

KIEWAYS

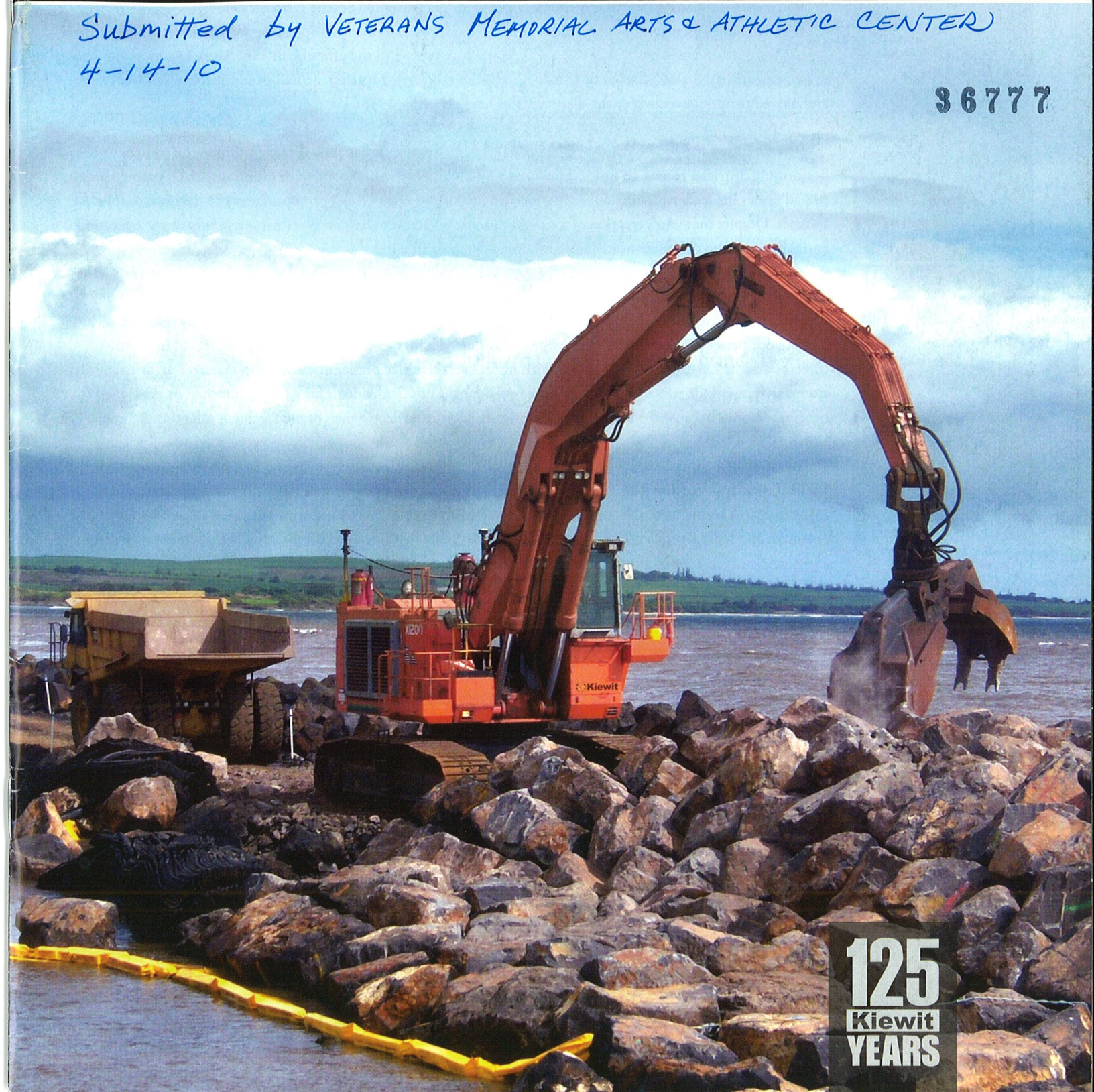
The Northwest District
North-South Road in Hawaii
Protecting eroding coastlines
Alaska's unforgiving terrain
Valuable benefits information
Project Management School

The Magazine of Kiewit Corporation

2009 - Vol. 65, Issue 3

*Submitted by VETERANS MEMORIAL ARTS & ATHLETIC CENTER
4-14-10*

36777



125
Kiewit
YEARS

The Northwest District

As we approach the end of our 125th anniversary year, it's appropriate that an issue of Kieways highlight the Northwest District, an organization with a fascinating and colorful history. Established in 1947, only our Denver and Southern California districts have more history than Northwest.

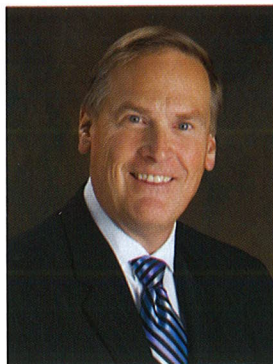
The District's founding manager, Ivan Breunsbach, had been sponsoring highway work since the early 1940s as Assistant District Manager for the more commercial-building oriented Seattle District. Due to the increasing volume of highway work in Washington and Oregon, the decision was made to open a new district office more central to the two states. Legend has it that Peter Kiewit had recommended the office be in Vancouver. Ivan thought otherwise and located his office 40 miles north in Longview. Several years later, he had to admit that Peter was correct and moved to Vancouver, where the district office has been since 1956.

Ivan's early mistake was followed by decades of success. Northwest has earned recognition as the company's best performing district a record 16 times. The former Sheridan District is second with nine. Northwest's growth continued under the leadership of Ivan's successors, Ed Lynch and Dick Geary, prompting a 1984 decision to split the District. Despite that year's creation of a separate Pacific Structures District, Northwest remains a large operation and is projected to complete nearly \$400 million of revenue in 2009.

But what has really distinguished Northwest through the years is its role as a leading developer of people. It's often been noted that the mark of a successful district is one that exports talent to other company operations. Among our present management group, those who started with Northwest or spent a good deal of their early careers with the District include our chairman, three executive vice presidents, a division manager, an assistant division manager, two district managers and a vice president. Those individuals have been promoted or reassigned to other operations because the District has historically had such a deep bench of management talent.

That tradition continues in what is a large and geographically diverse organization that operates throughout the Pacific Coast region, from San Diego to Seattle and from Anchorage to Honolulu. Northwest also participates in many different segments of the construction market, from its original work in transportation infrastructure, water resources and federal projects to newer specialty markets like the Pine Tree Wind Farm, highlighted on page eight.

Whether focused on building work or building leaders, Northwest has excelled for more than six decades. By focusing on developing people, the District has ensured that it will continue its tradition of sustained success.



Bruce Grewcock

President and CEO

PRESIDENT'S
MESSAGE



THE MAGAZINE OF KIEWIT CORPORATION

2009 Volume 65, Issue 3

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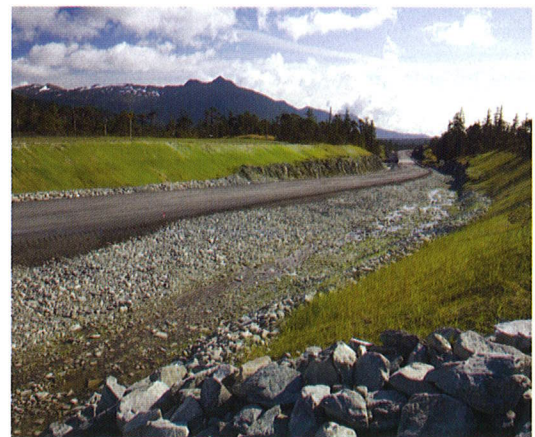
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ON THE COVER

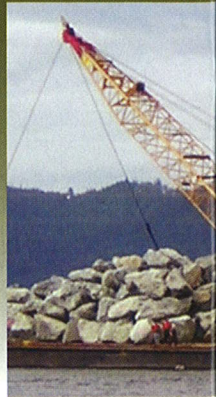
Jetty stone is unloaded from a 777 Haul Truck, by a Hitachi 1200 excavator at Kikiaola Small Boat Harbor on Kauai. Jetty stone is delivered from from Kukui'ila where crews performed a mass-excavation and grading project toward the construction of an 18-hole golf course.

