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On the Front Cover

Leadership Elevated: Chief Meaning Officer

By Dan Chase, MPA, Training Manager, DHRM

Dan Chase, Training Manager, DHRM

Most of us are familiar with the titles of CEO (Chief Executive Officer), CFO (Chief Financial Officer) and COO (Chief Operational Officer). Unfortunately, most managers and supervisors aren't in a position to fulfill the functions of these executive level positions. However, every agency employee, and especially every supervisor, does have an opportunity to act as CMO. This important acronym stands for Chief Meaning Officer and it is essential that our agencies have multiple CMO's; leaders who understand the critical role that meaning plays in effective organizations.

Creating meaning in work is a simple concept but can be difficult to define or explain. In short it means giving our agencies and teams a transcendent purpose. This in turn will give the work that we as employees do more purpose or more meaning based on both personal and universal values. Leadership scholar James Macgregor Burns explains that meaning is based on realizing or achieving values and values stem from fundamental wants and needs. "The clues to the mystery of leadership lie in a potent equation: embattled values grounded in real wants . . . empowered leaders and activated followers to fashion deep and comprehensive change in lives of people." The question for would be leaders, then, is how to help employees create meaning in their professional lives.

There are two primary areas where leaders at any and all levels can help employees have more meaning in their work. First, meaning comes at the organizational level. Leaders need to help employees see (and remind them often) how what they do every day contributes to the organization and how what the organization does contributes to the State of Utah and its citizens. As public sector employees we actually have an advantage over the private sector in this aspect of meaning making. Our jobs aren't focused on simply increasing share holder profits but rather our agencies exist to directly or indirectly improve the lives of people in the State. CMO's help employees set challenging individual goals that are aligned to higher agency goals and help them see how what they do everyday matters in the big picture.

Secondly, meaning matters at the interpersonal level. Employees find more meaning in their work when they feel as though they are part of a community that is not only committed to a shared purpose but one that knows them personally and respects and appreciates them as both a professional and a person. Effective CMO's create working environments that are collaborative and interdependent. Employees want to feel as though they belong and that they matter.

All of us can act in the leadership capacity of Chief Meaning Officer. As we do so we'll find that as the meaning in our own and our employee's work increases so does our commitment to the success of our important agency purposes. We'll find that not only are our agencies more effective but that we are happier in our jobs as well.

2011 Leave Year End (LYE) Processing

By Crisanta Gwilliam, State Payroll Trainer

State Payroll will process the 2011 leave year end annual 'use or lose' and sick leave conversion programs as soon as the final payroll processing run for pay period 26 is complete.

Annual 'use or lose' cut-off:

Employees have until January 6, 2012 (the end of pay period 26) to use annual leave over 320 hours before it is lost. The annual accrual for pay period 26 must also be used. The **Use or Lose Annual Leave Over 320 Hours** report is available to employees with access to the Employee Self Service (ESS) internet portal. To access the report, click on the **Payroll** tab, then click on the **Working Time** area link (the link for the report is available under the **Leave Balances** section)

The sick leave conversion process is automatic unless the employee elects to 'Opt Out' by the cut-off date:

This year, 40 hours is the maximum amount of sick leave an employee is eligible to convert to converted sick leave as of January 6, 2012. The '2011 Calculation of Converted Sick Leave' document lists the eligibility requirements to convert sick leave, and is available in the *Payroll, Payroll Leave Year End* section of the Division of Finance web page: http://finance.utah.gov/ The DHRM Rule regarding Converted Sick Leave (R477-7-5) may be accessed from the following link: http://www.dhrm.utah.gov/policy/hrrules/Rules_2011.pdf

To 'Opt Out' of the Sick Leave Conversion:

- Employees with access to the Employee Self Service (ESS) internet portal can opt out by clicking on the **Payroll** tab and clicking on the **Opt Out of Sick Conversion** Quick Link (located under the **Working Time** area), no later than January 12, 2012.
- Employees that do not have access to ESS must notify their department's payroll representative of their intent to opt out, no later than January 6, 2012.

When should an employee consider 'opting out' of the sick leave conversion?

