

SUPERSTRUCTURE

Collaborative Preconstruction

Fuels Project Success

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CLARK
CONSTRUCTION



POISED FOR SUCCESS IN THE NEXT CENTURY

2016 MARKS OUR 110TH ANNIVERSARY and a truly exciting time for our organization. This milestone provides an occasion for us to reflect on *both* our company’s journey from 1906 to where we proudly stand today — one of the nation’s leading building and civil contrac-tors — and on our vision for the future.

In this edition of Superstructure, you’ll learn how our teams in San Francisco and Seattle are enhancing our preconstruction process. Through early and meticulous plan-ning, heightened collaboration, and inno-vative construction methods, we are adding value for clients, and providing them with the certainty of a successful outcome. Just as we plan our work long before a shovel hits the ground, so, too, do we plan for the future of our company.

At the end of 2015, working with Clark Enterprises, Inc., (CEI), our leadership team transferred CEI’s ownership stake in our orga-nization to our current Clark Construction Group owners/executives. From George Hyman to Ben Rome to A. James Clark to our current owners/executives, this type of own-ership succession has been a cornerstone of our firm’s history, resulting in a successful and seamless transition to the next generation.

Our success over the last century plus didn’t happen by accident; it is a product of

our steadfast commitment to our core values of delivering superior client service, building safely, focusing on quality and innovation, operating with integrity, providing growth opportunities for the Clark team, and giving back to the communities we serve. With these

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tenets as the foundation for how we build, and with the steady guidance of our passionate and principled owners/leaders, we are poised for continued growth and success in the next century.

Thank you to our many valued clients and project partners for your continued support and for challenging us to be the best builder. The future is bright. We look forward to sharing it with you! ■

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For more information, to be added to the mailing list,
or to update your mailing address, contact Kimberly
Wood, kimberly.wood@clarkconstruction.com or
Eric Fulton, eric.fulton@clarkconstruction.com



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Photo by: Don Taylor Studios

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ON THE COVER

A team of experienced industry veterans lead our preconstruction efforts and ensure the consistency and certainty of outcome that our clients expect.

Photo by: Don Taylor Studios

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Rendering courtesy of MANICA/steelblue llc

Clark JV to Build Warriors' Chase Center

Clark, in a joint venture with Mortenson Construction has been selected by GSW Arena LLC (GSW) to build the Golden State Warriors' new sports and entertainment venue, Chase Center, in the Mission Bay neighborhood of San Francisco. Chase Center is scheduled to open in time for the 2019-20 NBA season.

"The Mortenson and Clark team combines the strengths and resources of the top sports and entertainment builders in the nation, with a long and successful history of delivering projects in San Francisco," said GSW President Rick Welts.

GSW plans to build its new state-of-the-art venue on an 11-acre site in San Francisco's Mission Bay district. The project gained approvals late last year, and was unanimously approved by the Board of Supervisors in December.

The privately-financed project includes a state-of-the-art 18,000-seat arena, two office buildings, 100,000 square feet of mixed-use/retail space, and underground parking. More

than three acres — 30 percent of the site — will be plazas, landscaping and other public spaces.

Local business and worker participation will be a priority for the construction team. Mortenson | Clark is committed to meeting San Francisco's Office of Community Investment and Infrastructure's (OCII) goals during the construction phase, which include 50 percent SBE firm participation and 50 percent local workforce construction hiring.

As construction begins, Mortenson | Clark will work closely with the city, OCII, and the community to keep local workers and businesses — and the community as a whole — at the forefront of the project.

With the support of GSW, Mortenson | Clark will use outreach initiatives like CityBuild to develop a comprehensive training program for San Francisco residents.

The design phase is currently underway as Mortenson | Clark and GSW Arena's design group work as an integrated team to deliver the project. ■

The state-of-the-art venue will be located in San Francisco's Mission Bay neighborhood, and will include an 18,000-seat arena, two office buildings, 100,000 square feet of mixed-use/retail space, and underground parking.

Public-Private Partnership to Develop 40-Acre University of Kansas Site

Edgemoor Infrastructure & Real Estate, in a public-private partnership with the University of Kansas (KU), will develop a 55-acre site in the middle of the school's Lawrence, KS, campus. Edgemoor is responsible for implementing the initial phase of the Central District master plan, which will transform the center of KU's campus into a hub for academics, student services, and residential life.

Edgemoor will develop, finance, build, operate, and maintain a 285,000 square-foot integrated science building, 26,500 square-foot student union, 1,250-bed student residence, dining hall, and central utility plant. The project also includes installing and improving

supporting infrastructure, including 2,000 parking spaces. Clark, with local joint venture partner McCownGordon Construction, is serving as the design-builder of the academic and infrastructure portions of the project.

Perkins + Will is the designer of the overall site plan, student union, and science facility. Treanor Architects is the designer of the dormitory and dining hall. Johnson Controls will serve as the facility manager.

Demolition and sitework for the project are underway. The first phase of the project will be delivered starting in summer 2017, with the full project completed by summer 2018. ■

Located at the center of the KU campus, the 55-acre site will feature an integrated science building, student union, student residence hall, dining hall, and central utility plant.

