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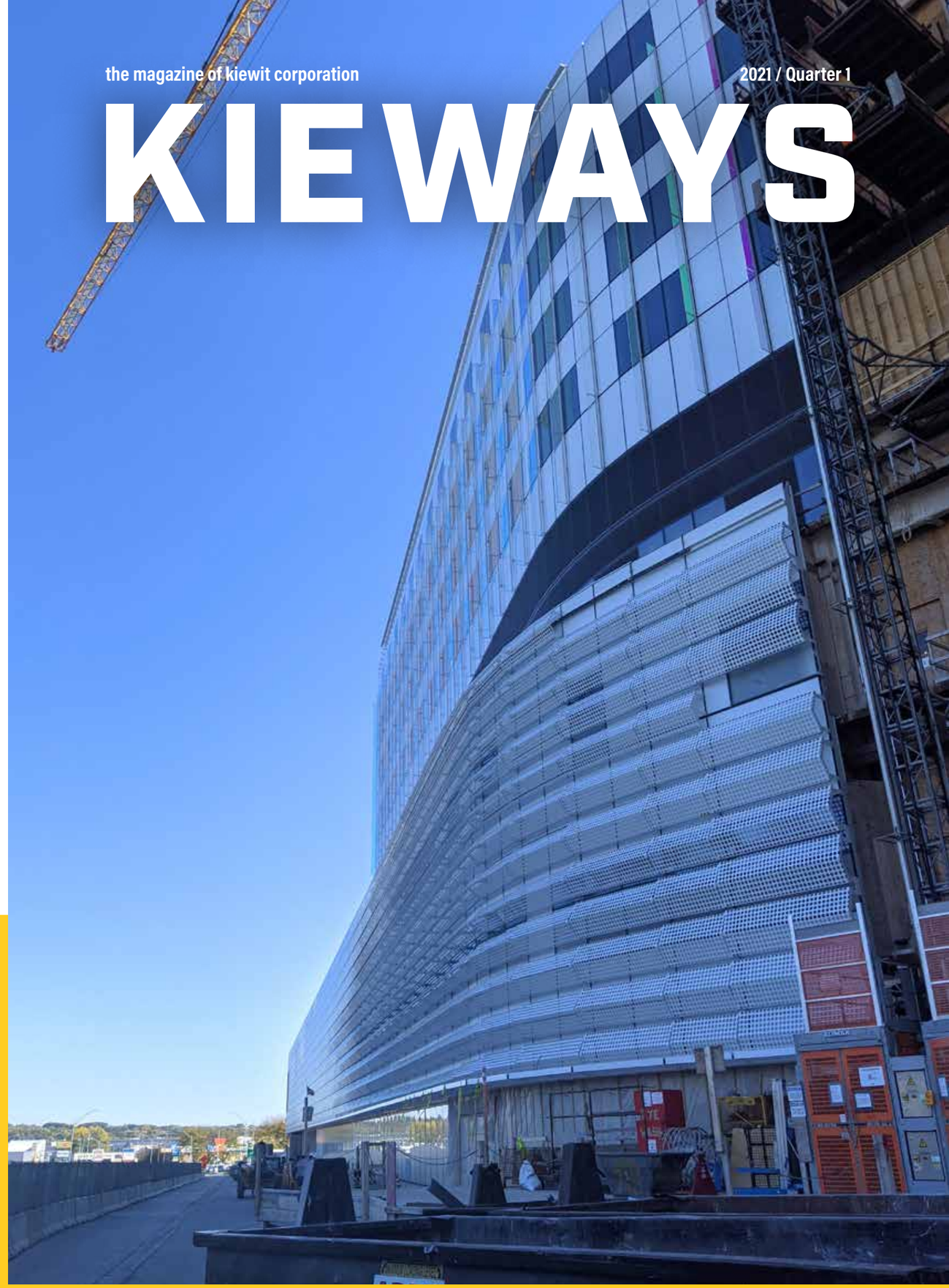
the magazine of kiewit corporation

2021 / Quarter 1

KIEWAYS



MORE THAN A POWER PLANT
Crews set the tube bundle modules into the heat recovery steam generator casing at the 485-megawatt combined-cycle power plant in Hannibal, Ohio. Read about the project beginning on Page 6.

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, power; building, water/wastewater, industrial, mining and oil, gas and chemical. Kiewit had 2020 revenues of $12.5 billion and employs 27,000 staff and craft employees.

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KIEWAYS
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MAKING FUTURES BRIGHTER

I can't think of a better way to kick off a new year of Kieways than with the projects highlighted in this issue of the magazine. All the stories have one thing in common – they feature projects that are making life better for people.

