Volume 30, Number 4 *Fall 2012*

CLARK CONSTRUCTION

Superstructure

Anaheim Regional Transportation Intermodal Center, Anaheim, Calif. (Rendering courtesy of Parsons Brinckerhoff; HOK)

Clark Tapped to Deliver Anaheim Transportation Hub

ANAHEIM, Calif. - The Anaheim City Council selected Clark Construction Group - California, LP, as the general contractor for the Anaheim Regional Transportation Intermodal Center (ARTIC). The ARTIC project is a partnership between the City of Anaheim and the Orange County Transportation Authority and is funded with a combination of Measure M funds, a local half-cent sales tax for transportation improvements, as well as state and federal funds.

Designed to be a world-class transportation center, the ARTIC project will allow commuters to move seamlessly between transit services to reach Southern California's activity centers and business districts.

Clark will construct a 67,000 square-foot steel-framed terminal structure with 200,000 square-feet of ethylene tetrafluoroethylene (ETFE) and glass cladding. The civil scope of work includes constructing parking areas for 1,082 vehicles, a railroad bridge, baggage and pedestrian tunnels, two-sided rail station platform, and pedestrian concourse bridge from the terminal to the rail platforms. Additionally, the team will perform infrastructure improvements to local utilities and roadways.

When complete in 2014, the ARTIC will support more than 10,000 daily boardings among 10 different transportation modes. More than 5,000 jobs will be available as a result of the project.

The ARTIC project is designed to earn LEED® Platinum certification and will reduce energy consumption by 50 percent against baseline comparison. Construction began in September and completion is expected in November 2014.

Parsons Brinckerhoff, Los Angeles, is the managing architect and HOK, Los Angeles, is the design architect. Project partners include STV, Irvine, Calif., construction manager; Buro Happold, Los Angeles, MEP engineer; Thornton Tomasetti, Los Angeles, structural engineer; and Group Delta Consultants, Irvine, Calif., testing and inspections consultant.

Clark Selected to Construct Montgomery College Bioscience Education Center

BETHESDA, Md. – Montgomery College, a Maryland community college, has awarded Clark Construction Group a $58 million contract to build a three-story 141,000 square-foot Bioscience Education Center on its Germantown, Md., campus. The new facility will support biology, biotechnology, genetics, chemistry, and environmental science curricula, and will include classrooms, laboratories, administrative offices, support spaces, and a conference center. The building will have a structural steel frame supporting composite

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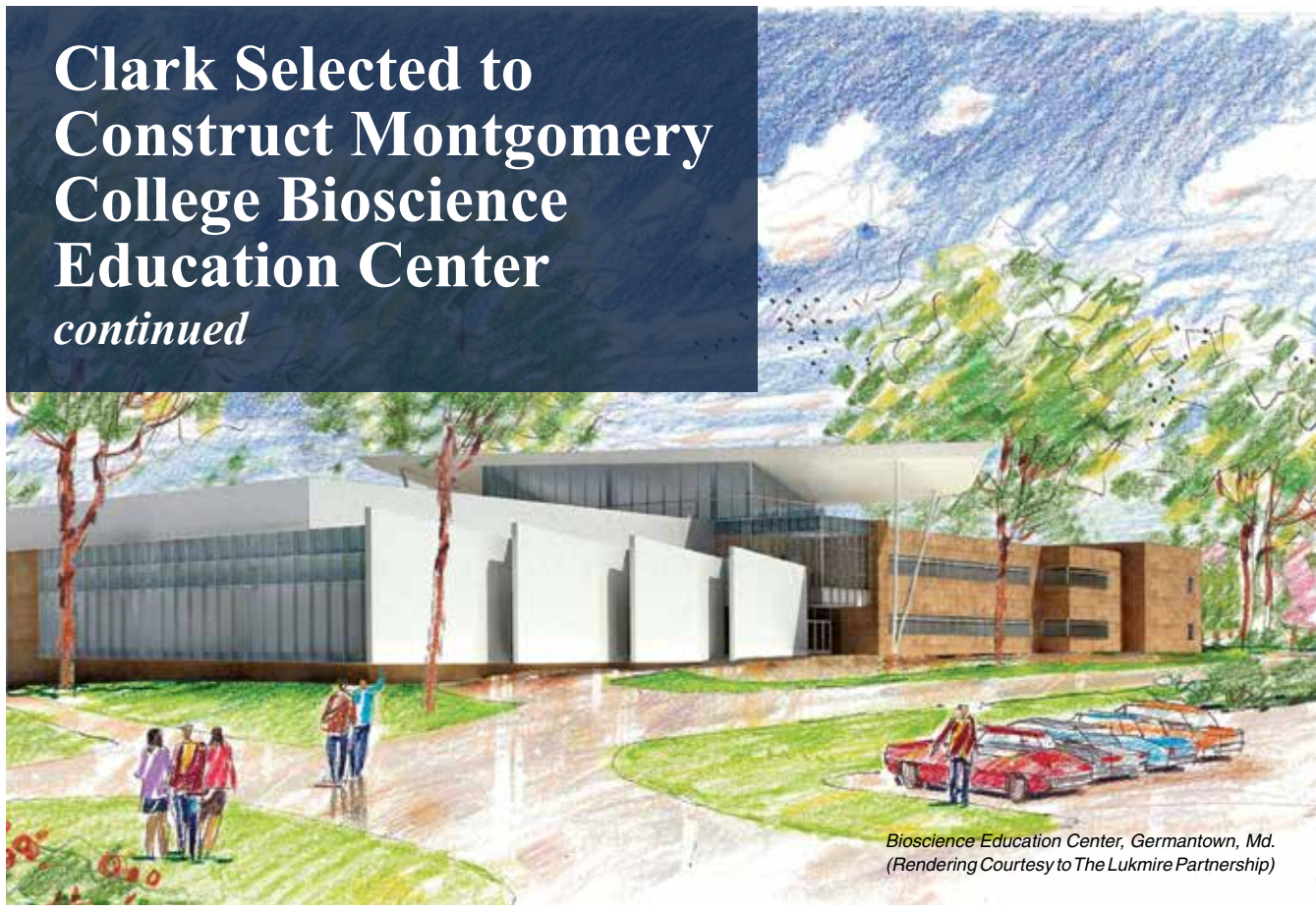


