

SUPERSTRUCTURE

INSIDE THIS ISSUE

- 02** Clark Returns to Miami Beach Convention Center
- 04** Robot Lends a Hand on DC Project Site
- 15** Civil Effort Provides Cleaner, Greener Environment

The Path to Early Activation

at Inova Women's Hospital and Inova Children's Hospital

CLARK
CONSTRUCTION

FOCUSING ON CLIENTS SHAPES THE BIG PICTURE

THE DESIRE TO PROVIDE SUPERIOR CLIENT SERVICE DRIVES OUR BUSINESS AND PERMEATES OUR CULTURE. On every project, from preconstruction through occupancy, we strive to never lose sight of what is important to our clients and their stakeholders. Putting our clients’ needs first has made us a better organization and breeds innovation and efficiency across the company. Focusing on client service isn’t just good for business, it is good business.

It is easy to assume what a client values: schedule performance, product quality, overall cost. But every client — and every project — has specific needs and goals. Providing outstanding service means understanding these goals and having the ability to deliver on expectations. Open and honest conversations help define these goals before a project begins, and a continued dialogue throughout the project helps keep us on track. As for exceeding expectations, that is where our experience and our people come into play. We look to innovate and improve our processes to satisfy our clients’ needs.

Decades ago, we formed two self-performance divisions — Clark Foundations and Clark Concrete — to better control the early phases of construction. Over the years, we have expanded our self-performance capabilities to include excavation, roadwork, technology systems, and transportation infrastructure. We have a full-time Research and Development Group dedicated to discovering more effective ways to build. And, our

operations teams continually explore new means and methods of putting work in place and managing construction. So when a client tells us they need to open for care, host a game by a certain date, or that their budget is fixed and unwavering, we are prepared to meet their needs.

The best way to build isn’t to be the fastest or cheapest. It is to be the most understanding, responsive, and capable.

In this issue, we highlight two recent projects in Northern Virginia, each complicated in their own way, and each delivered in a way that exceeded client expectations. Both projects began with a dialogue between client and contractor to understand priorities, financial parameters, and critical milestones. Then our teams went to work finding the optimal way to design, build, and activate the facilities. Self-performance played a critical role in projects for Inova Health System and Alexandria Renew Enterprises, as did preconstruction value engineering, Lean, and full-team collaboration.

The best way to build isn’t to be the fastest or the cheapest ... it is to be the most understanding, responsive, and capable. That is what client service is to us: listening to our clients’ needs and having the experience and capability to deliver facilities that match their vision. ■

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SUPERSTRUCTURE

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Photo by: Eric Taylor, EricTaylorPhoto.com

Inova Women’s Hospital and Inova Children’s Hospital

The hospital will open for care six weeks earlier than anticipated thanks to an integrated and collaborative approach.

FEATURES

10

Generator Relocation

A complex and delicate operation on the Inova campus.

12

Cleaner and Greener

A turf field and bike trail sit on top of a new wastewater treatment facility.

DEPARTMENTS

- 02 New Work
- 04 Innovation
A brick-laying robot increases productivity on a DC project
- 05 Safety
A new safety program provides comprehensive training for future field leaders
- 16 Sustainability
2015 Greenbuild Expo: the evolution of green building
- 17 Small Business
Sound start-up strategies
- 18 Community Connection
Building better communities from coast to coast
- 20 Company News
- 21 The Way We Were

ON THE COVER

The Inova Women’s Hospital and Inova Children’s Hospital are the newest additions to Inova Health System’s Fairfax, VA Campus.

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- LinkedIn:** linkedin.com/company/11322



Rendering courtesy of Fentress Architects, Inc.

A new curtain wall system, featuring decorative “fins” that mimic breaking waves and the motion of a manta ray, will allow natural light to flood the convention center.

\$515 Million Renovation and Expansion of the Miami Beach Convention Center Set to Begin

Construction will begin this month on a \$515 million effort to renovate and expand the Miami Beach Convention Center. Clark is leading a construction team, on behalf of the City of Miami Beach, that will modernize the three-decades-old building and transform it into a state-of-the-art convention facility. Renovated areas will include 500,000 square feet of exhibit space, all ancillary interiors spaces, as well as a new main entrance. The team also will renovate the building’s façade, adding a new curtain wall system and decorative “fins” that mimic breaking waves and the motion of a manta ray. The glass façade will allow natural light to flood the convention center, while the fins will serve as sunshades to protect interior spaces from heat.

New construction includes a 60,000 square-foot grand ballroom, a junior ballroom, additional meeting and pre-function spaces, and

a contiguous structure to provide 874 on-site parking spaces. When completed, the building will exceed 1.4 million square feet.

Adding complexity to this effort, the construction work will be phased in order for approximately one-half of the facility to remain operational at all times during construction. In addition, in order to accommodate Art Basel, the annual premier art show of the Americas, construction must stop for two separate three-week periods in 2016 and 2017 to allow for full use of the convention center during the event. The renovated facility will incorporate several works of public art from renowned artists.

The project is designed to achieve LEED® Silver certification and is expected to be complete in 2018.

