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## Publisher's Note

Greetings all,

In the past 10 years of hosting this newsletter, this is the most memorable and challenging column I've done. As we all first became aware in our special mailing in August, CH2M was being acquired by Jacobs Engineering Group, pending our stockholders' approval. In the ensuing months our employees, retirees, and alumni were provided ample amounts of information and updates from CH2M, Jacobs, and outside news sources.

While the financial advantages were good, and the outlook for the transaction was positive, there was still the loss of the CH2M name and identity to deal with. It will take some time for folks to process, especially for many of us old-timers, but life will go on. Based on the many folks I've communicated with over the past 5 months, most (by a wide margin) see this as a positive outcome.

The future for this newsletter and our other alumni programs is not clear yet. I have been assured that "it is on the list to be discussed in the coming weeks." While we may have an opportunity to see if Jacobs has an alumni program, we don't know about the practicality of combining the two. We're certainly open for discussions and will follow up as soon as possible. In the meantime, we need to work on "Plan B" and need your help as discussed below. Here are the critical parts of our alumni program: newsletter, Alumni History website, reunions and local gatherings, and maintaining our exceptional master mailing list and other supporting efforts back to corporate as needed or requested.

To prepare a Plan B, we need input from each of our readers via a simple survey referenced under Don Marske's article regarding a proposed CH2M Alumni Association. Please use the embedded link in the article to respond for one of the two options. We currently have 2,900+ alumni members and are hoping most of you will reply affirmatively. If we have enough support (at least 500 "Yes" responses are needed), we will move ahead with the planning for an independent alumni association and have a good shot at maintaining our current programs. Please, please be sure to vote!

This is a longer newsletter than usual, and we hope you'll take your time reading all of it. In addition to Jacque's heartfelt farewell article, we have Blake Jeffcoat's "Last Take", Jim Schwing's update on our (likely) last CH2M ReUnion scheduled for Denver and Jacobs Chairman and CEO Steve Demetriou's Day 1 welcoming video for CH2M staff.

We always appreciate your updates, stories, comments, kudos/feedback and leads for other people stories. That's what makes it your newsletter. The need is greater than ever now for your help and participation as we transition with the Jacobs organization! I would also like to acknowledge the wonderful support and expertise of Angie Kruse (Editor) and Sarah Harter (Delivery Expert), along with Don Marske who established and maintains our magnificent mailing list. Without them this newsletter wouldn't be in your inbox.

Here's hoping the very best for you and yours this wonderful Holiday season and a joyous 2018!

Cheers and thank you for being a part of the CH2M family,

Gordon

Cheers! *Gordon*

([GKoblitzCH46@gmail.com](mailto:GKoblitzCH46@gmail.com))



## Message from Jacque Hinman

Dear Retirees,

By now you know that the stockholder vote on the merger of CH2M with Jacobs passed with a significant majority in favor (95.7%, in fact!). By the time you read this, the transaction will be closed, and I will no longer be an employee of CH2M. Although I am not ready to retire from working, I will be retiring from the field of engineering, and so I'm glad to join our illustrious CH2M retiree community!

As I stated in the stockholder call on August 1 when we announced the signing of the merger agreement, I can say with confidence that in choosing this path to combine with Jacobs, we've made the right choice—the best choice—for our employees, clients and stockholders, just as our founders would expect. It's a choice that honors them, and what they stood for, because it provides the surest path enabling us to continue to deliver the purpose they envisioned, with great aspirations and promise for the future. And, it is the surest path to providing our stockholders with the liquidity that they deserve and desired, at a very attractive price of \$88.08 per share—a significant premium over the current stock price of \$50.69 per share.

Armed with a little history, the \$88.08 share price tells an even more dynamic story. Some of you may remember when CH2M first offered stock in 1966, at the price of \$4.56 per share. The stock split twice since that time, each at a 10:1 ratio. This means that a single original share worth \$4.56 in 1966 would equivalently be worth \$8,808 today, based on the Jacobs merger offer. This is a Compounded Annual Growth Rate of about 16% per year for 51 straight years!

Although it is sad to see the end of the era of employee ownership, what has been the hardest for me is that we will lose our company name and identity, since Jacobs is larger and is a publicly traded company. During the spring and summer of 2017, before I signed the merger agreement documents, I searched my conscience, wondering what the founders, and my mentors, would have done in this same situation. The answer, it turned out, came to me in four parts.

First, I learned that our company founders had worked with Dr. Joseph Jacobs. He had started his company in California in 1947, and spent several decades working on agricultural projects in California and the Pacific Northwest. In those early years the two companies worked together, especially in California. Somehow, knowing that our founders new Dr. Jacobs gave me comfort.

Second, I found (and read!) a copy of the 1969 Long Range Plan written by Jim Howland. One paragraph particularly caught my eye. The 1969 plan talked about needing to grow to serve clients and provide greater challenges for our people. An important strategy of this growth was acquisition. (Indeed, the plan discusses a "potential merger with Clair Hill and Associates," which would occur in 1971!) It also mentions the potential for several other great engineering firms to merge together in the coming years, and states, if this can happen, "the first thing we need to do is to change the parent company name and move the headquarters out of Corvallis." It reminded me that, to our founders, the company was always about serving clients and improving our world—it was never about them.



Third, during a meeting this summer in our Denver office boardroom, I looked at the wall and glanced upon the framed original plan that Jim Howland had drawn for the location of the four founders' houses next to the engineering office. As I looked at it closer, in the title block was the name he originally envisioned for the firm: "Associated Engineers." Not a founder name in sight.

Finally, and perhaps most poignantly, during this summer, our Board's Lead Director, Chad Holliday, reminded me of a conversation I had with former CEO Harlan Moyer in 2015. At that time, I was talking to Harlan about our liquidity issues and also about our path to transform the company. I wasn't sure the direction that our future capital structure would take, and I wondered aloud what the founders would advise. In typical Harlan style, he said, "Jacque, all of the founders, and all of your employees, and all of your shareholders, love their CH2M family. But they love their own families more. So get them their money and do it in a way that honors their legacy."

Our board also echoed my sense of sadness in the loss of the treasured CH2M name. I'm pleased that they chose to honor the founders by endowing, earlier this month, a permanent CH2M-named professorship in Civil Engineering at Oregon State University. We think that this brings the story of the company full circle, and helps to preserve the name for future generations of students.

In addition, you may be pleased to know that I have been working on a final update to the former CH2M History Book. You may recall that the previous book was published in 2009. A new one will be published in 2018, telling the full story of the company through the end of this year. I believe that the company will offer it in two formats: a free downloadable file, and a hard copy for purchase.

CH2M holds a very special place in my heart, both professionally and personally. And I know that all of you share that sentiment. I grew up in this company, starting as a project engineer in 1988, to proudly taking over as the Chairman and CEO in 2014. I can tell you that my parents never dreamed that their daughter would become an engineering firm CEO when I was born in 1961! But that is the magic of our company—and it was stated in the 1986 Culture Statement, "We endeavor to maximize the strengths of our employees so that each is productive to the optimum extent of his or her abilities."

Through the past few decades, CH2M has become my family. For that, and for the opportunity to have worked with so many to create lasting change in our world, I am forever grateful. I whole-heartedly believe that our CH2M spirit—embodied through Jim Howland's simple mantra of doing good work, making a profit, and enjoying life—will live on in Jacobs. Although many of the names and faces will change going forward, our people will have the opportunity to preserve those values they hold dear from the past, while advancing an even more compelling company toward its bright future.

It's been an honor to connect with each of you as I had the good fortune to lead this extraordinary company for the last four years. Thank you for your support—I look forward to becoming a member of the club!

With warm wishes and fond memories,  
Jacque Hinman

## Retirees/Alumni News

### THE GREAT AMERICAN ECLIPSE OF 2017

By Art Storbo ([astorbo@nwlinc.com](mailto:astorbo@nwlinc.com))

This year's total solar eclipse was the first of its kind in 99 years. Madras, Oregon, was the place to be. We made it a family event, including son Jeffrey, daughter Jennie, and grandsons Chris (14) and Ryan (11). Sharon and I brought three telescopes to Madras for use in the Lowell Observatory (LO) area: a 60-mm solar scope, a 120-mm Orion white light refractor, and a smaller 30-mm solar scope.

On the 20th we helped LO staff set up at the Madras football field. The VIP area was reserved for 300 LO supporters and an equal number of Pacific Science Center guests, while the remainder of the football field and the bleachers would be open to the public.



*Art with 120-mm Orion telescope.  
Photo courtesy Bruce Kosaveach.*



*Sun and moon at totality, with sun's corona beyond moon's shadow. This photo taken from the Internet. The Madras sky was not this blue.*

For weeks, ODOT and the news media had predicted heavy traffic jams—Madras might be overrun by 50,000 to 100,000 spectators. To avoid being late for the eclipse, we got up on the 21st at 1:15 am. Our bus left at 2:30, and we arrived in Madras by 3:20, with time to nap 2 hours before disembarking at 5:30 am. Fortunately, the sky was relatively clear.

Jeffrey and Ryan helped me set up the three telescopes, and soon the main football field began filling up with spectators. First contact came at 9:06 am. Then the scoreboard clock began the countdown, until totality at 10:19:34 gave rise to wild cheers from the crowd, now some 3,000 strong on the field and in the bleachers.

Throughout the event, our 60-mm solar scope on auto-track followed the sun. Our other two telescopes required frequent adjustment to keep the sun in view. Jeffrey and Ryan were a big help with this task and with explanations to the public. We could see in the red images of the solar scopes several prominences arcing off the sun's limb. With the yellow images in the white light Orion, we could see numerous dark sunspots scattered across the face of the Sun.

We shared telescope views with perhaps 200 people. Ryan was interviewed live when the eclipse began by Seattle's King 5 TV news and appeared again briefly on the 5 pm newscast. When we had a question we couldn't answer, we went to Dave Cuomo, Pacific Science Center's planetarium operator, or LO astronomer Dave Schleicher, both of whom were nearby with their own telescopes.

Our family was all together for totality. We didn't notice if the birds stopped chirping. We did notice the 10-degree temperature drop a few minutes before totality, and during totality the temperature dropped another 10 degrees. We saw Bailey's Beads and the Diamond Ring just before and after totality; they each lasted only a second or two.

During totality, streetlights came on, but the sky low in the east was brighter. Planet Venus stood out brightly some distance from the sun, but it was the only star we could see. Altogether, totality was every bit the wondrous, mystical, fleeting experience it is said to be.

After 12:30 we began taking down our telescopes, and by 2 pm our bus left Madras. We followed Hwy 26 southeast toward Prineville, missing some of the traffic. There were two other eclipse events in the area: Solarfest at the Madras fairgrounds, and Prineville's Symbiosis. We saw many small gatherings of people around Bend, and one large field full of cars and tents. But exit traffic wasn't nearly as bad as predicted—the total number of visitors in Madras was probably less than 50,000.

Our last LO-hosted event was a dinner party at the River House Resort. Jeff Hall, Director of Lowell Observatory, recapped eclipse events and recognized individuals for their contributions, including Ryan for his help in setting up and minding the telescopes and talking to the public. Astronomer Gerard van Belle, Director of LO's Navy Precision Optical Interferometer, then talked about planet Pluto and the International Astronomical Union's demotion of Pluto to minor planet status.

We left Bend the next morning for home. This was one fine vacation trip, and we'll always remember the Great American Eclipse of 2017.



*Near-dark in Lowell Observatory VIP area during totality. Note lighter sky to the east.*

### A GLOBAL CAREER

By Kevin Clancy ([clancykm@icloud.com](mailto:clancykm@icloud.com))

Born in New York, New York, in 1946, Kevin attended Manhattan College in New York City where he received a bachelor's degree in civil engineering in 1968. He received a master's degree in environmental engineering at Stanford University in 1969. Following graduation, he continued studying at Stanford under its Degree of Engineer Program until December 1970. It was at Stanford that Kevin met Ralph Peterson, who suggested that he apply to CH2M.

Kevin joined CH2M's budding San Francisco office in January 1971, where he was initially one of four employees. As in any very small office, the work was varied and the learning curve steep. He began laying out water pressure reducing stations, and continued (with much support from the firm's Corvallis and Redding offices) working on various industrial and municipal projects. His love of design truly began when he served as a lead engineer on the firm's Southeast Water Pollution Control plant and on its Southwest Ocean Outfall Projects, both in San Francisco. It was on these projects that he had the opportunity of working with so many of the firm's "stars" across so many global locations, and began his career-long relationship with his most influential mentor: Al Wollmann.



*Kevin and his wife Christine seeing the Louvre in Paris.*

When CH2M acquired the firm of Black, Crow & Eidsness, Kevin accepted a transfer to BC&E's Gainesville, Florida, office in 1978. He served as project manager on multiple water and wastewater projects in this design center, including the Reedy Creek Utility Company's expansion of its wastewater treatment plant (WWTP) at Walt Disney World for the Epcot project; a new water treatment plant and lake raw water pumping station for Alexander City, Alabama; an expansion of the West County WWTP in Louisville, Kentucky; and an expansion of the Landis Sewerage Authority WWTP in Vineland, New Jersey.

With his wife, Christine, and two children, Kevin had two assignments that took them to Alexandria, Egypt: the first (1981–1983) as design manager for Alexandria’s East Treatment Plant Upgrade; and the second (1988–90) as manager of engineering for the overall city-wide Alexandria Wastewater Project.

After Egypt, Kevin and his family relocated to Waterloo, Ontario, Canada (1990–1994) where he served as water/wastewater division manager. Following the Canadian assignment, Kevin worked out of Reston, Virginia (1994–98) on multiple water projects. He also took advantage of his location to take four graduate-level courses at Virginia Tech’s extension campus.