Bioscience Education Center, Germantown, Md. (Rendering Courtesy to The Lukmire Partnership)

metal decks. It will be wrapped in a high-performance masonry, aluminum panel, and curtain wall façade.

Clark's scope of work also includes improvements to the campus' southern entrance and building a new road to improve traffic flow.

Designed to achieve LEED® Gold certification, the Bioscience Education Center will feature numerous sustainable elements, including roof-mounted wind turbines, a 30KW photovoltaic solar panel system, and a high-performance mechanical system with ice production/storage and ammonia chillers.

The Lukmire Partnership, Arlington, Va., is the project architect.

Construction is underway and completion is anticipated in summer 2014.

This is the second contract Montgomery College has awarded Clark in recent years. In 2011, the company completed a 140,700 square-foot Science Center on the school's Rockville Campus.

Shirley Contracting to Ease Traffic Concerns at I-64 Interchange

LORTON, Va. – A population boom in Augusta County is straining local infrastructure. The Virginia Department of Transportation (VDOT) projects that traffic volumes on I-64 access ramps and secondary roads will be Level of Service "F" – a constant traffic jam – by 2034. To prevent future gridlock, VDOT awarded Shirley Contracting a $21 million design-build contract for the I-64 Exit 91 Interchange Improvements project.

As a part of this project, Shirley will make significant enhancements to Route 285 (Tinkling Spring Road), including widening access ramps, replacing the bridge over I-64, and expanding more than one mile of the road to four lanes. The Shirley team also will be responsible for right-of-way acquisition, lighting, drainage, utility relocation, the traffic management plan, and erosion and sediment control.

Work began in October with completion anticipated in August 2015. Dewberry & Davis is the project architect.

I-64 Access Ramps, Augusta County, Va.

New Learning and Teaching Center Coming to University of Maryland's College Park Campus

Edward St. John Learning and Teaching Center, College Park, Md. (Rendering Courtesy of Ayers Saint Gross)

COLLEGE PARK, Md. – Continuing a relationship that has stretched over seven decades, the University of Maryland awarded Clark Construction Group a $40 million contract to build the Edward St. John Learning and Teaching Center. The new, 95,800 square-foot facility will be located on the university's College Park campus.

To prepare for the new academic building, Clark will demolish the university's Shriver Laboratory and part of Holzapfel Hall. The team will then renovate 27,400 square feet of Holzapfel Hall and construct a 63,400 square-foot addition. The scope of work also includes constructing a 5,000 square-foot central utility building as well as performing site and utility improvements.

The Edward St. John Learning and Teaching Center will accommodate 2,000 students in multiple classrooms ranging in size from 80 to 320 seats. All spaces will be equipped with the latest classroom technologies that can be managed from a centralized technology service unit. This is the first new building on campus dedicated solely to classroom space in 50 years. The university estimates that 10,000 students will take advantage of the facility every day.

The project is designed to earn LEED® Silver certification. Construction will begin in 2014 and completion is expected in February 2016. Ayers Saint Gross of Baltimore is the project architect.

Clark has partnered with the University of Maryland since the 1940s. The company has constructed some of the College Park campus' most notable buildings including the Chapel, McKeldin and Hornbake Libraries, Byrd Stadium improvements, and the recently-completed Oakland Hall.

Clark Continues Relationship with Clovis Community Medical Center, Selected to Build New Health and Education Center

Clovis Health and Education Center, Clovis, Calif. (Rendering courtesy of Henderson Architectural Group)

CLOVIS, Calif. - Clovis Community Medical Center has selected Clark Construction Group – California, LP, to build the Clovis Health and Education Center.

