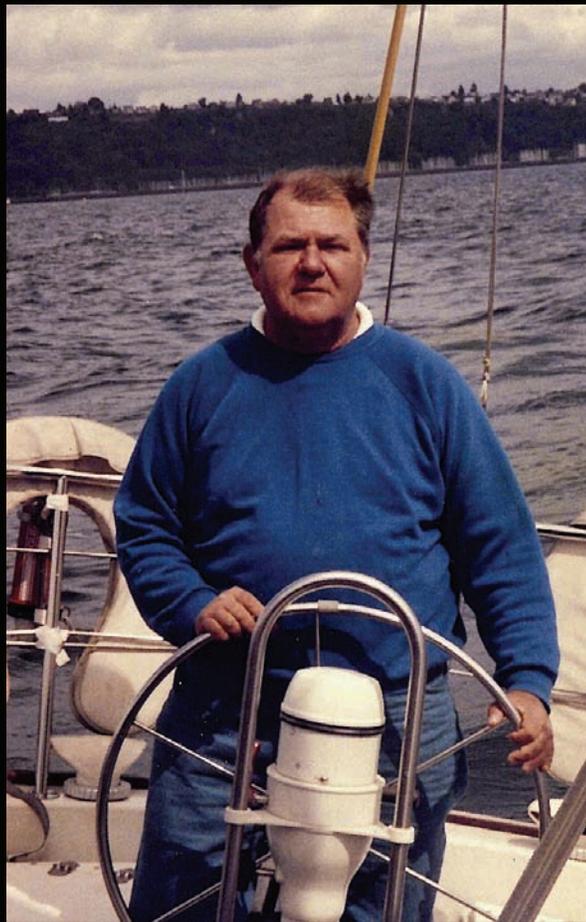


Honoring Gene Suhr



**CH2M Hill Retirees Retreat
San Diego • September 2011**

Gene Suhr

The muscle and sinew of CH2M Hill and much more



1

Who is this guy Gene Suhr?

- Tough Guy
- Softie
- Anchor to Windward
- Creative Visionary
- The muscle and sinew of the firm
- Mentor



2

Gene the creative visionary

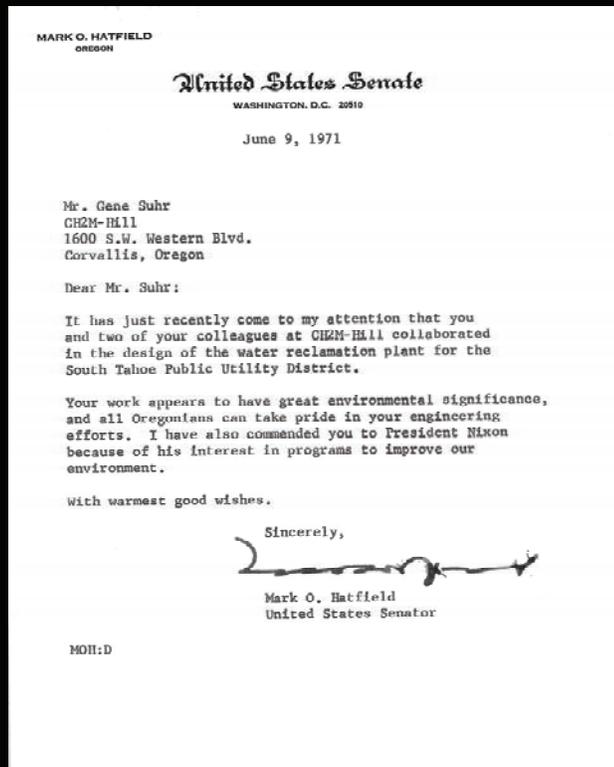
- “Project Engineer” on the South Tahoe Project
- Occoquan Virginia project launched on the success of Tahoe with Gene at the helm
- He helped bring the firm into international prominence



Gene Honored for Tahoe Project



Senator Mark Hatfield



Gene and Babs - always willing to go anywhere they were needed

- Tahoe
- L.A.
- Reston VA.
- Alexandria, Egypt
- Boston
- And many, many more



5

Reston Virginia

- Gene provided key leadership in procuring and delivering the landmark Occoquan project
- Gene served with distinction as Eastern Regional Manager
- He mentored a generation of new staff in the east



Occoquan contract signing

6

Alexandria Egypt

- Gene and Babs moved to Alexandria to provide leadership in a difficult situation with our JV Partner
- Gene produced the final report on time and on budget
- Alexandria went on for another 10-15 years thanks to Gene's efforts up front



7

Boston

- Gene also came to our rescue in the early days of the Boston Office.
- A change in the client's liaison officer led to a request to change our project manager.
- Gene volunteered to move to Boston with Babs.
- Gene saved the job and received special thanks from the client for a job well done.