In 1998, Kevin’s wife, Christine, was offered an exciting work opportunity by her employer that required a move to New York City. In response, CH2M facilitated Kevin’s transfer to the firm’s Parsippany, New Jersey, office, a reasonable commute from his new residence in NYC. Working out of Parsippany, he recalls two of his “most fun” projects. The first was the Stamford (Connecticut) Water Pollution Control Facility Upgrade and Expansion. The second was a 6-month assignment living in Puerto Rico where he served as a technical reviewer for two strategic design-build projects on the island. In Parsippany, he was also honored by being accepted as a Diplomat of the American Academy of Environmental Engineers.

After over 31 years with CH2M, spanning six “permanent” offices in three countries, Kevin retired in 2002 to pursue a long-time personal interest to teach high-school mathematics. He did this through the New York City Teaching Fellows Program.

### SCO GEEZERS HOLIDAY GATHERING

By Don Marske ([donmarske@gmail.com](mailto:donmarske@gmail.com))

On November 30, the SCO Geezers gathered at a local restaurant for some middle eastern fare for their holiday get together. It was a record turnout for this quarterly gathering with lots of lively discussion about our travels, aches and pains, and of course, the merger with Jacobs. We thank Evelyn Zupka for getting all of us to agree on a day and to the restaurant on time.



*Sitting, left to right: Susie Hanson Gaare, Jon Gaare, Evelyn Zupka, Mary Boyle, Jerry Boyle, John Dolegowski, Andy Vollmar, Jim McKibben, Randy Denton, Tom Peters*

*Standing, left to right: Carmen Quan, Tom Bissonnette, Kay Bissonnette, Micheline Willey, Bob Willey, Karen McClellan, Peter Torrey, Apple Jacobs, Bryant Wong, Denise Davison, Don Marske*

### A GATHERING OF COLLEAGUES, PAST AND PRESENT

On Sunday, November 19, many current employees, retirees, and alumni gathered at Haynes Hall at the McMenamins Anderson School, in Bothell, Washington, for a casual afternoon of lunch to share memories of people and of projects that have made, and make, CH2M great. In addition to reminiscing about the past and recognizing the present, the group also toasted to the future of CH2M and Jacobs.



*CH2M employees and alumni alike gather for an afternoon of fun.*

The gathering, which welcomed about 150 current employees and alumni, will hopefully be followed by many more such events in the future. Says Rick Luebbers, “This event is exactly what we had in mind for local CH2M alumni events, and it is particularly important now with the impending sale of the company. I hope Seattle continues to do this and that other regions pick up the idea and hold their own events. I look forward to the next one!”

Adds Amy Carlson, vice president and Puget Sound area lead, who helped organize the afternoon’s events, “A highlight for me was hearing Bud VanDerAa talk about a Corvallis/Seattle baseball game in the early 1980s (having met half-way north of Portland); he showed a picture of the event, showing himself on third base and Mike Morrison on second. My question...who’s on first?”



*Howard Thomas and Amy Carlson.*

**A NOVEL RETIREMENT**

By David Schultz ([d\\_schultz@ameritech.net](mailto:d_schultz@ameritech.net))

When I started with CH2M in 1987 as a technical editor, I worked in the program office of the Water Pollution Abatement Program. My first proposal that I worked on was for rebuilding the Wisconsin Avenue Viaduct over the Menomonee River Valley—I crossed that bridge every day on my way to work—well, except when it was torn down and being rebuilt.

While I worked on many proposals, I really enjoyed working on technical reports and scientific papers. These days, I vastly prefer my book projects. Since retiring in 2014, I’ve been busier than ever, having so far published seven books, with another dozen or so in progress.

Primarily I have been editing works by writers of years gone by: Ambrose Bierce, H. P. Lovecraft, George Sterling, Clark Ashton Smith, and others.



*After retirement, a few CH2M folks have gathered once a month for breakfast.  
L to R: David Schultz, Daniel Dupies, Max Schmiede, Pat Koch, Cheryl Remond, and Mark Kepkowski.*

When I was working in the office, it took me years to edit a book. On lunch break, I typed every day for years, transcribing text from copies of handwritten letters or thousands of pages from newspaper microfilms. Now, roughly two decades later, I have the time to edit and annotate the texts typed so long ago.

One project is to publish the letters of H. P. Lovecraft (in 25 volumes). I hope to publish another four or five such books in 2018. See the link for [one of my books](#). (I've designed virtually all the publisher's books—over 200 since 2000.) If you're interested in others, feel free to contact me.

### CHECKING THE PLAYS

By John Echternach ([jechtern@gmail.com](mailto:jechtern@gmail.com))

In July's newsletter, we featured a story by John Echternach training to become a member of the referee staff of both the SOCON (Southern Conference) and the SAC (South Atlantic Conference) as an observer and instant replay review official in the press box. We're pleased to provide an update from John:

Here is a snapshot of me in the replay booth at The Citadel with Tyler, the replay technician, to the left, and Harold Denton, the replay reviewer, to the right. This was when The Citadel played Virginia Military Institute (VMI), two service



*John Echternach, center, at The Citadel-VMI game.*

academies with 75 years of history of competition between them. This was my ninth college football game as a replay official/observer. The final score was The Citadel 21, VMI 3.

I'm holding a button that buzzes the on-field officials if we want a stoppage to look at "smoke," our word for something worthy of review. Rain poured down in the third quarter, making Harold and I very happy that our on-field days are long gone by. My wife Jean Ann was in the replay booth as well, snapping this picture, and she goes to most of my games. Since becoming a replay official, I've become an expert on video review and rule book regulations. It's been fun, with a lot of travel across Georgia, South Carolina, and North Carolina. My wife and I enjoy seeing the colleges and discovering the local restaurants and brew pubs.

Cheers to the CH2M alum family from us in South Carolina.

## 20TH ANNIVERSARY OF CH2M ALUMNI CENTER

By Bob Chapman ([bobchap43@gmail.com](mailto:bobchap43@gmail.com))

On October 28, 2017, the Oregon State University Alumni Association (OSUAA) celebrated the 20th anniversary of the opening of the CH2M Alumni Center. The Center, located on campus in the heart of the OSU athletic facilities, has served its mission well, providing a beautiful home for alumni to gather when returning to campus, while serving as the administrative center for the OSUAA alumni relations staff. During the ceremony, OSU President Ed Ray, OSUAA Executive Director Kathy Bickel, and others graciously acknowledged CH2M's contribution of funds, time, leadership and talents making this center possible.



*Oregon State University's CH2M Alumni Center.*

The Center hosts alumni and student events, conferences and meeting for the university, non-profits and associations, community events, fundraisers, private weddings, etc. The roots of the Alumni Center took hold in the early 1990s as the vision of Don Wirth, the long-time director of the OSUAA, and its Board of Directors at that time. Don approached Jim Poirot, OSU Class of '53, then chairman of the CH2M Board of Directors. They forged an agreement, for which Jim championed support from within CH2M.

In 1993, Ralph Peterson, then president and CEO of CH2M, pledged that the firm would contribute \$2 million in cash and in-kind design and construction serves as the lead donor. The pledge was in part made to honor the firm's five founders: Holly Cornell, Jim Howland, Burke Hayes, and Fred Merryfield, all OSU grads, and Clair HILL. Also, Ralph was quoted: "We are saying 'thank you' to OSU for providing CH2M with so many talented people."

In total, CH2M and its employee-owners ended up contributing over \$2.5 million, including donated in-kind services. Alumni Center records list 31 employees or retirees who made individual donations, most of whom were OSU grads.

Design of the Center was led by IDC, a Portland-based division of CH2M with strong architectural capabilities. Construction of the 45,000-square-foot Alumni Center was completed in September 1997.

More pictures, details and information about the Center will be posted on the Alumni History website next month.

### CELEBRATING A MILESTONE BIRTHDAY

On July 22, a celebration of Irene Schlabach's 75th birthday was held at Serene Acres in Salem, Oregon. Irene's CH2M friends, neighbors and church members joined in the celebration and enjoyed a catered meal and the special music of the Jericho Road Bluegrass Band for 2 hours.

Irene was a graphics technician in the Corvallis office for many years, working with Anne Adams and many others. Thanks goes to Judy Clark for the party details and husband, Dave, for all the photos!



Right: Irene (left) and Michelle.



Terry Kessler, Michelle (Griffin) Claremont, Judy Clark, Stacy Snyder, Gail Goetzinger, and Marti (friend of Terry).

### RECOGNITION FOR COLD REGION ENGINEERING

Congratulations to Howard Thomas for being selected by the American Society of Civil Engineers' (ASCE's) Cold Regions Engineering Division to receive the 2017 CAN-AM Civil Engineering Amity Award. Howard was selected for the award for his outstanding 40-year career specializing in engineering and task management in cold regions, particularly public and private projects in Alaska and Canada, encompassing a variety of engineering, regulatory compliance, and project management challenges.



Howard Thomas (left), accepting the CAN-AM Civil Engineering Amity Award.



Howard accepted a medal and cash prize during ASCE's Congress on Technical Advancement in Duluth, Minnesota, where the society particularly noted his stellar reputation in cold region engineering. Howard works out of the Portland, Oregon, office, and has participated in many key projects in Canada.

Congratulations for making such a positive impact in this industry Howard, and for continually contributing to technical excellence here at CH2M!

## ROAD TRIP OF A LIFETIME

By Gary Burgess ([gary.l.burgess@gmail.com](mailto:gary.l.burgess@gmail.com))



*Gary visiting the Governor's Mansion in Oklahoma.*

engineering design requirements and user requirement specifications. I even had time to do a manpower estimate for a client in Delaware. For more details and photos of my trip, feel free to email me!

## LOOKING BACK ON A GLOBAL CAREER

By Omur Akay ([omur.akay56@gmail.com](mailto:omur.akay56@gmail.com))

I retired in June 2016 from CH2M after 37 years of service for a great company. I was one of the fortunate people that had a chance to experience the business world on a global basis.

My journey with CH2M has started at the 12th floor of "Black Box" Building in downtown Portland, Oregon, on August 1, 1978. At the time, I was accepted as an exchange student from Turkey by our international department (total of three people). The 6-month long internship that started in Oregon turned into a very exciting and long career. During those years my family and I lived in 9 different cities (Portland, Tampa, Montgomery, Boston, Atlanta, Denver, Dubai, Doha, and Istanbul) in 4 different countries (U.S., United Arab Emirates, Qatar, Turkey).



*Members of the CH2M-Mace joint venture team.  
Left to right: Julian Munday, Omur Akay, Andrew Seymour,  
Mike Barford, Burak Kaplanoglu, and Jerry Morgan.*



*Omur built strong teams and programs for clients throughout the Middle East during his tenure with CH2M.*

When I look back on my career with CH2M, I always ask, what has kept me and many of my colleagues/friends in one company for all those years? Many of us have stayed in the firm for almost all our careers. I would think the number one reason was our good people and our people-driven company culture. Several years ago, when we were selected for a major program management role in Qatar, both Jacque Hinman, International President at the time, and I asked the client what made them to pick us from six other major program management companies. The answer was very specific: CH2M's team members, who were proposed to manage the job, were clearly more responsive, dedicated and customer oriented.

Our people has always become the critical differentiator in tough competitive markets. I am confident our unique employee ownership program created a distinct responsibility culture within the firm. People felt empowered and took the ownership of their own responsibilities and reflected a unique sense of responsibility on everything that they have worked on. We always treated clients' priorities as our own. I noticed this important factor when I was in the Middle East trying to develop new clients and new business opportunities as the managing director. We used our people strength, which combined with leadership support, grew our operation in the region from a dozen people to over 2,000 employees in a decade.

Another important reason for people to stay with the company for a long term was the opportunities that were presented to them. I was very happy that the company supported me in the mission of increasing our capabilities and market growth in the Middle East, when it looked like a steep investment with a mediocre chance of being successful. But it worked, and it was a great success for me personally and for the firm's business. That success came with strong team work and long years of hard work of my great teammates. I finally had a chance to be a part two major programs—the World Cup 2022 development in Qatar, and the World Expo 2020 Development in Dubai—as the initial program director toward the end of my career. I was able to cap 37 years of the journey with those two major global programs. What a joy and pride that has become for me!

One of the major benefits of being globally mobile is to see many places in the world. I was lucky to visit dozens of countries in different continents. I established beautiful friendships and experienced different cultures. At the end of my career, both my wife and I thought it was time to go back to our initial roots in Istanbul, Turkey. We were both born and raised in Turkey but spent the majority of our adult lives abroad. Two years ago, we bought a home facing the beautiful Bosphorus in Istanbul. We have the opportunity to host several colleagues from CH2M at our home recently and hope to receive more guests from CH2M family soon. We now spend the majority of our time in Istanbul but our son and our two grandchildren live in Denver and our daughter works and lives in New York. Naturally we come to the U.S. often. Starting next year our plan is to split our time more evenly between the two countries.



*View of the Bosphorus in Istanbul, Turkey.*

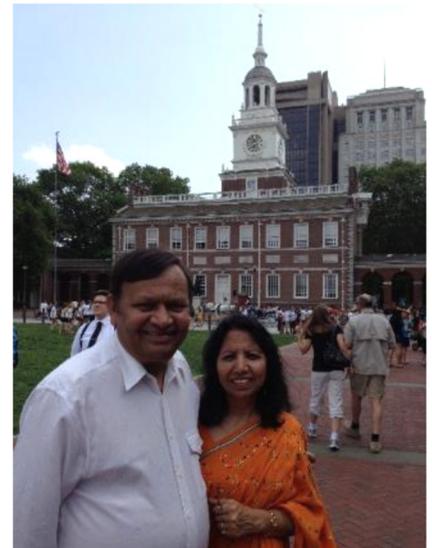
A CH2M internship of 6 months in the U.S. has changed direction of my life completely and made me who I am today. Thank you, CH2M family. I was and am always proud to be a part of you! The Akay family wishes you all very happy holidays. Again, if you happen to consider visiting Istanbul just remember one of your CH2M family members live there and give us a shout!!

### **A HAPPY RETIRED LIFE**

By *Teny Mittal* ([tenymittal@gmail.com](mailto:tenymittal@gmail.com))

Greetings from New Jersey. After 33 wonderful years with CH2M (most of them on overseas assignments), I retired in December 2014. After about 28 years of working on many great programs, my wife, Pramila and I decided to settle down in Warren, New Jersey, for retired life. My wife and I are blessed with two children (a son and a daughter) and each of them have gifted us with two grandchildren each.

