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**SINCE 1884**

the magazine of kiewit corporation

2025 / Quarter 4

# KIEWAYS







CARING FOR THE LAND

During Kiewit Volunteers Month, the Kiewit Building Group Inc. team in Hawaii helped care for the Kūkaniloko Birthstones, one of the state's most culturally important sites. Volunteers watered plants, cleared brush and mowed lawns at the 5-acre preserve.



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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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EQUIPPED FOR ANY JOB

There's something impressive about equipment that performs reliably for more than 15 years and nearly 30,000 hours. But like so many stories at this company, it's not just about the machine — it's about the expertise, discipline and care behind it.

Whether it's an LR 1300 rebuilt for a second life or a pipefitter stepping into a superintendent role, the principle is the same: we invest in our people and our tools to make both stronger for the long haul.

You see that approach at work across the business. Our craft development programs are helping employees step into bigger roles, backed by mobile training, mentorship and opportunity. That same long-term thinking keeps our equipment fleet performing at its best through rebuild programs that extend the life and value of our machines. And for our clients, we continue to strengthen how we deliver by embracing contract models such as progressive design-build that prioritize early planning, smarter decisions and steady progress.

None of this is by chance. These are deliberate choices — part of a strategy we've built over more than 140 years. One that keeps us ready for any job, no matter the size, pace or complexity.

With thousands of craft jobs to fill and increasingly complex projects on the horizon, we'll need every ounce of experience and ingenuity our teams can bring. That focus on building for the long term has always set us apart, and it's exactly what the next chapter will demand.

RICK LANOHA  
President and Chief Executive Officer





**STRENGTH IN MOTION**

The LR 1300 SX crawler crane supports bridge and roadway construction on the Flyway 470 project in Aurora, Colorado. With a 300-ton lifting capacity and flexible configuration, the crane helps crews complete complex lifts along the 11-mile corridor.

**ON THE COVER**

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BUILDING THE NEXT  
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One team, one plan, fewer surprises. Inside the collaborative delivery model that is changing how the company tackles complex projects.



# KIEWIT NEWS

What began in 1884 with two hard-working brothers has grown into a construction and engineering industry leader. As a multibillion-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.

## OKLO BREAKS GROUND ON ADVANCED NUCLEAR FACILITY WITH KIEWIT AS LEAD CONSTRUCTOR

Kiewit Nuclear Solutions Co. is partnering with Oklo Inc. to deliver one of the nation's first commercial advanced nuclear facilities, the Aurora powerhouse, at Idaho National Laboratory (INL).

Oklo recently broke ground on the project, marking an exciting milestone in bringing next-generation clean energy technologies to life.

"We have been working with the Department of Energy and the Idaho National Laboratory since 2019 to bring this plant into existence, and this marks a new chapter of building. We are excited for this, and for many more to come," said Jacob DeWitte, CEO and co-founder of Oklo.

Serving as lead constructor, Kiewit Nuclear Solutions Co. is supporting the project's design, procurement and construction.



## OUR VALUES IN ACTION

PEOPLE INTEGRITY EXCELLENCE STEWARDSHIP



### KIEWIT AND GIRL SCOUTS TEAM UP TO BUILD LIKE A GIRL

Kiewit welcomed more than 100 Denver-area Girl Scouts, from elementary to high school, to the Colorado Training Center for a hands-on day exploring the world of STEM.

Participants mixed "concrete cake," tested a crane simulator, explored heavy equipment and learned about pulleys and rigging.

"I am so proud and grateful to be a part of the Build Like a Girl event," said Alana Bales, Kiewit senior drainage engineer. "We introduced so many young women to the world of construction and how to operate different equipment and machinery. Being able to provide them this opportunity and seeing their awe and excitement was truly memorable."

"It was an amazing event yet again," said Leanna Clark, CEO of Girl Scouts of Colorado. "The excitement of the girls (and their caregivers) when I greeted them as they arrived was palpable. It's so wonderful to expose these girls to all that is possible. Thank you, Kiewit partners."



# HONORING A LEGACY OF SERVICE

Coming together to give back has long been part of Kiewit's culture.

Each September, Kiewit celebrates Volunteers Month — an annual tradition that honors the birthday and legacy of Peter Kiewit. While volunteer efforts continue year-round, September offers a special opportunity to focus on community service and unite employees around a shared mission of giving back.

This year, employees across North America rolled up their sleeves to make a difference in the places they live and work, dedicating thousands of hours to improving their communities. From cleaning up parks and maintaining landscapes to building a toy shed and assembling care kits for shelter animals, this year's Volunteers Month served as a powerful reminder that the same spirit of giving that defined Peter Kiewit's leadership continues to inspire the company today.



