



INS&OUTS

UNITED AT ELEVATION
LIMELIGHT MAMMOTH

pg. 10



2025 KHS&S Learning All Stars

Kevin Wirsch
Corporate

Shane Hastain
Corporate

Craig Couch
Corporate

Matt Castagnola
Washington

David Roberts
Spek by KHS&S

Rob Walter
Corporate

INDUSTRY AWARDS



Limelight, Mammoth
Award of Merit, Hospitality



Limelight, Mammoth
Excellence in Construction, EIFS

2025 KHS&S President's Lean Award

Winners:

Field Operations-
Bailey Larsen

Operations -
Heather Pipkins

Nominees:

Field Operations-
Mario Martinez, Eric Gardiner, Brent Canfield, Jr.

Operations -
Nicole Archuleta, Steven Yocky, Matt James



Limelight, Mammoth
Project of the Year, EIFS



2026 ESOP THEME BY JERRY HORTON

Proud Past, Bold Future



PROJECT AMPERSAND

8 COMMUNITY EVENTS ACROSS REGIONS



INDUSTRY LEADERS

13 KEY EVENTS

ESTIMATING AND CONSTRUCTION DESIGN

BUILDING SMARTER FROM THE START

The Preconstruction process at KHS&S involves multiple departments working in tandem. Instrumental to the outcome is the Estimating and Construction Design teams who focus on more than just numbers and drawings—they deliver innovative, cost-effective solutions that maximize efficiency while meeting each client's unique needs. By refining processes, pioneering innovative technology and exploring new approaches, Estimating and Construction Design ensures projects are not one-size-fits-all but tailored to achieve the best results.

SOLUTION BASED ESTIMATING

Estimating takes a solution-driven approach to winning work. This can be done through comprehensive preconstruction planning to maximize field productivity or by developing innovative replicated finishes and exterior panel systems. By understanding clients' challenges, KHS&S can develop solutions.

"Achieving success requires the effort of every department in the company," said Ryan Louk, Vice President of Estimating. "We draw on all our resources to develop the most effective plan for setting up and building a project."

The estimating process continues to evolve, leveraging model and custom scripting to more precisely quantify and troubleshoot complex or unique projects. This technology also strengthens the ability to visualize and clearly present the project approach to the client.

"Building relationships through the solutions we provide is at the core of all we do, and the partnerships we develop along the way help pave the way for future opportunities," Louk added.

CONSTRUCTION DESIGN TURNS IDEAS INTO REALITY

Based in Southern California and Las Vegas, the Construction Design team supports multiple departments and field offices with a seamless transition from design to real-world construction.

"Drawings are produced by trades, architects and engineers and our job is to efficiently take all the information to create models, drawings, schedules and estimates so boots on the ground can facilitate in a more effective way," said Joe Carter, Manager, Construction Design.

The Construction Design team is always looking for new ways to improve productivity and is currently testing laser projector technology to aid in exterior construction layout. First piloted on the Cal Poly San Luis Obispo student housing project, the system projects layouts directly onto surfaces with great success in speeding up the process, reducing material use and increasing accuracy.

"It's like a color by numbers concept guided by computer scripting to maximize the layout," added Carter. "The script digitally breaks down the building's exterior into parts and arranges them most efficiently."

OPERATIONS ADMINISTRATION

THE BACKBONE OF CONSTRUCTION

In construction, success is not just about what happens in the field. It is also about the day-to-day administrative support that keeps projects running smoothly. At KHS&S, the Operations Administration team plays a vital role in ensuring efficiency, accuracy and communication across all projects and department.

From payroll and invoicing to documentation, material ordering and vendor coordination, Operations Administration keeps the gears turning. At the core are three key roles: Project Administrators (PAs), Project Coordinators (PCs) and Area Administrators (AAs).

"All administrative positions follow Lean practices to improve efficiency as some of the most processed based roles," said Blake Tormey, Director, Process and Controls. "They are the support and backbone of the company as they oversee administrative work that would otherwise fall to field personnel and Project Managers."

