



**NEW IN THIS ISSUE:**  
Executive Key Takeaways pg. 3

# INS&OUTS



**SPEK BY KHS&S**  
**OFFSITE CONSTRUCTION SOLUTIONS**

pg. 14

**INDUSTRY AWARDS****ENR**

MSG Collar, Las Vegas  
 - 2023 Southwest Overall Project  
 of the Year  
 US Bank Centre, Washington  
 P526, Southern California

**AWCI**

Parker Water, Colorado  
 - Honorable Mention: US Bank  
 Centre, Washington

**WWCCA**

Fontainebleau, Las Vegas

**PROJECT ADMINISTRATION**

Golden Stapler Award:

**LAS VEGAS****Project of the Year**

Las Vegas  
 Fontainebleau



**Presentation of  
 the Year**  
 Washington

**PERSONNEL DEVELOPMENT**

Learning All-Star Awards:

**Jason Reber**

Lean Culture Contribution

**Erin Boyle**

Knowledge Contribution in Cross Training

**Ainsley Brundahl**

Training Leadership in Deltek and Process  
 Improvements

**Allan Jenkins**

Training Leadership in Winbid

**Jason Alvarez**

Training Leadership in Procore

**Dylan Jones**

Developmental Mentor and Coach for Interns

**President's  
 Lean Awards**

**Alex Herrera**  
 Operations

**Jason Reber**  
 Field

**Nominees:**  
 Chris Watne  
 Mateo Alfaro  
 Shawn West  
 Nicole Archuleta  
 Mark Wagner  
 Curtis Hubble  
 Jimi Treen

**2024 ESOP THEME BY ASHLEY GAJI**  
**LEADING BY INNOVATION, DRIVEN BY VALUES**

KEY TAKEAWAYS  
**EXECUTIVE CORNER**

**Q1 W/ PHIL CHERNE**

*The KHS&S Culture*

Prioritizing our culture and pushing it to the forefront of how we think, behave, and operate is essential and is expected of us all.

The reality is that we may not always do this perfectly, but if we can hold ourselves and others accountable, we will continue to have a positive impact on our culture. I am proud of the culture we have cultivated and thankful for our people that make KHS&S such a great place to work.

**Q2 W/ ROB WALTER**

*Development & Continuous Improvement*

People are at the heart of our business. Our success is determined in how we treat and develop people, both internally and externally. Everyone needs an opportunity to begin, to grow and invest, and to be recognized. Each individual wants a chance to develop themselves and their careers so they can contribute in meaningful ways to our combined successes. These are essential beliefs that keep our priorities focused on a culture purposefully centered on people and their development.

**Q3 W/ RYAN LOUK**

*Positive Work-life Balance*

It is important to have a work-life balance, and this may look different from person to person. Balance work and personal life by setting clear boundaries. Avoid constant communication outside of work and focus on tasks during work hours. This leads to a more efficient and fulfilling routine.

Remember, prioritizing self-care is not just an option, it's a necessity. By nurturing a healthy work-life balance, you not only enhance your personal well-being but also contribute to a more productive and positive workplace environment.

**Q4 W/ BRUCE HOLLERAN**

*A New Year*

It is important to be present and engaged, cherishing the moments spent together during social gatherings, events, and other celebrations. These occasions provide us with opportunities to create new memories and strengthen our relationships.

The start of a new year brings with it fresh opportunities, new horizons, and the chance to set new goals. Take the time to establish personal and professional goals for yourself. Consider finding an accountability partner or mentor who can support you in achieving these goals.

## ESTIMATING

### Paving the way for field operations

The Estimating Department plays a pivotal role in ensuring the success of profitable projects. As the first point of contact for new work, their primary focus is to provide field operations with precise labor, material, and production rates, ensuring that each job is completed on time and within budget.

Led by Ryan Louk, Vice President of Estimating, the department consists of four Chief Estimators and their teams, working out of the regional offices. Each estimate is meticulously prepared, taking into account the job scope, size, and complexity, incorporating everything from material and labor costs to installation production rates and material delivery. For more intricate projects, collaboration with new vendors is often necessary to achieve the desired architectural design.

“One of the most challenging yet crucial aspects of estimating is calculating accurate production rates, as it directly impacts the labor budget,” said Alex Harris, Chief Estimator for the Southern California office. “We often deal with job elements that have never been encountered before, necessitating collaboration with internal experts and trusted vendors.”

The turnaround time for estimates can vary significantly, ranging from a week to several months, particularly for long-term projects that may require pricing updates throughout the job span, explained Matt James, Chief Estimator for the Washington office.

#### Crossover of departments and offices for estimating accuracy

The Estimating Department emphasizes a collaborative approach, with crossover between offices to ensure accuracy and efficiency in estimating new work.

Companywide there is a ‘get the job done right’ attitude and that is especially true for Estimating. If one region does not have the bandwidth to complete an estimate, they help each other based on available resources and required expertise.

For instance, estimators from three offices came together for a large Southern California project, with each estimating a different building within the overall scope.

While the department frequently collaborates with Preconstruction and Operations, they also interact with all departments within KHS&S. An increasingly important partnership is forming with the Computation Design team to use 3D modeling to accurately estimate projects with complex geometry and unique challenges.

“It’s the future of estimating,” said James.



## HUMAN RESOURCES

### Empowering employees: Total Rewards program and Limeade Listening

The Human Resources (HR) department at KHS&S has been diligently working on assessing, evaluating, and designing a comprehensive Total Rewards model.

“The needs of our employees and our business is always evolving, so understanding employee’s needs to continue to engage, motivate, and attract new talent is a priority for us,” said Rita Castaneda, Human Resources Generalist, who is celebrating 20 years with KHS&S.

Total Rewards encompasses various elements that are based around four pillars: physical, mental, financial, and social aspects of employees’ lives throughout their careers with KHS&S. This includes experiences during various life events as well. To ensure its effectiveness, the HR department and Personnel Development teams collaborate with employees, managers, and executive leadership.

The primary objective is to equip employees and their families with the necessary resources and tools to better navigate and manage life’s challenges.

“At KHS&S, people are the cornerstone of the company’s success,” said Danielle Taylor, Employee Relations Specialist. “The company is committed to providing a robust and competitive Total Rewards program that demonstrates dedication to investing in the overall health and well-being of its employees.”

#### Quarterly surveys keep a pulse on employees

Formerly known as TINYpulse, Limeade Listening is a cloud-based employee engagement and feedback software that provides real-time insights into employee happiness, frustration, and burnout levels through completely anonymous surveys.

