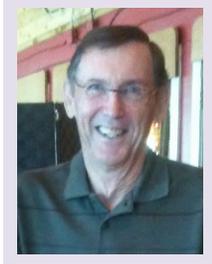




Publisher's Note

As time continues to fly by (and seemingly accelerate!), changes follow suit at "CH2M." Yes, our logo has changed yet again, as you'll read below. In addition, Apollo Global Management has bought a minority stake in CH2M HILL (that's still our legal name): <http://www.ch2m.com/newsroom/ch2m-welcomes-apollo-as-investment-partner>. The firm is doing well, as you'll note in the highlight articles; the call is out to hire staff and the stock price continues to rebound.



Rick Luebbers highlights his committee's planning of the first Pacific Northwest regional reunion, and two other regions are starting their planning groups. Hopefully others will follow in the coming months. We all can benefit from staying connected with our friends and colleagues. Our always-popular Alumni History website continues to add features and content—check it out: <http://www.history.ch2m.com/default.asp>.

My special thanks again for our contributors Dave Evans, Jerry Foess, Kurt Leininger, Rick Luebbers, Don Marske, Gordon Merseth, Ed Sloan, and others who shared updates and stories. We always welcome more contributors, though, including travel articles like we have for this issue. Share your experiences! Let me know at gkoblitz@ch2m.com, including leads on stories or pending retirements. It's getting tougher to get the latest news from folks, and the reality is that the best of stories come from YOU! Thanks always to Suellen and Vicki for their superb help with getting this newsletter together and out!

Cheers!

Gordon

CH2M is over the Hill: Engineering Giant Unveils New Name, Logo

Adapted from an article by Mark Harden, Denver Business Journal



In April, the firm announced that from now on it will use CH2M as its corporate brand name. "Through the years, CH2M has evolved from a

regional engineering and consulting firm associated with first-of-a-kind projects to a global leader associated with some of the largest, best-known infrastructure programs for

public and private clients," said Chairman and CEO Jacqui Hinman. With the new (old) name comes a new logo.

"The last time we rebranded the company was in the 1990s," said Hinman. "Since that time, CH2M has grown from 5,000 to 25,000 employees, working in more than 50 countries, with annual revenues of almost \$6 billion. Our distinctive new look reflects the energy and passion of the firm and its zest for bringing the smartest approaches to the markets and industries we serve."

The rebranding and new logo, coupled with a refreshed business strategy launched in January, will help deepen relationships between clients and CH2M's sales and project delivery teams.

CH2M Reunions Switch to Regional Approach

Contributed by Rick Luebbers and Gordon Koblitz

Following the CH2M Alumni Reunion in 2013, it was recognized that such global events would be less practical in the future given the increasing size and reach of the firm. A regional approach was developed to focus alumni activities in geographic areas. In response, a Pacific Northwest (PNW) Alumni Committee was formed and has begun organizational and planning activities. A message was sent to more than 800 CH2M retirees and alumni in Oregon, Washington, Idaho, Alaska, and Hawaii. The message provided information about the new regional organization and included a link to a survey. The survey requested input about the PNW Alumni Chapter, about an informal event in 2015 and a formal reunion in 2016. The responses indicated high interest in the PNW Alumni group in general, and specifically in a kick-off event in 2015.

The PNW Committee has moved forward in planning an alumni event in Washington's Tri-Cities area. This venue was selected because it is centrally located for Oregon, Washington, and Idaho and has a wide variety of interesting things to offer. (Click on link for more information: <http://www.visittri-cities.com/>). In addition, CH2M has a long history of successful project work in the area. The 2015 PNW Alumni Event is scheduled for October 1-3 and the tentative agenda is:

Thursday, October 1

Morning: Arrival, Individual activities
11:00 – 1:00 Registration and Welcome Lunch
1:30 – 5:00 Tour of Hanford Site
6:00 on BBQ in the Park with Richland Office staff

Friday, October 2

9:00 – 11:30 Ice Harbor Lock and Dam Tour
12:00 – 1:30 Lunch on your own
2:00 – 5:00 Winery Tour
6:00 – 7:30 Group Dinner
7:30 – 8:30 Ice Age Floods, a presentation by Bruce Bjornstad (recently retired from Pacific NW National Lab and author of 2 books on the subject)

Saturday, October 3

8:00 – 9:00 Breakfast with Discussion of 2016 Reunion
9:00 – 11:00 CH2M Company Discussion (Retirees and Spouses only)
9:00 – 12:00 Alternative Activities (local exhibits, museums, etc)
12:00 Noon Event Closing
Afternoon: Optional Activities

The official invitation will be sent out to area retirees/alumni soon, so mark your calendar for October 1-3. Arrangements have been made with Springhill Suites Kennewick for the 2015 PNW Alumni Event. The hotel is located at 7048 W. Grandridge Blvd., Kennewick, Washington.

This link is for the hotel website:

<http://www.marriott.com/hotels/travel/kwvsh-springhill-suites-kennewick-tri-cities/>

Each attendee should make their own reservations by calling 509-820-3026. Mention that the reservation is for the CH2M PNW Alumni Event to get the group rate of \$104 per day. State and local taxes will add about \$19 to the daily rate.

In keeping with the new alumni approach, all retirees and alumni from anywhere in the firm, as well as all those in the PNW, are invited to attend. For more information, please contact Rick Luebbers at rluebber@hotmail.com.

Jerry Boyle (jerryboyle@charter.net) is chairing a group that's starting to plan for the Southwest regional reunion. (see Don Marske's article *SCO Geezers Gather* [below] for more details). They would welcome hearing from folks and any volunteers, too!

Ken Williams and Mike Harris (kenwi1941@gmail.com and mharris.2585@comcast.net) are starting the process of obtaining mailing lists for retirees/alumni in the Southeast Region for contacting folks regarding a regional reunion. Please contact them if you have questions, comments, and/or are ready to help with the planning process.

Please contact Gordon Koblitz (gkoblitz@ch2m.com) regarding information and help in organizing other regional reunions.

Associates' News and Accomplishments

Ed Sloan Receives Oregon Stater Engineering Award



Ed Sloan receives award from OSU Dean Scott Ashford.

Ed Sloan is the most recent CH2M member to receive the Oregon Stater Engineering Award. On February 27, Scott Ashford, Dean of Engineering and former SFO employee inducted Ed into the Oregon State University College of Engineering Academy of Distinguished Engineers. Ed joins CH2Mers William Byers and Mark Lasswell (1999), Gary Nuss (2000), Randall Smith (2005), and Jo Danko (2005). The award honors outstanding alumni and friends for their contributions to the engineering profession and to OSU.

