

FOUNDATIONS

The Official Newsletter of MWH | 2026 | Issue 1



POWERED BY

INNOVATION

LIGHTING THE WAY FORWARD

A FEW WORDS FROM BLAIR



Welcome to the first edition of our newsletter for 2026! As we kick off the new year, I am feeling very optimistic about the growth we have ahead of us. Our theme for this issue is Innovation, and it is the perfect way to describe how we are driving our mission of 'Building a Better World' forward.

A major highlight of this volume is the recent Breckenridge conference, which has become a true innovation pipeline for MWH. It was inspiring to see our most talented and promising employees—the leaders of our future—come together to share groundbreaking ideas. I want to give a special congratulations to our 'Building a Better World' award winners, Devon Boyd and Celeste Salcido, as well as all our other award recipients. Your creativity is what keeps us at the forefront of the industry.

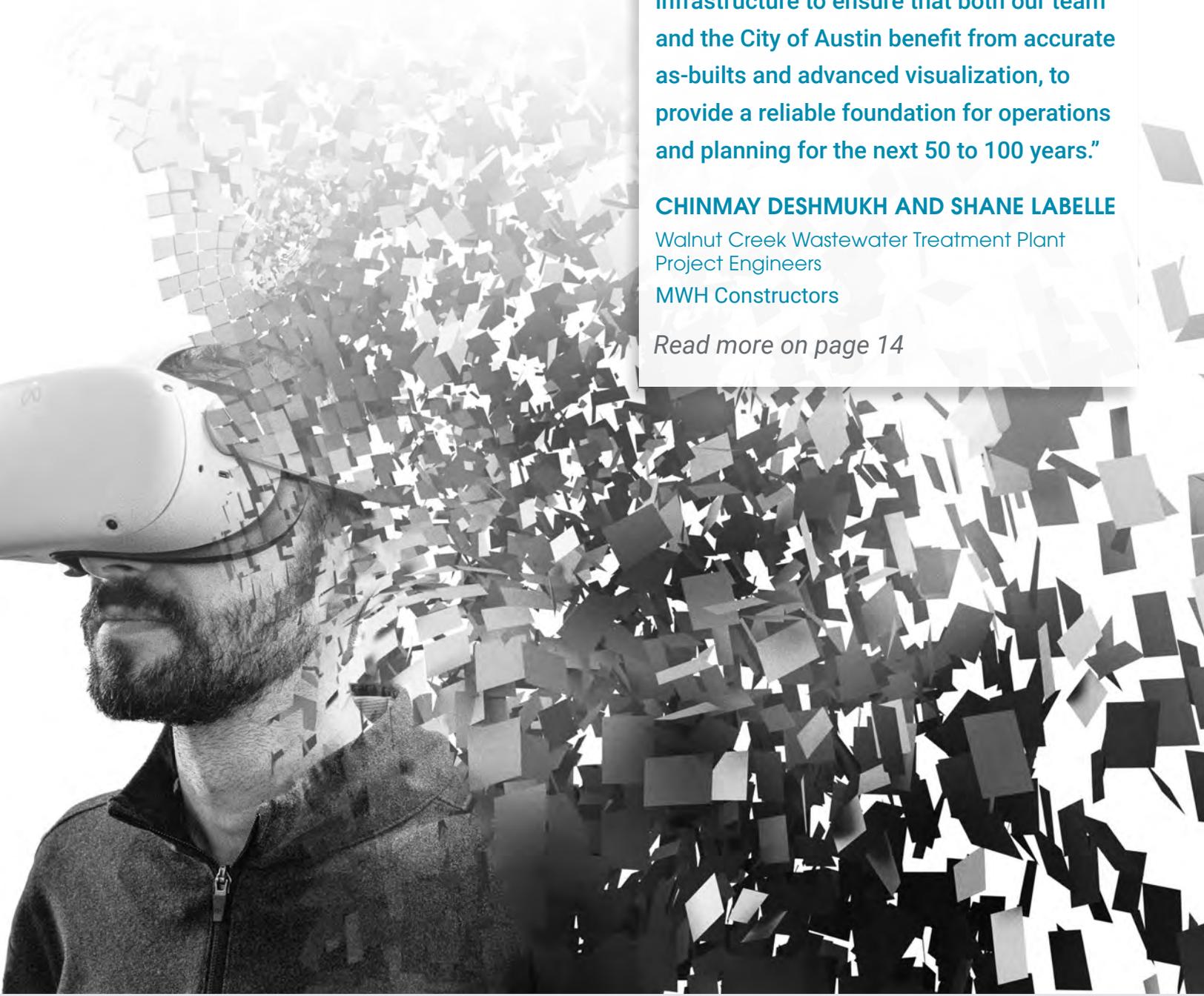
We are already seeing these great ideas in action on our complex projects. Whether it's the strategic intelligence we're gaining through subsurface exploration or the visual clarity provided by 4D construction videos at Walnut Creek, we are setting new standards for project quality and safety. ”

Thank you for your hard work in 2025 and for starting 2026 with such incredible momentum. I am excited about the impact we will continue to make together.

[See you on the jobsite!](#)

A handwritten signature in black ink, appearing to read 'Blair M. Lavoie'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Blair M. Lavoie, PE
MWH President/CEO



“ Mapping the invisible is not just about locating utilities, it is about creating intelligence that drives safety, efficiency, and future-ready infrastructure to ensure that both our team and the City of Austin benefit from accurate as-builts and advanced visualization, to provide a reliable foundation for operations and planning for the next 50 to 100 years.”

CHINMAY DESHMUKH AND SHANE LABELLE

Walnut Creek Wastewater Treatment Plant
Project Engineers

MWH Constructors

Read more on page 14

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SAFETY DIRECTOR JOE BARRY'S ADVANCING SAFETY CULTURE AND REDUCING RISK

As Safety Director at MWH, Joe Barry is dedicated to strengthening the company's safety culture and driving risk-reduction across all projects. With more than 25 years in the construction industry, including over 15 years in construction safety and training, he is passionate about developing practical safety programs and building on the company's successful health and safety initiatives.