Rendering courtesy of Perkins + Will



clarkconstruction.com

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:

COMMERCIAL

Midtown Center
Construction of a 14-story, 875,000 square-foot office building in downtown Washington, DC, for prime tenant Fannie Mae
Location: Washington, DC
Company: Clark Construction Group
Client: Carr Properties
Architects: SHoP Architects & WDG Architecture
Completion: May 2018

HOSPITALITY

Wharf Intercontinental Hotel
Construction of a 12-story waterfront hotel as part of The Wharf development
Location: Washington, DC
Company: Clark Construction Group
Client: Carr City Centers
Architect: BBGM Architects
Contract Amount: \$61 million
Completion: Fall 2017

MONUMENTAL

National Law Enforcement Museum
Construction of a 57,000 square-foot above- and below-grade museum in Judiciary Square
Location: Washington, DC
Company: Clark Construction Group
Client: National Law Enforcement Officers Memorial Fund
Architect: Davis Buckley Architects and Planners
Contract Amount: \$51 million
Completion: Spring 2018



RESIDENTIAL

215 West Lake Street
Construction of a 34-story, 265-unit luxury residential building with below-grade parking and retail
Location: Chicago, IL
Company: Clark Construction Group
Client: 215 West Lake Holdings, LLC
Architect: Thomas Roszak Architecture
Contract Amount: \$65 million
Completion: Winter 2017

1244 South Capitol Street
Construction of a 13-story residential building with below-grade parking and retail space
Location: Washington, DC
Company: Clark Construction Group
Client: The JBG Companies
Architect: Hariri Pontarini
Architect of Record: Eric Colbert & Associates PC
Contract Amount: \$65 million
Completion: Summer 2017

State and Huron
Construction of a 26-story apartment building in Chicago’s Gold Coast neighborhood
Location: Chicago, IL
Company: Clark Construction Group
Client: CA Residential State and Huron LLC
Architect: Valerio Dewalt Train Associates
Contract Amount: \$41 million
Completion: Summer 2017

1255 First Street - The Dalton
Construction a 14-story residential building with 270 apartments
Location: Alexandria, VA
Company: Clark Construction Group
Client: Trammell Crow Company
Architect: SK&I Architectural Design Group
Contract Amount: \$63 million
Completion: Winter 2018

FACILITY SOLUTIONS

Project P-222 Construct Decentralization Steam System
Operations, maintenance, and training support to contractor and NAVFAC Washington for new cogeneration plant
Location: Naval Support Facility Indian Head, MD
Company: Clark Facility Solutions
Contract Amount: \$1.8 million
Duration: 12 months

Central Energy Plant SLVHCS
Operations and maintenance support for the Central Energy Plant built as part of the Southeast Louisiana Veterans Health Care System campus
Location: New Orleans, LA
Company: Clark Facility Solutions
Contract Amount: \$4.1 million
Duration: 24 months

SPORTS

Petco Park Renovations
Replacement of bleachers, seats, backstop, and additional improvements in advance of the 2016 Major League Baseball All-Star Game
Location: San Diego, CA
Company: Clark Construction Group
Client: San Diego Padres
Architect: Populous and Larimer Design
Contract Amount: \$2.6 million
Completion: Spring 2016



WATER

Biosolids Processing Facility, Addition No. 8
Construction of a dewatering and drying building and renovations to existing facilities
Location: Howard County, MD
Company: Clark Civil
Client: Howard County Department of Public Works and Bureau of Utilities
Engineer: HDR Engineering
Contract Amount: \$70 million
Completion: Spring 2020

MASS TRANSIT

East Link Extension Contract E330 - Downtown Bellevue Tunnel
Construction of a 1,085 linear-foot light rail tunnel below downtown Bellevue, WA
Location: Bellevue, WA
Company: Atkinson, with joint venture partner Stacy and Witbeck
Client: Sound Transit
Architect: H-J-H Final Design Partners, a Joint Venture
Contract Amount: \$121 million
Completion: Summer 2020

PARKING STRUCTURES

818 Michigan Avenue
Construction of a 1,492-space concrete parking garage near the Brookland-CUA Metro Station
Location: Washington, DC
Company: Clark Construction Group
Client: Douglas Development
Architect: Antunovich Associates
Contract Amount: \$24 million
Completion: Winter 2017

CIVIL

Innovation Avenue Re-Alignment
Construction of a new four-lane median-divided roadway and existing roadway replacement
Location: Fairfax and Loudoun Counties, VA
Company: Shirley Contracting
Client: DWC Holdings, LLC
Engineer: Dewberry Consultants, LLC
Contract Amount: \$9.5 million
Completion: Winter 2016

Innovation Center South
Rough grading and infrastructure improvements on a 17-acre site for a planned parking garage
Location: Herndon, VA
Company: Shirley Contracting & Metro Earthworks
Client: ICS-CM, LLC
Contract Amount: \$14 million
Completion: Summer 2018

Route 7/Ashburn Boulevard Interchange
Construction of a new grade-separated interchange and related infrastructure improvements
Location: Ashburn, VA
Company: Shirley Contracting
Client: One Loudoun Holdings, LLC
Engineer: Dewberry Consultants, LLC
Contract Amount: \$25 million
Completion: Spring 2018



Faced with an On-Site Challenge, Field Team 3-D Prints a Solution

The field team had a challenge.
They also had a solution.
But did they have enough time to make it work?

