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Publisher's Note

Greetings all,

I hope you had a wonderful holiday season, and your New Year's resolutions are still in place☺! We have a couple of special articles to feature this issue. The first is graciously provided by Jacque Hinman, who shares her thoughts about CH2M past, present, and her outlook for 2017. The other is by Rick Luebbers highlighting the very successful "Western ReUnion" held in Vancouver, Washington, last fall. This issue is longer than we typically do, but stick with it! There many more people stories, activities, successes and projects to share. Sadly, we also have several notable retirees' and employees' passings to reflect upon.

Suellen Ehrmann, our talented editor since 2008, is now retired (due to the company's recent reorganizing this past fall), and we sincerely thank her for her many years of service and contributed articles. Angie Kruse/DEN is making her editorial debut with us this issue, and we welcome and appreciate her help.

We always appreciate your updates, stories, comments, kudos/feedback and leads for other people stories. Please share your thoughts – we listen. That's what makes it your newsletter. Here's hoping the best for you and yours in 2017!

Cheers! *Gordon*

(Gordon.Koblitz@ch2m.com)

News from Jacque

By CH2M CEO Jacque Hinman (Jacqueline.hinman@ch2m.com)

CH2M Retirees,

Happy New Year! We are already busy back at work, delivering many great projects, with distinction, to our valued clients.

I had the great fortune to attend the Western ReUnion this fall, and was so pleased to reconnect with many of the amazing men and women who influenced my career and values. I am also glad to see the connections still maintained through our retiree and alumni network. You continue to inspire me and countless others in our wonderful company.

During my holiday break, I spent time cleaning out old files at both home and work. I try to do this at the end of each year, so that I can start the next year a bit more organized. I also enjoy reflecting upon the items that I find.

This year's reflections at work were particularly poignant. I came across my original drafting instruments, handed down to me from my father (who was also an engineer). I marveled at the quality of the metal instruments, my drafting pens and mechanical pencils, my process templates, and the intricacy of the old French curves used for grading and contouring. Believe it or not, the set of metal and plastic edges used to fold blueprints still smelled faintly of ammonia! I also came across a reference to my very first "desk" after graduating from college—a drafting table and stool that was one of four in a design "bullpen."

Seeing these items made me think about the massive changes that have occurred in the past 34 years that I've been working. That drafting set has been replaced by a computer and tablet (and I suspect that our graduating engineers of today would wonder how we possibly got anything done in the old



days with those inefficient manual tools). We don't print lots of large or small format blueprints anymore. The rate of digitization and data analysis in our industry is phenomenal, and our younger engineers and designers are faster on tablets, mobile devices and applications in both the office and field than 10 of us could ever have been with graph paper, a calculator—and that drafting set.

My old drafting desk with a stool has been replaced by an elevated standing work surface and no chair (hmm, maybe that's not such a big change after all!) I haven't had an office in years—and like me, the entire CH2M leadership team, and the majority of our leaders around the world, sit in open plan offices. I remember Jim Howland once telling me that our clients don't pay us to sit in “stuffy offices behind closed doors.” We agree, and we are modernizing our offices to consist primarily of open workspaces and airy, bright team areas. Since we don't need the same amount of space that we did in the old days for horizontal or vertical blueprint files, catalog libraries, word processing, document layout, and large offices, we are putting those areas to good use to encourage more collaborative problem solving.

Although the change in our industry is significant, our clients still count on us, as they did in the old days, to solve not just their toughest technical challenges, but to also help them elevate their management and stakeholder approaches as well. And even with all of this technological advancement, they continue to prefer partners that bring global solutions tailored to their needs, through the old fashioned values of respect, collaboration, innovation, and the highest ethics.

And now back to today's times—2016 was a year of both opportunities and challenges for our company. On the positive side, our core businesses performed reasonably well, and we continued to make improvements in our business development efforts, our project delivery acumen, and our safety journey. We maintained top rankings in our traditional businesses, and won several notable accolades, such as:

- Named by Ethisphere as a World's Most Ethical Company, for a record 8th year in a row
- Received both the *Engineering News-Record* and the Institution of Civil Engineers (UK) Global Project of the Year Award for the Thames Water Lee Tunnel (London)
- Received numerous other major project awards, such as the U.S. National Design-Build Project Award (Woodland Davis Water Project), American Public Works Association Public Works Project of the Year Award (Tacoma Flood Protection Project), and the Royal Institute of British Architects National Project Award (National Graphene Institute)
- Awarded the World Environment Center's Gold Medal Award, the first time it has been given to a company in our industry (WEC was originally founded as the United Nations Environmental Program)
- Received the STEM Mentoring Award for Excellence in Public-Private Partnerships from the White House

We did have some major challenges this year that affected our financial performance, such as the major cancellation or postponement of projects due to the decline in oil prices. This affected not only our oil and gas process projects, but also water and environmental projects for oil and gas clients, and infrastructure projects in places dependent on an oil and gas economy, such as the Middle East. In addition, we continued to have losses on the two legacy fixed price engineer-procure-construct (EPC) projects, requiring us to completely revamp our delivery and commercial strategies in order to move them closer to construction completion.

In 2016 we also made a bold decision, one that I believe will allow us to take control of our future in 2017 and beyond, and truly differentiate ourselves. You may recall that I have talked about our challenges in growing and thriving in an industry where we don't have the size, scale, and capital structure (and therefore investment capital) of virtually all of our major competitors. Therefore, we have to “zig” when others “zag,” and we have to provide a more compelling value proposition to our clients to maintain our market position.

In mid-2016, we made the decision to change our operating model to one that is truly client centric. The model involves organizing around our clients through three client sectors (instead of business groups or technical disciplines), simplifying our company operations, and changing our governance model and processes to reduce complexity, increase consistency, and make faster decisions both

internally and for our clients. We are working to improve our client service in order to seamlessly provide world-class technical and management solutions, with the most competitive offering of services, and ultimately, to deliver outstanding projects and exceptional value for our clients. As a part of our new operating model we established two new career paths—the Managers of Talent, and Managers of Projects—to address our staff’s desire for improved project management mentoring and career development from their supervisors. Finally, we are strengthening our low-cost delivery and shared services approaches to improve our internal cost structure and our external pricing strategies.

We made the transition to the client centric operating model in late 2016. We expect it to contribute greater efficiencies and growth opportunities, with the added benefit of annual savings of approximately \$100 million. It will establish CH2M as one of the first in our industry to organize fully around clients, and when it comes to returning greater value to all of our stakeholders, we see it as a game-changer to put us solidly on the path to a more profitable and growth-oriented future. This will also greatly improve our financial performance in 2017 so that we are in a better position to advance our capital structure and ownership model changes to return the greatest value to shareholders.



PS, I also came across some wonderful old photos when I was cleaning out my work files. I’ve shared them with Gordon to place in the Historical Photos Archives!

I suspect that many of you would be surprised at the way our industry works today—it’s vastly different than it was even 5 years ago. But you would not be surprised at the way your company has responded to these changes, and to other challenges in our industry. I am so proud of what our 20,000 employees around the world accomplished this year, in a manner that demonstrates the core values that we have all held dear for many years. And we serve our clients every day in accordance with the tenets of the *Little Yellow Book*—and also the *Little Safety Book* that now accompanies it.

I believe that 2017 holds great promise for our company, and I am bullish on our future. I continue to be so grateful to each of you for the work that you did to build this great company. We stand proudly on your shoulders as we reach for the stars, making a difference in our world.

Jacque

Western ReUnion 2016

Contributed by Rick Luebbers (rluebber@hotmail.com)



Pam and Pat Klampe helping with the registration of Susie Gaare and Mary Koblitz. Meredith and Bob Chapman, Lee Eick in background.

The CH2M Alumni Western ReUnion 2016 was jointly hosted by Northwest and Southwest Alumni Chapters. The “Western ReUnion” was named in recognition of personal relationships that go back to the early days of the firm. This was the first formal CH2M reunion under the new program for regional reunions, but it was open to all CH2M retirees and alumni. More than 100 people, from across the United States, registered for the 3-day event.

Following a successful 2015 pilot event in the Tri-Cities area of Washington state (see last year’s January issue), the Western ReUnion was held September 21–23, 2016, in Vancouver, Washington, at the Hilton Hotel and Convention Center.

At the welcoming lunch, Pat Jollata, a local historian, spoke about the long and storied history of the Vancouver area. A tour of historic Fort Vancouver and the Pearson Air Museum followed in the afternoon. The site of Fort Vancouver was established as a Hudson’s Bay Company trading post in 1824. The tour included reproductions of the fort walls, barracks, and service buildings. Pearson Air Museum describes aviation history dating back to the early days of the 20th century. Many thanks to Bob Chapman for scheduling Pat Jollata and arranging for the Fort and Museum tour.



Alumni at Fort Vancouver

More than 130 retirees, alumni, and guests attended the Wednesday evening program, which began with a welcome by David Knowles, manager of CH2M’s Portland office. Dave Simmons followed by describing with “Who We Are Now,” an overview of people, technology, clients, and projects associated with the Corvallis and Portland offices. For many of the alumni whose careers began in Oregon, it was interesting to see how far CH2M has come on its home turf.

Jerry Geist, a long-time CH2M Outside Board Director who is now retiring, took a moment to review some of the interesting highlights of his time on the Board. The highlight of the evening was a presentation by Jacque Hinman, CH2M’s CEO. She

reviewed the firm’s recent operations (good and bad) and provided a vision for CH2M’s future. She graciously fielded many questions from retirees who truly have a vested interest CH2M’s long-term success. Jacque’s participation was greatly appreciated; thanks to John Lee for his coordination efforts.



David Knowles



Dave Simmons

For Thursday breakfast, Howard Thomas invited Kristen Stallmann, an Oregon Department of Transportation historian, to make a presentation about the history of the Columbia River Gorge Highway. Constructed from 1913 to 1922, the 74-mile highway originally extended from the Sandy River near Troutdale to The Dalles through the scenic, but challenging, gorge cliffs. A new state trail is being constructed on the route of old highway, with CH2M providing some of the design services.



Jerry Geist



Jacque Hinman

Following the presentation, a busload of alumni toured portions of the Columbia River Highway and visited Crown Point Vista House and Multnomah Falls. The group continued to the Western Antique Aeroplane and Automobile Museum in Hood River, which has one of the largest collections of still-flying antique aeroplanes and still-driving antique automobiles in the country.



Bus group to Columbia Gorge



Mary Boyle and Joan Marske at Crown Point Vista House overlooking Columbia River Gorge



Multnomah Falls



Rick Luebbers, Brian Brownsell, and Dave Bennion at the Western Antique Aeroplane and Automobile Museum



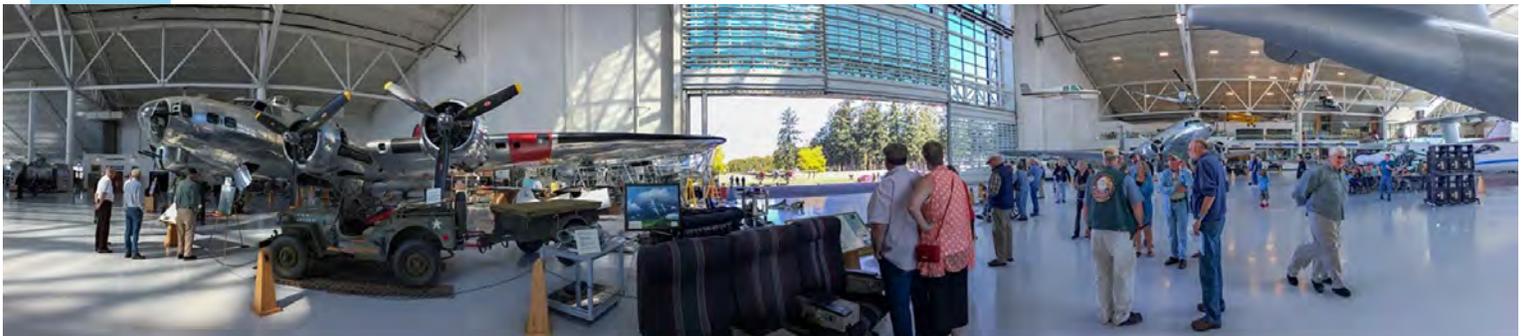
Herman the Sturgeon

A stop at the Bonneville fish hatchery to view Herman the Sturgeon completed the trip. Thanks to Jory Abrams for a great trip plan!

Also during the day, a second busload of eager alumni toured the Evergreen Aviation and Space Museum in McMinnville. The museum is a remarkable modern campus with a wide variety of exhibits, including Howard Hughes' world's largest flying boat, The Spruce Goose, a B17 Flying Fortress, a Titan II Missile, and an SR 71 Blackbird.



Evergreen Aviation and Space Museum



Group lunch at the Durant Vineyards

The group continued to Red Ridge Farms Winery and Olive Oil Facility, which is owned and operated by CH2M retiree, Ken Durant and his family; there, the group enjoyed a buffet lunch along with a sampling of Durant Vineyards wines and a tour of the winery and olive oil mill. Thanks to Jim Schwing for leading this tour.

The highlight of the Thursday evening program was a panel discussion by legacy spouses – the real reason for the early success of CH2M. The panel, organized by Bob Chapman and hosted by Brian O'Halloran, consisted of Babs Suhr, Mary Koblitz, Meredith Chapman, and Mary Schwing. It was a delight to hear the ladies' responses to Brian's questions about the best of times and the worst of times.



