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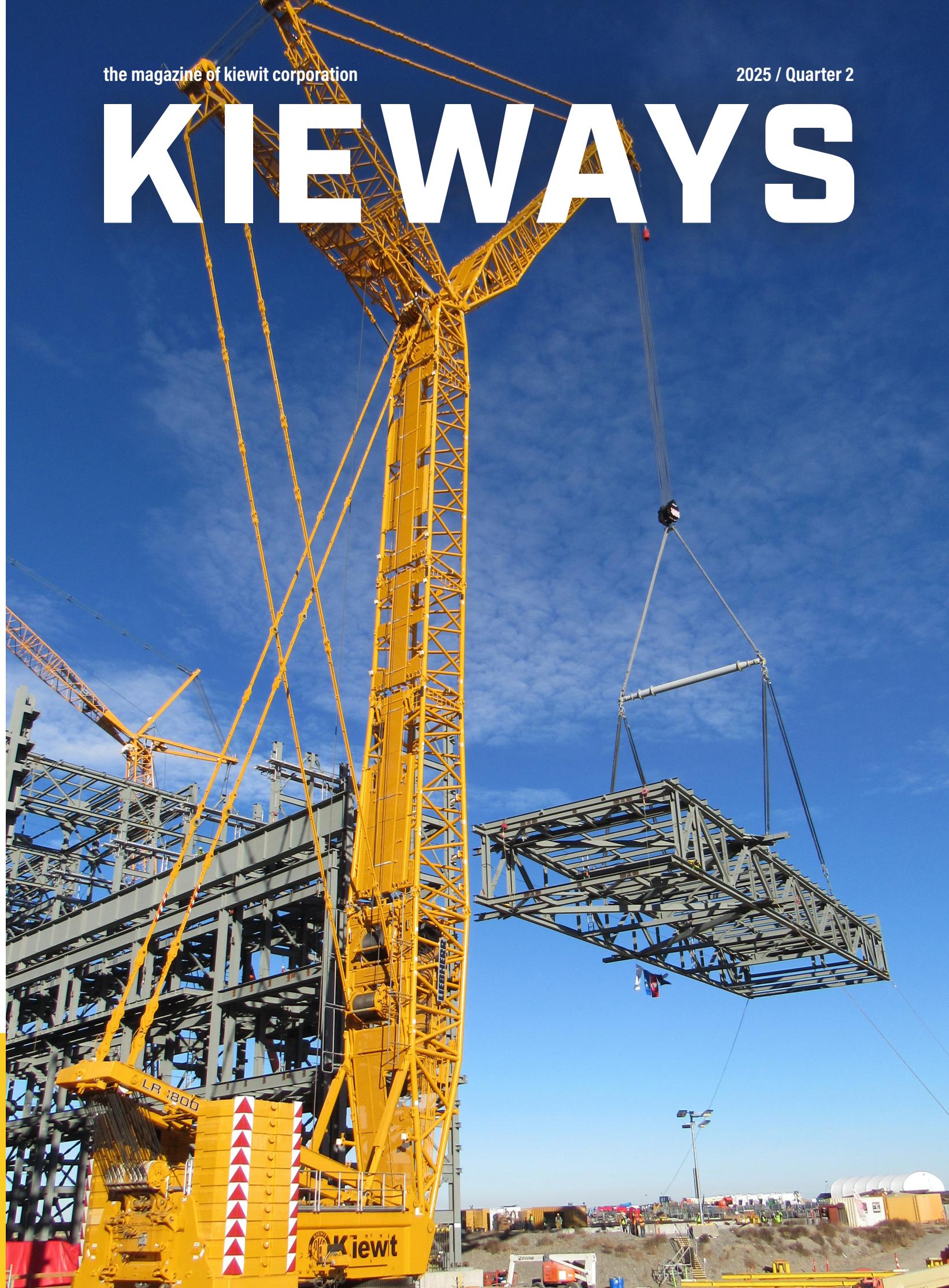
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SINCE 1884

the magazine of kiewit corporation

2025 / Quarter 2

# KIEWAYS





## HIGH BRIDGE, LOW TEMPS

Don't be fooled by the green trees. The 100-foot-tall, 600-foot-long Jonathan Creek Bridge, also known as High Bridge, was completed during the winter months, just like the other four bridges that make up the I-40 Gorge Bridges project.



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## OUR MARKETS:



BUILDING



INDUSTRIAL



MARINE



MINING



OIL, GAS & CHEMICAL



POWER



TRANSPORTATION



WATER

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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## KIEWAYS

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## HARD PROBLEMS, REAL ANSWERS

What does it take to build something that lasts, in a market, in the moment or over 40 years? This issue of Kieways shows how steady moves, not shortcuts, are always shaping what's next at Kiewit.

From record-setting lifts to strategic reinvention, follow the path of a 40-year Kiewit veteran who helped turn one project into the offshore playbook (Page 20). He didn't just witness Kiewit's growth in this market — he helped build it.

Kiewit people have always built their own answers when the right ones didn't exist. It's been part of our DNA since 1884, and it's just as true in this age of artificial intelligence. On Page 6, learn how AI is used the Kiewit way: not to chase trends, but to speed up modeling, sharpen estimates and give our teams time to think before they build.

Zero room for error. Seventy years of groundwork. Kiewit didn't have to catch up when the nuclear resurgence began — we never left the table. Flip to Page 10 to step inside our modern-day nuclear work that's applying everything we know about precision, safety and long-term readiness.

Then travel to North Carolina's Pigeon River Gorge on Page 18, where each of five aging bridges had just one winter season to be replaced — no carryover, no delays. See how our team navigated that narrow window, steep terrain and a hurricane to keep the project, and each other, on track.

The work featured in this issue of Kieways didn't just solve problems; it set new standards for what comes next. That's the difference between any solution and the right one.

## RICK LANOHA

President and Chief Executive Officer



#### LEADER OF THE PEOPLE

During his 40-year Kiewit career, Fuat Sezer led with his boots on the ground. Known for staying closely connected to the people doing the work, Sezer could often be spotted interacting with crews and walking the yard.

## ON THE COVER

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### POWERING NEW NUCLEAR SOLUTIONS

The nuclear resurgence is underway, marking the next chapter in Kiewit's 70-year nuclear legacy. See how Kiewit's nuclear team is rising to meet the challenges of these complex projects.

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### WORKING THE WINTER WINDOWS

Five bridges in five years — all built in the dead of winter. Through innovation and precise scheduling, Kiewit safely delivers vital North Carolina infrastructure upgrades on time.

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### BUILDING BOLD: FUAT SEZER'S LEGACY AT KIEWIT OFFSHORE SERVICES

From ambitious newcomer to offshore visionary, Fuat Sezer's 40-year career mirrors the rise of Kiewit Offshore Services into an industry leader.

