

# SUPERSTRUCTURE

MIDTOWN CENTER

## Bridges the Gap Between Planning and Execution

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**CLARK**  
CONSTRUCTION

# FROM THE CEO

**WE DON'T LIKE TO REST ON OUR LAURELS.** As a company that's been around for 112 years, we've figured out that longevity requires adaptation, continuous improvement, and a dedication to maintaining highly-engaged and collaborative relationships.

For us to improve, both as individuals and as a business, we must continuously reevaluate and optimize the value that we provide to clients and communities. For example, we feature our adoption of the KASK safety helmet in this issue, a change that we are immensely proud of. That change was born out of the idea that traumatic brain injuries are unacceptable on our projects, and that we could do better. Because of this large-scale change across the company, we have already seen injury prevention resulting from improved head protection. We made the choice to do better.

We will continue to make that choice, not just in safety but in every aspect of what we do. Here at Clark, there is no typical day or typical project. Certain types of projects that we feature in this issue—from multi-family residential complexes to Class A office buildings—continue to proliferate around the country, but there's nothing common about these projects, or the Clark teams that deliver them.

At Midtown Center, the successful outcome is the result of an exceptional team that was passionate about planning, precision, and

consistent collaboration with the client and architect. They instilled a solutions-oriented and flexible team mentality from day one, and it enabled them to execute ingenious solutions for incredibly complex constraints.

We also have a long history of working with some of the nation's leading residential developers to deliver spaces people call home. Through decades of experience, Clark has developed an approach that includes time-tested practices, innovative building strategies, and the use of specialized risk management and communication tools. With the strategic adoption of new technologies, you'll see that our project teams are maximizing efficiencies to foster a transparent turnover process, enabling our clients to bring their facilities online as quickly as possible.

And it's not just building brilliantly—it's encouraging small business participation, providing growth opportunities for local businesses, paying close attention to the sustainable facets of our projects, and leveraging our relationships with our partners to leave lasting marks on our communities. After all—it's not just about what we do. It's about who we are, and how we leave lasting marks on the places we call home.



**ROBERT D. MOSER, JR.**  
PRESIDENT AND CEO

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# SUPERSTRUCTURE

VOL. 36, NO. 3 | SUMMER 2018

## FEATURES



Photo by: Judy Davis/HDPPhoto ©

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### Midtown Center Bridges the Gap Between Planning and Execution

From start to finish, project stakeholders went above and beyond to tackle challenges with creativity, strategic planning, and the flexibility to address unique circumstances. The result is an energetic nexus of retail, office, and public space in the heart of the nation's capital.



Photo courtesy of Thomas Roszak Architecture

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### Delivering Exceptional Places to Call Home

Clark has developed an acute understanding of the distinct priorities of our residential clients and honed our building process to deliver value, certainty, and superior results.

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Midtown Center cuts a striking figure in the DC landscape, standing out from the sleek, unitized curtain walls that line the street.

Photo by: Judy Davis/HDPPhoto ©

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# Clark Transforming Bethesda at 7272 Wisconsin Avenue

**Carr Properties has selected Clark Construction to bring to life The Wilson and The Elm at 7272 Wisconsin Avenue** in downtown Bethesda, MD. Shalom Baranes Associates is the project architect.

Situated at the prime intersection of Wisconsin Avenue and Elm Street, the mixed-use development totals more than one million square feet, and is made up of a 364,000-square-foot office building and two residential towers totaling 613,000 square feet.

Clark will construct the three towers on top of a shared 375,000-square-foot podium, which will include a structured parking deck with more than 750 above- and below-grade parking spaces. The development will include ground level retail space and an amenity sky bridge, and will also house the western terminus of the Purple Line light rail system. Extending up 295 feet from its base, the project will feature a multi-stepped curtain wall façade.

The project is designed to achieve LEED® Gold certification. Clark Foundations is part of the project team and is performing support-of-excavation, which is currently underway. Substantial completion is slated for spring 2021. ■



Rendering courtesy of Shalom Baranes Associates



Rendering courtesy of HKS

## New Contracts

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

### HOSPITALITY

#### Hyatt Regency Nashville

*Construction of a 24-story, 784,000-square-foot hotel with 591 guest rooms and three levels of below-grade parking*

**Location:** Nashville, TN

**Company:** Clark Construction Group

**Client:** Southwest Value Partners

**Architect:** HKS

**Completion:** Fall 2020

## GOVERNMENT

### **BART Hayward Maintenance Complex Central Warehouse**

*Construction of a 135,000-square-foot warehouse building, as well as site improvements and landscaping*

**Location:** Hayward, CA

**Company:** Clark Civil

**Client:** Bay Area Rapid Transit District (BART)

**Architect:** AECOM-TSE, JV

**Contract Amount:** \$50 million

**Completion:** Winter 2019

## COMMERCIAL

### **1050 17<sup>th</sup> Street, NW**

*Construction of an 11-story, core-and-shell office building with ground floor retail and four levels of below-grade parking*

**Location:** Washington, DC

**Company:** Clark Construction Group

**Client:** The Lenkin Company

**Architect:** Gensler

**Completion:** Summer 2020

### **145 South Wells**

*Construction of a 20-story, core-and-shell office building with retail space on the first floor and parking on the second level*

**Location:** Chicago, IL

**Company:** Clark Construction Group

**Client:** Mocerri + Roszak

**Architect:** Thomas Roszak Architecture

**Completion:** Fall 2019



Rendering courtesy of Gensler

### **888 16<sup>th</sup> Street, NW**

*Renovation and repositioning of an existing building into a 180,000-square-foot office building with three below-grade levels of parking*

**Location:** Washington, DC

**Company:** Clark Construction Group

**Client:** Trammell Crow Company

**Architect:** Gensler

**Completion:** Summer 2019

## MASS TRANSIT

### **WMATA Blue Line Rail Power Systems Upgrades**

*Installation of electrical equipment at seven tie breaker stations and seven traction power substations*

**Location:** Washington, DC metro area

**Company:** C3M Power Systems

**Client:** Washington Metropolitan Area Transit Authority (WMATA)

**Contract Amount:** \$59 million

**Completion:** Winter 2021

### **I-5 Corridor Improvements:**

#### **Steilacoom-DuPont Road to Thorne Lane**

*Widening a portion of I-5 to construct a fourth general purpose lane in each direction, as well as grade-separated crossings, auxiliary lanes, and intersection roundabouts*

**Location:** Lakewood, WA

**Company:** Atkinson Construction

**Client:** Washington State Department of Transportation (WSDOT)

**Contract Amount:** \$181 million

**Completion:** Summer 2021



Rendering courtesy of Gensler



At the Chase Center project in San Francisco, craft workers participated in yoga exercises as part of their daily stretch and flex routine.

