



July 2013

Editor’s Notes

Greetings all! I hope everyone is enjoying their summer – it’s passing all too quickly for me!

Our biennial retiree retreat is just 2 months away, and Mike Kennedy and his committee have put together an outstanding program. Check out the retreat highlights in the attachment and article below and come join us!

As always, thanks go to Suellen Ehrmann and Vicki Starr for their editing and document publishing expertise for getting this newsletter out. My special thanks again to everyone who shared their update articles. But as always, we need more contributors! Travel articles too! Suellen and Vicki will make it easy for you. Let me know at gkoblitz@ch2m.com, including leads on other stories or pending retirements. The best of the newsletter stories come from YOU!

Cheers!

Gordon

ON YOUR MARK. GET SET. RETREAT... AGAIN!



The 2013 Retirees/Emeritus Retreat will take place from Monday, September 30 through Thursday, October 3 at Embassy Suites Denver, a LEED-certified hotel. The hotel is within walking distance of the 16th Street Mall, Larimer Square, Denver Center for Performing Arts, and other attractions.

It’s a great time to reconnect with friends and colleagues you’ve worked with over the years, learn the latest news during the evening and afternoon sessions regarding CH2M HILL and our continuing success, enjoy several special tours in the surrounding areas, attend and learn timely news at several short seminars, a golf outing at one of the best courses is available for our golfers, and plenty of time is available for those who wish to relax with friends or see the many sights and activities that Denver offers.

Please open the first attached PDF (at the end of the newsletter) to see what we have planned for CH2M HILL retirees and emeritus (55+ working part time or flex) employees and their spouses or partners.

Please note that the Embassy Suites gave us a special rate, which will be **available only through the firm**. If you have not received your separate instructions and forms to register online (or by mail), contact Gina.Aiello@ch2m.com or call Gina at 720/286-1594 if you have questions. See you in September!

A Celebration for the King of Oklahoma

CONTRIBUTED BY LARS OSTERVOLD/TUL



Murry (right) and VP Blake Jeffcoat

Murry Fleming has had an illustrious career with CH2M HILL. He joined the firm in 1975 in Denver and soon moved to Oklahoma. He spent 38 years with the Water Group, providing client service and project management to municipal water and wastewater treatment plants.

Murry’s friends and family gathered June 20th at the home of Phil and Anna Childers/TUL to celebrate his accomplishments and remember fondly the years’ achievements.



L to R: Phil Childers, Oklahoma Area Manager Bryan Mitchell, and Tom Walters, VP; Geographic Operations Manager and Geographic Market Leader for South Central area of the Southeast Region Water Business Group (WBG)

Memories included keeping cool in front of hostile city councils, favorite clients, boat trips, and his strength of character—which everyone could rely on. Long-time colleagues Bill Bellamy/LAR, Blake Jeffcoat/MGM, Tom Walters/MGM, and Jerry Ihler from the City of Lawton made surprise appearances, along with South Central regional leadership.

Other colleagues phoned in their congratulations, with special calls from Jane Walter/PHX, Steve Lavinder/ATL, and Bob

Pruitt/CHC. In a short video, Brock McEwen/LON shared that Murry is the “quintessential role model for a CSM,” with the recurring question, “Who else would have sludge treatment in the slideshow?” Murry smiled and laughed through the night of memories.

Celebrating Bill Berhorst

CONTRIBUTED BY RHONDA GUERRA/AUS, JOE JENKINS/AUS,
AND GORDON KOBLITZ/DFW



Co-host Joe Jenkins with Shirley and Bill

When **Bill Berhorst** retired after 44 years with the firm, one party wasn't enough. AUS held an office-wide reception on Bill's last day, which his wife, Shirley, and daughter, Bridgette, attended.

The next weekend, Bill's colleagues converged on Austin for a festive dinner

hosted by James and Sue Dwyer, Brian Ellis, Rhonda Guerra, Trudy Hill, and Joe Jenkins. Out-of-towners Bill Kenas, Mary and Gordon Koblitz (DFW), Aubie and Mark Nanninga/SAN, Jim and Carol O'Connor (SAN), and Colleen and Tommy Oakes were joined by Bill's local friends and AUS co-workers Robert and Judy Adams, John McLeod, Sandy and Ron Windham, Matt Berg, Susan Butler, Heather Harris, Rob Cullwell, Karen and Fritz Kocher, Chris and Nadine Quigley, Ken and Eva Nichols, Justin Ware, Colleen Kirk, and Trudy Hill. Bill's daughter, Bridgette, brought her husband, Adam.



L to R: Mary and Gordon Koblitz, Colleen and Tommy Oakes, Aubie and Mark Nanninga, Carol and Jim O'Connor, Matt Berg, and Brian Ellis

Bill's place setting featured a blow-up dinosaur--a little tongue-in-cheek humor—and a balloon that looked like Bill sporting his fedora, ready to go on a mission of retirement. Everyone delighted in a slide show of Bill's early days with CH friends, projects, and parties. Then Joe Jenkins presented a funny, detailed [history of Bill's time with CH](#). The party wrapped up with dessert, photos, and best wishes to Bill and Shirley.



Robert and Judy Adams, Tommy Oakes (behind easel), Sandy, Bill, Rhonda Guerra, Trudy Hill, and Colleen Oakes

NEW RETIREES AND EMERITUS

New Emeritus Members (semi-retired employees – working less than full time)

The following employees recently retired or joined the emeritus or flex-time ranks.

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

John Baum	Eddie Lopez
Donna Bentkoski	Ted McIntyre
Bill Berhorst	Rick Martin
Thomas Bissonnette	John Meidl
Jim Black	Doug Nash
George Blankenship	Cesar Orbeta
Leroy Bonkoski	Jeff Pearson
Jan Brandkvist	Dave Roby
Bill Calhoun	Max Schmiege
Jack Call	Phil Schoenecke
Joe Cirelli	Jack Seibert
Bill Day	Elaine Senecal
Elaine Ferguson	James Smith
Rick Fornelli	Randy Smith
Bill Frustaglia	Vickie Stevens
Pamela Goulart	Shirley Su
Kathy Hawn	Tony Taladay
Tom Horton	Rich Walker
Sheila Ingram	Jane Walter
Ben Looney	Aurthur Zayac

Goodbye, Old Friends

We lost these co-workers in the last 6 months.

Richard Rawlings (1/8)	Rita Bender (3/29)
Robert Bissell (1/13)	Deney Geist (4/2)
David Ellis (1/14)	Mary Krahn (4/12)
Howard Wilson (1/15)	Leonard Chandler (4/14)
Gene Suhr (1/27)	Sue Frey (5/12)
Virgil Holman (1/28)	Yoko Herman (5/19)
Charles Blackwell (2/24)	Santiago Quitevis (5/31)
Dale King (3/5)	James Holmes (6/4)
John Sawyer (3/11)	Dee Muir-Brown (6/23)
Jacek Sivinski (3/29)	Alfred 'Rus' Eures (7/19)

If you hear about the death of any of your colleagues and you think other members of the community would be interested in hearing about the loss, please forward either the obituary or the family's contact information to alumnirelations@ch2m.com or gkoblitz@ch2m.com.

PASSINGS

Sue Frey passed away in her sleep on May 12, at her home in Corvallis after a decade-long battle with cancer. She was 59.

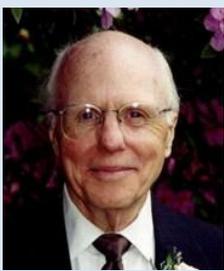
Sue grew up in Hobart, Indiana. While at Purdue University, she discovered that she had an aptitude for engineering. Soon after graduating in 1977 with a master's in civil engineering, Sue joined CVO as a structural engineer. She spent her entire career with the firm, designing everything from concrete water storage reservoirs and wastewater treatment plants to

performing arts centers. She was one of CH2M HILL's first women engineers.



As a structural engineering global technology leader, Sue was known for her commitment to technical excellence and industry leadership. She was widely respected in the firm and across her field. Purdue gave Sue its Civil Engineering Alumni Achievement Award in 2005; in 2010, she received the CH2M HILL CEO Excellence Award in the category of respect. Numerous engineers and

design managers have Sue to thank for her mentoring that helped them to advance in their careers, and for serving as an example in high-quality, technically sound service. She is survived by her husband, Rich Frankenfield, daughter Jamie Frey-Frankenfield of Sherwood, Oregon, and son Patrick Frey-Frankenfield of Lawrence, Kansas.



Dale Leslie King passed away on March 5, at the age of 85. Dale worked for the firm for 43 years.

Dale was born in Klamath Falls and received his B.S. in Civil Engineering from Oregon State College. After a 2-year stint with the Oregon State Highway Department Bridge Design

Section, he joined CH2M in 1951 as a structural engineer, doing structural design in an office he shared with Holly Cornell. Through the '50s he served as project manager (PM) on military projects for the Corps of Engineers, the Air Force, and the Navy Bureau of Yards and Docks. He was a major contributor to projects at Klamath Falls Airport, Mountain Home Air Force Base (whose \$100,000 fee set a record at the time), and two Bomarc missile sites, among other. In 1968, he transferred SEA to serve as the division manager. From 1984 through 1987, Dale moved to Alexandria, Egypt, to work on a massive sewerage project. From 1987 through 1990, he was PM for the Water System Study and Design component of the Cairo Water Project, returning to SEA in 1990.

Dale retired in 1992 to take up the life of many people who worked and played hard--play a little golf in between occasional health setbacks. He is survived by four children, ten grandchildren, and two great grandchildren.

Retirees' News

America's Cup Ambassador Gaston Tells All

CONTRIBUTED BY JOHN GASTON, JMGASTON1142@GMAIL.COM

The first race of the 34th America's Cup began July 7, in San Francisco Bay. For the first time, the races are being held inside an enclosed bay instead of on the open ocean water. This allows for greater viewing opportunities, and record crowds are expected during 3 months of racing.