Clark will construct a 25,000 square-foot building on the medical center's Clovis, Calif., campus that will house administrative, office, classroom, and conference spaces, as well as a 3,000 square-foot, 220-seat auditorium. The building will feature a unique dual insulated electrochromatic glazing system and high-end interior finishes, including stone and solid wood millwork.

Construction is underway and completion is expected in October 2013.

As this project gets underway, another project on the Clovis campus passed a major milestone. The campus' new five-story, 122,000 square-foot medical tower began accepting patients in November, two months ahead of schedule. The project team's attention has turned to renovating existing areas and converting the hospital's original 109 inpatient bedrooms to 205 private bedrooms. Additional work in the $207 million Clovis Community Medical Center – Phase B project includes expanding the hospital's women's pavilion, emergency department, diagnostic and treatment areas, and adding a new central utility plant and parking garage. Since Clark began work three years - and over one million manhours - ago, the project has had zero lost-time incidents.

The McDermott Building Opens on Capitol Hill

WASHINGTON, D.C. – In October, international law firm McDermott Will & Emery moved into their new D.C. headquarters at 500 North Capitol Street, NW, breathing new life into a mid-1960s-era office building. Over a period of 17 months, starting in April 2011, Clark Construction Group and Clark Interiors completely renovated the existing eight-story Class-B office building, transforming it into a nine-story, 230,000 square-foot Class-A property, now known as The McDermott Building. Clark Enterprises and Boston Properties are the building's co-owners and the project's co-developers.

The Clark Construction project team first demolished the 500 North Capitol building's finishes and façades and then undertook rebuilding efforts that included structural revisions to allow for an additional floor and roof terrace with panoramic Capitol Hill views. The McDermott Building includes a reconfigured core, as well as new mechanical and electrical systems, elevators, and curtain wall façade on two sides.

Clark Interiors fit-out McDermott's 171,000 square-foot space, including offices, common areas, and a top-floor conference center. The Interiors group also is performing another 53,000 square feet of interior improvements on the second and third floors of the building for space to be leased to additional tenants.

The McDermott Building was built to LEED® Gold standards.

Gensler, Washington, D.C., is the project architect for both the base building and interior renovations. Additional project partners include Thornton Tomasetti, Washington, D.C., structural engineer; Girard Engineering, PC, Falls Church, Va., MEP engineer; VIKA Capitol, LLC, Washington, D.C., civil engineer; and LSG Landscape Architecture, Charlotte, N.C., landscape architect.

Clark Civil To Design, Build WMATA Police Substation

BETHESDA, Md. - The Washington Area Metropolitan Transit Authority (WMATA) awarded Clark Civil a $24 million design-build contract for the MTPD District II Substation and Training Facility.

The project team will design and construct a 24,000 square-foot, three-story police substation and a 30,000 square-foot training facility near WMATA's Franconia/Springfield Station in Northern Virginia. The police substation will have a structural steel frame and a precast concrete façade. The scope of work also includes a full tenant built-out a crime scene work area, evidence storage facility, defensive training areas, offices, and common spaces.

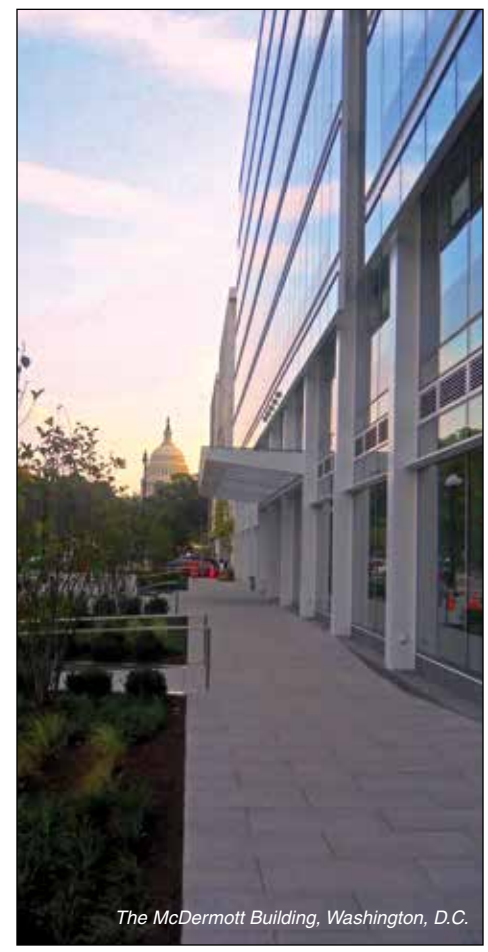
The new training facility will accommodate a firing range with 24 lanes, ammunition storage, armory shops, and an armory vault.

Clark Foundations will be responsible for installing approximately 110 caissons for global stability.

Construction is underway and substantial completion is expected in March 2014.

