



AN EMPLOYEE PUBLICATION OF KHS&S-WEST COAST

FALL 2018

INS OUTS

BRINGING THE PAST TO LIFE

KHS&S' unmatched theming ability elevates the MGM Springfield to buildings that will stand the test of time

MGM
SPRINGFIELD

STARBUCKS

HOTEL

INSIDE THIS ISSUE



COVER STORY 20

MGM Springfield

Behind the drive of a blended workforce, KHS&S replicates a historic downtown.



LEAN 6



WORK IN PROGRESS 19



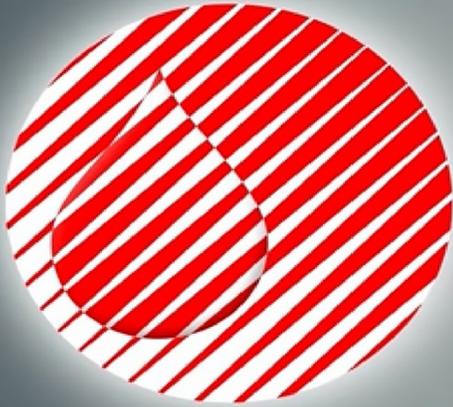
IN POSITION 26

10-14

OFFICE UPDATES

- + Anaheim
- + Concord
- + Denver
- + Las Vegas
- + Seattle

NEW *technology*



EBS[®]
Ink-Jet Systems



THE EBS PRINTER

SAVE SPRAY CANS. SAVE THE HASTLE.

KHS&S is using this hand-held ink jet printer on job sites to spray type onto concrete. The easy-to-read type is clear and will not bleed or fade, so workers no longer have to manually apply layout specs using spray cans of paint.

The EBS printer eliminates having to interpret different handwriting styles, creates a cleaner workspace without the clutter of spray cans and removes the cost of going back to redo as type wears away.



Communicating Through Visual Representation

An effective safety program requires active involvement from all levels that promotes and encourages participation to create a safe work environment. While management sets strategic visions and production targets, it's everyone's responsibility to follow safety and health procedures, rules and safe work practices.

KHS&S has taken our comprehensive safety program and creatively simplified it into a new safety system that easily communicates the program to employees and trade partners. (See page 27)

"Through graphics and icons, the new training visual is easy to comprehend," said Michael Cabrea, director, safety and risk control. "Training has been moved into four main categories to better classify and organize our hazards."

High Hazard training focuses on areas of our trade where severe incidents can occur such as fall protection, scaffolding, ladders and emergency procedures common to most job sites. Essential Element 1 training, including proper lifting and material handling, is important to both office and field employees. Essential Element 3 training offers education on cranes and trench/excavations that are still high risk, but not as common with our trade. All field employees are required to have these vital trainings.

"Few companies have tied their training and education programs together in such a comprehensive way," said Cabrea. "We identify where training is needed, conduct the training and use analytics to measure results."

Analytical software provides measurable data to best identify our key performance indicators, growth opportunities, and accomplishments. This innovative approach to keep workers safe separates KHS&S' safety programs from that of the competition.



KHS&S Concord employees after a safety stand down meeting at the Gilead in Foster City, CA.



On June 1st, our Risk Management team attended the American Society of Safety Engineers event at the Embassy Suites Hotel Los Angeles. The Foundations for Safety Leadership Training focused on knowledge and skills to drive your company's safety culture. Featured from left to right: Jessica Song (RM Associate), Benji Palmer (Safety Manager), Joel Urista (RM Administrator), Linda Goldenhar (CPWR), Michael Cabrea (Director, Safety and Risk Control), TJ Singh (Safety Manager), and Elias Brooks (PENTA).

Tools for Maximum Efficiency to Meet Production Goals

As the Lean culture is entrenched in all aspects of KHS&S construction, new tools of the trade are being incorporated to meet production goals and to keep the craftsmen on the wall.

“Our forward-thinking craftsmen are very receptive to trying new processes and innovation to increase production,” said Brian Sanders, Concord general superintendent. “One 2-second improvement to a work process or incorporating an entire new piece of equipment, whatever helps us deliver successful projects.”

Hilti Total Station

Used for radius wall layout, the Hilti Total Station establishes offset lines that create working points to accommodate project work flow. The paperless process establishes consistent control lines, allows for infield point placement and stores adjustments to improve quality control for a layout accuracy of 99%.



Continuous Flow Taping

Tapers no longer need to go back to the pump to refill. A pneumatic hose is connected to the equipment to continuously feed compound for more efficient and faster drywall taping. Craftsmen maximize time on the wall with no more repetitive trips to the refill stations or moving compound pumps and buckets around the jobsite.



First Run Studies

A first run study on a job site begins with a portion of work being completed and captured in a short video. Crews then review and identify ways to eliminate steps or improve processes. This proven Lean technique of proposing a change, implementing the change, measuring results and adjusting as needed engages craftsman by giving them a significant role in designing work methods, solving problems and making improvements.



“Taking a video of a specific task being completed the first time and then reviewing with the crew to determine how to eliminate steps and improve efficiencies has helped us complete a task in half the time and half the budget,” said Travis Branham, Anaheim general superintendent. “We’re pushing the limits on Lean practices and seeing great results.”

INSULATED METAL PANEL FRAMING - 1ST/2ND RUN ANALYSIS



Bronze and Silver Certification Training Gaining Momentum

On a never-ending journey to achieve construction excellence through Lean practices, KHS&S is seeing huge gains in the number of employees earning Bronze and Silver Lean certifications. Employees at the foreman level and above must complete Lean in-class training and demonstrate proficiency in Lean practices and processes in the field. Office staff at all levels participate individually and by department creating personal and group Continuous Improvement Plans (CIPs).

“As individuals achieve Bronze certification, they’re able to sign off others,” said Greg Stedman, Director, Lean. **“The program really empowers our employees to be part of the Lean movement, and it’s why we’re seeing such an explosion of Lean certifications – we’re now close to 80 people at the Bronze level.”**

Once Bronze level in-class training is completed, the field candidate must demonstrate proficiency in 20 specific items on the job site such as create a complete WWP, conduct a stand-up meeting with no coaching, 5S gang boxes, inventory control systems, ability to coach 5S, and ability to coach 8 types of waste. Each proficiency can be signed off by a coworker that is already Bronze certified. “All foremen have the same CIP requirements, and we continually see one foreman helping another with a task that is necessary for certification,” said Michael Villar, process improvement manager. “Since they too had the challenge of completing the task, our foremen have very high standards before approving.”

Lean Stand-Up Meeting



Colorado Lean Lead Creates “Green Level” Training

Orlando Martinez, Lean lead, took it upon himself to create a Lean training class. Called "Team Green" for the apprentice and journeymen level. Inspired by the importance of Lean practices, the participants complete the class on their own time.



