

PO Box 2205 Pueblo, Colorado 81004

April 18, 2023

Ben Wade Colorado Water Conservation Board 1313 Sherman St., Room 718 Denver, CO 80203 Ben.Wade@state.co.us

Re: Arkansas River Basin Water Forum 2023 Educational and

Outreach Event - PAY REQUEST No. 1 - FINAL

eimbursement Request

CWCB Contract Number PO 2023-3282

Dear Ben:

Enclosed is Pay Request One for the costs associated with the Project. The following is a summary of all current Project charges.

Current Project Charges	\$85379.17
Previous Project Charges	\$0,000
TOTAL	\$85379.17

CWCB GRANT PAYMENT (50%)	\$44087.70
Less Previous Payments	\$0,000
AMOUNT OF THIS REQUEST	\$44087.70

We request payment for the amount indicated above. We have included the invoices related to the requested payment amount identified above. If you have any questions, please feel free to call this office at 719-251-2845.

Sincerely,

<u>Insurance Expiration Dates</u> GRANTEE – 01/21/2024

Jean Van Pelt, Program Manager

Attachments: Progress Report

Invoices



PROGRESS REPORT – FINAL REPORT Arkansas River Basin Water Forum 2023 Educational and Outreach Event PAY REQUEST No. 1 FINAL

Project Cost expended during this Pay Request is summarized below:

Company A]	Invoice Amount
DoubleTree by Hilton Venue Folio # 1078982 A 4/21/4/28/2023		\$68581.09
•		\$000,000
	Subtotal	\$68581.09

Company B	Invoice Amount
Encore Rental #2001-3356 4/24-4/26/23	\$8028.22
	\$000,000

4000,
Subtotal \$8
φο

Subtotal	\$7600
	\$000,000
Jean van Peit, Program Management, Invoice # 47, May 1, 2023	\$7600

Amazon, 114832246958394600, April 13, 2023	\$99.48
	\$000,000

<u>Subtotal</u>	<u>\$99.48</u>

	Subtotal	\$132.33
	\$000	0.000
Amazon, 1146237723833840, April 14, 2023		\$132.33

Staples, 10495, April 19, 2023	\$74.22
	\$000,000

7 -	,
Subtotal	\$74.22

Pinnacle Promotional Productions, 8951, April 19, 2023	\$863.83
	000 0002

Subtotal \$863.83

Current Project Charges \$85379.17



Project Update:

Task 1 – Venue Catering – ARBWF provided the venue, DoubleTree by Hilton, final guaranteed numbers for catering the 2023 educational and outreach event:

- 1. Monday, April 24th Local Leaders Dinner 135 attendees
- 2. Tuesday, April 25th Social Networking Dinner 120 attendees
- 3. Tuesday, April 25th Morning Refreshments and Lunches 287 attendees
- 4. Wednesday, April 25th Morning Refreshments and Lunches 200 attendees

The ARBWF paid \$68581.09 for catering, 24% service charge and sales tax to the DoubleTree. Included in this amount is \$3335.42 for alcoholic beverages served at the Local Leaders and social Networking Dinners. Subtracting the cost of alcoholic beverages from the total catering cost brings the balance to \$65245.67. ARBWF is requesting 50% or \$32622.84 in reimbursement for Task 1.

Task 2 – Technical Support and Audio-Visual Rental – The DoubleTree venue contracts with Encore to provide these services. Encore's services are included in the DoubleTree's invoice and amounts to \$8,028.22 for providing equipment rental, setup/strike labor and a non-refundable loss damage waiver plus sales tax. ARBWF is requesting \$2,695 in reimbursement for this task.

Task 2 – Program Management – ARBWF has contracted with Program Manager Jean Van Pelt to perform the following:

- Develop, manage, and reconcile business and conference budgets. Manage, reconcile and report monthly on all revenue and expenditures.
- Develop and implement a marketing campaign to solicit sponsorships and to increase attendance.
- Responsible for leading and managing various conference planning teams in the planning and implementation process for all aspects of the conference; including attending all ARBWF Board and Planning meetings.
- Provide leadership, motivation, direction, and support to the planning team.
 Assign/delegate tasks to volunteers and committee members and coordinate with them to achieve the target outcome.
- Solicit, manage, and track conference sponsorships. Responsible for soliciting sponsorships and providing information on the benefits of the associated levels and ensure the benefits associated with sponsorships are delivered.
- Manage and maintain the ARBWF.org website.
- Manage and execute e-commerce ability for financial transactions to ensure sponsorships and registrations are completed efficiently and accurately.



