



Category: 5 – Best Building Project – Specialty Contractor (\$2M - \$6M)

Specialty Contractor: Weifield Group Contracting

Project Name: Confidential Global Telecom Client

Weifield’s confidential global telecom client is the leading international cable company in the world, with operations in 14 countries. In early 2015, the company decided to begin the effort to relocate its Denver area operations from Douglas County to a new headquarters at 1550 Wewatta Street in downtown Denver, in order to bring all of its employees under one roof and to be a part of the downtown atmosphere. This new location would serve as the company’s global headquarters; Denver’s public rail system made the downtown location especially attractive. Weifield’s scope was to provide a full tenant improvement, including lighting and power services, for this new facility.

“Working with the Weifield team was quite a positive experience for our client, myself personally and all other team participants. From Weifield’s executives to the team members on-site, the ‘can do’ attitude made our challenging project go smoothly,” said Don Fitzmartin, President/CEO of Fitzmartin Consulting, Owner’s Representative for the project. “The Weifield team rose to meet every challenge and worked hard to make this project a success for all.”

The new headquarters encompasses 70,000 square feet within the three top floors of the building (levels 8 – 10) and includes the following features, per floor: the 10th floor is comprised of C-level suites, executive offices, a café, and a boardroom; the 9th floor has executive offices, cubicles, conference rooms, and wellness rooms; and the 8th floor has VP/director offices, cubicles, a training room, and a gym with men’s and women’s locker rooms. There are also coffee/hospitality hubs on every floor.



"This move brings us together under one roof and provides us with the best possible working environment, easy access for employees and great visibility in the heart of the city we fondly call the home of cable," said the client's CEO in a Denver Business Journal article about the move.

Solutions of Special Projects: Meeting a Fast-Paced Schedule through Effective Team and Project Management

This project had a six-month duration from start-to-finish and moved at breakneck speed, right out of the gate.

"Once the client said 'go,' we had to put things into motion and put it into motion quick," said Scott Duckworth, Senior Project Manager at General Contractor, Provident Construction.

Due to the project's high level of customization, Weifield Field Supervisor, Adam Stockton, selected for his team only the apprentices and journeymen with the most tenant improvement experience and detail focus needed to achieve perfection. As the project progressed, coordination across the entire team was key. Every morning, the entire team—including all subs—would meet to review project progress. Master list meetings between Weifield and Provident were held every other week. Stockton held daily huddles with his team to stay on-track with goals, and identified leads for each floor who could deal with issues, real-time.

The biggest schedule risk was ensuring the fixtures would arrive in time, especially as continual changes filtered in and due to the owner-selected fixtures' longer lead times. Despite these obstacles, due to Weifield's management skills, we were able to meet schedule goals and achieve a high quality end product.

"Weifield gained a good understanding of material lead time and made sure they were available when needed," said Duckworth.



Excellence in Project Execution through Project “Nurturing” and Quality Focus

Weifield had 15 crew members working on-site at the height of the project. Stockton built a relationship early with all subcontractors to facilitate smooth communication and teamwork.

The client’s owners had very specific requirements for a brand-name, high-end lighting design and there were six major revisions to the original plans. Therefore, Weifield developed a turnkey process for revisions and created new, workable plans that could be executed within a matter of hours.

One of the biggest management challenges involved how to get material in and out of the building. 20% of our material, including conduit, tile, and staircase material, was flown into the building via crane—entering the building through the 10th floor balcony. It was then hoisted up or down through the stairwell.

“It was a procurement challenge you don’t ordinarily see on a tenant finish,” said Duckworth.

The lighting fixture package for the project was a true mixed bag—coming from four different suppliers who buy from 100 different manufacturers, so coordination of the installations and partners required an added level of diligence. Additionally, the owners wanted an automated lighting solution so, for example, when a “Presentation” icon was selected on an iPad, the lights would automatically dim, the shades and projector would lower, etc. Weifield’s team took the lead on this automation plan, which involved coordination with six or seven different vendors to accommodate the various components (e.g., audiovisual, Cat 5 cabling), in order to successfully achieve the owners’ vision.