Michael Baker Jr., Inc., Silver Spring, Md., is the project architect.

MTPD District II Substation and Training Facility (Rendering courtesy of Michael Baker, Jr., Inc.)



The McDermott Building, Washington, D.C.

Oakland Hall, University of Maryland, College Park, Md. (photo by Alan Karchmer)

Universities Turn to Alternative Methods to Deliver Student Housing

Across America, colleges and universities are facing a housing crisis. With the children of Baby Boomers reaching college age over the past decade, college enrollment has increased by 38 percent, according to the U.S. Census Bureau, and the numbers show no signs of decline. While not all of the nation's 20.4 million undergraduate and graduate students need housing, the number of college students attending class full-time - the most likely to move into campus residences - has increased dramatically in the past decade.

Adding to the urgency of the situation, traditional types of student housing are quickly becoming antiquated. Schools are increasingly using alluring state-of-the-art housing on or near campus to attract the best and the brightest students. Gone are yesterday's dormitories with concrete masonry unit walls, metal-framed wire spring beds, and no air conditioning. Modern student housing is designed to meet the demands of today's students: a generation that values technology, comfort, and sustainability.

Schools are appealing to prospective students in a variety of ways. University of California, San Diego's Village East residential community includes several fast-casual dining options specifically chosen by the university to encourage residents to stay on campus to find a good meal. At the University of Maryland, residents of the LEED® Gold Oakland Hall can monitor their, and the building's, energy usage through an interactive interface in the lobby. A mile away at the off-campus University View community, student residents have access to an outdoor pool, fitness center, and multiple game rooms with flat-screen televisions. In East Baltimore, just north of Johns Hopkins University, a 20-story residential tower for graduate students features a roof terrace, fitness room, in-unit washers and dryers, and high-end finishes including granite countertops, stainless steel appliances, and pendant lighting.

To meet the demand for housing, colleges and universities are employing new tactics to develop residences within their budget, time, and space limitations. Some schools are looking for private developers to secure the land and provide the expertise to build new residence halls on or adjacent to campus. Other institutions are turning to alternative contracting methods, such as design-build, in order to expedite delivery. Schools also are collaborating with experienced contractors and designers to find cost- and time-saving measures to complete projects without compromising quality or reducing the bed count.

With state budgets tight, private firms have stepped into the role of student housing developer at many public universities, sometimes in the form of public-private partnerships (PPP). Private companies can offer a different perspective on student housing design and construction. They have access to a wider array of financing vehicles and can offer operations, maintenance, and leasing services. These firms also are able to assume risks related to schedule and cost and manage the projects from design through construction, allowing university personnel to concentrate on other capital improvement projects and releasing the university from the obligations of a landlord.

"A private developer can execute more quickly than a university," explains John Hrovat, Principal of Urban Partners, LLC, a Los Angeles-based investment, development, and asset management company. "With swifter execution, you can offer more timely product with modern design elements and amenities."

Across the street from the University of Southern California (USC) stands a prime example of how a private development can alleviate a school's need for housing. USC's enrollment has increased 12 percent in the past 10 years, but the school's urban campus limits major expansion. To satisfy the intensifying demand for close-proximity housing, Urban Partners developed University Gate-

way - a 421-unit, 1,600-bed community with street-level retail amenities. Urban tapped Clark to manage the project's design-build process; this arrangement allowed Urban to focus their energy on completing the entitlements process and securing project financing, while Clark and architect Togawa Smith Martin Residential completed the design and permitting required to deliver University Gateway in time for the 2008 fall semester. Overlapping development, design, and construction phases significantly reduced the traditional gap that exists between the identified need for housing and the availability of completed units. Ultimately, Clark turned over the project three months early, allowing the building operator to prepare it for retail and apartment leasing earlier than expected.

"One clear reason we utilize design-build is the speed of delivery. The design-build Oakland Hall project was delivered a year earlier than it would have been under our more traditional procurement methods."

- William Olen, Director of Capital Projects, University of Maryland, College Park.

Though just off-campus, University Gateway's red brick exterior mirrors USC's signature aesthetic. To further connect with the school, the community's resident life personnel go through USC's programs to ensure the undergraduate residents receive the same level of care and attention as they would in a school dormitory.

Design-build isn't new to the education construction market; A 2011 Design-Build Institute of America (DBIA) study showed that 30 percent of all education construction projects were design-build. Student housing, however, accounts for a small portion of that. The DBIA lists fewer than a dozen student housing projects in its Design-Build Project Database – but more universities are taking notice of the benefits of the integrated delivery method.

When it looked to add the first new dormitory to its College Park campus in more than a quarter-century, the University of Maryland turned to design-build. Oakland Hall provides 706 beds for undergraduate students on the campus' north side. Clark's team, working with WDG Architecture, designed and constructed the 230,000 square-foot residence hall in just 28 months.

