



**NEW IN THIS ISSUE:**  
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Project of the Year pg. 9

# INS&OUTS



# PREFAB SOLUTIONS

pg. 14

PERSONNEL DEVELOPMENT

Learning All-Star Awards:

**Chris Tafoya**

Field

**Ashley Amaral**

Contributes Knowledge

**Kevin Norman**

Training Leader

**Chris Wilson**

Developmental Mentor / Coach

PROJECT ADMINISTRATION

Golden Stapler Award:

**Southern California**



**Project of the Year**

Southern California  
P526

2023 ESOP THEME BY CJ GOHL  
PUSHING THE BOUNDARIES OF POSSIBILITIES

INDUSTRY AWARDS



**NWCB**

OSLU & US Bank, Washington



**AWCI**

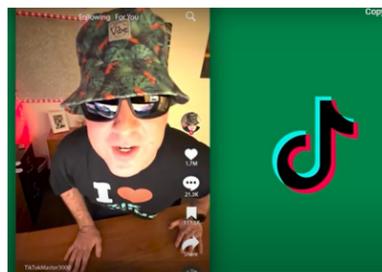
P526, Southern California



**WESTERN WALL & CEILING  
CONTRACTORS ASSOCIATION**

**WWCCA**

P526, Southern California



**Presentation of  
the Year**

Northern California

**President's  
Lean Award  
Winners:**

Faith Lhotka  
Operations

Cody Coburn  
Field

**Nominees:**

Chris Watne  
Eric Gardiner  
Nicole Alvarez  
Jason Reber  
Erik Klepp  
Jimi Treen

**KHS&S ANNOUNCES THE LAUNCH OF  
SPEK - OFFSITE CONSTRUCTION SOLUTIONS**

*Innovative Volumetric Prefabrication through Design-Assist & Manufacturing*

LAS VEGAS, November 2, 2022 — KHS&S, an industry leader in producing exterior finished wall panels, façades, interior framed walls, specialties, and themed construction, continues to pioneer prefabrication and offsite construction solutions. Now providing, Prefabricated Bathrooms Units (PBUs), Prefabricated Kitchen Units (PKUs), and prefabricated façades as Spek. KHS&S launched Spek at the Design-Build Conference & Expo (DBIA), Booth #654 in Las Vegas.

“Spek is a natural extension of the KHS&S brand. We’re excited to be back in the prefabricated bathroom and kitchen business while adding our prefabricated façade solutions to the brand,” said Bruce Holleran, Vice President, KHS&S. “Inquiries and increased interest from clients, general contractors and architects around PBUs and PKUs prompted us to launch Spek, which is positioned for success, because of our extensive history and experience.”

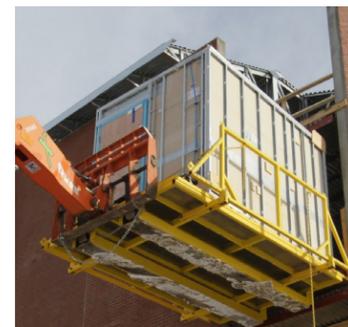
Industries geared toward volumetric prefabrication include healthcare, student housing, multi-family residential, education and hospitality, where projects require more than 100 repeatable PBUs or PKUs and are sized for trucking transport. For exterior prefabricated façades, feasibility is based on the number of building stories, finishes and integration of scope possibilities.

Optimal locations are metropolitan areas or remote areas. Busy city centers have limited laydown areas for onsite work, while rural areas may have difficulties securing materials, machinery, and a skilled workforce. Offsite construction solutions, eliminates these problematic areas that raise cost and increase timelines.

Design-Assist services coupled with Digital Fabrication is at the core of offsite construction. Digital Fabrication, the process where manufacturing is driven by technology, uses exact computer-generated measurements. This service allows clients to visualize their final Spek solution in an accurate 3D model prior to production. Once the drawings have been modeled and approved, output files are submitted to the Spek Fabrication Facility to construct.

“Whether designing PBUs, PKUs or prefabricated façades, collaboration in the Preconstruction phase is the driving force behind reducing costs, accelerating the schedule and improving constructability,” said Holleran. “Value analysis early in the process is important in driving long-term success.”

Located in Rancho Cucamonga, Calif., the Spek Fabrication Facility has the space and technology for mass production. More than 27 union associates work at the facility prefabricating all components of PBUs, PKUs, and prefabricated façades, including framing, drywall, tile, finishes and key MEP point of connection elements.



## PERSONNEL DEVELOPMENT

Investing in people, providing opportunity and recognizing performance

Personnel Development helps employees reach their full potential by improving their knowledge, skills and abilities in the workplace. When employees are happier and better at the work they do, it leads to more efficient company operations.

Leading the initiative at KHS&S is Tim Erickson, Manager, Personnel Development. Erickson oversees the company's strategy and implementation of training and development and conducts trainings like Fierce Communications and Essentials. Jenny Hamrick, Personnel Development Coordinator, manages E-learning. She and Erickson both work with onboarding new employees.

"We strive to build training and development opportunities that align with the KHS&S core values of investing in people, providing opportunity and recognizing performance," said Erickson.

### Building a stronger team with improved onboarding and communication

Research suggests that up to 40 percent of new employees decide if they will remain in a job within the first 90 days. That is why investing time and resources in onboarding is vital to our operation.