The America's Cup (AC34) is three series of races. The first two, dubbed the Louis Vuitton Cup, determines which team will challenge the U.S. in the finals. The initial series of races started more than a year ago with a large field of entrants racing catamarans. Six-member crews on 45-foot cats from China, France, Italy, Korea, Great Britain, Spain, New Zealand, Sweden and the United States reached speeds exceeding 30 knots.



Qualifying races were held during Fleet Week in October 2012 on San Francisco Bay and it was a crowded field. July races are between the three remaining challengers: Sweden, Italy, and New Zealand. The other nations, after having spent countless millions building and racing the 45-foot catamarans in Europe, the Far East, and the U.S., decided they had enough fun and declined to participate in the Vuitton Cup. These races will be held in 72-foot catamarans, which are even faster and more expensive. They carry a crew of 11 and with the hard wing-sail can reach speeds greater than 40 knots.

The actual America's Cup will be a best-of-19 series held September 7 and 21. The event has already been marked with tragedy during the preliminary testing period.



A crew member died when Sweden's Artemis crashed while at high speed. There is still a lot of drama with Italy threatening to quit unless the maximum wind speed is lowered and Sweden grieving over the loss of the crew member. New Zealand, in typical Kiwi fashion, is a no-nonsense, get-it-done team and probably the most serious challenger.

I personally will miss the boat from Korea, also shown with the Blue Angels. They were totally fearless and had no problem playing bump-and-run with the other boats. I expect they are now distracted by North Korea and probably don't want to spend the gazillion dollars to build two of the AC72

boats when they could use the money to improve their missile defense systems.

There are several public viewing venues on the Bay ranging in price from \$50 – \$300 per person per day. I have volunteered to be an event ambassador at the races, and volunteers get to watch for free.

Dateline San Francisco, July 20: I was at the AC34 Park yesterday from 11 to 6 and we had no racing, but two interesting events occurred.

We do not allow dogs in the park (except for service dogs) and one woman was outraged that we did not have a dog sitting service. She chewed on me relentlessly for more than 5 minutes. At that point the dog did what dogs do, both # 1 and #2, on the sidewalk in front of the San Francisco policeman and his bicycle. The woman stormed off in a huff and the cop rode after her and made her come back and pick up the #2 with the doggy poop bags we have for that very same purpose. Quite a sight. The dog seemed unfazed. The woman was distressed.



John in full Ambassador uniform, ready for service.

At about 5 pm, another SF policeman came over to where I was standing talking to one of the private security guards and reported that he had found a suspicious package. He, the SF policeman, asked if we would come over and look at it. The security guy got on the phone and started an evacuation drill and he also told the policeman that “potential bomb inspection” was beyond his pay grade. I went over to the place where the policeman had seen the package and found what looked to me to be a sandbag.

By now the security guys had closed the gates and they were directing people away from the area. The policeman asked what I thought and I told him perhaps it would be a good idea if he called the bomb squad. He got on the phone and I went back to the entrance and called the AC34 Headquarters to report the incident. After about 5 minutes of scrambling around, the AC34 director guy came over and confirmed that it was indeed a sandbag. We told this to the policeman and he told us that the bomb squad was already on the way and they could not be called off at this point.

I left the site at about 5:30 pm as the bomb squad arrived. The AC34 director guy went and got a cart and hauled the sandbag away after it was blessed by the policeman. Unfortunately the arrival of the bomb squad caused the local

Muni trolleys to shut down, and it was a long walk back to the BART trains to get home. No good deed goes unpunished.

I work again on Tuesday and Wednesday and hope it is a calm scene.

Torkko Sends a Couple of Notes

CONTRIBUTED BY CHUCK TORKKO, CTORKKO@MSN.COM

This (January 2013) was one of the best and most informative Alumni Newsletters you and CH2M HILL have produced. It is fascinating to see how so many long-time CH2M HILL people have grown into retirement retaining their happy personalities and reasons why they were able to lead the firm in becoming the global leader it is today. I look back on the humble early leaders who established the core values and standards of excellence that became unique in our engineering world. It was destined and ordained that Jim’s, Holly’s, Fred’s, Burke’s and Clair’s small firms, both organized in 1946...would become the technical powerhouse it has become today.

I remain proud of the statement by our Austin Airport “front yard” contractor (one of Texas’ largest) that my civil engineering plans were the “best they had ever worked with.” I appreciate and agree that they exceeded the standard of the industry...significantly! The reason is that they were developed using standards and techniques proven over 50 years ago that were combined with modern computer technology that today’s highly trained civil engineers do not understand. I soften this complication by recognizing that current and future technologists WILL develop procedures to accomplish similar goals with other means.

Black’s Status is Updated

Jim Black/SEA retired April 19. His email is jimblack1370@comcast.net.

Jim is “just finishing a new house on Mutiny Bay.” He was “in the process of moving in and then salmon fishing started. I am working as hard as I ever did.” **Editor’s note:** we’ll be looking forward to an update for the January ‘14 issue.

COLLEAGUES’ NEWS

Searle and CH Featured in Calgary Herald



A handsome shot of **Tom Searle/TOR** appeared in the *Calgary Herald* under the headline, *Engineered for Success*. “Calgary has a number of good-looking logos atop its downtown towers. One of the more prominent...ones looks out toward the downtown core from the top of the office tower in the Keynote Complex...It announces the presence of lead

tenant CH2M HILL, a global leader in design, design-build, operations and program management, celebrating its 35th year in the city....From its first location in Calgary, CH2M HILL has grown to 17 offices across Canada, and is led

today by Tom Searle, an engineer with 30 years of experience on a diverse range of international projects.

“Attracted by the booming oil and gas industry, [CH2M HILL] expanded internationally when it moved Steve Lackey to Calgary in 1978 to set up operations here. Lackey rented a small office on the 9th floor of the Western Union building at 8th Avenue and 6th Street S.W. and began searching for work having to make business calls from a public phone booth before the office phone system was installed. The presence of the experienced U.S. company in Calgary soon attracted business and its Canadian presence began with two sizable projects as a sub-consultant to Reid Crowther for a dissolved air flotation system for the Bonnybrook wastewater treatment plant and the conceptual design of a water management system for Esso’s Cold Lake project.

“The new Calgary office developed quickly and, teamed up with Watson Engineering, won some relatively large heavy oil recovery projects. A breakthrough was Suncor Fort Kent, which further established CH2M’s credentials in water treatment and led to recycling for thermal heavy oil projects. It also laid the groundwork for the acquisition of Watson Engineering in 1984. The first of several that have helped make Calgary the company’s second largest office.

“From its first Canadian location in Calgary, CH2M has grown to 17 offices across Canada and is led today by Tom Searle, president of CH2M Hill Canada. An engineer with 30 years of experience on a diverse range of international projects that include the expansions of the Panama Canal and India’s Mumbai Airport and development of venues and infrastructure for the London 2012 Olympic and Paralympic Games. More recently he oversaw a \$6.8-billion water and sewage project in Singapore, a \$50-million water resources project in the West Bank, and a \$2.1-billion improvement to water and wastewater systems in Puerto Rico.

“The diversity of its engineering operations here has resulted in its winning an ever increasing amount of work, much of it energy sector related but also in water management, solid waste and in transportation completing the design of more than 50 bridges.”

Smith Publishes in *Civil Engineering*

Rick Smith/SPK co-wrote an article published in the July 2013 issue of *Civil Engineering* on the award-winning Spokane County Regional Water Reclamation Facility. Please refer to the last PDF attachment at the end of this newsletter.

“Pam and I have lived up in Spokane since late 2005. The WBG asked me to move here after Bright Water to position for the County DBO job and the second phase of the City PMO. We were successful in both of those, so I was able to just stay on.

“We currently live in Cheney, southwest of Spokane. It’s been a fun and interesting time. I am actually essentially retired now; although I still have some finish-up work on the DBO

while we resolve some issues for passing the AT. That will hopefully be finished soon.”

Bellamys Continue to Make History

When **John Bellamy/DEN** earned his Wyoming P.E. registration, he became the fifth generation of Bellamys to be licensed in that state.



Courtesy UW College of Engineering

The Bellamy engineers (left to right): John, a senior in civil engineering at the University of Wyoming; John, a civil engineer; Michael, an architectural engineer; Bill, an environmental engineer, son of eldest John, and the father of youngest John and Michael; and John II, an electrical engineer.

In 1907, the first Bellamy licensed in Wyoming was Charles, a 52-year-old engineer and mineral surveyor. As Wyoming was the first state to require registration, that made him the very first professional engineer in the U.S. In 1913, Charles founded the private engineering and land surveying firm Bellamy & Sons, Engineers. When he died, the second generation, Benjamin and Fulton (both civil engineers), carried on his name. John, Benjamin’s son, also became a civil engineer and worked in the family business. He later served as associate director of Chicago’s Cook Research Laboratories and a civil engineering professor at the University of Wyoming. John’s oldest son, John II, is an electrical engineer doing cutting-edge telecommunications work on fiber network synchronization and timing with clients such as MCI. His son, **William (AKA Bill)** is a civil/environmental engineer. Some of you may know him; he has been with the firm for 30 years. John is Bill’s son.

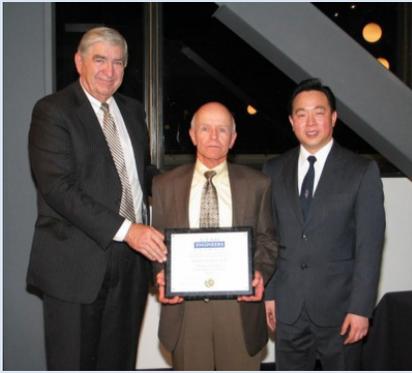
The Bellamy family engineering history is fascinating. You can read more about it online in [Progressive Engineer](#).

Schwing Receives Pair of Honors

First the American Council of Engineering Companies-Utah named **Jim Schwing/SLC** Engineer of the Year, and then the Utah Engineers’ Council (UEC) chose Jim as its Engineer of the Year. These honors recognize Jim’s outstanding work on water infrastructure projects in Utah and his ability to balance responsibilities of service to co-workers, his profession, and his community.

