

2018 ACE AWARDS

Category 8: Best Building Project
(General Contractor Under \$10 Million)

**Downtown Denver
Partnership Tenant
Improvement**

PROJECT TEAM

**OWNER
Downtown Denver
Partnership**

**GENERAL
CONTRACTOR/
CONSTRUCTION
MANAGER
JE Dunn Construction**

**DESIGN FIRMS
Gensler**

PROJECT NARRATIVE

Project Overview

Built to foster a spirit of collaboration and innovation -

The Downtown Denver Partnership (DDP) is the premier business organization advocating for a strong and vibrant downtown. JE Dunn has been a longtime member, supporter and partner of the DDP, having participated in countless events and with numerous executives volunteering their time on its board in various capacities. So, when the DDP made the strategic decision to move their headquarters to a new space, JE Dunn jumped at the opportunity to help.

The location selected by the DDP for their new headquarters was no accident. Being on the first floor in the heart of the vibrant 16th Street Mall, adjacent from the historic clock tower, the DDP would have a first-hand view of both the opportunities and challenges confronting 21st Century urban environments. Simply put, the openness of the office to the 16th Street Mall provides the kind of literal two-way transparency to the community that symbolizes how the DDP works. This space is a collaborative area in which inspiring ideas are created and implemented to benefit downtown Denver.

The tenant improvement project includes a 11,540 SF office space with seven private offices, 38 open workstations, three huddle rooms, four conference rooms and six collaboration spaces. The main conference area can hold up to 40 people and borders 16th Street with a full window wall so that it's visible to the community.

Solutions of Special Projects

This project was no ordinary tenant improvement. Not only did we have to work in an occupied building on the ground level on 16th Street Mall, but the existing conditions of the space were

much worse than we could have planned for. One of the biggest challenges the team faced was working in an existing space that used to be a restaurant. The as-built drawings that the team received did not match up with actual conditions encountered. Therefore, the team had to make some design adjustments to accommodate ceiling heights, coordinate around mechanical systems, and overcome existing substrate challenges.

Another challenge was the slight delay caused by a construction project that was being completed directly above the DDP's space. Extending our collaborative approach beyond the boundaries of our own team, we had coordinated multiple meetings with the other contractor to schedule the work to keep both projects moving forward in a manner that kept each project safe, on time and within budget. This coordination also afforded JE Dunn the opportunity to share its safety culture with the other contractor while assisting them in identifying safety risks. It was communication and teamwork like this that made this project an enjoyable process for everyone.

Excellence in project execution and management/team approach

Working on the ground level of an occupied building in the middle of the 16th Street Mall comes with inherent challenges, but the team made sure that the project went as smooth as possible by keeping communication open with everyone involved and treating all stakeholders as partners throughout the process. During the buildout of their new space, the DDP was housed in a temporary third floor space of the building they would soon call their permanent home. Their close proximity fostered efficient decision making. If an issue that required DDP's input arose, they could easily be engaged and on site quickly to ensure issues were properly vetted and addressed with the best interests of the DDP in mind.

To be a showcase-level space for the community, quality and craftsmanship were top of mind throughout construction. An example of this was when the owner wanted to have an entry from Skyline Park, which would require modification to the structure of the existing building. We gathered the JE Dunn, Gensler, DDP and El Paso Glass teams together to find the best solution. Instead of redoing any of the structural steel, we found an alternative, less intrusive solution that ended up saving the project money.

The whole team wanted to provide the community a place that would help create the innovations that guarantee downtown Denver will remain the undisputed hub of the Rocky Mountain West. Every firm involved with this project was emotionally invested and committed to delivering a space that they could be proud to say they were a part of. Team members were rewarded for this commitment and recognized for their efforts in going above and beyond by way of "Operational

Excellence Awards.” The recognition was then communicated to the trade partner’s management team to encourage repeat behavior. This helped bring good morale to the team, which in return provided great results for the quality of this project.

Construction innovations/state-of-the-art advancement

Due to the tight budget on this project, we relied more on our lean practices and collaboration than on technology. Although this was not a true IPD project, we treated it like one with the amount of preplanning and collaboration that occurred throughout the entire project. We had DDP, Gensler, JE Dunn, and many of the major trades involved in the planning and design to make sure that DDP received exactly what they wanted by the end of the project.

Although we did not use modeling technology on this project, we did utilize BIM360 for lean purposes such as the punchlist process, which saved our team numerous hours and helped ensure a quality final project for DDP. We also used Lens, JE Dunn’s proprietary conceptual estimating platform, to help facilitate continuous estimating and collaboration throughout the design phases. Partnering with the design team from day one allows us to work through the design and estimates hand-in-hand. By eliminating the need for redesign in a late stage, we saved design time, reduced the schedule, and improved the accuracy of our preconstruction estimates.

Environmental/Safety

Our team consistently went above and beyond industry standard safety requirements on several facets of the DDP project. Even though this project was in the heart of downtown, open to pedestrians and in an existing building, we remained incident-free for several reasons. It all starts with JE Dunn’s safety culture of “Anyone. Anywhere. All the time.” The entire team took that saying to heart, not just for the team, but for the community and everyone involved.

One of the main safety components of this project were the daily safety walks led by Dennis Kirby, JE Dunn’s superintendent, as well as weekly walks by a JE Dunn safety professional and monthly leadership walks which included the entire team. Job safety analysis’ were also required to be turned in to JE Dunn supervision each day for review to ensure that the work was being planned in a safe manner. All members of the JE Dunn team were also required to complete Dunn’s Speak Up/ Listen Up training prior to this project. This program is based on addressing safety concerns in a professional manner as well as actively listening to safety concerns when brought to management’s attention.

Other project specific safety measures were instituted on this project. JE Dunn utilized a floor hole permit system for floor removals greater than 144 square inches. Our team made great efforts to share safety information with the project team and even though this project was incident free, all near misses were shared and communicated as a learning opportunity. Due to the scope of this project, which included retrofitting live systems, great care was taken around these systems with stringent MOPs being utilized along with management walks by our electrical trade partner to ensure safe steps were taken around these systems.

Excellence in client service and/or contribution to the community

The Downtown Denver Partnership has been a part of our community for over 60 years. They have transformed downtown Denver in general, and the 16th Street Mall in particular, into a place that Coloradans congregate and visitors have made the number one tourist spot of Denver. Through collaboration with local businesses and the community, the DDP has led a bold vision to build an economically powerful center city. With a bias for action, they invest for tomorrow and execute for today, converging the right people at the right time to make a real impact on our community.

While the DDP has been located on 16th Street Mall for more than three decades, it was in a space removed from the day-to-day issues facing downtown. With the DDP's new space, not only are they very visible and accessible to the public, they are also making their presence known more directly in the community. Finally, the new DDP space provides Denver's community leaders a space to work together to continue to build a vibrant and sustainable downtown. Many organizations have already used the board room and will continue to benefit from this great collaboration space.

This project also won the Best Project for Tenant Improvement for the ENR Mountain States Awards and received a glowing letter from Kate Barton, Vice President of DDP, stating that "All in all, I cannot recommend the JE Dunn team enough. Our new office space is an embodiment of partnership, dedication, teamwork and professionalism that the entire JE Dunn team brought to this job. You've left an indelible mark on our organization."

Existing Conditions