Meredith, Mary S, Babs, Mary K and Brian O'Halloran (emcee)



Vancouver Water Reclamation Facility and Water Resource Center tour group



Michelle Girts (right) explains some of the Marine Park Natural Resources Area design aspects



Light rail and bridges tour near CH2M's Portland office, with Steve Litchfield speaking to the group

The evening was completed with a Jeopardy game of “bet-you-didn’t-know” facts about projects delivered by CH2M’s Northwest offices. John Willis and Ted Johnson, from the Portland office, kept the game fun and fast moving. Many alumni in the audience participated, some even with correct answers, but fortunately everyone tied for first place at the end of the game.



John Willis, Ted Johnson, and Brad Phelps

Friday morning saw one alumni group visit the Vancouver Water Reclamation Facility and Water Resource Center to view the facilities and to hear first-hand from Victor Erlich, Vancouver’s former utilities manager and CH2M client, about their development. The group ended its tour at the Marine Park Natural Resources Area. CH2M continues to operate the city’s wastewater facilities. Bob Chapman and Michelle Girts organized and hosted this activity.

At the same time, another alumni group visited several projects near the Portland office. A walking tour, led by John Willis and Steve Litchfield (both current Portland staff), visited several transportation projects in which CH2M was involved, including a Light Rail Line, the Tillicum Bridge, and the Aerial Tram.

Friday activities were completed with a river boat tour of the Portland bridges across the Willamette River. CH2M has been involved in the rehabilitation of several of the bridges and is currently the program manager for replacement of the Sellwood Bridge with a new multimodal structure. Thanks to Frank Jenes for organizing this activity.

A special thanks to Pat Klampe and Don Marske for diligently assembling and updating the Alumni contact list (the best we’ve ever have), and for working with the website hosting the invitation/registration process. The Western ReUnion would not have happened without their undying commitment. Jerry Boyle led the photography program for the ReUnion. His work is apparent in the photos in this article and on a website:

albums.phanfare.com/isolated/2fittfMY/1/7155118.

Almost 1,000 photos were contributed by many attendees. Jerry selected about 270 of the best photos to post, representing the attendees and events. Thanks, Jerry! Finally, no good deed goes unpunished. With the Western ReUnion successfully in the books, Jim Schwing agreed to begin planning for a 2018 reunion in the Southwest Region. We look forward to getting together with old friends to have a great time once again!



Part of the transportation projects visitation group



Part of the river boat tour of Portland bridges group



Ready to cast off for the river boat tour

Retirees' News

CH2M EMPLOYEE No. 175

By Kathy (Ritter) Phillips (rrconstdev@comcast.net)



CH2M CEO Jacquie Hinman with Kathy Phillips.



GIRLS AREN'T shut out of the world of engineering. Witness Jane Phillips, 24, Dallas. She'll graduate in June from Salem Technical Vocational Community College with a certificate designating her a civil and structural drafting technician. She'll be the first girl to get the degree from Salem Tech. (Capital Journal Photo)

Kathy's 1966 graduation photo



Dick Bedard with his wife Susan

Yes, my employee number is 175, as I was hired in June 1966, an Ice Age ago!

The No. 175 and a heavy ceramic coffee cup were given to me, Kathy (Ritter) Phillips on Day 1, at the spacious Western Blvd. office. I'd chosen CH2M, 3 weeks before, as the only place in Corvallis to personally deliver a perfectly typed resume, noting a degree in civil/structural engineering technology (but, with no mention of being the first female to complete a new engineering program). Three fellow classmates invited me on a job-hunting trip to Corvallis, but, each guy laughingly told how their resume was returned from CH2M with a rejection letter. They took me first to CH2M, and, waited at the front entry sidewalk, engine running, for me to drop off my resume (as they stifled chuckles). The receptionist took a long, long look at my one-page offering, said, "Wait just a minute, please," then quickly made a hushed phone call. I almost left to avoid a direct rejection; however, her next request was, "If you have about 15–20 minutes, our engineering-drafting manager, Niels Nordquist would like to visit with you. I skipped out to the waiting car, told the guys they should come back for me in 30 minutes, as I had to stay for an interview. They all laughed loud and long, then told me to get in the car and quit playing jokes on them! I twice insisted the interview was for real before returning to the reception room, leaving them muttering, "She's really carrying this too far," and, "Do you think she knows the receptionist and she just came along for a visit?"

Niels's interview was politely relaxed, with many questions about my college student government activities. There was a short office tour, with a brief stop at Dr. Merrifield's office for introductions. They chatted enthusiastically about company benefits, recent business growth, and, planned changes to be more progressive. I remember giving a cheery good-bye and I left with no expectation of a reply, which was the full agreement of my classmates on the trip. Three days later, I warily opened a CH2M envelope and I was shocked to see a Fred Merryfield signature and my 1966 job offer! I showed my CH2M letter to the three guys who discouraged me from CH2M. They swore upon realizing it was not another joke, apologized, and all congratulated me!

A progressive decision made me CH2M's first, female engineering draftsman. It was an even bigger progressive decision for CH2M to choose its first female CEO when Jacquie Hinman was selected. She was welcomed at the CH2M Retirees' 2016 Western ReUnion as an honored speaker and I was humbled to meet with her in the 50th Anniversary year of CH2M's incorporation. I feel Jacquie may agree, that we both worked with, and, learned from, the best mentors, the best engineers, the best team members...the guys at CH2M.

Says Jacquie Hinman, "It was such an honor to meet Kathy. Her career at CH2M is just one example of why CH2M has won two prestigious awards for our gender diversity. The first, awarded by the nonprofit Catalyst, was for a leadership position in achieving significant gender diversity at all levels in the organization. We are the only company in the industry to ever have received this award, and it is usually awarded to the most forward thinking Fortune 500 companies. The second, the 2020 "Women on Boards" award, was given to CH2M for having at least 20% of our board as women (ours is 30%). Again, only company in our industry to ever receive this. Thanks, Kathy, for being a true pioneer so many years ago!

For more interesting stories on CH2M alumni, like Kathy's, go to www.history.ch2m.com.

DICK BEDARD HONORED AS DISTINGUISHED ALUMNI

Richard J. Bedard, PE, was recently inducted into the Academy of Distinguished Alumni of the UMASS Amherst Department of Civil and Environmental Engineering. Dick was one of 14 members of the inaugural class honored at a dinner in Amherst September 23. He is a native of Athol

Massachusetts, a 1969 graduate of Mount Wachusett Community College, and a 1973 graduate of UMASS Amherst Civil and Environmental Engineering Department.



Dick Bedard, center, honored as Distinguished Alumni

For UMASS, he served as alumni advisor to the UMASS ASCE Student Chapter and President of the Western Mass. Branch of the Boston Society of Civil Engineers. Dick also served as a member of the CEE Advisory Committee for the last 25 years, serving 7 years as chairman.

Dick joined CH2M in Boca Raton, Florida, in 1981 as a project manager. He managed four different regions for the firm over the next 20 years, from Florida to New England, leading major water and wastewater client projects.

For CH2M's water business, he took on various global roles. He led the global wastewater team for about 5 years, and then the global program management team another 5 years. Internationally, he led the winning and startup of major wastewater programs in London, Abu Dhabi, Doha, Singapore and Australia.

Bedard retired from full-time service in 2010, but still consults to CH2M regarding major East Coast clients.

HIKING THE PACIFIC CREST TRAIL

By Dan Sterley (dan.sterley@hotmail.com)



Knife's Edge in Goat Rocks Wilderness with Mt. Rainier in background

I got the idea to hike the Pacific Crest Trail (PCT) south from Canada to Mexico following my wife's completion of the PCT in 2015, north from Mexico to Canada. As she began thinking about her next long distance adventure, possibly the Continental Divide Trail (CDT) through the Rockies, I mentioned a vague desire to hike the PCT through the State of Washington. Not surprising to me, she came up with the idea of hiking together from Monument 78 at the Canadian Border to the Columbia River at Cascade Locks, Oregon. I would bail out there and she would continue on to Mexico. The distance for me was 507 miles plus the 31 miles it would take to get to the monument. It was pretty intimidating to me but only one-fifth of the 2,660 miles she would tackle for the second time. She's pretty tough.

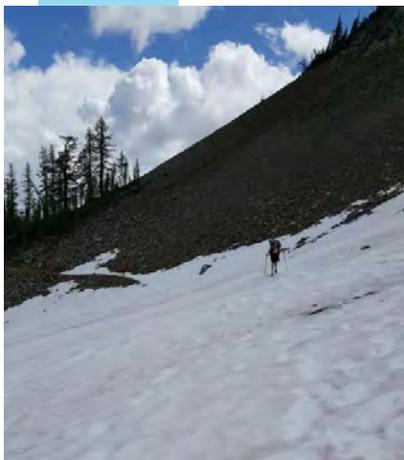


Beginning of hike. 507 miles later, I was 17 pounds lighter

So, following detailed planning and training, in Tonasket, Washington, Alison and I met our friend Jackie, then on to Mazama where we met our fourth hiker Alexandra, and finally to Hart's Pass and the beginning of our hike. We were an unlikely four-some, me a 67-year-old retired CH2M engineer, spouse Alison, a 62-year-old semi-retired anthropologist, Jackie, a 58-year-old retired librarian, and Alex, a 34-year-old graphic artist/hiker from England. With such a disparity in age and levels of experience and fitness (me being the oldest and least fit) it's a wonder we got together at all.

Although Rick Luebbers could not understand how anyone could spend 5 months (or 5 weeks for that matter) just hiking and not having a product to show for it, he graciously hauled us to the trailhead, rescued us at Stevens Pass and came to our aid when we reached Cascade Locks. What thru-hikers call a Trail Angel—truly!

Our gear was basically all the same with minor variations based on weight, brand and personal preferences. My pack weighed less than 25 lbs. dry and perhaps as much as 35 lbs. with food and water. We all had a backpack, tent, sleeping bag and pad, a change of clothing, stove, minimal



One of many snowfields. Don't slip, the runout is rocky!



Hike-mates Catwater, Puff Puff, and Miss Mosey



Catwater, 2,660 miles later at the Mexican Border

utensils, water bottles and treatment, maps, GPS apps on our phones, chargers, duct tape, hiking poles, a few items for sanitation and hygiene, first aid kits, the clothes and shoes we wore, bug dope, and a permit. Of all this gear the main topics of conversation revolved primarily around shoes, water treatment, phone chargers, and pain relief. My gear held up well although I did switch my shoes at Snoqualmie Pass. Shoe longevity depends mostly on the quality, make and model of shoe but also trail conditions.

With pack weight being such a big issue nearly all of our food was dehydrated. I started out with breakfast of dry instant hot cereal/brown sugar/powdered milk portioned for one, just add hot water. Lunch was typically pilot bread (large circular cracker) with tuna or spam, and dinner was a hot, hydrated packaged meal. I had a lot of snacks, jerky, M&Ms, Snickers, and Cliff energy bars, eating steadily all day long. There was some horse trading along the way but generally folks just fell into their own eating routine. However, when we hit civilization and resupply points along the way, approximately every 100 miles, it seemed to be bacon cheeseburgers, fries and cold beer for all. It was here I learned the concepts of “second breakfast” and “are you going to eat all of that?” What a bunch of scroungers!

Water sources and campsites were well marked on our maps. By far the best was camping in the high mountain meadows. Generally, these areas were fairly level, near water, with amazing vistas and views.

Trail conditions were another aspect of the hike that, obviously, one could not help but observe and, for better or worse, hike on. There were day-long stretches where the trail was overgrown with skin scraping brush or covered in blow down trees we had to slide under or climb over, eroded sections we had to cross toe-to-heel or risk sliding off the traverse. Long, steep grades were normal and many grades were 3 to 5 miles long, some as long as 10 to 12 miles. What really drove me nuts were the countless PUDS – pointless ups and downs. Why go up and over when you could just as easily go around? This is where I was tagged with the trail name “Slide Rule.” I thought it had to do with being old and obsolete but evidently my hiking mates honed in on my constant mental efforts to design a better path. All to no avail, better to just hike on, appreciating the wild mix of alpine flowers, beautiful rushing waters, and endless mountain views.

Alison earned the trail name “Catwater” on her 2015 PCT hike based on an incident where she was observed drawing water out of a questionable water source in Southern California after hiking 5 miles to get to water so she could make her daily required cup of coffee. There was a dead animal floating in the deep, dark cistern, possibly a cat. When she commented to her companions that it was the best dead cat water coffee she’d ever had, the “Catwater” trail name ensued. Alex “Puff Puff” got her trail name in 2015 when she camped with a couple of hikers who noticed she wore not one, but two, puffy jackets. Jackie became “Miss Mosey” due to contrasting traits. On one hand she personifies the stereotypical Southern Belle, even-tempered, thoughtful, charming, considerate, and a pleasure to have near. On the other hand, the word mosey is the exact opposite of her hiking style. When she gets up on step, whoosh...she’s gone. Trail names are a tradition on the long distance trails and seem best when another hiker names you.

