
Retiree/Alumni eNewsletter

January 2008

Some Editorial Notes

BY GORDON KOBLITZ

How quickly time flies since our July Newsletter. Lots of news - mostly good but some very sad. The CH2M HILL family lost one of our Founding Fathers in December. Burke Hayes passed away December 14th. Burke is an icon in our industry and remains an inspiration for CH2M HILL employees worldwide. Read Ted Johnson's tribute (page 2), and more about our remarkable founder at a special memorial website, <http://www.ch2m.com/burkehayes>. There you can see photos, sign the guest book and share your thoughts about this remarkable man.

This newsletter will differ some from those in the past. I'm happy to say that we're receiving more requests for the eNewsletter copy, which helps us on several fronts: saves postage, time and production costs. We actually have more material than we can send in the 10-page -hard copy- (limited by postage costs) thanks to folks submitting updates and articles (mostly with minimal coercion from me). The eNewsletter advantages include color photos, additional content and, to attract more folks to sign up, we plan to send monthly updates with selected articles of interest about CH2M HILL business wins, staffing and employee activities. For those of you who don't have access to email, we'll be happy to send a hard copy of the additional material upon request. Just let Vicki Starr/CVO know.

Another exciting activity underway is the development of two web sites for our retirees and alumni to enjoy. The first is: An Alumni's History of CH2M HILL. This web site is an extension of the one initiated by Gus Pantazi, Jim Howland and others in the late '80s and 90's. Thanks to Bill Dehn/DEN who graciously volunteered help from Steve Kavalec/DEN and Michele O'Dell/DEN, we hope to have an updated site ready in the next several months. Jim Howland is doing a final review and Gene Suhr is our Supreme Editor-in Chief, pulling it all together. Don Marske and Steve Aasheim are also pitching in. We'll be looking for additional

help as the team fills in the many details of our company's development over the years, including our expansions, new companies started, key acquisitions and mergers, major projects, personal vignettes and other related information. It obviously will be a living work and reflect the input of our alumni over the years.

The second web site will be a collection of information: Retiree/Alumni Newsletters (we'll fill in past issues from our files and copies from retirees who can help fill in the missing ones); Retreat information for 2009 and past Retreat write-ups and photos submitted by all; "Re-recruiting Retirees" link for short-term employment opportunities (we will have more on this in the coming months as Marie Haezebrouck/DEN and Tim Keefe/DEN develop it); selected CH2M HILL publications like Unlimited, Reflections, Ralph's CEO Report, SER (and other) regional Newsletters, etc.; selected items of interest from the daily CH2M HILL newsletter, major new hires, acquisitions, etc.; voluntary retiree/alumni contact list for folks to track one another down; links to OMI/IDC/other sister companies for more specific newsletters and news; a "Memorabilia Museum" of all sorts of alumni staff parties, gatherings, reunions, etc.; travel stories/recommendations from retirees/alumni perhaps separated by countries; volunteering/community action options for folks to join local CH office activities; blogs for resource help, Water for People, Habitat for Humanity, etc.; professional organization links to national sites such as WEF, AWWA, ASCE, NSPE, Engineer's Week activities, etc.; possible CH2M HILL vendor discounts links for retirees; hobbies/support blog such as genealogy, collecting whatever, etc.; book reviews/recommendations blog; Fidelity/CIGNA/benefits news; and more options that will likely develop as folks visit and start using the web site.

I'll close this column with a request for your email addresses, personal updates, suggestions for the web site development, travel or other articles of interest, etc. Again, please let us know if you would like a hard copy of the additional

eNewsletter material: great article from Kurt Leininger and his 18-year odyssey criss-crossing the CH-nation, two articles by Lee McIntire on his first visit to our project in Panama and a 2007 recap of CH2M HILL's performance; a tribute to Retiring Spokane Area Manager Jim Correll; Jory Abram's retirement article; our Trigon acquisition; and other miscellaneous articles of interest.

Special thanks go to Suellen Ehrmann/SAN, Vicki Starr/CVO for editing and production, along with the CVO repro and mailroom staff. Best wishes to everyone for a happy and healthful 2008!

P.S. Send your email address, comments or updates /articles for the next Newsletter to: gkoblitz1@outlook.com. Thanks!

Burke Hayes' Life Celebrated at OSU Alumni Center

BY TED JOHNSON/PDX

On January 4, hundreds of Burke Hayes' family, friends and admirers gathered for a celebration of Burke's life at Oregon State University's CH2M HILL Alumni Center in Corvallis. Long-time family friend and community leader Rev. John Dennis of the First Presbyterian Church in Corvallis was master of ceremonies for a memorial that included moving tributes to Burke from members of the Hayes family, CH2M HILL chairman and chief executive Ralph Peterson, and Oregon State University Engineering College Dean Ronald Adams.

Ralph referred to Burke, who passed away December 14 at age 95, as a mentor for his career, as Burke was for so many at CH2M HILL over the years. He cited an old poem to liken Burke's lasting legacy to the light of a star that burns out, yet we continue to see its light shining brightly in the sky long after the star's been extinguished. "Whatever we've been able to accomplish," Ralph concluded, "it's because we stood on the shoulders of Burke Hayes."

Ralph Peterson pays tribute to CH2M HILL co-founder Burke Hayes during a gathering of family and friends at Oregon State University's CH2M HILL Alumni Center in Corvallis on January 4.

Speakers shared fond recollections of Burke's intelligence, his endlessly inquisitive mind, his unflappable gentility, and his refreshing sense of whimsy. Burke's son Richard Hayes recalled how

his father wired each of the Hayes children's rooms with speakers- minus volume control- so that the whole house could be awoken simultaneously to the stirring strains of the U.S. Marine Band.

In paying tribute to Burke's natural aptitude for invention of such products as the FLOmatcher pump system and many other groundbreaking ideas, Dean Adams said Burke epitomized the adage that "an engineer does for a dollar what a normal person would need a hundred dollars to do." He credited Burke and those who followed Burke's example with creating one of the best relationships that Oregon State University has ever had with a company.

A number of speakers observed that Burke never lost his sense of wonder about life, as evidenced by the fact that in his final days he was absorbed in the study of relativity. As the celebration came to a close, Burke's daughter Gail Hayes Davis stated that Burke was particularly proud that after 61 years, CH2M HILL was still staying true to the company's founding principle of placing a high priority on honoring its employees. That unpretentious dedication to decency in everything he did is one of the many rays that will continue to shine down on us from Burke's star, which will burn brightly as long as we continue to honor the things for which he stood.

Plans Unfold for 2009 Retreat

BY MIKE ANGLEA AND DAVE BENNION

Following a late summer, pre-planning 2009 Retreat meeting at Mike and Sharon's home in Sisters (see photos), David Bennion hosted a planning meeting November 28th at the Boise office. In attendance were Earl Reynolds, George Silkworth, Roger Bissell, Jerry Eggleston, and Mike Anglea. Gordon Koblitz and Don Marske joined by telephone, and Steve Aasheim and John Echnernach sent comments in advance. The meeting focused on Boise or Sun Valley, Idaho as possible locations and the kind of program that could be put together for either of these venues. Brainstorming confirmed that interesting programs and activities could be put together for a retreat either in Boise or Sun Valley. Timing is open but is focused on late spring (May) or early fall (September or October) 2009. It was confirmed that the next retreat is planned for Idaho, either in Boise or Sun Valley.



L to R: Bob and Meredith Chapman, Dick and Shirlene Humphrey, Don and Joan Marske, Gordon and Mary Koblitz



L to R: Al and Diane Amoth, Mike and Sharon Anglea with two best buds: Bailey Koblitz (yellow lab) and Bailey Anglea (Labradoodle)

Idaho provides an exciting opportunity for participants to expand their trip. Boise and Sun Valley have excellent access to the Mountain Region and will provide a great opportunity for individuals living across the country to get together for the Retiree Retreat and extend their tour to points of interest in the region. A May or early Fall tour of Yellowstone and/or Glacier National Parks can be spectacular and connects conveniently with Sun Valley through scenic mountain drives. For history buffs backtracking the Lewis and Clark Trail experience up the Columbia to the Clearwater River, the Lolo Pass to Missoula and the Lemhi Pass back into Idaho's Lemhi and Salmon Rivers, and on to Sun Valley would be a great trip particularly for the folks in the Northwest. Similarly the folks in the Southwest could incorporate a neat National Parks Tour through Grand Canyon in Arizona and Zion, Bryce Canyon and Arches National Parks in Utah. With a little early planning, individuals or groups could have a great experience traveling to the Retreat.