Send feedback, address changes and story ideas to kieways@kiewit.com

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The Northwest District

Leading heavy civil construction from the Arctic Circle to the heart of the Pacific Rim



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An increasing number of highway projects in Washington and Oregon led to the formation of Northwest District in early 1947. The District began its operations from the Seattle District office but by July, had opened an office in Longview, Wash.

From the beginning, the District focused on highway and heavy construction work in Oregon and Washington. Establishing a district office also created an equipment repair and maintenance facility and warehouses for storing materials in support of operations across the Northwest.

The District also provided facilities for estimating, engineering and office administration. Forming the Northwest District typified the Kiewit organization's steady post-World War II growth.

Throughout 1948, crews of the Northwest District were busy with a long list of major highway and heavy-civil contracts that were performed over several years. To keep the equipment from standing idle during the rainy season, they kept busy with smaller, more diverse jobs. This work included efforts with the City of Longview to strengthen the city's dikes in a battle against the fury of the Columbia River.

The District learned early on that while big jobs may be more colorful and attract greater publicity, the smaller jobs and the enterprise of those who carry them through to completion are critical to sustained growth for the District.

By 1956, Northwest District offices had relocated to Vancouver, Wash. During that time, crews were busy building a concrete and structural steel bridge over the Trinity River on Highway 96 near Eureka, Calif. The District office remains in Vancouver today.

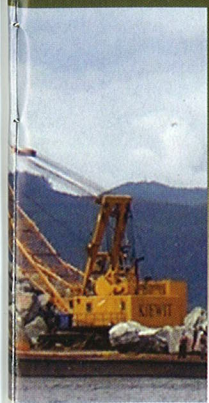
Sixty-five years since its beginning, the Northwest District has continued building on past successes and has three main strengths supporting its expertise in heavy-civil construction—people, equipment and deployability.

The District is in the midst of significant change and progress. Division Manager and former District Manager, Jamie Wisenbaker has passed the district leadership role to Craig Briggs, who has been with Kiewit more than 20 years and takes on the largest work backlog in the District's history.

The Northwest District earns nearly 25 percent of its revenue from its role as a non-sponsoring partner with other Kiewit districts. Coupled with its list of sponsored work, the District boasts a resume of landmark projects and of smaller jobs that are the Northwest District's mainstay.

Geographically, Northwest District traditionally operates in Hawaii, Alaska, Washington, Oregon, and in southern California. In addition, the District performs work in niche markets such as the preventing coastal erosion and assembling and erecting wind-power arrays. It has established a strong reputation for successfully performing these unique-in-scope projects.

While these project locations are a significant distance from each other, the District has become a leader in effectively deploying their equipment fleet across the Pacific Ocean and along the West Coast along with talented personnel who lead these projects.



HAWAII OPERATIONS

Overcoming challenges in the middle of the Pacific



Nearly one-third of the Northwest District's equipment fleet is based in the Hawaiian Islands. These projects cross several market sectors and require tight scheduling to ensure project teams have the proper equipment and resources for the job. Having the right transport methods and proven logistical expertise to deploy equipment to various project sites can be attributed directly to the people who lead and perform the work.

Working in Hawaii presents unique challenges, including weather patterns that consistently change and pelagic red clay found

that sticks to everything. The personnel deployed to these projects are well-tested at facing challenges, head-on.

The Hawaiian Islands incorporate a strong sense of community throughout all aspects of life, including construction. Each project begins with the traditional Hawaiian groundbreaking ceremony and blessing with local leaders and residents. This relationship continues through the course of construction to ensure successful project delivery while laying groundwork for the future.

Interisland Maintenance Facility

Honolulu Airport, Oahu

A \$39 million design-build project at the Honolulu Airport broke ground in December 2008. Crews are constructing an aircraft hardstand area large enough to accommodate up to four wide-body (747) aircraft or eight narrow-body (737) aircraft.

The hardstand was initially designed to be 14-inch-thick concrete over a 6-inch-thick cement treated base, measuring 237.5 feet by 1,060 feet, with an aircraft rated asphalt approach.

Project Manager Corey Yamashita said, "We proposed replacing the asphalt approach with concrete and the owner loved the idea."

The change made the hardstand dimension a more economical 400 feet by 1,060 feet and allowed the owner to grant a 28-day closure of the adjacent taxiway during paving.

The 28-day closure will improve site safety, enable work to take place without interruption, eliminate the additional work related to night closures and reduce the time required to perform the work.



The project scope includes mass excavation; concrete and asphalt paving; installing drainage, a fuel line, force main and electrical lines; and constructing a utility building. The site will eventually house a new maintenance facility.

Communication with the owner and designer to incorporate these cost-cutting measures has helped ensure below budget performance that continues to meet milestone dates and will be complete by the end of the year.

North-South Road, Phase 1C

Ewa, Oahu

Kiewit's North-South Road project is part of a larger project to bring Oahu its first major new arterial road and interchange since the H-3 Freeway opened in 1997.

The North-South Road project, slated to open in 2010, is broken into two phases. Phase 1, divided into three separate projects, creates the first three lanes from Kapolei Parkway to the H-1 Freeway. Awarded to Kiewit, Phase 1C, plays a major role by connecting the H-1 Freeway to Farrington Highway. Phase 2 will complete the road to its final six-lane configuration.

A major requirement for building the interchange has been to keep traffic on the H-1, one of Oahu's major freeways, flowing smoothly while constructing the new bridge for the North-South Road undercrossing. The solution used freeway on and off ramps as detours during construction, detouring an entire section of a freeway for the first time in Hawaii.

This measure enabled traffic from H-1 to relocate to the frontage roads, and then rapidly transfer to the bridge upon its completion. Also, by completely detouring traffic onto the bypass route, crews had unimpeded access to the bridge during construction.



The interchange structures consist of two 165-foot post-tensioned precast girder bridges. Each bridge was built in three precast sections. After each section was set to grade, they were spliced together, and post-tensioned.

Another time-saving innovation for bridge construction was to use the existing ground level for executing the work. As the bridge neared completion, crews began excavating under the bridges. Building the bridge on-grade, without traffic interference, provided virtually unlimited access for crews.

Once the undercrossing of the bridge was excavated, the road was connected to on and off ramps initially used as detours.

Throughout construction of the interchange, traffic flow through the entire project had to remain open to ongoing operations at a nearby quarry. Once bridge construction was complete, quarry access routes had to adjust regularly. All construction scheduling accounted for continuous quarry traffic.

"We needed to ensure a safe work environment for our people and protect our work areas. We consistently communicated with the quarry company and ensured we clearly delineated access routes with cones, guide signs and temporary concrete barriers that sealed off our work areas. When work congestion was heaviest, we positioned flaggers to help direct traffic," Project Engineer Mike Minkemann said.

An advantage the District had in its on-time completion of the project's roadway portion came from its Gomaco 9500 Placer and Gomaco TC600 Tiner, and Gomaco 2800 Paver, that has since been re-deployed to the Honolulu Airport. There are only three Gomaco slip-form pavers on Oahu and Kiewit owns two of them. While the 2800 provides a much wider configuration, the paver allowed the main roadway to be paved in only two passes along its entire length. Using the wider, heavier slip-form paver provides a smoother ride for traffic and leaves only one location for matching surface levels compared to the several passes required from a narrower slip-form pass.

The Phase 1C portion of the North-South interchange opens to the public Sept. 28 and will tie into the adjacent Phase 1 projects in early 2010.

Top: The bridge was constructed using the existing ground level minimizing falsework and reducing access issues. As the bridges neared completion, crews began excavating. Bottom: Crews excavated more than 24,000 cubic yards from beneath the newly constructed bridges to create the undercrossing for the North-South interchange with the H-1 Freeway.

