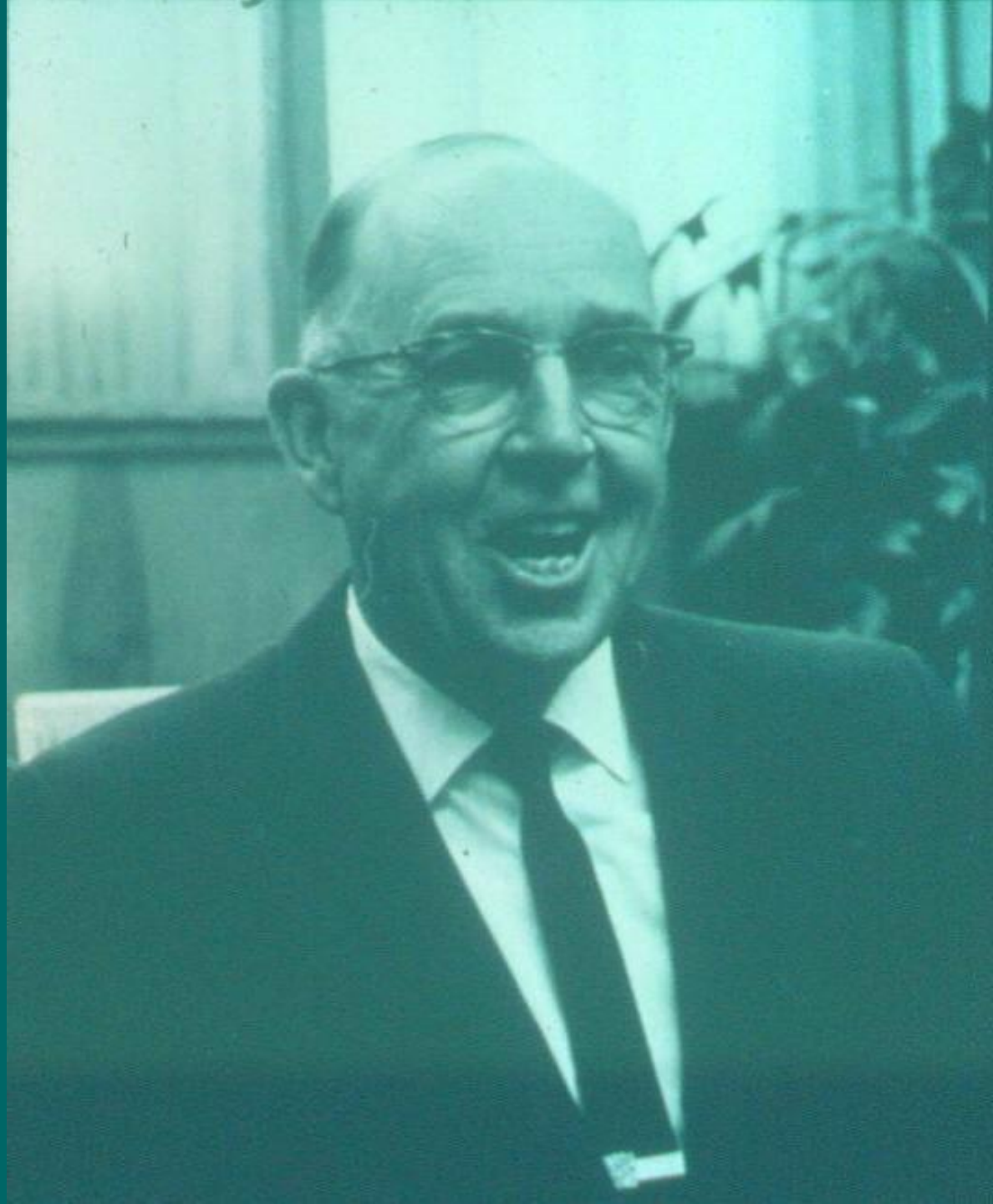


Events and Philosophies that Shaped the Firm

CH2M HILL



FRED MERRYFIELD is particularly concerned with the general planning of sanitary and hydraulic projects. He has engineering degrees from Oregon State College and North Carolina University, and his sanitary studies have included work in Europe. He has conducted surveys throughout the State of Oregon for the state sanitary agency and his World War II assignment took him to New Guinea on water supply work. He has served as a construction engineer for the Southern Pacific Railroad and the U. S. Engineers; and, in addition to being a member of this firm, he is part-time Professor of Sanitary Engineering at Oregon State College.



ORGANIZATION DATES

CH2M HILL FAMILIES OF COMPANIES

CH2M

1946 Partnership
1966 Corporation (INC)

HILL

1946 Sole Owner
1967 Corporation

CH2MHILL

1971 Firms Merged (INC)
1980 Operations Mgmt. International (OMI)
1983 Umbrella Company (LTD)
1984 Industrial Design Corp. (IDC)
1995 Gore & Storrie (CG&S)
1999 Lockheed Martin Hanford
2002 Gee & Jenson

CH2M HILL ORGANIZATIONAL VALUES

Honesty and Integrity

Client Focus

Emphasis on People

Continuous Quality Improvement

Quest for Innovation

Collaborative Environment

Financial Strength for Long-Term Growth

Community Commitment

“I think our best chances would be in the Northwest, for our best contacts are there. I'm pretty much an opportunist and am willing to shift my field in order to obtain results.”

Hayes in Cambridge to Howland in Saipan. Aug. 30, 1945

CH2M

“...a group of enterprising fellows with reasonable intelligence, and some technical background, can manage all right in most any situation--particularly if they will stick together.”

Howland in Pennsylvania to Cornell in Corvallis. Dec. 2, 1945

**“...establish a reputation, and
some goodwill, and we will
have work continually coming
to us for some time.”**

Cornell In Corvallis to Howland In Pennsylvania. Nov 25, 1945

“The basic expenses to which we are committed so far, are about \$40.00 per month.”

Cornell in Corvallis to Howland in Pennsylvania. Dec. 7, 1945



CLASS OF SERVICE
This is a full-rate
Telegram or Cablegram
unless its designated
character is initialized by a
suitable symbol above or
preceding the address.

WESTERN UNION

SYMBOLS

DL	=	Day Letter
NL	=	Night Letter
L.C.	=	Deferred Cable
NLT	=	Cable Night Letter
		Ship Radiogram

CRS49 NW CORVALLIS ORE 35

MR. JAMES C. HOWLAND

1945 DEC. 15 AM 8 37

C/O BURKE HAYES

393 BROADWAY

CAMBRIDGE MASS

WE WANT BURKE WITH US NOW IF HE WANTS TO TAKE HIS

CHANCES. IT WON'T BE TOP HEAVY IF WE DO OUR OWN

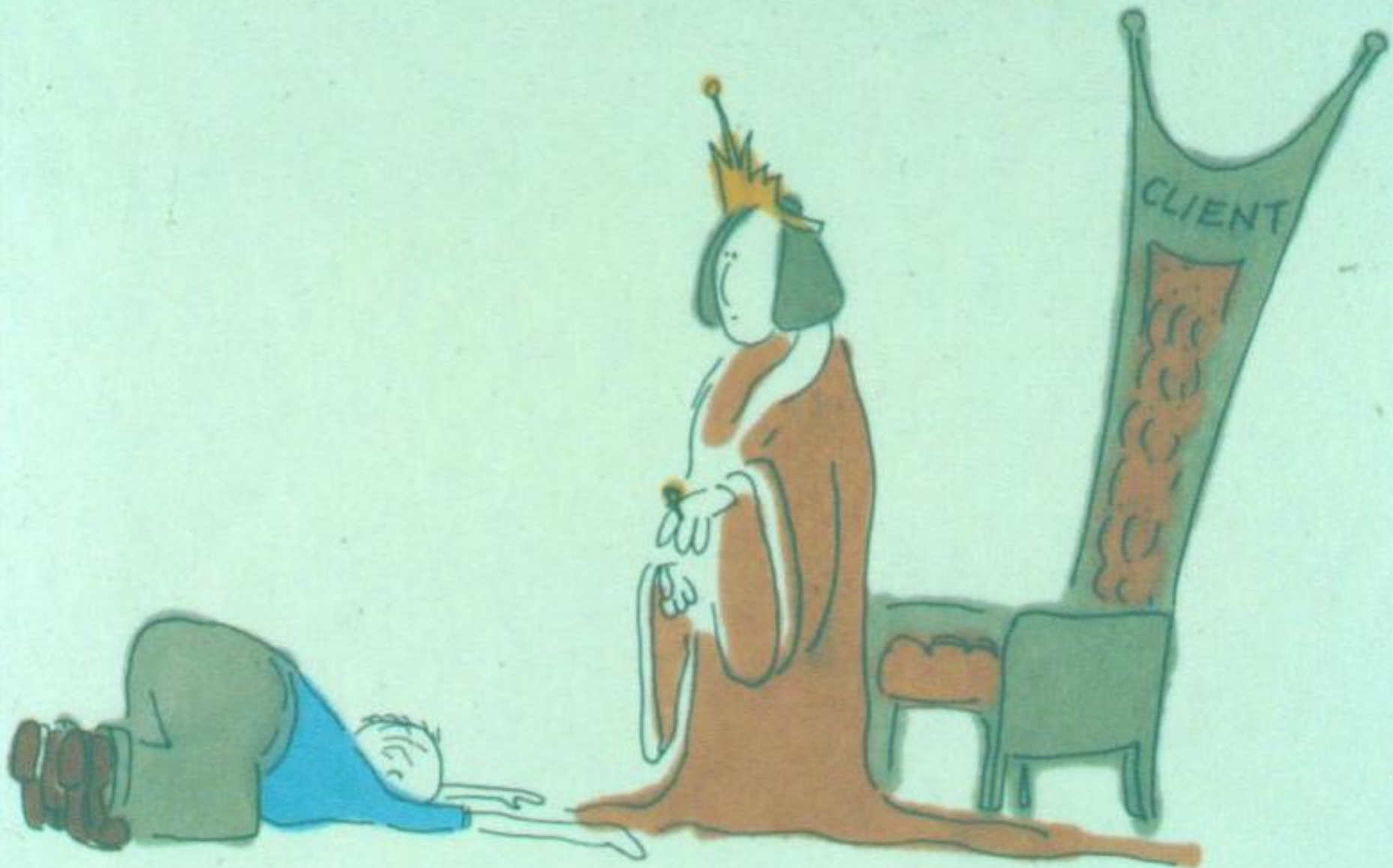
DRAFTING AND SURVEYING.

HURRY UP.