8

Southern California

- Gene and Babs moved to Orange County in the late 70s
- Gene and Dave Evans procured and successfully delivered the LAOMA solids management project
- Provided the base for a growing and successful region



9

Gene the Board Member

- Gene served multiple terms on the board
- Gene provided strong representation of the firm's technical capabilities



10

Gene as Colleague and Friend



Les Wierson: “From the very beginning Gene led the charge to be the best waste water engineering firm in the Country and later in the World.”

11

Gene as Mentor

Bob Chapman:



“Unquestionably, the South Tahoe PUD opportunity was pivotal in forging what is now CH2M HILL.”

“Gene’s abilities to transform visions and concepts and process fundamentals into successfully designed, constructed and operating state of the art treatment facilities, were clearly established at this early stage of his career.”

12

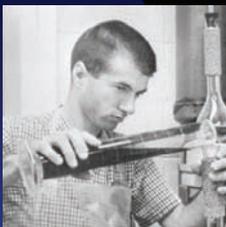
Gene as Mentor



George Gunn: “Gene led by example and walked the talk. For those of us who had the good fortune and opportunity to work with Gene up close and personal, we always came out the better for it. He never demanded more of others than he demanded of himself.”

13

Gene as Mentor



Dave Evans: “When caught breaking the mold, Gene used to say something like ‘ask for forgiveness and then do not get caught again for the same forgiveness!’ ”

“He illustrated for me that Client Service, properly delivered, would overcome client driven scope changes, and under-recognition by CH2M HILL of client drivers in a so-called low bid environment.”

14



Gene as Mentor

Jerry Boyle: “Gene apparently saw something in me that I couldn’t see myself and gave me the opportunity to grow and achieve in ways I cannot imagine without his mentorship and patience”



15

Gene as Mentor



John Filbert: “Gene was a “wild man” with tales and yarns to make an Irishman blush!”

“I learned much about perseverance as a result of being a part of too many of his almost-all-nighter work and play sessions.”



“I learned that the boss that first intimidates you can become your friend and I count Gene among mine to this day.”

16



“Where can I trade my camel for a sailboat?”



Retirement Party in Denver - 1996



Gene & Mohammad in Egypt



L-R Les Wierson, Sid Lasswell, Gene & John Filbert

Remembrances From Colleagues...



BOB CHAPMAN

Gene's early accomplishments with CH2MHILL with his work on the South Tahoe PUD projects in the 1960's, and subsequently the still ongoing saga of services for the Upper Occoquan Sewerage Authority in Virginia, are featured in the CH2M HILL "Building a Better World" history book. I'd like to add a few tidbits on Gene's role on the pivotal South Tahoe projects so, as Paul Harvey would say, "you know the rest of the story".

The South Tahoe PUD project was largely funded through a grant from the U.S. Public Health Service to demonstrate the feasibility of applying advanced (or 'tertiary') wastewater treatment processes that potentially could be applied throughout the country. The initial 2.5 mgd project demonstrated the feasibility of using alum coagulation, coarse-to-fine mixed media filtration, carbon adsorption, and thermal carbon regeneration to turn wastewater into a clear, palatable, reclaimed water low in phosphorus. Other CH2M HILL marvels such as Ralph Roderick, Walt Conley, Archie Rice, and Russell Culp provided much of the technical genius towards this remarkably successful and high-profile first project. (And of course none of this would have come about without the client service, grantsmanship, and contracting acumen of Clair A. Hill Associates, particularly Harlan Moyer.) But the "Achilles heel" of that technology was the massive amount of unmanageable gooey sludge produced by alum addition. Gene had cautioned others of this. One of his favorite allegories later was that if we tried to use the Tahoe process with alum to treat the wastewater in Washington D.C., the change in the color of marble evident about half way up the Washington Monument would likely demark the amount of alum sludge created!