Cari Strouse and Megan Snider from Corporate are working with us to evaluate facilities and transportation options. A final decision will be made after receiving input from Cari and Megan and any comments received from retirees as a result of this newsletter. Please contact Mike (dunedoo@bendbroadband.com) or Dave (dbennion@ch2m.com) if you have suggestions or ideas for the Retreat.

Al Wollmann: Saluting a Long Career

On October 25th, Al Wollmann's career and contributions were celebrated at a retirement dinner in Leesburg Virginia. Al and Marlene's son, daughter, and spouses joined about 60 CH2M HILL folks for the event. Highlights included Ed Snyder/HRO sharing his impressions and impersonations of Al when he interviewed with (then client) Ed for the Newport News WTP job. Ed Prestemon/GNV could not be there in person, but sent a very wry video with his message for Al, including a song.

Al's accolades came in the form of a unique award for excellence, inscribed:

*Excellence is the Result of Caring more than others think is Wise,
Risking more than others Think is Safe,
Dreaming more than others Think is Practical and
Expecting more than others Think is Possible.
CH2M HILL salutes Al Wollmann for
35 years of Unwavering Commitment to
Outstanding Excellence,
Innovation, Integrity,
Dedication,
Mentorship with a Nurturing Spirit and
Personal Performance,
which has been Unparalleled!!!*

Al's fans celebrated his values and achievements on custom posters created by Casey Combs-LaFleur/WDC: *Life According to Al: How to Become an Engineer's Engineer, 35 Years at CH2M HILL (Emp. No. 917), and My Most Proud Moments (As an Engineer and As a Person)*, on which Al describes the Harwoods Mill Water Treatment Plant project for Newport News, Virginia. "I worked on this project around 1984. The RFP for the project was a design competition. We were given a small stipend to develop a concept for their new water treatment facility. The only constraint was that the plant needed to produce 31 mgd (or 41 mgd, I'm not quite sure)

and be expandable to 78mgd in the future. It was total free form – whatever we wanted to design. The concept was to be presented to the client in an all-day presentation from 9 a.m. to 4 p.m. We proposed Super-Pulsator technology with powdered activate carbon in the sludge blanket. At the time, there was only one other Super-P installation in the country and it was a retrofit. The idea of adding the PAC to the sludge blanket was ours (we probably should have patented it.) We also proposed to add separate GAC contractors for the future expansion. We ended up winning the competition over Black & Veatch and James Montgomery. The client liked our design because of its small footprint, low cost and the high quality drinking water the plant would produce. In addition to our innovation on the process side, we were also creative with the architecture of the Harwoods Mill plant. I nicknamed the style, 'stylized colonial.' We took features from colonial architecture and combined them into a 'pleasant environment.' The client was impressed by these features and thought the architecture would fit in well in southeastern Virginia. We felt so good about our proposal presentation that we went out to Colonial Williamsburg afterwards for dinner and drinks."

You can still email AI at Al.Wollmann@ch2m.com; he has transitioned to flex status.



L to R: NER Water RBGMs over the years: Glenn Rehberger/HRO, Dick Dyne/RIC, George Gunn/PHX, Al Wollmann, Bob Chapman/SEA, and Paul DeKeyser/WDC



Paul DeKeyser gives Al his Award for Excellence



Wollmann Family: Marlene and Al surrounded by their son and his wife and daughter and her husband

Friends Gather in Orlando to Wish Mary Jo Well

BY CARMEN SOHNE

A retirement party for Mary Jo Jordan was held at the Villas at Grand Cypress, Orlando on October 24, 2007 and included a reception, dinner & Mary Jo Roast. Attendees included Steve Aasheim, Bob & Luann Bailey, Carol Barbary, Pat Corleto, Bob Danks, Gerri Dickerson, Gary & Barbara Eichler, Pete Hannan, Blake Jeffcoat, Mary Jo, Don & Jeremy Jordan, Chris Klena, Steve Lavinder, Greg McIntyre, Ginny McKoy, Carol Miscoe, John Mogge, Jeff & Heidi Nash, Wendy Nero, Mike Payne, Reggie Peagler, Jennifer Plauche, John Razzolini, Tom Searle, Carmen Sohne, Tonda Stoneburner, Cliff Thompson, Harold Underwood, Peggy VanHemert, and Al Wynn. The roast (mostly in good taste!) included special "Mary Jo"

memories, Mary Jo heads-on-a-stick for everyone, and slide show materials.



Mary Jo and Carol Miscoe share a hearty laugh



Mary Jo surrounded by HeR fans: Bob Danks/SAC, Pete Hannan/DEN, Ginny McKoy/GNV, Mary Jo, Jennifer Plauche/ATL, Carol Barbary/WDC, Tonda Stoneburner/TPA, and Carol Miscoe/SAN

News from Friends & Colleagues

TOM McCLELLAN (TOMMAC8@EARTHLINK.NET): FROM OSU TO YALE AND BACK

I started working for Holly Cornell part time in the "office" in the upper floor of what is (was) Albright & Raw drug store doing concrete design for some federal agency. At that time my day job was teaching beginning courses – Problems, Drawing, Mechanics - at OSC (now OSU), which I did for 2 years until I was admitted into Graduate School at Yale University. In September 1947, with Earl C. Reynolds, I drove back to New Haven, and enrolled for the most uplifting year of my life. Our major Professor was Hardy Cross and it truly was an experience. (Incidentally, we were not the first OSU people to study under Cross. Holly Cornell and Mike Donahey were two others, and Bob Adams and Fred Harem followed Earl and me).

In 1948, both Earl and I came back to Corvallis, he going with CH2M and me going back to OSU, teaching in the Civil Engineering Dept. where I stayed until my retirement in 1978. In the meantime I did work several summers and other

part-time periods with the firm, helping meet deadlines, etc., on various structural jobs. I always did enjoy the people, the assignments and the atmosphere with the firm, and will take some credit for helping educate CH2M's such as Harry Mejdell, Steve Lee, George Dotson, Dick Horning, and others. I truly enjoyed the time I spent with CH2M and take pleasure in having helped both with the success of the firm, and the success of the people I had contact with.

TOM GIBBS (GIBBS61@MSN.COM): BALTIC CRUISE PUTS HISTORY IN PERSPECTIVE

Jean and I just got back from a cruise on the Baltic followed by a trip to Moscow to visit my nephew who is an executive with the Russian branch of the Netherlands Bank. The cruise left Copenhagen and took us to Stockholm, Helsinki, St. Petersburg, Tallinn (Estonia), Gdansk and Oslo. The trip was fascinating in many ways – the history of that part of the world is compelling because of the time line. We are so accustomed to thinking of a couple of hundred years as being significant while there they talk of events that occurred a thousand or more years ago. I have a picture of a building in Tallinn that was built in 1410. Columbus wasn't even born then! And that was one of the newer buildings in the city.



Jean and Tom Gibbs at one of many Russian Orthodox churches in St. Petersburg. This one marks the spot where a tsar was assassinated.

St. Petersburg is a beautiful city that was completely rebuilt after the siege in WWII. We visited the siege memorial and were completely overcome by the depiction of the suffering that the Russians endured for 900 days. Moscow is a vibrant city of 13 million where the country's robust economy is on display everywhere.

Last May, we went to Fiji where we saw a country in the throes of an extremely depressed

economy. The country is beautiful as are the Fijian people but a coup by the military last November has caused the tourist business to plummet.



Jean and Tom with their friend, Jim Holsclaw, getting acquainted with Fijian iguanas.