# Emphasizing the Power of Choices During Safety Week 2018

**In May, jobsites across the country participated in Safety Week 2018: The Power of Safe Choices**—a national awareness campaign that provides the opportunity to recommit to safe practices each and every day. From yoga and fall protection demonstrations to national emergency evacuation drills and worker appreciation events, Clark project teams found unique and memorable ways to recognize and reinforce the importance of safety.

“Safety Week affords our entire industry the opportunity to pause and reflect on what is really important in our lives—the safety and wellbeing of ourselves and others,” remarks

Kris Manning, Clark’s vice president of safety. “I love this year’s theme, The Power of Safe Choices, because it speaks to not only the men and women working safely on our jobsites, but also the management staff who can influence safety conditions. While nobody chooses to get hurt, all of us have to make the choice every day to make a difference and look out for each other.”

Officials from OSHA joined several Clark project teams during the week, and representatives from the Virginia Department of Labor and Industry and FallTech joined Clark’s National Safety Stand Down at the Inova Schar Cancer Institute project in Fairfax, VA.

Throughout the week, project teams emphasized three key choices to promote a safety culture on the job:

- 1. Plan Your Work:** Ensure that every crew onsite knows what work will occur each day, how it will be accomplished safely, and how to eliminate any potential hazards associated with the work.
- 2. Ensure Others Work Safely:** Each person has the authority and responsibility to stop an unsafe practice on the job.
- 3. Respect the Workplace:** A clean site is a safe site. Keep the site clean and avoid leaving trash on the ground to reduce fall or trip hazards.

The Clark team also launched a new initiative during safety week, “Fist Bump for Safety.” Based on the premise of relationship-based safety, Fist Bump for Safety reinforces the importance of taking time to develop personal connections and a sense of caring that is essential to working safely. “You do not fist bump a stranger,” says Manning. “You fist bump somebody you know, somebody who shares the same values and enthusiasm that you do. Fist bumping serves as a subtle reminder about what’s important, and that you care.” ■

*On the heels of Safety Week, Clark Concrete celebrated 2 million worker hours without an OSHA lost time incident. During those 2 million hours, Clark Concrete employees have placed more than 291,000 cubic yards of concrete across 29 projects.*

# Clark's Drive for Enhanced Head Protection Reduces Traumatic Injuries

**One year ago, Clark Construction Group became the first general contractor in the United States to implement the company-wide adoption of safety helmets with chin straps for all employees.** Since then, the company has witnessed improvement in the prevention of head injuries on its projects.

After more than a year of testing and research and development, Clark determined that safety helmets with chin straps were a prudent solution to preventing Traumatic

Brain Injuries (TBIs) as the result of a fall. In 2016, there were nearly 400 fall fatalities in the construction industry. That year, the National Institute for Occupational Safety and Health (NIOSH) found that 25% of all construction fatalities are the result of TBIs, most of which occurred from a fall.

In 2017, Clark made the decision to adopt helmets with chinstraps. Today, all employees wear the safety helmet. When asked about the impact of the helmet in the past year, Seth

Randall, division safety manager commented, "Since adopting the helmet, we've already seen positive results from a couple of incidents where head injuries have been avoided because of the helmet."

Two years ago, Clark chose to find better head protection. One year ago, Clark chose to make it company policy. Every day, Clark chooses to provide the safest possible work environment for each and every person on our jobsites. ■



## A LIFE-SAVING DIFFERENCE

In February 2018, Marvin Taylor was cleaning stairs on a jobsite when a guardrail on a stair mid-landing gave out, and he fell seven feet onto a concrete slab below. "At the hospital, the doctor confirmed that I didn't have a concussion or anything," remarked Marvin. "I didn't even realize that I had hit my head. Then I was shown the helmet I was wearing. There was a three-inch crack in the helmet. My old hard hat... it would have fallen off my head. That would have been a three-inch crack in my skull. It could have been so much worse." Shortly after the incident, Marvin was able to return to work on site.

## FEATURE

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Comprised of two towers, Midtown Center features 45,000 square feet of retail space, multiple three-story atria, and three levels of below-grade parking.

Photo by: Judy Davis/HDPPhoto ©







# BRIDGING THE GAP BETWEEN PLANNING AND EXECUTION at Midtown Center

Midtown Center is more than the sum of its parts—and it has a lot of moving parts. The 875,000-square-foot, 14-story building is an energetic nexus of retail, office, and public space in the heart of the nation’s capital. Completing the project was a complex—and fast-paced—dance of trades and timing.

**In Washington, DC, office buildings often blend together.** Congested sites, height restrictions, and ubiquitous numeric street names can make it difficult for even the most impressive projects to stand out.

That’s not the case for Midtown Center, located at 1100 15th Street, NW. From start to finish, project stakeholders went above and beyond to tackle challenges with creativity, strategic planning, and the flexibility to address unique circumstances. The result is an energetic nexus of retail, office, and public space in the heart of the nation’s capital.

Midtown Center is more than the sum of its parts—and it has a lot of moving parts. The 875,000-square-foot, 14-story project

is comprised of two towers: east and west. Designed to achieve LEED Gold certification, the structure features 45,000 square feet of retail space, multiple three-story atria, three levels of below-grade parking, as well as a fitness center, rooftop terrace, and private alley. The building’s distinctive façade stands out with a unique, patterned glass curtain wall with multiple elevations of 3D panels and pre-patinated copper cladding. Three structural steel “tunnel” bridges span more than 110 feet across the site’s courtyard, connecting the east and west towers with an interior walkway (inside the bridges) and an exterior walkway (on top of the bridges, open to the air).

And we haven’t even gotten to the hard part yet.