Team Green class participants work on building the Lean House as part of their training.

First Bronze Certifications Now Completing Silver Status

Travis Branham and Albert Alvarez were in the first class to receive Bronze certification and carry that honor as the first to take the Silver class. A second Silver level class is in progress with six candidates well on their way to achieving Silver certification within a year.

The class includes: Don Archuleta, Brian Sanders, Darren Thomas, Joe Mello, Martin Martinez, and Erik Klepp.



Albert Alvarez and Travis Branham along with Rob Walter and Greg Stedman are pictured holding their silver certifications.

Anaheim IT Team First to Achieve a Department Bronze Certification

Congratulations to the Anaheim IT staff on earning the first department Bronze certification. Each department manager by functional area is responsible for writing its own CIP plan with input from the team to identify Lean practices and processes to be achieved.



Bronze Certified (as of 7/16/18)

2016

Travis Branham - Anaheim
 Albert Alvarez - Anaheim
 Jesse McKay - Anaheim

2017

Jeff Castagnola - Seattle
 Matt Castagnola - Seattle
 Cody Coburn - Seattle
 Anthony Battisiti - Seattle
 Jerry Horton - Seattle
 Allan Jenkins - Seattle
 Jeff Anderson - Anaheim
 Bobby Figueroa - Anaheim
 Greg Calhoun - Anaheim
 Brian Sanders - Concord
 Vic Varela - Seattle
 Darren Cathcart Jr. - Seattle
 Orlando Martinez - Denver
 Jeff Leong - Seattle
 Ryan Cathcart - Seattle
 Jason Herrera - Anaheim
 Jason Jordan - Anaheim
 Gary Alexander - Anaheim
 Brandon Haskell - Seattle
 Rob Walter - Anaheim
 Phil Cherne - Anaheim
 Joe Mello - Concord
 Darren Thomas - Concord
 Mike Smith - Seattle
 Blake Tormey - Anaheim
 Hector Caro - Anaheim
 Stone Suder - Anaheim
 Chris Perez - Anaheim
 Don Archuleta - Concord
 Andy Neep - Anaheim
 Dan Stafford - Anaheim
 Erik Klepp - Anaheim
 Curtis Hubble - Seattle
 Angel Pimentil - Concord
 Craig Couch - Anaheim
 Jacob Nelson - Concord
 Eric Gardiner - Concord
 Albert Perez - Concord
 Jeff Frye - Denver
 Michael Wong - Anaheim
 Martin Martinez - Concord
 Kent Treen - Seattle
 Shawn Martin - Anaheim
 John Martinez - Anaheim
 Clinton Parkinson - Concord
 Stacy Miller - Anaheim
 Alfredo Martinez - Seattle
 Earnest Hawkins - Seattle

2018

Rich Rodriguez - Concord
 Nelson Huerta - Anaheim
 Nick Ables - Concord
 Kyle Nelson - Concord
 Dereck Sylvia - Concord
 Bryce Dibble - Concord
 Francisco Mier - Concord
 Louis Duarte - Concord
 Chris Tafoya - Denver
 Chris Yanez - Concord
 Richard Quinonez - Concord
 Mike Lewis - Concord
 Jose E. Garcia - Anaheim
 Jeff Thompson - Concord
 Juan George - Concord
 Ricardo Cerceres - Concord
 Bob Siko - Seattle
 Eric Gardiner - Concord
 Eddie Lopez - Anaheim
 Memo Cazares - Anaheim
 Tim Kurtz - Concord
 Alfonso Avalos - Anaheim
 Felipe Gonzalez - Concord
 Alek Byrns - Seattle
 Doug Williams - Anaheim
 Jeff Cleary - Anaheim
 Mike Caldwell - Las Vegas
 Brent Rewoldt - Seattle
 Al Lyman - Las Vegas
 Darren Cathcart - Seattle
 Keith Alexander - Concord
 Josh Floyd - Anaheim
 Brian Velazquez - Anaheim
 Manny Valencia - Concord
 Hector Valdez - Las Vegas
 Kevin McMillan - Las Vegas
 Lucio Almanza - Concord
 Armando Barragan - Concord
 Juan Ramirez - Concord



PRODUCTION *innovation*

Production Innovation Ready to Roll at Riverside Facility

At the core of production innovation is the Howick steel roll-forming machine that shifts framing activity from the field to a controlled manufacturing facility. With the machine increasing efficiency and production, KHS&S is exploring ways to expand capacity. "We're looking at adding equipment internally as well as using outside facilities to serve even more projects," said Greg Stedman.

The Riverside facility is home to the PanelMax machine. The facility is designed so half serves as the standard warehouse with the other half dedicated to production innovation. Following a Lean assessment and application of visual management systems, the facility is now fully functional in an assembly line fashion to move product out as efficiently and quickly as possible.



PanelMax Machine at the Riverside Facility

The Production Innovation facility has caught the attention of the industry. At the conclusion of the Lean Construction Institute (LCI) Congress annual event, KHS&S conducted a warehouse walk-through where 35 industry professionals saw firsthand how pre-fabrication is being successfully completed on a greater scale.

Robotic Technology with EksoVest

The EksoVest is a robotic device designed to help facilitate overhead work such as finishing ceilings to protect workers from injuries while keeping their arms raised and outstretched over long periods of time. Wearable exoskeleton devices reduce the mechanical stress of repetitive work resulting in fewer injuries with work completed faster and with higher quality results. KHS&S is exploring these types of opportunities to see how innovations can apply to the various trades.



Craig Couch Leads Production Innovation Team



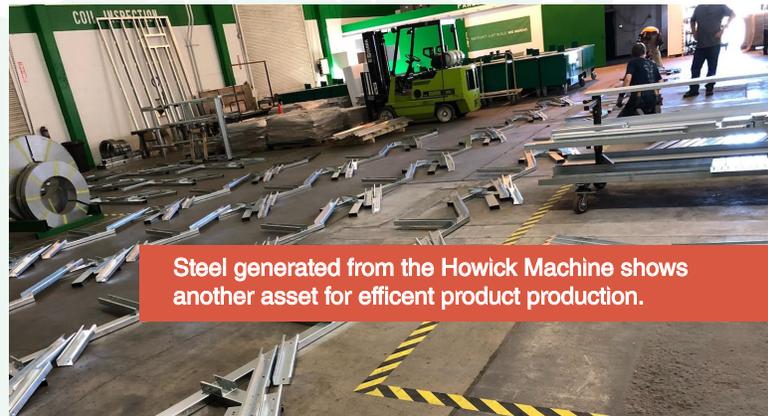
Production innovation now has its own department with Craig Couch appointed as production innovation manager overseeing all west coast initiatives. "As a former project superintendent, his field experience is instrumental as he bridges the gap on how to manage projects and teams to take advantage of production opportunities," said Stedman.