Pramila and I are enjoying retired life. We travel a lot with in the U.S. and overseas, play golf occasionally, get together with friends, play cards, visit casinos, and we love to entertain friends and family visiting us in New Jersey!



*Teny and his wife Pramila.*

## New Retirees/Alumni

### BLAKE'S LAST TAKES

By Blake Jeffcoat ([Blake.Jeffcoat@CH2M.com](mailto:Blake.Jeffcoat@CH2M.com))



Several years ago, when my dad was still alive and puttering around the farm, I noticed a large hornet nest in the small fruit orchard near the house. Deciding that it posed a danger to my dad, I embarked on a quest to get rid of that nest. With my daughter driving the pickup, I cracked the window on the passenger's side a bit and used a can of wasp/hornet spray to soak the nest. Well, all that did was irritate them and off we sped. After a while we returned, and not sure if the spray worked, I came back with a pistol to shoot off the limb holding the nest. That was quite futile and I gave up that plan. Then, with my daughter driving and me holding a pitchfork sticking out a half-opened window, I stabbed the nest, pulled it from the tree, and off down the road we went with the nest flapping in the wind. The nest blew off and we returned to the farm. I said to my daughter, "You know, that was pretty stupid!" Her response: "Probably, but we were making memories."

Memories are important – they allow us to recall past experiences to: (1) retain needed information and knowledge, (2) deal with current issues, and, (3) prepare for the future. Memories can be good or bad; but, either way, memories help define who we are – they are a part of us.

Not too long ago, while speaking to a group of Managers of Talent and Managers of Projects, I recalled a story of the training of service dogs for the vision impaired. Their training is all about memory and memories learned through extensive repetitive actions. Do you know the hardest part of teaching/training a service dog? It is not the part about crossing streets and watching for approaching cars, nor is it the avoidance of tripping hazards. The hardest part of the training is teaching the dog to look up and out into the future to detect vertical hazards and obstacles. That requires the dogs to use their memories to look up -not only down - to protect their owners from harm. With the acquisition of CH2M by Jacobs, I encourage you to use memories as you look up and to the future and make the most of out of future opportunities and not just look at the present. My take is that you too have been making memories and training for this upcoming event all your life. Trust and use your memories and be oneself.

I started Blake's Takes in January 2013 and, over the past 5 years, I have shared many anecdotes which included many memories of my family—my wife Peggy, my son Stuart and my daughter Sallye, my cat Tugger, a mule named Dan, a bull named Curly, a slew of other nameless animals, and many friends, clients and colleagues. Although my honesty has been sometimes called to question, I can say that the anecdotes were totally factual—well, for the most part. My takes are just examples – you can judge if they were good examples—of using memories to form stories to grab the attention of the audience, to aid in recollection, to convey a moral, a point or a message, or to inspire action. The stories then, in turn, create a "sticky" memory of that point or message that makes it easy to recall.

With the stockholder approval of the proposal for Jacobs to acquire CH2M and since the closing of the combination with Jacobs will happen imminently, this will be my last Take. This month is my 36th anniversary with CH2M—more than half my life and about half of the firm's life—December 15 will be my last day with CH2M and the first day of the rest of my life. I would not have traded my time at CH2M for anything else. I have so many - oh so very many—memories of working at CH2M—mostly good and maybe only a few not-so-good. It is through the memories of others that helped shape the firm, its culture, its values and its principles, how it conducted business, and what made it one great firm—the greatest firm of all time. There has been a central theme that runs through all my Takes. Can you guess what it is? It is people. It is all about others—it is how we act and interact with others that define CH2M.

My favorite musical is Cats – maybe because I am a cat-person. Cats played on Broadway for many, many years—one of the longest running plays. The musical tells the story of a group of cats called the Jellicles and the night of the Jellicle Ball when they make what is known as "the Jellicle choice" and decide which one cat will ascend and then come back to a new life. The most popular and well-known song from Cats is "Memory," a song about a one-time glamour cat named Grizabella, who at the Jellicle Ball, has lost most of her glamorous life and was only a shell of her former self.

The song is about her memories of her glorious past and her wish to be the one cat that is selected to start a new life. The last few lyrics of the song goes like this:

*When the dawn comes  
Tonight will be a memory too  
And a new day will begin*

For CH2M, a new day is indeed beginning. But, as Rosa Parks once said, “Memories of our lives, of our work and our deeds will continue in others.”

Thank you for allowing me to share my memories with you and thank you for the memories from the past 36 years that I will proudly and thankfully carry with me—forever.

Take care and be safe!

### FISH TALES AND CAPITAL IMPROVEMENTS: GARY SWANSON CAPS OFF 40 YEARS AT CH2M

Early in his career, Gary Swanson took the Law School Admittance Test (LSAT), and began considering a change to become a construction attorney. But before he could even fill out a law school application, he got assigned as the project manager for a multi-phase expansion of the Casper, Wyoming, wastewater treatment system, he recalls.

“That assignment immersed me in a 10-year sewer system and treatment plant expansion, and led to my interest in program management as a project delivery platform. I never looked back,” Gary says, reflecting on a successful career, including 40 years with CH2M.

During this time, he’s worked on projects for the full range of services to public utilities. From planning, design and construction of improvements; and startup and operator training; to financial impacts and rate analysis support; public involvement; meeting facilitation; and public communication, he’s seen it all – making it tough to pick just one favorite moment.

The first to pop into his mind, though, is being part of the team that helped the City of Milwaukee Water Works respond to a massive cryptosporidium oocyst contamination of their water supply, he says.



*In recognition of Gary's retirement, Louisville and Jefferson County Metropolitan Sewer District gave him a replica of a standard manhole cover modified to show his name and the years that he worked with them (half of his career with CH2M).*

“While CH2M had not previously worked on the Milwaukee water system, as soon as the outbreak and the ‘boil water’ advisory was announced, we offered our help to the City,” he shares. “I was fortunate enough to be on the team that worked with some of the country’s top epidemiologists and water treatment experts to develop an immediate response and to plan out the long-term solution that Milwaukee eventually implemented.”

“While I wish the tragedy had never happened, it was an incredible career opportunity to have been part of the response team that fixed it. I still have a copy of the final report, dated August 1994, in my bookcase. I’m that proud of it,” he adds.

Yet nothing in his more than four decades of engineering and management prepared him to figure out his post-retirement health insurance options, he jokes.

On December 15, Gary will retire from CH2M – a place where he’s enjoyed, “Working with great people, on high-functioning teams, solving complex problems that have a positive impact on the environment and the communities that we live and work in.”

“I love being an engineer, and count myself as lucky that I got to spend most of my professional life working with people who I respected and enjoyed as coworkers and as friends,” he adds.

After retirement, Gary hopes to spend more time on his other lifelong passion: fishing. As a child, he spent many weekends at his uncle's cabin on a lake in northern Minnesota. When he had kids of his own, he introduced them to fishing at a very young age.

"Fishing with kids" is recognized as a separate sport in his family, he notes. "For me it meant lots of time baiting hooks, untangling lines and fixing broken equipment. Not much fishing. All worth it, as it resulted in built-in 'fishing buddies' for life," Gary says.

Gary continues to fish whenever he can, and hopes to return, with his wife, to the fly-in fishing camp where he caught a 38-pound salmon in British Columbia as often as possible post-retirement.



*Gary poses with his 38-lb king salmon caught in British Columbia.*

Congratulations, Gary on a successful career and 40 years with CH2M!

#### THANK YOU TO AL WYNN FOR 22+ YEARS OF SERVICE TO OUR GOVERNMENT CLIENTS



*Al Wynn (center) and his Armenia team at one of the renovated labs in Ijevan, Armenia.*

Al Wynn decided to retire on November 27, after more than 22 years of outstanding service.

Joining CH2M in 1995, Al had many leadership roles during his tenure, including serving as the regional business group manager for our environmental, energy and federal contracts in nine southwestern states. He was the Eastern Region Business Group director for all federal contracts in a 20-state region and served as national client service director for the firm's Navy contracts. He also led the company's

federal utilities privatization initiatives and served as program manager for the Air Force Civil Engineer Support Agency contract to provide infrastructure, engineering and design services to Air Force bases worldwide.

Al earned a reputation for taking on challenging situations and transforming teams into high-performance groups through focus, integration, innovation, customer service and timely project delivery. He always led by example and provided a work environment in which all project team members felt empowered to give exceptional service.

For the past two years, and in his final role at CH2M, Al has served as the project manager for our Defense Threat Reduction Agency's, Biological Threat Reduction Integrating Contract in Armenia, where he led our team to extraordinary accomplishments, including the completion of the design and construction of four new and three renovated laboratories.

The team also made significant progress on, promoting regional cooperation through research projects, and effective support to the Armenian scientists presenting abstracts at conferences. All this was done within budget, and without a single OSHA recordable, environmental, or security incident, while earning “Exceptional” performance ratings from the client.

His many talents will be missed by CH2M and the Armenia Team.

### WORK LESS, PLAY MORE

By Nolan Randall ([threebiker@gmail.com](mailto:threebiker@gmail.com))

On November 4, 2017, a large group of friends and colleagues gathered at Kelly’s Pub and Wine Bar in Redding to celebrate my retirement, as well as the retirement of my wife Mary. After over 31 years with CH2M and a nearly 38-year career in the wastewater business, I decided it was time to retire (well, mostly). I am still working part-time as an Agile-1 employee to help finish off some of the projects I was working on.



*Nolan and Mary, playing for the crowd.*

Our retirement bash was fantastic! We spent the first couple hours talking with current and past coworkers and friends, then Mary and I pulled out the guitars and had a great time playing and singing for our guests for the next two hours.

As I am writing this, Mary and I have just returned from a trip to Hawaii for a cruise to kick off our retirement (Mary’s official retirement date was December 1). Our cruise started in Honolulu and stopped at four islands where we took advantage of the shore excursions to plan our future trips to the islands!



*Mary and Nolan kicking off retirement with a trip to Hawaii.*

During my career, I was very fortunate to be able to work with some great folks, mainly in the Redding office. I also did extended stints in Corvallis, Boise, and Reno, as well as a resident engineer assignment at a construction site in San Antonio for 2 years. I learned many skills from working with people such as Doyle Tinkey, Jim Foss, Randy Naef, Martin Nicholson, Bill Misslin, Jerry Dehn, and many others. The team of designers in Redding were fantastic to work with. Many years ago, as a department manager and as an operations leader for the WBG design group in Redding, I worked with many more outstanding folks throughout the west. As I look back at my career, I realize half of my time was spent working on projects in Nevada (Reno area, Minden, Fallon), again allowing me to work with some more great folks. As I retire, it is the people that I work with that I will miss the most, both employees and clients.

I will still have a connection to the Redding office as my son, Michael is working there as a civil engineer in the conveyance group. It will be interesting to see how the transition to Jacobs Engineering proceeds.

In my retirement, I will stay in Redding (for now) and plan to travel more often, play guitar more often, go camping more often, and ride my bike more often...and worry about invoices, estimates, and project schedule less often.

Cheers!

## JOE JENKINS

After 26 years in the Austin office, Joe Jenkins recently resigned to join Walker Partners, a small regional firm, and some fellow Aggies. He will have a partner opportunity as well. Joe said, "It was a very hard decision. I have really enjoyed all the people at CH2M and really appreciated those who brought me into the firm and mentored me. I want to keep in touch with folks as much as I can."

Gordon Koblitz praised Joe for his technical excellence, client service, leadership and mentoring of staff. He was always willing to take on management or supporting roles for a variety of projects...a necessity as the Austin office grew over the years. His work ethic, expertise, and dedication have always been exemplary. In addition, he served as a technical advisor for water projects around Texas and beyond.

Before Joe left the staff caught him at a staff luncheon to wish him well and get him in a group photo. Joe is third from the left; thanks goes to Matt Berg (far right) who helped with the details. Joe's email is [jwjenkins1960@gmail.com](mailto:jwjenkins1960@gmail.com).



*Farewell luncheon for Joe Jenkins (third from left).*

## DO GOOD WORK, ENJOY LIFE

By Yehuda Morag ([moragyehuda@gmail.com](mailto:moragyehuda@gmail.com))

Following 20 plus years of career at CH2M, I've retired, leaving with countless of wonderful memories, and many friends, including CH2M employees, clients, contractors, and competitors alike—definitely a great and unforgettable chapter in my life.

It all started in Portland, Oregon, with IDC during the boom in semiconductors. I then joined the Water Business Group in Austin, Texas, serving local, national and international clients; this remarkable journey, very surprisingly, then took me to the Transportation Business Group, where I participated in the one of CH2M's largest programs—the Panama Canal expansion/ third set of locks.



*Panama Canal Locks, Atlantic Site. Left: new locks (Agua Clara). Right: old (Gatun).*



*Neopanamax locks night testing.*

time off, following the very busy years, including the long-term assignment in Panama, to decompress a bit, enjoy some time with the family in Israel, visit the kids (daughter and two sons), the grandkids (four girls and three boys) and postpone any important decisions to 2018.

Happy holidays to all and keep in touch!

### FLYING TOWARD NEW CHALLENGES

By Bill Peduzzi ([billpeduzzi@gmail.com](mailto:billpeduzzi@gmail.com))

I recently decided to step down from my role with CH2M and the aviation business. I've thoroughly enjoyed my 12 years with the firm, and my greatest professional honor was leading our aviation business the past 3 years. CH2M's aviation group has never been stronger; this is evident by our work on some of the most dynamic projects in the industry, with a record backlog, the most staff, and the highest revenue we've ever achieved.

What made my decision to retire very difficult was our extraordinary team of professionals, that every day embody the best values of CH2M's culture: smart, dedicated to this industry, driven to help our clients, and fun.

This was a good time to step away and take on other professional challenges. But I'll still be running through airports with a phone glued to my ear, and I look forward to staying in touch with all of my CH2M friends and colleagues.