- Solicit conference registrations and manage the registration process. Report monthly on registrations and prepare registration materials ie: deposits, name tags, lists etc.
- Solicit and manage conference exhibitors. Responsible for providing information on exhibitors' benefits, associated costs, and determination of exhibitor spaces.
- Secure and manage all on-site conference facilities and catering services.

Ms. Van Pelt's services for the months of February, March, and April amounted to \$16400. The February invoice #45 in the amount of \$2440 and March invoice #46 in the amount of \$6360 are both considered a cash match of \$8800. Ms. Van Pelt's May 1, 2023 invoice #47 in the amount of \$7600 is a part of this reimbursement request.

Task 4 – Infographic, Registration, and Signage – The ARBWF Planning Committee spent 44 inkind hours at \$40 an hour creating the infographic for an in-kind match amount of \$1700. Colorado Springs Utilities printed 400 copies of the infographic for the in-kind amount of \$1000. The infographic was distributed at the 2-day forum. The remaining copies of the infographic were provided to the Purgatoire River Watershed Partnership, Lower Arkansas Valley Water Conservancy District, Colorado State Forest Service and Colorado Spring Stormwater Enterprise to aid them in their water education and outreach efforts.

ARBWF spent \$1169.70 on registration supplies which includes the following:

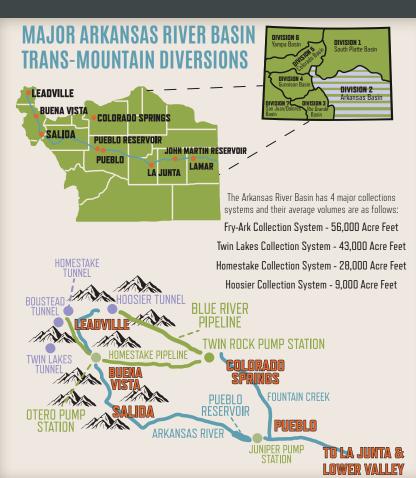
- 1. Amazon \$99.48 ink for printing name badges and signage
- 2. Amazon \$132.33 for Avery name badge holders
- 3. Staples \$74.22 ink for printing name badges and signage
- 4. Pinnacle Promotions \$863.83 for lanyards and pens for registration

The ARBWF is requesting \$1169.70 in reimbursement for task 4.

Task 5 – Tour Transportation - ARBWF did not incur any costs for tour transportation because the Arkansas River Outfitters Association and Colorado Springs Utilities provided vans and volunteer drivers to transport tour participants to and from the tour locations and the venue. This in-kind match easily meets and exceeds \$2,500.

PLEASE NOTE: The Arkansas River Basin Water Forum always performs a survey to evaluate the attendees' experience, what worked well and what did not work well. Attached to this report are the survey results as of May 2, 2023. Results are still coming in.

2023 Water Facts ARKANSA R BASIN



HOW COLORADO USES WATER



ARK BASIN MUNICIPAL WATER SUPPLY GAP

DEMAND

CURRENT SUPPLY



YEAR 2050

The Arkansas River Basin's future water supply gap ranges from 42,400 to 100,600 acre-feet. Growing demands will be supplied by a combination of moving water from irrigated agriculture to cities, conservation, reuse, and storage.

WATER WHAT?

ACRE-FOOT - 325,851 gallons or enough water to cover a football field 12 inches deep.

DENVER BASIN - Deep aquifer that is used but not replenished.

FRY-ARK - One of several transbasin water projects.

GROUNDWATER – Water held underground in rock

pores and crevices. **RETURN FLOW** - The unconsumed portion of water

deliveries that return to the stream. TRANS-BASIN - Water

delivered from one water basin to another, usually

from the West Slope.

WATER RIGHT - Right to

use water.

ARKANSAS VER COMPACT IS CFIFBRATING 75 YEARS

AGREEMENTS

Colorado must comply with nine interstate compacts and other water-sharing agreements at our state borders.

The Arkansas River Compact requires water deliveries to

KANSAS

20-year average annual state line flows are 80,414 ACRE-FEET.