The new Hubbard Center for Children in Omaha, Nebraska, is a perfect example. Kiewit Building Group Inc. is putting the finishing touches on this nine-floor, 460,000-square-foot addition to Children's Hospital & Medical Center. The project doubles the hospital's capacity and includes an expanded newborn intensive care unit, pediatric intensive care unit, cardiac care center and more. Read about this important project beginning on page 18.

Kiewit Power Constructors Co. is making a different kind of contribution. On page 6, read about a new 485-megawatt combined-cycle power plant that is reenergizing the community of Hannibal, Ohio. In addition to bringing a new source of power to support the region, the project is replacing an old eyesore on an abandoned site.

Finally, I am proud to share with our readers a look at four new Kiewit facilities, all designed to help our teams collaborate even more while supporting the needs of our clients. Each of the new buildings incorporates open, collaborative spaces, along with state-of-the-art technology and amenities to help us meet the growing demands of our EPC and Design-Build services. Read about it on page 12.

As we close out the first quarter of 2021, I would be remiss in not mentioning the great work our people are doing to support each other's health and safety during the COVID-19 pandemic. It's been more than a year since this all started, and still we continue to stay vigilant, follow our protocols and take important steps to keep our business and operations running as we work through next steps with vaccines.

Thank you to our clients, partners and employees for all you do to keep Kiewit moving forward through these challenging times. Stay healthy and safe.

RICK LANOHA
President and Chief Executive Officer

KIEWIT'S NEW HEADQUARTERS
Employees began moving into the new Omaha, Nebraska, headquarters building in January. The headquarters is one of four centralized facilities, strategically located to serve clients across North America. Read more on page 12.

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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INSPIRING STEM FUTURES

Construction is underway on the Kiewit Luminarium — opening spring 2023 on Omaha's riverfront. Privately funded to invest in the region, the 82,000-square-foot science center is designed to inspire interest in science, technology, engineering and math (STEM).

"We hope the Kiewit Luminarium opens the door to STEM learning for those who may not think science or engineering is for them," said Kiewit Chairman Bruce Grewcock.

The building will reflect the area's rich heritage of discovery, design, engineering and construction and will include views of the Missouri River and downtown Omaha. It will be situated between the Bob Kerrey Pedestrian Bridge and a children's playground in an area known as the Lewis and Clark Landing.

The Exploratorium, a San Francisco-based museum of science, technology and arts is leading the design of programming and exhibits that reflect the community's unique needs. The Luminarium will have four hands-on theme areas dedicated to:

- Building self and community. Exhibits on the body and its cells, as well as social science and human behavior.
- Building the world. Structures, infrastructures, landscapes, design, construction and engineering.
- Building knowledge. Physical phenomena such as light, motion, energy, sound and electricity.
- Making it count. Math, numbers and geometry.

Kiewit is proud to work with many partners to bring the Luminarium to life including Omaha Discovery Trust, a new 501(c)(3) nonprofit created to manage the project; Heritage Services, which initiated a $101 million capital campaign to build the center; HDR, which will serve as lead architect and engineer; and the Exploratorium.

Kiewit is also grateful for the generous donations of several Kiewit affiliates including the Peter Kiewit Foundation, former Kiewit Chairman Walter Scott Jr.'s foundation and the Grewcock family.

WMATA PROJECT EARNS DBIA RECOGNITION

The Design-Build Institute of America's Mid-Atlantic Region chapter recently awarded Kiewit Infrastructure Co. the Honorable Mention award for the WMATA Platform Upgrade Project (Phase 1). This is a competitive award covering one of the nation's most active regions for design-build activity. Kiewit's work on the WMATA Platform Upgrade Project included the demolition of platform elements, structural platform edge replacement, new platform tiles, installation of new wind shelters and pylons, and complete installation of station signage, electrical and communications, among other items.

KIEWIT LAUNCHES NEW COLLEGIATE SCHOLARS' PROGRAMS

Through new programs at University of Colorado Boulder (CU Boulder) and University of Nebraska-Lincoln (UNL), Kiewit is supporting the development of tomorrow's construction and engineering professionals. CU Boulder's Kiewit Design-Build Program is structured to graduate well-rounded engineers and builders prepared to tackle our nation's infrastructure demands. UNL's Kiewit Scholars Program will support the university's College of Engineering's efforts to educate the next generation of engineering, construction and computing industry leaders. A distinctive feature of each program is a rigorous leadership development component, including internship, professional mentoring and other opportunities, in addition to significant scholarship support.