Through collaboration and innovation, MWH focuses on three key areas:



- 1 Strengthening Safety Leadership & Accountability by reinforcing that safety leadership exists at every level of the organization, not just with the safety department.
- 2 "Safety Always" Through Proactive Planning by Integrating safety into the planning and execution of work not as an afterthought, but as part of how we build through the Safe Start process.
- 3 Driving continuous improvement and strengthening incident prevention by leveraging advanced risk assessment and leading indicator tracking.

Every Life Matters: SPOTLIGHT ON 988 AND SAFETY

BREAKING THE SILENCE: SUICIDE PREVENTION IN CONSTRUCTION

September was Suicide Prevention Month, and Construction Suicide Prevention Week—a time to shine a light on a crisis that too often remains in the shadows. At MWH, we're committed to opening up the conversation, especially within the construction industry, where suicide rates are alarmingly high—four times the national average.

THE SILENT STRUGGLE BEHIND THE GRIT

Construction is a field built on resilience, toughness, and grit. Long hours, physical strain, and relentless deadlines are part of the job. But behind the hard hats and steel-toed boots, many workers are silently battling mental health challenges. The culture of pushing through pain and pressure often leaves little room for vulnerability, and that silence can be deadly. Every day in America, 134 people die of suicide. Construction workers are disproportionately represented in that number. This isn't just a statistic—it's a reality that hits home for many of us. Some have lost friends, family members, and coworkers. Others are quietly struggling themselves.

CREATING SPACE FOR CONVERSATION

At MWH, we believe that suicide prevention starts with conversation. We continually create time and space to talk openly about mental health. We encourage our crews to speak up, share, and support one another every day. We aren't just raising awareness—we're actively building a culture of empathy, understanding, and action.

BREAKING THE STIGMA

There's a stigma around mental health and suicide—especially in industries like construction, where toughness is a badge of honor. But strength isn't just about enduring pain; it's also about knowing when to ask for help. We want to dismantle the shame and fear that keep people silent. Everyone needs support at some point, and no one should carry the weight of mental health struggles alone. We're encouraging our team to talk—with coworkers, friends, and family. You'd be surprised how many people have faced similar challenges. These conversations matter. They can be life-saving.

YOU'RE NOT ALONE

If you're struggling, please reach out. Whether it's to a professional, a peer, or someone at MWH, you don't have to face it alone. We've placed 988 stickers on hardhats as a visible reminder that help is always available. The National Suicide & Crisis Lifeline—just three digits, 988—is a confidential, 24/7 resource

for anyone in crisis. This month, and every month, we're committed to creating a workplace where mental health is prioritized, where conversations are welcomed, and where no one feels alone. We're not just building structures—we're building a community. Let's break the silence. If you or someone you know is struggling, call or text 988 to reach the Suicide & Crisis Lifeline. You're not alone.



First and foremost, talk to your community. Talk to people around you. Talk to your friends. Talk to the people that you work with. You would be surprised how many people have experienced this, have been around this, have family who have dealt with this. You would be very surprised. So have those conversations because your problems are not unique."

JACK COLEMAN

Regional Safety Director - MWH

MWH Building a Better World

Methuen CONSTRUCTION part of MWH

Slayden part of MWH

**YOUR
LIFE
MATTERS**

CALL • TEXT • CHAT

988

NATIONAL SUICIDE
PREVENTION LIFELINE

WINNIPEG NORTH END SEWAGE TREATMENT PLANT (NEWPCC) BIOSOLIDS FACILITIES PROJECT

In 2024, MWH, in a tri-venture with Aecon and Oscar Renda, was proudly awarded the \$750M (CAD) Biosolids Facilities Progressive Design-Build Project along with our design partner, Stantec, and captured subcontractor, Hatch. The project is one of three capital improvement projects aimed at upgrading the City of Winnipeg's (the City's) facilities to accommodate future wastewater flows and loadings to the plant, and to provide enhanced treatment capabilities to address environmental and public health concerns, as well as regulatory requirements. Our team is providing upgrades at the City's North End Water Pollution Control Center (NEWPCC).

The team has prioritized early planning and coordination with other capital improvement project teams, recognizing that collaboration will be critical to completing this project on time on this constrained site.

This Biosolids Facilities Project includes new sludge processing facilities to treat waste solids from the NEWPCC, South End Water Pollution Control Center (SEWPCC), and West End Water Pollution Control Center (WEWPCC). The new sludge processing facilities combine sludge from multiple facilities around the City to generate beneficial biosolids using a thermophilic digestions process.

Currently, our team is finalizing the 30% design, with construction anticipated to begin as early as April 2026 and be complete by April 2030. **Jeff Pries, PE, MWH's Design Manager**, states that one highlight of working on the project so far is that, *"There is really good collaboration and coordination with all tri-venture partners – we have good camaraderie and have been able to help with estimating, design management, and value engineering."*

Strategically formed Progressive Design-Build Team

Our progressive design-build team was strategically formed to provide the best value to the City of Winnipeg. Aecon, Oscar Renda, and Hatch bring current knowledge of the facility and lessons learned as they are delivering the NEWPCC Headworks Facilities progressive design-build project. MWH and Stantec add large-scale wastewater treatment and collaborative delivery experience, with MWH further augmenting the team with our thermal hydrolysis experience.

It has been a fantastic team to work with; we have a great customer that is invested in making sure this project works. For example, when the estimate came to be higher than the budget, the City asked what can we start doing to fix this? That question shifted the conversation from constraint to collaboration, and together we have identified \$160M in value engineering opportunities with \$107M being accepted to date."

JEFF PRIES

Project Executive, Design Manager



Digital rendering of the Winnipeg NEWPCC Biosolids Facility during the winter months that average -10 degrees to -20 degrees fahrenheit.

SLAYDEN COMPLETES \$78M EXPANSION OF MEDFORD'S ROBERT A. DUFF WATER TREATMENT PLANT

Slayden Constructors, in partnership with Jacobs Engineering, recently completed construction of the Robert A. Duff Water Treatment Plant expansion for the Medford Water Commission. The \$78 million project is a major infrastructure upgrade that will provide long-term benefits to Medford and the greater Rogue Valley.