MERRY CHRISTMAS

HOLLY





THE PERSONNEL



BILLY CORBETT, assistant to assistant dean and advisor, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



LARRY HURLSTON, member, treasurer and advisor, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



GENE DAVIS, member, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



FRED HOUTZFELDT, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



RALPH MORRISON, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



GEROME BURT, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



CHARLES BUTLER, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



ED ANDERSON, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



EARL PETERSON, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



WALLY JOHNSON, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



DELLA PRINGLE, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



EMMA BROWN, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



CARL REED, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.



DELLA MILLER, is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society. He is a member of the Phi Kappa Phi Honor Society.

CH2M HILL

People Qualities

FIRST: Integrity (Matter of Honesty)

BEYOND THAT: Pleasant
Knowledgeable
Industrious

With Few Resources To Offer

**Strong personal
employee relations were
necessary to attract and
hold good people.**

CH2M-HILL

001

PAY TO JOE EMPLOYEE \$200⁰⁰

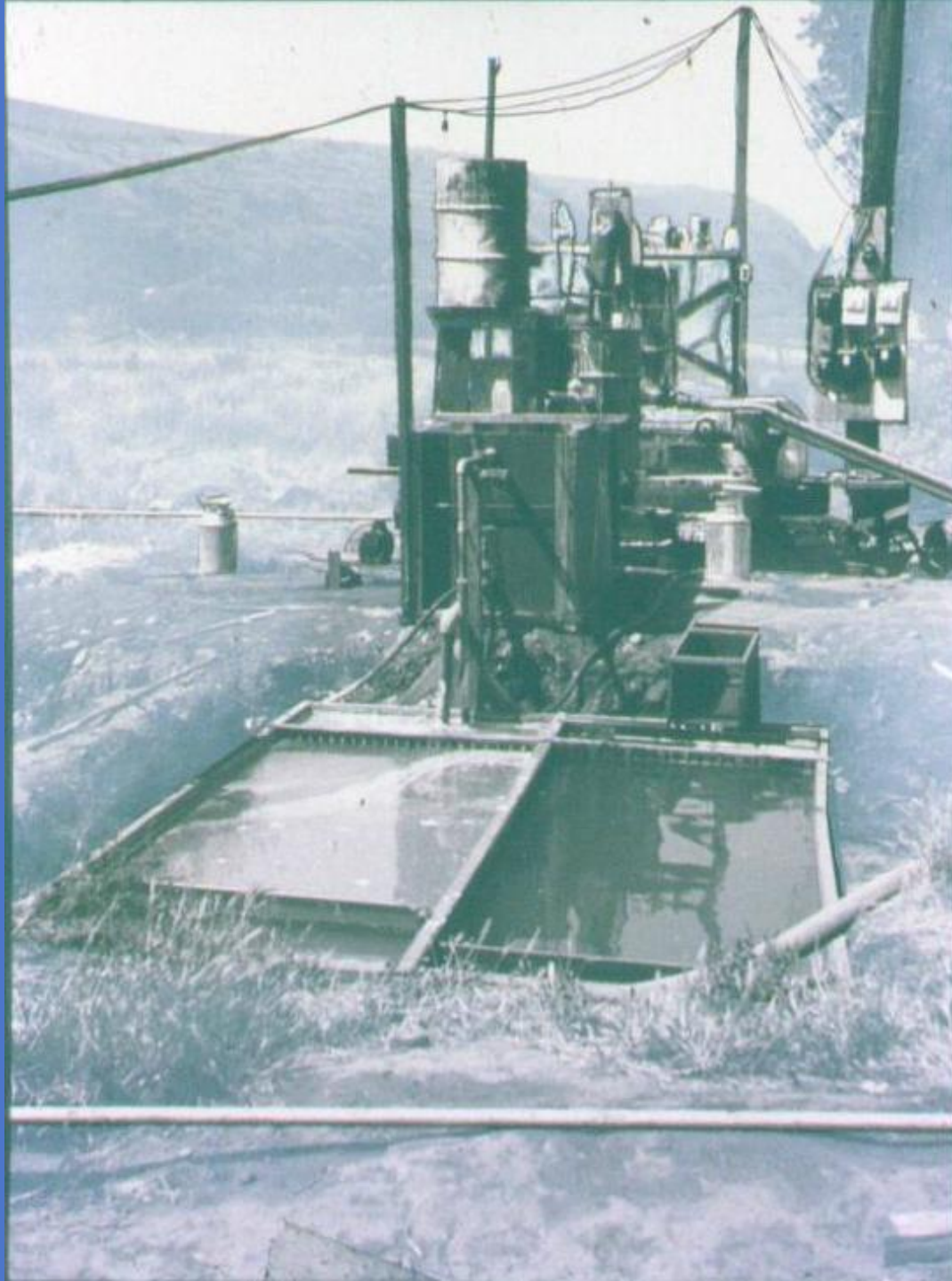
TWO HUNDRED ⁰⁰/₁₀₀

FOR APRIL PAY

John Partner

1287600-Y2T







CH2M HILL Goal

To earn a good return in dollars and satisfaction for each of the people in the firm.

Inherent Philosophy of the Early Leaders

REDUCE CONFLICT:

Hire pleasant people

Bonus program on firmwide profits

Ownership program

Write down rules and policies

Grant freedom of action









Need for Central Direction and Definite Lines of Responsibility

but use...

**Direct lines of communication,
keeping all who should know
informed.**

Salaries

Internally equitable

Externally competitive

Mission: pay the going rate, or more, and use bonuses and benefits to increase income







GOALS OF CH₂M

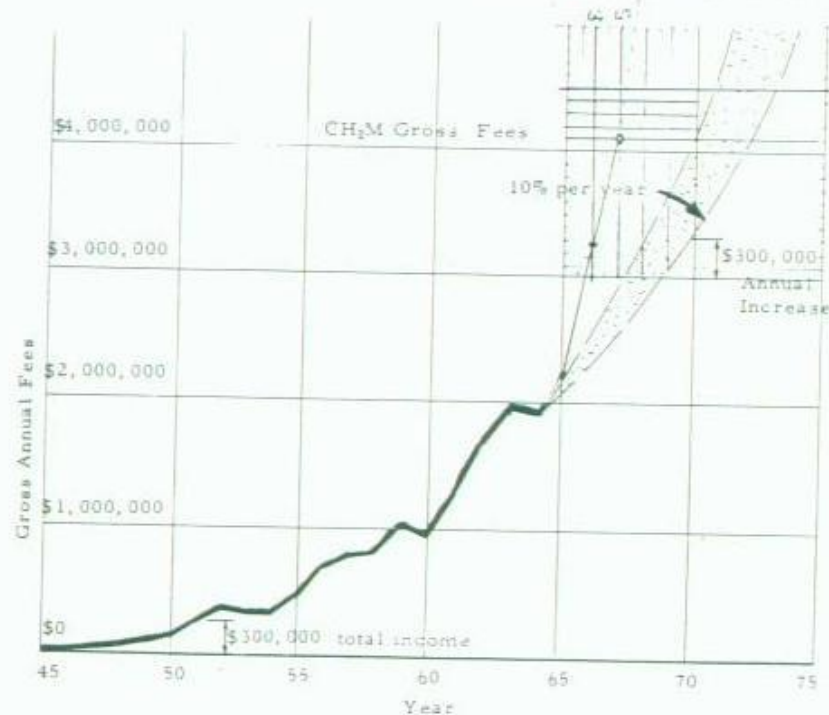
In ²²~~17~~ years, CH₂M has grown from an idea to a firm of ²⁵⁰ people doing approximately \$1.7 million dollars worth of business per year. The growth has been at the rate of approximately ¹⁷~~14~~ percent per year compounded annually.

In order to provide adequate horizons for the CH₂M people, the following goals have been adopted by the management.

1. To become a major factor in world-wide engineering and planning.
2. To grow at a minimum rate of 10 percent per year.

The past growth and projected minimum goal is shown on the chart below.

To reach the goals set will require great effort and constant attention to new business opportunities throughout the world. All work must be imaginative and of the highest quality. The present CH₂M staff will have opportunities to extend their endeavors and new people with special experience will be added.



On Growth

Basis is to give people opportunity. In promoting growth, it is unethical and poor business to "run down" others.

Patented 1975-8
Revised 8-1-83

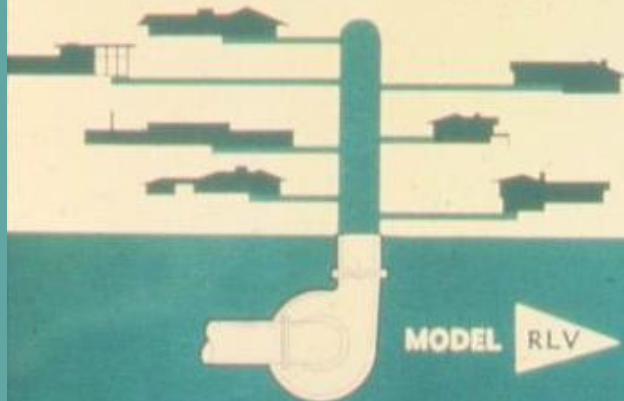
FLOMATCHER

LOADCEL[®] * MODEL RLV

AMA FILE NO. 39-C-1

Variable Speed Pump Control for Water Systems

- Constant Pressure
- Warranted Reliability
- Patented Simplicity
- Space Saving Enclosures