PAs focus on corporate and contract administration ensuring every project detail is documented and billing is processed accurately interacting with most internal departments. By handling paperwork, sub and vendor contract management and working closely with the GC, PAs free up Project Managers to concentrate on the financial aspect of the project.

PCs are the liaisons between payroll, accounting, suppliers and field teams. They oversee field onboarding, assist with labor tracking, material orders, progress tracking and field communication making sure timecards and material timelines stay on course. The PCs have also been on the front lines of adopting Procure, a cloud-based construction management platform that centralizes communication and streamlines workflows.

AAs support all regions with field and office needs. The position helps with hiring and dispatching as well as supporting the field with payroll and material ordering, if needed.

"The team works on challenging and changing project needs while keeping consistency with underlying processes. Their work is extremely critical and one of the biggest contributions to the company," said Kimberly Christian, Executive Assistant.

CONSISTENCY + FLEXIBILITY = RESULTS

The Operations Administration team not only improves efficiency but also ensures accuracy in every aspect of project administration.

"By expanding beyond regional lines, we are no longer just focusing on the area where a person sits, we are now working as a cohesive team to be flexible with the resources we have and follow standardized practices," said Heather Gould, Operations Administrations Manager.

The Team That Keeps Projects Moving:

Heather Gould - Operations Administration Manager
 Kimberly Christian - Executive Assistant
 Brianna Fields - Manager, Project Administrator
 Danielle Hodges - Project Coordinator
 Faviola Sanchez - Fabrication Coordinator
 Heather Pipkins - Project Coordinator
 Raeann Navarrete - Project Coordinator
 Rebecca Valle - Project Coordinator
 Denise Hale - Area Administrative Assistant



NORTHERN CALIFORNIA

IT'S A WRAP

STACK SVY01C-F Data Center, San Jose

KHS&S delivered a prefabricated EIFS exterior system for three buildings on the data center campus. The exterior panels were manufactured off site, then transported, assembled and installed on site. The project also featured the installation of a specialized metal panel rainscreen system.

CONTRIBUTION TO THE COMMUNITY

The team supported the Food Bank of Contra Costa and Solano, helping provide 2.7 million meals to families in need. For the holidays, they also participated in the Senior Christmas Gift Wish List at the Antioch Senior Community Center, making the wishes of six seniors come true.

WHATS NEXT

The River Rock Casino, a privately owned tribal casino, is expanding its property under the Caesars Republic brand with a 100-room luxury hotel, new restaurants and an expanded casino floor. Northern California is also looking forward to upcoming projects, Eagle Mountain Phase 2A and Sky River Casino.

SOMETHING TO CELEBRATE

Stone Suder, Project Executive, has been promoted and relocated from Southern California to the Northern California Office. Supporting Stone in field operations is Shaun Messner, General Superintendent. With a proven history of collaboration, this duo is well positioned to carry forward the next phase of leadership for Northern California.

SOUTHERN CALIFORNIA

IT'S A WRAP

Lucas Museum, Los Angeles

This flowing roof ribbon was constructed with metal studs and steel with three coats of lath and plaster. The job included 192 geometrically complex prefabricated framed panels craned to the roof and set in place requiring a high degree of precision to achieve.

LA Valley College, Van Nuys

Designed to create a modern and lasting finish, six different exterior cladding materials were installed on this 3-story classroom building. Exterior work included framing, sheathing, waterproofing and cladding using fiber cement panels, ACM panels, corrugated panels, perforated panels, longboard faux wood finish panels and smooth cement plaster. The interior scope included framing, drywall and taping finishes.

Limelight Hotel Exterior, Mammoth

The Southern California office completed the exterior prefabricated EIFS panels that featured a faux wood finish. Teams from the Washington and Las Vegas offices joined forces to tackle the rugged Sierra Nevada mountain terrain and occasional blizzard conditions to construct the hotel.

STANDOUT PROJECTS

Fast & Furious: Hollywood Drift (P409), Universal Studios, Hollywood

Work includes exterior framing, sheathing, waterproofing, themed carved plaster and themed painting for the queue area, ride building and electrical entertainment facilities.

LA Pierce College, Woodland Hills

Exterior work includes framing, sheathing, waterproofing, cement plaster and ACM panels for a 2-story media and architectural arts classroom building. Interior work includes framing, drywall and taping.