Kilauea Stream Bridge

Kilauea, Kauai

The Kilauea Stream Bridge on Kauai, completed in 1913, was a one-lane, 92-foot long, 21-foot wide bridge that had deteriorated over time and suffered further damage in a recent hurricane.

When the County of Kauai decided to replace the bridge, residents expressed a desire to keep the bridge's appearance as close to the original as possible, but recognized the opportunity to upgrade its capacity for the future.

Kiewit began the project in March 2008, with construction expected to continue through February 2009.

Working with county officials and community members offered smooth execution from start to finish. A full-time county inspector was on-site, providing direct contact with the owners and keeping them informed of project schedules, major work items and inspections. The inspector's presence also ensured issues were resolved in a timely manner without impacting the project schedule.

The biggest challenge for the project was setting the six, 110-foot long, 96,000-pound precast girders across a live stream. Months of planning led to using two cranes to pick the girders with a transfer tower in the stream. The first crane would pick the entire girder and place one end on the tower and

the opposite end in a concrete cradle (shown in the lower right picture). The second crane would then be rigged to the end of the girder resting on the tower. As the second crane began to take the load, it would pause so the first crane could be detached from the tower end of the girder and repositioned over the already-attached cradle end. Then the cranes would pick and set the girder in tandem.

Crews diverted the stream using large supersacks filled with sand to protect the water flow from any construction-related environmental impacts. Once the diversion was in place, work could be completed on one half of the bridge. Then, the stream would be diverted to the other side to complete work on the remaining half.

Because the project was located close to a local neighborhood, project representatives attended monthly neighborhood association meetings and provided residents project updates, along with each upcoming month's schedule.

The new bridge is 110 feet long, 35 feet wide with an increased load capacity of 20 tons that accommodates two lanes of vehicle traffic and provides a bike lane on one side and a pedestrian lane on the opposite.

The project team received a letter from Lihue Mayor, Bernard P. Carvalho, Jr., commending Kiewit's safety program.

After a recordable incident during the early phases, crews decided that even one incident was not acceptable and took steps ensure job hazards were discussed every day at the beginning of each shift with all staff members and crews. They ensured all crews, including laborers, operators, subcontractors and management staff, were involved in the safety program. Looking out for each other while working to reduce hazards that contribute to unsafe conditions ensured the project was completed with no further incidents.

The bridge's nearly three-month early opening was celebrated with local residents and several students from a nearby school, who had been treated earlier in the year with a project tour.

A traditional Hawaiian maile-cutting opened the road to traffic.



A "soft opening" ceremony opened the Kilauea Stream Bridge to traffic December 4, 2008, nearly three months ahead of schedule. A traditional Hawaiian blessing ceremony was held with state-level dignitaries on hand December 19 to officially open the bridge.



Skillfully choreographed crane picks eased the process of placing the six, 110-foot precast concrete girders for the Kilauea Stream Bridge.

Drum Road Phase 2

Helemano, Oahu

In the forest terrain of North Oahu, crews are upgrading a World War II military jeep trail, which runs from Helemano to the Army's Kahuku training range, to handle proposed increases in military vehicles and to alleviate potential traffic problems on Kamehameha Highway. The route also will also be used during emergencies in the event of road closures on Kamehameha Highway.

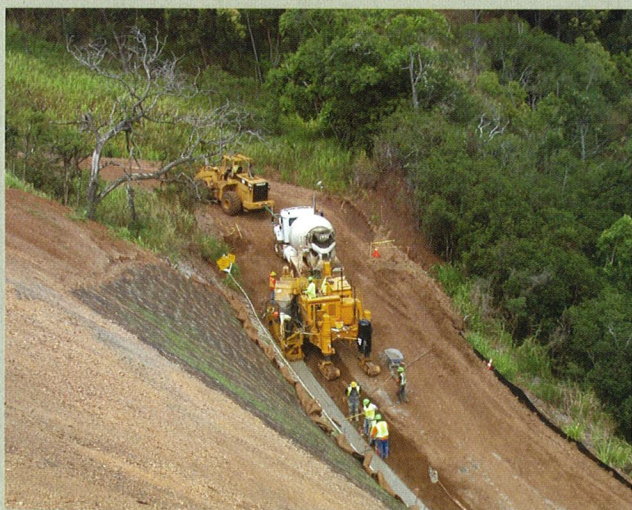
The single-lane road was originally used to transport vehicles from the military base to training facilities.

Drum Road Phase 2 is a \$38 million project for the U.S. Army Corps of Engineers. Upon completion, the project will provide a wider, all-weather roadway improving sight distances at hairpin turns, roadside protections at drop-offs, slope stabilization and rockfall mitigation, reestablishing 13.3 miles of the approximately 23-mile-long road.

Safety, quality and environmental compliance are a top priority on the project with best management practices to ensure safety and quality goals are met while complying with environmental policies and protecting stormwater and air quality.

The existing road surface was composed of dirt and gravel running through steep terrain, creating steep grades and falling debris hazards. The red dirt is very sticky and slippery when saturated. As a result, rain has the potential to cause significant delays. This area is one of the more arid parts of Oahu but, throughout the year, crews have experienced unpredicted weather delays affecting earthwork, grading and concrete work.

The project has been re-sequenced with select activities on the schedule accelerated to make up for lost time and meet the October 2009 contract date.



The concrete-paved road surface in the foreground winds through a valley and up steep grades to the hill visible in the top-center. Proper drainage and embankment protection help ensure the road will provide safe passage for military traffic.

Kukui'ula Golf Course

Koloa, Kauai

On the southern coastline of the island of Kauai, approximately 15 miles southwest of Lihue, the Kukui'ula residential community is beginning to take shape. In addition to a variety of amenities, services, activities and programs, the club at Kukui'ula will offer the 18-hole Tom Weiskopf designed Kukui'ula Golf Course, clubhouse, spa and pool as well as social, leisure, educational, cultural, artistic, environmental and historical activities.

In late 2007, the Northwest District was awarded a contract to provide mass grading and drainage for the first seven holes of the golf course, which is scheduled to open in 2010.

The project scope included excavating 688,000 cubic yards of earth at the site, removing 336,000 cubic yards of rock through drill and shoot operations and crushing an additional 580,000 tons of rock.

The three previous contracts were competitively bid. However, because of the District's strong relationship with the owner, the estimating team negotiated the contract directly.

Contract negotiations included an agreement with the owner to accept large oversized rock to be used as jetty stone for the Kikiaola Small Boat Harbor project in exchange for the sand dredged at Kikiaola to be used as fill in later phases of golf course construction. The trade provided the District a tremendous competitive advantage when bidding the Kikiaola jetty project because the jetty stone came from this agreement.

Kiewit equipment on the project included a 992 loader and four 777 haul trucks, three D-10s and a D-9 dozer as well as equipment for rock-crushing operations.

