Volume 31, Number 1 *Winter 2013*

CLARK CONSTRUCTION

Superstructure

New United States Courthouse for Los Angeles (Rendering courtesy of Skidmore, Owings & Merrill, LLP)

Clark to Lead Los Angeles Federal Courthouse Construction

LOS ANGELES - The U. S. General Services Administration (GSA) awarded Clark Construction and design partner Skidmore, Owings & Merrill, LLP, a $318 million design-build contract for the New United States Courthouse in Los Angeles. Design efforts are currently underway; construction is expected to begin in late summer.

The scope of the contract includes the design and construction of a 550,000 square-foot court building in downtown Los Angeles. The new facility - referred to as the "Cube" because of its shape - will feature 24 courtrooms and 32 judicial chambers. A sky-lit central courtyard at the structure's core will provide natural light and circulation to the building's interior spaces. The Cube will be anchored by two levels of below-grade parking, as well as mechanical and back-of-house spaces. The courthouse will accommodate the U.S. District Court, U.S. Marshals Services, U.S. Attorneys' Office, a GSA field office, the Department of Homeland Security's Federal Protective Services, and the Federal Public Defender.

The new courthouse is uniquely designed to address the federal government's blast and setback requirements. The project team will construct a structural frame for the Cube that sits back an entire bay around the first floor, providing for 36 additional feet of setback on each side of the building perimeter.

GSA requirements call for the building to achieve LEED® Gold certification, but the design-build team is aiming for LEED Platinum. The building envelope will feature a high-performance faceted curtain wall façade. This system will give the courthouse a lively expression that changes throughout the day; it also will reduce radiant heat input through the building envelope and provide ample natural light to internal courtrooms and common areas. The plan optimizes the court's program and workflow and ensures efficient operations and maintenance. The project is scheduled for completion in April 2016.

Project partners include Syska Hennessy Group, Los Angeles, MEP engineer; AECOM, Los Angeles, interior courts planner; Newsom Brown Acoustics, Santa Monica, Calif., acoustical engineer; Applied Research Associates, Santa Barbara, Calif., blast consultant; and Rolf Jensen & Associates, Anaheim, Calif., fire protection consultant.

Alexandria Nutrient Management Facility to Improve Health of Local Waterways

ALEXANDRIA, Va. - Alexandria Renew Enterprises, which operates water reclamation facilities serving 350,000 residents in Northern Virginia, selected Clark Civil and joint venture partner Ulliman Schutte Construction (Clark/US, LLC) to lead construction of a Nutrient Management Facility (NMF). The 100,000 square-foot NMF is a key part of Alexandria Renew's State-of-the-Art Nitrogen Upgrade Program and will help reduce the amount of nitrogen from wastewater

continued on p. 3

A LOOK INSIDE

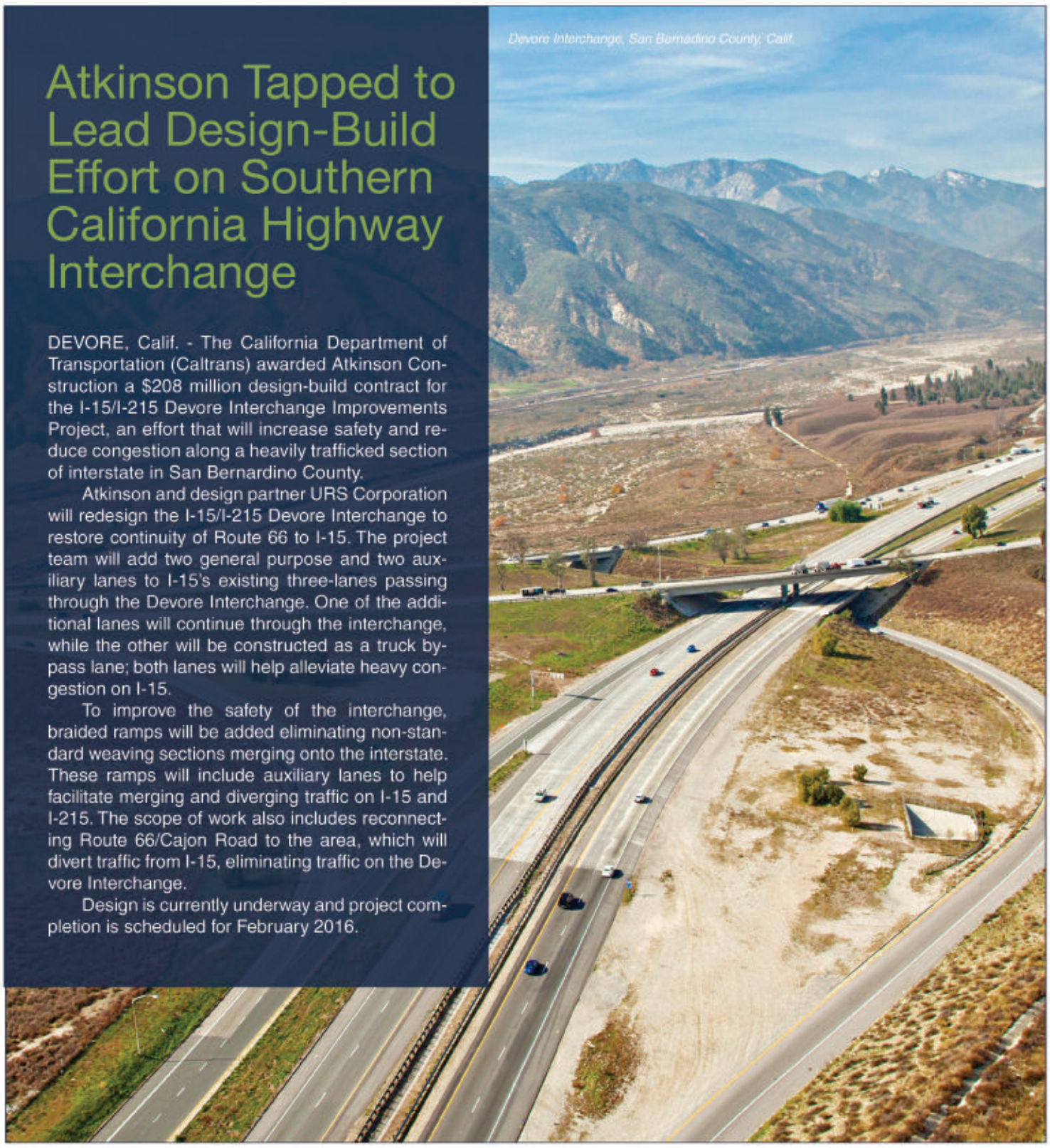
Atkinson Tapped to Lead Design-Build Effort on Southern California Highway Interchange