Ed is the 22nd CH2M honoree from approximately 400 all-time Oregon Stater Awardees in all categories. "It was an outstanding all-day event," Ed said, "including lunch, engineering lab tours / demonstrations, and a great dinner attended by university leadership, current and prior awardees!" Ed felt humbled to be included with such outstanding engineers and CH2M staff members. He commented that he owes his outstanding 40-year career, which has taken him around the world working on some of the firm's largest projects, to the outstanding education that he received at OSU and working for an inspiring company with exceptional staff and challenging projects and clients.



Ed, Prof. Hal Pritchett, and Sid Lasswell at awards dinner



Sue and Ed Sloan

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contributions throughout their careers. CH2M Council of Outstanding Early Career Engineers are Scott Ashford (1998), Gregg Thompson (2004), and Sanjay Vancheeswaran (2007).

Glen Daigger Joins Michigan CEE

On July 1, Dr. Glen Daigger, retired CH2M HILL Chief Technology Officer and past president of the International Water Association, joined the University of Michigan's Civil and Environmental Engineering (CEE) faculty as a professor of Engineering Practice. As a faculty member in CEE, Glen will contribute to the teaching of practice-oriented courses and provide leadership in the pursuit of Center-scale national and international research and education initiatives, while also maintaining strong ties with professional practice.



New Retirees and Emeritus (semi-retired employees; working less than full time) and Recent Retirees

Darrel Blanchard Retires after 51 Years of Adventures in Water and Wastewater Industry

I began my career in Defiance, Ohio on February 3, 1964 as an Assistant Chemist at a water treatment plant, a few months after getting out of the U.S. Army. I recall telling the superintendent that I would give it a try for 6 months until I found something to do I really liked. That was 51 years ago, so I guess the only thing I could find that I really liked more was retirement.



I worked for 20 years in the public sector in several capacities from water treatment plant operator to assistant utilities director. After 20 years in the public sector, I decided to give it a whirl in the private sector as an operations specialist. I came to the conclusion that I really liked the challenges of going from site to site starting up water treatment plants, training operators, and optimizing operations. Next, I joined CH2M in October 1997 as a senior operation specialist. I have been fortunate to have worked in most all of the 50 states, as well as numerous countries, including Canada, Puerto Rico, New Zealand, Philippines, Egypt, and Antigua. It would not be an exaggeration to say that I have been involved in more than 75 process start-ups, and have trained more than 1,000 water treatment plant operators in process control throughout my 51 years of service.

The most unique thing about working at CH2M is that if I wanted to do something, all I had to do was say so and CH2M would make it happen. I have had the opportunity to work on a training project in Alexandria, Egypt and an operator certification project for the entire country of Egypt.

CH2M gave me the opportunity to see many projects and participate in and lead many project start-ups.

Additionally, CH2M gave me the opportunity to exercise my skills as a manager by assigning me to provide staff augmentation on projects in Nashville, Tennessee; Gilbert, Arizona; Ruidoso, New Mexico; and the North Coast Super Aqueduct in Arecibo, Puerto Rico.

I have been asked, why do I continue to work in this industry of water treatment? All I can say is that due to some very early influences, I felt the need to return my experience and dedication to new and incoming operators.

Finally, I've been asked what really gets me excited about my job. There are several reasons, but as I mentioned earlier, I love my job. When I told my daughter last week I was going to retire, she said she thought I would never retire and that she expected that the family would have to come to a site somewhere to pick me up and bring me home. Wow, that was unexpected. That really got me thinking that even my family is aware of my desire to keep on going.

Douglas Miller Retiring after 22 Years with CH2M

Director of Consulting Services Douglas Miller retired after 22 years of extraordinary service. This occasion offers us an opportunity to sit down with Douglas as he reflects on his time at CH2M.



Q: What roles have you had during your time at CH2M?

A: When I started in 1992, I initially worked in northern New England as a Regional Manager supporting the projects of Biddeford, Maine; Dover, New Hampshire; and Fall River, Taunton, Swampscott and Yarmouth; Massachusetts. In 1993, I became a quality coach where I met many of the people I worked with throughout my time at CH2M. I later became the Regional Business Manager for the Northeast until our international presence expanded. My good friend Gary Wood [see below] asked me to help him with my first international assignment in Budapest, Hungary where we were commissioning and operating a facility for Coca Cola and the village of Dunaharaszti. This project opened a whole new world for me. I learned a lot and made lasting international friends.

My international work continued with a 2-year assignment in Ra'anana, Israel where I was PM working on a design-build-operate wastewater treatment plant. Upon my return from the Middle East, I led an optimization team. We began the process to build the OptNet for our corporate optimization program.

I was later asked me to lead a legal team supporting attorneys in Washington, D.C. defending the U.S.

Environmental Protection Agency investigation of some of our projects. Our team worked for two years in the law offices of Crowell & Moring. Once we completed our work in D.C., I became a senior operations specialist. I had numerous projects around the country, supporting projects across the company.

My largest project was commissioning the 1.2-bgd New York City water treatment plant with many of my OM Services team mates. My last big project was the commissioning of the Selenium Treatment Plant, which Teck Coal built in the Sparwood, British Columbia area of the Canadian Rockies. Many of my teammates joined me on this assignment and was truly rewarding in many ways.

Q: What do you find unique about CH2M's culture?

A: We are supportive of one another. I have had great personal support from countless colleagues. It has been like "family" for many years. I also believe we have a "can-do" attitude where we approach challenges willingly and use the power of teams to solve issues. Finally, we are empowered to make our own decisions within the project's boundaries.

Q: Why do you like working at CH2M?

A: Great challenges have come my way from technical complexities, to international culture and language issues to helping find ways for our people to become the best. Fantastic opportunities have come my way and I have seen Europe, the Middle East, Asia, New Zealand and all across North America. Great people work for CH2M and these people are what makes this a great place to work.

Q: Why do you work in this industry?

A: CH2M is environmentally centered. I like to think I began my career on Earth Day 1970 when I was studying in college and was looking for a direction. I have spent half of my career at CH2M and found it a place to grow and learn and do fantastic environmental projects.

Q: What gets you really excited about your job?

A: Mondays. I like going to work. I arrive every Monday with new challenges to solve and interesting people to work with. I get to do great things with great people all over the world. I find my work challenging and I continue to learn every day.

Q: What are your big plans for retirement?

A: Work less and play more. I am president of two non-profit organizations in Maine and committee chair of a New England Water Environment Association. I will also continue to work part time with CH2M as a consultant.

I would like to have more time with the grandchildren. I have one in the Netherlands and one in Maine. I expect to find more time to be on the water, enjoying fly fishing and ice fishing. In the warmer months, I like to sail in the ocean near my home and canoe on our lake. In those colder

months, I look forward to cross country skiing and snowshoeing.

With my wife, I like to garden and landscape around our home. And there is always the list of repairs around the house and camp that will fill any available time left. I hope to continue traveling the world and visit our friends around the country. Last but not least, I hope to stay out of my wife's hair. She is already wondering when I will have my next work trip.