Expanding Knowledge to Create Automated Solutions

Always on the lookout for methods to improve processes, the production innovation team participates in multiple conferences and workshops meeting with leading build space experts and vendors. The ConTech Roadshow brings together construction industry professionals for a day of interactive technology education and demos. "From using workplace drones and virtual reality training to electronic tool tracking and robotic devices, events like ConTech showcase a magnitude of new products, and we meet with industry experts in a one-day delivery versus having individual one-on-one vendor meetings," said Rob Walter, vice president.

Rob Walter and Ronan Frias, director construction design, attended the Autodesk BUILD (Building, Innovation, Learning and Design) workshop in Boston that brings together industry partners to work with product managers to build automated solutions. The manufacturer of the Howick machine recommended KHS&S participate in this highly-regarded workshop for its leadership in construction innovation.

KHS&S has since been invited to participate in the Autodesk BUILD summer program where industry professionals serve as advisors to college students from educational powerhouses such as Harvard and MIT to build and test projects and prototypes. "The construction industry has the brightest minds working to address and solve real world problems," said Walter.



Steel generated from the Howick Machine shows another asset for efficient product production.



OPERATIONAL *development*

Operational Development Team Builds Solutions with Company-Wide Learning & Development Program

Outstanding companies prioritize both great results and great team cultures. That's the belief of the KHS&S Operational Development (OpDev) team, led by Rula Andriessen, Manager, Operational Development, and Jenny Hamrick, Field Training Coordinator. Their vision is that every employee will engage in impactful learning experiences that inspire them to reach their full potential.

The formation of the OpDev team is another way that KHS&S continues to set the company apart as the leader in employee development. Formed in early 2017, OpDev is a highly skilled and collaborative resource for the KHS&S operations team. Rula Andriessen brings experience in team leadership, leadership consulting and learning and development program management. Jenny Hamrick brings over 10 years of KHS&S project experience and technology training development and delivery.

The OpDev team is committed to supporting business plans in every area. This includes close partnership with Area Operations Manager and General Superintendent teams to identify operational training needs and build solutions that help each area meet its goals. OpDev also works with project managers, project engineers, and operations employees to help individuals excel through increased knowledge.

The team is developing a Field Leadership Course, and currently manages the Farm Team Program, PM Systems Course, and Essentials Orientation Courses.



Rula Andriessen and Jenny Hamrick attended the Association for Talent Development (ATD) International Conference in San Diego, CA. Each year, the conference brings over 10,000 professionals from 50+ countries together to discuss the latest trends, research, and tools for learning and organizational development.



Pictured are the graduates from a 2017 Project Management Systems Course. Project Engineer and Project Manager graduates completed nine full days of training in KHS&S project management philosophy and process, and were recognized at their graduation by CEO, Dave Suder. Pictured from left to right: Travis Getting (Area Operations Manager), Norman Perez (Senior Project Manager), Blake Tormey (Production Engineer), Jesse Culver (Senior Project Manager), Dave Suder (CEO), Mike Wong (Project Manager), Jeff Gilbertson (Senior Project Manager), Luis Meraz (Project Manager), Andrew Meda (Project Manager), Jason Giddy (Project Manager), and John Martinez (Senior Project Engineer).

ANAHEIM

Change Fosters Positive Energy

The Anaheim office recently welcomed Travis Getting as the new area operations manager. Previously serving as director of operational development for the West Coast region, he is an experienced leader with a history in project estimation, building strong operations teams and facilitating growth of team members.

“A reorganization allows us to create new opportunities and together our office is formulating an innovative vision on how we can work and grow together as a team,” said Getting. “This motivated group has positive energy and a drive to succeed.”



Southern California a Gold Mine of Opportunity

It has been a busy year for the Anaheim office. Panel work is nearing completion at the 710 Wilshire, a historic Santa Monica professional office building. Constructed in 1928, the structure is undergoing a renovation transformation as part of a mixed-use hotel complex blending the old with the new. In addition, there are several projects in progress at Universal Studios and Disney, both long-time repeat customers. Construction is wrapping up at the eight-story Beverly Center shopping mall in Los Angeles with KHS&S doing a full make-over on the exterior.

“Construction activity in Southern California continues to boom,” said Getting. “Combine that with our growing team, and we’re in a great position to take advantage of these opportunities.”

Recently Completed Projects

- Universal P854 Mock Ups, Universal City, CA
- Argyle Hotel, Hollywood, CA
- Universal Studios Harry Potter Updates, Universal City, CA
- Universal Studios Mummy, Universal City, CA
- Pechanga Resort and Casino Phase 3, Temecula, CA

Current Projects

- Harbor View Inn, Santa Barbara, CA
- 710 Wilshire, Santa Monica, CA
- Kaiser Medical Office Building, Baldwin Park, CA
- Universal Studios P854, Universal City, CA
- Beverly Center, Los Angeles, CA

710, Wilshire Santa Monica, CA



Safety Stand Down, Anaheim, CA



CONCORD

Working Day and Night

A night job requires an extraordinary commitment from craftsmen who work the unusual hours of 11 pm – 6:30 am. Only when the 200-store Westfield Valley Fair Mall in Santa Clara closed and inside mall staff left, could the KHS&S crew start this work.

“Overnight shifts make it difficult for any company to find crew members who can adapt to these hours,” said Don Archuleta, area operations manager. “Thanks to KHS&S’ industry reputation along with Brian Sanders, general superintendent, we kept a solid core of craftsmen on the job and will finish on schedule.”

Brian creates a great team environment through constant communication and keeps top producers motivated and committed to stay on the job, and this job was no exception.

As a repeat customer, the Westfield Valley Fair Mall featured specialty work KHS&S has become accustomed to with this highly valued client. The \$1.1 billion mall revitalization included iconic elements installed by the team.

Envision seamless glass skylights, highlighted by main street soffits with backlit decorative Arktura panels that flood the center with natural light – just one striking feature KHS&S installed. The Main Street skylight is very impressive and a spectacular oculus skylight also takes center stage.

Gilead NB 324’s Pharmaceutical Lab in San Mateo, a \$20 million year-long project installing drywall and metal framing, will be completed this summer.

“This was a true team effort to win this substantial contract with McCarthy Builders and then successfully execute the work,” said Don.

There’s no sign of slowdown for the Concord office with work on Fire Mountain Rancheria Casino, another tribal project on the horizon – a job that, unlike the Westfield Mall – will start every day when the sun comes up.