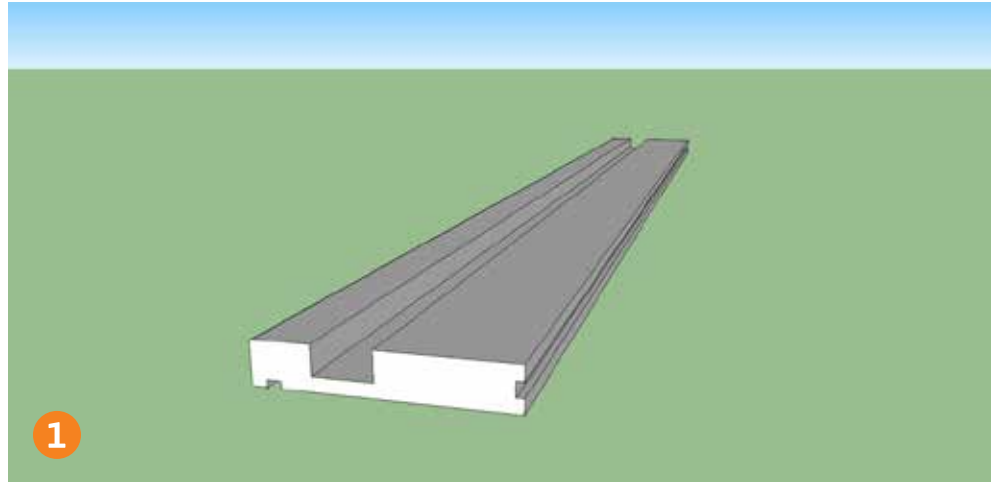
As they worked to complete one of the **hallmark spaces** in the National Museum of African American History and Culture (NMAAHC), our construction team hit an obstacle; they needed a custom component that was unspecified in construction documents. With little time to spare as the project moves toward a September opening, our team had to devise a solution, and fast.

The museum's Oprah Winfrey Theater sits two stories below grade in the center of the building. The space boasts many unique elements, including custom seating, flooring, and woodwork. The stairs that flank the upper section of the theater's seating area are clad with wood flooring and bronze trim on the risers and treads. Each stair nosing is required to lock into the tongue and groove system on the wood risers, tie into the continuing flooring on the treads, and house a bronze bar approximately 1/2" thick spanning the full width of the stair. But the stair nosing was not depicted in the construction documents.

Our field team needed a solution that could be reviewed and approved quickly. Sketching a potential solution on paper and conveying the concept to the architect would take too long, so we took advantage of in-house resources to resolve the issue in a matter of days.

The field team drew a custom nosing in SketchUp — a 3-D modeling software — and sent it to our Virtual Design & Construction group to be printed in 3-D. A day later, the three-dimensional nosing arrived on site to serve as a mock up for design team and client review. Once approved, the 3-D model was modified with design and construction comments, then sent to a local millwork fabricator.

This innovative solution kept the project on pace to meet the aggressive delivery schedule. ■



1) The field team drew a custom nosing using 3-D modeling software; 2) Our Virtual Design & Construction group printed the nosing in 3-D to serve as a mock up for review; 3) The 3-D model was sent to a local millworker to fabricate the custom nosing

Clark Concrete Adopts New Hard Hat

Clark Concrete has adopted a new style of **hard hat**, a model that aims to increase comfort and safety at the same time. The KASK Super Plasma Hard Hat features a sleek design and uses a combination of air ducts and a molded polystyrene inner shell to provide the highest level of safety while keeping the worker's head cool. The hard hat also includes features that make craftwork safer and more efficient, including a leather chin strap and secure connections for face shields and other accessories. ■

Ten slots with anti-intrusion grills keep wearers cool without letting in debris

The cap's ergonomic design allows for a greater ability to adapt to all head shapes



Adapters and clips allow for accessories like ear muffs and head lamps

A 2DRY® fabric interior provides quick absorption of moisture; internal padding treated with Polygiene® inhibits the growth of bacteria

A leather chin strap keeps the hard hat securely in place

Transparent & Collaborative Preconstruction

Fuels Project Success

We have been building iconic and pioneering projects in the Bay Area for four decades, and our footprint in Northern California and the Pacific Northwest has never been bigger. From our offices in San Francisco and Seattle, our team is building a nearly \$2.5 billion portfolio of diverse work that includes the New Stanford Adult Hospital, the Chase Center and Mixed Use Development for the 2015 NBA Champion Golden State Warriors, Transbay Tower, Sea-Tac's International Arrivals Facility, and San Francisco's Office of the Chief Medical Examiner. While significantly different in scope and size, the common denominator of these projects, and a catalyst to our recent growth, is that each went through Clark's extensive front-end preconstruction process.