Gary Wood Retires after 32 Years with Firm



In the Little Yellow Book, you read the words of Jim Howland that built the foundation of CH2M: honesty, integrity, trust, client-focused, strong work ethic and doing the right thing by our clients and our employees. These words describe 32-year CH2M veteran Gary Wood, who retired in April.

By complete accident, Gary began his career in water and wastewater. After his daughter was born in 1978, Gary and his young family moved home to Pennsylvania. A previous employer helped get him a job at a new wastewater plant. He started at the bottom bagging powdered whey, then he took a job in maintenance at the pretreatment plant. A week later the certified operator was fired, and they handed Gary the keys. The rest is history.

Countless co-workers used the same words to describe Gary: trustworthy, friend, mentor, savvy businessman, leader, knowledgeable, integrity, intuitive and strong work ethic just to name a few. Gary's been an incredible mentor to countless members of the CH2M team.

"Gary has been both a friend and a mentor throughout my career," said Sr. VP and Managing Director Steve Meininger. "He is one of the most dedicated and loyal people I know. He moved countless times for the company and has worked in every region and geography where we provide services. In every role, he has had substantial influence on our company's performance, but most importantly on our employees' careers."

"Gary will be missed for his strong leadership skills, long-term institutional knowledge and his dedication to making CH2M successful," added Regional Director of Operations Gregg Higgins. Long-term colleague Director of Technology and Regional Support Steve McNicol said Gary is incredibly intuitive. "After working with him for over 30 years, he taught me the basics of doing business and how to work with clients to gain trust and ultimately build our business," says Steve.

It's no surprise that when asked about his most significant accomplishment, Gary cited the people he has worked with and help advance in their careers. "I've been fortunate to be

surrounded by such amazing talent my entire career. I know I've learned and gained more from these wonderful people than I could ever return," says Gary. "If you do what you can to help others, there is no greater investment you can make in your own career."

From every past, present and future CH2M employee, we thank Gary for his years of dedicated service and laying the groundwork and foundation for the company that CH2M is today. You will always be a large part of our company and culture.

Mark Glidden/DEN Retires and Is Honored by Urban Drainage and Flood Control District with the Friend of the District Award

Contributed by Water Business Group

After 12 years with CH2M, Mark Glidden/DEN, Client Service Manager, retired on March 20th. Mark has made a lasting impact on the industry and his coworkers. Mark's last day with CH2M will be Friday, March 20.

Throughout his career, Mark contributed to numerous projects, providing stormwater services, master planning, watershed planning, hydraulic modeling services, and more to our clients, including serving as Manager of Hydraulic Modeling Tasks for California's Department of Water Resources. In this role, Mark was responsible for overseeing eight teams of CH2M staff and sub-consultants on model development for analyses of flood hydraulics for the Upper Sacramento River System.

Mark built strong relationships with many clients in Denver and throughout the metropolitan area, providing valuable expertise on projects such as the South Boulder Creek Flood Mapping Study and Flood Mitigation Planning Study, Utah Park's Stormwater Improvements, and Castle Rock's Mitchell Gulch Drainage Master Plan, to name a few.

Mark was recently recognized by a local client, the Urban Drainage and Flood Control District (UDFCD), for his dedication to the Denver-area stormwater market, earning UDFCD's Friend of the District award. This award is presented to key individuals who have made significant contributions to the stormwater and flood management industry, and reflects Mark's exceptional client-centric mindset.

However, beyond serving our clients, he also provided senior leadership and guidance for staff throughout the Rocky Mountain region and beyond. "Often I hear one of Mark's greatest skills is his mentoring ability. Mark will be greatly missed but I wish him well as he transitions into the next chapter. Mark's legacy will live on in the staff he has helped develop over the years. Thank you Mark for all you have done for us!" commented Kevin Heffernan/DEN, Rocky Mountain Water Geographic Manager.

Congratulations on your retirement, and thank you, Mark, for mentoring staff and for your excellent client service over the years!

New Retirees

The following employees recently retired or joined the contingent employee ranks.

Mark Andrews	Peter Barth
Michael Brady	Mark Bricker
Mark Butz	Earl Byron
George Chiou	Dennis Compton
Bruce Cornelius	Gary Craft
Wayne Darrell	Robert Easdon
Kim Fassett	Lorenzo French
Thomas Giordano	Mark Glidden
Frank Gray	Peter Haigis
Stephen Hardy	Richard Horn
Robert Huff	Lenard Kerr
Wade Langsev	Eugene Lombardi
Marsha Mallow	Michael McDaniel
Lee McIntire	Darrell McLaughlin
Arthur Merrell	Megan Morrison
Gary Nix	Jack Owens
Guy Pacheco	Thomas Patterson
Jackie Pearson	Nancy Pettengill
Margarette Saint	Leonard Scullion
John Sears	John Spencer
William Steiger	Daniel Sterley
Wade Wall	Herbert Washington
George White	Gary Wood
Dudley Wright	

Editor's note: If you would like to share retirement updates, stories and/or photos, please forward information to gkoblitz@ch2m.com, along with anyone's name inadvertently left off the newly retired list.

Retirees' News

Our Peruvian Adventure

Contributed by Carol and Dave Evans (shootmyage72@gmail.com)

Going to Lima, Cusco, and Machu Picchu were worth the trip. The 7,900-foot elevation at Cusco was easier to handle, but we just took our time and enjoyed slow sight-



seeing, which we could do on our private tour. If we were to recommend a trip to Peru, we would leave out the south with its high altitude land and floating cities. Our trip was 11 sightseeing days, but you could do the Lima, Cusco, and Machu Picchu area nicely in 7 days.



Miraflores, a modern district overlooking the Pacific, Lima



Cathedral of San Francisco in Lima

Lima is a mostly modern and beautiful city. Of course, there are areas, like anywhere, where we would not want to go. The city is built around many pre-Inca architectural ruins that are constantly being restored, excavated, and protected. In Lima, we also visited the Cathedral and Monastery of San Francisco and Larco Museum, which opened our eyes to how long civilization has been in the area.

We flew from Lima to Cusco in central Peru for

6 days in that area. This was one of the regions where pre-Inca and Inca history developed. Tourism is a major industry, but nicely done, super clean, seemed to be very safe, people wonderful and welcoming, not being pushy, always wanting to help if they sensed help was needed.