# KIEWIT NEWS

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

## FROM POWER PLANT TO POWERHOUSE: HOMER CITY REIMAGINED

Kiewit is playing a pivotal role in transforming the former Homer City Generating Station into the nation's largest natural gas-powered data center campus.

Spanning more than 3,200 acres, the new state-of-the-art Homer City Energy Campus is designed to support the growing energy demands of artificial intelligence (AI) and high-performance computing (HPC) technologies that are shaping America's digital future.

As part of the transformation, the energy campus will be capable of producing up to 4.5 gigawatts of energy, powered by seven GE Vernova turbines. Construction is scheduled to begin in 2025, with energy production targeted for 2027.



## OUR VALUES IN ACTION

PEOPLE INTEGRITY EXCELLENCE STEWARDSHIP



### KIEWIT RESTORES VITAL CONNECTIONS AFTER HURRICANE HELENE

In the wake of Hurricane Helene's devastating floods in 2024, Kiewit recently completed a project to reestablish key transportation links in East Tennessee.

Since September 2024, Kiewit crews have worked around the clock to replace two bridges across the Nolichucky River that were washed away by the storm. The restoration of these transportation lifelines was essential — not only for daily travel but also to maintain safe, rapid access for fire and medical services.

While construction was still underway, the team partnered with the Appalachia Service Project (ASP), a nonprofit focused on housing recovery. Over two volunteer days, Kiewit employees helped clear debris, built porches and constructed wheelchair ramps for residents working to rebuild.

An employee-led fundraising effort raised nearly \$90,000 to support ASP's mission and construct three new homes in the area. In addition, Kiewit made a \$100,000 donation to Voluntary Organizations Active in Disaster in East Tennessee — a contribution made possible through early project completion.

By the end of summer 2025, Kiewit will have contributed \$200,000 to support regional recovery efforts.

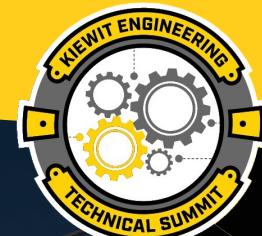
The community celebrated the project's early completion with two ribbon-cutting ceremonies, including one on May 30 attended by state officials and residents.

## INSIDE THE 2025 KIEWIT ENGINEERING TECHNICAL SUMMIT

More than 1,500 participants recently attended the 2025 Kiewit Engineering Technical Summit, a virtual gathering sponsored by the Chief Engineers Council (CEC). Held during Engineers Week, the event united Kiewit professionals, clients and university partners, setting the stage for creative collaborations and celebrating a culture of continuous improvement.

Over three days, the summit consisted of 28 sessions led by 78 presenters — including all 13 of Kiewit's chief engineers — exploring cutting-edge solutions and awarding more than 7,300 professional development hours to attendees. Daily kickoff messages from Kiewit executives set an energizing tone, priming participants for each day's activities.

The theme of the summit continued to focus on how Kiewit's engineering team is evolving to meet project goals and the demands of the industry through integrated solutions that leverage expertise across all Kiewit engineering markets.



### ENR 2025 TOP 400 CONTRACTORS

Kiewit once again ranked among the top companies in Engineering News-Record's (ENR) 2025 Top 400 Contractors list. Some of the top rankings the company received include:

**#3**  
OVERALL

**#1**  
TRANSPORTATION

**#2**  
POWER

### ENR 2025 TOP 500 DESIGN FIRMS

The company continues to gain ground as a design leader. In ENR's 2025 Top 500 Design Firms, Kiewit earned:

**#15**  
OVERALL

**#15**  
TRANSPORTATION

**#6**  
POWER

# INNOVATION



**FROM THE  
INSIDE OUT**

## Tools that fit the way Kiewit works

Imagine turning a task that once took weeks into something that can be done in hours. For Kiewit estimators, engineers and field teams, that's not the future — it's happening now.

The shift comes from two powerful tools, fueled by artificial intelligence (AI): KADE (Kiewit Algorithmic Design and Engineering) and ADAPT (Advanced Data Analytics Platform Tool). KADE was tailored from an off-the-shelf solution, while ADAPT was developed entirely in-house. Both use deterministic AI to meet real project needs.

From design to execution, these tools are transforming how work gets done, making it faster, smarter and better. This isn't just a tech upgrade; it's a rethinking of what's possible on the jobsite, and Kiewit is leading that change from the inside out.

### KADE: SMARTER DESIGN FROM THE START

KADE speeds up 3D model creation for complex industrial facilities. It starts with a few key inputs: a simple process or block flow diagram (which shows how materials move through a facility), an equipment list and a rough site layout. From there, it automatically generates a full 3D model. These models act as digital blueprints, helping teams catch conflicts, explore design options and collaborate more effectively before construction begins.

"KADE was built to follow the same processes an engineer or designer would, using the same software and data," said Matt Lawrence, director of engineering technology solutions for Kiewit Technology Group. "The difference is automation. It streamlines the work and delivers the same quality output you'd expect from a person, but in a fraction of the time."

For over a decade, Kiewit has relied on trusted, industry-standard design tools, but mostly in manual ways that left their full potential untapped. That changed when Lawrence asked, "What if we used them differently?"

With leadership support, that question led to KADE.

"We have unlocked industry-leading efficiencies by combining algorithms based on Kiewit Engineering Group Inc. (KEGI) standards and processes with automation," Lawrence said.

By speeding up design, KADE allows teams to explore more options, iterate quickly and engage clients earlier, when changes are easier and more cost-effective.

The benefits go beyond single projects. In recent pursuits, estimators have used KADE to build multiple models at a pace that used to be impossible, helping them pursue more work.

"They're all in on this because they're thinking, 'Wow, if we could do this, we could optimize our manpower better and we wouldn't have to use all of our available resources just to create one proposal,'" Lawrence said. KADE's speed allows estimators to put more "hooks in the water" (more bids).

But with that speed comes a shift in expectations, one that not everyone embraces right away.

"The perspective can be, 'Well, I only have one job, and this job is supposed to last me for eight weeks, but you just completed it in eight minutes. Now what do I do?'" he said.

## What is deterministic AI?

Deterministic AI is a form of automation that follows fixed, rules-based logic. Given the same inputs, it always produces the same outputs. That predictability makes it ideal for engineering, estimating and design work where accuracy and consistency are crucial.

It's a common reaction to new automation. Watching a tool do in minutes what once took weeks can feel unsettling. But Lawrence said the goal isn't to replace people's work; it's to remove the tedious steps so they can focus on critical thinking and, ultimately, win more work.

### ADAPT: A CUSTOM SOLUTION

While KADE enhances efficiency using existing industry tools, Kiewit recognized the need for a solution not covered by off-the-shelf software. That's where ADAPT fits in — a sister tool built from the ground up to meet specific project needs.

Ryan Jisa, who leads ADAPT's development, describes it as a custom platform built to bring structure to complex estimating.

