

SUPERSTRUCTURE

GAME-CHANGER

Chase Center Opens on Schedule,
Sets New Bar for Sports
and Entertainment,
Construction
Industry Alike

CHASE 

WELCOME TO
CHASE 
CENTER

INSIDE THIS ISSUE

- 11 Moving Infrastructure Projects Forward with Public-Private Partnerships
- 15 New Strategic Partnership Program Classes Kick Off in Seven Cities

FROM THE CEO

At Clark, we always keep an eye to the future. Where we are going is just as important as where we've been. Every day, we see tangible advancements that strengthen not only ourselves, but our clients, designers, and trade contractors, too. In this issue, you'll see a few examples of how Clark is paving the way to a brighter tomorrow.

To be forward-thinking, we are always driving certainty and providing confidence for our clients – no matter the challenge. The Chase Center was delivered on-time, fulfilling a commitment to the Golden State Warriors that we had made four years ago. But what's even more impressive is how we fulfilled that commitment. Chase Center leaves behind a legacy that includes an exceptional safety record, innovative construction solutions, and a lasting economic impact through the opportunities that were created for local small businesses.

Public-private partnerships continue to be important to clients in the public space that are looking to complete critical projects. Celebrating the success of recent P3 projects and looking forward to others that are just beginning, it is clear that Clark's turnkey solutions affiliate, Edgemoor Infrastructure and Real Estate has developed a unique recipe for P3 projects to appropriately allocate risk and develop the right financial structure

to position our clients for success.

At the P-714 Unaccompanied Housing project at Naval Station Great Lakes in Illinois, Clark is working alongside project stakeholders to push the boundaries of innovation at the jobsite. Lift-enhancing robots are being used to assist masons as they work. This jobsite achievement would not have happened without a close, collaborative relationship between us, our trade contractors, and our client. Their enthusiastic buy-in was crucial to moving forward with this innovative solution. Not only will innovations like this help increase jobsite productivity, they also help contribute to a safer working environment.

For more than a century, Clark has embraced innovative solutions to shape our future. Sometimes, this includes embracing new technology and new approaches to help our clients achieve their goals. Other times, this means growing and engaging our next generation of leaders and ensuring their continued success. At Clark, we remain pointed in one direction – to the future.

ROBERT D. MOSER, JR.
PRESIDENT AND CEO

SUPERSTRUCTURE

VOL. 37, NO. 4 | FALL 2019

Superstructure is published quarterly by Clark Construction Group, LLC

For more information, to be added to the mailing list, or to update your mailing address, contact Meg Brogan, meg.brogan@clarkconstruction.com



SUPERSTRUCTURE

VOL. 37, NO. 4 | FALL 2019

FEATURES



Photo by: Jason O'Rear

07 **After Just 31 Months of Construction, Chase Center Opens for Business**
Clark, working alongside joint venture partner Mortenson, turned over the keys to Chase Center on the first of August, making good on a schedule commitment the team made to the Warriors organization four years prior.



Kansas City International Airport New Terminal Rendering courtesy of SOM

11 **Utilizing Public-Private Partnerships to Move Critical Infrastructure Projects Forward**

Public-private partnerships enable the public sector to deliver much-needed facilities more efficiently than traditional design-bid-build delivery, transferring the responsibility for integrated development, financing, design-build, and operations and maintenance to one private partner.

DEPARTMENTS

- 03** New Work
- 05** Innovation
Employing robotics on the P-714 Unaccompanied Housing project
- 06** Safety
Updated smart phone policy designed to reduce distracted driving
- 15** Small Business
Nearly 200 small business owners join latest SPP class
- 16** Community Connection
- 17** Project Milestones
- 19** Company News
- 22** Where We Are

ON THE COVER

At two million square feet, Chase Center ranks among the largest and most complex construction projects in the country.

Photo by: Jason O'Rear

CONNECT WITH US

- Twitter:**
[@ClarkBuilds](https://twitter.com/ClarkBuilds)
- Facebook:**
facebook.com/ClarkConstructionGroup
- LinkedIn:**
linkedin.com/ClarkConstructionGroup
- Instagram:**
[@ClarkBuilds](https://instagram.com/ClarkBuilds)



Rendering courtesy of C. R. Goodman & Associates

Clark to Build New University of Maryland Medical System Midtown Campus Outpatient Tower

The University of Maryland Medical System has selected Clark to construct its newest facility, a ten-story outpatient tower, on the University of Maryland Medical Center Midtown Campus in Baltimore, Maryland. C. R. Goodman & Associates is the project architect.

Adjacent to the campus' existing hospital, the 212,000-square-foot outpatient care center will provide high-quality care to the community of West Baltimore and the surrounding areas, specializing in treating patients with chronic medical conditions such as diabetes, asthma, obesity, and cardiovascular, kidney, and lung disease.

Clark will also construct a new five-level parking garage and perform upgrades to the existing parking facility on the Midtown Campus. Additionally, the team will perform various site improvements, including modifications to North Eutaw Street, Linden Avenue, and Academy Way. The project is designed to achieve LEED Silver certification.

The Midtown Campus Outpatient Tower is Clark's second job with the University of Maryland Medical System. Construction of the University of Maryland Capital Region Medical Center in Prince George's County is underway and scheduled to be complete in 2020. ■

New Contracts

Across the country and in a variety of markets, Clark Construction and our subsidiaries have recently been selected to deliver a number of new projects. Our new work this quarter includes:

COMMERCIAL

Inventa Towers

Renovations to the former Discovery Communications Headquarters, including a new entrance, lobby, and passenger loading zones

Location: Silver Spring, Maryland
Company: Clark Construction Group
Client: Foulger-Pratt
Architect: Gensler
Completion: Summer 2020

ROADWAY

Belmont Ridge Road Interim Widening

Construction of an additional lane and shoulder space in both directions on Belmont Ridge Road

Location: Loudoun County, Virginia
Company: Shirley Contracting
Client: Virginia Department of Transportation
Completion: Fall 2020

Route 60 Pavement Rehabilitation

Replacement of pavement, drainage, concrete barriers, and approach slabs in both directions along nine miles of Route 60

Location: Los Angeles, California
Company: Atkinson Construction
Client: Caltrans District 7
Architect: Caltrans
Completion: Summer 2021



Rendering courtesy of Thomas Roszak Architecture



Rendering courtesy of Gensler

EDUCATION

SDSU KPBS Expansion and Renovation

Renovation of the existing radio broadcasting facility and construction of a two-story expansion featuring community space and a larger newsroom

Location: San Diego, California
Company: Clark Construction Group
Client: San Diego State University
Engineer: Safdie Rabines
Completion: 2020

SDSU Mission Valley Site Development

Site development, including demolition of an existing stadium, construction of temporary facilities, and installation of infrastructure, at SDSU's new Mission Valley campus

Location: San Diego, California
Company: Clark Construction Group
Client: San Diego State University
Engineer: Project Design Consultants
Completion: 2023