Fentress Architects, Denver, is the project architect. ■

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. This quarter, our new work includes:

AVIATION

Checked Baggage Inspection System at BWI
Installation of a new checked baggage inspection system and construction of multiple support spaces
Location: Baltimore, MD
Company: Clark Construction Group
Client: Maryland Aviation Administration
Contract Amount: \$20 million
Completion: Spring 2017

COMMERCIAL

Park Tower at Transbay
Construction of a 43-story, 872,000 square-foot office building in downtown San Francisco
Location: San Francisco, CA
Company: Clark Construction Group
Client: MA West, a joint venture of The John Buck Company, Golub and Company, and Metlife
Architects: Goettsch Partners, Inc.
Completion: Spring 2018



Rendering courtesy of Goettsch Partners, Inc.



Rendering courtesy of SOM

CIVIL

Waterfront Phase I
Superfund site excavation and preparation for a boat and trailer parking facility at Point Defiance Park
Location: Tacoma, WA
Company: Atkinson Construction
Client: Metro Parks Tacoma
Architect: Site Workshop
Contract Amount: \$32 million
Completion: Summer 2017

EDUCATION

Marymount University Ballston Campus Buildings
Construction of an academic building and adjacent residential structure in Arlington, VA’s Ballston neighborhood
Location: Arlington, VA
Company: Clark Construction Group
Client: The Shooshan Company
Architect: Gensler [Academic Building], SK+I [Residential Building]
Contract Amount: \$39 million [Academic Building], \$58 million [Residential Building]
Completion: Summer 2017

HIGHWAYS

Route 659 Reconstruction and Widening
Widening of Belmont Ridge Road from two to four lanes and associated roadway improvements
Location: Leesburg, VA
Company: Shirley Contracting
Client: Virginia Department of Transportation
Contract Amount: \$45 million
Delivery Method: Design-Bid-Build
Completion: Winter 2018

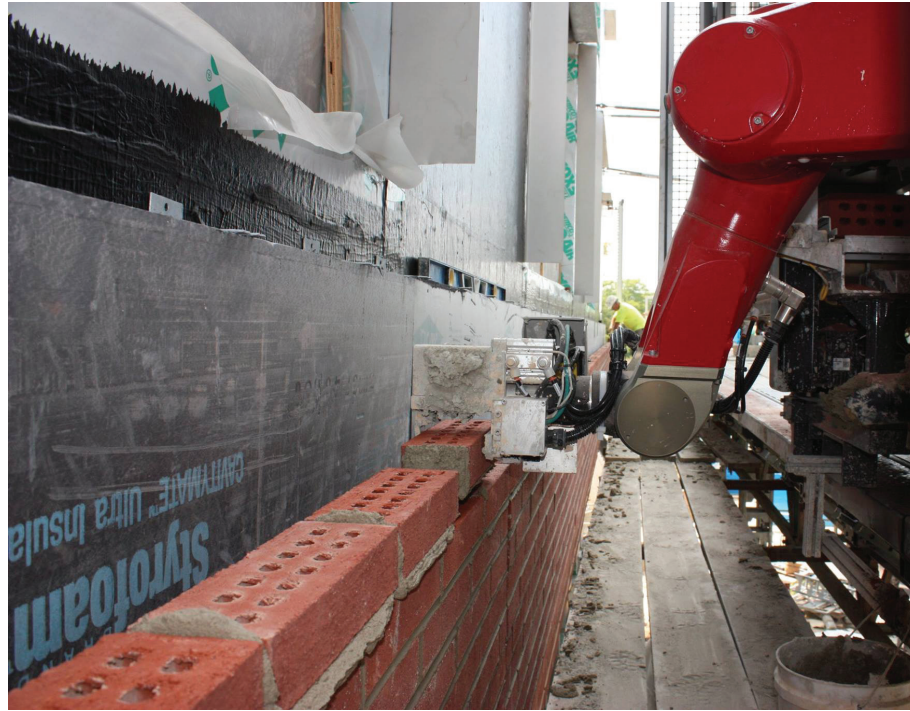
MONUMENTAL

National Museum of the United States Army
Construction of a 188,000 square-foot museum and ample outdoor amenities on a 46-acre site
Location: Fort Belvoir, VA
Company: Clark Construction Group
Client: Army Historical Foundation
Architect: SOM
Contract Amount: \$111 million
Completion: Winter 2018

MASS TRANSIT

Division 20 Maintenance Building 61S
Construction of 86,500 square-foot maintenance facility to service Maintenance of Way vehicles for Los Angeles Metro
Location: Los Angeles, CA
Company: Clark Construction Group
Client: Los Angeles County Metropolitan Transit Authority
Architect: Gruen Associates and Gannett Fleming
Contract Amount: \$52 million
Delivery Method: Design-Build
Completion: Winter 2018

Hayward Complex Maintenance Facilities
Renovation of a service and inspection shop, construction of a new component repair shop, and installation of new track to connect yard to shop
Location: Hayward, CA
Company: Clark Construction Group
Client: San Francisco Bay Area Rapid Transit District
Architect: URS - STV - PGH Wong Engineering
Contract Amount: \$98 million
Delivery Method: Design-Bid-Build
Completion: Winter 2018



SAM100 arrives at the Lab School of Washington jobsite (above). Bricks are picked up by SAM's robotic arm, mortared, and placed on the wall (left).