Our San Francisco team works in an open environment that promotes teamwork and collaboration.

Photo by: Don Taylor Studios

Our transparent, consistent, and collaborative approach to preconstruction enables us to work with our clients and design partners to align budgets, schedules, and goals, forges the path to a successful project delivery, and provides the ultimate level of certainty of outcome for our clients.

“One of the hallmarks of Clark’s preconstruction process is that we step back and work with our clients to understand what they need — the whole process — and factor all of that into our planning,” says Peter Bryan, Vice President and leader of our front-end efforts for the Northern California/Pacific Northwest group. For example, Bryan notes, depending on the client’s needs, a schedule may start well before construction to plan

ensure comprehensive scope inclusion and project familiarity. Our clients often participate in the subcontractor bidding process, providing feedback along the way. The interaction gives subcontractors a better understanding of project goals, while generating an open-book atmosphere. This up-front collaboration and transparency fosters trust among all project stakeholders, a positive relationship that transfers into the field during construction.

In the Pacific Northwest, where the market expects a contractor to provide strong preconstruction services, Gary Oelsner, Clark’s Director of Preconstruction Services, provides a well-balanced focus among client, designer, and subcontractor relationships.

“When we looked to expand our presence

and co-located with the architect, all so we could better meet the target budget. Through the process, we developed a clear and dynamic relationship with our partners, as well as the client.”

The effort, “is what collaboration should look like,” says Taka Soga, principal of ZGF Architects, the design partner on the WSU project, “bringing together talented people who challenge assumptions and each other so that innovation and quality can shine. It is rare to find a partner like Clark where this process works so naturally to elevate design and optimize value.”

This relationship helped the team work through unanticipated site conditions. During the design phase, the team discovered a significant amount of rock at higher than anticipated elevations on the project site, and developed a plan to modify the foundation support system and reposition the building on the site, mitigating the situation in the most cost-effective way. “Clark, along with their entire design-build team, has been a collaborative partner with WSU on our Digital Classroom project. They have experienced, professional staff and do not hesitate to apply the necessary resources to meet our needs. Through this commitment, WSU believes we are an important client and we trust Clark will deliver great results,” said Louise Sweeney, Project Manager Lead at Washington State University.

At the core, our preconstruction efforts are driven by experienced industry veterans. Bryan and Oelsner have nearly 50 years of experience between them, and many of Clark’s front-end professionals boast similar resumes. This provides the basis for another tenet of Clark’s preconstruction process — consistency and certainty of outcome.

“We have established with our clients an expectation of our brand and our product,” says Oelsner. “This is something consistent across the company. If we have worked with a client before, they know what to expect from us. We share resources internally, including preconstruction professionals, so that our work remains consistent, and we deliver it through a transparent and open process.”

This commitment to transparency and collaboration is even evident in our physical spaces. We work in a completely open space that promotes teamwork and close coordination, and with in-house technology at everyone’s fingertips, our Northern California and Pacific Northwest offices have become the first choice of locations to serve as a hub to planning for exciting and diverse projects. ■

in the Pacific Northwest, we really concentrated on a handful of target projects so we could understand each individual client’s needs. We also put a lot of effort into meeting and working with the local subcontracting community. Building these relationships and knowledge base gave us a deeper understanding of the local market and, as a result, we put together more accurate and better informed budgets and schedules in our pursuits.” Those early efforts led to the acquisition of more than \$650 million of work in the past two years.

Forming a strong relationship centered on trust and expertise among our team, the designer, and the client, was a critical factor in earning the Digital Classroom Building project at Washington State University (WSU).

“Preconstruction was heavy during the pursuit of the project,” says Oelsner. “We worked hand-in-hand with subcontractors

for permitting, entitlements, and other pre-groundbreaking milestones. “Taking a broader view of the process,” Bryan believes, “is what you need to do to collaborate.”

This holistic process is more transparent and effective than the common construction budgeting approach. Our teams prepare a master schedule and detailed logistics options for every project and include our clients’ pre-development steps, detailed design schedules, and permitting timetables in addition to the construction phase activities. We also work with our clients to develop strategies that address market capacity, lead time considerations, small business inclusion, and key decision milestones to aid in the permitting process and design.

Our process also includes active subcontractor participation that culminates with an extensive bidding and interview process to



Front End Success Gives Rise to San Francisco’s Park Tower

Clark’s collaborative approach to preconstruction was evident in our efforts on Park Tower at Transbay. Our client, The John Buck Company, had never worked in San Francisco before, nor had they worked with Clark. Our preconstruction efforts were as much about technical acumen as they were about being a tour guide through the nuances of development in San Francisco.

of Development and Construction. “Clark’s constant vigilance, re-pricing, and market acumen exceeded my expectations and kept the design and ownership group well informed of the cost implications of every move.”

Beyond preparing the cost-loaded model, our team also prepared The John Buck Company for San Francisco’s development process. Our schedule

“planned in” dates and milestones that started well before construction, and we assisted our client with local permitting, small business requirements, and understanding the availability of labor and materials in specified trades.