And, if you might indulge me, I would offer a bit of advice. This is a simple business, despite how complicated we make it at times, and the formula for success is equally simple: take care of your clients, and take care of each other, the rest will always work itself out.

### BRENDA DONNERBERG RETIRES

After 36 years in the Portland office, Brenda Donnerberg retired. As Brad Phelps/PDX shared, she supported the Portland office through many reorganizations, numerous people changes, and a multitude of varying disciplines of projects throughout her tenure. At one point in her career she was a group leader (akin to a department manager).

Her talents will be sorely missed by us engineers that will have to bumble through now on coordinating ourselves and satisfying clients. A small group of "old-timers" shared a luncheon send-off with best wishes and fond memories. Brenda can be reached at [BrendaDonnerberg@yahoo.com](mailto:BrendaDonnerberg@yahoo.com).

Like many other CH2M'ers, I have my own copy of the *Little Yellow Book* signed by Jim Howland, and yes, many of us recite the "Do a Good Job, Make a Profit, Enjoy Life" passage, which is extremely important for success and employee attitude and morale. But for me, Jim's thoughts about ethics, integrity, the need for unity throughout the firm, the strong aspect of leadership, and coaching people at all levels is of the utmost importance had a very strong impact on my life at CH2M while serving at all of three career paths: business development, project management, and technology.

For sure there's life after CH2M, but before moving on, my wife and I have decided to take some



## HELLO, RECENT RETIREES/ALUMNI

In addition to the folks above, the following staffers with the CH2M companies retired or left CH2M in the last 6 months.

**IMPORTANT NOTE:** CH2M only provides the names of staffers who retire or leave the firm voluntarily. **Therefore, we need everyone's help to let us know of individuals who left involuntarily and might wish to join the Alumni network. We don't yet know the plan for 2018 under the Jacobs guidelines, but it's all the more important we hear from you about retirees and alumni who leave, regardless of circumstances.** Please contact one: [GKoblitzCH46@gmail.com](mailto:GKoblitzCH46@gmail.com) or [Alumni.Relations@ch2m.com](mailto:Alumni.Relations@ch2m.com) so we may respond or contact them. Thanks!

Kenna Hunt	John Spitzle	Rick Attanasio	Brett Cowgill
Alex Mahrou	Meggan Janes	Bob Ironmonger	Pam Paczocha
Adeel Ata	Jeremy Johnson	Henk Bertsch	Jai (June) Yu
JoLee Gardner	Sandy Stinnett	Matt Horlings	David DePratter
Brent Buechler	Jeff Shapiro	Mohammed Salam	Linda Pace

## Gerald Vogt Shares his Memory of the Court Street Office

*(Intro by Jacque Hinman)*

*Recently, Gerald Vogt, a 30-year CH2M veteran and manager of projects for several clients in the Private Sector Major Accounts group, shared the below story with many of his colleagues, including me, that reflects on our company name. Gerald is in our Redding, California, office, and his story starts by referencing a particular building that housed our Redding office many years ago.*

*His story reflects on the building, its name and what the people in that building did together to make our world better. Knowing that we rightly take a lot of pride in our CH2M name and all we have accomplished for our clients and stakeholders, Gerald gives inspiring voice to the fulfilling experience we have had as colleagues united in common purpose. Gerald provides some good perspective to remind us how a name on a building—and even a particular address—may serve as identifiers, but what makes a brand great and enduring are the people and purpose behind it.*

*Gerald's words helped me remember the CH2M brand is not only about what we do and how we do it. At its heart, it's about the why—the purpose we serve at CH2M and the passion, experience and creativity of the people who bring our purpose to life. For every year of this firm's existence (and the predecessor firms that joined us), our people have chosen to collaborate, to innovate and to communicate and most of all, to serve our stakeholders with distinction. They have chosen to do this in a manner that emphasizes excellence, integrity, community, respect and compassion.*

*These choices—and how we continue to uphold them—create the ties that bind us to the brand we know and love. And it is these choices and our behaviors that will keep our brand alive. Gerald's story reminded me of that, and I hope you'll appreciate it as much as I did.*

*Thank you,  
Jacque Hinman, CH2M Chairman and CEO*

1525 Court Street. To some of you this address brings back memories, and others might remember it as a building across from the court house in Redding, California. 1525 Court Street was a unique structure—a catacomb of hallways, offices, landings, levels and even an awesome orange tree in the parking lot. It was the home of Clair Hill and Associates and then home to CH2M in Redding until 1990. It was the place where employee Fritz Carlson grilled me on Darcy's Law (an equation that describes the flow of a fluid through a porous medium) on a Monday morning in September 1988 to determine if I was worthy to join his team of hydrogeologists.

It was the first place I had an office to call my own. I spent my first Christmas Eve there, coaxing the copiers to finish printing a large, three-volume report that had to get out to meet a client deadline.



*The old Redding office at 1525 Court Street, now demolished.*

1525 Court Street is set for demolition soon to make way for the new courthouse. In light of the recent news, I am struck by the symbolism of these seemingly unrelated events. Last night, as I was driving by that old building on Court Street and seeing the beginnings of its planned demolition, somehow, I had a feeling everything was going to be alright, and I felt a strong sense of hope for our future.

Our great company has a solid foundation that can be attributed, in part, to the efforts of the people who occupied 1525 Court Street and buildings like it across the world. That place had a soul, a connectivity to the people in it and to those we served outside of it. As we expanded and our footprint widened, that building could no longer sustain us, and we needed more space to grow and expand. So, we moved the life and soul of that structure (us!) to our current location at 2525 Airpark Drive.

Over time, we were able to successfully build our brand and extend our reach beyond our boundaries to all corners of the world where we could help our clients prosper. In time, as I drove past that old building on Court Street, I gradually lost touch with those memories of my early career and focused more on what was to come.

Driving by that structure and seeing the construction fence got me thinking about our company and about the news we heard that could potentially change our future. News that answered the concerns of the many remaining employees from 1525 Court Street who invested so much for our company to survive and thrive. News of a deal that promises to combine the incredible talent of two amazing companies—made that way because of the people.

Those same people can now unleash a collective energy and talent to help shape and reface a combined company for the future we can all appreciate and help benefit our world going forward. Buildings don't prosper; it's the people inside those buildings who make a difference. A building gone with a new one in its place. The name of a company gone but the will and soul of the company survive.

Are we sad or grieving over the loss of our identity? Absolutely! Especially for those of us in Redding, first removing "HILL" from our name and now this. Separation is hard. Demolition is irrevocable. Ah, but in the angst of separation and the dust of demolition comes a path that is fresh and new, that conjures excitement and possibilities and opportunity and hope. In our industry, people working together are the key ingredient to making companies prosper, and prosper we will.



I'm all in, how about you?

*Current Redding office.*

## Notable Staff Achievements

### CLOSING A LOOP, DR. OLIVIER MAURER HEADS BACK TO WHERE IT ALL BEGAN

His family might joke with him about the importance of stepping out of his comfort zone, but over the past 25 years, Dr. Olivier Maurer has had no problem doing just that.

The next step in his career, a move back to Lyon, France, in September, is like closing a loop, he says. After all, it's where his journey with CH2M began 15 years ago.

Since then, he's held senior leadership roles in business development, operational and project management around the world in Spain, Switzerland, the United Kingdom, Algeria, the Middle East, Brazil, and the United States—all focused on work for multinational companies such as DuPont, Dow, Solvay, Petrom, Bayer, Clariant, BASF and Pfizer.

Among the most interesting moments so far, he notes, was his time spent in Madrid, Spain, leading our legacy environmental team. "Turning a declining team around, attracting new talent and seeing smiling people arriving at work in the morning and having fun on the work was just awesome and very rewarding," he adds.

As his CH2M journey comes full-circle back to France, it will be all about making a difference, Olivier explains. In his new role, he'll continue his mission with major accounts, supporting growth in Europe and Latin America, coincidentally his two favorite continents to travel.

And speaking of impressive journeys, when he was only 6 years old, he rode the Trans-Siberian train for approximately 6,152 miles, crossing what was then the Union of Soviet Socialist Republics (USSR) from Vladivostok to Paris, France.

Here's to an exciting next step on your journey!



## Goodbye, Old Friends

### REMEMBERING KEN BIELMAN – EMPLOYEE NO. 12, KEY CONTRIBUTOR TO CH2M SUCCESS

Former CH2M Water Business Group member and our first Denver, Colorado, office manager, Ken Bielman passed away on August 4, 2017. Ken and his wife, Julie, lived in a retirement home at North Albany, Oregon. They were married for 45 years.

Born in Bucoda, Washington, in 1924, Ken obtained a bachelor's degree in civil engineering from Oregon State University in 1950. During World War II, Ken served in the Merchant Marines and the U.S. Coast Guard.

He joined CH2M on a part-time basis in 1948, just 2 years after the company was founded, working as an engineering technician on a survey crew. He became a full-time employee in August 1950 as a resident engineer, and as Employee No. 12!



Ken had a deep fondness for music beginning with violin, guitar, and saxophone in his early years, and finally settling on piano as a part-time jazz pianist. He played with big bands and small jazz ensembles and as pianist in Dixieland Jazz Bands.

"I never worked on a project with Ken, which I now realize how much I regret," says Bob Chapman, former member of the water group. "But I was part of the tiny Fred Harem-led water group, along with Ken. He was always 'gone someplace' while I was there. My early fond memories of Ken were at regional AWWA conferences. We hosted small hospitality suites, and Ken would play the piano and entertain our guests. They all loved it!"

In 1969, Ken became manager of Engineering Services at CH2M. In July 1971, he opened the Denver office as CH2M's first office manager there. Swede Nordquist and Jim Schwing followed Ken to Denver that same year. This was our company's first office away from the West Coast. Under Ken's direction and support, the Denver office grew rapidly with additional work from Aurora and Metro Denver and new work from the Denver Water Board, Ft. Collins, Boulder, Thornton and other communities along Colorado's Front Range.

Jim Schwing, the third transfer to Denver in 1971, reflects on Ken's leadership skills, "Ken always seemed to be smiling and had an ability to build a dedicated team that was enthusiastic about expanding the company's Colorado client base."

And, Ken and Julie had an innate ability to charm both clients and employees. Ken's piano-playing capability and Julie's warm personality were key to many fun times at his house and other social gatherings.

"There were many parties where we would just hang out around his piano and request songs, and he would just play," adds Jim.

Ken and Julie had a passion for writing their life stories. Excerpts from Ken's "Life Story" were the foundation of the Denver office early history, and can be found on the CH2M Alumni History website.

In April 1978, Ken moved to Atlanta and served as office manager until January 1981, when he became manager of design for the Alexandria Wastewater Project in Egypt. In November 1983, Ken became the project manager for a water/wastewater project near Amman, Jordan. Returning to the Corvallis office in 1984, Ken led the Water and Wastewater Division there while continuing to devote time to international projects in Cyprus, Dubai, Saudi Arabia, and Turkey. Ken fully retired in 2000.

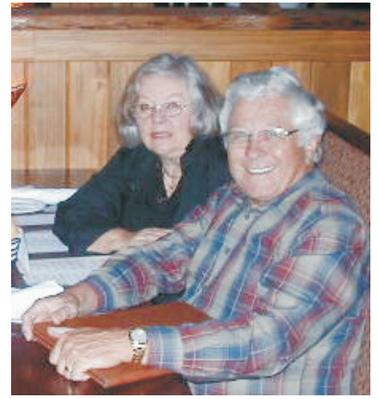
### REMEMBERING JACK SMITH

Jack Smith, 80, died on September 15, at Haven Hospice in Gainesville, Florida. He attended the University of Florida, majoring first in pharmacy, then switching to chemistry. One of his first jobs was with Black, Crow & Eidsness, a Gainesville engineering firm, which eventually led to his becoming a water and wastewater consultant in the environmental field. He stayed with the company for 35 years, eventually becoming a CH2M employee.

At the University of Florida, he met and married the love of his life, Sondra, and they had one son, James H. Smith of Gainesville.

Jack was known both professionally and personally for never doing anything halfway, and threw himself into his hobbies as seriously as his work. He served as project manager and department manager, and senior vice president of CH2M. In his spare time, he enjoyed scuba diving, kayaking, long-distance biking, golf, and Gator football. He was also a private pilot.

In addition, for more than 30 years he helped his wife Sondra in writing articles for *Horse & Pony News* to keep the horse community informed about everything pertaining to equestrians. Jack was Sondra's proofreader and gave wise counsel on liability, etc., in addition to being her computer guru. Jack loved horse camping and trail riding with his late Arabian "Salute," and he loved dogs as well. After having horses for many years, his last horse was a Komoko Ranch mini stallion named Muffin, whom he cared so much about that he built a totally safe 7-foot-high stall to protect Muffin from coyotes at night. Jack will truly be missed by his family, his many friends and associates.



### DOUGLAS PARKER



Douglas Parker, born October 4, 1953, passed away in Portland, Oregon, on October 6. He was the second youngest of seven children, spending most of his younger years in Roseburg and surrounding areas. Doug graduated from Umpqua Community College in 1973. He moved up to the Corvallis/Albany area to start work at CH2M in 1973 where he stayed for 42 years until his retirement in 2015.

Doug started as a survey tech in CH2M's Boise office, working in northern Idaho on sanitary sewer design projects. In 1974, he moved to the Corvallis office, working in the drafting department and specializing in instrumentation and control process diagrams. He started drafting on linen with lead pencil, which progressed to ink on Mylar by 1976. By 1979 he was working full time with instrumentation and control group and remained with that discipline the rest of his career.

Doug was a master at developing treatment plant system operating screens using Wonderware and other sophisticated software, serving as a mentor to many colleagues in the areas of drafting and software use. He was known and respected for his attention to detail and work ethic, but loved to have fun as well, playing on a CH2M softball team, and getting together to play poker with a group of fellow employees.

