Kiewit

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the magazine of kiewit corporation

KIEWAYS

Kiewit

Kiewit is one of North America's largest and most respected construction and engineering organizations. With its roots dating back to 1884, the employee-owned organization operates through a network of subsidiaries in the United States, Canada and Mexico. Kiewit offers construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water/wastewater; industrial; and mining. Kiewit had 2018 revenues of $9 billion and employs 20,000 staff and craft employees.

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KIEWAYS
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MAKING A DIFFERENCE
Kiewit employees use their skills and expertise to make life-changing improvements for residents in remote areas of South and Central America and Africa. Read about it on Page 10.

LIFE-CHANGING WORK

One of the biggest joys of working for Kiewit is the fulfillment that comes with building something from scratch — especially when you know that road, power plant, bridge or facility will change people's lives for the better. The feeling is hard to describe, so we like to let the work speak for itself.

In this issue, we take you inside recent projects designed and constructed to move communities toward a safer, more efficient future, starting with MemFix 4 — a four bridge replacement job over one of the busiest roadways in Tennessee. On Page 6, see the innovative solutions used to navigate obstacles while staying on a demanding schedule.

The work we build not only changes communities, it helps them meet the demands of a changing world. That's the case in Southern California where we're rebuilding and modernizing twin natural gas plants to meet the state's clean energy goals. Read about it on Page 18.

Kiewit repairs and replaces a lot of aging infrastructure in North America, but sometimes our employees volunteer their time and expertise far from home. See what they're building in remote villages to both improve and save lives on Page 10.

Speaking of saving lives — the construction industry recently wrapped up Safety Week, which Kiewit has been a part of since its inception in 2014. Turn to Page 5 to read about the kickoff and learn how our people are building a culture around making safe choices.

Again, it's not easy to describe the satisfaction you get from this kind of work, but I do know you can see it on our employees' faces when they say, "I helped build that." The work is truly its own reward.

BRUCE GREWCOCK
Chairman and CEO

FORMULA FOR SUCCESS
Special challenges on an infrastructure job in Tennessee required innovative thinking and flawless execution. Read about how the MemFix 4 team delivered on Page 6.

ON THE COVER

ALSO INSIDE

KIEWIT NEWS

What began in 1884 with two hard-working brothers has grown into a construction and engineering industry leader. As a multi-billion dollar organization, Kiewit can tackle projects of all sizes, in any market. Here's a brief collection of recent news and information from around the company.

OUR MARKETS

- BUILDING
- INDUSTRIAL
- MINING
- OIL, GAS & CHEMICAL
- POWER
- TRANSPORTATION
- WATER/WASTEWATER

OUR VALUES:

- PEOPLE
- INTEGRITY
- EXCELLENCE
- STEWARDSHIP

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KIEWIT EMPLOYEE HONORED BY CANADA WOMEN'S INFRASTRUCTURE NETWORK

Cloé Doucet is this year's winner of the Women's Infrastructure Network Emerging Leader Award. Doucet is a project engineer on the Turcot project in Quebec, transitioning into the role of discipline project manager.

The Emerging Leader Award "recognizes an exceptional woman who has distinguished herself early in her career in the infrastructure sector, and has demonstrated a pattern of leadership."

SFOBB PROJECT RECEIVES AGC'S HIGHEST HONOR

The Associated General Contractors of America (AGC) honored Kiewit/Manson's San Francisco Oakland Bay Bridge (SFOBB) Foundations Removal Project, Phase 2, with the Marvin M. Black Partnering Excellence Award. The project was the only project recognized by this prestigious award this year.

The award recognizes contractors that stand out in many areas, including signing a formal partnering charter, achieving common goals, resolving conflicts and incorporating team-building activities.

KIEWIT EVENT KICK STARTS 55 NEW CAREERS

Fifty-five women, all just starting their Kiewit careers, connected at the spring Future Women in Kiewit Summit in Nebraska. The event is held twice a year and features educational market breakout sessions. Current employees share their professional journeys and experience on topics like presentation skills, confidence, saying yes to opportunities, and how Kiewit's benefits support employees throughout their careers.