## TEEING UP HOPE FOR OMAHA FAMILIES

The Kiewit Fore Charity Classic brought together 432 golfers and more than 100 sponsors in support of Project Harmony, an organization dedicated to ending child abuse and neglect in the Omaha metro area.

The event raised \$562,000.

Project Harmony provides crucial services to children and families who have experienced trauma, offering a safe, supportive environment focused on healing and advocacy.

"One of Kiewit's core values is Nobody Gets Hurt and ensuring that we always send our people home safe to their families every day," said Alicia Edsen, Kiewit senior vice president. "We want to thank the Project Harmony team for everything they do to protect and advocate for children and ensure that they too have an environment free from harm."

The event was made possible through the dedication of volunteers, the support of generous sponsors and those who came together to make a difference.

*Pictured: Senior Vice President Alicia Edsen, lead event organizer Cassie McKern, and Gene Klein, Angela Roeber and Lauren Fleissner from Project Harmony, accepting the check that will help so many in the Omaha community.*







# BEYOND PROJECTS: BUILDING THE NEXT GENERATION OF BUILDERS

At a jobsite in Orange, Texas, crews are building more than a power plant. They're working under pressure, learning new skills and stepping into roles that will shape their careers — because the future of the craft workforce depends on it.

Across the industry, fewer young people are entering the trades, while experienced hands are retiring. That gap threatens project delivery and long-term career growth. Kiewit and its subsidiaries are tackling the issue head-on, not just by hiring, but by building a long-term plan focused on training, mobility and helping craft professionals grow into the next generation of leaders.

One of those leaders is Johnny Madden, whose path shows what's possible when support meets the right mindset.

## FROM BUILDING TO LEADING

Johnny Madden began his career in construction 20 years ago, starting as a laborer for a competitor and learning pipefitting.

"I started out on my tools and worked my way up," Madden said.

His hard work paid off, advancing him to pipe general foreman. But at that company, Madden felt like he had hit a ceiling.

"I started to feel like a number," he said. "Unless you were going out with the guys after work, doing the whole buddy thing, you were kind of stuck."

Madden started to explore other opportunities. Not long after, he received a call from Kiewit subsidiary TIC – The Industrial Company.

"The recruiter said, 'You show us what you got and we go from there.' He was 100% right."

Madden accepted a pipe foreman position and relocated to Delta, Utah, to help build a natural gas power plant. His drive soon caught the attention of project leaders, leading to another promotion: pipe superintendent.

Along with greater responsibility and rewards, Madden also received guidance, mentorship and training to set him up for success.

"The other superintendents and project leaders took me under their wing. If you have questions, they're always there. They want to see you succeed."

With the support of his team, Madden has continued to build his skills through hands-on experience and additional training opportunities.

"When I began, I couldn't picture myself as a superintendent, but the opportunities were there. TIC gave me the chance to take them."

While Madden's mindset and abilities afforded him his opportunities, he credits his craft background for how he leads.

"You never forget what it's like out there. TIC values supervisors who understand that. They give you opportunities to build and go beyond that. I want to help others see the opportunities they have, too."

Madden is now in Houston, Texas, helping plan the Vicksburg Power Project, a combined-cycle power facility, part of a larger series of power projects. He hopes to become a construction manager, continuing his training and collecting experience to one day get there.

"The other superintendents and project leaders took me under their wing. If you have questions, they're always there. They want to see you succeed."

**JOHNNY MADDEN**  
Superintendent



1. Civil crews prepare the site for the new Vicksburg Advanced Power Station, helping Entergy Mississippi continue its legacy of powering the local community for more than a century.  
2. From pipe foreman to pipe superintendent, Johnny Madden's journey reflects TIC's commitment to developing leaders from the field up.







*The Orange County Advanced Power Station (OCAPS) continues to take shape in Orange, Texas. As part of Entergy's advanced power program, the project is helping meet the region's growing demand for clean energy, creating nearly 7,000 jobs during its construction and powering long-term career growth.*

## BUILDING MORE THAN POWER PLANTS

Madden's story isn't unusual at TIC. It reflects a companywide focus on building careers, not just filling roles, and the results are showing up across today's projects.

In October 2024, TIC began work on the Orange County Advanced Power Station (OCAPS), a new natural gas power facility in Orange, Texas. Designed to support cleaner energy as technology evolves, OCAPS is part of a larger long-term energy program awarded to TIC by Entergy.

Over the next seven years, TIC will build seven similar plants for Entergy with the potential for even more as demand grows.

The Entergy program alone calls for more than 4,000 craft professionals, with many of the jobs overlapping. That means workers must expand their skills and step into bigger roles for current projects and their future careers.

This vision is already unfolding. While transferring workers between jobs isn't new, project leaders are making these moves more intentionally than ever.