"You don't have to know everything — the platform guides you through the process and taps into powerful algorithms along the way," he said.

The current version of ADAPT can run only one or two large jobs at a time, but Jisa said the team is working to change that.

"My focus has been on transitioning ADAPT from a prototype to an enterprise-scale platform," he said. "We're rebuilding it to scale up to support more users and more projects."

### DESIGNING AT THE SPEED OF SUNLIGHT

One of the clearest examples of ADAPT in action is in solar

energy. Solar projects use large groups of solar panels to generate clean power and often span thousands of acres. Before construction begins, Kiewit teams must decide where each panel and the metal racks they sit on go. These placement plans, called layouts, serve as blueprints to make sure every panel fits correctly and efficiently.

These layouts are complex and time-consuming. Todd Eiter, Kiewit's director of solar engineering and a key leader in ADAPT's development, compared it to solving a large geometry puzzle.

"If you ask designers to create a solar layout, you'll get different approaches since there are multiple ways to tackle it," he said.

Before ADAPT, generating even one layout could take days or weeks, making it tough to stay competitive in a four-week bid cycle.

"Now we get multiple layouts within the first few days of an estimate kickoff, with our standards, constructability and quantities built in," Eiter said.

Making that kind of speed and precision possible required innovative work behind the scenes — and that's where Meghan Kelley and her team come in.

Kelley is a developer on the ADAPT team where she has led solar-related development since 2021. She designed the layout algorithm that powers today's solar automation, which tests different metal rack configurations. Thanks

to her team's work, layouts that once took days now take about an hour.

"If something doesn't fit quite right, they can tweak a few numbers and get a new version an hour later," Kelley said. "It helps them get a better-quality estimate at the end of the day."

Like KADE, ADAPT handles the time-consuming parts, giving teams more time to focus on higher-value work instead of repetitive tasks.

### MOVING DIRT WITH DATA

One of the toughest jobs on any large construction site is planning how to move dirt efficiently. Before any building begins, crews must shift massive amounts of soil from one place to another. This process, called mass flow, can be expensive and time-consuming if not planned correctly.

Corey Wollen, a department manager at Kiewit Infrastructure Co., said those plans used to take months.

"To perform a mass flow, we had two people working on it full time for months," Wollen said. "With ADAPT's algorithm, you put all the inputs in and it runs in a matter of minutes to an hour on a big job."

Wollen was an early adopter of ADAPT and helped shape its development by sharing jobsite challenges. The software analyzes variables like distance, soil type, trucking and equipment costs to find the most efficient and affordable way to move earth.

"All these variables make it challenging," he said. "You can imagine there's only so much someone can do in their head to analyze all of this. ADAPT gives us an output that's optimized for the lowest cost."

Wollen saw ADAPT's power in action. He had a plan for moving dirt, but the software found a better one.

"I was blown away by that. Since then, I haven't questioned in my mind that machines can do a better job than us when it comes to this."

Wollen says ADAPT helps Kiewit save money, predict costs and avoid risks.

"I am proud to be a part of it. I can picture a world where many people use it and benefit from it," Wollen said.

Together, KADE and ADAPT help teams move faster, think smarter and focus on the work that matters most. One optimizes trusted industry tools. The other was built from scratch to solve gaps no software could. What they have in common is how they came to life, driven by people inside Kiewit who knew there had to be a better way.

They're more than tools. They're proof of what's possible when innovation starts from within. **K**

## KADE at a glance

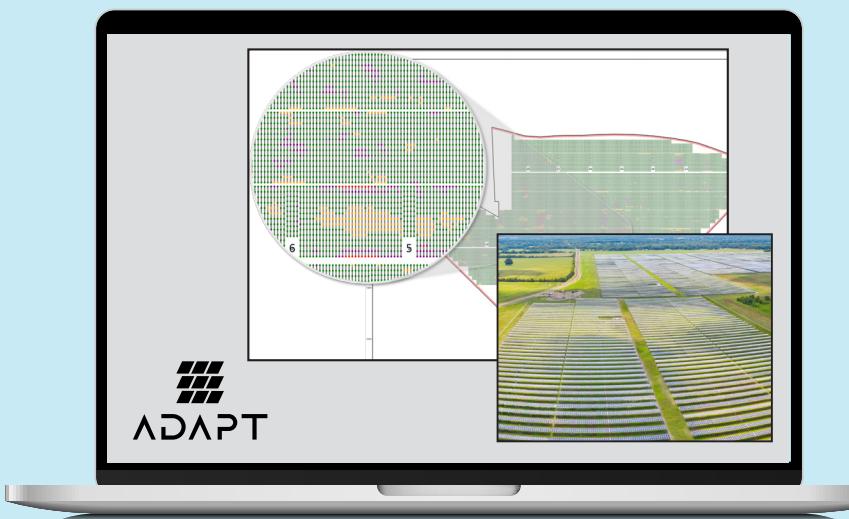
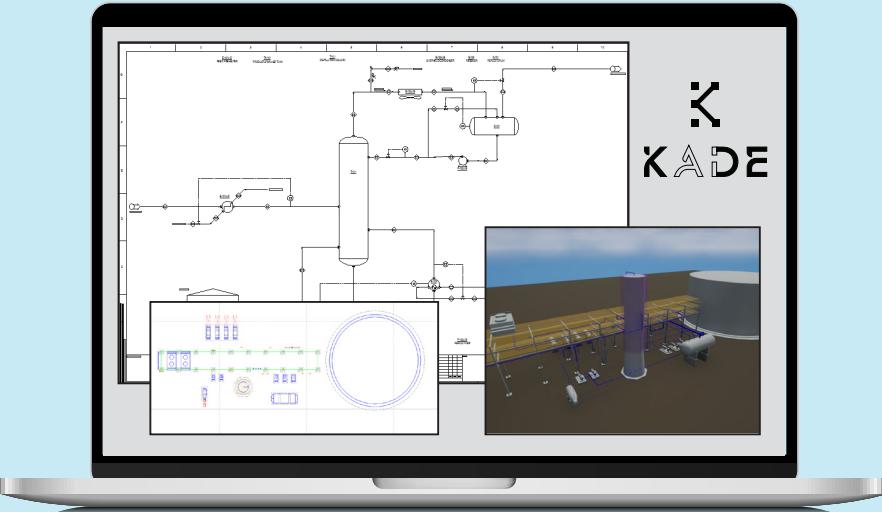
**TOOL:** KADE (Kiewit Algorithmic Design and Engineering)

**FUNCTION:** Automates 3D model creation using industry software

**INPUTS:** Process flow diagram, equipment list, site layout

**OUTPUT:** Complete 3D model in hours instead of weeks

**USERS:** Estimators and engineers in energy markets



## ADAPT fast facts

**TOOL:** ADAPT (Advanced Data Analytics Platform Tool)

**BUILT BY:** Kiewit Technology Group

**FUNCTION:** Streamlines estimating and decision-making

**CAPABILITIES:** Solar layout optimization, mass flow analysis

**FUTURE:** Being scaled to support more users across projects

# POWERING NEW NUCLEAR SOLUTIONS

Nuclear's next era is here. Kiewit is already at work.