Now, with an uptick in hiring – 56 new employees in the past 12 months – successful onboarding is more critical than ever. Erickson and Hamrick work to continuously improve the process, and those efforts are getting results. Not only did they reduce onboarding time by 50 percent, but the Onboarding Satisfaction Score increased to 4.5 of 5.0. The average response to "I feel happy to be a part of this organization" after 90 days is a near perfect score of 4.9 of 5.0.

With a degree in Industrial Organizational Psychology, the application of psychology and statistics to the workplace, Erickson's favorite project was the Culture Survey conducted by Human Resources and Personnel Development as it encompassed both psychology and data. The survey focused on capturing the voice of employees on categories such as job satisfaction and communication effectiveness.

"Every KHS&S employee should have a career path and development plan they feel good about," said Erickson. "While training helps drive us toward that, Jenny and I encourage all employees to meet with us about what they want professionally, and we make it our job to help them build a smart plan to get there."



## PROJECT ADMINISTRATION

Project Administration ensures critical attention to details

The KHS&S Project Administration team is highly skilled, knowledgeable and experienced in managing all aspects of project administration from job start to finish. They make sure to dot all the i's and cross all the t's, tracking job documents and communications with the GCs and maintaining project files.

For the entire West Coast, Project Administration provides internal support to Operations, Accounting and Payroll with involvement in almost all of KHS&S' jobs. They've been referred to as the problem solvers and gatekeepers.

Tasked with keeping revenue streams constant, the department is involved in the entire flow of the project process. This includes everything from job setup, contract review, sub-contract and vendor agreements, budget input, change orders to tracking monthly billings, along with compliance issues and job closeout. The team works closely with Project Managers, Project Engineers and Accounting to make certain all aspects of the job are in compliance and billed on time for proper cash flow.

The team ensures all involved in the project are utilizing Plexxis®, properly and efficiently to track all the diverse areas of the business so they are automated and streamlined. Once a job is entered into the Plexxis system the tracking begins.

"We're involved in maintaining Operations and Project Administration SOPs, PA job assignments and are always available if anyone has questions about their projects," said Brianna Fields, Senior Project Administrator based in Anaheim.

"Each Project Administrator typically has \$50M in revenue they're responsible for," said Fields. "With jobs becoming more complex, Plexxis provides that common platform to keep everyone informed and able to access necessary job information."

In addition, the department manages all second-tier contractors and vendors. That number typically hovers around 230 subcontractors working on more than 100+ jobs at any given time.

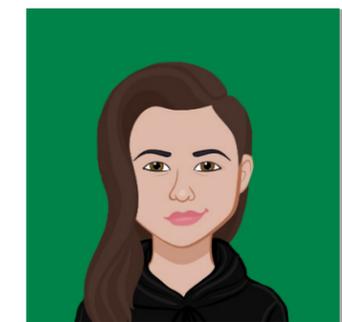
Project Administration serves as a central command center to other departments touching nearly every project at some point with the ultimate goal of moving projects over the finish line.



**Brianna Fields**



**Michelle DeAngelis**



**Christina Salazar**

## LEAN

### Advancing the Lean journey nationwide

KHS&S plays a vital role in the continuous improvement of Lean Construction sharing the company's experience and accomplishments within the industry. Powering the Lean movement nationally is Lean Construction Institute, also referred to as LCI. KHS&S Lean Director Greg Stedman, a four-year LCI Board member, along with Blake Tormey, Process Improvement Manager, now in his fourth year on the Planning Committee, serves as a Planning Chair for the annual week-long LCI Congress where the industry gathers for continuing Lean education.

In 2019, a 40-minute KHS&S session at the LCI Congress was the top-rated presentation, and KHS&S was asked to expand it to a four-hour course. The new presentation, in its second year, details the 18-hour course developed by KHS&S to ingrain a Lean culture across all areas of the company. Presented by Blake Tormey, Jeff Cleary and Rob Walter, the interactive session demonstrates how the KHS&S model can be applied within any organization.

### Creating an internal Lean culture

More than 60 employees from the field and office staff completed the Lean Bronze Certification class this year. The comprehensive training conducted in a classroom setting is three hours a week over a six-week period. The first two weeks explore the foundation of building a Lean culture and the "why" behind it, with the remaining weeks learning the tools and processes of Lean.

"During the pandemic, we could coach from afar but couldn't travel to the field to reinforce Lean or conduct training, but our people continued to execute Lean practices," said Stedman. "It's a testament to how Lean has been ingrained in our company culture."

### Other Lean news

Penn State University completed a case study centered on the KHS&S Lean culture that will be incorporated in the Construction Engineering and Management Program curriculum. Representatives visited KHS&S job sites and production facility and conducted interviews to write the case study.

Stedman and Tormey are part of the LCI Trades Task Force to increase Lean awareness within the trade community. While adopted by general contractors, only 10 percent of trades have embraced Lean Construction. By permeating Lean down through the trades, jobs become more efficient.



## FINANCE

### Setting the standards for financial success

Construction is a project-oriented business with each project planned and well-managed to be completed within budget and on schedule. KHS&S Finance Department plays a vital role aligning daily financial decisions with long-term business objectives.

"The Finance Department has a pulse on the entire company and touches all aspects of the business," said JT Searles, Vice President, Finance. "How well a Finance Department functions has a direct impact on every project's success and ultimately the company's bottom line."