Attendees heard from two panels of Kiewit women in operations and business. Chairman and CEO Bruce Grewcock and President and Chief Operating Officer Rick Lanoha also spoke with the group.

A BEST WORKPLACE NINE YEARS IN A ROW

Kiewit is a Best Workplace in Canada for the ninth year in a row. Great Place to Work® Institute Canada revealed the list in The Globe and Mail. Kiewit placed No. 32 on the large and multinational list and was the only construction and engineering firm recognized.

Great Place To Work. Best Workplaces™ 1000+ Employees CANADA 2019

SAFETY WEEK 2019: KIEWIT HOSTS NATIONAL KICKOFF EVENT

safetyweek

Safety Week kicked off its national efforts at a Kiewit-led project on May 6. Nearly 300 craft, staff and guests gathered at the Sound Transit East Link E360 project in Seattle for a mass meeting, job site tour and lunch.

"Together, we all build a culture where making the safe choice is the only choice," said Kiewit-Hoffman Project Manager Geoff Owen at the mass meeting. "We support our sisters and brothers here at work — and remind them of the importance of safety. We encourage and empower each other to work safely every day."

Craft Voice in Safety (CVIS) Chairwoman Madison Volk shared her thoughts on Kiewit's successful CVIS program across the company.

"Craft are taking care of craft, in a partnership with management, through ownership, communication and prevention to achieve our goal of Nobody Gets Hurt," she said. "What that means to me and my fellow blue hats is we are the main line of communication from the mud to the office."

Other speakers included Safety Week Chair and Traylor Bros. Co-President Chris Traylor, Sound Transit CEO Peter Rogoff, Sound Transit Board Member Claudia Balducci, and Associated General Contractors (AGC) CEO Steve Sandherr. More than 1,800 craft workers on all Sound Transit construction projects participated in daily Safety Week events.

Traylor, Rogoff, Sandherr and other guests, including Kiewit senior leaders, toured the jobsite after the mass meeting. While touring the work, craft and staff explained key safety initiatives, including CVIS, front-line supervisor expectations and Mining the Diamond, Kiewit's initiative to eliminate all potential severe and high-risk incidents on projects.

This year's Safety Week theme was Safe by Choice. Across the Kiewit companies, staff and craft spent the week discussing what it means to be Safe by Choice as individuals, projects, companies and an entire industry. Mass meetings, training, demonstrations and celebrations were held on projects across the U.S., Canada and Mexico.

Project staff deliver a safety orientation and explain the craft safety orientation process prior to touring the Sound Transit East Link E360 project with Safety Week guests.

Kiewit projects across North America participated in Safety Week, including the Turcot project in Montreal, Quebec.

MEMFIX 4 SUCCESS

ABC + BRIDGE SLIDE TECHNOLOGY

It sounds like one of those math problems you encountered in school:

How do you move a 342-foot, two-million-pound bridge from point A to point B while at the same time allowing a train traveling at an average speed of 45 miles per hour to continue over the adjacent track bridge?

For Kiewit Infrastructure South Co., this was a real-life challenge on behalf of the Tennessee Department of Transportation (TDOT) — and one the team has solved with precise planning and execution.

USING THE ABC METHOD

Work on a Norfolk Southern railroad bridge is one aspect of MemFix 4, a project in east Memphis, Tennessee, that involves repair and replacement of four bridges over Interstate 240.

The structures date to the late 1950s and early 1960s. Time, traffic and current seismic requirements meant the bridges needed to be overhauled.

But construction closures on these bridges, which carry traffic over one of the busiest roadways in the state, required thoughtful scheduling.

Kiewit used Accelerated Bridge Construction (ABC), a method it's employed on several other projects, to limit interstate closures to 57-hour periods from Friday evenings to Monday mornings and to speed the overall construction schedule.