DEVORE, Calif. - The California Department of Transportation (Caltrans) awarded Atkinson Construction a $208 million design-build contract for the I-15/I-215 Devore Interchange Improvements Project, an effort that will increase safety and reduce congestion along a heavily trafficked section of interstate in San Bernardino County.

Atkinson and design partner URS Corporation will redesign the I-15/I-215 Devore Interchange to restore continuity of Route 66 to I-15. The project team will add two general purpose and two auxiliary lanes to I-15's existing three-lanes passing through the Devore Interchange. One of the additional lanes will continue through the interchange, while the other will be constructed as a truck bypass lane; both lanes will help alleviate heavy congestion on I-15.

To improve the safety of the interchange, braided ramps will be added eliminating non-standard weaving sections merging onto the interstate. These ramps will include auxiliary lanes to help facilitate merging and diverging traffic on I-15 and I-215. The scope of work also includes reconnecting Route 66/Cajon Road to the area, which will divert traffic from I-15, eliminating traffic on the Devore Interchange.

Design is currently underway and project completion is scheduled for February 2016.



Devore Interchange, San Bernadino County, Calif.

Chesapeake House (Rendering courtesy of Ayers Saint Gross)

Clark Rebuilding Maryland's I-95 Travel Plazas

BETHESDA, Md. - Areas USA MDTP, LLC, has awarded Clark Construction a $42 million contract for the MDTA I-95 Travel Plazas project. Under this contract, Clark will demolish and reconstruct two of the busiest travel plazas on Interstate 95: Maryland House and Chesapeake House. The work will be phased so that one plaza is always open to drivers travelling along I-95 in northeastern Maryland.

Earlier this fall, Maryland House was closed and demolished. In its place, the project team is building a 42,400 square-foot facility with a curtain wall and masonry façade and two pitched standing seam metal roofs with clerestory windows at their peak. The new travel plaza will be complete in December 2013.

Construction efforts at the Chesapeake House travel plaza began in February. The new 30,000 square-foot travel plaza will be built adjacent to the existing facility, which will remain open to travelers during construction.

continued on p. 12

Clark Adding Apartment-Style Residences to UC Riverside Campus

RIVERSIDE, Calif. - The University of California, Riverside, has awarded Clark Construction Group - California, LP, a $108 million contract to build the Glen Mor 2 Student Housing project. The 334,000 square-foot residential complex will connect to the school's existing Glen Mor 1 building on the east side of campus.

The Glen Mor 2 Student Housing project includes five, five-story apartment-style residence halls that altogether will accommodate approximately 800 students. The scope of work also includes constructing a three-level, 600-space low-profile parking structure and two pedestrian bridges connecting the two Glen Mor housing complexes. The Glen Mor 2 housing facility will have dedicated space for meeting rooms, a computer lab, and a fitness center. Clark will construct a resident services office building, a food emporium, and a swimming pool as part of the complex. The project team also will perform associated landscaping and utility extensions.

Glen Mor 2 is designed to achieve LEED® Gold certification. Construction began in February and completion is scheduled for fall 2014.

Sasaki Associates, Inc., Boston, is the project architect. Additional project partners include SCB, San Francisco, associated architects; Flores Lund Consultants, San Diego, civil engineer; Saiful Bouquet, Pasadena, Calif., structural engineer; Khalifeh & Associates, Inc., Marina Del Rey, Calif., mechanical and plumbing engineer; OMB Electrical Engineers, Irvine, Calif., electrical and data telecommunications engineer; Hughes Associates, Inc., Los Angeles, code consultants; and Ricca Newmark Design, San Diego, food service consultant.

Glen Mor 2 Student Housing Project (Rendering courtesy of Sasaki Associates, Inc.)

Clark Building New Public Plaza Along Chicago Riverfront

River Point Plaza, Chicago (Rendering courtesy of Kendall/Heaton Associates)

CHICAGO – Hines has awarded Clark/McHugh, a joint venture, a $30 million contract to construct River Point Plaza, a 55,000 square-foot public park and riverfront area in downtown Chicago. The 600 foot-long plaza will follow the Chicago River and will be built over five active commuter rail lines that feed into the heart of the city. The plaza is being built in preparation for Hines' River Point development, an adjacent 45-story office building planned for the site.

River Point Plaza will descend to the river walk and extend to the river bank through a series of landscaped terraces and ramps. It will feature seating areas, arcing pathways and a riverwalk. A new seawall will be built up to 20 feet out into the river to support the new riverwalk. Located within the Loop neighborhood, the plaza will provide a unique recreational space for local residents.