See SAM in action! Download the digital version of *Superstructure* to watch SAM laying bricks at The Lab School of Washington.

Robot Lends a Hand on DC Project Site

Our Lab School of Washington project team added a special new member this summer. As work progressed on the 29,000 square-foot academic building's façade, the team welcomed SAM100 — the world's first commercially-available brick-laying robot — to the site.

SAM, which stands for semi-automated mason, came to the site through a collaboration between Construction Robotics and Clark's Research and Development Department. The robot excels at laying long, straight runs of brick, and The Lab School of Washington's north and south elevations provided an ideal workspace. Working alongside Clark's team and the masons from Manning Construction, SAM placed approximately 12,000 bricks along the exterior of the school's new expansion.

SAM is designed to supplement conventional masonry, increase productivity, and introduce modern technologies into the process. "The masonry industry in general really sees the need for innovation to help the industry grow," said Scott Peters, co-founder of Construction Robotics. "Robotics can reduce the installation cost of brick, introduce new features like digital design, attract young talent to the industry, and even extend the work-life of some craftsmen by

reducing physical strain."

Bricks are loaded in bulk onto SAM's conveyor and fed into a pick station one at a time. SAM measures the height and width of each brick and those not meeting design standards are rejected. Acceptable bricks are picked up by SAM's robotic arm, mortared, and placed on the wall. SAM verifies placement with a laser mounted on the side of the structure; this helps guarantee accurate placement as SAM's scaffolding moves around the building.

Working in tandem with human masons, SAM can lay twice the amount of brick as the traditional masonry process.

When complete, the Lab School of Washington's new high school building will feature a central atrium, laboratory spaces, expandable classrooms, administrative offices, and a roof terrace. The LEED Silver facility is expected to be substantially complete this winter. ■

"The Lab School is a place of innovation, exploration, and forward thinking ... and of using new and old techniques and technologies to best teach our students with learning differences. It certainly seems fitting to have embraced a new technology like SAM to work on the brickwork of our new high school building."

Katherine Schantz, Head of School, The Lab School of Washington

Leadership Development Program Marries Safety and Operations

Looking to further integrate safety into all aspects of our operations, Clark is launching the Safety Leadership Development Program. Set to debut in 2016, this program will become part of our nationwide Field Development Group curriculum and engage the next generation of field supervisors in all aspects of jobsite safety. The program will better prepare future superintendents to assume overall responsibility for safety on our projects.

The Safety Leadership Development Program balances classroom and experiential learning, all imbued with Clark's strong safety culture. Program participants will receive comprehensive and specialized training to become more knowledgeable and confident on the job. Beyond the standard First Aid/CPR and OSHA 10-Hour trainings

all field supervisors currently receive, participants also will study crane and electrical safety, and receive competent person training in fall protection, scaffolding, confined spaces, and excavation.

The program also will offer participants the opportunity to earn their Construction Health and Safety Technician certification, and additional environmental and stormwater management credentials based on their region.

The program integrates aspiring superintendents with the Safety Department. Each participant will assume the role of safety manager on an active jobsite and report to an Area Safety Manager. This approach is designed to give participants a different perspective on field operations and will allow them to experience first-hand the daily

challenges and opportunities safety personnel face on the job. During this service rotation, participants also will take part in our safety outreach and training efforts, including leading OSHA 10-Hour training classes with their peers.

Through the Field Development Group, assistant superintendents and project engineers learn and develop the skills they need to lead crews and manage a project's schedule, budget, and quality. With the addition of the Safety Leadership Development Program, our next generation of field leaders will seamlessly integrate safety into every aspect of jobsite operations, and, as a result, will be more knowledgeable and confident proponents of Clark's safety culture. ■



THE PATH TO EARLY ACTIVATION

By Ryan McKenzie, Vice President

Opening to the community in January 2016, the Inova Women's Hospital and Inova Children's Hospital is the centerpiece of Inova Health System's capital improvement program in Northern Virginia. The project's delivery was a true team effort with all partners unified by a singular goal: to open the hospital for patient care at the earliest possible date. Despite relentless winter weather and the default of a prime subcontractor, the facility will open six weeks earlier than anticipated.



The two hospitals, located on Inova's Fairfax campus, share a 665,000 square-foot, 10-story building that includes 192 patient rooms, as well as 118 private pediatric rooms, a 108-bed neonatal ICU, 33 labor and delivery rooms, six C-section suites, and eight operating rooms. From the project's earliest stages, our personnel collaborated with Inova's construction and design personnel and architects from Wilmot Sanz to identify and focus on specific aspects of the project in order to meet our demanding expectations. Our path to early activation began three years ago. Here is a look at the journey.

SAFETY & SCHEDULE PERFORMANCE

From the start, our team was committed to meeting Inova's activation date, no matter the obstacle; little did we know how this

commitment would be tested over the course of construction.

A healthcare project of this size and complexity has so many different components. To make it more manageable, we got lean. Using the principles of Lean construction, most notably pull planning, the team created Short Interval Production (SIP) schedules. The planning process included representatives from every subcontractor, who freely shared schedules, manpower, and quantities. This resulted in the team planning 20 months of construction on a single (albeit very large) sheet of paper. This effort allowed us to know precisely what was occurring on every facet of the project at any given moment.