RESIDENTIAL

50 East Randolph

Construction of a 25-story, 295,000-square-foot residential building with 214 units, two levels of amenity space, and two levels of parking

Location: Chicago, Illinois
Company: Clark Construction Group
Client: Mocerri + Roszak
Architect: Thomas Roszak Architecture
Completion: Summer 2021



Rendering courtesy of Safdie Rabines

MASS TRANSIT

LA Metro Division 20 Traction Power Substation

Installation of a traction power substation, switchgear, transformer, and emergency backup generator at Los Angeles Metro's Division 20 rail yard

Location: Los Angeles, California
Company: C3M Power Systems
Client: Los Angeles County Metropolitan Transportation Authority
Architect: TY Lin
Electrical Designer: PGH Wong
Completion: Winter 2023

Union City Intermodal Station Phase 2A

Construction of new vertical circulation elements, including stairways and escalators, as well as supporting structural elements

Location: Union City, California
Company: Clark Civil
Client: Bay Area Rapid Transit (BART)
Architect: ROMA Design Group
Completion: Summer 2021



Masons place CMU blocks with assistance from the MULE, a mobile lift-enhancing unit designed to lessen the physical strain of this work.



P-714 Project Sets High Bar for Jobsite Innovation

The P-714 Unaccompanied Housing project at Naval Station Great Lakes is Clark's sixth job at the military base, showcasing a strong working relationship with Naval Facilities Engineering Command (NAVFAC). The project, which sits just an hour north of Chicago, includes the design and construction of a 166,000-square-foot barracks for enlisted military personnel. At the 118-year-old military station, a remarkable opportunity for jobsite innovation has been realized. The project is utilizing Material Unit Lift Enhancers (MULEs) to support productivity on the project.

Clark and its trade contractor, Jimmy'Z Masonry, are using the MULEs to increase productivity and decrease the risk of injury on site. Construction Robotics, the engineering firm behind the MULE technology, has developed the device to lessen the physical strain on masons and laborers, prolonging the potential work life of jobsite workforces.

The MULE is a mobile lift-enhancing unit that can move around the jobsite and is

capable of lifting up to 135 pounds. Currently, there are 12 MULEs in operation at P-714 assisting masons with forming the barracks' structural walls. Typically, two masons work with each MULE – one mason uses the machine to lift the block and the other mortars the block and strikes the joints. Training masons to use the MULE, which centers on how to utilize the device efficiently, takes place at the jobsite.

The project is also utilizing a custom-produced 32"x8"x8" concrete masonry unit (CMU) block, which weighs 74 pounds. This oversized block, which is double the size of a traditional block, was developed in partnership with Old Castle Manufacturing and the project team to help streamline the installation effort. The weight of the CMU blocks requires additional support for the masons to lay them, and with 31,000 blocks that make up the exterior of the building, the MULE was a perfect jobsite solution.

The use of new technology on the jobsite requires full buy-in from all stakeholders

to truly be successful. With a full crew of 50 bricklayers and laborers working on site, Jimmy'Z proposed using the MULE to increase productivity. With enthusiastic buy-in from Clark, Construction Robotics, Old Castle Manufacturing, and NAVFAC, P-714 has become a shining example of how stakeholders can embrace innovation to pave the way toward a safer and more productive future for the construction industry.

Clark has maintained a strong relationship with Construction Robotics since first leveraging their semi-automated mason technology at the Lab School in Washington, DC, in 2015. Representatives from Clark and Construction Robotics continue to explore innovative techniques and technologies that can enhance the construction process.

Clark and its joint venture partner, Blinderman Construction, began work on the P-714 Unaccompanied Housing project in March 2019. It is expected to reach substantial completion in October 2020. ■

Putting the Brakes on Distracted Driving

There is no safe way to use a cell phone while driving. Far too often drivers are distracted by the desire to use their cell phone while not actively paying attention to the roadway. The National Highway Traffic Safety Administration reports that nearly 3,000 people are killed each year in the United States due to distracted driving crashes.

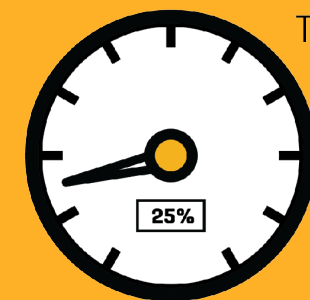
Clark is committed to the health and safety of our employees and those that work and live in our communities. We are constantly looking for ways to promote safety – and that goes beyond our

jobsites. As part of those efforts, Clark updated its Smart Phone and Cell Phone Policy earlier this year requiring all employees use the Do Not Disturb While Driving feature on their mobile device. This company-wide safety measure is designed to reduce distracted driving among employees by blocking incoming texts and phone calls while behind the wheel. In conjunction with the updated policy, Clark has placed a renewed focus on educating employees about the dangers of distracted driving. ■



THE DANGERS OF DISTRACTED DRIVING

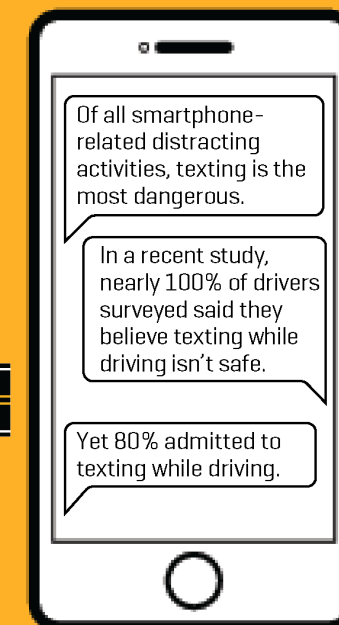
Distracted driving is the leading cause of car crashes. The most common distracting tasks – and their impact on your chances of crashing – are shown here.



The National Safety Council estimates that 25% of car crashes involve cell phones.



In 2018, there were 2,841 fatalities in distraction-affected crashes on U.S. roadways.



The average time it takes to check a text is five seconds, and while traveling at highway speeds of 55mph, that means a driver has traveled an entire football field's distance without eyes on the road.



Sources: National Safety Council, www.nsc.org; National Highway Traffic Safety Administration, www.nhtsa.gov; It Can Wait, www.itcanwait.com

GAME-CHANGING RESULTS

Chase Center Opens on Schedule, Sets New Bar for Sports and Entertainment, Construction Industry Alike

FOLLOWING YEARS OF PLANNING AND 31 MONTHS OF CONSTRUCTION, Chase Center is officially open for business. The modern-day landmark made its public debut in September, ushering in a new era for sports and entertainment in the Bay Area and setting a new benchmark for both the entertainment and construction industries, alike. Clark Construction, working alongside joint venture partner Mortenson, turned over the keys to the new venue on the first of August, making good on a schedule commitment the team made to the Warriors organization four years prior.