Accounting, Payroll and Operational Controls make up the Finance Department overseen by Searles who joined KHS&S in April 2021. With a career as a project engineer, project manager and roles leading regional controls and finance, he considers himself a field-driven financial professional.

"We have controls in place to constantly review progress against established goals at the project, regional and company level. The collective efforts of Accounting, Payroll and Operational Controls supports the business to ensure we are effectively managing to these goals," said Searles.

### Business analysis and technology driving financial efficiencies

Searles and his team of 19 engage the same Lean methodology used in the field for continuous improvement in the Finance Department. Expense reports have gone paperless, eliminating manually inputting 1,400 credit card transactions a month. A merchant accounting solution manages vendor payments while providing a return on investment through rebates. Everyday workflows contribute to complex yet digestible cash, revenue, and financial projections.

The Finance Department's Plexxis ERP system serves as a centralized hub with access to all financial data within KHS&S. The team gathers Business Intelligence and applies Business Analysis tools to make data-driven decisions and identify areas for financial improvement.

Up next is the implementation of an efficient approach to project life-cycle management, and the rollout of an integrated project management platform. The technology provides visibility into every step of a project and operational controls to help deliver jobs on schedule and within budget.

"I'm proud to have been able to impact the company right from the start implementing Lean processes and advanced technologies," said Searles. "Change is never easy, and I appreciate how KHS&S embraces and encourages innovation."





## SOUTHERN CALIFORNIA

### It's a wrap

1550 Euclid Street, Santa Monica

Work scope for the 34,000 square foot mixed use office building included interior and exterior drywall, framing and plaster. For the complex entry stairs, Construction Modeling provided 3D designs to guarantee radiuses were achieved to meet the architect's intent. Prefabricated metal framing with stunning veneer plaster finish on the walls and ceilings grab visitors' attention.

The Parks (500 Broadway), Santa Monica

Four 7-story apartment towers featured intricate plaster and paneling work, exterior framing, EIFS and corrugated fiber cement panels. Entrances and lobbies showcased geometric plaster ceilings with more than 100 prefabricated framed triangles installed to exact precision. Sourced from Great Britain, unique black corrugated fiber cement exterior panels added to the vibe of the funky, angular buildings.

### Something to celebrate

Recent college graduates Alex Herrera and Alonso Romero were hired into the Rotational Leadership Program as entry level project engineers. The one-year program launches them into the industry working in the Estimating, Operations and Construction Design departments.

### What's next

Gaylord Pacific Resort and Convention Center, Chula Vista

This large-scale project includes panelize exterior walls for the 1,600-room hotel and EIFS installation on the 400,000 square foot convention center.

University of California Student Residences, San Diego

Working with Production Innovation at the new Rancho Cucamonga Production Facility, Spek is launching with 800 prefabricated bathroom and kitchen units are now being built to be installed in 2023.

Disneyland Hotel, Anaheim

To aesthetically connect a new 12-story tower to an existing structure, attractive wood, metal and plaster finishes will tie the two together. A non-flammable mineral plaster system incorporates an innovative substrate to provide a higher degree of fire protection.

Weingart Tower 1A, Los Angeles

The 12-story tower will provide 104 new studio apartments for the homeless population and is the first of three affordable housing towers. Scope of work includes panelized exterior walls and EIFS.



## KHS&S PROJECT OF THE YEAR

### P526, Super Nintendo World

This three-year marque project is wrapping up and included interior and exterior framing, drywall, taping, plaster, paint and themed parts. A core team remained together throughout the project, overcoming many challenges. They received high praise from Nintendo and Universal Studios for their dedication and craftsmanship that involved every department from Innovation and Themed Resources to Human Resources and Finance.

Guests from all over the country will now be able to experience an immersive world where Mario, Yoshi and other beloved Nintendo characters come to life at Super Nintendo World. KHS&S played a significant role in visually articulating the vision of Universal Studios and Nintendo. With multifaceted shapes, carved plaster finishes, unique rocks, multiple paint finishes and architectural ornamentation, KHS&S construction and theming experts help transport guests into an animated world replicating the iconic video game. The project displayed and pushed creative and technical boundaries as it touched many scopes of work that KHS&S performs. Every muscle was exercised to meet an aggressive construction timeline from when boots hit the ground in May 2019 to completion targeted for December 2022. KHS&S' ability to manage the complex theming and creative elements, resolve unexpected challenges and meet the project demand in volume and labor were critical in achieving project scope, budget and timeline.

### Exterior Project Scope

- Metal framing
- Sheathing
- Weatherproofing
- Lath
- Themed carved plaster
- Themed painting
- EIFS
- Architectural ornamentation – FRP, GFRC, foam shapes

### Interior Project Scope

- Metal framing
- Drywall installation and finish
- Lath
- Themed carved plaster
- Rockwork
- Themed painting
- Architectural ornamentation

### By the Numbers

48 unique specialty finishes

38,167 square feet exterior themed carved plaster and paint

24,307 square feet interior themed carved plaster and paint

1,760 linear feet premanufactured themed "grass" parapet caps

8,556 premanufactured themed "rock" foam shapes



## NORTHERN CALIFORNIA

### It's a wrap

1629 Market Street, San Francisco

During the planning stage, the owner requested options to reduce cost without compromising the quality and look of the five-structure mixed-use development. KHS&S delivered by substituting the Hardie board and battens with a pre-coated EIFS and batten system. This saved the project approximately \$1M resulting in a more attractive and functional finish.