8501 Sunset Blvd., Hollywood

Two 1,000-square-foot digital billboards with full-motion visuals project onto a custom 3D mesh on this building's exterior along busy Sunset Blvd. KHS&S installed the 3D mesh over a structural steel substrate, creating a sweeping architectural feature that dramatically defines the facade.



WASHINGTON

IT'S A WRAP

Snoqualmie Casino

Significant design-assist work over 18 months ensured the interior and exterior of the Snoqualmie Casino expansion met detailed project requirements. KHS&S installed the original faux cedar EIFS exterior 16 years ago and returned for the multi-phase expansion to seamlessly integrate the new and existing buildings adding 35,000 square feet of custom wood grain EIFS. Interior work included framing, drywall and ceiling finishes across six floors. The Las Vegas office contributed the theming artistry, crafting a carved plaster rock wall with moss at the hotel spa. The 18-month project wrapped up in June 2025.

STANDOUT PROJECT

Buildings K Microsoft Campus, Redmond

This building focused on luxury finishes, requiring extensive design-assist and BIM support. Complex framing was required to work around unique structural designs and fire code requirements while collaborating closely with MEP trades. Interior work encompassed framing and drywall, alongside two distinct high-end ceiling systems: The exterior scope involved navigating and working around a hybrid structure combining traditional and renewable mass timber. KHS&S' exceptional expertise was crucial in meeting the intricate requirements of the project, pushing the limits of innovation while managing multiple architects and design groups.

WHAT'S NEXT

Our estimating group is continually analyzing various Washington region building designs, systems, equipment and materials to ensure upcoming performance levels, quality, safety and budgets can be met. The Washington region is looking at upcoming work with Onni, as well as various Indian gaming projects.



LAS VEGAS

IT'S A WRAP

Bob Marley Hope Road, Las Vegas

This immersive experience at Mandalay Bay takes guests through Bob Marley's life with themed interiors and interactive exhibits. Archetype provided design-assist expertise, including CNC-manufactured replica speakers and faux finishes resembling real concert equipment. Kevin Wirsch, Jamie Mudd, Chris Wilson and Johnny Jerome were instrumental on the project.

Mockup for Mirage to Hard Rock Casino Conversion, Las Vegas

A 7,000-square-foot mockup showcased the future Hard Rock Casino design as it transitions from the Mirage. The life-size replica included gaming tables, lighting, framing and HVAC systems, giving the client a realistic preview. The mockup represents a small portion of the larger 200,000-square-foot casino renovation.

Graton Resort and Casino Phase 4 Low Rise Exterior, Rohnert Park

Crews constructed a 40-foot-tall exterior façade to match prior phases and seamlessly unify the buildings. Work was on an accelerated timeline to dry in so interior work could begin on schedule.

CONTRIBUTION TO COMMUNITY

In support of Project Ampersand, the Las Vegas office partnered with the Collaboration Center Foundation, a disability resource center, to remodel a living unit. Upgrades included a new kitchen, bathroom and living area to better serve individuals with intellectual, developmental, physical and learning disabilities.

STANDOUT PROJECT

Berkeley Student Housing II, Peoples Park

Northern California, Southern California and Las Vegas teams collaborated on a groundbreaking light gauge steel-framed rainscreen panel system. Fabricated in Winchester, Calif., and transported 800 miles, the panels were installed on the 11-story student housing tower. This innovative system met challenging architectural requirements and marked the first collaboration of its kind across regions and offices.



UNITED AT ELEVATION

LIMELIGHT MAMMOTH HOTEL AND RESIDENCES DELIVERED WITH PRECISE EXECUTION

In a remarkable feat of coordination centered around precise timing, KHS&S teams from Southern California, Washington, and Las Vegas joined forces to construct the Limelight Mammoth Hotel and Residences for Aspen Hospitality. Under the leadership of general contractor PENTA, the project overcame weather and logistical hurdles to complete a challenging build at a high elevation.