“As an out-of-town developer, Clark’s expertise on local issues was extremely valuable to us,” said Adducci.” A valuable preconstruction partner does much more than collect subcontractor prices. Clark freely shared its

“A valuable preconstruction partner does much more than collect subcontractor prices. Clark freely shared its ideas forged from local experience, which contributed to viable solutions to myriad problems and facets of the building.”

Dominic Adducci, Co-Head of Development and Construction, The John Buck Company

To ease The John Buck Company’s transition into the market, our goal was to be as prepared and open as possible. From San Francisco’s Request for Proposals for developers for the Transbay Block 5 site, we built a three-dimensional model and linked it to our extensive cost database. “We did a preliminary budget before the client walked in the door,” explains Richard Totaro, Director of Preconstruction Services in our San Francisco office. “During the first meeting, we were able to present the budget and an interactive model.”

Though our model was based on very preliminary concept drawings, it allowed The John Buck Company to better visualize their future project, modify it, and see the real-time cost effect. “There were constant changes being made to the drawings by virtue of the complex and dynamic entitlement process,” said Dominic Adducci, The John Buck Company Principal and Co-Head

ideas forged from local experience, which contributed to viable solutions to myriad problems and facets of the building.”

Once The John Buck Company selected Clark as their builder for the project, our team jumped right into the design phase, working with architect Goettsch Partners on constructability, material costs, and local standards. “Through this collaboration,” says Totaro, “we looked at different structural options and made sure that we had competitive pricing on materials like curtain wall.” Modifying the cost-loaded model at every step kept the project’s budget open and top-of-mind at all times.

After 18 months of preconstruction, we broke ground on the 43-story, 872,000 square foot office building under an early start agreement in late 2015; our front-end efforts will continue through early spring, as our team finalizes a GMP for the client.

Opposite page: In-house technology is at everyone’s fingertips in our San Francisco office, making it a hub for collaborative planning.

Photo by: Don Taylor Studios



Proper Planning FOR THE LIFESPAN OF YOUR PROJECT

By Jamie Martin
Vice President, Clark Facility Solutions

The early involvement and integration of all project stakeholders is increasingly the norm on construction projects, not just those where it is contractually mandated. This collaborative approach directly benefits all parties, leads to a successful delivery and tenant occupancy, and optimizes the performance of a facility over its entire lifespan.

In most instances, this integration does not include a facility planning and maintenance specialist, but the advantages of engaging a knowledgeable facility solutions provider early in a project are numerous, and doing so will return value for the full life of a facility. Owners and developers make a tremendous investment in conceiving, designing, and building their projects. Engaging the right facility solutions partner early provides better certainty of efficiency and performance for the life of a facility.

In our experience, there is a direct correlation between the start of a project's initial outfitting and transition (IO&T) planning process and the overall occupancy schedule. IO&T services, which primarily relate to a facility's fixtures, furnishings, and equipment (FF&E), consider everything from multimillion dollar medical equipment to garbage cans. A full-service facility solutions firm, engaged early in a project, can properly coordinate all aspects of FF&E, including design, purchase, warehouse, installation, and training. More importantly, fully integrating a facility solutions firm into the building delivery team provides greater certainty that a project's FF&E



infrastructure is properly designed into each space and that delivery is planned concurrently — not consecutively — with other aspects of the project. Most importantly, this single point of responsibility reduces client risk and helps ensure that a facility is “coffee-cup ready” its first day in operation.

On the Naval Hospital at Camp Pendleton project, Clark was responsible for FF&E design, planning, selection, procurement, installation, training, and warranties. This turnkey delivery method allowed the team to ensure the hospital was outfitted with the most current medical equipment, all while expediting the construction schedule.