Lawrence Berkeley Lab (LBNL), Berkeley, CA

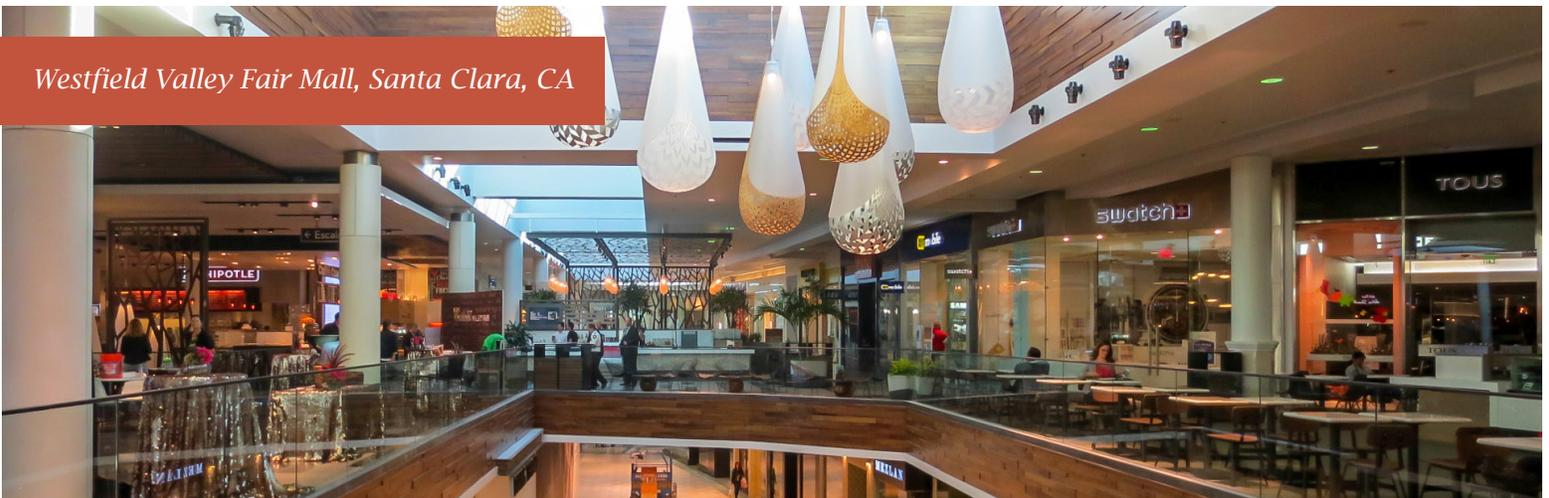
Recently Completed Projects

- Google Phase 3 Café Remodel, Mountain View, CA
- PG&E 9th & 10th Floors, San Francisco, CA
- SC1 Data Center Phase 3, Santa Clara, CA
- Camp Parks, Dublin, CA

Current Projects

- Jay Paul Residence, San Francisco, CA
- Westfield Valley Fair Renovations and Cinema, Santa Clara, CA
- Apple Campus 2, Cupertino, CA
- Lawrence Berkeley Lab (LBNL), Berkeley, CA
- Gilead Building and Parking Structure, Foster City, CA
- 181 Fremont Lobby, San Francisco, CA

Westfield Valley Fair Mall, Santa Clara, CA



DENVER

Reaching New Heights as Gaylord Project Wraps Up

The Denver team is accustomed to high altitudes and are reaching new heights at the Gaylord Rockies Resort & Convention Center as it nears completion. Flying in trusses and beams while working from scaffolding 150 feet off the ground and installing interior panels from scaffolding and boom lifts 125 feet above the lobby, they have mastered the challenges of working at extreme heights. "It took several months to install more than 1,000 interior faux barnwood panels," said Joe Gunter, area operations manager. "Five different prefabricated designs had to be strategically placed so there was no repetitive pattern."

During the largest theming project for KHS&S in Colorado, the interior is being transformed to a grand lodge with rockwork masterpieces featuring a cascading waterfall, grotto and an indoor lake. Sure to grab attention are the river rapids running between two grand staircases and a pedestrian trestle bridge complete with railroad tracks and authentic caboose – all just in time to wow visitors at the December 2018 grand opening.

Emerging Projects in Colorado

While the Gaylord job had all hands on deck, the Denver office has several new projects underway. In Boulder, KHS&S is completing core and shell work including interior framing and drywall with ghostwood ceilings and EIFS work for the four-story S'Park Market, a unique retail, brew pub and office space. On the horizon is Project Sycamore, two data centers located in Broomfield and Aurora in conjunction with Holder Construction. "The work was awarded to us because of a job well done with Holder Construction at the Apple Campus in Concord," said Gunter.



*Gaylord Rockies Hotel,
Aurora, CO*

Recently Completed Projects

- Monarch Casino Tower Temp Walls, Black Hawk, CO
- Monarch Casino Garage Upgrades, Black Hawk, CO
- UCH Hospital, Greeley, CO

Current Projects

- Gaylord Rockies Hotel and Conference Center, Aurora, CO
- Premium Outlet Mall, Thornton, CO
- Project ATLO, Littleton, CO
- S'Park Market, Boulder, CO
- Project Sycamore, Broomfield, CO
- EMF Project, Littleton, CO

S'PARK MARKET, THORNTON, CO



LAS VEGAS

Bringing Construction and Manpower Back

A construction growth spurt is on the horizon in Las Vegas for the next three to four years. "This means our office growth is projected to increase from \$16 million to \$25+ million this year," said Kevin Nanney, area operations manager.

Negotiating more than \$40 million in large-scale projects before the end of 2018, the office will be tasked with filling 100 positions in preparation for the building boom. With these new opportunities, team members who previously traveled to support projects in other regions will be returning to Las Vegas. Not only will the office be increasing staff, there is a remodel and expansion of the office underway to make room for the added personnel.

Our team has been working on multiple projects at the Palms Casino Resort and the Tropicana Pedestrian Bridge in Las Vegas. Also nearing completion is the MGM Springfield Resort and Casino in Massachusetts, slated to open in September.

"Much of the success the Las Vegas office is seeing can be attributed to team members buying into the Lean culture," said Nanney. "Empowering people to take on project accountability creates a positive and productive culture."

Grooming the Farm Team

The Farm Team Program has been reinstated with two employees already lined up for training. This program recognizes people that have talent and drive to groom them for growth within the company. These select candidates go through an extensive program that allows them to learn about multiple aspects and departments of the company.