Construction began in January with substantial completion anticipated in December 2013.

James McHugh Construction, Chicago, is Clark's joint venture partner and Kendall/Heaton Associates is the architect of record. Additional project partners include Pickard Chilton Architects, New Haven, Conn., design architect; Magnusson Klemencic Associates, Chicago, structural engineer; Epstein, Chicago, civil engineer; and Alvine and Associates, Omaha, Neb., MEP and fire protection engineer.

Arent Fox Opens New Washington, D.C. Office

WASHINGTON, D.C. - Arent Fox, a leading national law firm, has opened its new Washington, D.C., office at the intersection of Connecticut Avenue and K Street, NW. The law firm occupies two-thirds of the 12-story 1717 K Street building, which Clark Construction Group completed last year.

In addition to office and administrative space, Arent Fox's 234,000 square-foot office includes a 150-person auditorium, a multi-purpose room for large events and meetings, and a 4,000 square-foot fitness center.

Clark Interiors fit out Arent Fox's space with high-end finishes. The project received six 2013 Washington Building Congress (WBC) Craftsmanship Awards

continued on p. 12

Arent Fox, Washington, D.C.

Alexandria Nutrient Management Facility to Improve Health of Local Waterways *continued*

destined for the Potomac River and Chesapeake Bay.

Under a Construction-Management-at-Risk contract, Clark/US, LLC, will construct the NMF, which will provide additional storage tanks totaling 18 million gallons and extending 30 feet below grade. In addition, the team will connect the NMF to the adjacent, existing wastewater treatment facility, install a pump station, odor control system, and the electrical facilities to power the new equipment, and relocate existing overhead, high-voltage electrical distribution lines below ground to facilitate construction of a new bridge and roadway over an adjacent stream crossing. Once the NMF work is complete, the Clark/US team will construct a regulation-size, artificial athletic turf soccer field above it and install other related amenities for public use.

Construction will commence in March 2013 and completion is scheduled for early 2015. CH2M Hill, Washington, D.C., is the lead engineer.

"Clark/US, LLC has a proven track record delivering projects on schedule, if not substantially earlier. This team has deep experience with major construction projects at local wastewater and reclaimed water facilities. Further, they possess a unique understanding of the proposed construction site's characteristics and restrictions and have demonstrated their capabilities to leverage national resources to ensure timely and priority deliverance."

Karen Pallansch,
CEO, Alexandria Renew Enterprises

Nutrient Management Facility, Alexandria, Va. (Rendering courtesy of FX Fowel)

Delivering Energy Savings for Clients Across the Country

Photo by Tito

In America, energy is a valuable commodity. Whether it comes from gas, coal, solar, water, or wind, our nation's buildings and infrastructure are consuming more energy than ever before. The Department of Energy estimates that commercial office buildings alone account for 36 percent of all U.S. electricity consumption - at a cost of more than $190 billion a year. Power consumption comes with more than just a monetary cost; America's office buildings also account for 18 percent of the nation's carbon emissions. These statistics have not gone unnoticed in the building industry. Clients are demanding new ways to develop projects that consume less power or depend on cleaner, renewable sources.

There is no panacea for the building industry's energy concerns, but Clark has diversified its services to provide custom solutions for clients in the public and private sector. Clark is taking on new challenges by working on and replacing power and central utility plants. Our project teams also lend their expertise to designers and consultants in a collaborative effort to minimize a project's life cycle cost. In the past two years, Clark has debuted two new businesses - Atkinson Power and CFSG Energy & Structured Finance - that help clients meet specific energy needs.

As clients in the private and public sector evaluate how their projects consume power, Clark is equipped with the experience and resources to meet all types of energy expectations.

"Energy consumption is a part of the total life cycle cost which increasingly drives our thinking and input on every project. As a builder, we assist our clients in identifying and implementing comprehensive energy-saving alternatives for their projects. Whether building power substations, constructing a new utility plant, or retrofitting an existing structure, our breadth of services uniquely positions us to provide a wide array of solutions that maximize energy efficiency without affecting our clients' bottom line."

Bill Calhoun,
Executive Vice President & Vice Chairman

Navy Emphasizes Life Cycle Costs Through TOC Program

P123 Bachelors Quarters, Norfolk, Va.
(Rendering courtesy of LS3P Associates LTD)

Through a new pilot program, the Naval Facilities Engineering Command aims to increase efficiency while reducing the ongoing maintenance costs of its facilities. In 2012, Clark Construction was awarded a $66.8 million design-build contract for one of the first Total Ownership Cost (TOC) pilot program projects, the P123 Bachelor Quarters at Naval Station Norfolk, Va. Clark's proposal, developed with architect LS3P ASSOCIATES LTD, reduced the overall project life cycle cost by emphasizing energy efficiency and material durability.

Conceived as a "market-style" apartment building, the P123 Bachelors Quarters is a five-story, 225-unit residential building that supports the U.S. Navy's Homeport Ashore program. Clark and LS3P examined every facet of the project, from site layout to material finishes, to incorporate cost-saving solutions.

The proposed "H"-shaped building design takes advantage of the site's solar orientation to maximize natural heating and cooling. The building envelope, with a highly-insulated roof and metal stud-framed walls, is designed to exceed baseline energy criteria by 40 percent. Masonry bearing walls, concrete floors, and brick exterior walls were selected for their durability and minimal maintenance costs.

The backbone of the project's HVAC system is a ground source heat pump. All cooling will be provided by a geothermal well field in conjunction with a supplemental evaporative fluid cooler. Intended to earn LEED® Silver certification, Clark and LS3P's design will reduce the project's energy usage by 56 percent and the Navy's 40-year energy cost by 36 percent.