The UEC award highlights Jim’s commitment to advancing the science of engineering, promoting research and studies in

engineering areas, and promoting cooperation among the branches of engineering and science in Utah.



Jim Schwing accepting the UEC Engineer of the Year award, center, with John Richardson, UEC chair, left, and Peter Tang, Awards Committee chair, right. (Photo courtesy of UEC.)

During his 44-year-long career with the firm, Jim has worked in Corvallis, Denver, Minneapolis-St. Paul, and Pittsburgh. He also worked in Alexandria, Egypt, on CH2M HILL's first major overseas project, updating the wastewater master plan. Until recently, Jim was area manager of the Salt Lake office, a role he held for 10 years.



L to R: Dave Raymond, ACEC National President, Jim accepting award, and Dale Bennett, current ACEC-Utah President

Although edging toward retirement, Jim is still involved with lots of service work for community groups, professional societies, even the CH2M HILL Alumni Website Committee. Besides his engineering work, Jim has been and continues to be

heavily involved in community outreach activities. As part of his activities in the Rotary Club of Salt Lake, he tutors a student weekly in math, he leads the Youth and Child Crisis Committee, and he led the Sub-for-Santa Program. He is currently a candidate to serve on the Salt Lake City Housing Advisory and Appeals Board, Board Member of ACEC-Utah and Past-President, and Conference Committee Chairman for the Water Environment Association of Utah. He is a life-member of both the American Water Works Association (AWWA) and the Water Environment Federation (WEF).

Congratulations, Jim! We are honored to work with you and have you represent the CH2M HILL family.

Bergman Receives the 7th Annual Gainesville Engineering Quality Advancement Award

Based on staff input, **Bob Bergman**, VP and WBG Technology Fellow, received GNV's 7th Annual Engineering Quality Advancement Award during Engineers Week. Bob has been with the firm for 29 years, is widely known in the water industry, and recognized for his long-time service in the development and implementation of membrane and desalination technology for water treatment.

Bob has been inducted into the Global Water Intelligence Museum of Desalination's Hall of Fame. He also received the 2012 American Water Works Association Golden Spigot



Bob Bergman (left) accepts his award from GNV AM Bill McElroy

Award for his contributions to the technology, and the American Membrane Technology Association 2012 Presidential Award in recognition of his substantial contributions to the growth and development of the association and its purpose.

"Bob's a great example of the heritage and culture of the Gainesville office," said Area Manager Bill McElroy. "In addition to his proven technology credentials, he's been a good mentor, project manager, and colleague to others....and a good Gator booster as well."

Jeffcoat Honored by Auburn University



Blake Jeffcoat, left, receives Outstanding Civil Engineering Alumnus Award from Auburn Dean of Engineering Chris Roberts

Auburn University's Samuel Ginn College of Engineering has named **Blake Jeffcoat/MGM** its 2013 Outstanding Civil Engineering Alumnus. "Auburn University has been a major part of my life for 45 years," said Blake, "from both a personal and professional standpoint. To be recognized among the thousands of other well-deserving Auburn University civil engineering graduates is

especially meaningful. I am truly humbled and most appreciative of this recognition."

Blake's personal philosophy is that society benefits when engineers are involved; thus, he has worked and held leadership positions with many civic, governmental, professional, and educational organizations, including the American Water Works Association, Alabama Juvenile Justice Coordinating Council, Rosa M. Parks Memorial Museum Advisory Committee, Leadership Montgomery, and the Board of Visitors University of Alabama in Birmingham Civil Engineering Department.

Blake is a V.P. and U.S. client sector director for the WBG. He has taught many internal courses on ethics, client service, business management, leadership, and integrity during 30 years with the firm.

FIRM'S RECENT HONORS, WINS, AND HEADLINES

WBG Celebrates Health and Safety Milestone

Safety matters. Each June, businesses across the U.S. demonstrate their commitment to health, safety, and the environment (HSE) by participating in National Safety Month activities, sharing a common goal to raise awareness and educate people on the leading causes of preventable injuries and ways to stay safe at work and home.



Water employees in Leeds, United Kingdom celebrate safety milestone

At CH2M HILL, health, safety, and protecting the environment are embedded in everything we do—from how we kick off a staff meeting to the measures we take to safeguard our staff, project sites, and even company information. Our firm has made it a priority to live and breathe a global cultural of safety, and CH2M HILL's WBG deserves special recognition for making HSE core to its business success.

Recently recognized by the National Safety Council, the WBG received the Occupational Award for accumulating 15 million consecutive work-hours, or the equivalent of 2.5 years, without an employee suffering a severe injury that resulted in time away from work. Setting a new record for CH2M HILL, the WBG earned the Gold Achievement & Service Star Award for also accumulating 5.6 million work-hours without a recordable injury.

On June 19, WBG employees around the globe gathered for a special luncheon at their facilities and project sites to celebrate the group's significant achievements. Employees, ranging from new summer interns to 40-year veterans, participated and embraced the firm's renewed focus on employee health and safety. Attendees signed banners to signify their individual support and dedication to HSE programs and watched a produced by HSE highlighting the WBG's leaders' commitment to safety and why it is critical to incorporate safety into your day-to-day behaviors.

Congratulations to the WBG and a big thank you to everyone who played a critical role in planning the global event for WBG employees.

ENR Continues to Rank Us First

For the 10th straight year, *Engineering News-Record* (ENR) named CH2M HILL to the top spot among 50 program management firms.

ENR also ranked the firm 5th among the Top 20 for combined design and construction management-program management

professional services revenue list, 6th among the Top 100 green design firms, 9th among the Top 20 in combined industry revenue list, and 2nd on the main construction management-for-fee/program management firms list.

Besides those accomplishments, here's where the firm ranks in ENR's Top 500 Design Firms Sourcebook:

- 1st Petroleum Maintenance
- 1st Sewerage and Solid Waste
- 1st Semiconductors
- 1st Site Assessment and Compliance
- 1st Wastewater Treatment Plants
- 1st Water Treatment, Desalination
- 2nd Water Supply
- 2nd Marine and Ports Facilities
- 3rd Pipelines
- 4th Food and Beverage
- 4th Fossil Fuels
- 4th Manufacturing
- 4th Solid Waste
- 4th Transportation
- 5th Chemical Plants
- 5th Top Design Firm
- 5th Hazardous Waste
- 5th Highways
- 5th Mass Transit and Rail
- 5th Sanitary and Storm Sewers
- 6th Bridges
- 6th Datacenters
- 7th Auto Plants
- 7th General Building: Government Offices
- 8th Airports
- 9th Industrial Process
- 9th Mining
- 10th Chemical and Soil Remediation
- 10th Nuclear Waste
- 11th Petroleum
- 10th Pharmaceutical
- 11th General Building: Multi-Unit Residential
- 13th Power
- 13th Nuclear Plants
- 15th General Building: Commercial Offices
- 16th Refineries and Petrochemical Plants
- 19th Telecommunications
- 20th General Building
- 22nd General Building: Retail
- 22nd Transmission and Distribution Plants

First Time on IDEAL List

CH2M HILL has made the 2013 America's IDEAL™ Employers list for the first time, ranking No. 52 in the engineering industry category. This list, published by the employer brand research firm Universum Global, surveys nearly 66,000 undergraduate students from 213 universities and conducts 219,194 employer evaluations.

With the list representing 5 different industries and a total of 500 companies, the firm is among only 100 engineering companies to be recognized.

Study Ranks Firm Sustainability Innovation Leader

CH2M HILL achieved the highest score for sustainability innovation and stands out among the leading consultancies in the challenging U.S. sustainability consulting market, according to a new report from the independent analyst firm [Verdantix](#).



The study, "[Green Quadrant: Sustainability Consulting \(US\) 2013](#)," also ranks CH2M HILL among the leaders in stakeholder and community engagement as well as for having the most compelling capabilities for responsible supply chain and product lifecycle assessment and offering the deepest expertise for water strategy advisory.

Read more about CH2M HILL's sustainability initiatives and performance in the just-released [2013 Sustainability Report](#).

Voices of Experience: Lee McIntire

(EXCERPTED FROM THE PIONEER BUSINESS REVIEW)

Lee McIntire enjoys the unique challenge of running an employee-owned firm, which was one of his main reasons for coming out of retirement to join CH2M HILL. Throughout his career, McIntire learned the importance of stamina, or in his own words, "the guy that gives up last wins."

McIntire related the "tentacles of globalization" (as he described the ever-evolving world economy) to his lifelong dreams, which ultimately led him to his current position. Throughout his life, McIntire worked construction, but had adventure and travel always on his mind.

An aspect of running businesses that McIntire discussed was the importance of trusting your people. Furthermore, understanding the balance between being motivated by fear and by pleasure is a way to success. Whilst it could be viewed as common sense, he also emphasized the importance of thinking bigger because your team can handle it.

When ethics and integrity were mentioned, McIntire made his point clear: an ethical company is how they deal with ethics – not necessarily the issue itself. The company's reputation is more important than the fleeting issue. It's about, as McIntire put it, "doing the right thing" because ethics, integrity, and morals mean different things in different situations. You can learn from the situation by listening to different opinions and focusing on the long-term impact. However, part of McIntire's advice with ethics and integrity was to listen to your subconscious because you most likely already know what to do.

To succeed and live your dreams, as McIntire did, he has a simple philosophy: be the best you can. Grab opportunities, put in a little bit of regular work and a lot of hard work, but most importantly, always be curious.

Hinman Accepts ENR Award for London ODA

International Division President Jacque Hinman accepted a top news maker award in May on behalf of our London 2012 client, Sir John Armit, Chairman of the Olympic Delivery Authority (ODA) at the ENR Award of Excellence gala event.

Jacque remarked that Sir John Armit gives credit to everyone else for the success of the games. In a video presentation, he thanked his friend Lee McIntire and CH2M HILL for helping design and deliver the London 2012 venues and infrastructure a year ahead of schedule and under budget.



