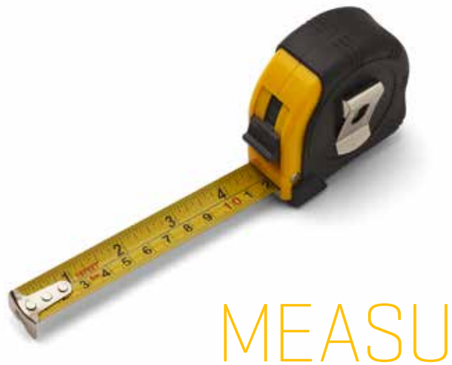
VOL. 34, NO. 2 | SUMMER 2016

SUPERSTRUCTURE

Building a **Culture of Safety**

INSIDE THIS ISSUE

CLARK CONSTRUCTION



MEASURE TWICE, CUT ONCE.

"MEASURE TWICE, CUT ONCE." Sage advice whether you are a superintendent leading a multi-million dollar mega project or a home handyman. While the message of those four words is obvious, it speaks to some larger, universal truths about approaching construction. At its core, "measure twice, cut once" means to thoughtfully plan before executing work.

To us, thoughtful planning means understanding the full scope of work, from concept to completion, and all of the pieces and parts and roles within. It also means evaluating your own strengths and identifying areas where greater expertise is required: after all, how useful is it to "measure twice, cut once" if you don't know how to operate a saw?

This issue of Superstructure explores a few areas where we feel thoughtful planning and a thorough understanding are critical. During our recent Safety Conference, we discussed ways to build a stronger safety culture. In this conversation, we challenged our safety teams to better understand our superintendents' daily work and production requirements. The consensus among attendees was that when our safety personnel know our field leaders' goals and expectations, they can make thoughtful suggestions that improve safety within the workflow, rather than suggestions that may, unintentionally, impede progress.

A public-private partnership begins with thoughtful planning but also relies on a public entity to understand their own areas of expertise and consider the optimal use of available resources. At institutions of higher learning, education is the primary mission; any activity outside of that mission — like managing development — might detract from a school's ultimate goal.

"Measure twice, cut once" takes on particular importance in a public-private partnership where the risk of long-term operations and maintenance shifts to a private entity. Decisions made during the project's earliest stages could have a significant impact on overall lifecycle costs. Careful material and systems selection could save millions of dollars in operational costs over the life of a facility.

Thoughtful planning and thorough understanding are the keys to making good decisions on a construction site.

"Measure twice, cut once." Thoughtfully plan your work before execution to ensure the quality and long-term viability of your project, whether you are building bookshelves or a new student union.

Thoughtful planning and thorough understanding are the keys to making good decisions on a construction site. If you are preparing timber for a foundation system, "measure twice, cut once" is good advice, literally. But, figuratively, the adage is just as appropriate whether you are building a culture of safety among a large workforce, advising a client on equipment and material selection, or taking on a $300 million hallmark redevelopment project for a top-tier university. ■

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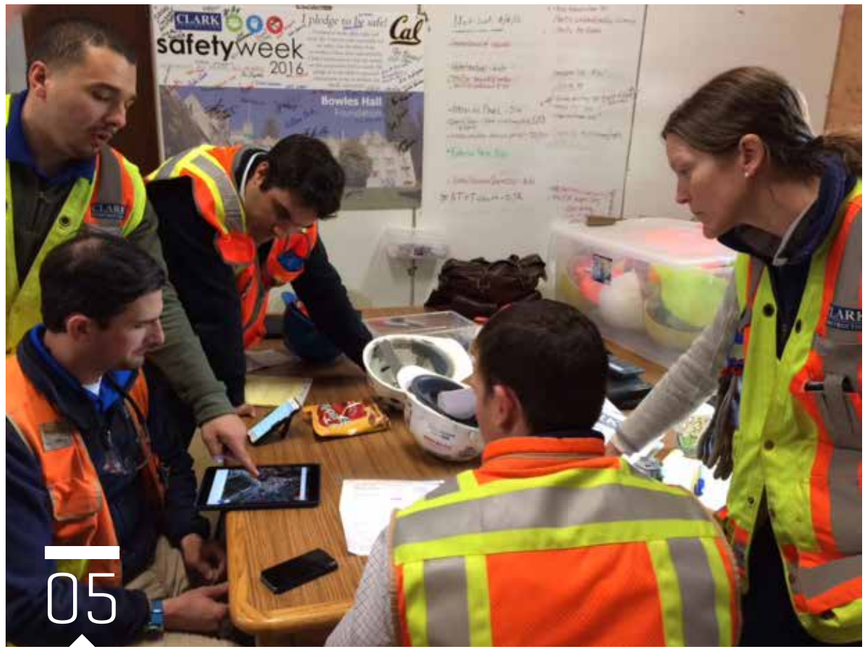

Safety Week 2016
Project teams were united by a simple but comprehensive approach to safety: All Hands, All Heads, All Hearts.

FEATURES

DEPARTMENTS

ON THE COVER

After 110 years of building, Clark's safety culture is both strong and established, but we are continually looking for ways to improve our safety program and keep our culture strong, united, and focused.

Photo by: Peter Cane

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Rendering courtesy of Wilmot Sanz

Work Begins on Inova's Center for Personalized Health Campus

Just months after delivering the Inova Women's Hospital and Inova Children's Hospital, Clark, with designer Wilmot Sanz, continues to help Inova Health System expand their presence in Northern Virginia. The company was awarded a contract to build the Dwight and Martha Schar Cancer Institute in Falls Church, VA. The Cancer Institute is the first of many major projects that Inova will undertake on its new Center for Personalized Health Campus. The 90-acre campus previously served as Exxon Mobil's Headquarters.

Clark will renovate 264,000 square feet of existing space to make way for the Cancer Institute, as well as medical offices, a pharmacy, and clinical space for oncology, clinical trials, and research. The project team also will construct a 78,000 square-foot addition to accommodate five linear accelerator vaults, imagery and nuclear medical suites, and a breast cancer clinic. The project scope also includes construction of a new pavilion, which will serve as the main entry to the new facility.