Design began in late 2012 and construction completion is anticipated in early 2015.

Clark and design-build partner LS3P ASSOCIATES LTD were awarded the Navy's P123 Bachelor Quarters project for a design that emphasizes energy efficiency while reducing ongoing maintenance costs. Here is a look at five of the project's more notable features.

1. The Bachelors Quarters' "H"-shape design aligns with site's solar orientation to maximize natural heating and cooling.
2. A combination of LED, flourescent lighting, and automated lighting controls will significantly reduce the building's energy consumption.
3. The structure's metal panel roofing system will require no annual maintenance.
4. Comprised of brick, the building envelope will outperform baseline energy criteria by 40 percent.
5. The building's ground-source heat pump with geothermal well field will increase HVAC performance and has the lowest 40-year life cycle cost.

Atkinson Power has Ability Beyond its Age

One of Atkinson Power's greatest advantages is something that few other two-year-old companies can boast: experience. The company, a subsidiary of Atkinson Construction, has enjoyed early success in the transmission market thanks to the experience of its leadership, strong resources, and an agile workforce. From offices in Colorado, Arizona, and Utah, Atkinson Power has completed multiple projects for clients throughout the southwestern United States and has its sights set on expanding its portfolio.

From its earliest days, it was evident that Atkinson Power would be a new company comprised of old hands; four of the company's first employees had a combined 110 years of industry experience. Robert McDaniel, who leads Atkinson Power out of its Longmont, Colo., office, helped establish the company following three decades with a full-service electrical firm. Scott Olsen, who joined Mr. McDaniel as one of Atkinson Power's initial employees, has 20 years of experience. Chief Estimator and General Operations Mike Klein has spent 45 years in the industry, and it was the reputation of a team led by another industry veteran, Clay Thompson, that landed Atkinson Power its first negotiated contract for a heavy transmission project. From the start, Mr. McDaniel and his team have been supported by Atkinson's existing personnel and management.

Atkinson Power's experience and its workforce's agility is evident in three of the company's recent endeavors. In January, a team completed stringing 51 miles of 345kV double-circuit bundle 1590 ACSS/TW 'Falcon' conductor, 48-count fiber optic, and shield wire in central Texas. Part of the Lonestar project, this effort supported the state's program to identify Competitive Renewable Energy Zones (CREZ) and bring wind power from the remote west Texas panhandle to suburban and urban areas.

The success of the project led to another opportunity; another firm reached out to Atkinson Power to complete a nearly-identical endeavor: the Big Hill to Kendall project, a 44-mile segment of CREZ work where a team is currently stringing 40 miles of 345kV double-circuit bundle 1926.9 ACSS/TW 'Cumberland,' 48-count fiber optic, and shield wire.

Last fall, Atkinson Power began engineer-procure-construction (EPC) work on 60 miles of 115kV, a substation, and switchyard for the Jicarilla Apache Nation in northern New Mexico. This was the company's first negotiated project and contract; it came as a result of the team's existing relationships and experience. The project also utilizes the combined capabilities of Atkinson Power and parent company Atkinson Construction. Design work is complete and purchasing efforts are ongoing. Before halting construction for the winter, the project team, under the direction of an Atkinson construction manager, self-performed earthwork and foundation work for the substation and switchyard. Construction will resume this spring.

Atkinson Power plans to follow its strengths as it looks to expand into new markets and new project types. The management team's regional knowledge, coupled with the company's nimble workforce and growing equipment fleet, will ease expansion into California and further into the Rocky Mountain region. The company also seeks to leverage the capabilities and resources of its parent company to provide turnkey civil and electrical services on military projects, wind farms, and renewable energy plants.

Atkinson Power flies in overhead ground wire with a grappling hook on the Lonestar project in west Texas.

Energy and Structured Finance Division Eliminates Up Front Hurdles to Renewable Energy Systems

Saving money on power and realizing greater energy independence and reliability is a near universal goal. The long-term benefits of using more energy-efficient systems is well-documented, but when managing the energy needs of a medical center or college campus, energy-efficient solutions aren't as simple, or as affordable as one might imagine. These larger institutions may benefit from new energy systems, but often are limited by the high first cost of construction. A Clark subsidiary is helping institutions lower operating costs with turnkey alternative energy solutions that increase energy independence, provide affordable clean power, and avoid any up-front capital expenditures.

Founded two years ago, Clark Financial Services Group's (CFSG) Energy & Structured Finance division helps clients reduce their energy costs and dependence on the grid by serving as a single source for the development, construction, financing, and operations and maintenance of on-site alternative energy systems. Working with a client's facilities' team, the Energy & Structured Finance team reviews a client's current energy profile and requirements before developing a customized alternative energy system. Energy & Structured Finance considers a spectrum of energy technologies, including natural gas-fired co- and tri-generation, solar, and energy storage systems. Power types are selected based on what is optimal for a client's needs and budget. Once a system is designed, Clark will finance the construction, eliminating the hurdle of up-front costs to the client. After building and commissioning the new system, Clark remains the owner and operator while selling power to the client for a period of time through a Power Purchase Agreement (PPA).

Through this arrangement, institutions can significantly reduce their energy costs, particularly those clients paying more than 10 cents per kWh for electricity. Clark also can access tax incentives not available to non-profit or government organizations and these benefits can then be passed on to the client as lower energy costs. Alternative energy systems may be eligible for other forms of incentive programs, such as renewable energy credits, that translate into additional savings. By purchasing power from Clark under a PPA, a client's bottom line is protected by a specified annual cost of electricity. This contractual protection reduces a client's exposure to dramatic swings in utility costs.