Chase Center serves as home court to six-time NBA champions the Golden State Warriors and as a backdrop for more than 200 concerts, conventions, cultural, and community events a year. The 18,000-seat arena anchors an 11-acre site – dubbed “Thrive City” – which also includes two 11-story office buildings, components of Uber’s new corporate headquarters, as well as a glass-enclosed broadcast studio, more than 20 unique retail spaces, 3.2 acres of publicly-accessible plazas, and a 925-space below-grade parking structure. The new arena also houses two practice courts, as well as locker rooms, team support facilities, and executive and administrative offices for Chase Center and Warriors personnel.

The exquisite new venue is equal parts arena and performance hall with a flexible seating bowl that can accommodate sell-out crowds at basketball games or intimate theater performances with audiences as small as 5,000. The amenity-rich facility also features premium finishes, luxury suites and club areas, a scalable rigging system, and cutting-edge technology, including its impressive 10,000-square-foot LED scoreboard, positioning it in a class of its own.

At \$1.4 billion and two million square feet, Chase Center ranks among the largest construction projects in the country. Clark and Mortenson worked with purpose to ensure they produced game-changing results for the Warriors and the city of San Francisco alike. They delivered, and in doing so, set a new bar for construction excellence on many fronts.

The venue’s first show, a sold-out Metallica concert, took place on September 6.

Photo by Jason O’Rear

From its complicated geometry, to the intricacies and constraints of its urban site, to the sequencing and pace of its construction, the project is among the most technically-complex construction efforts in the country.

RAISING THE BAR ON INNOVATION

From the project's outset, the joint venture team fostered a culture of persistent innovation. Inspired by the forward-thinking, tech-centric community where Chase Center resides, and the Golden State Warriors' relentless pursuit of excellence, the team set out to leverage technology as a true differentiator. Through their use of a dynamic and robust 4D Synchro model, drones, and virtual reality mock-ups, they achieved that goal.

Construction moved at an unfathomable pace. At peak, more than 1,500 individuals worked on site, putting in place as much as \$3.2 million of work a day. To heighten planning and tackle the project's massive scale, design complexity, site constraints, and timeline, Mortenson | Clark leveraged a highly-detailed 4D Synchro model. That model provided a platform to develop, test, and resolve schedule outcomes throughout the lifecycle of the project, ensuring predictability, and increasing safety, efficiency, and performance; it also transformed Chase Center's 36,000-activity P6 schedule into a visual tool that effectively communicated the team's plan to project stakeholders.



Photo by: Jason O'Rear

In the end, the team's management of the 4D schedule added certainty to the building process, and in turn to the Warriors, on one of the most logistically-challenging sports and entertainment projects in the country. The team's efforts set a new benchmark for advanced 4D modeling – one that is being recognized by the industry with top awards such as Bentley Systems' YII 2019 International Award for Advancements in 4D Construction Modeling and an Autodesk 2019 AEC Excellence Award.

The Golden State Warriors' locker room, which includes a ceiling that resembles the roof of Oracle Arena, has a portion of the team's 2015 NBA Championship court inlaid on the floor in the center of the room.

SETTING A NEW SAFETY STANDARD

"No One Gets Hurt!" More than just a feel-good slogan, No One Gets Hurt was the joint venture team's promise to provide a safe environment for everyone who entered the Chase Center job-site; it was also a call to action for the thousands of craftworkers who contributed to the project to work safely and be accountable every day. The team backed up their words with tangible actions that yielded compelling results in the field and an exceptional safety record demonstrated by a recordable rate of .53 – which is six times lower than the national average.

The joint venture implemented a rich and robust program that ensured safety was a critical factor in the project's success. Their holistic approach promoted thoughtful and persistent planning, personal accountability, commitment at the top, relentless observation and analysis, and personal recognition.

More than 9,800 men and women worked 5.3 million hours to construct Chase Center, safely putting in place nearly \$600 million of work a year. The value and importance that Mortenson | Clark placed on creating a culture where everyone was accountable to each other and a warrior for safety ensured that "No One Got Hurt."

More than 9,800 men and women worked 5.3 million hours to construct Chase Center, safely putting in place nearly \$600 million of work a year.



LEAVING A LEGACY IMPACT

Chase Center's construction isn't just a story of innovative engineering. It is also one of tremendous economic impact for San Francisco.

Mortenson | Clark understood the once-in-a-lifetime opportunity the project presented for the community and worked tirelessly to ensure local residents and small businesses played a meaningful role in the construction effort. Through their commitment and by working in partnership with key stakeholders such as the Warriors, San Francisco's Office of Economic and Workforce Development, the Office of Community Investment and Infrastructure, and Bay Area labor unions, the team awarded more than \$245 million in construction contracts to small business enterprises and secured 574 San Francisco resident job placements.

Further, through an innovative partnership with the Warriors, JPMorgan Chase, and San Francisco CityBuild, Mortenson | Clark helped 77 San Francisco residents build the skills needed to begin new construction careers through Chase Center Training, the project's workforce development program. The team placed 48 graduates in jobs at Chase Center and leveraged other pre-apprenticeship training programs to ultimately secure project sponsorships for a total of 108 San



Francisco residents – five times more than any other project in San Francisco.

Because of their efforts, Chase Center is a model for how large-scale construction projects can transform not only the built environment, but also lives and a community through the creation of jobs and economic opportunities for area residents and small businesses. ■

Chase Center made its public debut in September. The 11-acre site features an 18,000-seat arena, two office buildings, a broadcast studio, retail spaces, publicly-accessible plazas, and a below-grade parking structure.

Photo by: Jason O'Rear

"Mortenson | Clark and the Warriors made an intentional decision to ensure that Chase Center's legacy would be one of long-term economic opportunity for local businesses and San Francisco residents."