"Meeting labor needs isn't the only goal. We're committed to building a skilled, mobile workforce," said Ron Duce, human

resources director for TIC's Entergy projects. After 30 years with the company, Duce has guided both HR and field teams and seen the company's craft workforce evolve up close.

"Each project sets you up for the next one. You're honing skills and building a long-term career," said Duce.

By minimizing downtime between jobs, leaders create more opportunities for craft workers to advance faster.

"When we expose craft to specialized work and provide opportunities within roles, we meet project needs and further develop our people," said Duce. "We want to build builders who can deliver what's required today and for the future of the company."

## BUILDING SKILLS. BUILDING FUTURES.

To meet that need, the company continues to expand programs like the Accelerated Journeyman Development Program (AJDP) and mobile training facilities (MTFs), bringing hands-on learning to project sites. Using the National Center for Construction Education and Research (NCCER) curriculum, employees get real-time guidance they can use immediately.

"Steady employment and strong training programs are where we have a real opportunity to get really good at what we do," said Dave Dukat, TIC senior vice president. Dukat's craft workforce plays a major role in supporting the labor needs of the Entergy program.

"Our programs help craft professionals grow," said Dukat. He also believes with TIC's current backlog, career opportunities are more attainable than ever.

"With the Entergy program alone, it's plenty of time to progress through a journeyman program and grow into supervisory roles. You can really learn your trade, your job and the company. The opportunities are endless."

For high-performing craft employees, programs like Key Craft offer advanced technical training and leadership development. Those chosen by project leaders often go on to take supervisory roles.

"We've seen success of the program with project safety, quality and productivity," said Dukat. "We assign a

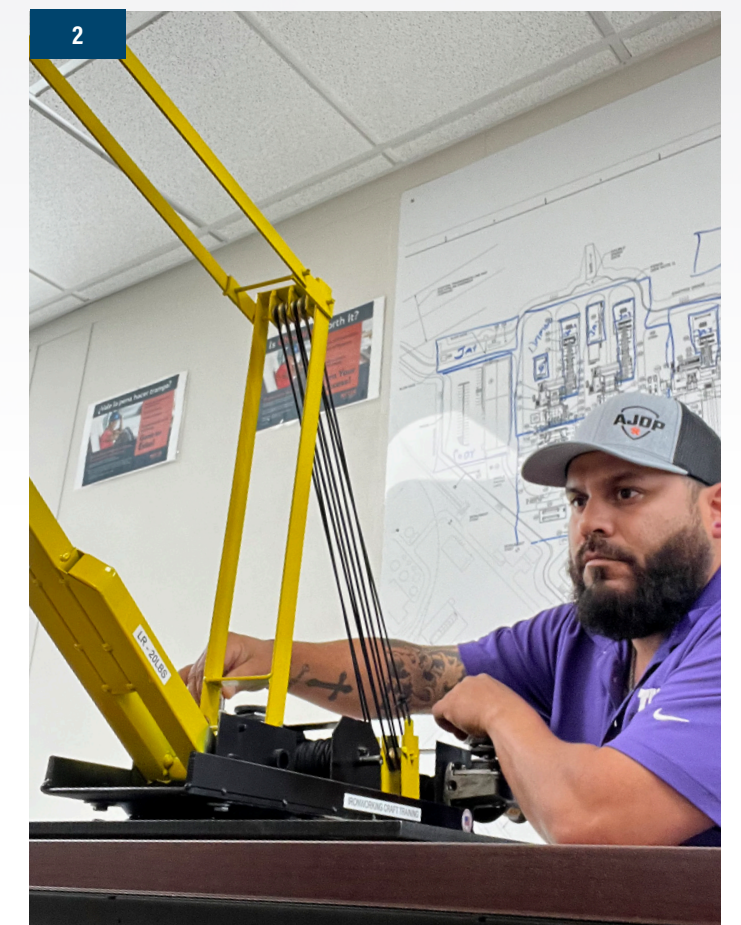
superintendent to work with them, personally helping them with their development."

As the Entergy program took shape, TIC leaders knew traditional hiring wouldn't be enough. With multiple large-scale builds ahead, they began looking at new ways to recruit and prepare the workforce, especially in local communities.

In Mississippi, TIC partnered with local colleges to offer evening English and Spanish classes on site. The company also teamed up with workforce groups to provide a free construction fundamentals course, where participants earn a stipend, receive starter tools and work boots, and are guaranteed an interview upon completion.

"We're giving them tools to get in the door," said Duce. "It also gives us insight into talent we may not otherwise meet — who are motivated, ready to learn and ready to take the next step in building a craft career."

*1. Ironworker apprentices in the Advanced Journeyman Development Program (AJDP) receive hands-on technical training on site at OCAPS, allowing them to balance career and personal schedules while preparing for the work they'll soon support. 2. Programs like the AJDP and mobile training facilities help employees train, grow and succeed. Offering courses in both English and Spanish helps ensure language isn't a barrier.*





OPPORTUNITIES THAT MOVE PEOPLE FORWARD

Duce’s perspective is shared across the company. For those looking for a career in the trades, the work, training and support available provide great opportunities. But in the end, it’s up to each employee to take advantage of that opportunity to move their career forward.