We spend our winters in the Phoenix area and the summers near Seattle. Our children are doing well although our daughter lost her husband a couple of years ago. She's healing quite well now and has moved to a cottage on the beach at Vashon Island in Puget Sound. In May of 2009 we will move into a high-rise retirement community in downtown Seattle where all of our needs will be taken care of as time progresses.

Golf occupies much of my leisure time while Jean is busy with her gourd art. She has a number of her creations in a gallery at the Biltmore in Scottsdale. I'm still on the Board of the Public Facilities District that built and owns SAFECO Field where the Seattle Mariners play and am on the Board of Coastal Environmental Systems – the country's largest supplier of aviation weather equipment. We hope to see many of you at the next retiree get together.

NATE GRAHAM (ETANSERVICES@YAHOO.COM): FRESHLY RETIRED, FRESHLY INSPIRED

Friday, December 7, 2007, I [retired] from CH2M HILL after a career of 35+ years. I will continue to stay in Dallas for at least the next 5 years. My new venture is in sports entertainment; I will be a managing partner of a major league track and field team. We will start preliminary meets in 2008, but our season starts in 2009. I will also involve myself with the donation of computers to families without a computer in their home. This foundation will be called *One Home,*

One Computer. I look forward to these new experiences that await me as I start the next chapter in my life.

DAVE RABY (DRABY@HRGREEN.COM): LIFE IS GREAT

Although I'm not retired yet (much too young for that), I'd love to be included as an alumni. I did spend 26 years with CH2M HILL and still proudly display my 25-year service recognition plaque in my office. I also work jointly with CH2M HILL on various projects (some as a sub to CH2M HILL and others with CH2M HILL as a sub to us).

Dotty and I are enjoying life a lot right now. All three of our daughters are married and live in the Twin Cities so we see them often. We have three grandchildren and another on the way. Life is great!

We also still see several former/current CH2M HILLers occasionally. In January, we spent a week in Hawaii with Vern and Carol Nelson, Steve and Mary Lee DeAutremont and Willie and Ann Loud. We also get to Tucson in the winter (Dotty spends a couple of months but I only spend a couple of weeks since I still am gainfully employed). There we typically get together with Willie and Ann Loud and Dave Whitmer.

ROB NUTT (RNUTTCONSULTANT@MSN.COM): TRIPPING TO TANZANIA FOR LOVE AND MONEY

Carol and I went to Tanzania twice in 2007, first in March and again in July for a total of 6 weeks. Our mission was twofold, to teach a seminar for the Tanzanian Government funded by USAID, and to make a mission trip to a local orphanage and bring clothes, toys and funds for 29 orphans. I taught seminars to the Prevention and Combating of Corruption Bureau (PCCB) involved in the investigation of Procurement Fraud, Bribery and Corruption. Their modern procurement system is only 4 years old, is funded largely by the World Bank, African development entities and foreign investment firms, but is plagued by misbehavior of both government and private-sector parties. The PCCB has a new criminal statute that permits stricter penalties against offenders than it did in the past, and my job was to help investigators locate the vulnerable spots in the process. My associates on this adventure were from Great Britain and Tanzania.

But, our other mission was to bring clothing and money from our Plymouth Haven Baptist church

to the Nkoaranga Orphanage in Arusha, Tanzania. That turned out to be, for us, a life-changing experience, seeing how we, with plenty, can support those who have nothing. Holding those children, seeing their faces, watching them laugh and play with the toys we brought from the USA made the whole adventure worthwhile.

We also had the chance to go on a short safari through the Ngorongoro Crater and see a lot of wildlife, lions, wildebeests, hippos, elephants, zebras, etc., and make a journey to Bagamoyo, the old slave market from the 13th through the 18th centuries, and to the island of Zanzibar, where we saw the Josani Forest home of the colobus monkeys and the very popular spice fields. We even got to attend the annual Goat Races, an event to raise funds for local charities to help those in need of assistance.

During the training sessions, our down time was spent in Dar es Salaam at the Sea Cliff Hotel village, right on the Indian Ocean. We were able to spend time at the pool, overlooking the Indian Ocean, under the coconut trees where we were able to enjoy wonderful seafood, and enjoyable local beverages.

DENNIS SANDRETTO (DSANDRETTO@EARTHLINK.NET): ON ROAD THAT WINDS 'ROUND THE WORLD

Just what is retirement? I grew up thinking that it meant to stop working for someone else at 65 and draw on Social Security (and later, 401k and pension). So at 65, when I decided it was time to retire from the Atlanta Program and CH2M HILL, my wife, knowing that CH2 had an opportunity of working again on the Puerto Rico (PR) Program, asked me if I would mind delaying my retirement and work for 10-11 months there. I found myself working again in PR with John Curtiss, Ed Prestemon, Rick Morales, and Eleanor Allen. My wife and I enjoyed the 11 months on our second tour of duty in PR.

I spent about 6 months at my home in Peachtree City, Georgia, installing a bathroom in my unfinished basement and taking the family on a two-week trip to Israel. Just as I was finishing my bathroom I got a call from Blake Jeffcoat, asking if I wanted to work on the Honolulu Program – which we had just won – with John Filbert and Rick Fornelli. (I worked with both in Corvallis in the early 70s, and worked again with John in Egypt

and Rick in PR on the first PR Program.) Without a lot of thought, I replied I would, and within a few weeks, was in Honolulu to begin an 11-month commitment. So in January 2008, my plan is to return to Georgia – for the next adventure?

My wife and I visited Israel while on our honeymoon in 1979, but while in PR, we decided to take the family on the trip, after we had returned to our home in Georgia. It was a fantastic journey with a great group and a great Israeli guide. We traversed Israel by bus (and boat on the Sea of Galilee) from Tel Aviv along the coast to the north to Baniass in Caesarea Philippi, back along the border with Lebanon down to Tiberius, to Jerusalem, to Bethlehem, south to Eilat, up to the Dead Sea, and back to Tel Aviv, stopping at all the usual sites, and a lot that were not on typical itineraries. Were able to see some of the destruction from the recent war with Hezbollah in Lebanon, but most of the damage to structures has been repaired, only the rocket craters in the open land were still visible.

It was interesting to make a comparison between what we saw in 1979 and what we saw 27 years later. I recalled a lot of care in the use of resources, particularly water, in 1979, but while some of the drip irrigation piping was still in place, it is broken in many places. And now we live in more of a throw-away society, and Israelis are no exception.

Before, walking around in Old Jerusalem and Bethlehem was not of concern from a safety standpoint, but now one has to have an armed Palestinian guard to walk quickly through the Muslim Quarter of Old Jerusalem, and the entrance to Bethlehem is now walled with tense entry. Both very young pickpockets and hawkers abound as you try to walk to the Church of the Nativity.

It was great to take my son and daughters to Petra in Jordan, which my wife and I did 27 years earlier. It was a great trip with the family, one that I had hoped to do before they left home.

I was finally able to become a certified diver in Hawaii (which Rick Morales and Ed Prestemon had tried to get me to do while in PR – both times). I have gone on diving trips off Oahu and the Big Island with the most exciting the night dive off the Big Island sitting on the ocean floor looking up at seven manta rays doing their feeding

ballet, dining on plankton brought by our group of diver and snorkeler lights. We have kayaked and took a zodiac raft trip to get up close to humpback whales off of Maui. Our kayak guide put us in a position where my daughter got to smell whale breath from a whale about 50 feet upwind. The zodiac raft allowed us to get close to a lot of whales quickly. We have also hiked across Kilauea crater on the Big Island. We were not able to see lava flow to the ocean as we had about 10 years ago on a family vacation due to recent earthquakes affecting lava flows.