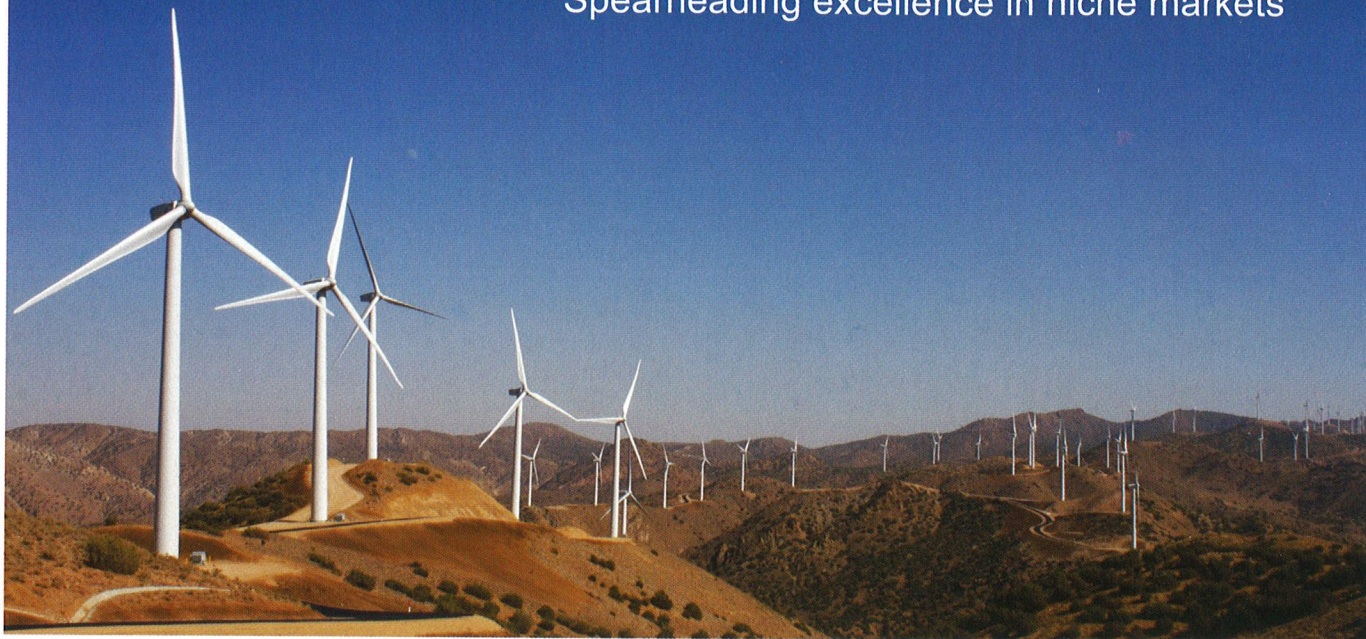
The project was completed with 135,000 hours of incident-free work.



Large rock that will later be used as jetty stone at the Kikiaola small boat harbor is loaded into a 777 haul truck as part of a mass grading project supporting the construction of the first seven holes of an 18-hole golf course in Koloa, Kauai.

SPECIALTY MARKETS

Spearheading excellence in niche markets



Across the Northwest District's geographically diverse projects exists a common thread of specialty markets where the District has become recognized for its expertise.

Pine Tree Wind Farm, Kiewit's first major wind power project, has proven so successful that an additional 10 wind turbines will be erected on site later this year.

The District also has been awarded a pre-construction task order for a wind power project on Fire Island off the coast of Alaska.

With wind power work, logistical coordination for road pioneering, concrete foundations and large crane picks is essential for success.

Another market where the Northwest District is demonstrating its strength and expertise is coastal protection and dredging work.

Prime examples from this market include Tillamook jetty in, Oregon, All American Canal and Bolsa Chica in California and the Kikiaola Small Boat Harbor in Hawaii.



Pine Tree Wind Farm

Tehachapi, Calif.

The Pine Tree Wind Farm project is Kiewit's first self-performed, balance-of-plant wind project. The project included erecting 80, 1.5 megawatt Wind Turbine Generators (WTGs) capable of generating 120 MW of electricity, enough to power up to 56,000 homes in Los Angeles, Calif.

The final WTG was erected on March 7, 2009 and turnover and commissioning was complete three weeks later on March 27.

Finishing work includes paving more than 663,000 square yards of roadway and pads, installing 141,000 linear feet of roadway ditches, placing 180,000 tons of

native aggregate base roadway surface, paving work on the site access road and installing 19,000 linear feet of concrete-lined ditches.

Shortly after the successful installation and commissioning of the 80 WTGs was complete, the Los Angeles Department of Water and Power asked Kiewit to excavate and build foundations for procuring and installing another 10, 1.5 MW WTGs later this year.

The additional WTGs will bring the overall power-generating capacity of the farm to 135 MW of electricity.

Kikiaola Small Boat Harbor

Kekaha, Kauai

On the west side of the island of Kauai, Kiewit has been busy with a \$19 million project to restore depths and the breakwaters, improving harbor safety for the Kikiaola Small Boat Harbor near Kekaha.

The State of Hawaii and the U.S. Army Corps of Engineers have planned several improvements to the existing small boat harbor. Kiewit's work includes an expanded breakwater and dredging of the entrance channel.

Breakwater work placing and relocating rock is complete. Work included removing 150 feet of the existing outer east stub breakwater, raising its crest elevation and flattening the seaward slope on approximately 735 feet of the existing east breakwater.

Crews removed and replaced rock to reconstruct the inner side of the 85-foot long east breakwater. They also modified 270 feet of the existing west breakwater.

The final portion of the project is underway involving dredging a 700-foot long entrance channel varying in width from 105 to 205 feet to a depth of 11 feet, and to dredge an access channel varying in width from 70 to 105 feet to a depth of seven feet. Kiewit is aerating the nearly 20,000 cubic yards of sand removed from the harbor floor for off-site relocation.

Throughout dredging, the harbor has remained open and will serve the local economy upon completion, providing access for fishing and tour cruises of the Nāpali coast.



Columbia River Jetty

Warrenton, Ore.

At the mouth of the Columbia River, the south jetty had begun to deteriorate. A U.S. Army Corps of Engineers program led to a \$21 million project to help prevent jetty breaches.

Northwest District crews placed approximately 145,000 tons of jetty stone in two areas along a 5,300-foot section of the jetty extending into the Pacific Ocean on the south side of the river, just west of Astoria, Ore. The project will restore the jetty to 30 feet wide at the crest.

Jetty stone for the project weighed up to 30 tons each with Kiewit blasting, splitting, sorting and loading the stone and transporting it by barge to the jetty. The project wrapped up in early 2008.

Unalakleet Coastal Erosion

Unalakleet, Alaska

Permafrost is slowly melting beneath the soil in areas of northern and western Alaska. As the areas become less stable, they are more vulnerable to storms and causing increased erosion along the Beaufort and Bering Sea coastlines.

A project to construct a 1,500-linear-foot rock revetment for erosion control is ramping up at Unalakleet along the Bering Sea. The project scope includes obtaining, delivering, and placing approximately 15,000 cubic yards of core rock, 16,000 cubic yards of B rock, and 18,000 cubic yards of A rock for the revetment. The A and B rock will be mined 600 miles away on St. Paul Island. The shallow water around Unalakleet requires the rock from St. Paul be transported on barges and then transferred to small shallow draft barges the last few miles to shore.

Crews will also remove and dispose of existing wood and other debris within the project footprint prior to rock placement, relocate a six-inch outfall line, and perform additional earthwork in the project area.