Since the initial tertiary treatment facilities required expansion almost immediately to meet growth, Gene had his chance to make some unique changes to the process. Gene had not long before obtained his masters degree from Harvard University, studying under Dr. Werner Stumm, a renowned professor of applied chemistry. It was a dream come true for Gene to apply that knowledge. Gene's eloquent process modifications at the South Tahoe plant included substituting lime for alum. Lime treatment increases the pH of water, causing precipitation of phosphorus and changing ammonia ions to gas, whereby ammonia nitrogen could be economically air-stripped from the water. The solids created by lime addition could be readily dewatered and passed through a multiple hearth furnace, converting precipitated calcium carbonate back to calcium oxide (lime) for recycling in the process. The carbon dioxide released in the lime recovery furnace could then be compressed and diffused into the effluent from the ammonia stripping process, returning the water to a neutral pH.

Gene managed the detailed design of these process additions and the overall plant expansion, and when startup time came, he just had to get in the thick of that activity. Startup proved challenging at times. In his typical indomitable style, he took to sleeping on a cot in the control room of the furnace building, bringing his baby to life. Highlights of the startup efforts included Gene's "wrenching" activities to get the attention of a manufacture's superintendent, and a scare as Gene was taken to the hospital by ambulance with concerns of a heart attack.

The startup was of course successfully completed. Over several years data was collected and published on the performance of the processes under an expanded demonstration grant from the PHS. (Thanks Dave Evans!) The lime treatment and recovery process was demonstrated to be highly successful, with Gene's process chemistry and mass balances validated. This process became one of the core processes in the subsequent Upper Occoquan Sewerage Authority plant, and in many other facilities nationally and internationally.

The ammonia stripping process chemistry (including good old Henry's law of gas equilibrium) and process design were also demonstrated to be valid, with the full-scale fa-

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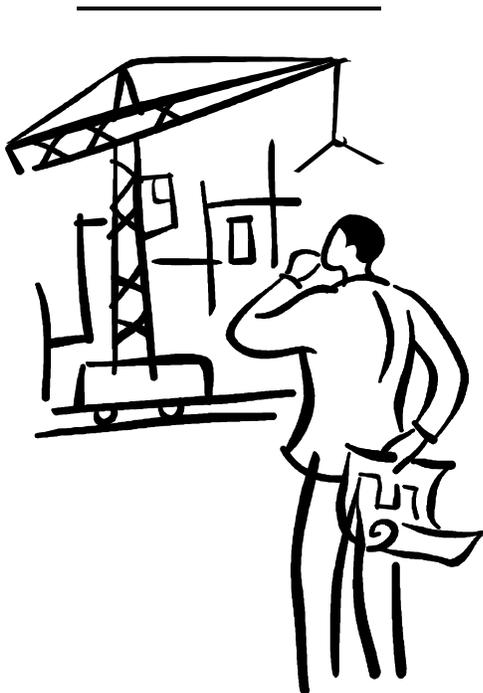
Remembrances From Colleagues...

(Continued from page 11) Remembrances - Bob Chapman

ilities capable of stripping over 90 percent of the ammonia from the wastewater. The testing also demonstrated several operation and maintenance factors that ultimately resulted in this seemingly eloquent addition to be rarely emulated. The high pH water de-lignified and weakened the wood slats in the stripping tower, causing sagging and channeling. Calcium carbonate scale formation proved a formidable challenge to manage. Ice formation while air stripping in a frigid environment also proved problematic. Most of these challenges were anticipated by Gene and others, and confirmed as potential issues during pilot testing. Nonetheless, the facilities were installed to gain full-scale operating experience. This was a good example where success can be achieved by demonstrating “what not to do”...in all the right ways.

Unquestionably, the South Tahoe PUD opportunity was pivotal in forging what is now CH2M HILL. Many, many people, including others beyond those highlighted, deserve credit for their contributions. Nonetheless, Gene Suhr’s abilities to transform visions and concepts and process fundamentals into successfully designed, constructed and operating state of the art treatment facilities, were clearly established at this early stage of his career.

