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SINCE 1884

the magazine of kiewit corporation

2025 / Quarter 3

KIEWAYS



PEOPLE
BEHIND THE PROJECTS



STRENGTHENING FLOOD PROTECTION

At the WBV-07 Pump Station in Jefferson Parish, Louisiana, a 999 crane was walked onto a barge to support cofferdam installation. It was one of many projects that shaped Kari Larsen’s three decades at Kiewit.



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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, Mexico and Guam. Kiewit offers construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water; industrial; mining and marine. Kiewit had 2024 revenues of \$16.8 billion and employs 31,800 staff and craft employees.

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OUR MARKETS:



KIEWAYS

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THE PEOPLE BEHIND THE PROJECTS

Kiewit’s legacy is not just the projects we deliver, but more importantly, the people behind them who make it all possible.

This issue of Kieways celebrates the men and women who drive our projects and company forward and the culture that continues to shape them. Craft, staff, interns and employees with decades of experience share their personal accounts of career twists and turns, accomplishments and lessons learned.

A strong work ethic and drive to succeed is at the center of all their journeys. It’s a common personal trait at Kiewit and has been one of the keys to our success for generations. Our people are always meeting new opportunities and challenges with determination to create career-defining moments that open new doors and possibilities — for themselves and others.

A network of supportive colleagues and mentors is another constant at Kiewit. You never have to look far for someone to offer advice or help you out. Oftentimes they’re just there to remind you of what you’re already capable of.

There are more than 31,000 Kiewit staff and craft employees working on hundreds of projects across the U.S., Canada and Mexico. Each of their stories is different, but if you read the ones in this issue, you’ll get a sense of the common threads that connect them all. Thanks for reading.

RICK LANOHA
President and Chief Executive Officer



BUILDING SKILLS

Hands-on instruction at the Training Center in Colorado prepares crews for real-world power projects.

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WHO WILL BUILD TOMORROW?

As the industry's need for craft professionals grows, Kiewit is investing in training and craft leadership to prepare the workforce of the future.

FIELD NOTES FROM THE FUTURE OF KIEWIT

Every year, hundreds of interns join project and office teams around the company. This year, more than 800 interns stepped into hard hats and office chairs, bringing fresh perspectives and soaking up invaluable hands-on experience.

Whether stationed in an office or on a jobsite, these interns learned valuable lessons and delivered valuable results.



Kadence Peel, Safety Intern,
College Park, Maryland

THEY SHARED LESSONS YOU CAN'T LEARN IN CLASS:

"In classrooms, they teach you how to learn to pass the class. In the field, you learn how to learn in a more self-directed way: asking questions, making inferences and doing a task over and over and over until you get it. It's less about memorizing and more about understanding, adapting and problem-solving."

Athena He, Estimating Intern, Grapevine, Texas

"One of my most rewarding experiences was building strong relationships with the craft professionals. As a field engineer, supporting the field is a core responsibility. My goal was to serve as the bridge between staff and craft, and I'm proud to say I earned that trust through collaboration."

Dylan Thomas, Field/Office Intern, Orange, Texas

"One of the biggest lessons I've learned during this internship is that leadership doesn't always come with a title. It emerges in moments when quick thinking, clear communication and confidence are needed most."

In the office, it's raw and real. Whether it's coordinating with multiple teams to solve an issue or stepping up to communicate a delay, I've had to practice being adaptable and assertive. That kind of learning happens only when you're in the middle of things, making decisions under pressure while earning trust from those around you."

Will Clippard, Electrical Design Engineer Intern, Lenexa, Kansas

"One of the most valuable lessons I've learned during my internship is how important it is not to approach safety like a 'safety cop.' In the classroom, we study rules, regulations and procedures, but on the jobsite, I've learned that how you apply that knowledge makes all the difference."

People don't respond well to someone who just shows up to point fingers or throws the book at them. What they do respond to is someone who listens, understands the challenges they face and uses their knowledge to support, not punish them."

Jan Muelderings, Safety Intern, Alberta, Canada



Beatrice Gregory, Field/Office
Intern, Ontario, Canada

THEY SHARED PROUD MOMENTS:

"What has really made me feel part of the Kiewit team was when my mentor assigned me a full scope of work to do. I had to coordinate the subs and our crews, complete the workplans and get all the proper documents and permits, then execute the scope of work while making sure everything was done smoothly and safely. I was a little nervous at first, but this experience ended up giving me some confidence in my project management abilities."

Beatrice Gregory, Field/Office Intern, Ontario, Canada

"A moment that made me feel proud while at Kiewit was volunteering at the Houston Food Bank. Knowing that I played a part to help those who are in need made me feel uplifted because I always want to help those who need it. I am grateful to intern at a company that cares about helping the community."

