team of them.

Shared trust. In a healthy team, members essentially trust one another. Despite occasional conflict, members get along well and enjoy each other’s company. They cooperate and get the work done.

Involvement and participation. There are three general types of people in the world: those who do not know or care about what is happening, those who watch what others do, and those who make things happen. Teamwork requires that members be involved in their work and participate in team activities. What they say and do counts for something.

Many work environments in which teamwork is practiced involve team members in decision making, practicing participative management.



Get to Know the Members of the ASC

UC Regional Office
 Tara Ashby
 Ameer Baker
 Melissa Bishop
 Chantel Bouchard
 Bill Brown
 Ryan Curtis
 JoAn Hanson
 Radhika Harris
 Danae Henrie
 Christine Hoopingarner
 Janet Hunt
 Levi Hutchinson
 Jolene Jacobson
 Hermelyn Aguilar Lacson
 Keri Mauchley
 Michael Molinaro
 Corine Morales
 Jerri Quistberg
 Angelica Stoleo
 Shannon Woodring

Albuquerque Area Office
 Michelle Ann Garcia
 Jeanne Graham
 Ann-Marie Hicks
 Ginny Little
 Kristie Michel
 Ali Saenz
 Shannon Silva
 Terri Turner

Alamosa Field Division
 Jaclynn Burch
 Charlyne Lucero
 Sharon Smith

Elephant Butte
 Marlene Shelton

El Paso Field Division
 Davonna Armijo
 Felipe Borunda
 Marian Thornton

Socorro Field Division
 Sabrina Nicole Baldonado
 Beverly Junger

**Four Corners
 Construction Office
 Farmington**
 Donald Akin
 Elizabeth Fox
 Cynthia Slade
 James Stone

Durango Field Office
 Kimberly Weimer

Power Office
 Lauri Brown

**Curecanti Field Division
 Montrose**
 Patrick Duff
 Rita McAlexander
 Carl Wilcox

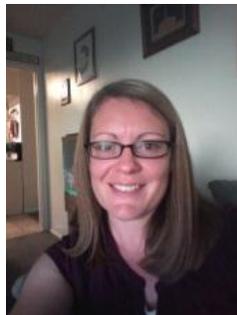
**Flaming Gorge
 Field Division**
 Brenda Babcock
 Pauleen Baker
 Jennifer Handy
 Bernetta Higley
 Leo Jackson

**Glen Canyon
 Field Division**
 Karla Allen
 Ruth Douglas
 Megan McConnell
 Rita Whitehair

Provo Area Office
 Linda Andra
 Shela Darhower
 Deborah Hilton
 Josh Larson
 Linda Morrey

**Western Colorado
 Area Office
 Grand Junction**
 Deb Boggess
 Kathy Crone-Crunk
 Dee Dee Fowler
 Kathy Smith

Spotlights of Members of the ASC



Melissa Bishop

Office: UC
Position: HR Assistant
Years with Reclamation: 2.25

I grew up in Roy, UT as the oldest of 8 children. I graduated from Roy High School in the class of 1998. I have 2 adorable daughters and 1 wonderful son. I am a single mom so working full time makes for a very interesting day. I currently live in Bountiful, UT and really enjoy it there. I love to cook, camp, swim, zumba and spend time with my kids.

I work in HR as an assistant. This job came up at just the right time for me. I was getting divorced, he had quit his job

Lyn Lacson

Office: Albuquerque Area Office
Position: HR Assistant
Years with Reclamation: 1.5

I was born in the Philippines, and moved to the US when I was 13 years old. I received a Bachelor's Degree in Psychology from Arizona State University in 1997. I transferred from the VA and have worked for Reclamation for a year and a half now as a Human Resources Assistant.

In my job, I help oversee many aspects of employee's well-being within the organization, from coming on board until separation. My day



which meant we lost health insurance and I was working at Deseret Industries. I was hired right as all of this was happening which was one of the greatest blessings of my life. The people I work with are awesome and I could not ask for a better job and working environment.

2013-2014 Board

Josh Larson, Chairperson
Shannon Silva, Vice-Chairperson
Vacant, Secretary
Lyn Lacson, Parliamentarian
Levi Hutchinson, Senior Advisor

consists of processing personnel actions, retirements, answering and researching questions from employees ranging from benefits to payroll, performing other duties in support of other HR functions. As a Human Resources Assistant, I try to be conscientious with my duties as everything I do directly affect employees.