“There’s always a chance to move up — a clear path,” Madden said. “From laborer all the way up to project

manager, they will help you every step of the way with training and classes. You just have to be willing to put in the time and work.”

According to Dukat, this is an especially promising time for the industry, with steady work ahead and opportunities for craft professionals to grow.

“And we’ll give them what they need to succeed,” he said. **K**



1. Electrical apprentices from another TIC power project are growing their skills through a Spanish-speaking AJDP electrical training class. Many participants in the program have advanced, transferring to Entergy jobs from other TIC projects. It’s an opportunity to learn and carry new expertise into the next assignment. 2. Operational supervisors meet for the “Play of the Day” meeting, a project-wide check-in to align on daily goals. For developing leaders, it’s an opportunity to see how their work connects to the larger operation. 3. At the Lone Star Power Station project, team members start their day with “Stretch and Flex,” a time to connect, warm up and prepare. The activity promotes safety by warming up muscles and increasing flexibility to help prevent injuries. 4.



Lea este artículo en español:

A square QR code with a black and white pixelated pattern, used for linking to additional content in Spanish.

Opportunities  
by the numbers

The company’s craft development programs reflect a companywide commitment to growing talent from within. These figures highlight the reach and impact of that effort:

ACCELERATED JOURNEYMAN  
DEVELOPMENT PROGRAM  
PARTICIPANTS

325

TOTAL AJDP  
PROGRAMS HELD

11

MOBILE TRAINING FACILITIES  
LAUNCHED SINCE 2024

50

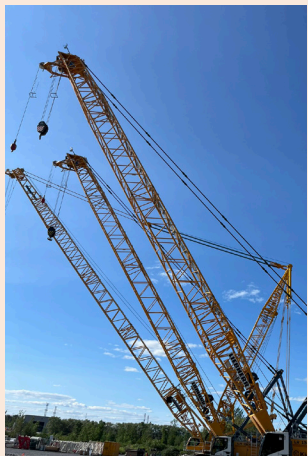
KEY CRAFT  
EMPLOYEES ENROLLED

580+



# OH, THE PROJECTS YOU WILL BUILD

Fifteen years of reliability from Kiewit's most trusted crawler crane



**NAME**  
Liebherr LR 1300 SX

**PASSPORT NUMBER**  
#137971

**COUNTRY OF ORIGIN**  
Austria

**ISSUE DATE**  
2010

**AUTHORITY**  
Kiewit Equipment Team

**COLOR**  
Kiewit Yellow

**MAX HEIGHT**  
554 feet

**MAX RADIUS**  
377 feet

**MAX WEIGHT**  
330 tons



Every machine has a story. For one Liebherr LR 1300 SX crawler crane, the story spans 15 years, nearly 30,000 operating hours and some of Kiewit’s most iconic projects.

Meet Unit #137971 — a 2010 Liebherr LR 1300 SX lattice boom crawler crane. Purchased in May 2010 with a 300-metric-ton capacity and a \$2.5 million price tag, it joined the fleet as part of Kiewit’s strategy to own the heavy equipment needed for the company’s most complex projects.

Fifteen years later, #137971 has fulfilled that role time and again. From highways in Maryland to power plants in New Jersey and Illinois to emergency spillway repairs in California, it has traveled the country and even been rebuilt for a second life. Its journey is more than the story of one crane. It’s proof of how Kiewit’s approach to equipment ownership turns machines into long-term assets.

**A RELIABLE START**  
Unit #137971 began its career on the Intercounty Connector (ICC) Contract B in Maryland, one of the state’s largest design-build highway projects. Crews were tasked with building a seven-mile toll road through heavily protected environmental areas. For the crane, that meant working in tight zones surrounded by erosion controls that required constant upkeep.

It was a debut that required precision, and, like so many first projects at Kiewit, it set the tone. The LR 1300 SX delivered and earned its place in the rotation for more.

**THE BREAD AND BUTTER**  
At the Woodbridge Energy Center in New Jersey, it helped build a 725-megawatt natural gas-fueled power facility on the site of a former chemical plant. The work transformed a contaminated brownfield into a state-of-the-art clean energy hub capable of powering more than 700,000 homes. The site was tight and the schedule fast, requiring precise lifts the crane was built to handle.

Assignments like these cemented the LR 1300 SX’s role. “We always joke that the 1300 is our bread and butter,” said Brayden Pulver, equipment superintendent. “It’s going to be on every power job, and we have them everywhere. It’s our biggest in terms of quantity, and it’s the one we use the most.”