**JACK HALPERN (JAHALPERN@COMCAST.NET):
HAPPY IN HIGHLAND BEACH**

I left CH2M HILL in 1998 and semi-retired. I continued consulting for the utility industry and some A/Es/consultants for the industry part time. Got bored and actually went back to work for a year and a half full time and then left that consulting company to spend 2 years consulting for El Paso Corporation on project development for gas pipelines, power plants and LNG facilities who was a client of mine. I had a great time on the development side of the business until they abolished the group I consulted. Continued in semi-retirement and got bored again and went back full force into the energy business 2 years ago. I started working with an old friend at Louis Berger Group and got involved with great projects such as FutureGen (new generation coal plant with almost zero emissions) and lots of transmission lines including the first new major line in the Mid Atlantic in 30 years from PIT area to DC area as Project Director. I am having a lot of fun and got back into hands on.

Personal life has also been wonderful. Three married kids and two grandchildren so far. My wife Joan continues to teach yoga and meditation on a pro-bono basis for cancer survivors and others in need. I am Chair of the Board of Adjustment for my town and also on the Code Enforcement Board as well as a member of the Civil Emergency Response Team. I spent several years as a volunteer working with rare and endangered sea turtles. I had been invited on the Florida Governor's Commission for Energy. We are leading a very full life but finding time for kid's visits in Missouri and Georgia and vacations.



Jack and Joan Halpern got up close and personal with underwater Tahitian wildlife in May 2007

**HUGH SAVAGE (HUGSAVAGE@SUSCOM-MAINE.NET):
BUSY IN MAINE**

It was interesting to read of the retirees and what has become of them since Caroline and I left CH2M and Milwaukee almost 24 years ago and landed in Maine with our five children. Although I may be receiving a pension, I have not retired. We purchased a home inspection company when the previous owner retired 3 years ago. We have six inspectors including myself and are training another. Of our children, Carrie, Anne and Will are civil engineers and are PEs. Virginia works in the pharmaceutical industry and Russ is a computer graphics programmer. Only Will lives in Maine. The rest are scattered from Boston to New York to Philadelphia. All but Russ are married (two of them to engineers) and Carrie is the mother of our two grandsons.

**SUELLEN EHRMANN (SEHRMANN@CH2M.COM):
FLEX GIVES ME FREEDOM TO ROAM**

My sweetie and I love to travel. In 1991, after working at CH2M HILL for 5 years, I took a leave and we spent 6 months abroad with nothing but carry-ons. Sixteen years later, in 2007, we went around the world in 77 days, with just carry-ons.

We bought a one-way ticket to Bangkok on EVA Air, gladly shelling out \$100 more for Evergreen Class: roomier and more civil than Econ, less costly than Business. Then we flew north to Chiang Mai, where we have family in the hills of Samoeng. Not blood family but precious just the same, for Maew (onomatopoeic nickname = cat) was my student when I taught English as a volunteer in 1991, '92, and '94. Now she's an

English teacher and administers our American Scholarship Fund for students at Bahn Mae Toh School.



We dug into Chiang Mai for 3 weeks, rode around this city of a million on a motorbike, and stayed for Songkran (Thai Buddhist New Year in mid April). Seriousness ceased. In the streets, everyone gave everyone else good wishes by soaking them with water,

oftentimes icy cold. Temples hosted lavish ceremonies where I saw this clash in cultures.

Back in Samoeng, we participated in an afternoon of hearty drinking, gentle soakings with flower water, and communal dousing courtesy of the fire truck.

No matter where you go, there you are, and so is love.



In Samoeng, Somkid, Niyom, Suellen, "daughter" Jumrieng (Maew) and Kanjana shared the wet blessings of Songkran

NORM BRAZELTON (NORMBRAZ@AOL.COM): LOVES MIXED PACE OF RETIREMENT

I retired in 1993 after 33 years at what now seems as the young age of 57. I had always planned to retire at 55 but put it off first one year then another and then said wait that was my plan so here I go. I am now glad of it. At first I was afraid of my financial situation but today thanks to Warren Buffet I am better off than ever after 15 years of spending. I started with the Hill firm in

Redding in 1960 and after merger was sent to open the Sacramento office in 1973, just behind the Reston and San Francisco office openings. Then in 1985 I was transferred to Texas to oversee the four relatively new offices there. I returned to Sacramento in 1989 and finished my career in project work.

A few years after retirement I spent 6 months in my RV crisscrossing the Rocky Mountains from Mexico to Canada, running north ahead of the heat and then south ahead of the snow. We crossed the Continental Divide 6 times with the trailer in tow and many more times in just the tow vehicle. My youngest daughter and husband moved onto my small ranch and took care of irrigating and the horses and mules I was raising.

I recently married a native San Francisco "City-Cowgirl" who had retired to Reno 15 years ago and we live on some rural property where we have several horses and an adopted wild donkey, a 2 person ATV, a classic 1957 Chevy, a boat, a 30 foot travel trailer, and some other "toys". The 1957 Chevy is a convertible and was the poster car for Reno's Hot August Nights in 2002, and we show it at several local shows. We cut our own fire wood and have a vegetable garden yearly. We also have a small place near Palm Springs, and an RV pad in the mountains east of Redding near Burney. We can ride the ATV out our back door onto BLM land and go look at the mustangs and ghost towns in Nevada and often trailer it to the High Sierras to the west of Reno. We make about four RV trips a year having this summer made a 3,700 mile trip to Mt. Rushmore via Jackson Hole, Estes Park, and Canyon Lands. We are not interested in international travel as we have a lot of the U.S. yet to see. We are slowly reducing the number of RV trips and substituting motel car trips.

Sure I miss the mental challenge of working but prefer the slower and more mixed pace of retirement. I still walk frequently and so some other calisthenics. My biggest personal loss was my only son to cancer at age 45 in 2005. My wife has two grown children in the Reno area and I still have my two adult daughters living with families in the Sacramento area. We all get together often. On my 70th birthday last year I took the controls in a sail plane for nearly an hour. No sky diving for me. A few years ago Ed Lance, I, and my brother from Seattle who is a good amateur

boat captain, rented a two berth, two head boat in Vancouver and toured the Inland Waterway for nearly a month.

I would love to hear from anyone who will take the time to communicate.

**BOB CHAPMAN (BOBCHAPMAN@CH2M.COM):
WHAT'S NOT TO LIKE?**



What's not to like about 18 days spent in 4 remote camps in Namibia, Botswana and Zimbabwe, with excellent local guides, great food, over 40 game drives from sunrise to after our sunset parties, etc. You can quote me and Little Richard (or was it Chubby Checker?): "Oh Baby....This is What I Like!!!!"



Bob & Meredith Chapman and their guide returning from an adventurous afternoon of hippo watching (above) in Namibia, central Africa.

New Retirees/Alumni

| | |
|------------------|--------------------|
| Hadi Azari | Fred Johnson |
| John Butler | Jim Lash |
| Richard Farrell | Jeannie Millington |
| Flint Garinger | Ron Ott |
| William Griffith | John Turner |
| Bobbie Hart | Lane Weinberg |
| Jim Hawkey | Al Wollmann |
| Ken Iceman | Larry Woodward |
| Mary Jammerman | |

Note: If an employee has "retired" but not started their pension, we may not know about them. The employees listed above all retired under the pension plan.

Deceased Retirees

George Dotson 6/17/07
Bob Harding 7/29/07
Bob Modrall 9/8/07
John Graham 9/16/07
Harry Mackay 11/7/07
Willard Johnstone 12/6/07
Burke Hayes 12/14/07

News Flash - Help Needed!!

During the January 16th teleconference of the Alumni's History of CH2M HILL Web Site development group (Jim Howland, Gene Suhr, Gus Pantazi, Don Marske, Steve Kavalec/DEN, Gordon Koblitz and Steve Aasheim), our Supreme Editor-in-Chief Gene asked for help filling in our history from the mid-'90s to the present. Gene's looking for volunteers to write-up facets of our firm's history that they were involved in. Another way you could help is by contacting folks who might know missing pieces of history. If you'd like to get involved, please contact Gene (genesuhr@comcast.net). Thanks in advance for your help, and Gene hopes to hear from you soon!

Letters from Operations

BY LEE MCINTIRE, PRESIDENT AND CHIEF OPERATING OFFICER

Note: In 2006, former Bechtel executive Lee McIntire joined CH2M HILL as president and chief operating officer, reporting to CEO Ralph Peterson.