Recently Completed Projects

- Tropicana Pedestrian Bridges, Las Vegas, NV
- Palms Cafe, Las Vegas, NV
- Palms Buffet, Las Vegas, NV
- Palms High Limit, Las Vegas, NV
- Aria Tower WC, Las Vegas, NV

Current Projects

- MGM, Springfield, MA
- Palms Casino Resort, Las Vegas, NV
- Wynn Convention Expansion, Las Vegas, NV
- Palms Presidential Suites, Las Vegas, NV
- Palms Themed Suites, Las Vegas, NV



The KHS&S Las Vegas Office and PENTA Building Group teamed up for the Southern Nevada Rebuilding Together event as part of National Rebuilding Day.

PALMS CASINO RESORT, LAS VEGAS, NV



SEATTLE

History in the Making

Heralded as the largest single residential building project in Seattle history, KHS&S has been awarded a framing and drywall contract for 1120 Denny Way.

The Seattle team was hand-selected by the client/developer because of the professional trust and confidence in the KHS&S team. KHS&S's depth of experience in high-rise projects especially influenced their selection decision.

The company will provide 4.3 million square feet of drywall for two 42-story towers and an 11-story mid-rise including all amenity spaces for 1,097 residential apartments and short-term luxury corporate leasing space. Pre-construction is already underway with project completion expected in May 2020. At peak, 125 team members will work on the project.

Cultivating Customer Satisfaction

With sweeping views of Puget Sound, the downtown skyline and CenturyLink Field, Hawk Tower is phase two of the 255 South King Street project. The 19-story office tower connects by atrium and sky bridge to the phase one 23-story hotel tower. KHS&S' scope of work for both towers included metal stud framing, drywall, installation and acoustic plaster.

"King Street epitomizes the KHS&S culture of customer satisfaction with repeat business," said Jeff Castagnola, area operations manager. "With more than a dozen projects for this same customer, the quality of our work speaks for itself."

Tech Center in Redmond is part of a \$2 billion, multi-year campus refresh and KHS&S is well positioned to be part of the team. General contractor Skanska awarded Building 41 to KHS&S with an aggressive schedule. This was an "audition" for KHS&S with Skanska. "Skanska was pleased with our performance and wants us on future projects and other Seattle work," said Jerry Horton, project manager. "We were told our team has reset the bar on subcontractor expectations for pre-con and project delivery."

With a job this size and pace, it is the framing/drywall subcontractor that pushes the project forward. The Seattle team recognized this early and their performance was crucial in sealing a relationship with Skanska.

Apprentice Program Pays Off

With a tight labor pool in Seattle and surrounding areas, the Seattle office has been hiring apprentices to train and provide hands-on experience to learn the KHS&S way of business. "Now, a couple of years later, these apprentices are moving into leadership positions," said Allan Jenkins, senior project manager. "We saw a challenge and created a solution that has really paid off."



1120 Denny Way, Seattle, WA

Recently Completed Projects

- 255 S. King Street, Seattle, WA
- 255 S. King Street Phase 2, Seattle, WA
- Step Casino Phase 1A, Airway Heights, WA
- 1-5 EQC Parking Garage Phase 1, Tacoma, WA
- EQC Fife, Tacoma, WA
- Wells Fargo 13, Portland, OR
- Ilani Phase 2, Ridgefield, WA
- ATF-Home Plate Center, Seattle, WA
- Amazon, Seattle, WA
- 13 Coins, Seattle, WA
- Avalara, Seattle, WA
- Capital One, Seattle, WA
- Angel of the Winds Non-Smoking Addition, Arlington, WA

Current Projects

- Nike Dan Fouts, Beaverton, OR
- First Tech, Hillsboro, OR
- Ilani Phase 2, Ridgefield, WA
- 333 Dexter, Seattle, WA
- State Hotel, Seattle, WA
- Columbia Center Podium Remodel, Seattle, WA
- Tech Center Building 41, Redmond, WA
- Tech Center Building 42, Redmond, WA
- Azure West SOC, Redmond, WA



255 South King Street, Seattle, WA



JESSE CULVER SENIOR PROJECT MANAGER

Home on the Range in Golden, Colorado

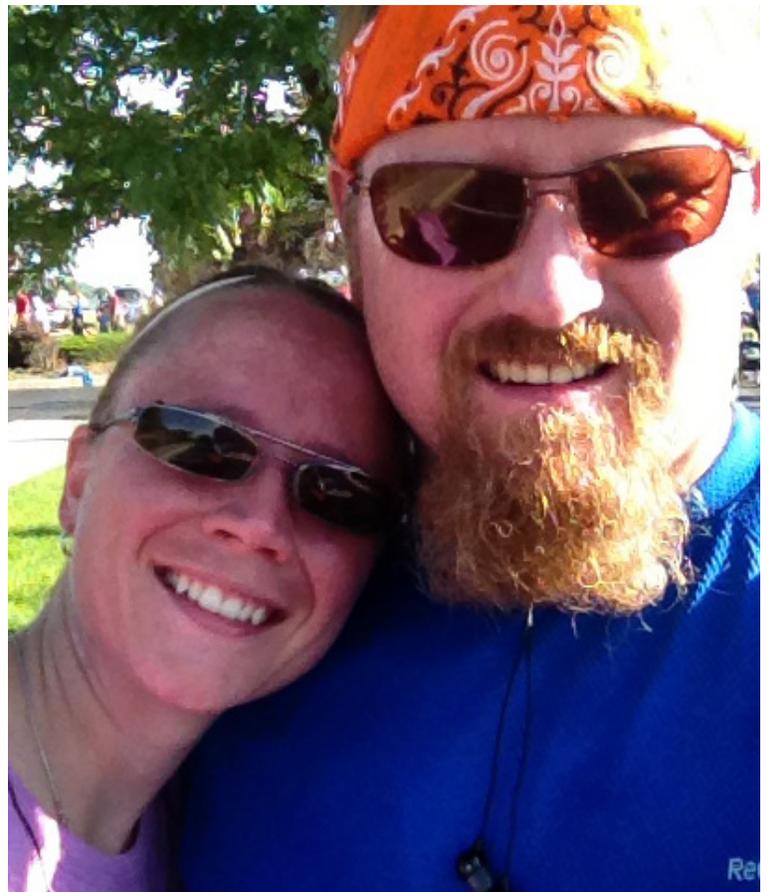
When Jesse Culver, senior project manager, moved with his parents to take over the family cattle ranch in Canada in his early 20s, a relentless, 24/7 work ethic on the job became second nature. At the ranch, he quickly had to learn how to herd 100 horses and 300 cattle on horseback and endured many freezing winters.

“On a ranch, there are no days off and no such thing as quitting time,” said Jesse. “It’s a team effort, and we had to do whatever it took to make sure the ranch operated smoothly.”

When his family sold the ranch, he found an opportunity with a Colorado-based company where he worked his way up to estimator. Management there quickly realized that Jesse’s background in leading tasks and work ethic would be an asset to the team. He joined KHS&S in 2014 as an estimator and that started his career track to becoming a project manager. Recently promoted to senior project manager, Jesse said, “The company trusts you and values experience, and that’s a good feeling when your contributions to the team are appreciated.”