The company has been providing preconstruction support for the Cancer Institute project for the past two years. Demolition began this spring and construction will be complete in spring 2018. ■

Atkinson, Clark Team Up for San Ysidro Land Port of Entry, Phase 3

Atkinson/Clark, A Joint Venture, was awarded a $150 million contract for the San Ysidro Land Port of Entry (LPOE), Phase 3 project from the U.S. General Services Administration (GSA). The partnership will assist the GSA in its multi-phase effort to modernize and expand the busiest land port in the Western Hemisphere. More than 50,000 vehicles and 25,000 pedestrians pass northbound through the port each day.

The Atkinson/Clark team will expand southbound Interstate 5 to 10 lanes, and fabricate and install 10 new inspection booths. They also will construct new southbound primary and secondary vehicle inspection canopies, an employee parking structure, as well as access roadways through the LPOE to and from Mexico. Additionally, the joint venture will expand the northbound primary vehicle inspection canopy and create eight additional vehicle lanes with 15 northbound inspection booths.

The project is designed to achieve LEED® Platinum certification and will feature photovoltaic panels and 450 geothermal wells, which will supplement the campus' existing HVAC system.


Rendering courtesy of Miller Hull Partnership

Miller Hull Partnership is the project architect.

Construction is scheduled to begin this summer and the project is expected to be complete in summer 2019.

In 2011, Clark and Atkinson delivered Phase 1A of the San Ysidro LPOE project. The effort added an 806-foot pedestrian bridge over 30 lanes of traffic. ■

Edgemoor and Clark Poised to Redevelop Downtown Long Beach

Through a public-private partnership with the City of Long Beach, Edgemoor Infrastructure & Real Estate and Clark will develop, design, and construct the new Long Beach Civic Center. This expansive development effort encompasses several components and will catalyze growth in the city's downtown core. The Plenary Group will co-develop the project with Edgemoor and Clark will lead the design-build team. Additional project team members include Skidmore, Owings & Merrill as lead designer, and Johnson Controls as major systems provider and long-term operating partner.

The Civic Center development totals nearly 600,000 square feet divided among three structures: a new City Hall (270,000 square feet), a new headquarters facility for the Port of Long Beach (237,000 square feet), and a new Main Library (92,000 square feet), which will replace the existing Main Library and will be built over an underground parking structure.

The City Hall and Port Headquarters buildings will each stand 11 stories and include below-grade parking. Roadway and pedestrian improvements, public plazas, and pathways will weave the six-city-block site together. Included in the project's scope is the revitalization of nearby historic Lincoln Park. The team also will provide master planning services for a future mixed-use, transit-oriented, development that will include up to 580 residences, a 200-room hotel, and 40,000 square feet of retail.


Rendering courtesy of Skidmore, Owings & Merrill

The City Hall, Port Headquarters and library are being developed under a design-build-finance-operate-maintain (DBFOM) contract with a performance-based availability payment structure; the Port facilities are being developed under a design-build-finance (DBF) contract.

Construction of the City Hall, Port Headquarters, and Main Library is expected to be complete in 2019.

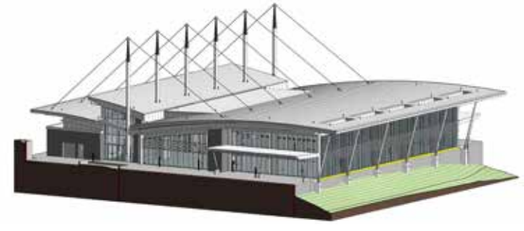
The Civic Center development is expected to bring 1,000 new residents to downtown Long Beach and generate 8,000 direct, indirect, and induced jobs. Clark and its partners are committed to a 30 percent local hire goal throughout construction. ■

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:

WATER

Motor Control Centers and Distribution Centers
Replacement and modifications of 40 motor control centers and 18 distribution centers throughout the Noman M. Cole, Jr. Plant
Location: Fairfax, VA
Company: Clark Civil
Client: Fairfax County Department of Public Works and Environmental Services
Engineer: CH2M Hill
Contract Amount: $72 million
Completion: 2022


Rendering courtesy of BLUR Workshop

HOSPITALITY

Gaylord National Riverview Ballroom
Construction of a 28,000 square-foot, free-standing ballroom structure
Location: National Harbor, MD
Company: Clark Construction Group
Client: ICS-CM, LLC
Architect: BLUR Workshop
Completion: April 2017

MASS TRANSIT

I-10 HOV Lane Improvements
Completion of 5.5 miles of new HOV lanes, widening of 10 bridges, and construction of 3.5 miles of retaining walls
Location: West Covina, CA
Company: Atkinson
Client: Caltrans District 7
Contract Amount: $172 million
Completion: 2021

During Hospital Renovation, Temporary Wall System Protects Patients and Staff

Just like our healthcare clients' missions, our first priority when taking on a renovation or expansion in an active medical space is to "do no harm." Our teams go to great lengths to isolate construction areas from active healthcare operations, protect patients, medical staff, and visitors, and establish strict infection control procedures. We take every possible precaution to ensure the safe execution of construction in active medical spaces and continually look for ways to improve the process.

At Inova Health System's Fair Oaks Hospital, our team currently is performing nearly 30,000 square feet of renovations and new construction to sensitive areas including operating rooms, pre-operative areas, and a post-anesthesia care unit. The hospital's medical operations were scheduled to continue, 24-hours-a-day, while our team completed the various scopes of work.

Renovations to the hospital's surgical and patient care areas required a temporary wall system to clearly separate the medical and construction areas. In addition, keeping the hospital's clinical services available required several hundred linear feet of temporary infection control partitions that would need to be built and removed for several different phases. Under a conventional approach, a drywall subcontractor would erect the temporary wall system and subsequently demolish and re-build the separation as the schedule commenced. Though traditional, this method would have been costly, time-consuming, and most important, would increase the risk of infection due to the dust generated during assembly.