Southeast Community Center, San Francisco

Innovative technology was key to the success for the 39,000 square foot center and 8,000 square foot events building. The Dusty Robotics layout system was used for the first time with the Computational Design team providing BIM modeling to build a program for the robot to follow. The Apla-Tech tool automated drywall taping and the trusted PanelMax machine produced non-rated corners and shapes. Complicated soffits were prefabricated and finished on the floor and then fit into place to eliminate multiple steps working off a scissor lift.

### Something to celebrate

Recognized as a KHS&S Lean Champion for his exceptional field work implementing Lean processes and Lean values, Foremen Richard Quinonez was selected to present at the 2022 LCI Congress in New Orleans.

### What's next

Coresite SVO9, Santa Clara

This will be the first unitized panel project using 3-inch interlocking and insulated metal panels that create a weather barrier while providing the finished exterior skin. The 256 panels will be prefabricated and craned into place covering 70,000 square feet of surface area.

### Contribution to community

Working closely with the City of San Francisco, construction of the non-profit Southeast Community Center brought jobs to an economically disadvantaged community. Five percent of the KHS&S work was subcontracted to local businesses with a \$654,000 scope awarded to a plaster subcontractor and \$11,000 to a drywall subcontractor. In addition, the local workforce completed 39 percent of the drywall hours and 31 percent of taper hours.



## COLORADO

### It's a wrap

Steakhouse at Monarch Casino, Black Hawk

Part of the casino's expansion to draw non-gamblers with fine dining, KHS&S completed the interior Venetian plaster to set the tone for the sophisticated steakhouse. The multi-tone, three-dimensional plaster has the look of genuine polished natural stone. To meet the accelerated schedule, the specialty finish was achieved with the assistance of artisans from the Las Vegas Office.

### Something to celebrate

The Meow Wolf Denver project continued to receive industry accolades as the recipient of the Association of the Wall and Ceiling Industry (AWCI) Excellence Award for interior plaster. Five texture techniques including gun texture, molding cloth, paint on drywall, direct apply plaster and 3D plaster were required to create the massive psychedelic non-traditional art exhibit.

### What's next

14th and Court, Denver

KHS&S was brought on during the Design Assist phase for this architecturally stunning hotel to achieve the desired look and budget prior to construction. The 13-story tower's shape is inspired by the growth pattern seen on the iconic aspen trees of Colorado, whose branches produce 'eyes' on the trunks' surface. Bringing together their depth of knowledge, resources from Preconstruction, Computational Design, Architectural Solutions and other Regional Offices contributed their expertise to bring value to the project for this first-time client. The KHS&S construction scope set to begin in January 2023 includes exterior metal studs, sheathing, insulation and GFRC skin.

### Standout project

One River North, Denver

More than 18 months was dedicated on the front end collaborating with the architect, project engineer, owner, general contractor and the KHS&S Design Assist and Computational Design teams shaping this eye-catching architectural wonder. With a canyon vertically tunneling through the 16-story residential tower, the exterior and interior becomes a work of art. The carved-out, 4-story core resembles a slot canyon, comprised of more than 13,000 square feet of water elements and landscaping. Construction has started with prefabricated framed wall panels featuring an EIFS plaster finish, some as large as 40 x 15 feet, being flown into place. At a nearby warehouse, 6 x 7-foot rebar panels with lathe are being prefabricated to create the canyon shape. The 33,500 square feet of chip system is targeted for installation in early 2023.



## LAS VEGAS

### It's a wrap

Durango Culinary Health Medical Center, Las Vegas

Relying on the Howick and PanelMax machines, KHS&S completed interior framing, drywall and painting at the health center dedicated to culinary participants. The project required advanced technology mixed with traditional methods to assemble and erect panels onsite.

Madison Square Garden Sphere Exterior, Las Vegas

More of a sculpture than a wall, the trapezoidal exterior EIFS wall panels were prefabricated with the Howick machine and installed at varying angles. With panels unsupported by a ground foundation, installation varied from 15 to 30-degree angles to make flat EIFS panels form a curved spherical shape at this new high-tech entertainment venue.

### What's next

Madison Square Garden Sphere Interior Paint, Las Vegas

As the largest painting contract for KHS&S, a crew of 40 painters are needed to complete the \$4.5M scope. Specially engineered scaffolding that hangs from the structure will be used to reach difficult to access spaces within the sphere's curved walls.

### Standout project

Fontainebleau, Las Vegas

To manage labor resources and meet the fall 2023 completion date, the \$100M+ project was broken into multiple jobs.

### Contribution to community

Under the KHS&S Project Ampersand community service initiative, 30 team members worked with Rebuilding Together to repair, paint and landscape two homes for the eighth year in a row. Supporting this organization helps low-income seniors and veterans in the Las Vegas area. The group also completed interior repairs for the Inspiring Children Foundation, a non-profit that works with at-risk youths.