"One clear reason we utilize design-build is the speed of delivery. The design-build Oakland Hall project was delivered a year earlier than it would have been under our more traditional procurement methods," said William Olen, Director of Capital Projects, University of Maryland, College Park. "Also, and perhaps as importantly, we utilized design-build because it is the closest thing to Integrated Project Delivery that we can get in the near term. The way that we administer design-build, the construction manager, designer, and owner's interests are clearly aligned and the parties have shared risk and reward based upon common project goals."

After the successful delivery of Oakland Hall, the University of Maryland awarded Clark and WDG Architecture a design-build contract for the school's 464-bed Prince Frederick Hall dormitory.

One of the key elements that makes working with private developers or design-build delivery successful for universities is the interplay between the institution and the construction team. Whether a school only has minimal program requirements or a fully-developed plan to integrate new housing on campus, drawing on the experience of a contractor can spark innovation and reduce a project's schedule and budget.

Poly Canyon Village is 1.4 million square-foot residential community at California Polytechic State University San Luis Obispo. The 30-acre complex is home to 2,670 students and offers amenities including restaurants, retail, and recreation. The university's bridging documents called for Poly Canyon Village's 11 buildings to be constructed in three phases over four years. That scope, however, was not feasible within the school's budget. Clark partnered with architect Niles Bolton Associates (NBA) and key subcontractors to produce a viable solution to reduce the construction schedule. The team submitted a proposal that modified the size of residential units and eliminated two buildings, reducing the project's footprint and shortening the construction schedule while still providing the requisite bed count. The designs were vetted in an early design charette by Cal Poly officials, and Clark/NBA was awarded the project in 2006 and delivered it - on time and on budget - three years later.

As the college student population continues to grow, Clark is uniquely positioned to assist universities with upgrading and expanding their housing options. Whether quickly meeting this demand by relying on a private developer, alternative delivery method, or innovative designs, Clark Construction can be a university's construction partner from concept to completion.

Pictured top right: Oakland Hall, University of Maryland, College Park, Md. (photo by Alan Karchmer)

Pictured top left: University Gateway, University of Southern California, Los Angeles

Pictured bottom left: Poly Canyon Village, California Polytechnic State University, San Luis Obispo, Calif.

Tyser Tower at Byrd Stadium
University of Maryland
(Photo by Hoachlander Davis)

Contractors and Schools Benefit from Early "Admission"

By Mike Alto

The process of early admission has become a typical part of the college application process. For millions of high school students, applying to college in the fall reduces the anxiety of the admissions process and allows them to begin planning the next chapter of their lives. Schools benefit from early admissions, too, by knowing what their future student population will look like in advance of the traditional spring admission process.

Early admission is also a good idea for the college construction process. Large capital improvement projects can leave some schools anxious as they balance the pressing needs of their campus with limited funds and resources. By engaging an experienced contractor early in the development process, colleges can take advantage of a full range of preconstruction services and will have a budget-minded partner assisting with the design management. Over the past two decades, we've seen more colleges adopt this collaborative approach to construction. The number of hard bid construction projects has fallen dramatically. More than a low price, colleges are looking for a partner with extensive preconstruction services to develop accurate cost models, constructability reviews, and value engineering exercises.

Village East, UCSD
San Diego
(Photo courtesy of Carrier Johnson)

The value of early contractor involvement is evident on campuses across the country. Schools are taking advantage of contractors' expertise to better manage their projects, eliminate cost creep, and identify key decision points in advance.

The George Washington University Science and Engineering Hall will consolidate nearly all of the school's science and engineering programs into one facility. Our preconstruction and project teams met with university officials for a year before we set a GMP. Because of the nature of the job, it was imperative that our preconstruction personnel review the job to optimize the mechanical and electrical design.

This early collaboration also allowed our team to identify creative ways to schedule construction activities without impacting the thousands of students who live and study nearby, as well as develop traffic control plans and coordinate work around underground Metro tunnels.

Early contractor input can have a major impact on how a school's development takes shape. The University of California, San Diego relied on design-build when developing Village East, a residential community for its booming transfer student population. A key component of this delivery method is early collaboration among the client, contractor, and designers. In this instance, the school used a detailed project program to describe minimum project goals and gave design-build teams flexibility in their proposals. Working with architect Carrier Johnson + CULTURE, we responded to the school's request for "750 beds in 150 apartments" with a design that fit 807 beds in just 148 units. Our early construction documents also included infrastructure for a photovoltaic solar panel system, a sustainable feature the school was considering. Incorporating the infrastructure into our construction documents allowed us to more effectively plan while the school evaluated whether to move forward with the full solar panel build out. The school chose to move forward and now, the solar thermal system provides Village East's domestic hot water while the infrastructure aids in sunshading the naturally-ventilated living areas.

When getting a new project online quickly, it is imperative that a contractor, designer, and school work together to significantly reduce delivery time. In 2007, the University of Maryland looked to triple the size of Tyser Tower - its football stadium's press facility - to accommodate luxury suites, coaching facilities, and high-definition broadcasting capabilities. Maryland planned on a three-year construction schedule, with work affecting two football seasons.