All in all, I wasn’t sure I could do it. I gave myself about a 30% chance. But I made it. And I would do it again. Maybe a different section, but the companionship in camp combined with solitude of the trail is a compelling draw. And Alison hiked on. If you’re interested in reading more about my Washington PCT hike or about Alison’s two PCT hikes, check out her blog at alisonsterley.com. Please email me if you have questions about hiking the PCT.



THE C3 CLUB

By Dave Dunagan (D_Dunagan@msn.com)

My small group of retirees meets twice a month at 9 am in a cafe in an Atlanta suburb. We're called The C3 Club because when we get together, we talk about just three things: coffee, cameras, and computers. On November 9, the morning after the election, one by one we took our places around the table as the waitress swung by to pour coffee. After a minute of the usual settling-in small talk among the group, I started wondering if somebody would dare to challenge our tradition and try to talk about something else, namely the election results. If so, would the group make an exception today rather than sticking to The Sacred 3 Cs?



I decided to test the waters with a casual, non-committal remark about being "...glad that election thing's finally in the rear-view mirror." Sure enough, one of the gents did speak up about being pleased with the election results. But the silence around the table and the downward glances that followed for the next few seconds meant just one thing: nobody wanted to get into a big dispute about election results. Mark dropped the topic and looked back down into his coffee cup. The rest of the session was devoted to nothing but the 3 Cs.



A similar scene played out a week later when I joined some nature photographer friends up in the Great Smoky Mountains National Park. One of the members expressed disappointment with the election results. The opinion drifted in the air for a few seconds. Another friend nodded her head in agreement, but you could tell: nobody really wanted to follow that thread any further. After a few more seconds of silence, the air was clear of the topic and that was that.

Was it just my imagination or did leap-frogging over political discussions enhance the aroma of the coffee? Did it add a little sharper focus to the nature photos? My guess is, yes, refusing to let current events make too deep a dent is a good thing when you're pursuing life-shaping passions—family, friendships, community, health and fitness, hobbies, career, faith, volunteering, lifetime learning, whatever. (If that sounds like something Will Rogers or Garrison Keillor would say, I'm pleased.) As for my own hobbies, well, one of my favorites is wildlife photography. Hope you enjoy these shots from the Smokies!

REDDING CLAIR A HILL AND CH2M RETIREES' LUNCHEON

By John Livingston (livingstonjohn@att.net)



Clockwise, starting at left: Lenny, Doug, Steve, Dave, Gary, Mike, Doyle, Dale, Bob C., and Bob M

The Redding "good-times" luncheon group meets every 3 to 4 months at the appropriately named venue, Post Office Saloon, in Redding. At the August 29 luncheon, there were 24 of us in attendance: Dave Barnes, Mike Bishop, Larry Boisclair, Dale Cannon, Bob Charley, Gary Dobson, Steve Ebe, Egon Harrasser, Mike Herrick, Lenny Kerr, Bob Kinkead, Ed Lance, John Livingston, Chuck MacDonald, Bob Morrison, Sr., Tim Pool, John Salas, Don Showalter, Sam Smith, Gary Stucki, Doyle Tinkey, Doug Townzen, Jack Twitchell, and John Zimmerman. Larry, Don and John L. didn't make it

into the photo op this time around though. For those who may be interested, Steve Ebe is the keeper of mailing list.



Clockwise from left: Gary, John, Tim, Jack, John Z., Mike, Ed, Bob, Chuck, and Egon



From left: John Z., Mike, Ed, Bob, Egon, and Sam

LIFE AFTER RETIREMENT – THE REWARDS OF VOLUNTEER WORK

By Tim Shea (tshea1316@gmail.com)



As age creeps up on us we have more time for reflection, and to participate in opportunities to be of service to our communities. The return from such activity can be a continued feeling of belonging to a group of movers and shakers as were so characteristic of my colleagues at CH2M.

I am involved in a unique volunteer organization, as it deals with a problem in society that few venture to address, namely housing for intellectually disabled (ID) persons. The State of Virginia has domiciled its population of ID persons, numbering over 1,100 in my home county (Fairfax) in institutions called “training centers.” The institutional life there has not been beneficial, to say the least, but at minimum has relieved aging parents of the burden of sustaining their grown children. A few years ago a consent decree from a federal court put the state government on notice to close these institutions and provide alternative housing. Very little has happened to meet the housing need, other than sending many ID persons home, to the streets, or elsewhere.

I belong to a very active council of the Knights of Columbus; in 1994, the council’s leadership founded Marian Homes, Inc., a non-profit charity for the purpose of buying, converting to American Disability Act standards, and renting group homes for ID men or women. In 2015, Fairfax County government

issued a request for proposals to organizations like Marian Homes for grant funds from the U.S. Department of Housing and Urban Development (HUD) to cover 75% of the cost of a group home, leaving the burden to each competing organization to raise the rest as its equity share.

Marian Homes, jumped at the opportunity to submit a first proposal in 2015, and again in 2016. We were successful in both of these competitions, and as a result were able to open a third home in 2015 and a fourth home in 2016. In each case our proposals made a compelling case to the County for grants that amounted to \$500,000 to \$600,000 for each home. Each home serves five men or women, and we are soon to compete again for what will hopefully be our fifth home.

My duties at CH2M were excellent training for the responsibilities required in this endeavor. My current involvement as a board member of Marian Homes, Inc. has been fundraising to develop the dollars needed to complete the proposal offers. This journey has been most satisfying for me, and has led to working with the pastors of many of the nearly 70 parishes in the Diocese of Arlington, as has been a later-in-life fulfillment of what the lessons from my career in consulting engineering at CH2M and earlier taught me. It has been very rewarding to see what can be accomplished in a new area, volunteerism to help people in need, using skills long in hand. There is much more to this story that I can share for anyone interested. Just send an email to me at tshea1316@gmail.com.

RETIREMENT TRIPS AND TRAVELS

By Steve Goodwin (Steve.Goodwin@ch2m.com)



Steve's retirement party

I retired back on February 26, 2016, which was the 30th anniversary of my first day with CH2M. For those who may have worked with her in the past, my wife Leila (who worked for CH2M from 1985 to 2000) retired the previous September as the water resources manager for the Town of Cary (North Carolina). Our office threw a retirement party for me at Cloud Brewing Company in downtown



Fishing

Raleigh. Attending were folks from both inside and outside of the office and a few special guests—Jim and Jan Parrish (Jim works in CH2M's Dallas office) flew in from Dallas and my mom surprised me with a trip in from Illinois. All in all, it was quite an evening.

Leila and I have been doing a fair amount of traveling since retiring. A number of our friends retired ahead of us and invited us to visit or go on trips and we'd commonly answer that, in some cases, we'd have to wait till we retired. So, we are now making good on that promise. Since my retirement we have made trips to north Georgia, Ashville, Nashville, twice to Florida, Tybee Island (Georgia), Bahamas, Pensacola (Florida) for the Blue Angels, Illinois, Yellowstone National Park for fly fishing and sightseeing, and multiple trips to the North Carolina coast. Steve Pasteur, a recent retiree from Gainesville, came up the first week of November for a fishing trip to the North Carolina coast where we spent several days catching false Albacore, which is a small tuna that migrates down the coast in the fall. We caught 30-40 fish a day, mostly on fly tackle, up to 16 pounds. So, I've been able to take advantage of the extra time to extend my fishing and hunting trips. We also can take advantage of visiting our favorite restaurants during the middle of the week including Chef and the Farmer in Kinston, North Carolina, about 90 minutes from our house—which is our favorite "farm to table" restaurant and is featured on a PBS show *A Chef's Life*. And, I still work a small amount through Agile 1 helping to finish four or five projects I was already involved with. Leila is a part of a yoga co-op and teaches a weekly class.



Steve and wife Leila enjoying one of their favorite restaurants

2017 holds more travel, with upcoming hunting trips to New Jersey for geese and New Mexico for quail and then trips to Switzerland, Las Vegas and the Grand Canyon, and then Florida for tarpon fishing. So far, this retirement thing seems to be working out for us, we've enjoyed our travels and catching up with folks!

VOLUNTEERING OPPORTUNITIES DURING RETIREMENT

By Dennis Sandretto (dasandretto@gmail.com)



After reading the July issue of the CH2M Alumni newsletter, which included an article about the Foundation's work with B2P, I was intrigued. I clicked on the link to the YouTube videos. It reminded me of my two very enjoyable trips to help construct the La Casa de Fe orphanage in Shell, Ecuador, where I helped install culverts, build doors, and placed concrete. I contacted the Foundation and Tessa Anderson responded with information which I thought might be helpful for others who wish to volunteer. First, though, is apparently there are no plans for retirees to help with Foundation supported projects. Tessa recommended to visit the Bridges to Prosperity, Engineers Without Borders (EWB), and Water For People websites to learn more about direct volunteering opportunities.

She also said that EWB recently launched a new volunteer matching site to check out as there could be some good fits, depending on a volunteer's experience and availability: <http://www.ewb-usa.org/work-with-us/volunteer/>. EWB is always in need of university mentors (visit the chapter page on their website to locate the nearest chapters) and for technical reviewers on their Technical Advisory Committee or health and safety review teams; those tend to be a few hours a month reviewing designs, and then a monthly or quarterly conference call to share feedback. They have also recently created an Engineering Service Corps group that targets more sophisticated projects—Mike Paddock, a former long-time CH2M employee, left the firm at the beginning of the year to run that program. They will post assignments on the link above.

Water For People has discontinued its World Water Corps program but does reach out if it has technical projects that cannot be completed by in-country staff. Bridges to Prosperity has longer-term Bridge Corps assignments in its operating countries (typically 6–12 months). However, most volunteer opportunities are tied to corporate teams or mentoring university students.

As far as an update on me, I am committed to helping my oldest daughter fix up her house for sale, my middle daughter fix up her house for sale, and help her husband mill planks from cedar logs to be transported to Alaska where we are building their future home. Then in June–August later this year I am committed to helping complete building their three-story house in Seward, Alaska, that we have been working on for the last three summers.

Since I retired from CH2M in early 2006, I "unretired" later in 2006 to serve for 10 months as deputy manager on the Puerto Rico Metro Region Program, and again in 2007 to serve for a year on the Honolulu Wastewater Program Management Team and again one last time for our Hawaii client in 2009–2010. I'm still looking for other volunteering opportunities or assignments so I can "unretire" again! I hope other retirees will share their volunteering experiences in this newsletter.

TEACHING ART IN ITALY

By Benno Philippson (bennophilippson@gmail.com)



I am celebrating 20 years of retirement, so I am doing what I love to do, art and teaching art. This summer of 2016 was my fourth time teaching sketching and watercolor in Italy. La Romita School of Art is 100 miles north of Rome in Umbria. We usually have about 12 people, Americans, discovering the hill towns of Umbria, which also includes the history going back to the Etruscans about 4,000 years ago. The school director and I choose the towns to visit, so it is different each trip. Three towns always included are Assisi, Spoleto and Orvieto, but the other towns vary.

We are there for 2 weeks; people may extend their time in Europe if they want. The trip fee includes nearly everything but airfare: meals cooked on site, wine with meals, air conditioned bus, instructor, staff to take care of you and a real air conditioned church for a classroom!

We had a wonderful experience this past summer. We had met nearly monthly all winter and were well acquainted before we ever left Portland. Three in the group were returnees. The group already had a personality of its own before we left Portland.

In early July 2018 I hope to take the next group of 12 to La Romita. My teaching background includes all ages and skill levels. I taught in the Architecture in the Schools program for 4th and 5th graders for 10 years and have had college teaching experience as well, so a group that comes with a wide range of skills is really no problem.

If you are interested, please look at the website, www.laromita.org and see what the setting and courses are all about, including some videos of courses in session. Do think ahead to 2018 and let me know if you are interested!

GLEN DAIGGER TO PRESENT DISTINGUISHED LECTURE AT YALE

Professor Glen Daigger presented the John McClanahan Henske Distinguished Lecture in Chemical and Environmental Engineering at Yale on December 7, 2016. Daigger was selected by the faculty of the Yale Department of Chemical and Environmental Engineering for this annual event honoring a distinguished scientist/engineer. Read more here: <http://cee.umich.edu/glen-daigger-present-distinguished-lecture-chemical-and-environmental-engineering-yale>. Thanks go to Jerry Foess, who provided this highlight from the newsletter from U. of Michigan Civil and Environmental Engineering Department.



SCO GEEZERS HOLIDAY GATHERING

By Don Marske (donmarske@gmail.com)



From L-R: Bryant Wong, Tom & Kay Bissonette, Lee VanderLinden, Peter Torrey, Joan Marske, Karen McClellan, Jon & Susie Gaare, Tom Peters, Don Marske, Denise Davison, Ellen Zupka, Bob Willey, and Michelin Roy

Hi all...just a short note to share that the SCO Geezers enjoyed our 2016 Holiday Lunch gathering at the Citrus Café. We all enjoyed getting caught up with each other's travels, aches and pains, and unfortunately, layoffs for friends and colleagues. We wish the best for the holidays and the New Year for all our CH2M colleagues around the country.

New Retirees

TONY VEGA'S RETIREMENT CELEBRATION



Matt, seated, Tony, Joan, and Joe

A happy group of CH2M colleagues and friends from the Austin, Dallas/Fort Worth, and San Antonio offices met in early November at Z Tejas restaurant in Austin to celebrate Tony Vega's retirement after 28 years. Tony started in Denver and after 1 year came to Dallas/Fort Worth for 10 years and then moved to Austin in 1998 to finish out his career.