2023 Water Facts ARKANSAS RIVER BASIN WATER FORUM

WHERE YOUR WATER COMES FROM

Average Annual Native 600,000
Arkansas River Supplies ACRE-FEET

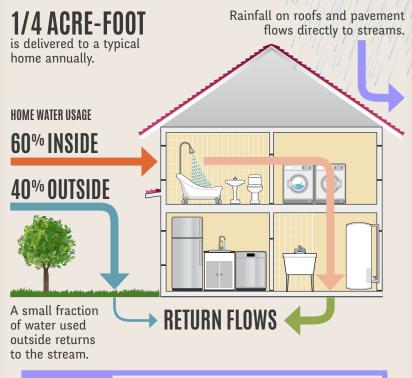
130,000 of water from the West Slope is imported to **ACRE-FEET** the Arkansas River Basin on average, annually.



El Paso County water suppliers import much of their supply from the West Slope.

Rural homeowners and small communities rely on wells in the Denver Basin and other ground water sources.

WATER AT YOUR HOUSE



95%

of water used inside returns to the stream through the treatment system.

>WHERE YOUR WATER GOES

Arkansas River Basin Water is reused MORE THAN ONCE

RETURN FLOW REUSE

Return flows benefit downstream users directly or as on offset for well pumping to supply farms and towns. Water suppliers also exchange return flow for additional upstream supply.



Water suppliers coordinate with recreation & environmental groups to improve streamflow timing in the upper Arkansas River.



