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THE ESSENTIAL WORKER

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OPERATIONAL DEVELOPMENT

2020 Learning Culture All-Star Awards:

- Andy Neeper *Knowledge Contribution
- Jeff Cleary
- Kent Treen *Mentorship & Coaching
- Kelley Huss *Training Leadership
- Kevin Norman
- Kim Guzman
- Kristina Kelley
- Mike Mahaffey *Mentorship & Coaching
- Rob Shimetz
- Stacy Miller



WWCCA Project of the Year, EIFS

Anaheim
PETS

PROJECT ADMINISTRATION

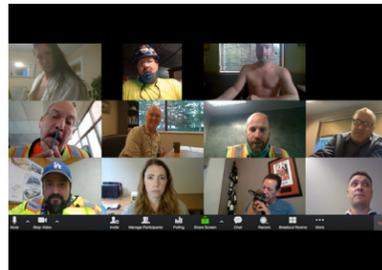
2020 Golden Stapler Award:

Concord



Project of the Year

Anaheim
Morongo Casino



Presentation of the Year

Washington



NCA Safest Subcontractor of the Year

Las Vegas



President's Lean Award

Concord
Richard Quinonez



NOTE FROM THE PRESIDENT

A rewarding aspect of working in this industry is that each project entails some sort of story. They are stories about how we pursued and were awarded projects and stories about how challenges were overcome, how clients' expectations were exceeded, and other stories about how projects played out. As we finish the 2020 stories in our six West Coast regions, words like "unprecedented", "perseverance", "creativity" and "teamwork" come to mind.

While many segments of the construction market were negatively impacted by the effects of a widespread pandemic, KHS&S is able to stay the course because of the discipline and commitment demonstrated by our teams on the wall and in the office. Your determination to continue to put exceptional work in place daily is what kept us successful on the

projects that remained active in spite of the industry slowdown. Also, your teamwork mentality to pull together in a time when it would have been easy to look out for yourselves is what solidifies the foundation of who we are and what we do.

Looking to the future, we will be focused on building upon the attributes and successes that define who we are. We are unique in what we bring to the marketplace and we look forward to cultivating partnerships with clients who recognize and value those unique capabilities.

As we begin our 25th year as a company, it is appropriate that we remember our founding president, leader and friend - Dave Suder. He always enjoyed celebrating milestones! Our thoughts and prayers will continue to be with his family as they learn to move through life without him here. The thought of moving on from that sudden change at the end of 2019 was a lot to take in for everyone in his life, including us here; however, I am confident that the company is moving in the right direction and honoring the legacy of what inspired Dave to start KHS&S West. As Dave and I would often agree, we wouldn't be starting another year of business without the loyalty and hard work of our fellow employees.

I end this note in gratitude for the opportunities we have had so far to create iconic projects and witness the growth and success of so many of our team members. Continued focus on those things, along with commitment and discipline to continually improve, will allow us to live more stories of innovation, accomplishment and success for years to come.

Looking forward,

KHS&S West 2020 Awards

- WWCCA Project of the Year, EIFS - Secret Life of Pets
- ENR Regional Best Projects, California - Star Wars: Galaxy's Edge
- TEA Thea Awards for Outstanding Achievement: Attraction - Star Wars: Galaxy's Edge
- BLR 2020 Innovations in Safety Training Award - Human Element
- NCA 2020 Safest Subcontractor of the Year
- #2 Largest Wall & Ceiling Contractor in the United States

OPERATIONAL DEVELOPMENT

Innovative ideas, “Fierce” thinking from Operational Development Department

“Fierce” conversations are transforming relationships throughout KHS&S. In a company-wide training program using curriculum by Fierce, Inc., course graduates think about communication in a whole new way. In 2019, more than 120 employees completed the Foundations and Feedback courses. So far in 2020, an additional 40 employees also completed Foundations.

“The investment to provide Fierce Foundations to all employees shows KHS&S’s commitment to build not just the technical skills of our leaders, but also leadership skills,” says Rula Andriessen, Manager, Operational Development.

As employees learn to seize the opportunity for Fierce conversations that don’t shy away from the uncomfortable, performance improves. Because of the program’s success, KHS&S has made two significant investments for the future:

- Every new hire will take Fierce Foundations.
- All manager-level employees will take courses next-level courses called Coach and Delegate.

Employees say they are learning skills that improve communication, help to build strong relationships, and are applicable outside of work, too.

“Fierce has begun a deeper conversation amongst our teams,” says Kimberly Christian, Executive Assistant. “I see real communication, collaboration, learning and understanding, tackling tough challenges, and – because of all this – I see forward momentum.”

Rotational Leadership Brings New Faces

When it comes to new hires, KHS&S doesn’t want to miss the best-of-the-best, even if they didn’t start their careers in the construction industry. Since 2018, the Rotational Leadership Program has seen six candidates from diverse backgrounds complete their learning journeys.

Shawn Martin came from a construction background, then became a project engineer. Robert Von Barga was in the U.S. Coast Guard and a personal trainer, while Steven Yocky has a degree in finance. Kelsey McBride came in with a mechanical engineering degree and graduated to become a CAD draftsman.

Do you know someone who would be a great fit at KHS&S? Maybe they would be a good candidate for the Rotational Leadership Program.

“We are looking for people who fit our core values,” says Amberly Sacalas, Vice President, Human Resources. “The rotational leadership program is for anyone who wants to work for KHS&S, stay committed to the company and grow their future with us.”