GETTING STARTED AT SALTON SEA

Kiewit Infrastructure West Co. started work in early January on California's Salton Sea Species Conservation Habitat (SCH) project. The design-build project covers 4,110 acres and will create habitat and reduce exposed lakebed around the Salton Sea near the mouth of the New River south of Palm Desert, California. Construction is expected to continue through 2023 and will create a network of ponds and wetlands to provide fish and bird habitat and suppress dust emissions to improve air quality.

KIEWIT TEAM WINS 2020 URBAN DEMOLITION AWARD

Kiewit Infrastructure West Co. was awarded the 2020 Urban Demolition Award for work demolishing the SR 99 Alaskan Way Viaduct, a 1.4-mile-long, double-decked reinforced concrete freeway in downtown Seattle. This award is presented annually to the demolition contractor who demonstrates a high-level of professionalism, relationship management, client satisfaction, and impact minimalization on urban demolition projects. Read more about Kiewit's work on SR 99 in the 2019 Q3 issue of Kieways on kieways.com

POWER TO THE PEOPLE

A 485-megawatt combined-cycle power plant, the first project in a new development, is reenergizing the community of Hannibal, Ohio, and bringing needed power to industrial customers in the region.

Like many small towns across the U.S., Hannibal, Ohio, has struggled with an economic downturn.

Located along the banks of the Ohio River, Hannibal still has not fully recovered from the 2013 closing of a long-time aluminum smelter that at its peak employed about 2,000 throughout the area. The abandoned site stood as a constant reminder of more prosperous times.

But because of a new development on the former site of the shuttered business, today there's a palpable kind of positive energy in Hannibal — and its first project there is a Kiewit-led endeavor.

THE FIRST BIG STEP

The team is working on an engineering, procurement and construction contract for the Long Ridge Energy Generation Project.

The 485-megawatt combined-cycle power plant, for which engineering began in October 2018, broke ground in June 2019. Built on about 20 acres of a 1,600-acre site, Long Ridge is the first big step in redevelopment of the community and will provide power to industrial energy users in the region.

The project is unique in that plans are already in the works to convert the new combined-cycle power plant from gas to carbon-free hydrogen. Long Ridge uses a GE 7HA.02 combustion turbine, which can initially burn up to 20% hydrogen. The transition to 100% hydrogen will be accomplished over the next decade.

For Kiewit, Long Ridge is one of several recent gas projects in the Ohio River Valley. It's expected to be complete this September.

The company's experience with this type of facility is deep and wide. Kiewit has managed more than 70,000 MW of gas combustion turbine projects, including installation of more than 100 units that use GE technology.

'CADILLAC SERVICE' FOR THE CLIENT

It was this kind of familiarity that won over project owner Fortress Transportation and Infrastructure (FTAI), said Mark Barry, program manager for Long Ridge Energy Generation.

"Kiewit submitted an outstanding qualification package, there is no doubt about that. And they had experience with the particular hardware we were buying, knew how to build these projects, and they had a reputation in the industry and a track record they could point to that was second to none."

The trust the project owner has put in Kiewit for the inaugural job in its new development isn't something the team takes lightly.

"Being able to rely on a company that has done many, many projects like this successfully, that's what we brought to the table for them," said Erich Budde, project manager.

"I think executing on that reputation has been our key focus and ensuring that we are everything they hoped they were signing up for. We want to be sure that we're providing them that Cadillac service."

1. Cable pull operations are set up along the cooling tower. 2. The Heat Recovery Steam Generator casing is shown near completion.

1. GE's Alstom Heat Recovery Steam Generator. 2. The millwright crew sets up the IP Turbine. 3. This photo captures the final touch-down of the generator. 4. Kiewit's new Liebherr 11000 crane is used to set a pipe rack module.

PARTNERING WITH LOCAL TRADES

Just as Kiewit has earned the trust of project owner FTAI, so has the team earned the trust of local craft, who are primarily from Ohio and West Virginia.

Operations Manager Zack Orsi is originally from Pittsburgh, about 90 miles northeast. The son and grandson of boilermakers, he's also in the family business.

"My father is still a business agent for the boilermakers out of Pittsburgh," he said, "so this area that we work in is really close to where I grew up."

That helped when he began assembling an extensive team of many trades — including operating engineers, electrical workers, sheet metal workers, insulators, boilermakers, pipefitters, ironworkers, bricklayers, millwrights and carpenters.

"It helped really get my foot in the door with the building trades to gain that partnership and for them to understand that I'm there for them as a partner and not an outsider."