We toured the Plaza de Armas and Cathedral of Cusco and the countryside around Tipon, Andahuaylillas, and Piquilliacta. The countryside appeared drier as we drove south of Cusco to see ancient waterways and a small Andean town with colonial churches alongside pre-Inca architectural sites. It is springtime in the U.S., fall in Peru. The highlights were the so-called Sistine Chapel of the Americas, because of the wall

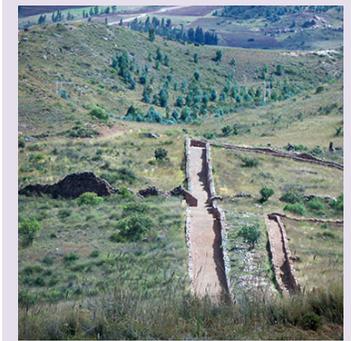


Cathedral Plaza, Cusco



Homes and snow-covered mountains frame a typical stone brick street in Cusco

and ceiling painting that rivaled the Vatican, and the killing and roasting of guinea pigs at a road-side eatery with take-out, 30 on a slow day and 100+ on a weekend! Actually, many families have guinea pigs running around the kitchen, then they catch, kill, cook, and eat them at birthdays, holidays, or special meals. We could not get our minds wrapped around eating guinea pig as they were our pets in grammar school, therefore did not try them. They were offered at nice restaurants and were always the highest-priced item. We were told it tasted like chicken, was bony, and did not have much meat.



Pre-Inca architectural sites



Roasting guinea pigs (cavy)



Remnants of temple dedicated to Wiracocha, the great creator god of Inca mythology

From Cusco, we rode south in a 30-passenger bus to Pino and Lake Titicaca, where we spent 3 nights. Along the way, we stopped at a fascinating pre-Inca site. While again unique and breathtakingly beautiful, we would not recommend that part being worth the expense or altitude stress.

Besides visiting floating villages on Lake Titicaca, we spent a night at a homestay. That was a mistake. It was cold, with no heat and no running water, but an indoor bathroom—just no water unless someone outside would turn on the freezing cold water tap. A table with chairs, but primitive cooking over a propane fire, inside, and the kitchen house was the only warm place in the small compound. At over 12,500 feet, this visit was very difficult. We very much suffered, and tried to be the best guests we could be until the boat came to pick us up after breakfast for our 2-hour boat trip. Getting back to the “nice” hotel and medical services (if needed) was our only desire.



Boat ride to Lake Titicaca floating villages

Besides the cultural sights of Lima and the Inca and pre-Inca civilizations, the most interesting thing was the food. Because Peru is a Spanish-speaking country, we expected to find Mexican-type food with lots of hot spices. Other than their national dish of cavy (guinea pig), all food was wonderful, even the national cocktail—pisco sour—which is like a whisky sour. Bottom line: do not wait to make this trip at ages in the mid-70s!



SCO Geezers Gather

Contributed by Don Marske (donmarske@gmail.com)



Carmen Quan, Fred Soroushian, Jerry Boyle, Tom & Joy Peters, John Dolegowski, Susie Gaare, Lee Vanderlinden, and Bryant Wong at El Torito Grill in Irvine. Missing: Apple Jacobs and Don Marske

We had a good time catching up with each and all of the scuttlebutt going on with the firm. We also heard from Jerry and his new role as champion of the SW Regional Reunion Committee. Yes, we are now going with regional reunions. Rick Luebbers is the champion for the NW Regional Reunion and has made great progress. He has a survey out to NW Region retirees and alumni, seeking their preferences for activities and locations of reunion venues.

To get the SW Region activity going, Jerry asked that we help him with an email list of retirees and alumni (those with 15+ years who left the firm who may or may not be retired) in the California, Arizona, Nevada, and New Mexico areas.

Corporate has given Jerry a list of 2,500 retirees (yikes!) from these areas. Unfortunately, there are not many email addresses. So if you are in the SWR and not sure if we have your new email address, please drop a note to Jerry Boyle (jerryboyle@charter.net) or me (donmarske@gmail.com) so we can include you in future alumni activities.

Foess Clan Celebrates 50th in Utah

Contributed by Jerry Foess



Some of us at Temple Square, Salt Lake City

Marilyn and I used the occasion of our 50th anniversary to invite our 4 children, spouses, 12 grandchildren, and 2 great-grandchildren to a week-long celebration in Utah. They mostly live across the country so it was a rare opportunity for everyone to get together at one time.



Marilyn and oldest granddaughters enjoying water activities at Deer Creek Reservoir

We rented a large home outside of Salt Lake City and enjoyed boating, hiking, museums, amusement parks, eating out, and a family slide

show spanning our 50-year marriage. Despite our best advance planning, two unexpected things happened: a third great-grandchild decided to be born right at the start of the reunion, so one family couldn't make it, and I managed to miss the activities one day when I battled a kidney stone attack (but I was fine by the next day).

Marilyn and I are now looking forward to our 60th.

Notes from the Northeast

Contributed by Kurt Leininger

Everything is good for us as we begin our 25th year in Southeastern Pennsylvania. I'm mostly retired now (10 hours/week +), and Isabel is teaching history and English classes 3 days a week and plans to retire after one more year. I like to remain available for special tasks (after all, I'm a sanitary engineer at your disposal). However, I find it's rather easy to get involved with personal business and local volunteer activities.

In late 2013, I joined our historical commission to help preserve the many old buildings in our little town. The older I've gotten, the more interesting I find history since there's more of it now from my perspective (funny how that works). Several blocks from our house is one of the oldest Revolutionary War battlefield and mass grave sites where slain Continental Army soldiers were buried. It's one of the conflicts that led up to the winter of 1777-78 at Valley Forge, which is only 8 miles from us (see www.rememberpaoli.com).

Our highlights of 2014 into early 2015 were two special summer vacations, and our long-awaited home improvement project.



In Nova Scotia (at an old French ammo bunker)

The first vacation was the usual week in Castine, Maine, where I took miniature craft classes for the first time (one of Isabel's many avocations – everything is 1"=1').

I made a wooden washstand cabinet, an arts & crafts table lamp, and some wooden spherical birdhouses with a lathe. This year's trip was special with a "drive home" by way of Nova Scotia where our next-door neighbors have a second home on the coast overlooking the Bay of Fundy. We took the 3-hour ferry from St. John, New Brunswick to Digby, NS, and a 2-day tour of the little towns along the western coast ensued. Gorging ourselves on fresh lobster was part of the ritual, of course, along with dining at a cozy brewpub in Yarmouth. I also learned that the largest scallops on the planet come from the Digby area! It's a unique, multicultural, and peaceful part of northeastern North America, and we'd like to return in a couple years for a longer tour that includes Prince Edward Island (of "Anne of Green Gables" fame).



In Prague's old market

Our second special trip was a Viking cruise in late July/early August of the Danube River from Budapest, Hungary to Passau, Germany, followed by a 3-day visit to Prague. This was to celebrate our 25th anniversary, and we'd wanted to see Budapest and Prague for many years. This was an excellent introduction to both cities as well as a delightful river trip – our very first cruise! The service and food were superb, and we look forward to another river

cruise someday. Viking has plans to start a Mississippi River cruise, which will be high on my list.

Our latest trip was a February weekend in Asheville, North Carolina, where we spent much of our time at the Grove Park Inn. We'll need another trip there to spend a full day at the large Biltmore Estates, which the Vanderbilt family created 100 years ago.