December 11, 2007

Our boat is passing through the Gaillard Cut. We are using one of the Panama Canal Authority (our customer's) boats to travel the length of the Canal to review the ongoing demolition, widening and deepening of the ship path-way. It is about 30 degrees Celsius and humid. Typical day at 9 degrees north of the equator. We have just docked to take a four-wheel site visit where our contractors are lowering the top of a mountain, in preparation for the excavation of the new canal path starting in late 2008.



Cargo moves through the historic Panama Canal, built in 1914



A cargo ship on the Canal



From right: Lee McIntire, Don Evans and Jhan Schmitz in a conversation with project staff



Panama City

CH2M HILL is the Program Manager for this once-in-a-lifetime feat of engineering and construction know-how. You history buffs will recall that the French first tried to build a "sea level" canal around the turn of 20th century and were defeated by engineering challenges - large river in-flow and tides on the Pacific side. The United States finished the first canal (two lanes) and locks in 1914 using a new design. We will be at the opening ceremonies in 2014 for this new much larger canal that will be built aside the existing canal and locks. We are building a new canal, a series of new locks on the Pacific and the Caribbean sides, widening the cuts, deepening the ship lanes and raising the Gatun Lake level, all with the mega-ships of today in mind. Our project manager Jhan Schmitz, Will Quimby with Don Evans, and our exec-sponsor for the job Garry Higdem are here. I watch Jhan survey the on-going work and the size of this massive undertaking and wonder if his mind is on the technical issues. He breaks the silence by talking

of the challenges of the logistics and the daily access of thousands of craft and labor that will be needed over the next few years. Bringing our CH2M HILL safety regime will be key to getting our people home safely each night.

The engineering feat of the first canal was breathtaking. The sacrifice of the workers, the technology, the tropical disease breakthroughs, and the ever present soil and hydrological challenges are well covered in a myriad of writings.

We won this job on the backs of thousands of our consulting, engineering, procurement and construction jobs that built up our reputation for quality, innovation and dedication to the customer. The CH2M HILL way of creating an environment for our people to do great things has led us to this great historic challenge. I am lucky to be here to see this and we all at CH2M HILL are certainly proud that the Canal Authority has entrusted us with the literal future of Panama.

Glad there is a nice breeze today as we view this marvel.

December 21, 2007

The year of 2007 is one to be remembered.

- Since January we have added over 7,000 new colleagues (combination of 2,800 new hires and our acquisitions).
- There are 26,000 of us now with a current revenue run-rate of about \$6 billion (US).
- Our safety is 20% better than last year.
- Our profitability and stock value increased.
- We performed extremely well on over 9,000 projects.
- We acquired some excellent companies in oil & gas, pipe-line and infrastructure.
- We now have a significant construction equipment fleet and module-building capability.
- Our highly prized **Consulting** practices grew and took on very challenging tasks. These jobs bring prestige to our company and our people.
- We won some of the most high-profile **Program Management** jobs on the planet.
- We won over \$2 billion of Design-Build work and greatly expanded our **Operations** resume.

- We reorganized parts of the company, promoted some leaders, created an **Energy Client Group**, and improved many of our processes (more to do). We increased our Training.
- We committed to growing our **Resource Center in India** to continue to expand our worldwide design capability. Deepak Bhasin will lead this effort. Our Resource Centers in Argentina, China, Mexico and Poland have led the way and India will be very important to us.

Quality is the cornerstone of what we do and safely is how we do it. With our global footprint expanding so rapidly, heightening our quality focus will pay off in the future. The **Enterprise Engineering Center** (EEC) an enterprise-focused group of top-drawer engineering professionals will focus on quality control and assurance. With most of our engineers deployed to our business groups, the EEC (formerly EDG) will ensure our systems and people have the best tools and practical sense to maintain our hard and long-earned reputation for superb designs.

The "**CH2M HILL Way**" is about creating the best **environment** and **learning atmosphere** for our great people using great tools and processes. Sounds simple but we have to be dogged about making it real. If we do, we will continue to be sought out by our customers. CH2M HILL has always had something in its culture that is cherished and gives the customer a bit more. I have seen this frequently and truly believe we can leverage that into a CH2M HILL Way of performing and living and it will become a **sustainable competitive advantage**.

The **respect** we have grown for each other, and the trust we show in our teammates differentiate us from our competition and energize us to reach even higher.

So, we end the year on multiple high points and you and your colleagues on six continents (soon to be seven) made it happen in the most challenging, needed and beneficial industry I can think of.

Good show chaps! Be safe,

Lee

Howard Wilson Receives Pipeline Engineering Award

In July 2007, longtime Redding employee Howard Wilson was recognized with the ASCE's Stephen D. Bechtel Pipeline Engineering Award. This award is made annually to an ASCE member who has made a definite contribution to the advancement of pipeline engineering, either in research, planning, design, or construction.

Howard is CH2M HILL's most experienced conveyance technologist, having managed or participated in dozens of major potable water, wastewater and irrigation pipeline projects. His responsibilities have included firmwide quality control of designs for large-diameter pressure pipeline. He has completed pipeline and canal rehabilitation projects for several irrigation districts and most recently managed the design of two large-diameter potable transmission pipeline projects.

Howard worked for CH2M HILL for 40 years, retiring last year. But he's back on the job part time. "I found that the work at home isn't near as much enjoyment and didn't pay very well," he said. "And the boss is kind of tough, too."

Howard was a right-place, right-time hire. He had finished his engineering degree when he was drafted into the Army and sent to Cold Regions Research and Engineering Laboratory in Hanover, New Hampshire. After his tour, he worked in Juneau, Alaska, for a year - and got homesick. "The first 30 days, it rained," he said. "I never saw the sun."

He moved back to Redding and visited college friends at the old Clair Hill engineering office. "I came in on a Thursday," he said. "Monday, I was working."

Howard knew at a young age he wanted to be a civil engineer. "I had a math teacher in high school who was also a contractor," he said. "He passed on how math and science related to construction engineering. That helped me decide." He figured it would be the ideal job, working outdoors at something he enjoyed. But he spent a lot of time in the office designing projects all over the West.

Howard keeps busy in semi-retirement, fishing well and playing golf poorly. And he tends to the sheep on his 40 acres, primarily for weed control -

so don't even mention lamb chops or mutton. "When your wife starts naming the sheep, you haven't got a chance of having one of them butchered," he said.

Howard talks quietly about himself. But the award is a biggie. "Always, when you get an award from peers - there's nothing better than that," he said. When he accepted the award, he said he couldn't have done it without a lot of help. "You have to go back and look at all the people you worked with who gave you support on the projects," he said. "I certainly had a lot of good engineers to work with at CH2M HILL."

Memories of 18 Years with CH2M HILL, and the Sequel

BY KURT LEININGER



Kurt at his 45th high school reunion in Nebraska last year

I thought I'd pen a few notes since we may eventually run out of old-timers who have been gracing the front page of these Alumni newsletters. It's been a pleasure to read the memoirs of those who mentored me, managed my projects, and inspired me to give my best efforts for our clients. I doubt if my musings will equal those of Lasswell, Suhr,

Filbert, Hall, Gunn and Gibbs, but my experience is a bit different from the "career" CH2Mer.

I joined the firm in Reston, October 1971, just as the Upper Occoquan project was being launched.

The core project team was Harlan Moyer, Bill Watters, Bob Chapman, George Budd, and Gene Suhr, with Gordon Culp as regional manager. We also had a secretary named Martha, as I recall. I was assigned the task of estimating the sewer service areas. I remember feeling proud when Harlan acknowledged the clarity of my written report. (I'm one of a few odd-fellow engineers who got an A in college freshman English, or at least is willing to admit it.)