Senior Superintendent Brian Hetherington looked for a more efficient way to build temporary walls, and, after some research, identified a system that could be assembled and disassembled by virtually any member of the project team with almost no tools and minimal waste. The system also integrates ICRA barrier requirements, including pressure monitoring, notices, security, and filtration. The Edge Guard panel system allowed the team to easily build and deconstruct barriers in sensitive areas of the hospital. The temporary walls can quickly be reconfigured as necessary, providing for greater patient protection.

When the Inova Fair Oaks renovation work is complete, the wall panel system will come down and can be used on another project. As a result of the project team's thoughtful approach and diligent research, they will bring more than just lessons learned to their next healthcare renovation site. ■

Left: The Edge Guard panel system can be easily assembled and disassembled by virtually any member of the project team; Right: The system integrates ICRA barrier requirements, providing for greater patient protection during construction.

Safety Week 2016: All Hands, All Heads, All Hearts

During the first week of May, we joined dozens of general contractors and industry organizations in Safety Week 2016. This organized, annual effort promotes an industry that is "stronger and safer together" and encourages companies to elevate their commitment to safety and recognize project teams for their continued commitment to working safely each day.

This year, our project teams were united by "All Hands, All Heads, All Hearts," a simple but comprehensive approach to safety. The first day of each Safety Week coincides with OSHA's National Safety Stand Down. All of our projects stopped work to focus on preventing falls on site, as well as other potential hazards. At each stand down, a company executive addressed the full workforce, challenging them to be accountable (All Hands), plan their work (All Heads), and take safety personally (All Hearts). These stand downs reiterated that safety is a personal and shared responsibility to ensure that every team member, on every job, goes home safely at the end of each day.

Throughout Safety Week, project teams also hosted specialized trainings and conducted mock evacuations and emergency drills. The week concluded with project teams recognizing their workforce with a celebratory luncheon. ■

All Hands

Hold Yourself Accountable

All Heads

Plan Your Work

All Hearts

Take Safety Personally

"Safety is your personal responsibility, and we must collectively share that responsibility to ensure every team member, on every job, arrives home safely at the end of each day."

Jesse Rice, Vice President of Safety

At our 2016 Safety Conference, we brought together safety managers, superintendents, project managers, and company officers and asked them:

"How Do You Build a Culture of Safety?"

By Jesse Rice

AS A COMPANY, we talk about instilling safety in all that we do — from the office to the field, from executive management to front-line craftsmen — so that every member of our team goes home safely each day. During our recent safety conference, we explored how our company can successfully unify safety and operations and discussed what truly engages a workforce and motivates everyone on site to maintain the highest standard of safety. How, essentially, do you build a culture where working safely goes beyond simply being compliant to become a shared value with every member of the workforce equally committed?

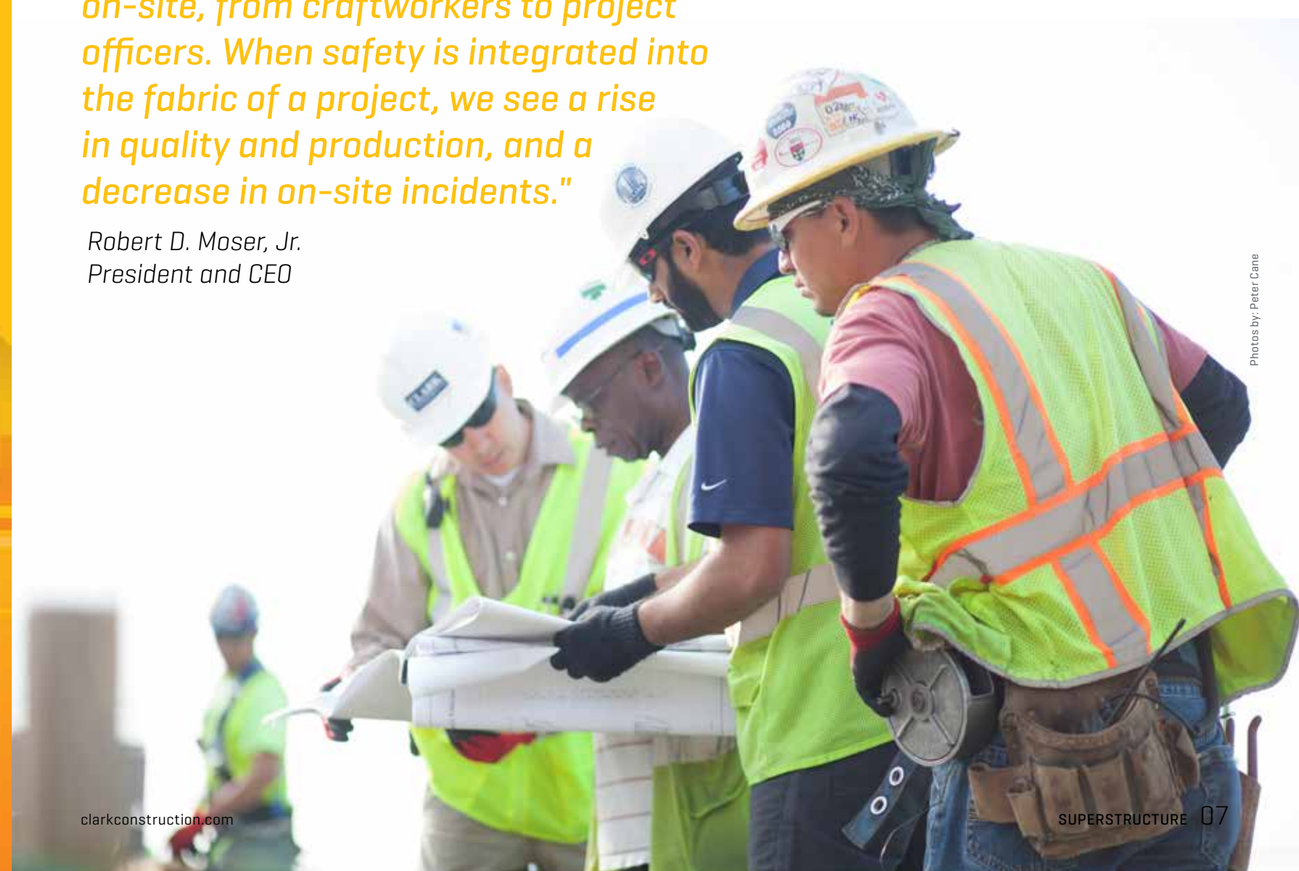
START ON DAY ONE

From a project management perspective, Senior Project Manager and Chairman of Clark's Project Management Steering Committee Ben Eitan noted that a safety culture starts "from day one in preconstruction." Making safety an essential consideration as the team plans the job, the budget, and works with the design team, allows preconstruction professionals and project managers to find ways to engineer and plan safety into the job. "Safety should be explored in each aspect of preconstruction planning," Eitan noted, "including building an appropriate safety budget that accounts for unique aspects of the job."