Peter Bryan
Vice President of Design and Construction
Golden State Warriors

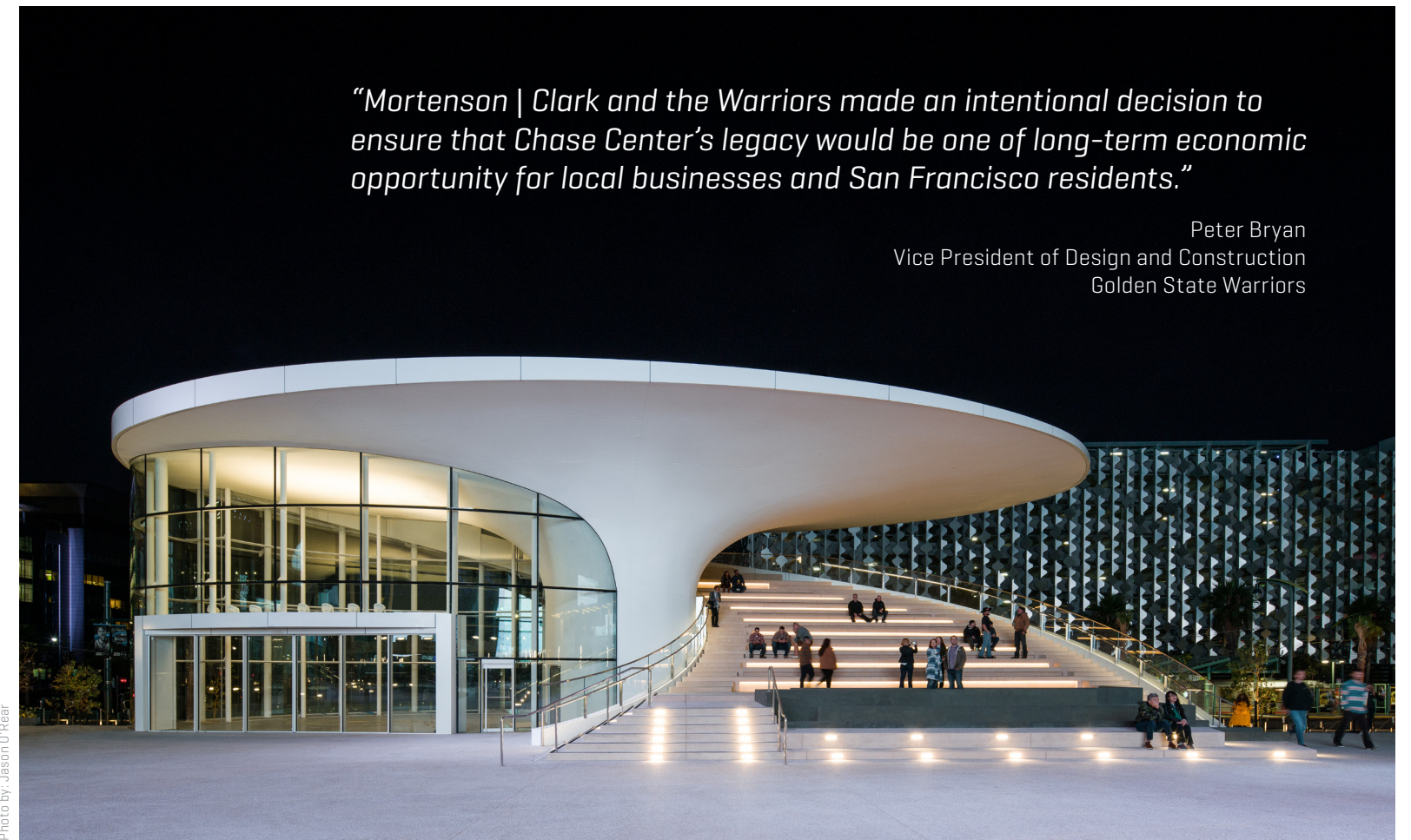


Photo by: Jason O'Rear

PUBLIC-PRIVATE PARTNERSHIPS

A PROVEN SOLUTION TO MOVE CRITICAL INFRASTRUCTURE PROJECTS FORWARD

By: Geoff Stricker
Senior Vice President &
Senior Managing Director
Edgemoor Infrastructure & Real Estate

From airport terminals and civic centers to hospitals and academic facilities, the demand for public buildings and infrastructure that foster productivity, support operational needs, and improve user well-being has public entities searching for effective strategies to help them bring needed facilities to life faster than ever before.

Enter public-private partnerships.



Edgemoor served as master developer of the Central District Development project – a momentous addition to the University of Kansas campus. The 55-acre expansion will allow KU to serve its students' future needs.

Photo by: Michael Robinson



Edgemoor is the turnkey developer for the Kansas City International Airport Terminal Modernization Program, a new 39-gate, one-million-square-foot terminal, a 6,300 space parking garage, new dual roadway and other landside improvements, as well as significant airside improvements including taxiways and aprons.

Rendering courtesy of Skidmore, Owings & Merrill

As another arrow in the quiver of procurement, public-private partnerships (P3s) enable the public sector to deliver much-needed facilities more efficiently than traditional design-bid-build delivery, transferring the responsibility and risk for integrated development, financing, design-build, and operations and maintenance to one private partner.

P3 delivery factors in a holistic view of a project, where a private partner considers the development's whole-life cost, including design-build, financing, long-term maintenance, and refurbishment costs – not just the up-front cost of delivering the facility. Integrating design-build, financing, and maintenance under one umbrella results in a lower actual cost in totality than if the public entity undertook those efforts on their own.

Edgemoor embraces P3s as an effective means to reduce risk in the development process, minimize the burden on client management resources, and control costs, while optimizing project functionality, flexibility, accountability, and the certainty of outcome. With more than \$4 billion of projects completed or in development, here are just a few of the many compelling advantages Edgemoor provides to our public clients across the country through P3 delivery:

Cost Control.

Under P3 delivery, Edgemoor guarantees the price for the building up front, including forecasted life cycle costs. Each agreement is different and may involve different partners, but at a minimum our clients receive a turnkey facility with a long-range plan for maintenance.

Edgemoor was selected to develop, finance, operate, and maintain the new 237,000,000-square-foot Howard County Circuit Courthouse, which will include space for the State's Attorney, Sheriff, local Bar Association, Maryland Public Defender, Clerk of Courts, and more.

Rendering courtesy of HOK



Maintenance Risk Transfer.

Everything from capital improvements to window washing and filter changes can be covered under a P3 operations and maintenance contract. Often times, public facilities have binders filled with deferred maintenance projects waiting for capital allocation. In contrast, through P3 delivery, Edgemoor ensures that the buildings we deliver will be maintained and handed back to our clients in a high-performing manner at the end of the concession or lease period.

Variable Financing Options.

There is no such thing as a one-size-fits-all solution when it comes to financing a project. Edgemoor provides a flexible project financing approach and structures each deal to meet our client's unique needs and circumstances. We have been successful in utilizing a range of different financial solutions, including tax-exempt debt, taxable private placements, bank loans, and equity investments.

Date Certain Delivery.

Clients, such as airport authorities, hospitals, and universities, are driven by their public and often immovable commitments to end-users and need to ensure their facilities are delivered with date certainty. Under P3 delivery, Edgemoor provides guarantees for the on-time delivery of the asset and is obligated to ensure opening-day is met. The firm has a demonstrated track record of success in this area, having delivered every one of our clients' projects on-time or ahead of schedule.

Risk Allocation.

On a P3 project, risks are allocated to the partner – public or private – that is best able to price and manage those risks. Edgemoor carefully evaluates and efficiently negotiates those risks to drive better value for our clients over the long-term.

Edgemoor's track record of success in a variety of markets nationwide is proof that a well-thought and executed P3 strategy can yield winning results – for all parties involved. ■



Geoff Stricker, Senior Vice President & Senior Managing Director of Edgemoor Infrastructure & Real Estate, is responsible for developing public-private opportunities, including transaction structuring, concept development, and executive-level leadership. Edgemoor, an affiliate of Clark Construction, is a leader in the development, financing, and operations of public buildings, infrastructure, and commercial real estate.