CUTTING EDGE PRECONSTRUCTION

Computational Design and Digital Fabrication

KHS&S Contractors prides itself to be ahead of the curve by investing in the development of innovative solutions. Utilizing Computational Design and Digital Fabrication to create and construct complex designs with precision and accuracy, KHS&S continues to transform the construction industry. Through creating workflows and custom tools, KHS&S takes a complicated design and breaks it down into 3D models embedded with intricate details followed by the output of precise data specifications for fabrication.

This technical revolution is the future of construction, providing the freedom to design and build complex designs using new fabrication manufacturing methods. More importantly, it improves the quality and precision of construction.

“This technology is more than just a tool, it’s an approach to construction - adding value in all areas of the process,” said Ronan Frias, Director of Construction Design at KHS&S. “Estimating becomes more accurate and prefabricated materials increase precision leading to improved Quality Control.”

KHS&S has a strong history of collaborating with architects and designers to provide clients the best fabrication options. Collaborating alongside the industry’s best architects and notable owners, the true beginning of this innovative and forward thinking began in 2008 with KHS&S’ Rockwork Panelization System. The high-tech solution provided savings to a time-consuming, labor-intensive building process by leveraging digital scanning, proprietary software and custom fabrication equipment. This began the integration of data which broke down the 3D models into sections to create individual building panels. This allows fabricating to exact dimensions, labeling and sending to the job site for an easy installation. The result is a precise and consistent replication of the original design. KHS&S continues to build on this proven success and leverages that momentum to solve all complex design challenges with different materials, for different finishes.

A complete case study of digital fabrication and computational design will be released early 2021.



ARCHETYPE

Creative geniuses

The builders, artisans and craftspeople of the Themed Resources department are the creative geniuses who make it possible to create the remarkable and breathtaking facades and features KHS&S is known for.

What began as an art department has transformed into the comprehensive services of Themed Resources featuring the Art Studio, a facility unique to the industry.

Located in Las Vegas, the Art Studio is the heart of Special Finishes, housing more than 18 years of historical texture and finish samples and recipes. Past project recipes are used to duplicate or start new formulas and replicate existing work, adding to the vast list of unique finishes.

Complementing the Art Studio, Archetype was conceived in 2018 to focus on creating prototypes, master models, samples and other developmental elements. "It is instrumental in helping KHS&S gain approvals internally and externally. We then forward this information to our creative teams, and specified vendors, to replicate in production," said John Boesen, director of Themed Resources.

Engage early for maximum benefits

Themed Resources works internally with estimating, operations and accounting, preferring to engage early in the capture of work. Providing value engineering, helping to ease processes, completing projects more efficiently and making cost

saving suggestions are unique advantages in working with KHS&S Themed Resources early on in a project.

"The Art Studio is an avenue for owners, architects and design teams to brainstorm and determine the finishes and the 'look' they want to achieve while streamlining decisions regarding project budgets, schedules and aesthetics," said Boesen.

Communicating concepts and ideas is the most important tool used by Themed Resources. This can be achieved in the form of sketching, drafting and 3D modeling, which usually evolves to visual and physical sampling. Modeling can range from being virtually rendered to full-scale mockups before on-site installation proceeds.

"Every new project comes with fresh expectations and greater challenges," said Kevin Wirsch, Director of Specialty Finishes. "I'd like to think we can conquer anything placed in front of us."



MEOW WOLF LAS VEGAS

Meow Wolf: Achieving success in building an entertainment destination

As one of the most complex projects undertaken for such a compact area, Meow Wolf continued to challenge the team.

The 52,000 square foot permanent art exhibition was over two years extended from the original one-year schedule. The project involved most KHS&S disciplines including traditional framing and finishes, theming and rockwork.

"The team had multiple hurdles to overcome and worked toward a successful completion. Upon earning the client's confidence in project delivery, KHS&S was awarded additional work and entrusted to install the owner-supplied artwork and artistic elements," said Jason Giddy, Senior Project Manager.

The guest experience at Meow Wolf begins at an interactive superstore with imaginative elements including fruit pyramids, oversized Slurpee® machine, clothing racks, camping exhibit, flower shop and produce displays. But this is not a typical shopping experience.

Non-traditional art exhibits include fruits that look like meat in the zaniest deli ever seen. Passages through storefront coolers with distorted frozen bottles, guide guests to new areas to explore. Psychedelic lights projected onto KHS&S rockwork painted like cotton candy offers a spectacular show. Sound, lighting and art pieces throughout Meow Wolf will make the experience different with each visit.

Many of the exhibits are disguised as secret passageways transporting visitors from one experience to another. Guests find their way into a desert either through the dream jungle or any number of secret corridors. Adjacent to the desert, guests will discover a multilevel factory encountering slides, catwalks, functional art pieces and a soul crushing machine. Adding to the experience, guests come face to face with robotic figures, god heads reflecting off mirrors to look like they go for infinity, laser cubicles and a laser harp that can be played.

"This attention to detail, open mindedness to carry out new ideas and designs and drive to push the project forward has placed us in a great position to be considered for future work with the owner opening possibilities in the Denver market," said Kevin Wirsch, Director, Specialty Finishes.

"In addition to over fifty artists and artist groups — local and international — working on the installation, not to mention the hundreds on staff at Meow Wolf, Gray points out that the 1-on-1 collaboration between artists and our construction partners from KHS&S "has been extraordinary," allowing for execution on a whole new level of artistry for Meow Wolf."