The group spent an enjoyable time swapping stories and updates over hors d'oeuvres and drinks kindly provided by James Dwyer. Joe Jenkins (our emcee extraordinaire) took over with Matt Berg's assistance for the presentations, which included a variety of CH2M "goodies" and several restaurant gift cards, including Tony's favorite "Whataburger." Matt Berg, David Lewis, and others shared their favorite Tony stories and thanks for his

outstanding work over the years with all the local clients. Tony was then presented with a memory board highlighting some of his career which folks then signed with their congratulations and well wishes.



Bottom front row (L-R) Mike Uchniat, David & Nancy Lewis, Jim O'Conner, Joe Jenkins, Mark Nanninga, Robert Adams, Joan & Tony Vega, Bill & Shirley Berhorst. Top row (L-R) James Dwyer, Paul Thornhill, Matt Berg, Gordon Koblitz, Justin Ware, Colleen Kirk, Carol O'Conner and Jim Clary



Tony's memory board with his CH2M career highlights

Tony and Joan expressed their heartfelt thanks to the group for their love and support while Tony worked in the Austin office and the past couple years when Tony took a personal leave so he and Joan could serve as missionaries in the Dominican Republic (see previous article in the July 2016 newsletter).

SHIFTING GEARS

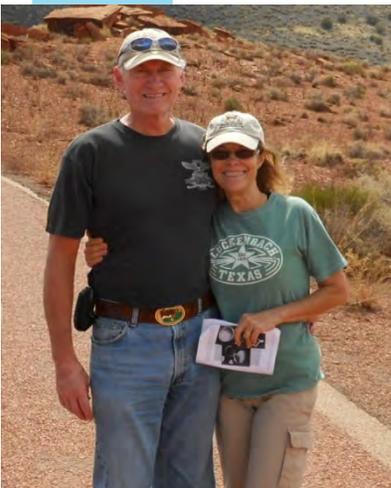
By Mark Nanninga (mnanninga@gvtc.com)

Well, the time came to shift gears and begin a new phase of my life. Looking back to January 1980, it doesn't seem all that long ago that I began my career with CH2M in the Boise office, where I spent my first 7 years. Special thanks go out to Scott Normandin, after meeting up in graduate school at University of Texas, for opening the door to CH2M in Boise after I spent a couple of years working in Houston, Texas, for another firm. The Boise years were very special to me. After my time in Boise I came to Texas in 1987, because Gordon Koblitz said he needed some structural help. Thank you Gordon! I then spent 17 years in the Dallas office and the last 12 years in San Antonio. I know the young folks can't imagine how 36+ years doesn't seem that long, because looking forward it seems an eternity. Funny how that works.

My retirement party on September 23 at La Gloria was great fun! Besides folks from San Antonio, James Dwyer, Joe Jenkins, and Bill Berhorst came from Austin, along with Jen Henke and Tim Lyons from DFW and Murry Fleming/TUL. Great food and great conversations reminiscing about old times. I really appreciated all that took the time to attend. I also really appreciate the kind words from many across the firm in response to my retirement announcement email. Will miss the comradery and associations with all the great folks, but not so much the work.

I've had the fortune to work with and learn from some very bright folks over the years. Working with such great people inspired me to stick around. My job was to keep my head down, keep client ratio up, be a team player, meet project challenges head on, learn from the best, pass on some of my acquired knowledge, keep clients happy, do good work, and have some fun. I want to thank everyone for giving me the opportunity to share in these memorable experiences.

Aubie and I look forward to riding motorcycles (Aubie has a BMW R1200R, I have a Suzuki M109R) in the Hill Country, caring of a couple of very large pets, visiting with the grandkids, getting healthy through activity, and enjoying our semi-country home. Our very large pets are Magic (15 years old) and Libby (2 years old), both Rocky Mountain breed horses. We both love our pets, but Aubie is the horse expert and rider; I'm the photographer and assist in caretaking, but leave the riding to her. We're looking forward to keeping in touch with all our many CH2M friends around the country in the coming years! Don't hesitate to look us up if ever in the area. We would love to see you!



Mark with his wife, Aubie



Aubie with Libby

NORM HUGGINS RETIRES AFTER 48 YEARS OF LEADERSHIP AND CLIENT SERVICE



In May 1966, Norm Huggins, a young and apprehensive first-year engineering student from Queen's University, walked into Gore & Storrie Limited (G&S) in Toronto, Canada. He would quickly learn what it took to be an engineer at G&S.

On day one, the drafting manager, Jacob, arrived at Norm's drafting board and asked for his coffee order. Not much of a coffee drinker, Norm responded, "I think I will have a regular, medium."

"You don't think. You either know or you don't," said Jacob as he walked away. Norm got his regular coffee, but more importantly, a lesson learned: as an engineer at G&S, you were expected to know what you were doing.

Fast forward to May 1969. Norm was now starting as a junior structural engineer at G&S. In 1969, employees were paid monthly by hand-prepared checks. The accounting department was a single, dedicated employee, Lucy MacIntyre, who started at G&S in 1921 and retired in 1970.

"I remember thinking, wow," said Norm. "How could anyone work at the same place for 49 years? The answer became clear—it's easy when it's the best firm in the business and a close-knit family. I understand that now."

Fast forward to December 2016. "I'm now approaching Lucy's track record, albeit through a very successful merger with CH2M HILL," said Norm. "By now I know how I like my coffee and a few other things, of course. I refuse to stop learning, and I hope to continue to share what I've learned with future engineers."

Last May marked 50 years since Norm first walked through the door at G&S, and December 28, 2016, marked Norm's last official day as full-time CH2M employee.

"There is a bright future here at CH2M for other young engineers," said Norm. "Be your own worst critic, and always review your work to make sure it was done right. And you better know how you like your coffee."



Here are some of Norm's remarkable—and interesting—career highlights:

- Experience as a structural engineer, the go-to, in-house reservoir designer, and project manager for wastewater and water projects.
- Client development and support throughout Canada, as well as Bolivia and China.
- Founding manager of the Barrie office and senior advisor from 1981 to 2014.
- First manager of the CG&S Waterloo office from 1996 to 1998.
- Founding Chair of the Toronto International Partnership (TIP), an association of leading Metro Toronto Infrastructure Consulting Engineers.
- Chair of the Association of Consulting Engineers of Canada (ACEC).
- Awarded the ACEC Beaubien Award for Lifelong Contributions to Consulting Engineering (2013).
- Introduced the first hand-held calculator to the company.
- Holder of the company's first cell phone.
- Pioneered fax technology for branch offices.

While December 28, 2016, was Norm's last official day as full-time CH2M employee, he is now working a flex schedule to ensure a smooth transition. "Of course, I'm also trying to slowly transition into retirement for my wife's sake," said Norm. "To help ease the pain of having me around the house all the time now."

"It was interesting, as I arrived at my desk a few days ago I found a staff list on my desk from 1970," said Norm. "Someone must have thought of me as they looked through the list. Lucy's name was on it as the oldest surviving member (at that time), and my name was there as the oldest existing permanent employee. As with Lucy, I am not feeling my age because I love my job. I love my career. And I love and respect my fellow employees. Above all, I like to have fun."

Please join us in thanking Norm for his 48 years of dedicated service and wishing him all the best in retirement!

A FOND SENDOFF TO DWIGHT POPE, A 48-YEAR EMPLOYEE

By Erin Tyler



Dwight and his wife Elise

How many opportunities do we get to talk with an employee with more than 45 years of stories under one company's roof (so to speak)? Very few.

As the "fond sendoff" interview begins, I feel the need to greet Dwight Pope, who is a mechanical engineer by trade, as "Mr." or "Sir," a respect deserved for the almost five decades of service he has given. In turn, his formal approach to the interview is an example of the respect he gives to his field and his time with the company.

Oddly enough, formality wasn't an aspect of his interview to join CH2M, which was Lockwood Greene at the time. Dwight describes it as, "the best lunch I ever had."

In 1968, by happenstance, he ran into a former boss (from his time in Florida) on a street in Atlanta, Georgia. After an impromptu lunch, Dwight had joined the Lockwood Greene team.

The company had only 27 people in the Atlanta office, where he gladly took on an entry-level position. He recalled his first project was for a Coca-Cola plant, working on water modifications for the syrup used in the drink. From there, he moved into textiles with polyester, supporting work for Allied Chemical, John's Mansfield carpets and others. One of the biggest projects of that time was a Brown and Williamson tobacco facility in Macon, Georgia, a greenfield project of a plant built where there was nothing for the eye to see but pecan trees.

But his more notable impact is the 21-year relationship, which started in 1995, with key account Lockheed Martin. The team labored to obtain small jobs, continuing to submit proposals on almost anything and building relationships one Lockheed Martin project manager at a time—the true definition of networking.



Dwight's desk in his early days when drawings were ink on Mylar

One day, the team landed its first big project in Marietta, Georgia, for an anodizing and chemical treatment line that treated every part of Lockheed's military aircraft. Since then, Dwight has been dedicated to Lockheed Martin full time, spending more hours with the client than in a CH2M office. He has supported hundreds of Lockheed Martin projects, including the F22 assembly line (complete design and supervise construction), the F22 fuel test facility, F22 data centers, water plants, generators, site utilities and more. "Anything you can name, we've done out here," Dwight reflects.

Through the years, he's seen handshakes and verbal agreements of a smaller company turn into accountants, lawyers and terms and conditions of a global firm.

When asked if he'd do it any differently, he states, "I'd absolutely do it the same...I've had some really great people to work with. You don't work on these jobs unless you have really great people. Not successfully, anyway."

And when asked what advice he would like to give to the next generation of CH2Mers, Dwight encourages them to pick something they really like to do. "Don't worry about the money...that will come. Pick something you enjoy, because you'll be doing it for a long time. And always go above and beyond what you feel is adequate to satisfy the client...you'll have a much happier client."

That's a recipe that has worked well for Dwight for almost 50 years. After retiring on July 15, he has begun his retirement to-do list, which includes moving to his long-time getaway at Lake Sinclair, Georgia, for some full-time bass fishing.

As we close our conversation, Dwight ends the interview with a perfect closing line. “I am lucky to have enjoyed a long and rich career.”

Congratulations to this life-long employee who embodies the best of CH2M’s client-centric culture. We hope you have an equally long and rich retirement.

HELLO, RECENT RETIREES

In addition to the folks above, the following staffers retired in the last 6 months after 10 years or more with the CH2M companies.

John Altick	Brian Constant	Sherry Leigh	Linda Risen
Tonya Amidon	Harold Copeland	Calvin Lennox	Lon Robbins
Pamela Audas	Harold Davis	Beth Liu	Christopher Rogers
Ronald Ballard	Scott Dehainaut	Matthew Marko	Nancy Schultz
Indradeep Banerjee	Harold Fisher	Stephen Masse	Ray Selvy
Robert Beckman	Kevin Flynn	Susan Mays	Sandra Shearer
Christopher Belk	Jonathan Garcia	David Millard-Hasting	Richard Sparkman
John Blasco	Charles Gunther	Edmond Moore	Jonathan Spencer
Kenneth Bressler	Christopher Hayslip	Darrell Mores	Ronald Stillmunkes
Amanda Brough	Kay Jones	George Morgan	Fred Streltzer
Teresa Brown	Deborah Keefe	Kimberly Neal	Patricia Taylor-Woodyard
Karen Caldwell	Jason Kirk	Forrest Olson	Cynthia Teel
Catherine Christiansen	Jonathon Koenig	Robert Pieper	William Thompson
Leofwin Clark	James Kovalcik	Richard Pipkin	Mary Lou Warntjes

If any of you would like to share retirement stories, photos, or presentations, please forward information to alumnirelations@ch2m.com or Gordon.Koblitz@ch2m.com, along with anyone’s name inadvertently left off the list.

PRE-RETIREE NEWS

Blowing Up the Glass Ceiling



Linda (left) and EOD team

Today, women are knocking down the last barriers in the U.S. military; on April 27, the Army announced that Capt. Kristen Griest will be the first female infantry officer. And CH2Mer Linda Cox is part of that legacy, having become the U.S. military’s first bomb technician more than 40 years ago. But how did this game-changer get her start?

Fixing engines while dirt biking with her brothers in West Texas, of course. When Linda Cox, then known as Linda Cranford, a smiley 18-year-old from rural Chickasha, Oklahoma, wanted to join the Air Force in 1971, she aced her exams in math, writing, plus a practical section on machines and tools.

But from the beginning, she didn’t quite fit in. The majority of women joined the Women’s Air Force (WAF) for clerical or nursing positions. Not Linda. “We’ve never had a woman score so high on the mechanical test,” the recruiter told her. So instead of going to the secretary pool, she learned to operate a printing press at the prairie outpost of Grand Forks, North Dakota. One evening, while hanging out in the women-only barracks, her good friend Peggy McCormick handed her an

advertisement for a job called explosive ordnance disposal (EOD). Linda had never heard of it, but the page said EOD was short volunteers and paid an extra \$55 a month.

“Bet you won’t do that,” Peggy said. All she knew was that EOD was dangerous and somehow involved bombs.

“Bet I will!” Linda said.



“I dare ya,” Peggy said.