ARBWF 2023 Out of Basin Attendees List

Order#	Order Date	First Name	Last Name	Email	Ticket Type	Billing Zip	Company	City, ST
1 6397343869	2023-04-14 9:54:33	Chris	Larson	cll@ditchrider.com	Arkansas River Basin Water Forum April 25 & 26	11205	Ditch Rider, LLC	Brooklyn NY
2 6317273209	2023-04-05 7:38:29	Phil	Stuepfert	pstuepfert@hrgreen.com	Arkansas River Basin Water Forum April 25th only	52404	HR Green	Cedar Rapids IA
3 6364884809	2023-04-11 8:30:34	Mark	Volle	mvolle@hrgreen.com	Arkansas River Basin Water Forum April 26th only	52404	HR Green	Cedar Rapids IA
4 6364915859	2023-04-11 8:32:50	Gregory	Panza	gpanza@hrgreen.com	Arkansas River Basin Water Forum April 26th only	52404	HR Green, Inc	Cedar Rapids IA
5 5846931109	2023-02-14 8:46:00	Jeffrey	Rieker	jrieker@usbr.gov	Arkansas River Basin Water Forum April 25 & 26	59107	Bureau of Reclamation	Billings MT
6		Krystle	Ervin	kervin@bbawater.com	Sponsor	80110	BBA Water Consultants	Englewood CO
7		Will	Koger	wkoger@forsgren.com	Sponsor	80112	Forsgren	Englewood CO
8		Mike	Waresek		Sponsor	80112	Forsgren Associates	Englewood CO
9		Tatianna	Smith		Sponsor	80112	Forsgren Associates	Englewood CO
10		Christine	Arbogast	christineKandA@aol.com	Sponsor	80112	Kogovsek & Associates	Greenwood Village, CO
11		Lisa	Fardal	lisa.fardal@stantec.com	Sponsor	80202	Stantec	Denver CO
12		Katy	Vandenberg	katy.vandenberg@stantec.com	Sponsor	80202	Stantec	Denver CO
13		Kelly	Romero - Heaney		Keynote	80203	Water Advisor to Governor Polis	Denver, CO
14		Austin	Krcmarik		Speaker	80204	Denver Water	Denver CO
15		Alexus	Singletary-Kelley	akelley@eroresources.com	Sponsor	80218	ERO Resources	Englewood CO
16		Sean	Larmore		Sponsor	80218	ERO Resources	Englewood CO
17		Karl	Wetlaufer		Speaker	80225	US Dept. of Agriculture, Natural Resources Conservation Service	Denver, CO
18		Deric	Clemons		Sponsor	80225	Natural Resources Conservation Service	Denver CO
19		Kevin	Triplett		Sponsor	80225	Natural Resources Conservation Service	Denver CO
20		Biongshia "B"	Cha		Sponsor	80225	Natural Resources Conservation Service	Denver CO
21		Lucy	Harrington	Iharrington@geiconsultants.com	Sponsor	80237	GEI Consultants	Denver CO
22		Jennifer	Lynch	jlynch@geiconsultants.com	Sponsor	80237	GEI Consultants	Denver CO
23		Jeffrey	Deems		Speaker	80306	Airborne Snow Observatories	Boulder, CO
24		Kimmo	Koponen		ARBWF Scholarship Recipient	80401	Colorado School of Mines	Golden, CO
25		Crystal	Cordova		ARBWF Scholarship Recipient	80401	Colorado School of Mines	Golden, CO
26		Jason	DeWitt	jason@frogcreek.partners	Business Development Manager	82644	Frog Creek Partners	Casper WY
27		Brian	Dearloo		President & Founder	82644	Frog Creek Partners	Casper WY
28 6111852639	2023-03-14 8:29:24	Nathan	Jahns	NJAHNS@geiconsultants.com	Arkansas River Basin Water Forum April 25 & 26	80014	GEI Consultants	Aurora, CO
29 5974356829	2023-02-28 8:55:01	Rick	Kienitz	watertraveladmin@auroragov.org	Arkansas River Basin Water Forum April 26th only	80112	City of Aurora Water	Aurora, CO
30 5815529559	2023-02-10 8:15:05	Jim	Schmidt	jkelley@basinlands.com	Arkansas River Basin Water Forum April 25 & 26	80202	Great Plains Irrigation Company	Denver, CO
31 5815529559	2023-02-10 8:15:05	David	Bower	jkelley@basinlands.com	Arkansas River Basin Water Forum April 25 & 26	80202	Great Plains Irrigation Company	Denver, CO
32 6045648839	2023-03-07 12:34:38	Sammie	George	sgeorge@goco.org	Arkansas River Basin Water Forum April 25 & 26	80203	Great Outdoors Colorado (GOCO)	Denver, CO
33 6058397529	2023-03-08 15:32:19	Joshua	Godwin	joshua.godwin@state.co.us	Arkansas River Basin Water Forum April 25 & 26	80203	CWCB	Denver, CO
34 6311431929	2023-04-04 14:28:47	Jeffrey	Rodriguez	jeff.rodriguez@state.co.us	Arkansas River Basin Water Forum April 25th only	80203	Colorado Water Conservation Board	Denver, CO
35 6311468549	2023-04-04 14:30:53	Russ	Sands	russ.sands@state.co.us	Arkansas River Basin Water Forum April 25th only	80203	Colorado Water Conservation Board	Denver, CO
36		Anna	Mauss		Speaker	80203	Colorado Water Conservation Board	Denver, CO
37 6011661579	2023-03-03 15:37:33	Clint	Henke	chenke@eroresources.com	Arkansas River Basin Water Forum April 25 & 26	80219	ERO Resources Corporation	Denver, CO
38 6337635649	2023-04-07 10:20:28	Kevin	Bergschneider	Kevin.Bergschneider@hdrinc.com	Arkansas River Basin Water Forum April 25 & 26	80222	HDR	Denver, CO
39 5929720129	2023-02-23 9:26:14	Matt	Ely	mely@usgs.gov	Arkansas River Basin Water Forum April 25 & 26	80225	US Geological Survey	Denver, CO
40 6266784329	2023-03-30 13:13:51	Lisa	Brown	Lisa.Brown@wilsonwatergroup.com	Arkansas River Basin Water Forum April 25 & 26	80228	Wilson Water Group	Denver, CO
41 6204696949	2023-03-23 15:32:55	Kelsey	King	kking@coloradoopenlands.org	Arkansas River Basin Water Forum April 25 & 26	80401	Colorado Open Lands	Golden, CO
42 6428088229	2023-04-17 22:07:45	Nolan	Doesken	nolan@atmos.colostate.edu	Arkansas River Basin Water Forum April 25th only	80521	CSU	Fort Collins, CO
43 6035388309	2023-03-06 13:53:44	Christina	Welch	c.welch@colostate.edu	Arkansas River Basin Water Forum April 25 & 26	80524	CSU	Fort Collins, CO
44 6346581339	2023-04-08 14:54:27	Robert	Sakata	rtsakata@aol.com	Arkansas River Basin Water Forum April 25 & 26	80601	Sakata Farms	Brighton, CO
45 6321696849	2023-04-05 15:26:40	Jessica	Ray	jessica@naranjocivil.com	Arkansas River Basin Water Forum April 25 & 26	80631	Naranjo Civil Constructors	Greeley, CO
46 6328357059	2023-04-06 9:38:19	Jerry	Naranjo	jerry@naranjocivil.com	Arkansas River Basin Water Forum April 25 & 26	80631	Naranjo Civil Constructors	Greeley, CO
47 6298431109	2023-04-03 10:40:30	Lana	Pearson	lana.pearson@usda.gov	Arkansas River Basin Water Forum April 25th only	80634	USDA NRCS	Greeley, CO
48 6094013419	2023-03-12 10:54:36	Brandon	Forbes	bforbes@usgs.gov	Arkansas River Basin Water Forum April 25 & 26	85719	US Geological Survey	Tucson AZ