- Marsi Gray, Senior Creative Producer for Meow Wolf Las Vegas





ANAHEIM

2020 showcases Anaheim's wide range of projects and craftsmanship

2020 was an exciting year of delivering successful projects on time and on budget to earn well-deserved recognition from clients and partners. "Fortunate to be deemed an essential business during the pandemic, we were able to transition and manage on-site crews with new procedures and processes without having to hit the pause button," said Pete Iverson, Area Operations Manager.

The Secret Life of Pets attraction at Universal Studios Hollywood was completed in March. KHS&S' work on the two-story attraction included interior and exterior framing, plaster, EIFS, drywall, architectural ornamentation and woodwork - right down to the exterior planter boxes. Now the team is off onto another adventure with Universal Studios Hollywood collaborating on Super Nintendo World targeted for an opening in 2023, showcasing KHS&S' theming, plaster and rockwork expertise and craftsmanship.

KHS&S Anaheim also wrapped up the 65,000 square foot expansion at Morongo Casino. Work included exterior EIFS, interior walls, acoustical ceilings and ornamentation. Colorful FRP flower petals spanning 50 feet across the ceiling at the casino's Splash Bar, offers a vibrant oasis in the Palm Springs desert.

This year also saw the completion of the Playa Vista medical office building for Kaiser Permanente, where the architect specifically requested KHS&S to engineer and construct a complex structure for the main corridor. The KHS&S Computational Design and Digital Fabrication team engineered and prefabricated the complicated structure using aluminum panels. Relying on the cost and time-saving custom roll former, 100 panels were laser cut to precision. Assembled at the warehouse, the structure was broken down and transported to the job site and reassembled. (See related article on page 5)

"Having the client see the value of technology and innovation delivered to the project was a significant point of distinction that contributed to additional work on the medical center awarded to KHS&S," said Iverson.

In the spirit of teamwork, Iverson enlisted the assistance of a project manager and field supervision from the Concord office to complete metal framing for eight transit stations for the Crenshaw/LAX metro line. By sharing resources to meet the required quick turnaround, the project was completed in 20 weeks.

CONCORD

Prospering during these disruptive times

Securing \$38M in contracts during a pandemic and fine tuning the Project Planning process has kept the Concord team focused and motivated.

Preconstruction and modeling are now taking place for the University of California San Francisco (Research and Academic Building). Scope includes an exterior terracotta panel system with an integral glazing system for this teaching and research hospital.

At the Stack Data Center in San Jose, KHS&S is installing more than 230 prefabricated 10' X 24' panels. Other projects in the Bay Area for the coming months include 400 Paul Street Data Center, 999 Anthony, Plumbers Union Office, SE Community Center and 1629 Market Street, a residential and retail building.

"During such challenging times, we're proud to have maintained the same talented team that has been dedicated to making our office stronger than ever with improved processes and an impressive pipeline of new work," said Frank Lindsay, Area Operations Manager.

As part of the new business strategy, the Concord team committed to improving the Project Planning process. "A thorough and coordinated Project Plan allows us to start a project with a realistic strategy to complete the job safely, on time and on budget," said Lindsay.

The improved Project Planning process can take two to four weeks depending on job size. The team is headed by the project manager, project estimator and field lead. Each provides a unique perspective and expertise level. This group engages with other departments such as Risk Management, Themed Resources, Construction Design, Lean/Production Innovation, Warehouse Management, and Payroll as applicable to the project. The Project Plan is presented to the Concord business unit and senior leadership for feedback to ensure all aspects of the project are accurate and realistic.

400 Paul Street Data Center is the first venture using the improved Project Planning process and is in the early stages of construction with a mid-project review and a post-project analysis scheduled. "This will allow us to see where we deviated from the plan and how we can improve for future jobs," said Lindsay.



COLORADO

Colorado team selected to present at Lean Construction Institute (LCI) Congress

Kelley Huss, Project Manager, from the Colorado office was selected to present at the 22nd Annual LCI Congress for their roles in applying Lean practices to turn around a poorly performing project. The presentation illustrates how a transparent and proactive Lean philosophy not only built team morale, but changed the job financially.

“Being selected to present at the LCI conference is an honor,” said Mark Wachendorf. “We’re proud that we’re able to share our story so others can learn from our experience.”

Held virtually in October 2020, the event focused on the sharing of Lean successes and challenges so trade partners and general contractors can learn how to work toward a collective goal of enhancing the efficiency, quality and safety of projects.

During the presentation, Huss explained how Lean tools were implemented during phase 2 of the project. Phase 1 lacked team collaboration and the implementation of Lean tools. Under their leadership, weekly huddles with the general contractor and daily field coordination meetings were implemented changing the relationship from being reactive to proactive. A Lean Weekly Work Plan became the go-to visual management tool around financials, plans, job details and constraints.

“In the end, we learned that Lean tools can only go so far, and it’s the people behind them that must be willing to question the norm and try something different,” said Wachendorf.

The pandemic brought many challenges to the Colorado team, but there were also many successes. Construction of schools was expedited while students were transitioned to online learning and several strong prospects for 2021 were developed. A daily morning huddle was implemented with office staff while working remotely – a successful practice traditionally conducted in the field. It was so well-received the daily huddles are being continued as the team returns to the office.

“I want to acknowledge all the people who have worked so hard during this pandemic as they had to fill in gaps, cross train, work extra hours and step into roles out of their comfort zone,” said Wachendorf.

LAS VEGAS

Diligently delivering results through continuous improvement and coordination

The completion of the 423,000 square foot Wynn Convention Center was a huge achievement for the entire Las Vegas team and included traditional framing and finishes, EIFS, FRP, GFRC and GFRG. “Due to schedule compression, we had to complete six months of work in three months’ time,” said Will Flannery, General Superintendent. Ultimately, KHS&S’ craftsmanship and problem-solving abilities exceeded the customer’s expectation for level of finish, quality and timing of delivery.