The expansion increased the plant's treatment capacity from 45 MGD to 65 MGD, ensuring the system can keep pace with the region's growth. The project also introduced advanced filtration systems, a new reservoir, and a modern pump station. Built-in redundancies and seismic resiliency features were incorporated to strengthen reliability, even in the event of natural disasters.

This project represents a significant investment in the Rogue Valley's future, safeguarding public health and supporting continued development in southern Oregon. Slayden is proud to have partnered with Jacobs Engineering to deliver this critical upgrade and appreciates the trust of the Medford Water Commission in bringing the project to completion.



Aerial view of Medford Duff Facility



From left to right: Curtis Fenner, Andrew Pharis, Andy Huffman (Medford Water), David Wright (Medford Water) Kim Ervin (Jacobs), Josh Kennedy (Jacobs), Bob Mylenek (Medford Water), and Jason Anderson (Medford Water).



Pipe gallery in the filter building – building 35

METHUEN'S PROGRESS ON CEMETERY BROOK DRAIN TUNNEL (CBDT) PROJECT

PROJECT UPDATE: TUNNELING & DROP SHAFT PROGRESS

We're excited to share how things are moving forward with our partners at Obayashi and Jay-Dee. By combining their nationally recognized tunneling expertise with Methuen Construction's civil and concrete know-how, we're building a strong, coordinated approach to both the tunnel and drop shaft work. This collaboration not only keeps execution on track but also brings fresh ideas and technical insight that strengthen the project every step of the way.

TUNNEL PROGRESS & TBM FABRICATION

The Tunnel Boring Machine (TBM), which will be the heart of the tunneling phase, is currently being built by Herrenknecht in Schwanau, Germany. It's undergoing factory testing now and is on schedule to arrive at our site in May 2026. Once it's assembled onsite, the TBM will help us advance the tunnel safely and efficiently.

Closer to home, crews are making steady progress at the TBM launch area. The Support of Excavation (SOE) system is being installed and will continue through mid-February. After that, the team will move on to trench excavation and preparing the base slab, both targeted for completion by May 2026 – right in

time for the TBM's arrival. This groundwork is critical to ensuring the launch structure is stable, accessible, and ready for operation.

DROP SHAFT CONSTRUCTION

Work at Drop Shaft 1 and 2 is also picking up momentum. Crews are digging down toward the bedrock layer, with blasting operations expected to begin in January 2026. That milestone will pave the way for the next phase: forming, reinforcing, and placing concrete for the permanent shaft lining.



Denis Moffett (Methuen), Jacob Blunden (Methuen), Joe Barry (MWH), Darrell Liebno (Obayashi), John McGrath (Methuen), Joseph LaRose Sr. (U.S. Department of Labor-OSHA), Krista McCullough (Methuen), Steve Hilas (Obayashi)

OSHA STRATEGIC PARTNERSHIP PROGRAM

The Cemetery Brook Drain Tunnel (CBDT) Project Joint Venture between Methuen Construction Company, Inc. and Obayashi Corporation has reached a milestone by signing onto the OSHA Strategic Partnership Program, underscoring its commitment to safety and collaboration. Methuen President John McGrath joined OSHA's Joe LaRose to mark this important step, which unites OSHA with employers, workers, and industry stakeholders to eliminate hazards and strengthen workplace safety practices. **With clear goals and strategies tailored for large-scale projects like the CBDT, this partnership promises meaningful improvements for worker health and safety, benefiting both the crews and the City of Manchester, NH.**



Right: Preassembly of the Main drive in the final state. Left: Machining of the shield finished and welding of the Lifting lugs

CMS

CONSTRUCTION MANAGEMENT SERVICES

INLAND EMPIRE AWARDED CMS THEIR RP-4 PROCESS IMPROVEMENTS PHASE II PROJECT

The Inland Empire Utilities Agency (IEUA) is a regional municipal water district serving 242 square miles of western San Bernardino County with wastewater treatment, solids handling, and recycled water services. Its system supports multiple cities, unincorporated communities, and state facilities, and is overseen by a publicly elected five-member board. IEUA operates five regional water recycling facilities across two service areas, with centralized solids treatment at RP-1 in the north and RP-2 in the south.

The **RP-4 Process Improvements Phase II Project** is a strategic reinvestment aimed at improving the reliability, efficiency, and long-term performance of the Rancho Cucamonga treatment facility. The work will rehabilitate aging secondary and tertiary systems, enhance operational redundancy, and integrate new electrical, instrumentation, and control components to support future capacity and regulatory requirements.

MWH was selected to deliver full Construction Management Services, supported by a team deeply familiar with IEUA's facilities and operational standards. Led by **Dave Dismang**, Construction Manager **Michael Dietrick**, Principal-in-Charge **Ray Montoya**, and Inspector **Robin Foulon**, the team brings more than 150 years of combined water and wastewater experience and a long history of on-site support at IEUA.

This project reflects the growing strength of MWH's Construction Management Services group and demonstrates the team's ability to manage complex, multi-phase treatment plant rehabilitations while maintaining continuous operations. With integrated project controls, commissioning resources, schedule expertise, quality oversight, and senior leadership involvement, MWH provides IEUA with a high-performance Construction Management team focused on delivering reliable, consistent, and innovative results.

MWH AWARDED WATER ENGINEERING GENERAL SERVICES AGREEMENT WITH CITY OF ANAHEIM

MWH has been selected by the City of Anaheim as a qualified provider under its Water Engineering General Services Agreement (GSA), supporting the City's ongoing water infrastructure and capital improvement initiatives. Through this on-call agreement, Anaheim can quickly engage MWH for specialized services via individual Requests for Work Order Proposals, ensuring timely, efficient, and cost-effective project delivery.

MWH was chosen for multiple service categories, with primary emphasis on **Construction Management**, providing both part-time and full-time CM and inspection services for Anaheim's water facilities and related infrastructure. Our team will oversee contractor coordination, project administration, field inspection, documentation, commissioning support, and closeout—delivering consistent quality and reliable project execution.