After decades of paused growth, the nuclear industry is experiencing a resurgence. Rising energy demands, the rapid expansion of data centers and advancements in reactor technology have reignited interest in nuclear power as a carbon-free, baseload energy source. Additionally, the U.S. Department of Energy (DOE) is ramping up efforts to modernize the country's nuclear strategic security infrastructure. As momentum builds, many companies are aggressively pursuing these opportunities.

For Kiewit, this isn't a new chapter — it's the continuation of a nuclear story more than 70 years in the making.

"We've been preparing for what we believe is the next wave of the nuclear market," said Mike Rinehart, President of Kiewit Nuclear Solutions Co. (KNS). "By securing necessary licenses, building a world-class team and delivering on major nuclear infrastructure projects, we're ready to provide solutions for this complex federal and commercial nuclear market as it accelerates."



1. Valued at more than \$14.5 billion today, Kiewit's first billion-dollar nuclear project at the U.S. Atomic Energy Commission's Portsmouth facility in Ohio increased the country's enriched uranium production, helping maintain its nuclear security. 2. A crew lifts the final preassembled truss into place on the southeast half of the building at the Spent Fuel Handling Project at Idaho National Laboratory. Flags representing each branch of the U.S. military adorn the truss.

## BUILDING ON LEGACY

Kiewit's involvement in nuclear infrastructure dates back to 1952, when the company was awarded a \$1 billion gaseous diffusion uranium enrichment contract for the U.S. Atomic Energy Commission at the Portsmouth facility in Ohio. That groundbreaking project employed over 20,000 craft employees, bolstered the nation's nuclear security and laid a foundation for Kiewit's enduring presence in the industry.

In the decades that followed, Kiewit delivered hundreds of commercial and federal nuclear projects, including Alaska's first nuclear facility; a 455-megawatt nuclear plant in Fort Calhoun, Nebraska; and the tunneling of Yucca Mountain in Nevada.

In 2010, the company established Kiewit Power Nuclear under Kiewit Power Constructors Co., reinforcing the company's commitment to the nuclear market. Later, in 2017, it founded Kiewit Nuclear Canada Corp. (KNC) — positioning itself for opportunities across North America.

While commercial nuclear development slowed during this time due to competitive natural gas prices, DOE project deferment and post-Fukushima regulations, Kiewit remained engaged. The company closely tracked market signals and federal direction — ready to reenter the market. By the time federal funding returned, Kiewit was already in motion.



## FORTRESS OF FUEL

Since 2020, Kiewit has served as a key subcontractor on the Spent Fuel Handling Project (SFHP) at Idaho National Laboratory (INL). Partnering with Amentum and Fluor Marine Propulsion, the team is building a next-generation facility to safely process, package and transfer spent nuclear fuel from the Navy's nuclear-powered submarines and aircraft carriers, which account for roughly 40 percent of the fleet.

The scope is massive. The project involves the acquisition, fabrication, painting, coating, shipping, handling and erection of 17,000 tons of nuclear-quality steel — the equivalent of two-and-a-half Eiffel Towers — forming the framework for the high-bay processing facility and adjoining support areas.



Because the project is governed by Nuclear Quality Assurance Level 1 (NQA-1) standards, Kiewit is implementing a strict quality assurance program.

"It's a brand-new facility, so there's no existing radioactivity to worry about," said Jerry Ice, vice president of nuclear quality. "But this project is quality Level 1. Any failure of structures, systems or components could impact people and the environment. That's why our procedures and work packages are strict and must be followed exactly. There's no room for interpretation. If something doesn't align with the process, we stop work, engage leadership and find the right path forward."

SFHP is one of several jobs Kiewit has worked on for INL. Project Manager Ben Wiles says that maintaining engagement has been key in supporting INL's multi-billion-dollar project pipeline as a preferred contractor of choice.



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He says it will remain essential as part of Kiewit's long-term success strategy, including on a recently awarded INL contract worth more than \$1.1 billion for additional mechanical, electrical and HVAC work at the facility.

"We try to instill a marathon mentality," he said. "We've created a team culture that prioritizes training and a long-term vision, making sure our workforce maintains the same level of engagement and criticality so we can deliver consistency to the client."

Wiles' emphasis on consistent delivery is evident across Kiewit's nuclear portfolio. In 2021, that mindset was put to the test on a high-profile recovery in New Mexico.

#### PRECISION UNDER PRESSURE

When Kiewit was asked to recover the Waste Isolation Pilot Plant (WIPP) in 2021, the project had already faced significant delays. Speed and precision would prove crucial to getting the job back on track.

Located 2,150 feet underground in an ancient salt bed near Carlsbad, New Mexico, WIPP is the nation's only deep geological repository for transuranic (TRU) nuclear waste, byproducts of U.S. national defense programs, and this essential storage facility was in desperate need of a new ventilation system.

To fast-track recovery, Kiewit subsidiary, TIC – The Industrial Co., activated its established Nuclear Quality Assurance (NQA-1) program and made sure materials and equipment met exact nuclear quality standards. The team then completed construction of the new safety-significant confinement ventilation system (SSCVS), designed to

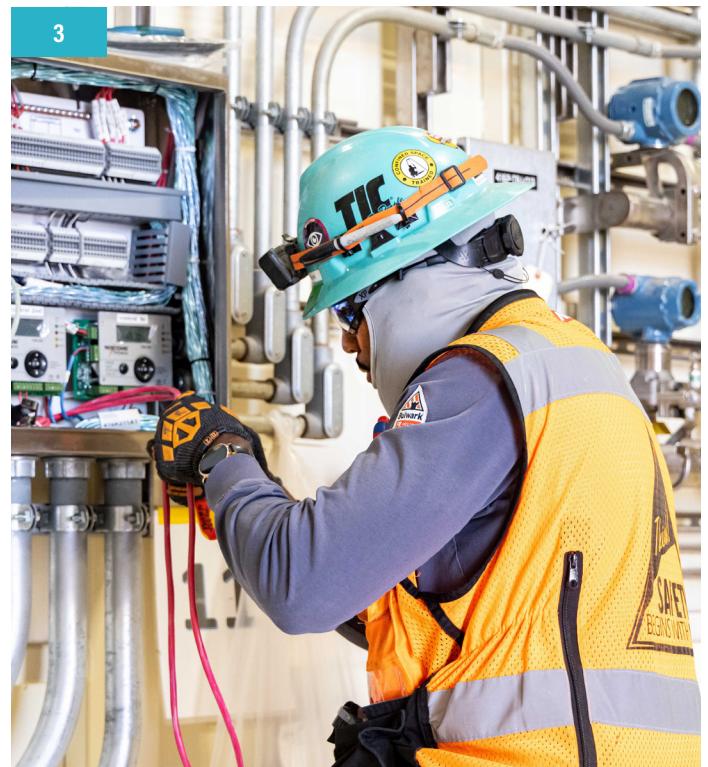
more than triple underground airflow. This new system integrates a high-efficiency particulate air (HEPA) filtration system, enabling simultaneous mining, waste placement, maintenance and scientific research — capabilities that were previously constrained due to limited ventilation.