Jacque offered, "While it is true that it was a team effort with 1,600 contractors and about 25,000 people contributing to the engineering and construction aspects of the Olympics, none of it would have happened without a strong client, the Olympic Delivery Authority, and its exceptional chairman, Sir John Armit."

She further stated that "It would have been easy to plan, design and build \$15 billion worth of facilities, transport and infrastructure on top of one of the most contaminated sites in Europe in 6 years, 1 year ahead of schedule and under budget. Well, easy, at least, if that's what you do for a living."

Under Sir John's leadership and his vision, we forever changed this industry in the UK by delivering the most sustainable global sporting event ever, starting with legacy in mind, and delivering the safest major construction project in UK history, among numerous accomplishments.

GF&I Wins \$800M Worldwide Navy Contract

On June 14, the U.S. Navy announced that CH2M HILL and three other firms were awarded the Navy Global Contingency Construction contract, which provides the Navy with global design-build capacity in response to natural disasters, humanitarian assistance, conflict, or projects with similar characteristics.

The maximum dollar value, including the base period and 4 option years for four contracts, is \$800 million, with provisions to issue cost-plus-award-fee or firm-fixed-price task orders.

The contract allows the Navy, on behalf of the Department of Defense and other federal agencies, an immediate response for construction services including airfields and runways, electric power and distribution, communications, water and wastewater treatment, roads, bridges, railroads, medical clinics, pier and waterfront facilities, and environmental restoration. Approximately 60 percent capacity will be used for natural disasters and 40 percent will be used for miscellaneous work on a worldwide basis.



2013 Retiree & Emeritus Retreat
Denver, Colorado

CH2M HILL 2013 Retiree & Emeritus Retreat

Monday, September 30 – Thursday, October 3, 2013
Embassy Suites Downtown Denver/Convention Center Hotel
1420 Stout Street, Denver, Colorado, USA

Welcome

Dear Retired or Emeritus CH2M HILL Colleague:

The CH2M HILL Retiree Retreat Planning Committee is pleased to invite you to the 2013 Retiree & Emeritus Retreat! The retreat will be a chance for you and your spouse/guest to renew acquaintances with colleagues and friends, partake in interesting recreational outings, attend informational programs, and enjoy the beautiful autumn Rocky Mountain climate. We are planning on an exciting and inclusive retreat, with a program that will be of interest to a broad group of attendees from across the many parts of CH2M HILL.

The retreat will be held at the Embassy Suites Hotel in downtown Denver, Colorado, close to shopping, museums, cultural activities, and great restaurants. We will also spend one evening at the CH2M HILL World Headquarters Campus, just south of Denver. The retreat will start with a cocktail reception and dinner on Monday, where you will have a chance to reacquaint yourself with members of the Corporate Leadership team and other CH2M HILL retirees and emeritus members. We will learn about the state of the firm from CEO and Chairman Lee McIntire and celebrate some of our colleagues. Tuesday, we have a full day of optional tours and informational programs followed by a reception and dinner at the CH2M HILL World Headquarters Campus. Wednesday offers time to spend on your own, doing things as you wish, as well as additional optional activities, including a golf outing, a tour of the Air Force Academy and Garden of the Gods, and intriguing technical sessions.

The following registration material includes information on various program activities, lodging, payment options, and frequently asked questions. We have worked hard to make the registration materials easier and more user friendly this year. If you have questions or need help, we've included contact information within this booklet.

We look forward to seeing you in Denver this fall at what promises to be one of the best CH2M HILL Retiree & Emeritus Retreats ever!

Respectfully,

Retiree & Emeritus Retreat Planning Committee

(Mike Anglea, Arlen Borgen, Bob Chapman, John Echternach, Pat Klampe, Gordon Koblitz, Don Marske, Harry Mejdell, Vern Nelson, Les Wierson, Ken Williams; Committee Chair: Mike Kennedy; Program Chair: Mike Harris)

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Agenda Overview

Monday, September 30

12:00 p.m. – 4:00 p.m.	Registration desk opens
12:00 p.m. – 4:30 p.m.	Casual gathering and socializing at hotel
5:00 p.m. – 6:30 p.m.	Reception for retreat attendees and Corporate Leadership Team
6:30 p.m. – 8:00 p.m.	Dinner and opening ceremonies

Tuesday, October 1

7:45 a.m. – 12:00 p.m.	Spruce Mountain Ranch event
12:00 p.m. – 1:00 p.m.	Lunch at hotel
1:00 p.m. – 1:45 p.m.	Retiree Benefits discussion, including Retiree Medical
1:45 p.m. – 2:30 p.m.	Financial Planning seminar
2:30 p.m. – 3:15 p.m.	Roundtable discussion, retirement activities and destinations
4:00 p.m. – 5:30 p.m.	Transportation to CH2M HILL World Headquarters Campus for evening functions
5:30 p.m. – 6:30 p.m.	Reception for retreat attendees and CH2M HILL staff
6:30 p.m. – 8:30 p.m.	Dinner and presentations
8:30 p.m.	Transportation back to hotel

Wednesday, October 2

7:30 a.m. – 3:00 p.m.	Alternative bus tour of the US Air Force Academy and the Garden of the Gods
8:00 a.m. – 3:00 p.m.	Alternative golf outing at Arrowhead Golf Club
8:00 a.m. – 3:00 p.m.	Alternative free time
3:00 p.m. – 5:00 p.m.	Concurrent technical sessions offering insight into firm-wide client activities
3:00 p.m. – 5:00 p.m.	Alternative free time
5:00 p.m. – 10:00 p.m.	Free time for dinner and evening activities

Thursday, October 3

7:00 a.m. – 9:00 a.m.	Breakfast and Retreat Closing Session
9:00 a.m.	Departures



Event Descriptions

Monday Evening Event & Opening Ceremonies

Join us for an exciting and informative start to our 2013 CH2M HILL Retiree and Emeritus Retreat! The evening starts with a cocktail reception where you can renew acquaintances with colleagues and friends from across the firm. After dinner, Mike Kennedy will introduce CH2M HILL CEO and Chairman Lee McIntire who will bring us up-to-date on the state of the firm, what's new at the company, and what the future holds for CH2M HILL. Following Lee's presentation and a short Q&A session, Sid Lasswell will lead a session to recognize a number of early company leaders and stories will be shared about the firm's early days. It will be a fun, insightful, and entertaining end to the evening.

When: Monday, September 30, from 5:00 p.m. to 8:00 p.m.

Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Spruce Mountain Ranch

The historic and sophisticated Spruce Mountain, a working Black Angus cattle ranch designed to entertain the likes of Ralph Lauren, will give retreat attendees a tour and presentation about the intricate details of this working ranch. This ranch is a beautifully landscaped 400-acre property offering an impressive collection of event locations expressing true Colorado style. The views and scenery are not to be missed! Learn more about Spruce Mountain ranch at <http://www.sprucemountainguestranch.com/>.

When: Tuesday, October 1, from 7:45 a.m. to 12:00 p.m.

Cost: \$38 per person (includes transportation and refreshments).

Transportation: Included with registration for Spruce Mountain event at no additional cost.

Retiree Benefits Session

This informational session will update attendees on the firm's current emeritus and retiree benefits including health insurance, 401(k) rollover options (and rules), and more. The session will also present alternatives to the firm's secondary health insurance plan (CIGNA) for Medicare-eligible retirees.

When: Tuesday, October 1, from 1:00 p.m. to 1:45 p.m.

Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Presenters: Erik Ammidown, John Echternach, and Don Marske

Financial Planning Session

This workshop session will address commonly asked questions about "How to Build a Bulletproof Financial Plan." You will learn things such as: What's the right investment strategy for me? Can I "front load" my retirement expenses during early retirement to assume less when I'm older during later retirement? The session will be presented by Mark Brown who has been working with CH2M HILL retirees since 1984 and is very familiar with the firm and the evolution of its compensation plans.

When: Tuesday, October 1, from 1:45 p.m. to 2:30 p.m.



Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Presenters: Mark R. Brown, CFP, Brown & Tedstrom, Inc., Denver

Making the Most of Retirement

A handpicked panel of three: one old timer, one rookie, plus one retiree partner/spouse will share their experiences of retirement. The majority of the session will be devoted to audience feedback and discussion. Join us to share your stories and maybe learn something new that could enhance your retirement!

When: Tuesday, October 1, from 2:30 p.m. to 3:15 p.m.

Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Presenters: Les Wierson and others

Tuesday Evening Event & Dinner

Our Tuesday evening program begins with attendees gathering at the Embassy Suites hotel where we will board buses for transportation to CH2M HILL's Global Headquarters Campus. When we arrive, we will kick things off with a cocktail reception and have time to mingle with fellow retreat attendees and current CH2M HILL leaders. Then we will enjoy dinner in the CH2M HILL Café, and hear several interesting presentations from CH2M HILL leaders.

- Terry Ruhl, Transportation Business Group President, will present our work as Program Manager on the expansion of Mumbai's international airport. In the world's most densely populated city, the Chhatrapati Shivaji International Airport (CSIA) handles more than 28-million passengers and more than 650,000 tons of cargo per year.
- Randy Smith, Industrial & Advanced Technologies President, will present an overview of the design and construction of one of the world's largest electronic wafer fabrication facilities for the leading chip maker in the world. The facility includes many first-of-a-kind techniques and the presentation will also highlight current state-of-the-art 3D design techniques.
- Jacques Hinman, International Division President, will discuss the breadth and extent of CH2M HILL's current international operations. CH2M HILL's international footprint has grown tremendously over the recent years and includes award-winning work in the UK, the UAE, Australia, and India, to name a few.

When: Tuesday, October 1, from 4:00 p.m. to 8:30 p.m.

Cost: Included with regular retreat registration.

Transportation: Included for all registered retreat attendees at no additional cost.