ADDRESSING SPECIAL CHALLENGES

A "bridge farm" was established about two miles from the locations of the existing bridges to assemble the pre-fabricated structure steel bridge units. From there, they were transported using self-propelled modular transports — special equipment designed to handle extra-heavy loads — and set in place using a crane.

While the entire project was "highly engineered, coordinated and orchestrated," said Project Manager Dave Paris, the railroad bridge posed a special challenge.

"Norfolk Southern's requirements were that they would never have a full two-track outage anytime during the project."

What's more, the job site had tight right-of-way constraints.

"There's a retail shopping center on one corner and transmission towers on another. It's bordered by another roadway bridge to the south and I-240 underneath it," he said.

BRIDGE SLIDE A FIRST

To accommodate those obstacles, Kiewit and the project designer elected to use bridge slide technology — a first for TDOT and the state of Tennessee on an active rail bridge.

A new all-steel permanent superstructure of two single-track bridges was built on temporary foundations parallel to the existing bridge. The temporary "shoofly" alignment

allowed crews to remove the old bridge, construct the new foundations and continue rail traffic.

Over two weekend interstate closures in February, 10 100-ton push/pull jacks were used to laterally slide the two-million-pound track bridge 35 feet onto the permanent substructure.

The slide system uses a stainless steel slide track; a slide shoe made of a Teflon-type material fits inside. Contact between the track and the shoe creates a smoother, low-friction surface to slide on.

“It’s a completely synchronized system,” said Paris. “The slide tracks with the push-pull jacks were all hydraulically linked to push and pull at the same rate and same speed across the 35 feet.”

‘EXCEEDED OUR EXPECTATIONS’

Thanks to the innovative ABC schedule and special equipment, as well as the teamwork of TDOT, Kiewit, its subcontractor, the project designer and Norfolk Southern, the formula made a difficult problem on paper a successful reality.

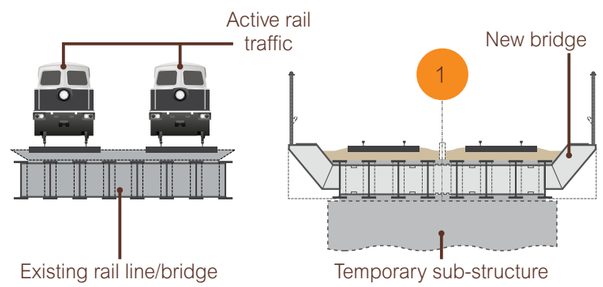
“Not only is it an accelerated project, but also a complicated one for which Kiewit has had to meet some high expectations,” said TDOT Operations District Engineer Brandon Akins.

“Even with these challenges the entire team has really come together to create something that has met and exceeded our expectations.”

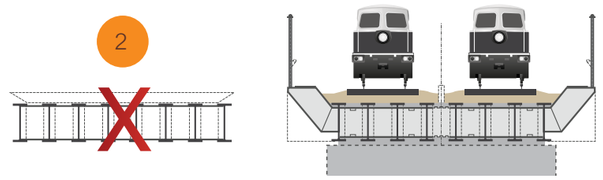
The project is expected to be complete this summer.

Bridge slide on an active rail line

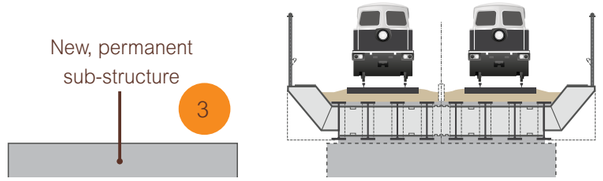
1. *Rail traffic continues on the active line while the temporary sub-structures and permanent bridge are built.*