Moving an LR 1300, Pulver added, is its own kind of performance. “It’s well-choreographed — making sure everything’s in the right spot at the right time and being as prepared as we can when it gets there,” he said. “Moving a 1300 takes anywhere from 18 to 28 truckloads. Our trucking team knows what to expect, and overall they’re pretty easy to move for what they are.”

Reliability turned into reputation. The LR 1300 SX became a familiar sight on Kiewit jobsites, requested by superintendents who valued its consistency. “The 1300 is the favorite lattice boom crawler crane of our operations by a wide margin,” said Mike Reid, crane region director. “They know how it works, and they have comfort in its capabilities and reliability.”

**MILESTONES ALONG THE WAY**  
From Maryland, #137971’s journey stretched into some of Kiewit’s most notable projects. At Cove Point — the first liquefied natural gas export facility on the U.S. East Coast — 58 cranes operated on a 54-acre site. Each crane had its own operational zone, overseen by a coordinator, a system modeled after air traffic control at an airport.

Years later, the crane was dispatched west to California’s



*In 2014, Kiewit helped modernize the Homer City Generating Station in western Pennsylvania, one of the state’s largest coal-fired power plants. Today, Kiewit is once again shaping the site’s future, transforming Homer City into the nation’s largest natural gas-powered data center campus.*

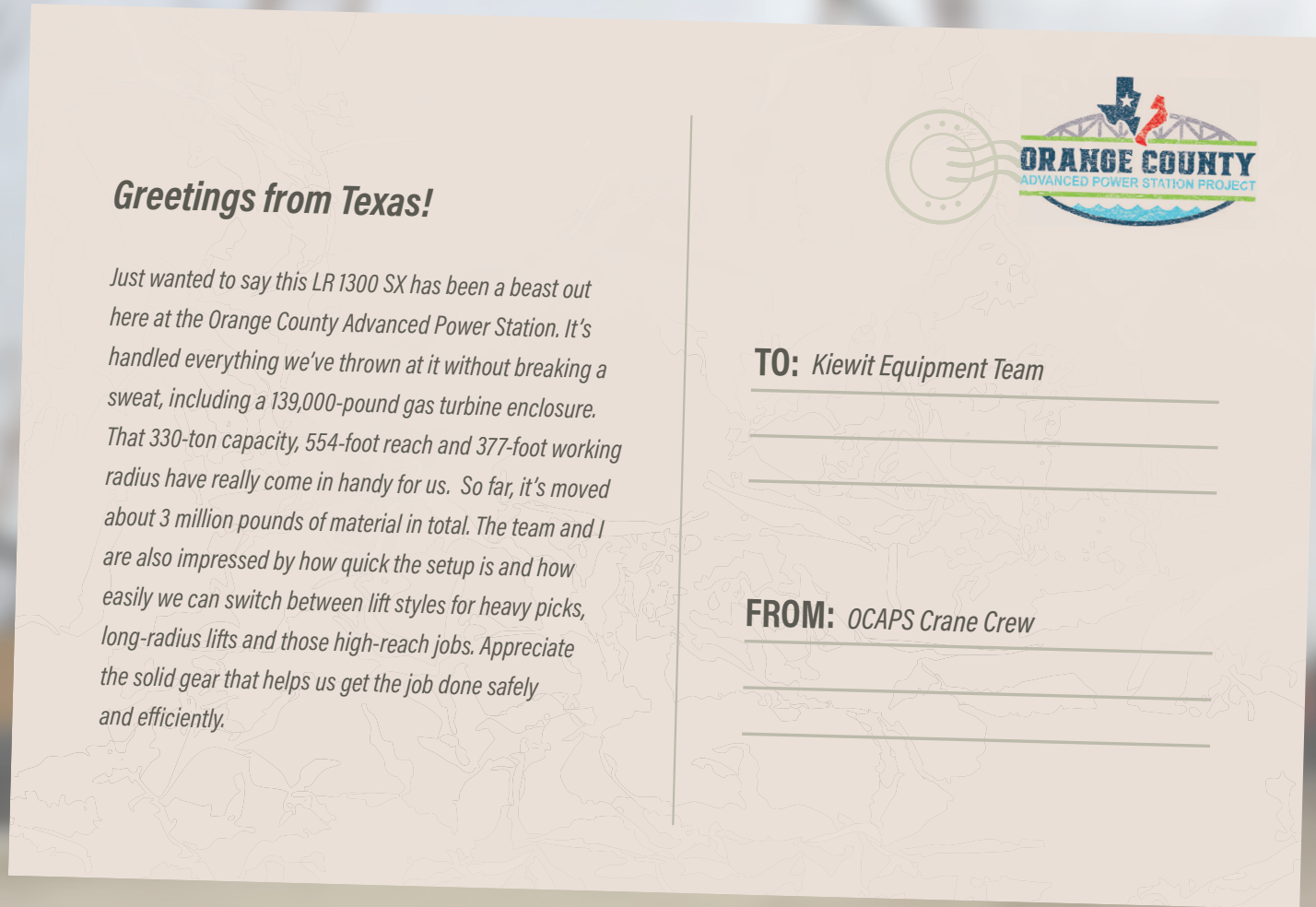
Oroville Dam — the nation’s tallest — after heavy rains damaged the main spillway and put the emergency spillway at risk. With nearly 200,000 people evacuated downstream, Kiewit had just 165 days to rebuild 3,000 feet of spillway before winter. The LR 1300 SX joined the round-the-clock effort, supporting a project that placed more than 700,000 cubic yards of roller-compacted concrete under intense deadlines.