CFSG's Energy & Structured Finance division is currently working with clients in California, Maryland, Virginia, and Washington, D.C. For more information, visit Clark's website: clarkconstruction.com.

Decentralized Steam System to Increase Efficiency at NSF Indian Head

The Naval Facilities Engineering Command (NAVFAC) awarded Clark/Bell, a Joint Venture, a $62 million contract to demolish the Navy's last coal-fired power plant and replace it with a decentralized steam system. The design-build effort will significantly reduce energy use at Naval Support Facility Indian Head.

The project team will demolish the coal-powered Goddard Power Plant and construct a primary nodal steam generation plant with a natural gas fuel source. The Strauss Primary Nodal Plant will house a 4.6MW dual-fuel combustion turbine with a 25,000 MMBtu/hr heat recovery steam generator.

The team also will construct seven secondary natural gas fueled nodal steam plants along with a 10,000 square-foot utilities and energy management building. Additional components of the project's scope include adding parking areas, providing utility services and an electric power transmission pole line and wiring, and refurbishing existing buildings. The team also will manage the integration of new telecommunications and a supervisory control and data acquisition system (SCADA).

The utility and energy management building is set to achieve LEED® Silver certification. The new system is expected to cut fuel costs, reduce emissions, and improve overall reliability. The Navy estimates that the design-build effort will cut energy use by 50 percent, water consumption by 75 percent, and steam requirements by 80 percent, resulting in approximately $7.5 million in savings each year.

The design is underway, with construction scheduled to begin in May. Project completion is expected during the summer of 2015.

The Bell Company of Rochester, N.Y., is Clark's joint venture partner. WileyWilson of Richmond, Va., is the lead project architect/engineer.

FedExField Reaps Benefits from Solar Innovations

Rookie of the Year Robert Griffin III and fellow first-year phenom Alfred Morris have helped revitalize the Washington Redskins franchise, leading the team to the NFL playoffs for the first time since 2007. While these two first-year players helped re-energize the team on the field, Clark helped energize their stadium through a successful construction effort off the field.

Before the 2011 season kicked off, Clark, under a contract with NRG Energy Inc., installed the largest solar power system in the Washington, D.C. area at FedExField. The 8,000-panel system can generate up to two megawatts of electricity.

The power generated by the solar installation is equivalent to the amount used annually by 300 local house

FedExField Solar project, Landover, Md. (Photos by Peter Cane)

continued on p. 8

LAX Central Utility Plant, Los Angeles

LAX Adding a New "Heart" for Better Performance

Los Angeles International Airport (LAX) is in the middle of delicate heart replacement surgery. The airport's 50-year-old central utility plant (CUP) is outdated and inefficient, and will soon be replaced by a new plant that will decrease energy consumption by nearly 50 percent. Since 2011, design and construction of the new, energy-efficient CUP has taken place at LAX without interruption to operations at one of the world's busiest airports. Clark is leading the design-build effort - which will place the new 75,000 square-foot CUP between the existing plant and the air traffic control tower - with joint venture partner McCarthy Building Company, engineer Arup, and architect Gruen Associates.

The new, four-story CUP is the heart of the multi-billion dollar expansion underway at LAX. The plant's 1.5 million gallon thermal energy storage tank will feed nine miles of chilled water and hot water piping to all terminals in the airport. The design-build team also is upgrading each of the airport's 15 terminal pump rooms and installing an Industrial Grade Firmwear Building Automation System. The new CUP will provide 20,000 tons (N+1) of cooling and 8.8MW of co-generation with waste heat recovery.

Anticipated to earn LEED Gold certification, the new CUP will be 60 percent more efficient in producing chilled water. The thermal energy storage tank and its 15,500 ton-hours of cooling allows water to cool late at night when electricity rates are lowest. The chilled water can then be used to cool the terminals during the day, when passenger traffic is at its peak.

As construction moves forward, the design-build team is pursuing multiple incentives and rebates - in excess of $1.5 million - for the client in associated with the CUP's efficiency.

Construction is scheduled for completion in May 2014 and a phased cutover to the new CUP and distribution systems will ensure a seamless transition. After the new plant goes into service, the existing facility will be demolished.

When complete, the new LAX CUP will have the capacity to:

- pump 97.1 million gallons of water daily, enough to fill 5,000 swimming pools
- provide enough chilled water to cool 373,500 homes
- provide enough hot water to heat 16,200 homes
- generate enough electricity to power 9,100 homes

FedExField Reaps Benefits from Solar Innovations *continued*

This solar power system eliminates 1,780 metric tons of carbon, about 350 cars' worth, from the atmosphere each year.

In just 15 weeks from start to finish, Clark built a support structure in the stadium's Platinum A1 Parking Lot and installed more than 7,500 solar panels which, in addition to generating power, provide shade to 841 parking spaces. NRG's design also included 525 stadium roof panels and 188 translucent panels that Clark built into an existing ramp structure and thin-film solar generation that the team built into a 30-foot sculpture of a football player in the NRG Gate A Entry. The project also included adding 10 electric vehicle charging stations.

In addition to producing energy to power the stadium on non-game days, FedExField's new solar panel system provides shade for cars parked in the Platinum lot.

Solar panels line sections of the stadium's exterior.

At Camp Pendleton, Safety is Everyone's Responsibility

Clark Vice President Carlos Gonzales addresses the project team about importance of safety vigilence.