Timestamp	Overall, how would you rate this year's Water Forum?	How would you rate the quality of the sessions and presentatio ns?	How would you rate the quality of the tours?
2023/04/27 3:18:01 PM CST	Excellent	Excellent	Excellent
2023/04/27 3:20:04 PM CST	Excellent	Excellent	Excellent
2023/04/27 3:23:15 PM CST	Good	Good	
2023/04/27 3:23:49 PM CST	Excellent	Excellent	Good
2023/04/27 3:23:50 PM CST	Excellent	Good	Excellent
2023/04/27 3:24:43 PM CST	Excellent	Excellent	Excellent
2023/04/27 3:24:54 PM CST	Excellent	Excellent	Excellent
2023/04/27 3:34:38 PM CST	Excellent	Good	Good
2023/04/27 3:44:01 PM CST	Good	Good	Good
2023/04/27 3:52:51 PM CST	Good	Good	Good
2023/04/27 4:13:14 PM CST	Good	Good	Excellent
2023/04/27 4:35:05 PM CST	Excellent	Good	Excellent
2023/04/27 4:38:48 PM CST	Good	Excellent	Excellent
2023/04/27 5:04:55 PM CST	Excellent	Excellent	Excellent
2023/04/27 5:13:47 PM CST	Excellent	Excellent	Excellent
2023/04/27 7:04:57 PM CST	Excellent	Excellent	Excellent
2023/04/27 7:35:45 PM CST	Excellent	Excellent	Excellent
2023/04/28 6:35:34 AM CST	Excellent	Excellent	Excellent
2023/04/28 6:45:57 AM CST	Excellent	Excellent	Good
2023/04/28 7:38:58 AM CST	Excellent	Excellent	Excellent
2023/04/28 7:56:36 AM CST	Excellent	Excellent	Excellent
2023/04/28 8:32:49 AM CST	Good	Good	Fair
2023/04/28 8:48:38 AM CST	Good	Good	Fair
2023/04/28 9:11:08 AM CST	Excellent	Excellent	Excellent
2023/04/28 9:16:55 AM CST	Excellent	Excellent	Excellent
2023/04/28 9:24:55 AM CST	Good	Good	Excellent
2023/04/28 9:40:05 AM CST	Excellent	Excellent	Excellent
2023/04/28 10:21:22 AM CST	Excellent	Excellent	Excellent
2023/04/28 10:22:13 AM CST	Excellent	Excellent	Excellent
2023/04/28 10:23:34 AM CST	Good	Good	Excellent
2023/04/28 12:09:31 PM CST	Good	Good	Excellent
2023/04/28 2:33:04 PM CST	Excellent	Excellent	Good
2023/04/28 2:34:26 PM CST	Excellent	Excellent	Excellent
2023/04/28 4:05:37 PM CST	Good	Excellent	Excellent
2023/04/28 4:09:47 PM CST	Excellent	Good	Excellent
2023/04/30 10:36:04 AM CST	Excellent	Excellent	Excellent
2023/05/01 1:04:52 PM CST	Excellent	Good	Excellent
2022/05/04 4:20:20 554 557	Eveellest	Fugalla :: *	Eveelles+
2023/05/01 4:20:38 PM CST 2023/05/02 8:59:18 AM CST	Excellent	Excellent	Excellent
2023/03/02 6:39:18 AIVI CST	Excellent	Excellent	Excellent