EDGE MOOR EARNS INDUSTRY ACCOLADES FOR P3 ACHIEVEMENTS

Over the last two decades, Edgemoor's real estate, finance, and construction professionals have worked to establish the firm as a leader in turnkey infrastructure delivery and valuable partner for public clients. With several noteworthy successes in 2018 and 2019, including the on-time completion of projects such as the nearly 1 million square-foot University of Kansas Central District Development in Lawrence, Kansas, and \$531 million Long Beach Civic Center in Southern California, as well as the groundbreaking for the KCI New Terminal – the largest single infrastructure project in Kansas City's history – Edgemoor is quickly solidifying its reputation as a best-in-class P3 solutions provider. The P3 Bulletin awards program recognizes P3 achievements on a global scale.

In October, the firm and its Howard County Circuit Courthouse project were recognized with three awards during P3 Bulletin magazine's annual awards gala, including the prestigious Gold Award for Developer/Sponsor of the Year.

The 237,000-square-foot Howard County Circuit Court-



house earned two awards in the categories of Best Social Infrastructure and Best Financial Structure. The future judicial facility is the first availability-payment structured social infrastructure project to reach financial close outside of California. Additionally, Edgemoor's client Howard County received a Silver Award for Public Agency of the Year for running one of the most disciplined and thoughtful procurement processes the industry has seen.

P3 BEST PRACTICES FOR PUBLIC LEADERS

As public institutions and government agencies look to partner with private developers to realize greater certainty in the delivery, long-term performance, and value of their assets, here are several best practices that public leaders considering P3 should take into account to help ensure their success:

- 1 Ensure total buy-in and approval from your board and senior administration prior to starting the P3 procurement process.
- 2 Hire third-party advisors with P3 experience. These firms can assist in the procurement, contract negotiation, and project oversight and help a public entity navigate the process smoothly.
- 3 Dedicate the proper internal personnel to manage the public-private partnership process.
- 4 Identify funding sources to make certain you are able to make payments on the asset once it is delivered.
- 5 Create a two-stage procurement process to identify the best partner. Short-listing at the RFQ stage ensures technically-qualified teams will respond to the full RFP criteria.
- 6 Conduct one-on-one meetings during the RFP process with each proposer to communicate critical project elements. This provides an opportunity to hear from the proposer on how they would address what is most important to your institution.
- 7 Select a partner based on the best value, taking into account a number of important factors, such as design, price, schedule, minority- and women-owned business participation, maintenance approach, and financing.



CLASS IN SESSION FOR SMALL BUSINESS OWNERS ENROLLED IN STRATEGIC PARTNERSHIP PROGRAM

Clark's 2019-2020 Strategic Partnership Program kicks off in seven cities

The school year is now underway for 190 small business owners across the country looking to enhance their business and project management skills and realize smart, sustainable growth. These entrepreneurs are enrolled in Clark's Strategic Partnership Program (SPP), an intensive, executive-MBA-style course designed to help small business owners enhance their size, scope, and scale. Furthering its commitment to strengthening the small business community nationwide, Clark kicked off the program in seven cities in September.

"For almost 15 years, Clark's Strategic Partnership Program has provided an in-depth, executive education program for leaders of small, minority, and disadvantaged businesses across the country," said Jay Grauberger, a senior vice president at Clark

and executive champion of the program nationally. "For their part, these small businesses have made a significant commitment and investment in their own growth and development by participating in the program."

The primary goal of the course is to grow the capabilities and business acumen of small, local firms to enable them to successfully compete for the best opportunities in their market. Offered at no cost to participants, the program includes weekly interactive classes covering a wide range of topics, such as finance and accounting, insurance and bonding, estimating, purchasing, project management, and contracts; it also includes business competencies, such as networking and presentation skills.

Since launching the program in Washington, DC, in 2006, Clark

The third class of the Kansas City Strategic Partnership Program started in September. There are 41 small business owners enrolled in the current cohort.

has helped many small businesses grow their firms. More than 800 entrepreneurs have successfully completed the development course, and hundreds have gone to successfully compete for, and perform, work on Clark projects.

"The Strategic Partnership Program is designed to go beyond just training to be truly transformative for participants," said Kwaku Gyabaah, a vice president at Clark who helps oversee the program in Southern California. "The most rewarding part in expanding the program over the last 13 years has been the consistent feedback from graduates about the lasting impact it is having on their companies – and seeing those companies help transform their communities."

Since its founding, Clark has expanded the program to additional cities where it builds, including Chicago, Illinois; Irvine, California; Kansas City, Missouri; San Francisco, California; and, Seattle, Washington.

This year, Clark debuted its Los Angeles-based Strategic Partnership Program. Sixteen area business leaders are currently enrolled in the course. The program furthers Clark's commitment to strengthening Los Angeles, not only through the physical structures it builds, but also through the opportunities it creates for local small business owners to grow, hire additional employees, and in turn give back to their own communities.

Clark has awarded more than \$1 billion of contracts to Strategic Partnership Program graduates nationwide, resulting in a total economic impact of more than \$2.3 billion. ■

ACROSS THE COUNTRY, EMPLOYEES TEAM UP TO SUPPORT GREAT CAUSES



CLARK CELEBRATES TEAM RIVER RUNNER'S 15TH ANNUAL BIATHLON

In October, Team River Runner (TRR) held its 15th annual DC Biathlon. More than 200 individuals – including 50 veterans – participated in the competitive fundraiser, which included a one-mile paddle on the Potomac River and a three-mile run on the Capital Crescent Trail.

Clark has supported TRR for more than a decade. Starting in 2008, Clark has hosted an annual fundraising luncheon for the organization ahead of the biathlon. At this year's luncheon, held at Washington Harbor, TRR

Executive Director Joe Mornini updated attendees on the organization's accomplishments in 2019, which included holding over 1,500 events and serving more than 2,000 individual veterans.

Team River Runner provides veterans an opportunity to find health, healing, community purpose, and new challenges through adventure and adaptive paddling sports. Since 2004, TRR has placed more than 10,000 veterans into kayaks in more than 70 chapters across 33 states. ■

PITCHING IN ON DCBIA COMMUNITY IMPROVEMENT DAY

At the 27th Annual District of Columbia Building Industry Association (DCBIA) Community Improvement Day, more than a dozen Clark employees helped revitalize Oxon Run Park in the Congress Heights neighborhood. More than 400 volunteers participated in the event, which divided

revitalization tasks for the park among many teams. Throughout the day, the Clark team helped improve two pedestrian bridges, built an elevated pathway, and supported general landscaping and site clean-up. For almost 20 years, Clark has been a staunch supporter of the DCBIA Community Improvement Day. ■



REPAIRING BIKES IN SEATTLE

Members of the Clark team spent a day volunteering in Seattle at Bike Works, a non-profit bicycle shop that works to empower youth and build resilient communities by making bicycling accessible and affordable. The Clark team helped repair six broken bicycles in order to provide a clean, affordable transportation option to local residents and prevent old bicycles from entering landfills. ■



TEEING IT UP TO BENEFIT BREAD FOR THE CITY

In September, the FBI Central Records Complex (CRC) project team hosted a golf outing to benefit Bread for the City, an organization that provides food, clothing, medical care, and social services to low-income Washington, DC, residents. The FBI CRC team was joined by trade contractors and other project stakeholders, as well as fellow Clark project teams, at Blue Ridge Shadows Golf Club in Winchester, Virginia. The event



raised more than \$4,500 for Bread for the City. ■

Groundbreaking Ceremony Marks the Official Start of a New Building at Segerstrom Center for the Arts

In September, Clark joined representatives from the Orange County Museum of Art, Segerstrom Center for the Arts, and the City of Costa Mesa to break ground on the new Orange County Museum of Art (OCMA).