NAVAL HOSPITAL AT CAMP PENDLETON

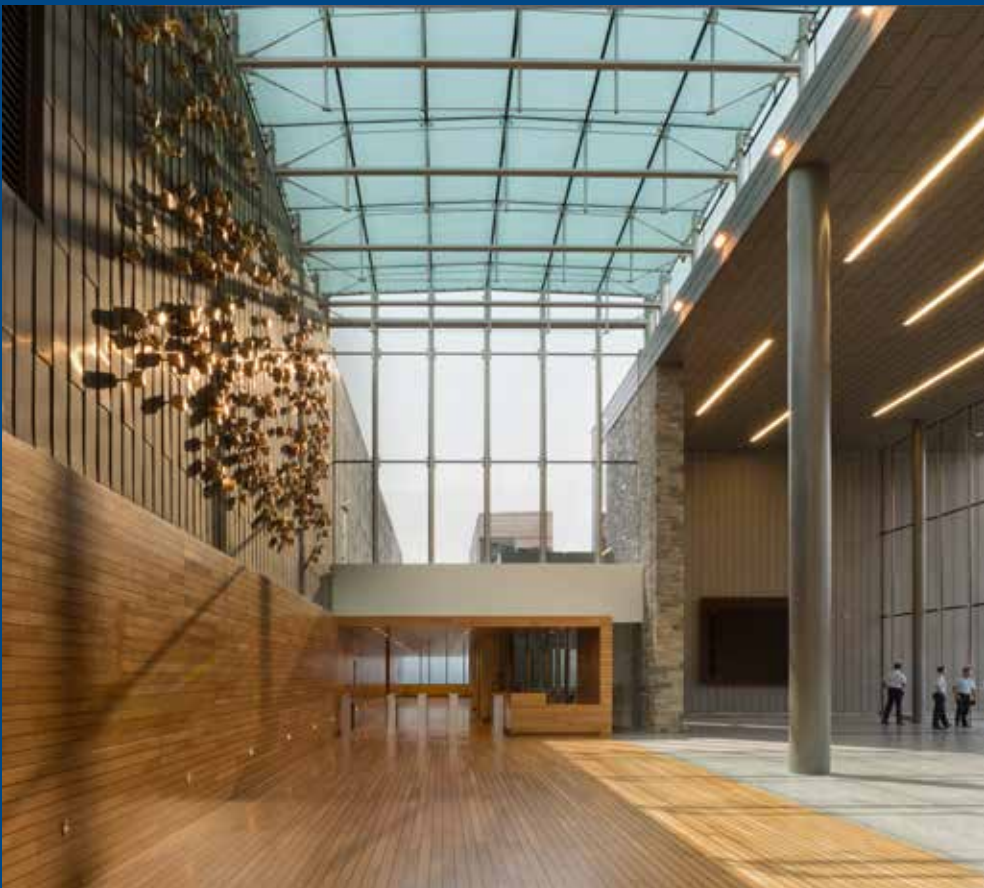
Clark provided integrated design-build and facility solution services when delivering the 500,000 square-foot Naval Hospital at Camp Pendleton, including a full medical equipment planning and purchasing package. A detailed room contents list, including Basis of Design specifications, for more than 20,000 pieces of equipment was completed as design and construction advanced, which allowed confirmation of program requirements for all the clinical and support spaces, their mission, function, and capacity. This information influenced the hospital's physical layout and collaboration with project architects and hospital stakeholders ensured that the final layout and construction met all funding, schedule, and functionality requirements. This process was a significant factor in the hospital's early delivery.



U.S. DEPARTMENT OF HOMELAND SECURITY

Under a performance-based statement of work, we manage the 176-acre U.S. Department of Homeland Security Campus in Southeast Washington, DC, including the 1.3 million square-foot, Clark-built U.S. Coast Guard Headquarters building and facilities delivered by four other contractors.

Being involved throughout the project's delivery allowed our team to develop strong relationships with dozens of subcontractors. This familiarity was a key factor in successfully addressing more than 440 warranty items with 53 different subcontractors. We estimate that our early involvement allowed us to complete an additional 20 percent of warranty items than a traditional structure. Many of these issues were minor in cost, but important to our client and their facility.



A full-service facility solutions firm also can properly train a client's personnel on appropriate operations and maintenance protocols. Contemporary facilities rely on modern technologies to maximize efficiency,

solutions firm to provide this necessary specialized and experiential training. We are currently providing such services for the Navy during a one-year transition period at the Indian Head Naval Support Facility. Our team is providing hands-on training to the Navy personnel in the operation and maintenance of a new Combined Heat and Power plant that replaced an antiquated coal fired steam plant. As part of our role, we are also developing personnel guidelines and training manuals for the Navy to use in the future

stabilized operation. Working in advance of delivery, a facility manager can ensure enhanced performance by developing facility operating plans, safety plans, preventive and predictive maintenance plans, inventory control processes, life-cycle cost strategy plans and quality assurance/control plans.

As new projects are conceived, an equal focus should be placed on operations and maintenance as design and construction. An integrated design, construction, and facility solutions team will not only expedite project delivery and occupancy, but continue to add value and provide benefits for the life of a facility. ■

Involving a facility manager in the design phase of a project allows for a seamless transition from turnover and punch list to initial start-up and stabilized operation.

performance, and security. To realize the full value of these technologies, including integrated building management, building automation, and BIM/CMMS systems, on-site facility personnel must be properly trained. An integrated approach allows the facility

when placing new personnel at the plant.

Early integration leads to lasting benefits for the life of a project. Involving a facility manager in the design phase of a project allows for a seamless transition from turnover and punch list to initial start-up and



Jamie Martin is a Vice President and head of Clark Facility Solutions.

WHAT IS THE WELL BUILDING STANDARD?

Take a closer look at the building standard that focuses on the health and wellness of people in buildings

One of the emerging trends in sustainable design and construction is an increased focus on how a building’s environment affects its human occupants. With this focus, the WELL Building Standard® (WELL) is gaining in popularity. Pioneered by Delos and the Well Building Institute™, WELL is the world’s first building standard promoting human health and wellness in the built environment. We’ve received many questions from clients interested in WELL, so we caught up with our Director of Sustainability, Fulya Kocak, to get more background on the rating system.

How does WELL evaluate the built environment?
This standard was influenced by evidence-based medical and scientific research to support human health and well-being. It is composed of seven concepts and 102 features to address specific aspects of occupant health, comfort or knowledge.