Jesse’s a former high school and college wrestler and coached wrestling for 10 years at a nearby high school. Jesse and his wife Morgan have a one-year old daughter and a three-year old son. He and his wife are both artistic, and they enjoy creating “works of sidewalk chalk art” with the kids.

“You’ll know it’s our house when you walk by with chalk art from one end of the sidewalk to the other,” he said. His latest, most rewarding “project to manage” in his free time is teaching his son to ride his tricycle.





KENT TREEN PROJECT SUPERINTENDENT

Excelling at Customer Service and Employee Mentoring

Kent Treen describes his job at KHS&S as the liaison between the client's vision and the 60 to 100 craftsmen who will make it happen. "KHS&S' customer-focused business approach is one of the main reasons I enjoy working here," said Kent.

A friend who worked at KHS&S led him to pursue a career at the company as a specialty drywall craftsman. Now, a decade later with many successful drywall jobs under his belt, the spotlight is on Kent for "You've Been Framed" recognition.

Kent is known not only for going above and beyond to take care of customer needs, but also for his dedication to mentoring other craftsmen in the trade. Several of the foremen he's supervised are now running their own jobs.

"That's one of the most rewarding aspects of my job, and is second only to seeing a high end project completed under budget and on time which underscores our company's promise to do whatever it takes," said Kent.

Kent and his wife are preparing to be empty nesters when his 18-year old son leaves for college this fall. They enjoy spending time with their three grandchildren and growing fresh vegetables in their garden. When Seattle weather permits, Kent is outdoors as often as possible, including 3 hours offshore in the Pacific fishing for tuna.





WILL FLANNERY PROJECT SUPERINTENDENT

On the Road with Will Flannery

From Canada to Cincinnati, then to Denver and back home to Las Vegas, Will Flannery has traveled the country for KHS&S. Along the way, in addition to his project superintendent responsibilities, Will shares his Lean training with apprentices and general foreman on how to implement Lean practices.

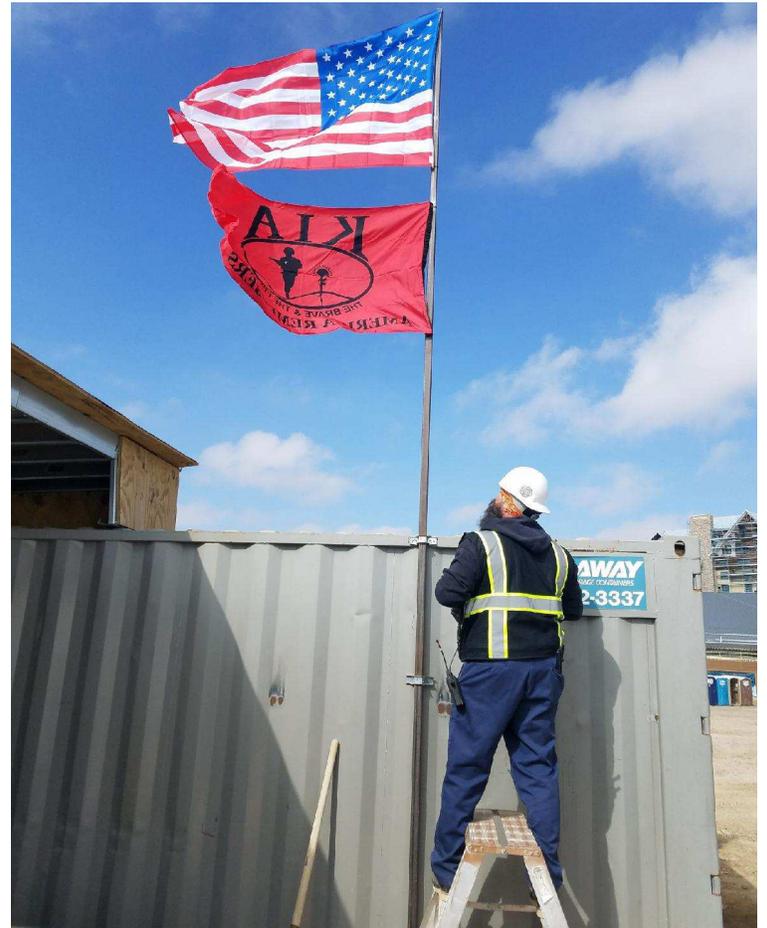
“The Lean culture is so innovative. We’re all benefiting from improving our skills and learning to minimize waste while maximizing profits,” said Will.

Nearly two decades ago, Will began his career at KHS&S as a journeyman carpenter and welder applying his skills with exterior fabrication. He previously served seven years in the United States Army during Operation Desert Shield and Operation Desert Storm. His jobsite work area is easily recognizable displaying his pride in country with a United States flag blowing in the breeze.

Will and his wife, Pamela, just celebrated their 25th anniversary with an unforgettable cruise to the Hawaiian Islands. “She deserves all the credit for keeping our family life on track while I’ve been traveling the past seven years, including our two daughters now in college,” said Will.

In his spare time, he enjoys teaching his 2-year-old grandson, Kellen, how to hit a ball off a tee. “He has a blast just hitting baseballs off the tee, and so do I watching him smile while he’s learning something new,” said Will. “He’s already showing signs of becoming a baseball player.”

Regardless of what city he works in, Will says the company has always felt like one big, supportive family. He’s glad to be back in Las Vegas now with both his own family and the KHS&S family.





PROJECT *gallery*

COMPLETED PROJECTS



- 01.** 255 South King Street, Seattle, WA
- 02.** Pechanga Resort & Casino, Temecula, CA
- 03.** MGM Springfield, Springfield, MA
- 04.** Microsoft Building 41, Redmond, WA
- 05.** First Tech Credit Union, Hillsboro, OR
- 06.** UCH Hospital Greeley, CO
- 07.** Tropicana Pedestrian Bridge, Las Vegas, NV
- 08.** Avalara, Seattle, WA
- 09.** Broadway Plaza Redevelopment, Walnut Creek, CA

CURRENT PROJECTS



- 01. Wilshire 710, Santa Monica, CA
- 02. Westfield Valley Fair Mall, Santa Clara, CA
- 03. Project Sycamore, Broomfield, CO
- 04. Lawrence Berkeley Lab (LBNL), Berkeley, CA
- 05. Gaylord Rockies, Denver, CO
- 06. Palms Casino Resort, Las Vegas, NV
- 07. 1120 Denny Way, Seattle, WA
- 08. UCSD Living and Learning Center, San Diego, CA
- 09. Pacific Northwest Tech Center, Redmond, WA



Replicating a Historic Downtown Springfield Bringing the Past to Life at the MGM Springfield Casino and Resort

With over ten major projects already completed for MGM Resorts International, KHS&S specialty theming expertise was again selected for the company's new 500,000 square foot entertainment complex in historic downtown Springfield, Massachusetts.