Ricardo Blanco, Finance Analyst Intern, Houston, Texas

THEY SHARED ADVICE FOR FUTURE INTERNS:

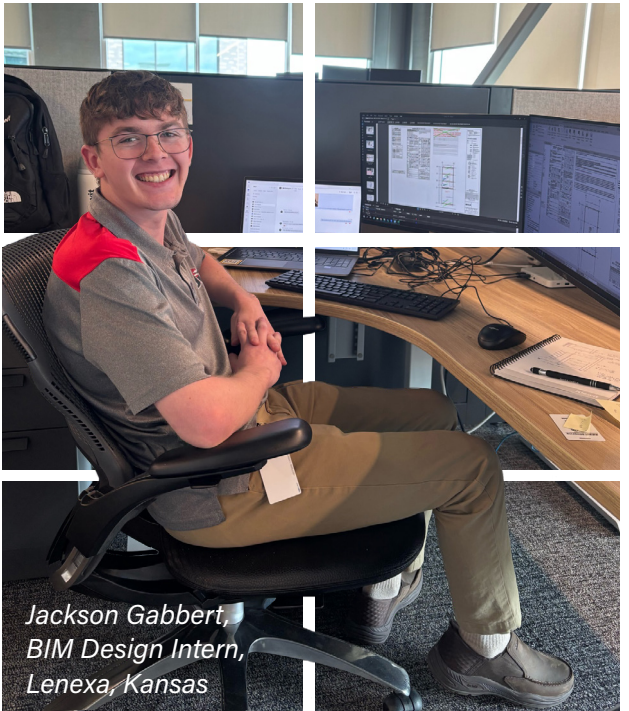
"Be a sponge. Take in as much as you can. But, more importantly, think about how each piece of information fits into the bigger picture. Ask questions — not just to get answers, but to understand the why behind the work."

Stay curious, stay humble and stay sharp. The faster you learn to think like a builder, not just an intern, the more valuable your experience will be."

Elisha Green, Field Engineer Intern, Portland, Oregon

"Be a 'Yes' person. Whether it's on the job or outside the office, saying yes opens the door to learning and growth. Don't be afraid to take on tasks you've never done before. Even something as simple as a takeoff or helping out with a new crew can teach you tons."

Samuel Duerr, Field/Office Engineer Intern, Honolulu, Hawaii



Jackson Gabbert,
BIM Design Intern,
Lenexa, Kansas

EVEN MORE INSIGHTS

This isn't all the interns had to share. Scan the QR code for behind-the-scenes videos, photos and more firsthand reflections from the next generation shaping the construction industry.



BUILDING WHAT MATTERS

Every Kiewit career tells a story, shaped by people, projects and experiences.

Five employees who have been with the company for more than 20 years reflect on what has made them stay and what continues to make the work meaningful. They share lessons passed down by mentors, stories about teams that felt like family and opportunities that helped them grow. There's pride in building things that matter — and in knowing they play a role.

Robin O'Callaghan, Sebastien Marcoux, Glenn Miltenberger, Kari Larsen and Butch Miller have all built long careers at Kiewit because the work kept challenging them and the people they worked with and met along the way made it worth it.

ROBIN O'CALLAGHAN

24 YEARS OF SERVICE | DESIGN ENGINEERING MANAGER

Robin O'Callaghan first interviewed with Kiewit as a graduating senior from Iowa State University. She didn't expect it to be a career-defining moment, but as she walked the halls, something stood out.

She noticed photos pinned up in cubicles — snapshots of people at team events, laughing and working together. The energy felt different.

That day, a snowstorm rolled in and delayed her trip home. The team advised her not to drive back to Iowa, arranged a hotel for the night and invited her to dinner — a clear reflection of how seriously Kiewit takes safety and how quickly the team made her feel part of it.

She joined the company in 2001 and has since taken on opportunities in estimating, engineering, business development and project execution. She helped build out engineering systems and took on strategic leadership roles in the industrial and nuclear markets.

"I've had mentors who saw what I was capable of, even before I did," she said. That support gave her the confidence to keep saying "yes" to the next opportunity.

When asked why she stayed, O'Callaghan didn't hesitate. **"Why would I leave?"**



Robin O'Callaghan helped design and implement Kiewit's original engineering toolboxes — a system still used across the company today.



Sebastien Marcoux supported the Waaban Crossing project, formerly known as Kingston Third Crossing, which spans the Cataraqui River in Kingston, Ontario. It was the first bridge project in North America delivered using the Integrated Project Delivery (IPD) model.