**THE TIMELINE**

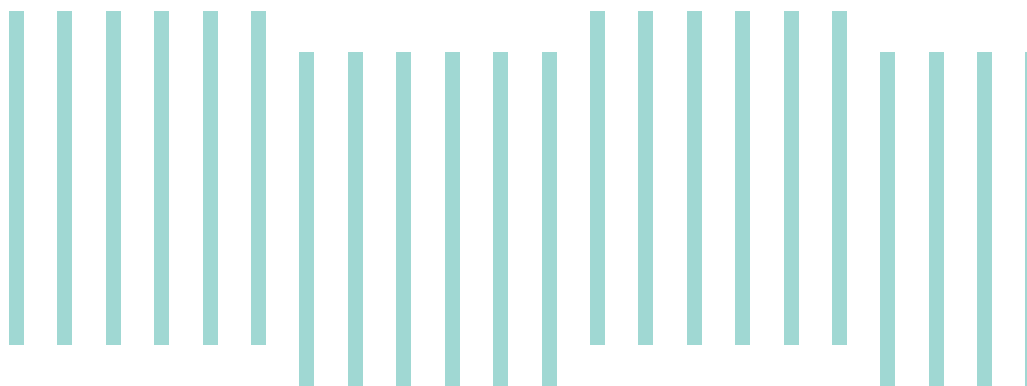
From the notice to proceed in December 2015, the time constraints of the project were immediately clear. The first building tenants were scheduled to begin moving in by December 2017, leaving less than 2 years for the Clark team to demolish four existing buildings, excavate the site, and turnover one of the towers. After that, it would be a race to the finish to deliver the second tower six months later in June 2018.

In order to execute such an accelerated project timeline, Clark performed nine months of intensive preconstruction and operations planning while the project design was concurrently underway, and came to a few immediate conclusions:

1. The project would have to operate 24/7, or as close to that as possible.
2. The project architect, SHoP Architects, would need an experienced design-assist trade partner in order to design, fabricate, and install the extensive and complex curtain wall on time.
3. The project team needed to develop a separate construction plan for each tower, and use a phased turnover approach to move in tenants while still constructing the rest of the building.

The team’s pre-planning was critical to figuring out exactly how each aspect of the project would have to come together. To facilitate a seamless transition between core-and-shell construction and interior fit out, Clark performed both scopes under two separate contracts, with two dedicated teams planning and working in concert. Multiple trade partners, such as the MEP subcontractors, joined both the base building and tenant fit out teams; this aspect was crucial for the coordination required for the phased occupancy and expedited schedule.

When you ask Senior Project Manager Federica Burelli how they kept track of everything at Midtown Center, she emphasizes, “I don’t think this project’s success would have been possible without all of our planning. Clark led a pull planning meeting with all project stakeholders; we worked backwards from all milestone dates to outline deadlines and deliverables. We could not skip a beat, so this exercise was crucial for setting expectations among the owner, designers, and ourselves. Additionally, we had our vice president of construction operations, John Swagart, involved at all stages of purchasing to ensure our scopes were complete and truly aligned with our demanding site logistics and schedule requirements.”



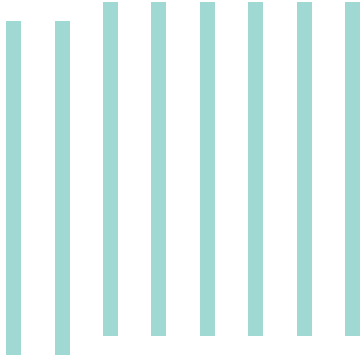
**ACCOUNTING FOR UNUSUAL CONDITIONS**

While the team was completely prepared for scheduling and purchasing, not many teams have to prepare for soil bursting into flames during excavation. Because of a previous fuel station adjacent to the north end of the site, contaminated soil caused significant bonfires and flare ups during excavation. Following weeks of investigation and consulting with engineering firms WSP and ATC, the team found a flame retardant solution to mitigate the unusual safety issue and press on through the accelerated schedule.

Midtown Center’s distinctive façade features a unique, patterned glass curtain wall with multiple elevations of 3D panels and pre-patinated copper cladding.

Photos by: Judy Davis/HDPhoto ©





## THE BRIDGES

The bridges of Midtown Center look like they flow effortlessly between the east and west towers, but an immense amount of structural engineering and meticulous planning went into their design and installation.

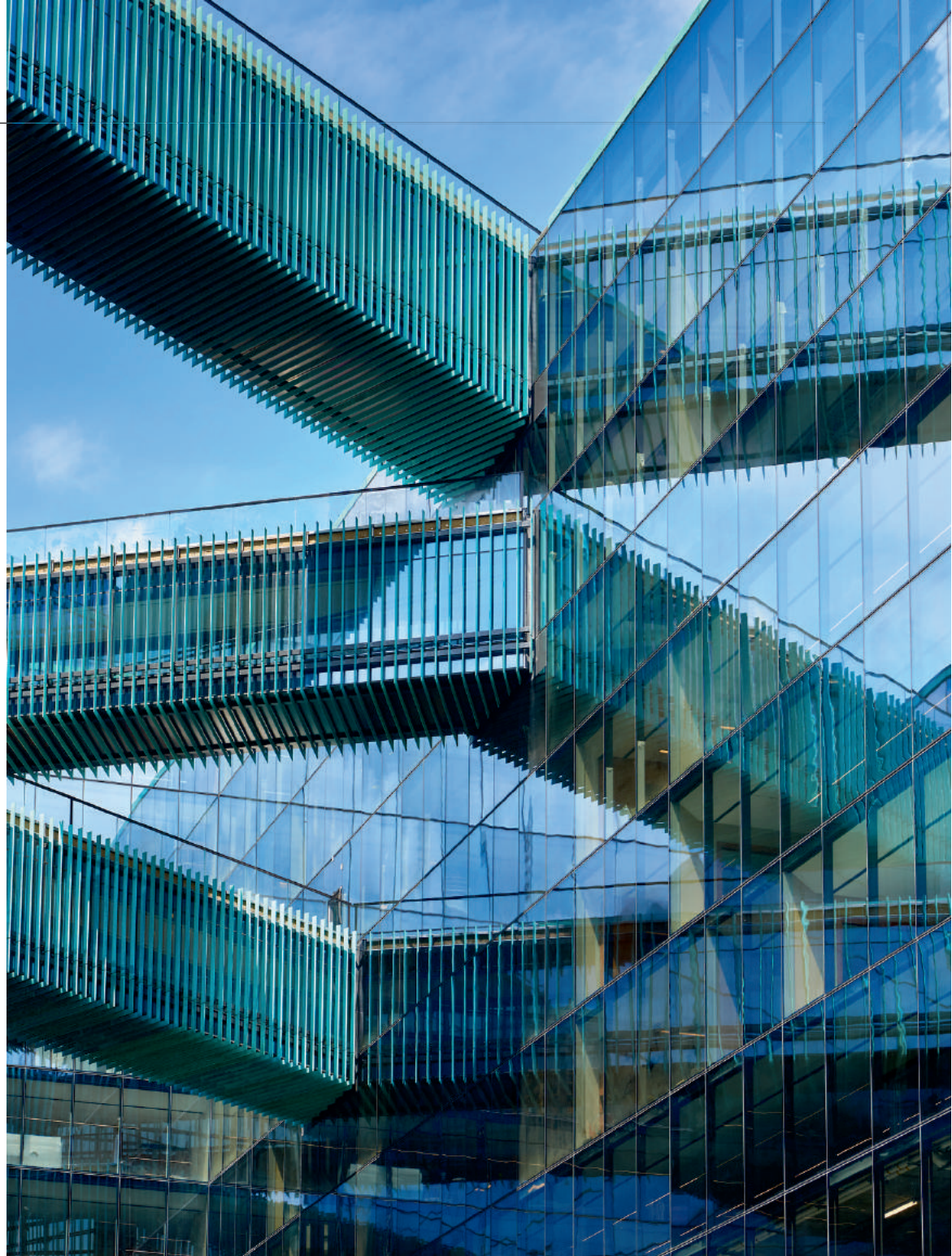
Complex engineering was essential to the safe and successful execution of this critical project element. A multitude of firms, including Clark Foundations, KCE Structural Engineers, and ECS, collaborated to evaluate and design a steel platform to support the 550-ton crane needed to lift the load of the top steel chords, each weighing more than 45,000 pounds. The platform spanned 22 feet over the existing, active electrical transformer vaults in the courtyard, diverting the weight to the building's foundation system and mat slab. This design solution was crucial, allowing the 550-ton crane to pick 120-foot bridge components and tension rods prior to hoisting them into the DC skyline.