Grove Park Inn, Asheville NC



Our new garage and old house from the back (after a March snowfall)

Our range of historic travel sights seems endless in the eastern U.S. On the home front, we're about to finish a project that encloses our side porch for a workroom, plus a new pervious paver driveway and single-car garage. It's been exciting to see construction progress, even if 6 months have passed since work started in October. (We were shut down for about 10 weeks this winter). I'm already missing the corner of our backyard where the garage

now is, so I need more countryside trips to preserve my big-sky memory synapses (having grown up in the prairie). We live halfway between Philly and Amish Country, giving us both options.

We hope this finds all our distant friends healthy and happy. Except for occasional trips, I'm nearly always here to welcome friends who may visit the Philly area. I was very pleased to have made the trek to the August PDX reunion and see so many old friends and colleagues.

Southeast Asia Lures Us Back Again

Contributed by Suellen Ehrmann (sehrmann@ch2m.com)



At Nong Buak Hard Park, Chiang Mai



Holly helped mom unwrap her pink dresses

In February, Barry and I bought one-way tickets to Bangkok because we love Thailand and had promised to deliver three pink dresses to a family in Cambodia for a friend. We took my iPhone and an iPad I won at the Bandera Electric Coop annual meeting. We used them with Wi-Fi in hotels and guest houses. I found Agoda, Hipmunk, and Travel Advisor apps indispensable.

We flew from Bangkok to Siem Reap, Cambodia, where multitudes settle in before flocking to Angkor Wat, the 248-square-mile World Heritage Site that attracts millions each year. Thanks to Facebook, I reunited with a summer-camp bunkmate I hadn't seen since 1962—she, too, was visiting Angkor Wat. While in Siem Reap, Barry and



Northern Thai countryside

I negotiated insane traffic on bicycles and motor biked out of town to ruins cleared of landmines. We stayed at pleasant [V&A Villa](#).

The 198-mile bus ride to Phnom Penh took 8 hours because the road is a mess and you stop twice to eat, drink, and pee. In PP, we visited Toul Sleng Genocidal Museum (where Khmer Rouge tortured and killed 17,000 men, women, and children from 1975 until 1978, and where we broke down and wept) and Cheung Ek Killing Field, and delivered the pink dresses. We stayed at The Frangipani Living Arts Hotel.



Bob Fuller, Michelle, Stu Davis, Gordon Merseth and Marge Gilbert (Turgeson). Photo: Gordon Merseth

From 1971 until 1976, Michelle was the first person to greet visitors at the Portland front desk from 1971 to 1976. Her welcoming smile, knowledge of the office, and quick wit made her an instant friend to employees and clients alike. At that time, under the steady hand of the Regional Manager, Les Wierson, the PDX office was growing quickly as was the business, including our work in Hawaii and American Samoa. With her husband Ralph and son Ben, she operated a 122-acre farm near Oregon City where they raised cattle, hay, and in a new venture this fall, hazelnuts.

Michelle and Ralph look forward to retirement travel to Europe and more visits to the Big Island in Hawaii, where their youngest son lives.

Pickleball Popularity on a Roll... Especially with the Koblitzes

CONTRIBUTED BY GORDON KOBLITZ

Hopefully a few folks checked out some local pickleball options based on my last newsletter article or maybe suggested it for other family members. One respondent to the recent PNW reunion survey even asked about places to play (that's progress!). Its popularity continues to grow quickly! The local facility in Bend, Oregon, just added eight more courts to their Pine Nursery Park, making it the largest in the PNW!



Gold medalists flanked by their guys

My buddy, Jim, and I traveled to Green Valley (south of Tucson) with our wives to play in the Senior Games last March. This time Mary and Barb decided to give it a try instead of just watching us.

They entered the over-70s women's doubles competition at the 3.0 level, and against tough competition they won gold medals!

Jim and I played a couple days before them when the weather conditions were the worst we've ever seen. Gusting winds kept up all day, and it was all we could do to hit the



The fabulous Wuti Kongsokheng met us at the airport and was our tuktuk driver in Slem Reap



Cheung Ek Memorial to Khmer Rouge victims

Next we lived for a month at [The Opium Serviced Apartments and Hotel](#) in Chiang Mai (northern Thailand), walking distance from a covered market overflowing with fresh and prepared foods. From this friendly, reasonably priced base, we enjoyed each day, visited small towns like the one where we lived in the '90s, took in unconventional exhibits, and made new friends. Isn't that what traveling is all about?



Barry surfing? Suellen breathing fire? Or Art in Paradise Illusion Art Museum, Chiang Mai?



Michelle Dodd Retires

Contributed by Gordon Merseth

Michelle Dodd Meyer concluded her 20-year career at Clackamas Community College (CCC) on July 9, at a surprise party. CCC colleagues, friends, and a CH contingent joined a celebration at her home.

ball over the net and then, when sides were switched, keep from hitting the ball long. Luck obviously played a big factor in the matches.

We made it to the finals, when play was called due to a thunderstorm rolling through, and everyone scattered for home. We ended up with a rescheduled final match and eked out a 15-13 win. There are advantages to indoor facilities!

It's a great family sport for all ages. Anyone can learn quickly, especially if you've played tennis, ping-pong, racquetball or similar games. Here are links to playing tips: <http://www.pickleballchannel.com/> and the folksy origin of pickleball on Bainbridge Island in Washington <http://pickleball.com/pages/history>. If you have any questions about pickleball, just pop me an email.

Goodbye, Old Friends

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



Jane Alden/SCO passed away peacefully on May 5th surrounded by friends and family in the Los Alamitos Medical Center in Long Beach, CA. She fought a short but courageous battle against lung cancer. Jane was 52.

Jane was diagnosed with Stage 4 Lung Cancer on February 10. In spite

of her diagnosis, she continued her tireless efforts as the dedicated, loyal, hard-working, passionate employee that we came to know through her 14-year tenure at CH2M.

Jane began her career working for the Illinois Department of Transportation in construction, materials testing, and design. From there, she branched out to design consulting firms working on a wide range of urban highway, interchange, aviation and site design projects both in traditional design-bid-build and design-build delivery.

Since 2001, Jane served as Transportation's Building Information Modeling (BIM) Chief Engineer, leading implementation of BIM in the TBG while serving as civil focus lead and member of CH2M's BIM Academy. Marquee projects where Jane applied her BIM expertise include the Doha Expressway in Qatar; Iowa Highway 100 Corridor Extension; London 2012 Olympic Games and Paralympics Games; Colorado Springs Metro Interstate Expansion (COSMIX) project; Glenn Parks Interchange project in Alaska; and the I-80 at Truckee River Canyon project in California.

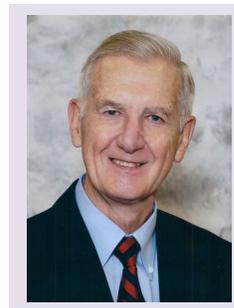
Contributions may be made to the Jane Alden Scholarship Fund at Bradley University (1307 West Bradley Ave Peoria, IL

61606) or the Daughters of the American Revolution Spoon River Chapter.