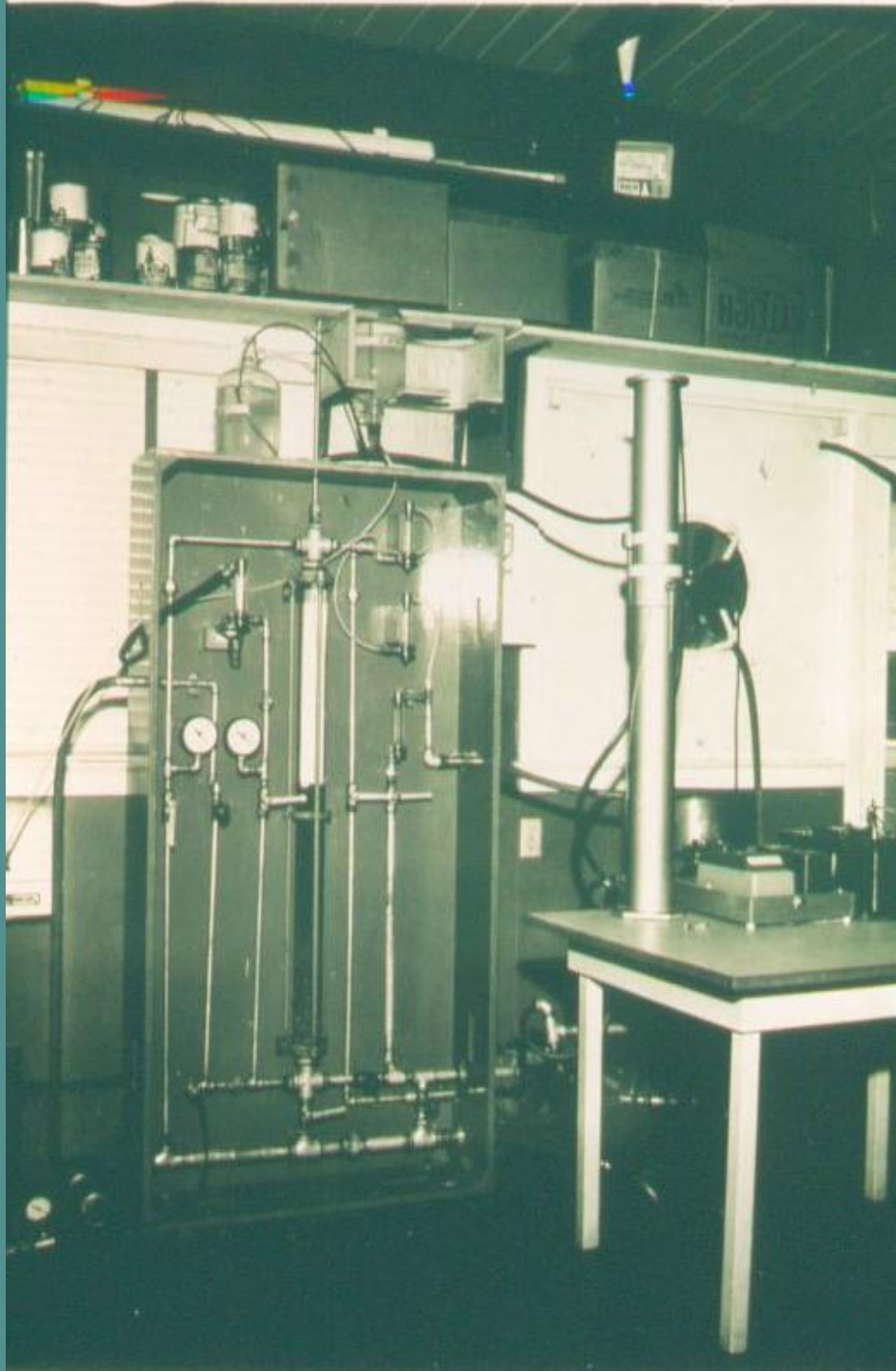


FLOMATCHER COMPANY

Original Variable Speed Company

P.O. BOX 211 PORTLAND, OREGON

*Patent Pending



neptune
presents

TERTIARY TREATMENT

Complete Package Sewage Plants and Supplementary Upgrading Units



Recla-Mate SP

For Existing Installations

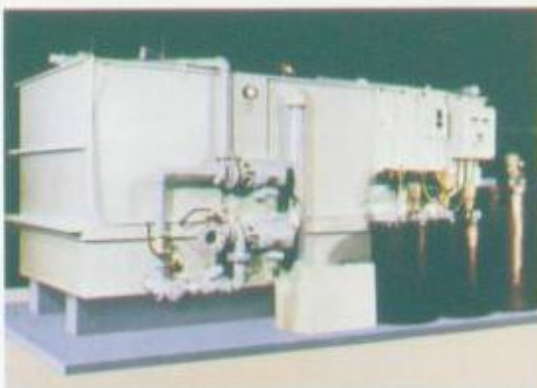
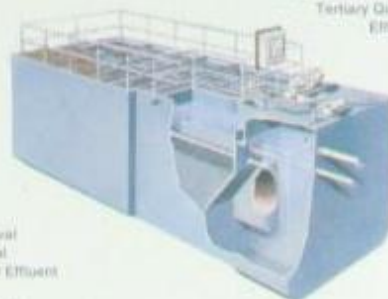
Upgrades Existing Package Plants to Tertiary Quality Effluent

88% Solids Removal
99% BOD Removal
Positive Control of Effluent Quality
Automatic Operation

Recla-Pak

A Completely Self-Contained Unit

Treats Raw Sewage to Tertiary Quality Effluent



Recla-Mate SWB

Phosphate Removal for Existing Plants or New Installations

Phosphate concentrations reduced to less than 0.5 mg/L

Clean Water NOW...through Years-Ahead Technology



WATER AND WASTEWATER TREATMENT DIVISION OF
NEPTUNE METER COMPANY

P.O. Box 612 • 1965 Airport Road • Corvallis, Oregon 97330



PRIMARY
EFFLUENT

ACTIVATED
SLUDGE
EFFLUENT

SEPARATION
BED
EFFLUENT

CARBON
COLUMN
EFFLUENT







STARDUST

WESTERN

FRONTIER

L150

WORLD'S
LARGEST
HOTEL
CASINO
AND
CONVENTION
CENTER

ARCO
400

Black Forest

SUNSHINE

ALWAYS

CH2M: Three Fellows and a Professor

Tahoe Purifies Its Waste Water

Two articles reprinted from

ENGINEERING
NEWS-RECORD

August 5, 1965







Incorporation – 1966

Simplified ownership transfer

Formalized ownership and retirement

Unfortunately resulted in "Key Employee" terminology

Facilitated tax savings

Simplified mergers

Production Study – 1967

Stemmed from the philosophy that to be competitive, we must continually improve our technical competence, and use the best possible procedures.

Holly Cornell turned the SEA office over to Jim Poirot, made the study, and headed up the implementation.



Clair Hill Opens Civil Engineering Office

Clair Hill, son of Mrs. Edith I. Hill, has returned to Redding to live and practice his profession of civil engineer. He will be located at the office of Hare & Hill on Yuba street.

Hill was graduated from the six year civil engineering course at Stanford.

Hill ranked 96th among design firms

Hill forms Alaskan division

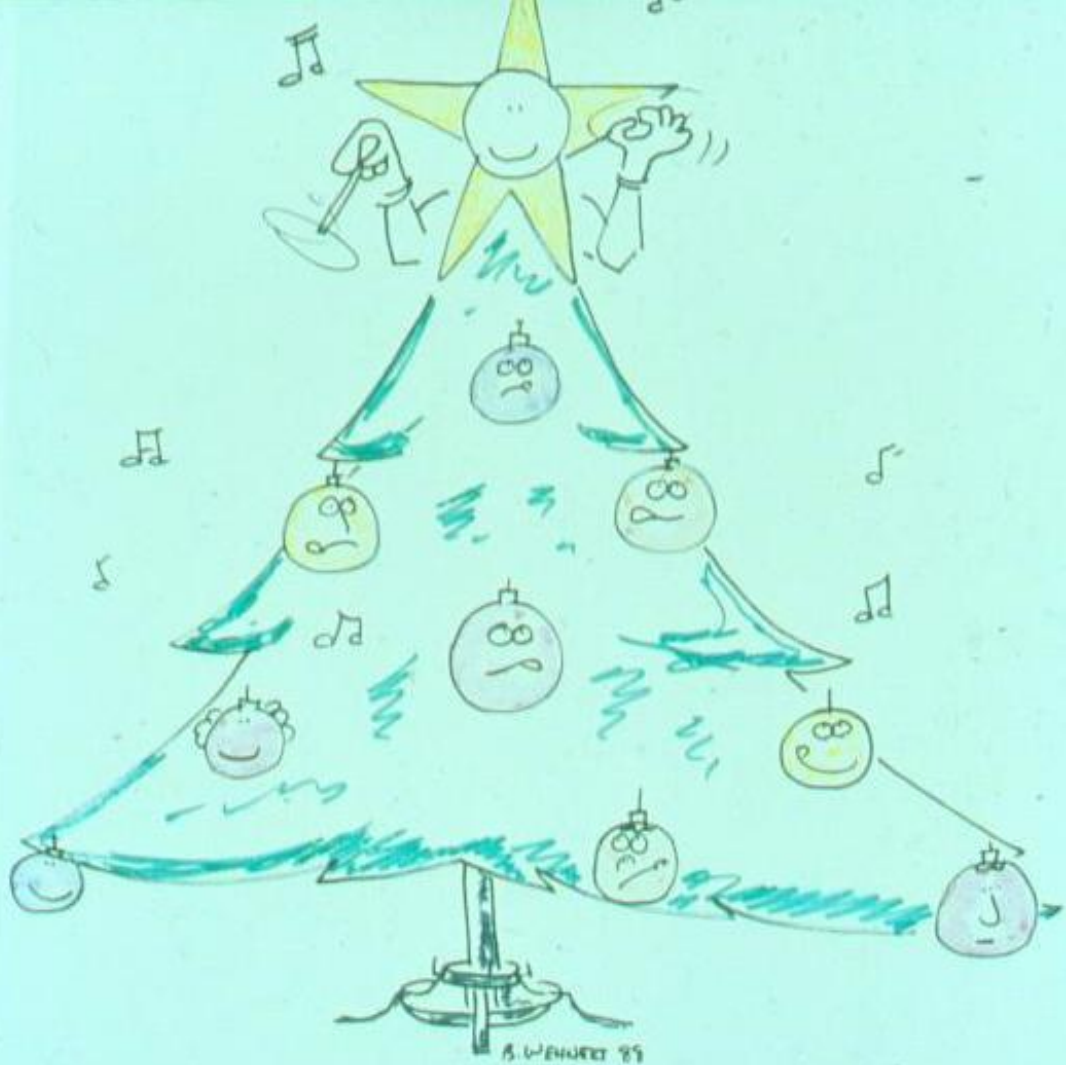
Clair A. Hill and Associates today announced the formation of an Alaska division.

Philip A. Mather, a division engineer here, until his transfer to Alaska, was named manager of the new division.