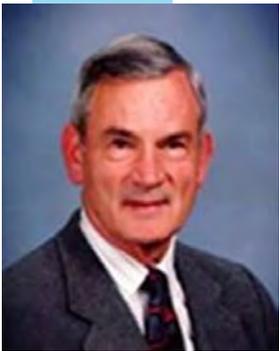
That’s all it took. The nation had its first female bomb technician, based on a dare.

Linda was done printing newspapers. She would make it through EOD School (known as one of the toughest schools in the U.S. Military), survive the ridicule of narrow-minded officers and the unwanted attention of journalists and the women’s liberation movement. She broke every glass ceiling in Air Force EOD: first to lead her own unit, first to go to war, first to be awarded a Bronze Star, first to hold the highest enlisted rank of chief master sergeant.

Her bravery and independent self-agency has contributed to her successful career, even after leaving the U.S. Military. Warm but firm, genteel but not gentle, hear her share her thoughts — on her career fitting in as an “EOD guy,” women in combat, her current work at CH2M, and what lies ahead — in the full BuzzFeed feature article, available [here](#).

GOODBYE, OLD FRIENDS

Robert R. Adams



Bob Adams, former CH2M partner and employee No. 10, passed away July 30 in his home in Corvallis, Oregon. He was 91 years old.

Born in 1924 in Corvallis, Bob attended the University of Colorado (BSME in 1945), Oregon State University (BSCE in 1948) and Yale University (MSME in 1949). He was a member of the U.S. Naval Reserve from 1943 to 1946, serving as V-12 and Line Officer (Lt. JG).

Bob joined CH2M in 1949 as a structural/civil engineer and was made a partner in 1961. He served as the Corvallis office regional manager from 1969 to 1971. During subsequent years, he served as director of civil engineering (structural, geotechnical and transportation groups), vice president, and senior consultant. Highly respected by his fellow engineers, Bob was a mentor to many through the years. His kindness and generosity left a significant impact on those who knew him. After 39 years of service to the company, he retired in 1988 as vice president and director of civil engineering.

During his career, Bob was honored by the American Society of Civil Engineers (ASCE) as the 1978 Oregon Civil Engineer of the Year, the Structural Engineers of Oregon, and the American Public Works Association. He held numerous industrial and society positions, such as president of the Structural Engineers Association from 1961 to 1962 and president of the Oregon Section of ASCE from 1966 to 1967.

Very active in his community, Bob served on the State Judicial Fitness Commission and helped found and chair the Benton County Planning Commission. He was a member of the Good Samaritan Hospital Foundation Board of Trustees, the Benton County (Oregon) Planning Commission and the Oregon Judicial Fitness Commission, serving as chair for 2 years. Bob was also member of the Oregon State Board of Higher Education from 1985 to 1993.

Bob and his wife Mary were former members of the OSU Alumni Association Board and were very active in the OSU Foundation and Alumni Center. Bob was inducted into the OSU Engineering Hall of Fame in 1999. To say Bob lived a fruitful and accomplished life would be an understatement—an inspiring role model for many.

Joseph E. Worth, III



Joe Worth, 85, of Philomath died November 2 in Corvallis. He grew up in Eugene, Oregon, graduated from Eugene High School, and entered Oregon State College (OSC) in 1950. In 1953, he left to serve in the U.S. Army and returned from active duty in 1955 to earn his bachelor’s degree in civil engineering as an honor student and Kappa Sigma Fraternity member in 1958. He completed his master’s degree in fluid dynamics, hydraulics, and structural engineering (1961), while serving as an instructor in civil engineering from 1958-1962 and working on the hydraulic design modeling of the Hanford K-Reactor core water system.

Joe joined some of his former OSC instructors as an entry-level civil engineer at CH2M in 1962. He devoted his entire 33-year career to help grow and lead the firm, advancing through the ranks to become the U.S. Eastern District manager, director of professional practice, and serve four terms on CH2M’s Board of Directors. Joe also took great pleasure serving in leadership roles with

professional organizations, culminating with his role as Chair of the Engineers Joint Contracts Documents Committee.

Dr. Manuel R. Vilaret

Dr. Manuel Vilaret, 96, died June 30, 2015. Born in Cuba, Manuel was a 56-year resident of Gainesville, Florida. Manuel received his PhD in 1965 studying under Dr. A. P. Black. He was a licensed Professional Engineer and past president of the North Central Chapter of the Florida Engineering Society. Manuel was named Engineer of the Year in 1983 and 1984 by the American Society of Civil Engineers Florida Section, Water Engineer Emeritus by CH2M, and lifetime Fellow of the Florida Engineering Society. In 1998, he received an award in recognition of 50 years of service by the American Water Works Association for his work and interest in enhancing the Water Global Environment.

Manuel, along with Dr. Ignacio Garcia-Bengochea, was instrumental in reaching an amicable agreement with the Hercules organization allowing the engineering company Black Crow & Eidsness to begin a new life under the banner of CH2M.

He was also a highly respected member of the firm and the Gainesville office. Ted Belser, a former long-term CH2M engineer, remembers him. "I worked with Dr. Vilaret for many years. He was the go-to engineer/office expert for water treatment technology issues. He had many stacks of paper in his office, but he knew right where to look for any given report or article that would be helpful to those of us who went to him for guidance. More importantly, he was a generous, kind man."

Manuel seemed to always have a smile on his face. He was very approachable when younger engineers asked him for technical advice on a variety of water treatment issues. Anecdotes from the old days would occasionally surface. He was a fancier of fast cars, and loved to eat, especially on business trips.

A conference room in the Gainesville office honors his name and his accomplishments.

Manuel is survived by his wife of 63 years Gloria V. Vilaret, son Dr. Manuel R. Vilaret, daughters Vilma V. Lang, Gloria V. Gonzalez, and Arleen V. Partridge, their spouses, 11 grandchildren, and 13 great grandchildren.

Rick Nelson

CH2M has lost a special member of our Water team—Rick Nelson. Rick, who had been fearlessly battling cancer, passed away on September 1, 2016, in Kansas City, Missouri. He will be remembered by his family as a loyal son, brother, father, teacher, coach and athlete, and by many of us at CH2M, as a mentor, role model, and friend.

Rick joined CH2M in 2005. Most recently, he served as a vice president and was the global service team leader of conveyance and storage infrastructure, bringing much expertise in aging infrastructure and underground water and wastewater conveyance and storage. When not working, Rick enjoyed boating and spending time at his cabin in Warsaw, Missouri, near Truman Lake.

Rick is survived by his wife, two children, and five grandchildren. He grew up in Lake Forest and graduated from Bradley University in Peoria, IL, in 1973. He later received his Master of Science in Environmental Engineering from Illinois Institute of Technology, in 1979 and his Professional Engineering license in 1985.

Einar "Sy" Syvertsen

Einar "Sy" Syvertsen, 86, was born on January 26, 1930 and passed away on March 14, 2016 in Eagle River, Wisconsin. Sy received his bachelor's degree in humanities in 1957 from Franklin College and his master's degree in urban and regional planning in 1963 from the University of Washington. During his career, he worked as a consultant for the National Community Development Service in Cleveland, Ohio, and New Orleans, Louisiana, before working as an environmental planner for CH2M in the firm's Seattle, Boise, Anchorage, Denver, St. Louis, Milwaukee, and Atlanta offices. Says Frank Jenes, "He was such a nice person, I really liked working with him. When I first met Sy I was new to the firm in 1972 in the Bellevue office. He was in charge of the Environmental Department."

Sy retired in 1997 and became active in several Eagle River organizations, including the Eagle River Main Street program, receiving an award in 2010 as Board Member of the Year from Wisconsin



Governor Scott Walker, for his dedication to downtown revitalization, economic development, and historic preservation. Sy was proud of the historic Train Station Mural, restoration work at Riverview Park and enjoyed volunteering during the Festival of Flavors annual event showcasing state and local offerings.

Sy enjoyed photography, reading, RV camping, traveling, amateur radio, and computers. He also proudly served in the U.S. Navy from 1947 to 1951.

He is survived by his wife Linda; daughters Diana Hurtado of Seattle, Washington, and Brenda Wolfe of Eagle River, Wisconsin; son Glen Syvertsen of Seattle, Washington; and four grandchildren and two great grandchildren.

Gary Matzen

Gary Matzen passed away as a victim of a motor vehicle accident near Longmont, Colorado, on October 14, 2016. He was born in Moses Lake, Washington, on September 18, 1951; he and his twin sister Vickie were the first paternal twins born at Samaritan Hospital.

He attended Moses Lake schools and graduated with the class of 1970. Gary then attended college at Washington State University in Pullman, Washington, where he earned an engineering degree. Gary then began working for CH2M in Denver as a civil engineer. He worked for the firm for over 35 years. During his career with CH2M, Gary was recently involved in creating an invention called the nested nozzle mixer.

Says Phil Hardin, "Gary was a great mentor to me when I was a young engineer at CH2M. His easy going manner and fun sense of humor made working with him a pleasure. The engineering knowledge he passed on to me was extremely helpful in my career. We also enjoyed several fun out of town engineering trips together. He will be missed greatly by all he worked with and mentored over the years!"

One of Gary's favorite pastimes was playing golf. He also enjoyed hunting, fishing, and football. Gary had a very laid-back sense of humor, and he was a very kind and generous person. He is survived by his wife Kristina Matzen; his son Joshua and wife Samantha Matzen (children Zoe and Zie); his mother Doris (Boots) Matzen; his twin sister Vickie Skeesick and his sister Bunny Taylor; as well as brothers-in-law, sisters-in-law, nieces and nephews.

Brian Casey



Brian and Megan

It is with deep sadness that we share news of CH2M losing Brian Casey, a member of our State and Local Governments business development/sales team. Brian and his 19-year-old daughter, Megan, a freshman at the University of Wisconsin-Madison, who was pursuing a career in nursing, were among those tragically lost in an aircraft accident over Lake Erie on December 29. Survived by wife Sharon, daughter Molly, and son Matthew, Brian and Megan will be remembered by their family, friends and community as loving, caring, remarkable individuals.

Brian joined CH2M in 1995 to establish and build a Cleveland, Ohio, presence for CH2M. The Cleveland office grew quickly and continued to flourish based on his legacy of exemplary client service and local partnerships. In 2005, he relocated to Columbus as an integral member of the BBS Corporation acquisition team. Most recently, Brian served as a vice president and regional sales director in the U.S.

North region. He previously held positions as a global sales director for our former

Water Business Group (WBG), the WBG Northeast Region business development manager, area manager and Global Service Team leader.

"Brian will be sadly missed," said Matthew Elliott, regional sales lead for Canada. "He was always the ultimate team player, providing gentle leadership and encouragement, playing where he needed to play and never afraid of the heavy lifting. With Brian at bat for many of our strategic wins in Canada, we did not strike out!"

For those who worked directly with Brian or those who only had the opportunity to chat with him, Brian's genuine demeanor and warmth touched many – whether it was business-related, or on a personal level, especially if you shared his interest for his beloved Ohio State Football team. During

his tenure as Cleveland area manager, the Caseys opened their home (forever known as “Camp Casey”) for an annual employee summer picnic, filled with good food, camp fires and family games.

During the holidays, Brian and his family, along with Cleveland client families, participated in the Mayor’s Food Basket—packing holiday meals for local families in need. While these are just a few examples of Brian’s generosity and leadership, he always seemed to be there and was willing to lend a helping hand for others in their time of need, going above and beyond what would normally be expected.

“I have known and worked with Brian for his full career at CH2M, and it is hard news to absorb. Brian was a kind, generous and talented team member. You could count on Brian to have his priorities straight and to truly care about you. We were lucky to have him on our Global WBG Business Development Team,” said Meg Ibison, senior vice president State and Local Governments.

We recently lost these colleagues as well:

Don Allen	November	Darren Ginty	November	Linda Langford	October
Francis Boaze	August	Brian Graham	August	Matt Rogers	August
Mark Dannells	August	Marcin Gwizdowski	December	Colleen Wells	July

If you hear about the death of any of your colleagues and you think others would be interested, please forward the obituary or the family’s contact information to AlumniRelations@ch2m.com or Gordon.Koblitz@ch2m.com.