Early involvement with the design team and client also is critical to bringing a strong safety culture to the site. "We evaluate every aspect of the project to find ways to build safer. Maybe there's an element of the skin that can be installed from the slab instead of the exterior, or a connection that can be made in a shop, not the field," said Eitan. These early efforts to find safer ways to build carry over from preconstruction through the submittal, procurement, and fabrication phases. A team's early and proactive focus on safety with the client and design team establishes a commitment to safety from the beginning. If Clark, our client, and the design team, set the example, subcontractors will follow suit.

"At Clark, safety is a value shared equally on-site, from craftworkers to project officers. When safety is integrated into the fabric of a project, we see a rise in quality and production, and a decrease in on-site incidents."

Robert D. Moser, Jr.
President and CEO



Photos by: Peter Cane

WALK IN EACH OTHER'S SHOES

On every project site, we teach that safety should be instilled in every facet of construction operations, but getting to that point takes effort, relationship-building, and understanding. During the conference, superintendents and safety professionals agreed that project safety managers should understand the construction production schedule and workflow to provide maximum value to a team. A safety manager who knows what each trade's daily responsibilities are, including what their expected productivity is, can then make suggestions that improve safety within the workflow. Safety Manager Emily Jorgenson agrees. "A superintendent and safety manager should be actively involved in each other's work. As a safety manager, I believe that my role is to be a resource and assist my superintendents in safely completing the work they need to get done."

"A superintendent and safety manager should be actively involved in each other's work. As a safety manager, I believe that my role is to be a resource and assist my superintendents in safely completing the work they need to get done."

Emily Jorgenson, Safety Manager

TAKE GREATER INITIATIVE

Another way for safety professionals to integrate themselves with a project team is to be more visible and take greater initiative on site. "When safety professionals get a better understanding of a project and build relationships with team members, it helps increase awareness of our safety program and leads to better, site-specific results." said Construction Executive and Chairman of our Superintendent Steering Committee Ben Lord. "If a safety manager takes initiative and comes up with a new idea and then takes action on it, that takes some of the burden off of me. As a superintendent, I appreciate that extra effort." Lord recalled a safety manager's program on a previous project to recognize the workforce. Workers' safe practices were noted and recorded, then announced in front of the entire project team at the end of the month. That public recognition built a strong safety culture on the project. The workers were committed to safety as they saw how important it was to the project team.

GET TO KNOW YOUR WORKFORCE

Maintaining a strong safety culture starts with setting expectations for all workers up front. "We have controls and programs in place," said Atkinson Construction Regional Safety Director Brian Van, "but we need buy-in from the men and women in the field to work a certain way and make good decisions. We have a thorough on-boarding process that focuses on safety for all of our employees, office and field, and reinforces our commitment to safety through recognition programs, regular reporting, and quarterly safety meetings, so front-line workers can see the commitment of project leadership."

Superintendents and safety professionals agree that making a personal connection with foremen and their crews helps affirm an overall commitment to safety and has a tremendous impact on front-line workers. Rick Retiz spent more than two decades as a carpenter before joining our safety department. He has been on both sides of the foreman/safety manager relationship and knows, firsthand, how making a connection has sweeping benefits to a project. "A little bit of conversation goes a long way," he explained. "I take the time to stop and say 'hello' to the foremen, compliment their work, and get on a first-name basis. People are engaged when they feel respected and welcome. These relationships are what drive a safety culture."

After 110 years of building, Clark's safety culture is both strong and established. But we are always looking for new ways to enhance our performance. Safety is everyone's responsibility, whether you are a safety professional, a superintendent, a project manager, a foreman, or a front-line worker. We are continually looking for ways to improve our safety program and keep our culture strong, united, and focused. ■

Jesse Rice *is Clark's Vice President of Safety. With nearly nearly 20 years of construction experience, he is responsible for strategic and day-to-day operations of the company's Safety Department.*

Left to right: University of California, San Francisco (UCSF) Sandler Neurosciences Center; University of Kansas (KU) Integrated Science Building; UCSF Sandler Neurosciences Center

UCSF photos by: Tony Hertz
KU renderings courtesy of: Perkins + Will

Public-Private Partnerships Provide Innovative Solutions for Higher Education

By Geoff Stricker

TRADITIONAL DESIGN-BID-BUILD (DBB) project delivery has a long history of success with colleges and universities and, in many instances, remains an appropriate approach to campus construction. But, as universities seek to redevelop their existing land to maximize resources and compete for top-tier students and faculty, alternative delivery methods can prove more advantageous.

Conventional project delivery requires a university to expend time, money, and resources. The approach is highly sequential, moving from programming through design to construction, and requires a university to manage many individual contracts, and assume risk during each phase of development.

To effectively accomplish DBB delivery, a university needs an experienced staff, an adequate timeline that allows each discipline to work in a linear sequence, and the ability to absorb budget and schedule risks associated with delivery and facility operation. Most importantly, in DBB delivery, a university needs access to the necessary capital or financing to take on the full scope of the project.

Through alternative and progressive contracting, a university can continue to focus on its primary mission — education — while transferring the costs, resources, and risks of construction to a private entity, all while maintaining control over "owner-level" decisions.

Speaking with administrators and facilities personnel at colleges and universities across the country, some common themes emerge:

- Funding challenges
- Deferred maintenance
- Student and faculty attraction and retention
- Developing and modernizing facilities for today's learning environment

Faced with these challenges and competing forces, decision-makers need to carefully assess the risk they assume in the delivery and long-term operation and maintenance of a new facility. Colleges and universities should consider alternative development methods that align with their objectives.