Tillamook North Jetty Capping

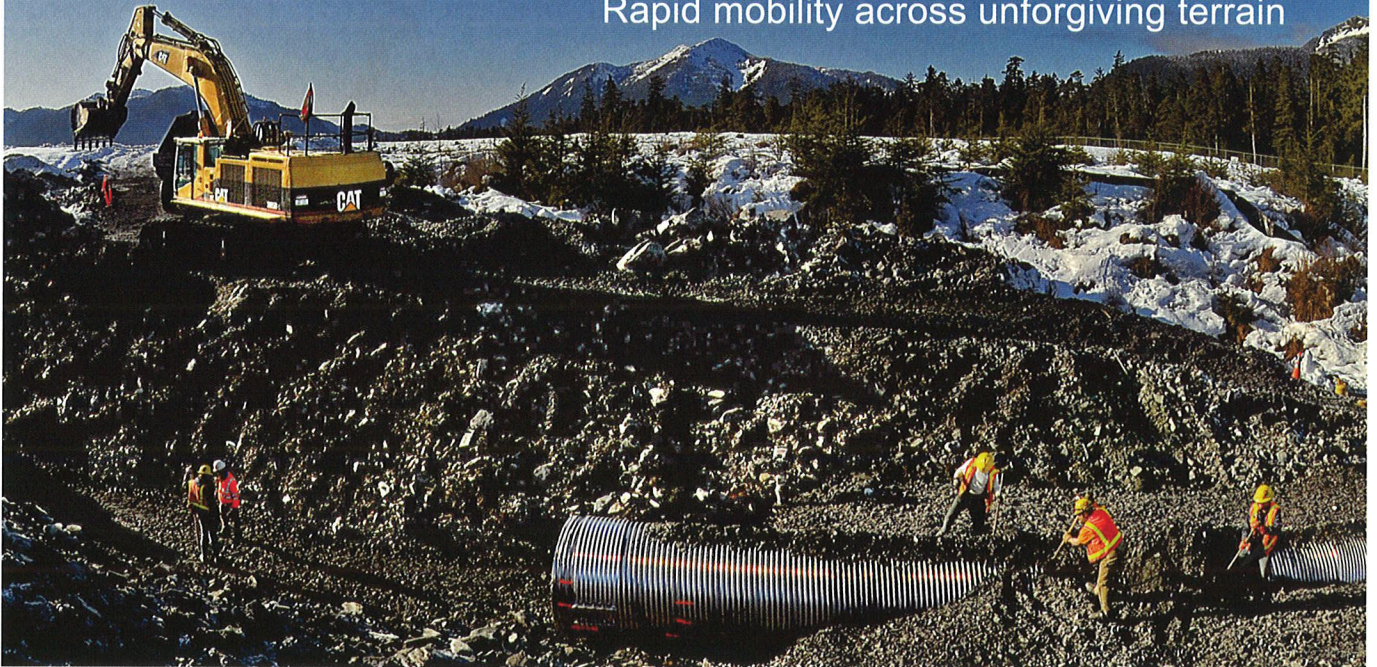
Tillamook, Oregon

Kiewit was recently awarded a contract to procure rock, establish a lay down storage area for the rock and perform revetment repair and placement of the rock at Tillamook, Ore., jetty bullhead.

This \$16 million project for the U.S. Army Corps of Engineers will consist of procuring 40 ton stones and hauling them to the site. Kiewit crews will then place more than 36,000 tons of stone to form a 100-foot cap to protect the jetty and help stabilize the navigation channel.

ALASKA OPERATIONS

Rapid mobility across unforgiving terrain



Much of Alaska's work is located along the state's western coastline. The small islands and coastal towns are most-efficiently connected by air-travel or ferry, and for equipment, it travels from project-to-project via barge. The Northwest District has the equipment for performing the work and expertise in mobilizing and getting the equipment where it's needed.

Arctic and sub-Arctic climates and nearly 24-hours of darkness from November to March can make construction projects in Alaska even tougher.

Kiewit keeps returning to Alaska to face the challenges the various projects present and has established a formula for success.

An example of rapid mobility is the Nome-Council Road in the Safety Sound area near Nome, Alaska, that was severely damaged in a storm in October 2004. Kiewit quickly mobilized with equipment and crews to reconstruct and strengthen the embankment with rip rap as well as raise the grade of the road.

Equipment Mobilization

Unalakleet, Alaska

Mobilization for the Unalakleet Coastal Erosion revetment project was a complex task and was accomplished through the assistance of a commercial barge service. The barge left Seattle, Wash., for Alaska, stopping in Anchorage and then continuing to Dutch Harbor — also the base of operations for the fishing fleet featured on the Discovery Channel's "Deadliest Catch."

Equipment bound for the mining operations at St. Paul Island was unloaded at Dutch Harbor and loaded onto a second barge. The equipment headed for Unalakleet remained on the initial barge continuing from Dutch Harbor to Nome where it was reloaded for the final leg onto smaller barges designed to handle the shallower waters entering into Unalakleet.

The Northwest District has developed the know-how needed to efficiently deploy barges full of equipment and



connex storage units to staging locations for projects in locations including Honolulu, Hawaii; San Diego, Calif.; Seattle, Wash.; and St. Paul, Alaska.

Petersburg Runway Safety Area

Petersburg, Alaska

In September 2008, Kiewit began a \$19.7 million project to expand the Runway Safety Area (RSA) at the James A. Johnson Airport in Petersburg, Alaska.

The project scope included extending the length and width of the existing RSA to meet Federal Aviation Administration design standards. FAA standards require the airport to have an 8,000-foot long and 500-foot wide RSA, centered on the runway centerline. Improvements included widening the RSA embankment on each side of the existing runway and replacing the existing cross-runway drainage culverts.

The project began with developing the site-specific rock quarry and initial construction of the RSA embankment. The milestone point for the project was a 30-day runway closure required for replacing the drainage culverts crossing the runway.

Prior to closure, crews placed 863,000 tons of fill around the project site to allow for rapid placement during the closure.

The last Alaska Airlines flight left Petersburg on March 22 and all air traffic was rerouted to the Wrangell Airport located about fifty miles south and a ferry ride from Petersburg. The Inter-island Ferry Authority made runs from Mitkof to Wrangell, providing shuttle service for Petersburg air travelers who then transferred from ferry terminal to the airport via shuttle.

Within one hour of the last flight's departure, airfield power was shut down and crews had begun disconnecting the runway edge lights. During the closure, approximately 88,000 cubic yards of material was removed from the runway for placing four, 72-inch diameter aluminum drainage pipes. Once the pipes were fully set, asphalt paving was completed to replace the pavement that had been excavated.

Getting the culverts under the runway in a month's time meant round-the-clock activity. The runway was ready for reopening three days early and opened to air traffic as scheduled.

Once the runway reopened, crews continued filling in the rest of the safety area with more than 450,000 tons of rock.



Gravina Island Access, Phase I

Ketchikan, Alaska

Ketchikan, Alaska is a major stop for Alaskan cruise traffic serving as a gateway to the state and hosting many of the sights that make Alaska, 'The Last Frontier.' Ketchikan is located between mountains and the ocean at the base of a steep, tree-covered hillside, making access difficult. Because the slope can't host even a small airport, the Gravina Island Airport was built in 1973.

The Tongass Narrows, a major shipping and aviation corridor, separates tourists and residents from the airport. Their only connection is a small ferry for airport passengers, vehicles, freight and fuel.

The Gravina Access Project sought to provide a direct connection between Ketchikan, Gravina Island and the airport. A rise in Alaskan cruise tourism has increased the need for an improved access solution. Part of the solution includes the Gravina Island Highway, a gravel-surfaced road segment starting approximately 3.4 miles south of the airport runway and continuing north to intersect with the Airport Access Road.

In September 2008, the Northwest District completed the two-season project to build the road, which is now open and provides public access to lands on Gravina Island.