He and his wife Cindy had two daughters, Lisa and Amber. He dedicated his life to his family and will be remembered for his great sense of humor. He absolutely loved his grandchildren and would go to great lengths to hear their laughter. He enjoyed target shooting with his friends and family and was an avid hunter and fisherman. He will be missed, loved and in our hearts forever.

### DOROTHEA (DOT) PAILTHORP



Dorothea (Dot) Pailthorp, wife of retired CH2M employee Bob Pailthorp, passed away October 19 in Tualatin, Oregon. She was 84, and she and Bob had recently celebrated their 65th anniversary together.

Dot was known by many in the CH2M family; she supported Bob as he worked toward his master’s degree, even typing his thesis for him. Bob earned his degree in 1955 from the Oregon State University School of Engineering; he got his degree on a Sunday, started work at CH2M on Monday, and Dot and Bob’s first child David was born on Tuesday. Dot was very supportive of Bob and his career at CH2M, and knew many of his clients and co-workers through conferences and gatherings.

Dot loved people, entertaining, cooking, traveling, and cruising. She and Bob had taken many trips to the Cook Islands and Hawaii and took a whale watching tour of the San Ignacio lagoon in Mexico. She always had a ready smile and an open heart and she will be greatly missed by many family and friends.

### STARLA HAISLIP



Starla Haislip, wife of retired CH2M employee Tom Haislip, was born April 19, 1947, and raised in Klamath Falls, Oregon, on a potato and alfalfa farm, and spent most of her youth engaged with horses and rodeos. While in high school, she moved to Sisters, Oregon, where she graduated as valedictorian. Higher education called to her and she went to University of Oregon for her freshman and sophomore years. She then transferred to Oregon State University majoring in Art. There she met and married Tom Haislip, and moved to Sweet Home, Oregon, where she taught junior high art and Tom continued his graduate degree. They then moved to Portland, Oregon, in 1974. In 1979 they moved to Boise, Idaho, with Tom’s new job with CH2M. In

Boise, Starla worked as an instructor at John Robert Powers agency and soon took a job as the marketing director for the Idaho Centennial Commission. In 1990, she began teaching as a marketing and advertising instructor at Boise State University where she remained for the rest of her career.

After 26 years living in Boise, Starla and Tom moved to Austin, Texas, in 2005, with Tom still working with CH2M. Both retired in 2008, spending time golfing, traveling, and spending time with their daughters and grandchildren. Starla passed away on December 10. She is survived by her husband Tom, daughters Suzy and Crystal, granddaughters Katana and Savannah, grandsons Keegan and Tommy, sister Becky Davis and brother Bill Beymer.

We recently lost these colleagues as well.

Kent Monical, July	Mark Schilling, September
Troy Humphrey, September	Irma Young, September
Cynthia Mehigh, September	Steven Hillbourne, November

**IMPORTANT NOTE:** The only information CH2M provided for deceased colleagues was for those who had benefits, a pension, or company stock at the time of their death. Again, **this will change with the Jacobs transition. Therefore, it is critical now that if you hear about the death of any retiree or alumni colleagues or their spouses, and you think others would be interested, please forward the name, obituary or the family’s contact information to [GKoblitzCH46@gmail.com](mailto:GKoblitzCH46@gmail.com) or [Alumni.Relations@ch2m.com](mailto:Alumni.Relations@ch2m.com).** Thanks!

## Special Announcement—2018 Denver Western ReUnion

Mark your calendars now for the CH2M 2018 Western ReUnion that will be held September 20–22 at the Downtown Embassy Suites in Denver. A “Save-the-Date” is forthcoming and it will contain more details for the event. If you attended the 2013 Western ReUnion, you’ll likely remember the quality accommodations that helped make that ReUnion a success.

You won’t want to miss this event because it’s the first major retiree / alumni event following the purchase of our firm. There are sure to be interesting discussions regarding this item and sharing updates with colleagues from around the country. Note that the name of the ReUnion is CH2M HILL (NOT CH2M) ReUnion so we capture the portion of the firm that meant much to our success.

In the meantime, if you have questions or comments, feel free to email them to Jim Schwing at [jimschwing@msn.com](mailto:jimschwing@msn.com).

## CH2M ALUMNI ASSOCIATION Survey

### CH2M ALUMNI ASSOCIATION – A PROPOSAL

By Don Marske ([donmarske@gmail.com](mailto:donmarske@gmail.com))

When the firm decided to discontinue any direct financial support of our alumni reunions, there were discussions of forming an Alumni Association that would be supported by members’ donations. Now, with the Jacobs sale, those discussions are on again.

### Why found an Association?

In a sense, we already have an association of alumni. It is tightly bound with 10 years of Gordon’s semi-annual newsletters, 12 reunions over the past 20 years, and the Alumni History project that was started by Jim Howland and Bob Pailthorp over 30 years ago. And today, we maintain a master list of 2,900 alumni who have shared their email address with us saying, in effect, “I am still interested in connecting with my colleagues and staying in touch with the firm.”

Alumni volunteers support these activities now; however, there are a few activities that still depend on CH2M support, primarily the Newsletter, and the Alumni History site. Therefore, an association supported by modest membership donations would provide the funds necessary to sustain the following activities in the now probable event we will lose corporate support:

- Provide a bank account to support future reunions.
- Underwrite a portion of future reunions to allow lower cost to attendees.
- Underwrite expenses for the Newsletter: desktop publishing and emailing.
- Underwrite expenses to sustain the Alumni History website: server rental and part-time webmaster.
- Underwrite community activities like STEM.

### What is required?

We propose the founding of an exempt non-profit association as granted under California R&TC 23701 (g) and IRS 501(c)(7) as a social club. As an exempt non-profit, membership donation income would not be tax deductible to the donor.

What would the “rules” of the Association look like? We would expect they would be few and simple. The primary rule might look something like the following:

CH2M Alumni Association membership is open to all alumni and their spouses. Membership donations are \$15 per calendar year. Donations more than \$15 are welcome. Membership applications and renewal forms will be found on each of the semi-annual newsletters.

### Question:

1. Yes, keep me on list. Will join CHAA@\$15/yr. to support newsletters/reunions/alumni history website and alumni master list. (Note: we need at least 500 paying members to be viable). Your name is requested for follow-up; however, renewals are always voluntary.
2. No, thanks. Been a good run.

**Please take a few seconds to use this link to vote now: [CH2M Alumni Association Survey](#)**

If you have any questions or want to offer comments, please send an email to Don Marske at [donmarske@gmail.com](mailto:donmarske@gmail.com).

Thank you!  
Don

## CH2M Lives On...through our Alumni History Website!

We hope most, if not all, of you have visited our cherished Alumni History website: <http://www.history.ch2m.com/> over the years. It will become even more memorable in the coming years. It is the most detailed alumni perspective company history website available and continues to grow monthly as our committee adds new content. We invite all readers to share their biographies, personal histories, career stories and historical documents gleaned from their files over the years. We welcome any volunteers to join our group, even if it's for a short time for a specific meaningful assignment for them. Please contact Don Marske ([donmarske@gmail.com](mailto:donmarske@gmail.com)) for more information, or any of the other current members listed below:

Dave Evans ([shootmyage72@gmail.com](mailto:shootmyage72@gmail.com))

Susie Gaare ([susiegaare@sbcglobal.net](mailto:susiegaare@sbcglobal.net))

Gordon Koblitz ([GKoblitzCH46@gmail.com](mailto:GKoblitzCH46@gmail.com))

Rick Luebbers ([rluebber@hotmail.com](mailto:rluebber@hotmail.com))

Jim Schwing ([jimschwing@msn.com](mailto:jimschwing@msn.com))

**Special Video: Jacobs Chairman and CEO Steve Demetriou's Day 1 Welcoming Greeting: <https://player.vimeo.com/video/247709318>**

## Missing in Action

The Alumni History committee (<http://www.history.ch2m.com/default.asp>) is again asking all readers for help in connecting with some folks they've been looking for. We were successful with our first MIA search for Kevin Clancy in our July issue. Terry Sheldon gave us the missing information we needed. Not only that, Kevin kindly gave us his update for this issue. This list below is much longer and includes folks who had CH2M emails, but no longer have them. **Again, with the Jacobs transition it's even more critical to help us find any folks you may know who leave CH2M or Jacobs without being added to the alumni mailing list.** Please respond to: [donmarske@gmail.com](mailto:donmarske@gmail.com) if you have any info. Thank you!!

Don Amedo	Dan Gould	Ken Madill	Michael Rengel
Mike Baker	Patricia Graham	William McGrane	Linda Risen
Arleta Burton	Cameron Grant	Georgia Meadows	Tom Robinson
Connie Carros	Dee Griffith	Wayne Mize	David Rosenblum
David Coolidge	Dorie Harem	Salam Mohammed	Gayle Schilling
Mark Corsentino	Tim Helgeson	Alistar Montgomery	Marcy Schwartz
Brett Cowgill	Thomas Hoffschild	Alicia Nakano	Blake Scott
Robert Coyne	Larry A. Holm	Patricia Nero	Margie Sexsmith
Robert Danks	Mike Howes	Alan Newcombe	Philip Smith
Ralph Davidsson	Colin Irish	June O'Brien	Jennifer Staley
John Deaton	Trevor Jones	Dean Parsons	Danny Taum
Ronald Dobbs	Sue Krumsick	Eric Pogue	Nanette Upton
Trevor Florendo	Benjamin Lawrence	Isiah Quintanilla	Werner Volkmann
Jane Gendron	John Madia	Marko Radonich	Vivienne Wilson

## Tidbits

We've added this section to encourage a variety of communication from ALL our readers. Let's hear about a nice get-together with dear friends and colleagues, special birthdays, anniversaries and other celebrations, a travel highlight or unusual event. We hope to hear from you throughout the year! Remember, photos are always a plus!



*Gordon and Mary Koblitz along with Tom and Lynne Holz traveled to San Juan Island late September for a 2-day visit at Jim Goetz's lovely home. We met Jim's partner, Francie Rutherford, enjoyed gourmet fish dinners from Jim's previous fishing trips, had lots of fun conversations and an island tour around the San Juan's on Jim's new boat, including a stop for lunch in Roach Harbor. Left to right: Tom, Gordon, Mary, Jim and Francie.*



*Jim and his new 26-foot Ocean Sport Legacy.*



*John Gaston met with his buddies for lunch in October to swap tales and sort out the latest news related to the CH2M/Jacobs merger. Everyone looks well; we all worked together in the Emeryville and Oakland offices. John is speaking at an American Water Works Association conference in Austin, Texas in late January 2018 on the historic direct potable reuse efforts. Left to right: Mike Iverson, Asbjorn Nysather, Ray Yep, and John Gaston.*



*Bob and Meredith Chapman paid an early October visit to the Koblitz Retreat in Sisters, Oregon. We had a great time getting caught up on all the news, family and otherwise, dining in and out, Sisters shopping, and a stop at one of the best photo spots for viewing the Three Sisters in town, early morning with a dash of frost. Left to right: Meredith, Mary Koblitz, and Bob.*

## Feedback

**Richard Pyle** ([RPyle@carollo.com](mailto:RPyle@carollo.com)) writes:  
I appreciate receiving the newsletter. One of my best CH memories was presenting at the Alumni event in San Diego. It was humbling spending the evening with the people who built CH.

**Elisa Speranza** ([elisamariesperanza@gmail.com](mailto:elisamariesperanza@gmail.com)) writes:  
Hi folks. I finally had a few quiet moments to read through the newsletter. Great job! I don't have Angie's email, so please extend my thanks to her as well. I know this is a labor of love, and a ton of work. I really appreciate it.

**Jory Abrams** ([joryabrams@gmail.com](mailto:joryabrams@gmail.com)) writes:  
Hi Gordon—Wanted to take a moment to let you know I really enjoyed this newsletter.

**Mike Tidwell** ([mike@miketidwellassociates.com](mailto:mike@miketidwellassociates.com)) writes:  
Great job on the recent Alumni Newsletter!

**David Evans** ([shootmyage72@gmail.com](mailto:shootmyage72@gmail.com)) writes:  
Gordon, this is the BEST newsletter you and your team has ever produced!!!!

**Gladys Mercadal** ([gladysmercadal@hotmail.com](mailto:gladysmercadal@hotmail.com)) writes:  
Thank you for always copying me with the newsletters. I always enjoy reading them. It brings so good memories of the great people I met at CH2M. You are doing an excellent and fine work.

**Don Marske** ([donmarske@gmail.com](mailto:donmarske@gmail.com)) writes:  
Gordon ... you guys are amazing! Another outstanding newsletter!

**Stephen Wanders** ([swander@purdue.edu](mailto:swander@purdue.edu)) writes: Dear Gordon, AWESOME newsletter! Thank you so much for your continued service. It's great for me to keep in touch with all of my old friends and colleagues from CH2M. John, Glenn, Elisa – great to hear from you. Thanks for your contributions to the newsletter. I'm still very much enjoying my role here at Purdue, and living in West Lafayette. Thanks again!

**Carlene Sim** ([bcsim@comcast.net](mailto:bcsim@comcast.net)) writes:  
Thank you for the news. Working for CH2M was a blessing to me. The best folks to work with. I worked in CVO and then PDX. I retired in 2001. Keep up the good work Gordon.

**Diane Whitehead** ([diane.whitehead@comcast.net](mailto:diane.whitehead@comcast.net)) writes:  
I love this update. Thank you!

**Teny Mittal** ([tenymittal@gmail.com](mailto:tenymittal@gmail.com)) writes:  
What an amazing newsletter. My compliments and thanks.

**Mike Elmore** ([mikeelmore8@gmail.com](mailto:mikeelmore8@gmail.com)) writes:  
Thanks, Gordon. Looking for Bay Area folks to network with.

**Tony Talamante** ([tony.talamante@gmail.com](mailto:tony.talamante@gmail.com)) writes:  
Thank you for your leadership and work to maintain the CH2M Alumni.

**Tim Shea** ([tshea1316@gmail.com](mailto:tshea1316@gmail.com)) writes:  
You have created another fabulous issue! Thank you!