“I’ve never seen anything like this project; there is detail in every square inch of the building and all



elements were hand-picked. It took the most nurturing I’ve ever done at the field level,” said Stockton. “As we do with every job, we focused on not just getting it done, but getting it done perfectly.”

Construction Innovation and Substantial Time Savings through Virtual Design

The largest schedule boost came from our utilization of our in-house Business Information and Modeling (BIM) on the project in order to expedite the project and save cost. Ultimately, Weifield’s unique capability to provide in-house BIM allowed us to shave two to three months off the overall timeline.

The owners had never used BIM before, however, they had faith in the team’s promise to cut down the schedule and make the project more efficient. The owners wanted to maximize ceiling heights for aesthetic purposes, so there was less room than usual to fit all of the necessary components (e.g., HVAC, electrical, sprinkler lines) into the ceiling. The team utilized BIM in order to identify potential problem areas before we built them.

“We knew that every piece of the project would need a pre-planned space,” said Duckworth. “We knew that BIM would help us to get the project done most efficiently.”

“BIM allowed for a second set of eyes for everyone in the field—including the foremen and other trades,” said Stockton. “BIM sped up the entire process and brought us together from the beginning so we could work together most effectively.”

Adding to the complexity was the fact that the client encouraged their staff to do walk-throughs of the building as it was being built and make suggestions for design changes at any given time, which were then accommodated via numerous change orders.



BIM allowed Weifield to respond quickly. Weifield’s team ran all BIM meetings across the holistic team to provide continual updates on potential issues and resolution plans.

BIM also helped expedite the prefabrication process. Weifield had a short window in which to complete the rough-in and BIM sped up the process substantially. As BIM models of needed items were sent to our Prefabrication department, they would then create the assemblies in tandem with construction.

“BIM provided us with the ability to do proactive problem-solving—versus reactive,” said Ava Stone, Weifield Project Manager.

Mitigating Risk through Customized Safety Plans

Weifield executed 11,303 man hours on the project; 706.5 of these hours were devoted to safety. Multiple aspects of this project had potential safety risk—for example, as it was a three-story tenant finish, there was a staircase located right in the middle of the space that needed to be built in tandem with the other subcontractors’ construction phases. These areas required enhanced life safety improvements to be approved by building officials and the Denver Fire Department.

The client flew in tons of steel for the staircase and brought it into the building via crane; every level of the project was affected at that point, and special precautions needed to be taken. As Weifield was installing pipe adjacent to this three-story hole for the staircase, we developed a specific safety plan around the staircase component that incorporated tie-off points, beam clamps that tie off to body harnesses, and mobile barricades. We also held weekly safety meetings across the entire team solely around the staircase component.

“I think our staircase plan worked well; the mobile barricade allowed trades to get in and around the staircase and but prevented people from coming up to it,” said Duckworth.



Weifield followed our Project Safety Plan (PSP) program and experienced no safety incidents on the project.

Achieving the Owners’ Vision + Attention to Quality = Client Service Excellence

This project was truly innovative in that it involved the highest degree of customization that Weifield had ever done on a tenant improvement project. Our “Weifield Way” of ensuring the staffing, safety, quality, customization and automation components were executed flawlessly helped us achieve a high quality project on an accelerated schedule. This project also won Weifield a 2016 IECRM Summit Award earlier this year.