From there, its career stretched across the country — projects like Jackson Generation in Illinois and into Colorado on highway work at Flyway 470. Between each move, equipment teams carried out inspections and service so the crane arrived ready for its next assignment. Each project added not just hours and miles, but also credibility to its growing resume.

**REBUILD, NOT RETIREMENT**  
By 2023, Unit #137971 had logged more than 25,000 hours. Some contractors would have retired it, but at Kiewit, the next step was a rebuild.

At one of Kiewit’s maintenance facilities, crews stripped





The LR 1300 SX operated inside the Brayton Point Closed Loop Cooling tower in Somerset, Massachusetts, where Kiewit engineered, procured and constructed a 1,575-megawatt conversion from open-to closed-cycle cooling. Completed in 2013, the project also added a new substation to improve efficiency and environmental performance.

the crane down to its frame, replacing key systems and components — including hydraulics, electrical wiring and a remanufactured engine. The cab was also refurbished, and a fresh coat of paint applied. After months of work, #137971 rolled out looking almost new, with the benefit of more than a decade of operating experience behind it.

Reid emphasized that rebuilding the LR 1300 is a practical, cost-effective decision.

“Our rebuild program gives us another 15,000 hours out of each machine,” Reid said. “We replace everything — engine, pumps, hoses, electrical — and even rebuild the cab so it feels like new. Our maintenance teams especially appreciate how much easier the Tier 3s are to work on. It’s the right move operationally.”

#### LESSONS IN LONGEVITY

Today, Unit #137971 is hard at work at the Orange County Advanced Power Station in Texas, a 1,200-megawatt combined-cycle facility that will power more than 230,000 homes. In one of the nation’s largest industrial regions, the

project marks another step toward more modern, efficient energy generation — and another chapter in the crane’s career.

For Kiewit, the story of Unit #137971 is a reminder of why owning one of the largest and most modern fleets in North America matters. As Pulver explained, “Our biggest focus with the equipment team is utilization and availability. For us, it’s really about how we can fill a jobsite’s need with our own fleet.”

Fifteen years in, this LR 1300 SX is still proving the same lesson it did in 2010: at Kiewit, equipment isn’t just bought. It’s managed. It’s rebuilt. It’s moved where it’s needed most. And above all, it’s trusted to deliver.

*Oh, the projects you will build. **K***

“Our rebuild program gives us another 15,000 hours out of each machine. We replace everything — engine, pumps, electrical — and even rebuild the cab so it feels like new. Our maintenance teams especially appreciate how much easier the Tier 3s are to work on. It’s the right move operationally.”