Led by **Jim Bowley** and **Dave Dismang**, with seasoned inspectors **Garrick Frost** and **Sal Avalos**, MWH brings decades of water and wastewater infrastructure expertise. This experienced team strengthens Anaheim's ability to deliver essential capital improvements while reinforcing MWH's reputation for dependable, high-performing construction management.

This GSA expands MWH's long-standing partnership with the City, building on the success of the Groundwater Treatment Plants Program. It also underscores the continued growth of the MWH brand, demonstrating our ability to provide flexible, on-call support; deliver technical excellence; and serve as a trusted extension of agency staff. Through responsive RFWOP-based delivery, MWH will continue helping Anaheim advance its water system goals with clarity, consistency, and confidence.

BRECKENRIDGE CONFERENCE



During the recent Breckenridge conference, talent from across MWH, Slayden, and Methuen came together to share groundbreaking innovations and insights in Quality, Engineering, Safety, and Technology—showcasing a level of leadership, creativity, and expertise that was nothing short of inspiring. This gathering sparked new ideas and practical integrations that can be applied directly within our current operations, encouraging every job function to think differently, collaborate more effectively, and uncover streamlined efficiencies that elevate how we deliver work across the organization.

NATIONAL STAFF EXCHANGE PROGRAM

Out of 16 presentations and 23 presenters, two individuals were chosen to represent MWH in Obayashi’s National Staff Exchange Program. They will travel to Tokyo, Japan for four weeks of immersive training alongside engineers and construction professionals from around the globe.

CONGRATULATIONS TO DEVON BOYD & CELESTE SALCIDO, WINNERS OF THE ‘BUILDING A BETTER WORLD’ AWARD!

Devon Boyd — “Enhancing Root Cause Analysis in Commissioning and Startup”, highlighted an innovative approach to Root Cause Analysis and its application to troubleshooting during Commissioning and Startup.



Celeste Salcido — “Guaranteeing Quality Through Preventive Maintenance: Communication, Accountability, and AI” showcased proactive preventive maintenance strategies on the San Francisco Biosolids Digester Facilities Project.



CONFERENCE AWARDS

In addition to the Exchange Program selections, judges recognized outstanding contributions with several prestigious awards:

- **Thomas Hawksley Innovation Award: Sean Oase** — “HydroHero: AI for Contract Management”
- **James M. Montgomery Engineering Excellence Award: David Dutkiewicz & Ryan Daley** — “Field Expertise Meets Intelligent Technology to Shape the Future of Construction”
- **Pioneer of Progress Award: Estevan Trujillo** — “AutoDesk Construction Cloud References: The Neural Pathways and Connections of a Project”

HONORABLE MENTIONS

- **Chinmay Deshmukh & Shane Labelle** — “Mapping the Invisible: Transforming Subsurface Utility Exploration into Strategic Intelligence”
- **Joe Laciny & Tyler Ballie** — “Utilizing Autodesk’s Library of Products to Reduce Risk for Emergency Repairs”

DINNER WITH SENIOR LEADERSHIP

Attendees had an exclusive evening at The Salt Lick BBQ, where world-renowned barbecue was served with a side of true Texas Hill Country hospitality. The Roberts family recipes, rooted in the wagon trains of the mid-1800s, added a rich tradition to the memorable night. Guests enjoyed authentic flavors, warm camaraderie, and the unique setting that made the evening both meaningful and unforgettable.



AUSTIN PARTY CRUISE

The following evening, guests set sail for an unforgettable night aboard an upscale charter boat outfitted with all the comforts of a floating event venue. They enjoyed delicious food and refreshing drinks as they mingled, soaked in the ambiance, and danced to the lively sounds of a live band.



Artist JD Casper performance on the charter boat

GUEST SPEAKER - STEVE ADDLER

We were honored to welcome Steve Adler, esteemed lawyer and former mayor of Austin, as a guest speaker at our event. His presence brought insight, inspiration, and a wealth of experience to our team. He was the mayor during our time on the Austin treatment plant, and it's meaningful to see that he continues to support us today. We strive for this kind of enduring partnership on all of our projects—where leaders champion the work long after their formal roles have ended.

Before his tenure as mayor, Adler served as chief of staff and general counsel to Texas State Senator Eliot Shapleigh, where he played a pivotal role in shaping legislative policy. His commitment to civic engagement extended well beyond public office, contributing actively to organizations such as the Texas Tribune, the Anti-Defamation League, and Ballet Austin.



President/CEO Blair Lavoie with Steve Adler (Former Mayor of Austin)



The following pages highlight two standout innovation concepts from this year's Breckenridge conference—innovations that are not only advancing technology in our industry but reshaping how we design, build, operate, and future-proof critical infrastructure.

Modernization stands as a true generational investment. High-accuracy SUE data will guide operational and capital decisions for the next 50–100 years while 4D construction videos turn complex schedules into clear, predictive visual stories—an essential tool as project demands and stakeholder expectations continue to rise. Together, these advancements embody the spirit of the Breckenridge Conference and offer a glimpse of the momentum generated there—proof that the ideas shared are already shaping the future of infrastructure.

INNOVATION

AT WALNUT CREEK WASTEWATER TREATMENT PLANT

WALNUT CREEK'S MODERNIZATION TRANSFORMS UNDERGROUND INTELLIGENCE

At the Walnut Creek Wastewater Treatment Plant in Austin, Texas, a once-invisible layer of infrastructure is becoming one of the most powerful drivers of project certainty. As the City embarks on a \$1B+ modernization program, its largest upgrade since the plant's original 1977 construction, MWH and partners are transforming Subsurface Utility Exploration (SUE) into a strategic, data-rich foundation for safer, smarter, and more efficient construction planning.