Once an employee reaches the 320 hour maximum (for Converted Sick and Pre-2006 Converted Sick combined), any sick leave that is eligible to be converted will be added to their annual leave. If the employee loses unused annual leave during LYE processing and then converts sick leave that is added to their annual leave balance, the employee runs the risk of losing the additional hours that are converted to annual during the next LYE processing cycle if they are not used. Once LYE processing is complete, employees that did not 'opt out' have until February 29, 2012 to notify their department payroll representative that they would like all, or a portion of, the hours that were converted returned to their sick leave account. This deadline also applies to employees that did not convert sick leave due to an error with their leave record.

Certify Leave Balances Report

After LYE processing is complete, employees are strongly encouraged to review their LYE Summary Report. Employees with ESS access can view their report by clicking on the **Payroll** tab, and clicking on the **Certify Leave Balances** Quick Link (located under the **Working Time** area). Employees have until the end of February 2012 to certify their report electronically, and bring any discrepancies to the attention of department payroll representative, or the balances will be deemed correct. Employees that do not have access to ESS may contact their department payroll representative to request a copy of the report.

FLSA Exempt Anniversary Comp Delete Period 26

FLSA-Exempt employees with a comp delete period of 26 have until January 6, 2012 to 'use or lose' their comp hours. To allow employees to use their comp time up through January 6, 2012, the unused comp is not removed until the entry period for pay period 01/2012. Please be aware that any comp earned in pay period 01 is also deleted and will need to be restored.

Employees have until January 6, 2012 (the end of pay period 26) to use annual leave over 320 hours before it is lost.

2011 W-2 Information

By Crisanta Gwilliam, State Payroll Trainer

When will the 2011 W-2 Forms be available?
The 2011 W-2s and instructions will be available to employees with access to the Employee Self Service (ESS) internet portal January 1, 2012. The W-2s for employees that do not opt out of receiving the mailed W-2 form will be generated January 17, 2012 and delivered to State Mail where they will be folded, placed in envelopes and mailed to the address in the payroll system no later than January 31, 2012. Please verify the correct address is listed on your pay statement issued January 6, 2012, as this is where the W-2 will be mailed. If the address is not correct, please notify your HR representative no later than January 13, 2012.

Accessing the W-2 form in ESS, and the NEW 'Opt Out of Mailed W-2' link in ESS:
Accessing your W-2 form in ESS is more secure and efficient than having the form mailed. Current employees with access to ESS are encouraged to opt-out of receiving the mailed W-2 Form by January 16, 2012.

To access your W-2 in ESS:

- Log into ESS and click on the **Payroll** tab
- Click on the **W-2 Forms** quick link, under the Payments and Benefits area
- Follow the instructions listed on the screen

To 'opt out' of receiving a mailed W-2 using the Opt Out of Mailed W-2 link:

- Log into ESS and click on the **Payroll** tab Click on the **Opt Out of Mailed W-2** Quick Link under the Payments and Benefits area
- Click on the radial button to the left of **Do Not Mail the W-2 Form**
- Click on the **Save Current Choice** button

In order to access your 2011 W-2 in ESS on or before January 17, 2012, you must opt out of receiving the mailed W-2. When you click on the **W-2 Forms** link, enter year **2011** and select **Continue**, a message will display asking if you would like to opt out of receiving the mailed W-2. If you select yes, you will be have opted out of receiving the mailed W-2 and granted access to view and print your 2011 W-2. If you select No, you will be taken back to the previous screen and will not be granted access to your 2011 W-2.

How to Request a Duplicate W-2

By Crisanta Gwilliam, State Payroll Trainer

The 2011 W-2s for employees that do not opt out of receiving the mailed W-2, their forms will be delivered to State Mail on January 17, 2012. The W2s are sent to the address listed in the payroll system as of January 13, 2012. Employees that do not receive their W-2 by the January 31, 2012 may contact the State Payroll Help Desk at 801-538-3056.

Current employees with access to the Employee Self Service (ESS) internet portal can print their own duplicate W-2 forms and W-2 Forms instructions (back to 2003). The **W-2 Forms** link is available under the Payments and Benefits area of ESS (accessed by clicking on the **Payroll** tab). Former employees that previously had access to ESS and were terminated within the last 18-months may contact state payroll to request temporary access to view their W-2 in ESS.