In my spare time, my husband Paul and 8 year old son Aidan keeps me busy.



Did You Know
Official Electronic
Letterhead
is available online?

<https://dosp/inforesc/itservices/PrintandDup/Pages/StationeryRegion.aspx>



“The roots of all goodness lie in the soil of appreciation for goodness.”

~Dalai Lama

We are on the Web!

<http://intra.uc.usbr.gov/teams/asc/index.html>





2014 Opportunity to Participate/Volunteer at Saint Vincent DePaul Center

By Jeff Painter
Upper Colorado Regional Office

Here is some facts and measurements of the extent that Reclamation staff participated in the Feeding the Homeless program.

- 1. Duration.** Reclamation has been feeding the Homeless every fourth Tuesday since April 1995, in other words, for 19 years.
- 2. Meals Served.** An estimated total of 202,000 meals have been served by Reclamation volunteers.
- 3. WOW Factor!** If all of the 18" serving trays of the 202,000 meals served were lined up, the food would extend almost 60 miles. In other words, Reclamation volunteers served enough food to reach from the WFB Federal Building to Brigham City or Payson.
- 4. Time Commitment.** Each volunteer commits 90 minutes of work each time we feed the homeless. The amount of time spent serving food totals almost 2,300 hours.
- 5. Intangible Results.**
A consciousness of some of the social problems of poverty has been raised and the Feeding the Homeless experience has become a part of the Reclamation culture.

When taking part in these activities, co-workers team together to make the job easier to do and you get to know them even more. You'll make new acquaintances too.

Not only do you provide a vital service, but knowing you did something good brings an emotional uplifting that can never be matched by money or fame. It's not a glamorous job, but most who have tried it will tell you that the experience is a positive one.

Following are scheduled volunteer efforts for 2014:

February 11	June 3	September 23
March 11	July 1	October 21
April 8	July 29	November 18
May 6	August 26	December 16

If you would like to participate individually or to organize six volunteers for any of these efforts, please contact Jeff Painter at extension 3711.

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Driving in Winter Conditions – Accident Reporting

Winter is here. Please drive safely. Be prepared for all road conditions. The following are suggestions in preparing and driving in adverse weather conditions:

- **Ice and Snow:** Before leaving home, find out about the driving conditions. Safe drivers know the weather, and their limits. If the weather is bad remember, Ice and Snow, Take it slow, or just don't go. Drivers often aren't prepared for winter driving and forget to take it slow. Remember to drive well below the posted speed limit and leave plenty of room between cars.
- **Clear:** *Remove any snow on your vehicle's windows, lights, brake lights and signals. Make sure you can see and be seen.*
- **Inspect:** *Check your vehicle's tires, wiper blades, fluids, lights, belts and hoses. A breakdown is bad on a good day and dangerous on a bad-weather day.*
- **Time:** *Leave plenty of time to reach your destination safely. It's not worth putting yourself and others in a dangerous situation just to be on time.*
- **First Snow or Ice:** *Black Ice: Roads that seem dry may actually be slippery – and dangerous. Take it slow when approaching intersections, off-ramps, bridges or shady areas – all are hot spots for black ice. Remember, Ice and Snow, Take it Slow.*
- **Limited Visibility:** *Stay attentive and reduce speed. Know what's going on around you.*

Four-Wheel Drive: On snow and ice, go slowly, no matter what type of vehicle you drive. Even if you have an SUV with four-wheel drive you may not be able to stop any faster, or maintain control any better, once you lose traction. Four-wheel drive may get you going faster, but it won't help you stop sooner.

Accident Reporting:

In the event you are involved in a government motor vehicle accident, there is an accident reporting kit in the glove box of every vehicle. It is important that all forms are filled out and a police report is included with your forms. Please use your cell phone for photos to aid you in describing the details of accident scene and damage.

The accident should be reported immediately to your Supervisor and Regional Property Officer Shellie Nall 801-524-3655 or 801-718-7050. If she is not available at the time you can report it to anyone in the Property office.