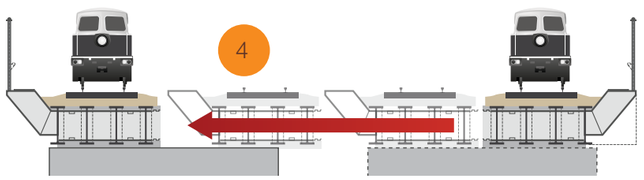
2. *Traffic diverts to the new bridge over the temporary sub-structure. The old rail line/ bridge is removed.*



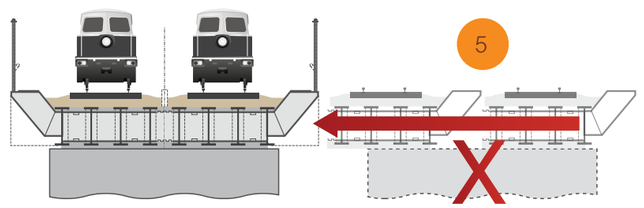
3. *Rail traffic continues on the new bridge while the permanent sub-structure is built.*



4. *The first half of the bridge is moved laterally onto the permanent sub-structure using a combination of slide tracks and push-pull hydraulic jacks. Once in place, traffic continues for a period of time over the new and old sub-structures*



5. *The lateral-slide process is repeated, moving the second bridge into place.*



MAKING A DIFFERENCE

One bridge at a time

Kiewit employees build some of the most amazing projects — everything from roads, buildings and power plants to dams, wind farms and water treatment plants. But for some employees, their proudest moment may come with the completion of a small suspended footbridge.

Since 2014, Kiewit employees have volunteered their time and expertise to build bridges in remote areas of South and Central America and Africa. These bridges are life-changing for the residents of the small, isolated communities they serve.

Kiewit is a global partner of Bridges to Prosperity, a non-profit organization dedicated to building footbridges over impassable rivers. These bridges give residents in remote areas access to essential health care, education and economic opportunities.

In the past six years, Kiewit employees have helped build eight bridges — four in Nicaragua, two in Bolivia, and one each in Uganda and Rwanda. Combined, these bridges provide safe passage to more than 25,000 people.

Kiewit has also helped Bridges to Prosperity establish new processes and standards for safety and community involvement on all its projects.

Holly Bartelt, senior programs and accounts manager at Bridges to Prosperity, credits Ralph Salamie, area manager at Kiewit Infrastructure Engineers (KIE), for teaching the organization best practices in team-building on the El Limon bridge in Nicaragua.

"This first bridge (with Kiewit) set the theme for how we operate, how the industry partnership program works together with communities and how we integrate to build safe access together," she said.

Salamie first learned about Bridges to Prosperity during a presentation he attended at an industry bridge conference.

A look at what Kiewit teams have accomplished in six years

2015 Rio Abajo, **NICARAGUA**

- 81-meter suspension bridge
- 3,000 people helped

2017 Arenales, **NICARAGUA**

- 129.5-meter suspension bridge
- 3,300 people helped

2019 Manafwa District, **UGANDA**

- 75-meter suspension bridge
- 4,500 people helped

2014 El Limon, **NICARAGUA**

- 35-meter suspension bridge
- 300 people helped

2016 El Corozo, **NICARAGUA**

- 43-meter suspension bridge
- 2,100 people helped

2015 Llapallapani, **BOLIVIA**

- 127-meter suspension bridge
- 350 people helped

2019 San Pedro de Buena Vista, **BOLIVIA**

- 90-meter suspended bridge
- 5,000 people helped

2019 Rukarakara, **RWANDA**

- 63-meter suspended bridge
- 11,250 people helped

THE CHALLENGE

One out of every seven people in the developing world lack safe transportation access to essential services.

GLOBAL IMPACT

With the help of partners such as Kiewit, Bridges to Prosperity has worked with communities in 20 countries to build over 290 footbridges that provide safe access to over a million people.

KIEWIT AND BRIDGES TO PROSPERITY

- Eight bridges
- 643.5 meters
- 29,800 individuals helped

"It struck me during that presentation that this is what Kiewit should be doing," he said. "We're the premier bridge builder in North America. What better way to help developing countries than to improve their lives and mobility by constructing footbridges?"