This opportunity came with an interesting challenge: recreate a facade that blended seamlessly into the charm of downtown Springfield's existing buildings. Many of the buildings dated back to the 1800s and were still covered with original natural stone.

Implementing MGM's design goals, the exterior created by KHS&S would pay tribute to the City's legacy, while signaling a renaissance for downtown Springfield. With experience in other projects centered on history-themed environments, KHS&S understood how to work with

existing 300-year old structures surrounded by other historic buildings. Everything had to match, from architectural elements to the faux stone.

"To mirror the city's early beginnings, the new buildings seamlessly blended in with the adjacent structures," said Kevin Nanney, Las Vegas Area Operations Manager. "Then, the surprise element is stepping out of this themed setting into the modern-day MGM Springfield resort."

Over a two-year timeframe, KHS&S provided design concepts from their art studio in Las Vegas to project completion in the heart of New England with substrate coordination and 152,857 square feet of thematic elements. Theming included an impressive 26,395 parts of GFRC and FRP covering over 152,000 square feet of intricately designed facades.

Combining old



...and new



Beginning With the End in Mind: Scale Models for Project Design Approval

The design process took six months to complete. Working from elaborate conceptual shop drawings for three specific buildings, the team built eight mockups at 70 percent scale to demonstrate the look, feel, and materials that KHS&S would ultimately refer to on the job site for the project's mapping of the custom colored panels.

"MGM executives and the City of Springfield's development team met countless times in Las Vegas for close-up views of the different design elements represented on the mockups that KHS&S would apply to the casino's facade," said Kevin.

Once approved, it was time to get to work developing the true-to-scale design elements to bring the building to life. That required a high level of quality control. Selecting the manufactured parts from the West Coast near the Las Vegas office allowed the team to oversee the numerous vendors and suppliers hired.

"Our team identified the manufacturers best suited for the job and then managed the delivery and installation process from start to finish," said Kevin. "That's just what we do — and that's the reason MGM selects our team over and over again for their specialty themed projects."

Intricate architectural elements including cornices and window surrounds were fabricated by the team. Implementing best Lean practices, the 13,230 GFRC panels used to replicate the existing aged stone came from vendors in Utah, California, and Nevada – a 2,500-mile journey. The panels were then skillfully applied to the buildings following the complex mapping system.





Capping Off the Rotunda

Fabrication of the dome, made of fiberglass with a steel frame, took eight weeks.

“To be consistent with several other 300-year old copper domed structures still visible in downtown Springfield, copper patina was applied to the colored panels on the ground at the manufacturing plant in Las Vegas,” explained Brandon Kephart, Senior Project Manager.

The 9,800-pound structural steel and FRP parts arrived from Las Vegas in a dedicated semitruck filled completely with materials for the dome. The parts were then assembled at the Springfield job site.

The dome, 58 feet across and 6 1/2 feet deep, was lifted from ground level by a telescopic crane and lowered onto the corner of the hotel on Main Street. The entire process took less than 15 minutes.

The field team stood atop the rotunda looking at the radius steel rafters above to help guide the hovering dome as it’s flown into place. KHS&S workers spent the remainder of the day securing it by welding it in place.

Hundreds of years ago, the domes made from real copper would have been assembled on the roof. The install process has changed significantly. “The entire dome was put together on the ground in about a week by eight craftsmen, and it took just eight minutes to fly it into place,” said Brandon.

The crowning jewel was a 32-foot diameter dome dramatically flown by cranes into place atop the resort’s rotunda.





"This was one of the most in-depth cast jobs we've done in the history of the company," said David Wedmore, Project Superintendent.

A Blended Workforce: Las Vegas Craftsmen and Local Springfield Labor

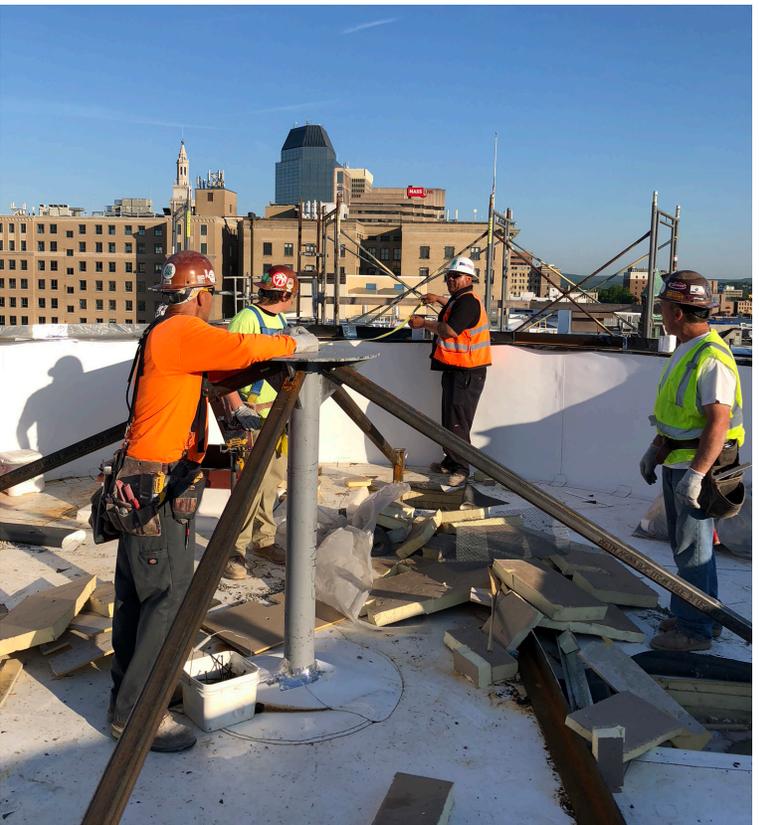
David Wedmore, Project Superintendent, relocated for a year and a half from Las Vegas to Springfield to lead the team. "I'm always up for a challenge, so MGM Springfield was a great opportunity," said David. "This was one of the most in-depth cast jobs we've done in the history of the company."

He formed and maintained a partnership between the talented KHS&S craftsmen who also relocated to Springfield with the local labor force. The key? Local labor was trained and became part of the team from day one. They learned from an industry leader about safety, installation techniques, and Lean practices.

At peak, nearly 50 craftsmen worked on the project during the 13-month installation.