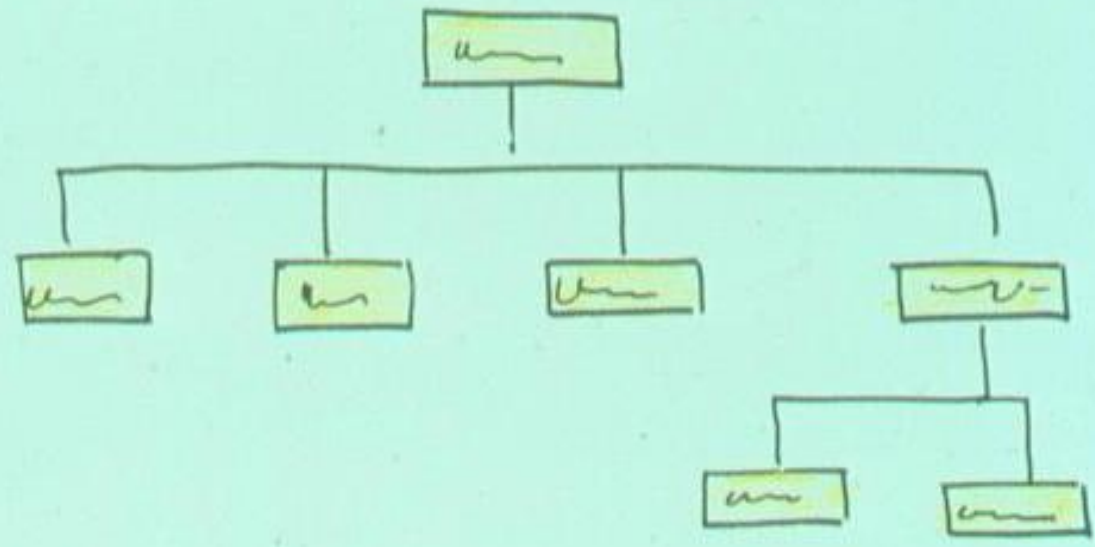
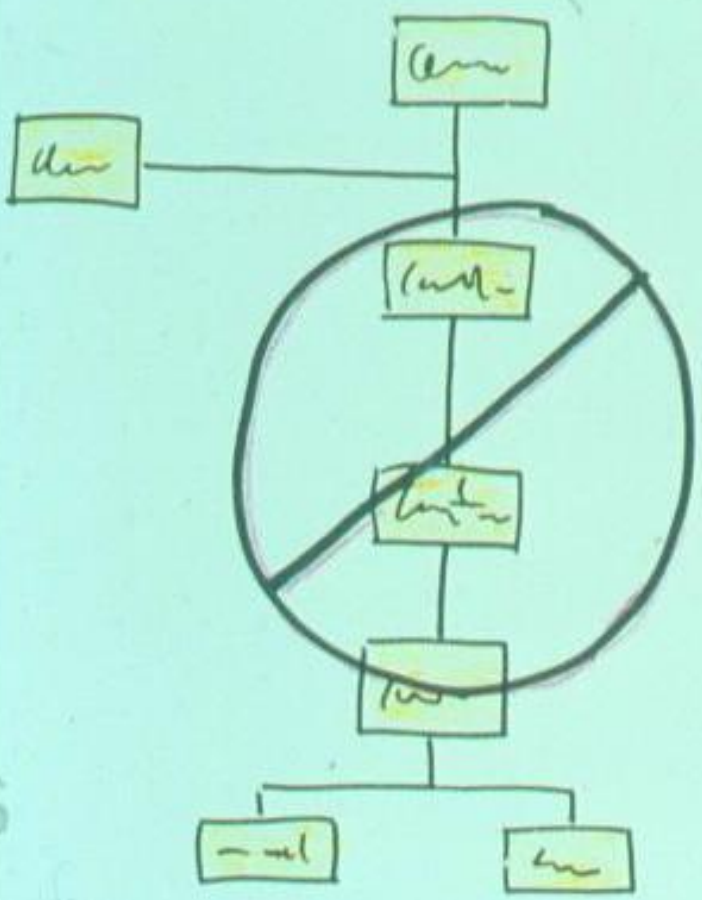
Hill, Oregon firm merge

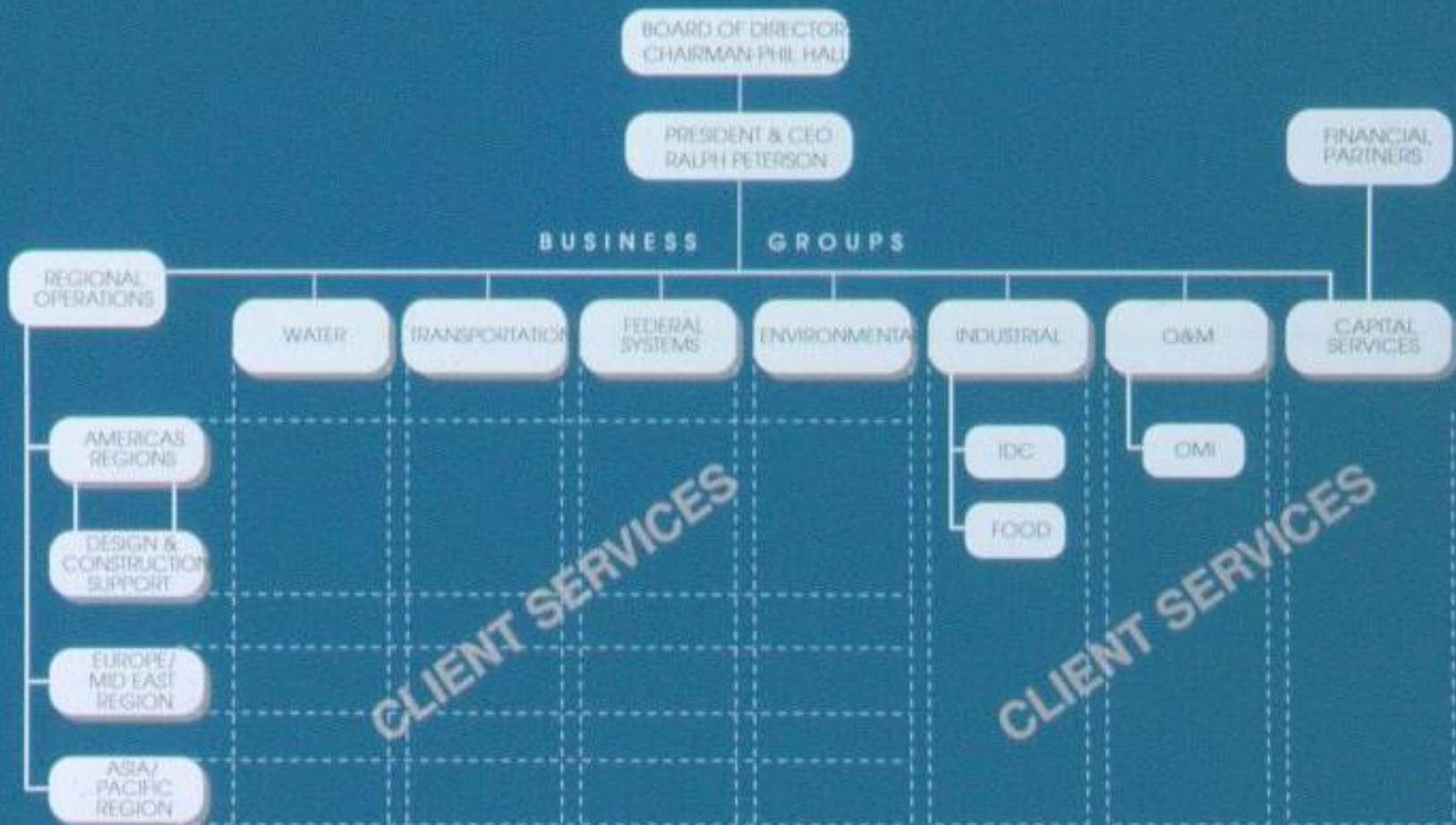
...arked on two One involves ven miles of ad near An