## WASHINGTON

### It's a wrap

US Bank Tower, Seattle

The renovation of the 3-story podium of the iconic building in downtown Seattle was all about eye-catching high-end finishes with barely a straight line visible. A 5-foot tall, 120-foot-long interior sloped wall curved into a sloped ceiling and skylight covered with penny-sized tile. The Howick steel roll forming machine produced dozens of elements for this project. GFRC columns, benches and the use of faceted drywall grid for curved and barreled ceilings added character. The Armstrong ACOUSTIBuilt seamless ceiling system has the appearance of a GWB ceiling but with the acoustical performance properties of ACT.

Microsoft Campus, Redmond

Four office buildings were completed in 2022 to modernizing the Microsoft campus. The original scope expanded from four to six buildings based on the outstanding work of the preconstruction team and early onsite performance, making it one of the largest contracts for the Washington Office. The project included framing, drywall, firestopping, GFRG, acoustical plaster, veneer plaster and insulation for each of the multi-story, 50,000 square foot buildings.

### Something to celebrate

The year kicked off on a high note having just won the internal KHS&S Project of the Year Award for Onni South Lake Union (1120 Denny Way) in Seattle. The multi-year project featured twin, 42-story residential towers and a 13-story midrise that included metal framing, drywall, finishing and exterior soffit framing.

### What's next

Northgate Residence Inn, Seattle

The load bearing panelized framing of the exterior and interior walls will make this project unique, with the corridors and demising walls supporting the floors above. An exterior specialist was hired as Project Manager to bring expertise to the unique 6-story hotel job.

### Standout project

Microsoft Campus, Redmond

Microsoft's quest to create an exceptional workplace has dominated the workload for three years with multiple superintendents, foremen and project management staff involved in the project. Each building required an elevated level of preconstruction planning with BIM modeling. A 40,000 square foot mixed use building will house retail shops and amenities and a 50,000 square foot building will be executive offices. Performing at a high level on previous Microsoft projects and the longstanding relationship with the general contractor all contribute to the ongoing partnership.

## PREFAB SOLUTIONS

### The future is now: KHS&S is blazing trails with intricate, complex prefabrication solutions

High-rise, low-rise, mixed-use, glass, and concrete towers dot every city skyline. While the building exteriors may look similar, many newer structures are designed to have distinctive features not found on older buildings. A major driver of the change is stricter energy codes and thermal requirements for building envelopes.

Architects are now starting to design with more opaque surfaces, moving away from all glass exteriors. KHS&S' ability to work with different systems and finishes allows architects to imagine boundless innovative and dramatic building features. As the high-rise of the future evolves, KHS&S is ready to bring these sensational plans to life.

The safest, most cost-effective, and quickest way to do that is often prefabrication.

With its long-standing reputation as the go-to company for prefabrication solutions, KHS&S is now pursuing even more complex projects that many other companies would consider impossible.

Working alongside architects from the very outset affords the company an opportunity to provide assurances that if anyone can turn their concepts into reality, it's KHS&S.

KHS&S has been pioneering prefab solutions for more than three decades. The prefabrication market, in general, continues to grow, and the number of companies offering those services has increased.

"Competition is a key driver of innovation, and we welcome that because it forces us to push the boundaries even more," said Ryan Louk, Vice President, Estimating. "We know there's not another company that can deliver different solutions and add value to our client's projects by saving time and money like we do."

Mike Suder, Manager, Special Projects, has been with KHS&S for 26 years, and he agrees.

"Over the course of my career, I've worked from old-school architectural drawings to what is now a model of innovation here," he said. "Forging a new path with these intricate, complex prefab solutions involves risks, and we have an unbelievable track record of successfully working through those risks."



Suder cites One River North in Denver as the perfect example of collaboration and coordination on one of the most high-profile projects around.

“Without a doubt, this one’s going to be something that no one’s ever seen before and will elevate our visibility in the market,” said Suder.

Another showcase prefab project is the Lucas Museum where KHS&S is installing 193 ornate GFRC panels and will likely be on the job for two more years.

“This was a one-off project with cost overruns in the original design which called for shotcrete, and we came up with a solution to go with GFRC product which helped save money and schedule,” said Suder.

For the same GC, Hathway-Dinwiddie, KHS&S was hired on the Sony Studios project to speed up the process and did so by finding a vendor, Unlimited Design who could meet the schedule and complete the tower. The entire exterior is made up of 68 large panels.

Now, KHS&S is pursuing a new segment of the market to broaden the company’s reach on these types of one-of-a-kind projects.

Newly hired Matt Miller, Architectural Solutions Manager, is responsible for educating architectural and design professionals about KHS&S and how adding the company to a project team at the beginning can influence design, materials, cost and most importantly, solutions.

Miller is building on the company’s legacy of industry-leading prefab expertise by reaching out to those on the front end, the architects and designers, as a first point of contact on potential projects.

His industry mantra is: Don’t design what someone else prefabricates, instead, let KHS&S prefabricate what you design.

“Getting in front of architects when a project is still just an idea is a game changer,” said Miller. “This is the company’s first deliberate foray into meeting with the architecture and design community, and they seem thrilled to hear that there’s someone in the market taking this collaborative approach to work with them so early in the process.”

In fact, KHS&S joined American Institute of Architects (AIA) for this specific purpose. Miller has developed “lunch and learns” to connect with architects, offering them an approved continuing education course that shows how they can work with KHS&S to bring some of their wildest ideas to life.

When other companies say no, KHS&S says yes.