- Bob Chapman



JOHN FILBERT

I first became acquainted with L. Gene Suhr way back in the summer of 1961...now 50 years ago. At that time, I was between my BS and MS program in sanitary engineering at the University of Kansas. My summer job was with the Kansas Board of Health. I was a trainee (I suppose they hoped some trainees would become full time employees after receiving our advanced degrees). At any rate, a part of my training was in “district engineering” and I was assigned to District Engineer L. Gene Suhr in Hays, Kansas. I soon learned Gene was a “wild man” with tales and yarns to make an Irishman blush! We would inspect water and wastewater infrastructure at these smallish Western Kansas towns and Gene would race 80-90 MPH between towns with only one hand on the wheel while dictating the report on the last town, holding the microphone in his free hand. I just sat there contemplating an early death! Once he described how the highway department had taken out the bridge over this small ravine and he had not noticed the barricades in time – but he was able to get across alive in any event (I don’t recall if he launched over the top or plowed through the ravine). At another time, when we were being delayed by a train positioning wheat cars at a small town elevator, he instructed me to get out and uncouple the last car to fully cross our path – noting that it was his “experience” that the engineer would then pull the other cars forward on the next move, leaving us with a gap to shoot through. This was the first time I refused to follow Gene’s instruction, realizing that I would never have to work with him again in this big world!

The next time I saw Gene was when I was interviewing for a job with CH2M HILL (well, CH2M back then) in 1963! I was introduced to this engineer they had just re-

Remembrances From Colleagues...

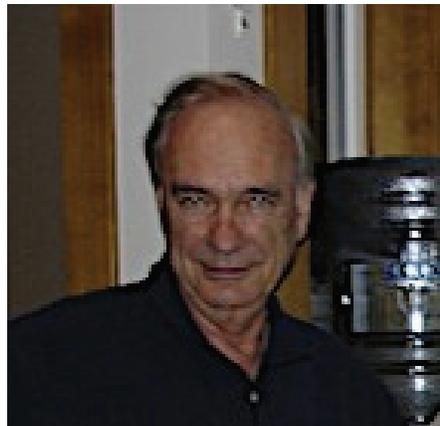
(Continued from page 12) Remembrances - John Filbert

tained from Kansas (there had been others before) – and there was Gene! I couldn't believe my bad luck – later reinforced by my assignment as one of his underlings! In the 48 years since, we have shared many experiences and:

- I learned that a wild and crazy driver can grow into a cautious driver – going much, much too slowly.
- I learned to shut-up when I was ahead. At an interview in Atlanta, while I was droning on in response to a question, I received a note passed down from Gene. It simply said: "Shut-up! You've sold it!"
- I learned much about perseverance as a result of being a part of too many of his almost-all-nighter work and play sessions.
- I learned to always be honest and never cheat – but that it is sometimes easier on accountants if you can be creative. His best example was when his expense account was rejected because he had entered an amount associated with a "hat" he had lost when bending over the bridge of a primary clarifier. Upon rejection, he resubmitted the expense account through Sid Lasswell, still totaling the same amount to the penny, but with no hat entry – but with an appended note: "Find the Hat"!

I learned that the boss that first intimidates you can become your friend, and I count Gene among mine to this day!

- John Filbert



LES WIERSON

Gene came to Cornell Howland Hayes and Merryfield as part of the Great Kansas Invasion which included Suhr, Culp and Filbert among others. At the time it was a joke that we needed to move to Kansas and reapply to CH2M to get better salaries. One thing became clear, trickling filters were out and advance waste treatment was the future. From the very beginning Gene lead the charge to be the best waste water engineering firm in the Country and later in the World.

In the Portland Office Gene helped us win many projects, the most significant was the Rock Creek AWT plant, Kellogg Creek, Salmon Creek and the AWT/Deep well injection plant in Maui.

Gene also had a major role in the early days of the company's new international operations. One of our first projects in Japan was a AWT pilot plant study for Lake Biwa and an ammonia stripping tower for Toray Industries.

In the late 70s Sid Lasswell decided that CH2M Hill International needed a major project in the wastewater field and convinced Gene and John Filbert to help Les win the next big proposal. The opportunity came with Alexandria, Egypt. We won the project and Gene, as promised, moved to Egypt with Babs to lead the wastewater treatment study. As it turned out our partner M&E fired the deputy project manager who was in charge of producing the overall report and Gene came to the rescue. Gene produced the final document on time and on budget. The Alexandria Project went on for another 10-15 years and provided the opportunity for many CH2M Hill employees to work overseas. The stories and

(Continued on page 14)

Remembrances From Colleagues...