Clark worked with steel subcontractor Berlin Steel Construction Company and structural engineer SK&A to design and install the 50-ton tunnel bridges. In addition to the feasibility and safety of the bridges, the team had to factor in the accelerated project schedule and phased occupancy into the equation. To adhere to the schedule, the team collaborated to develop a solution, modifying the towers' column design from typical concrete and rebar to composite steel.

The new design allowed each bridge to be set prior to pouring and stressing the concrete deck adjacent to the bridge. This resequencing enabled curtain wall specialist Oldcastle BuildingEnvelope to complete the east tower curtain wall installation in sequence, instead of stopping glass panel installation while waiting for the bridges to swing into place.

## HITTING EVERY BENCHMARK

The entire Midtown Center project was a complex dance of trades and timing. Because of the phased turnover, the east and west tower systems had to operate independently, while still tying into each other, to allow for



partial occupancy. The team split the MEP systems, installed two different switchgear rooms, and ensured that the power went online months before Phase I substantial completion on November 30, 2017.

After reaching that first milestone, the team surpassed even their own aggressive timeline. Despite a very constrained and complex phased schedule, Midtown Center earned its Phase II Certificate of Occupancy on May 31, 2018—eight days ahead of schedule.

Midtown Center cuts a striking figure in the DC landscape, standing out from the sleek, unitized curtain walls that line the street interspersed with classical architecture. It stands apart, something new and inventive. After all of the work, all of the planning, all of the creative problem-solving and triple checking—Midtown Center is open for business. ■



Photo courtesy of Thomas Roszak Architecture

# Delivering Exceptional Places to Call Home

**W**HETHER IT IS MILLENNIALS SEEKING OUT THE QUINTESSENTIAL METROPOLITAN EXPERIENCE OR EMPTY NESTERS LOOKING TO DOWNSIZE,

apartments and condominiums provide a low-maintenance urban lifestyle that is both appealing and convenient. As more people opt for city living, the United States has seen a surge in demand for multi-family housing. Developers have responded in turn by creating stylish, amenity-rich facilities, replete with modern conveniences, and Clark is serving as a trusted partner to bring those buildings to life.

Through decades of experience working with the nation's leading developers, Clark has developed an acute understanding of the distinct priorities of our residential clients and honed our building process to deliver value, certainty, and superior results. With a fine-tuned approach that includes time-tested building strategies, the use of innovative, custom-designed risk management and communication tools, and the flexibility to accommodate special requests, the company is enabling our clients to deliver unparalleled contemporary living experiences.

**Clark currently has 16 active multi-family projects worth \$1.4 billion that stretch from San Francisco to Washington, DC. These add to the company's \$9 billion portfolio of award-winning mixed-use and residential work, including tens of thousands of housing units—from condos to apartments, to dormitories.**

Nearly a decade ago, Clark developed a series of residential best practices to provide a roadmap for project delivery that leads to a greater certainty of success. The result was the “Rules of Residential,” a series of proven project management practices that are designed to improve work flow and material management, maintain high-quality standards in each residence, and create a smooth turnover process. The company deploys these practices on every residential project and it is yielding tangible results for our clients.

#### **TRUSTED BUILDING STRATEGIES**

In-place mock-up units are a critical component of Clark’s Rules of Residential and an important tool for capturing early developer and designer feedback on aesthetics, layout, material selection, quality, ADA compliance, and more.

In Southeast Washington, DC, Clark is building The Yards at Parcel O, a vibrant urban community and the latest addition to one of the city’s hottest new neighborhoods. The 467,000-square-foot, mixed-use facility features a 138-unit condominium building, two apartment buildings with 191 units, two levels

of below-grade parking, ground-level retail, and a communal plaza. Clark constructed both off-site and onsite mock-ups while the project was still in the excavation phase, utilizing finish trades who would eventually perform the work to establish the ideal installation sequencing and set quality expectations.

“Starting our mock-up units before the first bit of concrete was poured gave our client an early picture of what they’ve selected and allowed them to make adjustments so that the finished product matched their vision,” states Vice President Tim Pritchard. “This early planning step is crucial because it allows us to make modifications to finishes and other items that affect the architectural drawings without impacting the schedule.”

While mock-ups serve as an instrument to set expectations about quality, a finish matrix—a week-long activity schedule—is another crucial project management tool the company is leveraging to set the bar for production. Fundamental to every one of Clark’s residential projects, this matrix is developed in collaboration with all finish trades—from framing and drywall through final cleaning—and guides workflow throughout the building.