Perched at 7,881 feet, Mammoth Lakes is renowned for its heavy snowfall—up to four hundred inches annually. This posed significant challenges for the project's logistics and planning, especially when combined with sunny days that kept snow melting and freezing into sheets of ice, and other days where blizzards caused whiteout conditions.

The KHS&S teams and subcontractors rose to the challenge to deliver materials and seamlessly execute each phase of construction.



COMPLETING A NEARLY IMPOSSIBLE TASK

It has been nearly two decades since a major resort has opened at Mammoth Lakes in northern California, in the Eastern Sierra Nevada mountains near Yosemite National Park.

“Our customer told us the land we built on traded hands a half a dozen times because the various owners could never figure out how to build on it,” said Stone Suder, Project Executive. General contractor, PENTA, had a strategic advantage having anticipated the challenge and came prepared with a solution.

Working with KHS&S previously on a prefabrication hotel and casino project, PENTA saw firsthand how KHS&S managed challenging construction sites by rethinking what’s possible with innovative processes. PENTA knew prefabrication was going to be the key to bringing the dream of a new mountain resort to life.

If anyone could build the resort area’s first new project in almost 20 years, the general contractor believed KHS&S could do it.

And then, the KHS&S team proved them right.



WASHINGTON TEAM COMPLETES INTERIORS AT LIMELIGHT MAMMOTH

Even before the building’s exterior was completely dried in, the Washington team took charge of the interiors to start framing starting with the guest rooms and residences first, ensuring every space embodied the luxury and elegance Aspen Hospitality envisioned for the Limelight Mammoth Hotel and Residences.

The scope of the interior work showcased KHS&S’ expertise across multiple specialties, including framing, drywall, ACT grid, specialty ceilings, FRP, spray foam, fire stopping, and ceiling tile installation. This extensive interior work covered approximately 183,000 square feet and included guest rooms on two-thirds of the building, residences on the southern third, as well as various amenity spaces throughout the resort. Key areas included restaurants, kitchens, locker rooms, meeting spaces, ski rental areas, and administrative offices.

“Working at such high altitudes presented unique challenges, so we made sure our team was always prepared and ready to tackle the day ahead,” said Allan Jenkins, Senior Project Manager. “Taking on a complex and demanding project such as Limelight Mammoth with confidence reflects our solution-oriented approach and results-driven values.”

Getting workers and materials to the resort location was no small feat. The logistics alone were a major challenge, with supplies such as drywall and metal studs coming from Redlands, Calif., framing materials from San Jose, and other essential materials sourced from various far-away locations. Even something as simple as transporting goods to the site could take the better part of a day.

“I give a lot of credit to our three different estimating teams from Washington, Las Vegas and Southern California for putting together a winning package,” said Jenkins.



SOUTHERN CALIFORNIA TEAM TAKES THE LEAD ON EXTERIORS

The Southern California team tackled the mountain terrain throughout 2024 to complete the hotel's exterior on schedule.

"We had only four to six weeks of prep," said Suder, "which is far below our usual eight to twelve weeks, so it was a tight schedule from the outset."

Since prefabrication is still a fairly new process, architects don't design with prefabrication in mind.

The building's original design as a rainscreen cladding system with multiple textures including a wood finish created budget and time constraints. To help mitigate this, KHS&S leaned on its Archetype Art Studio to replicate the look utilizing EIFS in a panelized system. This took coordination with PENTA and the design team to get an approved system and plan in place.

Prefabrication opens doors that just aren't available in a traditional build.

"Essentially, we built a resort in Southern California," Suder says, "and shipped it to Mammoth. It's pretty amazing what the whole team can pull together."

In this type of project, it takes about six workers on site to install a wall panel. In a traditional build, it might take 60 workers on site.

"The number of people on site is a game changer for any general contractor," he explains. "From a labor perspective, it's a completely different structure."

Having less people on site is not only easier to manage, but safer, too. This was never more apparent than when the weather became unpredictable. If a lightning storm rolled in, for example, sometimes everyone needed to get to cover within minutes.

Shaun Messner, Project Superintendent, managed daily assignments and gave specific tasks and goals for each day, combined with a Weekly Work Plan. Setting clear goals and regular communication with the team to confirm tasks and management of the progress was critical to the overall project success.