Since that first bridge in Nicaragua, Kiewit has continued to build its partnership with Bridges to Prosperity.

"I can't say enough about the relationship between Kiewit and Bridges to Prosperity," Bartelt said. "Kiewit really helped standardize the culture of safety in our organization and brought innovations that are now core to our program."

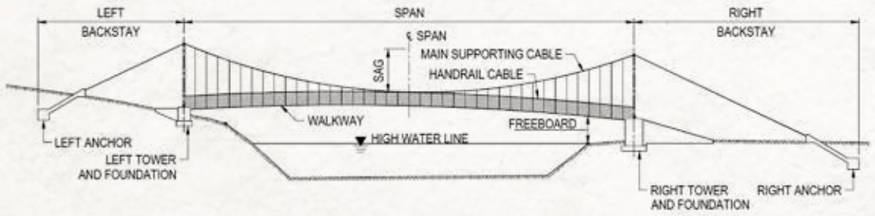
This year, Kiewit employees traveled to Uganda, Bolivia and Rwanda.

Two standard designs

Bridges to Prosperity uses two standard bridge designs: suspension and suspended.

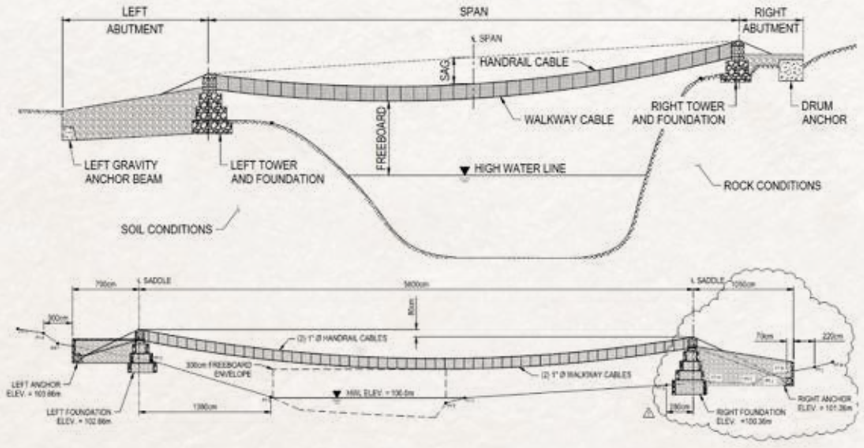
SUSPENSION BRIDGE

The suspension bridge is comprised of deadman anchor beams, steel towers, load-bearing cables and an arching walkway. This design is most suitable for use in flat river terrain or in flood plains where achieving the right height over the water could be difficult. Of the eight bridges Kiewit teams have helped build, six were suspension bridges.



SUSPENDED BRIDGES

Suspended footbridges are cable structures supported by gravity anchors. These bridges are typically constructed in gentle sloping valleys and gorges, where proper height over the water is easily achieved. Bridges to Prosperity uses two types of suspended bridge structures (see below). With both structures, cables support the walkway surface and hang from masonry abutments on each bank of the river. Kiewit teams have helped build two suspended footbridges.



MANAFWA DISTRICT, UGANDA

The Tongole bridge in Uganda is 74.8 meters long and spans the Manafwa River, providing safe access to health care, schools, markets and other essential services for 4,500 people, including more than 1,500 children.

Twelve Kiewit employees worked alongside Bridges to Prosperity staff and local Ministry of Transportation employees to build the bridge in 10 days.

"It was an eye-opening experience for me," said Erin Duffy, a project controls manager with Kiewit Infrastructure Group Inc. "It made me realize how much we take for granted; these people walk miles every day just to get to school or a doctor."

Duffy said it was very gratifying to be part of a team that changed the quality of life and provided mobility to those who had been making dangerous trips across a flood-swollen river.

"It was easy to see the impact in the smiles on the faces of the people who watched as the bridge came together," she said. "I will never forget the smiles and how joyous these people are with what they have."