Public-private partnerships (P3) offer useful new tools to help colleges and universities navigate today's challenging economic environment. A public-private partnership takes many forms, but can be defined essentially as an integrated project delivery approach in which the private contracting party assumes more risk and responsibility than it would in a traditional DBB project. The goal of the P3 is to provide a college or university with a new facility in a shorter time frame, with limited or no up-front costs, and that is optimized for long-term performance.

In a P3, the private entity is responsible for some or all of the needed services that a university would traditionally provide, including arranging financing, development, entitlements, permits, design and construction management, operation, and maintenance. This contract structure often reduces up-front capital expenses and allows the client to better deploy its own resources.

P3 BENEFITS

- Increases collaboration, resulting in a facility tailored to stakeholder needs
- Provides price and schedule certainty
- Improves end-user experience by promoting innovations and creative problem solving
- Reduces the project's delivery schedule
- Provides additional funding options
- Delivers a high-quality and more cost-effective final product
- Integrates operation and maintenance into the design process, yielding a more sustainable, efficient facility
- Transfers the risk of operation and maintenance to the private sector

P3 ON CAMPUS

The University of Kansas (KU) had a vision to transform a portion of its Lawrence campus into a hub for innovation in learning and research. The school's Central District Redevelopment plan includes modern science facilities to support research and teaching activities, amenity-rich student housing facilities, and a new Student Union. The development also will provide KU's campus with a new central utility plant and much-needed infrastructure, including additional parking, utility upgrades, and ample green space and bike trails.

In a move the school declared "entrepreneurial as well as innovative," KU chose a public-private partnership with Edgemoor Infrastructure & Real Estate to complete the Central District Redevelopment. The school opted for a P3 structure because it wanted to complete its vision, but also needed to find a delivery solution that provided access to new capital, leveraged private sector expertise, and reduced its own risk.

Under the P3 agreement, the school retains ownership of its property and the new structures, but transferred the risks related to cost and schedule, as well as the responsibilities of operation and maintenance, to Edgemoor. Rather than incur the up-front costs of development, design, and construction, KU will pay off the $350 million project over a 30-year term. Construction of the Central District Redevelopment began earlier this year and KU will begin using its new facilities within three years.

A few years prior, the University of California, San Francisco (UCSF) found itself in a position similar to KU. The school wanted to consolidate several neuroscience research programs into a single building to promote collaboration, interdisciplinary research, and easily move trials from labs to a clinical setting. The school's vision was leading-edge, but its timing was poor: external market forces, including the rising construction pricing, made the planned DBB approach unfeasible. Every bid came in above budget.

A public-private partnership allowed UCSF to carry out its academic mission despite unfavorable market conditions. Through a P3, Edgemoor arranged alternative financing for the school's new facility, guaranteed the project cost and schedule up-front, and provided a certainty of operating costs and capital replacements. Through this innovative delivery, UCSF opened the Sandler Neurosciences Center in 2012, years ahead of what a traditional, school-funded delivery could provide. The 237,000 square-foot building has both clinical and laboratory research space, Biosafety Level 3 space, a vivarium, auditorium, and support/office space. Under the transaction structure, UCSF, which owns the land, entered into a ground lease for the site and entered into a space lease for the new building. At the end of the 38-year lease period, UCSF will assume ownership of the building. ■

For more information on Edgemoor's creative solutions to public-sector challenges, visit edgemoordevelopment.com.

Geoff Stricker *is a Managing Director with Edgemoor Infrastructure & Real Estate.*

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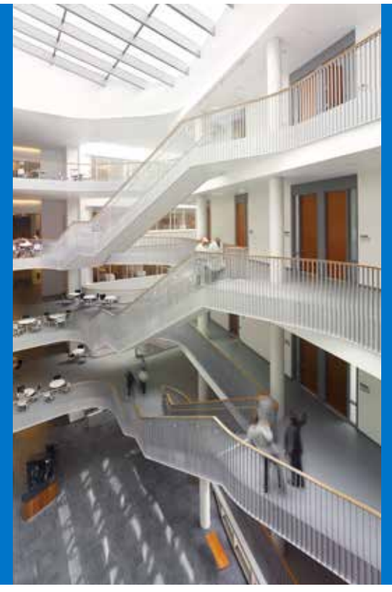
Left to right: KU Student Union; KU Integrated Science Building; UCSF Sandler Neurosciences Center, main atrium; UCSF Sandler Neurosciences Center



Why I Give Back

By Sara Guthrie

DC Central Kitchen is reducing hunger with recycled food, training unemployed adults for culinary careers, serving healthy school meals, and rebuilding urban food systems. Sara Guthrie reflects on why she volunteers with the organization.

It is early on a Thursday morning when our group walks into one of the largest homeless shelters in the District of Columbia, located just a few blocks from the U.S. Capitol. We enter the basement to start our shift volunteering with DC Central Kitchen (DCCK). For 27 years, DCCK has turned unused vegetables and proteins that would otherwise be wasted into nutritious meals for the city's underprivileged population. But DCCK is more than just a kitchen; it also helps train unemployed adults for careers in the culinary industry and offers a second chance for those in need.

Even at the early hour, DCCK's volunteer room is crowded and hectic. Cutting through the chaos is Volunteer Coordinator Jessica Towers. With grace and humor she takes command of the room, making sure we have filled out the proper forms, understand kitchen hygiene, and have our hair properly contained under a cap or in a hairnet — no exceptions! She then shares a little bit of her personal story.

Jessica has faced challenges many people could never fathom: addiction, abuse, homelessness, and multiple felony convictions. Her introduction to DCCK came through a court-ordered community service program. That was five years ago and the experience changed her life. The kitchen was the first place where people believed and trusted in her. Five years after walking into DCCK, Jessica has yet to leave. She worked her way up through the organization, from Receptionist to Human Resources Assistant to her current position as Volunteer Coordinator, where she is responsible for organizing and orienting the more than 15,000 volunteers who donate time in the kitchen each year.