US Air Force Academy and Garden of the Gods Tour

Bring a coat and plan to attend this combined tour of the United States Air Force Academy (USAFA) and Garden of the Gods. CH2M HILL operates the USAFA, one of the nation's three major military academies for the Air Force. The tour of the Academy will include a number of historic buildings, a summary of activities necessary to operate a major university, insights into the rigorous daily life of the students, and the



challenges of maintaining historically significant buildings. The Garden of the Gods is a registered National Landmark in Colorado Springs, not far from the Academy, featuring dramatic views and 300-foot towering sandstone formations. Both locations are set in a backdrop of snow capped mountains and brilliant blue skies. Learn more about the USAFA at <http://www.usafa.af.mil/> and the Garden of the Gods at <http://www.gardenofgods.com/home>. Please also note that, for security purposes, the USAFA tour will require that all attendees provide personal information, including a photo ID.

When: Wednesday, October 2, from 7:30 a.m. to 3:00 p.m.

Cost: \$27 per person (includes box lunch and step-on guides for the Garden of the Gods portion of the trip).

Transportation: Included with registration for USAFA/Garden of the Gods Tour event at no additional cost.

Golf Outing

The golf outing will be at the beautiful Arrowhead Golf Club in Littleton, Colorado. The course is a challenging 18-hole Robert Trent Jones, Jr. course with a spectacular setting in the Red Rocks area south of Denver. The club boasts being a “40 year old club that was 320-million years in the making”. Go to www.arrowheadcolorado.com and take a tour of the course and its many amenities. All handicaps are welcome; the mission will be a fun outing in an awesome setting!

When: Wednesday, October 2, from 8:00 a.m. to 3:00 p.m.

Cost: \$124 per person includes your green fee, a cart with GPS, range balls, a bag tag, lunch (ham or turkey sandwich, chips and a soft drink), and round-trip transportation to and from the golf-course. Rental clubs are available for \$52/set (balls can be purchased in the pro shop).

Transportation: Included with registration for Golf Outing event as stated above.

Wednesday Concurrent Technical Sessions

Three concurrent technical sessions regarding projects with the firm’s industrial clients and federal, state, and local government clients will offer the opportunity to network with old friends and receive an update on the kinds of project activities and challenges CH2M HILL is currently involved with. Each of the three sessions will be led by a current member of CH2M HILL’s management team who will provide a summary of the top ongoing projects within the client sector, a summary of the top ongoing pursuits, new technologies impacting business, and ongoing enterprise activities that reflect the size and complexity of CH2M HILL’s current business.

When: Wednesday, October 2, from 3:00 p.m. to 5:00 p.m.

Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Breakfast and Retreat Closing Session

This breakfast session will give everyone a chance to again enjoy each other’s company before heading home. We’ll have a short session highlighting the recent Alumni History progress as shared by Don Marske and Dave Evans. Next, Mike Kennedy will moderate a roundtable discussion soliciting your feedback on our Denver retreat. Among other things, we will discuss: How we can make the retreat more valuable for



attendees and CH2M HILL? How we can attract more retirees and be more inclusive? And, find out your ideas for the 2015 retreat. It should be a lively discussion and shape the future path for our retiree retreats!

When: Thursday, October 3, from 7:00 a.m. to 9:00 a.m.

Cost: Included with regular retreat registration.

Transportation: N/A, event will take place at the hotel.

Retiree & Emeritus Retreat Registration

You will receive an email invitation which will contain a direct link to the registration website. This link will be unique to you so please do not share your Retiree & Emeritus Retreat registration link. The retreat registration fee is \$195 per person and covers the cost of a number of retreat activities, including the evening dinner events. **Space for the retreat, tours, and event outings is limited. Make sure to register early to guarantee your spot!**

Air Travel

You are responsible both for arranging and paying for your air travel to and from the Retiree & Emeritus Retreat. Please review both the Agenda and Ground Transportation information included within this booklet before you reserve your flights. CH2M HILL will not be able to offer air travel discounts to Retiree & Emeritus Retreat attendees as only fulltime CH2M HILL employees are eligible for certain air travel discounts.

- Fly into and out of Denver International Airport (airport code DEN), located in Denver, CO.
- Please reserve your air travel using the booking method and airline of your choice.

Ground Transportation

All of the official Retiree & Emeritus Retreat activities/events that will take place away from the hotel will include transportation (see Event Descriptions on pages 3-6). However, **you are responsible for both arranging and paying for ground transportation to and from the airport and Retiree & Emeritus Retreat** as well as any other personal activities you plan to partake in during your visit. The approximate distance between the airport and the hotel is 25.6 miles (approximately 32 minutes by vehicle, depending on the time of day, traffic, and weather conditions).

- **Shuttle service to and from the airport**
SuperShuttle offers service between Denver International Airport and the Embassy Suites Denver-Downtown/Convention Center Hotel for approximately \$21 per person, each way. Shuttles are offered from 4 a.m. to 12 midnight. CH2M HILL's SuperShuttle discount code is CH2M1. For information and to reserve shuttle service, please call +1.800.BLUE.VAN (+1.800.258.3826), or go online to <http://www.supershuttle.com/Locations/DENAirportShuttleDenver.aspx>.
- **Taxi service to and from the airport**
Taxi service between Denver International Airport and the Embassy Suites Denver-Downtown/Convention Center Hotel costs approximately \$60 each way. You can get additional information at Denver International Airport's Ground Transportation Information Counter on level 5.

Driving to the Retiree & Emeritus Retreat

For driving directions to the retreat location at Embassy Suites Denver-Downtown/Convention Center Hotel, go to <http://embassysuites3.hilton.com/en/hotels/colorado/embassy-suites-denver-downtown-convention-center-DENESES/maps-directions/index.html>.

Parking at the Retiree & Emeritus Retreat

Embassy Suites Denver-Downtown/Convention Center Hotel offers retreat attendees a discounted, 8-hour parking rate of \$10 per car, plus tip. Overnight parking at the hotel will cost \$31 per night. Self-parking is not available at the hotel. However, there are several surface parking lots within walking distance of the hotel. You can get directions and approximate pricing for these lots by contacting the hotel concierge at +1.303.592.1000.

Accommodations

CH2M HILL has contracted a block of rooms at the Embassy Suites Downtown Denver/Convention Center Hotel.

- You will reserve your sleeping room during online registration for the Retiree & Emeritus Retreat. You will receive an email invitation to the retreat which will contain a direct link to the registration website. This link will be unique to you, so please do not share your retreat registration link.
- CH2M HILL has negotiated a group rate for sleeping rooms at the Embassy Suites Denver-Downtown/Convention Center Hotel. The discounted hotel rate is \$159 per night for a single room, and \$174 per night for a double room (two or more people per room), plus 14.75% tax. These rates are available for all attendees 1 day prior to the retreat, and two days after the retreat.
- Before you reserve your sleeping room, please review the Retreat Agenda and make your reservation based on your planned attendance at the retreat.
- When you arrive at Embassy Suites Denver-Downtown/Convention Center Hotel, you will provide a credit card for your sleeping room, tax, and incidental charges (phone charges, room service, etc.) during your stay at the hotel. Be sure to secure a copy of your final bill when you check out.
- Complimentary wireless Internet access in your sleeping room has been negotiated at the Embassy Suites and is available to you when you register for your room on the retreat registration website (regularly \$9.95 per night). You will not receive the complimentary wireless internet unless you register through the retreat registration website.
- Go to the Embassy Suites Denver- Downtown/Convention Center Hotel website to learn more about where you'll be staying, <http://embassysuites3.hilton.com/en/hotels/colorado/embassy-suites-denver-downtown-convention-center-DENESES/index.html>.
- **Please do NOT reserve your room via the hotel or its website for the nights of the scheduled retreat (Sept. 30 – Oct. 2); your sleeping rooms will automatically be reserved for these nights during the online Retiree & Emeritus Retreat registration process. Booking outside of the retreat registration website will not include the discounted or complimentary concessions of the retreat program.**

Things to Do

During downtime at the Retiree & Emeritus Retreat, you can enjoy downtown Denver shopping, activities, museums, and tours. Please contact the hotel concierge to arrange transportation to off-site activities. If you wish to contact the concierge before you arrive onsite at the hotel, please call +1.303.592.1000.

Denver Pavilions

- Located off the bustling 16th Street Mall and only 4 blocks from the Hotel, the Denver Pavilions boasts 40 shops, restaurants, and entertainment venues, including a movie theater, bowling alley, and live jazz bar.
- For more information about the Denver Pavilions, visit <http://www.denverpavilions.com/>.

History Colorado Center

- The History Colorado Center, one of Denver's newest cultural attractions, is designed to ignite imaginations of all ages about Colorado history. Enjoy high-tech and hands-on exhibits, programs, and special events.
- Exhibits share the stories and the spirit of Colorado's people over the past 10,000 years.
- The daily cost is \$10 per person / \$8 per Senior Citizen (ages 65+).
- For more information about the History Colorado Center, visit <http://www.historycolorado.org/museums/history-colorado-center>.

Banjo Billy's Bus Tour

- Hear Denver's ghost, crime, and history stories while sitting on a couch, recliner, or saddle as the tour ambles through town on a "shack on wheels!"
- Learn about Denver's corrupt past, promising future, and the ghosts and criminals who still form the city's identity today.
- The tour cost is \$22 per person.
- For more information about Banjo Billy's Bus Tour of Denver, visit <http://www.banjobilly.com/tours/denver-co/>.

Denver Art Museum

- Explore the Denver Art Museum's galleries, showcasing a world-famous American Indian art collection as well as art from around the world.
- The museum's Hamilton Building is an architectural work of art that will change the way you experience art and architecture.
- The cost for Colorado residents is \$10 per person / \$8 per Senior Citizens (ages 65+). The cost for non-Colorado residents is \$12 per person / \$10 per Senior Citizens (ages 65+).
- For more information about the Denver Art Museum, visit <http://www.denverartmuseum.org/>.

Brown Palace Afternoon Tea and Tour

- Enjoy a longstanding tradition at The Brown Palace Hotel, including your choice of tea, scones, and tea sandwiches.
- The hotel offers guided historical tours, recounting interesting anecdotes about the general history of the hotel.