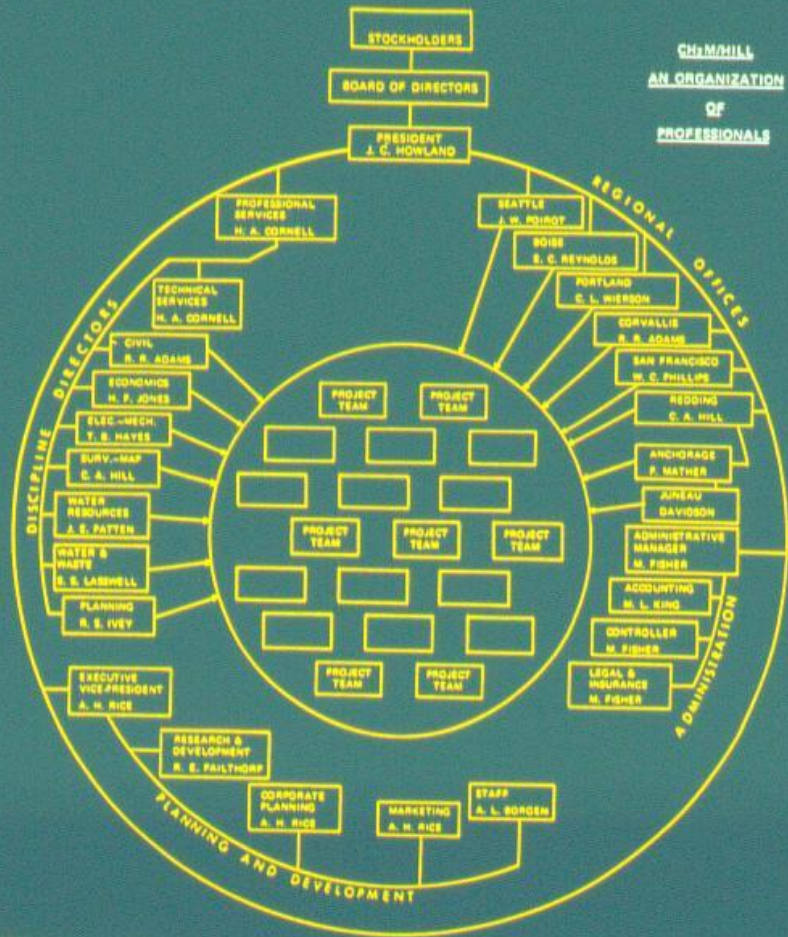






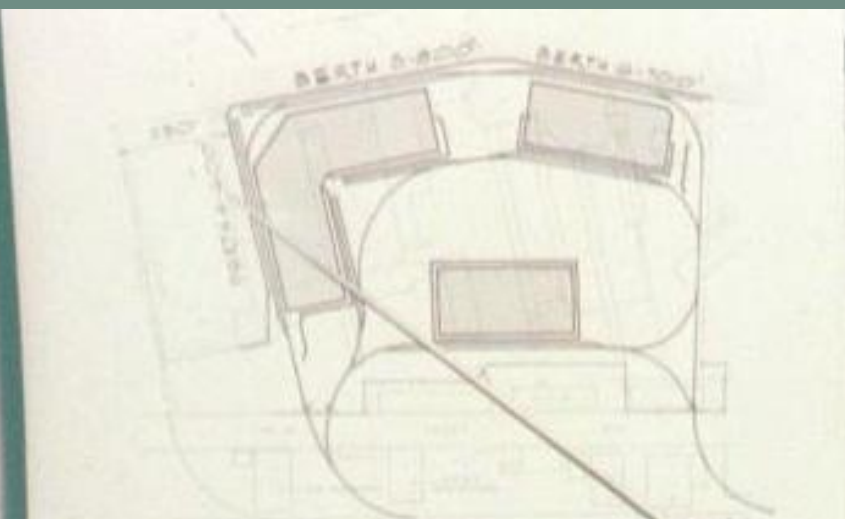


**CH2MHILL
AN ORGANIZATION
OF
PROFESSIONALS**

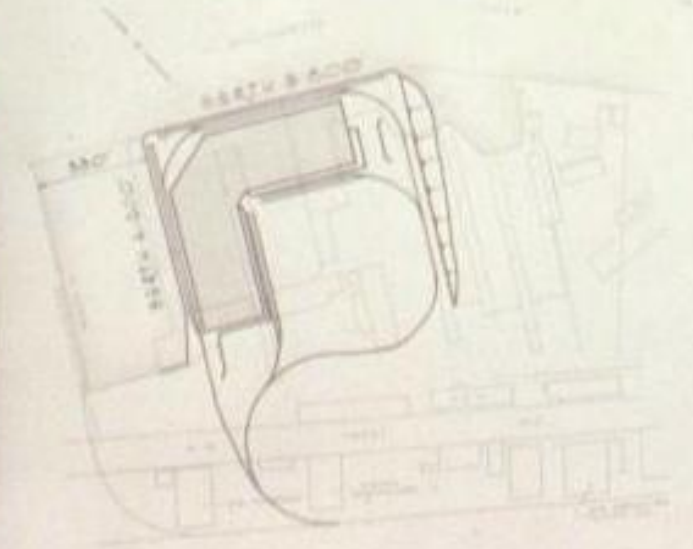


PROFESSIONAL SERVICE DIVISION

TECHNICAL SERVICES	CIVIL ENGINEERING	ECONOMICS	ELEC.-MECH.	SURV.-MAP	WATER RESOURCES	WATER & WASTE	PLANNING
<ul style="list-style-type: none"> ESTIMATING COMPUTER CONSTRUCTION REPRODUCTION EDITING GRAPHICS 	<ul style="list-style-type: none"> SOILS & FOUND. STRUCTURES SOLID WASTE TRANSPORTATION PORTS & HARBOR 	<ul style="list-style-type: none"> APPRAISALS FEASIBILITY RATE REGION ECONOMICS POWER ECONOMICS 	<ul style="list-style-type: none"> SPECIAL STUDIES ELEC. POWER ENERGY SYSTEM PLANT & PROCESSES INDUSTR. ELEC. CORROSION 	<ul style="list-style-type: none"> RIGHT OF WAY AERIAL PHOTOGRAMMETRY MAPS DIGITAL CADASTRAL CONST. STAKING TRANS. LINES 	<ul style="list-style-type: none"> STORAGE WATERSHED FLOOD DRAINAGE IRRIGATION HYDROLOGY SIMULATION 	<ul style="list-style-type: none"> TREATMENT PUMPING SUPPLY GROUNDWATER INDUSTRIAL WASTE DISTRIBUTION COLLECTION 	<ul style="list-style-type: none"> REGIONAL PLAN URBAN PLANNING COMMERCIAL PL. LAND USE SITE STUDIES URBAN RENEWAL CORE AREA PLAN RECREATION



TERMINAL #2-3 BERTHS



TERMINAL #2-2 BERTHS



CORNELL, HOWLAND, HAYES & MERRYFIELD
Consulting Engineers.....



H CLAIR A. HILL & ASSOCIATES
CONSULTING ENGINEERS



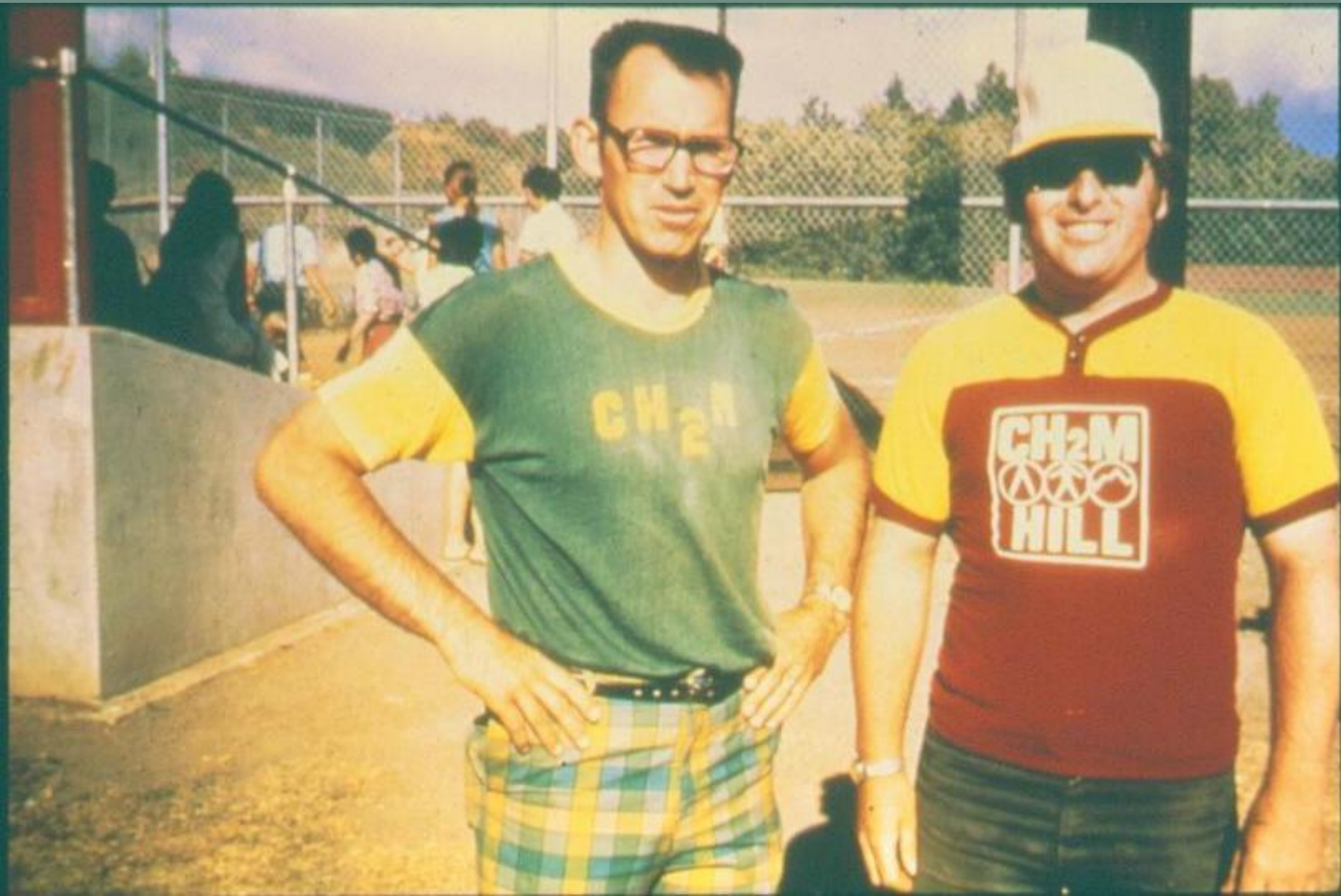
CH₂M
HILL
engineers
planners
economists
scientists

CHM HILL
Engineers
Planners
Economists
Scientists

CANVIRO CANVIRO
CONSULTANTS
A Division of
CH₂M HILL
ENGINEERING LTD.