Designed by global architecture firm Morphosis, the 53,000-square-foot facility will allow the museum to expand on its legacy of community enrichment and presentation of modern and contemporary art from artists rooted in Southern California and the Pacific Rim. The museum will feature nearly 25,000 square feet of exhibition galleries as well as an additional 10,000 square feet of space for education programs, performances, and public gatherings and will include administrative offices, a gift shop, and a café.

“The new building will allow the museum to ultimately play an ever-larger role in Southern California’s dynamic arts scene. For more than 50 years, the Orange County Museum of Art has been dedicated to providing the public in Orange County world-class arts programming, a mission which will only be advanced through the institution’s relocation to Segerstrom Center for the Arts,” said Todd D. Smith, director and chief executive officer of OCMA.



The building is designed to provide flexible and functional spaces while creating an inviting and memorable atmosphere. The main floor features reconfigurable open-span exhibition space complemented by mezzanine and street-front galleries that can accommodate collections spanning a variety of sizes and media. A spacious roof terrace will serve

as an open-air space that can be configured for installations, a sculpture garden, outdoor film screenings, or events. A dynamic space for performance and education is situated above the building’s light-filled atrium.

The new Orange County Museum of Art is projected to open in 2021. ■

Milestones

This quarter, our project teams across the country reached some exciting milestones:

BREAKING GROUND

320 North Sangamon

Clark celebrated the groundbreaking of 320 North Sangamon with its project partners and members of the Chicago community. Located in the Fulton Market District, the 13-story building will feature 268,000 square feet of office space, 7,800 square feet of ground-floor retail, garage parking for 47 cars, and tenant amenities such as a fitness center, bike room, and outdoor terrace. The project is expected to reach substantial completion in 2021.

UNDERWAY

Dwight D. Eisenhower Memorial

The Clark team recently began placing the 600 panels that will make up the memorial’s 450-foot-long stainless steel woven tapestry. Each panel measures 3 feet by 15 feet. Once complete, the Frank Gehry-designed tapestry will depict the peacetime cliffs of Normandy.



Howard County Circuit Courthouse

The Howard County Circuit Courthouse team recently celebrated the start of steel on the 238,000-square-foot courthouse project. Over the next several months, the team will set 1,350 tons of steel to bring this state-of-the-art facility vertical. Substantial completion is slated for 2021.

National Air and Space Museum Revitalization

Over the summer, the Clark/Smoot/Consigli team kicked off the National Air and Space Museum’s façade restoration. The façade, which is comprised of 15,000 pieces of stone, will require the installation of five million pounds of structural steel as it is replaced in its entirety over the next five years.

TOPPING OUT

Global Home of the PGA TOUR

The final concrete pour was completed at the Global Home of PGA TOUR located in Ponte Vedra, Florida. Once complete, the TOUR’s new 187,000-square-foot headquarters will house 800 employees who currently occupy 17 separate locations in the area.

P-714 Unaccompanied Housing at Naval Station Great Lakes

The P-714 Unaccompanied Housing project team recently completed structural concrete for the 166,000-square-foot facility in Great Lakes, Illinois. Once complete, the barracks will be capable of housing 616 enlisted military personnel in 308 bunk rooms. Substantial completion is slated for 2020.

Clovis Community Medical Center - Phase C

The Clovis Community Medical Center - Phase C project team recently hoisted the final steel beam to top out the state-of-the-art patient tower. The new 144-bed patient tower will add 132,000 square feet to the hospital, helping meet the Valley’s growing needs for different types of healthcare services.



110 North Wacker

Representatives from the Howard Hughes Corporation, Riverside Investment and Development Company, Goettsch Partners, Bank of America, and the City of Chicago joined Clark Construction in September to ceremoniously hoist the final steel beam into place at 110 North Wacker in Chicago. Since breaking ground last year, the Clark team has placed 12,500 tons of steel and poured over 60,000 cubic yards of concrete to bring this 57-story office tower to full height.

Crossing

Clark recently topped out the first phase of Crossing, an 818-unit apartment building located in Washington, DC’s Navy Yard neighborhood. With concrete complete, the team is now focusing their efforts on completing the building envelope and interior unit construction. Substantial completion is slated for 2020.

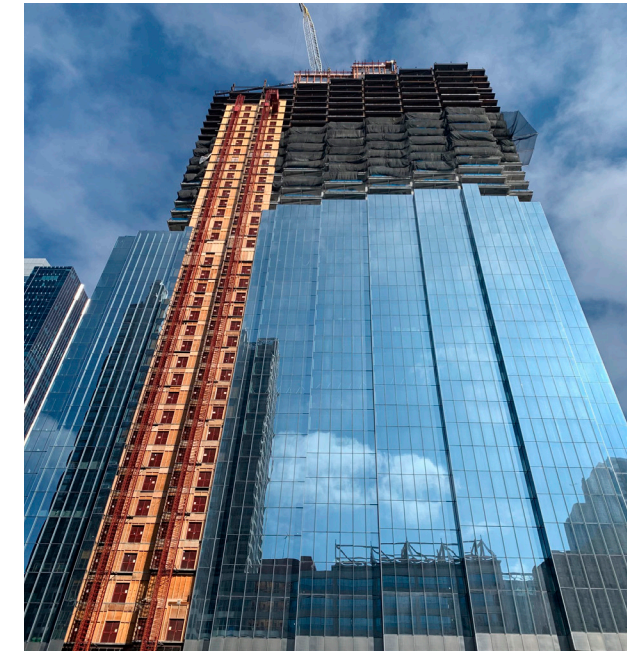
SUBSTANTIAL COMPLETION

Huāxyacac Hall

The Clark team recently delivered Huāxyacac Hall to San Diego State University. The new 200,000-square-foot residence hall houses over 1,100 students, offering double, triple and quadruple occupancy rooms, multi-purpose spaces, study areas, and student lounges.

145 South Wells

The 145 South Wells team recently delivered the 237,000-square-foot, core-and-shell commercial office building to Maceri + Roszak. Located inside the Loop in downtown Chicago, the 20-story building includes 3,800 square feet of retail space on the ground level and parking on the second level. Tenant amenity space is located on the 20th level and includes a fitness and yoga studio, golf simulator, kitchen, and rooftop terrace.