DCCK's Volunteer Coordinator Jessica Towers (right) first came to DCCK through a court-ordered community service program. She has worked her way up through the organization and now oversees more than 15,000 volunteers who donate time in the kitchen each year.

In 2014, Jessica earned the Shining Star Award, which is given to a DCCK employee and culinary school graduate who exemplifies the organization's spirit of empowerment and change.

After listening to Jessica's story, we walk into the kitchen to break down chicken, chop tomatoes, and separate salad greens. The food, often surplus donated from local hotels and grocers or fruits and vegetables deemed too ugly to sell, is being turned into 5,000 meals for the District's homeless and at-risk population. Each volunteer group works under the watchful eye of a knowledgeable cook who has graduated from DCCK's training program and now works full-time for the organization. As we work, we hear about the challenges they have faced, but we also can hear the happiness and confidence in their voices. They talk about how DCCK has changed their lives and their families' lives. They make a good salary. They are valuable consumers in the local economy. They have health benefits and retirement accounts, something they never could have imagined just a few years ago. As the morning wears on, you can't help but recognize the impact of this organization. It is awe inspiring.

DCCK addresses the root cause of poverty and unemployment with its 14-week Culinary Job Training program. The goal of the program is to prepare unemployed, underemployed, previously incarcerated persons, and homeless adults for careers in the food service industry.

Sara Guthrie (middle) volunteers with fellow Clark employees in the kitchen performing basic food preparation. Every day, DCCK prepares 5,000 meals that are distributed to 88 nearby homeless shelters, transitional homes, and nonprofit organizations.

That is why I give back to DC Central Kitchen. Their message of empowerment, change, and second chances has always resonated with me. I believe in the concept of shortening the line at the soup kitchens and homeless shelters by providing individuals with support, training, life skills, and opportunity to break the cycle of poverty.

As DCCK's CEO Mike Curtin likes to say, "This is not charity; it is economic development." And while that is a very powerful message, working side by-side with Jessica and her colleagues, you see the difference being made on a very personal level. The trajectory of their lives from this point forward has changed forever for the better. When I hear their stories, I can't help but want to be a part of an organization that can have that kind of impact.

I have been working with DCCK for more than five years and I still leave each volunteer opportunity, Culinary Job Training program graduation, and fundraising event inspired, with a positive and refreshed outlook on the future. ■

Sara Guthrie *is Clark's Director of National Marketing. She has served on the Board of Directors for DC Central Kitchen since 2014.*

Rehabilitating Homes For Deserving Families Through National Rebuilding Day

Each year, Clark employees take on multiple renovation projects for National Rebuilding Day. The annual event, sponsored by Rebuilding Together, seeks to transform the lives of low-income homeowners by improving the safety and health of their homes and revitalizing their communities. Two of our notable renovation efforts are featured here.

In Northern California, nearly 50 company and subcontractor volunteers spent National Rebuilding Day improving Ressie Lee Jackson's home in Oakland. Ms. Jackson is disabled and had been unable to keep up with her home's necessary maintenance.

The team updated Ms. Jackson's kitchen with a new countertop, backsplash, and fixtures. Outside, volunteers power washed the home, patched the driveway, improved exterior stairs and railings, cleaned, and spread 90 bags of mulch on the property.

Ms. Jackson was delighted with her "new" home. Even Oakland Councilmember Abel Guillen stopped by the site to lend his support and see the progress. ■

In Seattle, our Pacific Northwest employees renovated the home of Wilmot Sandberg, a 91-year-old World War II veteran. Mr. Sandberg uses a wheelchair and, over the years, his mobility has been significantly limited.

Our team, working with local subcontractors, built Mr. Sandberg a new accessible ramp, modified portions of his home to accommodate his wheelchair, and thoroughly cleaned the home's yard and exterior. ■

"SPRING CLEANING" AT CHICAGO NEIGHBORHOOD PARK

As the weather turned warmer, our project team at 3218 North Clark decided to do a little "spring cleaning" and improve Weisman Park, located one block from their site.

The team spent a day raking and disposing leaves, placing mulch, and painting the perimeter fence, including the monumental entry frame. They also repaired artificial turf, which had sunk and posed a tripping hazard for children. The team finished the day by installing some accessories at the park's chalkboard. ■

TRANSFORMING THE WATERFRONT, ON SITE AND OFF

The Wharf project team is not only transforming the Southwest Waterfront in Washington, DC, they also are being good neighbors. During the Anacostia Watershed's Earth Day Celebration, 15 employees and their families cleaned up the Kenilworth Aquatic Gardens. Despite the rain, the group weeded, planted flowers, and mulched. ■

CLARK CONCRETE PASSES ONE YEAR WITH ZERO LOST TIME INCIDENTS

This spring, the men and women of Clark Concrete marked two significant milestones: the team has worked more than 12 months and 1.5 million man-hours with zero lost time incidents. Over the past year, the team has rallied around "safety as a family value," and their commitment has directly led to the safe and successful placement of more than 200,000 cubic yards of concrete on numerous signature projects in the Washington, DC area.

Clark Concrete's safety efforts begin well before any work commences on site. The group's preconstruction team confirms that each project team has the necessary resources to build the job safely. Clark Concrete's field leadership team reviews all plans, ensuring that each project's safety and operations plans are aligned. This careful planning guarantees that safety protocols are already firmly entrenched before craftsmen place any concrete on site. This full team effort, embraced by colleagues in the field and the office, is the basis for Clark Concrete's safety success. ■

"Clark Concrete's leadership and employees are fully committed to our safety values. They continue to be leaders in safety initiatives, innovation, and planning."
Carlos Gonzalez, Vice President, Clark Concrete

COMPANY HONORED FOR SUPPORTING EMPLOYEES WHO SERVE

Maryland Employer Support of the Guard and Reserve (ESGR), a Department of Defense program, presented Clark with a Seven Seals Award in recognition of "meritorious leadership and initiative in support of its employees who serve in the National Guard and Reserve." The company also is a finalist for the 2016 Secretary of Defense Freedom Award, the highest recognition given by the United States Government to employers for their support of employees who serve in the National Guard and Reserve.