Many of the local trade were familiar with Orsi's family and his history.

FORGING NEW PARTNERSHIPS

FTAI has given Kiewit the responsibility of developing a turnkey approach to managing the project. For the team, that's included working with existing jobsite conditions, troubleshooting new solutions and forging new partnerships.

A unique aspect of the project was that the plant is using a water supply from the nearby Ohio River. Not common to every project, this posed an interesting challenge in terms of revitalizing an existing intake structure.

"The previous aluminum smelting facility had some river intake pumps already installed out in the river," said Mechanical Engineer Cindy Bremer, "so our scope was essentially to replace the existing pumps and run new piping up to the combined cycle."

Working with a new water treatment vendor was a bit of an unknown.

"It was a little bit of a risk on the design side, but it's really gone well. We focused on making sure they were successful and understood our requirements and what the hot buttons were," Bremer said.

"They instantly knew that this was going to be a successful project, that they were going to have a partnership and someone they could trust and lean on if they had any issues."

LEARNING THE KIEWIT WAY

Immersing craft in the way Kiewit works day to day has been integral to the project's success, Budde said.

They get to know the full scope of the project — from how the company's safety program works to how to adapt to working with a fast-paced EPC contractor.

A big task at Hill Top

Just a few hours up the road from the Long Ridge Energy Center, another power plant job is making news of its own.

At 625 megawatts, Hill Top Energy Center in Carmichaels, Pennsylvania, is Kiewit's largest single-unit combined-cycle power plant project to date.

When it comes online this summer, the facility will serve customers in Pittsburgh, along with communities in West Virginia and Ohio.

The contract itself is a little different than the typical power job, said Project Sponsor Joe Grier.

"We're responsible for the full scope on this project. That includes a two-mile raw water intake pipeline and pump facility located on the Monongahela River, along with a three-mile, 500-kilovolt transmission line to our substation. Our base contract also includes the centerline equipment supplied by our partner GE."

The team was also charged with quickly responding to an accelerated schedule caused by the state-mandated COVID-19 shutdown in April 2020.

Despite the suspension, the original deadline is firm.

To keep the project on schedule, the team increased project manpower by around 20%, bringing the total of direct and subcontractor craft at peak to 475.

"We look forward to finishing on the original contract date despite working in the COVID environment and with the April work delay," Grier said. "When we do that, it will be a pretty spectacular completion to the project."

"The more they know the better," he said. "So our local tradesmen go to our foremen meetings, as well as the morning meetings and our afternoon coordination, and they get involved hands on, one on one with us.

"We continuously get them involved in our culture and how we do business."

Budde says he's most proud of the team's ability to execute the work efficiently and safely, while creating strong relationships with local businesses, the community, local trades — and, of course, the client.

'A VERY OPEN RELATIONSHIP'

The community has witnessed firsthand how high FTAI and Kiewit have set the bar with the construction of Long Ridge, and they're seeing that the Long Ridge Energy Terminal development may be a harbinger of good things to come.

When it's online, the facility will employ about 20 permanent staff in operations and maintenance positions and is estimated to generate more than $20 million annually for the state.

Those who have helped construct the Long Ridge Energy Generation Project may find opportunities for work as the development grows.

For now, FTAI likes what it sees in its collaboration with Kiewit.

"We're very pleased with how the project is being handled," Barry said. "We like the schedule progress that Kiewit has made. It's been a project where the owner group and the construction group understand each other, where the communication has been very good.

"And when we've had technical bumps along the way, the openness and attention to detail and resolving them has been outstanding. It's been a very open relationship and it's something that's been good for both of us." **K**

"Kiewit submitted an outstanding qualification package, there is no doubt about that. And they had experience with the particular hardware we were buying, knew how to build these projects, and they had a reputation in the industry and a track record they could point to that was second to none."

MARK BARRY
Long Ridge Energy Generation
Program Manager

As Kiewit continues to grow its engineering, procurement, construction (EPC) and design-build (DB) services, new central offices are helping teams work more collaboratively and effectively to deliver and support key projects across North America.

Kiewit's 137-year history is a story of taking on new challenges and opportunities. It's how the company grew from a masonry contractor to become one of the largest, most respected construction and engineering firms in North America.

In the last few years, Kiewit has seen even more growth as an engineering, procurement and construction (EPC) and design-build (DB) contractor in the power, infrastructure, industrial and oil, gas and chemical markets. The key to recent and continued success with these contract models is great teamwork.