Fishing Wars Memorial Bridge

In September, Atkinson Construction delivered the Fishing Wars Memorial Bridge, formerly known as the Puyallup River Bridge, to the City of Tacoma in Washington. The Atkinson team replaced the previous structurally-deficient bridge with modern, precast girder spans and added one traffic lane and two bike lanes.

University of Washington Seismic Improvements

Clark recently completed the first phase of the multi-building seismic improvements project on the University of Washington campus in Seattle, Washington. The project team investigated seismic conditions of 25 buildings on campus and performed various renovations to improve seismic safety. Future phases of the project are set to continue through 2025.

The Boro

The Clark team recently delivered the first phase of The Boro, a 1.7-million-square-foot mixed-use complex in Tysons, Virginia. The project is comprised of a five-story office tower and three residential towers ranging in size from 12 to 32 stories. The Boro offers a walkable urban environment in Tysons with a dynamic combination of office, retail, and residential space in both mid- and high-rise construction.

Clark Announces Vice Presidents Promotions



JON DEARINGER

Following nearly a decade of military service, John transitioned to the construction industry and, in 2009, joined Clark as an assistant superintendent and quality control inspector on the San Antonio Military Medical Center project. For the past ten years, John has helped deliver federal healthcare and laboratory projects in Texas and Illinois. As vice president, Jon will lead field operations for the final phase of the Fort Bliss Replacement Hospital project before relocating to California to oversee the Clovis Community Medical Center project. ■



TIM LAMSON

Tim began his career at Clark in 2005 in the Mid-Atlantic where he supported the completion and delivery of noteworthy mixed-use, office, and renovation projects including Liberty Center and CityCenterDC. He went on to manage the design-build delivery of the University of Connecticut's Ambulatory Care Center and the McCormick Place Marriott Marquis in Chicago. As vice president, he will lead efforts on the Grand Hyatt Nashville and Nashville Yards projects while pursuing new opportunities for Clark in the Nashville market. ■



JOHN WARREN

After serving as a Marine Infantry Officer under Operation Enduring Freedom, John joined Clark as a superintendent, lending his expertise to several military housing projects, including Marine Corps Base Quantico and Fort Belvoir. He later relocated to Southern California and worked on various projects, most notably the University of California, Riverside Glen Mor II Student Housing project. In 2017 he returned to his hometown of San Antonio to oversee the Frost Tower project. As vice president, John will act as general manager for all Texas operations as part of Clark's Regional Group. ■

CLARK WELCOMES CHRIS JORDAN IN NEW HR EXECUTIVE POSITION

Chris Jordan has joined Clark Construction as vice president, talent acquisition and human resources technology. In this role, he will lead the company's recruitment program and develop innovative strategies to attract and retain talent.

Chris most recently served as vice president of global talent acquisition at Genworth, a global financial services and mortgage insurance company based in Richmond, Virginia.



Chris earned a bachelor's degree in business management from Virginia Polytechnic Institute and State University. ■

BD+C NAMES PROJECT EXECUTIVE TO 40 UNDER 40 LIST

Project Executive Michael Rechnitz was recently named to Building Design + Construction magazine's 40 Under 40 Class of 2019, which highlights leaders across the commercial design and construction industry who not only excel in their field of work but also in service to their clients, professions, and their communities.

Michael currently leads construction on the International Arrivals Facility (IAF) at Seattle-Tacoma International Airport.



He volunteers for the Associated Schools of Construction, and has served as a board advisor to the Pullman Firefighters Charitable Foundation. ■

CLARK CIVIL PROJECT LEADER PROFILED IN WASHINGTONIAN MAGAZINE

Assistant Superintendent Michelle Couste was featured on the cover of the October issue of Washingtonian magazine. Her experience in the construction industry was included in the featured story, *What It's Like to Be a Woman in Washington*.

Michelle, who joined Clark in 2015, is currently leading build-out efforts at the Ashburn station in Virginia, one of six new Metrorail stations being

delivered as part of the Dulles Metrorail Silver Line Phase 2 project. When asked to reflect on the project's impact and contribution to the metropolitan area she said, "I'm just going to be so excited to share with everybody how much went into building this, and how proud I am that I had an integral impact in making it happen." ■



CLARK'S SUMMER ASSOCIATE PROGRAM AMONG BEST IN THE UNITED STATES

Clark Construction was recently named to WayUp's list of Top 100 Internship Programs. WayUp, a career website for college students and recent graduates, engages a panel of industry experts to assess hundreds of internship programs each year based on criteria that includes diversity, conversion rates to full-time roles, and unique initiatives. Clark's Summer Associate

Program is designed to provide college students with an opportunity to pursue meaningful, hands-on construction experience coupled with ample opportunities to network with their peers. Summer Associate Program alumni frequently note the impact of the program in bolstering their attraction to the construction industry and shaping their career at Clark. ■

C3M NAMED 2019 ENR SPECIALTY CONTRACTOR OF THE YEAR

C3M Power Systems (C3M) has been named the 2019 MidAtlantic Specialty Contractor of the Year by Engineering News-Record (ENR). The team received the award at ENR MidAtlantic's Best Project Awards event in Baltimore, Maryland, earlier this month.

Selected by the publications' editors for its electrical work supporting complex infrastructure, railways, airports, highways, and utilities projects nationwide, C3M recently completed a critical phase of its work with the Washington

Metropolitan Area Transit Authority. During a complete shutdown where rail stations were taken offline – a first for the transit agency, C3M successfully upgraded three traction power sub-stations in only 75 days. Generally, upgrades of this kind for one sub-station require six to nine months for completion.

C3M's portfolio of ongoing work includes the I-395 Express Lanes project in Northern Virginia, rehabilitation of the train control system for the light rail transit system in Pittsburgh, and more. ■



CLARK NAMED FINALIST FOR PRESTIGIOUS U.S. CHAMBER FOUNDATION AWARD

The U.S. Chamber of Commerce Foundation recognized Clark Construction's Strategic Partnership Program as a finalist in its 2019 Citizens Awards in the category of Best Economic Empowerment Program.

The recognition was bestowed during the Chamber's 2019 Citizens Awards Gala. The awards, which are given in eight categories, recognize the most strategic and innovative corporate citizenship programs from businesses, chambers, and associations of all sizes. The Best Economic

Empowerment Program category recognizes a company's work to empower individuals through economic and business empowerment initiatives. Finalists are selected by a committee of subject matter experts, corporate citizenship professionals, government representatives, and community leaders.

Wesley Stith, Clark's vice president of procurement stated, "Clark is honored to be recognized by the U.S. Chamber of Commerce Foundation for our work to support small businesses nationwide." ■



PROJECTS FROM COAST TO COAST RECOGNIZED FOR CONSTRUCTION EXCELLENCE

Clark projects throughout the United States have recently received awards from a number of industry associations:

AGC WASHINGTON CONTRACTOR AWARDS

The Associated General Contractors (AGC) of Metropolitan Washington, DC's annual Washington Contractor Awards honor the year's best local construction projects and contractors. Clark received six awards at this year's gala.