For all others that do not have ESS access and misplace the W-2 or require a duplicate copy for another reason, a duplicate W-2 can be requested either in writing or in person **after January 31, 2012**. There is a $5 processing fee for each tax year requested from State Payroll. Checks or money orders should be made payable to the State of Utah. The employee can request a duplicate W-2 either in writing or in person. The request must include the following information: Employee's name, Social Security Number, the tax year being requested, employee's mailing address, a daytime telephone number for the employee, and the employee's authorizing signature.

Send **written requests** to:

Division of Finance – Payroll
2110 State Office Building
Salt Lake City, Utah 84114-1031
Include $5 for each tax year requested

To request a duplicate **in person**, go to the Division of Finance office located in 2110 State Office Building, which is the building directly north of the State Capitol. *Bring an ID (driver's license or state ID) and $5 for each tax year requested.*

Under no circumstance will W-2s be sent by FAX or email.

Converted Sick Leave

By Paul Morley, HR Consultant, DHRM Administration

Did you know that until the last day of the last pay period in the 2013 calendar year, you may have the ability to turn some of the sick leave you have accumulated each year into converted sick leave? Many employees wonder what converted sick leave is and what exactly will be going away in the beginning of the 2014 calendar year. There are a few things that you should know about converted sick leave.

What is Converted Sick Leave and How do I Get it?

Converted sick Leave is a benefit which provides that an eligible employee may take up to 40 hours of their accrued sick leave each year to be placed into a flexible converted sick leave account. It provides a reward for low usage of sick leave in any given year. To be eligible to convert sick leave, you must have 144 hours of accumulated unused sick leave in your account prior to the calendar year in which the conversion occurs. Once this happens you can convert sick leave and here is how it works.

The following are scenarios of use of sick leave if in the 2011 calendar year, let's say you accrued the maximum of 104 hours of sick leave into your sick leave account:

- Scenario 1- you use none of your sick leave; then 40 hours would be converted ((104-0)–(64) =40)
- Scenario 2 -If you used 20 hours of sick leave; 20 hours would be converted ((104-20) - (64) = 20)
- Scenario 3– If you used 40 hours of sick leave none of your hours would be converted ((104-40)-(64)=0)

What is So Good about Converted Sick Leave?

Converted sick leave provides a more flexible leave benefit because it can be used for any reason in the same way as you would use annual leave. In addition, if you terminate employment converted sick leave is cashed out whereas unused sick leave is lost upon termination. If you do retire with converted sick leave then the balances are paid out according to the program I and II sick leave rules for continuing medical coverage.

Isn't Converted Sick Leave Going Away in 2014?

Sort of. The accrual of converted sick leave is going away but that doesn't mean that converted sick leave balances will be going away. You will still be able to use your converted sick leave balances the same way that you do now and they will not lapse.

Some employees might think they need to use their converted sick leave balances now in fear that they will not be available after 2014. It is certainly acceptable to use converted sick leave now, however, don't let the fear that the program is ending cause you to prematurely use this leave. While the converted sick leave program ends in 2014 you can be assured that your current balances will remain for future use. If you have any questions about converted sick leave please don't hesitate to AskEric at 801-538- ERIC (3742).

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Governor's WorkWell Challenge

Ideas to Protect the Winter Exercisers

Can we exercise when it is cold outside? If you are the kind of person who likes to exercise outdoors, then winter is bothersome. Getting outside to exercise is a great cure for the winter blues and could be good for the immune system. For those of us who are crazy enough to endure the cold weather just to meet the need for a daily exercise routine, here are a few ideas to help protect you from the cold.

- It is a good thing to get outdoors to exercise in the cold, but as always you need to check with your doctor. Ask the right kind of questions to determine if you have any limitations that the doctor would be concerned about.
- Don't dress too warm. Make sure that you dress in layers. Exercise generates heat and you could feel up to 30 degrees warmer than the outside temperature. The first layer should be polypropylene, which will draw sweat away from the body. Fleece is a good second layer for insulation and it is good to wear anything waterproof to act as an outside layer.
- Stay hydrated, especially in the cold. It is difficult to tell when you are getting dehydrated in the chilly weather. You still sweat in the winter weather and will lose water. Most times you are too busy or too cold to want to drink water. Be sure to drink enough water before and after you exercise.
- Take extra caution to cover your extremities. The head will lose as much as 50% of the body heat. Cover it up. If you can, cover your mouth and nose with something easy to breathe through. Breathing in through your nose and out through your mouth will warm the air you take in. Sunscreen should be applied if needed.
- Always check the forecast. Don't go out to find any surprises with the weather. Watch out for strong winds and high temperatures that would make exercise difficult. Be smart when you exercise outdoors.
- Paleness, numbness, and loss of feeling in the hands, toes, and face are all signs of frostbite. If you notice any of these signs get out of the cold as soon as possible. Then begin to slowly warm the area. You should be trying to warm your hands every 20 to 30 minutes while outside.
- It is very important that you do not forget to warm up before exercising. Muscles have the tendency to get injured if they are not warm. A five minute warm up indoors will help in preventing injury.