“One way to improve a delayed schedule is to prefab,” said Brian Harris, Project Superintendent. And prefab they did. The entire 85,000 square foot grand ballroom ceiling was framed in the yard in bus size pieces and then hoisted into the air for attachment to the sub ceiling structure. With more than 40,000 interior GFRG elements, the finish team expertly delivered the expected KHS&S quality.

“I was proud to be part of a project team that didn’t know how to quit, and we made it through one of the most challenging projects of my career,” said Hector Valdez, Taping General Foreman.

For the rebranding of the Virgin Hotel and Casino, construction design, archetype, production innovation and the project team synched together to innovate the execution of prefabricated framing of exterior panels and interior ceilings. This collaboration resulted in having only 10 percent of the framing conventionally completed on site. The team’s innovative expertise can be seen on the curved ceilings in the main lounge where framing spans nearly 70 feet across and is supported from the deck above. “The entire KHS&S suite of resources helped to revitalize the aging Hard Rock Hotel and Casino into a modern desert resort and destination,” said Brandon Kephart, newly appointed Area Operations Manager.

There were many facets to the work scope. Custom interior framing supported a large-scale GFRG dome surrounded by both acoustic and artistic decorative plaster. A center bar featured a die wall with custom sugar-coated veneer plaster. Planter and seat features were created of both GFRC and veneer plaster. Exterior framing, textures and finishes included breeze block walls and rammed earth walls.

2020 has been challenging with the pandemic forcing some projects to be pushed out with others being postponed. “I want to thank everyone in the Las Vegas office for the accomplishments we achieved,” said Kevin Nanney, Corporate Director, Field Operations. “During this time, we focused on training, improved our preconstruction planning process through Smart Sheet including all disciplines throughout the project cycle, increased use of innovations and saw the positive impact from value engineering and innovative ideas with the commitment ‘To Do Everything Better.’”



SAN DIEGO

Constructing an academic neighborhood for learning in the 21st century

With more than 130,000 projected labor hours to complete the North Torrey Pines Living and Learning Neighborhood at the University of California San Diego, significant progress was made in 2020. Spanning 10 acres, it is the largest project in the history of UCSD. KHS&S' work on an arts and humanities academic building, residence hall and performing arts center began in 2019. The \$14M KHS&S contract included framing, drywall, fire and water proofing and plaster.

To install 250 miles of metal studs and 2 million square feet of drywall, prefabrication and the use of a custom roll former and a gypsum board milling machine were needed. These drywall pieces were used on ceilings, around window jambs and against concrete columns to eliminate taping and reduce finishing time. These metal studs were used on the exterior wall framing and eliminated cutting of studs and identified proper stud and metal backing placement. By prefabricating auditorium tiered seating, the performing arts center alone saved 400 labor hours and weeks off the schedule.

"Nearly 400 KHS&S employees worked on the project and managing manpower, securing large quantities of materials and coordinating logistics during a pandemic was challenging," said Pete Iverson, Area Operations Manager. "Being able to overcome these roadblocks helped us to even further strengthen our relationship with Clark Construction."

As the nearly \$2B university expansion progressed, KHS&S was awarded another sizable project on campus for the Marine Conservation Technology Facility at the Scripps Institute of Oceanography by PCL Construction. The scope includes framing, drywall, finishing and plaster work. The \$25.7M facility features classrooms and lab space dedicated to the study of biodiversity and conservation.

With repeat business consistently representing a sizable amount of work for the company over the years, this project yielded a similar outcome.

"Our experience navigating an active job site of this size, our familiarity with the campus project and our previous relationship with PCL Construction resulted in the San Diego office achieving our internal goal of securing additional work on the UCSD expansion," said Iverson.



WASHINGTON

Partnerships, innovation and people are shaping the future of Washington office

Securing a large portion of the new Microsoft Campus for a construction start in late 2020 can be attributed to the Washington office performing at a high level on previous Microsoft projects and the longstanding and trusted KHS&S relationship with the general contractor.

"Our partnerships, leveraging new and emerging technology, as well as our innovations in prefabrication and Lean processes, continue to be the drivers for securing new and repeat business," said Matt James, chief estimator.

Innovation has been vital to success at 1120 Denny Way, one of the largest mixed-use developments in Seattle with two 41-story residential towers. The team is continuously using and improving the Production Tracking System allowing for more automation while also making the information easy to audit.

Productivity was improved with a gypsum board milling machine, to cut more than 5 miles of plywood ribs needed for sill backing and 15 miles of gypsum shapes. In addition, using PlanGrid was essential to address issues and organize related information and photos, while use of the Top Track Laser Adapter allowed for faster layout.

While this project is ongoing due to its size, the 1120 Denny Way team has pushed the limits of material and process innovation. "They've done a fantastic job managing the extensive crews and vast amount of material required for such a significant development," said Jeff Castagnola, Area Operations Manager.

At the Muckleshoot Convention Center expansion in Auburn, the team was the first Washington group to utilize a custom roll former, along with GFRG shapes, to complete the intricate ceiling. To eliminate unnecessary stud framing, complex steel break-shapes were utilized.

KHS&S has once again proven they are the gaming builder of choice, thanks to the Washington team. Both the general contractor and owner recognized the speed and quality delivered and have awarded KHS&S additional phases of work, increasing the overall contract for the Muckleshoot expansion from \$3.6M to \$5M.