This powerful platform empowers organizations to retain top performers by allowing employees to offer honest feedback. Key features include a comprehensive company dashboard displaying sentiment analysis and individual employee dashboards with access to responses and high-level company results.

“Understanding the sentiments and preferences of our valued employees has always been important, but we lacked an effective and consistent method for gathering feedback,” said Ashley Price, Human Resources Director. “We realized the need for a more structured approach to gather regular feedback, track data trends, and provide employees with a means to express their honest feelings.”

In 2022, the Human Resources and Personnel Development departments initiated an annual 20-question culture and engagement survey using TINYpulse, now known as Limeade Listening. Building on its success, quarterly pulse surveys were introduced in 2023, featuring five questions to gauge employee sentiments throughout the year.

Through Limeade Listening, valuable feedback is collected and analyzed to make informed decisions and offer employees a way to provide anonymous responses and candid feedback. The introduction of a chat feature that is also anonymous has significantly improved the ability to engage with employees on meaningful topics.

The overall impact of the Total Rewards program and Limeade Listening is leading to actionable insights and improvements on employee engagement, satisfaction, and well-being.



## SAFETY

### Safety is always top-of-mind at KHS&S

Managing heat exposure, avoiding rattlesnake encounters, and dealing with wildfires are just a few scenarios the Safety and Risk Control department is charged with overseeing. "Keeping our teams safe on the job occupies my mind 24/7," said TJ Singh, Director, Safety and Risk Control, "and we try to plan for just about every situation you can imagine."

On the Job Safety Strategies include:

- Tailgate Talks Toolbox – Variety of safety topics discussed every Monday
- Spot the Hazard – Monthly visual exercises where teams are shown pictures to identify a hazard and discuss how to correct
- Daily stand-up meetings – Workers identify hazards specific to that job site
- Monthly Safety Themes – Monthly themes allow for more in-depth educational programs. For example, April is prepping for summer heat and wildfires; May is fall risk education (coincides with OSHA national standdown); December is mental health awareness (EAP resources shared during the often-stressful holiday season).

And rattlesnakes? This issue was raised in the field and became part of regular safety training. Workers from various jobs, mostly in desert areas, were concerned about the prevalence of rattlesnakes and a process was put in place to manage the risk. "We started an educational program to teach where rattlesnakes hide and what to do if there is an incident," said Singh. "We even called area hospitals to make sure they have anti-venom."

### New KHS&S safety system rolled out

The newly introduced KHS&S Safety System – a research-based hazard recognition approach derived from studies at Colorado State University – includes management support, safety training and education, and active employee participation to create a safe work environment for the company and trade partners.

"Management sets a strategic vision and production targets that encourage growth and profitability, while valuing worker safety and health throughout the organization," said Singh. "Since implementing the new Safety System, there's been a significant increase in hazards being recognized."

### Focus on the positive

Each operating unit decides how to recognize their teams. A quarterly newsletter to all employees includes the names of employees who have gone above and beyond with their attention to safety.

"I'm proud of our program and the employee involvement we have, starting at the top with CEO Phil Cherne, and extending to every single team member," said Singh. "What separates us is how we make a concerted effort to integrate the KHS&S Safety System into day-to-day operations." The industry has taken notice. KHS&S has been recognized with countless regional safety awards and within the last two years named as one of America's Safest Companies by EHS Magazine.



## RISK

### Reshaping contracts to focus on relationships

Over the past year, the Risk Department has undergone a transformative shift, spearheaded by Kelly Sloan, Manager, Contracts and Legal, who holds an MBA and JD from Chapman University. Under Sloan's leadership, the department has embraced a collaborative approach balancing the day-to-day business operations with legal contracts.

"Our restructuring aims to position us as industry leaders, using a team approach that takes into account the reality of construction and the relations at play while minimizing the company's exposure through contract negotiation and management," explained Sloan.

This new approach reframes the Risk Department so it's no longer just focused on negative "what if" scenarios. Instead, the department is a valuable resource throughout the entire project lifecycle – from inception to closeout.

The Risk Department collaborates with the operations team to understand and guard against risk while negotiating best possible terms. The contract negotiation and review process are aimed at the seamless and consistent flow of information at every level — from key executives and area managers to project managers and superintendents. Proactively addressing issues in real time improves the overall process.

The result is a holistic, relationship-driven approach that balances adherence to contract terms with an understanding of how to best mitigate risk. The overarching goal is to foster long-term relationships with repeat clients and contribute to successful, timely project completion.

Long-term goals involve improving contract management during project execution to reduce contract disputes, increasing project success rates by ensuring compliance with contract terms, and ultimately increasing efficiency through effective, consistent contract lifecycle management from negotiation to closeout.

"While my legal background keeps me risk-aware, my real-world business experience has shown me the importance of relationship-driven contracts," Sloan said. "Let's build rapport and find realistic solutions when issues arise."

### Collaboration in Spek Contracts

The success of this approach has been seen most clearly in contractual negotiations involving Spek, an extension of the KHS&S brand, offering innovative volumetric prefabrication and manufacturing solutions in a controlled environment.

During negotiations for a project involving fabrication and installation of Spek bathroom and kitchen PBU/PKUs at University of California at San Diego (UCSD), Sloan led a collaborative effort to ensure favorable contract terms.

Each department brings specific knowledge and understanding of key issues and risks involved in a particular project. The Risk Department ensures other departments have input in the contracting process so nothing is overlooked. This project included complex issues and considerations and was a prime example of the importance of this integrated approach.





## SOUTHERN CALIFORNIA

### It's a wrap

Sony Scenic Arts Building, Culver City

At the center of Sony Pictures Studios, the 1930s building was repurposed to feature offices and production. KHS&S completed the GFRC panels to wrap around the 26,000 square foot structure.

Kaiser Permanente MOB, Bellflower

Work scope for the medical office building featured prefabricated exterior panels, acoustical ceilings, waterproofing and drywall. As an economical façade offering visual appeal and durability, the exterior porcelain cladding system has received high interest in Southern California.

Project Pascal, Anaheim

The addition of a 12-story timeshare tower to the existing hotel included exterior walls and cladding system with five unique colors of ACM and a composite wood material. The plaster and paint teams replicated the composite wood with a mineral wool EIFS system.

### Something to celebrate

Super Nintendo World (Project P526) received multiple recognitions including the WWCCA award for Project of the Year in theming, AWCI Excellence Award in the national EIFS category and ENR Magazine for the Best Project of the Year in California for specialty construction.