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Sharing Our Diversity by Sharing Your Recipes

From the kitchen of **The Shy Cook** – **Fish Tacos with Lime-Cilantro Crema**



Crema:

- 1/4 cup thinly sliced green onions
- 1/4 cup chopped fresh cilantro
- 3 tablespoons fat-free mayonnaise
- 3 tablespoons reduced-fat sour cream
- 1 teaspoon grated lime rind
- 1 1/2 teaspoons fresh lime juice
- 1/4 teaspoon salt
- 1 garlic clove, minced

Tacos:

1 teaspoon ground cumin
1 teaspoon ground coriander
1/2 teaspoon smoked paprika
1/4 teaspoon ground red pepper
1/8 teaspoon salt
1/8 teaspoon garlic powder
1 1/2 pounds red snapper fillets
Cooking spray
8 (6-inch) corn tortillas
2 cups shredded cabbage

Preparation

- . Preheat oven to 425°.
- . To prepare crema, combine the first 8 ingredients in a small bowl; set aside.

To prepare tacos, combine cumin and next 5 ingredients (through garlic powder) in a small bowl; sprinkle spice mixture evenly over both sides of fish. Place fish on a baking sheet coated with cooking spray. Bake at 425° for 9 minutes or until fish flakes easily when tested with a fork or until desired degree of doneness. Place fish in a bowl; break into pieces with a fork. Heat tortillas according to package directions. Divide fish evenly among tortillas; top each with 1/4 cup cabbage and 1 tablespoon crema.

For more [Diversity Recipes click here](#)

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In Transition

Grand Junction Employee Dan Crabtree Retires



On January 11, 2014, Dan Crabtree, Water Resources Group Chief, retired after 23 years with the Western Colorado Area Office. Below is a note Dan put together for his coworkers:

"Well it has been quite an enjoyable ride. After 12 years with the Soil Conservation Service and 23 with Reclamation, I've decided to do something different. I grew up in Grand Junction, graduated from Colorado State University and started my career on the Eastern Slope of Colorado in LaJunta and then Sterling. After three years penance on the plains I was able to move back home working on the SCS on-farm salinity program for another nine years, supervising up to 14 technicians and engineers surveying, designing and inspecting pipelines, ditches, land leveling, and all kinds of irrigation systems.

In 1990, I got my big break, moved over to Reclamation where the fun really started. I continued work on the salinity program on a larger scale, designing the Price Ditch pipeline and several wildlife habitat mitigation projects. As that work slowed, I started snooping around Brent Uilenberg's planning shop and he asked me to work on water quality, and Lower Gunnison salinity planning. Then it was on to operation and maintenance where I eventually clawed my way to lower management.

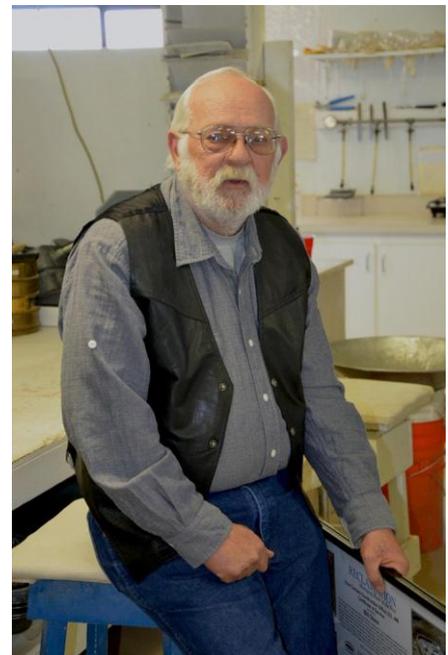
I spent a significant part of my career on the Water Conservation Field Services Program starting with its inception in 1993. I've seen a lot of changes to the program, but the main goal of encouraging our water districts to develop meaningful water conservation (I prefer "management") plans remains constant and has been successful. We've accomplished some other important goals in the last five years, completing the Black Canyon Water Right settlement and implementing the Aspinall Unit Record of Decision.

As I mentioned to Ann Gold when she offered her congratulations on my retirement, Reclamation's most important resource is you. The development and cultivation of relationships inside and outside of our organization is paramount to its survival. Nothing happens in Reclamation without support and teamwork which you have all provided to make my career a success. Thank you. I've tremendously enjoyed working with each and every one of you and wish you the best in your future. It arrives much too quickly!!"

#####

Bill Olson Retires from Four Corners Construction Office

The Four Corners Construction Office would like to thank you for your outstanding contributions to our Area Project's. Your skills and dedication over the last 25 years and 6 months are greatly appreciated. Bill is a Vietnam Veteran and served in the United States Navy from October 17, 1968 to January 21, 1972. Bill worked temporary appointments with the Bureau of Reclamation in Montrose in June 1985 to December 1985; April 1986 to October 1986; and June 1988 to September 1988, was given a permanent Lab Materials Technician position in Cortez on the Dolores Project in 1990. Accepted a transfer to Farmington, New Mexico, to work on the Navajo Indian Irrigation Project in June of 1993. Has been with Four Corners Construction Office ever since. Bill has worked on NIIP, Many Farms Dam in Arizona, Assayi Dam in New Mexico, Ridges Basin Dam in Colorado, Clear Lake Dam in Oregon, Navajo Nation Municipal Pipeline, Navajo Gallup Water Supply Project, Reach 12A, and numerous other projects.



