

Project Narrative:

Welcome to the largest hospitality project in the NATION (in 2018)! A massive hotel and convention center with intricate woodwork and stone packages that had literally hundreds of finishes. The hotel included 69 event rooms, 1500 guest rooms, eight restaurants, a state-of-the-art spa, and an indoor/outdoor water complex complete with its own lazy river. ISEC was brought on to the project as a DESIGN ASSIST Partner to provide and install a millwork package with an over \$17,000,000 budget, a challenge we were eager to accept. Even with the challenges involved in a project of this size, and the complexity of managing the breadth of scope this large, ISEC was able to reduce the overall millwork budget to just over \$14,000,000 through constructability recommendations and value engineering methods saving the owner over \$3,000,000 on the MILLWORK package alone.

Solutions of Special Projects:

How ISEC handled the major obstacle of a nationwide workforce shortage and staffing a team of field installers to keep its portion of the huge project on schedule was a major feat. Our General Superintendents had to think outside of the box to hire over 40 carpenters and get them up to speed to install technical stone and millwork packages. They held ISEC specific job fairs (AFTER-HOURS on their own time) at local libraries and community centers. They participated in interviews on local radio station morning shows. They spent countless hours with the AGC CCN Training programs and had a hiring booth at over a dozen AGC CCN job fairs targeting workers ages 23 - 35. Lastly, they spent several days visiting the local high schools through the Career Connect program. Through these efforts they could hire and manage a strong workforce for the project when employees were extremely scarce.

Excellence in Project Execution and Management/Team Approach:

A bond of trust was formed through efficient execution of partnering by communication with the designers, realizing the owner's vision, managing vendors and keeping the general contractor happy by staying on budget. ISEC engaged in budgeting the millwork for this project at the Schematic Design Level. A full take off was completed based on partial design documents. Design continued to develop and ISEC fully engaged in pricing exercises during

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design. ISEC was then offered to engage in a Design Assist contract at the Design Development level. At this point and the following 6 months, ISEC, MWJV (General Contractor) and Looney & Associates (Interior Designer) collaborated in weekly work sessions to further develop and value engineer the millwork. ISEC took the time to completely understand the important aspects of what the architect was trying to convey in design and the overall look and feel the owner expected. During the collaborative design effort, ISEC and the team reduced the millwork budget by 22% without losing any design intent.

With a Design Assist contract awarded, the project was handed off to the ISEC operations team. The first step in the process for the PM team was engineering. ISEC worked closely with the design team to turn concept models and renderings into construction details and production shop drawings managing over 5500 engineering hours to achieve the owner's vision.

Initial efforts were focused on value engineering the complicated millwork assemblies in the 4 themed restaurants and sorting through 38 stone/granite finishes to reduce cost while maintaining the unique Colorado Rockies design theme.

With detailed drawings for each area of the project, ISEC brought vendor partners into the conversation to quote the job by area and divide the large scope between millworker vendors and stone vendors. Establishing 6 major millwork fabricators to seamlessly mesh the massive woodwork scope into one cohesive installation was a key component of the team's success. Another major task was simplifying the Finish Legend. ISEC analyzed the Finish Legend, grouped like items, and developed veneers that would meet the architect's intent for the various locations. It took conversation, collaboration, and a lot of organization to bring their vision into a reality. At the time of ISEC Design Assist engagement, the project identified 87 wood finishes. ISEC proposed options reducing the amount of wood finishes to 28 but the bulk of the scope would come down to 7 types of veneered panel product.

With approved sets of shop drawings and samples ISEC was ready to manage the installation of the project. The ISEC Team moved into a co-located trailer on site, and the work transitioned towards managing the schedule, manpower, releasing product, installation, and safety.

ISEC had many tools that helped us as a PM team stay on track with our work, and it was especially important on a job this size, with such a unique and complicated scope. As an example, ISEC utilized a Materials Status Report to track materials, a Room Status Report to

monitor if the trades ahead of us were on schedule and finally the OIL or Outstanding Issues List to keep track of changes and modifications to scope. To stay on schedule and stay ahead of potential issues, it was critical to be in the field checking the status of the job and communicating potential issues between the GC team and our field staff. Our field staff did an amazing job managing the various areas and schedules, completing over 58,000 man-hours with a crew ranging up to 55 people. As a group ISEC was able to stay in front of issues so that we were a true partner in driving the job forward.