This planning session was invaluable when, at the peak of their scope of work, our original electrical subcontractor defaulted and went out of business. On Friday, we had 125

electricians on-site. On Monday, none showed up for work. Because of our detailed schedule, and our ability to track work down to individual tasks on each floor, the subcontractor's sureties were able to view the project, validate the work through a third party, and bring on a replacement — Dynalectric — to join the team in one week's time. The master schedule allowed Dynalectric's personnel to pick up where work halted, with minimal delay.

Our focus on early activation also had a profound impact on jobsite safety. Our team logged more than two million manhours throughout the course of the project. With the SIP schedule, we were better able to plan and monitor our safety efforts. As a result, the project's recordable rate was 1.67, less than half the national average, and the lost time rate was 0.09, sixteen times lower than the national average.



A Neonatal Intensive Care Unit twin room on the second floor of the Women's Hospital (above). The main lobby of the Women's Hospital (right).

SELF-PERFORMANCE SUCCESS

Our team self-performed support of excavation, cast-in-place concrete, and healthcare technology systems on the hospital, which provided Inova with greater schedule and quality certainty. With a 14-month scope of work, Clark Concrete developed a schedule that was both accelerated and reliable. Their team used tables for deck formwork to expedite the typical floor cycle and improve overall quality. They also developed a custom plan to keep concrete work on track despite a winter of historic snowfalls and 'polar vortex' cold. To maximize productivity during the winter months, Clark Concrete and its ready-mix supplier developed a mix that performed better in cold temperatures; in the field, they used embedded logging devices to monitor differential temperature in placed concrete. This data informed a heating plan to ensure the concrete would properly cure and maintain full structural integrity, even as temperatures fell to record lows.

S2N Technology Group also worked hand-in-hand with Inova to design and install a full suite of technology systems, including electronic security, telephone and data infrastructure, overhead paging, audio-video, distributed antenna, and clinical technologies, including nurse call, real time location system, physiological monitoring, fetal monitoring, and telemetry. Working with the client

early in the project schedule, S2N helped Inova correctly plan the hospital's technology systems before construction began. The group's on-site management ensured the installation process was properly sequenced and in accordance with industry standards and best practices.

COMPREHENSIVE QUALITY CONTROL

To ensure the hospital was built to precise specifications, our quality control efforts began well before groundbreaking. We followed a comprehensive quality control program, based on the U.S. Army Corps of Engineers' model that focused on early planning for all construction activities and involved all project partners at all phases.

In the preparatory phase, we held meetings for every definable feature of work. Together with Inova, the design team, and appropriate subcontractors, we conducted a detailed

review of the specifications, drawings, submittals, and installation plan for each facet of work in the hospital.

As construction began, the initial installation of every component was reviewed by the same team from the preparatory meetings. This quality team conducted ongoing inspections as production work continued, digitally compiling, tracking, and sharing any issues before taking corrective action.

Our process was meticulous and proved a significant asset when potential issues arose. For example, in an initial meeting, we noted that a deflection in the concrete slabs would affect uniform installation of door frames. Building the frames directly on the slab would make the hospital's corridors uneven. The underlayment subcontractor joined our next meeting to develop a plan to coordinate door frame and underlayment to ensure a level surface, and to control cost, limit the amount of material used. Before construction, we



Photos by: Eric Taylor, EricTaylorPhoto.com

CONSTRUCTION TIMELINE



February 2014
Topping Out



September 2012
Groundbreaking



February 2014
Permanent Power



May 2014
Dry-in Podium



May 2014
Pushing Air



July 2014
Dry-in All



January 2016
Open for Care



July 2015
Non-Residential Use Permit
Ready for Activation

surveyed the slabs, set an elevation benchmark, installed the frames, and then poured the underlayment to the bottom of each frame for a smooth and level surface. Our proactive solution ensured a quality product without impact to the schedule or budget.

TOTAL TEAM EFFORT

Healthcare projects are among the most challenging to plan, design, and build. Our path to early activation on the Inova Women's Hospital and Inova Children's Hospital required a full team effort, from the client to the subcontractors. With everyone on-site working with clear expectations toward a common goal, an integrated project team can exceed its expectations and overcome the most unexpected challenges. ■



Ryan McKenzie is a Vice President in charge of construction efforts on the Inova Women's Hospital and Inova Children's Hospital. Ryan has more than 15 years of healthcare construction experience, and has led construction operations on more than \$1 billion worth of healthcare facilities across the country.



The Pediatric Intensive Care Unit (PICU) hallway with view into a PICU patient room.

THE DELICATE SURGERY OF GENERATOR RELOCATION

By Jim Salvino, MEP Executive

After we reached substantial completion on the Inova Women’s Hospital and Inova Children’s Hospital project, our team still had to clear another complex and delicate hurdle: relocating an existing generator to the newly-built central utility plant on the outskirts of the healthcare campus.

Though the two megawatt generator had supplied power to the South Patient Tower for three years, the master plan called for it to move so Inova could convert the vacated area into a tranquil green space. Knowing the generator’s final resting place when we began our work gave us enough time to plan this delicate operation; essentially we were performing open heart surgery on the campus’ power system. This complicated exercise lets Inova make better use of its space and consolidate its redundant systems, a common practice for expanding medical campuses.

