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SUPERSTRUCTURE

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at Ventura County Medical Center

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A National Builder with Local Reach

OVER THE LAST QUARTER CENTURY, Clark has grown its footprint and capabilities to better serve our clients across the country. Perhaps nowhere is that growth more evident than in the West. In the late 1980s, we set our sights on developing a national presence and looked for opportunities to bring our skills and expertise to new markets. The West Coast-California in particular – presented an exciting new frontier and the opportunity to build unique and complex projects, forge relationships with new clients and trade partners, and strengthen local communities.

Since establishing our first permanent office in California, Clark has delivered dozens of award-winning projects for clients across the state. With more than \$2.5 billion in active projects along the West Coast, Clark is now one of the region's leading general contractors.

This issue is filled with details of our early history and growing presence in California. We reflect on one of the earliest and most noteworthy projects in our firm's West Coast portfolio: Los Angeles City Hall Seismic Rehabilitation. Both for its groundbreaking engineering and for the lasting relationships and careers that resulted from the job, Los Angeles City Hall was a watershed for our company. The job tested our limits as a builder; it also helped us establish a strong reputation and foothold in Southern California. Clark recently was honored with a Los Angeles Heritage Award for our work on this and other projects which have strengthened the built environment in Los Angeles over the last quarter century.

Today, our California projects continue to challenge us to push the envelope in areas such as building innovation and project delivery. As detailed in our cover story, at the Ventura

County Medical Center (VCMC), our project team implemented a hybrid design-build approach to deliver the new 128-bed Hospital Replacement Wing in just 48 months-setting a new benchmark for OSPHD-regulated hospitals. The intensely collaborative, innovative, and fluid rapid-response delivery model offered the owner the lowest cost growth and shortest overall schedule.

The story of our work in Ventura is much greater than our construction efforts on the VCMC campus; the project was an opportunity to strengthen the community and make a positive impact beyond the jobsite. Building a better community is something we strive to do on every project, but our VCMC team took this commitment to new heights. In this edition of the magazine, Clark Vice President Jack Reddehase recounts why giving back was a critical component of the team's culture on the job.

Farther north in San Francisco, our team constructing the Chase Center-future home to the Golden State Warriors -is making a similar commitment to the Bay Area community by investing in the Chase Center Training program. This issue of Superstructure outlines how the program is creating pathways to opportunities for San Francisco residents and strengthening our industry at the same time.

While Clark's presence in California-and across the country-continues to grow, our dedication to providing world-class service to our clients, resolve for delivering exceptional work, capacity for innovation and problem solving, and unwavering commitment to improving the communities we serve, remains constant. Though our presence today is larger than ever before, we are deeply rooted in the communities where we build and live.

SUPERSTRUCTURE

VOL. 35, NO. 2 | SUMMER 2017

Superstructure is published quarterly by Clark Construction Group, LLC.

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FEATURES



dite design and construction and maximize efficiency on the job.

Clark Team Completes Largest Move in U.S. Aviation History

Our team working on the Delta 2017 Enabling project successfully orchestrated a massive effort to relocate Delta Air Lines gates at Los Angeles International Airport, the world's fourth busiest airport.

Hospital Replacement Wing Construction Sets New Industry Benchmarks To meet Ventura County's four-year accelerated project requirement, our team applied best practices from different building methodologies to expe-

ON THE COVER

The \$300 million, 242,000 square-foot Ventura County Medical Center Hospital Replacement Wing features 6 operating rooms, including a hybrid OR (pictured above). Cover photo by: Lawrence Ande

OPPOSITE PAGE

Salesforce Tower rises to the top of the San Francisco skyline. With the final steel beam in place, the 61-story office tower is now the tallest building in the western United States. Photo by : Dominique Muñoz

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Clark-led Design-Build Team Tapped to Deliver Integrated Living & Learning Neighborhood on UC San Diego Campus

University of California, San Diego has selected Clark Construction Group and a design team led by HKS and Safdie Rabines Architects to bring to life a collegiate neighborhood unlike any other on campus, and distinct within the University of California (UC) System.

Clark will construct the Living and Learning Neighborhood at North Torrey Pines, fulfilling UC San Diego's vision of a fully integrated University community. This unique design-build project will integrate student housing, academic buildings, research spaces, general assignment classrooms, and community service programs to provide students, faculty, and staff with an immersive learning experience. The project also will include the Craft Center, a space providing

non-curricular classes that will engage the campus and surrounding community.