**MIKE REID**  
Crane Region Director



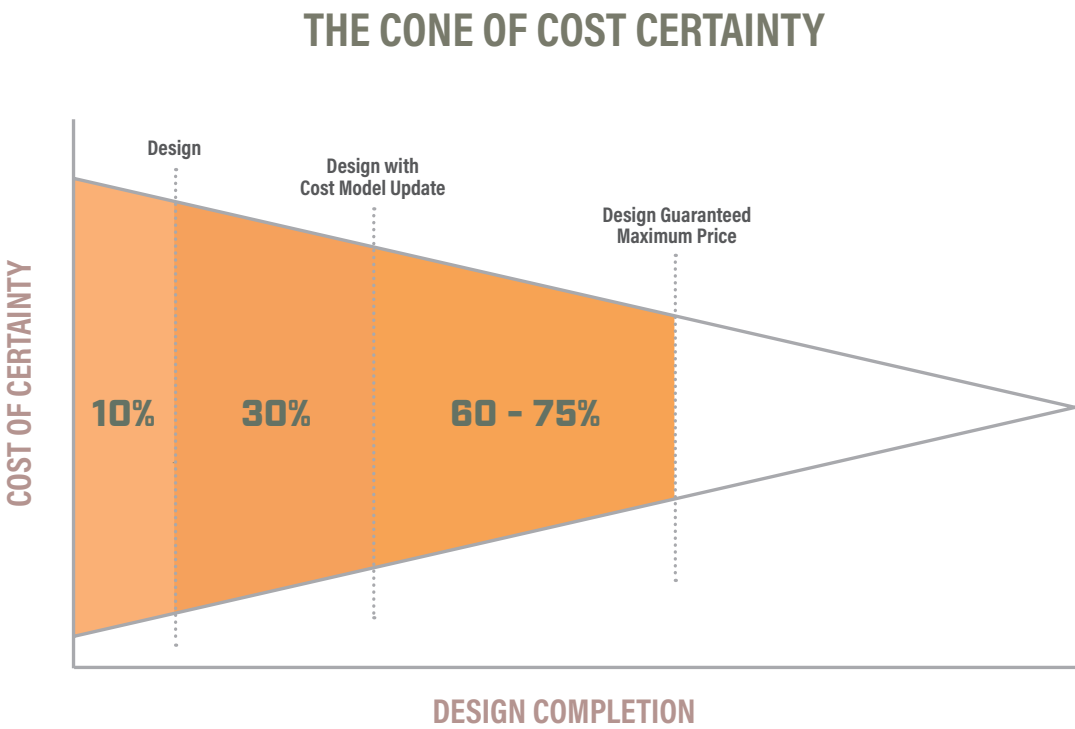




When properly executed, this early and sustained collaboration brings contractors, designers, owners and stakeholders together from the outset to align on goals and define a clear path forward. That collaboration often includes co-located teams, joint risk workshops, collaborative scheduling sessions and real-time design iteration. These efforts help validate project costs, address potential risks and adjust strategies long before shovels hit the dirt.

“You’re not waiting for something to go wrong,” said Matt Scott, Kiewit Corporation executive vice president. “You’re resolving issues when there’s still room to adjust. We believe this model works because it provides realistic, current costs for large, complex projects, helping owners understand funding needs or gaps to deliver their preferred design.”

**FORECASTING WITH CONFIDENCE AND CERTAINTY**  
Picture a cone — wide at the top and narrowing toward the tip. That’s how progressive design-build manages uncertainty. At the start of a project, when only a small percentage of the design is complete, cost estimates fall within a broad range because there are so many unknowns. But as the design advances — from 10% to 30% to 60% — that cone narrows. Estimates become more accurate. Risks are identified and addressed. By the time the contractor proposes a construction price, it’s based on a shared understanding of scope, real-time data and a clear plan forward. This visual model, known as the Cone of Cost Certainty, helps owners make more confident funding decisions and sets up the project for long-term success. Rather than locking in a price too soon, PDB enables cost and design to evolve together through a transparent, structured process.



**LEADERSHIP PERSPECTIVE**

# SMART SOURCING STARTS SOONER

Construction project costs and schedules are dependent on the availability of materials, engineered equipment and labor. Making sourcing strategy decisions earlier in the project is a distinct advantage of the progressive design-build contract model.



**COLIN MCKERNAN**  
President, Kiewit  
Supply Network

On progressive design-build projects, Kiewit’s procurement professionals join our engineering and construction counterparts at the table early for detailed and transparent conversations with our clients.

We start by identifying the key engineering deliverables that will have the biggest impact on procurement and overall project schedule and price. Think of long-lead items like engineered equipment — like process equipment technology or electrical equipment for a water treatment facility — or certain types of steel or pipe that are needed in large quantities or that are more difficult to procure.

We analyze many different data sources to better understand market availability and impacts on the project cost and schedule. Early engagement with subcontractors and suppliers to understand their current availability and pricing is crucial. Our Market Intelligence team — which includes employees who specialize in specific material categories such as reinforced concrete — complements

what we gather from our conversations with subcontractors and suppliers with data from trusted external economic sources.

Kiewit draws on a robust database of self-perform history to better understand productivity rates. Procurement works closely with engineering and construction throughout this process to understand how different design choices will impact procurement and constructability. You can’t overstate how much we benefit from having both engineering, procurement and construction expertise in-house at Kiewit, on the same team, pursuing the same end goal — getting our clients the information they need to make informed decisions about their projects.

By providing clients with clear, data-driven scenarios early — illustrating the cost (capital and operational cost) and schedule impacts of decisions made at different stages of design completion — progressive design-build teams can have informed conversations from the outset and mitigate escalation risk.

Rather than being caught off guard by rising costs or delays, with progressive design-build, clients get timely updates and the opportunity to adjust strategies and find solutions that align with their budget and other important project criteria.







Nolichucky Bridge Replacement



Klamath River Renewal Project

### SMART START, SMOOTH FINISH FOR EMERGENCY BRIDGE REPAIR

The Nolichucky Bridge Replacement in Tennessee demonstrates how progressive design-build delivers results through collaboration. The team replaced two aging bridges safely and efficiently, completing the project ahead of schedule thanks to early risk assessment and strategic planning. Open communication and joint decision-making made it possible to deliver a seamless execution that benefited everyone involved.