- For more information about the Afternoon Tea visit <http://www.brownpalace.com/Dining/Afternoon-Tea>
- For more information about the Brown Palace Tour, visit <http://www.brownpalace.com/Hotel-Tours>.

American Museum of Western Art

- The artwork on view at the American Museum of Western Art represents a cross section of paintings that survey art of the American West from the early 19th century through the age of industrialization.
- Tours are offered only on Mondays and Wednesdays at 10 a.m. or 1:30 p.m. (You must arrive 10 minutes before the tour begins.)
- The cost is \$10 per person / \$7 per Senior Citizen (ages 65+). Tickets must be purchased beforehand, by credit card.
- For more information and to purchase tickets, visit <http://www.anschutzcollection.org/visit/admission/>.

U.S. Mint Tour

- Tours cover the present state of coin manufacturing and the history of the U.S. Mint.
- Visitors will learn about the craftsmanship required at all stages of the minting process, from original designs and sculptures, to the actual striking of the coins.
- There is no cost to attend the tour.
- For more information about the U.S. Mint Tour, visit http://www.usmint.gov/mint_tours/. Tours fill-up quickly, sometimes months in advance! If you're interested in a tour of the U.S. Mint, make sure to go online and book your tour early.

Center of the Performing Arts Backstage Tour

- Explore backstage at the Denver Performing Arts Complex—the world's largest performance facility under one roof!
- This 4-block, 12-acre site is home to both Denver's Theatre Company and Broadway tours (plus the Colorado Ballet, Colorado Symphony, and Opera Colorado).
- The cost is \$8 per person.
- For more information about the Center of the Performing Arts Backstage Tour, visit <http://www.denvercenter.org/buy-tickets/tours.aspx>.

Denver Museum of Nature and Science

- Explore the cosmos, uncover dazzling gems and minerals, visit IMAX and the planetarium, and get as close to a T-Rex as you dare.
- For over 100 years, the Denver Museum of Nature & Science has been at the heart of cultural experience in Denver.
- The daily cost is \$13 per person / \$10 per Senior Citizen (ages 65+).
- For more information about the Denver Museum of Nature and Science, visit <http://www.dmns.org/>.



More Things to Do:

There are many other things to enjoy while in Denver. See a theater show, the ballet, or opera or check out the award-winning Denver Zoo. Visit different areas of town like Cherry Creek, for restaurants and shopping, or Wash Park, for a stroll and fresh air. Or, get off the beaten path and enjoy the quainter areas of town like South Pearl or South Gaylord. For more information on Denver attractions, events, restaurants, and nightlife, visit <http://www.denver.org/metro>.

Weather

The average temperature in Denver at the end of September/early October can range anywhere from 45°F to 80°F (during the day) with chances of snow and rain showers. Dress in layers and bring clothes appropriate for this large temperature range. For current weather conditions in Denver, CO go to <http://www.weather.com/weather/today/Denver+CO+USCO0105:1:US>.

Frequently Asked Questions

Who is eligible to attend the Retiree & Emeritus Retreat?

Attendance at the Retiree & Emeritus Retreat is open to retirees of the firm and current emeritus members (employees working less than fulltime as part of a transition to fulltime retirement) and their guests (partners and spouses). If you have any questions about attendance guidelines, please let us know.

How do I register for the retreat?

You will receive an email invitation to the retreat which will contain a direct link to the registration website. This link will be unique to you so please do not share your Retiree & Emeritus Retreat registration link.

What if I have to cancel after I have registered? If you need to change or cancel your registration, please contact CH2M HILL's Gina Aiello by email at gina.aiello@ch2m.com or +1.720.313.3882. Please note the following cancellation fees:

- If you cancel your registration before July 1, 2013 (5 p.m. U.S. Mountain Time), you will be refunded 75 percent of your registration fee (25 percent retained by CH2M HILL for administration fees).
- If you cancel your registration between July 1, 2013 (after 5 p.m. U.S. Mountain Time) and September 1, 2013 (5 p.m. U.S. Mountain Time), you will be refunded 35 percent of your registration fee (65 percent retained by CH2M HILL for administration fees plus cancellation fees).
- No refunds will be given for cancellations made after September 1, 2013 (5 p.m. U.S. Mountain Time).

What should I wear?

Please review the Weather section provided on page 10 for information about the weather you can expect during your stay in Denver, Colorado. While packing for your trip, please consider the various occasions, including evening events, and activity events you might have registered for. For events taking place at the hotel and the CH2M HILL World Headquarters Campus, business casual dress is appropriate. For the various



optional activities you may register for and partake in, please consider comfortable clothing and shoes. If you have personal plans to attend a theater show or enjoy the outdoor Rocky Mountains, please remember to plan for these activities as well. We always advise dressing in layers both because meeting room temperatures vary, and it is difficult to satisfy everyone in the room, and because, in the Rocky Mountain region, temperatures vary throughout the day.

When are check-in and check-out times at the hotel?

Check-in time is 3 p.m., check-out time is 12 p.m. Guest Services can store your bags if your room is not ready when you arrive.

What time should I arrive and depart?

Please arrive at the hotel on Monday, September 30, before 4 p.m. MT to register and settle in your hotel room. The Retiree & Emeritus Retreat will officially kick off at 5 p.m. with a reception and dinner. On Thursday morning, the retreat will conclude with a breakfast and retreat closing session. Keeping transportation time to the airport in mind, you can make plans to depart from Denver International Airport early Thursday afternoon or sometime that evening. If you are interested in arriving early or staying longer, CH2M HILL has arranged for you to receive hotel room discount rates, please see Accommodations section on page 7 for more information about hotel discounts.

Upon arrival at the hotel, where do I find the onsite registration and information desk?

CH2M HILL's onsite registration and information desk will be located in the Crestone Foyer area of the hotel (located on the third floor). Please check-in at the CH2M HILL registration desk anytime after 12 noon on Monday, September 30, to pick up your attendee package and nametag.

Am I allowed to bring a guest?

Yes. Guests, including partners and spouses, are invited and encouraged to come.

Can I book a personal vacation before or after the Retiree & Emeritus Retreat?

Absolutely. As a convenience to you, CH2M HILL has negotiated discounted hotel prices for certain days before/after the scheduled retreat. The discounted hotel rate is \$159 per night for a single room, and \$174 per night for a double room (two or more people per room), plus 14.75% tax. These rates are available for all attendees 1 day prior to the retreat, and two days after the retreat. If you are interested in staying at the hotel extra nights, please contact the hotel yourself to make these reservations. Please see the Accommodation section on page 7 for more information.

What if I need to make a change to my registration?

You have until Wednesday September 4, 2013 to register. Once you have completed the online registration process, you will receive a registration confirmation via email. If you need to make changes prior to Wednesday, September 4, 2013, please use the link in your emailed confirmation to revisit the registration website and make the changes. After Wednesday, September 4, 2013, you must contact Gina Aiello directly at Gina.Aiello@CH2M.com or +1.720.313.3882.



Will we have any free time?

Absolutely, the retreat agenda includes a number of time slots allocated for personal free time and there will be time to enjoy Denver and its surrounding areas on your own. There are lots of things you can enjoy, including museums, wonderful restaurants, theater shows, and more. Please see the Agenda on pages 2 and the Things to Do section on pages 8-10 for more information.

Whom do I contact if I experience problems during the registration process?

Please contact Gina Aiello if you experience any problems during the online registration process at Gina.Aiello@CH2M.com or +1.720.313.3882.

Whom do I contact if I experience a last-minute emergency or need assistance at the Retiree & Emeritus Retreat?

CH2M HILL staff will be on site beginning Monday, September 30. If you experience an emergency and need to make last-minute changes, you can reach Gina Aiello by cell phone at +1.720.313.3882.

Whom do I contact if I have questions about retreat program content?

If you have questions regarding the Retiree & Emeritus Retreat program content, please contact Emily Holben at Emily.Holben@CH2M.com.

Health, Safety, & Environment

Altitude Sickness

Altitude sickness is caused by low barometric pressure at high elevations, which causes the body to absorb low oxygen. Common symptoms include headache, nausea, vomiting, dizziness, and edema of the face and legs. Dehydration is the most common contributor of altitude sickness, so make sure to drink lots of water and avoid sugary and caffeinated beverages when possible. Please also be aware that the effects of alcohol can be increased when at high altitudes.

Hotel Health and Safety Information

Embassy Suites Denver-Downtown/Convention Center Hotel has a manager on duty 24 hours a day, 7 days per week. The manager is trained to respond to any emergency and can be reached by dialing 0 from any phone throughout the hotel and requesting the manager from the receptionist. (You can also reach hotel security by dialing 0 and requesting security services from the receptionist.) All hotel emergency procedures are available at the front desk for your convenience. The hotel has 2 automated external defibrillators (AEDs) onsite; an AED is located behind the front desk, and an AED is located on the second floor, in the service hallway. The hotel staffs at least one CPR-trained employee at all times.

CH2M HILL Health, Safety, & Environment practices for the Retiree & Emeritus Retreat

- **Health**

- Eat healthy, sensible breakfasts that match activities during the day. Select meals, snacks, and drinks that are nutrient dense and low in both sugar and fat.
- Drink ample water throughout the day; consume only small quantities of soft drinks, sugary drinks, and juices. Be cautious with alcohol intake, and drink less alcohol than you would if you were in a familiar social setting.
- Bring your exercise clothes and shoes—just having these items will motivate you to get going!
- Ask other attendees to walk, jog, hit the fitness center, or engage in a sporting event with you. This is great for both physical well-being and camaraderie.

- **Safety**

- Upon checking in to your room, check and memorize evacuation routes in case of emergencies.
- Dress appropriately for the Retiree & Emeritus Retreat by reviewing the agenda and by checking the weather forecast. Meeting rooms can have cool temperatures, so try to dress in layers.
- Make a list of your important medical information; keep the list in your wallet or purse, and provide the list to your emergency contact person.
- Look out for fellow attendees. Be alert (especially by locating emergency exits), pay attention to your surroundings, and don't preoccupy yourself with technology.
- Be aware of the status of your technological equipment. Log off or lock your computer when you're not using it, and never leave your technological equipment unattended.
- Keep your valuables secure and out of sight (both at the event space and in your hotel room).
- If you leave valuables in your vehicle, secure them in a locked trunk, cover them, or hide them.