Destiny plays an important role in the safety efforts at the Replacement Naval Hospital at Camp Pendleton. An eight-year-old second grader, Destiny, was orphaned after her father was killed serving the country in Iraq and her mother succumbed to drug addiction. She was adopted by her grandfather Mickey, a framing foreman. Returning home to his granddaughter every week is Mickey's goal, one that is only feasible if he, and the more than 3,000 construction tradesmen and women who have come through the gates, work safely every single day. At Camp Pendleton, safety is a family value and the workforce knows their spouses, children, parents, and other family members are depending on them. Destiny's face smiles from posters hung throughout the job site. Her image, along with posters featuring project team members playing with their children, remind the workforce about the broad ramifications of working safely; many on the project display their own family's image on their hard hats or lunch boxes.

The images of family members is just one of many ways the Camp Pendleton project team is engaging the workforce as the fast-track design-build project moves forward. The team has instituted a series of daily, weekly, and monthly initiatives to maintain a focus on safety and, to date, the results have been exemplary. In February, the team passed two million hours with zero lost time incidents. Since breaking ground in September 2010, the project has had just 14 recordable incidents and has a recordable rate of 1.43 - one-third of the national average.

Numbers show the results of the Camp Pendleton team's dedication to working safely, but they hardly tell the story. The team has more than a dozen recurring safety initiatives, each designed to reflect an overall philosophy of positive reinforcement, putting people first, and diligent correction. This positive safety culture on the job permeates throughout the workforce and is shared equally by front-line craftsmen and top Navy officials.

Another of the team's initiatives, "Stop-Talk-Accept" was so successful that Clark has taken it nationwide. The company introduced the initiative to all of its project teams during a companywide Safety Stand Down event last year.

Stop-Talk-Accept empowers any member of the workforce to take corrective action when witnessing unsafe work in the field. The principles of the program center on stopping unsafe work as soon as it is witnessed, talking to co-workers about the hazardous situations they are creating for themselves or others, and accepting correction from colleagues. Since its introduction, Stop-Talk-Accept, has helped fuel the Camp Pendleton team's safety discussions and prevented jobsite injury.

The safety planning efforts at Camp Pendleton began well before groundbreaking. Safety also is a value for NAVFAC; the project's safety plan guided how the team staffed, scheduled, and purchased the job. The project team created a project-specific safety orientation video - available in English and Spanish - that every person who visits the project must watch before setting foot outside of a trailer. This video was so successful that Rear Admirals Kevin R. Slates and Christopher J. Mossey, the heads of NAVFAC worldwide, recommended that all NAVFAC personnel watch the video.

When on site, it is impossible to ignore the Camp Pendleton team's commitment to engaging all members of the workforce. In the sea of personal protective equipment, "CP Vests" stand out, identifying the individual wearing it as a qualified and competent person. This assures that there is someone on-site with the proper training and knowledge to correctly complete hazardous activities including scaffold erection and critical picks.

Command Coin

To provide every trade an equal voice on site, a rotating group of subcontractor representatives join Clark's field and office personnel every two weeks on the project's safety committee. This committee conducts daily safety walks and reports their observations to project foremen. The safety committee also includes representatives from the Navy, which reinforces the safety culture on the project and presents another opportunity for true partnering between client and contractor.

Every individual on the project has a voice through safety observation cards. Any member of the workforce can complete a card to notify the project team of a potential hazard or concern. Every week, these cards are reviewed, categorized, and presented to the safety committee for action.

The team's collective safety efforts are frequently acknowledged and rewarded. The project hosts monthly All-Hands Meetings where plaques are presented to safe-working subcontractors and the month's safety observation cards are drawn for raffle prizes. Borrowing a tradition prevalent in the military, the project's highest safety honor is a custom-designed Command Coin, presented to just a dozen people each month in recognition of extreme dedication to working safely. Additionally, subcontractors have contributed nearly $100,000 in reward items for the workers who set the best example of safety as a value on the project.

With nearly 700 craftsmen on site during peak construction, it would be easy to overlook basic safe work practices. Instead, the team has made working safely its mission, as imperative to the project's success as meeting schedule, budget, and quality expectations. By engaging every worker in the project's safety efforts and reinforcing the importance of working safely, everyone on the Camp Pendleton team - including Destiny's grandfather - goes home to their loved ones, unharmed, every day.

A member of the Camp Pendleton team displays a Stop-Talk-Accept sticker on his hard hat.

Clark is the managing partner of the Clark/McCarthy Healthcare Partners joint venture that is leading the design-build of the Replacement Naval Hospital at Camp Pendleton. The 500,000 square-foot facility is expected to welcome patients at the beginning of 2014.

Green Building is Growing Up

Incorporating sustainability in every stage of a building's life, from design and construction through operations, has become commonplace for most real estate developers. While motivations range from operational savings and marketability to code compliance, building green has become an expectation. As sustainable design and construction evolves, so too are the yardsticks we use to measure how green projects are.

The U.S. Green Building Council's LEED® green building certification program has set the sustainable standard in this country. Though it took many in the building community some time to truly understand its nuances, LEED has been recognized and adopted by the federal government and countless others in the public and private sector. The LEED requirements are an inseparable part of how we design and certification helps us define a facility's "greenness." The federal government was one of the LEED program's early supporters. Its adoption of the program accelerated LEED's market transformation and influenced the private sector's culture shift toward similar standards.

The industry is again on the cusp of a market transformation; we are entering a new phase of environmental engagement, one in which simple building certification is no longer enough. The federal government and

continued on p. 12

Southern California employees with family and friends at the annual Orange County Heart Walk.