### HOW PDB ENABLED HISTORIC DAM REMOVALS

Another example is the groundbreaking Klamath River Renewal project — one of the largest dam removal efforts ever undertaken. Progressive design-build allowed Kiewit and its partners to tackle significant environmental, logistical and regulatory hurdles by engaging early in the design and permitting phases. The project's proactive approach not only smoothed the path for removing four dams but also accelerated timelines, establishing new standards for complex environmental projects.

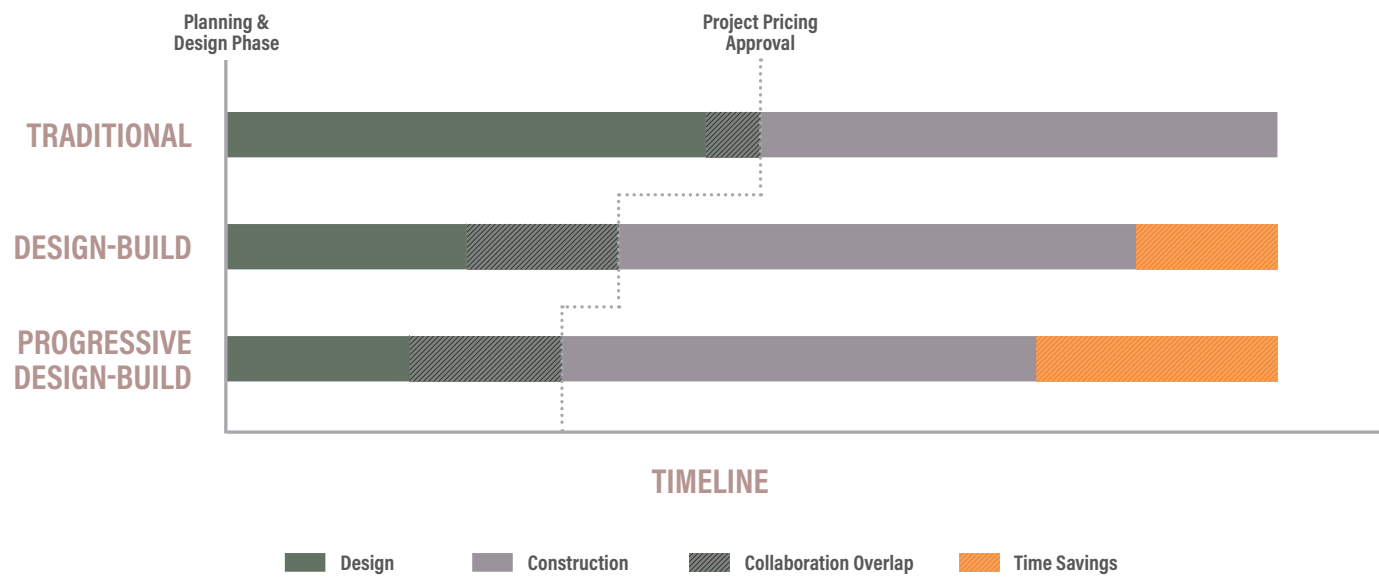
### ADAPTING TO CHANGE: BART SILICON VALLEY PHASE II EXTENSION

Flexibility is a key characteristic of progressive design-build. The Santa Clara Valley Transportation Authority (VTA) is leveraging this adaptability for its BART Silicon Valley Phase II Extension. Built-in decision checkpoints and off-ramp clauses give the agency room to reassess project elements without losing the substantial work already completed. These checkpoints aren't indicators of trouble — they're intelligent tools that allow public agencies to adjust to shifting circumstances, from funding changes to evolving project scopes.

### THE BOTTOM LINE: PDB DRIVES BETTER OUTCOMES

The real strength of progressive design-build lies in its ability to deliver better outcomes through early alignment, shared accountability and strategic adaptability. By investing time and effort upfront, project teams minimize surprises, streamline decision-making and set the stage for successful completion. As infrastructure projects become increasingly complex and budgets face greater scrutiny, progressive design-build is poised to become not just a smarter way, but the preferred way, to deliver infrastructure. It's a model built for today's challenges and ready to meet tomorrow's opportunities head-on. **K**

## ILLUSTRATION: PROGRESSIVE DESIGN-BUILD VS. OTHER CONTRACT MODELS



The work that the Kiewit-led joint venture is performing for Stage 1 of its progressive design-build contract will set VTA up for future success. "The design development, geotechnical investigations, cost modeling and procurement strategies we executed for the project will provide long-term value for VTA, regardless of how the delivery proceeds," Scott said. This allows the agency to make well-informed, timely decisions.