- **Environment**

- The best sustainability practices were used when planning this Retiree & Emeritus Retreat. Please be on the lookout for ways to be a sustainable attendee.



The Spokane County Regional Water Reclamation Facility, located on a redeveloped brownfield, is improving water quality and the environment by reducing the levels of phosphorus and other nutrients discharged into the Spokane River. The 8 mgd facility can be easily expanded in phases to have a capacity of 24 mgd.

THE RIGHT COMBINATION

Through the integration and collaboration made possible by a design/build/operate contract, a water reclamation facility that meets some of the most stringent effluent standards in the nation was delivered \$1 million under budget and seven months ahead of schedule.

By Dennis Nelson and Rick Smith, P.E.

CH2M HILL, ALL

MORE THAN A DECADE AGO, Spokane County, Washington, determined that it had a critical need for additional wastewater treatment capacity, primarily to meet anticipated population growth, eliminate reliance on septic systems, and meet the effluent water quality requirements set by the Washington State Department of Ecology. Today, those needs are being met by the new Spokane County Regional Water Reclamation Facility (SCRWRF), a complex completed in 2012. The 8 mgd facility is improving water quality and the environment by reducing the levels of phosphorus and other nutrients discharged into the Spokane River.

Not only does it combine aesthetic characteristics appropriate to the region with state-of-the-art treatment technology and odor control; it also serves as a catalyst for revitalization of the area while being a good neighbor to existing businesses.

The process began when the county determined that it needed additional wastewater treatment capacity, a need reflected in a wastewater facilities plan that the county adopted in February 2002. The plan recommended construction of a new treatment plant in the western part of the Spokane River's valley to accomplish the following:

- Meet population needs and eliminate septic systems;
- Protect public health;

- Provide reliable wastewater treatment over the long term (50 years);
- Protect and improve the region's water resources (both surface water and groundwater);
- Provide cost-effective solutions for county ratepayers.

The total population currently served by the county's Spokane Valley Sewers is about 100,000. That population is expected to increase to 167,000 by 2026. By 2050, the planning period covered by the wastewater facilities plan, the population is predicted to be 218,000. Adding to this challenge are the many water quality and water resource issues in the area around the Spokane River and the Spokane Valley-Rathdrum Prairie Aquifer, which extends across Idaho and Washington and is the sole source of drinking water for more than 400,000 people.

The Washington State Department of Ecology established strict water quality standards for the new facility, which must also meet National Pollutant Discharge Elimination System (NPDES) permit requirements. Some of the effluent limitations are among the most stringent in North America. For example, the seasonal average limit on phosphorus levels is less than 50 µg/L (50 parts per billion); the ammonia limit in the summer season is 0.25 mg/L (0.25 part per million); and the carbonaceous biochemical oxygen demand limit is less than 2 mg/L.

Spokane County has been expanding its wastewater collection system to replace septic tanks since the early 1980s. The goal of this program is to reduce the possibility of contaminating the aquifer. The program is responsible for the addition of more than 20,000 connections to the county sewer system, and the county anticipates an additional 9,000 connections by the time the program ends, in 2015.

The county's wastewater facilities plan listed several alternative sites for a new facility in the western part of the Spokane River's valley. After evaluating 20 potential sites, the former site of the Old Union Stockyards was chosen and purchased in June 2004. The 20-acre brownfield site was ripe for redevelopment and was ideally located between the existing Spokane Valley and North Valley interceptor sewers and near the Spokane River. It also offered room for expanding the treatment facility to accommodate at least 50 years of growth in the region.

With the site chosen, the focus turned to the design of the treatment facility. One of the county's goals was an effective, efficient design that would accommodate future additions to the facility with minimal disruption to neighbors and plant operations. In its initial plans, the county wanted the SCRWRf to be an advanced treatment facility with membrane filtration that would provide an initial 8 mgd of capacity for the region and would lend itself to expansion in phases up to 24 mgd. In its request for proposals, the county specified that the design not only comply with all of the effluent regulations but also stay within a predetermined budget of

\$143 million and meet specified operating costs. Moreover, the plant had to be operational within three and a half years.

A design/build/operate (D/B/O) approach was chosen to minimize short-term capital expenses and long-term operating costs while providing the greatest possible value. The procurement process for the SCRWRf was conducted in accordance with Washington State's Water Quality Joint Development Act. In addition to conferring cost and schedule benefits, the D/B/O approach provided optimal risk allocation, competitive design selection, clear assignment of performance responsibilities to a single contracting entity, and long-term facility operations and maintenance efficiencies. Another benefit was that it relied on a fully integrated team of design, construction, operations, and quality assurance personnel in all aspects of project development. Having a single-entity D/B/O provider delivering all phases of this project assured the county that one company would be responsible and accountable for meeting project deadlines, wisely managing public resources, and protecting the local environment.

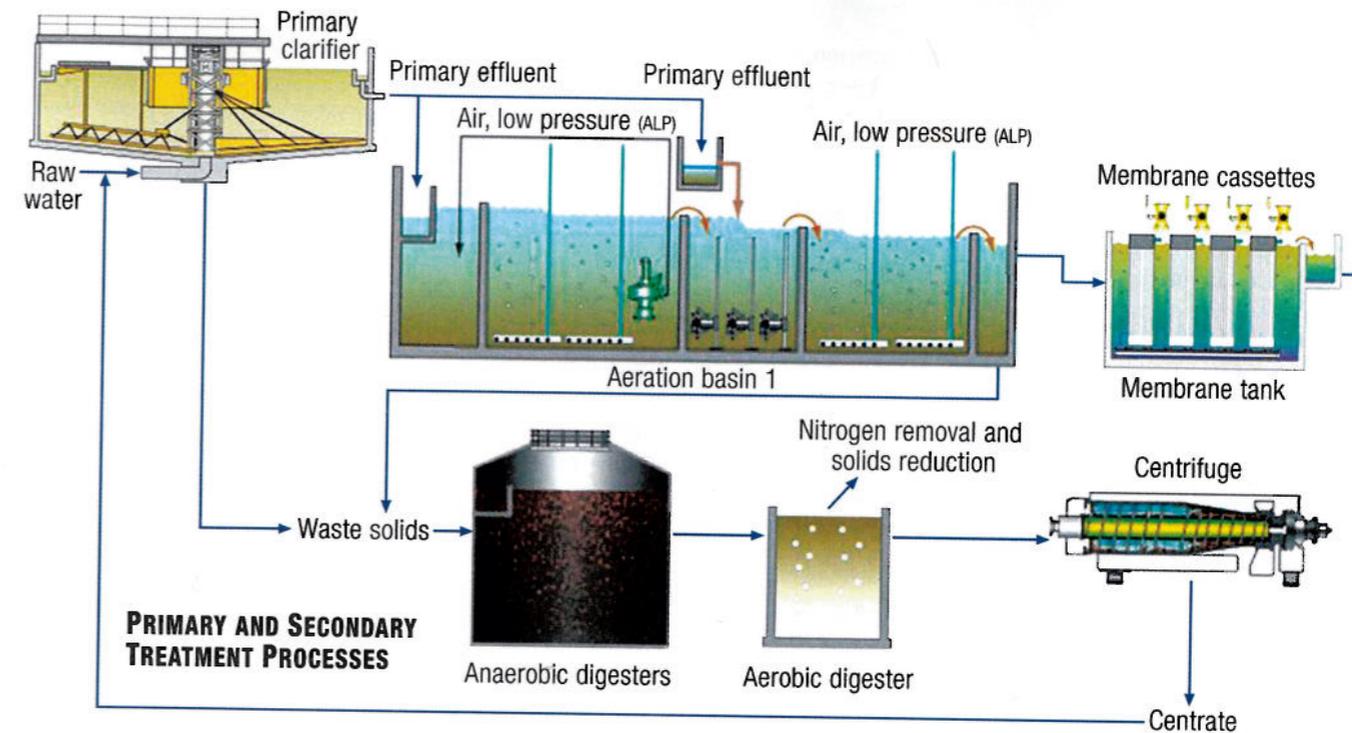
Spokane County hired CH2M HILL, of Englewood, Colorado, to design, construct, and operate the facility for up to 20 years. This approach was projected to save the county up to 15 percent on the total design and construction cost compared with a conventional design/bid/build approach.

After the D/B/O contract was awarded, a series of partnering sessions with a third-party facilitator helped to further define the SCRWRf project goals and establish critical milestones for overall project success. These partnering sessions solidified the commitment of all involved to make sure that all project issues were

resolved in a collaborative manner. Extensive interaction between the D/B/O team and Spokane County continued as the design was developed. The project owners, the relevant regulatory agencies, and other stakeholders all offered input on the engineering. There was open communication, and documents were freely shared during meetings, reviews, and workshops to ensure that the facility met the needs of all parties. Key project team members were colocated with county personnel so that meetings could be quickly convened to resolve issues or explore creative ideas. The stakeholders included the Spokane County Board of Commissioners, Spokane County's Utilities Division, the City of Spokane, and the Washington State Department of Ecology.

The design phase began in January 2009, and the construction phase began in June of that year. CH2M HILL performed most of the design functions itself, including the mechanical, electrical, structural, civil, architectural, and geotechnical work and the work pertaining to instrumentation and controls and to the process design for the wastewater treatment portion of the project. The CH2M HILL team also performed the permitting work and the construction management for the entire project, and the team is now into its second year of the operation and maintenance contract, including on-site and off-site biosolids treatment.

FROM THE BEGINNING, THE OVERRIDING MOTIVATION FOR THE PROJECT WAS MEETING THE STRINGENT EFFLUENT DISCHARGE REQUIREMENTS.