Is WELL similar to the LEED Rating System?
There are some similarities, but mostly in the structure of the programs. Both are now reviewed and awarded by the Green Business Certification Institute (GBCI), and both award certification to projects that meet certain preconditions and earn enough points. WELL offers Silver, Gold, and Platinum certification.

How do WELL and LEED differ?
LEED focuses on building components and is based on performance and sustainably sourced materials. WELL focuses on the occupants’ performance and well-being.

The most notable difference between the two is that WELL requires an on-site Performance Verification by a WELL Assessor. The verification includes a series of performance tests, inspections, and spot checks for things like air quality, water quality, acoustics and lighting. WELL-certified projects also require re-certification and re-commissioning.

What kind of buildings can pursue the WELL Building Standard?
Commercial and institutional projects are eligible for WELL in one of three categories:

- 1. New and Existing Buildings for WELL Certification
- 2. New and Existing Interiors for WELL Certification
- 3. Core and Shell Developments for WELL Compliance

How popular is the WELL Building Standard?
Interest in WELL is already very strong. So far, more than 100 projects encompassing nearly 22

million square feet are registered or certified in 12 countries across 5 continents.

What does it cost?
There are fees for project registration, performance verification, and certification. There is a minimum cost for each, but the full fee is determined by square footage. Much of the cost can be offset by mindful design and construction budgeting. Working with knowledgeable designers and contractors is key to minimized cost premiums and avoiding surprises.

Is there a WELL credential?
Yes! The WELL Accredited Professional exam is open to any industry professional. The exam is similar in format to the LEED AP exam. Current U.S. Green Building Council members receive a reduced examination fee — and all test takers will receive a discount until June 30, 2016.

What do you recommend to clients considering pursuit of WELL certification?
The first thing I would say is “do your homework!” Most clients realize the obvious benefits and costs that WELL certification presents. So I tell our clients to dedicate some time to understanding WELL requirements and the certification process. Talk to experienced designers and builders to uncover ways to reduce the learning curve and avoid any costly mistakes. Work with your designer and builder to develop a cost/benefit analysis, inclusive of non-tangible benefits, since health and well-being is closely tied to productivity and happiness of employees, rather than tangible results such as utility bills. ■

THE SEVEN CONCEPTS OF THE WELL BUILDING STANDARD



ADOPT-A-FAMILY PROGRAM BRIGHTENS HOLIDAY SEASON



Dozens of families across the country had a happier holiday season thanks to the PM Steering Committee’s third annual Adopt-A-Family program. The committee leveraged the company’s national presence and encouraged project teams from all regions to partner with a local organization to provide gifts and other support to deserving families. More than 20 teams participated to ensure that, across the country, children, their parents, and even their pets, had a holiday to remember. ■

BUILDING SANDCASTLES FOR THE ARTS

Before winter arrived, our New Stanford Adult Hospital team had some fun on the beach for a great cause — supporting local arts in education programs. The 32nd Annual Sandcastle Contest benefits LEAP, Arts in Education, which provides arts and music programs to school children throughout the Bay Area. Clark

partnered with 30 kids from Gordon J. Lau Elementary to form team “We’re Gonna Need A Bigger Boat!”. Over 50 people spent a day in the sand and sun building sand sculptures dedicated to the movie JAWS. The group raised \$5,000 to support the Gordon J. Lau Elementary school’s art education program. ■



“HALLCLARK CARDS” DELIVERS ON VALENTINE’S DAY

Calling themselves “Hallclark Cards, Inc.” members of The Lab School of Washington project team delivered homemade valentines to patients at Children’s National Medical Center. This is the second year that the team has celebrated the holiday at the local hospital. ■



FORT BLISS TEAM RENOVATES KID’S PLAY AREA

Members of the Fort Bliss Replacement Hospital team partnered with the Junior League of El Paso to renovate the kid’s area at the city’s Center Against Sexual and Family Violence (casfv). Originally founded as a hotline in 1977, casfv has evolved into an emergency shelter for persons in need; it also includes a family resource center and transitional living center, and offers battering intervention and prevention programs. Clark volunteers helped develop the project’s design documents and planned the new space. They also completed the renovation work and painted the new area. ■



2015 PLATINUM SAFETY AWARD

Winners Announced

Clark’s Safety Recognition Program honors project teams that meet our high standards for safety and foster a safe work environment. Each quarter, we recognize teams that have established a superior safety culture and have zero lost-time incidents, zero liability incident claims, and a recordable incident rate below our internal goal. If a project earns this gold-level safety recognition each quarter, it is eligible for the platinum honor. We are proud to award 2015 Platinum Safety Awards to the following projects:

- 400 E Street
- The Blairs
- The Confluence
- Hillsborough County Public Safety Operations Complex
- National Mall Turf Reconstruction



Members of the Hillsborough County Public Safety Operations Complex project team, left to right: Jimmy Singletary, Patrick Lynn, Travis Chess, Bob Jesson, and Bruce Sanders.