## 2017 CEO Excellence Awards

Our people are remarkable. Our projects are game-changing. And together we are making a positive difference in our communities around the world. That's what our CEO Excellence Awards program is all about—honoring our people and project teams for going above and beyond, raising the bar to a new level of excellence.

Chairman and CEO Jacque Hinman recently announced the 2017 CEO Excellence Award winners. Congratulations to our extraordinary people and project teams!

## CAREER ACHIEVEMENT WINNERS

### Brock McEwen

Brock is an internally recognized authority on water treatment and has been a critical driver for the development and advancement of tools and technology across the firm. He has developed a culture of innovation focused on delivering high-quality projects more efficiently than ever before, and exemplifies a spirit of mentorship for junior staff, as well as entrepreneurship that has enabled CH2M's water technologists to be trailblazers and leaders in the industry.



### Dawn Adams

In her 20 years with CH2M, Dawn has achieved iconic success in two diverse career paths and has been the force behind the professional development of hundreds of CH2M staff. She has invested in the careers of junior staff members to help them develop into leadership roles. She has also been a vital team member for many portfolio programs and projects; she has led our Dow teams through the delivery of more than 2,000 projects in 20 countries around the world.



### Rob Brawn

Rob is the ultimate champion for technology advancements. With more than 30 years of experience, he has been instrumental in integrating some of our key engineering tools. For example, he stewarded the transition of CAD from tabletop hand drafting on Mylar to the complex, multi-dimensional models used today in building information modeling.

Rob is viewed by his peers and the technology community as an icon in the field of design automation. He has been a frequent speaker at industry conferences, and has been part of peer technology groups looking to advance automation technology in the engineering and construction fields.



### Harry Dinihanian

With over 40 years of experience (nearly 30 with CH2M), Harry is a well-known architectural expert and has made architecture a driving force within CH2M's private sector. He has shepherded tens of millions of square feet of advanced technology facilities through design and construction around the world. He tenaciously and tirelessly works on developing solutions that satisfy our clients' very complex facility needs.



## CLIENT CENTRICITY WINNERS

### Dow Chemical Company

CH2M is the Dow Chemical Company's majority consulting partner, delivering delivered remediation services at more than 50 sites and 670 projects in 11 countries worth more than \$115 million a year.

The team has leveraged past experience and has grown partnerships with Dow across the globe—we have over 160 Dow contracts, more than doubling our work in the past 2 years.

### FEMA Public Assistance, Civilian Agencies, Department of Homeland Security

Success starts after winning all of the FEMA public assistance work in New Jersey and a majority of New York—a direct result of our client service philosophy. Since 2012, CH2M has been awarded over \$103 million just for Hurricane Sandy recovery efforts in New York and New Jersey. The team is also helping with grants and closing out major projects, and has received praise from FEMA for our proactive efforts and readiness support.



### North Miami Beach

The North Miami Beach-CH2M partnership is a first-of-its-kind combined operations and program-management contract—a new model in the industry. Operations, technical services and consulting experts at CH2M collaborated to develop a single-source approach to achieving North Miami Beach's objectives. Over a 15-year contract, CH2M is monitoring and tracking key areas of improvement and key performance indicators to help the city save millions of dollars in operational costs.



## CH2M News

### AWARDS AND RECOGNITION

#### Hinman honored with lifetime achievement award

After more than 35 years in the engineering and construction industry, CH2M Chairman and CEO Jacque Hinman was honored in December with the 2017 Association for Capital Projects Engineering & Construction Community Lifetime Achievement Award.

Not only is Hinman the first woman to lead a major global engineering and consulting firm, but she's also the first woman to receive this prestigious award recognizing a career of excellence in the E&C Industry.

Hinman was nominated for the award by our client and BASF Corporation's Senior Vice President of Strategic Projects, Mike McAtee.

"In my opinion, the epitome of Jacque's three core attributes of sustainability, ethics, and diversity and inclusion are reflected in her understanding of the powerful and enduring socio-economic impact that sustainable Infrastructure developments can have," says McAtee.

During her acceptance speech, Hinman listed the top 3 pieces of advice she would give to those people in our industry who are just starting out:

1. You've chosen a great career. Now, stick with it. Stay in our industry and do the important work of our profession.
2. Over your working life, you CAN have it all. Don't let anyone convince you otherwise. Strive to have it all, but realize that's over your lifetime.

3. Try to be the best FOR the world, not just IN the world. You are the very people who can – and WILL – drive positive change. Being the best IN the world is about you. Being the best FOR the world is about others. And the world needs our help.

Congratulations, Jacque!

### *Fortune says We are Changing the World!*

*Fortune Magazine* has ranked CH2M as #22 on its prestigious Change the World list. The 2017 list highlights 50 leading companies that are innovating to solve the world's biggest challenges through core profit-making strategy and operations. High-ranked companies typically have a transformational impact on millions of people's lives or on the global environment.

Chairman and CEO Jacque Hinman noted in her email to all employees: "I'm delighted to note that CH2M is the first and only engineering and construction industry company to make this list, and that differentiation reflects the fact that creating superior value for triple-bottom-line results is exactly what we do! We make a positive difference in the world by delivering sustainable solutions for growth and a better quality of life, ultimately to achieve greater social, economic and environmental outcomes."

Fortune ranked companies based on the three criteria of measurable social impact, business results, and degree of innovation:

- **Measurable contributions to societal impact:** We tackle complex engineering projects with a sharp focus on delivering triple bottom line benefits. For example, when managing the Panama Canal's \$5.25-billion expansion, we also helped Panamanian workers develop job-related skills that would serve them during and after the project. We designed and constructed new locks that feature water-saving basins that recycle up to 60 percent of the water used per transit. Now the canal can handle larger supertankers and twice the overall tonnage with the additional channel, increasing economic benefits of greater cargo tonnage for trade among 160 countries. During the project in 2014, the CH2M Foundation and 10 volunteer bridge engineers partnered with Bridges to Prosperity to build a footbridge in La Conga, Panama.
- **Commitment to community investment:** We advance human progress in our client work and through our corporate citizenship, philanthropy and employee volunteerism. Through your amazing volunteer work and generosity, coupled with the CH2M Foundation and corporate giving, we are improving the lives of thousands of people around the world through our nonprofit partners such as Bridges to Prosperity, Engineers without Borders, Water For People and most recently, the American Red Cross. Our employees are generous and compassionate, as evident by our raising over \$150,000 in a little over a week (through the American Red Cross and the GoFundMe site for employees).
- **Innovative strategies that positively affect the world:** From self-sustaining infrastructure powered by renewable and reclaimed resources to cities developed on the leading digital edge, innovation is core to our work. Among the most important ways we innovate is addressing global water challenges, with integrated management and proprietary water renewal and energy recovery technologies ensuring resiliency throughout the water cycle. Our innovative strategies have been recognized publicly with the prestigious Stockholm Industry Water Award and the World Environment Center Gold Medal Award for International Corporate Achievement in Sustainable Development, recognizing our deep commitment to sustainability and social responsibility.

This award belongs to all of us. Thank you to each one of you for everything you do, every day, to change the world!

## Competition Green with Envy! CH2M won Five Environmental and Climate Change Awards

The *Environmental Business Journal* (EBJ) and the *Climate Change Business Journal* (CCBJ), leading sources of business intelligence in the environmental and climate change industries, awarded CH2M five prestigious business achievement awards.

“Recognizing our projects and best practices for outstanding achievement in environmental, climate adaptation, resilience and sustainable water infrastructure is an honor and testament to the technical expertise and sustainability vision of our global staff,” stated CH2M Global Environmental Market Director, John Mogge.



We totally agree! EBJ and CCBJ recognized CH2M for outstanding business achievements, including:

- Creating a new **Valuing Nature Practice**, a global initiative where a broad range of environmental, engineering and architectural consulting and design services are viewed through a natural resources lens to deliver positive financial benefits, greater environmental stewardship and reduced operational risk.
- Contributing to the highly successful **Thames Lee Water Tunnel**, which features many industry-leading design and construction innovations, is Thames Water’s largest ever infrastructure project and represents the biggest upgrade to London’s sewerage system since Victorian times.
- Designing the state-of-the-art **AlexRenew Nutrient Management Facility**, which features a dual-purpose nature of improving the health of local waterways while engaging the community with beneficial greenspace, earning the first Envision Platinum certification from the Institute for Sustainable Infrastructure.
- Working with Newmont Mining to advance **best practices in climate adaptation and resilience** across a worldwide portfolio of mining assets.
- Developing a **flood protection project** in Tacoma, Washington, including a floodwall with automatic gates and an emergency pump station.

The awards were presented at the 15th Annual Environmental Industry Summit on March 22–24, in San Diego, California. Three CH2M experts also participated as featured panelists:

**Executive Response Panel**—Stephen E. Petron, Vice President and Global Director, Environmental Planning.

**EBJ Award Winners Panel**—Jonathon Weier, Principal Technologist, Certified Senior Ecologist, Wildlife Habitat Council Relationship Manager.

**Resilience, The Future of Climate Adaptation**—Dale Sands, Senior Vice President and Global Practice Director, Private Client Sector.

Congratulations to our EBJ/CCBJ award-winners!

## We are the only Firm in our Industry Nominated for the Prestigious Stop Slavery Award

CH2M was nominated for the prestigious Stop Slavery Award presented by Thomson Reuters Foundation. The award gives public recognition to corporations that are best in class at demonstrating integrity, courage and innovation in taking concrete steps to eradicate forced labor from their supply chains.



The firm was nominated after a key client in the oil and gas industry took note of some of our recent initiatives to combat modern slavery.

“Over the past three years, we’ve worked tirelessly to strengthen our worker welfare program, and to be recognized for some of these efforts by a key client is truly remarkable,” said Tawny Chritton, CH2M’s Director of Social Impact.

In 2014, CH2M developed a robust, long-term strategy to maintain the highest level of health, safety and well-being on any project around the world. We created a global Worker Welfare Policy, which applies to our operations and suppliers, and we share the policy with clients and partners to guide their worker welfare best practices.

In addition, just this year we launched the pilot of the Worker Connect mobile app. The concept for the mobile app is to allow workers to submit anonymous feedback regarding welfare, health and safety, in addition to serving as a program management tool.

As the industry thought leader in this topic, we seek to raise the bar across the engineering and construction sector when it comes to worker welfare. Recently, we joined forces with five of our direct competitors to share our best practices and lessons learned via a new industry group, Building Responsibly, which CH2M chairs.

### A-one+ nets Another Award. Let’s Celebrate!

Our A-one+ team (a joint venture owned equally by CH2M, Colas and Costain) doesn’t rest when it comes to winning awards. Following on recent successes in July, the team has most recently been named the winner in the “People Development” category at the 2017 Constructing Excellence in Yorkshire and Humber awards in the UK, beating out five other competitors.



The 10th anniversary celebration, organized by the Constructing Excellence Yorkshire and Humber team, was a great reason for CH2M and its Colas and Costain partners to celebrate.

The way the integrated team captures the full value of our resources to cascade education throughout the workforce, works to develop people who are highly motivated, and makes a significant impact on the future of the construction industry has been recognized and rewarded with the People Development Award. As regional winners, the A-one+ submission will now compete in the national finals.



The A-one+ entry included all the activities that have been implemented across the program, including our STEM ambassador activity, engagement in wider training programs, an Investors in Diversity agenda and an apprentice program that helps young people gain relevant experience. Additionally, the entry included information about “toolbox talks,” or lunchtime learning sessions that discussed the partnership with the Considerate Constructors Scheme, a non-profit organization that improves the image of the construction industry in the UK.

“We are thrilled to be named as winners of the people development category at these awards,” says A-one+ Managing Director Clive Leadbetter. “The strategic road network is the lifeblood of our economy, and it’s vital that our people, who keep that network functioning day to day, are respected, valued and developed as well as given opportunities to engage with the communities where we live and work. Equally important, the culture of respect and value empowers our people to be innovative helping meet our client and customer needs and improving our industry.”

During the ceremony, A-one+ also was highly commended for the innovative approach it took in a lighting improvement scheme on the M62 J22-25 by converting 1,224 lamps to energy saving LEDs, generating £3.2 million of energy savings for the client over the life of the lamp.

We are extremely proud of the team for bringing home its sixth industry recognition this year!

#### [CH2M receives 2017 Enablon Global Partner of the Year Award](#)

Our multidisciplinary environmental, health, safety and risk information management team of engineers and scientists received the Enablon Global Partner of the Year Award for delivering Enablon solutions around the globe and achieving highest overall client satisfaction. The award ceremony took place during Enablon’s Sustainability Performance Forum, the largest EH&S, Sustainability and Risk Technology conference in North America.



“Being recognized by Enablon with this prestigious award is a testament to our ability to partner and deliver the most effective EHS software solutions and operational risk management results for our clients,” said Matthew Sutton, president of CH2M’s Private Sector practice.

We implement Enablon to solve clients’ most challenging environmental compliance and risk problems, manage critical operational programs and apply analytics for data driven business decision-making. CH2M’s mission is to solve clients’ most complex safety and environmental challenges and this requires partnering with the best technology platforms in the market.

The 2-day Sustainability Performance Forum welcomed over 500 EH&S, Sustainability, Risk and IT professionals from the world’s largest corporations. The event offered 50 sessions with industry experts, four of which were led by CH2M:

- J.R. VanOrder, EHS IM global practice director (key note panel), addressed achieving value from EHS technology, including tools and project findings to improve implementation.
- Dan Sakrisson, program manager, co-delivered with Enablon “Driving User Adoption to Increase Value,” including best practices and client success stories.
- Kevin McKee, environmental lead, co-presented lessons learned from using Enablon’s environmental management solutions.
- Eric Friedman, senior technical consultant, co-presented on successful implementation strategies and lessons learned during their compliance implementation.