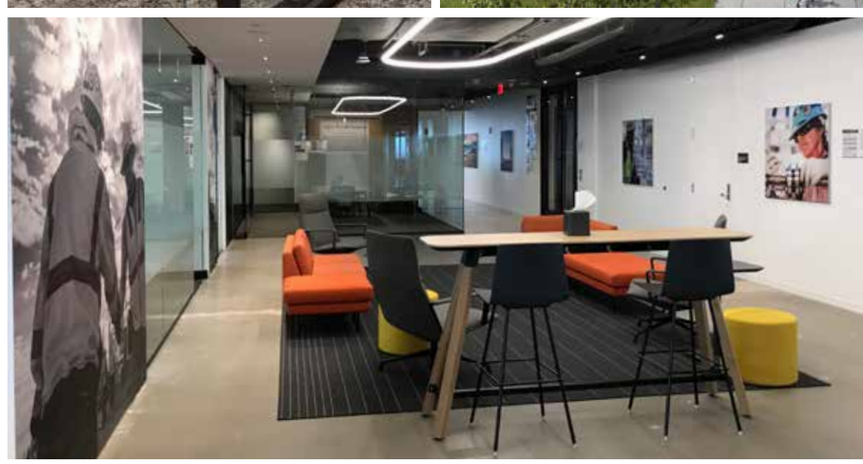
"One of the most important facets of being successful in EPC and DB work is transparency and teamwork between the engineer and contractor — and that starts with co-location during estimating and extends through execution," said Kiewit Corporation Executive Vice President Tom Shelby.

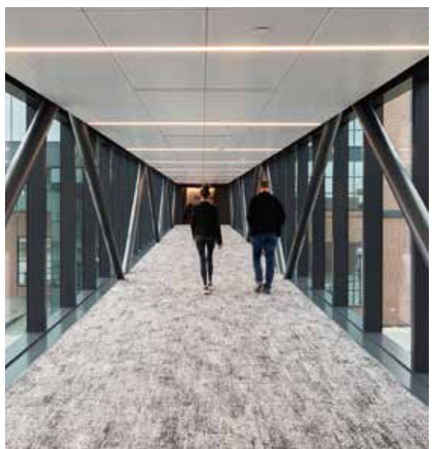
It became more apparent in recent years that offices in key operational areas weren't delivering the type and amount of space needed.

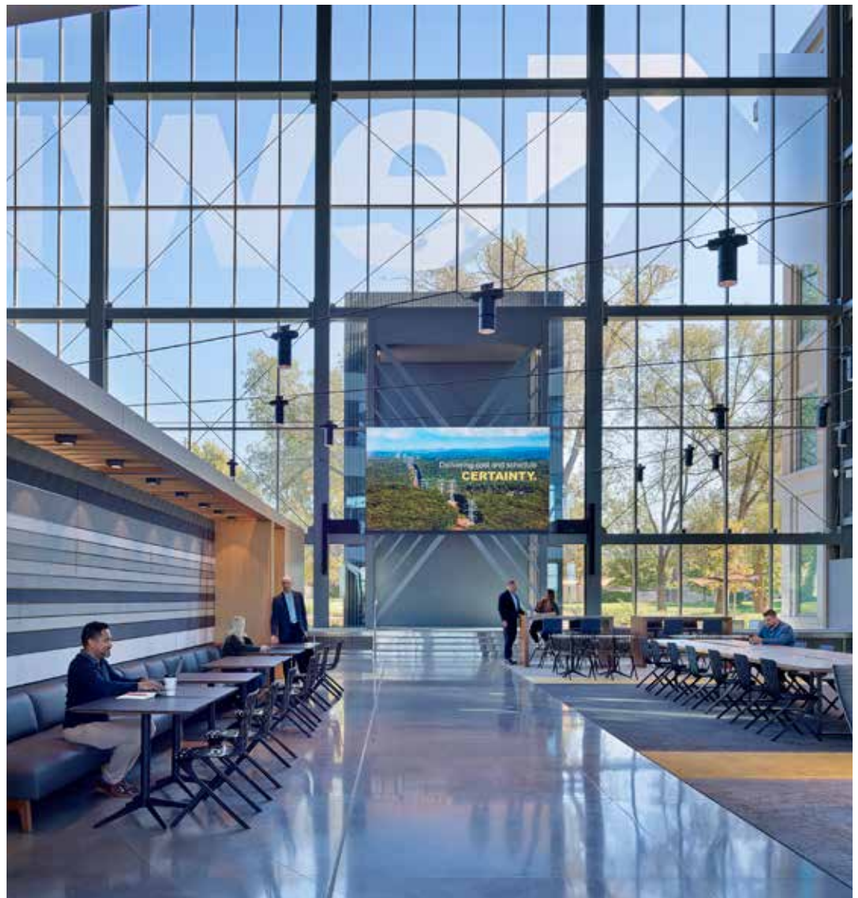
"We simply didn't have the room or set-up to properly co-locate or, worse, the space we had wasn't conducive to working together. Having people spread out in different buildings across a city was not going to get it done when it came to being a leading EPC and DB contractor," Shelby said.