"For all our projects, it's important we acknowledge the next generation of leadership that is emerging as they will shape KHS&S Washington well into the future," said Castagnola. "Our commitment to quality starts with exceptional people."



THE ESSENTIAL WORKER

Adaptability, the most important skill in 2020

2020 was a year like none other. We went on a winding and sometimes arduous journey together, frequently adjusting course, and putting our core values to the test in ways we never imagined.

We harnessed our collective strength to do everything better, despite the twists and turns.

Every crisis has the ability to inspire change. We were no different, and it wasn't business as usual. Our response to the events of 2020 continues to shine a light on the resilience of our individuals and on our teams-like-family as we all look out for one another.

"Regardless of the circumstances, we're confident we can get any job done, and that confidence was never more critical than during the past year," said Rob Walter, Senior Vice President. "From management to HR, to superintendents, to project support teams, to men on the wall, their courage to continue with business was admirable."

As one of only 12 essential industries given the green light to continue operating, our work thankfully continued. The risk management team responded immediately. In a few days, supplies such as hand sanitizing devices and masks were in place, along with new cleaning procedures, to ensure both offices and job sites had what they needed to keep workers safe.

“We knew early on that disinfectants and hand sanitizers were becoming quickly unavailable, so we got creative to find a solution,” said Michael Cabrea, Director, Safety and Risk Control. We contacted vendors associated with the restaurant industry, since they were shut down, we knew they would have inventory. We were able to get supplies and meet the need for our employees to return to essential work safely.

In the midst of such trying circumstances, we leaned on one another more than ever, and continued doing what we do best. Living out our core values helped us navigate even the most challenging conditions and projects.

“There was a heightened level of speed and frequency of communication amidst a backdrop of rapidly changing information coming in, and our teams were at the very center navigating all this,” said Rob. “I was so impressed with how the safety guidelines were applied to meet the needs companywide, helping everyone learn to adapt to a new way of doing business.”

In 2020, we did what we've done so many years before. We prioritized safety, customer service, teamwork, communication and a commitment to find solutions to chart our own course. The times may have been unprecedented, but our way of working was consistent.

Acknowledging the reality before us, we responded at lightning speed with solutions, rethinking our approach to best serve everyone from office workers to job site craftsmen.

“How we're working with our teams during this time ties into our values of servant leadership and continuous improvement,” said Cynthia Garcia, Vice President, Risk Management. “Our teams worked quickly and carefully to provide accurate and timely information surrounding the pandemic, provide in-depth training and communication to our team members and clients, secure appropriate pandemic related supplies, and ensure the safety of our team members and business partners.”

We always say we know who we are as a company, and 2020 gave us a chance to prove it. That's what makes KHS&S a special place to work, learn, and advance. Our customers know they can turn to us for exceptional service and unmatched craftsmanship. And it's why repeat business continues as the bedrock of our success.

“Our culture is about our people, and to see that actually come to life during the time we needed each other the most, reaffirmed what I feel about the company and my co-workers,” said Ashley Price, Manager, Human Resources.

Preserving aspects of normalcy was important to ensure essential workers could complete their jobs quickly and precisely. Safety and project planning tools already in place – including the discipline of daily stand-up meetings, huddles, waste walks, stand-up boards, having a weekly work plan and also pull planning – helped contribute to jobs running smoothly.

“Here, it's always about consistency and communication,” said Jeff Cleary, General Superintendent, Anaheim. “When craftsmen are trained in the KHS&S way on construction site procedures, they can help out at another job ready to go from day one, since the same company procedures are followed regardless of the location.”



That makes for a smooth transition from one job to the next and work stays moving ahead. This type of forward-thinking in the way we do everything allowed us to be successful in the midst of constantly changing and uncertain times. It's why other contractors, and even general contractors, watch what KHS&S does and model their procedures after ours.

“Our risk team has been preparing for challenges that you just hope never happen,” said Michael. “We felt like we hit a wall at 200 mph, just like the rest of the world. Then we moved into high gear, thinking through every imaginable scenario to help keep everyone safe.”

Throughout the year, there were many stories of sacrifice, teamwork and creative methods to stay connected, even when it comes to the “little” things. “We continued to recognize team members, celebrate employee birthdays, work anniversaries, and special occasions creatively,” Cynthia said. “We celebrated our team member's birthday by having a Zoom party. We coordinated with the regional office for food and decoration, and had a great Zoom party to celebrate!”

There continue to be countless stories of people going above and beyond what's asked of them.

“I was truly inspired by the comradery of our employees during these difficult times,” said Michael. “Scott Holzer, Regional Safety Manager from Colorado, came to our office to support the San Diego team on a project. He made it here, and then travel restrictions happened. Instead of one month, he ended up staying for several months, keeping in touch with his family virtually. Scott made the best of it, and we're very thankful that he was able to sacrifice being home and away from family to help the team.”

Essential Workers Inventing Solutions

During the past year, we achieved our goals, not simply by trying, but by persevering throughout perhaps one of the most challenging times our world has ever experienced in our lifetime.

“We don't just build, we solve,” is so much more than a KHS&S slogan. It represents a pledge from us to our customers about our ability to solve problems and overcome obstacles. We thrive on challenges, and 2020 brought its share of opportunities to create solutions for these unforeseeable challenges. Our pride in a job well done continues to be the fuel that fires us daily, whatever the circumstances may be.

There are signs of an increase in activity later in 2021 and into 2022 as businesses reopen, added Rob. “There will likely be a pent up demand for opportunities in the construction industry, and we're all poised to take those on.”