(Continued from page 13) Remembrances - Les Wierson

perhaps legends of Gene and Babs Suhr's time in Egypt could fill a book. Happy memories. Incidentally, at Gene and others urging Harlan Moyer visited the project and blessed the international effort.

In the mid 80s CH2M Hill was invited to provide technical assistance to four cities in China, Beijing, Tinjin, Xi'an and Shanghai. China was much different then. Generally we put on all day seminars in each city and in some cases met in the evening. At one evening session we were asked to review their new waste treatment plans (that were all in Chinese). Gene had the idea to break into small groups, push the tables back and spread out the plans on the floor. It always amazed me how a bunch of engineers, not speaking each other's language, could communicate with minimal translation.

At another session someone asked a question on treatment of supernatant in a small digester. Ralph and Gene were on the stage with a large chalk board. They both proceeded to develop a "new" design that they soon realized wouldn't work. Gene gracefully got them out of their quandary, "Needs more work and might not be right for some cases". On the trip (Ralph's first overseas) Ralph became a strong supporter of International. Gene also made a later goodwill trip to China with Babs and Jim and Raeda Poirot.

Gene also came to our rescue in the early days of the Boston Office. Poor project leadership and a change in the client's liaison officer lead to a request to change our project manager. Gene was well known and respected by the Client, so he volunteered to move to Boston with Babs. Gene saved the job and received special thanks from the client for a job well done.

Anytime you get together with Babs and Gene for work or relaxation there are stories to be told (some get better in the telling) and this story could go on forever. Let's get together soon for a glass and more remembrances.

- Les Wierson



DAVE EVANS

Gene Suhr's contributions to the success of CH2M HILL were and are today very significant and memorable. His impact upon my career was the most important, single success factor, in my then 35 year career with CH2M HILL and now in my retirement.

Contributions to the Success of CH2M HILL. Gene's great contributions to the success of our Firm are:

- His strategies to grow the Firm's capabilities in Water Treatment, Wastewater Collection and Treatment, and in Water Reclamation,
- His efforts to grow the Firm's overall capabilities in the eyes of our clients, our competitors, and our internal staffs,
- His willingness to go anywhere and do anything asked of him by CH2M HILL, and
- His ability to mentor those who worked for him to achieve positive results beyond their expectations.

Gene's strategies to grow the Firm's capabilities in Water Treatment, Wastewater Collection and Treatment, and in Water Reclamation were built upon a solid foundation. This foundation included key staff performance rewards, key staff retention, insistence upon professional integrity, active contributions to technology, personal leadership toward independent thinking, innovation, and thoughtful risk taking. During my time as part of Gene's staff, key staff job turnover losses were near zero. Key staff's respect by clients, the industry, and other internal staff grew to unprecedented levels.

(Continued on page 15)

Remembrances From Colleagues...

(Continued from page 14) Remembrances - Dave Evans

Active technology contributions and thoughtful risk taking are best exemplified by Gene's leadership at South Lake Tahoe, Occoquan, and West Point and the patented Suhr Sampler. When caught breaking the mold, Gene used to say something like "ask for forgiveness and then do not get caught again for the same forgiveness!"

Gene's efforts to grow the Firm's overall capabilities in the eyes of our clients, our competitors, and our internal staffs can best be summed up by his 16 years on CH2M HILL's Board of Directors. His tireless work on the Board was always focused on (1) What was fair to all, (2) Recognition of Key Employees, and (3) Consideration that every staff member made an important contribution to the well being of the Firm.

His term of Board service took place at a time when common practice among other consulting firms was to reward the "senior few." Clearly, CH2M HILL's Key Employee Program was differentiator with clients, competition, and internal staff during his period of Board service.

Gene's willingness to go anywhere for long periods of time and to do anything asked of him by CH2M HILL set him apart from the other great CH2M HILL leaders of his time. Key to his success in this gypsy role was the total support of his wife, Babs and his sons Steve and Chris. More to be said on this subject under the heading of "Impacts Upon My CH2M HILL Career and Beyond"

Gene's ability to mentor those who worked for him to achieve positive results beyond their expectations is best illustrated from my own experience which follows.

