

**FUTURE FOCUS TASK FORCE
Final Report
To
CHAA Board of Directors
December 2024**

Future Focus Task Force Outcomes

Recognizing, Nurturing, and Communicating Alumni Pay It Forward (PIF) Activities:

- **Vision: CH2M HILL’s dramatic history of “making this a better world” will be extended well into the future by CHAA alumni:** Alumni PIF activities which feature the talents and generosity of CH2M HILL alumni, and exhibit an extension of our culture, will be showcased. The purpose is to provide inspiration and a sense of pride and accomplishment which adds further to the benefits of membership in CHAA.
- **CHAA Communications Committee:** The new CHAA Communications Committee will broadly communicate Alumni PIF and giving activities to our membership and colleagues via emails, newsletters, web site, and social media. These communications will feature PIF endeavors by individuals and small groups, as well as the process and results of the new Legacy Gift Fund.

New CHAA Legacy Gift Fund (LGF):

- **Vision:** It is envisioned that the LGF, by funding annual scholarships and grants, will encourage CHAA members to donate generously and will attract new members to grow the CHAA and extend its life; and provide a long lasting legacy of CH2M HILL.
- **Initial Phase:** The new LGF is being administered by a new CHAA Board committee (LGFC) which will seek to sustain sufficient donations by Alumni to sponsor annual scholarships and grants totaling \$15,000.
- **Legacy Phase:** If the Initial Phase goes well and Alumni Donations and future Estate Gifts are sufficient, the LGFC will consider recommending that the LGF establish an endowed program to provide perpetual gifting.

Proposal to Establish and Enhance Collaboration Between Jacobs and the CHAA:

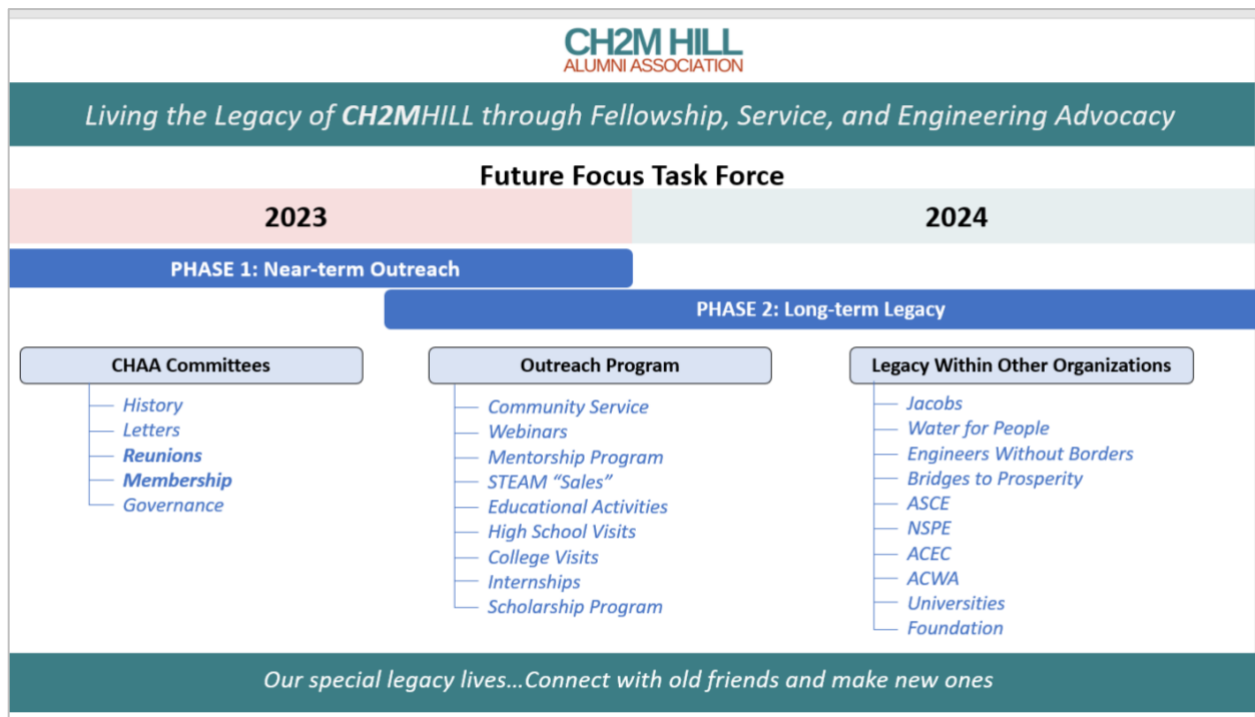
- **Vision:** Collaboration with Jacobs, and particularly with approximately 10,000 CH2M HILL alumni who are still employed by Jacobs, will provide significant mutual benefits
- **An enhanced collaboration proposal has been extended to Jacobs and is being considered:** Proposed elements that could result in increased membership and extended life of the CHAA include: CHAA membership to all Jacobs employees, CHAA communication with all alumni still employed by Jacobs, Mentoring of Jacobs staff by Alumni, Temporary employment of Alumni by Jacobs, and Charitable giving opportunities for all Jacobs staff.