Prefabrication requires more work be completed earlier in the construction process, but when planned and implemented correctly, there are substantial time and cost benefits:

- Improved estimating
- Concise materials engineering
- Reduced material waste
- Improved Quality Control
- Efficient assembly and installation
- Reduced labor and scheduling
- Improved onsite safety
- Enhanced cost savings

While prefabricated rainscreen systems are preferred by architects and owners, they are intricate and challenging to prefabricate and few companies have the capabilities.

“Now with our innovative Computational Design and Digital Fabrication technologies, this comprehensive rainscreen system is now possible,” said Bruce Holleran, Vice President. “We’re using this same technology and advancing additional forms of barrier and glazing systems.”

Besides 14th & Court, Ryan Louk, Vice President, Estimating says the other marquee project that represents the culmination of KHS&S’s façade capabilities is the Berkeley student housing project, where the façade is being panelized with fiber cement, metal panel, windows, GFRC and sunshade devices. This will be the first project on the west coast utilizing a light gauge framing system that incorporates all these building components into a panelized system.

“These projects demonstrate how designers can create something almost out of this world and know they have a company that can actually execute their brainchild,” said Louk.

KHS&S is able to panelize these types of projects because of its long history of innovation and willingness to tackle obstacles other companies shy away from.

“We started looking at how we panelize some of these other types of systems to accomplish more pre-fab solutions,” said Louk. “We’ve done GFRC panels in the past, so it was easy to start looking at how we improve that process and start doing more of GFRC panel type of work.”



Louk says clients are looking for partners that can provide multiple solutions. The resources of KHS&S – and innovative delivery methods – is a perfect fit.

Maintaining a group of partners who understand the company’s philosophies has created a symbiotic relationship with resources that specialize in glazing, cast and rainscreen cladding systems. KHS&S works with these partners and leads the process from design through fabrication and install.

“Several factors are fueling the demand for prefab: labor shortages, quality control, ability to leverage technology and emphasis on sustainability,” said Holleran. “The industry has experienced a workforce decline and innovation has kicked in to try and bridge some of those issues and build specialized crews that go from one project to the next.”

As prefabrication continues to grow, KHS&S has opened a new warehouse in Rancho Cucamonga, with 75,000 square feet of indoor and outdoor space. It includes all of the capability of the previous facility – located 20 miles away in Riverside – along with the Production Innovation department, under the brand name Spek. A new growth area for KHS&S is prefabricated kitchens and bathrooms, which will be constructed in this new warehouse.

Driven by a technical revolution, prefabrication is the future of construction, providing the freedom to design and build complex structures using new fabrication manufacturing methods. More importantly, it improves the quality and precision of construction and reduces schedules leading to increased cost savings. This will remain one of the premier solutions KHS&S will showcase on future projects.

## VENDOR

### Sharing a mutual vision committed to innovation and technology

KHS&S has an award-winning portfolio featuring some of the most complex and highly detailed themed projects in the industry representing the nation's most visible theme park attractions, casinos and retail/entertainment complexes.

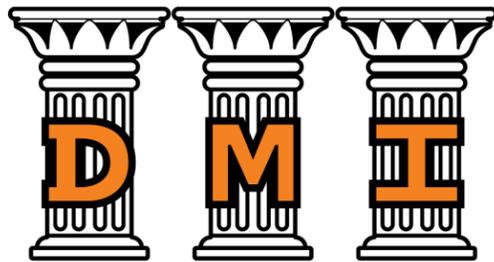
The Themed Resources Department spends ample time developing innovative solutions to achieve these successes. As KHS&S moves into more advanced technology to achieve results, they require partners that share the same vision and approach.

"KHS&S is contracted to do really cool stuff, and we need partners helping to take it from start to finish," said Kevin Wirsch, Director, Specialty Finishes. "From design, engineering and 3D modeling through sculpting of molds, production of parts and paint finishes, DMI has become a valuable partner and collaborator."

DMI (Designing Manufacturing Installation) is a full-service provider of large-scale custom architectural ornamentation and thematic features. They are involved in almost all of KHS&S' themed projects with heavier engagement on jobs requiring complicated building methods to transform the design intent into a constructable layout.

Owned and managed by the Pappas family since 1997, KHS&S began working with DMI founder Tom Pappas in 1999 on themed elements at the Disney Grand California Hotel. Today, Tom's son Nick Pappas, President, and Brockman Roberts, Director of Operations, oversee the day-to-day operations working closely with KHS&S.

Always a great producer of cast products, GFRC, GFRG and FRP, DMI is exceptional at 3D modeling and sculpting. Many times, KHS&S and DMI collaborate to mill an accurate shape that will compliment or match the clients' desired textures or distressing. By using these 3D capabilities, DMI excels in the production of projects from small to large.



"The DMI and KHS&S teams mesh well together because we're confident we can construct virtually any challenge given to us," said John Boesen, Director, Themed Resources.

Rising to the challenge was DMI's work to complete FRP domes for multiple large-scale theme park projects in Southern California. A dome spanning 80 feet at the Wynn Resort and Casino in Las Vegas is the largest dome installed by KHS&S.

## GENERAL CONTRACTOR

### A history of success leads to new opportunities

More than ever, clients and trade partners turn to KHS&S to find new and improved ways of delivering projects without sacrificing commitment to safety, quality, time or environmental impact. When it comes to working with a GC that aligns with KHS&S business philosophy, Skanska Balfour Beatty stands out. Based in Seattle, Skanska Balfour Beatty has been operating as a joint venture since 2019. However, the KHS&S and Skanska relationship extends back to 2009 with projects such as Snoqualmie Casino, Microsoft Troon, Microsoft Redmond and multiple projects in the medical sector.