During the selection phase of the project, Clark presented the university with a plan to reduce the construction schedule. Intensive preconstruction and planning sessions helped develop a schedule that expedited certain components of Tyser Towers' expansion so they would not coincide with the football schedule. Maryland accepted our proposal and the 99,000 square-foot facility was ready for kickoff of the 2009 season. The expedited plan allowed the school to begin collecting luxury box revenue a year ahead of schedule and limited intrusive construction activities to one football season.

A contractor should be more than a builder and universities should be able to rely on a contractor's full range of services, especially on the front end. Through early contractor involvement and extensive preconstruction, universities can make the right decisions at the right times and complete their projects without delay.

Mike Alto is a Senior Vice President in charge of Clark's education work in the Mid-Atlantic Region.

World-Class Science and Engineering Hall Going Up - and Down - at George Washington University

More than a year after breaking ground, construction at George Washington (GW) University's Science and Engineering Hall is beginning to turn skyward. After excavating to 75 feet below grade, Clark has begun concrete work and vertical construction efforts on the facility, which will stand eight stories above ground.

University officials see the Science and Engineering Hall as a critical step in transforming GW into a top-tier research institution. Most of the school's science and engineering programs will be consolidated into the building with areas dedicated to research, teaching, and breakout spaces. When complete, the $275 million facility will double the amount of science and engineering space available at GW.

"To be truly the world-class university that we are every day becoming, we need facilities equal to our world-class faculty," George Washington President Steven Knapp said at the hall's groundbreaking last year. "To be a powerful institution devoted to making advances in the realm of policy, in today's world you have to have credibility and power and competence and excellence in science and engineering. This project is absolutely integral to everything we're trying to achieve as a university."

With more than 470,000 square feet of above-ground program space, the Science and Engineering Hall will feature specialized areas, including wet and dry research and teaching labs, a high bay structural laboratory, electrical and machine shops, cold rooms, clean rooms, and a green house. A central atrium rises through all eight stories, allowing natural light to spread throughout interior spaces.

The scope of work also includes a four-level parking garage and two levels of below-grade academic and research space. Metro Earthworks is leading the project's 100,000 cubic-yard excavation and Clark Foundations is performing the support of excavation. The project site shares a city block with – and weaves through - three occupied historic residence halls. The site also abuts the underground Foggy Bottom-GWU Metro station and Orange and Blue Line tunnel. These unique site constraints necessitated a complex support of excavation system that includes 176 drilled secant and soldier piles, 35,000 square feet of lagging, 455 tiebacks, 265 cubic yards of underpinning piers, 37,000 square feet of shotcrete and rockbolts, and more than 200 tons of internal cross lot, corner, and raker bracing.

The project team also is performing extensive renovations to an existing central utility plant in GW's Ross Hall so it can serve both Ross Hall and the new Science and Engineering facility. The team will replace six transformers and three chillers, install a new 5MW gas cogeneration turbine, and significantly rehabilitate the existing mechanical and electrical systems. The Ross Hall plant will feed services into the new Science and Engineering Hall's G2 level through horizontal borings located 30 feet below 23rd Street, NW.

GW Science and Engineering Hall, Washington, D.C. (Rendering courtesy of Ballinger)

The structure is designed to achieve LEED® Gold certification and will feature 15,500 square feet of green roofs at two separate elevations.

The project will be substantially complete in late 2014 in time for occupancy before the 2015 spring semester.

Boston Properties, Washington, D.C., is the consulting project manager and Ballinger, Philadelphia, is the architect and mechanical and electrical engineer.

California ISO Iron Point Facility Earns Top Honors at Design-Build Institute of America Conference

Members of the California ISO project team were on hand to accept the "Best Overall Project" award during the Design-Build Institute of America's 2012 awards dinner. Pictured L to R: DBIA representative; Jason Oliver, Buehler & Beuhler Structural Engineers; Kristina Osborne, California Independent System Operator; Ed Nobel - Helix Electric; Katie Twomey, Clark Construction; Ron Migliori, Buehler & Beuhler Structural Engineers; Steve Whitehead, Vanir Construction Management; Mike Schnizlein, Clark Construction; Chris Hutchinson, Clark Construction; and DBIA representative.

Clark's design-build team followed the best practices of design-build to deliver the California ISO Iron Point Facility on budget and ahead of schedule. In November, the project team's efforts were acknowledged when the Design-Build Institute of America (DBIA) declared the 278,000 square-foot facility the "Best Overall Project" at the 2012 National Design-Build Awards event.

The DBIA recognized the project team's collaborative efforts, including early team integration, co-location, and continuous communication throughout construction. By following the design-build methodology, the project team exceeded client expectations and delivered the new headquarters facility three months ahead of schedule, earned LEED® Platinum certification, and experienced zero lost-time incidents during construction.