Harold A. "Skip" Fresn, III, passed away on June 20th at St. Patrick's Hospital in Missoula, Montana. He was 67.

Skip started with CH2M HILL in Portland as an architect with IDC, then spent many years in Corvallis and ended his 17-year career with CH2M in the Atlanta office in 2012. He was an accomplished architect, one of the company's first LEED specialists, and an expert in sustainable design.

Following his retirement, Skip returned to Hamilton, Montana, and built a bed and breakfast that catered to outdoorsmen (fishing, hiking, and camping). He was surrounded by family on this final journey of his life. A gathering of family and friends took place on July 18, in Hamilton. In lieu of flowers, one can make a donation to the Bitterroot Humane Society in Hamilton in Skip's name.



Former Upper Occoquan Sewage Authority (Virginia) Executive Director **Millard Hale Robbins, Jr.** passed away on July 4th at the age of 81. He was born in Pennington Gap. He is survived by Rachel Brice Robbins, to whom he was married for 60 years, two children, and four grandchildren.

Millard was a graduate of Virginia Tech where he was a member of the Corps of Cadets and played trumpet with the Highty Tights. He graduated with a B.S. and M.S. in Civil and Environmental Engineering. He dedicated his professional career to the treatment of wastewaters and environmental pollutants. His career began at the State Water Control Board when he opened the agency's first regional office in Blacksburg. In 1969 he moved to Richmond, to become the director of the agency's Pollution Abatement Division, which was responsible for the proper operation of all the Commonwealth's wastewater treatment systems.

CH2M Water Group staff recall his 26-year tenure as executive director of the Upper Occoquan Sewage Authority (UOSA), which was created to provide state-of-the-art wastewater treatment to preserve the Occoquan Reservoir as the major public water supply for northern Virginia. Millard oversaw the design, construction, start-up, operation and expansion of wastewater reclamation facilities (WRF). Under his leadership, the UOSA WRF became an international model for excellence and a demonstration of the potential for water reclamation. During his tenure, the facility hosted scientists and government officials from every state in the United States and more than 70 countries.

"Millard was a truly unique individual with a combination of great wit, savvy, courage, and integrity. I suspect he was the best client ever for our water group," said Bob Chapman. Greg McIntyre commented: "We are planning to make a donation to VA Tech Environmental Engineering in Millard's

name per request of the family. We will also send a letter to Board stating our appreciation for all that Millard did for the industry and the community.” Jim Parrish called Millard a visionary leader for UOSA and a great friend of CH2M.

Upon his retirement in 2000, UOSA renamed its WRF after him. Virginia Governor Jim Gilmore also honored him with a proclamation of Millard H. Robbins, Jr. Day. In 2003, the Virginia Tech Via Department of Civil and Environmental Engineering named him a distinguished alumnus. After receiving these honors, he continued to be the most humble, courteous man you could ever meet - treating everyone with respect and kindness. He was the epitome of a true southern gentleman.



C.Y. Shieh died March 7th. He was 89. Originally from Acton, Massachusetts, C.Y. was a resident of Corvallis from 1967 to 2007 and a long-time CH2M employee in the Water Group. He was highly regarded as a senior technologist for potable water treatment and served clients extensively in the Pacific Northwest,

elsewhere in the US and internationally. His hobbies included fishing, crabbing, summer vacations with family, and traveling the world with his wife after retirement. Recent hobbies included spoiling his grandchildren.

He was preceded in death by his wife, Kathryn, whom he married in 1950, and who died at 86; and a son, Richard, 60. Survivors include another son, Andrew, 52; and three grandchildren.

Samuel Albert Lewis, 93, of Corvallis died Sunday, February 22nd. He was born in Ramah, New Mexico and served as a weather observer in the U.S. Army Air Corps during WWII. On June 17, 1949, he married Mablelee Hobday. The couple had two children, Tom and Melinda. Sam was employed as an electrical engineer for CH2M HILL. He enjoyed trout fishing, gardening, church activities, and collecting and polishing rocks.

Mablelee, his wife of 58 years, preceded him in death in 2007. Sam also was preceded in death by three great-grandchildren, Darren and Ethan Lawrence and Raymond Kimlinger. He is survived by his son, Tom Lewis; daughter, Melinda Lewis Kimlinger; grandchildren Melissa, Eric, Ryan, Jonathan and Amanda; and 13 great-grandchildren.

We recently lost these colleagues as well.

Theodore Agre	Laura Alden
Jack Archambeault	Beverly Armstrong
William Baker	Tamella Bentley
George Brevak	Gary Carey
Kou-Roung Chang	Marilyn Clemens
Patrick Dafoe	Nurali Dato
Michael Eisenhauer	Lane Gilpin
Ron Guitreau	Quentin Holland
James Kenney	Dan Killeen
Leo Landry	Darrell Lankford
David Martin	Robert McKim
Robert Newman	Diane Sarmiento
John See	Matthew Wilson
Ronald Wilson	Arthur Wood, III

Honors, Wins, and Headlines

Apollo to Buy Minority Stake in Firm; Deal Values CH2M at roughly \$2B

Extracted from article by Gillian Tan, Wall Street Journal



CH2M has worked on the expansion of the Panama Canal.

Photo: Mariana Bazo/Reuters

In Mid-May, [Apollo Global Management \(APO\)](#) agreed to buy a minority stake in CH2M HILL Inc., a deal that values the global engineering services company at roughly \$2 billion. The New York private-equity firm will spend

\$300 million on a preferred equity stake in CH2M. Apollo, which typically doesn't make minority investments, will get two seats on CH2M's board of directors as well as annual dividends in the form of additional shares as part of the deal, according to people familiar with the investment.

"Given the enormous infrastructure needs around the globe, be it transportation, water, energy or the environment, we see now as the time to grow," said Gary McArthur, CH2M Chief Financial Officer. Apollo's investment will be used to fund the company's growth, both organically and by acquisition, as well as to pay down debt, Mr. McArthur said. An initial public offering of the company could occur in the next few years, Mr. McArthur said, though one isn't currently planned.

Apollo believes CH2M is somewhat "recession-resistant" because in a downturn governments often allocate stimulus spending toward infrastructure, and corporate clients lift their spending in the wake of a recession, according to people familiar with the firm's thinking. Apollo also believes

CH2M will benefit from increased spending on the company's services as a result of growing populations, environmental preservation and the replacement of aging infrastructure, the people said.

The deal comes amid ongoing consolidation in the engineering services sector. Last October, [Aecom Technology Corp.](#) [ACM 1.07%](#) acquired rival URS Corp. [for about \\$4 billion](#).