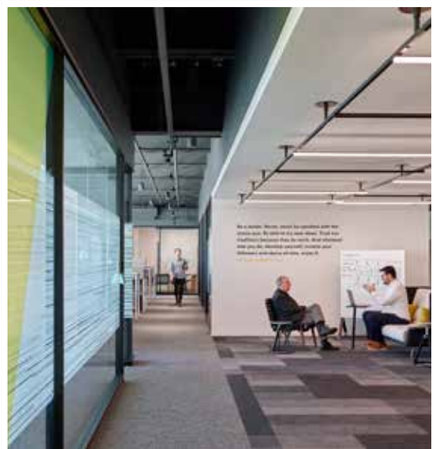
Since early 2020, Kiewit has strategically opened new offices in the Kansas City area; Houston's Energy Corridor; and Omaha, Nebraska, with another facility in the greater Denver area scheduled to open later this year. These efforts are all focused on increasing collaboration and immediate communication among Kiewit's key teams in construction, design and engineering — while also being more efficient with the company's resources in these state-of-the-art facilities.

Kiewit's new facilities are all designed with state-of-the-art technology and plenty of common areas to foster collaboration and teamwork. This collection of photos show some of the amenities and features of the new spaces, including bright colors, high ceilings and open areas where employees can gather. Each facility has a cafeteria, main coffee shop and fitness center, along with kitchen areas located throughout the buildings. Some photos were taken prior to the pandemic and implementation of COVID-19 protocols.









LOCATION, LOCATION, LOCATION

The Denver, Houston and Kansas City offices put Kiewit in close proximity to the markets — and, in some cases, clients — those local employees predominately support.

"Denver, Houston, and Kansas City are engineering centers for the infrastructure, oil, gas and chemical (OGC) and power industries, and many of our competitors are in the same locations," said Shelby. "We have great work environments, including excellent facilities, to hire and keep the best. How we treat people and the opportunities we give them are the most important factors, but the facilities play a significant role."

The Omaha office is Kiewit's new corporate headquarters. It's not a main hub for EPC and DB teams, but similarly enables better collaboration and efficiencies for business units and departments based there.

A LOOK INSIDE

The buildings were designed to encourage collaboration and information sharing. Most obviously, there's enough room for people in a department or on a project team to co-locate. Common spaces and technology are configured to encourage impromptu conversations and connections that save time, drive problem-solving and build relationships.

Employees still have their own individual work areas, with furniture arrangements that were finalized based on their collective feedback after seeing options in person.

Additional amenities such as a main cafeteria, work and eating lounges, kitchen areas throughout the building, and fitness centers, coupled with being located in and near popular or emerging neighborhoods with many restaurant, entertainment, residential and retail options are intended to make these offices attractive places to work.

"As a company that designs and constructs vertical buildings and all types of infrastructure and energy projects, we need to provide offices with layouts and amenities that help our teams do their jobs more easily and effectively," said Kiewit Director of Real Estate Alan Lincoln. "It's been instructive to have our Real Estate team work side-by-side with our operations and support functions to design this next generation of offices, from greenfields to existing buildings."

PRIORITIZING HEALTH AND SAFETY

Some of these new facilities opened — or had just opened — as the COVID-19 pandemic turned offices on their heads. While the company implemented several key COVID-19 protocols to support people's health and safety, the company also has made structural modifications to enhance the work environment.

As one example, the corporate headquarters in Omaha features a state-of-the-art Needlepoint Bipolar Ionization system and MERV-15 air filtration — similar to what's used in hospital in-patient and operating rooms — to help eliminate contaminants and pathogens. MERV stands for Minimum Efficiency Reporting Value, which is a rating used to categorize air filtration and circulation in buildings. Similar work is ongoing at many Kiewit facilities nationwide.

"The pandemic definitely has led to adjustments in how we configure, upgrade and manage our offices," Lincoln said. "We've turned to medical experts, industrial hygienists and others who specialize in office design to help us better understand what an office of the future looks like. Everything starts with safety, but we're also learning a lot from employees and what they need to be focused and energized while in the office."