Maryland ESGR seeks to foster a culture in which all employers support and value the employment and military service of members of the National Guard and Reserve in the United States. The company was nominated for the award by superintendent Mike Cornell, an Army Reservist for more than 15 years. ■

EAST COUNTY DETENTION CENTER ACCEPTED INTO VPP WITH CAL/OSHA

Safety Week took on extra significance for our East County Detention Center team in Indio, CA. During the week, the team was formally accepted into Cal/OSHA's Voluntary Protection Program (VPP). The program recognizes organizations that have implemented safety and health programs that effectively prevent and control occupational hazards.

In order to participate in the VPP, the East County Detention Center team had to demonstrate that their safety program and procedures go above and beyond Cal/OSHA standards and provide the highest level of protection for workers. Project leadership and employee participation are key to obtaining VPP status.

The East County Detention Center is one of just 26 construction sites in the VPP; Clark's Los Angeles United States Courthouse also is a participant. ■

CLARK ANNOUNCES OFFICER PROMOTIONS

Marc Kersey
Senior Vice President
Western Region

Marc has spent the past three decades involved in several large-scale projects in our Western Region, including the Los Angeles Convention Center, Capitol East End project, San Francisco Civic Center, and CALTRANS District 7 Headquarters. As an officer, Marc has focused on pursuing and delivering work in Los Angeles, including multiple schools for the Los Angeles Unified School District, the Nokia Theatre and L.A. LIVE, The Hall of Justice, and the Los Angeles United States Courthouse. Currently, Marc is leading the Long Beach Civic Center design-build team.

Dave Tacchetti
Senior Vice President
Mid-Atlantic Region

Since joining the company in 2000, Dave has been responsible for the pursuit and construction of many higher education projects throughout the Washington, DC area. His portfolio includes the Ivory Tower and District House residence halls at the George Washington University, the George Mason University Academic VI/Research II and Central Plant projects, Rockville Science Center at Montgomery College, and Oakland and Prince Frederick residence halls at the University of Maryland. Currently, Dave is one of the Mid-Atlantic Region's executive team leaders focusing on college and university work.

Phil Sheridan
Senior Vice President
Mid-Atlantic Region

With more than 30 years of experience with Atkinson and Clark, Phil is one of the company's leaders in civil and design-build construction. Phil has delivered multiple projects for the Washington Metropolitan Area Transit Authority, including the Largo Town Center and Morgan Boulevard Stations, the Ballston-MU Station East End Elevators and Passageway, and the Brentwood Shop Expansion. He led Clark Civil's efforts on Contract C of the Intercounty Connector. Phil is part of our National Rail Group and guides our teams on multiple projects for CSX and the Metrorail, Silver Line Phase II project.

Vic Watson
Vice President
Western Region

After 20 years in the Mid-Atlantic Region, Vic joined our Western Region in 2001 and was part of teams who delivered the Save Mart Center at Fresno State University, Fresno Regional Medical Center's Trauma Unit, Fresno County Juvenile Detention Facility, The Galen Center at USC, UCSF Sandler Neurosciences Center, and the Los Angeles Forum. Vic has been a critical part of many recent successful pursuits, including the Golden State Warriors Sports and Entertainment Center. He currently is overseeing that project's preconstruction and will manage construction.

PROJECT MILESTONES

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

BREAKING GROUND

East Link Extension Contract E335
Our Atkinson project team joined city officials to break ground on the first phase of the $3.7 billion East Link light-rail extension from downtown Seattle to Overlake in Redmond, WA.

Midtown Center
Washington, DC Mayor Muriel Bowser was on hand as our project team and client Carr Properties broke ground on the 862,000 square-foot Midtown Center development. The 14-story office building will help transform the surrounding area into a vibrant around-the-clock community.

TOPPING OUT

A. James Clark Hall
At the University of Maryland, our A. James Clark Hall project team topped out after placing 13,000 cubic yards of concrete, 2,000 tons of rebar, and constructing over 150 architectural concrete features in just 35 weeks. A. James Clark Hall is the future home of the university's Fischell Bioengineering Department.

F1RST
Our F1RST project team placed 25,000 cubic yards of concrete to top out the mixed-use development located in DC's Capitol Riverfront District. When complete, the 325-unit apartment building and 12-story extended-stay hotel will offer views of Nationals Park.

The Blairs Redevelopment
Our team marked the structural completion of the first phase of The Blairs Redevelopment project, a 14-story residential tower in Silver Spring, MD. When complete, the complex will feature numerous amenity areas, including a roof-top pool, fitness center, and ample common spaces.

150 North Riverside
At 55 stories tall, the 150 North Riverside top out was one of our tallest ever. The building's superstructure is comprised of 55,000 cubic yards of concrete, 12,000 tons of rebar, and 10,000 tons of steel.

COMPLETE

400 E Street
A combination of stringent acoustic mitigation and carefully-selected building materials allow a two-story fire station and a 12-story hotel to peacefully occupy a single structure at 400 E Street, SW. The mixed-used project, which includes a 214-unit Hyatt Place hotel, was successfully delivered in less than 20 months.