In January 1972, with the Occoquan feasibility report completed, I trekked across the continent to Corvallis to begin my apprenticeship as a wastewater reclamation design engineer. I arrived during the typical winter monsoon, with the Willamette River at near flood stage and no sunlight expected for at least two months. My first project was an intriguing study of lagoon algae removal technology under Bob Chapman's direction. After that I designed expansions to the Forest Grove and Salem, OR, WWTPs. Then in '75 I became one of the "Lead Engineers" for the ill-fated Montgomery County, MD, advanced wastewater treatment project that never got to the bidding stage. As I recall, the EPA vetoed the idea of on-site hypochlorite generation, among other perils. We could send men to the moon in the late 1960s, but we couldn't turn sewage into near-drinking water for the D.C. area in the 1970s.

I moved to the Portland office in late 1975, working with Dann Madden and the "two Gordons" (Koblitz and Merseth) on facility planning studies. This was a welcome break from the Corvallis design group where I had few opportunities for comprehensive evaluations at the early stage of a project. Portland, like the other regional offices around the country, was focused on working closely with the clients, and "facility plans" typically involve the most client and public interaction. (The CVO client base, even in the mid-70s, was becoming dependent on imported design projects from other regions.)

Then in late 1977, Don Marske (who was PM on the Salem design a few years earlier) pulled my chain and persuaded me to transfer to the Great Lakes regional office (GLO) where I was assigned project manager for design of the Madison Metropolitan Sewerage District' sludge reuse facilities. This preceded the Milwaukee program management office, and it was a complete project from preliminary evaluation through design, bidding and construction. Madison developed one of the earliest successful agricultural reuse projects in the U.S. Unfortunately, they selected another firm for their next plant expansion, so we did not continue as their design engineer after 1980. I often think that had they selected CH2M HILL, I might never have left Milwaukee!

In early 1981 I accepted a transfer to SFO for yet another cross-country relocation. At this point in

my career, I pretty much concluded that I would "follow the sludge projects" wherever they took me!! In SFO/Oakland/Emeryville from early '81 through '83 (we liked a change of scenery), I helped design sludge dewatering facilities for San Francisco's Southwest WPCP, and coordinated the preliminary design of sludge digester expansion for San Jose/Santa Clara's WWPC in a joint venture with James M. Montgomery (JMM). The San Jose team was my first "close encounter" with Glen Daigger, who became a good friend as well as technical mentor. I also was privileged to have worked for Don Evans, who with Glen are among a handful of professionals from 25 years ago leading the firm today.

In 1984, with John Filbert in charge of the water reclamation discipline, I returned to the "home office" to assist with firm-wide QC activities as well as various project assignments (primarily the Jones Island bidding documents). Thus began what I consider my role as "utility infielder" for the firm. About every 2nd or 3rd month I would be sent to work for a couple weeks in DEN, SEA, SAC, et al., on a specific short-term project, and on a few proposal assignments as a "designated hitter." In CVO I helped consolidate the wastewater discipline's database of completed projects (costs per drawing, change order rates, etc.), update master specs, and participate on value engineering teams (where I got to know Don Ulrich). In SEA I participated in Seattle Metro's biosolids evaluations and system vendor procurement, which evolved their pioneering silviculture program. (The West Point WWTP design project came later.) During these years, I was single with no family (somewhat of a vagabond perhaps), and resided in a little house needing minimal upkeep. So it was an interesting time for me, culminating with 11 months in Alexandria, Egypt from Nov '86 to Oct '87. I was glad I went there, and I was also glad to come home.

By late October 1987, Glen Daigger (who had taken over firmwide wastewater reclamation staffing for John) hijacked me to ATL for a month to design and specify a sludge belt press for Fayetteville, NC; then to DFW on the Trinity River preliminary design team with Ron Sieger (in conjunction with Freese & Nichols); and finally to GLO writing specs for another "crash" design for Rochester, MN. After about six months I finally returned to my little house in CVO, in early '88, and after a few months decided it was time to

take some time off to catch my breath. Arlen Borgen, who had written my original offer of employment in '71, granted me an unpaid six-month leave of absence which gave me a chance to brush up on my non-technical interests (writing, investments, and a few seminars) and update my friendships. In late summer of '88, I met the lady who became my wife in July '89. When my leave ended in February '89, I was assigned to the long-term facility planning study team in downtown Los Angeles (another joint venture with JMM), thanks again to PM Don Marske. After my wife's filming on Jeopardy in early October '89 (which aired in early '90), I once again returned to my little house in Corvallis.

My last six months in CVO were spent assisting Larry Fuhriman and Joe Worth with updating master specs and contract documents, with a view to managing the Specifications Dept. when Larry moved on to better things. However, that wasn't my top choice, and I hoped to get back onto another WWTP project team. The firm's municipal wastewater workload was flattening in early 1990, and the firm's growth focus also was shifting away from traditional municipal projects, so we came to an amicable parting.

Several months were needed to land a new position in my wife's Mid-Atlantic area, and in November 1990 we moved to Chester County, PA (30 miles West of Philadelphia and halfway to Amish country), where I started a challenging job with Gannett Fleming. My two-plus years there gave me experience in municipal landfill leachate treatment, as well as yet another sludge dewatering project. In '93, I joined PBS&J in Bowie, MD, to design a gas recovery system for a large closed landfill in Fairfax County, VA. In late '95 I joined Carroll Engineering Corp., a general civil engineering firm in Warrington, PA (25 miles north of Philly), which enabled me to manage the full range of engineering tasks, from feasibility study and permitting through design, bidding and construction (albeit on quite small projects). Even though I joined their full-time staff after a couple years of contract employment, I was in a group that served only one client, and after five years I decided I needed a change-of-client!

So, in late 2000 I joined BCM Engineers, which is the sequel to the old firm of Albright & Friel. They started business during the Panama Canal years at the turn of the 20th Century, was bought by

Betz Labs in the early 1970s and morphed into Betz Environmental Engineers, and before long was sold by Betz and became Betz, Converse & Murdoch (shortened to BCM). Since the late 1990s, BCM Engineers has been a subsidiary of ATC Group Services, a prominent environmental testing and remediation firm headquartered in Woburn, MA. I'm still involved in biosolids design projects, and BCM's numerous WWTP projects never included a centrifuge until my arrival! (I'm amazed how engineers became so enamored with belt presses, even for small plants. They're noisy and smelly, need frequent maintenance when continuously operated, require more floor area, and produce an inferior cake solids.) My most significant designs have included centrifuge dewatering and indirect thermal dryers, at two plants in SE Pennsylvania.

I enjoy working for BCM almost as much as I did in CVO, PDX, GLO, SFO/OAK/EMR, etc. etc. Of course, the family atmosphere of the old CVO office on Western Boulevard can no longer be found, but the memories are still there. In '08 I will have been employed by four different firms for 18 years, the same time I spent with CH2M HILL from '71 to '90. My wife has the job-of-her-dreams teaching upper elementary at a prestigious Montessori school on the "Main Line." I continue to produce projects for a variety of municipal clients, from small plants and pump stations to large plant pipe and valve replacements (36" diameter) for the Philadelphia Water Dept's aging facilities. We adore our 1920s "foursquare" Sears Kit House where we've lived since Thanksgiving of '90, which is about twice the size of my little house in Corvallis. With semi-retirement looming within a couple more years, we have no plans of moving. Life's been good to us in Schuylkill River / Delaware Valley country.

I can report that everything I absorbed from CH2M HILL has been worthwhile. Although I found it tedious at the time, my design apprenticeship under Elmer Seegmueller was invaluable. My Montgomery County design exposure to Process & Instrumentation Diagrams, under John Sewell's tutelage, was way ahead of its time in municipal WWTP design. My project assignments with John Filbert the various wastewater discipline PMs were always challenging and rewarding. Unfortunately, one tool I've not seen with my other employers is the development of a detailed "work plan" prior to starting any work on a new project. I also

haven't encountered another firm with broad employee ownership. CH2M HILL was indeed a pioneer in many realms, and my hat goes off! I'm proud to have worked with you all.

Photo Contest: View the Winning Photos

The first-ever CH2M HILL photography content garnered many quality submissions. Take a look at our winning photographers' images for each category.