Communication was the key to a successful relocation. We began coordinating the operation nearly a year in advance. Our planning included Inova’s Design and Construction personnel, the design team, the electrical subcontractor, the equipment manufacturer, and the rigging subcontractors to plot the ideal way to disassemble, transport, install the 30-ton generator, and start, test, and commission the unit. No detail was too minute to discuss and we planned for multiple variables and unanticipated obstacles.

As with any delicate operation — construction or medical — the generator relocation required a total team effort, intense communication, and thorough pre-planning.

We scheduled the relocation to occur after two new generators were installed, commissioned, and supplying power to patients in the existing South Patient Tower. Another big part of the integration and turnover of the emergency power system was training the Inova Facilities team. We set the relocation of the exiting generator two months after our new generators were on line and providing power. This allowed Inova to fully understand the plant’s operations and run regular maintenance tests on the new equipment.

On the day of the move, the existing generator was disassembled into several components and hoisted onto a low boy trailer for relocation. A 250-ton crane placed the generator into its new home and our team set out to reassemble it with a few modifications (the generator was reconfigured to integrate with the CUP’s below-grade fuel tanks).

As with any delicate operation — construction or medical — the generator relocation required a total team effort, intense communication, and thorough pre-planning. And after a careful, yearlong effort, we successfully relocated an important component of Inova’s power system with no disruptions and no impact to ongoing patient care. ■

[For more information about the Inova generator relocation, including video of the operation, see the digital version of Superstructure.](#)



Jim Salvino is an MEP Executive with over three decades of industry experience. Jim led MEP trades on the Inova project, as well as on numerous healthcare projects in the Mid-Atlantic Region.

MOVING DAY



The existing generator, located outside of the South Patient Tower, was hoisted onto a low boy trailer and transported across campus.



The generator arrived at the new CUP and was placed into its new home by a 250-ton crane.



The generator was lowered into the CUP and guided into place by the electrical and rigging subcontractors.

The public athletic field covers four tanks used to store 18 million gallons of wastewater as it is treated to remove harmful nitrogen.

Photo by: Peter Cane Photography

Civil Effort Provides a Cleaner, Greener Environment

Above and Below Ground

In Alexandria, VA's Carlyle-Eisenhower East neighborhood, a new turf athletic field and bike trail are much needed public amenities. But the new outdoor spaces are only part of the story; what lies beneath them provides a much greater benefit to the community and the surrounding environment.

Through creative value engineering, Clark saved AlexRenew more than \$10 million.



The field and bike trails sit on top of Alexandria Renew Enterprises' (AlexRenew) Nutrient Management Facility (NMF), a series of partially-buried concrete tanks that can store 18 million gallons of wastewater as it is treated to remove nitrogen before being released into the Potomac River. The NMF, a central component of AlexRenew's State-of-the-Art Nutrient Upgrade initiative, was completed by a joint venture of Clark Civil and Ulliman Schutte Construction. Through value engineering, the construction-manager-at-risk team provided AlexRenew with more than \$10 million in savings.

A worker inspects one of AlexRenew's four new wastewater storage tanks (above). This carbon absorption odor control system ensures all odorous air is captured and treated (left). Clark Concrete placed 10,000 cubic yards of concrete to form the Environmental Center structure (right).

Clark Civil and Ulliman Schutte's full scope of work for AlexRenew included installing the four tanks 30 feet below grade, as well as a pump station, odor control system, and electrical facilities to power the new equipment. In addition to placing the athletic field and bike trail, the team performed significant landscaping and site work, including relocating high-voltage overhead utility lines. They also delivered AlexRenew's new Environmental Center. Designed to earn LEED Platinum certification, the six-story structure provides AlexRenew with 63,000 square feet of office space.

The Clark/US team worked closely with CH2M, the engineer for the NMF, and the client to identify opportunities to reduce project cost. Most significantly, the team saved the client more than \$10 million by revising the NMF's storage tanks from cast-in-place to precast concrete and using pre-stressed concrete piles in the support-of-excavation system instead of nearly 2,000 steel H-piles.

As the project moved into the field, the Clark/US team provided additional value through self-performing multiple trades. Four Clark entities helped deliver AlexRenew's facilities, including the Clark Interiors team, who recently completed the Environmental Center fit out. Self-performing critical work allowed Clark/US to seamlessly incorporate the structural design changes and provide AlexRenew with greater budget certainty. ■