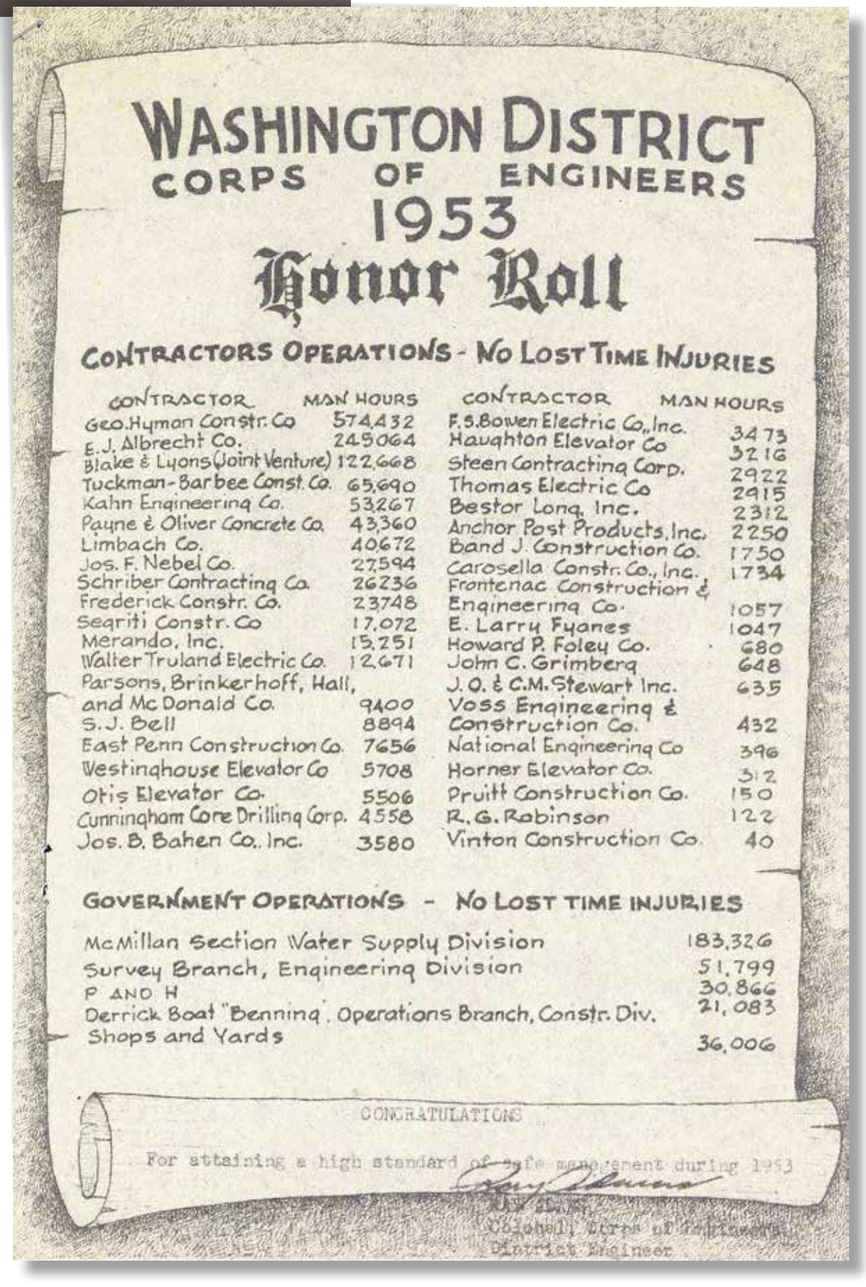
Arris
The first group of residents moved into Arris in March. Forest City's 327-unit apartment community is located in Southwest Washington, DC, just steps from Nationals Park, the Navy Yard, and the Anacostia River.

Photo by: Ira Wexler

Trinity Academic Center
In June, we delivered the first new building on the Trinity Washington University campus in over a decade. The four-story Trinity Academic Center replaces the school's current science building and includes classroom, seminar, and lab spaces.

THE WAY WE WERE

Over time, our safety program has evolved, personal protective equipment policies have improved, and we have developed new company-wide initiatives, all in an effort to enhance safe work practices on our sites. One thing that has never changed is our unwavering commitment to working safely. Safety is paramount on every Clark project. More than 50 years ago, our safety performance on government projects landed us on top of the Corps of Engineers' "Honor Roll" for working more than 500,000 man-hours without a lost time incident. As our company has grown, we have never lost sight of what is most important: the health and safety of our people and the surrounding community. ■



WASHINGTON DISTRICT
CORPS OF ENGINEERS
1953
Honor Roll

CONTRACTORS OPERATIONS - NO LOST TIME INJURIES

CONTRACTOR	MAN HOURS
Geo. Hyman Constr. Co	574,432
E. J. Albrecht Co.	245,064
Blake & Lyons (Joint Venture)	122,668
Tuckman-Barbee Const. Co.	65,690
Kahn Engineering Co.	53,267
Payne & Oliver Concrete Co.	43,360
Limbach Co.	40,672
Jos. F. Nebel Co.	27,594
Schriber Contracting Co.	26,236
Frederick Constr. Co.	23,748
Seariti Constr. Co	17,072
Merando, Inc.	15,251
Walter Truland Electric Co.	12,671
Parsons, Brinkerhoff, Hall, and Mc Donald Co.	9,400
S. J. Bell	8,894
East Penn Construction Co.	7,656
Westinghouse Elevator Co	5,708
Otis Elevator Co.	5,506
Cunningham Core Drilling Corp.	4,558
Jos. B. Bahen Co., Inc.	3,580
F. S. Bowen Electric Co., Inc.	3,473
Haughton Elevator Co	3,216
Steen Contracting Corp.	2,922
Thomas Electric Co	2,915
Bestor Long, Inc.	2,312
Anchor Post Products, Inc.	2,250
Band J. Construction Co.	1,750
Carosella Constr. Co., Inc.	1,734
Frontenac Construction & Engineering Co.	1,057
E. Larry Fyanes	1,047
Howard P. Foley Co.	680
John C. Grimberg	648
J. O. & C. M. Stewart Inc.	635
Voss Engineering & Construction Co.	432
National Engineering Co	396
Horner Elevator Co.	312
Pruitt Construction Co.	150
R. G. Robinson	122
Vinton Construction Co.	40

GOVERNMENT OPERATIONS - NO LOST TIME INJURIES

McMillan Section Water Supply Division	183,326
Survey Branch, Engineering Division	51,799
P AND H	30,866
Derrick Boat "Benning", Operations Branch, Constr. Div.	21,083
Shops and Yards	36,006

CONGRATULATIONS

For attaining a high standard of safe management during 1953

Colonel, Corps of Engineers
District Engineer

In 1953, the company — then called the Geoge Hyman Construction Company — topped the Corps of Engineers' "Honor Roll" for working safely.

CLARK CONSTRUCTION

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

Since 1906
CELEBRATING 110 YEARS

OMNI SHIRLEY ATKINSON CLARK

The Wharf
Washington, DC
Photo by: Duane Lempke, SISSON Studios, Inc.

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