Impacts Upon My CH2M HILL Career and Beyond. There is no other person within CH2M HILL that had as much impact upon my career as Gene Suhr. Other's like Clair Hill, Jim Poirot, Sid Lasswell, Archie Rice, Tom Gibbs, and Don Evans were also significant contributors to my career and serve well to illustrate Gene's formative and continued supportive efforts on my behalf. His contributions can be summed up in the following topics:

- Showing me on a personal basis how mentoring

truly worked,

- Showing me that Project Management and Technology could be as rewarding as Corporate, Regional, or Discipline Management,
- Showing me that moving to where the client lived was a great peer group equalizer,
- Showing me that client needs should come first and that meeting those needs would lead to greater Firm recognition and profitability, and
- Showing me a CH2M HILL role I could play in my retirement.

Gene showed me, on a personal basis, how mentoring truly worked in the private world of consulting. By way of mentoring backgrounds, my parents were fantastic mentors, as were Fred Merryfield during my Oregon State College education, and were the Colonels and Generals in my preceding Air Force career. However no previous experiences, even Fred Merryfield, had completely prepared me for Gene Suhr!

In 1968 Fred Merryfield, had, as a replacement to our great Bob Chapman, dropped my family, Carol, son Chris, and me directly, without first training in "Mecca," into South Lake Tahoe. This project led by Gene was the most important CH2M project in its world. Clair Hill, his wife, and Harlan Moyer (before our merger with Clair Hill and Associates) became our social mentors at Tahoe, and helped us learn of the world of CH2M. Gene, as the lead designer of South Tahoe facility became my most important, and life-long mentor.

At Tahoe I was on the hook to make his design meet the goals promised to the EPA (a 95% Grant) by watching over operations and by helping collect the data and prepare the final Grant Report. First, by phone and then by Gene's personal visits to Tahoe, I overcame my fears of this very gruff and very smart man. Instead I found a heart of gold and willing listener with no aftershocks or fallout.

In 1974 Gene began showing me that Project Management and Technology could be as rewarding as Corporate, Regional, or Discipline Management. Being a slow learner, and after one bite of the Regional Manager apple, I finally understood his message. Then, began a long, successful relationship where Gene became my project "set-up man" and I became one of his project "closers." Our tag

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Remembrances From Colleagues...

(Continued from page 15) Remembrances - Dave Evans

team worked so well that we only lost two proposals!

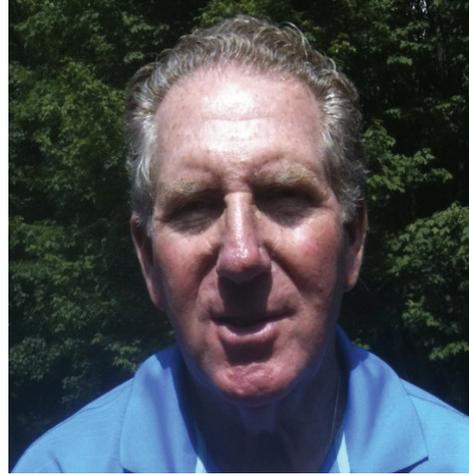
Gene and Babs showed Carol and me that living where the client lived were great equalizers in the recognition and growth opportunities within CH2M HILL. Gene and Harlan Moyer (circa early 70's) were likely the first to recognize that regional offices alone were not going to turn two small regional firms (CH2M and Clair Hill and Associates) into the then dreamed, single most important consulting power house in the world. These two leaders saw that onsite client service by a Project Manager and a small key staff would keep our clients happy and support the design centers of CVO, SEA, and RDD.

With skill sets far less than those of Gene, Harlan and those who would lead CH2M HILL in the future, these relocation opportunities allowed Carol and I to meet our goals. At first, I could use a "dinner out" as a means of introducing a change of location. Later, when I tried this ploy, the first question from Carol became where were Gene and Babs moving next!

Gene as a mentor and "set-up man for me", showed me that client needs should come first and that this service would lead to greater Firm recognition and profitability. My teaching master was of course Gene Suhr. I observed that his clients thought he worked for them and not for CH2M HILL. He illustrated for me that Client Service, properly delivered, would overcome client driven scope changes, and under-recognition by CH2M HILL of client drivers in a "so called low bid" environment.