SEBASTIEN MARCOUX

28 YEARS OF SERVICE | DESIGN AREA MANAGER

Sebastien Marcoux started with Kiewit in 1997 as a planning engineer in Eastern Canada. One of his first assignments took him to Puerto Rico — and it set the tone for the rest of his career.

"There was always something new to take on," he said. "That's what kept it interesting."

From hydroelectric and highway projects in Quebec to bridge work in Ontario, Marcoux steadily built experience. He also moved between roles in operations, estimating and design. Now based in Montreal, he supports large pursuits and alternative delivery projects throughout North America.

"I've worked with a lot of strong teams over the years," he said. "What stands out are the collaboration and the support. You never succeed on your own."

His advice to others is direct: **"Take charge of your career. Don't wait for the next opportunity to show up. Go after it."**

For Marcoux, staying has never meant standing still. "The people and the projects — that's why I stayed. That's what still gets me excited."



Known as a mentor to many, Glenn Miltenberger has developed craft and frontline leaders throughout his 15 years leading the training program.

GLENN MILTENBERGER

30 YEARS OF SERVICE | AREA MANAGER

Glenn Miltenberger was looking for the next step in his career when he joined Kiewit. What he found was a company that offered stability and one that would shape the way he leads today.

In the early years, Miltenberger and his wife moved often — from Maryland to California, to Tennessee and Illinois, to Kentucky and back again. Their two sons grew up in the back seat of a Kiewit truck, learning the names of projects their dad worked on. Later, they found careers of their own. One of them even worked at Kiewit.

As Miltenberger's experience deepened, so did his role in developing others. He began training and coaching other superintendents — eventually helping build the foundation for Kiewit's frontline leadership programs.

“I’ve been fortunate enough to have mentored, coached and helped a lot of people within Kiewit,” he said.

Today, he leads the superintendent training program in Lenexa, Kansas, and still visits jobsites regularly. He believes in passing down what he’s learned and not holding anything back.

“I’m not stingy with information,” he said.

KARI LARSEN

31 YEARS OF SERVICE | AREA MANAGER

Kari Larsen started at Kiewit as a craft worker on a water treatment project in Richmond, California. Since then, her work has taken her to jobsites across North America, each one challenging her in new ways.

One of her early assignments was a small pump station job in Louisiana, her first time working out of state. The conditions were unfamiliar, and the team was diverse with various backgrounds and their own ways of working. It was a young crew, and Larsen had to learn to adapt fast.

Later, she took a remote camp job in northern Alberta.

“That was tough for lots of different reasons,” she said. “You go from hot, sticky, humid down in the South to cold, frozen tundra in Canada.”

Both jobs pushed her to grow and played a key role in shaping the leader she is today.

Now an area manager in Northern California, Larsen focuses on project delivery and helping her teams navigate complex scopes. What continues to motivate her is seeing the work come to life.

“It’s just a really good feeling to be able to drive past a project and say, ‘Hey, I built that,’ or ‘I was part of that.’”



Kari Larsen joined Kiewit as an apprentice pile driver and held roles from superintendent to area manager over her 30-year career.

BUTCH MILLER

37 YEARS OF SERVICE | CONSTRUCTION MANAGER

Butch Miller began his career in 1988 with TIC – The Industrial Company, building power plants across the West.

When Kiewit acquired TIC in 2008, it marked a shift — introducing Miller to a broader perspective on how his work fit into the bigger picture.

“That was really my first lesson,” he said. **“Don’t underestimate what you think your small part of the world is compared to the larger part of the corporation.”**

That mindset carried into the work that followed, including Cove Point LNG, a large-scale export facility on Chesapeake Bay in Maryland. As a liquefaction area manager, Miller helped oversee utility and power scopes across one of the most technically demanding sections of the job.

Now based in Houston, he focuses on cost and schedule planning. He’s no longer in the field, but he stays close to the people and culture that shaped him.

“If you work hard and show what you can do, you’ll be trusted with more,” he said. **K**



Butch Miller (left) and his team accepted the national Associated Builders and Contractors Eagle Award in 2000, recognizing project excellence and safety performance.

CLEANING THE CREEK

HOW KIEWIT TACKLES WATER QUALITY CHALLENGES IN LOS ANGELES

Most beachgoers in the Santa Monica Bay area have never heard of Ballona Creek, but they've likely seen its impact. This nearly nine-mile channel winds through Culver City, carrying stormwater runoff, trash and other pollutants into the ocean. But that's soon changing.

To tackle the problem at its source, the Los Angeles Bureau of Engineering and LA Sanitation and Environment partnered with Kiewit Infrastructure West Co. to reduce pollution and improve water quality before it reaches the bay.

The Ballona Creek and Sepulveda Channel Low-Flow Treatment Facilities project is a major step forward. This bid-build project aims to reduce bacteria like E. coli to protect

marine life, public health and the environment.