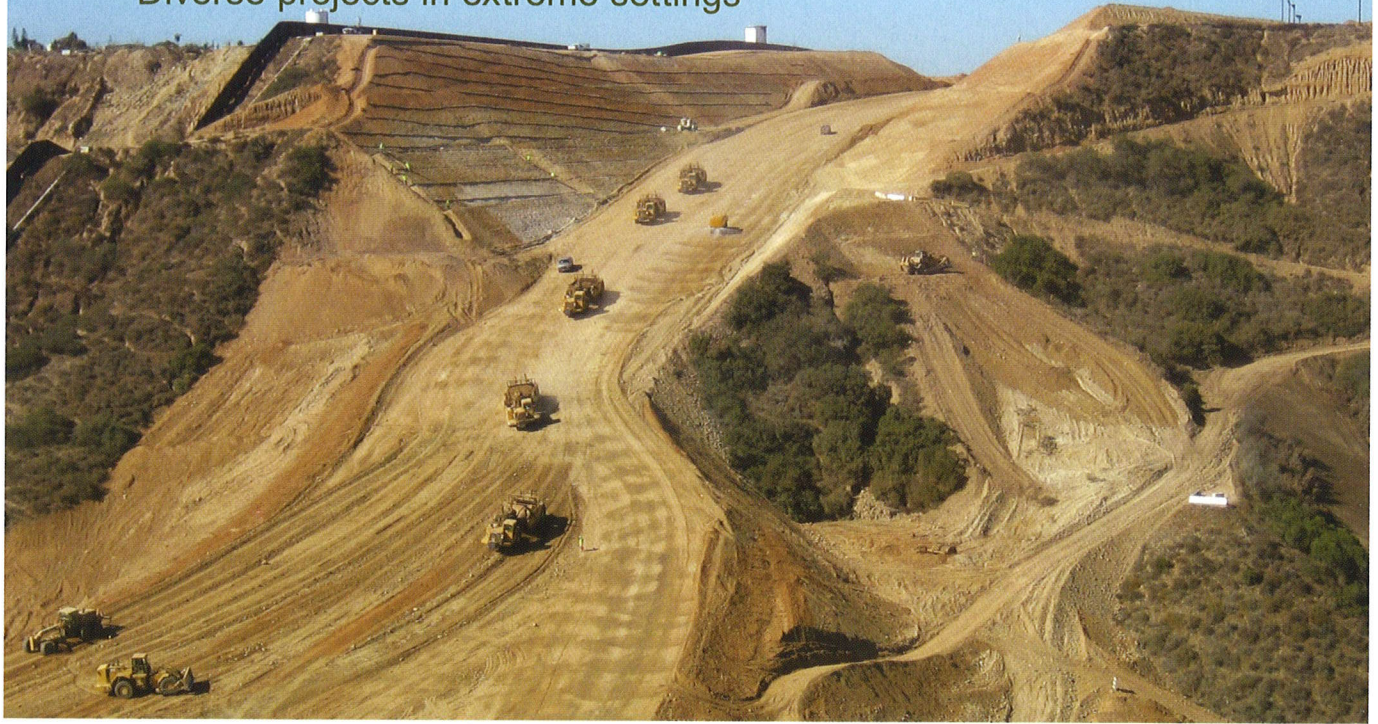
Giving consideration to the island's heavy rain conditions, a full-time crew managed stormwater and erosion control efforts throughout construction. To minimize environmental impacts, the design-build team proposed generating fill material on site, thus limiting the environmental impacts and allowing the formation of steeper slopes, which required using less embankment material.

For its contribution to environmental protection and mitigation during its work on the project, the District received a Globe Award from the American Road & Transportation Builders Association (ARTBA) Transportation Development Foundation.



SOUTHERN CALIFORNIA OPERATIONS

Diverse projects in extreme settings



The State of California provides its own geographically diverse portfolio of projects for the Northwest District.

From its desert region along the state's southwest border to its coastline of sandy and steep rocky beaches, the District has been involved with a variety of projects in California through its San Diego Area Office.

The All American Canal, large grading projects in the southwest, the Pine Tree Wind Farm Power Project, work at the San Diego airport and several California-based projects where the District plays a non-sponsoring role, all require precise planning, necessary equipment and the right people for the job.

The Green Build

Lindbergh Field, San Diego, Calif.

At Lindbergh Field, San Diego, Calif.'s major airport, a \$1 billion program is under way to add 10 gates to Terminal 2; add a dual level roadway to speed arrivals and departures; reconfigure current Terminal 2 parking lots and surrounding traffic movements; and create a parking apron next to the terminal for aircraft.

Kiewit is leading a joint venture for Contract 2, the landside portion of the project. This project is the largest capital improvement project in the airport's history.

Contract 2 includes terminal and dual-level roadway construction beginning in 2010, pending receipt of California Coastal Commission permits. The Green Build is expected to be completed by early 2013.



Contract 2's scope has evolved over the last year under close collaboration with the San Diego County Regional Airport Authority Board. The process helped program stakeholders and the board develop a product that suits them best. The Sept. 3, board meeting finalized the last major-scope items for the landside work.

Bolsa Chica Wetlands Restoration

Huntington Beach, Calif.

The Bolsa Chica Lowlands Restoration project remains a signature project for the Northwest District.

The Bolsa Chica Lowlands are the largest stretch of unprotected coastal marshland south of San Francisco, and provide 1,100 acres of wetland habitat, supporting many species of plants, fish, and wildlife, including several endangered species of birds.

The \$61 million project was the largest coastal restoration project in southern California history. Restoring the habitat required reconnecting the lowland to ocean tides, creating a full tidal basin with managed tidal areas and restoring habitat.

Before work could take place, existing, previously decommissioned oil wells were broken down, cleaned and plugged with concrete to depths of 5,000 feet below sea level. The area was then dredged and an inlet from the ocean constructed.

Crews constructed a tidal inlet across the Pacific Coast Highway (PCH), a complex tide control structure at the mouth to mute and lower the tidal range, a new PCH Bridge over the inlet, and modifications to the highway.

The last step before the ocean flowed into the historic lowlands was to dismantle the earthen dam. It took approximately six hours for the ocean water to fill the 387-acre lowland basin that had been separated from the ocean for 107 years.



All American Canal

Yuma, Ariz.

Near Yuma, Ariz., in the California desert, the Northwest District is constructing nearly 12.5 miles of new concrete lined canal for the Imperial Irrigation District and the U.S. Bureau of Reclamation.

The All-American Canal delivers nearly 3.1 million acre-feet of Colorado River water to nine cities and 500,000 acres of agricultural lands to California's Imperial Valley each year. The current canal section will remain in service with normal water delivery throughout construction.

The new concrete lined section will help conserve 67,700 acre-feet per year of Colorado River water currently lost to seepage.

Six miles of the new canal alignment runs 850 feet north of the existing canal. The upper reach of the new canal ties into the existing canal with tie-in structures at each end of the reach. The new canal's lower reach is much closer to the existing canal with tie-in structures at either end and a crossover structure in the middle.

By mid-August, crews had excavated 21,099,490 cubic yards of material and placed 66,801 linear feet of concrete.



Robert B. Diemer Filtration Plant

Yorba Linda, Calif.

The Robert B. Diemer Filtration Plant project established a seismically stable foundation for a new ozone-generation facility. The \$70 million project was completed while the plant operated at full-capacity producing 500 million gallons of water each day.

The project required significant demolition work during initial phases including removing an existing maintenance building, fueling station, asphalt parking area and duct bank runs. The team also contained and disposed of asbestos- and lead- containing debris.

Crews set 1,200 linear feet of 36-inch and 1,900 linear feet of 48-inch cement mortar lined and coated steel pipe and 305 linear feet of 145-inch cement mortar lined and coated steel pipe. They also installed water and sanitary sewer lines and miscellaneous PVC lines, constructed an electrical duct bank and relocated controls.

To support the 385,000 cubic yards of excavation, the project team installed 80,000 square feet of soldier pile, re-steel and shotcrete for support-of-excavation walls.

This work was completed successfully within a two-year period without any impacts to the schedule or disruptions to the owner.





The west coast of Oregon and Washington has the largest population for the two states. As a result, infrastructure projects to support the growing population have ensured the Northwest District's sustained growth on the mainland.

Some of these projects also exemplify the District's ability to work well as a non-sponsoring partner on projects.

The East Side Combined Sewer Overflow (CSO) project has been setting records for its underground work and the Northwest

District has been an active participant in the work that includes forming the precast concrete panels for the tunnel's lining and will bring its wetlands and dredging experience to participate in the clean-up of the Willamette River.

The District has also diversified with rail projects to expand commuter rail service in Seattle and to completely renovate Portland's downtown transit mall in support of its light rail service.

East Side - Combined Sewer Overflow (CSO) - Phase 2

Portland, Ore.

A Kiewit-led joint venture is constructing the \$368 million East Side CSO Phase 2 project for the City of Portland. The Northwest District is a participating partner in this joint venture.

Phase 2 consists of a network of shallow pipelines that intercept the combined storm and sanitary wastewater, conveying flow through vertical shafts and transport to tunnels for storage until the combined flow can be treated. Work includes excavation and lining of a 22-foot-diameter tunnel constructed 85 to 165 feet below

ground and seven separate shafts located along the alignment.