"We self-performed the majority of the project, from dirt work, concrete, erecting precast, electrical and instrumentation, and transitioning to erecting ductwork and heavy structural steel," said Brian Mailhot, project manager at WIPP.

"What was apparent from the get-go was our ability to mobilize resources — people, equipment, materials — whatever is needed," he added. "Being able to bring that expertise within one organization is a huge advantage."

The DOE reports that, despite initial setbacks, the project was completed under budget and ahead of schedule.

That outcome isn't just a measure of technical success — it's a reflection of Kiewit's ability to deliver under pressure, in some of construction and engineering's most demanding environments.



3



4



1. The south half of the west wall takes shape at the Spent Fuel Handling Facility. Once complete, the facility will include 17,000 tons of nuclear quality structural steel.
2. A 125-foot-tall exhaust stack rises above the Waste Isolation Pilot Plant (WIPP) in southeastern New Mexico, part of a new ventilation system supporting safer underground operations.
3. To ensure safe integration of the new ventilation system into daily operations, it has undergone rigorous testing.
4. Industrial air filtration units and ductwork line the interior of WIPP.

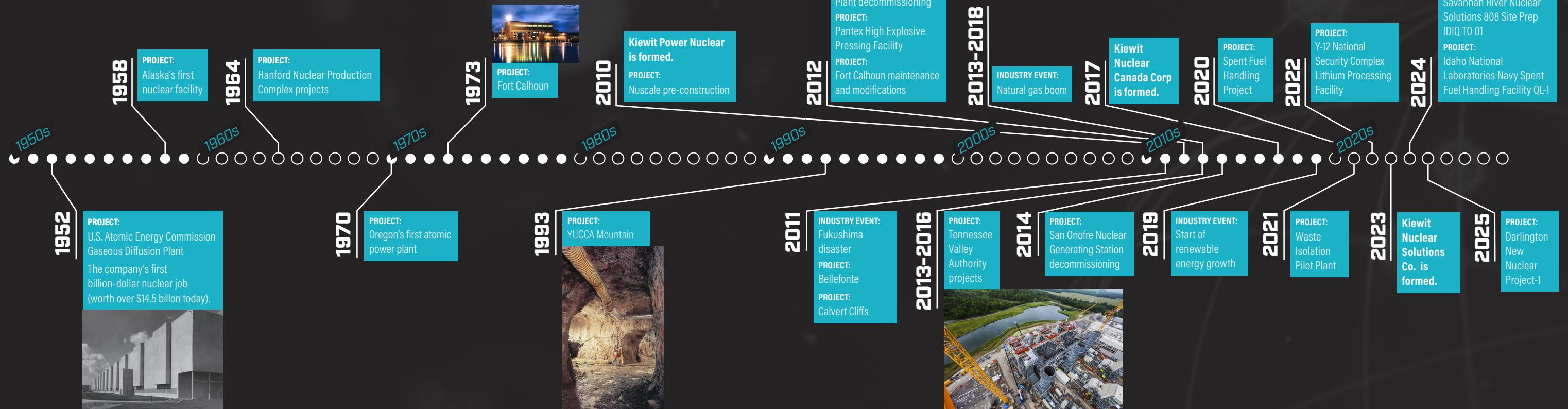
## FROM LEGACY TO LEADERSHIP

With momentum building across the nuclear industry, the path ahead is full of opportunity. With rigorous attention to safety, regulatory compliance and quality control embedded in every project, Kiewit is positioned to lead in this rapidly evolving market.

The company is currently pursuing more than 20 major commercial nuclear projects — from uranium enrichment to large-scale reactors like the AP1000, as well as small modular reactors, including Gen IV technologies. By remaining technology agnostic, Kiewit ensures it can match the right solutions to each project, bringing a "best-athlete" approach to this growing sector.

While the commercial market continues to mature, the DOE budget remains at record levels, focused on modernizing production infrastructure across the country. Kiewit is positioned for a growing role across the DOE and National Nuclear Security Administration complex.