SIGNIFICANT SELF-PERFORMANCE

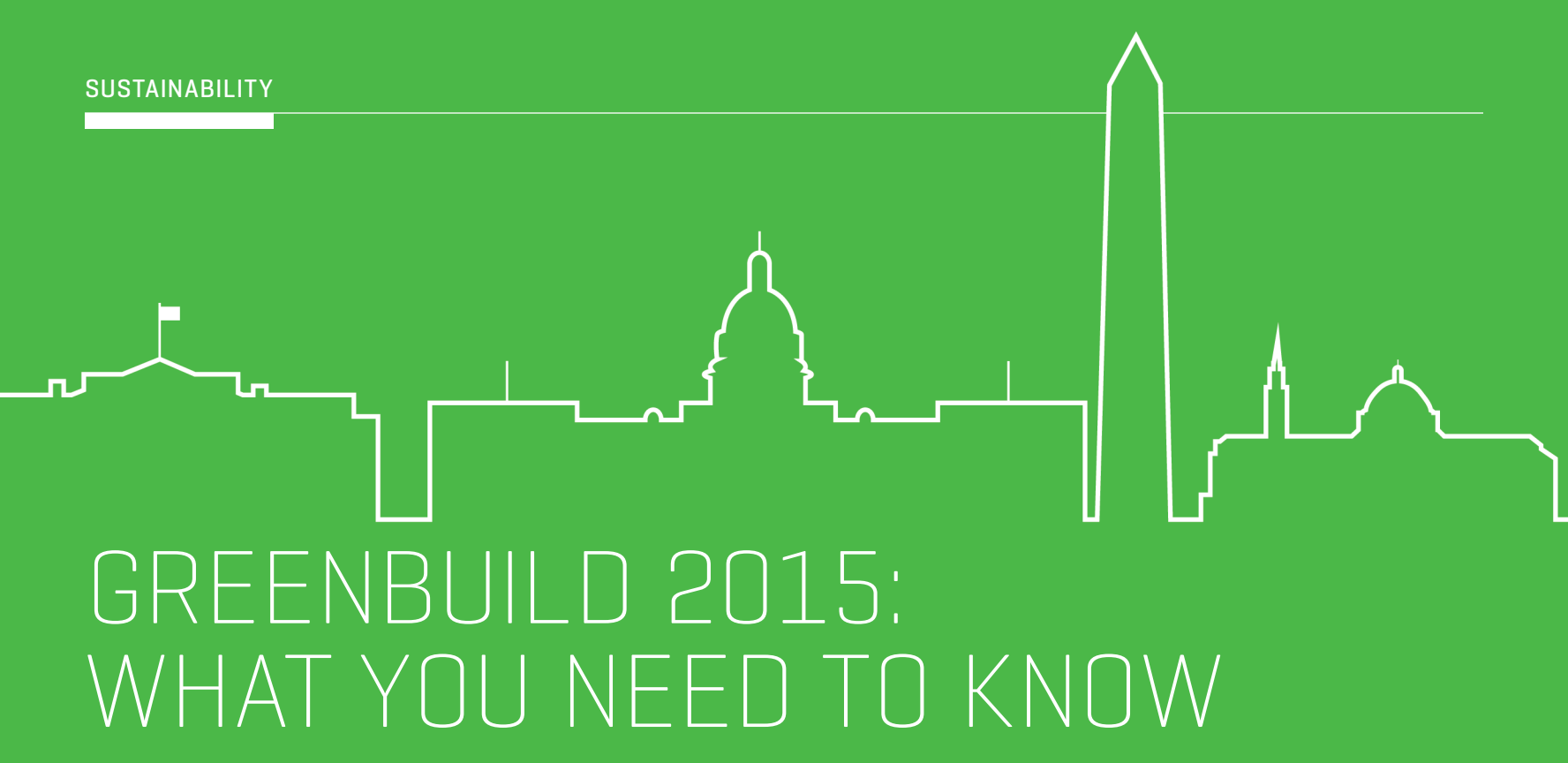
Nearly 35 percent of the overall construction effort was self-performed, which allowed us to seamlessly move complex projects from design to the field and provide our clients with greater budget and schedule certainty. Here is a closer look at how four Clark entities took on scopes of work for AlexRenew.

Metro Earthworks excavated **128,000 cubic yards** of contaminated soil to make way for the NMF tanks and performed extensive structural earthwork and grading

Clark Foundations designed and installed the support of excavation system and drove **1,400 linear feet** of sheet piles and the nearly **2,000** concrete piles that contributed to significant savings

Clark Concrete placed **10,000 cubic yards** of concrete and nearly **1,100,000 pounds** of rebar to form the Environmental Center

Clark Interiors began its **\$7 million** contract before base building construction was completed to allow for a single turnover, ensuring AlexRenew could move into their new facility earlier than anticipated



By Fulya Kocak

Takeaways from the largest annual green building industry conference

In November, Greenbuild opened its doors for five days in Washington, DC. More than 20,000 global industry professionals attended, but if you weren't among them, our sustainability team took in all aspects of the event. Here are some of the things you need to know:

Interest in green building is evolving

There was a significant international presence at this year's conference. Attendees represented more than 70 countries and had equal interest in sustainable products, green buildings, and the LEED Certification process. At the same time, the theme of the overall conference expanded. Past conferences focused heavily on the attributes of a green building, including sustainable materials, overall efficiency, and indoor air quality. This year, we noticed a greater emphasis on how sustainable buildings influence the well-being and resilience of a community. These were hot topics on the conference's summit day, and were demonstrated through this year's legacy project, an Urban Food Studio for the city's Capital Area Food Bank (CAFB). This HKS-designed, Clark-built facility is an all-seasons

demonstration area where residents can receive nutrition education and learn gardening skills.