CH2MHILL





CH₂M

HILL

CH₂M

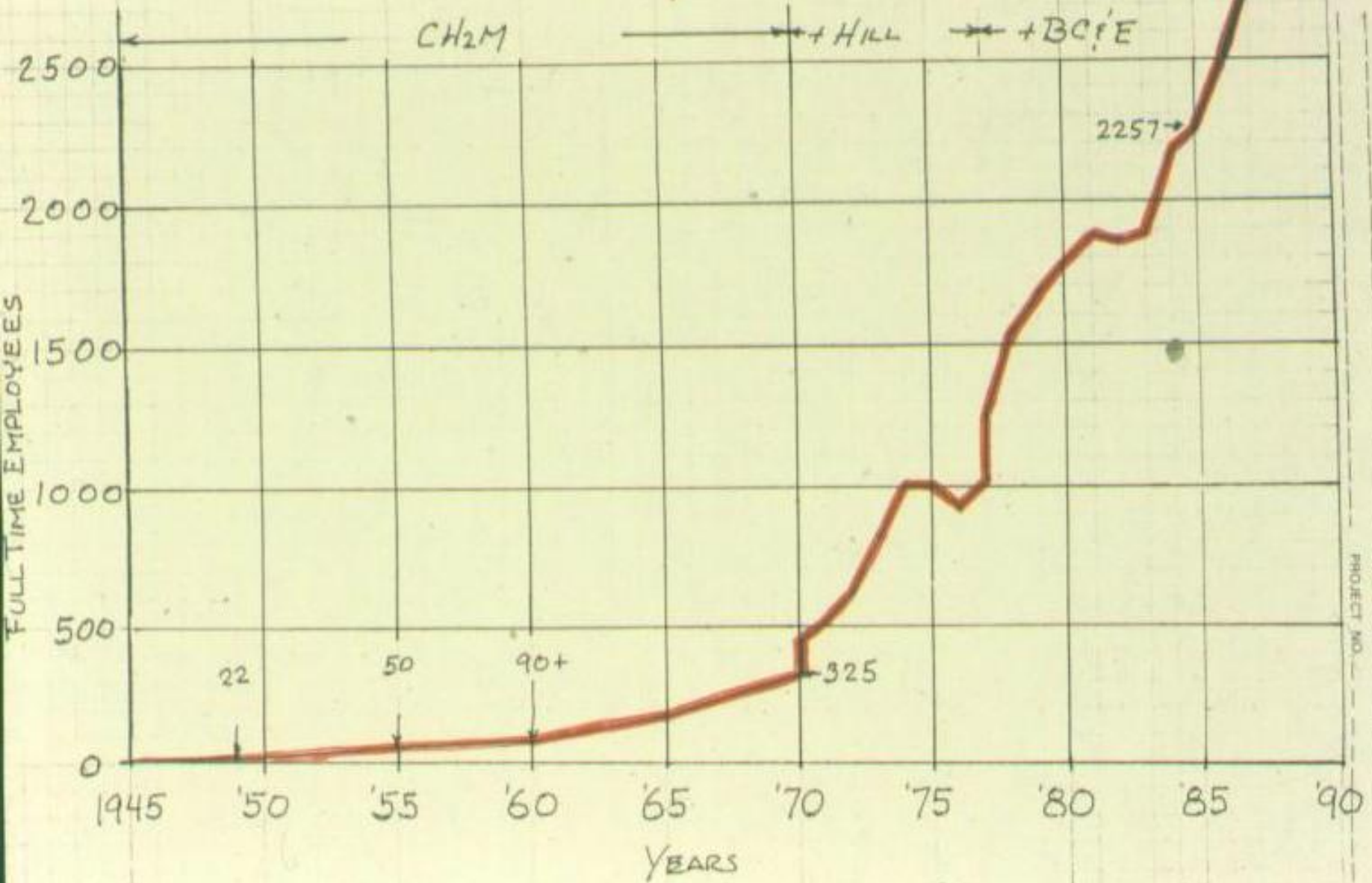
HILL

CH₂M

HILL

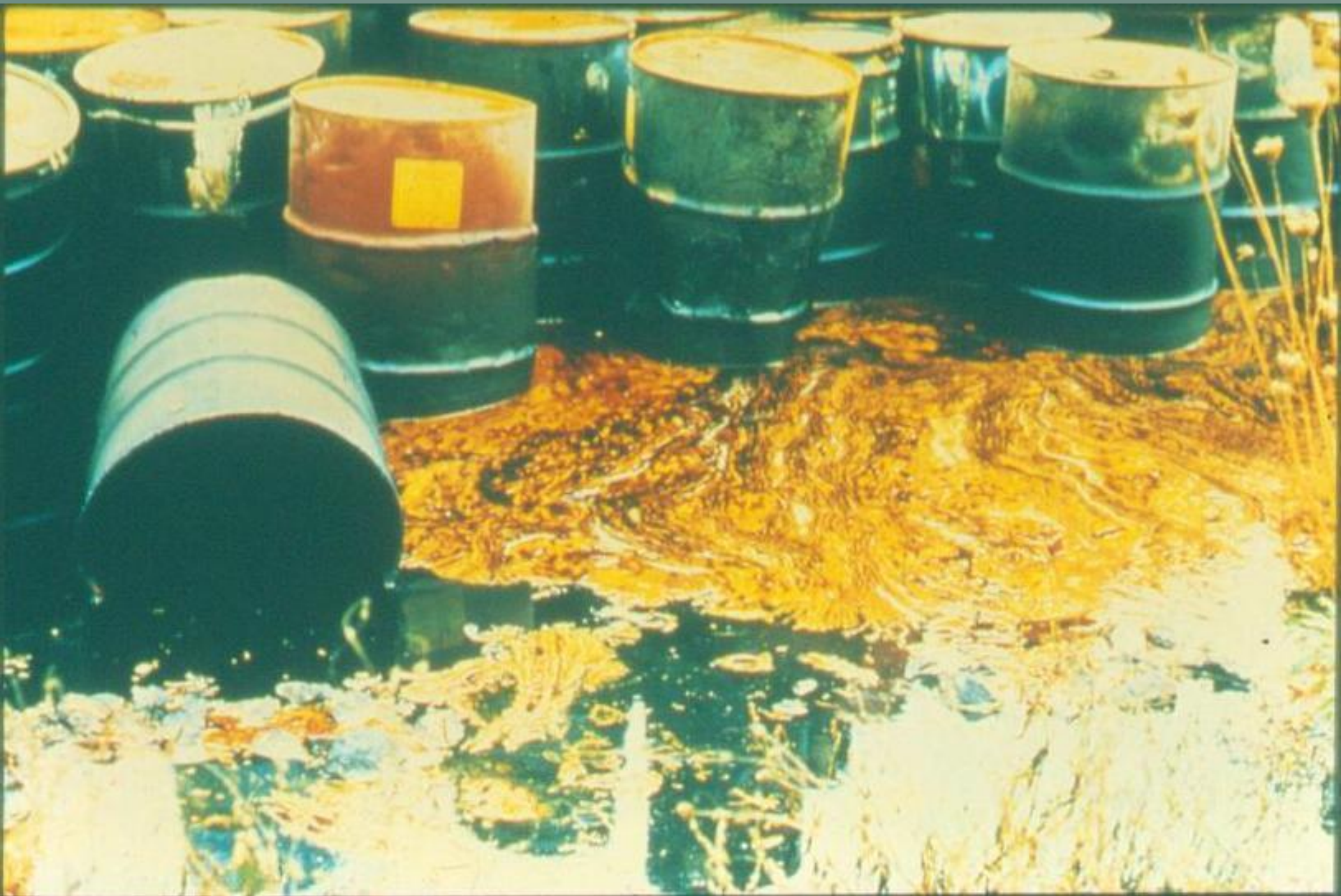


GROWTH of CH2MHILL

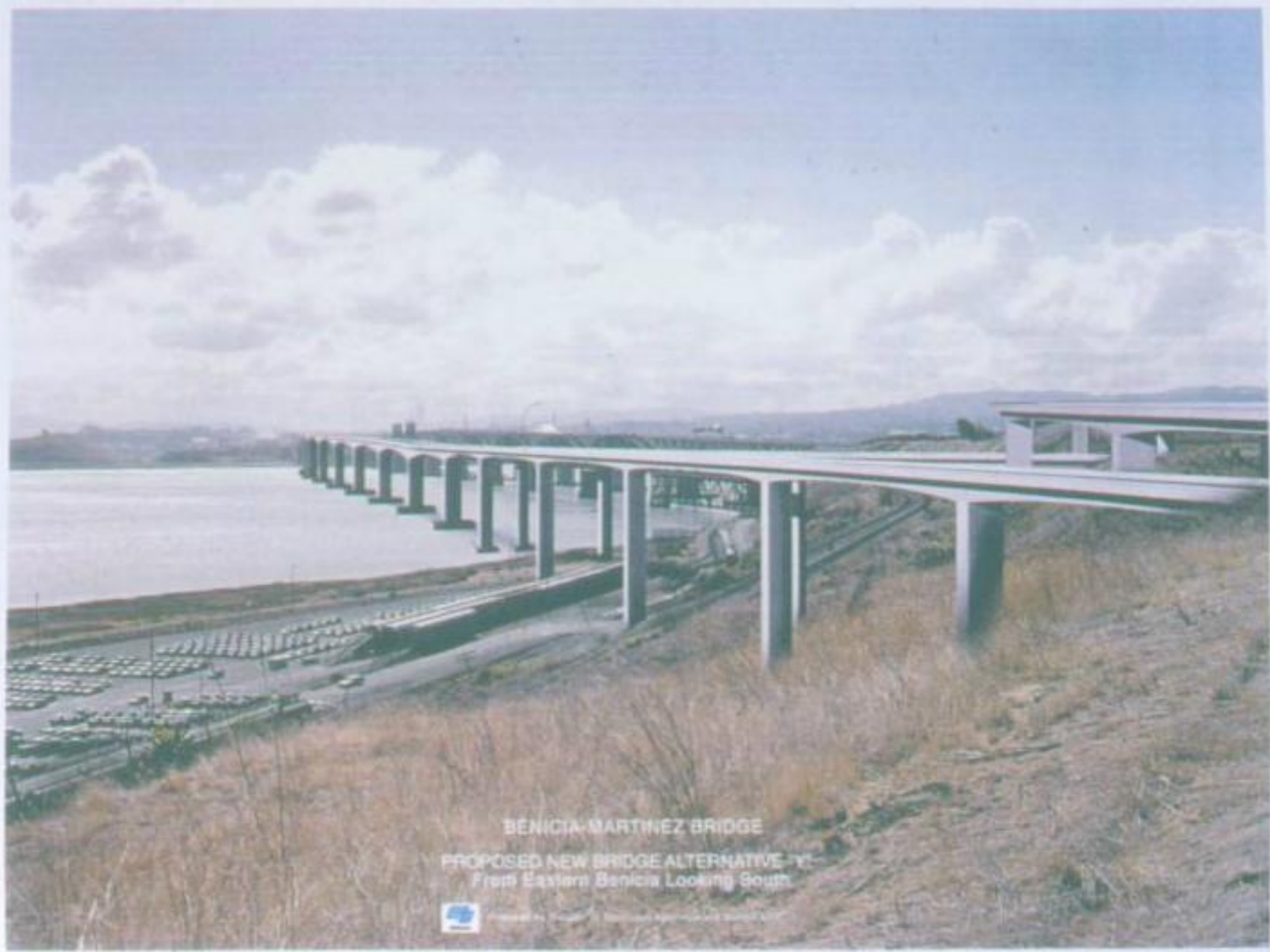


SUBJECT

BY _____ DATE _____
SHEET NO. _____ OF _____
PROJECT NO. _____





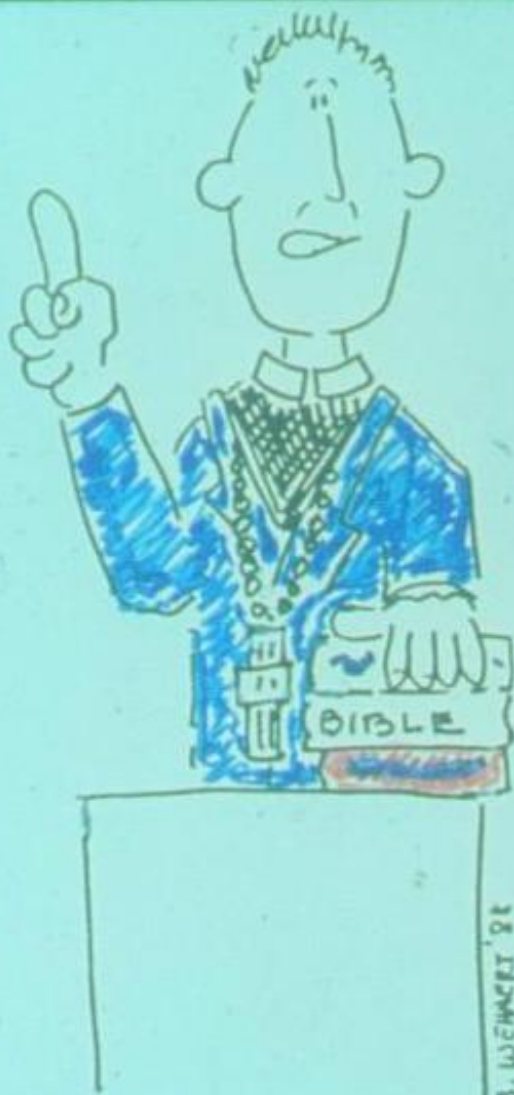


BENICIA-MARTINEZ BRIDGE

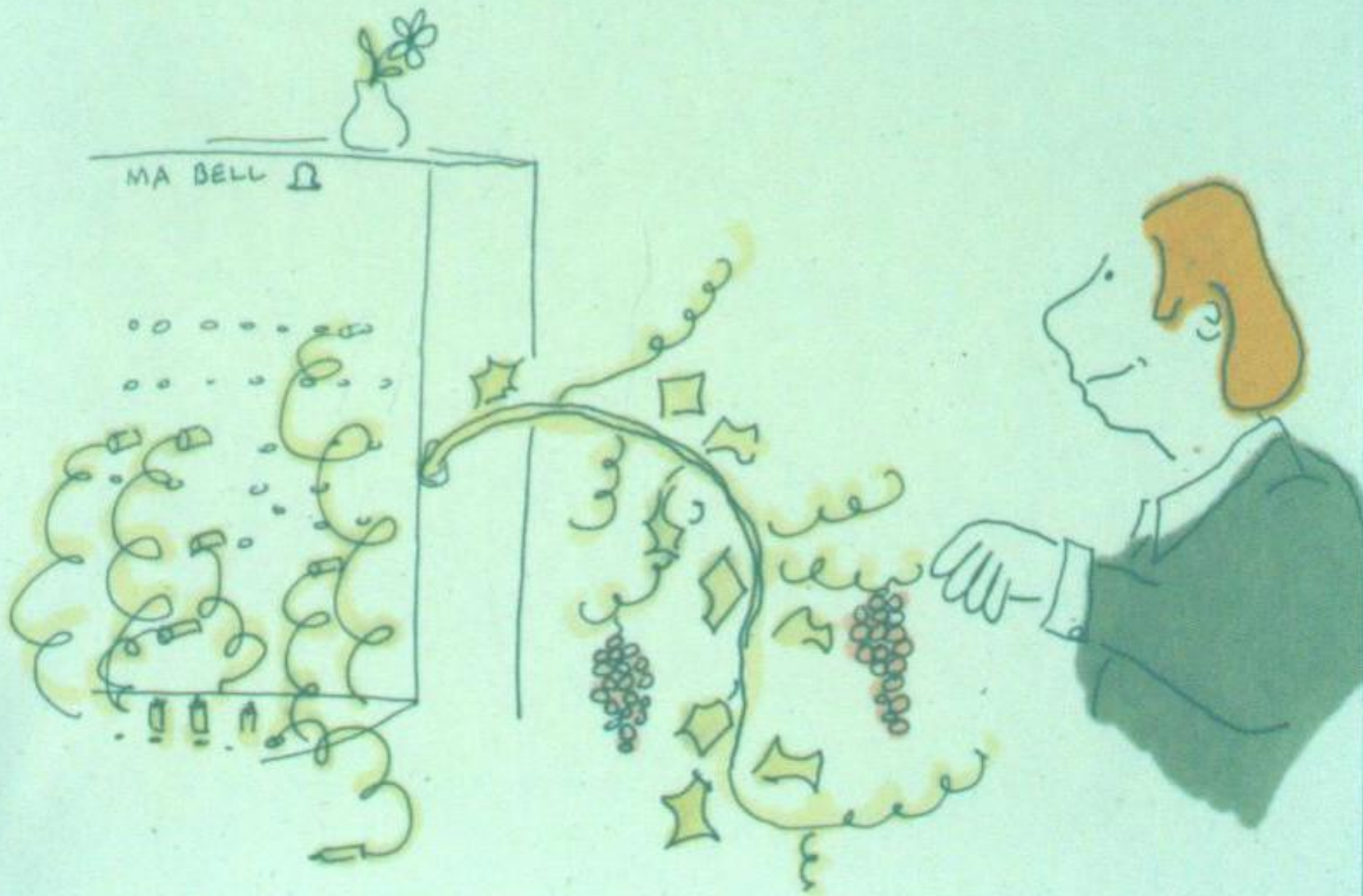
PROPOSED NEW BRIDGE ALTERNATIVE #1
From Eastern Benicia Looking South



© 2008 by the State of California, Department of Transportation