With capacity expansions moving the plant from its original 18 MGD to a future vision of 100 MGD (ultimately 150 MGD) with the ability to manage 300 MGD peak flow, SUE is no longer a check-the-box exercise. It is a powerful innovation tool that blends advanced **geophysics, targeted vacuum excavation, digital modeling, and coordinated survey control to shape decisions before a shovel hits the ground.**

FROM LOCATING UTILITIES TO ENGINEERING INSIGHT

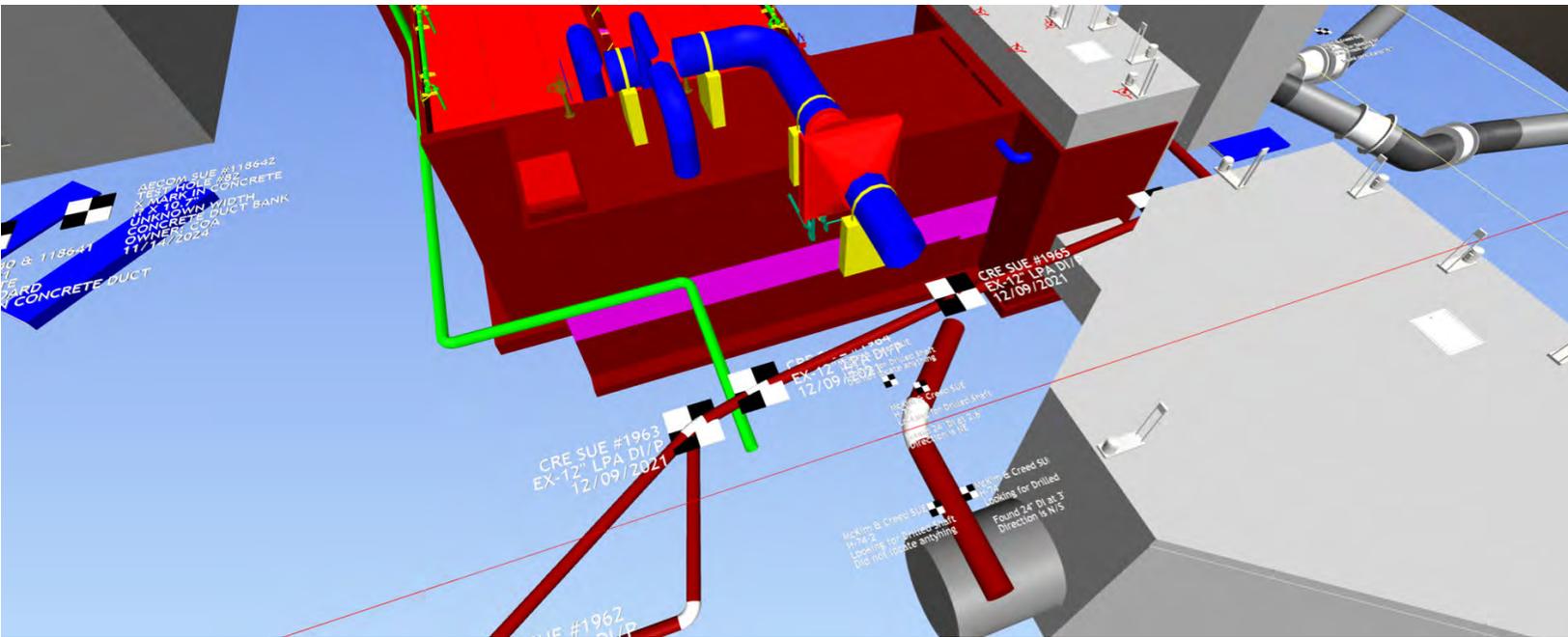
Modern SUE goes far beyond identifying pipes and conduits. It uses a defined hierarchy of accuracy, Quality Levels D through A, as established by ASCE 38-22, to progressively reduce uncertainty and elevate confidence. Beginning with record research and visual inspections, advancing through geophysical scanning, and culminating in physical exposure, SUE delivers layered intelligence that guides both engineering design and construction risk mitigation.

For the Walnut Creek modernization effort, this meant orchestrating a \$1.3M, multi-phased SUE scope designed to significantly reduce construction risk, rework and unplanned utility conflicts across a multi-billion-dollar capital program. By consolidating all utility information into a federated virtual design & construction model, the team can visualize subsurface conditions like never before, identifying conflicts earlier, improving stakeholder alignment, and tightening safety planning well ahead of field mobilization.

MAPPING THE INVISIBLE:

TURNING SUBSURFACE UTILITY EXPLORATION INTO STRATEGIC INTELLIGENCE





DIGITAL INTEGRATION: MAKING THE INVISIBLE ACTIONABLE

What elevates SUE from a technical service to an innovation engine is integration. Through modeling, visualization, and data federation, the team translates raw field findings into actionable intelligence that supports:



Advanced constructability reviews



Safer excavation and tunneling operations



Optimized sequencing and scheduling



More accurate as-builts for long-term systems

This digital thread ensures that design engineers, construction teams, operations staff, and City leadership all work from the same validated foundation of information. In an environment as utility-dense as a 50-year-old wastewater treatment plant, this visibility is essential. Equally important, this integrated approach supports safer daily field operations by reducing uncertainty before crews mobilize and excavation begins.

BUILDING INFRASTRUCTURE FOR THE NEXT CENTURY

As the City of Austin prepares for decades of population growth and system demand, the modernization of Walnut Creek is as much about the future as it is about today. High-accuracy SUE data will form a foundational layer for operational and capital planning decisions for the next 50–100 years, reducing future maintenance costs, improving emergency response, and supporting long-term capital planning. This innovation reduces risk, enhances safety, and increases long-term value for communities.

MWH'S COMMITMENT TO INTELLIGENT INFRASTRUCTURE

At MWH, our core value is simple: our next opportunity depends on the performance of our last. On projects like Walnut Creek, this means bringing forward tools and processes that elevate accuracy, clarity, and decision-making from day one.

Through this approach, we're not just supporting Austin's largest wastewater treatment modernization, we're setting a new standard for how complex infrastructure is planned, visualized, and built.