### CH2M Team Honored for Outstanding Contribution to the Qatar 2022 FIFA World Cup

In early November, our Qatar 2022 client, the Supreme Committee for Delivery & Legacy, held its “Staff Day,” during which CH2M was presented with the Outstanding Contribution to the 2022 FIFA World Cup Award. The Supreme Committee (SC) holds the responsibility of ensuring all stadiums, facilities, and infrastructure needed to host a successful 2022 FIFA World Cup are in place prior to the first match kickoffs on November 21, 2022. Our team is fully integrated into the SC technical delivery office and is focused on meeting our client’s needs.



Since the start of the Q22 program in 2012, we are the only consultant/ contractor to receive this award, and probably the only company to receive this type of award in the country. The award was presented by His Excellency Hassan Al-Thawadi, Secretary General Supreme Committee for Delivery and Legacy.

“It is a great achievement for the whole team and their hard work and dedication to the program,” said Rehan Khan, CH2M’s Qatar country director and executive director for Q22. “We continue to strive for the success of the program and to “Deliver Amazing” for our client.”

## CH2M NEWS

### CH2M Awards \$1 million to Oregon State University to Commemorate our Roots and Honor our Founders



*Corvallis area lead Elizabeth French presents a \$1 million check to the dean of the OSU College of Engineering.*

Over 70 years ago, CH2M was born at Oregon State University (OSU) in Corvallis, Oregon, when four innovative entrepreneurs dreamed our company into reality. Our close connection and partnership with OSU has continued ever since—a mutually beneficial relationship that has allowed both institutions to advance their efforts to build a better world. Generations of OSU grads have chosen us as their employer, and many of those OSU alums advanced into leadership positions in the company. Ralph Peterson, CH2M’s president and CEO from 1991 to 2008, began working at CH2M when he was still an OSU student. OSU faculty serve as consultants on our projects, while our employees return to OSU as adjunct faculty, mentoring the next generation of engineers.

This gift, the CH2M Professorship in Civil Engineering Fund, commemorates our company, our cofounders and our positive impact on the world. The name “CH2M” will live in perpetuity through this endowed professorship. The dean of the College of Engineering will appoint an endowed professor for a term of 3 to 5 years.

“I will always be grateful to our founders from OSU for starting this purpose-driven company,” said Chairman and CEO Jacque Hinman. “By fully engaging employees in our success, CH2M has grown from a professor and his three students in Corvallis, Oregon to an innovative, sustainable industry leader in communities we serve, providing the best opportunities for engineering students who are motivated to make a positive difference in the world.”

“This gift underscores our continued commitment to strategically investing in the future workforce of our critical industry and supports the talent pipeline of our clients, as well,” said Ellen Sandberg, vice president of community investment and executive director of the CH2M Foundation. “We are honored to preserve our legacy at OSU, where CH2M was born.”

## Collaborative, Cross-Sector Win! CH2M Nabs Design Contract for Modernization of MIT Lincoln Laboratory

What a testament to the value of teamwork and collaboration!

The U.S. Army Corps of Engineers, New England District, selected a CH2M-led joint venture with Burns & McDonnell (BMcD) to design an advanced compound semiconductor laboratory – microelectronics integration facility at the Massachusetts Institute of Technology Lincoln Laboratory, a federally funded research and development center located on Hanscom Air Force Base in Bedford, Massachusetts.



Funded by the Air Force Civil Engineer Center, the new laboratory will be fitted for developing advanced technologies that are applied to problems of national security.

Currently spread across several buildings, including some 1950s-era facilities, MIT Lincoln Laboratory is confronting the limitations of an infrastructure that is aging and not structurally designed for modern research. “This modernization will consolidate the aging facility into an energy-efficient building, with state-of-the-art features,” said CH2M Senior Vice President and Department of Defense Portfolio Lead Tim Byers.

He adds, “The CH2M – BMCd team will provide design and construction-phase services to support the Laboratory’s ability to meet changing mission needs over the next 30 years.”

Doug Malik, CH2M senior vice president and defense and aerospace director, shared, “This win was a culmination of nine months of capture positioning, strong proposal expertise and the best interview and presentation team I have ever been involved with. I want to thank the dozens of individuals that played a key part in this win. I am very proud to have had the opportunity to work with you all.”

## North Miami Beach Selects CH2M to Deliver Best-in-Class Regional Water/Wastewater Utility

CH2M and the City of North Miami Beach, Florida, have entered a 15-year partnership to deliver a best-in-class water/wastewater utility for residents and regional customers. The city's regional utility, NMB Water, serves over 180,000 customers in northern Miami-Dade County, including North Miami Beach, Miami Gardens, Aventura, Sunny Isles Beach, Golden Beach, and portions of unincorporated Miami-Dade County.



NMB Water recently completed several reports that demonstrated the need for operational changes, near-term upgrades, and capacity expansions. As part of these improvements, the city decided to invest the resources to become a best-in-class utility as measured against a suite of industry benchmarks.

To achieve this milestone quickly, the city developed a unique contract that can be considered a new model for the water industry. The contract is an integrated program management platform that includes capital program management, engineering planning/design, utility operations and maintenance, and progressive design-build.

“The city wanted an approach for single source accountability and turnkey water and wastewater services for our utility to quickly achieve best-in-class,” said Director of NMB Water Jeffrey F. Thompson, PE. “CH2M was the only firm to provide all of the program, operations, and construction services in-house that will save NMB Water time and money as well as promote the collaboration between engineering and operations under the umbrella of a single entity.”

In addition to the utility operations, the city is leveraging this unique contract to quickly improve the utility level of service. CH2M has already begun the program management of the city's estimated \$250-million capital program, the design of the water plant expansion, and is implementing a \$12-million design-build of 30 critical near-term projects for reliability and level of service improvements.

“We are very proud of how quickly our team began to implement all facets of this important and unique contract in a seamless manner from program management to operations and design-build,” said Greg McIntyre, president of CH2M's State and Local Government sector and principal in-charge for the program.

## We're Taking on the Most Historic Infrastructure Project in the UK!

The Palace of Westminster, which is home to the UK Parliament, the House of Commons, and the House of Lords, is one of the most iconic buildings in the world and one of the UK's most treasured UNESCO heritage sites. In a monumental win announced in July, CH2M was awarded a contract to lead the program management of the restoration and renewal program.



Much of the 1,100-room palace dates back to the mid-1800s following a great fire in 1834 that destroyed most of the original estate. The palace was again badly damaged during World War II when the House of Commons was bombed and subsequently rebuilt under Winston Churchill's leadership.

Despite these unfortunate events there are still some parts of the original estate that remain unchanged since their construction in the 11th century under King William II. Over time, the Palace of Westminster has fallen into a state of disrepair, with many of its major mechanical and electrical systems needing updating, as well as a significant amount of work needed to restore and renew the historic building structure. This is where CH2M's new program management contract comes in.

The plans for the program will be drawn up following a Parliamentary vote where the Members of Parliament (MPs) will decide whether parliament remains in the palace throughout renovations, or whether it decants for the duration of the works. The latter would remove both the Commons and the Lords from the parliamentary estate for approximately 6 years to allow for work to be carried out. Estimates on how much the work will cost depend on the outcome of the vote.

"The restoration and renewal program will be one of the most complex, large-scale programs being carried out within the firm," said Caroline Tong, CH2M overall contract lead of the restoration and renewal program. "We will be supporting the Palace of Westminster by preserving and enhancing this UNESCO World Heritage Site for future generations."

## 8 years + dedicated team = 512,000 tons of hazardous soil, waste removed

Workers have completed cleanup activities at one of the nation's most contaminated waste sites located at the Hanford Site. Workers with CH2M Plateau Remediation Company (CHPRC) are filling in an area that once contained some of the most hazardous waste at the 580-square-mile site in southeast Washington state.



Recent sampling results from the 618-10 burial ground and 8 nearby waste sites, after contaminated material was safely retrieved, confirmed the eight years of cleanup work is now complete.

During cleanup, workers retrieved 2,201 55-gallon drums, miscellaneous debris, and 94 Vertical Pipe Units that were buried more than 20 feet below ground. In total, workers removed more than 512,000 tons of contaminated soil and waste debris, which was taken to Hanford's engineered, hazardous-waste landfill, called the Environmental Restoration Disposal Facility.

"This announcement is one more step in the progress we are making to clean up the legacy of plutonium production along the Columbia River at Hanford," said Doug Shoop, manager of the DOE Richland Operations Office. "I'm proud of the workers for safely completing this very complex and high-hazard work, which contributes to the protection of people living in this region and the environment."

The 7.5-acre burial ground received highly radioactive waste from Hanford laboratories and fuel development facilities in the 1950s and 1960s. Poor record keeping at the time meant many of the waste types were unknown, requiring additional sampling, worker training, and the development of new waste retrieval methods to safely remove the material.

"Faced with the challenge of remediating one of Hanford's most radioactive burial grounds, our team of workers, always focused on safety, implemented new technologies that are now being shared with other projects across the nation," said Tammy Hobbes, CH2M vice president of the 618-10 project.

Workers have already started to remove infrastructure associated with the cleanup work, and demobilization will continue through 2018. The area will be graded to a natural contour and native vegetation will be planted in the winter of 2018 (November 2018 – February 2019) to help restore the site to a natural state. Seeds from native plants found in the area are being cultivated for next year's planting.

## CH2M rated No. 1 in Top 50 Trenchless Design Firms List for Third Consecutive Year



For the third consecutive year, CH2M earned the top spot on *Trenchless Technology's* Top 50 Trenchless Engineering Design Firms list. The firm has topped the list in seven of the last eight years.

*Trenchless Technology's* list is developed by comparing firms based on their trenchless billings in the North American market, as well as numbers of trenchless professionals, completed trenchless projects and a breakdown of what trenchless components made up the projects reported.

CH2M reported approximately \$214 million in trenchless projects over the last fiscal year, and more than 1,500 projects during the last 5 years reflecting components such as auger boring, horizontal directional drilling, micro-tunneling, pipe bursting, pipeline condition assessment and rehabilitation, utility tunneling and evaluation studies.

"As an industry leader in developing and deploying trenchless and tunneling technologies, either on their own merit or as part of larger conveyance projects, CH2M brings innovative and cost-effective approaches for buried infrastructure assessment, rehabilitation, replacement and new installations for our clients' specific water, wastewater and energy conveyance projects, and concerns and outcomes," said CH2M Conveyance Practice Director Susan Moisio.

### Work begins on Paducah Deactivation and Remediation Contract

CH2M-led Four Rivers Nuclear Partnership LLC (FRNP) was selected for the Paducah deactivation and remediation contract back in May of this year. On October 20, CH2M commenced work, alongside partners Fluor Corporation and BWX Technologies, Inc., at the Paducah Gaseous Diffusion Plant in western Kentucky.

"During transition, we have had the opportunity to get to know the site and the workforce, set expectations and assess the contract scope," said program manager Bill Kirby. "Our team brings lessons learned from across the complex combined with incumbent site knowledge that will help us deliver cost-effective results in achieving the cleanup mission of DOE Environmental Management."



The Four Rivers leadership team brings extensive collective experience from many of our sites across the DOE Environmental Management complex, including the East Tennessee Technology Park, Idaho Cleanup Project, Hanford Plateau Remediation, West Valley Demonstration Project and Portsmouth and Paducah Gaseous Diffusion plants.

The performance-based contract is valued at \$1.5 billion over 10 years and will include management of over 650 structures, properties, and buildings. The project will support stabilization, deactivation and remediation activities, reducing risk and future demolition costs.

#### [The Legacy Cruises on: CH2M to Design New Terminal at Port Canaveral](#)



To accommodate future growth for the world's second-busiest cruise port, Canaveral Port Authority engaged long-time partner CH2M to design a new terminal to support its cruise business, which currently accounts for 80 percent of the port's revenue.

The new terminal will join the port's Cruise Terminal One, also designed by CH2M, in its ability to serve ships like Royal Caribbean's Oasis-class, with capacities of more than 5,400 passengers. The berth will also strengthen Port Canaveral's position as an in-demand port-of-call and popular vacation destination.

In addition to leading design of the proposed 1,400-foot-long terminal berth, our team will provide permit support, dredging, bidding support and construction support as part of their waterside engineering design and permitting services contract.

"With experience on both waterside and landside design of cruise terminals at Port Canaveral, we dive deeper than most when it comes to understanding the relationship between a wharf and terminal," said Gary Ledford, CH2M project manager. "Our multi-faceted design knowledge will aid the Port Authority in ensuring that the wharf and the new terminal function seamlessly together so incoming ships can turn around efficiently and continue their journeys."

Guided by our previous success on every recent major waterfront permitting effort at Port Canaveral, a legacy at Port Canaveral spanning back to 1954 and permitting for nearly all of Florida's deep water ports, we will assist the Port Authority in securing permits from various state and local agencies including the U.S. Army Corps of Engineers, the U.S. Coast Guard, and Florida Fish and Wildlife Conversation Commission.

Said CH2M Global Transportation Market Director Kevin Slack, "We're proud to be a significant partner of Port Canaveral's past growth and are eager to continue supporting the successful implementation of a bigger, better terminal to serve today's largest vessels, and assisting the Port Authority in its strategic cruise and infrastructure improvement plans."

The new berth will support an estimated nearly 4,000 permanent jobs, in coordination with overall modernization and improvement plans, including the Port's channel widening and deepening and new cargo piers.

### Water Reuse Festival Celebrates Colorado's First Beer from Recycled Water

Recently, our water technologists—the world's leading experts in water management—hosted a workshop for more than 30 of our key Colorado water clients to learn more about direct potable reuse (DPR). The workshop concluded with an Oktoberfest celebration.

It's not every day that we encourage our employees to gather in the parking lot for a beer tasting; however, we spearheaded the effort to drive sustainable water reuse technology and to build public acceptance of direct potable reuse. By transforming recycled water into purified water suitable for beer making and drinking, CH2M delivers another solution for future proofing water supplies.

Most people do not realize, on average, it takes about five barrels of water to produce just one barrel of beer. There is no new water on earth—all water is recycled water. Direct potable reuse of recycled wastewater offers one of the more cost-effective approaches for stretching water supplies.