Net zero is not farfetched

Buildings that generated as much energy as they consumed used to be an anomaly, frequently designed and built for demonstration purposes. But interest in net zero buildings is growing among developers and the public, and so are the technologies that can make net zero cost effective. Making sustainability achievable for all demographics was a key theme. This year, Greenbuild had a Net Zero Zone and Microgrid Showcase with demonstration products providing on-site power to portions of the exhibit hall. This indoor/outdoor area is the only concept of its kind at a tradeshow and represents a large tangible step toward net zero becoming the norm.

LEED is not alone

The Green Building Certification Institute (GBCI), USGBC's certification arm, is now the Green Business Certification Institute because its focus has

expanded beyond vertical structures. Several new green rating systems are emerging and many of these were part of the conversation at Greenbuild. Throughout the conference, we heard mention of specialized standards managed by GCBI, including the WELL® Building Standard, Performance Excellence in Electricity Renewal for power systems, SITES for sustainable landscaping, and the Global Real Estate Sustainability Benchmark. How these systems work together on industry projects will be an important topic in the coming year.

Sustainability marches forward

If nothing else, Greenbuild reiterated that sustainability is now a key factor in all aspects of development and construction. Green is no longer a 'movement' but a part of the process and an expectation. This was evident in the sheer number of attendees, the discourse of the education sessions, and the continuation of leadership within the USGBC. Next year's conference is set for Los Angeles. Our sustainability team will be on-hand, taking in all that we can and translating the experience into smart, sustainable solutions for our clients. ■

SMALL BUSINESS SMARTS

By Beverly Thomas

A graduate of Clark's Strategic Partnership Program provides tips for achieving sustainable growth and success

During the formative years of a new business, most, if not all, small business owners face similar challenges. How will I manage my revenue and expenses? How do I market my firm? Who do I turn to for advice? When should I engage an attorney? As a business owner just starting out in 2001, I asked myself these very questions and many others. While going out on my own was exhilarating, facing the myriad unknowns, and avoiding potential pitfalls that could quickly derail my company, was intimidating.

Navigating my business to where it is today has been a profound learning experience. Over the last 15 years, I have discovered the answers to many of those early questions, successfully avoided my share of risk, and put in place systems to ensure that I can deliver for my clients, provide for my team, protect my investment, and continue to grow smartly. During my journey, I realized that long-term growth isn't something that happens overnight, nor is it something I could achieve on my

own. Instead, lasting success is cultivated through thoughtful planning and decision making, a passion for your business, and by building strong relationships, not only with clients and business partners, but with a team of trusted advisors who will help you along the way. Regardless of your industry, here are 10 sound business strategies that I believe will help ensure your long-term success:

- 1

Define your business

Be specific about what you do. Don't try to over sell your company. Don't say "we do everything." People are less likely to buy from you.
- 2

Use an industry-specific accountant

A general accountant or a family friend who prepares personal tax returns may not understand your industry. You may be denied a bank loan, line of credit, or bonding because of improperly prepared financial statements.
- 3

Hire an industry-specific attorney

Your attorney will know more than you. They can assist in reviewing contracts, letter writing, and advise you on potential problems in the market and on risky projects or partnerships.
- 4

Get to know your banker

Nothing will replace the one-on-one relationship you develop with your banker. When a loan or line of credit is needed, the banker will have to attest to your character. Plus, your banker, accountant, and bonding agency will all work together.
- 5

Market your company

No one can tell your story better than you. The narrative comes alive with your passion. People need to associate you with your business.
- 6

Bid projects within your comfort zone

Small incremental growth is the key to long-term success. Don't take on projects two to three times your capacity. Your internal systems must be in place in order to service your customers and meet their needs.
- 7

Form strategic partnerships

Be on the lookout for products, services, or companies that will complement your business. Start with a very small project so that you and your teaming partner can learn to work together.
- 8

Find new opportunities

Think outside the box. Target industries that utilize your products or services but have less competition. Become a valuable and value-added resource.
- 9

Read the fine print

Understand ALL of the contract terms. Ensure you have a thorough understanding of the billing cycle, payment terms, off-site parking expenses, technology fees, badging and training costs, and more.
- 10

Under promise and over deliver

Character, integrity, and on-time delivery all work together. If you can't do something, it's better to say "no" than to ruin a relationship.



Beverly Thomas is the founder and President of Regional Contracting Services, a woman-owned, minority business located in Washington, DC. Regional Contracting specializes in rough carpentry, division 10 specialties, and provides firestop and through-wall-penetration and building insulation. Beverly is a graduate of Clark's inaugural Strategic Partnership Program and has served as a mentor to numerous small business owners who have since matriculated through the program.

MAKING A DIFFERENCE WITH OUR CLIENTS

Across the country, our project teams are partnering with our clients to make a difference in the community. Here are a few ways we've been making our relationships count off the jobsite.