California Employees Rally for OC Heart Walk

Clark's Western Region employees recently raised more than $20,000 for the Orange County chapter of the American Heart Association and participated in the organization's annual Heart Walk. This year's walk had extra significance for the Clark team; the 5K route wound through Disney's California Adventure Park, putting the company's Cars Land project on display for the event's 35,000 participants.

In addition to employees from the Costa Mesa office, groups from the Hall of Justice, Naval Hospital Camp Pendleton, LAX CUP, Dignity Healthcare, Rose Bowl Press Box Renovation, Clovis Medical Center, Long Beach Courthouse, and ARTIC projects supported the event.


Clark's Matt Cerritelli and Joe Varboe (also AGC National President) join Kathryn Stillman to commemorate the completion of work at the American Legion Post.

Operation Opening Doors Makes American Legion Post Accessible

In early February, the American Legion opened the doors to its newly renovated Post 8 on Capitol Hill in Washington, D.C. Clark, working through AGC Charities, Inc.'s Operation Opening Doors program, sponsored the effort, which revitalized parts of the American Legion Post to make it more accessible for persons with disabilities.

Clark's project team, led by Superintendent Matt Cerritelli, widened doorways and expanded storage spaces throughout the Post. The team also installed a new chair ramp and remodeled the bathroom facilities. These renovations will allow the Post to continue serving the elderly and disabled veterans who previously could not access many parts of the building.

continued on p. 12

USAMRICD Team Raises $25,000 to Help Animals In Transition

While diligently working toward completing their own $239 million project, the team constructing the United States Army Medical Research Institute of Chemical Defense (USAMRICD) Replacement Facility in Aberdeen, Md., has undertaken another endeavor: renovating and expanding a nearby animal shelter.

After soliciting donations from project partners, the team recently raised $25,000 for Luna's House in Edgewood, Md. Luna's House cares for homeless cats, dogs, and other animals before they are placed in forever homes. Since its inception, Luna's House has found homes for more than 1,600 animals.

The USAMRICD team descended on Luna's House one recent afternoon to clean up the shelter's parking lot and clear new fence lines to add more space for the animals to run. The team will return this spring to demolish Luna House's asphalt parking lot and replace it with new sod.

Members of Clark's USAMRICD help with cleanup and repairs at Luna's House.

Social Security Administration Project Scope of Work Includes Merit Badges

Boy Scouts get a first-hand look at the construction process during their tour of the Social Security Administration jobsite.

A group of Baltimore Area Council Boy Scouts traded walking sticks and hiking boots for hard hats and safety vests in pursuit of their architecture merit badge. The Social Security Administration (SSA) Metro West team partnered with project architect, AECOM, and AIA Baltimore to host three dozen scouts for a site tour and to learn about a variety of construction-related topics. The day, which included discussions about green building, material selection, concrete, community building, scheduling, and industry career paths, was designed to help the scouts earn their architecture merit badge.

Superintendent Tim Riesett led a discussion on the different phases of job planning and how teamwork among project partners is essential to successfully completing a project. Project Manager Dan Gilfrich explained the differences between various building materials and how each can affect a project's aesthetic, performance, and completion schedule. A project manager from AECOM elaborated on the cast-in-place concrete process, touching on how plans are drawn and the many different ways to read them: section, plan view, and elevation. The day concluded with AIA Baltimore representative Janet Blount discussing the history of local and global architecture and the different career paths available in the architecture, engineering, and construction industry.

Based on the day's success, the SSA project team plans to host another boy scout event in the future.


Members of Clark's Preconstruction Services Department

Internal Competition Benefits First Tee D.C.

A little friendly competition can go a long way to help out a deserving nonprofit. That's what Clark's Preconstruction Services Department thought when they divided themselves into teams and challenged each other to support The First Tee of Washington, D.C., a nonprofit organization that provides young people with character-building and life skills lessons. The teams competed to see who could collect and/or donate the most gently-used golf clothing and equipment for the organization's Holiday Give Away.

After three weeks, the department collected an impressive array of gear, including 195 golf clubs, 91 golf shirts, 12 pairs of golf shoes, 12 golf bags, and hundreds of golf balls. In the final few days, Team Contracts Management held off a late surge from Team Technical Estimating to win the challenge.

Project Legacy Team Walks for Diabetes


Members of the Project Legacy team joined family, friends, and pets for the New Orleans walk for diabetes.

The Southeast Louisiana Veteran's Health Care System Replacement Medical Center (Project Legacy) team recently laced up their walking shoes to participate in the Juvenile Diabetes Research Fund (JDRF) Walk for the Cure. Wearing T-shirts with the phrase - Hammering Out T1D (Type 1 Diabetes) - more than 20 Clark/McCarthy project team members - and five dogs - took to the streets of New Orleans. The group walked three miles to support the cause and, along with the help of their subcontractors, raised $6,575 to support JDRF.


San Diego personnel volunteer during the holidays

Continuing a holiday tradition, Clark's San Diego team spent a day volunteering at St. Vincent de Paul Village. For several years, Clark's San Diego personnel have visited the homeless shelter in December to spend time cooking and serving the residents. St. Vincent de Paul Village is one of Father Joe's Villages, and part of Southern California's largest homeless services network.


Camp Pendleton personnel

A sea of red clothing complemented the bright oranges and yellows typically found on site at the Naval Replacement Hospital at Camp Pendleton project. In February, dozens of project team members donned red to support the American Heart Association's National Wear Red Day initiative to raise awareness for women's heart health.

Arent Fox Opens New Washington, D.C. Office *continued*

including honors for architectural millwork, custom-designed fiberglass panels, ornamental metals, and a water feature. Two project elements, the penny tile installed by R. Bratti Associates and the custom curving drywall installed by Manganaro Midatlantic were nominated for WBC Star Awards for their exceptional craftsmanship.