Photo by: Dominique Muñoz



Clark is building The Yards at Parcel O, a 467,000-square-foot vibrant urban community and the latest addition to one of the city’s hottest new neighborhoods.



## FEATURE

In Chicago, Clark recently delivered LINEA at 215 West Lake Street. The 33-story modern loft-style apartment building, which features 265 residential units on 27 floors, three floors of parking, and enticing amenities, such as fitness rooms, a pool, spa, outdoor terraces, theater, library, and cafe, was delivered four months ahead of schedule.

“Residential work is about production and doing it right the first time,” said Clark Senior Superintendent Rich Goodwin, who led field operations on the project. “Our clients have established leasing goals and schedules—sometimes pre-leasing units before the building is done—so one of the biggest risks is not finishing their facility on time. Having a reliable schedule, and determining ways to maximize efficiencies is paramount to the job’s success,” adds Goodwin. “The finish matrix is a tool to help us develop and maintain an accurate, yet ambitious schedule. It sets the pace for finish trades, helps our trade partners determine proper staffing needs, and is an important measure of production.”

By obtaining early and complete buy-in and commitment from the trade partners, and holding everyone accountable for their Finish Matrix commitments, the LINEA project team quickly realized synergies which improved production. “By the end of the project, craftworkers were completing the same number of activities in 80% of the time, pushing the job to an early finish and enabling the client to generate rental income earlier than anticipated,” noted Goodwin.



*“Creating a system for every single sequence and being meticulous and methodical to ensure we’re managing it is the key to success.”*

*Rich Goodwin, Senior Superintendent*



LINEA, located in the heart of Chicago's Loop neighborhood, features sound-insulated floor to ceiling windows, providing residents with an abundance of sunlight and sweeping city views.

Photo courtesy of Thomas Roszak Architecture

### INNOVATIVE & SPECIALIZED TECHNOLOGIES

While mocks-ups and finish matrices are effective construction methodologies, Clark is also leveraging a leading-edge proprietary technology to improve communication and transparency among project stakeholders, and create a seamless turnover process.

The Turnover Vision platform was developed by Clark’s Research & Development team to gain greater control over the tedious and consuming punchlist process on residential projects. The product analyzes big data from the punchlist and organizes it into

interactive heat maps and graphs. Utilizing simplified architectural floor plans, the Turnover Vision dashboard provides a clear breakdown of real-time punch list status and turnover productivity rates to graphically represent punchlist items by floor.

The LINEA project team was one of the first to test pilot the platform, which is now being utilized on myriad Clark jobs. “Turnover Vision allowed us to track and communicate punchlist status to show our owner which units were clean, and which units had work left to complete,” said Project Executive Chris

Phares. “It was a great communication tool; it not only helped us gain better internal control of the punchlist, but also provided our client with greater visibility into the process, and the information they needed to make informed decisions about leasing.”

The Neptune Panel is another mechanism Clark developed and is leveraging to mitigate the potential for water damage on residential projects. With hundreds of sinks, bathtubs, and toilets, the potential for water leaks on residential projects presents a significant risk. The Neptune system provides Clark teams



With 420 units and a 21-month schedule, 150 Van Ness is one of the most ambitious multi-family projects in Clark's portfolio.

with visibility into water flow and pressure on site, which they can use to identify and stop a water leak in the building. The system also controls water supply to support construction efforts and can be shut off, turned on, and monitored via mobile device. Now a staple on every residential project, the Neptune Panel limits exposure of a large capacity water line leak while ensuring water remains readily available for the construction team.

#### UNMATCHED SPEED & AGILITY

While proven building tactics and new technologies are a means to add value during the construction process, having the agility to accommodate special, and at times last-minute, client requests that improve their ability to attract renters and buyers is also an area where Clark excels.

Clark is putting the finishing touches on 150 Van Ness, a 420-unit apartment building in the heart of San Francisco's Civic Center neighborhood. The 450,000-square-foot complex features 9,000 square feet of ground-level retail, below-grade parking, and boasts an extensive array of first-class amenities, such as a rooftop terrace, lap pool, spa, golf

simulator, yoga studio, theater room, basketball court, and multi-level fitness facility. Among the largest residential facilities Clark has ever delivered, it is also one of the most ambitious—delivered in just 21 months.

Since the start of construction in August 2016, the Clark team has been working feverishly to bring the project to market. "Contractually, we agreed to an early turnover of 100 apartments ten months prior to substantial completion," said project Senior Superintendent Josh Ellers. Working with an already aggressive schedule, the team rose to a new challenge when the client requested early turnover of an additional 144 units to meet renter demand. "The units began renting so quickly that our client needed more inventory, as quickly as possible," remarked Ellers. "We worked to make that a reality." While the team had turned their focus to completing common areas, they quickly pivoted to address outstanding unit and corridor work. Clark's strong relationship with the City of San Francisco helped the team expedite final inspections and turn over the additional units just five weeks later—six months prior to substantial completion.

At LINEA, the Clark team's hyper focus on ensuring on-time delivery didn't interfere with their ability to accommodate special owner requests. While there was no contractual requirement to deliver the leasing facility early, the client's need for the facility to support marketing efforts became abundantly clear. "Our team responded, revising the build-out schedule to construct a leasing center in a portion of the lobby and giving the owner access to the facility three months ahead of schedule," notes Phares. "This enabled them to deploy a more effective leasing strategy and conduct hard hat tours of the units during construction. We were committed to helping our client sell this experience so that they could be successful."

Harnessing our national experience, time-tested building methodologies, exclusive and specialized technologies, and our team's ability to respond with agility and speed, Clark is providing residential clients with unmatched flexibility, superior quality, greater transparency, and the certainty they need to successfully deliver their vision: exceptional places to call home. ■

# THE VALUE OF HEALTH AND WELLNESS IN GREEN BUILDINGS

By Fernando Arias



Photo by: Tom Rossiter Photography

**Historically, eco-labeling in the real estate sector via LEED and Energy Star certified buildings has resulted in higher rental and sales premiums.** These programs have succeeded in shaping the decisions of prospective buyers and occupiers because they allow for the comparison of buildings based on benchmarks.

However, “green building” design and construction is always changing alongside building codes and regulations. What started with the emergence of EPA and OSHA policies on the removal of asbestos in the 1980s has since evolved into a growing focus on material transparency to protect human health.