"From recruiting talent to serving our clients, office environments have a significant impact," Lincoln added. "I'm pleased Kiewit has made this important commitment to provide locations where anyone would love to work." **K**

Four new facilities

HOUSTON, TEXAS

Located in the Energy Corridor, this new facility is home to Kiewit's oil, gas and chemical EPC professionals. The location puts Kiewit closer to major OGC clients and peers, which is important to attracting and retaining top talent. The facility has a café, training facilities and workout center, and is in an area with many hotel and dining options.

LENEXA, KANSAS

Kiewit's power and industrial EPC teams work from this new facility in the suburbs of Kansas City. Previously, employees worked in four different offices in the area, hampering opportunities for collaboration. An anchor for Lenexa's new City Center development, the office is close to many dining, entertainment, residential and retail options.

LONE TREE, COLORADO

Employees presently spread out across four offices in the Denver area will make the move to this building later this year. Many different Kiewit business units will work here, but Kiewit Infrastructure Engineering's design-build teams will make up a significant percentage. The new office is located adjacent to a light rail station, making travel to and from the office from all parts of Denver easy and convenient.

OMAHA, NEBRASKA

Omaha has been Kiewit's hometown since 1884. The new headquarters is located adjacent to Kiewit University in the North Downtown neighborhood's Builder's District. Kiewit's corporate departments as well as underground, foundations, vertical building and infrastructure engineering teams are located here. The facility is close to the airport, TD Ameritrade Park (home of the College World Series), residential units and many entertainment and dining venues.

Leaving a legacy for

GENERATIONS OF Kids

Three decades into their collaboration, Kiewit continues to help Children's Hospital & Medical Center bring new innovations and extraordinary care to the young patients it serves.

Children's has the region's only Level IV Neonatal Intensive Care Unit, with expertise to care for the very sickest and smallest babies. The Hubbard Center will offer an expanded NICU with larger rooms for families. — Photo courtesy of Children's Hospital & Medical Center.

When Kiewit's familiar yellow crane appears onsite at Children's Hospital & Medical Center, the community knows exciting things are on the horizon.

For nearly 30 years, the partnership between Children's and Kiewit, along with designer/architect HDR, has helped advance the quality of care in the Omaha area and beyond.

The team has worked together on projects of all sizes over the years, including the hospital's first free-standing building, which opened in 2000, and the Specialty Pediatric Center in 2010.

A NEW HOME FOR COMPLEX CARE

Their latest collaboration, the Hubbard Center for Children, is set for completion this September.

Connecting with the hospital and Specialty Pediatric Center, the nine-floor, 460,000-square-foot facility will be the new home of an expanded newborn intensive care unit, pediatric intensive care unit, cardiac care center and more.

The structure will add space for 100 beds — doubling the hospital's capacity. It's a welcome and necessary update to help Children's treat more kids, especially those who require critical care, closer to home.

As the only full-service pediatric specialty health care center in the state, the nonprofit organization serves children throughout Nebraska and the region. About 50% of patients come from outside Omaha, including every state in the U.S. and countries around the world.

"When we initiated the project, there were a couple of years when we sent many children to other facilities for care, sometimes out of state, because our hospital was full," said Kathy English, Children's executive vice president, chief operating officer and chief nursing officer.

"Some are acutely ill children who need the full support of Children's. It's incredibly important that when a family has a child who needs us that we're available and we have a bed."

MEETING CHALLENGES

Bringing the Hubbard Center to life has posed some unique challenges since construction began in spring 2017.

That's included navigating a jobsite with an extremely small footprint and ensuring a seamless transition among the structures.

"We're connecting to the existing building on the south and the existing building on the west," said Construction Manager Al Brodin. "We're confined by W. Dodge Road on the north, and by the existing loading dock and a 762-stall parking garage, that we've built at the same time, on the east."

With limited access for material deliveries and debris removal, one of the first things Kiewit did was to get approvals from city and state departments of transportation to temporarily alter traffic flow.

The team removed the center island between eastbound and westbound traffic on West Dodge Road and shifted eastbound traffic to the north, creating a single entrance and exit to the jobsite.

Physically connecting the Hubbard Center with the hospital and the Specialty Pediatric Center required substantial survey work and many checks so the 29 tie-in points to the existing buildings would be seamless and secure, said General Superintendent Tracy Abdouch.

"We're meeting those other buildings on a number of different levels. When a person walks from building to building, it has to feel like you're in one continuous space."