"Once operational, these facilities will immediately enhance water quality in the surrounding areas, significantly benefiting recreational activities," said Nicholas Miner, one of the project managers. "Additionally, they will provide the city with a valuable new source of reclaimed water."

The dual-site infrastructure project includes two treatment facilities: one at Ballona Creek and one at Sepulveda Channel, about seven miles apart. Each is designed to capture runoff and stormwater, treat it using ozone disinfection technology and return the treated water back into the creek or divert it to the Hyperion Water

Reclamation Plant for additional treatment or reuse.

Kiewit was tasked with demolishing the existing structures with foundation walls 30 feet underground. Kiewit was also responsible for constructing two new pump stations, diversion structures — underground systems that redirect dry-season runoff toward treatment — and overflow systems to manage heavy rainfall. The project also includes maintenance buildings, ozone-disinfection equipment and full-system integration and testing before handover.

Portions of the diversion structures had to be built during the dry season (April–October) because they sit within the water channel, requiring specific permits and dry

conditions. But even with planning, the team encountered unexpected site conditions.

OVERCOMING UNEXPECTED CHALLENGES

During preconstruction, groundwater levels were significantly higher than the geotechnical report indicated. Kiewit worked with the city to revise the plans through RFIs (requests for information). With the design updated to prevent excavation flooding, the city granted a schedule extension. The project remains on track for February 2026 completion.

A CULTURE OF COLLABORATION

Everyone on the project agrees: The team's dedication and collaboration have kept the project on time and on budget.

"From apprentices on site all the way up to the project sponsor, no one was afraid to get their hands dirty to help each other, especially outside their role," said Miner. "The team collaboration on the project is worth recognizing."

With a peak team of 10 staff and 30 craft employees, coordination was essential. Many were early in their careers, and Miner emphasized the importance of sticking to Kiewit's fundamentals to maintain a safety-first culture. To date, the project has achieved more than 100,000 safe working hours.

"At the end of the day, what I'm proudest of is the people we've developed," said Miner. "We had a very young team, so one of my jobs was making sure I gave them the tools to develop and prepared them to grow into leadership roles."

"From apprentices on site all the way up to the project sponsor, no one was afraid to get their hands dirty to help each other, especially outside their role."

NICHOLAS MINER

Project Manager



The crew on this project is small, but there's no shortage of expertise and experience. This small team played a key role in constructing the Ballona Pump Station building, completing the 50-foot-tall walls ahead of schedule and beating their budget.

When Miner transitioned to a new project, Project Engineer Anthony Orozco stepped into the project manager role, his first at Kiewit.

“As a leader on the project, it was important that I understood everyone’s capabilities, worked with them to make sure they reached their full potential and communicated the clear vision for the rest of the project,” said Orozco. “During my transition, I took a look at the big picture. I had the right people in the right places, so I focused on strengthening communication within the team so we could ultimately deliver a quality project to the client.”

THE ENGINEERING BEHIND 50-FOOT WALLS

As part of the structural backbone of the underground pump stations, Kiewit constructed massive 50-foot concrete walls which were among the project’s biggest challenges. In summer 2024, the Ballona crew formed, poured and stripped the pump station walls under budget thanks to detailed planning.

It’s no small feat constructing 50-foot concrete walls. This progress photo at Ballona Creek, taken at about 15 percent completion, shows two corners of the building being poured as crews erected the next two wall sections. Maintaining the design pour rate was vital to prevent formwork failure.



Early involvement of the foremen, collaboration with subject matter experts, engineering analysis and pour sequencing were key. The team designed custom concrete molds and coordinated closely with the rebar subcontractor.

The walls were placed in 6-foot-per-hour lifts using a concrete pump. Tremie hoppers, funnel-shaped devices connected to rubber elephant trunk hoses, ensured accurate and controlled placement of concrete in deep or hard-to-reach areas. Mid-wall “pour windows” allowed crews to monitor and consolidate the concrete during the operation.

“The 50-foot concrete walls were a huge milestone,” said Noah Kinder, structures engineer. “The successful execution was because of our team. It was an exciting process to see played out.”



WHAT HAPPENS AFTER THE PUMP?

The Ballona and Sepulveda facilities use ozone disinfection, a technology that breaks down pollutants using ozone gas created on-site from chilled oxygen.

Here’s how it works: Water is gravity-fed into a wet well — a collection chamber that temporarily holds incoming water — then pumped into the treatment system. Ozone is injected to oxidize the water and destroy bacteria, pesticides and organic matter. The pipe diameter increases to slow water flow and maximize ozone contact time. Once treated, the water is returned to the creek. At the Ballona site, a bypass option allows untreated flow to be diverted directly to the Hyperion Water Reclamation Plant when needed.