### What's next

Limelight Hotel, Mammoth

The Southern California, Washington and Las Vegas Offices will collaborate to complete the exterior skin and interior scope buildout featuring prefabricated EIFS walls with a faux wood finish.

LA Valley College, Los Angeles

This Design Build DSA project features ACM panels, corrugated metal panels and a Swisspearl fiber cement cladding system. The use of several high-performance composite materials is designed to create multiple, striking facades.

Gaylord Pacific Resort and Convention Center, Chula Vista

Multi-year, 2 million square foot resort with KHS&S providing exterior framing, EIFS, DEFS and AVB.

### Contribution to community

For Memorial Day, the team assisted Clark Construction with erecting a Vietnam Veterans Memorial in Menifee, California that replicated the original located in Washington, DC. The office also assembled 1,000 boxes of food and supplies for seniors through the Orange County Food Bank.



## NORTHERN CALIFORNIA

### It's a wrap

1629 Market Street, San Francisco

Work on four buildings in this mixed-use project included 133,000 square feet of EIFS and 5,715 square feet of corrugated metal panels. KHS&S was instrumental in achieving a \$1M savings for the owner by recommending swapping out the Hardie Board and Batton as well the Hardie Reveal panel with EIFS that would mimic the same finish.

### Something to celebrate

KHS&S has secured new project opportunities in Northern California with the help of Gary Wells, Project Development Representative, and Michael Lufkin, Chief Estimator. These recently added positions are focused on market outreach and project pursuit. Welcome to the team.

### What's next

Stack Data Center, San Jose

Preconstruction has begun for this 3-building project with the Holder Group worth more than \$18M. The scope includes exterior framed panels with an EIFS finish and the installation of metal panels at selection areas. KHS&S and Holder have a long-standing relationship collaborating on multiple data center projects.

UCSC Kresge College, Santa Kruz

The region was awarded a \$10M multiple building façades project with Truebeck Construction for residential dorms at the liberal arts college. The building exteriors are a mix of prefabricated panels and framing, sheathing and EIFS.

### Standout project

World Wildlife Museum (Seeno Museum), Concord

The KHS&S Archetype group was instrumental in completing this masterpiece to house a private collection of antiques, art and taxidermy. This project has challenged the team to think outside the box for the theming elements encompassing rockwork, ice caves and sculptured trees.

### Contribution to community

The field and office teams have volunteered numerous hours to distribute food to the needy and create and deliver Easter baskets for young children at a women's shelter. These initiatives have shown a true commitment to giving back to the community and supporting the KHS&S Project Ampersand volunteer initiative.



## COLORADO

### It's a wrap

Parker Water and Sanitation District, Denver

Expansive 5-foot x 22-foot GFRC panels with undulating face and sawtooth patterns created a wave effect on the building's exterior over a 10-month installation. Set on a hillside, the 2-story operations building was designed with a radiused façade utilizing these segmented panels.

Cherry Hills Country Club, Denver

This historic and prestigious club received a modern upgrade to celebrate its 100th anniversary. KHS&S completed framing, sheathing and drywall. Intricate roof trusses featured steep slopes and unique intersections that connected at multiple angles and heights. The trusses were prefabricated offsite using the Howick steel forming machine and assembled on site.

2400 Central, Boulder

This exterior GFRC façade for the 2-story office building had its challenges. Panels required precise alignment to accommodate multiple windows and doors. Regional teams collaborated and shared their expertise to successfully complete the 115,000 square foot building to the owner and general contractors' satisfaction.

### Standout project

One River North, Denver

This eye-catching architectural wonder was completed in 16 months. The 11-story vertical tunneling carved out of the 16-story building's interior and exposed to the exterior creates a green space for residents complete with landscaping and water features. Exterior work included 33,500 square feet of prefabricated chip panels (lathe and rebar) installed prior to plastering to create the canyon design and prefabricated EIFS panels as large as 40-foot x 15-foot were flown into place on the backside.

### Contribution to community

As part of Project Ampersand, the company's volunteer initiative for employees, the team served lunch at the Denver Rescue Mission to help people experiencing homelessness and addiction receive a hot meal. For back to school, downtown Denver teachers and students received supplies collected by associates - everything from backpacks to pencils and paper.



## WASHINGTON

### It's a wrap

The \$60M software campus, comprising of six buildings included interior and exterior upgrades that started in 2020. The scope included framing, drywall, sheathing, insulation, air barrier and firestopping for the executive offices and mixed-use buildings. The work provided an opportunity to build team experience to springboard advancement for several crew members.

### Something to celebrate

It was a winning year with two major Outstanding Project of the Year awards from the Northwest Wall and Ceiling Bureau (NWCB). Both located in Seattle, the US Bank Center won in the category for metal stud framing over \$1M and Onni South Lake Union (1120 Denny Way) won for an interior over \$1M. Well-deserved recognition goes to John Eaton, Cody Coburn and Tramaine Battle who were promoted to Project Superintendent. Bailey Larsen and Brandon Haskell were promoted to General Foreman and Jeremiah Combs and Terrance England to Foreman and Jacob Treen moved to the Estimating department. A special shout out to Curtis Hubble, Tramaine Battle and Terrance England who volunteered to travel and share their expertise to support the Denver Office.

### What's next

Residence Inn, Northgate

The \$10M scope for this six-story hotel includes bearing metal stud construction and full rainscreen with cementitious and metal panels. The project has six unique types of cladding along with roof screen and trellis work.

Snoqualmie Casino, Snoqualmie

KHS&S played a pivotal role during initial construction in 2007 creating custom faux wood interior and exterior finishes that became the casino's iconic signature. The team is returning to complete the next phase featuring an interior and exterior casino and podium expansion with extensive EIFS work.

Limelight Hotel, Mammoth

The Washington and Las Vegas Offices are partnering together for the interior work scope that includes framing, drywall, ACT grid, specialty ceilings, FRP and paint at this 6-story boutique hotel. This will be a challenging project given the inclement weather often experienced at the hotel's 8,000-foot elevation in the Sierra Nevada Mountains.

### Standout project

US Bank Center, Seattle

The revamping of the 3-story open-air entry podium of the 44-floor tower spanned two years and required more than 26,000 work hours. Many challenges stemmed from the complexities uncovered during demolition and were resolved with the team's experience and expertise to find effective solutions.