The vibrant mixed-use neighborhood will house 2,000 undergraduates and will be the new home for Sixth College, as well as the Social Sciences and Arts and Humanities deans and their respective departments. The Living and Learning community will be comprised of seven buildings connected with open outdoor spaces, underground parking for 1,200 vehicles, and public realm improvements that include pedestrian and bike-friendly pathways.

The project is designed to achieve LEED® Platinum certification.

Design efforts for the Living and Learning Neighborhood are underway; construction will begin in summer 2018. The project is slated for completion in 2020. ■

Rendering courtesy of HKS



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

800 K Street

Renovation and structural reconfiguration of a 450,000 square-foot office building Location: Washington, DC **Company:** Clark Construction Group Client: The Meridian Group Architect: Hickok Cole Architects Contract Amount: \$70 million Completion: January 2020

Victory Park Capital Advisors Headquarters

Interior fit out of 25,600 square feet of office space in the top floor of the recently completed 150 North Riverside Location: Chicago, IL **Company:** Clark Construction Group **Client:** Victory Park Capital Advisors, LLC Architect: NELSON Completion: Fall 2017

Wheaton Public Improvements

Construction of a 14-story core-and-shell office building, a four-story below-grade parking structure, and a 25,000 square-foot town center Location: Wheaton, MD **Company:** Clark Construction Group **Client:** Stonebridge Carras Architect: Gensler Contract Amount: \$100 million Completion: April 2020



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MASS TRANSIT

BART El Cerrito Del Norte Station Modernization

Renovation of one of the busiest transportation hubs in the bay area; updating interior finishes, qate equipment, and bus circulation routes Location: El Cerrito, CA Company: Clark Civil **Client:** Bay Area Rapid Transit District Engineer: Kal Krishnan Consulting Services Contract Amount: \$32 million Completion: May 2019

ROADWAYS AND BRIDGES

Puyallup River Bridge Replacement

Replacement of the existing bridge with a new precast, concrete girder bridge Location: Tacoma, WA **Company:** Atkinson Construction **Client:** City of Tacoma **Engineer:** Jacobs Engineering Group Contract Amount: \$30 million Contract Type: Design-Build **Completion:** November 2018



Seattle I-5 Pavement Repairs

Replacement of 12.5 miles of concrete pavement in downtown Seattle, including expansion joints and bridge approach slabs Location: Seattle, WA **Company:** Atkinson Construction Client: Washington State Department of Transportation

Engineer: Jacobs Engineering Group Contract Amount: \$38 million Completion: Fall 2019

Jacobs Engineering Grou

VDC Brings New Perspective to Client and Project Team at University of Maryland

An Interview with Project Engineer Lena Abraham

A rapidly-growing staple in the $\rm A/E/C$

industry, Virtual Design and Construction (VDC) technologies are adding a new dimension to how we build and understand our projects. As we continue to evolve how we use these innovative tools, more and more of our project teams are benefitting from the increasing number of ways that VDC can augment a job throughout its various stages. At the University of Maryland's A. James Clark Hall, Project Engineer Lena Abraham saw firsthand how Clark's VDC department ensures client satisfaction and trust from design through completion.

How did the team first employ VDC technologies at A. James Clark Hall?

Lena: We worked with Clark's VDC and Research and Development teams at three major phases throughout the project, and one of those phases is still ongoing. Early on, we used a development version of the virtual reality headset, called Oculus Rift, to walk through the building with some of the University of Maryland staff. The exercise helped the client see past 2D architectural drawings, and to fully understand how the finished space would look and feel. It was a great visualization of the building that allowed the entire team—client, architect, and contractor—to be on the same page.

How did the use of BIM impact the early stages of the project?

Lena: Because the purpose of the building is scientific research and collaboration, the MEP work required a lot of planning. We used BIM to identify how critical building systems and components came together, where everything was going, and to ensure there were no clashes. There were a few times where we were planning essential walls within inches of MEP systems; BIM gave us a better sense of how everything fit in the space, and ensured we got everything right the first time around.

How is BIM adding value as the project nears completion?

Lena: The work that Clark's VDC department is doing with BIM now will continue to benefit the university and its facilities management staff long after our work is complete. We are taking the MEP 3D model in BIM and linking product data and warranty information to create smart objects in the software. Our





The team used BIM to identify how critical building systems and components fit in the space.

VDC team is working to integrate that data into the university's campus-wide facilities management software to help future staff organize preventative maintenance, generate work orders, track what's under warranty, and understand the precise layout of the equipment and what they'll need to continue to perform over time.