Although the D/B/O contract did not require the use of local businesses, more than 95 percent of the project's work was awarded to businesses in the state. In fact, in addition to CH2M HILL, the D/B/O team included more than 50 local subcontractors that in total provided 380,000 hours of construction labor.

One unique aspect of the D/B/O approach was that it enabled the team to take advantage of the expertise of the local subcontracting community for the project's publicly accessible buildings, known as the Water Resource Center (an educational facility) and the Treatment Operations Facility (which houses the main offices, a laboratory, and the control center). These structures were designed and built under the leadership of the subcontractor Garco Construction, which is based in Spokane, with design services led by ZBA Architecture, also of Spokane, and the latter's engineering subconsultant—the Spokane office of Coffman Engineers—under a design/build contract. This established the unique situation of managing a design/build subcontract within the primary D/B/O contract.

From the beginning, the overriding motivation for the project was meeting the stringent effluent discharge requirements. A commitment to technical innovation was required for this and for solving the many complexities of the new plant's design, including minimizing the project's environmental footprint, safeguarding public health, and producing effluent water of high enough quality ("class A") to be reused in irrigation, commercial and industrial processes, wetlands restoration, indirect groundwater recharge, and streamflow augmentation.

The Spokane River (to which the SCRWRf would discharge) and the river reservoir Lake Spokane had been plagued by algal blooms and dissolved oxygen limitations, prompting strict limits on such nutrients as phosphorus and ammonia and on biochemical oxygen demand, as stated above. A membrane bioreactor (MBR) application was one of the first op-

tions considered for the project because it would best balance life-cycle costs with the level of performance required by these limitations. The team also considered conventional biological phosphorus removal, but this was quickly dismissed because of its complexity, large footprint, and high capital costs. However, the challenge remained to fully develop a phosphorus treatment process capable of reaching the limit of less than 50 µg/L. The solution that arose was chemically enhanced primary treatment followed by a step-feed MBR system that would employ metal salts (ferric chloride) to precipitate phosphorus. This integrated approach of combining chemically enhanced primary treatment with MBR is extremely novel, and the SCRWRf is one of the first facilities in the United States to use this process to attain such low phosphorus levels.

As part of the design, the team developed a site plan that minimized yard piping, made it possible for multiple facilities to be constructed concurrently, left ample room for future expansion, and streamlined operations and maintenance activities. The team located the actual treatment process facilities along the eastern half of the site and placed the buildings that would be open to the public on the western half of the site.

The process facilities start with preliminary treatment at the headworks facility, which screens out the components that could harm the downstream processes and equipment. The first step in the chemically enhanced primary treatment is conducted here with the initial introduction of ferric chloride, which reduces phosphorus and odors. An aerated grit removal system then provides chemical mixing and flocculation and removes grit prior to primary clarification.

From the headworks, the influent flows to the primary clarifiers, where sludge is removed and sent to the solids-handling facility for thickening, anaerobic digestion, and gas production. The primary clarifiers are fully capped by low-profile covers, and the enclosed area is ventilated to control odors.

Secondary treatment consists of four aeration basins arranged in a single circular bioreactor tank. The circular tank configuration minimized the footprint of the facility as well as the amount of concrete needed in comparison with a rectangular shape. Primary effluent is split into two different locations within each basin to improve the distribution of nutrients and oxygen demand and to improve effluent quality. This is the step-feed system mentioned above, and it maximizes the facility's ability to remove both ammonia and nitrates from wastewater. The secondary effluent is then pumped from the bioreactor to the membrane tanks, which separate the treated liquids from the solids.

This is the step at which the innovative MBR offers several benefits, from construction through operation. MBR requires a smaller footprint than is the case with traditional methods, and an MBR facility requires less construction. These characteristics reduced construction costs and made it easier to adhere to the schedule. The MBR design consists of six membrane trains that remove pathogens and turbidity from the process flow by preventing contaminants from passing through the surface of hollow-fiber membranes. MBR also provides a high degree of solids removal. And despite its smaller size and lower cost, it achieves exceptionally low levels of effluent phosphorus and produces water that, after disinfection, meets class A reuse standards.

The process also creates biosolids suitable ("class B") for beneficial land application and recycles the digester's biogas to provide energy via a cogeneration system at the facility; this energy is used to power electrical and heating equipment at the site.

One of the project's publicly accessible buildings, the Water Resource Center, has three separate areas for educational purposes and meetings. Because of the county's strong commitment to the principles of sustainable development, the center was constructed in a way that paid special attention to its water and energy efficiency. The Water Resource Center and the adjacent Treatment Operations Facility have earned silver certification in the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

To obtain this certification, the two buildings had to achieve a number of goals. The construction activities related to the buildings followed local standards and codes for erosion and sedimentation, strictures more demanding than the NPDES program requirements. Parking capacity was designed so as not to exceed the minimum local zoning requirements, and there is adequate parking for those participating in car pooling arrangements. Vegetated open space accounts for 48.7 percent of project's site area.

What is more, the facilities' storm-water management

plan results in no net increase in the rate and quantity of runoff in comparison with the calculated preproject conditions for a two-year, 24-hour peak discharge. The storm-water plan also reduces impervious cover, promotes infiltration, and captures and treats runoff from 90 percent of the average annual rainfall.

The heat island effect from the facilities' roofing is mitigated by the use of roofing materials that have a minimum solar reflectance index of 78 for 100 percent of the roof surface. Light pollution is reduced internally and externally by the use of automatic controls, and power densities, that is, the amount of power used per square foot of the facility, do not exceed 80 percent of ASHRAE recommendations. The site's irrigation systems use only reclaimed water, and potable water use is reduced by 45.7 percent through dual-flush water closets, low-flow urinals, and ultra-low-flow lavatories.

As an added feature, 100 percent of the building's energy cost is offset by energy generated on-site from renewable sources. The occupied buildings include areas for recycling cardboard, paper, glass, plastic, and metals, and more than 98 percent of the construction waste from the project was diverted from landfills and recycled. More than 23 percent (by weight) of the total building materials used were manufactured from recycled materials. On the basis of the energy cogeneration facilities and the LEED-certified buildings, Spokane County secured about \$500,000 in energy rebates from local utility providers.

The Water Resource Center serves an important public education function in that its displays and interpretive exhibits highlight the important features of the

SCRWRF and of the county's regional water cycle. Educational programs there are tailored for elementary, middle school, and high school students and are aligned with curriculum standards on such topics as the Spokane Valley-Rathdrum Prairie Aquifer, water in engineered systems, and the entire water cycle from aquifer to tap. Information is also provided on careers in water resources and water treatment. Signs in the outdoor areas at the SCRWRF that are open to the public provide information designed to give visitors an insight into the benefits of xeriscape concepts and techniques and the use of low-maintenance irrigation.

Through the integration and collaboration established by the D/B/O partnership, the SCRWRF was delivered at a cost nearly \$1 million under the facility's capital budget, and construction was completed seven months ahead of schedule. Commercial operations began in December 2011, and the facility has consistently met the NPDES permit requirements. The effluent returned to the Spokane River during the nutrient removal season has consistently been below the 50 µg/L

THE PROCESS ALSO CREATES BIOSOLIDS SUITABLE ("CLASS B") FOR BENEFICIAL LAND APPLICATION AND RECYCLES THE DIGESTER'S BIOGAS TO PROVIDE ENERGY VIA A COGENERATION SYSTEM AT THE FACILITY; THIS ENERGY IS USED TO POWER ELECTRICAL AND HEATING EQUIPMENT AT THE SITE.



The treatment facility combines aesthetic features characteristic of the region with state-of-the-art treatment technology and odor control. The two public buildings, the Treatment Operations Facility and the Water Resource Center, were designed and constructed in accordance with the principles of sustainable development. The buildings have earned silver certification in the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

total phosphorus requirement. Indeed, from a 12-month influent average of 5.9 mg/L, it has fallen to a range of 0.035 to 0.045 mg/L. Furthermore, ammonia effluent levels are less than 0.25 mg/L (from 30 mg/L) and biochemical oxygen demand is less than 2 mg/L (from 179 mg/L). Another benefit is that thousands of septic systems have been taken out of service for good.

In December 2012 the SCRWRF was honored for its leadership in innovation in the Washington Industrial Energy Leaders program. Chris Gregoire, who was then the governor, presented the program's Utility Sponsor Award to Spokane County, CH2M HILL, and the Spokane-based utility Avista at a ceremony held at the Washington State Legislative Building on December 5. The program recognizes Washington industries that demonstrate leadership and make a firm commitment to energy efficiency. It also pays tribute to highly innovative energy projects, including emerging technologies and projects that use existing technologies in a new way or change a process in a way that results in significant energy savings. In other honors, the Design-Build Institute of America recognized the SCRWRF

with its 2012 National Design-Build Award in the water and wastewater category, hailing the team's exemplary integrated approach in delivering design and construction services under one contract with a single point of responsibility. **CE**

Dennis Nelson is a design/build project manager with CH2M HILL and works in Bigfork, Montana. Rick Smith, P.E., is a program manager, senior project manager, and senior mechanical engineer with CH2M HILL's global water business group in Spokane, Washington.

PROJECT CREDITS Owner: Spokane County, Washington **Design/build/operate lead and design lead (including mechanical, electrical, structural, civil, industrial, commercial, architectural, geotechnical, and process design; permitting; construction management; and operations and management):** CH2M HILL, Englewood, Colorado **Commercial building design/build contractor:** Garco Construction, Spokane, Washington, with assistance from ZBA Architecture, Spokane, Washington, and Coffman Engineers, Spokane, Washington **Landscape architecture:** SPVV Landscape Architects, Spokane, Washington **Earthwork and underground piping:** Halme Construction, Inc., Davenport, Washington **Electrical contractor:** Power City Electric, Spokane, Washington **Mechanical contractor:** University Mechanical & Engineering Contractors, Spokane, Washington **Membrane bioreactor equipment supplier:** GE Water & Process Technologies, Feasterville-Treose, Pennsylvania



Nelson



Smith