This long-term Skanska relationship has opened opportunities for KHS&S with Balfour Beatty. One of the largest projects underway is the modernization and expansion at the Microsoft Corporate Campus in Redmond. This multi-phase project began in 2019 and work will continue well into 2023.

"There is a collaborative approach when partnering with SBB and a constant drive to engage in Lean practices that add value to every project," said Matt James, Chief Estimator. "We value the SBB relationship and appreciate how well organized and efficiently they run jobs, treat subcontractors with respect and always put safety first."

In the construction industry, the use of technology is never a one-size-fits-all approach as every job is unique. The KHS&S and SBB shared passion for innovation leads to utilizing new and emerging tools and technology to solve the challenges of today's more complicated projects. SBB's expertise in digitalization combined with KHS&S BIM and CAD services promotes a much more accurate product and outcome in the field.

Helping KHS&S transform construction by focusing on digital modeling, virtual project delivery and prefabrication is the SBB team of Senior Project Managers Sam Sherwood, Andrew Salmeri and Dealy Etter, Senior Superintendents Steve Paul and Mike Devore and Project Executive Austin Beierle.

"The ultimate success of working together comes down to how well our Pre-construction and Operations groups interact from initial discussions to project close out," said James. "Based on our rich history with Skanska and current accomplishments with Balfour Beatty, we're continually rethinking how projects get built."

**SKANSKA**  
**Balfour Beatty**



## BRANDON KEPHART

Area Operations Manager

### Brandon Kephart thrives on teamwork, hard work and “darn good luck”

Working as part of a team comes naturally to Brandon Kephart, Area Operations Manager, Las Vegas. From playing youth sports at six years old to overseeing one of the company’s most successful regions of KHS&S, Kephart has learned the value of the team approach.

A 17-year veteran of the company, Kephart describes KHS&S as a place where teamwork is paramount, fostering mutual respect and embracing shared vision and goals.

After graduating from high school, Kephart served a mission for two years with the Church of Jesus Christ of Latter-Day Saints. He says the eye-opening experience being away from family, friends, TV, and dating for two years taught him invaluable life lessons.

“We would go door to door chatting with people, and I learned at a pretty young age that ‘no’ wasn’t going to kill me,” he said. “That experience dramatically improved my communication and relationship building skills.”

After that, he began working in commercial construction.

He was the foreman for a GC on the project to build the Shark Reef Aquarium at Mandalay Bay when a torrential flash flood slammed Las Vegas.

“This flood destroyed the job site beyond belief, which meant at least a three-month delay,” said Kephart. “We showed up for work and our toolboxes, equipment and materials were just floating in what would eventually become the aquarium.”

The delay meant layoffs for the entire crew, so Kephart began his search for another job. Fortunately for him, Kephart’s connections linked him to David Wedmore, a Foreman at the time, who hired him to work at KHS&S on the spot.

When the economy shifted during 2007 and work slowed in the commercial construction

sector, Kephart started his own GC business in residential development. While he gained valuable experience, he realized the importance of the team-based environment at KHS&S, and he came back.

His most memorable job was leading the team working on Caesar’s Palace reclud.

“We had over 115 workers harnessed on ledges tied off above our heads all day, and since the hotel had to stay open during the entire job it was a logistics nightmare,” he explains, “but we got it done with zero time lost to injuries on the job.”

Kephart says it was on that job he learned who he was as a leader by navigating the dangerous challenges.

He has been married to Natalie since 1995, and they have four children, Dallin (25), Cody (22), Mason (21), and Sydney (17).

He says their life has been nothing short of a storybook romance. Currently living on an acre complete with horses, near where he grew up in rural Henderson just outside Las Vegas, “we call ourselves Henderson Hillbillies.”

Family time is now spent at their rural cabin in the Utah mountains near Zion National Park, elevation 8,900 ft., off-roading in four-wheelers or Razor UTVs and enjoying horseback riding.

“One of my favorite sayings is, ‘How good is your luck?’” said Kephart. When it comes to both his career with KHS&S and his family life, he says, “Mine has been pretty darn good.”

**500 Broadway**  
SO CAL



**Market Street**  
NOR CAL



**The Cabinet**  
LAS VEGAS



**SECC**  
NOR CAL



**1550 Euclid**  
SO CAL



**Microsoft**  
WASHINGTON



**Parker Water**  
COLORADO



**Fountainbleau**  
LAS VEGAS



**UCSF**  
NOR CAL



**Lucas Museum**  
SO CAL



**One River North**  
COLORADO



**UCSD Pepper Canyon**  
SO CAL, SPEK



**US Bank**  
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**Gaylord Pacific**  
SO CAL





# PROJECT AMPERSAND



### 2022 PARTNERS

OC Food Bank - Las Vegas Rescue Mission - Giving Children Hope - Toys for Tots - Cedars-Sinai - Rebuilding Together - Love A Childs Mission - Denver Rescue Mission - Shelter Inc. - The Good Deed Project - Thomas House Shelter - Faith Food Fridays - Contra Costa and Solano Food Bank