Introduction

This is the Future Focus Task Force’s (FFTF) final report to the CHAA Board of Directors regarding our work in 2023-2024. We believe that the findings, recommendations, and current implementation status of related initiatives collectively achieves the charge given to us in 2023 to identify significant CHAA organizational enhancements and new programs that will pay forward the accomplishments and talents of CH2M HILL alumni more broadly, extend the life of the CHAA, and hopefully lead to a lasting legacy for CH2M HILL.

Two-Phased Workplan Approach

The FFTF executed a two-phased workplan that began in January 2023 and continued through December 2024:



The FFTF met monthly in Zoom meetings during 2023 and 2024 and worked closely with the Membership Team and the Regional Alumni Networking and Reunions Team. We had many conversations with other alumni, both retired and those currently working for Jacobs, members of the CHAA BOD and Jacobs Global management staff.

Below is a brief description of our findings and recommendations and the current initiatives that are now in place to implement them. Please refer to our previous End of Year 2023 Status Report for interim findings (in Board files), if needed.

Recognizing, Nurturing, and Communicating Alumni Pay It Forward Activities

The phrase "Pay it Forward" is rooted in the belief that good deeds can create a cascading effect, inspiring others to act similarly, thus weaving a tapestry of generosity and positive outcomes within a community or society. PIF is also recognized to provide a sense of fulfillment that enriches the giver's life and enhances emotional well-being and community ties.

From one perspective the immense value of the infrastructure, facilities, technologies, and organizations still extant which were created or enhanced by our employees during their careers with CH2M HILL are a form of Pay it Forward. The value of this legacy from past years was enhanced by the nature and culture of our employee-owned firm. The firm sought and attracted employees with good character as a pre-eminent qualification. Over generations, the firm's leadership also strongly reinforced principals of integrity, professionalism, and the prioritizing of public health and safety. CH2M HILL's culture came to be captured by the phrase "making this a better world". This was largely achieved through focus on innovation, technical excellence, and project delivery and client service talents, further enhanced by the overall culture.

The FFTF chose to explore the merits of recognizing, nurturing, and communicating PIF endeavors by CH2M HILL alumni. In phase 1, the Task Force sought tangible information and examples regarding the extent to which alumni were sharing the legacy of the skills, capabilities, and rewards they gained from employment with CH2M HILL in Pay-it-Forward endeavors.

Group PIF Activities

We found no evidence of organic, organized CHAA local group activities engaged in STEM advocacy in schools or for beneficial work for other community groups or organizations. The local activity by active regional groups, while beneficial, seems to be predominately social – lunches, dinners, and group gatherings. **Our conclusion was that concepts for fostering local, organized Pay It Forward group activities as a primary activity seems to have limited potential. However, there is potential for including PIF endeavors to enrich CHAA social gatherings and reunions.** This was demonstrated during a very successful NER gathering held in Virginia in September of 2025. About 20 alumni and spouses enjoyed participating in a Backpack Buddies activity wherein 100 backpacks were packed with food for Loudoun County children challenged by food insecurity.

Individual PIF Activities

On the other hand, our research unveiled widespread and very meaningful individual PIF endeavors. Alumni are sharing their leadership skills, knowledge and wealth through engagement with other organizations such as:

- Support to their alma maters in the form of mentoring, serving on advisory panels, providing scholarships, and other financial donations, including pledged estate gifting

- Active participation in local and international projects sponsored by service organizations such as Rotary and religious faith-based organizations
- Engagement and leadership within local community and international non-profit organizations, particularly wherein their engineering skills are of great value, such as Water for People, and Bridges to Prosperity

As our research unveiled this information, efforts were made to share it through summary postings on our web site, and featured articles both on the web site and in CHAA alumni newsletters. Feedback on the featured articles was quite positive. **Our conclusion was that individual Pay it Forward activities by alumni should continue to be communicated and featured. So doing provides inspiration and a sense of pride and accomplishment and adds further to the benefits of membership in CHAA.** The CHAA Board is creating a new core Communications Committee whose responsibilities will include PIF communications, as further described hereafter.

