**Category 6: Best Building Project – Specialty Contractor ($6M - $10M)**

**Specialty Contractor: ICI, LLC**

**Project Name: 255 St Paul**

Denver is comprised of many neighborhoods, each one unique telling a different story. This is the catalyst that drives people from all over the world to call this great city home. The Cherry Creek neighborhood is no exception. It is the epitome of luxury. It demands excellence. Basic buildings and decaying properties are spit out and grand projects rise in their ashes. This is how 255 St Paul was born. Formerly a small basic retail space and a cracked parking lot, 4240 Architecture designed a beautiful 7 story mixed use building featuring 84 apartments and 42,000 square feet of retail along with two parking levels below grade. The 84 residences are a part of the luxury St Paul Collection, which is known for its attention to detail, high end finishes, and all the amenities a Cherry Creek resident could possibly desire. Tasked with building 255 St Paul, Saunders construction needed a partner that understood Framing, Drywall, Sheathing, Insulation, and Acoustical Ceiling Tile. ICI was happy to take up this challenge.

A broad array of high-tech building materials were used on this project. GP DensElement, a glass fiber sheathing board with an air barrier system integrated into the sheathing, used with Prosoco caulking made up 85% of the exterior air barrier system. This reduced the multiple subs installing the exterior wall system and increased the flow of the schedule. This project also required USG drywall, as this was the only manufacture’s UL that meets a load rating of 100%. USG sheathing was required at load bearing walls, and ICI subcontracted Big Horn to install STO Gold over the USG sheathing. ICI worked closely with DensElement and Prosoco to verify both systems would comply with Air barrier requirements.

The timeline for this project was extremely ambitious so ICI put two of its brightest stars to helm the ship. Project Manager Jatin Allen and Superintendent Bob Calligan were selected to oversee the project. The pair’s dedication and passion for detail allowed ICI to keep up with punishing deadlines. Each floor required up to 3500 sheets of drywall with only 10 days allocated for hanging and 10 days finishing per floor. The unforgiving timeline was further complicated by constant water issues caused by rain. Just when the team would get into rhythm, mother nature seemed to have a different idea. 100’s of sheets of drywall had to be torn down and replaced due to water coming in from the roof and around windows. Bob took these setbacks with a grain of salt and pushed forward. If you have ever had the opportunity to meet Bob Calligan you will understand how ICI was able to overcome so many obstacles and still meet the deadline. Bob is a bit rough around the edges. He speaks his mind. There is no beating around the bush with Bob. You probably won’t find him at any poetry readings or see him on Dancing with the Stars, however the man absolutely loves construction. He lives to build amazing buildings and work with talented people. The only way to be on Bob’s team is if you are talented and work hard, nothing less is excepted. The great benefit of having such a talented team that holds each other accountable is the respect it creates between the group. Jesus Castruita Diaz (framer), Jose Conception Sanchez “Chapo” (hanger), and Said Garcia-Ramirez (finisher) would do anything for Bob and that team Chemistry allowed ICI to overcome the water challenges and deliver a fantastic product without disrupting the project schedule.

Right from the start, Jatin and Bob’s team had a fantastic communication system. As Jatin has stated many times “If you can develop a strong communication system at the very beginning of the project and create that relationship, anything can be accomplished quickly and efficiently”. Communication internally with the ICI team alone was not enough to ensure a successful project. The team was able to build a strong relationship with the GC and all the other trade partners. All of ICI’s partners on 255 St. Paul knew the team was reliable and true to their word.

The experience Jatin and Bob brought to this project must not go unmentioned. They both specialize in load bearing framing jobs and were excited to work with MDA Construction Services and Infinity Structures as they installed their Epicore MSR Composite Floor System on pre-panelized load-bearing metal stud walls. The ULs engineering judgements and high productions were all familiar with the project team as well. The group collaboration and industry knowledge allowed for seamless execution between all trade partners.

255 St Paul is currently the largest hard bid job by ICI. Much preplanning needed to happen on deliveries as there was no stocking room on site at Cherry Creek. All deliveries were set in place. The fast pace of the project meant up to 650 sheets of drywall would be delivered and hung each day. ICI offset the schedule of the cleanup crew to start two hours after production workers began and ended two hours after production stopped. This kept each room clean and ready for the next morning’s drywall delivery.

The talented Project team and the skill of ICI’s manpower made each day a success but to ensure the upmost quality, behind the scenes ICI had a set of processes in place to ensure the fast timeline did not sacrifice quality or safety. Too often when speed enters them mix, quality suffers, and injuries occur. Therefore, ICI implemented Quality Control checks, and sign offs to prevent any rough openings or any incorrect dimensions prior to any hanging. The time saved not reframing areas drove increased efficiency. The same approach was used prior to painting by our finishing foreman. In tandem with the Quality Control checks, ICI’s safety team conducted on site announced and unannounced safety inspections and walks ensuring that our most important asset, our tradesmen, were working in a safe work environment. No project regardless of contract value or scope can be considered a success if our builders are put in harm’s way. Our proactive approach to safety helped us keep our total recordable incident rate at 1.45, well below the industry average currently around 3.5.

This project taught ICI the importance of keeping multiple superintendents to oversee exteriors, interiors, drywall production, and finishing production. The lessons learned on this job site will help us set future production units for fast moving jobs. Upon completion of the project, as Jatin and Bob did a final walk through floor by floor, they couldn’t help but admire the flawless finishes and attention to detail in each of the 84 units. The consistency and uniformity of the team’s work enabled 255 St Paul to be the crown jewel of the St Paul Collection.



