## WELCOME

- Ainsley Brundahl**  
So Cal, Estimating Administrative Assistant
- Alexander Herrera**  
So Cal, Project Engineer
- Alireza Fatemi**  
So Cal, Computational Designer
- Alonso Romero**  
So Cal, Project Engineer
- Asad Fahim**  
So Cal, I.T. Technician
- Benjamin Markwell**  
Washington, Project Manager
- Bill Waldrop**  
So Cal, Architectural Finishes Superintendent
- Brian Tate**  
Colorado, Estimator, Level II
- Cameron Behning**  
So Cal, Computational Designer
- Charles Gonzales**  
Las Vegas, Senior Project Manager
- Christina Salazar**  
So Cal, Project Administrator
- Darcy Chanpheng**  
So Cal, Regional Safety Engineer
- David Roberts**  
Rancho Cucamonga, Director, Modular Fabrication
- Denise Hale**  
Nor Cal, Area Administrative Assistant
- Edgar Gomez**  
Rancho Cucamonga, Roll Form Operator
- Gary Wells**  
Nor Cal, Project Development Director
- Hannah Andrews**  
Las Vegas, CAD Draftsperson
- Jacob Blitzer**  
So Cal, Computational Designer
- Jameel Al-Haideri**  
Colorado, Senior CAD Draftsperson
- James Stafford**  
Nor Cal, Senior Project Manager
- Jarret Gledhill**  
Las Vegas, Project Engineer
- Jesse Schenk**  
Las Vegas, Project Manager
- Jordan Orosco**  
Las Vegas, Project Engineer
- Jose Martinez Jr**  
Nor Cal, Project Coordinator
- Josh Walters**  
So Cal, Preconstruction Engineer
- Katlen Rocha Salazar**  
Las Vegas, Project Coordinator
- Kelly Sloan**  
So Cal, Manager, Contracts & Legal
- Kenia Casillas**  
So Cal, Project Coordinator

- Kevin Wirsch Jr**  
Las Vegas, Junior Concept Modeler
- Mason Prisbrey**  
Las Vegas, Project Engineer
- Matt Miller**  
So Cal, Architectural Solutions Manager
- Melissa Martinez**  
Las Vegas, Project Coordinator
- Michael Lucero**  
Colorado, Project Superintendent
- Michelle DeAngelis**  
Las Vegas, Project Administrator
- Michelle Doig-Collins**  
So Cal, Contracts Administrator
- Michelle Mickelson**  
Colorado, Project Engineer
- Monique Sandoval**  
So Cal, Risk Analyst, Safety & Claims
- Nancy Reyes Castrejon**  
So Cal, Accounting & Payroll Clerk
- Nicole Calixtro**  
Colorado, Project Coordinator
- Paul Ferrando**  
Las Vegas, Warehouse Manager
- Randolph Franklin**  
Nor Cal, Regional Safety Manager
- Robert Bernal**  
So Cal, CAD Draftsperson
- Sandy Collum**  
Rancho Cucamonga, Roll Form Operator
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Nor Cal, Senior Project Engineer
- Trent Lewis**  
Las Vegas, Regional Safety Engineer
- Vanessa Vargas**  
So Cal, Payroll Clerk

- Danielle Taylor**  
So Cal, Employee Relations Specialist
- Eric Saldana**  
So Cal, Senior Estimator
- Erin Boyle**  
So Cal, Payroll Specialist
- Hector Valdez**  
Las Vegas, Superintendent
- Jacob Treen**  
Washington, Estimator, Level I
- Jerry Horton**  
Washington, Project Executive
- John Eaton**  
Washington, Trade Superintendent
- John Jones**  
Nor Cal, Area Operations Manager
- John Stewart**  
Las Vegas, Superintendent
- Jose Burrola-Diaz**  
Las Vegas, Senior CAD Draftsperson
- JT Searles**  
So Cal, Vice President, Finance
- Nicole Alvarez**  
Nor Cal, Project Manager
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Las Vegas, Senior Production Manager
- Scott Holzer**  
Colorado, Manager, Safety & Risk Control
- Shane Hastain**  
So Cal, Senior Preconstruction Manager
- Shawn Martin**  
Las Vegas, Project Manager
- Steven Yocky**  
So Cal, Senior Project Engineer
- TJ Singh**  
So Cal, Director, Safety & Risk Control
- Tramaine Battle**  
Washington, Project Superintendent

## PROMOTIONS

- Adam Bragg**  
Las Vegas, Project Executive
- Andy Neeper**  
So Cal, Preconstruction Manager
- Anthony Guzman**  
Las Vegas, CAD Draftsperson
- Ashley Amaral**  
So Cal, Payroll Administrator
- Brian Harris**  
Las Vegas, General Superintendent
- Bryant Cherne**  
So Cal, Content Coordinator
- Chris Wilson**  
Las Vegas, Technical Design Manager
- Cody Coburn**  
Washington, Project Superintendent
- Dan Stafford**  
So Cal, Senior Project Manager

## WELCOME BACK

- Carissa Wood**  
Las Vegas, Project Manager
- Jason Alvarez**  
So Cal, Project Superintendent
- Kevin Gilbride**  
Las Vegas, Production Manager

## POSITION CHANGE

- Ashley Gaji**  
So Cal, MKTG & Operations Coordinator
- Gary Truesdill**  
Nor Cal, Director, Load Bearing Projects

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