## A brief history of nuclear work by Kiewit and its subsidiaries



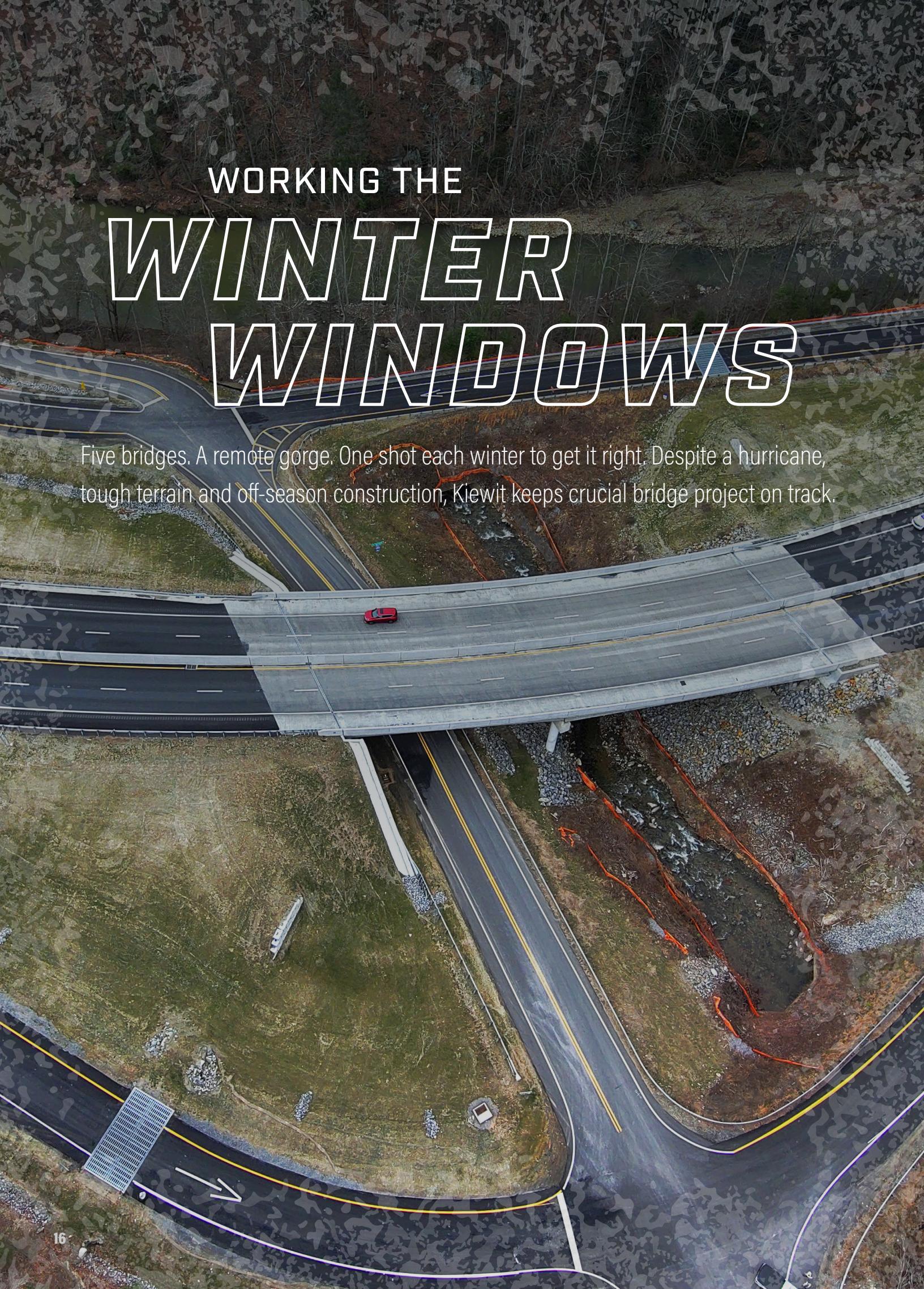
## New energy to the North

### KIEWIT POWERS UP CANADA'S NUCLEAR FUTURE

Kiewit Nuclear Canada Corp. (KNC) is charging ahead in Ontario's revitalized nuclear sector. At an Ontario Power Generation site, KNC is advancing its first construction work inside the protected area — a milestone that supports validation of its N286/N299 Quality Assurance Program and strengthens its position as a qualified



contractor for future nuclear facility work. At the same time, KNC has joined the Integrated Project Delivery team for Ontario Power Generation as a constructor for North America's first small modular reactor at Darlington (pictured below), a GE-Hitachi BWRX-300. From planning to constructability, the team is helping establish the framework for future SMR deployments across the country. As nuclear momentum grows, KNC and KNS continue to build together, delivering a unified, end-to-end approach to meet North America's evolving energy needs.



# WORKING THE WINTER WINDOWS

Five bridges. A remote gorge. One shot each winter to get it right. Despite a hurricane, tough terrain and off-season construction, Kiewit keeps crucial bridge project on track.

Deep in the Pigeon River Gorge where the Great Smoky Mountains meet the Pisgah National Forest, a monumental infrastructure project is reshaping a vital corridor of Interstate 40.

The \$201 million project will replace five aging bridges along this remote stretch of highway — structures that have been in place since the 1960s.

"These bridges are showing their age and no longer meet modern standards," said Josh Deyton, division construction engineer with the North Carolina Department of Transportation (NCDOT). "Our goal is to ensure they serve the community for decades to come."

With traffic on I-40 increasing by 43 percent over the past 15 years, the project is an essential but complex operation of precision, innovation and resilience — carried out in one of western North Carolina's most challenging environments.

## TACKLING TRAFFIC AND TERRAIN

Awarded to Kiewit Infrastructure South Co., the project has required navigating high elevation, steep slopes, tight work zones and heavy seasonal traffic.

The area sees a surge in visitors from May through October, leaving only the winter months for construction, which is the off-season for asphalt and concrete work.

Another challenge? Traffic had to remain open throughout construction. To manage the flow, the team rerouted vehicles to exit and entrance ramps for the first bridge and tackled two lanes at a time for the remaining four.

Meeting these logistical demands required strategic coordination — something the team prioritized from the project's inception.

## TEAMWORK FROM THE START

The project's success is rooted in early collaboration made possible by the Construction Manager/General Contractor (CMGC) model, which pairs contractors and designers before plans are set. This project marks NCDOT's first use of the delivery model on one of its projects. Deyton praised this proactive approach.

"We were able to work through construction methods and sequencing for each bridge early in the process, and that helped us make some design decisions," he said. "That, to me, was where the process really shined."

This early collaboration laid the foundation for creative solutions on the ground. This would prove essential on two of the more complicated bridge builds on the project.

## INNOVATION AT NEW HEIGHTS

Jonathan Creek Bridge, aptly nicknamed the High Bridge, towers 100 feet above its namesake creek. To demolish the 600-foot bridge, the team had to use special equipment and protection to keep debris from falling into the creek.

To accelerate work, they deployed TyBOT, a robotic rebar-tying machine that completed 58,215 ties across 25,154 square feet — averaging more than 1,100 ties per hour. Project Engineer Brett Kauffman equated the robot's output to the work of four people.

The Pigeon River Bridge posed another logistical challenge. The three-span bridge stands at about 50 feet tall, stretches 364 feet long and spans 81 feet wide. Its girders — 63-inch Florida I-beams — range from 96 to 130 feet long and weigh between 52 and 71 tons.

Rather than using costly cranes for a brief lift, the team devised a gantry system attached to the new bridge substructure.

"They came up with a gantry-like system to pick the girders up off the existing bridge deck, shift them over horizontally and then lower them back down," said Deyton. "It's a very innovative way of setting the girders."

"We were able to work through the construction methods and sequencing for each bridge early in the process, and that helped us make some design decisions. That, to me, was where the process really shined."

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**JOSH DEYTON**

Division Construction Engineer, NCDOT



Kiewit employees erect a soffit for one of the new caps on the substructure of Bridge 142 over the Pigeon River. The three-span bridge is about 50 feet tall, 364 feet long and 81 feet wide. The substructure is designed to hold 63-inch Florida I-beams that weigh up to 71 tons.

#### TIMING IS EVERYTHING

In addition to overcoming the constructability and access issues, Kauffman said planning, phasing and material procurement were key to the project's success. The project's remote location extended material delivery times, which had to be factored into the schedule.

The project was divided into three strategic phases, bundling bridges by location. Rigorous pre-planning minimized delays and kept construction moving during tight seasonal windows.

"Getting staff and equipment to the site required meticulous planning," said Project Manager Luke Silvus. "We hire as many locals as possible, and then supplement with our loyal craft following who travel with us to our most challenging projects."

Despite winter weather, the team maintained progress by partnering with local concrete and asphalt companies to guarantee material availability.

The first bridge was completed in 2022, and two more were finished in May 2024. The final two bridges remain on track for completion in October 2026.

Alongside technical obstacles and scheduling demands, the team also had to navigate the area's ecological sensitivities.

#### SAFE PASSAGE

Located near a national forest, the area is home to bears, elk, deer and other species.