As a result, “Health and Wellness” became a catchphrase in the design and construction industry to encompass the newest eco-labels for buildings: the WELL Building Standard and Fitwel Certification. These new accreditations have again impacted the price premiums of commercial and multi-family residential buildings.

Studies show that there are a range of benefits for owners and occupiers of “green buildings.” Often these buildings are eligible for subsidies and tax benefits from cities and counties seeking to incentivize a larger supply of certified buildings. Building operations and maintenance also sees reduced operating costs

150 North Riverside in downtown Chicago is designed to maximize light and air, open space, and the overall quality of the tenant work environment.

associated with energy and other utility savings.

Now, owners of buildings certified with health and wellness eco-labels are able to maximize potential rental uplifts and reduce holding costs due to lower vacancy rates and higher tenant retention. Occupiers of green and healthy buildings report improved productivity due to lower staff turnover, fewer employee sick days, and increased employee “presenteeism.” In turn, building tenants are willing to compensate owners for these features with higher rental and sales premiums because in addition to the productivity benefits, they also want to reduce their investment depreciation by retaining best-in-class technologies, reduce their regulatory risks, and reduce their risks of higher health insurance premiums due to indoor air quality.

With so much of our lives spent indoors—whether in the office or at home—a focus on tenant health and wellness is key to delivering exceptional places to live and work. When we build healthy buildings, people feel the effects, and the result is a win-win scenario for owners and occupiers alike. ■



**Fernando Arias** is Clark’s Director of Sustainability. Fernando’s extensive experience in environmental policy combined with his holistic focus on the resilience of buildings and the health and wellness of occupants provides long-term operational benefits and adds value to our clients’ green objectives.

## Why Building Health & Wellness Matters:

### INCREASED EMPLOYEE HEALTH + PRODUCTIVITY

The two most important reasons to build green in every international market, according to a recent McGraw-Hill survey

# 90%

Percentage of time that humans spend indoors, according to a study by the EPA

# 55%

Percentage of firms that rate greater health and wellbeing as their top reasons for building green (that’s up from 29% in 2008)

# 350+

Number of Clark employees with sustainability credentials, including WELL AP and Fitwel Ambassadors





The Western Region Community Engagement Team with graduates of the most recent Strategic Partnership Program class.

## COMMUNITY ENGAGEMENT TEAM HELPS LOCAL SMALL BUSINESSES THRIVE

**Western Region team sparks economic growth and opportunity for the entire community**

**As part of Clark's commitment to creating opportunities for our local communities**, the company has deployed resources that help bolster small businesses and strengthen the local workforce. The Western Region Community Engagement Team is part of a national network of employees furthering the company's commitment to building a better community.

The team embodies Clark's passion for economic development and community building and is made up of a group of people who love what they do: Viki Bamba, Prentiss Jackson, and Christopher Bardales lead Clark's efforts in Northern California and the Pacific Northwest, while Ken Billups, Erik Belmarez, and Molly Huddleston are responsible for Southern California.

While exceeding small and minority business subcontracting and hiring commitments is one of their main goals, the overarching mission of this team is to build relationships that spark economic growth and opportunity for the entire community.

In San Francisco and Seattle, Viki and Christopher spearhead programs designed to connect with small and emerging businesses and create training opportunities for underserved residents. Viki and her team go above and beyond, guiding entrepreneurs through the complex maze of small business qualifications and ensuring they get the credentials they need to bid on new work.

Prentiss currently works at the Chase Center, ensuring maximum participation of small businesses

and local workers. Among other things, he helps coordinate the Chase Center Training Program, an initiative that provides intensive job-readiness training, hailed by local civic leaders as a pathway to sustainable careers in the construction industry.

In Southern California, Ken and Erik cast a wide net throughout the region by organizing outreach events to promote inclusivity, engaging with local organizations, and assisting project teams through small business and local workforce monitoring. They also play a critical role when it comes to the pursuit of work: conducting project-specific outreach events and identifying the right trade partners for the job.

Another vital component to Clark's alliance with small business is the Strategic Partnership Program (SPP), an MBA-style program developed by Clark for small business owners. Molly has administered the SPP since it debuted in Southern California in 2011. "I've formed a really tight bond with each participant who has gone through the program—it's hard not to. After spending ten months in the program, they become part of the Clark family," says Molly. The program—which has expanded to San Francisco and Seattle—has graduated more than 180 business owners on the west coast, with more than \$250 million in contracts awarded among them.

When asked what they hope to accomplish in the future, Ken says he wants to expand their efforts throughout the Western Region and solidify Clark's reputation as the preferred contractor to our trade partners, as well as our clients. Erik adds, "I'd like to see more workers on our projects sponsored by our trade partners. It's a great feeling when you see people hired as a result of our outreach efforts!" ■

### BY THE NUMBERS: THE COMMUNITY ENGAGEMENT TEAM'S IMPACT

- ▶ The team used a multi-pronged approach to exceed the **30%** Local, Small, Emerging, Disabled Veteran participation requirement by **11%** on the Los Angeles Community College District Athletic Training Facility project.
- ▶ On the Delta Enabling project at Los Angeles International Airport, the team helped the project exceed the **20%** combined Minority, Women, Small Business Enterprise hiring rate—achieving an impressive **42.5%** participation rate.
- ▶ At the recently completed the Office of the Chief Medical Examiner's office in San Francisco, the team surpassed the **20%** Local Business Enterprise mandate by **9%**.