Photographer:

Hans Strandgaard/
SAC

Category 1:

Unique/artistic/stylized project photo

Image: Benicia-Martinez Bridge in California



Photographer:

Bartłomiej Wuzik/
KTW

Category 2: Great shot of people at the job site/in the work place

Image: Stratex—Man at work in Poland



Photographer:

Pat Wolverton/BOI

Category 3:

Project underway, under construction, during clean up

Image: Rainbow Bridge in Idaho



Photographer:

Don Conger/NJO

Category 4:

Gorgeous photos of completed project work

Image: North Hudson Sewerage Authority in New Jersey



Photographer:

John Surabathula/
VBC

Category 5:

Projects featuring HSE&Q guidelines come to life

Image: Golden Ears Bridge in British Columbia



Tribute to Spokane Area Manager Jim Correll

POSTED BY MARIE GETTEL-GILMARTIN/PDX



After 37 years of service to CH2M HILL, 28 of those years as the SPK Area Manager, Jim Correll is retiring at the end of June. Jim has done an outstanding job of ensuring that all SPK projects meet or exceed client expectations; providing a positive,

respectful working environment for SPK staff; and helping to expand our position in the marketplace in eastern Washington. Under Jim's leadership, the SPK office grew to a staff of 50 and to be recognized as the largest "local" engineering firm in Spokane. In 2004 Jim was recognized as *Engineer of the Year* by the American Society of Engineers, and he is a recognized leader in the community, with involvement in many civic organizations.

Jim and his wife, Patti, are planning to move to Vancouver, Washington, to be closer to their children and grandchildren. Here are regional colleagues' reflections on Jim's career:

I am blessed to have worked closely with Jim for the last 7 years of his engineering career. To me, he has been an excellent mentor, manager, and

friend who always stopped, listened, and led the way. Jim untiringly showed optimism and vigor taking on and successfully completing anything a client, the firm, or a project team threw at us. Jim, you are a good man and one to look up to. Thanks for being here Jim! – *Kelly Irving/SPK*

Jim is recognized not only for his leadership at CH2M HILL but for his work in the community. This is a critical role for someone filling the area manager role. He is an active member of many community and civic organizations, such as the Downtown Spokane Partnership, Regional Chamber of Commerce, and Rotary. – *Roger Flint/SPK*

When I was a junior field geologist in the mid-1980s, Jim taught me a bit of common sense. I had traveled to Spokane to install the first landfill gas probes around the Southside Landfill. It was very hot and dry that week, and by Friday, even though it was well after 5:00 p.m., I was happy to get back to the SPK office where I could enjoy the air conditioning, wash up a little bit, and get my notes together. In my field work days, I took pride in the fairly complete notes that I tried to leave for the project manager. So as I sat alone in the quiet, air-conditioned coolness of the SPK office, I dutifully summarized how the work had been completed, including the initial set of measurements of combustible gas concentrations in the probes. I left my notes on Jim's chair, went to the airport, and returned to Bellevue.

Early Monday morning I received a call from Jim. He asked me a few questions to confirm that he understood what my notes were saying. In that helpful, nonjudgmental voice of his, he then said something along the lines of, "Ken, you shouldn't leave something that explosive sitting on a chair. I wish you'd called me at home."

His wording was apt...the combustible gas readings I'd made and dispassionately recorded for him showed that methane concentrations in soil around the landfill were, indeed, explosive. And whether it was eagerness to get home or borderline hyperthermia from the heat, I had stupidly taken the measurements, written them down, and left them on his chair as if they contained nothing alarming.

He didn't call it stupid, although it was. Instead, he taught me to think about what I'm doing and

what it means, and to adjust immediately to new findings rather than blindly following a work plan. Common sense and painfully obvious. I'm embarrassed to say I even had to learn it. But without criticism, without belittling, and without yelling, Jim taught it to me. - *Ken Shump/PDX*

I first met Jim when his wife and my wife both worked at BSU. She told me that she met a really cool person but her husband was a little strange because he was building a boat in his living room. Jim did in fact build a "folboat" and then he was crazy enough to actually use it. Both he and Patti went up to Gem County on a small creek that seemed placid enough. What Jim didn't know was that a mile or two downstream it entered a canyon and turned into a "H_Il Trip". They could not make it and had to climb out of the canyon dragging the boat. This was going somewhat well until Patti reached for a hand hold and a local rattlesnake took exception. They made it and their marriage survived.

But my favorite story was one day at lunch, we were sitting around the break room table talking. At that time, Jim was a member of the YMCA and he had worked out that morning. As he was talking he noted "Yeah, I worked out but forgot my socks this morning so I'm not wearing any." Well that was weird enough, but the real kicker was we all wore suits back then...so there he sat on the chair in a nice pinstripe charcoal suit with his feet on the table and no socks. What a guy.

In summary, I have always felt that Jim had an attitude that allowed him to weather this goofy business and thank God that he has. I'd like to wish him and Patti the best. - *Mike Lavey/BOI*

What Does CH2M HILL Mean to Me? Envisioning the Future

*BY TRANSPORTATION BUSINESS GROUP MANAGER
JORY ABRAMS/PDX*

By now, you all know I am "retiring" in the next few months. So much of who I am is wrapped up in my career, the company, and each of you, so this step is both scary and exciting. Scary because I cannot imagine life without you. Exciting because I will be moving into the next phase of my life with my husband Gerry. Taking this next step in life got me thinking about what this company means to me and what lasting gift I could pass along to each of you.

What makes this a great place to work and why I have been a career-long employee? It is mostly about each of you, our clients, and our projects. It is also about the enduring values and culture of this company that seep into each of us as we join and then become part of something bigger. Along the way, we start to value and care for the gift we have been entrusted with. Stop and think—if you had built this company like the original four founders, what would you have done with it when you wanted to retire...sell it (and reap the financial rewards) or give it to your employees (and watch it blossom and grow and gain the respect and thanks from those who follow). Fortunately for all of us, Holly, Jim, Burke, and Fred chose the second path and set this company on the road to the future by letting each of us own a piece of the enterprise. It is extremely rare to have a company this large and complex that is owned 100 percent by the employees and such a wide base of them at that. It gives each of us a unique stake in the future and a unique responsibility that is very different than if this were a publicly held and traded firm or if it were controlled by a few major owners.



Jory at work (earlier in her career)

The founders' philosophy and culture has continued down the line with each subsequent generation of leaders. To be sure, it has evolved as we have evolved as an organization, but it still holds. I do not know how many times the call has come: "We are interested in buying; are you interested in selling?" But each time the answer has been "No." Stop and think what that means. Regardless of how much money the major stockholders might personally gain by selling CH2M HILL, they have followed the tradition of our founders and said NO! They have kept our

company healthy and strong to pass to the next generation. So my question to you...when the time comes and the offer is big, will you say Deal or No Deal? Will you protect the precious gift you have been given and pass it on to the next generation or will you take the money and run? I hope you choose to follow the lead of those who went before us....protect the gift, the legacy, and pass it on.

One of my favorite people in CH2M HILL is Brian O'Halloran/SJO. He used to be the RBGM for SWT and now is the Director of Global Aviation. Brian and I often talk about this company and the "legacy thing." He recently shared an interesting article with me, and I would like to share some of the concepts with you. It came from the Harvard Business Review and is entitled, *The Living Company* by Arie de Geus. The article starts out with some facts:

- By 1983, one third of the 1970 Fortune 500 companies had been acquired or broken up. This trend continues today.
- An average corporation's life expectancy is less than 20 years.
- Only the larger companies who have lived through their infancy and started to expand continued to live...for another 20 to 30 years on average

We at CH2M HILL are therefore pretty darn lucky. Our company was founded in 1946, which makes us 60 years old—3 times the average life expectancy of 20 years. We have already surpassed the life expectancy of an expanding company. So, what more could we ask? Well, how about a company that is thriving in the year 2446 (500 years old)? Is that realistic? Sure...the article gives examples of companies who had their origins hundreds of years ago:

- Sumitomo: 416 years old, started in copper casting in 1590, now a metals, transportation, machinery, electronics, and chemicals company
- Stora Enso: 700+ years old, copper mining to pulp and chemicals today
- DuPont: 204 years old, started in gunpowder, now in chemicals, health care, agriculture, construction, energy, transportation

So why am I asking you to think long term about "corporate immortality" and why should you

care? Pretty simple: the companies that live long and prosper have traits that we value, and a culture that is sustainable. In short, it is a place where we want to work. As I look forward to retiring, I hope I may inspire you to carry on the tradition. Do your part to take care of the gift you have been given and in turn, you will inspire the next generation to do the same.