This past year, we worked not just to get by, but to get through this together. Keeping the big picture in mind, showing gratitude for the opportunity to continue contributing to our company and the industry, and trusting one another to do our parts.

We continue to dig deep into that spirit with resourcefulness, ingenuity, and perseverance.

Essentially, we continue to be KHS&S. We will always strive to be exceptional, just as we have been since our founding. While circumstances may change, our commitment to KHS&S's innovative and forward-thinking ways keeps us focused on the incredible work we're known for, no matter what challenges we face.

ESSENTIAL IN THE FIELD

Arturo has been a KHS&S employee for six years, and has a total of 15 years in the construction industry. He's currently working at the UCLA Le Conte Apartments.

KHS&S is: "Motivating. Progressive. Collaborative."
What makes you proud to work at KHS&S?

People are treated with professionalism and respect at every level, whether you are working in the field or working in office management. KHS&S really knows how to get everyone moving in the same direction. Throughout the company, every division, every operation, even every individual is on the same page.

How would you describe KHS&S culture?

No matter what challenges we have, we always find ways to get the job done. The company isn't afraid to try new things. We're always updating how work is done by being willing to try the newest approach, equipment, and materials, if that will improve the end product.

Thomas has worked as a finisher in the Bay Area for 19 years, with the last three at KHS&S, where he was promoted to foreman.

KHS&S is: "Genuine. Innovative. Safe."
What sets KHS&S apart from other workplaces?

Coming to KHS&S was eye opening. On my first day, there's a Lean board set up, each person was checking in, knew their role for the day, and everyone was on the same page. It just blew my mind!

How have you seen support from the top at KHS&S?

I was attending my first foreman meeting when senior vice president of Operations, Don Archuleta walked by. He stopped in to express his appreciation to everyone for their hard work. Knowing that the head of our division said, "Whatever you need, we're here to support you," gives me confidence I'll have the support from the company to have a great career at KHS&S.

Brandon is a taping foreman in our Colorado region.

KHS&S is: "Proactive. Collaborative. Cool."
How would you describe the people you work with?

We have great camaraderie, good conversation, and our teamwork is awesome. We are always thinking about one another's safety. We have our joking moments and our serious moments, but – at the end of the day – we make things happen together.

What's the coolest project you've worked on?

The projects we work on are once-in-a-lifetime. I've worked on a satellite research building for Lockheed Martin, and now I'm working on a building for the new Space Force. Every detail has to be perfect, so we don't cut corners. These high-security, high-tech projects have taught me so much, and are completely beyond what a typical finisher would get the opportunity to work on.

ANAHEIM

Arturo Romero



CONCORD

Thomas Sandoval



COLORADO

Brandon Timms



Every day, KHS&S employees show up on the job site and boldly help embrace and sustain a culture that makes KHS&S a one-of-a-kind place to work. We know we could have chosen any number of employees for this feature, but here are six foremen who lead their teams in a way that is entirely, uniquely KHS&S.

LAS VEGAS

John Stewart



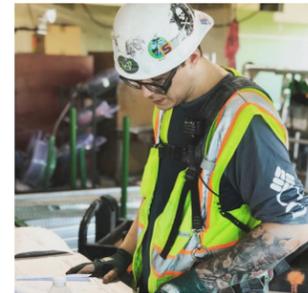
SAN DIEGO

Hector Caro



WASHINGTON

Alek Byrns



John first joined KHS&S in 1996. After 15 years, he went to work elsewhere, then came back in 2016.

KHS&S is: "Successful. Respected. Responsive."
What makes you proud to work at KHS&S?

We have a reputation for excellence, and we strive to deliver on that every day. The quality of work expected – both from within the company and by the customer – is what we're known for. That's why we're a leader in our field. We don't take any shortcuts and we're always looking out for the customer by saving time and money.

What sets KHS&S apart from other companies?

We do a lot of specialty work, and no matter what it takes, KHS&S makes sure we have it. Need a special tool? I guarantee you, within an hour, you'll have it. Because of that, I have confidence that I'm going to succeed here.

Hector is a plaster general foreman in our San Diego region.

KHS&S is: "Forward-thinking. Specialized. Prominent."
What makes you proud to work at KHS&S?

We take great pride in our teamwork. We're on the same page, helping each other, and looking out for one another. Each day I talk with every worker to make sure they have what they need for the next day. I'm always planning and thinking about what's coming. It gives me great pride to be working on the North Torrey Pines Living and Learning Neighborhood at UCSD in San Diego and think that my family could someday come here and say, "my grandpa worked here!" I am very proud of who we are and what we do.

How would you describe your co-workers?

They're hard workers and they're friends. I've been working with a lot of these same guys for quite a while. We always have a good time to make the day fun and easy, and still get the job done.

Alek has been with KHS&S for three years, joining as an apprentice after working many years in residential construction.

KHS&S is: "Exceptional. Knowledgeable. Inclusive."
What makes you proud to work for KHS&S?

I get to work with the most exceptional team, full of all-star construction pros. The upper level senior guys share their knowledge with junior level guys. There's a huge focus on training the next generation of leaders here. Shout out to my team – Kent Treen, Matt Castagnola, and Darren Cathcart – for giving me the tools I need to succeed and opportunities to continue learning the industry from the best.

How are you challenged in your daily work?

We're one of the best problem solvers in industry, and we tackle hard projects to come up with solutions and overcome obstacles. Plus, we get to work on the coolest projects – they're never boring.