MWH Subject Matter Experts: Shane Labelle and Chinmay Deshmukh

TURNING PLANS INTO PICTURES

The Power of 4D Videos in Construction Planning and Stakeholder Engagement

In today's construction landscape, where project complexity, stakeholder expectations, and operational constraints continue to intensify, visual clarity has become one of the most powerful tools we can bring to a project. **4D scheduling links a project's 3D model to its timeline so you can visualize construction activities, sequences, and critical tie-ins as they unfold. It's essentially adding the dimension of time to a 3D model to show how the project will progress.** At MWH, we are advancing this clarity through the innovative use of 4D construction videos, transforming traditional planning into dynamic, predictive visual stories that enhance alignment, safety, and decision-making.

FROM STATIC SCHEDULES TO LIVING CONSTRUCTION STORIES

Historically, planning efforts relied on: lengthy in-person work sessions, step-by-step PowerPoint sequences, and dense Gantt charts. While effective, these tools often required repeated site walks and still left many builders and partners struggling to visualize complex constraints, particularly on projects with parallel construction, operational dependencies, or multi-contractor interfaces.

For projects like the Walnut Creek Wastewater Treatment Plant expansion, which includes improvements to existing Headworks buildings, a

new influent lift station, 25 MGD treatment trains, UV disinfection and wet weather facilities, flood protection walls, odor control upgrades, and a mile-long outfall tunnel—all while maintaining daily treatment capacity—the traditional approach simply could not convey the full picture. 4D videos changed that.

ANIMATING COMPLEXITY: WHAT 4D BROUGHT TO THE TABLE

By integrating the construction schedule (the “4th dimension: time”) directly into a 3D model, the project team produced an intuitive visual sequence showing:

- **Construction sequencing**
- **Major tie-ins and outages - while maintaining the plants' operations**
- **Site logistics and traffic patterns**
- **Operational constraints across Headworks and Primary Treatment complexes (PTCs)**
- **Interface points between MWH and other CMR contractor on site.**

Operations staff summarized the impact perfectly: “Now we have a clear picture.”

SCALING SUCCESS BEYOND IMPROVEMENT TO THE HEADWORKS PROJECT

Given The success of 4D visualization at Headworks

set a new standard. Following this achievement, our VDC team is now implementing 4D videos across other critical sequence work within the Walnut Creek program, including major tie-ins, bypasses, and outage planning. This approach ensures that every high-risk activity is clearly understood, collaboratively reviewed, and executed safely.

LOOKING AHEAD: SCALING 4D ACROSS MAJOR PROJECTS

Given its success, MWH is expanding the use of 4D videos across the Walnut Creek program and other complex projects. The next phase includes using 4D for:

- All major construction sequencing
- Tie-ins and facility bypasses
- Outages and MOPO coordination
- Stakeholder and public engagement
- Safety and risk-mitigation reviews

OUR GOALS REMAIN CLEAR AND INNOVATION-DRIVEN:

- Improve stakeholder alignment
- Enhance safety and planning predictability
- Reduce delays and costly changes
- Mitigate risks earlier in the lifecycle

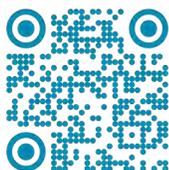
WHY 4D MATTERS

These tools have been shown, across ENR-recognized programs and peer-reviewed studies, to reduce rework, increase schedule reliability, and strengthen collaboration on large water and wastewater projects.

Our VDC team is not simply following this trend, they're leading it.

By integrating 4D into our delivery approach, **MWH is demonstrating how innovation drives tangible value, practical problem-solving, and stronger partnerships.** We are turning complex plans into clear pictures—and paving the way for safer, smarter, more predictable project execution.

SCAN TO SEE 4D SCHEDULING
IN ACTION FOR WALNUT
CREEK TREATMENT PLANT



IMMEDIATE BENEFITS

The adoption of 4D visualization delivered measurable improvements across the project:

- 1 FASTER DECISION-MAKING**
Stakeholders could see planned activities, understand impacts, and approve critical path changes with confidence.
- 2 IMPROVED COLLABORATION**
Owners, operations, designers, and contractors aligned more quickly around shared visuals.
- 3 ENHANCED SAFETY PLANNING**
High-risk sequences could be reviewed, deconflicted, and optimized long before boots hit the ground.
- 4 REDUCED BID-PHASE CONFUSION**
Fewer RFIs and site visits were required when builders understood the sequence upfront.

RIBBON-CUTTING:

Monterey One Water Pure Water
 Monterey Advanced Water
 Purification Facility (AWPF) Expansion

Recently, we proudly marked a major milestone for Monterey County with the ribbon-cutting for phase 2 of the Monterey One Water AWPF, the first full-scale potable reuse facility in Northern California. This indirect potable reuse project now supplies up to 7.6 million gallons of purified water daily, mitigating saltwater intrusion and drought vulnerability in the seaside aquifer. The project adds 2,250 acre-feet of water annually to the 3,500 acre-feet already produced and serves approximately 28,750 households.

Congratulations to everyone who helped bring this visionary project to life and for joining us for the ribbon cutting:

- Mayor Tyller Williamson of Monterey
- Kennedy Jenks – Design Engineer
- Overaa Construction – General Contractor
- Sean McGuire, Board Member on California State Water Resources Control Board
- Bruno Pigott, Executive Director for Water Reuse Association
- Kasie Regnier, Director of Facility Operations and Water Science for Monterey Bay Aquarium



This expansion positions the Monterey Peninsula as a leader in sustainable water management, with advanced purified water supplying more than half of the region’s demand. Addressing a decades-long crisis, this integrated solution sets a benchmark for water reuse throughout California. MWH provided Construction Management Services for the original, award winning, Monterey One Water APWF and Pump Station Project completed in 2020 and has continued these efforts for the expansion.