How did the idea of a BIM facilities management deliverable evolve?

Lena: Clark's VDC services have evolved over the past few years, and our team has seen them develop in parallel with construction at A. James Clark Hall. With a dedicated in-house VDC team, Clark is enhancing our capabilities and ability to add value for our clients. In the case of the BIM facilities management technology, we wanted to be sure we were giving the client what would help them most over the life of the building. Our VDC team worked with the university to develop a "menu" of BIM facilities management deliverables to figure out what would add the most value for the client. The University has been great to work with, and we are both excited about how the building turned out and how VDC helped us bring it to life. ■

When complete, the facility will provide flexible open laboratory and academic space for the Fischell Department of Bioengineering.



Teams Across the Country Celebrate Safety Week 2017

In May, Clark joined hundreds of construction firms across the country in a national conversation about safety. The

dialogue was fueled by Safety Week 2017, an event designed to raise awareness of the construction industry's continuing commitment to eliminating worker injury, and communicate our dedication to a shared culture of care and concern for our people.

Clark teams engaged in a variety of activities as part of the week-long event, including a company-wide national safety stand down. Teams used the stand down as an opportunity to discuss the importance of fall hazard awareness, improving our personal protective equipment, and refining our orientation process. At The Wharf jobsite in Washington, At The Wharf jobsite in Washington, DC, more than 1,300 craft workers joined representatives from OSHA to raise awareness of workplace safety.

Photo by : Dominique Muñoz

DC, more than 1,300 craft workers joined representatives from the Occupational Safety and Health Administration (OSHA) to raise awareness of workplace safety during their fourth annual National Fall Prevention Safety Stand Down. To cap the event, Helix Electric Superintendent Bill Yeary, who is helping lead electrical work on the project, relayed his personal safety story. His testimony drove home the impact an incident can have on your physical, mental, and financial wellbeing.

"I still think about how my wife must have felt after getting the call that I had been injured. I can't imagine the thoughts that ran through her mind as she made the 70-mile drive to the hospital. An injury just doesn't affect you, alone; it affects your entire family," said Yeary during the event.

In addition to stand downs, teams across the country conducted trainings, information sessions, and staged emergency evacuation drills to strengthen our safety culture and reinforce several key safety initiatives Clark has instituted over the last year. The week concluded with appreciation events to thank our workforce for being accountable for safety, planning their work, and making safety personal.

Clark values safety above all else for one simple reason: lives depend on it. More important than any training, demonstration, or drill, Safety Week 2017 allowed our teams to sharpen their focus on what matters most keeping our people safe. ■

Clark Team Completes Largest Move in U.S. Aviation History

IRPORTS ARE A CONSTANT SOURCE OF ACTIVITY. Through experience working on projects in some of the world's largest transportation hubs, Clark has gained an unmatched understanding of the complex nature of aviation work and the measures required to ensure that every project is built safely, securely, and without interruption to ongoing airport operations. Our team working on the Delta 2017 Enabling project at Los Angeles International Airport (LAX) recently drew on that experience to tackle their latest endeavor: the largest move in U.S. aviation history. In May, Clark helped successfully choreograph a massive effort to relocate Delta Air Lines (Delta) gates at the world's fourth busiest airport. This highly-orchestrated endeavor dubbed the "LAX Terminal Shuffle"—moved Delta's operations from their existing home in Terminals 5 and 6 to Terminals 2 and 3. A critical component of the Delta Enabling project, the move is a precursor to Delta's \$1.9 billion plan to modernize, upgrade, and connect Terminals 2, 3, and the Tom Bradley International Terminal (TBIT) over the next seven years. The program will increase Delta's flight capacity—particularly its international operations.



Preparation and planning for the shuffle took nearly a year. Clark, operating as part of a joint venture team, led an extensive preconstruction effort to determine how and where to relocate the 30+ airlines and tenants impacted by the reorganization, and identify the needs for their new spaces. Construction operations began at the end of 2016. The project scope included 125 unique work areas spread across five domestic terminals and the TBIT.

The team tackled the massive operation by working in 3 shifts, 24 hours a day, 7 days a week. Over the course of the last six months, they put in place more than \$200 million of work, including \$56 million in the month leading up to the move. The work included renovating numerous ticketing counters and tenant spaces, including airline ticketing offices,

THE BIG MOVE

When it came time for the shuffle, the team orchestrated the move over three nights—Friday, Sunday, and Tuesday—allowing a day's pause between each "Big Move" to keep airport operations running seamlessly. Each night was a self-contained operation, choreographing 7 to 10 airline moves per evening, and ensuring every new gate was operational before 5 am, when the first flights touched down.