1. At the Ballona Creek facility, pumps draw water from the wet well and distribute it through two separate flow paths. One header routes water vertically through the roof to the ozone disinfection system, while the other directs flow to the Hyperion Water Reclamation Plant via a bypass line. 2. The first step in constructing the pump station buildings involved preparing the foundation. Here, the pour crew places concrete for one section of the Ballona Creek building. The foundation was covered with a vapor barrier and reinforced with rebar and concrete forms, ensuring long-term stability, preventing groundwater seepage and maintaining building integrity.



LOOKING AHEAD

By early 2026, both treatment facilities will be fully operational. Startup will include system checks, equipment testing and city staff training, with Kiewit guiding the transition. Once complete, the project will mark a turning point for a waterway once known more for what it carried

away than what it protected. Each gallon treated means fewer contaminants will reach Santa Monica Bay, helping ensure that the city's beaches are cleaner, its marine ecosystems are more resilient and its residents are safer, whether they're at work upstream or wading into the surf. **K**

Falsework towers were used to support a deck inside the wet well at the Ballona Creek Pump Station. The wet well is where all stormwater runoff from Ballona Creek is collected before being pumped through the ozone disinfection system.



The Ballona Creek and Sepulveda Channel Low-Flow Treatment Facilities span two sites, seven miles apart in southwest Los Angeles. The Ballona Pump Station is near Ballona Creek, and the Sepulveda Pump Station is near the Sepulveda Channel. With the project being so close to the Southern California coast, the nearest beach is only a 15-minute drive from both sites.

Bethany Duvall
Mechanical Superintendent

Bethany Duvall first interned with Kiewit before joining the company as a field engineer after graduation. Now, she serves as the mechanical superintendent on the project, overseeing the subcontractors, vendors, mechanical craft employees and field engineers, managing day-to-day operations, scheduling and material planning. She plays a pivotal role in keeping the project moving forward and says one of the biggest differentiators on this project is the strong team culture.

"Everyone is clearly working toward the same goal. It's not just about your own scope, it's about the whole project."



Noah Kinder
Structures Engineer

As a first-time structures engineer, Noah Kinder has embraced the challenges of learning on the job, managing complex concrete work, coordinating with crews and supporting one of the project's most impressive features: the 50-foot pump station walls. He says one of the reasons for this growth on this job is the mentorship.

"My superintendent (Nathan Wilson), general foreman (Adolfo Cervantes) and the Ballona structures crew taught me everything I know. I'd ask questions, bounce ideas off them and get involved with the operation. They helped me get to where I'm at today."



PARALLEL PATHS

Talk to six Kiewit employees, and it might surprise you how simultaneously similar yet different their careers can be.

Jennifer Choi and Megan Wood started as interns. Wood recalled researching Kiewit before an info session at Colorado School of Mines, where she was pursuing an engineering degree with environmental emphasis.

"I told myself this is the moment to be brave and go ask for the opportunity," Wood said. "I remember going up to one of the Kiewit speakers and asking if they have environmental interns. They were looking for one on the MoDOT 554 Bridges project in Missouri. At that time, it was kind of a rarity to have that specific internship. It ended up being the start of a long career."

Choi described her time as an intern as "fulfilling."

"I was trusted with meaningful work and felt valued even as an intern," Choi said about working on a power plant estimate. "The estimate lead took time out of his day to guide me through the task and expectations. He was patient as I worked through the assignments. In the end, my work product was used to help estimate the work."

Lizan Gilbert, Katie Massay, Claudia Pulido and Tina Solly had professional experience before joining Kiewit, each referred by someone they knew.

"A friend of mine had worked with Kiewit and said, 'Hey. They're looking for someone to come train some people on equipment,'" said Solly.

At the time, she had just wrapped up work as an equipment operator and planned to take British Columbia's winter construction season off.

"He said, 'Oh, come on! He talked me into it."

That's how Solly, now a superintendent, started with Kiewit nearly 24 years ago, training other operators on the Yoho Five Mile Bridge.

A geotech by trade, Gilbert spent 11 years at design firms before joining a contractor. She accepted a job at Kiewit as a sponsor for underground work after consulting Kiewit's Paul Madsen, whom she knew through a professional organization and "had a ton of respect for."

"I went to Paul and said, 'Why would I join Kiewit?' And he said, 'Lizan, I'm going to tell you, I believe that Kiewit is the best. We do the best work. We have the best people. We certainly have our flaws. But in the class of underground contractors, Kiewit is the best.' And that's why I'm here."

Massay began her career as an EMT firefighter before moving into marine compliance and safety.