Project crews are assembling the 48,000 precast concrete panels that will serve as the tunnel's lining.

The final portion of the project is the \$1 billion clean-up of the Willamette River.

The East Side CSO is the largest public works project in Portland's history.

The joint venture team was selected by the City in a best-value process to select the most qualified contractor to build this challenging work.



Amtrak - South End Track

Seattle, Wash.

The Northwest District participated in the South End Track project for Amtrak with sponsor-district, Pacific Structures. The \$6.5 million design-build contract included demolishing the southeast corner of the engine house/rip shed to create new track access; designing and constructing the yard's south end to improve train movement and traffic flow and make a connection to the BNSF main line; removing existing tracks and constructing new tracks for car storage, servicing and turnouts.

Crews mobilized in mid-2008, removing approximately 2,500 feet of existing track and excavating a 12-foot wide by 950-foot long subgrade stretch running parallel with the track along the existing warehouse building. After excavation, crews installed track underdrain materials and subballast.

Despite a record 20-year snowfall, crews reached substantial completion on Jan. 30, 2009.



Portland Transit Mall, Green Line

Portland, Ore.

Over the last two years, the Portland Mall has undergone major renovations.

The Northwest District constructed a new light rail track down Portland Bus Mall on 5th and 6th Avenue from Steelbridge to Portland State University.

The TriMet MAX Green Line opened to the public Sept. 12, 2009. The new line enables travelers to travel from Clackamas Town Center to downtown Portland in 39 minutes via TriMet's new MAX Green Line.

The project scope included 3.4 miles of paved track, extensive utility relocations and construction of 14 new stations.

From Clackamas Town Center, the Green Line will travel alongside I-205 to Gateway continuing west to downtown Portland, where it will serve the new Transit Mall between Union Station and Portland State University.



Interstate 405 - Auxiliary Lane

Bothell, Wash.

A \$19.2 million design-build project was recently awarded to the Northwest District under a best-value selection process. The Interstate 405 Bothell project is the first design-build project awarded in the State of Washington to receive stimulus fund monies.

Highlighted by a new northbound auxiliary lane in Bothell, Wash., between Northeast 195th Street and State Route 527, this project will improve traffic flow and help drivers accessing the University of Washington Bothell campus and nearby business parks. Eighty-four percent of the more than 100 collisions in the past three years are congestion related. Of those collisions 60 percent occur in the outside lane as a result of stop-and-go and weaving traffic entering and exiting the freeway between the NE 195th Street and SR 527 interchanges.

One of Kiewit's alternative technical concept solutions eliminates 67 percent, totaling 33,000 square feet, of retaining wall from the original concept, minimizes wall heights, and uses Mechanically Stabilized Earth walls to reduce the construction schedule and cost. The reduced schedule will open the new lane of traffic nearly 100 days earlier than the state had anticipated.

Recognizing the importance of minimizing environmental impacts, the team included an adjustment to offset a noise wall by 10 feet from the initial design. This move will help minimize tree loss and provide a more beneficial forested barrier between residents and the noise wall.

The District anticipates construction will begin in October.

Don't miss valuable information about changes to the benefits plan

Work-life balance: everyone wants it, but when life gets hectic, it can be elusive. To better promote that goal, Kiewit has revised its benefits and made some exciting additions.

"We've added some great new resources that can really make a difference in the lives of our employees and their families," said Michael Geary, Vice President of Human Resources. "I hope our employees will really take the time to understand all that's being offered, and that they take advantage of it." According to Geary, one new and unique benefit is Health Advocate. Beginning in October 2009, this independent and free service will help employees navigate the healthcare system to resolve healthcare and insurance issues. It covers employees, spouses, dependent children, and employees' parents and parents-in-law.

"Health Advocate can be a game changer for employees to balance the demands of work and everyday issues of health for them and their families," said Geary.

Health Advocate can help employees and their families:

- Find the best doctors, hospitals, dentists and other healthcare providers, anywhere in the country (within and external to our insurance plan).
- Schedule appointments with providers, including hard-to-reach specialists and critical care providers and arrange for specialized treatments and tests.
- Help resolve insurance claims and assist with negotiating billing and payment arrangements.
- Assist with eldercare issues for parents.
- Obtain the best, unbiased health information to help make an informed decision.
- Work with insurance companies to obtain appropriate approvals for needed services.
- Answer questions about test results, treatment and medication recommended or prescribed by a physician.
- Assist in the transfer of medical records.
- Locate and research the newest treatments for a medical condition.

When a healthcare issue arises, employees will be able to call a toll-free number and be assigned a Personal Health Advocate. Advocates are typically registered nurses supported by medical directors and benefits specialists. The Advocate will work on the issue until it is resolved, and he or she will be available for follow-up needs.

"This benefit can really help our employees, especially those who have extensive medical needs in their family or who are caregivers for an elderly parent," said Geary. "Health Advocate will help relieve some of the burden by making phone calls, doing the legwork, doing the research—whatever it takes to resolve your particular issue."

Of course, Health Advocate is just one of the exceptional benefits offered to Kiewit employees, including: medical, dental and vision insurance; the opportunity to take advantage of the new Health Savings Account; the Employee Assistance Program; and most importantly, peace of mind that comes with knowing there is protection from catastrophic costs in the face of a medical crisis. Employees can find more information in the 2010 Benefits Decision Guide, mailed to homes this summer and also found on mykiewit.com.

Geary explained that all of the new benefits are part of Kiewit's renewed focus on wellness and providing employees with choices that meet their specific needs. "Of course, our employees' physical well-being is very important, but we realize that it's all tied together: physical, mental, and financial well-being. At Kiewit, we are fortunate to have some of the best benefits in the country."



deStwolinski Scholarship —

Children of Kiewit employees planning to attend the University of Nebraska at Omaha or the University of Nebraska-Lincoln should consider applying for a deStwolinski Scholarship.

To be eligible for this full-tuition scholarship, a student must be the dependent of a non-stockholder salaried, hourly or craft employee with a minimum of five years service with Kiewit Corporation or its subsidiaries.

Financial need is considered in selecting recipients. One scholarship is awarded at each campus. Students making satisfactory progress may apply for renewal for up to three more years. Eligible students should directly contact university Financial Aid offices for more information and an application. Students enrolling for the 2010-2011 academic year are advised to submit applications no later than Feb. 1, 2010.

These scholarships are made possible through the generosity of Lance and Betsy deStwolinski. Lance is the former manager of the Underground District. He retired in 1997 after a 25-year career with Kiewit.



Texas District —

In addition to providing summer internship experiences, the Texas District offers the opportunity to introduce college students to Kiewit's tradition of giving back to the communities in which the District works.

This summer, crews took time to participate in volunteer activities such as projects for local schools, building homes with Habitat for Humanity, cleaning up parks and beaches and providing housing repairs, such as building wheelchair ramps for those with limited mobility.



Phoenix District —

The District began a project to widen Interstate 10 from three lanes to four lanes through Tucson, Ariz. in January 2007.

The \$200 million project was scheduled to take three years to complete. The project widened I-10 through the city in each direction between Prince Road and 29th Street.

The Kiewit-led joint venture for the I-10 project will receive an incentive bonus for completing the \$200 million project ahead of schedule. The project was due to be completed in the spring of 2010.

The Congress Street ramp, which opened on August 26, was the last to open. With a few more finishing touches left to complete the project, drivers in Tucson now have an improved commute.



Mass Electric Construction Co. Industrial District —

MEC Industrial is participating in a contract to upgrade the Brayton Point Power Station in Somerset, Mass.

The station is made up of three coal-fired units generating approximately 1,100 megawatts, a natural gas or oil burning unit to generate 435 MW and three diesel-generators with a combined 7.6-MW output and New England's largest fossil fueled generating facility.

A \$500 million project is under way to reduce the amount of cooling water used from Mt. Hope Bay by more than 90 percent. Crews are constructing two 500-foot cooling towers at the site.