Ribbon Cutting – MWH Team From left to Right: Ray Montoya, CMS SVP; Jim Bowley, CMS Director; Blair Lavoie, President/CEO; James Mitchell, Resident Engineer; Steven Rodriguez, Electrical Inspector; Patrick Hughs, Resident Engineer

Year-End Giving and Celebrations

GIVING TUESDAY

Giving Tuesday was a wonderful success! At MWH headquarters in Broomfield, CO, the team set out with the goal of assembling 50 personal care kits. Thanks to the incredible teamwork and generosity of the community, the group surpassed that target by creating 66 bags. These kits will be donated to the Broomfield FISH Family Resource Center, an organization that has been serving economically disadvantaged residents in Broomfield for more than 60 years. MWH extends its gratitude to everyone who contributed to making a meaningful difference in the lives of those in need.



ARIZONA/BDFP-MWH HOLIDAY PARTIES

The MWH BDFP team celebrated its holiday party at Holey Moley, and the event was a blast. The festivities began with a costume contest featuring 70s and 80s-inspired golf attire. Mike Munden took home the win, while Kat Caballer and Vanessa Pierce followed closely behind with their perfectly coordinated matching outfits. The team also crowned its Best Putt-Putter of the night, awarding the title to Rhian Donadelle for impressive skills.

After wrapping up the putt-putt fun, the group headed over to Evil Eye in the Mission District for holiday drinks, great food, and plenty of laughs to close out the night.

Meanwhile, the Arizona office joined in the holiday spirit with an ugly sweater contest and a fun outing to Puttshack, where the team showed off both questionable knitwear and some serious putting talent.



TOYS FOR TOTS

The Arizona office also embraced the spirit of giving this season by participating in Toys for Tots, supporting the Phoenix/Maricopa County campaign. The local program, led by the Marine Corps Reserve, distributes tens of thousands of toys each year to children across the region. The team contributed to this effort by collecting new, unwrapped toys to help ensure that children in the community experience the joy and hope that Toys for Tots brings during the holidays. Their participation reflects MWH's commitment to giving back and supporting families across Arizona.



SOCIAL MEDIA BITES SOCIAL MEDIA MOMENTUM: A YEAR OF GROWTH

LinkedIn matters to MWH because it strengthens our visibility in the marketplace, which is essential for attracting talent. A stronger presence means more people see our work, our culture, and our job openings, expanding the pool of potential candidates and improving our ability to staff projects and grow.

In 2025, our social media presence has expanded dramatically. We now reach a total audience of **16.1K**, marking a **22% increase**. Our follower count on LinkedIn has climbed to **15.3K+**, up **169% year-over-year**, with **2.9K+ new followers—2,284 of whom joined in just the last six months**. Our LinkedIn engagement rate has increased by 11% year-over-year, and we are currently performing 22% higher in this category than our competitors. Engagement rate is a key metric that measures how actively audiences interact with our content relative to how many people see it, typically including likes, comments, shares, and clicks.

This growth signals that our content is resonating more strongly with our audience, driving deeper interactions and building stronger brand visibility, while the competitive advantage highlights the effectiveness of our strategy in outperforming others in the market. This acceleration reflects a strategic shift toward more engaging content and the activation of our employee advocacy program and attracting attention from key stakeholders. On LinkedIn alone, the past eleven months have delivered impressive results:

468K IMPRESSIONS

How many times your content was displayed on someone's screen

55.8K PAGE VIEWS

Number of times a page was loaded or reloaded

55.8K TOTAL ENGAGEMENTS

All interactions combined, such as clicks, likes, shares, and comments

20K UNIQUE VISITORS

The count of individual people who visited, with duplicates removed

15.3K FOLLOWERS

ADVOCACY IN ACTION: OKTOPOST

SMALL GROUP, BIG RESULTS

Out of 50 designated advocates, 17 have already stepped up to actively champion the program—and their results have been phenomenal. In just six months, these dedicated voices have published **322 posts, reaching 390,000 people and sparking 307,000 meaningful engagements** across likes, comments, shares, and clicks. That's nearly **18,000 engagements per advocate!** Their success shows the incredible power of a passionate few to create outsized impact and demonstrates the momentum we can build together.

This success emphasizes that companies built on expertise thrive when their employees share authentic, thought-leadership content. Advocacy builds trust, amplifies brand reputation, and drives business growth, especially in industries where credibility is everything.

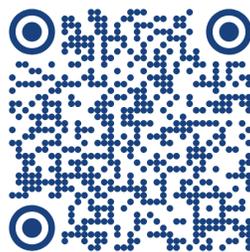
WHY OKTOPOST MATTERS

Oktopost's platform makes advocacy manageable and impactful. Their research shows that dedicating just 10 minutes a day or 30 minutes a week to advocacy can yield measurable results. With tools for scheduling, performance tracking, and AI-powered content suggestions, Oktopost empowers employees to share insights without disrupting their workflow.

THE ROAD AHEAD: UNLOCKING FULL POTENTIAL

Imagine the impact if all 50 of our advocates participated. With just 34 more voices joining the conversation, we could potentially double or triple our reach and engagement. The foundation is already strong. Now it's time to scale. **To support this, we'll be rolling out new training sessions, and recognition programs to encourage broader participation.** With Oktopost as our engine and our experts as the fuel, we're poised to elevate our brand to new heights.

IN SHORT | **OUR SOCIAL MEDIA SUCCESS IS NO ACCIDENT. IT'S THE RESULT OF STRATEGIC ADVOCACY, POWERFUL TOOLS, AND AUTHENTIC VOICES. LET'S KEEP THE MOMENTUM GOING!**



SCAN TO FOLLOW US

MWH WELCOMES PHIL TUNNAH, SVP FOR PROGRAM MANAGEMENT AT RISK (PMAR)

We're thrilled to welcome back Phil Tunnah as our SVP for Program Management at Risk (PMAR). Phil knew from the start of his career that water and wastewater engineering projects were for him. He started fresh out of college in 1990 working for Watson Hawksley Ltd. (the W in MWH) with his Civil Engineering degree. In 2000, Phil was given the opportunity to move to America with his wife and newborn son to lead an engineering project in the Cincinnati office of Montgomery Watson. It wasn't long before he was managing SSO screen installations as a construction manager for MWH.