B. WEHNER '81



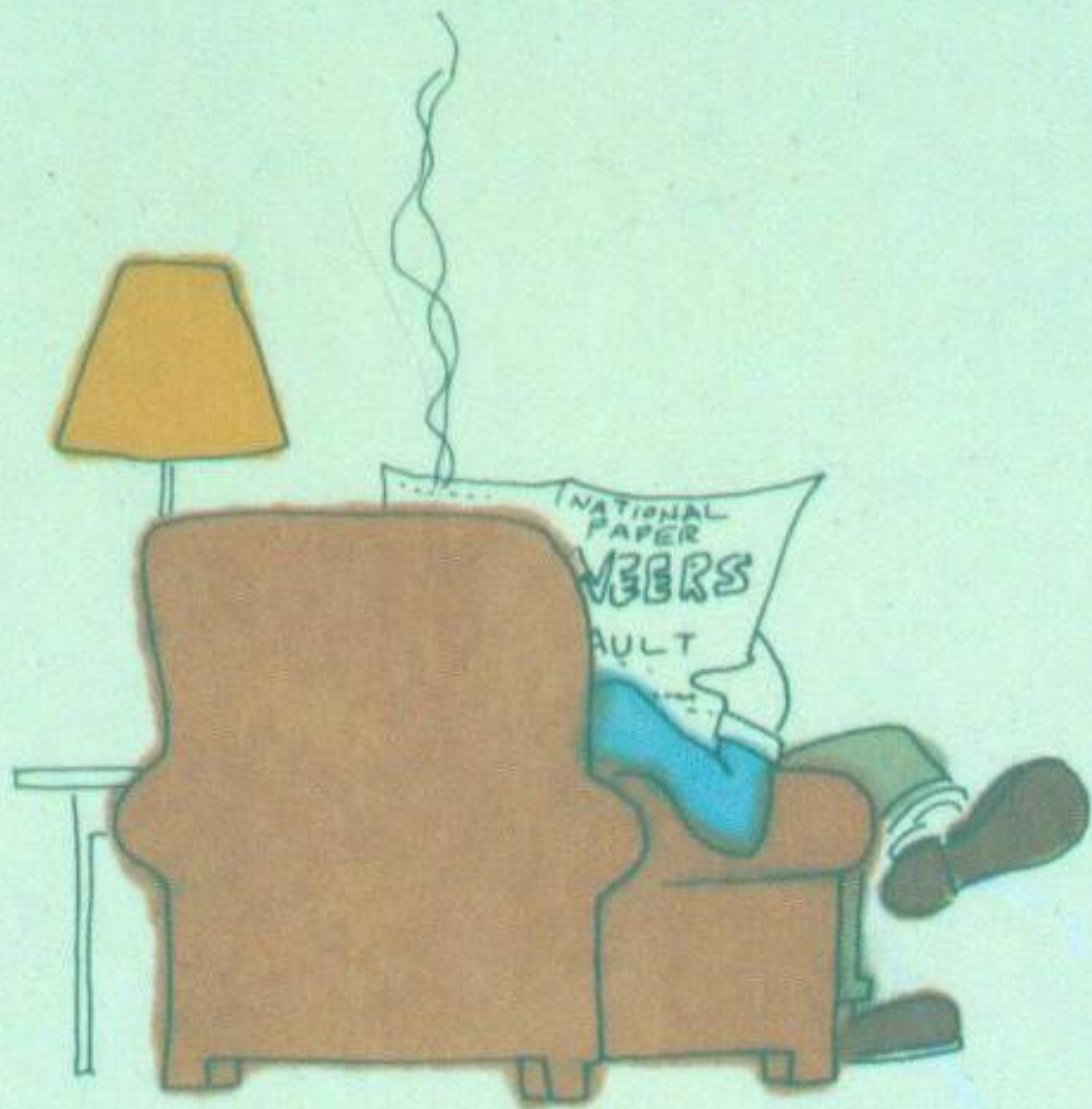
The Client

If it comes down to doing what is needed, or making a profit, we must provide for the client's needs.

A Thought on Ethics

Often people get credit for doing great things because the “bottom line” or some other measure indicates a fine accomplishment; when to do it they have left a trail of broken lives and/or environmental degradation.

Others accomplish goals both great and small and in doing so enrich lives and make the world a better place to live.