Like any Kiewit job, Duffy said proper planning was the key to success. The team began calculating well in advance what they needed to do with the limited tools they'd have available, where they'd stay and how they'd get there.

In the end, the planning paid off and the bridge went up without a hitch.

"I had a blast," Duffy said. "I'd recommend the experience to anyone."

SAN PEDRO DE BUENA VISTA, BOLIVIA

Ten Kiewit employees from the U.S. and Canada traveled to San Pedro de Buena Vista, Bolivia, in February to build a 90-meter long suspended footbridge. The bridge was built in six days and provides access to 5,000 people.

Being in a remote area meant adapting to surroundings and limited resources. Whether the challenge was before, during or after the building of the bridge, the team worked together to safely complete tasks, including digging mud off a roadway to make it to the site.

“We all kind of agree that was probably the defining moment for teamwork,” said Lucas Camp, design-build manager and construction lead in Bolivia. “The rest of the time when we came up with problems during the build, we were reminded of our trip to the site — ‘that was a problem, everything else is solvable.’”

Stewardship was essential to the trip. The team donated supplies to the local school and taught a bridge-building activity to the sixth-grade class. They also toured a local farm to learn more about the region’s vitality.

The entire experience was unforgettable, and something that will stick with this team forever.

“Participating in Bridges to Prosperity was not something I expected when I first started with Kiewit,” said Brenna Svoboda, a structural engineer with KIE. “Being able to do something like this, and for Kiewit to care that much and send their employees on trips to do something for communities that we don’t normally work in, that says a lot about the company.”

RUKARAKARA, RWANDA

In March, Kiewit teamed up with Parsons to send a 10-woman team to build a 58-meter suspended footbridge over the Mudasomwa River in Rukarakara, Rwanda. The river isolated a community of about 6,000 people for most of the year.

To say the community was excited when the team arrived would be an understatement. Children followed them every day as they made their way to and from the job site, greeting them in Kinyarwanda, the local language, with the equivalent of “What’s up?” in English. At the end of each work day, the team spent time with the children, teaching them songs like “Head, Shoulders, Knees and Toes.”

Local community members also helped build the bridge, although communicating with each other was initially a challenge.

“Ninety percent of the people we met did not speak any English whatsoever,” said Amber Harley, construction manager for the build. “We got pretty good at charades.”

The team learned Kinyarwanda words and phrases daily, and in turn, taught the locals important English words like “stop” and “slow down.”

Kiewit and Parsons team members intermixed every crew with community members and trained them how to build safely. Each morning, everyone participated in “stretch and flex” exercises, alternating counting to ten in English and Kinyarwanda.

At the end of the build, the Kiewit-Parsons team held a barbecue for the entire build bridge team, followed by the official bridge inauguration. Both events were filled with lively singing and dancing to celebrate the bridge’s completion.

“It was a great opportunity and I’m happy to have had the experience,” said Harley. “I hope it’s something that we can all experience one day because it definitely has a life-changing impact on you.”

Huntington Beach Energy Project

Alamitos Energy Center

SEEING DOUBLE

From afar, you may not be able to tell them apart. The two natural gas plants serve the same client, share a design, include the same equipment and sit only 12 miles from each other. The projects' similarities got Kiewit Power Constructors Co. (KPC) off on the right foot. Their differences ultimately helped make both projects successful.

KPC was awarded contracts to rebuild and modernize natural gas power plants in Huntington Beach and Long Beach, California. The projects were designed to help California meet its clean energy goals and provide a reliable source of electricity. When complete, the AES plants will serve as lower-profile, more efficient natural gas-fired combined cycle generation stations. The plants will be able to start and stop in as little as 10 minutes.