SPECIAL INTEREST – YOUR FEEDBACK

Thank you for your feedback on this newsletter! We greatly appreciate hearing from you! If you have comments, questions, or ideas for upcoming newsletters, please send them to Gordon.Koblitz@ch2m.com

“I so enjoyed working for CH2M HILL. The most disheartening decision that I made when I relocated to Illinois was leaving a company...a family...that walks the walk of integrity, has exceptional character, and social responsibility. It was a great opportunity that I was thankful to contribute to. Still miss the people of CH2M. Warmest wishes! Always enjoy the newsletters, thank you.”
—Sandy Crabtree

“I very much enjoy keeping up with my peers and the happenings of the company. Some of us continue to do challenging things out here in the world. Something that would possibly help us is contacts. I know I spend a lot of extra time researching those I want to engage.”—Jim Bareinger (retired employee 780)

“Hi all—you guys keep on outdoing yourselves! Congratulations on an outstanding newsletter. It was a page turner!”—Don Marske

“Thanks a bunch for remembering! Nice to be included in such a prestigious group of projects. Fascinating quick read of some retirees I know. Cheers.”—Peter H. Rude, PE

“Thank you for your ongoing efforts. This newsletter was once again superbly crafted! I totally enjoyed reading it, and reflecting on great times and people.”—Bob Chapman

“Thank You publishing team. Very well done.”—Ron Ott

“Fabulous document. Thanks to all!”—Thomas Sadick

“Vicki, this is One HECK of a newsletter! Thanks from the bottom of my heart. Lots more to read yet. Best Regards.”—John Spitko

“Congrats to you and your staff for a great alum issue.”—Tim Shea

“Thanks for the memories...employee #1305.”—Michael Mariano

“Another great issue. Thanks to you [Vicki], Gordon, and Suellen for your obviously significant efforts.”—Jerry Foess

“Your continued leadership in producing and managing news for our CH2M Retiree-Alumni family is so greatly appreciated! Thanks!”—Kathy (Ritter) Phillips

“I just wanted to send this quick message to tell you how much I enjoyed reading the latest newsletter. I enjoy reading this each time, and you and your staff do a great job of producing this newsletter.”—Susie Gaare

“Even though I’m not retired, I really enjoyed reading this issue and catching up on some of these folks I worked with and who shaped my career. What do I need to do to get on the email distribution list for future newsletters?”—Craig Massie, PE

“The newsletter is great! Loved seeing the picture of Mary Jo [Jordan]. We usually talk about once a year and try to keep up with each other.”—Carol O’Conner

CH2M News

CH2M REORGANIZATION, MANAGEMENT UPDATES

By CH2M CEO Jacque Hinman (Jacqueline.hinman@ch2m.com)

I am delighted to announce CH2M’s Board of Directors has voted unanimously to appoint Enterprise Project Delivery Director Jan Walstrom as Mark Fallon’s replacement as an employee director to the Board until the next election of directors by stockholders in May. Jan also will serve on the Board’s Risk Committee.

Jan is a 24-year veteran of CH2M and has served in many successful project and program management operations and corporate roles. She also has been a key contributor in developing processes, approaches, and tools that have improved our profitability, and she has contributed to key project wins and helped improve our market leadership. Jan’s Board appointment is based on her long, deep and diverse executive leadership experience; her historically strong employee support in being nominated to the Board; and the Board’s respect for her contributions—in particular, 2015’s Transformation Program.

I am also delighted to announce CH2M’s Board of Directors has voted unanimously to appoint Senior Vice President Blake Jeffcoat to replace Elisa Speranza as an employee director on the Board until the next election of directors by stockholders in May. Blake also will serve on the Board’s Governance and Corporate Citizenship Committee.

Throughout more than 35 years in his career with CH2M, Blake has served in numerous leadership positions within our company, including regional manager, regional business group manager, regional project delivery manager, and water business group operations manager. Most recently, he accepted a key role as head of project delivery for our new project services group.

Blake is well respected by peers and clients as a model leader, demonstrated by his client-centric approach, and commitment to employee development, having mentored countless current and former CH2M team members. Blake also has garnered quite a following, known for his “Blake’s Takes,” a twice-a-month message to colleagues offering words of wisdom, direction and thoughts on CH2M and the world. He’s built a following using the art of anecdotal storytelling to attract interest and relate to readers with seasoned perspective. Several of Blake’s recent “takes” have been featured on our virtual office home page for helping employees understand changes we are making to align to our new operating model to our strategy.

Blake’s well-earned reputation for excellence and leadership, coupled with the range of his relationships among employees past, present and retired, make him an ideal Board member representing the interests of all shareholders.

In addition, some of our retired stockholders have expressed an interest in being considered for representative nomination to our Board of Directors. We anticipate presenting a proposal at our Shareholder Meeting planned in May, for stockholders to consider amending the firm’s Certificate of Incorporation to allow a qualified retired, former employee to serve as an “Employee Director.”



Jan Walstrom



Blake Jeffcoat

MENTORING PROGRAM NEEDS YOU

By Ebony Mills (Ebony.Mills@ch2m.com)

CH2M is relaunching a mentoring program and we are eager to include our retirees. The mentoring program is a way to develop emerging talent and keep knowledgeable and experienced retirees engaged and energized.

Mentoring helps develop a pipeline of future leaders who understand the values and skills required to succeed at CH2M. Mentoring programs provide a broad range of personal and professional benefits, which ultimately lead to improved performance in the workplace. If you are interested in participating in the mentoring program, please reach out to AlumniRelations@ch2m.com with the following information:

- Type of roles previously held
- Experiences at CH2M and when
- What you can offer to the mentee
- Your goals for mentoring relationship
- Why you want to be a mentor

2016 CEO EXCELLENCE AWARD WINNERS—CAREER ACHIEVEMENT

Every day, we are delivering work that improves our communities and our planet. We're turning challenges into opportunities, serving our clients with innovation and skill, and taking care of one another. The CEO Excellence Awards program is one of the ways we recognize the amazing difference CH2M employees are making in the world. Now in the seventh year of this awards program, we are excited about our 70 nominations, and we are the following individuals for their career achievements. On behalf of our clients and all of us at CH2M, thank you and congratulations!

—Jacque Hinman, CEO

Jim Lozier “J. Lo”

Global icon, membrandiac, and “Quality” Water Person of the Year

Jim is a global icon and internationally recognized authority on membrane technologies for potable water treatment, desalination and water reuse. With more than 35 years of experience in the water industry, he is a highly regarded speaker for major conferences and contributor to industry publications, publishing more than 60 articles and book chapters. Jim is widely respected for mentoring CH2M staff and clients, and for bringing innovation and creative technical rigor to his projects and the industry.



Lisa Whitehouse

Mentor, problem solver, leader

Lisa has a 23-year career with CH2M, serving as an information technology professional. She successfully helped shape and re-shape the IT department to meet the evolving needs of our firm's engineers, financial managers and project managers in a seamless manner, and ultimately in service to our clients. Lisa is committed to ethics and integrity, transparent communication and demonstrated mutual respect for others; also notably, she helped launch CH2M's Women's Network, which now has 29 chapters worldwide.



Jeff Gentry

Technical and project delivery excellence over his 30-year career

Jeff has 30 years of experience, progressively engaging roles of higher responsibility, innovation and creativity within the environmental field at CH2M. He has repeatedly demonstrated strong technical leadership on some of our most challenging projects and has led efforts to innovate/differentiate ourselves in the market. Jeff is also one of the best mentors of junior environmental staff and peers. His “open door” approach helps create our next generation of stellar technologists.





Meg Ibison

Career journey proves the sky's the limit at CH2M

Meg is the perfect representation of where a career journey can take you at CH2M. She brings a unique quality that defines her as a leader and a mentor through her caring, nurturing manner. She has established a strong reputation as a leader who can be counted on to set the example for high standards of integrity, trust and trustworthiness, personal responsibility and accountability. In the traditionally male-dominated engineering and construction industry, she has broken the glass ceiling, inspiring countless other women to do the same.

TIMING IS EVERYTHING FOR TUNNELS & EARTH ENGINEERING PRACTICE TEAM



Members of CH2M's Tunnels & Earth Engineering Team

In early November, the people of Los Angeles County voted "yes" for Measure M, an investment that will raise up to \$120 billion over 40 years for public transit and highway improvements.

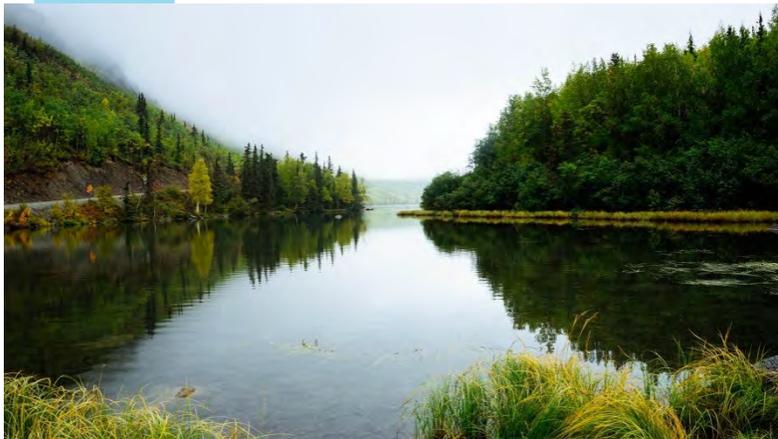
This investment will result in a more robust transportation network in the notoriously gridlocked city whose residents spend an average of 80 hours per year stuck in traffic.

Our CH2M staff has stayed close to this development and our Los Angeles client.

"Timing is everything," said CH2M's Tunnels & Earth Engineering Practice Director Mark Johnson. The day after the vote, the CH2M Global Tunnels & Earth Engineering (TEE) practice teams from the Santa Ana and Los Angeles, California, and London offices gave a 1-hour presentation to senior Los Angeles Metropolitan Transportation Authority (LA Metro) on the London Crossrail project.

The TEE team saw the opportunity to present our industry-leading services and capabilities to this key client. Currently, CH2M is a key member of the tunnel design team for the Westside Subway Purple Line Extension Project, with responsibility for the design of the main tunnel lining structures and the fire life safety systems. With this expertise, CH2M teams are keeping an eye on current trends and continue to look for opportunities to show value and expertise to clients like LA Metro.

CH2M NAMED A LEADER IN \$14.6B U.S. ENVIRONMENTAL SERVICES MARKET



CH2M has been named a leader in the environmental services market by Verdantix, an independent research firm.

The Green Quadrant Environmental Benchmark Survey is based on a 4-month study of the 15 largest U.S. environmental services providers.

The Green Quadrant Environmental Services report stated, "We believe CH2M should be on shortlists by buyers who want a full-service environmental firm and have an inclination to sustainable solutions, as well as for those who value a strong reputation."

CH2M achieved the highest scores in the top environmental markets of water and natural resources management, including green infrastructure. The survey's best-in-class Capability and Momentum scoring categories for environmental service

providers rated CH2M in the top three in areas such as remediation, environmental management, waste management, water management, climate change, corporate sustainability, and health and safety.

CH2M also received high scores for natural resource environment management because of its work with the World Environment Business Council for Sustainable Development in developing an evidence-based online business guide and tool that shows how to invest in natural infrastructure and cost-efficient solutions with compelling benefits for society and the environment.

Matthew Sutton, president of CH2M's Environment and Nuclear business, expressed gratitude for Verdantix's acknowledgment of the firm. "To be so well perceived for our reputation and capabilities by our clients and industry, and known for sustainable solutions, is further verification of environmental leadership."

CH2M AWARDED PRESTIGIOUS ASSET MANAGEMENT CONTRACT TO SUPPORT 12 MUNICIPALITIES ACROSS CANADA

CH2M was awarded the first phase of the Leadership in Asset Management Program (LAMP), selected by the joint group of 12 municipalities and part-funded by the Federation of Canadian Municipalities (FCM). The collaborative program brings together 12 municipalities from across Canada to develop key asset management building blocks that will better connect sustainability considerations with their infrastructure planning and decision making processes.

LAMP enables municipalities to work together to develop or refresh their asset management strategies while ensuring that their environmental, social and economic sustainability objectives are integrated with their strategic goals.

"This partnership further cements CH2M's position as a leading consultant in the Canadian municipal asset management market. We look forward to leaving our mark within the industry and in assisting our new clients," said Gareth Lifton, CH2M global practice lead for asset management and LAMP program manager.

A DAY IN THE LIFE AT NASA: MOVING THE WORLD'S MOST POWERFUL ROCKET



CH2M engineers (left to right): Stephan Herald, Pamela Stanley, Jamie Crews, Ashley Neeley and Raymond Carter next to an RS-25 Engine. Photo courtesy of NASA

NASA is best known for scientific discovery and innovation, but even its top scientists need a little help to bring epic plans to fruition and boldly go where no one has gone before. To do that, logistics play a key element. CH2M engineers are working with NASA to move rocket components as they are readied so spacecraft can take over at liftoff to carry astronauts, supplies, and satellites out of the Earth's atmosphere. And our engineers at NASA's Marshall Space Flight Center in Huntsville, Alabama, are planning for their biggest move yet. They're preparing to move the largest rocket booster ever built.

NASA's Space Launch System (SLS) will launch astronauts on missions to an asteroid and eventually to Mars, including robotic scientific missions to Mars, Saturn and Jupiter.

CH2M engineers are developing procedures and training operators for the complex task of moving the rocket. SLS core stage is the heart of this system. Towering more than 200 feet tall with a diameter of 27.6 feet, the core stage will contain 730,000 gallons of super-cooled liquid hydrogen and liquid oxygen that will fuel the RS-25 engines for flight. The mass of

core stage, including the ground support equipment and transporters to move it, weighs in at nearly one million pounds.

CH2M engineers are tasked with overcoming the challenges accompanying the monumental task of transporting the core stage from Michoud Assembly Facility in New Orleans, Louisiana, to Kennedy Space Center in Florida for final integration and launch. In addition to ground transportation, the CH2M team also is responsible for developing and planning the lifting of the core stage from its



CH2M staff testing one of the four heavy-lift transporters that will be used to transport core stage from SSC to KSC. Photo courtesy of NASA

transportation system, rotating the booster to vertically lifting it by crane nearly 300 feet and loading it into the B2 test stand at Stennis Space center near Bay St. Louis, Mississippi, for development and qualification testing.

