



West to East

The amazing story of how CH2M HILL grew to become a national consulting firm



CH2M HILL
ALUMNI ASSOCIATION

It all started in northern Virginia



Isaac Newton Square
Reston

How CH2M HILL grew into a national firm

- 💧 ***Tahoe/Tahoe East saga – Bob Chapman & Dana Rippon***
- 💧 ***From Reston through the Northeast & Canada – Dick Bedard & Sheldon Barker***
- 💧 ***Private sector and EPA Superfund – Dave Ellison***
- 💧 ***BC&E and into the Southeast – Cliff Thompson***
- 💧 ***Continuing Evolution and the Florida Story - Steve Aasheim***
- 💧 ***From CH2M HILL to Jacobs – Cliff Thompson***

Five extraordinary individuals lead the Tahoe Saga

Harlan Moyer



*Without these giants,
there would have been
no Tahoe East!*



Gene Suhr



Archie Rice

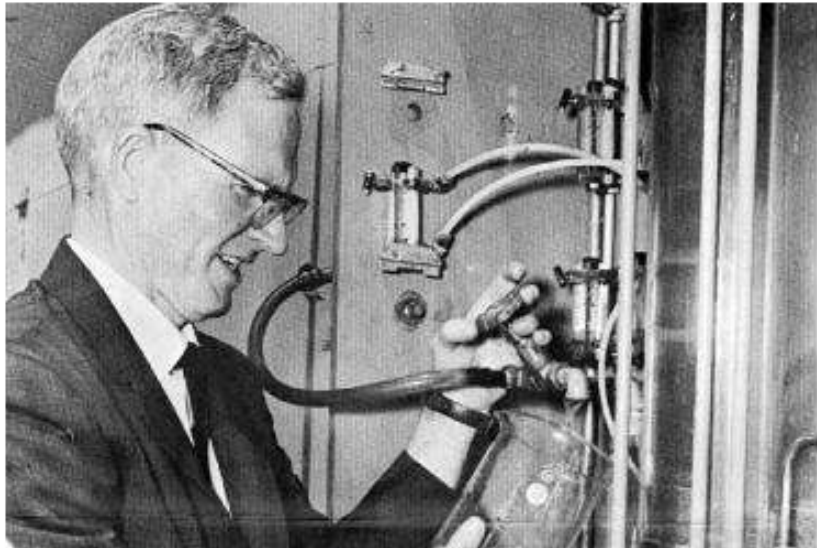


Russell Culp



Ralph Roderick

A \$15,000 South Tahoe PUD pilot plant was a catalyst for firm growth in the east

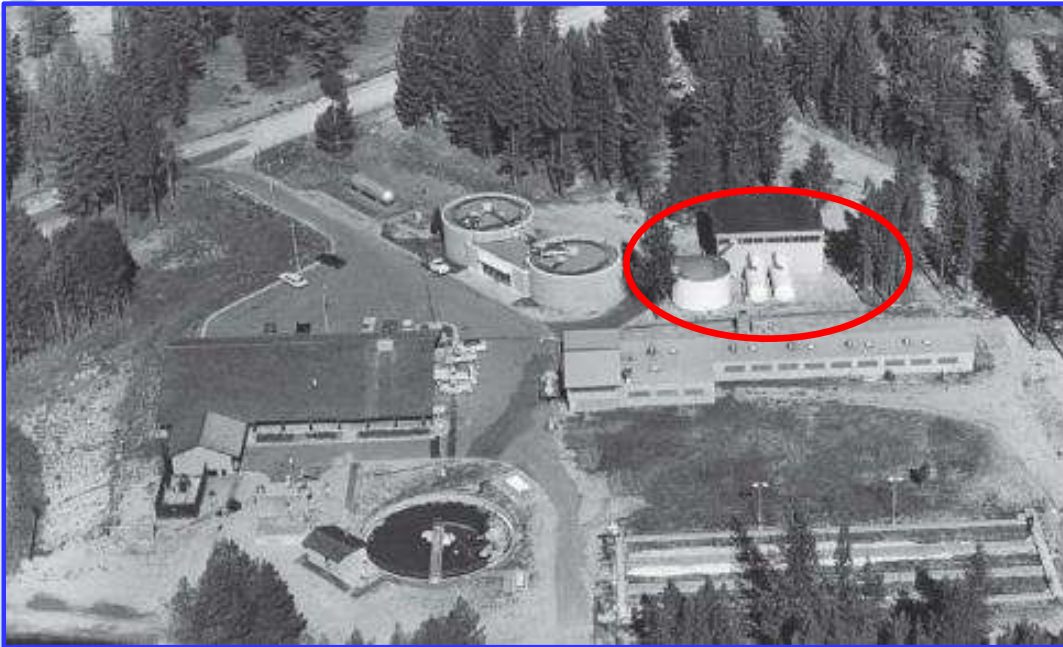


Walt Conley draws a sample of product from Micro-Floc

The “at risk” investment led to:

- ◆ *World wide advancement of wastewater reclamation*
- ◆ *The successful merger of CH2M & Clair Hill & Assoc.*
- ◆ *Launching our Virginia office*
- ◆ *Organic growth throughout NE*
- ◆ *Platform for parallel growth in SE*

EPA grant funding created benchmark full-scale tertiary treatment with demonstrated performance excellence



Industry firsts included:

- 💧 *MicroFloc Tri-media wastewater filtration*
- 💧 *Activated carbon with on-site regeneration*

EPA grant funding created benchmark full-scale tertiary treatment with demonstrated performance excellence



Industry firsts included:

- 💧 *MicroFloc Tri-media wastewater filtration*
- 💧 *Activated carbon with*
- tion*

Product Water looked and tasted like drinking water...The foundation for Tahoe East

1968 - entire plant tripled to 7.5 mgd with innovative and robust integrated plant processes



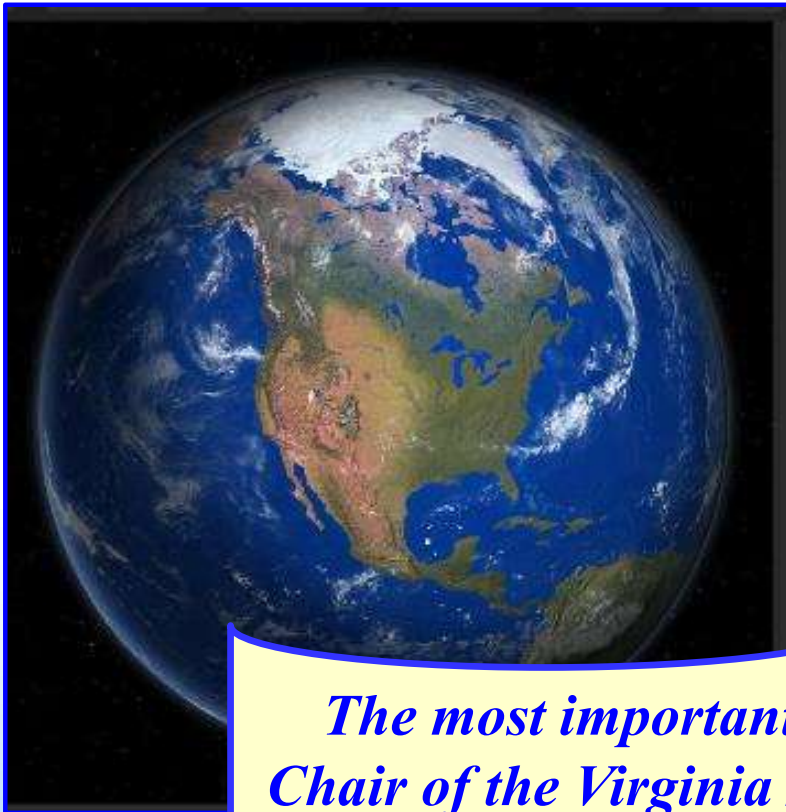
- *Improved methods for phosphorus removal*
- *Nitrogen removal*
- *Integrated solids handling and chemical recycling*
- *Multi-year demonstration testing via EPA grant*