## LAS VEGAS

### It's a wrap

Fontainebleau, Las Vegas

This remarkable \$120M+ project showcased the entire gamut of KHS&S services. KHS&S played a pivotal role in delivering very extraordinary results at various locations within the project, including:

Pool Deck (Center Bar, La Ronde, Oasis, Serenity, Gigi's Grotto, Pool Gaming, La Cote, Greek Restaurant, Aquamarine, Day Club, & Cabanas), Porte Cochere, Hospitality Garden & Water Feature, Events Center, North Podium Interior, North Lobby, South Lobby Registration, Thematic rockwork @ Gigi's Grotto, Exterior cheese wall feature, Exterior Podium façade (low rise).

### What's next

Assist Projects in Other Regions

The team will share their expertise working in conjunction with other KHS&S offices to complete Limelight Hotel, Graton Garage, Peoples Park and more.

Game of Thrones Interactive Experience, Las Vegas

Located at the Horseshoe Hotel and Casino, the Flight of the Dragons immersive ride is based on the series complete with a 40-foot-tall fire-breathing animated dragon. Artisans have completed theming and custom element mockups for the pre-construction phase.

### Standout project

Madison Square Garden Sphere Interior Paint, Las Vegas

This \$4.8M paint scope expanded to \$11.2M, the largest in KHS&S history. Special recognition is extended to Eric Hernandez, Paint Superintendent, and David Wilcutt, General Foreman, for their dedication to complete the project in 22 months and Foremen John Torres, Roy Pinkard, Elijah Conner and Tabaris McDaniel for overseeing a crew of more than 45 painters over two shifts.

### Contribution to community

In conjunction with PENTA Building Group, the team completed a room remodel and assisted in changing zoning classification for the Collaboration Center Foundation serving those with developmental and physical disabilities. Supporting Rebuild Together, exterior plaster and landscaping was provided to assist a deserving homeowner, and a young girl's dream to remain at home for care came true through the Make a Wish Foundation with the help of Martin-Harris Construction to make the home ADA accessible.

## PROJECT OF THE YEAR

### Fontainebleau

A journey of transformation: creating a world-class landmark in Las Vegas

After nearly 16 years since its initial announcement and navigating various starts and stops, the 70-year-old iconic brand is set to welcome its first guests in December 2023, marking the much-anticipated western expansion of its renowned luxury counterpart in Miami Beach.

At the heart of the \$3.7 billion spectacular resort and casino, KHS&S is showcasing their finest craftsmanship and ingenuity. General contractor, W.A. Richardson Builders (WARB), enlisted the expertise of KHS&S with a long-standing history on the project. The Fontainebleau saga is one of perseverance; the building stood unopened and 70 percent complete for over a decade. Finally, in August 2021, when KHS&S joined the project for the third time, it proved to be a winning hand, and the team has been on a fast track to completion ever since. From the awe-inspiring cantilevered porte cochere to the sprawling six-acre pool deck, KHS&S work is a masterpiece of engineering and spectacle.

With only a few days' notice to commence work, KHS&S demonstrated a formidable show of readiness, swiftly assembling over 45 crew members on site within just a few days. Typically, KHS&S would have a preconstruction period to gear up for a new project. However, on the Fontainebleau, it was "go time" from day one. This was made possible through the substantial support from corporate shared resources in Anaheim, the production facility, HR, and all the various departments necessary to back a project of this magnitude.

What began as a \$600,000 contract to build out WARB's temporary construction offices then evolved over time into a substantial contract worth \$127 million. Throughout the project's twists and turns, one constant presence and a reservoir of institutional knowledge was Brandon Kephart, Area Operations Manager. That continuity proved invaluable. Once office construction was in full swing, WARB sought to tap into KHS&S expertise in the exterior façade work, a segment they had previously been involved in. Ultimately, they contracted with KHS&S to complete the low-rise exterior facades, adding approximately \$50 million to the contract value.

Being in the right place at the right time combined with the company's extensive experience in resort and casino construction and theming resulted in a series of additional contracts throughout the company's several years on the job. The massive six-acre pool deck, for instance, started as a Design-Assist project, and expanded into KHS&S taking charge of the entire area, contributing an additional \$52 million to the contract. From there, the opportunities to contribute continued.

The core field team, consisting of Superintendents and Foremen, had been with the company for many years, instilling a high level of confidence within the group. Adam Bragg, Project Executive, attributes the team's success to keeping an open mind about the ever-evolving scope, a resilient and disciplined staff, having an in-house construction design team, learning to pivot on short notice and the team's ability to adapt to frequent design changes.



## SPEK BY KHS&S

### Prefabrication of 700 kitchen and bathroom units for UCSD

Having recently completed the North Torrey Pines Living and Learning Neighborhood at the University of California San Diego (UCSD) with Clark Construction, the general contractor was familiar with KHS&S' expertise in student housing and campus construction with KHS&S' traditional framing and drywall services. During initial discussions on the upcoming UCSD residential towers at Pepper Canyon, KHS&S introduced their volumetric prefabrication approach and the benefits for prefabricated bathrooms and kitchens for the two, 23-story student housing towers.

"Not all projects meet the criteria for offsite construction solutions, but this UCSD project was a perfect fit for this valued repeat client as we expand our scope of services with the Spek banner," said David Roberts, Director, Modular Fabrication. Roberts, who joined the Spek team in 2022, contributes over three decades of experience in volumetric prefabrication.

Offsite construction solutions are the future of the building industry, providing the freedom to design and prefabricate volumetric units such as bathrooms, kitchens and exterior facades in a controlled manufacturing environment. Spek, an extension of the KHS&S brand, brings innovative prefabrication and manufacturing solutions to clients, accelerating construction schedules and reducing costs.

Introduced in the fall of 2022, Spek offsite construction solutions takes prefabrication to the next level and includes Prefabricated Bathroom Units (PBUs), Prefabricated Kitchen Units (PKUs) and prefabricated facades. Industries geared toward volumetric prefabrication include healthcare, student housing, multi-family residential, education and hospitality, where projects require more than 100 repeatable PBUs and PKUs and are sized for trucking transport. Units can be as elaborate or basic as dictated by the project.