This team exemplifies CH2M’s core values, principles and purpose by helping lay the foundation for human progress by showing excellence in everything it accomplishes at the Marshall Space Flight Center.

CH2M TO DESIGN AND DELIVER INFRASTRUCTURE TO COMBAT DRUG TRAFFICKING IN KAZAKHSTAN



An existing checkpoint in Kyzylzhar, Kazakhstan

A recent report on international narcotics control strategy by the U.S. State Department found that Kazakhstan is a strategically situated transit country along the main northern trafficking route for Afghan heroin and opiates. Importation of synthetic narcotics from Russia, China and European countries into Kazakhstan has increased recently.

To combat the flow of drugs, CH2M was awarded a project, under an existing contract with the U.S. Air Force, to design passport control buildings, living and administration facilities for border guards and quarantine kennels for drug-detection dogs.

“These new facilities will directly impact people’s lives in a positive way, from helping combat the flow of drugs that threaten citizen wellbeing, to enabling a better immigration experience for those seeking immigration to Kazakhstan,” said Frank Smith, project manager and CH2M director of military installation planning.

“Our designs will provide facilities that not only facilitate the important mission of the Border Guard Service and Ministry of Internal Affairs but are sustainable as well,” states Matthew Sutton, president of CH2M’s environment and nuclear business.

THE NATURE CONSERVANCY ENTRUSTS CH2M TO DESIGN OYSTER HABITAT RESTORATION IN FLORIDA

By Marie Gettel-Gilmartin (Marie.Gettel-Gilmartin@CH2M.com)



“By designing and constructing oyster reefs, we’ll promote oyster settlement on the reef, provide for an additional aquatic habitat and protect shoreline.”

— David Stejskal
CH2M Project Manager

ch2m.

The Nature Conservancy shares our passion for natural infrastructure as a viable way to increase coastal and climate change resilience, so we’ve been collaborating with scientists and engineers on these types of projects to examine nature-based solutions for risk reduction. The Conservancy selected us for this project because of our in-house ecology, modeling, coastal engineering and design experience on oyster habitats and living shoreline projects, combined with our local knowledge of the Gulf of Mexico.

Healthy oyster reefs and other estuarine and marine habitats help protect coastlines

from wave damage and erosion, but 85 percent of oyster reefs have been lost worldwide, largely through overharvesting, pollution, habitat loss and other factors, making them the most severely affected marine habitat on Earth. This restoration project will begin to restore oyster reefs in East Bay while also providing shoreline protection, nursery and a foraging habitat for other aquatic life.

“Our CH2M and Conservancy team has proven themselves on multiple living shoreline projects and are recognized by communities and clients in the Gulf as the go-to experts,” said Brandy Wilson, program manager for CH2M’s collaborative agreement with The Nature Conservancy. “Jeff DeQuattro from the Conservancy and our own David Stejskal make a great team and know how to foster amazing collaboration among engineers, ecologists and area stakeholders.”

Phase 1, funded by the National Fish and Wildlife Foundation Gulf Environmental Benefit Fund, includes 3 years of pre-restoration monitoring, project design and permitting to develop the most effective and efficient blueprint. Reef construction will follow in later phases.

CH2M RECEIVES THE 2016 ENABLON OUTSTANDING PARTNER OF THE YEAR AWARD AT ANNUAL SUSTAINABLE PERFORMANCE FORUM (SPF) AMERICAS

CH2M won the 2016 Enablon Outstanding Partner of the Year award given annually by the world’s leading provider of sustainability, environmental health and safety (EHS), and operational risk management software solutions.

CH2M’s multidisciplinary EHS team was recognized for excellence in delivering integrated Enablon solutions to clients. CH2M implements commercial-off-the-shelf EHS systems like Enablon to solve clients’ most challenging compliance and risk problems, manage their mission critical operational programs, and apply analytics for data driven business decisions.

“We’re honored to receive the Enablon award because it means we are being successful teaming to help our clients improve their environmental health and safety performance, and cost-effectively maintain compliance with regulations,” said Matthew Sutton, president of CH2M’s Environment and Nuclear business. “Being recognized for leadership in this important area by Enablon, advances our global EHS practice as we expand our partnership to serve corporations in Asia-Pacific, Europe, and the Middle East with environmental management solutions.”

POLAR SERVICES’ EXCELLENT PERFORMANCE LEADS TO CONTRACT EXTENSION WITH NATIONAL SCIENCE FOUNDATION



Summit Station at the top of the Greenland icecap

The CH2M Polar Services (CPS) team will be kicking around Alaska, Greenland, Russia, the North Pole and more locations through 2020, thanks to excellent performance on an existing National Science Foundation (NSF) contract.

Earning very good performance evaluations, the CPS team earned additional program years on the contract, extending the work through 2020. CPS provides support services to enable funded research projects to access field sites, facilities, infrastructure and related services to accomplish research goals. Since 1999, the team has supported more than 1,000 scientists at field sites on land and sea all over the Arctic.

“The results of the performance evaluation and the subsequent award of Program Years 7 and 8 are a testament to the great work

our employees are putting forth for the National Science Foundation,” said Jeff Mervin, OM services global operations director, facilities transportation and energy.

“Maintaining high quality services in the cold, remote locations of the Arctic is very challenging! The weather, funding and political climates are constantly changing,” said CPS Program Manager Mike McKibben.

CH2M-MANAGED THAMES WATER LEE TUNNEL IN LONDON NAMED OVERALL 2016 GLOBAL PROJECT OF THE YEAR BY *ENGINEERING NEWS-RECORD (ENR)*



Prince Charles, the Prince of Wales (middle) visits the newly completed Lee Tunnel. Photo courtesy of Thames Water

Thames Water's Lee Tunnel received top honors as the overall 2016 Global Project of the Year by *ENR*, the leading trade publication of the engineering and construction industry. The project won additional distinction as the Best Water/Wastewater Project of 2016.

"Thames Water has received much recognition for its Lee Tunnel, and we are honored to add *ENR*'s global industry award to its list of distinctions. This project is transforming London's aging wastewater infrastructure and providing exceptional value for Thames Water's customers," says CH2M Global Business Group President Peter Nicol.

CH2M has served as manager of the historic public works initiative since 2008. Part of the \$6.1-billion London Thames Tideway Tunnel Program, the Lee Tunnel, the deepest ever built in the British capital, comprises the first phase of the biggest upgrade to London's sewerage system since Victorian times, a key part of Thames Water's bid to clean up the iconic River Thames.

CH2M 3D VIRTUAL REALITY TOOLS BRING REVOLUTIONARY IMPROVEMENT TO GLOBAL PROJECT DESIGN

Recently, CH2M was presented with a challenge from a strategic global client: "Show us something completely new and innovative in engineering design and delivery." In response, CH2M has developed a highly effective approach for leveraging affordable and readily available virtual reality (VR) viewers and the latest VR hardware as it hits the market.

As part of this approach, the firm created a CH2M VR Design Review Kit, a fully contained design review tool that allows clients to participate in collaborative, multi-user reviews to envision project developments CH2M can deliver. These kits are contained in a fitted hard case that holds smartphones, VR headsets and Bluetooth controllers.

"By just turning on a phone, starting up the model and inserting the phone into the headset, team members are automatically connected to a secure control server which allows them to see each other and anyone else who is in the model whether on a PC, an Oculus Rift headset or another smartphone," said Mitchell Hamm, CH2M engineering manager.

CH2M's innovative use of VR technology has markedly reduced the cost and duration of design review cycles, which can now economically take place every few days versus a period of months. In only a few hours, the CH2M approach can prepare a 3D VR model to view on smartphones and computers. In addition to vastly improved convenience, this approach has improved the quality of the design process and has made changes easier and quicker to make in the design process.

CH2M VR Review Kits are currently being used to support CH2M projects in Europe, Asia and the U.S. "Our clients have responded very enthusiastically to this new revolution in design-sharing technology," said Michael Glenn, senior vice president, CH2M Global Client Solutions. "But these tools are about much more than creating a 'wow factor.' It's about creating a better collaborative experience and a better overall project outcome for everyone involved – clients, designers, and contractors."

BREAKTHROUGH RESEARCH TO PRODUCE SUSTAINABLE FOOD AND FUEL SOURCES IN DESERT ECOSYSTEM



A biofuel research facility in Masdar City in Abu Dhabi, United Arab Emirates (UAE), is tackling the dual challenges of food and water security, while simultaneously providing a sustainable source of aviation fuel.

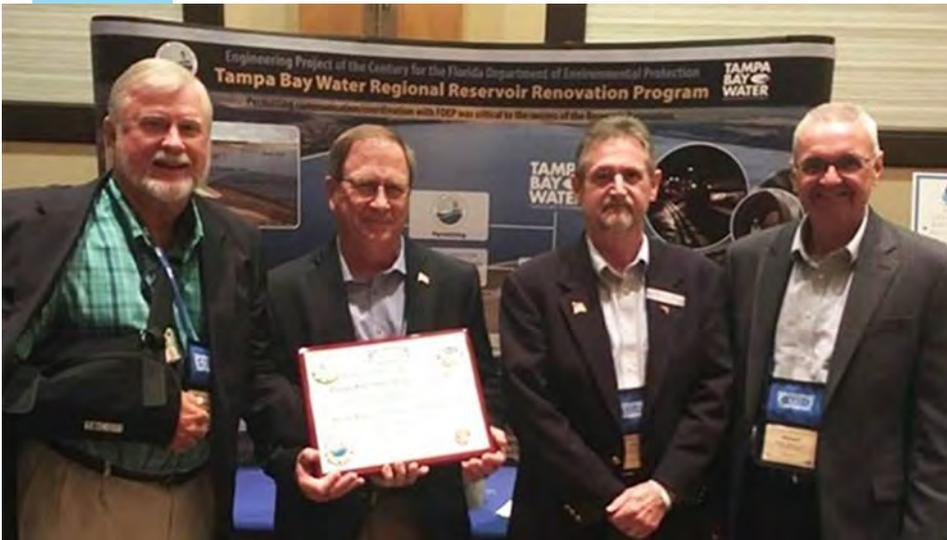
CH2M, along with its clients, Masdar Institute of Science and Technology (Masdar Institute) and the Sustainable Bioenergy Research Consortium (SBRC), is working together with industry, academia, and government on the world's first research facility using desert lands irrigated by seawater to produce both bioenergy for aviation, as well as raise farmed fish and shrimp for food.

CH2M is providing engineering design and construction oversight of this sophisticated research facility. This innovative project uses seawater to raise fish and shrimp for

food, whose nutrient-rich wastewater then fertilizes plants rich in oils that can be harvested for aviation biofuel production. The plants are salt-tolerant halophytes which thrive in arid, desert conditions, such as those common in the UAE. The wastewater is diverted into a cultivated mangrove forest, further removing nutrients and providing valuable carbon storage, before the naturally filtered and treated effluent is discharged back into the sea.

“We are very proud to be involved in such an innovative and groundbreaking project,” said CH2M’s Global Water Business Group President Peter Nicol. “We have drawn on the knowledge and expertise of our global technology leaders in the fields of agri-engineering and science to design the complex elements of this project. We look forward to its successful operation and the scalability of the system being realized.”

CH2M FEATURED AT FES ANNUAL CONFERENCE AND CENTENNIAL CELEBRATION



Team members (left to right): Richard Musgrove (FDEP), Randy Bushey (CH2M), Ed Davis (CH2M), and Rick Menzies (Tampa Bay Water)

Founded in 1916, the Florida Engineering Society (FES) celebrated 100 years of engineering excellence at its annual conference, held August 4–6, 2016. During the event, nine “Engineering Projects of the Century” were displayed, exemplifying the long-term engineering solutions that provide clean water, electricity, transportation, as well as demonstrating engineering excellence in their local communities.

The Florida Department of Environmental Protection (FDEP) selected the Tampa Bay Water Regional Reservoir Renovation Program as one of its projects of the century; CH2M was the design criteria professional for this renovation program. The CH2M team stood with FDEP and

Tampa Bay Water to receive an Engineering Project of the Century plaque during the FES Centennial Celebration.

Gainesville employees Karen Smittle and Theresa Campbell helped facilitate the FES Centennial Celebration. Karen served on the FES Centennial Committee and chaired the FES public relations committee, and Theresa served on the FES committee and led the #ThankAnEngineer Instagram campaign to promote engineering.

CH2M SECURES CONTRACT FOR SINGAPORE'S 5TH DESALINATION PLANT ON JURONG ISLAND



Singapore's national water agency, PUB, selected CH2M as the consultant for the development of its fifth desalination plant on Jurong Island. With a capacity to produce 30 million gallons (mgd) of water per day, the plant will provide a long-term solution to Singapore's water needs, which is expected to double from today's 430 mgd by 2060. By then, Singapore expects to meet up to 85 percent of its water needs through desalination and NEWater, the country's high-grade reclaimed water.

This recent selection of CH2M to build its new desalination plant reflects the strong partnership of this team. CH2M has been partnering with PUB in delivering major-cross sector infrastructure projects in water and industrial facilities for 25 years.