"Everybody says the grass is always greener," she said, recalling her first impression after making the leap to Kiewit. "But it was much, much greener. I've never been more interested in the work."

As a senior safety manager, Massay works closely with both staff and craft to provide teams the resources and support they need to work safely.

"One of the things I noticed coming to Kiewit was the craftsmen and women who follow Kiewit around. They make my job easy," she said. "They are bought into the program, bought into the culture and want to be part of these interesting scopes of work, these cool things that happen. My own safety team — I've never been part of such a high-functioning group of people. We each come with our own specialty, I'd call it, and not one of us has an ego. We depend on each other."

Pulido's background is in bridge design. She joined the company after former colleagues she greatly respected joined Kiewit Engineering Group Inc. as it was getting

off the ground more than 10 years ago. Today, she's the engineering director, managing more than 300 engineers in Kiewit's Mexico office and supporting projects across several markets.

"I explain to our engineers the importance of constructability and that engineering is here to support construction," she said. "We need to make sure we understand the field's needs and either say, 'Yes, you can build it like that,' or make a design change so we can have the best constructible projects."

In her prior role, Pulido managed Kiewit's first group of infrastructure engineers in Mexico, a team she says is "very special to me."

"When I moved down to Mexico, our infrastructure engineering team was only 20 people," she said. "Being able to build a team of engineers who are highly technical, driven and incredible humans, it was rewarding to see the decisions we make as leaders change their lives — that's amazing."

For Wood, now a regional environmental manager, the Colorado U.S. 34 Big Thompson Canyon Permanent

DIGITAL EXCLUSIVE

WORDS OF WISDOM

We asked the six employees featured,
“What’s the best advice you’ve ever received?”

Scan the QR code to see their answers in this digital exclusive.



“If you’re passionate about building — whether it’s actual structures or solutions — or if you are eager to learn and determined to improve the community around you, this industry can be the right fit. Bring your strengths, perspectives and curiosity, and you’ll find a path.”

JENNIFER CHOI
Commerical Manager

Repairs team stands out. She worked on the initial temporary repair project, and many of the same employees from across the company returned for the permanent job.

“The people were so driven by the end goal,” she said. “We worked together seamlessly. It was cool to see that as a common theme across Kiewit.”

A mountain highway also comes to mind when Solly is asked about her favorite project.

“Sea to Sky Section Three,” Solly said. “We had different tasks that we performed. It was always lively. The team was tight and close. Management had the skills to manage people and it comes down to, you manage the people and they’ll take care of you. Everything was just go, go, go, go, go. It was so much fun and hard work. We had lots to be proud of.”

Choi, now a commercial manager, said trying to pick a favorite project would be impossible.

“That’s like asking me to pick one of my dogs as my favorite,” she laughed. “Each project has shaped me in a unique way — providing new challenges, opportunities to grow and lifelong friendships.”

The employees shared that building cool projects remains a highlight, but as their careers progress, developing people is an even greater reward.

“I’ve built enough tunnels in my career,” said Gilbert. “What’s far more interesting to me is the people. I work now for the opportunity to help and build the people.”

“Seeing all the young engineers that I’ve had over the years grow and evolve and become foremen and superintendents and managers, it’s been great,” Solly said. “It’s a lot of pride.”

Their roles vary greatly. They haven’t worked on the same projects. Yet the themes that weave through their careers might make these six employees more alike than different.

There’s something else they all have in common. Maybe it was obvious. They’re all women. And each of them has found great success and gratification working in a predominantly male industry thanks to their skill sets and

strengths, hard work, supportive peers and mentors, and taking advantage of opportunities.

“There’s space for everyone,” Choi replied when asked how to encourage more people, particularly women, to join the industry. “If you’re passionate about building — whether it’s actual structures or solutions — or if you are eager to learn and determined to improve the community around you, this industry can be the right fit. Bring your strengths, perspectives and curiosity, and you’ll find a path. The opportunities are real and so is the support. There is definitely space for you.” **K**

GET TO KNOW

These six employees have varying roles and responsibilities managing Kiewit’s construction and engineering operations. Just like their careers, their personal stories and hobbies are simultaneously different, yet similar.



JENNIFER CHOI

- Commercial Manager
- 12 years with Kiewit
- Loves traveling and spending time with her two pups



TINA SOLLY

- Superintendent
- 24 years with Kiewit
- Loves being in nature and playing guitar



KATIE MASSAY

- Sr. Safety Manager
- 7 years with Kiewit
- Houseplant hobbyist and sports fanatic



MEGAN WOOD

- Regional Environmental Manager
- 10 years with Kiewit
- Enjoys fly fishing



CLAUDIA PULIDO

- Director of Engineering
- 10 years with Kiewit
- Loves traveling, camping and playing guitar



LIZAN GILBERT

- Sponsor
- 3 years with Kiewit
- Played semi-professional soccer for the Lady Lone Stars



WHO WILL BUILD **TOMORROW?**

The construction industry is facing a generational shift. Kiewit is investing heavily in hands-on training and long-term careers to close the gap, and Francisco Ozaeta Jr. is one example of how that investment is paying off.