Use your best judgment when exercising in the cold. To prevent injury, make a plan and be prepared. Follow these tips and you will find that winter will not hold you back from reaching your health goals.

2012 Holiday Calendar

January 16, 2012	Martin Luther King Jr. Day
February 20, 2012	Washington and Lincoln Day
May 28, 2012	Memorial Day
July 4, 2012	Independence Day
July 24, 2012	Pioneer Day
September 3, 2012	Labor Day
October 8, 2012	Columbus Day
November 12, 2012 (observed)	Veteran's Day
November 22, 2012	Thanksgiving Day
December 25, 2012	Christmas Day
January 1, 2013	New Year's Day

An Elevated Level of Management Training

By Keith Heaton, AACPM President Elect & Mike Leary, USCPM President Elect

While the cool weather brought the autumn colors to our wonderful Utah mountains, the Utah Society of Certified Public Managers brought the American Academy of Certified Public Managers® 23rd Annual Professional Development Conference to Salt Lake City in October. This very successful 2 -day leadership conference was attended by over 240 attendees from Utah and across the country.

The conference theme "Leadership Elevated: Management for Peak Performance" celebrated the leader's role in a relentless quest for advancing the whole self, the work team, and the organization. The keynote speakers offered a mix of complimentary themes and contrasting styles to offer something for everyone looking for new information to elevate their leadership and management skills. Several breakout sessions also offered excellent presentations. Many commented that the lineup of speakers was the best assembled at one conference.

Todd Houston kicked off the conference with his amazing story of setting the record for climbing the highest points in all 50 states despite the fact that he lost his leg in a horrific boating accident. Ron McMillan introduced key influence factors and reminded us of the power that we have over others.

Ken Miller introduced "Extreme Government Makeover," an opportunity to solve rather than contribute to the bureaucratic process that slows down progress and "kinks our pipes". Doug Nielsen energized the group and laid out a pattern of actions to take control of our careers and our lives by taking life by the helm and getting our "ship" together.

Thank you to all of those at the Utah Society and AACPM® who dedicated their valuable time to making this event a success, and to the Utah public employees who attended the conference. Watch for the announcements for the 2012 Annual Manager's Conference coming in spring, co-sponsored by the Utah Society of Certified Public Managers and the Utah Department of Human Resource Management's Utah Leadership Institute.

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Askew Award Winning Team Honored

During the Awards Banquet following the AACPM Conference on October 11, 2011, the Early Adolescent Seat Belt Awareness Research Team received the 2011 George C. Askew award as Utah's outstanding Certified Manager Program® project of the year. The team was made up of: Helen Knipe, Brad Loveless, Michelle Matsuura, Thomas Roylance, Brett Slater, Wesley Starkenburg, and David Wade.

The team was recognized for their in depth study of the seatbelt usage of early adolescents. The team collected over 4000 surveys from kids across the State ranging in age from 11 to 14. From these surveys the team was able to better understand what factors contribute to helping kids want to use their seatbelts. This information along with recommendations were given to the Department of Public Safety to be implemented in their seatbelt awareness campaigns.

Askew Award Recipients

What's New in Utah? Retail, Museums, Transportation and More

By Clayton Scrivner,

In addition to the fresh powder blanketing Utah's scenic landscapes this season, new museums, exhibitions, commuter lines and a retail development project are debuting across the state. From scientific discovery and art to expanded transportation and retail options, Utah is providing visitors with a bevy of new cultural, historic and commercial offerings, sure to delight families, leisure and business travelers alike.

Beyond the following, a comprehensive list of statewide offerings – both new and old – can be found on www.visitutah.com.