California is phasing out once-through cooling, which diverts water from oceans and other bodies of water to cool steam after it passes through a turbine to create power. As an alternative, the Huntington Beach and Alamitos projects include Air-Cooled Condensers (ACCs), direct dry-cooling systems where steam from the steam turbine exhaust is condensed inside air-cooled, finned tubes. As a result, the plants will eliminate the need for ocean water and save millions of gallons of water annually.

STRIKING SIMILARITIES

At first glance, Huntington Beach and Alamitos appear to be identical twins.

In January 2017, Kiewit began designing both Engineering, Procurement and Construction (EPC) projects. Because the jobs had very similar scopes, the same team organized and delivered the engineering. By working on the engineering simultaneously, the team completed the work ahead of schedule and under budget.

The equipment for both projects — including Heat Recovery Steam Generators (HRSGs), ACCs, steam turbines and more — was also the same. Engineering and obtaining this equipment at the same time and from the same vendors allowed Kiewit to leverage procurement efforts between jobs.

Construction on Huntington Beach began in June 2017. Alamitos began construction a month later.

The projects even shared resources. KPC Area Manager Keenan Blunt and Sponsor Glenn Miltenberger were responsible for management of the projects from the start. Blunt served as the main point of contact with AES, giving Kiewit a consistent voice and message between the two sites.

As the operations manager for both projects, Miltenberger ensured consistent execution in all phases of work. From the beginning, he and his teams were passionate about helping the jobs learn from each other.

“We started Huntington Beach first, but we knew that if we did the jobs together, they would both be better because of it,” said Miltenberger. “The number one thing that made these jobs successful was that the project teams were committed to sharing knowledge and helping each other reach success.”

With safety at the forefront, Kiewit appointed tenured superintendents and foremen at both sites.

Two projects, one engineering team

A construction-driven engineering approach

Rather than dividing design engineers to work on the two projects separately, Kiewit tried a new approach for the company: engineering both projects with one team. From the outset, Kiewit set up the engineering so the employee who engineered and designed a scope of work on Huntington Beach then performed the same scope of work on Alamitos.

Peaking at 166 full-time equivalents, the engineering team had to change its typical processes to accommodate this unique approach. Many steps — including holding common pre-design conferences and using one 3D model with both plants — had to be performed together.

The team also worked closely with suppliers to stagger timing of shop drawings, first getting approval for Huntington Beach before submitting Alamitos drawings for the same scope.

“The engineering team, with the support of our construction counterparts, looked at all aspects of the engineering and design, and built plans to leverage as much of the design as possible from one project to the next,” said Lee Pescia, project manager for Kiewit Engineering Group Inc.

“The project results have shown that our plan has been a huge success."

Engineers like Luke Tapko supported a certain scope of work — in this case, structures — on Huntington Beach before doing the same on Alamitos.

1. Kiewit installed two Vogt Heat Recovery Steam Generators (HRSGs) on each project. 2. Pipe on the power plants ranged from ¾-inch to 22 feet in diameter. 3. Huntington Beach and Alamitos staffed their teams with experienced superintendents, foremen and craft to build strong safety cultures on the projects. 4. The Alamitos Air-Cooled Condenser (ACC) team completed their operations safely and with high quality, all while breaking Kiewit’s past ACC cost and schedule records.

"The projects were staffed with experienced craft superintendents, who not only impacted the scope of work and crews, but also influenced and impacted the entire job," said Dan Rocole, former Huntington Beach project manager.

Kiewit's strong relationships with unions and key craft personnel in Southern California allowed the company to hire top talent.

"Many of the foremen have worked for Kiewit for 20 years and really understand Kiewit's safety culture and expectations," added Rocole. "They led by example and provided a great foundation for the projects' safety culture."

DISTINCT DIFFERENCES

More like siblings than identical twins, the projects did have a few key differences.

Although construction on the projects started only a month apart, there were times when one site was ahead of the other in a certain operation.

"It was a regular occurrence to have the Alamitos team at Huntington Beach looking at scopes of work they were installing," said Rocole. "They were able to physically look at the installation and ask about lessons learned. Huntington Beach did the same for the operations at Alamitos that started first."