CLARK HONORED FOR SMALL BUSINESS CONTRACTING IN HOUSTON

The Greater Houston Business Procurement Forum named Clark the Majority Construction Firm of the Year for 2015. The Greater Houston Business Procurement Forum (GHBPF) advocates for economically and socially disadvantaged businesses. The organization hosts monthly events that bring together minority and small businesses with corporate and public sector executives and decision makers who have goals to meet or a desire to “Make a Positive Difference” in the community and are seeking

capable minority and small businesses to fulfill these initiatives. Through its awards program, the GHBPF promotes the outstanding achievements of minority and small businesses based on the challenges those businesses have overcome, as well as recognizes individuals and organizations who have demonstrated advocacy, leadership, and commitment to the advancement of the small business community. ■



C3M POWER SYSTEMS OPENS PRINCE GEORGE’S COUNTY HEADQUARTERS

In February, C3M Power Systems officially opened the doors to its new headquarters in Capitol Heights, MD. The office in Prince George’s County will serve as headquarters for C3M’s national operations and house more than 20 executive and administrative professionals. The new headquarters also includes warehouse space for material storage and a prefabrication shop for off-site development. C3M marked the occasion with an open house that featured remarks from Prince George’s County Executive Rushern L. Baker III and other County officials. ■



Photo by: Peter Cane Photography



FIRST CLASS COMPLETES CONCRETE FORMWORK TRAINING AT PGCC

This winter, the first class of graduates successfully completed the Concrete Formwork track through the TeamBuilders Academy (TBA), a Prince George’s Community College Workforce Development Program. The 10-week cohort program provides county residents with job readiness skills while concurrently offering hands-on training in a number of specialized occupational tracks. Clark Concrete

worked with TBA to develop a Concrete Formwork track within the program’s existing Construction track. Members of our self-perform group led the students through a curriculum that included construction math and blueprint reading, as well as experiential lessons in structural slabs, stairs, embeds, rebar, stripping, and finishing. A second training program is scheduled to commence in May. ■

SECOND CLASS OF SMALL BUSINESSES COMPLETE CHICAGO SPP

Owners and executives of 25 local and small businesses comprised the second graduating class of our Chicago Strategic Partnership Program (SPP). The graduates were honored during a February ceremony that included remarks from Chicago’s Deputy Procurement Officer Byron J. Whittaker. ■



Photo by: © David Joel Chicago Photographers

ACADEMY FOR HEALTHCARE INFRASTRUCTURE ADDRESSES FACILITIES’ CRITICAL ISSUES

The National Institute of Building Sciences’ Academy for Healthcare Infrastructure (AHI) recently published free white papers that address critical issues facing the healthcare facilities industry. A majority of the white papers were co-authored by at least one Clark employee; all of the white papers are available online at no cost.

The papers were commissioned to identify ways to improve the processes used to develop and maintain the complex built environment required to effectively support America’s healthcare mission. Research teams were formed in 2015, with each team having four co-chairs representing America’s largest healthcare systems, as well as selected subject matter experts. ■

To view the white papers, visit <https://www.nibs.org/?page=ahi> and select “Research Papers.”

WHITE PAPER TOPICS

- Owner Organization for Successful Project Outcomes**
Bill Calhoun, Vice Chairman
- Project Acceleration / Speed to Market Strategies**
Barbara Wagner, Senior Vice President, National Healthcare Lead
- Defining the Next Generation’s Focus**
Carlos Gonzalez, Vice President, Clark Concrete
Ryan McKenzie, Vice President, Mid-Atlantic Healthcare Lead
- Reducing Initial Capital Costs**
Shea Delutis Smith, Business Development Executive
Geoff Stricker, Vice President, Edgemoor Infrastructure & Real Estate

TONY GALLIVAN PROMOTED TO SENIOR VICE PRESIDENT



Over the past three decades, Tony has been an integral part of operations in the Southern Region and the judicial/correctional market sector. His portfolio includes Miami’s Centrust Tower, the Palm Beach County Judicial Center, the Coleman Federal Correctional Complex, and multiple projects for the Florida Department of Corrections and U.S. Army Corps of Engineers. Tony currently leads our team building the East County Detention Center in Indio, CA. ■

MARK PADIEN PROMOTED TO VICE PRESIDENT



Since joining Atkinson in 2006, Mark has worked on a series of complex civil projects throughout California. He was integral to Atkinson’s successful pursuit of new work in the Bay Area, as well as the delivery of the West County Connector project in Orange County. In his current role, Mark will continue to pursue new opportunities, as well as work with Atkinson and Clark personnel on Bay Area projects. ■

THE WAY WE WERE



Regional Wastewater Treatment Plant
Sacramento, CA

The journey to a \$2.5 billion portfolio begins with a single project. We first set foot in Northern California four decades ago to build the Regional Wastewater Treatment Plant in Sacramento. The \$157 million effort was the largest public works project ever built in the area and a springboard for us in Northern California. We have maintained a continuous presence in the area ever since, steadily expanding our expertise, portfolio, and footprint, from Sacramento, to the Bay Area, and into the Pacific Northwest. ■



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



National Square
Washington, DC
Photo by: © PRAKASH PATEL

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