CLIENT



11 JANUARY '85

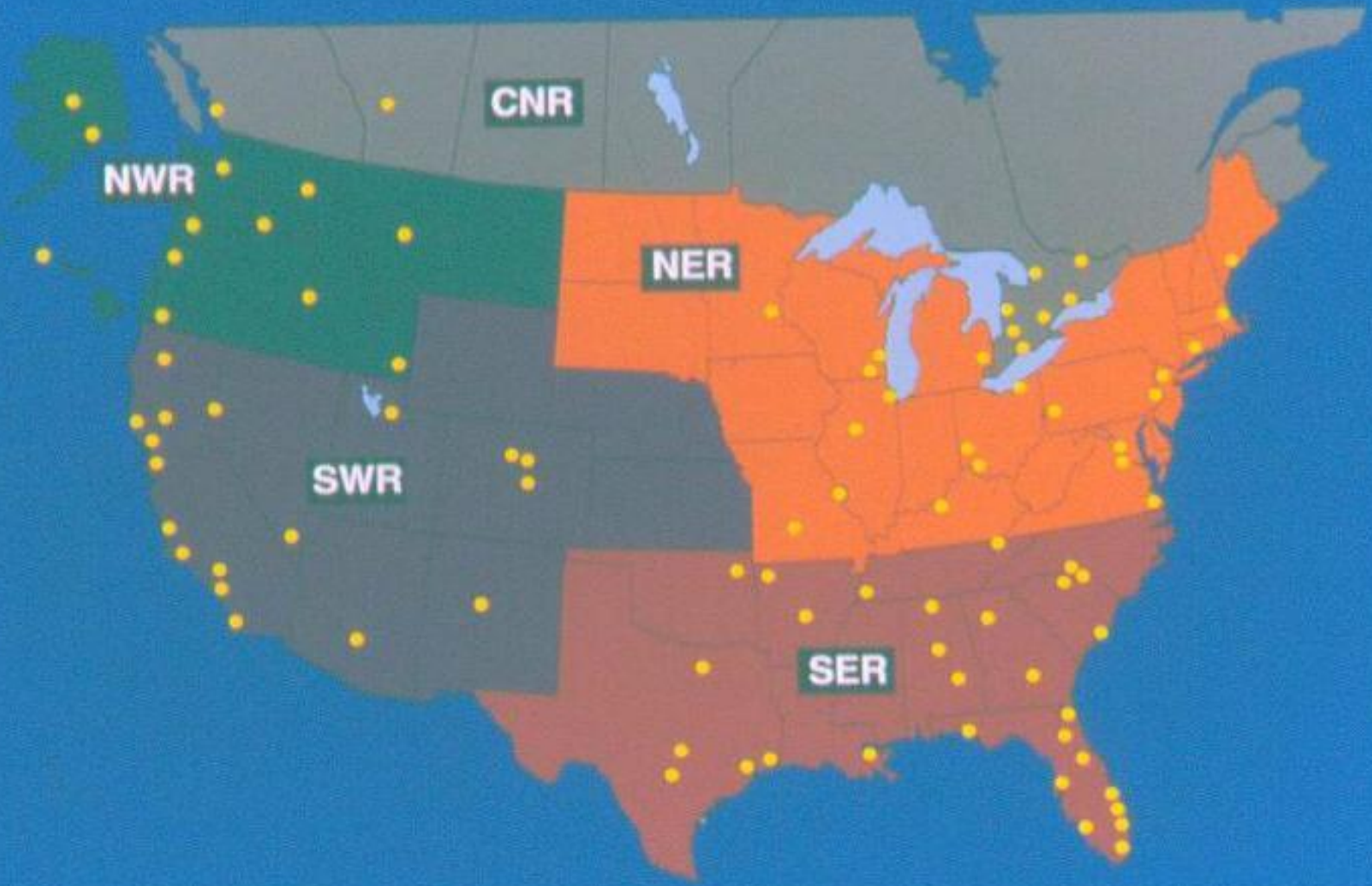


The CH2M HILL Creed

Do Good Work

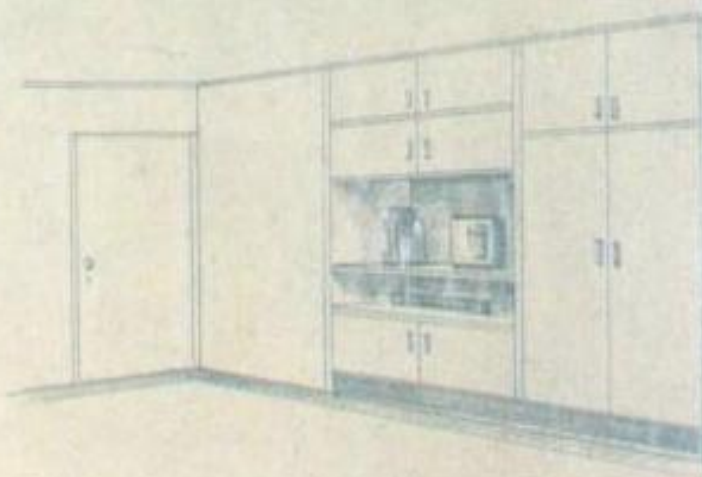
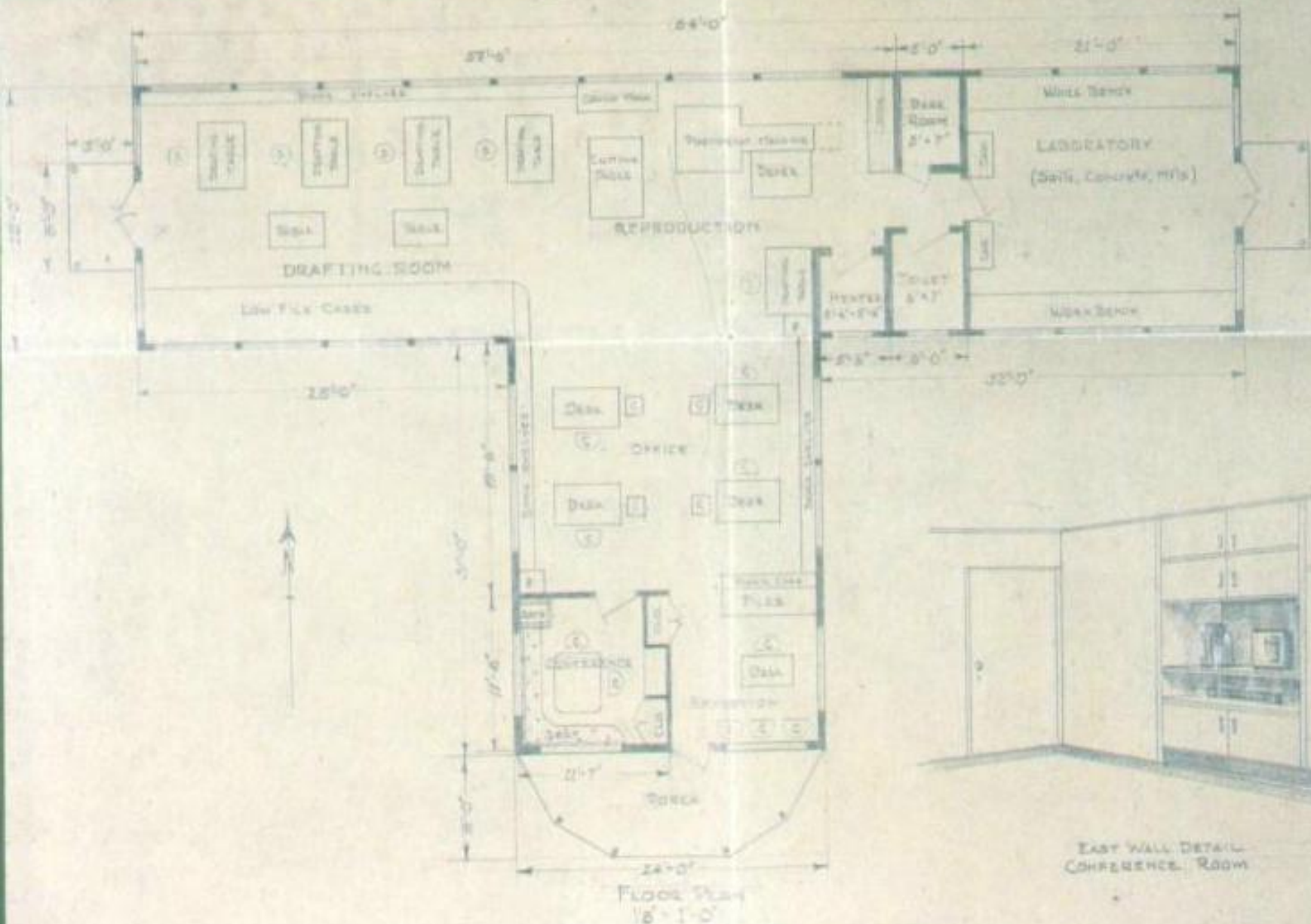
Make a Profit

Enjoy Life

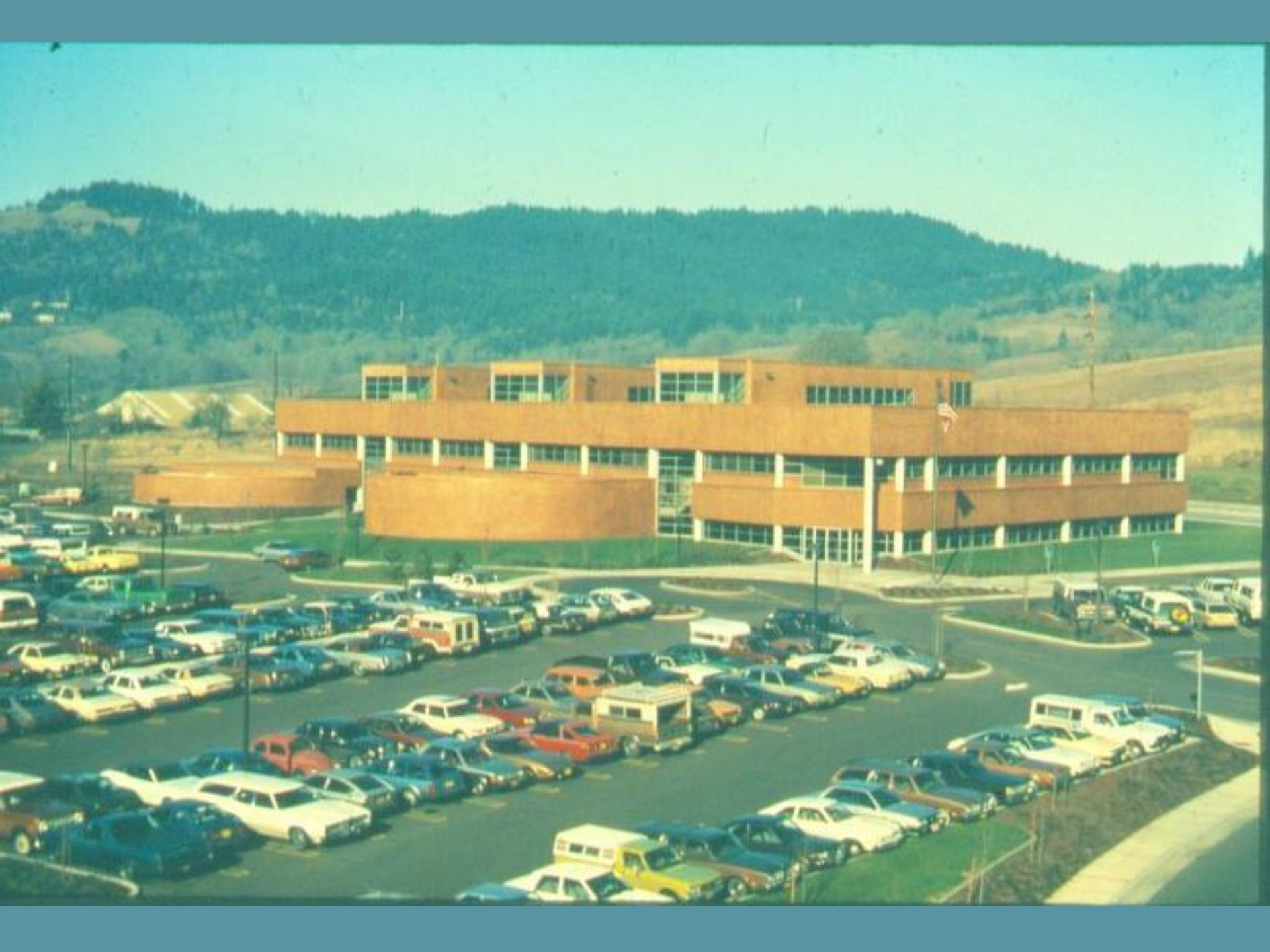




ASSOCIATED ENGINEERS CONSULTANTS DESIGN		
FARM SUBURBAN DEVELOPMENT PLOT PLAN		
Scale: 1" = 50'	Date: Oct 18, 1948	
Des: JCH	John C. Keeland	Sh: JCH
Dr: JCH		Inc: 10
Ta:		B-2
Ca:		



EAST WALL DETAIL
CONFERENCE ROOM







THE END