Long before Ozaeta stepped on a jobsite, he was just a kid watching his dad work. His father, a plumber, could fix almost anything, but what stuck with Ozaeta wasn't the tools. It was the way his dad, who now owns his own plumbing business, built something lasting with his hands.

"I've always wanted to be like him," Ozaeta said. "He is my idol."

That admiration became a blueprint for his work ethic and the driving force behind his successes at Kiewit. Ozaeta started at the company as a helper, an entry-level role supporting the crew with basic tasks, but it didn't take long for him to stand out. During rigging training, he was the only one to pass every written and hands-on test.

"It was a proud moment," he said.

He was then chosen to lead the project's safety program, a move that paved the way for his promotion to structural foreman. In that role, he managed the safe lifting and movement of heavy materials. His leadership didn't go unnoticed. He was named a Key Craft employee, a recognition for top-performing craft professionals. From there, he earned a spot in the Accelerated Journeyman Development Program (AJDP), a training track for emerging craft leaders.

"Being chosen makes me feel valued," Ozaeta said. "It makes me feel like Kiewit wants me to succeed and move up."

In early 2025, he completed his first AJDP course in Texas under Ironworking Instructor Hugo Mosqueda, who said Ozaeta stood out early in class for his sharp questions, detailed notes and ability to apply what he learned in the field quickly.

"His dedication, humility and drive to grow make him a solid investment for what he can do now and the potential he continues to show every day," Mosqueda said.

Next, Ozaeta will head to Kiewit's Training Center in Aurora, Colorado, for advanced instruction through the company's National Center for Construction Education and Research (NCCER)-accredited curriculum, continuing the same structured path that's preparing future craft leaders.

MEETING THE MOMENT

Ozaeta's rise is just one example of how Kiewit is preparing for the future. As experienced craft workers approach retirement, companies like Kiewit face growing pressure to develop more high-quality skilled talent and new leaders.

A 2018 report by NCCER and the Construction Industry

Institute projected that 41 percent of the construction workforce will retire by 2030.

Andrew Pate, who manages Kiewit's Training Center, is one of the people preparing for that shift.

"Companies will need to start hiring people who don't necessarily have experience," Pate said. "That's why training is going to become even more important, especially over the next five years, to make sure our quality of work continues."

Kiewit has expanded training beyond its Colorado facility, now delivering 75 percent of instruction through mobile training facilities (MTFs), which are converted shipping containers used as portable classrooms on the jobsite. Participants are nominated by supervisors based on tenure, safety, reliability and growth potential.

Feedback shows trained employees feel more valued and are more likely to stay.

"Our schedule is nearly full for the year," said Pate. "And the need is only growing."

POWERING THE FUTURE

One area experiencing increased demand is power delivery, where skilled lineworkers are becoming increasingly hard to find. The center has begun training employees specifically for those roles through the AJDP power delivery program.

"Within four years, this program prepares you to work in one of the most exciting industries in construction," said Vance Brison, who leads power delivery craft apprenticeships.

Classes are taught in English and Spanish by NCCER-certified instructors. The program has trained over 80 apprentices since 2023, with more than 50 currently enrolled. Participants focus on transmission, substation or distribution work using simulators, pole yards, a transformer lab and virtual reality.

"The type of recruit we want in our program isn't necessarily the one with the best GPA or the fastest up a utility pole," said Brison. "It's someone with the right attitude, who is willing to learn, work and grow. That's the Kiewit culture we strive for."

As new projects emerge and the workforce ages out, Pate sees now as a great time for the next generation to enter the construction industry.

"Finding a company that pays for all of your training? That's rare," Pate said. "If you show up, work hard, have good attendance and a solid safety record, your chances to move up and make more money go way up. And that means a better life for your family or whoever you're working to support."