## PROJECT MILESTONES

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

### UNDERWAY

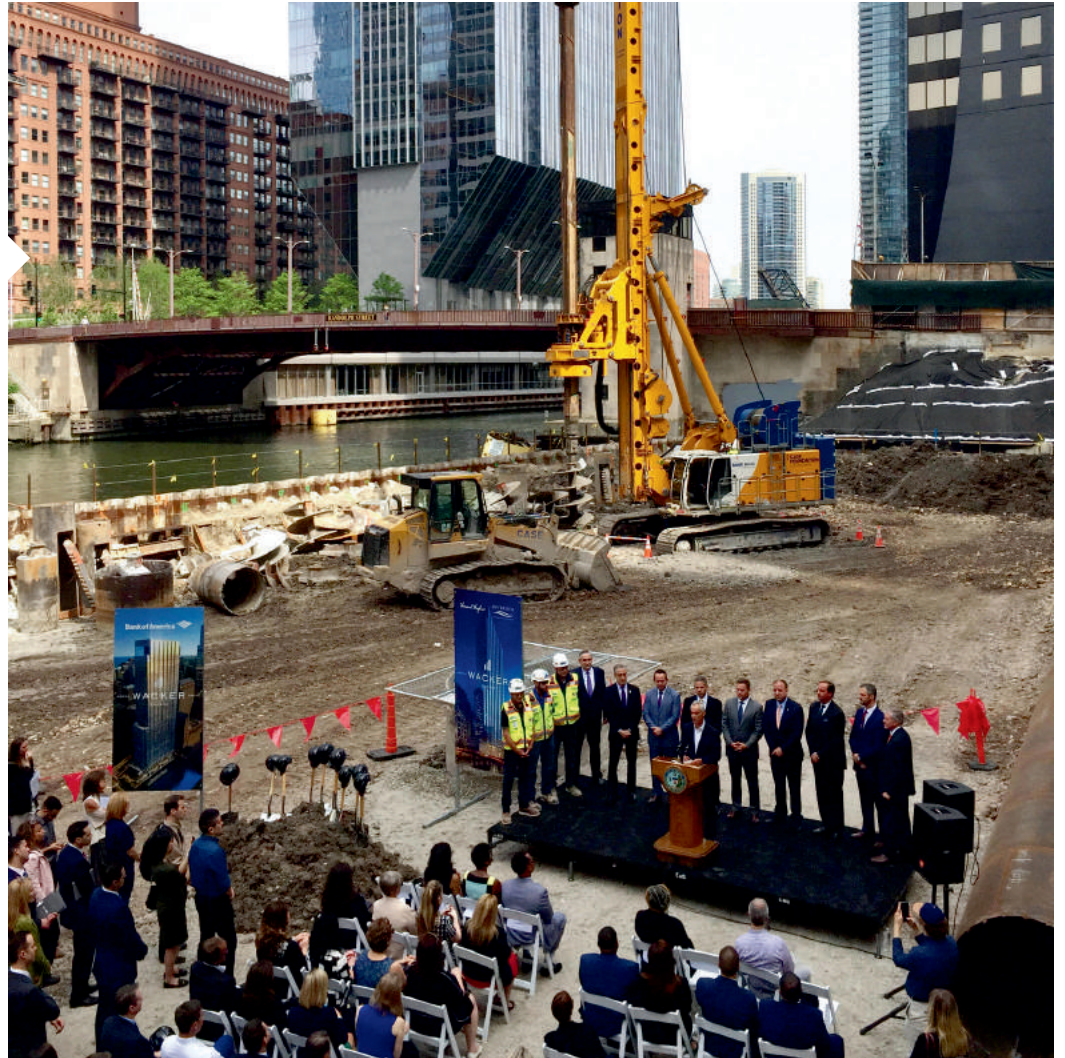
#### 110 North Wacker

Soon to be towering over the Chicago Riverfront, 110 North Wacker Drive is off to a successful start. The team celebrated the groundbreaking in June and is now moving full steam ahead on deep foundation work of the 55-story, core and shell office building with 54 caissons, 36 of which will reach over 100 feet deep into the bedrock below. The superstructure is the tallest purely commercial building to rise in Chicago in nearly 30 years.

### TOPPING OUT

#### The Boro

17 months into construction and 900,000 hours without an OSHA lost time incident, the team building The Boro in Tysons, VA topped out the office building and associated 9-level podium in March. The project team will top out both residential towers later this summer. When complete, the 1.7 million-square-foot mixed-use complex will boast 680 residential units, below-grade parking, and will be anchored by a Whole Foods Market. Substantial completion is set for October 2019.



### **Frost Tower**

*Frost Tower, a 23-story office building in downtown San Antonio, TX topped out in June. The building will feature 440,000 square feet of office space with an additional 20,000 square feet of retail space on the ground floor. Each floor will consist of a unique footprint to create a twisting geometric structure, capped with a 40-foot-tall curtain wall "crown" supported by structural steel at the roof. Frost Tower is the first high-rise office building being constructed in San Antonio in nearly three decades.*

## **SUBSTANTIAL COMPLETION**

### **Portner Flats**

*Portner Flats, located in Washington, DC's U Street Corridor neighborhood, achieved substantial completion a full 20 days ahead of schedule. The 110,000-square-foot, 8-story apartment building, which replaces three affordable housing buildings previously located on the site, is now one of the city's premier affordable housing facilities, offering a roof terrace, children's playground, private courtyard, business center, and multi-purpose and exercise rooms.*



## **COMPLETE**

### **University of Kansas Central District Development**

*The University of Kansas Central District Development, which included four facilities and three site improvement projects, was completed ahead of schedule. The Burge Student Union and the central utility plant were both delivered four months ahead of schedule, while the Integrated Sciences Building and neighboring parking garage turned over eight weeks and six weeks early, respectively. The site improvements included recreation and athletic fields, pedestrian walkways, and transportation infrastructure—all of which were completed early. Clark delivered the project with joint venture partner McCownGordon.*

### **Salesforce Tower**

*In May, the Clark/Hathaway Dinwiddie construction team celebrated the grand opening of Salesforce Tower. The 61-story office tower, which rises 1,070 feet into the San Francisco skyline, is the tallest building in the United States west of the Mississippi River. Senior Project Manager Ellen Quigley spoke at the grand opening ceremony, likening the iconic structure to the city of San Francisco, explaining, "It is immense, yet elegant; airy, yet grounded; permanent, yet ever-changing." She went on to thank the hard-working men and women who safely built the tower.*



# In California and Texas, Teams Give Time and Talent to Deserving Homeowners

This spring, Clark teams joined forces with local non-profit organizations to make a difference in their communities. Here's a look at what our teams accomplished:



## HABITAT FOR HUMANITY'S ANNUAL HOME BUILDERS BLITZ IN SAN DIEGO

Our team in Southern California partnered with San Diego Habitat for Humanity during their annual Home Builders Blitz to construct a single family home from the slab up in just five days in El Cajon, CA. The team worked 13-hour days to build the home, which consists of three bedrooms and two bathrooms totaling 1,300 square feet. The week culminated with a dedication ceremony, where a deserving family was given the keys to their new home. "Thank you to Habitat and to Clark Construction for all their hard work and for turning our dreams into reality. It's something that we would never have thought possible," said new Habitat Homeowner Frank Garcia. ■

## SAN ANTONIO'S ANNUAL REHABARAMA

Our San Antonio team joined forces with the City of San Antonio Office of Historic Preservation to revitalize homes in the Highland Park neighborhood. The volunteer event—dubbed REHABARAMA—brings together local contractors, volunteer groups, and students to perform much-needed repair and maintenance for deserving homeowners. Local trade partners General Coatings and Brightview assisted the Clark team with painting and landscape work, respectively. ■





Left: The Sea-Tac Airport International Arrival Facilities team collected trash along the curb-side arrivals area at the airport; Bottom left: The Pacific Visions team educated aquarium visitors about the sustainable elements of their project; Bottom right: In San Francisco, Clark volunteers planted trees in the Excelsior neighborhood.