Good luck Bill.

#####



U.S. Department of the Interior
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Albuquerque Employee Joe Alderete Retires



At an informal sendoff for Joe Alderete, Mike Hamman presented him with career service certificate (42 years) and a Star Award.

Back row, left to right - Art Valverde, Joe Alderete, Mike Hamman, George Scott
Front row, left to right - Rhea Graham, Terina Perez, Joshua Mann, Todd Kirkpatrick

We won't be forgetting him anytime soon

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What Is the Media Saying About Reclamation This Week?

[Shrinking of the mighty Colorado](#)

[Shortage on the Colorado River](#)

[big-time water shortage](#) video

[Endangered Species Act Protection Sought for Seven Rare Amphibians and Reptiles in](#)

[Goldwater, Bower and the disastrous damming of the Colorado River](#)

[2013 in Review: Page resiliency tested to the max](#)

[After an historically dismal irrigation season, NM farmers hopeful winter will bring more snow](#)

[Group submits comments on Navajo Generating Station](#)

[Low and dry on the Rio Grande for a new year](#)

[Colorado snowpack off to 'great start'](#)

[Man-Made Flood Could Help Revive Colorado River Wetlands](#)

[Sources of Water for Endangered Fishes in Colorado River](#)

[Total ABQ water use lowest in 30 years](#)

[What the New York Times Misses About the Colorado River](#)

[Southwest Colorado snowpack on target](#)

[Jackson Gulch may expand](#)

[Outfitter's \\$1M donation kicks off youth employment program](#)

[EPA receives support on plan to cut emissions at Navajo Generating Station](#)

[San Juan-Chama water shortage possible in 2014](#)

[Lower Rio Grande Basin Study Shows Shortfall in Future Water Supply](#)

[Lake Carlsbad to be drained for maintenance](#)

[Upper Rio Grande to experience growing gap between water supply and demand](#)

[In our opinion: Nevada judge gets it right in water dispute with Utah](#)

[Report Reveals Potential Growing Gap in Upper Rio Grande Water Supply, Demand](#)

[Feds: Less water expected in Upper Rio Grande Basin due to changing climate](#)

[Project benefits the community ... and the river](#)

[UT eyes and ears on Jewell speech about Colorado River](#)

[Upper Rio Grande impact assessment reveals potential growing gap in water supply and demand](#)

[Upper Rio Grande Impact Assessment Reveals Potential Growing Gap in Water Supply and Demand](#)

[Report: climate change likely to sap the Rio Grande](#)

[Rising temperatures to affect NM water](#)

[Climate models show changes for Rio Grande Basin](#)

[Keeping warm in an icy winter river while fly fishing](#)

[US files brief on New Mexico-Texas water dispute](#)

[New climate study predicts drop in upper Rio Grande flows](#)

[Houseboat Travel in Lake Powell and Glen Canyon Arizona Area](#)

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Reclamation Trivia

Here's this week's set of questions:

1. In recent months, the _____ has begun a new employee wellness program. The idea for this was originally instigated by _____, an archaeologist at the AAO for the last 11 years.
2. The _____ module of the program aims at developing future leaders by providing a __-day, __-session, course for selected employees to develop and/or sharpen their leadership skills through formal and informal training, details/shadowing assignments, and other continuous learning activities.
3. _____ is a concrete thin-arch structure, 10 miles southeast of Morgan on _____.

Last week, We asked,

1. The UC Regional Office specialists described how environmentally friendly engineering structures are designed and identified four common types of dams.
2. While there are only few strains of flu viruses, there are more than 200 different viruses that can produce the common cold
3. Huntington North Reservoir, created by Huntington North Dam and by the East and West Dikes, has a total capacity of 5,420 acre-feet and a surface area of 242 acres..

Last winner was – N/A

Please use this [link to send your answers](#). To be fair we will draw names from the winners and one person will receive a prize. We will reach into the prize bin for something suitable for the winner...as long as supplies last.

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