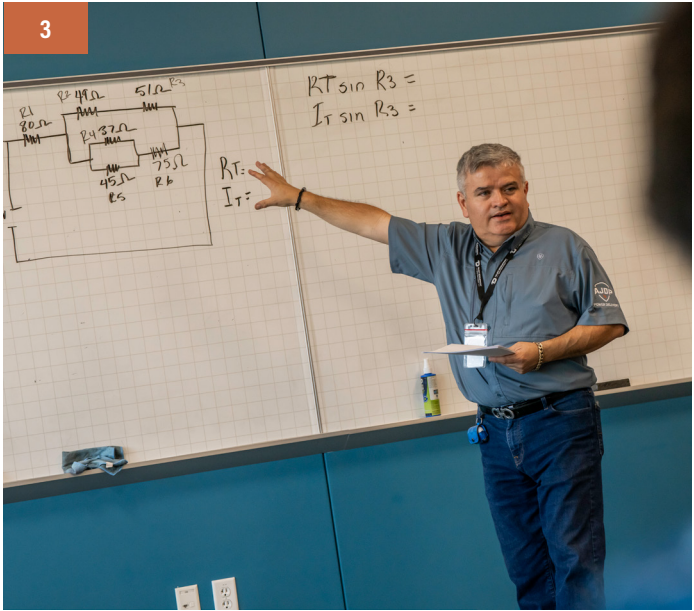
EXPANDING THE PIPELINE

Construction hiring used to prioritize speed, experience and local availability. Today, the focus is on building long-term careers and widening access to the trades.

"For someone just out of high school, getting into the trades can feel out of reach," said Ron Duce, who leads workforce development at Kiewit. "Without a connection, it's hard to start."

Hiring managers typically look for candidates with construction experience. "To grow the workforce, new entry-level talent needs to be given the opportunity to join organizations and develop their skills," Duce said.

Kiewit is now centralizing workforce development and investing in long-term relationships with trade schools nationwide. The goal is to build a reliable pipeline, not just fill open roles.



1. Ironworking Instructor Hugo Mosqueda (left) celebrated with Francisco Ozaeta Jr. after Ozaeta completed his first AJDP course — a major step in his ironworking career. 2. Kiewit's workforce development team met with Southeast Lineman Training Center graduates to build relationships and strengthen the craft talent pipeline. 3. An NCCER-certified instructor leads a power delivery training session in Spanish, ensuring language is never a barrier to learning and advancement. 4. Oklahoma State University Institute of Technology graduates celebrated signing day as they accepted offers with Kiewit, launching their craft careers.



Building careers through SkillsUSA

Kiewit's participation in the SkillsUSA National Championships is part of its broader strategy to develop a skilled workforce through partnerships with educational institutions. By engaging directly with students, instructors and technical advisors at events like SkillsUSA, Kiewit works to raise awareness of career opportunities in construction and strengthen its craft recruitment pipeline.

"It honestly felt amazing. It was the simplest process I feel like I could have gone through to get a job right out of high school." Dakota Burcham, Structural Welder

After introducing herself to Kiewit's recruiters at SkillsUSA, Burcham was invited to demonstrate her welding skills. She now works full-time in Florida and says, "I'm learning so much while I'm down here. Everything about this job is perfect."



Structural Welder Dakota Burcham stands in front of jobsite equipment in Florida, where she's building her career after connecting with Kiewit recruiters at the SkillsUSA National Championships.

"We invest in a core set of vocational schools that meet our long-term craft recruiting strategy for the company overall," said Gabriel Cambrelen, craft workforce development lead. The strategy mirrors Kiewit's long-standing approach to hiring engineers. "Now we apply that structure to craft roles, placing talent as company hires, not just project hires."

Kiewit now partners with more than a dozen institutions, including Oklahoma State University Institute of Technology and Southeast Lineman Training Center. Each aligns with specific trade needs like diesel techs, crane operators, linemen and more. The company celebrates direct hires through signing days, offering students a clear path into the company.

"Commitment and effort matter," Cambrelen said. "We meet that with opportunity."

Ozaeta is living proof of what can happen when someone shows up ready to meet the company's investment with effort. He now considers his ironworking instructor, Mosqueda, a mentor. The patient teaching style Mosqueda brought to the classroom now shapes how Ozaeta leads.

"Sometimes you have a guy who's not getting it," he said. "And I'll ask myself, how would Hugo handle this?"

That mindset of staying present reflects how Ozaeta approaches the job. He is the one who volunteers for weekends, picks up extra shifts and stays late when needed.

"They don't have to tell me they see it," he said. "I can feel it. We're moving forward together, me as a worker and them as a company."

His advice to others is simple: show up every day, be willing to learn and do more than what the job description says.

"Opportunities will come, but you have to be there," he said. "If you go the extra mile, it will pay off."

Ozaeta's extra effort has paid off in more ways than one. Each time he earns a new title, he makes the same call.

"Hey, Dad, I did it."

His father doesn't say much. Never has. "He's old-fashioned," Ozaeta explained with a laugh. "Getting a 'good job' out of him is like pulling water from a rock."

But Ozaeta doesn't need to hear the words.

"I can hear it in his voice," he said. "I can see it in his face. He's glowing with pride."

And for him, that is the ultimate satisfaction. **K**



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