Since my full retirement from CH2M HILL in 2003, Gene has shown me a new CH2M HILL role. Some of us want to continue to support CH2M HILL beyond the alumni functions but do not yet understand how to go about reconnecting and getting involved with our former company employer. Alumni Connect at alumni.ch2mhill.com could be your answer. Gene, as the alumni history editor has led me to new CH2M HILL role.

- Dave Evans



GEORGE GUNN

My remembrances of Gene begin in 1973, the year I joined the company. I was hired by the likes of John Filbert, Gordon Culp, Carl Hamann and Harlan Moyer to manage the construction phase delivery of UOSA Project 15. Harlan, Gene, Gordon Culp and Sid Lasswell, to name a few, were key developers of a waste water collection and treatment master plan for the Upper Occoquan Sewage Authority (UOSA) located in Northern Virginia (NOVA). UOSA was the firm's first east coast client. UOSA was created in 1971 by the Commonwealth of Virginia to provide advanced waste water treatment (AWT) of all waste water generated within the NOVA Occoquan Reservoir watershed. The project's goal was to protect this drinking water reservoir (one of only two northern Virginia water supplies at the time) from further degradation resulting from inadequately treated waste water, indirectly entering the reservoir, via tributary watershed streams. During the development of the UOSA master plan, Gene and Harlan shared an apartment in Reston and were affectionately called the "odd couple"; Gene being a CH2M guy and Harlan being a HILL guy, and both with personalities to match the movie characters.

By the time of my arrival in 1973, Gene was filling the roll of senior technical consultant to the UOSA AWT plant design team located in Redding. He was also assisting Harlan, who was the overall UOSA Project 15 Director, deal with all the state and EPA regulatory issues associated with the project. Because of a lack of fiscal year funding, EPA came up with a project delivery funding approach called "the operable unit" concept which called for repack-

(Continued on page 17)

Remembrances From Colleagues...

(Continued from page 16) Remembrances - George Gunn

aging the UOSA AWT plant design from one contract into four separate “operable unit” contracts to be let over a four year time period. That was my welcome to the UOSA project and working with Gene.

We were also successful in 1973 in securing another large AWT plant design project for the Washington Suburban Sanitary Commission (WSSC) which also was consuming a large amount of Gene’s time. It didn’t take me long to determine that Gene was the firm’s go-to guy when it came to wastewater treatment. Gene was a full-fledged member of the firm’s “mobile core”; a group of senior staff (Gene, Les Wierson, John Filbert, Bill Waters, Bob Chapman, Fred Harem to name a few) all willing to go anywhere, at any time, any place and sometime at great family/personal sacrifice, to help sell and deliver work. Gene’s commitment and dedication to the firm and the projects they worked on like UOSA made a lasting impression on me and thus fostered in me a personal desire to work for only one firm, CH2M HILL, for these past 38 years.

In 1994, Gordon Culp who was managing our NOVA Reston office, decided to leave the firm and return to California and start his own firm (CWC) with his dad. Being the good soldier, Gene (and Babs) agreed to move back to Reston and assume the office manager roll along with his other project and firm-wide duties. Gene proceeded to endear himself to the chairman of the state water control board, Norman Cole. The chairman asked Gene to do a plant process design evaluation for the Fairfax County Lower Potomac plant and when Gene reported that the design (by Alexander Potter & Associates of NYC) was adequate based upon the design assumptions used, the chairman (who was looking for a criminal professional negligence verdict relating to the design) had only endearing curse words starting with “P” & “F” to call Gene. Gene never wavered and in the end was a frequently consulted technical advisor of the water control board chairman.

In 1977, Gene and I almost became sole mates in heaven. We were making a business call over in St. Mary’s County Maryland. To get there from Reston we needed to take the Washington Beltway. As we were getting ready to exit the beltway, the car in front of us

decided to just stop. We were in the right hand lane of this three-lane busy (70 mph+) highway with no place to go and from behind we see this gasoline tractor trailer truck bearing down on us not realizing that we and the car in front of us had stopped. When the tractor trailer driver realized what was transpiring, it was too late for him to slow down or stop so he bailed out to the right between us and the guard rail on our right with only inches to spare between our car, his tractor trailer and the guard rail, still doing 75 mph, and thus avoided us. After missing us, he immediately bailed left into our lane and kept on trucking, never missing a beat. It was the best bit of truck driving I ever saw. Needless to say, Gene and I needed to change our underwear before meeting with the client.