According to the article, there are some characteristics that extraordinary “living companies” have in common:

Conservatism in Financing: They are careful with their money, investing wisely and keeping a strong balance sheet, with money available for growth and seizing opportunities.

Sensitivity to the World around Them: They are able to adapt to the changing world, market, and politics. They are able to morph from what they started as into new relevant ventures.

Awareness of Their Identity: No matter how big or diversified, they all had a sense of community, and the employees were stewards of the enterprise.

Tolerance of New Ideas: The long-lived companies tolerate activities in the white spaces. They encourage people to be innovative and entrepreneurial.

Valuing People, Not Assets: “Assets and profits are like oxygen, necessary for life but not the purpose of life.” Good people help a company change, evolve, and grow. A company run the other way will scuttle people to save a plant or equipment.

Loose Steering and Control: Long-term health across generations means those in charge must listen to those who are not and give them freedom to try new things, take risks, and prepare them for responsibility and authority.

Organized for Learning: When a company is in harmony with the world around it, it does not need to develop new ideas, but rather allocate resources to grow and be profitable. Our world changes so a company must be able to fluctuate, alter, adapt to a new environment...learn and evolve.

Shapers of the Human Community: Organizations that survive many generations, pay attention to the development of employees and how to

move culture and leadership from one generation to the next.

The article states that “Management becomes stewardship. Just as you took over from somebody, you will pass the baton to someone else. Your legacy at the company will depend on how well you carried out your stewardship.”

I think CH2M HILL has a pretty good scorecard when measured against these “living companies,” which means we have a shot at thriving into the future. Are we perfect? Heck, no. Will the company change? Sure, and we must to survive. Will we lose some good people? Unfortunately, yes. Will we sometimes wander from our values? That certainly can happen. I believe we are at greatest risk in times of greatest success. Companies like ours require people like you to hang on to the dream and hold our leaders accountable. We must not despair if they momentarily fail us, but to continue to insist on leadership that holds fast to our enduring values and if they are momentarily lost, we must light the way back. Never forget, this company belongs to each of you. If you take up this challenge, to care about this place and the people who are your colleagues and care what happens when you are gone, then I believe you will win twice...once for the company, which will endure into the future ...and once for yourself and all of us. It is far more rewarding to have a career, if you care. No one can make you care, it comes from within, but I hope I have given you some food for thought, and when I am an old lady...OK, an older lady, and I turn around to see what you have done with this firm, you will be proud to show me, and I will applaud your stewardship and together we will smile and be proud of what we passed along. It is too early to say goodbye but it is never too early to say that I am proud of what you each have accomplished and will accomplish in the future.

CH2M HILL to Perform Engineering Services for Virginia’s \$5.4-billion Transportation Program

The Virginia Department of Transportation (VDOT) selected the ATCS/CH2M HILL joint venture team to perform general engineering consultant services (GEC) for the \$5.4 billion Northern Virginia (NOVA) Mega Projects Program, which will deliver

70 miles of high occupancy toll lanes, widen I-95 in Northern Virginia, coordinate operations and construction with the Metropolitan Washington Airports Authority's Dulles Metro Rail project, and program manage major transportation improvements for the Fort Belvoir Base Realignment and Closure effort.

The ATCS/CH2M HILL team will provide GEC services for an estimated 7 years with notice to proceed expected late in the first quarter of 2008.

"This is the single largest program ever awarded to the Northeast Transportation (NET) group and is critical to our growth strategy for transportation in the Northeast Region," said J. Bryan Nicol, regional business group manager. "This was truly a team effort and we're excited to be involved in the Mega Projects Program that will vastly improve mobility in Northern Virginia for decades to come."

"Northern Virginia has always been one of the most congested regions in the United States and CH2M HILL is proud to work with VDOT, and our joint venture partner, to help alleviate some of the traffic challenges people in the region deal with day to day," said Mike Kennedy, Transportation Business Group president.

The NOVA Mega Projects Program is a unique and innovative opportunity for VDOT and the people of Virginia to significantly improve mobility within Northern Virginia, and NET is proud to be part of this monumental project.

To learn more about the project go to <http://www.novamegaprojects.com>.

CH2M HILL Finalizes Acquisition of Colorado-Based Trigon EPC

On December 17th, CH2M HILL acquired Trigon EPC, an industry-leading engineering and field service company specializing in upstream and midstream oil and gas projects. Trigon has 26 years of experience in the oil, natural gas and energy sector. The company specializes in pipelines and facilities, providing integrated permitting, GIS, engineering, procurement, construction and other related pipeline services. Based in Colorado, Trigon has more than 320 employees working in Lakewood and Durango and at project sites throughout the United States. Founded in 1981, Trigon has delivered projects

which have included more than 14,000 miles of gathering and transmission pipelines, 300,000 horsepower of natural gas compression and liquids pump stations and hundreds of related facilities throughout the U.S.

"Trigon is an exciting addition to the CH2M HILL family. Their exceptional workforce brings a commitment to safety, quality and clients that matches the values of CH2M HILL," said President and Chief Operating Officer Lee McIntire. "The energy industry is an important part of CH2M HILL's future and the addition of Trigon makes the future that much brighter."

Fifth City Selects CH2M HILL OMI for Municipal Services Expertise

Expanding its portfolio of municipal services projects, CH2M HILL OMI has been selected by Bonita Springs, Fla., as the city's partner for delivering community development services.

The contract will cover a range of community development responsibilities – planning, zoning, building permits, inspection services and related code enforcement – and is expected to begin during the first quarter 2008. City Council voted for CH2M HILL OMI (over two other competitors) immediately following the team's proposal presentation at a meeting Dec. 5.

"This is an extremely strategic win. It's our company's fifth municipal services project and our first in Florida, and our work here in Bonita Springs has the potential to be replicated in other Florida cities," says Gary Miller, Sr. V.P., Business Development & Planning for CH2M HILL OMI. "A very powerful Southeast Region integrated team pulled together to make this happen.

"The biggest reason for our success is collaboration. We were able to leverage CH2M HILL OMI and enterprise resources to put together a winning strategy, proposal and team," says Wally MacKinnon, CH2M HILL OMI sales director. Among the key enterprise contributors were Tom Wilson, CH2M HILL OMI deputy director of community development in Milton, Ga.; Pat Corleto, CH2M HILL Sr. V.P. in government affairs; and Bill Beddow, V.P. and Area Manager in CH2M HILL's southwest Florida office in Naples.

Also important to the win: The CH2M HILL OMI associates who operate the City of Sandy Springs,

Ga. According to Wally, the Bonita Springs process began when a city council member heard about our successes in Sandy Springs, called to learn more, and ended up taking a tour of the Sandy Springs operations. "He came back to Bonita Springs as a believer in our municipal services delivery model," says Wally. "The outstanding way that our associates treat our guests at every project definitely played a role in Bonita Springs' positive perception about our company."

In addition, Bonita Springs officials were impressed with our "citizen responder" approach, through which citizens who need help can quickly reach a "live" person over the phone and typically receive assistance with just one call.

Beverly Tew, a CH2M HILL employee from the West Palm Beach office, has been proposed as the new community development director for Bonita Springs, a city of about 40,000 people in southwest Florida, near Fort Myers. The city joins Sandy Springs, Milton, Johns Creek, and Chattahoochee Hill Country, Ga., among communities that rely on CH2M HILL OMI people and expertise to enhance and advance the community's quality of life.