



# United States Department of the Interior

## BUREAU OF RECLAMATION

Northern California Area Office  
16349 Shasta Dam Boulevard  
Shasta Lake, California 96109-8400

IN REPLY REFER TO:

NC-100  
ADM-1.00

SEP 13 2012

Mr. Mike Shufelberger  
Shufelberger Construction, Inc.  
P.O. Box 493963  
Redding, CA 96049-3963

Dear Mr. Shufelberger: *Mike-*

On behalf of all of us at the Northern California Area Office, I am writing to express our appreciation following your firm's successful completion of the Upper Vista House Renovation. We are very proud of our "new" building and consider the finished product to be even more impressive than we had envisioned during the scoping stage. We recall our initial meetings with you and architect Mr. Les Melburg following award of the contract, during which you both expressed your high regard for the significance of Shasta Dam and the Upper Vista House and your desire to deliver a project worthy of a national icon. I am pleased to report that every recent visitor to the building indicates you have more than achieved that objective.

Though we are of course cost-conscious in considering any significant expenditure, because funding available for this project was so limited, it was particularly important that we maximize efficiency and value at every phase. The design-build model we utilized was very effective in that regard. Because it shifts more risk to the later planning and implementation phases, however, its success depends greatly on an effective partnership between the contractor and owner. We credit you and your staff on your willingness to resolve challenges as they arose and for your attention to quality throughout the project.

As for the design, we have remarked several times since the completion that there is not a single detail we would alter in retrospect. The clever orientation of workspaces and common areas is impressive throughout, as are the specific design elements. In comparison to the pre-project building, workflow and employee proximities are dramatically improved.

We are very grateful for your efforts and your dedication to the project. Please accept our congratulations for a job very well done.

Sincerely,

Brian Person  
Area Manager