VENDOR OF THE YEAR

Partnering with Foundation Building Materials (FBM): Quality construction materials paired with expertise

Foundation Building Materials (FBM) is an industry-leading building materials and construction products distribution company committed to exceeding customer expectations. And they have delivered on this commitment for more than nine years as a trusted KHS&S vendor partner.

On a typical KHS&S contract, 80 percent of the bulk materials needed can be supplied by FBM including metal studs, drywall, tape and mud, insulation, waterproofing, lath, plaster and EIFS. FBM not only sources the materials and delivers the products to the job site, they also arrive with the labor force, reach forklifts and safety equipment to strategically place and stock materials in designated locations at the construction site.

“Their consistent ability to safely deliver products in the right quantities, on time and without damage to a specific location on the job site allows our team to follow our Lean foundations and improve productivity,” said Pete Iverson, KHS&S Area Operations Manager.

The KHS&S and FBM relationship was established soon after Ruben Mendoza, Tom Fischbeck and John Gorey founded FBM in 2011. While working at prior companies, Mendoza had a business relationship with the late Dave Suder, who was now working as the President and CEO at KHS&S. After the establishment of FBM, KHS&S became one of the first contractors to do business with them. That relationship in Southern California led to expansion into KHS&S’ other regions including Northern California, Las Vegas, Washington, San Diego and the East Coast operations. This culminated in FBM providing the bulk materials for



Foundation Building Materials

KHS&S at the award-winning Star Wars: Galaxy’s Edge at Disneyland Anaheim and Disney World Orlando.

Iverson notes excellent communication, a commitment to safety, flexibility and a trusted history of delivering materials up to KHS&S’ standards as to why FBM is a valued partner. KHS&S also relies on FBM to provide mate-

rial price forecasting to help more accurately bid jobs knowing in advance if material pricing is expected to increase or decrease.

“It all starts with good communication and the people at FBM are excellent and forthright, often providing an answer before we even ask the question,” said Iverson. “They understand our needs, only contract with the highest quality manufacturers and offer the value of volume buying capabilities.”

To complete such stellar projects as Star Wars: Galaxy’s Edge, Wynn in Las Vegas and North Torrey Pines Living and Learning Neighborhood in San Diego, FBM provides world-class service and unrivaled expertise in their field.

“Operating with integrity and excellence demonstrates how FBM conducts business each and every day,” said Iverson.

GC OF THE YEAR

The PCL Construction and KHS&S relationship: Sharing core values to deliver projects that inspire

Like KHS&S, PCL Construction is employee-owned. That ownership means extraordinary performance and commitment from employees resulting in outstanding workmanship for clients.

The PCL and KHS&S partnership spans more than 15 years working with the PCL team based in Glendale, California. Engaging with all KHS&S regional offices, projects include some of the nation’s most visible theme park attractions, casinos, airports and retail/entertainment complexes, all recognized for quality and attention to detail.

KHS&S and PCL have a long history and solid relationship with Universal Studios Hollywood. The partnership on multiple projects includes The Wizarding World of Harry Potter, Jurassic World – The Ride and The Simpson Ride. Super Nintendo World, the most current project, will be the largest volume project completed with PCL.

“Both companies are solution oriented, results driven and invest in their people,” said Andrew Zaragoza, KHS&S Project Executive. “These shared core values have helped us to bind together and maintain a strong relationship even through the most challenging projects.”

PCL includes KHS&S early on in the preconstruction process for project estimating, budget development and scheduling. The flexibility of the two companies to customize a project delivery plan is exactly what allowed them to deliver the Jurassic World – The Ride at unprecedented speed. Working double shifts to complete drywall framing, themed finishes, faux concrete walls and rockwork, the ride was completed in five months.

Creating a safe and healthy work environment is part of PCL’s culture and core values. PCL has become even more proactive during the pandemic implementing standardized protocols to ensure the health and safety of employees and partners.

A mobile office with a nurse at the UCLA job site provides temperature checks and Covid-19 testing. At Super Nintendo World, everyone working on the project is transported to the job site by buses sanitized between each run with plastic dividers between seats.

Zaragoza most appreciates the hardworking people at PCL and the relationships the two companies have built among their teams at all levels of interaction.

“They understand the business so that we can have difficult conversations and talk openly to resolve any issues,” said Zaragoza. “They see us as a partner and not just a contractor, allowing us to perform our job as experts in the field.”





JIM CARTER
Director, Operational Controls

Jim Carter's zest for family, food, and improving KHS&S operational controls

With a background in finance, construction management, and restaurant ownership, Jim Carter joined KHS&S in 2018 to serve as a high-level liaison between Operations and Accounting.

"It's the big picture that matters," explains Jim, "but to achieve a flawless big picture, you have to execute the small details with near perfection."

He digs into those details to help develop project controls, establish key performance indicators, develop standards, identify trends and mitigate losses.

He and team member Blake Tormey, production analyst, serve as a vital "second set of eyes" to identify trends and potential challenges. With his degree in astrophysics, Blake is a literal rocket scientist with an eye for detail, helping the department identify issues early on in the job, when it's easier to make adjustments.

Jim was previously the vice president of finance and operations for Servite High School in Anaheim, an all-boys Catholic school. In that role, Jim worked with KHS&S to renovate and rebuild its entire 16-acre campus. Going back a little further, Jim actually attended Servite High School with former KHS&S CEO Dave Suder.

"Dave and I had a close friendship," Jim says. "He was bigger than life, his legacy inspires me, and I miss him every day." In high school, Jim met Jamie, who has now been his wife for nearly 30 years.