By late 1960's the STPUD facility received worldwide recognition



**Click here to view video on the
CH2M Alumni Association website!**

By late 1960's the STPUD facility received worldwide recognition



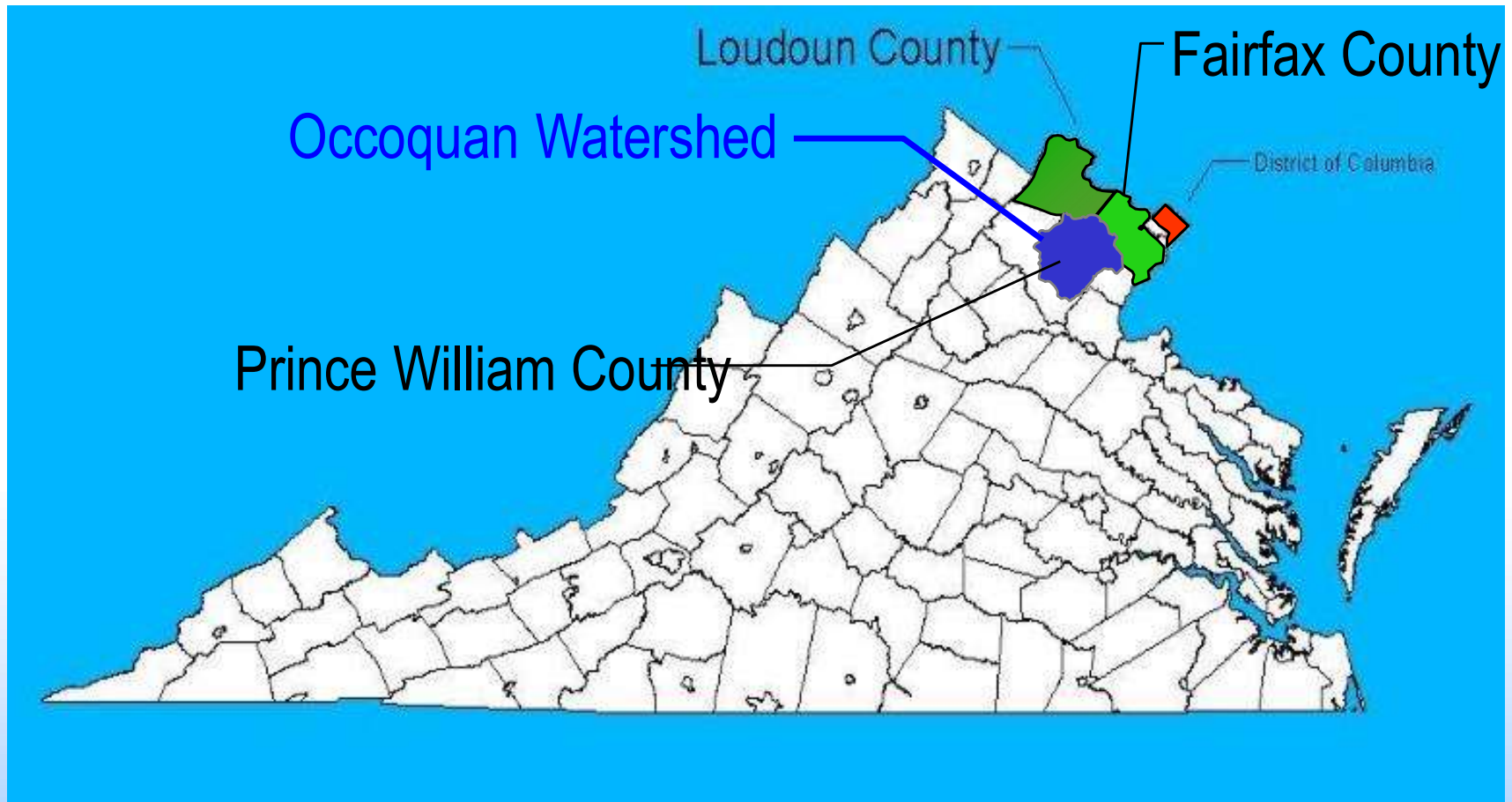
Visitors from:

💧 *13 countries*

💧 *Over 30 states*

*The most important visitor was Noman Cole,
Chair of the Virginia State Water Quality Control
Board, who coined Tahoe East for the Occoquan*

UOSA was formed to address critical Northern Virginia water resource challenges

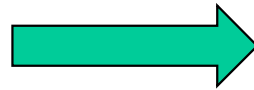


The tremendous teamwork and business opportunities gained from South Tahoe catalyzed the merger of two great firms



Jim Howland & Clair Hill
1971

CH2M Hill was selected over 25 competitors to complete Preliminary Engineering



1.

Felix & Oscar
"The Odd Couple"

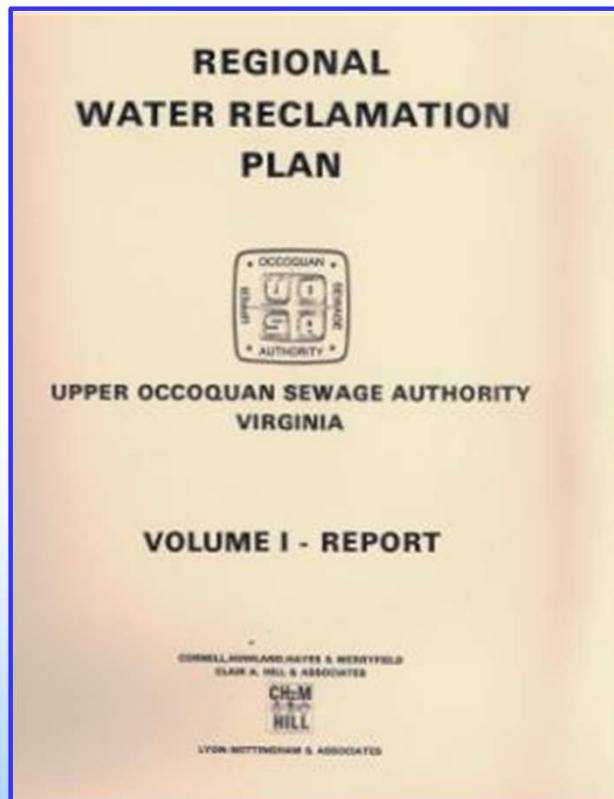


2.



Reston Office

Completing the engineering report required a tight schedule and overcoming many challenges



Siting had to avoid historical sites

...And the firm was finally paid!!

UOSA design team reunion...



*15 years later at Clair Hill's
80th Birthday Party*

Startup pressures: no time to drain clarifiers for inspection...used Plan B



UOSA Grand Opening: 1978



Millard Robins opens the gate to discharge first treated water

UOSA Grand Opening: 1978



*And we had to run the plant for the first year....long
before we even thought about OMI*

Millard Robins opens the gate to discharge first treated water

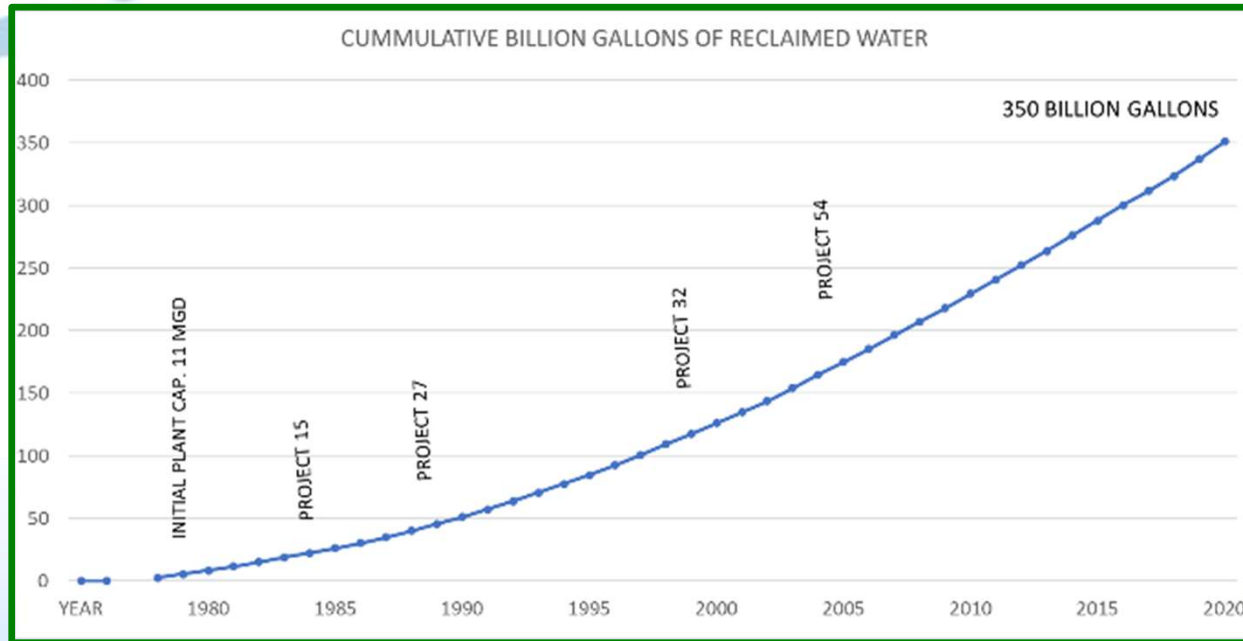
For over 50 years, UOSA has been expanded to keep up with rapidly growing suburbs



For over 50 years, UOSA has been expanded to keep up with rapidly growing suburbs



UOSA has become the “Gold Standard” for Indirect Potable Reuse



- 💧 *350 billion gallons of reclaimed water*
- 💧 *Safe Yield of Reservoirs*
- 💧 *Occoquan Watershed Monitoring Laboratory*