By the Numbers

Clark Ranks High in Key Industry Segments

**All figures reflect 2011 revenue*

Engineering News-Record released its annual Sourcebook and Green Contractor rankings in September. Clark Group – comprised of Clark Construction Group, subsidiaries Shirley Contracting and Atkinson Construction, and its sister companies – were ranked near the top of many market segments.

#2 *General Building Contractor*
$3.4 Billion

#2 *Multi-Unit Residential Contractor*
$527 Million

#2 *Green General Contractor*
$2.4 Billion

#2 *Government Offices Contractor*
$935 Million

#3 *Healthcare Contractor*
$1 Billion

#3 *Hotels, Motels, Convention Centers Contractor*
$198 Million

#7 *Entertainment Contractor*
$94 Million

#9 *Power - Operations & Maintenance Contractor*
$50 Million

#9 *Highway Contractor*
$387 Million

#10 *Commercial Offices Contractor*
$298 Million

#19 *Transportation Contractor*
$505 Million

#20 *Airports Contractor*
$50 Million

#25 *Sports Contractor*
$13 Million

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For up-to-the-minute news and information on Clark's projects and people, follow us on Twitter: @ClarkBuilds

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

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community connection

Clark Partners with Cristo Rey to Train Tomorrow's Workforce

An exciting youth movement is in the works at Clark offices and jobsites across the country. Nearly two dozen high school students are sharing the responsibilities of a full-time, entry-level employee as part of an innovative mentoring program.

On the job, Cristo Rey students assist Clark's project teams with a variety of tasks, including filing, posting drawings, and preparing project reports.

The students attend a school within the Cristo Rey Network – a nationwide organization of Catholic schools that provides college preparatory education to young people living in urban communities with limited educational options. Beyond taking a full academic course load, all Cristo Rey Network school students participate in a Work Study Program five days a month. The program exposes the students to a professional setting while the fee for their work helps underwrite tuition costs.

The Cristo Rey Network model was conceived in 1995 by John P. Foley, S.J.; the next year, Father Foley began Cristo Rey Jesuit High School in Chicago. Following the success of the original Cristo Rey school, groups in Portland, Denver, and Los Angeles approached Father Foley about replicating his education model in their area and, in 2001, the Cristo Rey Network of schools was founded. Today, the network includes 25 schools and 7,400 students.

Clark's involvement with the Cristo Rey Network began in 2007 when the Archdiocese of Washington and the Salesians of Don Bosco founded Don Bosco Cristo Rey High School in Takoma Park, Md. Clark's Mid-Atlantic Region provided preconstruction and program management services to the school as it renovated an existing school building. Clark also committed an entry-level position to the school's Work Study Program and four students from Don Bosco's inaugural class shared a full-time position at the Walter Reed National Military Medical Center project. When the Walter Reed project finished, the position was transferred to the U.S. Coast Guard Headquarters project team. Another group of Cristo Rey students recently became part of the Smithsonian Institution's National Museum of African American History and Culture project team. On the job, the students handle basic responsibilities including document control, preparing and reviewing project reports, and attending design development meetings with the client and architect. For Clark's efforts in supporting the Work Study Program, Don Bosco named the company its 2012 "Employer of the Year."

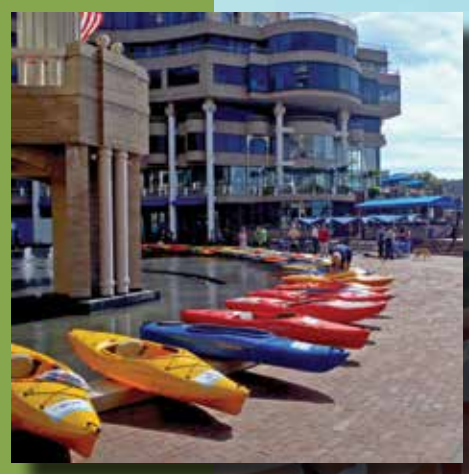
Two years ago, Clark's relationship with the Cristo Rey Network went national, as four students from San Francisco's Immaculate Conception Academy (ICA) joined the Sandler Neurosciences Building project team at the University of California, San Francisco (UCSF). From the success of that experience, Human Resources Director Ed Cunningham reached out to Cristo Rey Network school Verbum Dei in south Los Angeles. This fall, Clark established two additional Work Study Program positions at the Hall of Justice and Long Beach Court House projects. Though the UCSF project was turned over to the client earlier this year, four ICA students continue working with Clark in the Bay Area by sharing a position in Clark's Oakland office, learning preconstruction services, accounting, and other integral parts of construction operations.

> "We couldn't do what we do without companies like Clark."

Like most Clark employees who are part of the Cristo Rey Network Work Study Program, Ed is impressed by how the initiative changes the direction of the students' lives. The program, Ed says, allows "young people to investigate their future. And, by investigating it, realizing there is a future. They can see beyond their neighborhoods."