Both Jamie's grandmother and Jim's mom were from Naples, Italy. It was his mom who taught Jim and his two brothers to cook, and instilled a passion for good food.

That led to Jim and his brother opening an Italian restaurant. With those years behind him, Jim still loves to entertain, and often fires up the wood burning pizza oven in his backyard for guests. "I love to be surrounded by family and friends and cook authentic Italian

dishes," he says. Jim and Jamie have three grown children and three grandchildren.

They enjoy serving their community, from hosting Tuscan-themed fundraising dinners to helping get a homeless shelter built. When Jim's not busy playing guitar at church or with Five O'Clock Shadow – what he jokingly refers to as "an old man garage band" – he and Jamie are searching for an adventure or enjoying a good glass of wine. "She's my best friend and my reason for living," Jim says.

"There's amazing talent here," he says, "and there's also professionalism and kindness."

He appreciates the work/life balance that has come with being at KHS&S.

In all his life experience, Jim says he's never seen a workplace culture that so thoroughly lives out company values. He says it's on display every day in the incredible teams that take a project owner's dream and bring it to life.

"When you think about the number of people who will visit the destinations we've helped to create – and the amount of life that's lived through them – it brings so much joy."

Jim's in awe of how KHS&S projects become iconic buildings that leave an impression on the world.

"I would love to retire from here," Jim says. "I love the people, I love the work, and I learn new things every day. The longer I'm here, the more I realize we're getting better all the time."

Morongo Casino
ANAHEIM



PETS
ANAHEIM



Natomas Crossings
CONCORD



Wynn South
LAS VEGAS



Muckleshoot
WASHINGTON



Coresite SV8
CONCORD



COMPLETED PROJECTS

Microsoft
WASHINGTON



Lucas Museum
ANAHEIM



CURRENT PROJECTS

40th & Blake
COLORADO



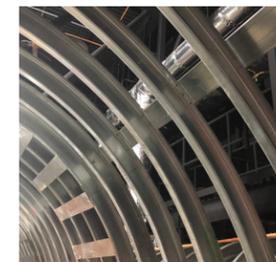
1120 Denny
WASHINGTON



UCSD
SAN DIEGO



Nintendo
ANAHEIM



UCLA Le Conte
ANAHEIM



Virgin Hotel
LAS VEGAS





1



2



3



4

HELLO, I'M NEW

1. Rowan Jeffrey Cleary - 10/29/2020

Jeff Cleary - Grandchild

2. Carter Douglas Decreny - 08/24/2020

Jim Carter - Grandchild

3. Maya Rae Navarrete - 10/13/2020

RaeAnn Garza

4. Philip Roeland Richardson - 09/03/2020

Rula Andriessen

HAPPILY EVER AFTER

1. Naomi Martin marries Ernest

10/6/2019, Escondido

2. Jarret Stockmar marries Danielle

05/03/2020, Las Vegas

3. Jeff Cleary marries Carmen

07/19/2020, Lake Tahoe

4. Sami Ferrando marries Cole

10/17/2020, Henderson

* Reflecting 10/1/2019 through 11/30/2020



1



2



3



4

WELCOME

Adam Bragg

Las Vegas, Senior Project Manager

Andrew Gottlieb

Concord, Project Manager

Danielle Taylor

Anaheim, Human Resources Assistant

Dirk Bekkering

Anaheim, Manager, Construction Design

Faviola Sanchez

Anaheim, Project Coordinator

Jeff Long

Washington, Regional Safety Manager

Joe DeMarco

Las Vegas, Director, Project Development

Katherine Castro

Anaheim, Payroll Clerk

WELCOME BACK

Andrew Vickers

Las Vegas, Senior Estimator

John Jones

Concord, Project Executive

Michael Lufkin

Washington, Senior Estimator

Michael Wong

Concord, Senior Project Manager

Vince Lemus

Anaheim, Estimator

PROMOTIONS

Ashley Price

Anaheim, Manager, Human Resources

Brianna Fields

Anaheim, Senior Project Administrator

Brandon Kephart

Las Vegas, Area Operations Manager

Bruce Holleran

Anaheim, VP, Business Development and Marketing

Connor Goodin

Anaheim, Senior Project Engineer

Don Lasecki

Las Vegas, Preconstruction Manager

Faith Lhotka

Anaheim, Project Manager

Jarrett Stockmar

Anaheim, CAD Draftsperson

Jason Giddy

Las Vegas, Senior Project Manager

Jerry Horton

Washington, Senior Project Manager

Joe Carter

Anaheim, Technical Design Coordinator

John Martinez

Anaheim, Project Manager

Josh Floyd

Anaheim, Project Superintendent

Kacie Bower

Anaheim, Project Administrator

Keith Alexander

Colorado, Project Superintendent

Kimberly Christian

Concord, Executive Assistant

Martin Martinez

Concord, General Superintendent

Monika Gustilo

Anaheim, Risk Analyst, Safety & Claims

Nicole Spence

Las Vegas, Project Engineer

Rita Castaneda

Anaheim, Human Resources Generalist

Rula Andriessen

Anaheim, Manager, Personnel Development

TJ Singh

Anaheim, Manager, Safety & Risk Control

Will Flannery

Las Vegas, General Superintendent

POSITION CHANGE

Kevin Nanney

Las Vegas, Corporate Director, Field Operations

* Reflecting 10/1/2019 through 11/30/2020



**Published by the Marketing Department
of KHS&S Contractors, West**

Comments and suggestions are welcome.
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