But well before KHS&S ever showed up on site, Messner worked with the construction design department to go through every detail of how the prefabricated building would come together. Every aspect and feature, from how the framing comes together to how the waterproofing system works, is modeled and analyzed by the general contractor, owner representatives, and specialty consultants.

This modeling, which took about a year to finalize, ensures that the ideas for the resort that were created for an in-place build could be executed in the prefabricated process.

When it came time to start the build, prefabricated exterior insulation and finish system (EIFS) panels were manufactured by KHS&S in Lake Elsinore, Calif., and shipped in just-in-time deliveries, with more than 400 panels transported in groups of four to no more than eight panels per truck.

Since materials could not be stored outside in the elements, there was virtually no inventory on site. Weather forecasts became a constant consideration. Preparing for the unknown, even during inclement weather with unexpected snowstorms causing road closures, materials had to be trucked in daily along Mammoth Mountain.

Trucks carrying panels arrived in synchronized intervals, ensuring a smooth and efficient installation process. Tower cranes provided by PENTA, described by Suder as "our hands in the sky," were instrumental in placing up to twelve panels daily. The permanently fixed cranes attached to the ground and balanced by counterweights could swivel on its stem 360 degrees and cover 1,000 feet from south to north.

"Cadence was everything," Suder emphasized. "Delivering and installing the prefabricated panels happened like clockwork, turning a bare concrete skeleton into the finished structure."



2025 KHS&S PROJECT OF THE YEAR, WA

HUMAN RESOURCES TACKLES LOFTY LOGISTICS CHALLENGES

Limelight Mammoth is a seven-hour commute from the closest KHS&S office, so team members traveled and were temporarily housed in Mammoth, which presented some unique logistics challenges for the KHS&S human resources team, led by Ashley Price, Director, Human Resources.

“They had the daunting task of locating rental accommodations for us all throughout the project,” said Messner, “which is especially challenging in a resort town with peak season underway.”

He explains the need for planning accommodations lasted two years, managing vacation rentals for up to 40 or 50 skilled workers at peak times.

“It was a constant battle,” he explains. “We had weekly meetings to go over how our man-hours are trending, when people need to travel, and how long to book for.”

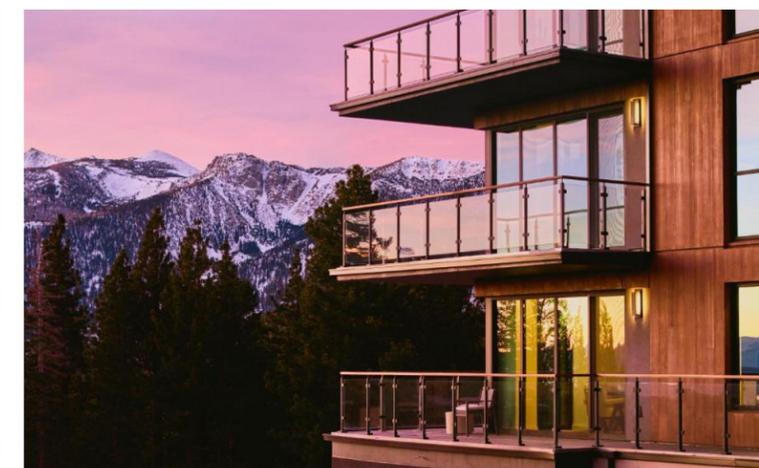
That constant shifting target added yet another layer of complexity to an already incredibly complex project.

EVIDENCE OF KHS&S INNOVATION AND GRIT

Despite the demanding conditions, having best-in-class teams from KHS&S ensured that the Limelight Mammoth project succeeded, when other attempts never got off the ground.

Together, they turned the project into a world-class resort that now stands as a testament to the company’s teamwork, perseverance, and adaptability.

The Limelight Mammoth Hotel and Residences enhances the local skyline and provides an impeccable alpine retreat offering guests unmatched convenience to Mammoth Mountain, cementing its place as a jewel of the Sierra Nevada.