Three project teams joined client The JBG Companies as well as our Preconstruction Services Department to fight hunger by lending a hand at DC Central Kitchen. Nearly two dozen volunteers spent a shift preparing fish, dicing tomatoes, cutting peppers, sorting produce, and making applesauce for local public school students. ■



This fall, our team expanding United's Inflight Domicile area at San Francisco International Airport joined airline employees to package thousands of meals for Feeding America's Hunger Action Month. As the holidays approached, the team also supported the United Fantasy Flight, which provides underprivileged children with a flight to the "North Pole" and a visit from Santa Claus. ■



Sponsored by the U.S. Green Building Council, Green Apple Day is a volunteer effort to ensure that every student has the opportunity to learn in a healthy, sustainable school environment. The Blairs Block F-1 project team and developer The Tower Companies took part in the event in Silver Spring, MD. The volunteers built benches for an outdoor classroom at Sligo Creek Elementary School and planted native flora around the campus. ■

Employees Across the Country Team Up to Build Better Communities



WALKING FOR A CURE IN NEW ORLEANS

In early November, dozens of representatives from the Southeast Louisiana Veterans Replacement Hospital project team rallied to support the Juvenile Diabetes Research Foundation of New Orleans. Prior to the organization's November One Walk fundraiser, the team

invited JDRF's Alysia Evans to the site to talk to the project's 1,200 workers about JDRF's mission. On walk day, more than 30 team members and their families turned out. The team ultimately raised \$10,000 for the cause and took home a special prize for best t-shirt design. ■

CLARK CARES GOLF TOURNAMENT AIDS SAN DIEGO CHARITIES

Our San Diego office partnered with Clark Realty Capital and CBG Building Company to hold the 11th annual Clark Cares Open Golf Tournament. Subcontractors, consultants, and clients from across Southern California took part in the event, which raised money for five local charities: Jacob's House, Homefront San Diego, Bridge of Hope, Dreams for Change, and Isabella's Giraffe Club. ■



Clark employees throughout Chicago turned pink this fall to support the Breast Cancer Research Foundation. Regional office personnel fanned out to area projects and set up shop to sell pink t-shirts, donating the proceeds — \$2,000 — to support the foundation's mission. ■

CYCLING FOR A CAUSE ON BOTH COASTS



Fourteen members of the Mid-Atlantic Region's Clark Cycling Team took part in the Cystic Fibrosis Foundation's 19th Annual Cycle for Life event to benefit individuals living with the genetic disorder. Each rider completed a 20-, 40-, or 60- mile course and, in total, the team logged more than 700 miles during the fundraiser. ■



In California, Superintendent Rick Solomon took part in the Bike MS Coastal Challenge for the sixth consecutive year. Rick and colleague Tom Farrar rode 100 miles, from Santa Monica to Santa Barbara over two days and raised more than \$1,400 for the National MS Society. ■

UNCOVERING A PIECE OF ALEXANDRIA’S HISTORY

Before giving Alexandria, VA’s waterfront a 21st century makeover, our construction team at 220 South Union Street helped uncover a relic from the city’s past. A planned archaeological exploration of the site turned up major remnants of wood foundation of the city’s first public building. Eight feet below grade, archaeologists uncovered large beams, floor planks, and what is believed to be a repurposed ship’s mast that were part of a 2,400 square-foot warehouse built in 1755. The building’s location, at one of the few spots where the deep-water channels of the Potomac River near the shoreline, leads historians to believe it played a significant role when Alexandria was a busy port city in the 18th century. The historic elements were removed from the site and will be preserved.

When the archaeologists depart the site, our team will begin construction on the first project in Alexandria’s Waterfront Redevelopment Program, a five-story, 120-room Hotel Indigo for client Carr City Centers. ■



PRINCE GEORGE’S COMMUNITY COLLEGE LAUNCHES “PLANS ROOM”

As construction activity picks up in Prince George’s County, MD, Clark is assisting one local institution in preparing county businesses for increased opportunity. Prince George’s Community College’s (PGCC) Center for Entrepreneurial Development debuted its “Plans Room” outreach event in early November. Nearly 40 local and small business owners and

executives gathered at PGCC’s Westphalia Training Center to learn from, and network with, Clark personnel. After reviewing two upcoming projects in the county, Clark led hour-long breakout sessions on each opportunity, reviewing plans with the subcontractors and helping them understand how to properly bid work. ■



GREG ZINBERG PROMOTED TO VICE PRESIDENT



Since joining Clark in 1995, Greg has led construction teams in the Mid-Atlantic Region, Georgia, Louisiana, and Texas. He has spent the past decade building in California, delivering L.A. LIVE! in downtown Los Angeles and several entertainment/theme park projects. He most recently led our design-build effort to reconstruct Los Angeles’s Hall of Justice, an effort that earned national honors from Associated General Contractors of America and the Design-Build Institute of America.

As an officer, Greg will continue to work on projects and pursuits for our theme park clients, as well as focus on new work in the entertainment sector and the Los Angeles market. ■

FULYA KOCAL RECEIVES WOMEN IN SUSTAINABILITY LEADERSHIP AWARD



Green Building & Design (gb&d), the leading publication for green professionals in the architecture and construction industry, honored Clark’s Director of Sustainability, Fulya Kocak, with a Women in Sustainability Leadership Award. The award was presented during a November ceremony in Washington, DC. ■

THE WAY WE WERE

Working on the Miami Beach Convention Center gives us a little déjà vu. In 1991, we expanded the facility to its current size — 1.1 million square feet — to make it one of the 10 largest convention centers in the country. We have left a sizable mark on South Florida beyond the convention center, as well, having delivered the Broward Center for the Performing Arts, the Jackie Gleason Performing Arts Center, and the 47-story Miami Tower.





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