Therefore, we are extremely proud to work with clients around the world on innovative initiatives like the mobile treatment plant to build a sustainable water future.

During the ReuseFest on the Denver campus, clients and staff were able to taste great beer and converse with CH2M technology leaders and the Great American Beer Festival and World Beer Cup award-winning breweries who brewed Colorado's first craft beers from recycled water.

The ReuseFest was a huge success with more than 300 clients and staff participating. We received positive exposure with local and national media outlets. CGTN America reporter spoke to Reuse Technology Director Larry Schimmoller and published a story highlighting the event, giving the public a glimpse into what the mobile treatment plant looks like and provided an overview of the technology behind the process. Reuse technologist Jason Assouline was interviewed by Fox 31 News. Through public outreach like this and social media, we reached an estimated 78 million people. This exposure is beneficial for reaching the public and furthering our mission of gaining public acceptance of recycled water.

Cheers to our water technologists and the Denver breweries for leading the way in brewing beer from recycled water!

## India's Navy Relies on CH2M for Industry Best Practices



CH2M is working on a strategically important greenfield naval base for the Indian Navy that will be the home for a new fleet of submarines and ships. Through 5 years of outstanding project delivery and dedicated service on Project Varsha, CH2M has become a trusted advisor to this key client.

Reinforcing our client-centric philosophy, Indian Navy Client Account Manager Mital Shah led a small team to conduct a 2-day seminar on marine projects. He was supported by Payam Foroudi, CH2M's global ports discipline lead and senior construction manager for Project Varsha, and key pursuits lead Barrett Hicks.

In addition to sharing strategic industry best practices in the delivery of maritime projects, the team also worked to build CH2M's relationships with a broader Indian Navy audience. By hosting the seminar in our Hyderabad Global Design Center, the team promoted our global design capabilities in India and our deep, multi-disciplinary technical expertise.

Feedback from the participants was excellent, and two topics resonated extremely well—applying asset management at their shipyards, and the potential for using framework contracts to improve their access to highly qualified consultants. The success of this seminar clearly reinforces the benefits of our client-centric organization. We're confident that expanding our relationship and reputation with the Indian Navy will lead to continued growth with an important client and national ally.

## CH2M Strengthens O&M Services' Foothold, Moves Ahead of Suez as #2 in Big 5 Water Operators



CH2M has been a leader in the operations and maintenance industry for nearly 40 years, since it first formed OMI in 1980 at the request of our clients. Many clients needed assistance operating the facilities we designed for them and thus our OM business began.

Our world-class OM Services have seen a lot of firsts over the years including, being recognized as the first and only water-utility contract operator to receive the Malcolm Baldrige National Quality Award, and among the first operators delivering full municipal services. Most recently, our work for North Miami Beach, Florida; and Vancouver, Washington, demonstrates CH2M's capabilities for delivering integrated operations, engineering and progressive design-build services.

As a firm, we've grown a lot over the years, but our core services, water and wastewater operations, are still market leading. Just take a look at these industry rankings!

### ***Global Water Intelligence***

Global Water Intelligence, a premier water-industry publication, released its annual Contract Operations Review this spring. According to GWI's market-share rankings, CH2M now ranks number two among the big five contract operators active in North America. Having finished 2016 with \$342 million in gross revenue from O&M contracts, CH2M moves ahead of Suez (formerly United Water) in GWI's rankings.

CH2M bucked the slow market growth and increased competition trends in the past year by unseating longtime incumbent Veolia at Vancouver, Washington, and winning the contract with North Miami Beach, our largest water-utility O&M partnership ever.

### ***Public Works Finance***

A similar market analysis by Public Works Finance, released in late June, shows CH2M once again led the industry with a 97-percent renewal rate!

Steve Meininger, CH2M's O&M services managing director, said, "Our growth strategy is rooted in listening to our clients and tailoring our services to their needs. We weigh and pursue new opportunities carefully, and we strive to create a safe and productive work environment for our people. The benefits of our approach are apparent, and it's good to see the results they yield in this competitive market."

CH2M's operations and maintenance based revenue is up 16 percent from 2015, and we've sustained a contract-renewal rate of 95 percent or higher for the fifth consecutive year.

## Everglades Restoration: Highlighting our continued Construction Management Progress



For the past several years, CH2M has been working for the South Florida Water Management District (SFWMD) to provide professional engineering services as part of an \$880-million plan to restore the Everglades. Under this contract, CH2M has been working with SFWMD to help enhance the natural region of tropical wetlands in Florida.

The Everglades Construction Project (ECP) was authorized by the Everglades Forever Act passed in 1994 to improve water quality by reducing phosphorus in stormwater runoff from the 700,000-acre Everglades Agricultural Area and Lake Okeechobee release waters entering the Everglades Protection Area. In 2013, CH2M was awarded a task order for the A1 flow equalization basin (FEB), a 15,000-acre shallow reservoir. The A1 FEB, successfully constructed in 2015 and operational in 2016, was the first of two contracts to provide professional construction management and coordination of engineering services during construction.

A follow-on program enhanced the water quality treatment of the existing 57,000 acres of stormwater treatment areas. Under this contract, CH2M provided construction management services and project management with SFWMD to help enhance the water quality treatment of these large natural treatment wetlands in Florida.

Another restoration strategies project awarded to CH2M was the 4,600-acre expansion of existing stormwater treatment areas. This project is currently under construction and scheduled for construction completion in 2018 and full operation in 2020. The project includes 19 miles of levees, 16 miles of canals, and 29 structures from triple roller gated control structures, gated box culverts, and passive culvert structures.

The February 2016 issue of the *Florida Engineering Society Journal* focused on everglades restoration and featured an article written by CH2M's Jim Rabideau and Randy Bushey, in collaboration with Anthony Rosato, SFWMD project manager.

## Ports Team Delivers Berthing Facility for Royal Navy's New Aircraft Carriers



Proving that no challenge is too great, CH2M, alongside contractor Volker Stevin, successfully upgraded the berth facility at Her Majesty's Naval Base Portsmouth to accommodate the Royal Navy's newest and largest aircraft carrier.

"Our project team in the UK, brilliantly led by Roger Walsgrove, have been responsible for the detailed design of every element of the new berth facility, including the navigation markers that guided her into harbor," said John Martin, CH2M's sales lead for defense infrastructure. "This was one of the most complex berth refurbishment and upgrade projects undertaken in the industry and has been delivered on time and on budget."

The QEC comprises of two aircraft carriers. The HMS Queen Elizabeth is the lead ship of the Queen Elizabeth-class of Supercarrier, the largest warship ever built for the United Kingdom's Royal Navy and capable of carrying up to forty aircraft. The ship began sea trials on 26 June 2017 and will formally be commissioned by the end of 2017. The HMS Prince of Wales is the second Queen Elizabeth-class aircraft carrier under construction for the Royal Navy, with plans for active service from 2020.

Added John, "The ultimate client, the Defense Infrastructure Organization, is delighted with the outcome and our performance, which is evidenced by the fact they have direct awarded the Volker/CH2M team the adjacent berth for the second aircraft carrier."

## CH2M Continues Growth in Green Chemicals Market, Awarded Biotech Expansion Project



DuPont Tate & Lyle Bio Products has selected CH2M to provide engineering, procurement and construction management (EPCM) services for a facility expansion to meet market demand for their sustainably sourced Zemea® and Susterra® products.

This is a great win for our chemicals portfolio team, which has fostered a long-standing client relationship with DuPont Tate & Lyle. Beginning in 2004, we provided EPCM services for the original \$100-million greenfield facility, which received the EPA's annual Presidential Green Chemistry Award. And we've maintained a continuous presence there through dedicated process engineering and construction management resources. Because of our client-focused methods, we were selected in 2011 to provide EPCM services for an expansion project that increased manufacturing capacity by 35 percent. This most recent award is the first phase of yet another planned expansion.

CH2M continues to be a market leader in the biotechnology industry, driving innovation and collaboration for optimal project outcomes. With our client centric approach and customized tools, we deliver better environmental outcomes with clients who focus on sustainable solutions. The DuPont Tate & Lyle project award is the next step in validating our industry-leading position for this market. Through our client centricity approach and commitment to sustainability, we will serve the green chemistry market with our EPCM delivery model well into the future.

### A Record Year of Charitable Impact by CH2M Foundation

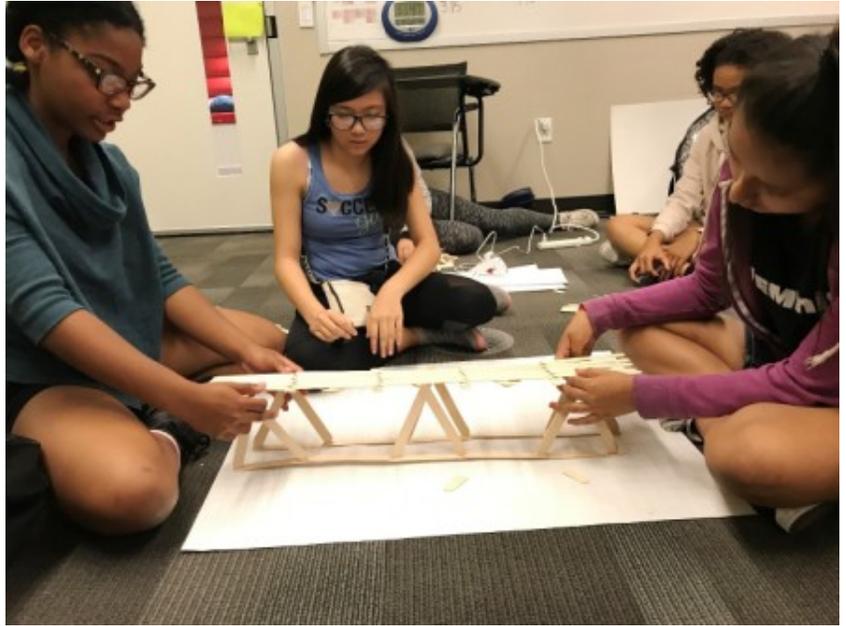
The CH2M Foundation had one of its most successful years ever in 2017, supporting our strategic partners in promoting science, technology, engineering, and math (STEM) education and building sustainable communities. In addition, employees raised \$232,486 to support Water For People (an increase of 13% over 2016) and \$130,000 for the American Red Cross to aid in disaster recovery efforts around the world. We also made significant grants at the end of the year to universities that are training the next generation's engineers and other sustainability professionals.

"CH2M employees can be proud of what they accomplished this year," said Ellen Sandberg, the foundation's executive director. "Working with our clients and strategic nonprofit partners, our employees and foundation made a significant impact in 2017."

In the 5 years since we revamped the CH2M Foundation, we have refocused our investments in areas where we can have the most impact, that align with our business strategy and where our clients and employees have passion and energy.

**Inspiring, educating and mentoring to promote STEM education:**

- Invested in our future workforce by giving two grants to universities in locations significant to our firm: In November, we gave a \$50,000 grant to the National Western Center Sustainability Team and the Water Fellows Program at Colorado State University. In December, we celebrated our founders by creating a \$1 million endowed professorship at Oregon State University's College of Engineering (\$250,000 of that grant came from the foundation).
- Ignited teachers' love for science: We partnered with the Dow Foundation for the second year to send 34 teachers to the Dow-CH2M Smithsonian Science Education Academy for Teachers. The teachers come from five states where our Dow-CH2M team works together the most, and they continue to network with Dow and CH2M employee volunteers throughout the year.
- Motivated aspiring professionals in the UK: This summer our London office hosted our fourth group of aspiring engineering students for a fantastic week of project tours, hands-on activities and one-on-one mentoring. This year, our group consisted of 10 men and 10 women, all of whom were from under-represented communities in the study of engineering. The foundation has given the Social Mobility Foundation \$100,000 to support the Aspiring Professionals Programme.
- Worked with high school students on a green stormwater project: In Philadelphia, 10 of our colleagues helped 55 students at W.B. Saul High School design and construct a rainwater management garden as part of an innovative STEM education partnership with The Nature Conservancy. This partnership received the US2020 STEM Mentoring Award for Excellence in Public-Private Partnerships in 2016.
- Supported girls' education: We funded the five-year Eureka! STEM program for middle school girls via Girls Inc. of Metro Denver, including a 4-week summer program; a Transportation Engineering Week by our Denver Women's Network; an internship; and a travel-abroad experience. In June, 31 eighth graders learned all about roadways, traffic, bridges and airports in our Denver office. In addition, Portland employees volunteered their time and expertise to educate 25 high school sophomores about what we do at CH2M.
- Continued to support STEM education around the world: We continued to give STEM grants to the Denver School of Science and Technology, the Let's Talk Science Challenge in Canada, the Think Science Expo in the United Arab Emirates and the Polish Children's Fund.



### **Building sustainable communities:**

- **Bridges to Prosperity:** Since 2014, 56 employees have built 7 footbridges in Panama, Nicaragua, Rwanda, the Philippines and East Timor, improving thousands of lives.
- **Engineers Without Borders-USA:** Funded employees doing pro bono engineering work in Colombia, Tanzania and Guatemala and provided support for planning, monitoring, evaluating and learning. Our funding has changed the landscape of what is possible for the organization.
- **Water For People:** Raised \$232,486+ in employee donations to support Water For People's programs to ensure access to clean safe drinking water and sanitation. Also funded an employee trip to Malawi to lead a teaching session for all the Africa country directors on how to use GIS to map the distances between water sources.

### **Disaster relief:**

Immediately after Hurricane Harvey hit Texas, we set up an online employee giving tool and matching grant through our partner, the American Red Cross. Employees gave generously (raising \$130,000 for the American Red Cross). Employees playing in the foundation's golf tournament decided to direct the proceeds to the Red Cross.

As more natural disasters hit in Mexico, the southern U.S., Puerto Rico and the Caribbean, our employees continued to give generously through Enlace-sponsored organizations and crowd funding for employees affected by the disasters.

As CH2M transitions into Jacobs, all our employees can be proud of the purpose-driven company we have created, and there's no better representation of who we are than the CH2M Foundation.