PLC – SLC Connect – Park City, Salt Lake City, UT

Debuted October 3, 2011

Through a cooperative effort between the Utah Transit Authority (UTA), Park City and Summit County, the UTA is now offering public bus service from Salt Lake City to Park City for the first time ever, making Utah's ski country more accessible than ever. The PLC-SLC connect services markets in Summit County and Salt Lake City during peak commute times and includes stops at multiple ski resorts, Park City Transit Center, Salt Lake Central Station and the University of Utah, among others. Cost for a one-way trip is $5.50. Three-day or 30-day passes are also available. For more information, visit www.rideuta.com.

Natural History Museum of Utah – Salt Lake City, UT
Opened November 2011

The Leonardo Museum – Salt Lake City, UT

Opened October 2011

A first-of-its-kind, The Leonardo uses a fusion of art, science and technology to inspire creativity and innovation and to connect today's big ideas, questions, inventions and discoveries in a whole new way. The museum uses a unique approach to engage visitors and inspire curiosity, featuring immersive exhibits, real-life labs and community workshops that inspire a sense of wonder about the world. A highlight of the museum is The Lab @ Leo, which focuses on art and invention as both forms of inquiry and problem-solving, giving visitors the chance to rub shoulders with working scientists, makers, creators, thinkers, philosophers and artists. For more information, visit www.theleonardo.org

Quarry Visitor Center and Quarry Exhibit Hall – Dinosaur National Monument – Jensen, UT

Opened October 2011

After closing down for renovations in 2006, the new Quarry Visitor Center and Quarry Exhibit Hall in the Dinosaur National Monument now offers the state's most dramatic dinosaur display, with the fossilized remains of over 1,500 Jurassic dinosaur bones preserved in a 200-foot-long wall. The Quarry, encompassing less than 100 acres, is the only place in the 210,000-acre monument where the public can easily see dinosaur fossils embedded in rock. The Exhibit Hall features all-new exhibits addressing the dinosaurs' life on Earth, including a large mural which portrays Dinosaur National Monument as it may have looked 149 million years ago, depicting more than 50 different ancient species. Beyond the Quarry, Dinosaur National Monument offers trails, tours and activities which highlight the area's sweeping scenery, rushing rivers, dramatic canyons, unique geology and a rich cultural history. For more information, visit www.nps.gov/dino

Natural History Museum of Utah – Salt Lake City, UT

Opened November 2011

The Natural History Museum of Utah, located in the Rio Tinto Center at the University of Utah, provides a portal into the state's diverse history and makes science come alive through all new interactive exhibits and programming, immersive design and public spaces representing different time periods. The state's designated natural history museum celebrates Utah's native peoples, cultures and extraordinary ecology and demonstrates links connecting the past, present and future.

(Continued on page 8)

What's New in Utah? Retail, Museums, Transportation and More (cont.)

(Continued from page 7)

The unique design of the new Rio Tinto Center embodies the Museum's educational and scientific mission to stimulate discovery, curiosity and excitement of the natural world and the place of humans in it. The visionary architecture, which blurs the boundaries between built and natural environments, was conceptualized to represent Utah's landscape and geology over time. Built to gold LEED standards, the new building encompasses green values to increase energy efficiency and promote green behavior, as well as save money and resources. For more information, visit www.nhmu.utah.edu.

City Creek Center – Salt Lake City, UT

Opening March 22, 2012

Rising in the heart of Salt Lake City, City Creek Center will be the retail centerpiece of one of the nation's largest mixed-use downtown redevelopment projects. After much anticipation, the Center will be open to the public in March and is the only regional shopping center in the U.S. to debut in 2012. This unique shopping environment will feature a retractable roof, a creek that runs through the property, fountains, a pedestrian skybridge, a snow melt system, a weather and flight board and more. The world-class fashion and dining destination will offer approximately 80 stores including Macy's, Nordstrom and Tiffany & Co, as well as a food court and restaurants in a causal, pedestrian-friendly environment, less than an hour from 11 Utah ski resorts. For more information, visit www.shopcitycreekcenter.com.

2012 Governor's Award for Excellence

The Governor's Award for Excellence program recognizes state employees who have demonstrated a commitment to excellence during the calendar year 2011.