Deyton said environmental permitting took longer than expected due to the presence of an endangered bat species that roosted on one of the bridges.

"We could only demo the old bridge when the bats were migrating," he said. "And we had to construct bat boxes on the new bridge for when they returned."

To protect animals and motorists, the team installed wildlife fencing throughout the project area. Wildlife guards were added to entrance and exit ramps to prevent elk and deer from entering the road.

Kauffman said the team also installed jump-outs in the fencing to allow animals a way out if they became trapped, and left breaks in the riprap around bridge abutments to maintain natural pathways.

But safety on the project didn't stop with wildlife. Silvus said he's proud that despite the tough terrain and winter work windows, the crew has completed four years of the five-year project without a single injury.

#### BUILT TO LAST

As the project enters its final phases, the I-40 bridge replacement continues to highlight the value of early collaboration, smart planning and innovative thinking. Despite the challenges, the team remains on track — a testament to their resilience and commitment to lasting infrastructure. **K**

## The eye of the gorge

On a Friday in late September, Hurricane Helene slammed into North Carolina, bringing 11 inches of rain on top of the nine that had already fallen. Winds tore through the mountains, cell phone service dropped out and floodwaters surged through the Pigeon River Gorge, where Kiewit Infrastructure South Co. was in the middle of replacing five bridges along Interstate 40.

By the time the storm passed, buildings, roads and trees had been swept away — along with dairy cattle from nearby farms. Eastbound lanes of I-40 were washed out, and the project site was cut off.

"The pictures in the news just didn't do it justice," said Project Manager Luke Silvus. "It was devastating."

Silvus began a long weekend searching for his team, but by Saturday, he'd only been able to reach three of the 70 workers on site.

"I had no idea how many people had been lost, if they had been lost or what their status was," he said. "We spent the whole weekend venturing out as much as possible, going to where we knew people lived."

By midday Sunday, the team had rescued Project Engineer Jacob Grier, who had been stranded in a third-floor apartment. By nightfall, just five people were accounted for.

Dreading what Monday might bring, Silvus returned to the site — and

saw all 70 team members waiting for work to begin at 8 a.m.

"They were all OK, but a lot of them hadn't had a meal since Friday," Silvus said. "So instead of going to work, we fired up the grills and spent about two hours cooking and taking care of people."

Remarkably, equipment and permanent materials escaped damage. One company pickup truck was swept into the river, and a temporary causeway was lost — along with 8,000 to 10,000 tons of riprap, which would slow work for several weeks, according to Project Engineer Brett Kauffman.

But with everyone accounted for and plans underway to replace the lost riprap and get back to work, the team turned its attention to the community. As luck would have it, a September food drive had filled two pickup trucks with canned goods, which they delivered to a local pantry. They also helped transport people, supplies and even dairy cattle to neighboring farms after barns were destroyed.

In true Kiewit fashion, support poured in from across the company. People came in with pickups loaded with food, coolers and other supplies, and Kiewit's equipment team arranged for gas deliveries after local pumps ran dry.

"It was just a real good time to be working for such a great company," said Silvus. "The support we received was unreal."



1. The Kiewit team gathers on the rebuilt causeway, restored after the storm washed away more than 8,000 tons of riprap. On the left, a neighboring property near the jobsite bears the scars of the flood, its riverbank deeply gouged by Helene's wrath. 2. The same neighboring property after restoration efforts by the Kiewit team.





# BUILDING BOLD

## FUAT SEZER'S LEGACY IN SHAPING KIEWIT OFFSHORE SERVICES

*From a small Texas yard to industry-leading innovations, Sezer's 40-year journey reflects the rise of a powerhouse in offshore fabrication.*

When Fuat Sezer boarded a Pan Am flight from Ankara to Dallas in the mid-1970s, he wasn't just leaving home. He was unknowingly heading toward a career that would shape the future of offshore construction in North America.

Over the next 40 years, Sezer's career would rise alongside Kiewit's growing offshore business. Today, Kiewit Offshore Services, Ltd., (KOS) a subsidiary of Kiewit Corporation, is a leading fabricator for the oil and gas industry — a success story rooted in resilience, innovation and people like Sezer.

From record-setting projects to breakthrough engineering, the story of KOS is inseparable from the man who helped build it from the ground up.

## A BORN ENGINEER

Born in eastern Turkey, Sezer was drawn to engineering early, inspired by his father, a civil engineer who worked on hydropower and irrigation projects.

"I knew by the time I was five," Sezer said. "I was going to be a civil engineer."

After graduating high school, he moved to Texas and earned an engineering degree from Rice University. He intended to return home but asked his father for one year of practical experience and began his career with Brown & Root.

"I never went back home," he said. "Here I am, four decades later."

## THE OFFSHORE OPPORTUNITY

Sezer's path crossed with Kiewit through a former classmate who had joined Gulf Marine Fabricators, a Kiewit subsidiary operating a fabrication yard in Aransas Pass,

*1. Sezer attends a superintendent meeting at Kiewit Offshore Services' Ingleside yard in 2005. 2. In 2010, Sezer traveled to Newfoundland to tour the Hebron Drill Support Module project. 3. Sezer leads a project mass meeting at the Ingleside yard on an early morning in 2005. 4. Kiewit's heavy lifting device (HLD) prepares to load out a fully integrated offshore topside at its Ingleside Yard. 5. An aerial view of the 1,352-foot Bullwinkle platform jacket during fabrication in the 1980s. 6. Kiewit's HLD helped deliver the fabrication of the 1500-ton offshore substation that was the centerpiece of the South Fork Wind Project, ENR New York's 2024 Project of the Year.*



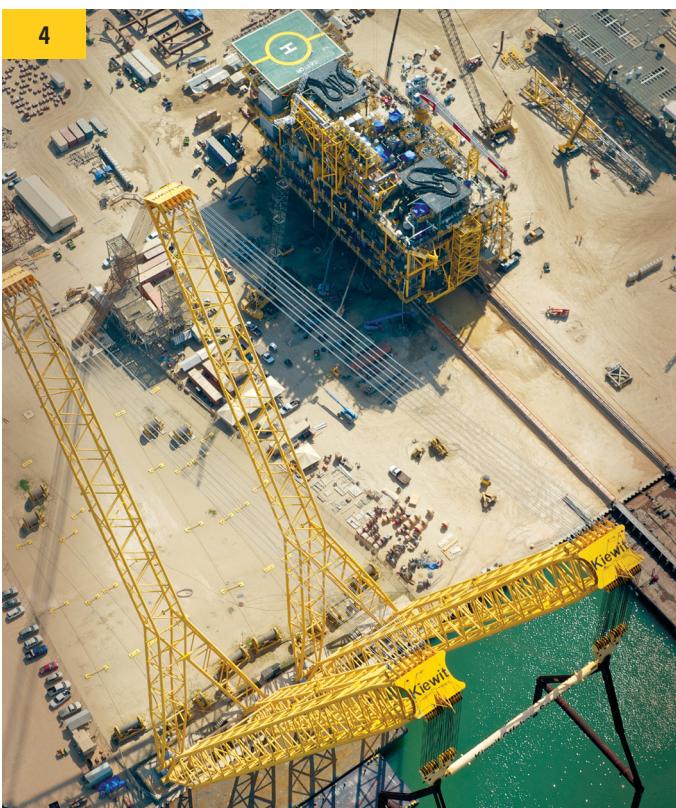
Texas. In the mid-1980s, the company broke new ground in a market where it had everything to prove.