It also caps off a streak of service-related investments by Apollo, which earlier this month agreed to buy two security services companies, Protection 1 Inc. and Alarm Security Group LLC. In February, Apollo completed the acquisition of IT services firm Presidio Holdings Inc., and in March completed the [purchase of a 50% stake](#) in the services arm of Australian construction company [Leighton Holdings Ltd.](#)

2015 Stockholm Industry Water Award Celebrates CH2M's Achievement and Passion for Reuse



CH2M has long recognized that our global community cannot afford to use water once and dispose of it: fresh water sources are

precious and growing more scarce. Purifying wastewater effluent to create drinking water seems the logical solution, and CH2M has been at the forefront of removing the technical and public acceptance hurdles—turning one of our world's great resource challenges into an opportunity to get water reuse projects up and running, ensuring our world has access to long-term water supplies for centuries to come.

For this reason, the Stockholm International Water Institute (SIWI) selected CH2M as the recipient of the [2015 Stockholm Industry Water Award \(SIWA\)](#)—a prestigious award that honors outstanding and transformative water achievements by companies that contribute to sustainable water management.

The SIWA was established in 2000 to stimulate and celebrate outstanding and transformative water achievements by companies in improving production, managing risks, finding solutions and contributing to wise water management. Previous SIWA winners include, General Motors, Procter & Gamble, Nestle, PUB Singapore and Sydney Water Corporation, to name a few. We are the first and only consulting engineering firm to win this award.

“Awards like the SIWA are important to our firm because demonstrating market leadership is critical for all of us to win new business,” said Greg McIntyre/DEN, Global Water Business Group President. “As our marketplace becomes more competitive, leading the industry allows each of us to continue to be innovative, work on cool projects and work for an amazing company that is built on the values of

integrity, quality and safety. The continued growth of the WBG is critical to the firm's overall success, not only today, but as we look to the future.”

Client Centricity in Action: CH2M Expands Scope With Florida Client to Provide OM Services

By [Water Business Group](#)

In 2015, client-centricity is the cornerstone of our enterprise sales strategy. But what does this mean, and how are the business groups putting this strategy into action? A recent strategic win in Pembroke Pines, Florida, demonstrates exactly how our Water Business Group and Operations Management Services teams are embracing the strategy to deliver winning solutions for our clients—making client-centricity a key catalyst to win new work.

Our WBG has been very successful in Florida, including winning a major contract in 2014 to manage Miami-Dade's Ocean Outfall Legislation program—a \$3.3-billion program to reverse the city's wastewater away from ocean outfalls and reroute flows to a new membrane bioreactor treatment plant.

“This will be one of the largest water and wastewater contract operations in South Florida, a key win to expand our enterprise footprint,” says Matt Alvarez, Florida Geographic Manager for the WBG.

In January, a heroic effort by our combined WBG and OM Services teams landed the firm a \$40-million contract to manage Pembroke Pines water and wastewater utilities over the next 5 ½ years. The proposal team deployed on short notice, worked day and night for 2 weeks, including weekends, to evaluate the client's needs and complete the due diligence required to submit a winning proposal.

Work in Pembroke Pines will begin in May. With limited time to mobilize, our teams are working relentlessly to procure equipment, hire staff and prepare to transition the operations of Pembroke's water and wastewater treatment plants, collection and distribution systems, as well as billing and customer service functions over to CH2M.

Firm Wins USAID Water and Development IDIQ Contract with NRCE

The Natural Resources Consulting Engineers, Inc. (NRCE) and CH2M HILL will provide engineering and technical support services to the U.S. Agency for International Development's (USAID) missions, bureaus, and offices worldwide in implementation of the agency's water and development strategy. This is a multiple-award indefinite delivery indefinite quantity (IDIQ) contract, with a ceiling of \$1 billion, over a 5-year period of performance.

Under this Water and Development IDIQ (WADI) contract, NRCE and major subcontractor CH2M, along with a team of partners including Deloitte Consulting, Futures/GRM Group, IMPAQ International, JE Austin, IDEO, NEWDEA and Panagora

Group, will provide services in water programming to improve health through the sustainable delivery of water, sanitation, and hygiene, as well as advance water resource management in agriculture for enhanced food security. The team will help USAID prioritize and implement water solutions to protect public health and increase sustainable development.

From 1998-2001, NRCE participated in CH2M HILL's Department of Defense Mentor Protégé Program. CH2M HILL, who has earned numerous awards for small business subcontracting, has been an official mentor to many federal mentor protégé programs for the last eight years and is pleased to work with NRCE on this contract, one of three set aside for small businesses.

Located in Fort Collins, Colorado, (with offices in Oakland, California and Asmara, Eritrea), Natural Resources Consulting Engineers, Inc. was founded in 1989. NRCE has a well-regarded history in engineering, water rights, water resource studies, and agricultural and irrigation development globally. NRCE has worked with government agencies, judiciary systems, communities, Indian tribes, attorneys and engineering firms as well as a variety of clients in the public and private sectors to deliver projects spanning civil, water and environmental disciplines and specialties. NRCE experts have worked on four continents and have extensive experience improving water supply in East Africa.

Firm Named One of 50 Best Companies to Work For

Our employees enjoy working for CH2M, and the [50 Best Companies to Work For in America](#) list by Business Insider further confirms it! Business Insider, a U.S.-based business and technology news website, named us #25 on its list.

25. CH2M Hill Companies

Headquartered in Englewood, Colorado, this engineering company has about 26,000 employees.

Seventy-two percent of employees report high levels of job satisfaction, and after five years, they earn a median salary of \$83,700.

CH2M Hill offers a wide variety of job opportunities, with positions in areas such as nuclear power, transportation, and government.



OregonDOT via flickr

CH2M is well known as one of the country's most admired companies. Recently named for the seventh consecutive year as one of the [World's Most Ethical Companies by the Ethisphere Institute](#), this is also the second time CH2M has been named to Business Insider's 50 Best list (previously in 2013).

This prestigious ranking was developed by Business Insider, teamed up with the employer-information website [PayScale](#), to find U.S. companies that stand out in pay, happiness, and other criteria. The ranking was also based on surveys of

employees from the [2014 Fortune 500](#) list of the largest companies in the U.S.

To create this list, companies in the 2014 Fortune 500 list were ranked using PayScale's salary and survey database. Final scores were determined by multiplying six criteria: high job satisfaction, low job stress, ability to telecommute, high job meaning, experienced median pay, and salary data.

What makes this recognition especially significant for CH2M is that the firm did not submit any information for this ranking. Instead, Business Insider named us based solely on employee opinion and feedback.

"With our global reputation for being a great place to work and one of the world's most ethical companies, and as a firm that values richness of diversity and experience, CH2M provides a workplace where employees embrace challenge and creativity—making real and lasting impacts on their clients, their communities, and their careers," said Chief OneHR Officer John Madia. "This is the kind of workplace that leads to high job satisfaction and makes our company highly sought after as an employer."