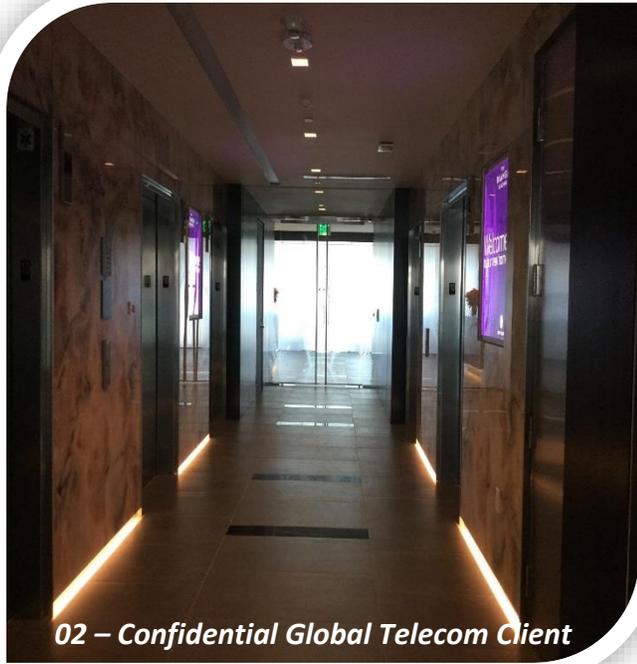
“The owner was very happy – it’s a complex process that we went through, but all in all, we looked at what they were trying to achieve and were able to execute on that,” said Duckworth.



01 – Confidential Global Telecom Client



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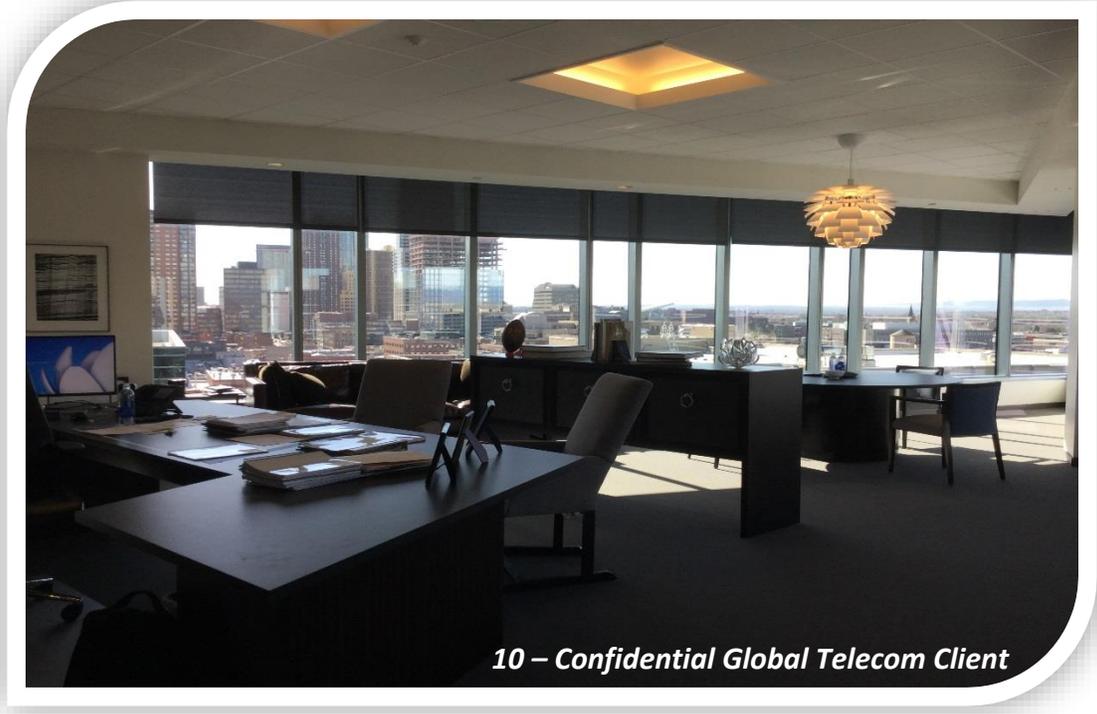
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10 – Confidential Global Telecom Client