#### Benefits of Spek's offsite construction solutions

##### Cost savings through:

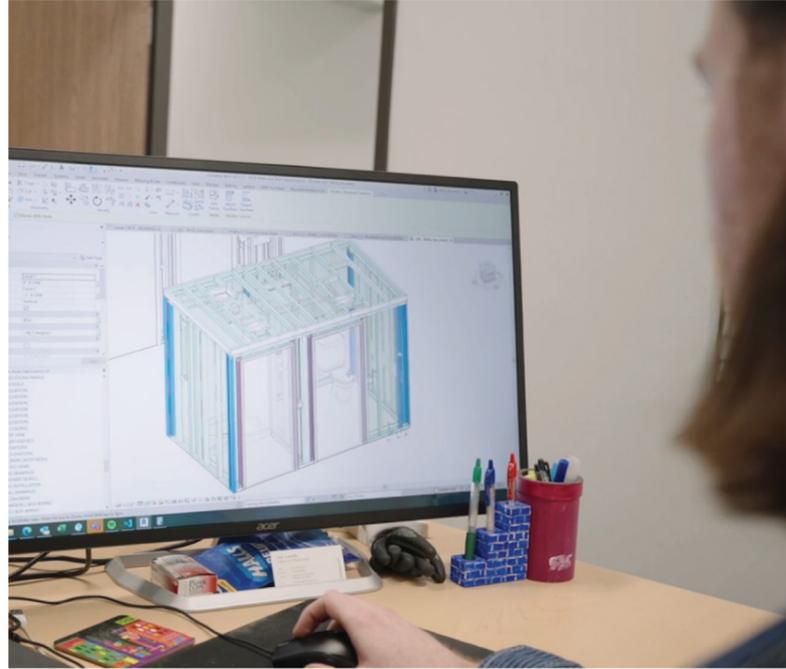
- Accelerated schedule
- Concise materials procurement and engineering
- Coordinated Design-Assist services
- Reduced waste

##### Superior quality through:

- Union labor construction/installation
- Manufacturing quality
- Other Benefits include:

##### Improved safety and risk reduction:

- Reduced onsite labor
- Streamlined Job site management



### Innovation with Preconstruction and Design Assist services

Preconstruction for the UCSD project began in November 2022 with Spek's Design-Assist team engaging with the owner and architect. By starting early in the process the team is able to mitigate design interruptions. PBUs and PKUs are customized and appointed precisely to the architect and owner's plans. Collaboration early on is the driving force behind reducing costs, accelerating the schedule and improving constructability.

"Collaborative work up front pays off for a smooth transition to the field as the challenges have been ironed out," said Daniel Stafford, Senior Project Manager for the Spek UCSD project. "The tough conversations have already taken place and resolved before units are delivered to the job site."

Design-Assist services coupled with Digital Fabrication is at the core of offsite construction. Digital Fabrication is the process where manufacturing is driven by technology using exact computer-generated measurements. This allows clients to visualize the final product in an accurate 3D model prior to production. Once the drawings have been generated through modeling and approved, output files are submitted to the Spek prefabrication facility using specialized Construction Design software. Since the Digital Fabrication process is driven by computer technology, all pieces are built to exact measurements to make certain all Quality Control (QC) protocol is met.

### Production line quality and precision

Located in Rancho Cucamonga, the Spek fabrication facility has the space and technology for mass production. At peak times, up to 45 union workers can be on the line with all labor cross trained for every facet of assembly. The facility is meticulously designed so PBUs and PKUs can be simultaneously constructed along with other KHS&S prefabrication work.

Production for more than 700 UCSD prefabricated units began in February 2023. On average, 20 PBUs and 5 PKUs were produced each week over a 10-month period. The PKUs encompass an array of elements including cabinets, counters, sink, trims, range, oven, vent, plumbing and electrical with the refrigerator installed on site. For PBUs, each includes a shower, toilet, sink, mirror, vanity, lights and towel bar.

Herman Setai, Spek Foreman, shared insight into the operation, stating, "Our responsibility lies in translating the owner and architect's vision into an efficiently orchestrated assembly line process. We are tasked with identifying and resolving challenges throughout the entire workflow. Our ultimate goal is to contribute value to the project through streamlined production, all while meeting the expectations of our clients."

Like an assembly line, all materials are fed into production. The first step is metal framing generated from the Howick steel roll forming machine producing individual kits with all the necessary framing and attachments. The kits are moved to the production line where assembled before progressing through nine stations including drywall that has been pre-cut using the Panel Max machine, taping, painting, ceiling and flooring components, electrical and plumbing and final finishes. Plumbing is pressurized and electricity is energized for 24 hours to verify all standards are met.

Every step in the production line has its own QC inspection with a checklist that follows the individual unit or facade to the end using ProCore construction management software. Each element has a unique barcode that is scanned allowing the QC report to be reviewed at any time. Throughout the assembly process, photographs are taken, and any necessary rework is documented.

Prior to departure from the manufacturing facility, a final Quality Assurance (QA) inspection is undertaken. The units are then securely wrapped and transferred to an offsite warehouse, where they are stored until their scheduled delivery. "Prefabrication in a controlled environment is a balancing act so each station moves at the same pace with an equal share of the work scope," said John Moe, Modular Fabrication Manager. "Maintaining balance across each