"The KHS&S team brought over 40 years of combined experience to Springfield. Local labor was initially hired to work under a mentoring program with these veteran craftsmen," said Brandon. "I realized the mentoring program wouldn't be needed for very long. Our transplanted Las Vegas team helped the locals catch on very quickly."

The local workers embraced the KHS&S culture and were amazed at how the company openly shares project goals, timelines and budgets with their team. The information sharing proved to be critical in helping the blended team achieve seamless integration.





Extreme Weather Slams Project

Originally the building exterior was planned to be climate controlled with tarp and tented scaffolding. However, with the building interior work on such a tight deadline the scaffolding had to remain open so it didn't interfere with the time-sensitive installation of the windows. Yet, the KHS&S team persevered through one of New England's most frigid winters. The site was slammed with three nor'easters in less than two weeks.

At times, there was so much snow on the scaffolding and dangerous whiteout conditions on all the roads that the jobsite had to be shut down for several days.

For the KHS&S crew who temporarily relocated from sunny Las Vegas to frigid New England the weather change was dramatic. This team quickly adapted to the different weather conditions.

"These craftsmen demonstrated the resiliency KHS&S is known for in the industry, and the Springfield job is a perfect example," said Brandon. Even with lost workdays due to the extreme weather conditions the job came in on budget and on schedule.

Making history with another landmark MGM entertainment destination

Key factors to this project's success were negotiating a win-win contract with MGM Resorts International and utilizing core design and craftsmen talent to produce and apply a specialty product. "I knew we accomplished the client's design goals when I arrived at the site as it neared completion, and I couldn't even distinguish the old buildings from the new," said Kevin.



With the determination and perseverance KHS&S is known for, the team pulled together to meet the accelerated delivery schedule.





An undertaking with significant complexities, this landmark project adds to KHS&S' successful history with MGM Resorts.

New England's first integrated luxury resort and entertainment destination in historic Springfield, Mass. opens in August 2018 with building exteriors designed and installed that appear as if time stood still.

MGM
SPRINGFIELD

WELCOME TO OUR TEAM

Joe Carter
Senior CAD Draftsperson, Anaheim

Matthew Brown
Preconstruction Manager, Anaheim

Kacie Bower
Payroll Clerk, Anaheim

Mike Grillo
Estimator, Concord

Alexandrea Spada
Project Coordinator, Concord

Craig Couch
Production Innovation Manager, Anaheim

Anthony Martinez
Estimator, Washington

Rebecca Valle
Project Coordinator, Anaheim

Dylan Hugunin
Project Engineer, Colorado

Gabby Castro
Area Administrative Assistant, Colorado

Daniel Stevens
Project Engineer, Anaheim

Kimberly Lasiewski
Receptionist, Anaheim

Jim Carter
Director, Operational Controls, Anaheim

Shawn Martin II
Project Engineer, Las Vegas

Amairani Casillas
Project Coordinator, Concord

Jim Strout
Specialty Product Manager, Concord

Scott Holzer
Regional Safety Manager, Colorado

Blake Shaver
Project Engineer, Anaheim

Samantha Ferrand
Area Administrative Assistant, Las Vegas

Jason Pierson
Project Engineer, Las Vegas

Rebecca Suzuki
Project Engineer, Anaheim

WELCOME BACK

Tom Trattler
Senior Estimator, Las Vegas

Kevin Stedman
Estimator, Colorado

Rick Raber
Production Manager, Las Vegas

Andrew Zaragoza
Senior Project Manager, Anaheim

Brent Canfield II
Specialty Finishes Superintendent,
Las Vegas

Luis Meraz
Project Manager, Colorado

POSITION CHANGE

Bob Bucy
Production Innovation - Howick, Anaheim

Jimi Treen
Project Engineer, Washington

CONGRATULATIONS ON YOUR PROMOTION

Alex Harris, Senior Estimator

Evan Engelman, Manager,
Construction Design (Anaheim)

Heather Gould, Operations
Administration Manager

Shane Hastain, Preconstruction
Manager

Raul Zamarron, Warehouse Manager

Andy Neeper, Project Superintendent

Albert Alvarez, Project Superintendent

Jesse Culver, Senior Project Manager

Tony D'Amico, Technical Design
Coordinator

Nicole Spence, Project Coordinator

Ashley Gaji, Executive Administrative
Assistant

Travis Getting, Area Operations
Manager

TJ Singh, Regional Safety Manager

Rula Andriessen, Manager,
Operational Development

Curtis Hubble, Project Engineer

Orlando Martinez, Project
Superintendent

Jeremy Evans, Manager,
Construction Design (Las Vegas)

Mike Deering, Project Superintendent

John Martinez, Senior Project
Engineer



Woody (Rob Walter, Vice President) and Buzz (Greg Stedman, Director, Lean) take in the sites at Disney World.



CEO Dave Suder and Production Engineer Blake Tormey pictured with legendary Notre Dame football coach, Lou Holtz at Servite High School's Excellence in Leadership Dinner.



HUMAN ELEMENT

It's not a measurement of achievements or failures. Our success is quantified by employees going home safe and sound to their loved ones.

MANAGEMENT SUPPORT

Management sets strategic visions and production targets and encourages growth and profitability, while simultaneously valuing worker safety and health throughout the organization.

INVOLVEMENT

Active involvement is essential to an effective safety program. We promote and encourage employee participation in creating a safe work environment for our company and trade partners.

- PLANNING
- RECOGNITION
- INNOVATIONS
- TEAMWORK
- TRADE ORGANIZATIONS
- EMPLOYEE EMPOWERMENT
- SAFETY COMMITTEES

SAFETY TRAINING AND EDUCATION

The company maintains and supports a program to educate and familiarize employees with safety and health procedures, rules, and safe work practices.

HIGH HAZARD

- CONFINED SPACES
- SCAFFOLD
- MOBILE EQUIPMENT
- FALL PROTECTION
- EMERGENCY PROCEDURES
- LADDERS

ESSENTIAL ELEMENT 3

- CRANES
- EQUIPMENT PROCEDURES
- TRENCH AND EXCAVATIONS

ESSENTIAL ELEMENT 1

- GENERAL
- HOUSEKEEPING
- PROPER LIFTING AND MATERIAL HANDLING
- ACCIDENT/INCIDENT PROCEDURES

- DRIVER SAFETY
- SAFETY MANAGEMENT
- LOCKOUT AND ENERGY CONTROL
- CPR AND FIRST AID

ESSENTIAL ELEMENT 2

- ELECTRICAL
- ENVIRONMENTAL
- HOT WORK PROCEDURES
- HAZARDOUS COMMUNICATION

- WORKPLACE VIOLENCE
- ERGONOMICS
- EMERGENCY PREPAREDNESS
- HAZARD SPECIFIC



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Comments and suggestions are welcome.

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