# From Sea to Shining Sea, Teams Celebrate Earth Day by Giving Back

Clark employees across the country gave back to their local communities to celebrate Earth Day this year. In Seattle, the **Sea-Tac Airport International Arrival Facilities** team partnered with Skidmore, Owings & Merrill and Miller Hull to collect trash and debris along the curb-side arrivals area.

At the **Aquarium of the Pacific**

in Long Beach, CA, the team building the new Pacific Visions Wing planned a day of interactive learning for aquarium visitors. The team set up a booth next to the project site to educate visitors about many of the earth-friendly aspects of the project, including the environmentally-friendly materials being used, water and energy conservation measures, construction waste

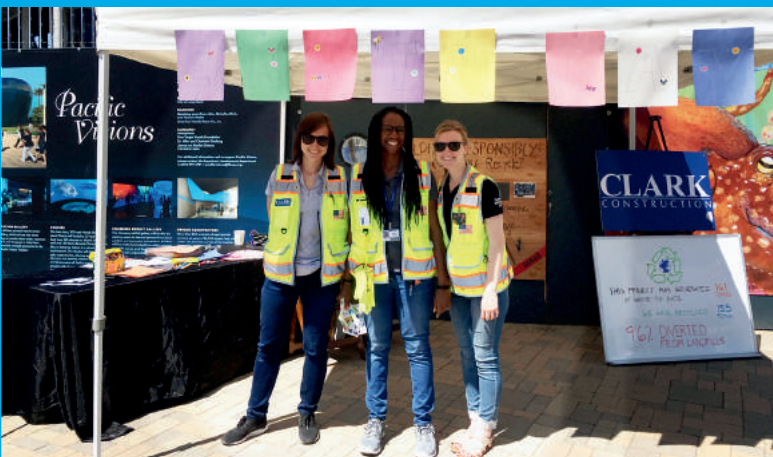
diversion programs, and the bird-friendly building façade.

In Washington, DC, Clark volunteers helped out at the Anacostia Watershed Society's annual Earth Day Cleanup at East Potomac Park to pick up and properly dispose of litter.

A team of our San Diego employees participated in the annual I Love a Clean San Diego

Creek to Bay Cleanup. The team cleared weeds at Famosa Slough, a natural wetlands preserve.

Further north, in San Francisco, Clark volunteers collaborated with Friends of the Urban Forest to plant trees in the Excelsior neighborhood. Clark employees biked around the city to plant ten new trees. ■



# DBIA Western Pacific Region Honors California Projects

The Design-Build Institute of America (DBIA) Western Pacific Region recently honored Clark and Atkinson projects with 2018 Design-Build Awards. The Ventura County Medical Center Hospital Replacement Wing earned the competition's highest

honor and was named "Project of the Year." Atkinson's I-5/I-215 Devore Interchange Improvement project earned the program's Regional Award. ■



Photo by: Lawrence Anderson

## STRATEGIC PARTNERSHIP PROGRAM GRADUATES TWO WEST COAST CLASSES

In Seattle and Southern California, our Strategic Partnership Program celebrated two graduating classes. The Pacific Northwest graduation held special significance as Seattle's second graduating class, following the success of the inaugural program launch in 2017. Our Irvine office also commemorated another successful program for their 2018 Los Angeles/Orange County participants.

The Strategic Partnership Program is offered at no cost to

local small business owners and provides construction management and business skills training. The intensive, MBA-style program includes weekly classes augmented with experiential learning and partnerships with Clark employees and industry experts.

Since its inception in 2006, more than 350 small business owners have matriculated through the national program. ■

## CLARK LAUNCHES THE CLARK EXPERIENCE FOR SUMMER ASSOCIATES

This summer, more than 130 college students joined the Clark team. These Summer Associates will have the opportunity to work on some of the most interesting and unique projects in the industry. To provide a well-rounded, exciting, and challenging learning experience for our Summer Associates, Clark launched the Clark eXperience—a new program

designed to foster valuable industry relationships and meaningful professional growth. The program includes detailed rubrics for summer success and a variety of social and professional networking opportunities. College students interested in learning about the Clark eXperience for Summer Associates can visit our website for more information. ■

## CLARK OPENS NEW DOWNTOWN SEATTLE OFFICE

Clark has moved to a permanent office in downtown Seattle. This transition from Clark's previous office in Renton, WA, to a new downtown space marks a continuous commitment to serving our clients, partners, and community.

A decade after completing the 14-gate South Terminal Concourse at Seattle-Tacoma International Airport, Clark returned to the Pacific Northwest in 2015. Since that time, Clark's local projects have included the VA Puget Sound Healthcare System Mental Health and Research Facility and The

Spark at Washington State University—a recently-completed digital classroom building and recipient of a 2018 Building Team Award from BD+C Magazine. ■

**Please use the following information to contact Clark's new Seattle office:**

**520 Pike Street  
Suite 2550  
Seattle, WA 98101  
Phone: (425) 255-7551**



Photo by: Flyright Productions, LLC

# THE WAY WE WERE



Starting with the construction of the White House and the U.S. Capitol, marble, granite, limestone, and sandstone helped define Washington, DC's appearance. These materials were used to build many of Washington's iconic structures, and, leading up to the 1950s, they had become the standard for the city's decidedly Neoclassical landscape.

This paradigm shifted in the spring of 1955 with the groundbreaking for the company's construction of a brand new office building located downtown at 1125 17th Street, NW. The unique structure would be the first building of its kind in Washington, DC. Constructed entirely of steel, with a stainless steel and glass exterior skin, the building utilized a new process that has come to be known as curtainwall construction.

In fact, the process was so innovative that the staff at the Washington, DC permit office were not completely persuaded that such a building could be structurally sound. Nevertheless, the building went up, to much acclaim, setting a new standard for the office buildings of the future. ■



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Photo by: David Hebble



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