**Category 7: Best Building Project – Specialty Contractor (Over $10million)**

**Specialty Contractor: ICI, LLC**

**Project Name: Children’s Hospital of Colorado South**

Starting as vision in 1897, Children’s Hospital Colorado has grown from summer tent hospitals for babies to an award winning, top ranked Children’s Hospital in the United States with 18 locations across Colorado. Realizing a need for a pediatric only hospital in southern Colorado, Children’s made the decision to open a new state of the art 294,000sq ft 160-million-dollar campus in Colorado Springs, filling a much-needed void in the region.

Rarely does a project come along that is more impactful than saving the lives of children, so when ICI was awarded a $10.8 million contract by General Contractor GE Johnson, the entire team was excited to be a part of Children’s construction team. Before the project officially started, Dave Webster, ICI’s VP of Field Operations got the team together and made sure everyone on the project understood the importance of providing a quality finished project. “Do not forget the significance of what will be accomplished by medical heroes inside these walls we are hanging, long after we leave.” It was a bit of rallying cry to ensure everyone on the team looked at the bigger picture and produced at their highest level.

ICI’s scope of work on this project included all the Interior and Exterior Framing, Sheathing, Drywall, Hanging and Finishing, Spray Applied Air Barrier, Acoustical Ceiling Tile, and Fire Stopping. We were able to use high quality, long lasting materials to build the hospital. We were especially proud of our Gypsum Board Assemblies on this project. We used Gold Bond eXP Sheathing by National Gypsum for the sheathing and exterior gypsum panels for the soffits. USG supplied us a state-of-the-art drywall suspension system. American Gypsum and National Gypsum provided us quality sound blocking and impact resistant gypsum wall board. We installed Perm-A-Barrier VPL Low Temperature by Grace Building Products for our Vapor Retarding Air Barrier. In specific areas of the hospital, we used anti-radiation Lead-Lined Gypsum board to ensure the safety of the medical staff and patients. We are very passionate about firestopping at ICI for obvious reasons, so we only use the best material to ensure the buildings we build have the best perimeter fire containment systems in place. For Children’s Hospital, we used Owens Corning Thermafiber Safing. The Thermafiber Safing mineral wool is designed to provide industry leading fire containment, and as an added bonus, it has unique acoustical properties that help contain sound. For our Joint Firestopping, we used BlazeFrame by ClarkDietrich. This product is fantastic in that it is unaffected by wet or humid conditions.

Utilizing the knowledge of the entire project team during the design phase allows for the best collective results. ICI was pleased to be able to collaborate with the talented design team to ensure their vision would come alive. The collaboration between our project manager, estimating crew, and the architects and engineers of Children’s Hospital made the entire project possible, and set the project on a path to success. The knowledge we shared and gained during the design phase allowed us to change the way we build to cater to the project.

By February of 2018, ICI had 130 guys on the ground in Colorado Springs. Our Project Manager Scott Hammarlund, known inside ICI as the master of logistics, was excited to overcome the challenge of overseeing our largest project at the time, 80 miles from our home office. All our infrastructure and equipment is located in Arvada, so Scott knew that he had to plan out weeks in advance who, how, and when materials, equipment, and most importantly our workforce would be transported to and from the job site. Scott understood that any slip up in planning would cost hours of production time. Our leadership team’s strategy included multiple meetings, group discussions, preplanning of materials and deliveries, coordination, lean planning, job site walks, and picture maps.

Even the best planner will have obstacles to overcome and this project was no exception. Children’s Hospital Colorado Springs was the biggest LPD project ICI has been a part of. We installed slab to slab panelizing wall systems on the exteriors. The extremely unique and challenging design of the panels required us to take them apart so the concrete would be in tolerance. This took a significant amount of time and skill requiring extra manpower to accomplish. Scott tackled this challenge by adding an additional superintendent to the project to ensure deadlines were met despite the time-consuming concrete challenges.

The teamwork between Scott our Project Manager and our two superintendents, Brad Bryant who was the head superintendent on this project, and Jamie Del Rio, must be commended. The average person might think the trio had known each other for decades the way they anticipated each other’s actions and coordinated the multiple ICI teams on the project. From preconstruction, through the end of the project, the teamwork from all trades made this one of the most memorable projects ICI has been a part of. We learned that distance is just a small hurdle and does not impact our ability to provide a quality service to our client.

Children’s Hospital Colorado Springs was a high visibility project and a major investment for the entire community, especially the children so it was important to the Children’s Hospital team, the General Contractor, and to ICI that the people the hospital is to serve, especially the kids, get to be involved in the project. Getting to see the faces of the children who the visited the jobsite as they learned about how their hospital was being constructed was one of the favorite parts of the project for our entire field team. Brad Bryant our main superintendent on the project always enjoyed seeing the excitement of the kids during the visit and loved answering all their questions. Brad has a unique ability to make drywall sound exciting even to a 7 year old.

As a company we wanted to find a way to help the Children and reuse the excess material waste from the job site, so our project team decided to donate recycled steel proceeds to help send kids to the Denver Campus during the hospital construction. Being able to give back to the community made the project that much more memorable and made ICI feel like we were a part of the Colorado Springs Community.

This hospital was a project of passion for our VP of Field Operations. Dave has always had a soft spot for the kids, so he made a point to drive to the jobsite whenever he could to ensure only the best quality was accepted. He made sure that everyone at home office was heavily involved ensuring the efficiency of the entire team throughout the project. He told Nick Hartline, the president of ICI that he wanted to move his office to the jobsite trailer for the duration of the project. In the end, however, he knew he could rely on Scott and his team to get the job done and couldn’t have been prouder of the results.

Upon project completion in March of 2019, ICI knew that as a team we could overcome any challenges despite the distance, size, and scope of the project. We also learned that as a company we developed a soft spot for Colorado Springs. So much that we are looking to expand our company to that market so we can be a permanent part of the community. Working as a team with fantastic partners for a wonderful cause is a dream come true and genuinely made Children’s Hospital of Colorado Springs one of our most memorable projects in the history of our company.



