The new Hubbard Center for Children incorporates fun colors and designs as shown in photo 1 of the post-ambulatory care unit (PACU) and photo 2 of the PACU team center. Photo 3 shows the new 10,000-square-foot solarium, which features 38-foot-high ceilings and floor-to-ceiling glass walls on two sides that look out onto a new roof garden.

The Hubbard Center will allow Children's to more fully realize its mission "to improve the life of every child." — Photo courtesy of Children's.

THE DANCE OF THE CRANES

For Abdouch, one of the more challenging parts of the job was having two — and for nine months last year, three — tower cranes onsite.

Ensuring efficient sequencing of deliveries, optimizing utilization of the cranes, coordinating the "just-in-time" installations of materials, and planning for Children's Critical Care Transport helicopter traffic created a lot of challenges, particularly for safety.

Creating a plan to adhere to the safety standards was a little like choreographing a complicated dance routine.

"Of course, the crane work had to avoid carrying any materials over the live hospital or any of the live traffic areas, so cranes could only swing one direction," said Abdouch.

For us, it's personal

Whether it's responding to the sign in the hospital window that read "Bring Tacos to Room 412" or handing out candy to patients trick-or-treating in the lobby, the team especially likes this part of the job.

After hearing about an 11-year-old patient who loved watching the construction from his room, Construction Manager Al Brodin invited him and his family to tour the jobsite. But the child's condition prevented him from visiting.

So Brodin had another idea: One day at lunch, he gathered the craft for a group wave from the ground. That led team members to put together some packages of company swag — cups, mugs, hats and more — and deliver to him.

"The patient's dad came to one of our team meetings and explained why what we're doing is so important to their family," he said. "They're from central Iowa and they spend six to eight weeks at a time, two or three times a year, here at Children's.

"The expansion that we're building will make it more convenient for them to get everything they need in one stop rather than going to multiple locations."

"Keeping everyone safe on site ultimately comes down to planning and communication, it really does. And I think we've done a pretty decent job at it," he said.

STAYING FOCUSED

Project Manager Tony Schultz emphasizes the importance of maintaining the right size crews on the job and then helping them focus on where the priorities need to be.

He credits the regular schedule meetings with keeping the team on track. They also provide an opportunity to raise issues before they become problems.

"Any of those schedule meetings, whether weekly or daily, are great for people to tell us what their constraints are or maybe where their challenges are, why they can't advance work," Schultz said.

"Then it's our job as management to remove those constraints to keep everybody moving. It's been amazing to watch the team work and knock down challenges that our builders face."

PUTTING IPD TO WORK

The Hubbard Center is the first-ever Kiewit project to use an innovative contract model called Integrated Project Delivery (IPD).

IPD's shared risk-and-reward framework gives accountability to every member of the team. That includes everybody from Children's, the project owner, to Kiewit and HDR, to the trade partners on the job.

Collaboration is at the heart of this approach, which is designed to make every step of the job more efficient, with

less downtime and waste, and with optimal results.

That kind of teamwork applies to the project's financial model, where if certain criteria based on schedule, budget and quality are met, team members can earn additional profit.

It also applies to lending a hand to other team members who may need help with something that's not discipline-specific — like resequencing work, resource-leveling craft workforce, moving material or stocking a floor.

In his 35 years with Kiewit, Abdouch said this is one of the most complex projects he's worked on.

Being part of the IPD process has made him "a true believer" in the method and convinced him it's the best way to manage a job with many moving parts.

"It's a great way to build," he said, "and it's a great way of building camaraderie on a project and working in a team environment."

Along with Children's, Kiewit and HDR, the IPD trade partners include:

- The Waldinger Corporation – Mechanical, Plumbing, HVAC
- E&K of Omaha – Metal Studs and Drywall
- ECO – Electrical
- Architectural Wall Systems – Exterior Closure
- Drake Williams Steel – Steel Fabrication
- Davis Erection – Steel Erection

'A LOT OF PRIDE'

For the Kiewit team, the impact of their work isn't lost on any member. Schultz may best sum up the sentiments of everyone on the job:

"The thing that I'm going to remember most about the project is just being a contributor to an amazing facility. I take a lot of pride in that. These kids all deserve a chance to have a healthy life."

"This project has given our staff a lot of energy to reimagine their work and incorporate best practices as we start to think about the move," said English. "We feel like Kiewit people are part of our team — and they're leaving quite a legacy for Children's." **K**

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KATHY ENGLISH
Executive Vice President, Chief Operating Officer and Chief Nursing Officer, Children's Hospital & Medical Center