UOSA & CH2MHILL: An amazing 50 year partnership

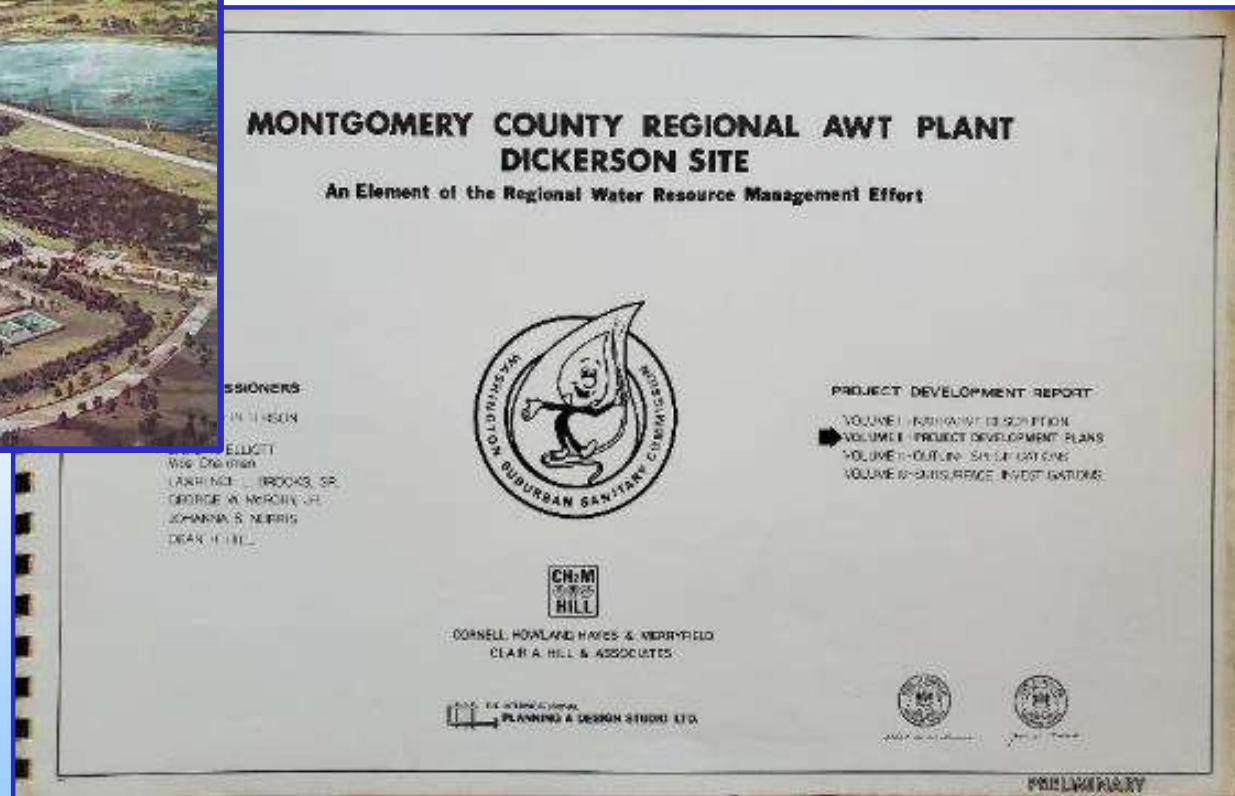


💧 <i>Original PER</i>	1972
💧 <i>George Gunn arrives</i>	1973
💧 <i>Project 15</i>	1973 – 78
💧 <i>Interceptors & PSs</i>	1973 – 77
💧 <i>Project 27</i>	1983 – 88
💧 <i>Project 54</i>	1987 – 04
💧 <i>PS Expansions</i>	2004 – 12
💧 <i>2050 Master Plan (60 mgd)</i>	2020

....and while UOSA was initially under construction, Reston and Corvallis completed the “Best” AWT design in our history



Montgomery County
Regional AWT



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“Because we’re not there!”

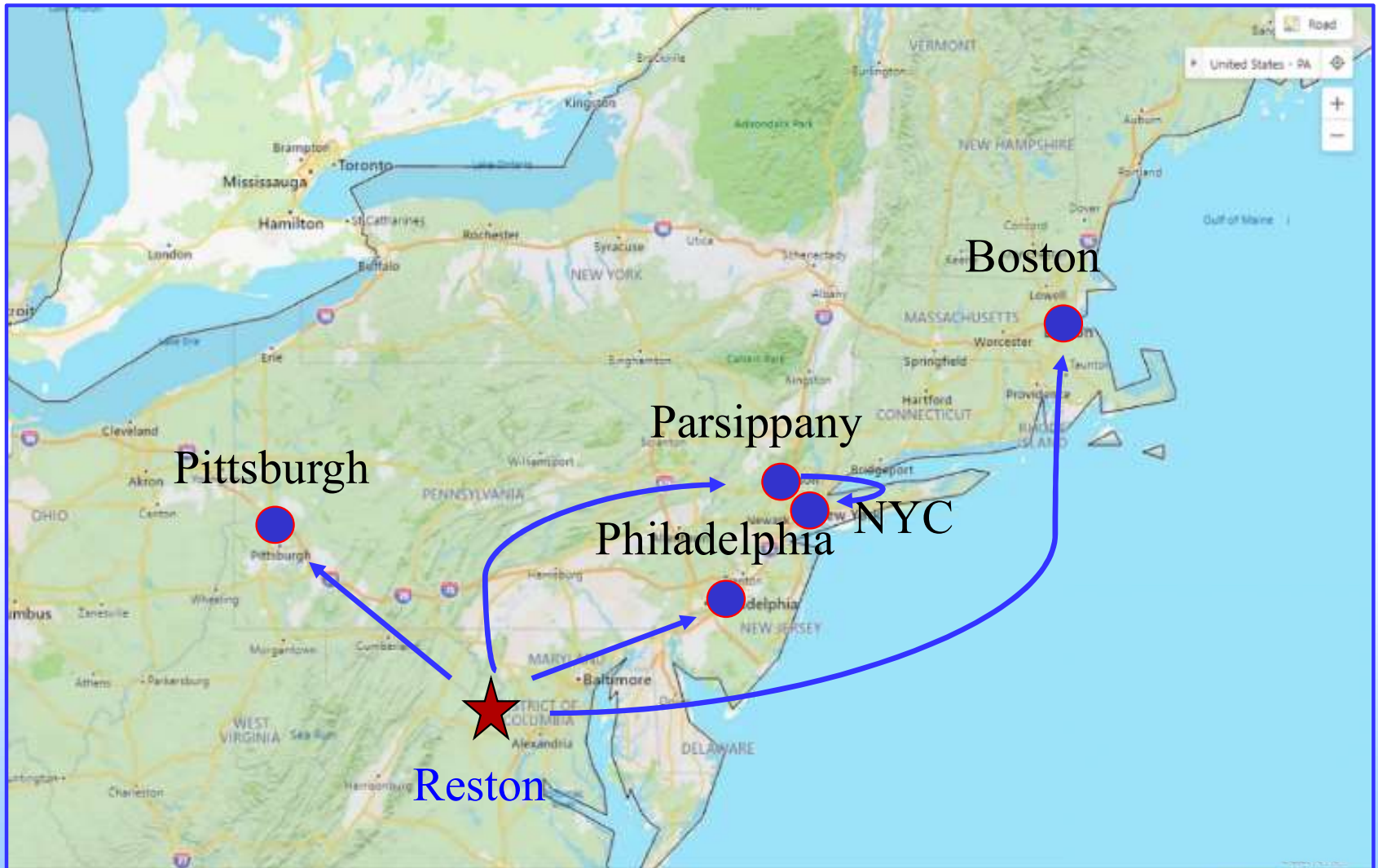


Bob Card - circa 1986

Having grown up in New England, I called my friend Bob Card and asked what death wish we had to compete in Boston

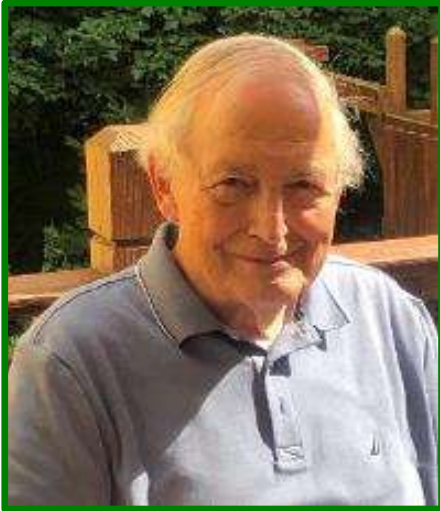
- ◆ *He said “we aren’t there.”*
- ◆ *This points to several principles in CH2M Hill:*
 - *We have a “Manifest Destiny”*
 - *We are a ‘hub and spoke’ operation*
 - *We are characterized by superior people, technology, projects and clients*
 - *We went to the work and our families did too*
 - *NER is an example of that*

The operation that started in Reston quickly grew through the Northeast



Outstanding people, projects and clients are our trademark:

Boston



Cliff Bowers

Value Engineering



John and Karen Rendall

Deer Island WWTP

Ken Miller and Bruce Johnson led cutting edge work on Boston's SDWA compliance



Ken Miller



Bruce & Marsha Johnson

Outstanding people, projects and clients are our trademark:



Gene Suhr



MWRA CSO



Outstanding people, projects and clients are our trademark:

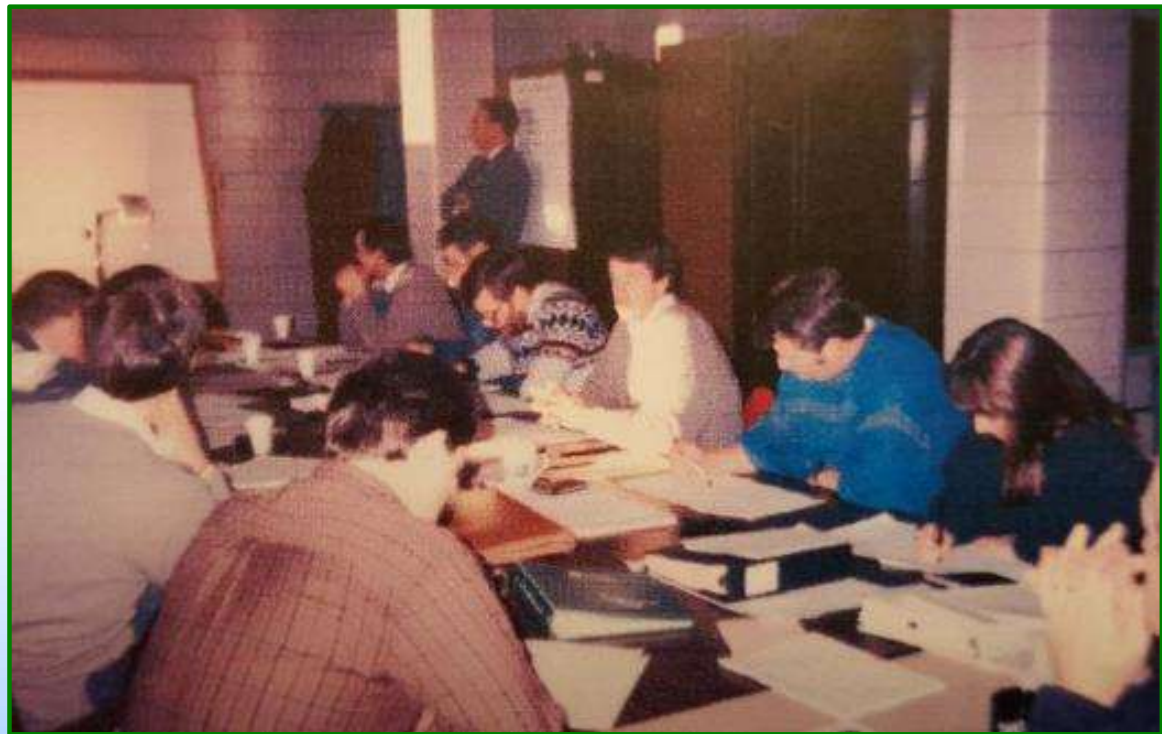


Jim Hawley



Paul DeKeyser

*Bangor, Maine WWTP Upgrade
(said in New Englandese as Banguhhhh)*



Outstanding people, projects and clients are our trademark:



Steve Guttenplan

New Jersey Office

- Pompton Lakes Superfund*
- Major Industrial clients*



Terri Gerrish



Russell Ford

Our work in Philadelphia actually started with Drinking Water work out of the Old BC&E Gainesville Office

- ◆ *The PHL office started later with industrial, hazardous waste and water work*
- ◆ *Later, we acquired Rogers Golden and Halpern*
- ◆ *They added a broad spectrum of clients and services*

Outstanding people, projects and clients are our trademark:

Pittsburgh



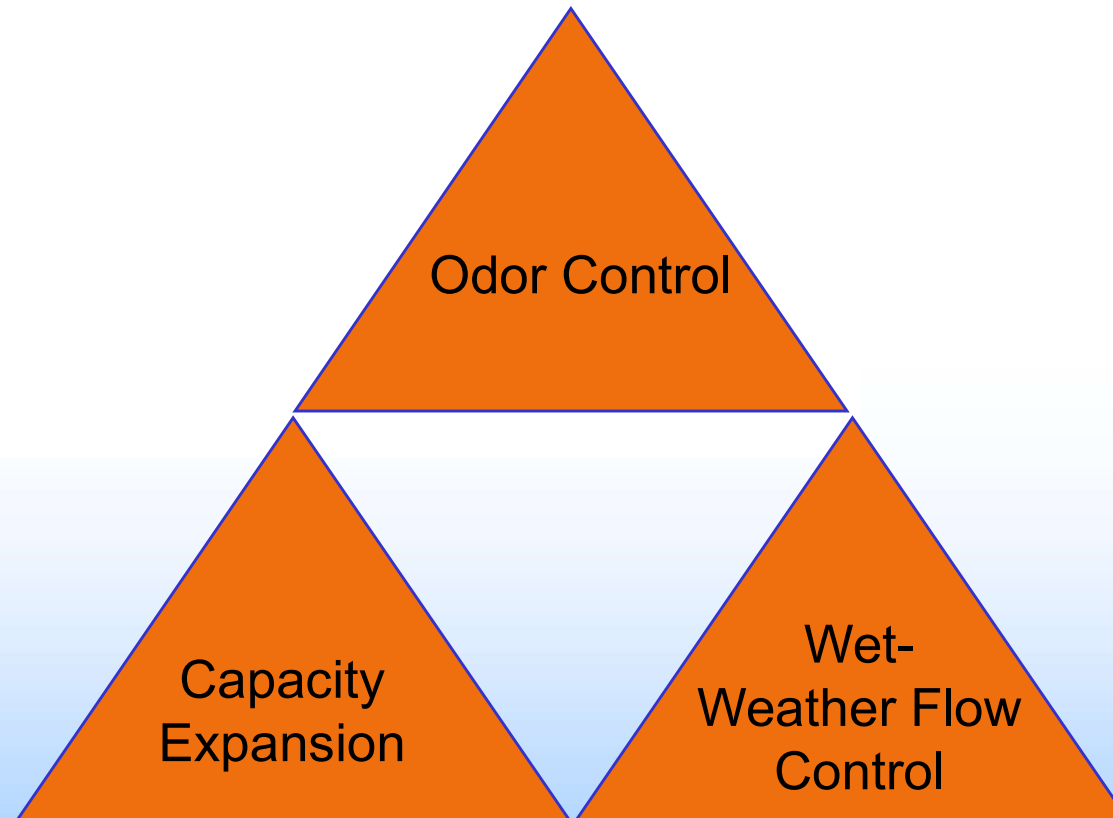
Jim Schwing

- *Started with IDC*
- *Jim Schwing moved to become Area Manager*
- *Teamed with CDM, we won ALCOSAN Program (Virtual JV)*

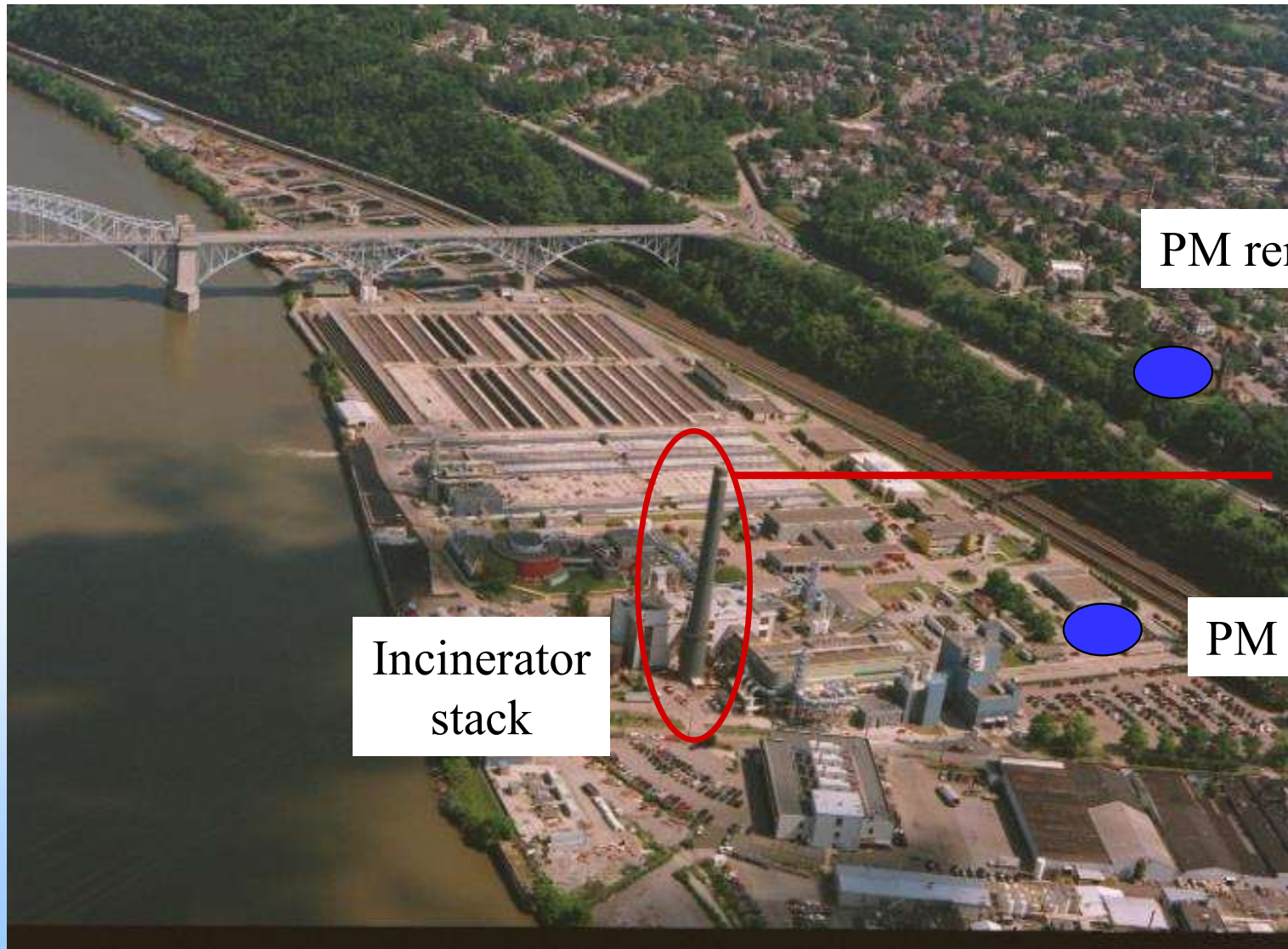
Led by Jack Rattray/CDM
& Hawley/DeKeyser Team