The ACC work was one example of the difference in schedules. Project management intentionally staggered the ACC work so that Huntington Beach would start nearly six months earlier than Alamitos.

Pegah Skarsgard led the ACC effort, starting with the design. She and her team worked with the vendor on constructability to make the ACCs the most efficient and cost-effective to build.

In November 2017, Skarsgard transitioned to general superintendent over the ACC construction at Huntington Beach. Once the operations were up and running, she transferred to Alamitos to begin ACC operations there.

Using lessons learned from previous projects with ACCs — North Battleford, Scattergood, Cove Point, Lackawanna and Huntington Beach — Skarsgard and her team improved the operation. The ACC work on Alamitos beat both budget and schedule, breaking existing ACC cost and schedule records companywide.

Beyond construction schedules, the projects' locations brought unique challenges, even though they were only 12 miles apart.

Huntington Beach is close to neighborhoods, which affected both design and construction. Kiewit's design team ensured the plant would adhere to certain noise levels when operating while still meeting performance requirements.

Protecting valuable wetlands

The Huntington Beach project was a stone's throw away from coastal wetlands — home to fish, birds and endangered species. To protect the wetlands and its inhabitants, the project team worked closely with its designated biologist, the city of Huntington Beach and the Huntington Beach Wetlands Conservancy, a non-profit organization that owns and manages 118 acres of coastal wetlands.

To show its commitment to protecting the wetlands, Kiewit worked with AES to provide the Conservancy with a new learning trailer last year.

"To our great surprise, Kiewit chose to purchase a new, and much larger, unit for our needs and donated it to the Conservancy," said Conservancy Executive Director John Villa in the group's newsletter. "With great thanks and appreciation, we must acknowledge AES Huntington Beach and Kiewit Corporation for their generous donation of our new educational facility."

In addition to protecting the wetlands during construction, Kiewit employees also supported the wetlands off the clock. In March, Huntington Beach and Alamitos teams participated in the Bolsa Chica Wetlands Cleanup Day. Employees and their families picked up trash from trails and waterways, removed invasive non-native plants and replanted native species to increase the viability, health and diversity of the rare coastal habitat.

> “I’ve learned a lot about myself through these projects and from the people around me. I’ve been able to strengthen my leadership skills and empower the teams who work with me.”
>
> **PEGAH SKARSGARD,** PROJECT MANAGER, KIEWIT POWER CONSTRUCTORS CO.

During construction, crews could not work night shifts except in extenuating circumstances. This required the team to put together a realistic schedule and follow it, as crews could not make up time on additional shifts. The project also worked closely with AES to address concerns from nearby neighborhoods.

Perhaps the most significant difference between the two projects was the team dynamic. While Huntington Beach and Alamitos followed the exact same management structure — even down to the same 90-day schedule, weekly schedule and morning coordination meetings — the jobs took on the personalities of their leaders.

Hailing from Milwaukee, Wisconsin, Rocole is a Midwesterner who demanded a lot from his team. He brought a high level of intensity to the project.

In contrast, former Alamitos project manager and Southern California native Mike Rinehart brought a more relaxed attitude to his project. His team, in turn, was more easy-going.

“At the end of the day, both management styles were effective and productive,” said Miltenberger. “Both project managers cared about their people — they just had a different way of doing things.”

EMPOWERING PEOPLE

Regardless of the projects’ differences, there was one final aspect they shared: people development.

Kiewit promoted many team members from Huntington Beach and Alamitos. Some are now leading other jobs, while others moved up to take their places.

Rocole now serves as the area manager overseeing both projects.

“The people development on the two jobs is outstanding, and there are lots of well-earned opportunities for many employees,” said Rocole.

To take his place, Skarsgard moved on from ACC work at Alamitos to become the project manager for Huntington Beach.

“I’ve learned a lot about myself through these projects and from the people around me,” she said. “I’ve been able to strengthen my leadership skills and empower the teams who work with me.”