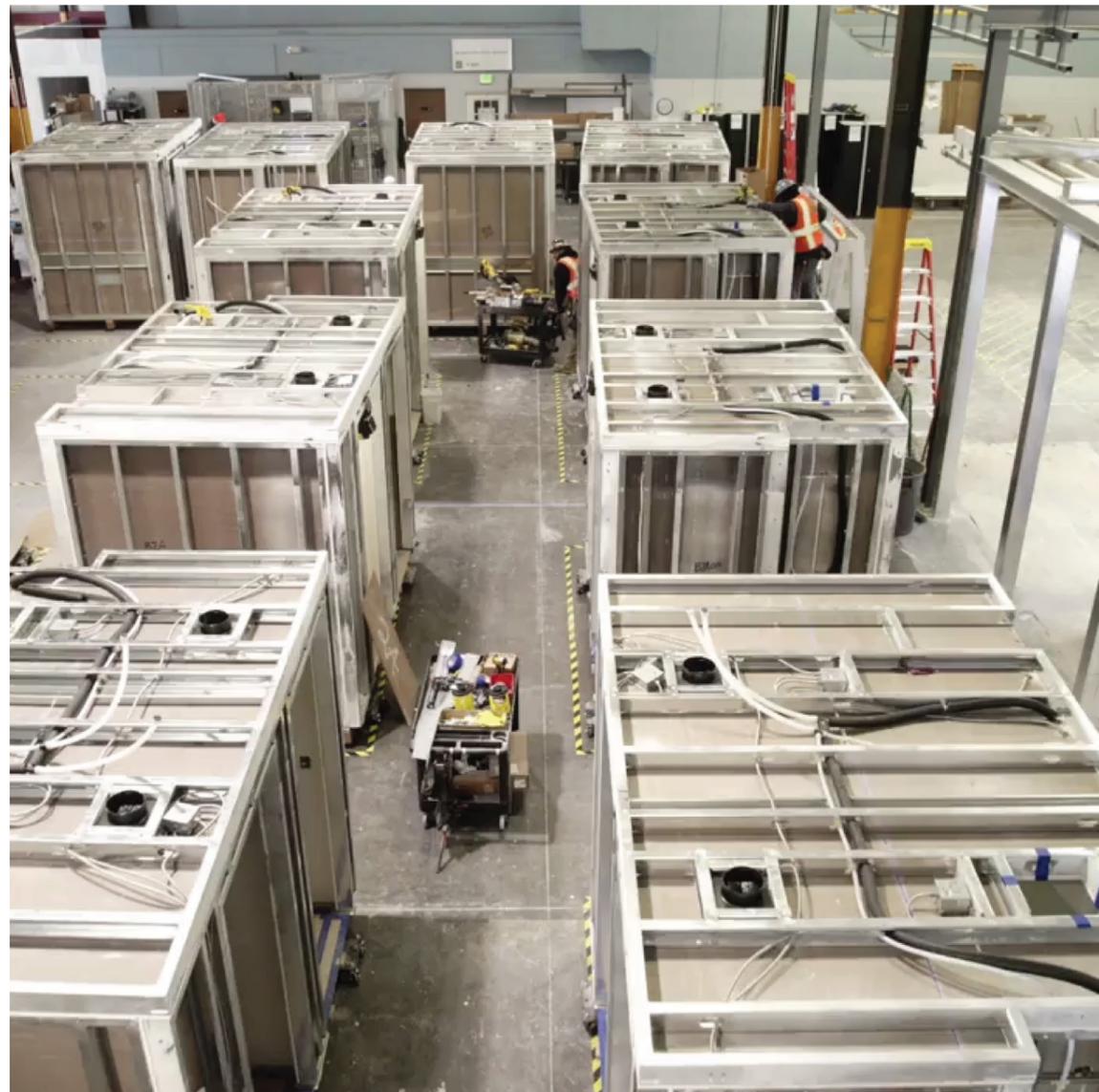
station is imperative to prevent burdening the next station with tasks that could impede the subsequent stages, potentially stalling the entire process or leading to bottlenecks."

#### UCSD By the Numbers

- 165 Prefabricated Kitchen Units (PKUs)  
5 PKUs built per week  
45 square feet each
- 607 Prefabricated Bathroom Units (PBUs)  
20 PBUs built per week  
75 square feet each
- 98 percent of unit complete upon arrival
- 24 PBUs on average loaded to building per week
- 85 percent reduction in on site manpower

#### Onsite installation with a builder's perspective

Arriving at the site 98 percent complete with walls, finishes and MEP already set, the units are delivered and hoisted by crane to the designated floor. Expertly guided by precise concrete templates that dictate exact positioning, the units are eased into place for seamless connection. This "click and connect" engineering method guarantees effortless integration and installation. Once in place, framing and exterior finishing is completed.



The UCSD onsite project experienced an unexpected two-month delay, but work continued at the Spek production facility, creating a back fill of more than 300 completed units. When onsite installation began in June 2023, more units were available to make up for the schedule delay.

"An additional asset that Spek brings to the table is a builder's perspective throughout the installation process. Once the units leave production and arrive at the job, Spek is on site, bringing years of installation experience and credibility," said Stafford.

Lean construction is deeply embedded within the Spek culture. With improved upfront planning and manufacturing in a controlled environment, quality and precision is improved, delays and rework are mitigated, and schedules accelerated. Smaller work crews, reduction in trade stacking and less scaffolding and lift work reduces site injuries and workers comp claims. Greater efficiency translates to schedule and cost savings.

"The installation and finishing of all units at the UCSD project is scheduled for completion by February 2024. When viewing the finished product, you would be hard-pressed to discern that these units were prefabricated," said Roberts. "Spek is propelling prefabrication to new heights, ushering in an era of superior quality PBUs and PKUs within the construction industry."

## VENDOR

### Demonstrating the strength of shared principles, collaboration and innovation

Collaborating with Advanced Mechanical Components (AMC) feels like gazing into a mirror reflecting KHS&S, with both company's business philosophies so closely aligned and serving as the foundation of a thriving partnership.

John Boesen, Director of Theme Resources, describes the 2017 start of the collaboration: "AMC's meticulous attention to detail and well-structured systems signaled the beginning of a promising partnership," he stated. "Our initial project involved a tight deadline for the Star Wars shipping container apartments, and since then, we've had the privilege of working together on a series of intricate and expansive projects."

AMC, a family-owned enterprise led by the duo of Joe and his son Matt Parnell, is in the spotlight as this year's vendor showcase. The company has earned this recognition thanks to its unwavering reliability, exceptional competence, and prompt responsiveness.

Primarily a large structural metal manufacturing and awnings resource, AMC has a considerable design department with 3D capabilities. They work with advanced software and can translate drawings from a bar napkin or the most sophisticated custom design programs.

Brent Canfield, Director of Vendor Management, noted the remarkable synergy in shared values and their willingness to tackle challenges head-on. "Our ideologies are in perfect harmony, and just one example is how AMC fully embraces the concept of dry fitting jobs, a practice I consider essential," Canfield emphasized. "Their commitment to this approach aligns seamlessly with ours. Addressing issues in a controlled shop environment is considerably more time and cost-effective."

The companies have worked directly with AMC owners on Wynn Las Vegas, Star Wars and Fontainebleau Las Vegas.

"We worked side by side with Matt for five very cold and windy nights, in a row, as he personally oversaw the installation of a complex, metal framed cantilevered awnings over the Center Bar at the Fontainebleau," said Canfield. "They just roll up their sleeves and always find a way to make sure their work is installed and fits perfectly."



The Center Bar piece is described as a work of art resembling a golden bird cage suspended from a height of 32 feet and can be lowered over the entire back-bar area when closed. The structure was fabricated in Las Vegas, Nevada then installed adjacent to expansive pools on the 9th floor.

The collaboration between KHS&S and AMC exemplifies the power of shared values and a commitment to excellence. With both companies dedicated to precision, reliability, and a proactive approach, the partnership has thrived, resulting in successful outcomes on a range of complex projects.

## GENERAL CONTRACTOR

### Trust: The cornerstone to success

What began as a \$480,000 contract for the Fontainebleau Las Vegas hotel and casino evolved into a remarkable \$120M+ project for KHS&S.

The driving force behind this monumental expansion was trust — trust that permeated every level of collaboration between KHS&S and the general contractor, W.A. Richardson Builders (WARB). This trust extended from the executive teams down to the more than 300 dedicated KHS&S crew members who worked tirelessly throughout the two-year project.