Construction Innovations/State-of-the-Art Advancement:

The use of technology and innovation was a key component to ISEC's success in this challenging project. Not a typical course of action for a millworker to use high tech equipment but ISEC had to determine how to tackle the vast spaces that millwork assemblies would fit into and technology was the answer. The coffered ceiling was especially challenging. The 20' tall lobby ceiling was precisely measured by digitally scanning this space and using models to provide detailed information to our fabricators thus eliminating the need for scissor lifts, lasers and tape measures. By using a laser scan to template we created a 20gb Point Cloud that was then refined to give us a template that was accurate to 1/32 of an inch. This level of precision allowed us to fabricate and install the 18,000-sf ceiling and 5,000-sf of column wraps that tied into the ceiling system with ZERO panel remakes. The material alone was about 720 sheets or about 2 full 53' semi-trucks of wall/ceiling paneling. Stone countertops were also digitally templated, eliminating the need for costly and timely field modifications. In addition, our experts in millwork design offered solutions to complicated areas such as the rotating displays and moveable millwork assemblies in the Asian Restaurant.

Environmental/Safety:

One of ISEC's Core Values for our company is SAFETY. We are very proud to say, on this massive project with over 58,000 Man-Hours we had NO LOST TIME safety incidents. With many different trades working in close proximity, it was an atmosphere that demanded a focus on safety. ISEC created and implemented a Job Specific Safety Program for this project.

The ISEC Job Specific Safety Program:

Every morning the ISEC Team would begin with Stretch N Flex and review the Pre-Plan Tasks for the day to insure each employee was ready for the day. These were done collaboratively on a whiteboard and each team member took a photo on their phone to have with them throughout the day. At lunch, they would once again engage in a Stretch N Flex and again review the Pre-Plan Tasks.

Once a week the General Superintendents would facilitate a Tool Box Talk and go over important aspects of properly using tools, logistics of the immense work areas and specific safety requirements of the task they were to produce that week.

Monthly the Project Management Team would perform a Field Safety walk where one member of the PM team walked with one person from the field staff to do a complete safety audit that would then be communicated back to the General Contractor.

Finally, the ISEC Team would also take a site walk to find and recognize other trades that were exhibiting EFFECTIVE safety practices. These activities and a constant focus on safety made ISEC a leader in safety on the job.

Excellence in Client Service and/or Contribution to Community:

Nothing speaks Excellence in Client Services like being given the client’s next project, no questions asked, upon the completion of the Gaylord Rockies. The owner of the Gaylord announced that they would then be building a Gaylord Chula Visit. The owner of this new Gaylord project INVITED ISEC to be a part of the team even before the General Contractor was involved. Secondly, ISEC received a glowing Letter of Recommendation from the Interior Design firm on the project for their Design Assist partnership with Looney & Associates. They simply said, “Throughout the process ISEC was competent, professional and attentive, all while contributing to the positive team energy that made both of these projects a success.”

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May 7, 2019

To Whom It May Concern,

On behalf of Looney & Associates, please accept this letter of recommendation for ISEC as an outstanding trade contractor.

Over the past 5 years I have had the pleasure of working with Steve Bialek and several members of the ISEC team on two new construction hospitality projects, totaling over 600,000 sq. ft. of meeting space, 2500 guestrooms, and multiple food & beverage outlets.

Both The Houston Marriott Marquis and The Gaylord Rockies Resort and Convention Center included highly customized and detailed ornamental metal, paneling and millwork. For both projects, I enjoyed working closely with Steve on veneer selections and complex design detailing. The Gaylord Rockies team went the extra mile by working closely with the owner's art consultant to incorporate custom art into large millwork features. Thanks to the dedication of the ISEC teams, we were able to achieve an elevated product while working within a tight schedule and limited budget.

Throughout the process ISEC was competent, professional and attentive, all while contributing to the positive team energy that made both of these projects a success.

I look forward to working with them again. Should you have any questions please feel free to call me.

Sincerely,

A handwritten signature in black ink that reads "Rebecca Davis".

Rebecca Davis, Associate
LOONEY & ASSOCIATES

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