In 2002, Phil was invited to relocate to Cape Coral to lead MWH's involvement in the Utility Extension Program (UEP). Before long, MWH was overseeing UEP and FEP efforts totaling nearly one billion dollars, giving Phil the chance to learn from exceptional leaders, clients, and contractors on how to successfully deliver large, complex programs.

After 26 years with MWH, Phil took a brief hiatus to serve as an Officer at Colorado Springs Utilities, overseeing capital investment programs for water, wastewater, gas, and electric, as well as planning, engineering, project management, and asset management teams. Reflecting on that experience, he often says, "We should take every opportunity to appreciate how hard it is to be in the client seat." Today, he brings even deeper respect, empathy, and appreciation for the clients MWH supports. His US stay was supposed to last 3 years, but after seeing his work MWH knew they couldn't lose him. He now calls the US home and has been here for around 25 years.

Outside the office, Phil is most at home outdoors—hiking, biking, skiing, and camping. He also enjoys audiobooks and watercolor painting, especially landscapes.



I came back to MWH
because I want to
support a legacy of

large program delivery to support
MWH's future growth"

PHIL TUNNAH

Senior Vice President
MWH Constructors

MWH WELCOMES HEATHER HARVEY, DIRECTOR, HUMAN RESOURCES - LARGE PROJECTS

Heather's path to MWH is shaped by a career spent helping people grow, teams thrive, and organizations evolve. She began in recruiting and career coaching, eventually advancing into an HR Manager role within a four-service utilities organization. That blend of talent development, operational HR, and strategic leadership built the foundation she now brings to her role as HR Director at MWH.

Her early days have been filled with learning—listening, observing, asking questions, and finding ways to contribute quickly. What stood out immediately was the strength of the HR team and their genuine commitment to the work they do. She sees a culture where people care deeply about their roles and want to make meaningful contributions, and she's eager to immerse herself fully in that environment.

Heather's vision is to build an HR function that is strategically aligned with the business while staying deeply connected to the employee experience. She believes HR should anticipate workforce needs, support leaders, and create an environment where people understand their purpose and can do their best work.

WHY MWH?

Heather was open to a new challenge when she learned about MWH, and the HR Director role immediately stood out. The combination of strategic responsibility, organizational impact, and alignment with MWH's values made the opportunity feel like the right next step. What excited her most was the chance to build, elevate, and modernize the HR function in a company that is growing and evolving.

Outside of work, creativity and movement fuel her. Photography, miniatures, and home projects keep her hands busy, while travel, hiking, and time in the mountains keep her grounded. She's also fully embraced the joy—and friendly competitiveness—of Pickleball. With two adult children now out on their own, she's entering a new chapter both personally and professionally.



“My vision is to build an HR function that is both strategically aligned with the business and connected to the employee experience.”

HEATHER HARVEY

Director, Human Resources - Large Projects
MWH Constructors

DENIS MOFFETT: DRIVING INNOVATION IN NEW ENGLAND'S DESIGN-BUILD FUTURE

New England is experiencing a clear shift toward Progressive Design-Build, and Denis Moffett has been at the center of that momentum. After years of slow adoption, agencies across the region are now embracing earlier collaboration, faster decision-making, and delivery models that better match the scale of the region's aging infrastructure.

For Denis, innovation isn't just about technology—it's about transforming how teams work. Early team formation, stronger feasibility planning, and a deeper understanding of construction risk are reshaping project outcomes, and his national experience in mature design-build markets has helped him champion this evolution in New England, especially through his leadership as President of DBIA New England.

Denis's career has been defined by curiosity, collaboration, and a drive to solve complex problems. From early exposure to AutoCAD to leading major water, wastewater, and federal infrastructure projects, he has built a reputation for steady leadership and continuous improvement.

Looking ahead, Denis is energized by the potential of VDC, BIM, and AI to accelerate design and construction. He remains grounded in the belief that innovation starts with asking better questions and making meaningful, effective changes. His work delivering critical infrastructure across New England reflects that philosophy, and for Denis, the real reward comes when a project begins serving its community long after construction ends.



“With the adaptation of technology, VDC, BIM, and the general sense that things need to be built faster, Design Build—and especially Progressive Design Build—is the new focus.”

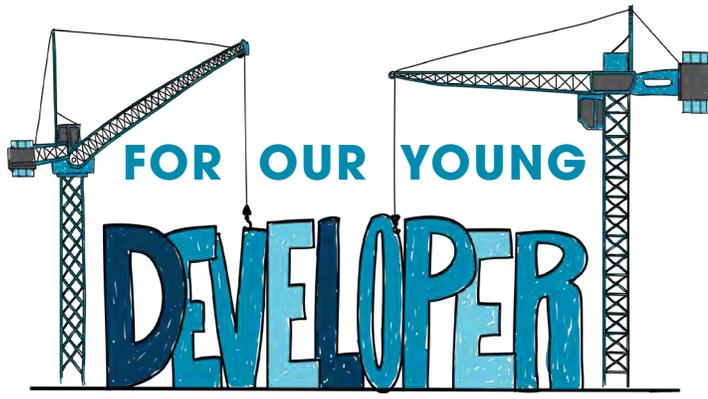
DENIS MOFFETT, DBIA

Project Executive

Methuen Construction



 **MWH**
Building a Better World



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MWH Word Search

Find and circle all the hidden words.

- | | | |
|------------|----------------|-------------|
| Water | Slayden | Integrity |
| Montgomery | Methuen | Excellence |
| Watson | Accountability | Foundations |
| Harza | Teamwork | Innovation |
| MWH | Partnership | |

Spot the MWH Globe

There are six transparent  hidden in the image below. Can you find them all?

Monterey One Water Pure Water Monterey AWWP Expansion

This indirect potable reuse project supplies up to 7.6 million gallons of purified water daily, strengthening the seaside aquifer and serving about 28,750 households.

Read more on page 18.



OPEN ANYWHERE SHARE EVERYWHERE

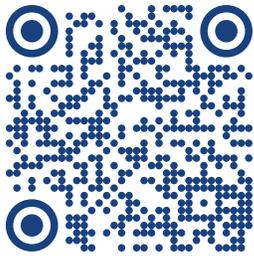
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