In 1978, after endearing himself to our UOSA client, it was time for Gene and Babs to return to CVO and get on with life and yours truly took over the office manager reins of the Reston (WDC) office. Over the next ten years we continued to expand and upgrade the UOSA AWT plant and processes with Gene’s input and guidance from afar. In 1988 we were selected once again to expand the UOSA plant capacity. However, a down-turn in the economy delayed the full plant expansion but thru designing and constructing some process upgrades, this allowed us to increase the plant capacity to 32MGD and thus buy some time until the economy picked up. In 1995 UOSA decided to proceed with expanding the plant to 54 MGD given the growth projections of the four jurisdictions UOSA serves and we were again off to the races. To meet increasing flow demands, UOSA needed to start construction of the new 27 MGD facilities by 1977 thus we felt we needed to complete the design in three locations; WDC, GNV and CVO, if we were going to meet this 1977 design and permitting time commitment. We also needed a project manager who had both the confidence of our client and ability to coordinate three design centers producing the design documents. Who better to pull this off then Gene.

So once again Gene was asked and he (and Babs) agreed to return to NOVA in 1995 to lead the UOSA Project 54 design effort. To facilitate timely owner/staff design decisions, Gene took up residence in the client’s office with only a conference room separating him from the authority’s executive director. The client needed to make some tough decisions. We had an estimated project construction cost of \$225M and a project construction budget of \$200M. Gene

(Continued on page 18)

Remembrances From Colleagues...

(Continued from page 17) Remembrances - George Gunn

came up with a plan to defer certain project elements to a timeframe closer to when they would actually be needed. Needless to say, we were able to meet both the project's delivery schedule and construction budget and the Project was bid in late 1997. This project is a true testament to Gene's ability to garner both client staff confidence and internal CH project delivery staff commitments to accomplish the job at hand.

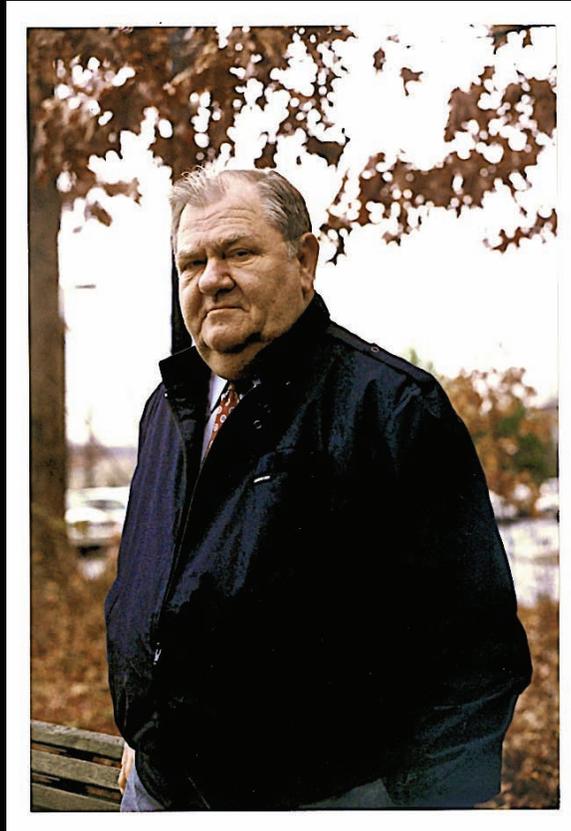
As they say "he's the man and he always will be"...Gene lead by example and walked the talk. For those of us who had the good fortune and opportunity to work with Gene up close and personal, we always came out the better for it. He never demanded more of others then he demanded of himself. Gene has a lot to be proud of and because of his efforts, UOSA is our firm's longest standing (no break in service) water business client (1971 to present). How fast 40 years go when you are having fun!

- George Gunn

"Gene was a full-fledged member of the firm's 'mobile core'; a group of senior staff (Gene, Les Wierson, John Filbert, Bill Waters, Bob Chapman, Fred Harem to name a few) all willing to go anywhere, at any time, any place and sometime at great family/personal sacrifice, to help sell and deliver work."

George Gunn





Published September 2011
Jerry & Mary Boyle
703 Avocet Way
Arroyo Grande, CA 93420
E-mail: jerryboyle@charter.net