"We couldn't do what we do without companies like Clark," said Sister Lilly Fitzpatrick, head of job acquisition at Immaculate Conception Academy. When four young women from her school first began with Clark, they didn't realize construction was a viable career option. They quickly changed their minds after spending time in a field office trailer, assisting the project team in answering phones and data entry, and watching the 237,000 square-foot UCSF job rise before their eyes. More importantly, Sister Lilly explained, "they had good mentors and colleagues" in their Clark supervisors.

Clark Lends Support to Team River Runner



Clark Vice President John Strong and Project Manager Ed Humen suited up for the biathlon in Washington, D.C.

It can be difficult to keep pace with members of the military trained in whitewater boating, but a few Clark employees tried in September. Team River Runner, a nationwide organization that supports the rehabilitation of injured military service members through kayaking and canoeing, held its eighth annual biathlon fundraiser on September 23 in Washington, D.C. Clark, with the help of subcontractors and project partners, raised over $200,000 for the event through the Adopt a Kayak program. In addition, Clark employees participated in the biathlon, raising even more money as individuals.

Vice President John Strong and Project Manager Ed Humen joined 150 participants, including 40 military service members, in a one-mile kayak race on the Potomac River followed by a three-mile run. John, along with his son Morgan, finished in second place in the team competition. John also raised over $5,500, finishing in first place overall in fundraising.

A few days before the event, Clark helped Team River Runner acknowledge the 41 companies that adopted a kayak to support the organization at the first-ever Boat Launch Luncheon at Washington Harbour. Hal Roach, Chief Operations Officer, serves on Team River Runner's Board of Directors and, with Vice Presidents J.L. Herndon and Wayne Cramer, was instrumental in soliciting corporate donations.

Fort Jackson Team Lends Construction Talents to Habitat for Humanity

Fort Jackson volunteers

This summer, Clark's team working on the BT Barracks project in Fort Jackson, SC, put their construction skills to good use off the jobsite. After exploring ways to give back to the local community, the team approached the Central South Carolina chapter of Habitat for Humanity to see how they could help. Habitat found an opportunity for the group in nearby Columbia.

Working as part of a larger team, Chris Childers, Matt Erskine, Jeff Gilbert, Robert Hansley, and Sid Harmon spent a Saturday installing vinyl siding, hanging doors, and building steps, among other things. While working on the project, they also were able to meet the home's new owner - a local single mother and her nine-year-old son. "It was a very rewarding and humbling experience to see how much a few hours can change lives," said Chris.

Camp Pendleton team members stopped work on Veterans Day to honor the efforts of our nation's men and women in military service.

Pendleton Team Honors Wounded Warriors with Veterans Day Donation

In honor of Veterans Day, the Replacement Naval Hospital at Camp Pendleton team presented a $7,400 donation to the Wounded Warrior Project. The donation came from the project's front-line workers and the funds were matched by Clark.

"As you look at the new hospital being built, you can see the quality work that our tradespeople put in place...you can feel the the pride and passion they have in their heart for the men and women in the military who so proudly serve our country."

- Senior Vice President, Lou Palandrani

Music City Center volunteers

Music City Center Team Rallies Around American Red Cross & Habitat for Humanity

The Bell/Clark joint venture team building Nashville's two-million square-foot Music City Center has made community service an integral part of their project plan.

In October, 18 team members spent a weekend constructing a house for Habitat for Humanity. Working alongside the homeowner, the team installed siding, hung doors, and painted the kitchen and newly-hung doors. When the painting and siding teams wrapped up early, they didn't call it a day; they moved one house over and pitched in with Habitat's efforts next door.

Earlier this year, the project team leveraged the small army of construction workers on site to benefit the American Red Cross. The team sponsored a blood drive and hosted two mobile donation stations for five hours. Project team members from the client, design, and construction teams all donated. To promote the drive, Bell/Clark gave raffle tickets and prizes to all craftsmen who donated blood. A special prize was given to Conti Electric, the subcontractor with the most blood drive participants.

Clark volunteers spent the day beautifying the Congress Heights Recreation Center.

Clark Volunteers Support 20th Annual DCBIA Community Improvement Day, Transform Recreation Center

More than 40 Mid-Atlantic Region employees and their families continued a longstanding tradition in late September when they participated in the 20th Annual District of Columbia Building Industry Association (DCBIA) Community Improvement Day. The volunteers rolled up their sleeves to help renovate the Congress Heights Recreation Center and park located in Southwest D.C.

Throughout the day, the volunteers worked diligently to create a safe place for children to play, as well as a community garden and pavilion for picnicking. Some employees took on the task of edging for the new sidewalk around the park and constructing a 400 square-foot stone paver patio, while others worked on landscaping, and planting flowers and shrubs. In addition, DCBIA volunteers painted a mural on the recreation center.

Clark is a long-time partner of the DCBIA, and has participated in the Community Improvement Day - rehabilitating parks and recreation centers across Washington, D.C. - for the last several years.