At the helm of WARB is its founder, William A. Richardson, a visionary who played a pivotal role in the development of multiple mega-resorts along the iconic Las Vegas Strip before establishing WARB. In 2021, his company assumed control of the abandoned Fontainebleau property as the general contractor, with the mission to resurrect the resort and casino to its intended glory.

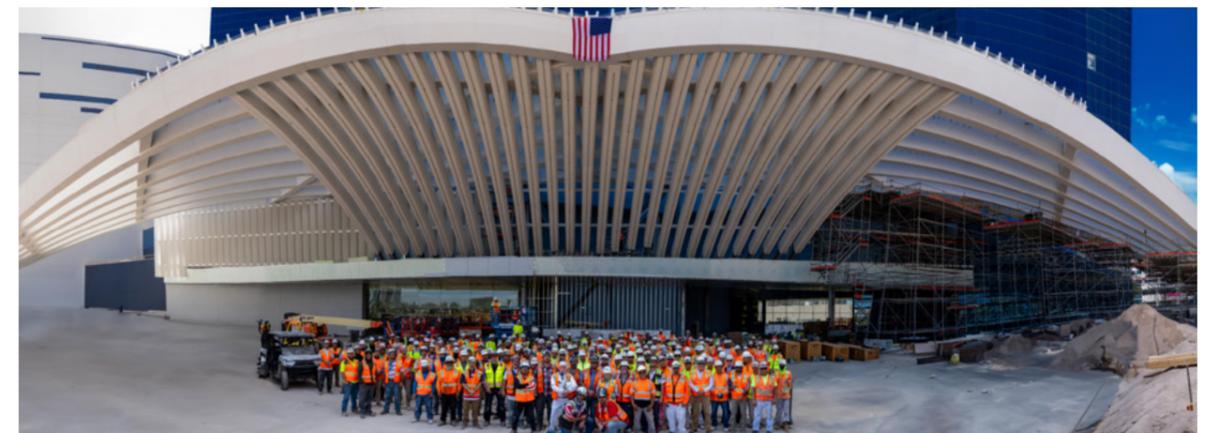
KHS&S had previously collaborated with different general contractors on the 60-story hotel tower in 2007 and 2013, but both endeavors were halted. It was a fateful Friday discussion with Richardson that reignited work at the property, and by Monday morning, 45 KHS&S crew members were on-site. This marked the beginning of a flourishing relationship, explained Brandon Kephart, Area Operations Manager for the KHS&S Las Vegas Office.

"Mr. Richardson is a constant presence on site, actively engaging with our teams, and providing invaluable input and guidance to ensure the successful completion of this project," said Kephart. "He is a remarkably humble man, conducting business with a personal touch, sealing deals with handshakes, and building relationships on the foundation of trust."

Early on KHS&S demonstrated quality work, a commitment to the project timeline and the ability to quickly react and resolve issues working together with the WARB team building trust to solidify and expand the relationship.

Both WARB and KHS&S boast extensive experience in hotel and casino construction. WARB's expertise as a schedule-driven design-build general contractor complements KHS&S's technical proficiency in design assist and drafting to streamline the documentation process, particularly in digitally modeling intricate spaces.

"People are consistently astounded by the pace of construction in Las Vegas, and our capacity to complete a project of this magnitude within two years," said Adam Bragg, Project Executive at KHS&S. "To deliver a \$120M+ project within this compressed timeframe is a testament to the caliber of both teams and our ability to work together."





## KEVIN WIRSCH

Director, Specialty Finishes

### Bringing art to life: A proud legacy for Kevin Wirsch

For Kevin Wirsch, Director, Specialty Finishes, walking a friend through the Wizarding World of Harry Potter at Universal Studios Hollywood means showing off an intricate level of detail that showcases KHS&S immense talent.

It's a point of pride that reminds him of the early phases of most projects when a team of movie executives walks through the KHS&S Studio to approve 3D prototypes – an incredibly memorable part of any job.

Under Wirsch's art direction for the past 25 years, the specialty finishes team pushes construction theming to its extreme, as evident in projects including Harry Potter and Star Wars Galaxy's Edge at both Disneyland and Disney World. For these ventures, he and Brent Canfield worked with multiple vendors to steer a team of highly skilled artisans, including sculptors and thematic painters, producing more than 2,500 intricately detailed elements for each coast.

"I've always had a strong passion for art and was fortunate enough to receive formal training in graphic design which helped pay the bills while also pursuing my artistic interests," said Wirsch.

Combined with his training and graduation from a Northern California Regional Occupation Program (ROP) in commercial and graphic arts, Wirsch was mentored at Disney alongside talented individuals.

In a similar timeline he worked for his brothers, whose award-winning company specialized in creating natural rock environments. He landed a subcontracting job with KHS&S in 1998.

Two of his children followed him into the business. His oldest daughter, Carissa Wood, is a Project Manager in Las Vegas and his youngest son, Kevin Wirsch, Jr., a 3D modeler.

Living in Las Vegas with his wife, Tina, Wirsch loves spending time at home with family,

friends, and the family dogs – Jäeger (90 lb. Warlock Doberman), Clyde (100 lb. Labradoodle), Olive (Maltese terrier mix) and Pickle (long-hair dachshund).

"Tina and I are blessed to have five children and five grandchildren," said Wirsch, "and it's always a joy to have the grandkids over, especially when they can explore the backyard and play in the pond under the elms."

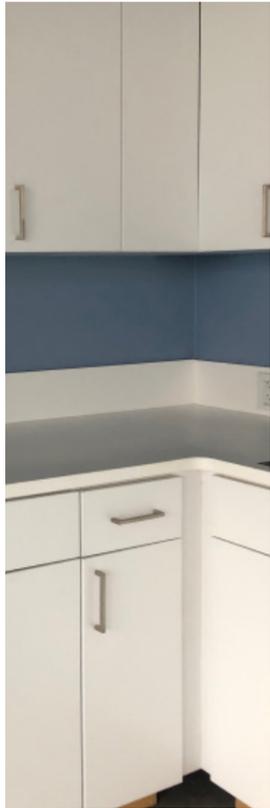
On other weekends, Wirsch's daughter and close friend join him in the garage to work on his dream car – a 2007 Porsche 911 GT3. They're both "gear heads," he says, so "it's a great way to bond and tackle a project together."