The ALCOSAN program included three elements, but odor was the Big Deal



Coincidentally, the incinerator stack was the same height as the bluff with a neighborhood to the north



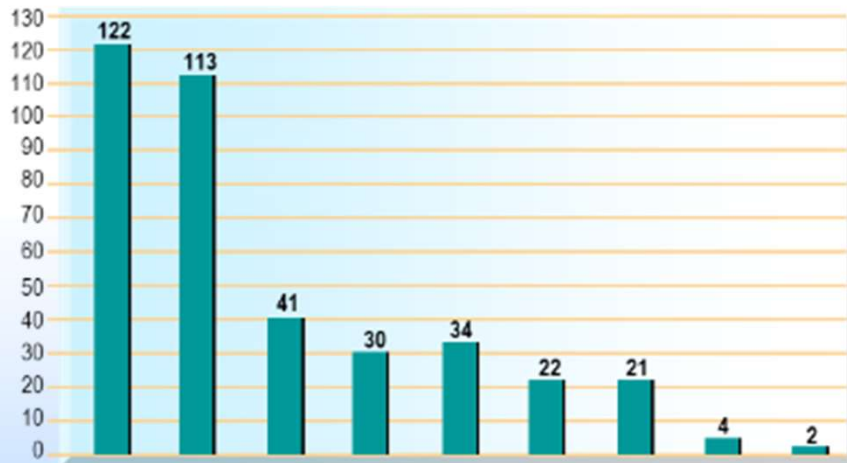
PM rented home

Incinerator
stack

PM trailers

Program success added value to both the neighborhood and the operators

Odor Complaints Received by Year (1993-2001*)
(*2001 through 9/24)



Closed Door = **Success!**

Outstanding people, projects and clients are our trademark:



Vin Rubino



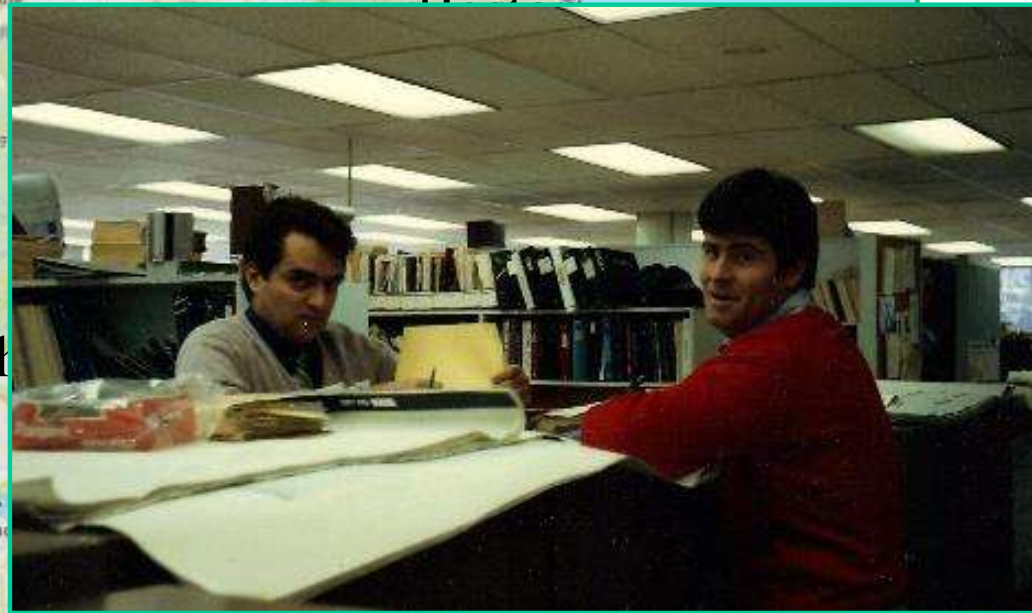
Maria Sheridan

New York City



We partnered with a Canadian firm known for its integrity and professionalism

The map displays the Northeastern United States and Southern Ontario, Canada. A red star marks Reston, VA. A blue dot marks Pittsburgh, PA. A blue dot marks Toronto, ON. A green arrow curves from Reston to Toronto. An inset box in the top right of the map area contains the logo for GORE & STORRIE LIMITED CONSULTING ENGINEERS, featuring the text and the stylized G&S logo.



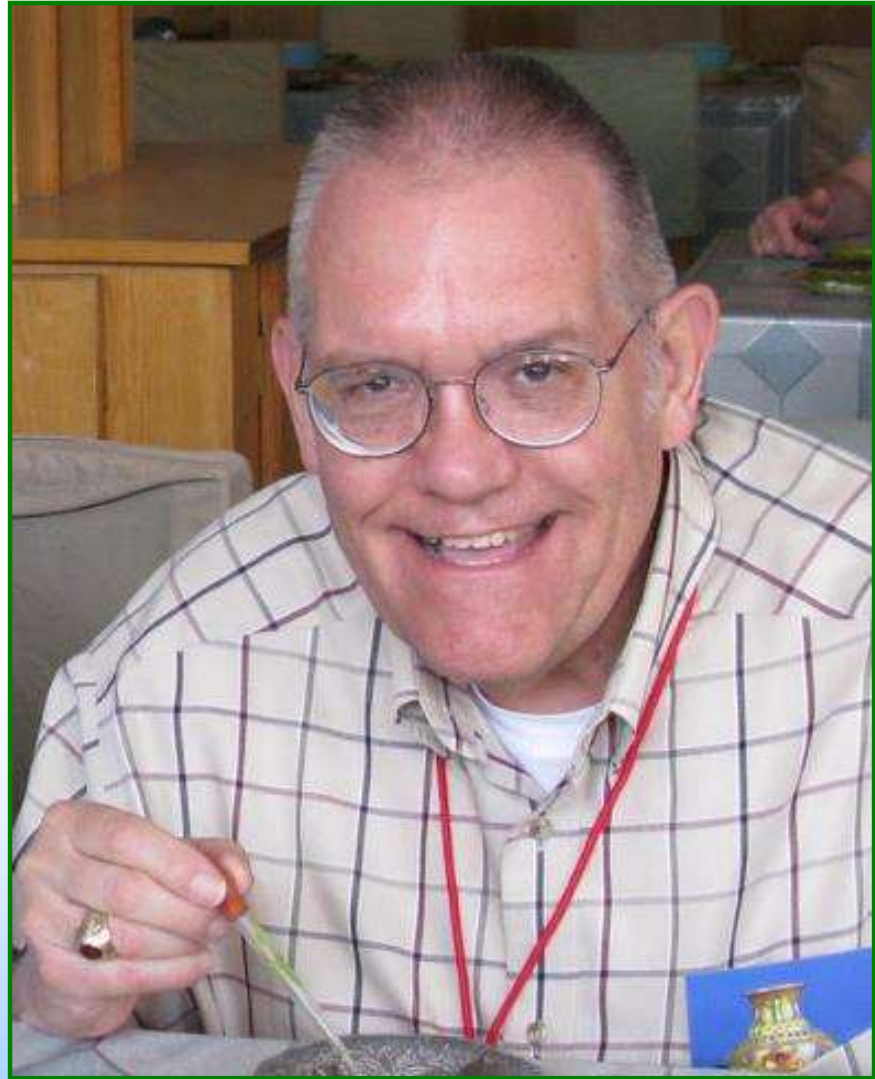
Paul DaSilva & Peter Nicol

Gore & Storrie, the largest environmental engineering firm in Canada, became a key part of our North American operation