Clark Foundations

Subcontractor of the Year

National Law Enforcement Museum

Clark Construction Group
Public / Government / Institutional

Ballston Quarter Retail Renovation

Clark Construction Group
BIM Projects

Glenstone II Museum

Clark Concrete
Public / Government / Institutional

CSX Virginia Avenue Tunnel Reconstruction

Clark/Parsons, a Joint Venture
Highway / Transit / Bridge

Inova Schar Cancer Center

S2N Technology Group
Specialty Contracting

NAIOP DC | MD AWARDS OF EXCELLENCE

The Washington, DC and Maryland chapter of NAIOP celebrates their Best of the Best Awards during the annual Awards of Excellence ceremony. Clark Construction teams took home three awards at this year's event.

The Sonnet

Best Multi-Family Project



Photo by: Jeffrey Sauers



International Spy Museum

Best Institutional Facility

1101 Sixteenth

Best Amenity Space

ASCE SAN FRANCISCO ANNUAL AWARDS

The American Society of Civil Engineers (ASCE) San Francisco celebrates the outstanding work in civil engineering completed throughout the area at its Annual Meeting and Awards Gala. Members of the Highland Hospital project team accepted the award alongside several of the project's trade contractors.

Highland Hospital Acute Tower Replacement

Construction Project of the Year

Photo by: Judy Davis / Hoachlander Davis Photography

WHERE WE ARE



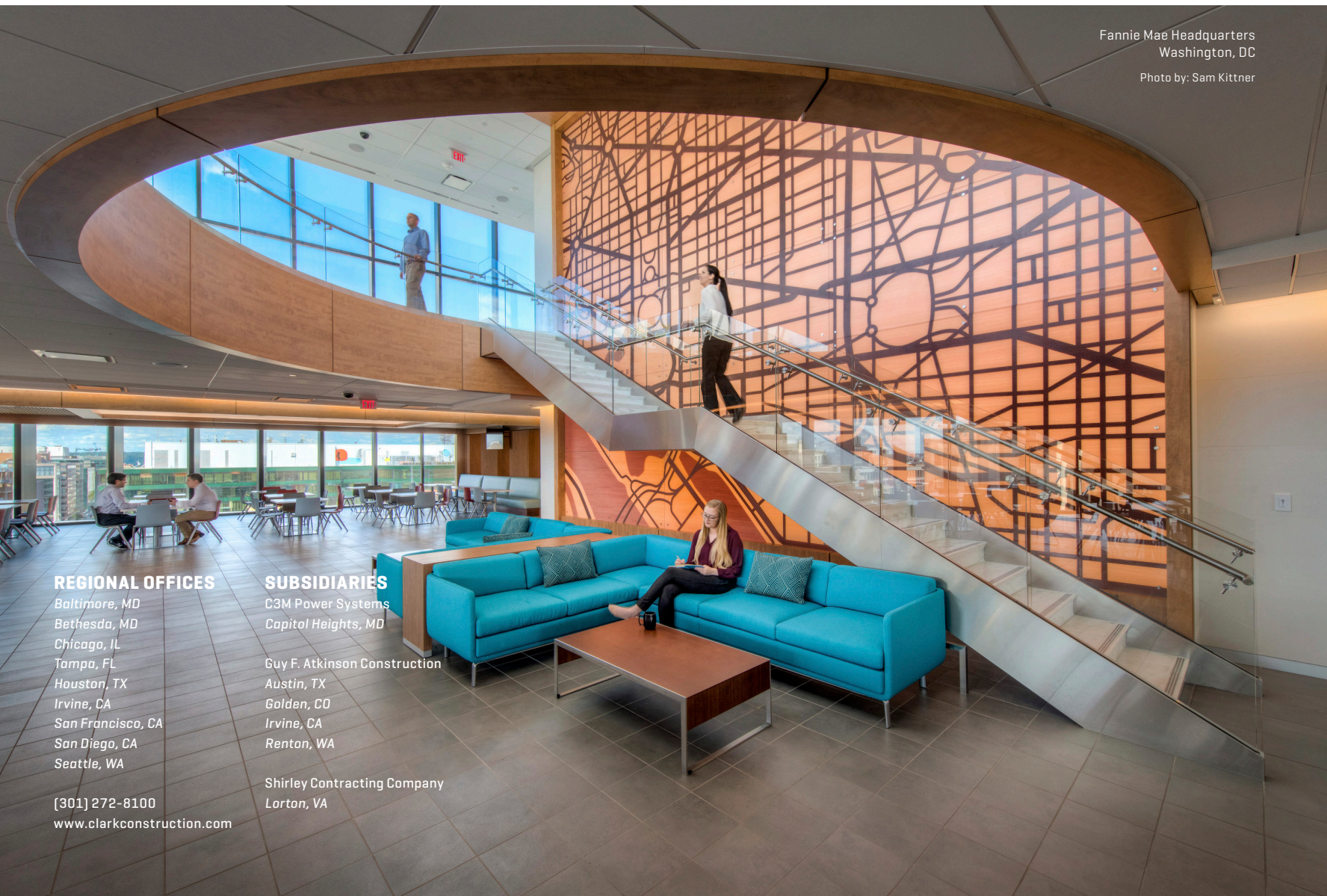
Campuses clockwise from top left: Ohio State University, Cal Poly Pomona, Georgia Tech, Bucknell University, Virginia Tech, Cornell University

THIS FALL, OUR CAMPUS TEAMS WERE BUSY engaging with the next generation of Clark leaders at colleges across the country. Led by the recruiting team and school captains, our campus teams attend career fairs and host information sessions to showcase the wide-range of opportunities at the Clark. This year, Clark traveled to more than 45 campuses across the country to find the best and brightest to join the Clark team. "I really enjoy coming back to campus and enlightening students about the Clark organization" said Jane Parry, a senior project manager at Clark and a Cal Poly Pomona alumna. "It's so satisfying to find new candidates that are the right fit for Clark that then go on to succeed in the company." ■



Presorted
Standard
U.S. Postage
PAID
Gaithersburg, MD

Clark Construction Group, LLC
7500 Old Georgetown Road
Bethesda, MD 20814



Fannie Mae Headquarters
Washington, DC

Photo by: Sam Kittner

REGIONAL OFFICES

Baltimore, MD
Bethesda, MD
Chicago, IL
Tampa, FL
Houston, TX
Irvine, CA
San Francisco, CA
San Diego, CA
Seattle, WA

SUBSIDIARIES

C3M Power Systems
Capitol Heights, MD
Guy F. Atkinson Construction
Austin, TX
Golden, CO
Irvine, CA
Renton, WA

Shirley Contracting Company
Lorton, VA

[301] 272-8100
www.clarkconstruction.com