At the time, the company had just landed its first offshore project: a joint venture with Kaiser Steel to build the Bullwinkle platform for Shell Offshore Inc.

"I was very intrigued with this project," said Sezer. "A company with no history of building offshore structures wins the world's biggest offshore structure. I thought it would be really good for me to be able to work on such a project."

In 1985, he interviewed with Kiewit on a Friday. By Monday, he'd accepted the job.

"I was hired as a structural engineer designing the foundations and how to erect the structure," Sezer recalled. "We were new to the area and there was a really good camaraderie and friendship on site. And of course, we were very excited to be able to work on this world-record project."



## STEERING THROUGH SETBACKS

When Bullwinkle wrapped up in 1988, Kiewit marked a major achievement. But soon after, the offshore market declined. The anticipated boom never came, and Sezer, now a shareholder, felt the pressure.

Kiewit pivoted. In the early 1990s, it partnered with Norway-based Aker to form Aker Gulf Marine (AGM), which absorbed 50 percent of Kiewit's assets in Aransas Pass and Ingleside. The partnership introduced concrete floating production systems to the U.S. market. Unfortunately, demand for concrete from domestic operators remained low, so Kiewit-led AGM continued building offshore steel structures. In the late 1990s, strategic differences surfaced, a buy-sell clause was triggered and Aker assumed full control of the business.

Sezer and 45 other Kiewit shareholders chose not to follow. Instead, they returned to Kiewit, ready to rebuild from the ground up.

"We were tasked either to acquire someone, buy a company, form another partnership or build a new yard," said Sezer. Then-CEO Ken Stinson favored the new yard option.

## BIG LIFTS, BIGGER VISION

Kiewit acquired new land in Ingleside, applying lessons

learned from past operations to develop a state-of-the-art fabrication yard. Sezer briefly explored other ventures, including a fiber optics project in California, but returned to Texas to help lead the offshore reboot.

Another turning point arrived that would reshape the way offshore platforms were built.

In 2000, British Petroleum (BP) outlined plans for a floating production system that spanned continents: build the hull in Korea, fabricate the topside modules in the U.S., then tow it into the Gulf for offshore integration. It was a high-stakes operation, dependent on massive cranes and precision timing.

Kiewit proposed a new approach. Instead of integrating the platform offshore, the company proposed doing it all at its Texas facility. The plan: float the hull beneath the facility, lift the modules into place onshore, then tow the fully-assembled structure into the Gulf.

BP declined. Sezer and his team didn't.

Within a week, they had sketched concepts for a heavy lifting device (HLD) that could make full onshore assembly possible. Though BP remained unconvinced, Kiewit saw long-term potential. To offset the HLD's \$28 million price tag, Kiewit offered to waive the lifting fees on a second job.

# The shift toward zero

Offshore fabrication comes with high-risk, hands-on work — cutting, welding, heavy lifting — often in complex, high-pressure environments. For Kiewit Offshore Services (KOS), meeting industry standards was never the goal. The company wanted to do better.

That meant rethinking how safety was measured.

"In the early days, we'd say, 'Let's improve by a tenth of a point next year,'" said longtime KOS leader Fuat Sezer. "Then one year we said, 'No. The goal needs to be zero.' Because whatever other target you're setting, you are really accepting that you will have accidents."

That shift challenged long-held assumptions about what was realistic. But the decision wasn't just about metrics — it was about leadership setting the tone.

"If the management doesn't believe it, how can we convince the employees?" said Sezer.



The leadership-driven approach worked. In 2008 and 2009, KOS received the Bob Wilson Award, Kiewit's highest internal recognition for safety performance over a three-year period. The back-to-back wins marked a cultural turning point and showed what's possible when safety is treated as a shared goal.

Sezer's belief in that goal hasn't changed. "If you put in the focus, you will achieve as a company," Sezer said. "We are all getting better, but we keep on driving toward excellence so that Nobody Gets Hurt. Is it possible? Absolutely. It's possible."

**1.** Ingleside crews gather around Sezer as he walks through safety and quality metrics posted on a continuous improvement dashboard with the slogan "Our Yard. Our Welfare. Our Future." **2.** The KOS team accepts the Bob Wilson Award, Kiewit's highest internal recognition for safety over a three-year period, for the second year in a row. **3.** Sezer leads a sitewide safety meeting at the yard in 2009.



**BUILT TO LIFT, CAUSED A SHIFT**  
Scan the QR code to hear directly from Fuat Sezer about what the heavy lifting device was almost called and how it changed the course of offshore construction.

Sezer led a team of young engineers split into two groups. After rounds of critique and iteration, they merged the best elements into one design.

The resulting system was anchored by 60 steel piles and 23 miles of wire rope. It lifted modules straight up, with the platform floated beneath, and lowered them into place. Twin 500-foot booms gave it the muscle to lift 12,500 tons.

"That simple-looking device generated billions in revenue," said Sezer. "That's the thing I really enjoy about Kiewit. If you have a good solution, they help you bring it to fruition."

## THE BLUEPRINT FOR TOMORROW

Markets shifted. Leadership evolved. But Sezer held his ground, a steady constant through decades of change. He held various titles, including supervisor, project manager, sponsor, area manager, and eventually became district manager and president of KOS in 2008. But for Sezer, what was most important was the work and being placed where he added value.

"I never chased titles," he said. "No matter what I did, working for the company as a young engineer, becoming

a supervisor, working as a field engineer, project manager, sponsor, area manager, district manager — I enjoyed every bit of it."

He encouraged curiosity and calculated risk-taking. "Don't be afraid to develop things, and as long as you can take calculated risks, and have the ambition and the drive to achieve, I think there's nothing we can't do," he said. "We have all the expertise here within Kiewit. You just need to be inquisitive and curious."

In early 2025, Sezer retired after 40 years with the company. His journey reflects not just a personal career but the evolution of a business that built itself on resilience, reinvention and bold engineering.

"To our leaders, the people who mentored me, who gave me the opportunity, I'm very grateful," he said.

Looking ahead, Sezer remains confident in Kiewit's future.

"There's no way I can tell you what the next 40 years will look like," he said. "But one thing is for sure — Kiewit's culture will continue. It will reinvent itself. And it will be there." **K**