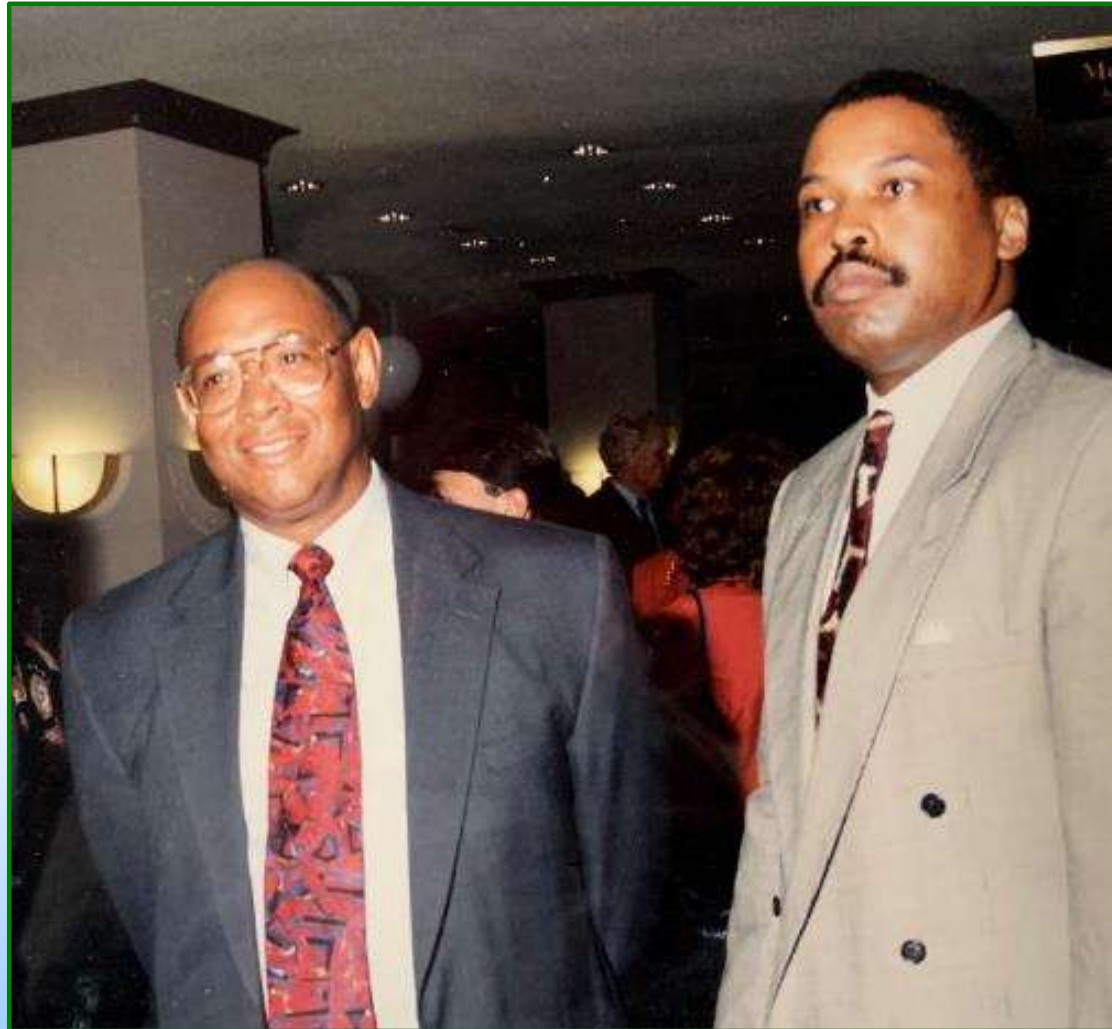
You haven't lived until you've been Wollmanized

**Only problem is no red pen
and his maniacal grin is muted**



Al Wollman

You can't work in the Northeast unless you understand politics



Willie Loud & Howlie Davis

In the words of the great CH2M Hill Philosopher Bud Ahearn



I'm out of:

- *Altitude*
- *Air Speed*
- *And Now TIME*

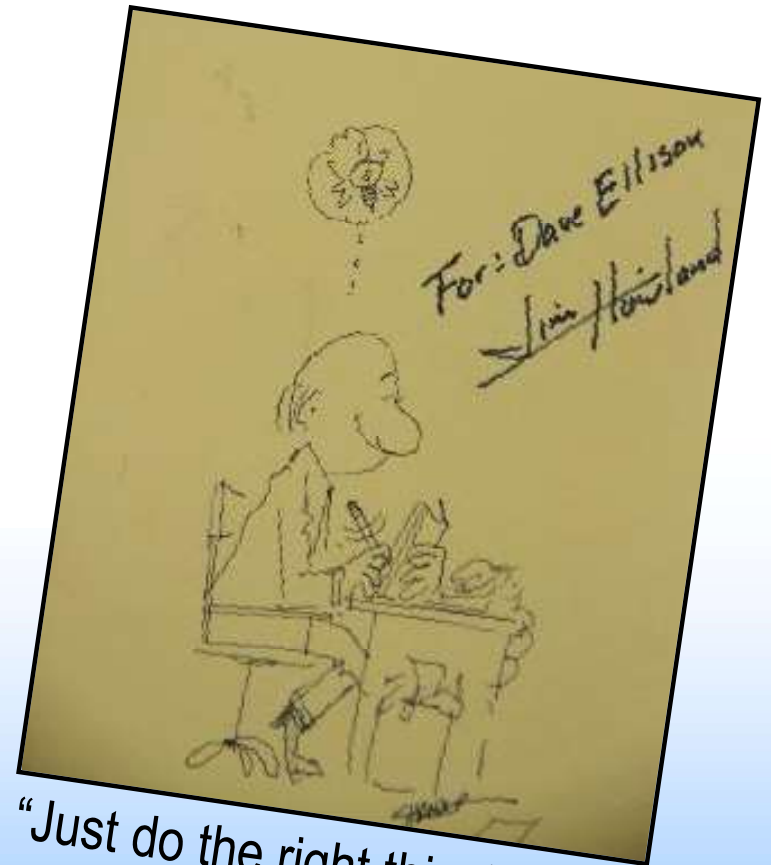
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Private Sector and EPA Superfund Development in Reston (mid 70s – mid 80s)

Dave Ellison

- *First, we followed Jim Howland's "little yellow book"*
- *We used the CH2M Hill network for private sector work*
- *We connected with EPA Superfund through college relationships (Brent Bixler & Bob Dagostaro)*



*"Just do the right thing"
"Be Generous" and remember:
"The Client is king/queen"*

McCain Foods

Now the largest frozen potato processor in the world.



Potato Chippers Became Our Clients



Ralph Peterson, PM +
Corvallis Design Group

White Chips
For Everyone
Else!
John Filbert, PM



Golden Chips
For The New
York Market!
Dave Ellison, PM

Anheuser-Busch Sod-farm Land Treatment for Yeast Wastewater

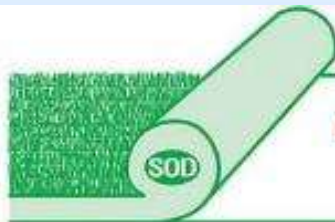
- 💧 *Fort Collins, CO .*
- 💧 *Jacksonville, FL.*
- 💧 *Houston, TX.*

Don Fox, PM & the RDD
Agriculture Group

ANHEUSER-BUSCH



Serving the Rocky Mountain Region



Turf Master LLC

SOD
DELIVERY
INSTALLATION

Leprino Foods - Jim Leprino - Denver

Now the largest mozzarella cheese processor in the world.



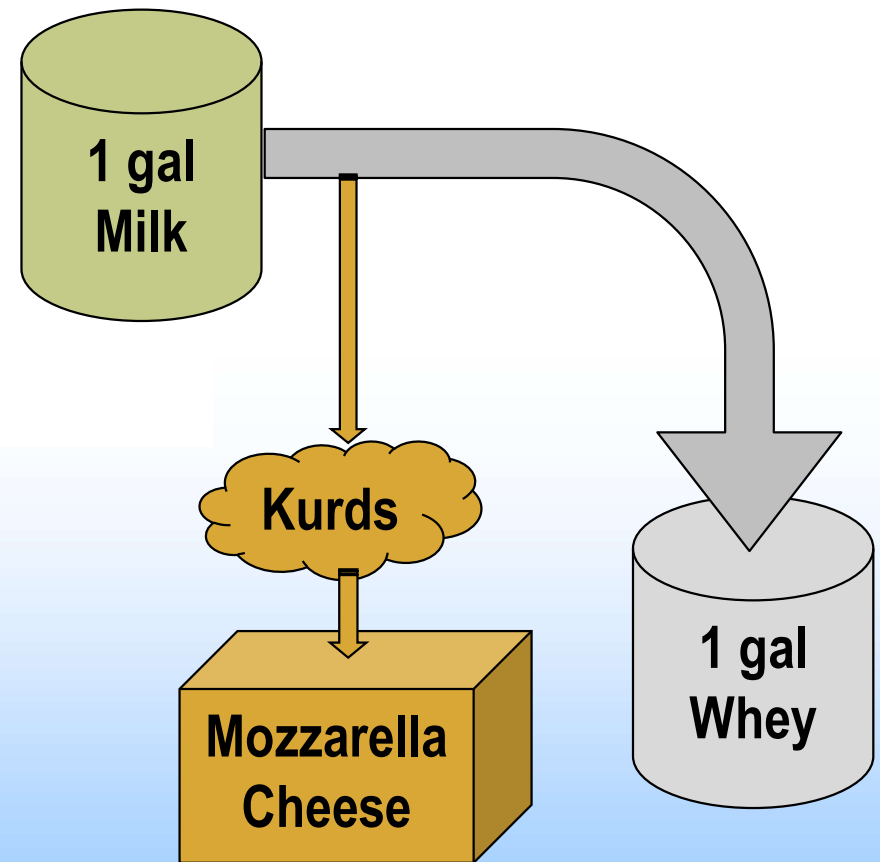
Dave Ellison, PM

Mike Leprino (circa 1950) – Jim's father – developed over 200 varieties of mozzarella cheese for the marketplace.