The foundation for one of the cooling towers has already been poured, and work continues on the upper discharge basin and pump house. The cooling towers — the first to be built in the country in more than 15 years — will measure 406 feet in diameter at the base and 233 feet at the top. The towers are expected to take 36 months to complete.



Kiewit Power —

Ground was officially broken for the new Kiewit Power headquarters building on June 27, 2008, and less than one year later, employees had begun the moving process.

By the end of July 2009, all Kiewit Power Engineers and Kiewit Power Constructors employees began to call the five-story, 158,000-square foot office space their home away from home. Kiewit Power occupies all of one building at Renner Corporate Center, located at the corner of 95th Street and Renner Boulevard in Lenexa, Kan. When the LEED-certified office complex is complete, landscaping will include ponds, waterfalls and fountains, a walking trail and a bike path.



Southeast District —

The Florida Transportation Builders Association (FTBA) recently recognized the Southeast District for its work in Florida at its annual convention with four awards.

The awards included the DBE award for outstanding efforts to meet or exceed Disadvantage Business Enterprise (DBE) use goals for fiscal year 2007-2008; a Safety Award recognizing Kiewit's dedication to safety; the 12th Ave Bascule Bridge was named Florida's Best in Construction in the major bridge category for 2009; and the Interstate 95 project in Cocoa received Florida's Best in Construction in the Design-Build category for 2009.

The FTBA also thanked Kiewit for its \$2,000 contribution to its scholarship awards program. Several candidates were awarded scholarships from the FTBA.

The Florida Transportation Builders' Association is a nonprofit organization of individuals and business firms actively engaged in the construction of transportation systems or in furnishing materials, equipment or services for such construction.

The Industrial Company (TIC) —

TIC Holdings' safety program was recognized as an industry leader this summer with a National Award of Excellence from Associated Builders and Contractors.

At a ceremony in Washington, D.C., TIC's Director of Environmental Health and Safety, Tim Palmer, was presented the award, but he was quick to stress that the honor recognizes the company as a whole and all of the efforts and processes that put TIC Holdings at the forefront in construction safety.

"The award shows that our commitment to being accident free is paying off," Palmer said. "It's nice to be recognized externally, but that's not what is driving the progress we are seeing in safety. That progress is being driven by our dedicated employees embracing and following our proven processes."

TIC Holdings' safety culture is one that relies entirely on people, with all Accident Free processes a part of People-Based Safety (PBS). Those processes include Job Safety Analyses and PBS Observations.

Tracking safety incidents at jobs, districts and throughout the company helps identify hazards or problematic behaviors.

Powering all of the processes within TIC Holdings' safety culture is communication. It is the critical component and its



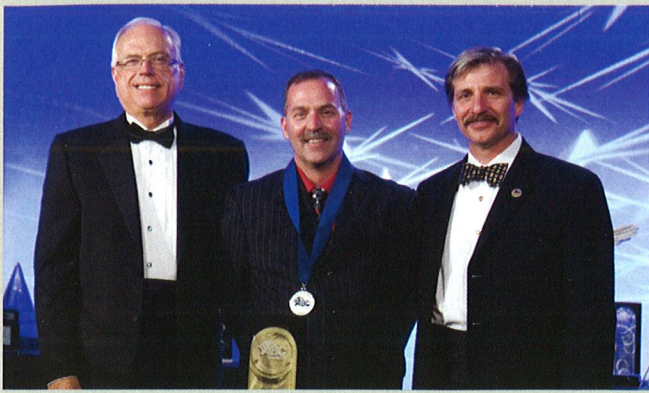
Western Canada District —

Canada's Prime Minister Stephen Harper and British Columbia Premier Gordon Campbell marked a construction milestone in early August for the \$198-million Pitt River Bridge project by taking an inaugural walk across the recently-completed concrete bridge deck.

The bridge is scheduled to open to three lanes of traffic by the end of September with the existing swing spans remaining open until December, when the bridge is fully open to traffic.

The Prime Minister said the bridge will improve the quality of life for families and workers in Pitt Meadows and Maple Ridge. and Premiere Campbell said that by opening to the more than 85,000 vehicles that cross the bridge each day, the bridge will reduce congestion and improve the flow of people and goods through the region, allowing more products destined for markets across Canada and around the world pass through.

The Pitt River Bridge replaces two existing swing bridges with three lanes of westbound traffic and four lanes of eastbound traffic, includes pedestrian and cycling features and will provide up to 16 meters of vertical marine clearance. A free-flowing interchange will replace the current Lougheed Highway and Mary Hill Bypass intersection.



importance is seen in the weekly communications – via the Intranet, e-mail and conference calls – directed by Palmer, as well as the daily safety discussions and status reports given at supervisory meetings at job sites.

“Communication is key to continuity and consistency,” Palmer said. “We do not deviate from our message, which is to be Accident Free using all our safety processes. This approach works because it involves every employee in our quest to be Accident Free.”



Kiewit Power Constructors —

The Dallman Unit 4 Coal-fired Project was named *POWER* magazine’s 2009 Plant of the Year, announced in the August issue.

Dallman Unit 4, a 200-megawatt power addition located in Springfield, Ill., is one of the cleanest subcritical pulverized coal units in the nation. It is 34 percent more efficient than each of the 1960 vintage Lakeside units it replaced, and its flue gas cleaning processes will remove 99 percent of the nitrogen oxide and sulfur oxide formed when burning high-sulfur Illinois coal, as well as 90 percent of the mercury. Siemens provided its first utility-scale wet electrostatic precipitator in the U.S. to ensure the facility meets its permitted emissions. The owner, City Water, Light & Power, will be able to lower carbon dioxide emissions for its native load customers to 1990 levels by 2015, a goal the Midwest hopes to attain by 2020, as stated in the Midwestern Greenhouse Gas Reduction Accord signed in Fall 2007.

Despite numerous obstacles and challenges along the way, Dallman Unit 4 is set to perform final acceptance tests around Sept. 25, six months ahead of the scheduled completion date and under budget. Glenn Miltenberger, project manager from Kiewit Power Constructors, stated in *POWER* magazine that even though the Kiewit construction staff was relatively young, their dedication and motivation led to the project’s success.



Company Recruiting —

Kiewit Corporation sponsored a Professors Visit in Omaha Aug. 11-12, 2009.

Vice-President of Human Resources, Michael Geary launched the event with an overview about Kiewit and the importance of building relationships and partnering with colleges to bring future leaders into the organization.

The visitors toured the Bellevue Medical Center, Children’s Hospital, Salvation Army’s Kroc Center, and TD Ameritrade Park.

The event focused on maximizing Kiewit’s presence on college and university campuses. The professors learned about key company values which differentiate Kiewit from its competitors. While the group visited five job sites, professors talked about safety, quality, cleanliness and overall impressions of Kiewit Corporation.

After site tours, participants returned to Kiewit University to learn about Kiewit’s training and development program from Jim Rowings, Vice President of Kiewit University.

As the event concluded, professors had a better understanding of Kiewit, its projects and its corporate culture.

Kieways —

Have you already read the latest issue of *Kieways* at work or online by the time it arrives at your home? Is your spouse or roommate also a Kiewit employee resulting in multiple copies of *Kieways* delivered to your home? Do you list your payroll address as the project or office where you are currently working?

If you answered yes to any of these questions, read on. Kiewit employees paid through Kiewit’s PBS system may now “opt out” of home delivery of *Kieways* magazine. You will still receive mail from other departments.

The feature is available online in the “Career and Life” section of the Kiewit Portal. By logging-in to “My Paycheck” under “My Pay”, you will find the *Kieways* Home Delivery Option listed under “Personal Information.”

By default, home delivery will continue. If you prefer to receive *Kieways* at home, do nothing. But, if you’ve already read it by the time it arrives at your home AND won’t get in trouble for not having a copy at the house, consider opting out.