His decades-long career has also included painting more than a mile long path of sky ceiling at the Desert Passage in Las Vegas (formerly the Aladdin) and an intricate interpretation of the 1916 Cecil B DeMille movie "Intolerance" that required careful study of original set design sketches and period colors.

"Looking back, I'm incredibly proud of our team and grateful for all the artistic opportunities that have come my way," said Wirsch. "I've been so fortunate to turn my passion for art into a fulfilling career, and thankful that Dave Suder, Phil Cherne and Dennis Norman entrusted me with this work."



**UCSD PEPPER CANYON**  
SO CAL, SPEK



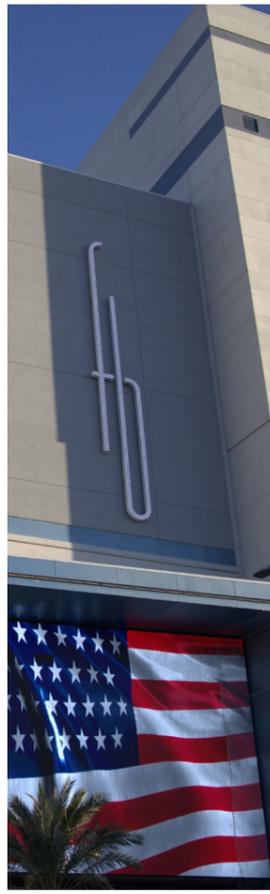
**KAISER MOB**  
SO CAL



**SEENO**  
NOR CAL



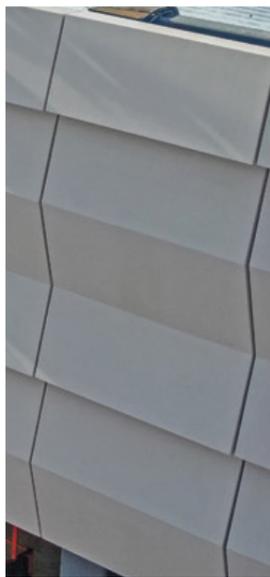
**FONTAINEBLEAU**  
LAS VEGAS



**US BANK CENTRE**  
WASHINGTON



**PARKER WATER**  
COLORADO



**COMPLETED PROJECTS**

**ONE RIVER NORTH**  
COLORADO

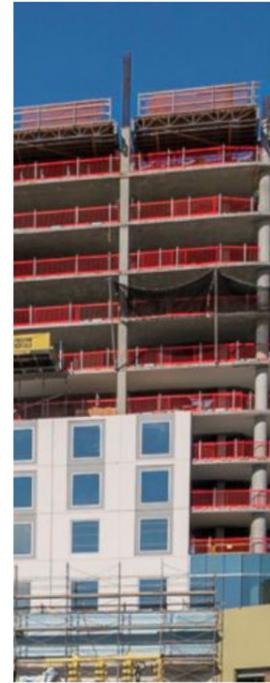


**2000 DWIGHT**  
NOR CAL



**CURRENT PROJECTS**

**GAYLORD PACIFIC**  
SO CAL



**LUCAS MUSEUM**  
SO CAL



**WEINGART**  
SO CAL



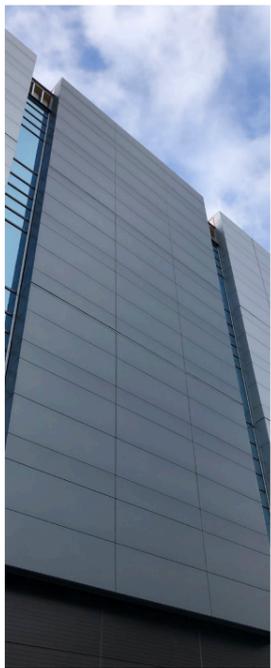
**GAME OF THRONES**  
LAS VEGAS



**LIMELIGHT**  
SO CAL, LV, WA



**CORESITe**  
NOR CAL





# PROJECT AMPERSAND



## WELCOME

**Brian Green**  
Washington, Director, Business Development

**Christelle Navarro**  
So Cal, Contracts Administrator

**Kelly Laumbach**  
So Cal, Accounting Clerk

**Matthew Kiefer**  
So Cal Vice President, Finance

**Miguel Vazquez**  
Las Vegas, PE Intern

**Sabrina Chou**  
So Cal, Payroll Clerk

**Yelene Alvarado**  
So Cal, Accounting and Payroll Clerk

## RETIRED

**Erik Klepp**  
So Cal, Project Manager

**Greg Stedman,**  
So Cal, Director, Lean

**Cindy Runge**  
So Cal, Executive Assistant

## PROMOTIONS

**Ainsley Brundahl**  
So Cal, Pursuit Coordinator

**Brianna Fields**  
So Cal, Manager, Project Administration

**CJ Gohl**  
So Cal, Senior Project Engineer

**Clint Bergquist**  
Las Vegas, Project Superintendent

**Corey Griffin**  
Nor Cal, Project Manager

**Dominique Fisher**  
So Cal, Accounting Manager

**Don Archuleta**  
Nor Cal, Chief Construction Officer

**Don Lasecki**  
Las Vegas, Project Development Director

**Dylan Jones**  
Nor Cal, Project Manager

**Jesse Schenk**  
Las Vegas, Senior Project Manager

**Joe Carter**  
So Cal, Prefabrication Design Manager

**Kelly Laumbach**  
So Cal, Accounts Payable Accountant

**Kristina Kelley,**  
Las Vegas, Sr. Construction Design Coordinator

**Michael Lufkin**  
Nor Cal, Chief Estimator

**Mike Avila**  
Las Vegas, Regional Safety Manager

**Nancy Reyes Castrejon**  
So Cal, Jobcost Accounting Assistant

**Nicole Archuleta**  
Las Vegas, Senior Project Engineer

**Rob Walter**  
So Cal, Chief Operating Officer

**Vanessa Vargas**  
So Cal, Payroll Administrator

## WELCOME BACK

**Adam Trejo**  
Las Vegas, Construction Design Coordinator

**Jeffrey Cherne**  
So Cal, Foreman

**Victor Lucero**  
Las Vegas, Project Manager

## POSITION CHANGE

**Ashley Gaji**  
So Cal, Operations Coordinator

**Genevieve Carpio**  
So Cal, Accounts Receivable Accountant

**Kevin Wirsch Jr**  
Las Vegas, Concept Modeler

**Miguel Vazquez**  
Las Vegas, Field Engineer

**Mikaella Martinez**  
Nor Cal, Project Coordinator

**Nicole Spence**  
Las Vegas, Project Administrator

**Yelene Alvarado**  
So Cal, Payroll Coordinator

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