Kurds & Whey

Little Miss Muffet,
She sat on a tuffet,
Eating of curds and whey;
There came a great spider,
Who sat down beside her,
And frightened Miss
Muffet away



Our Superfund Work Began As A Subcontractor To CDM

This “Interim Superfund Contract” was a small, “starter” work effort for CH2M Hill.

Cliff Thompson PM for the Love Canal Project

99th Street Elementary School

Love Canal



Superfund Was Indeed A “Game Changer” For Reston And The Entire Firm

- ◆ *The Reston office became the EPA “Zone Project Management Office” – doubling the size of the Reston office very quickly in 1983.*
- ◆ *In 1986, the EPA rolled out a second and much larger contract, called REM IV that accounted for more than ¼ of CH2M Hill annual revenues and involved over 1,000 professionals – nearly 30 percent of the firms’ workforce.*
- ◆ *CH2M Hill received EPA’s highest award – the Administrator’s Award – six times during the first seven years that award program was in place.*

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The origin of the Montgomery office, acquisition of BC&E and integration

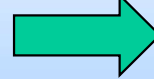
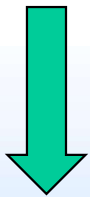
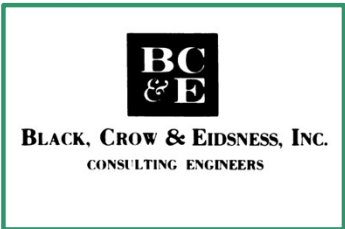
- ◆ *Thompson and Tuggle(T&T), 1972*
- ◆ *BC&E purchases T&T, 1975*
- ◆ *Tuggle leaves for Russell Corp, 1977 (Alexander City)*
- ◆ *Delivery of new water and wastewater facilities*
- ◆ *Project success leads to long term consulting contracts with larger Alabama cities*
- ◆ *Montgomery lab and engineering grows to more than 300 staff*
- ◆ *Many key contributors, including Blake Jeffcoat, Steve Gelman, Ray Topping, Craig Vinson, Steve Newton, and Greg Mooney*



BLACK, CROW & EIDSNESS, INC.
CONSULTING ENGINEERS

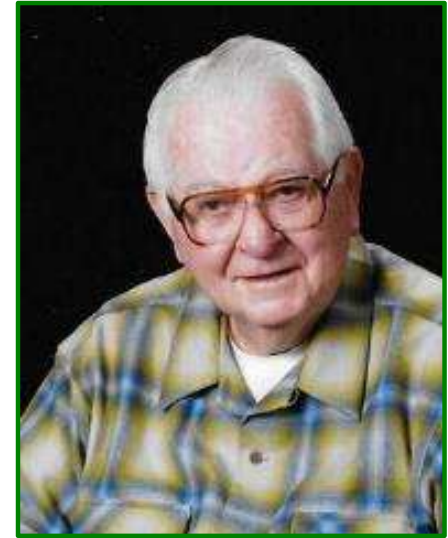
Acquisition of BC&E in 1977

- *250 person regional water firm, strong in Florida with smaller presence in Atlanta and Montgomery*
- *Offices operated with autonomy, Gainesville was the design center, operated somewhat like CVO*
- *BC&E owned by Hercules Corp who suddenly decided to exit consulting business*
- *Instantly the firm has a large presence in the Southeast*



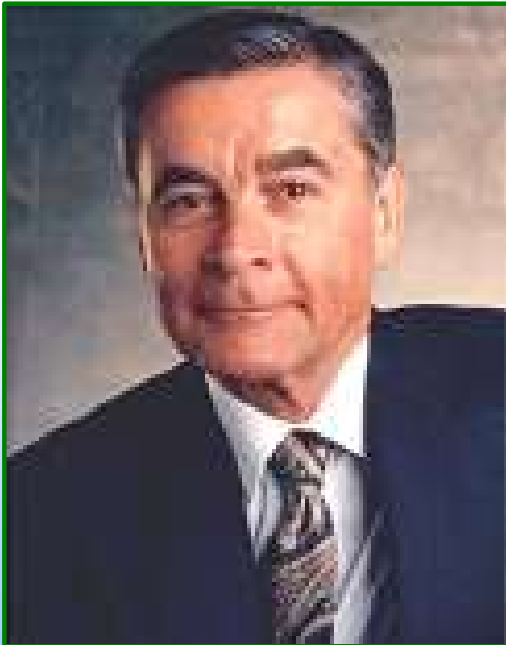
Integration of BC&E

- ◆ *Joe Worth moves to Gainesville*
- ◆ *Brought required confrontational style*
- ◆ *BC&E brought into corporate culture*
- ◆ *Non stop conference calls, chicken Thursday, required coffee breaks, required collaboration*
- ◆ *First KE Meeting in CVO*

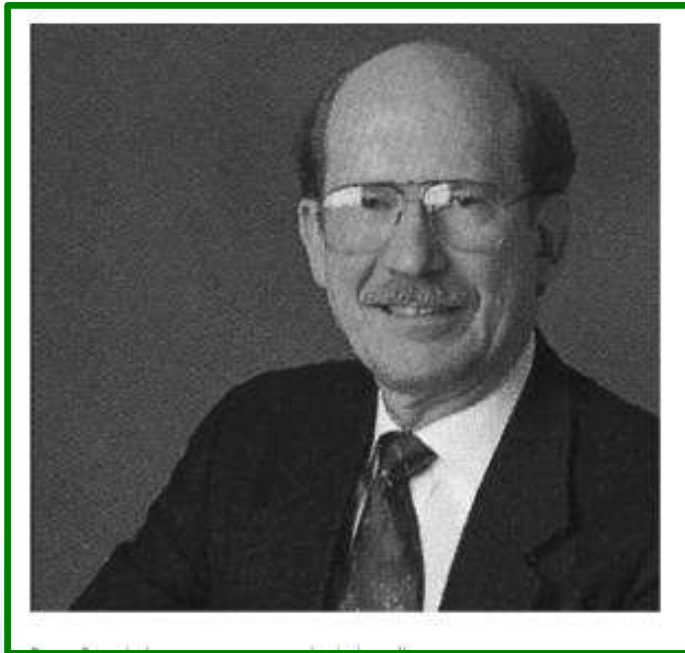


Jim Poirot moves to Atlanta

- ◆ *Stress importance of buildout throughout the entire District*
- ◆ *Importance of collaboration within the profession*
- ◆ *Organization was ready for softer management style*
- ◆ *Longer range planning and strategy received greater focus*



Lyle Hassebroek continued to optimize the integration



Implemented:

- *Organizational effectiveness & efficiency*
- *More integrated organization*

Private Sector Growth in the Southeast



- ◆ *Montgomery office had early resources and focus*
- ◆ *Alumax project provided opportunity for air work collaboration -Wayne Hanson*



- ◆ *GE wastewater project demonstrated opportunity to follow clients, transfer technology and skills-Jay Mackie, Dave Ellison*



- ◆ *Numerous pulp and paper projects-John Lee*
- ◆ *Gulf Oil Craig Zeien*



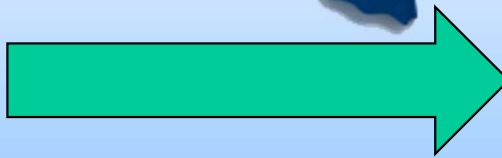
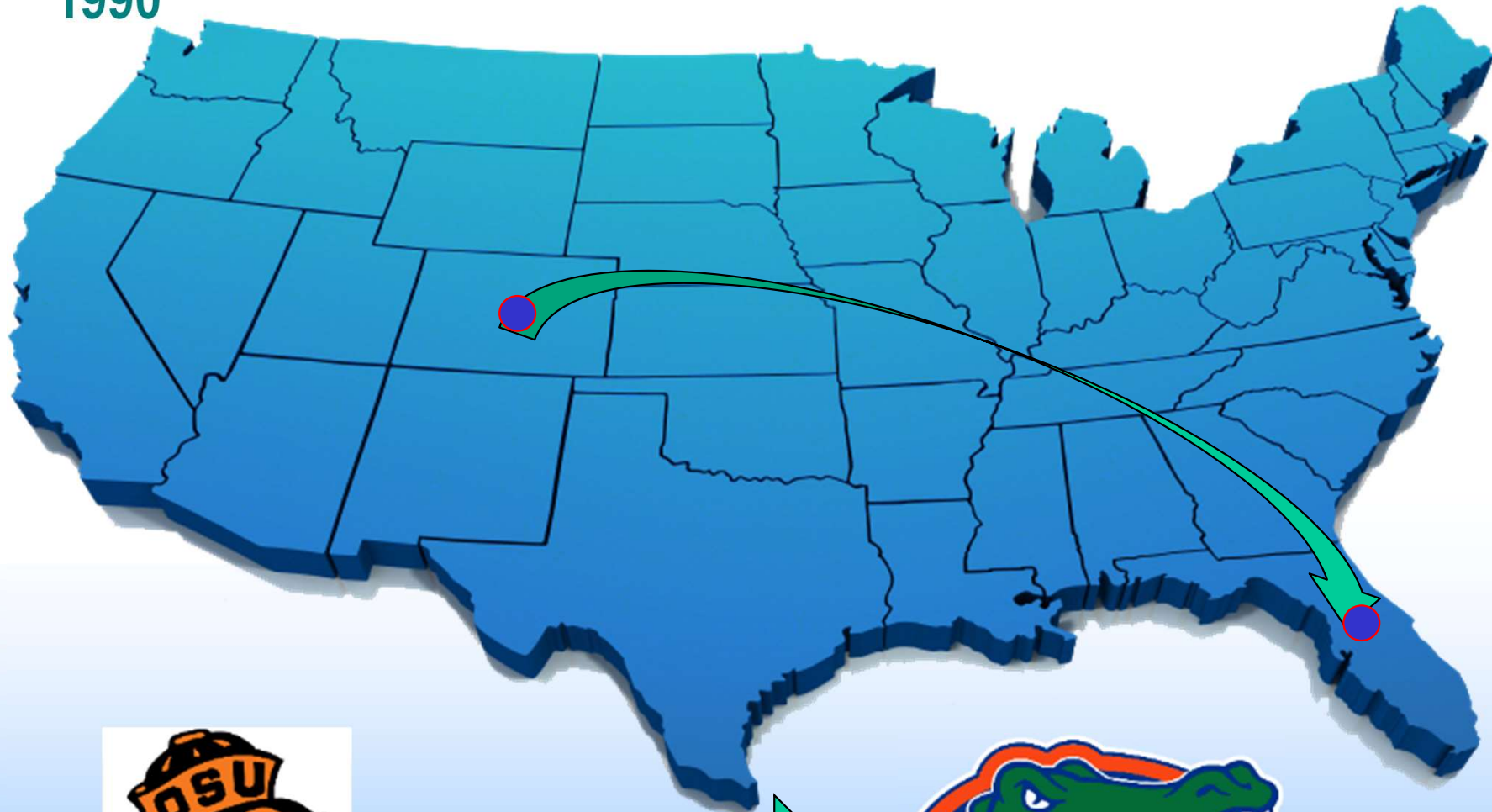
- ◆ *Celanese wastewater Ken Cable & Tom Pennela*