The Clark Interiors project team also installed HVAC, plumbing, and electrical systems.

STUDIOS Architecture of Washington, D.C., designed Arent Fox's tenant space.

Clark Rebuilding Maryland's I-95 Travel Plazas *continued*

The existing travel plaza will close and be demolished after the new Maryland House opens to the public. The reconstructed Chesapeake House will feature a curved curtain wall and wood rainscreen façade as well as clerestory windows set on a radius above the main dining area and a suspended wood slat ceiling that curves in multiple directions. The new Chesapeake House will be complete in June 2014.

The project team also will pave both sites, as well as perform extensive site utility work, including renovating existing remote water towers and installing new water pumping stations.

The MDTA I-95 Travel Plaza project is designed to achieve LEED® Silver certification.

Ayers Saint Gross of Washington, D.C., is the project architect. Additional project partners include Cagley & Associates, Rockville, Md., structural engineer; Whitney Bailey Cox & Magnani, LLC, Baltimore, civil engineer; Burdette, Koehler, Murphy & Associates, Inc., Baltimore, Md., MEP engineer; The Lighting Practice, Philadelphia, lighting designer; and Aria Environmental, Inc., Woodbine, Md., hazardous abatement subcontractor.

Green Building is Growing Up *continued*

local jurisdictions across the country are evaluating multiple green rating systems and certification programs as they reconsider their building codes.

Currently, the U.S. General Services Administration (GSA) is re-evaluating its rating system of choice, as required every five years by the Energy Independence and Security Act of 2007. Based on a 2012 GSA report, the agency is looking closely at the Green Building Initiative's Green Globes system and the International Living Building Challenge, in addition to USGBC's LEED green building certification program. This February, the GSA opened a 60-day public comment period on the three rating systems; they also recommended that individual agencies be able to choose the rating system that best fits their needs. The Department of Defense, which was an early adopter of green building programs, is preparing new construction guidelines aligned with both the LEED green building certification program and the ASHRAE 189.1 code.

Governments on the state and local level also are showing a growing interest in exploring green standards and codes. Many municipalities require a certain threshold of LEED certification despite LEED not being mandatory building code. The International Green Construction Code (IgCC) and ASHRAE Standard 189.1, two consensus-based codes introduced in recent years, are drawing interest.

A handful of cities have already adopted the IgCC as a mandatory requirement rather than an alternative to earning LEED certification. The District of Columbia is adopting an amended version of IgCC 2012; the city's first green codes are expected to be published this summer and to go into effect next year. These green codes will be mandatory for any building over 10,000 square feet, though the city also will accept ASHRAE 189.1 and LEED certification as alternative compliance paths to the green codes.

While USGBC has done an exceptional job of transforming the building market, sustainable design and construction is constantly evolving. As green building enters a new era, it is paramount to be aware of the coming changes and proactively adapt to new green building trends and requirements. Clark closely monitors government activities related to sustainability and green building on the federal and local levels. Our sustainability team attends public hearings and participates in the public comment period. Internally, we brief our employees on sustainable issues through education programs, ongoing seminars, and accreditation. No matter what new sustainable regulations and governing bodies arise, our project teams are prepared to assist our clients with these changes.

Operation Opening Doors Makes American Legion Post Accessible *continued*

The American Legion recognized Clark's efforts with a plaque. "It was a great honor to give back to the community and to work with the many excellent subcontractors, vendors, and suppliers that helped to make this possible," Matt said.

Operation Opening Doors is a volunteer-run program supported by AGC Charities, chapters of Associated General Contractors of America, and contributions from individuals and organizations. The program provides home remodeling services to those living with disabilities incurred through service to our country or unforeseen disasters.

Matt Cerritelli shows off the newly-renovated American Legion Post.

CLARK CONSTRUCTION

Clark Construction Group, LLC
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100
www.clarkconstruction.com

Regional Offices

2502 N. Rocky Point Drive, Suite 200
Tampa, FL 33607
(813) 636-4422

310 S. St. Mary's Street, Suite 1940
San Antonio, TX 33607
(210) 319-2100

Clark Construction Group - Chicago, LP
216 South Jefferson Street, Suite 502
Chicago, IL 60661
(312) 474-5500

Clark Construction Group - California, LP
575 Anton Blvd., Suite 100
Costa Mesa, CA 92626
(714) 429-9779

7677 Oakport Street, Suite 1040
Oakland, CA 94621
(510) 430-1700

525 B Street, Suite 250
San Diego, CA 92101
(619) 578-2650

Clark Concrete Contractors
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100

Clark Foundations/Clark Civil
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8110

Clark Construction International
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100

Clark Interiors
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100

Guy F. Atkinson Construction, LLC
385 Interlocken Crescent, Suite 250
Broomfield, CO 80021
(303) 410-2542
www.atkn.com

Shirley Contracting
8435 Backlick Road
Lorton, VA 22079
(703) 550-8100
www.shirleycontracting.com

Edgemoor Infrastructure & Real Estate
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-2910
www.edgemoordevelopment.com

S2N Technology Group
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100
www.s2ngroup.com

CFSG Energy & Structured Finance
7500 Old Georgetown Road
Bethesda, MD 20814
(301) 272-8100

FSC MIX From responsible sources FSC® C018016

Superstructure is published quarterly by Clark Construction Group, LLC, one of the nation's largest providers of construction services.

For more information, contact: Kimberly Wood or Eric Fulton in Corporate Communications. Email: kimberly.wood@clarkconstruction.com or eric.fulton@clarkconstruction.com.