In a related story, CH2M ranked 189 in The Guardian UK 300 (up from 277 a year ago). "The firm is the only engineering services company on this list," John says, "and literally a spot away in beating tech companies like Intel and Apple."

CH2M Among FORTUNE's Most Admired Companies

See [here](#) for FORTUNE's Most Admired Companies. CH2M ranks No. 6 in the Engineering and Construction industry and No. 2 in Social Responsibility. The largest companies by revenue in each industry are eligible for consideration and rankings are based on the survey responses of executive management at each firm.

Firm Again Named Among World's Most Ethical

CH2M HILL is among Ethisphere Institute's 2015 World Most Ethical Companies. "The World's Most Ethical Companies embrace the correlation between ethical business practice and improved company performance," said Ethisphere CEO Timothy Erblich. "These companies use ethics as a means to further define their industry leadership and understand that creating an ethical culture and earning the World's Most Ethical Companies recognition involves more than just an outward facing message or a handful of senior executives saying the right thing."

Iconic P&G Singapore Innovation Center Honored for Innovative, Exceptional Design



Described as the largest private research facility in Singapore—and one of P&G’s most iconic projects—the P&G Singapore Innovation Center (SgIC) has received yet another award for excellence.

Honored with the Good Design Mark, Gold Award, SgIC is recognized for its innovative and exceptional design, spurring the imagination and enhancing our day-to-day lives. P&G, the world’s largest consumer goods company, is one of CH2M’s long-time, strategic clients. Trusting us to perform hundreds of projects around the world, our company has delivered valued solutions to P&G for more than 30 years. This most recent project, SgIC, sets a new international standard of excellence for research and development centers.



SgIC is designed to house more than 250 advanced research laboratories. The center serves as an international innovation hub for P&G’s global hair care, skin care, home care and personal health and grooming products. Our very own Industrial & Advanced Technologies Global Manufacturing Solutions team provided project management, permitting, master planning, conceptual through detailed design, construction management, procurement, and startup services for the center. The SgIC Grand Opening was in March 2014.

“One of the many impressive parts of this story is how we won this project,” said project manager Troy Smith. “We previously completed a similar project for P&G—the P&G Technical Center in Beijing. It was because of our delivery excellence on that Beijing project that we were awarded P&G’s next big research center project, SgIC. This is a terrific example of great work paying off with more great work.”

SgIC previously secured LEED Silver certification and a Green Mark Gold designation from the Singapore Building and Construction Authority. Green Mark awards recognize sustainable buildings promoting energy savings, water savings, healthier indoor environments and adoption of greenery.

Industry	Company	Rank	Trend Rank	Overall Score	Most Admired/ Contender	Key Attributes of Reputation Industry Rank								
						Innovation	People management	Use of corporate assets	Social responsibility	Quality of management	Financial soundness	Long-term investment	Quality of products/ services	Global competitiveness
Electronics	General Electric	1	1	7.17	MA	2	1	3	1	2	1	3	1	1
Electronics	Samsung Electronics	2	2	7.05	MA	1	2	2	2	3	2	2	2	2
Electronics	Honeywell International	3	5*	6.91	MA	4	4	1	3	1	3	1	3	4
Electronics	Siemens	4	3	6.64	MA	3	3	5	5	4	5	5	4	3
Electronics	Emerson Electric	5	4	6.51	MA	5	5	4	3	5	4	4	5	6
Electronics	Royal Philips	6	5	6.01	MA	6	6	6	6	6	8	8	6	5
Electronics	Schneider Electric	7	7	5.83	MA	9	7	7	7	7	6	7	7	7
Electronics	Mitsubishi Electric	8	13	5.58	MA	10	11	8	12	8	7	6	13	12
Electronics	LG Electronics	9	8	5.41	MA	7	9	11	15	10	14	13	9	9
Electronics	Hitachi	10	14	5.39	C	11	16	9	8	9	11	9	8	15
Electronics	Toshiba	11	11	5.28	C	13	12	10	10	11	12	12	16	12
Electronics	Sumitomo Electric Industries	11	12	5.28	C	14	10	12	12	13	9	9	12	16
Electronics	Sony	13	9	5.20	C	8	8	17	9	15	16	17	10	8
Electronics	Amer International Group	14	16	5.13	C	15	14	14	16	11	10	9	14	17
Electronics	Panasonic	15	10	5.10	C	17	13	13	14	17	15	16	15	10
Electronics	LG Display	15	5	5.10	C	12	15	15	17	16	13	14	11	11
Electronics	Sharp	17	15	4.98	C	16	17	16	11	14	17	15	17	14
Energy: U.S.	Williams	1	n/a	6.20	MA	--	--	--	--	--	--	--	--	--
Energy: U.S.	Adams Resources & Energy	2	n/a	6.00	MA	--	--	--	--	--	--	--	--	--
Energy: U.S.	NRG Energy	3	n/a	5.71	MA	--	--	--	--	--	--	--	--	--
Energy: U.S.	UGI	4	n/a	5.60	MA	--	--	--	--	--	--	--	--	--
Energy: U.S.	New Jersey Resources	5	n/a	5.40	MA	--	--	--	--	--	--	--	--	--
Energy: U.S.	Energy Future Holdings	6	n/a	5.18	C	--	--	--	--	--	--	--	--	--
Energy: U.S.	Green Plains	7	n/a	5.17	C	--	--	--	--	--	--	--	--	--
Energy: U.S.	SunPower	8	n/a	5.07	C	--	--	--	--	--	--	--	--	--
Energy: U.S.	First Solar	9	n/a	4.75	C	--	--	--	--	--	--	--	--	--
Energy: U.S.	Calpine	10	n/a	4.68	C	--	--	--	--	--	--	--	--	--
Engineering, Construction	Fluor	1	1	7.35	MA	1	1	1	1	1	1	1	1	1
Engineering, Construction	Jacobs (Jacobs Engineering Group)	2	2	6.80	MA	2	3	2	4	3	2	3	2	2
Engineering, Construction	Peter Kiewit Sons'	3	3	6.58	MA	5	2	3	5	2	3	2	3	7
Engineering, Construction	EMCOR Group	4	5	6.27	MA	3	4	4	3	4	4	4	6	9
Engineering, Construction	AECOM Technology	5	6	6.24	MA	4	5	5	6	5	6	5	4	3
Engineering, Construction	CH2M Hill	6	4	5.96	C	6	6	8	2	7	9	7	5	4
Engineering, Construction	Quanta Services	7	7	5.86	C	7	7	6	9	5	5	6	7	8
Engineering, Construction	MasTec	8	n/a	5.53	C	8	8	7	7	8	7	8	9	10
Engineering, Construction	URS	9	8	5.33	C	9	9	9	8	9	10	9	8	6
Engineering, Construction	KBR	10	9	4.93	C	10	10	10	10	10	8	10	10	5