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Florida Here We Come

1990



The Shock of it All



My image from Denver



The Shock of it All

Humidity

10 Day Weather - Gainesville, FL
As of 1:56 pm EDT

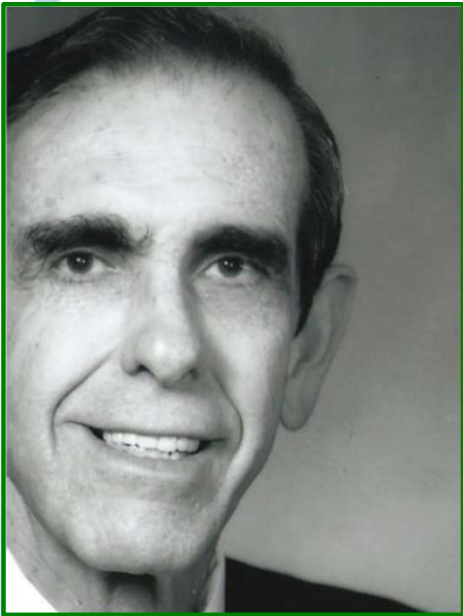
Today	91°/73°	Thunderstorms	93%	SSE 7 mph
Tue 05	91°/73°	PM Thunderstorms	56%	SE 7 mph
Wed 06	95°/74°	Partly Cloudy		
Thu 07	92°/74°	PM Thunderstorms		
Fri 08	93°/74°	PM Thunderstorms		
Sat 09	92°/75°	PM Thunderstorms		
Sun 10	88°/72°	Scattered Thunderstorms		
Mon 11	85°/73°	Scattered Thunderstorms		
Tue 12	90°/73°	Scattered Thunderstorms		
Wed 13	90°/74°	Scattered Thunderstorms		
Thu 14	89°/73°	Scattered Thunderstorms		
Fri 15	89°/73°	Scattered Thunderstorms		
Sat 16	88°/73°	Scattered Thunderstorms	58%	SW 9 mph



The realty

The Role of Gainesville

Resource center for Florida and Design Center for East



Ignacio Garcia



Jim Hawkey leads project team



The Culture Needed Help: Academic vs. Collaborative



How do we learn to work as a team?

Our communication was “State of the Art”



Wireless Communication

High Speed Internet



The Advent of CAD (Computer Aided Design)

Intergraph (CVO & WDC) vs. AutoCAD (GNV)?



And they were low cost to boot

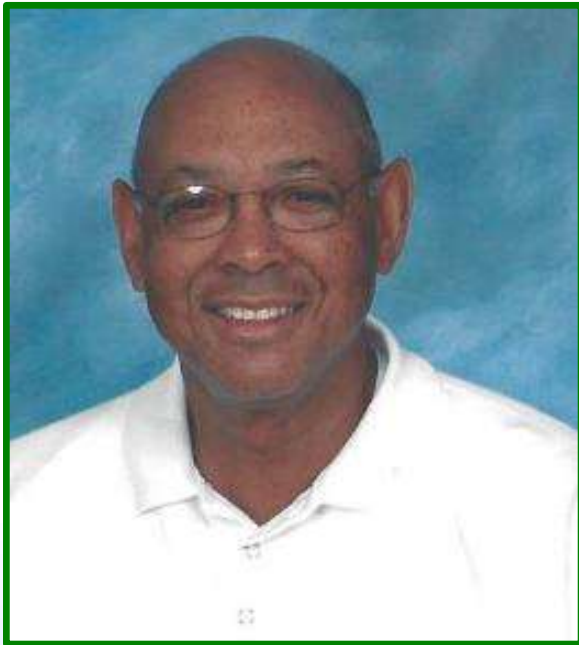
Reedy Creek Utilities



Regional Consolidation: 1993



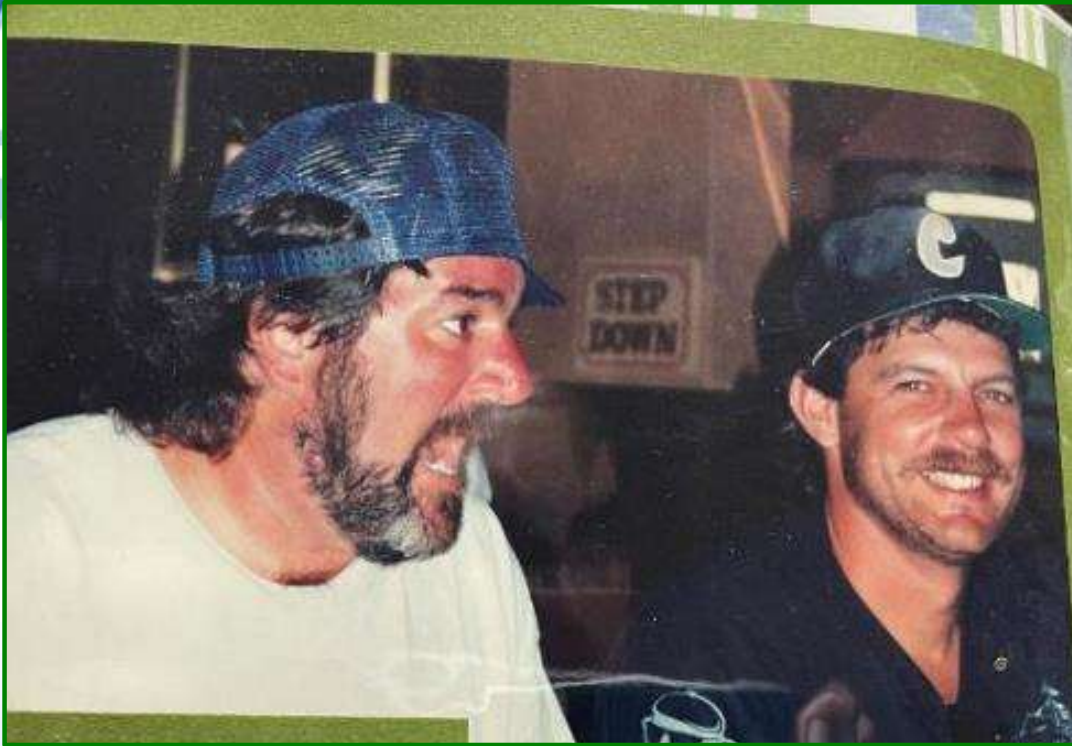
Help with the Politics was critical



Willie Loud

- ◆ *State & Local Politics*
- ◆ *League of Cities*
- ◆ *Forum for Black Public Administrators*

People, as always, were the key to our success



Bob² at Bend Softball Tournament



And a fond farewell...

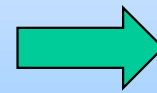
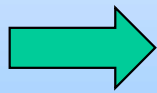


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Jacobs focuses on providing sustainable services well into the future

- ◆ *Sold chemical group after acquiring CH2M HILL environmental*
- ◆ *Long standing question of can consulting and EPC co exist*
- ◆ *Still people, projects, and clients*
- ◆ *People have different skills and training*
- ◆ *Projects are quite different, AI, cyber security, health study, and heavy construction*
- ◆ *Many of same clients but different projects*
 - *MARTA program management of construction versus environmental services*
 - *NASA development of delivery systems versus environmental services*
- ◆ *Result is dramatic changes in staff and locations*



Jacobs Engineering now Jacobs Solutions



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