Scholarships and Grants – CHAA Legacy Gift Fund

The FFTF recognized that there had been discussion for years about creating some sort of CH2M HILL scholarship program, and that something of this nature must be an important aspect of our future. In mid-2024 we recommended that the Board establish a Legacy Gift Fund (LGF) to accept donations from our alumni which would fund and award annual scholarships and project grants in the name of the CH2M HILL Alumni Association. Details follow:

Purpose

The purpose of the new LGF is at the core of the key objectives charged to the FFTF by the CHAA BOD “to provide CHAA significant organizational enhancements and new programs that will extend the life of the CHAA and could lead to a lasting legacy for CH2M HILL”.

In our considerations of what “a lasting legacy” could look like for CH2M HILL we considered associations with established professional organizations or prominent universities, collaboration with Jacobs, foundations, etc.

A charitable foundation, named after the firm or the CHAA, seemed the most concrete and long lasting uniquely recognizable ‘Legacy’.

Status

Already, the CH2M HILL Alumni Association Legacy Gift Fund (LGF) initiative, administered by the CHAA Board’s Legacy Gift Fund Committee (LGFC), has been organized and established. It is envisioned that the LGF initiative will establish, promote, and award annual CHAA LGF Scholarships and Grants, funded by gifts from CH2M HILL alumni. The initiative will be implemented in two broad ‘phases’: a Near-Term phase and a future Legacy phase.

Near-Term

It is envisioned that the Near-Term phase will be a modest 'pay as you go' program to test the viability of administering the LGF program and gauging the financial support of our alumni. It is hoped that about \$15,000 in scholarships and grants could be awarded annually beginning as soon as 2025. Already, only about 4 months after initial 'inception' there has been more \$14,000 donated (another significant estate gift has been proposed) and plans are underway for the LGFC to begin advertising scholarships for the 2025 fall academic year early next year.

It is also hoped that the Near-Term phase will encourage all CH2M HILL alumni to join the CHAA to support and benefit from some of the scholarships and grants, and by doing so increase CHAA membership and extend the life of the CHAA.

Legacy

We hope as we gain several years of experience with the administration and financial support of the initial 'pay as you go' phase we will see there is viability for a long-lasting Legacy phase in which increased alumni annual giving and new alumni Estate Gifting could support eventual 'endowment' of the LGF. If so, the LGFC would explore organizational and resource options, a timeline, and financial goals for phasing into an eventual fully endowed program.

Recommendations

- The LGFC continue developing and finalizing its Operations Plan, with integration of the CHAA Communications Team, to broadly communicate, promote, and raise funds for the LGF
- The CHAA Board approve the recommendations of the LGFC

The Legacy Gift Fund Committee (LGFC) proposes to provide annual scholarships to individuals sponsored by CH2M HILL alumni, as well as to other students needing financial assistance with their trade school, college, and university studies. In addition, the LGFC proposes to award annual PIF grants to worthy projects by alumni and other organizations.

It was envisioned that one of the key benefits of these scholarships and grants offered by the LGF would be to acknowledge, encourage, and support PIF efforts our alumni. In addition, it is hoped that the alumni would become more knowledgeable of the benefits of the CHAA such that many would also join the CHAA and become active and sustaining members.

CHAA Communications Committee

PIF considerations and activities by the FFTF contributed to the formation of the new CHAA Communications Team which will be a central entity for coordinated messaging and communication of CHAA and LGF activities across all current media including emails, newsletters, web site, available Jacobs' platforms, and social media:

- LGFC charitable donations status, scholarship, and grant awards
- Alumni PIF news and activities
- National, regional, and local alumni gatherings
- Jacobs Collaboration events and activities

These communications, PIF activities, and alumni gatherings will also continue to be supported by our very active Membership and Regional Networking and Reunion teams.

Proposal to Establish and Enhance Collaboration Between Jacobs and the CHAA

Purpose and Background

There are 10,000 or so CH2M HILL alumni still employed by Jacobs. It is critical for the CHAA to have convenient access to them to grow our CHAA membership and extend its life, to have well attended and successful alumni gatherings, and to enhance success of our new CHAA Legacy Gift Fund.