Award categories include:

- ***Energy and Environment***
- ***Heroism***
- ***Humanitarianism***
- ***Innovation and Efficiency***
- ***Leadership***
- ***Outstanding Public Service***

Award criteria, nomination forms, procedures, and helpful tips on how to write an effective nomination can be found on the Employee Gateway at www.employeegateway.utah.gov. Nominations will be accepted from mid January 2012 through late February 2012.

2012 Legislative Session

The 2012 Legislative General Session will be held January 23 through March 8, 2011. Parking on Capitol Hill is very limited while the legislature is in session. Visitors to Capitol Hill during this period are encouraged to use mass transit. Otherwise limited public parking is available in the Capitol Visitor's Parking lot located at the east end of the Capitol and State Office Building. Parking is also allowed along the streets around the perimeter of the Capitol.

Please pay attention to posted parking restrictions. Parking regulations will be heavily enforced.

To avoid traffic congestion and parking hassles, listen to presentations and subcommittees on the legislative web page at www.le.utah.gov. There you will also find information pertaining to this year's General Session.

UTAH LEADERSHIP INSTITUTE

The **Utah Leadership Institute** provides leadership development services to Utah's public sector leaders and organizations. ULI offers one-stop, hassle-free access to outstanding opportunities at a reasonable price. Visit the Employee Gateway for information on upcoming training opportunities.

We'd love to hear from you. Please submit feedback, suggestions, or ideas for future articles to: HRNewsletter@utah.gov

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On the front cover: Utah Bald Eagle Day —If you've ever seen a bald eagle in the wild, you know it's an experience that can take your breath away. On Feb. 11, 2012, you'll have a chance not only to see bald eagles, but to learn more about them. The Division of Wildlife Resources will hold its annual Utah Bald Eagle Day.

Bald Eagle Day is free. You can see eagles at five locations across the state. Viewing times vary depending on the viewing site you visit:

Northern Utah—Salt Creek Waterfowl Management Area (Compton's Knoll), located about 10 miles northwest of Corinne. Viewing will take place at Salt Creek from 10 a.m. to 3 p.m.

Farmington Bay Waterfowl Management Area, located on the west side of Farmington at 1325 W. Glover Lane (925 South)

Viewing will take place at Farmington Bay from 9 a.m. to 4 p.m.

Central Utah—Fountain Green State Fish Hatchery, located east of Nephi. Viewing will take place at Fountain Green from 9 a.m. to 4 p.m.

Northeastern Utah—Split Mountain/Green River, located north of Jensen and below the Dinosaur Quarry in Dinosaur National Monument (DNM). Viewing will take place from 9 a.m. to 4 p.m.

Southern Utah—Cedar Valley, about four miles northwest of Cedar City

Viewing will take place in Cedar Valley from 3 p.m. until dusk.

To reach the site, exit Interstate 15 at Exit 59, and travel west on state Route 56 to 3900 W. Turn right on 3900 W., and travel north to 2800 N. The viewing site is at 3900 W. and 2800 N.

Get a close look

Bob Walters, Watchable Wildlife coordinator for the DWR, says spotting scopes will be set up at each viewing site so you can get a good look at the eagles. "Biologists and volunteers will also be on hand to help you spot the eagles and to answer your questions," he says.

You can also pick up information about bald eagles, and wildlife watching and birding opportunities in Utah, at each location. The materials will be available for free, or for a small cost.

The best time to attend

Late morning and early afternoon are also usually the clearest times of the day to see eagles. If you want to see the greatest number of eagles with fairly good light conditions and reasonably warm temperatures, attend between 2 and 4 p.m.

Items to bring

If you attend Bald Eagle Day, dress in warm clothes and bring waterproof boots. Also, if you want to get pictures of the eagles, bring a telephoto lens.

Utah's most popular viewing event

Walters started Bald Eagle Day in 1990 as a way to introduce people to Utah's wildlife.

"I started Bald Eagle Day because I wanted to make people aware of the wildlife around them," Walters says. "I wanted to whet their appetite to see more."

Since it began, Bald Eagle Day has become Utah's most well attended, and one of its most enjoyed, wildlife-viewing events.

"I think the event is still accomplishing its intended purpose," he says.

For more information about Bald Eagle Day, call Walters at (801) 538- 4771, or Division of Wildlife Resources offices in Ogden, Springville, Vernal or Cedar City.