RITA CASTANEDA

Human Resources Generalist

TWO DECADES OF BUILDING CONNECTIONS AT KHS&S

From her Southern California office, Rita has supported KHS&S projects across the world. As a Human Resources Generalist, she has worked with teams in Singapore, Madagascar, Canada and all throughout the west coast.

Castaneda's career journey started in 2003 as a job cost accounting clerk, a data entry role that gave her a broad understanding of processes, projects and teams throughout every department.

A couple years later, a new opportunity arose, Castaneda shifted gears and moved into a human resources assistant position, which laid the foundation for what has grown into two decades in the department, handling performance management, compensation, and compliance.

Her career was then bolstered by the KHS&S culture, encouraging mentorship. She had people who believed in her, encouraged her to take leadership roles, and guided her through as she learned the different facets of the department. She was pulled into projects, given opportunities to lead, was supported if she made a mistake and guided in how to then move forward.

When the company began rapidly expanding in 2008, Castaneda's HR role did as well. She was responsible for overseeing benefits administration support both in the U.S. and internationally.

"Over the span of these years," Castaneda says, "I've been adding to my knowledge base both through formal training and on the job experiences."

In her role, especially in an environment with ever-evolving federal and state regulations, continuous learning is vital. She frequently participates in seminars and webinars, and is always looking out for educational opportunities to stay on top.

A key area of her job responsibility has been coordinating leave of absences for issues such as caring for an aging parent or family medical issues. "Being there for others during their time of need gave me insight," she says, "an understanding of how important it is to have empathy and support

others going through a challenging time in their life, while balancing the dual focus on employee needs and team continuity."

Building relationships with employees has always been key.

"Moving into different roles and different facets of HR, I was at times the front-facing employee from a recruiting standpoint," Castaneda explains. "I was the first person they spoke with, to represent the company and who we are."

It comes naturally to Castaneda, who values both her work family and her family at home.

She and her husband, Gilbert, her high school sweetheart, are celebrating 25 years of marriage this year. They love hiking and exploring trails in the Irvine area.

They have four children, with the youngest two living at home. Her daughter is 26, oldest son is 23, and two younger boys are ages 14 and 12. Her husband coaches the younger boys in soccer, so most weekends she's watching them play.

They also have two dogs, a terrier/husky mix named Nala, and a "very hyper" two-year-old doodle named Penny.

And when she's not at the soccer field or on a hike, she's likely at a family celebration for someone in her close, extended family.

Castaneda is one of seven siblings – five sisters, and one brother – who were all born and raised in the Orange County area, and everyone still lives nearby. With so many nieces and nephews, they're together nearly every weekend, whether it's someone's birthday, holiday or other special occasion.

From her earliest days at KHS&S to her leadership in HR today, Castaneda's career has been defined by connection. Whether guiding employees through challenges, welcoming new hires, or celebrating milestones with her own family, she continues to show that building relationships is not just part of her work—it's her legacy.

HOPE ROAD

LV



FAST & FURIOUS

SO CAL



CAL POLY SLO

SPEK



BLUE MARTINI

LV



BERKELEY

SO CAL, NOR CAL, LV



8501 SUNSET

SO CAL



WELCOME

Eddie Alamo

Southern California, Corporate Controller

Nik Boye

Las Vegas, Project Engineer

Taylor Houglan

Southern California, Human Resources & Payroll Clerk

Jake Johnson

Las Vegas, Project Manager

Richard Perez

Southern California, IT Technician

Elise Wright

Southern California, Payroll & Compliance Specialist

PROMOTIONS

Genevieve Carpio

Southern California, Accounting Manager

Joe Carter

Southern California, Manager, Construction Design

Alireza Fatemi

Southern California, Senior Computational Designer

Brandon Haskell

Washington, Project Superintendent

Bailey Larsen

Washington, Project Superintendent

Mason Prisbrey

Las Vegas, Senior Project Engineer

Chris Watne

Southern California, General Superintendent

Chris Wilson

Las Vegas, Manager, Construction Design

WELCOME BACK

Valerie Alvarado

Southern California, Payroll Manager

Eric Saldana

Southern California, Senior Estimator

POSITION CHANGE

Mike Suder

Southern California, Project Development

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