The subscription on-line Greenvelope event invitation system we use and our other CHAA mass emailing platforms are blocked by the Jacobs email spam filter, so personal email addresses or other direct contact approaches are needed to broadly communicate to our alumni within Jacobs.

To explore how Jacobs may be able to help us communicate with our alumni, we had initial discussions with some alumni in meaningful management positions within Jacobs. We learned that we were not going to get access to personal alumni addresses due to 'privacy concerns'. There were also opinions expressed and that unless membership in the CHAA was open to all Jacobs staff, we would not likely get support for significant internal communication of CHAA news and events.

Collaboration Proposal

In April, we prepared a proposal "Opportunities to Establish and Enhance Collaboration Between Jacobs and the CHAA" (a copy is in the Board files). With CHAA Board approval, the proposal included the offer of CHAA membership to all Jacobs staff along with other proposed benefits of greater collaboration. We also specifically requested the ability to reach out directly to former CH2M HILL employees to personally invite them to join the CHAA. Other mutual

benefits highlighted in the proposal included mentoring of Jacobs staff by alumni, temporary employment of alumni by Jacobs, and charitable giving opportunities through the LGF or all Jacobs staff. The proposal was transmitted and described to the Jacobs human resources director. Interest was expressed in discussing the proposal further after Jacobs concluded a major business unit realignment in the fall of 2024.

In November a follow-up meeting was held with senior members of Jacobs human resources in which we discussed our proposal and status of CHAA activities regarding the highlighted benefits, particularly the recent NER and OR alumni gatherings with significant Jacobs employee participation, and the new LGF. We described the cumbersome networking efforts needed to communicate and invite Jacobs alumni and hoped they had Office specific employee email lists that could help us in the future such as the upcoming early 2025 gathering FL. They confirmed such information was available and that this was a possibility. Regarding Jacobs' staff joining the CHAA they are considering it along with also forming their own alumni association. To further explore the membership proposal, they plan to conduct an employee survey to gather their interest and needs for the options. They offered for us to review and comment on it before it was distributed. We offered to send them a couple recent alumni newsletters and link to our CHAA web site to learn more about the CHAA. When we asked about interest in a CHAA mentoring initiative, they said that was not a near term interest, maybe later.

Status and Future Actions

While there seemed to be some progress in our recent Zoom call conversation "time will tell" regarding Jacobs' interest in keeping this initiative moving.

In the meantime, we recommend:

- Continue to solicit their assistance using the local office email list they mentioned on our call for contacting alumni in the area.
- If there is progress with getting office email lists, the Regional Networking and Reunions Team should take the lead with Jacobs for future gatherings, with support of the local gathering planning teams.
- We encourage the Membership and Regional Networking Teams keep up their ongoing ground level networking effort going for contacting alumni in Jacobs and getting their personal email addresses.
- Any further follow-up on policy items of the 'Collaboration Proposal' should be by the CHAA Board.

Contributions to FFTF Endeavors by Other CHAA Partners

One of the strategies of the FFTF was not to just offer plans for CHAA's future, but to engage individuals and teams who would be key to implementing such plans in the process and initiate the evolution where possible. We wish to heartily acknowledge the following contributors:

Membership Team: Terry Sheldon, et. al., for continued and extensive efforts to contact alumni to join the CHAA - *Growing the CHAA*

Regional Networks and Reunion Committee: Steve Wanders, et. al., for developing and supporting new regional networks and supporting the NER Regional Gathering and invitation lists - *Nurturing Communication, Friendships and Good Memories.*

CHAA Treasurer: Scott Trusler, et. al., for developing new LGF Account and separate Donation links for LGF and CHAA Operations Accounts – *Legacy Gift Fund*

CHAA Web Site and CHAA Newsletter: Don Marske, Bill Van Wagenen, et. al. – *Highlighting the FFTF and LGF*

CHAA Legacy Gift Fund Committee: Rick Luebbers, Mike Mynhier, Dick Crim, Mike Doleac, Deanne Faucheux, Kathy Hanna, Scott Trusler, and Steve Wanders

Final Report is Respectively Submitted by the FFTF:

- Bob Chapman – Co-chair
- Mike Mynhier – Co-chair
- Deanne Faucheux (Communications and marketing)
- Terry Sheldon (Lead of Membership Team)
- Steve Wanders (Lead of Regional Networking and Reunions Team)
- Julia Ripley (Jacobs - current employee input and communication)