Recently, Singapore's national society of engineers—the Institution of Engineers, Singapore (IES)—recognized the top 50 engineering achievements to have positively impacted Singapore since its independence in 1965, in terms of economic, infrastructural or societal contributions. CH2M is pleased to share that two of the major water projects the firm worked on with PUB made the list, including the award-winning Phase 1 Deep Tunnel Sewerage System (DTSS), which CH2M served as the designer and program manager; and the Active, Beautiful, Clean Waters (ABC Waters) project at Kallang River at Bishan-Ang Mo Kio Park, which saw the transformation of a concrete, utilitarian canal into a lush, meandering waterway that is integrated seamlessly into the park, creating new community spaces for social interaction.

"CH2M has worked with PUB for more than two decades on game changing projects to transform the country's water resources," said CH2M Global Water Business Group President Peter Nicol. "We are proud to support PUB on its latest project on Jurong Island, helping secure the country's precious water resources for years to come."

MALAYSIA TAPS CH2M FOR KUALA LUMPUR-SINGAPORE HIGH-SPEED RAIL PROGRAM



Proving that CH2M's high-speed rail reputation and expertise is exportable around the world, the firm's rail experts were selected by MyHSR Corporation Sdn Bhd to serve as the Malaysian technical advisor for the Kuala Lumpur-Singapore high-speed rail (HSR) program.

Intended to reduce travel time to just 90 minutes between Kuala Lumpur and Singapore, the HSR line will link these two centers of global commerce to meet growing demand, accelerate economic growth and improve quality of life along the 220-mile route.

CH2M, with its subconsultant PwC, will support MyHSR in the development of the project, including working on the planning and design of the Malaysian section and assisting with project management.

MyHSR's CEO Mohd Nur Ismal Mohamed Kamal welcomed CH2M to the project. "We have a challenging task ahead and with this appointment, we will be better equipped. We expect CH2M to bring its global expertise and its experience working on HSR projects for the Kuala Lumpur-Singapore High-Speed Rail."

Says Mark Loader, international transit and rail director, "CH2M is an established member of the Malaysian engineering community, with a continued presence in Kuala Lumpur since the 1960s. We understand the challenges associated with delivering this nationally significant program. Our team will bring a partnership approach to MyHSR, combining internationally experienced staff with our local experts to provide the leadership and capabilities necessary to ensure the initial program scope is delivered successfully."

Construction of the HSR is scheduled to take place from 2018 to 2026, following a dual track coastal route. With a goal of integrating into local transport hubs, the new rail line includes eight stops, from the station of origin in Kuala Lumpur to Putrajaya, Seremban, Ayer Keroh, Muar, Batu Pahat, Iskandar Puteri and the final stop in Singapore.

EXCELLENCE IN CLIENT CENTRICITY: 30 YEARS STRONG WITH LOCKHEED MARTIN

By Lockheed Martin Client Account Manager Stephen Browning (Stephen.Browning@ch2m.com)



CH2M has celebrated its long successful partnership with Lockheed Martin—a key client account. This partnership has been going strong for over three decades.

Unique for this partnership, our work with Lockheed Martin spans across every business area and touches numerous locations in the United States and internationally. In Marietta, Georgia, we've performed more than 300 architectural, engineering and construction services projects over a 26-year period. In Palmdale, California, we've provided on-call environmental and wastewater services on more than 40 projects since 2000. We've also worked with the Sandia National Laboratories since 1999 on more than 170 completed projects. And in Fort Worth,

Texas, we are performing countless projects associated with the assembly of the F-35 Joint Strike Fighter.

Equally notable, recently our team achieved what one visiting dignitary called “the Miracle in Panagarh.” Located in West Bengal, India, Indian Air Force (IAF) Station Panagarh is slated to become an integral component in the long-term IAF military strategy. The cornerstone is the mobilization of C130-J aircraft being provided by Lockheed Martin. CH2M's contract included the design and construction of hangars, aprons and associated support development onsite, as well as program management, design reviews, and construction oversight on behalf of Lockheed Martin.

In closing this most recent contract, the firm looks toward supporting Lockheed Martin in its next challenge, while recognizing the many CH2M employees worldwide who have exemplified our company values, dedicated themselves to stellar customer service and poured thousands of hours into hundreds of projects—resulting in a more than three-decade relationship with Lockheed Martin.

ATKINS AND CH2M TEAM WINS CONTRACT FOR UK'S CROSSRAIL 2 PROJECT



An Atkins and CH2M team has been awarded a \$1.85-million contract to deliver the Stage 1 On-Networks Systems program on the proposed Crossrail 2 project.

The team will develop upgrade designs for the Network Rail-owned stations, tracks, and rail infrastructure on either side of the proposed tunneled section, which will play a key role in Crossrail 2.

Crossrail 2 is a proposed new railway serving London and the wider South East. It could connect the National Rail networks, linking in with London Underground, London Overground, Crossrail 1, national and international rail services. It will add capacity to the regional rail network,

cutting journey times across the South East. It will also support economic regeneration by providing infrastructure that could support 200,000 new homes and 200,000 new jobs.

Atkins and CH2M are building on their previous engineering and program management experience, as part of the CAST (CH2M, Atkins, Supply Chain and Transport for London) team working on Crossrail 2. Together, they have provided strategic transport modeling, route development, transport planning and economic appraisal of the project. More recently, the two organizations were named, with SENER, as the engineering delivery partner for Phase One of UK's High Speed Rail 2.

CH2M AND ALEXANDRIA RENEW ENTERPRISES RECOGNIZED WITH ENVISION PLATINUM RATING



The Nutrient Management Facility, owned by Alexandria Renew Enterprises (AlexRenew), recently earned the first Envision Platinum certification from the Institute for Sustainable Infrastructure (ISI) in the Washington, DC metro region. The Envision rating system provides a holistic framework for evaluating and rating the environmental, community, and economic benefits of large infrastructure projects that incorporate sustainability throughout the project life cycle. The facility received high scores in Envision's comprehensive set of criteria in five categories: quality of life, leadership, resource allocation, natural world, and climate and risk.

The AlexRenew Nutrient Management Facility, an 18-million-gallon storage facility topped with a public athletic field, stores wastewater during nutrient peaks to balance the amount of nitrogen that goes into biological treatment processes. The Nutrient Management Facility is the largest project under AlexRenew's \$160-million state-of-the-art Nitrogen Upgrade Program, the utility's response to regulations limiting the amount of nutrients water resource recovery facilities can release into the Chesapeake Bay watershed.

CH2M led master planning and design, provided engineering services during construction, and helped incorporate sustainability throughout AlexRenew's entire nitrogen upgrade program. It is CH2M's first Envision-certified project.

"CH2M has been pleased to support AlexRenew on this important project," said Dan Lynch, CH2M principal. "The project execution required extraordinary vision on the part of AlexRenew, as well as a commitment to the principles of sustainability and involvement with the community. These are principles that CH2M shares with AlexRenew, and that is what has made this project so rewarding for everyone involved."

"This was only the second CH2M project designed with an integrated sustainability component from start to finish. The team embraced the challenge and demonstrated a willingness to break out of business-as-usual approaches, transforming the project into a win-win for all stakeholders," said Rich Voigt, CH2M's program manager.

ICONIC WATER CANAL REDEFINES MODERN DUBAI



In November, Shaikh Mohammed bin Rashid Al Maktoum, vice president and prime minister of the UAE and ruler of Dubai, opened the final 1.9-mile section of the Dubai Water Canal, a 7.5-mile waterway connecting Dubai Creek with the Arabian Gulf.

The \$1.5-billion infrastructure development by Dubai's Roads and Transport Authority completes the success story started by Shaikh Mohammed's father, Shaikh Rashid bin Saeed Al Maktoum, in 1959 when he inaugurated the Dubai Creek.

CH2M's involvement in the project began in 2004 with the canal's initial master planning. In 2006, a CH2M and Parsons joint venture provided engineering consultancy services,

which encompassed engineering design, tendering services and site supervision for marine works, roads, bridges, utilities, infrastructure and environmental elements.

Adding new vibrancy to this ultramodern city, the Dubai Water Canal paves the way for the development of new parks, hotels, restaurants, luxury housing, and a range of public facilities – including walkways, cycle paths, marinas and a major water transport hub located at the development's entrance.

“We are extremely proud to have, once again, contributed to one of the largest and most exciting infrastructure projects in the United Arab Emirates,” said MENAI Regional Director David Stader, regional director for the Middle East and North Africa region. “Since the 1950s, our maritime, road, aviation and rail professionals have been helping to shape this leading-edge global city, which today stands as a business and transportation hub of the world.”

CELEBRATING A SUCCESSFUL YEAR WITH THE U.S. DEPARTMENT OF ENERGY, A CH2M KEY CLIENT



Demolition of the Plutonium Finishing Plant at Hanford

In 2016, CH2M saw many successes and accomplishments with the U.S. Department of Energy (DOE), a key client, and with one of the most diverse portfolios of any government agency. Here are a few highlights:

Hanford Plateau Remediation

The 10-year, \$5.7-billion project in Richland, Washington, focuses on removing hazards away from the Columbia River and reducing the 586-square-mile site to an active cleanup area of 75 square miles. Our 2016 accomplishments include:

- Most contaminated glove box removed from the Plutonium Finishing Plant.
- Implemented the use of a new groundwater treatment resin projected to save the project \$3 million annually.
- River Corridor Closure work scope successfully transferred to CH2M HILL Plateau Remediation Company (CHPRC).
- CHPRC received OSHA’s Voluntary Protection Program Star of Excellence Award for second consecutive year.

- Made history with the start of the Plutonium Finishing Plant demolition.

West Valley Demonstration Project

Awarded to a CH2M-led team in 2011, the West Valley, New York, project includes decommissioning of the Main Plant Processing Building and Vitrification Facility, relocation and storage of vitrified high-level waste, management of the site’s underground tank farm, environmental remediation, and operation and maintenance of site facilities and infrastructure. Our 2016 accomplishments include:

- Reached 2.18 million safe work hours
- Completed vertical storage cask construction
- Successfully relocated all high-level waste to onsite storage

East Tennessee Technology Park

At Oak Ridge, Tennessee, CH2M has now successfully completed, the demolition of the three former uranium enrichment processing buildings. In addition, environmental management operations and landfill management at the Y-12 National Security Complex and other critical services such as waste-treatment operations. Our 2016 accomplishments include:

- K-27 demolition completed, marking the first time in history that an entire gaseous diffusion plant 5 has been deactivated and demolished.
- Celebrated five years of successful cleanup progress.

Savannah River

Since 2009, CH2M has been responsible for the operational tank closure of non-compliant radioactive liquid waste tanks at the Savannah River Site in Aiken, South Carolina. In 2016, we successfully closed the radioactive liquid waste Tank 12 1 month ahead of schedule and \$150,000 under budget.

Idaho Cleanup Project

Awarded in 2016, as a subcontractor to Fluor, CH2M is working toward the DOE’s mission to reduce the Idaho Site footprint. The contract includes waste retrieval and packaging, stabilizing and dispositioning spent nuclear fuel and high-level waste, closing the INTEC tank farm, maintaining

CERCLA remedies, and operating the INTEC and RWMC until remediated. In 2016, we successfully transitioned project to a new contractor, recognized as one of the more seamless transitions around the complex to date.

CH2M SELECTED AS PROGRAM MANAGER FOR THE NATIONAL WESTERN CENTER



Denver employees gave CH2M's proposal a special touch by incorporating pictures of family and friends at past National Western stock shows

In an exciting announcement, CH2M was selected by the City and County of Denver Mayor's Office of the National Western Center as the program manager for the National Western Center (NWC) campus development. The program represents a visionary transformation of the site into a year-round local and global destination and regional asset, transforming these current Denver landmarks for the next 100 years.

With 250 acres of redeveloped land, the NWC will support Denver's global standing as a world-class hub for agriculture and innovation while bolstering a variety of opportunities through the involvement of its founding partners including the City and

County of Denver, Western Stock Show Association, Colorado State University, the Denver Museum of Nature & Science and History Colorado.

"The National Western Center Program is a once-in-a-lifetime opportunity to invest in our community and create both a local and global destination for next generation agribusiness, education and entertainment," says CH2M Chair and CEO Jacque Hinman. "The CH2M team, including our partner firms, believes in the importance of preserving Denver's western heritage while embracing the wide-reaching potential embedded in this redevelopment. We are committed to the vision of creating an asset that will become a lasting economic and educational driver for the region," adds Jacque.

As program manager, CH2M will deliver the ambitious goals set by the NWC Master Plan including full rehabilitation of the site and creating a new series of green and healthy spaces that will help to launch a new era for the National Western complex, Denver Coliseum, and the adjoining neighborhoods.

The NWC Master Plan sets the stage for developing a Colorado asset dedicated to addressing the global challenges of food, water, energy and the environment, representing partnerships between the public and private sectors and blurring the line between entertainment, competition, education and industry. The NWC will be a hotbed for applying best practices for immediate benefit to the community and society and simultaneously creating an exciting life-long educational center impacting the preschool through college population as well as lifelong learners throughout Colorado and the Rocky Mountain region – all while delivering outcomes that can be broadly applied and scaled to address similar challenges globally. The intent is for the NWC to become an international model for a synergistic, educational, business, entertainment and research and development community adapted to the evolving definitions for these sectors.

"Ultimately, the NWC Program is about more than buildings and infrastructure. It is about building beneficial partnerships and enriching our local community. As a hometown company, CH2M is honored to join with the City and County of Denver and all the NWC partners on this ambitious program," says CH2M Program Director Patrick O'Keefe.