What did you like or dislike about the Water Forum?	How organized was the Water Forum	Was the Forum's length too long, too short, or about right?
	Excellent	Just Right
	Excellent	Just Right
I love the event but feel that speakers, particularly state policy makers, are "wagging the dog", so to speak, regarding Colorado's water challenges. I would appreciate more pointed and controversial positions to be heard. There isn't enough water. Colorado's growth can't go on forever, no matter what the distribution of water is. Ag as it is stands no chance against urban needs without direct state intervention to block ag to urban transfers. great diversity of stakeholders	Excellent Excellent Excellent	Just Right Just Right Just Right
I like the mixture of educational sessions and then tours after Presentations and tours were very current on issues facing the water community.	Excellent Excellent Good	Just Right Too Short Just Right
The comradery, hearing opinions of other water users from different areas of the state and what the I-25 corridor is planning and doing. The interest in keeping agriculture whole while sharing water.	Excellent	Just Right
Minor tech issues from presenters. Perhaps better communication or staff presence to ensure lunchtime events progress as planned. Very timely topics. Good space. Additional vendor possibilities? SNOTEL session was a bit more technical than necessary - would've been nice to get more interpretive and Ark Basin relevant info All the great people!!	Good Good Excellent	Just Right Just Right Just Right
The IT needs to be vetted next time at the venue Nothing really. There were a few minor glitches but nothing to worry about At time addition assistant for some true was unaccepted.	Excellent Excellent	Just Right Just Right
A/V issues during some sessions, departure for some tours was unorganized. Solid program, interesting participants, lots to learn. While the participants are the participant of the problematics of the participants of the par	Excellent Excellent	Just Right Just Right
While the entire Forum was very good, I most enjoyed the networking opportunities. Sitting near the back, the constant in and out of attendees and noise from the outer hallway was a distraction, although a minor one.	Excellent Excellent Excellent	Just Right Just Right Just Right
Excellent facilities, good food, great panels and moderators.	Excellent Good	Just Right Just Right
I enjoyed the presentations as I learned many things and got to put faces to many names. I attended the Fountain creek tourwhile I understand the weather was not optimal, the tour itself was nearly unbearable. There was no ringleader to help direct/organize around departure locationvery confusing. The USGS water monitoring and CPW fish stations were just ok, the others were simply endureddry, uninspiring presentations in a color	i	-
driving rain a few EZ ups would have been nice given the forecast. The networking and percolation was great. The only dislike was the Fountain tour in the rain, which was unavoidable. Generally I liked the food and the programs. Good job!	Good Excellent	Too Long Just Right
Great opportunity to meet new people and discuss.	Excellent Excellent Good	Just Right Just Right Just Right
The presentations were a little long. I think you could have shortened the keynote and the sessions by 15 minutes each and fit in one more topic each morning. Job well done by all!	Good Excellent	Just Right Too Short
Sound and visual quality was low. CS-U seems to been the one driving the forum. New material and other presenters would be nice.	Excellent Good	Too Short Just Right
Love the tours in the afternoon and great keynotes. There were some tech issues with presentations, especially any videos. I'm not sure if that was due to the presenter or the Double Tree rooms. Great food and venue.	Good Excellent Excellent Good	Just Right Just Right Too Long Just Right
The venue was good and the food service was some of the best I have experienced. Loved the dinner and breakout sessions	Excellent Good Excellent	Just Right Just Right Just Right
Attendees were friendly and fun to talk to. The outdoor afternoon tour at Fountain Creek was worthwhile, even though it was cold and raining. The afternoon tour at Security WSD was outstanding! Everything was properly coordinated, almost.	Excellent Excellent	Just Right Just Right

Thank for attending the 2023 Arkansas River Basin Water We're headed to La Junta in 2024. What should we keep in mind? Please provide any and all additional feedback and suggestions. Forum Were looking forward to seeing you next year! Option 1 I think La Junta is a great choice and I would like the water forum to focus on the economics of the lower basin and what both past decisions and current trends mean for the lower part of the basin. Option 1 I would like to see more information about water conservation within the Basin. Try to get more of the community involved. La Junta has a large ag community that would probably love to come listen and ask questions about Option 1 Keep the current events style going. I heard a few people mention that another day or half day would be nice. Option 1 Option 1 Much more rural setting. Challenging tour options. More community involvement? Try to showcase rural area offerings that are nit as easily known as larger cities/venues. yay! Option 1 Option 1 Option 1 Option 1 I know you will but focus on what is local. Option 1 Keep up the great work! I really appreciated the way the tables were set up for the listening audience. Too many times at these conferences round tables are used placing Option 1 I know that tour host are volunteers and typically not skilled as "tour guides" but perhaps having organizers encourage more hands on and interactive elements may help presenters better frame their activities and information. Try to involve the CSU Experiment Station and any projects they may be working on. It would be of interest to me to see any dry-up projects that Option 1 Drive time to the venue from other areas and scheduling. Option 1 The food was good. That the forum, needs to concentrate on the value of the Arkansas River to the Valley! Option 1 Option 1 More material and informations from the local farmers and ranchers and a session on the Conduit would be great. Option 1 Option 1 The second day tours may be too much. Option 1 Have scheduled breaks every 90 minutes at the most. Option 1 I would make sure that the food service provider for the VIP Dinner and the event is well vetted For a lanyard with a swivel hook, please provide badges with the name of the attendee on both sides of the ID badge holder. A lot of attendees were

walking around with ID badges that were blank, because their ID badge holders had turned around.

Option 1