NIGHT ONE



NIGHT TWO



NIGHT THREE



baggage service offices, ramp operations areas, terminal hold rooms, and gate counters. They built and renovated new airline clubs and constructed 20 IT rooms; they also replaced flight display monitors and significantly upgraded and expanded baggage handling systems. All of this work was accomplished while maintaining existing airline operations and performed with safety at the forefront. The team celebrated zero lost time incidents with more than 650,000 hours worked.

The team orchestrated the move over three nights, choreographing 7 to 10 airline moves per evening. Using the nearby Hyatt hotel as mission control, they displayed tenant endstate plans and move information, and updated the status of activities for each move throughout the night, allowing Delta to communicate real-time information on departure and arrival With nearly 700 craft workers working in 3 shifts, the team's committment to safety was imperative. The team celebrated zero lost time incidents with more than 650,000 hours worked.

terminals and gates to their passengers.

Thanks to the team's meticulous planning efforts, the LAX Terminal Shuffle was completed without any major program delays. The successful shuffle was a collaborative effort involving JV partner McCarthy Building Companies and representatives from Delta, Los Angeles World Airports, the design team, and a host of other airlines impacted by the move. The team's diligent planning resulted in a successful execution, and has enabled Delta to take the next step to grow their Los Angeles operations.

Clark will continue to perform additional facility renovations at the airport through 2018. ■

END STATE

Innovative Collaborative Approach Sets New Standards for Healthcare Construction

EALTHCARE CONSTRUCTION PROJECTS HAVE BECOME INCREASINGLY MORE COMPLEX. To meet the inherent challenges associated with bringing these medical facilities to life, forwardthinking owners are not only utilizing designbuild, but also asking their design-build teams to incorporate innovative ways to push the limits of this delivery method.

Too often, traditional delivery models can lead to siloed workflows that create conflicts and costly change orders. Additionally, a design-bid-build approach can result in gaps between the design development and construction, which can lead to budget overruns and schedule delays.

Using a design-build methodology aligns design and construction goals, minimizes budget creep, and maximizes value for the client. While this model is not new, incorporating fast-track construction and lean methodologies, incremental permitting, and a collaborative plan review process is, and it results in a unique hybrid that yields big dividends for the building owner. This combination is exactly what Clark and design partner HOK used on the Ventura County Medical Center (VCMC) Hospital Replacement Wing, and they delivered the project in just 48 months—setting a new benchmark for new OSHPD-regulated healthcare facilities.



Clark began construction on the VCMC Hospital Replacement Wing in 2013. The \$300 million, four-story, 242,000 square-foot hospital wing replaces a portion of the building completed in the 1950s and brings the medical center up to state seismic requirement SB1953 with SB306 extension. The project also replaces an aging 122-bed acute care facility with a state-of-the-art 128-bed hospital that supports numerous medical services, including emergency, surgery obstetrics, ICU, NICU, PICU, and imaging. The new structure also features six operating rooms, including a hybrid OR and two interventional suites.

In addition to the medical center scope of work, the project also included the construction of a new central utility plant loading dock. Clark also relocated the existing steam plant operations into the new building and performed partial demolition and renovation of the existing facilities.

MOVING BEYOND TRADITIONAL DESIGN-BUILD

To meet Ventura County's four-year accelerated project requirement, Clark and HOK implemented a hybrid design-build approach, which applied the best practices from different building methodologies to expedite design and construction and maximize efficiency on the job. For example, Integrated Project Delivery and Lean strategies were incorporated, which reduced waste, maximized efficiency, and increased value to the owner.

"This unique approach allowed the owner to achieve the highest value for what they are building, and offered the lowest cost growth and shortest overall schedule. We had a completely integrated team, which allowed us to have a very high-performing and lean process," commented Rebekah Gladson, president of RG Group Global, the program/construction manager representing the medical center.

To expedite the schedule and begin construction at the earliest possible date, Clark and HOK broke the project into 18 segments. This approach allowed the design, permitting, and construction to progress incrementally; it also enabled construction to begin as soon as there was sufficient design to start building, rather than waiting for a completed and approved overall design.

To accelerate permitting, the team partnered extensively with California's Office of Statewide Health Planning and Development (OSHPD) through their collaborative phased review process. The team held meetings with OSHPD staff early in the design process to solicit input and concerns before committing The \$300 million, 242,000 square-foot hospital wing replaces a portion of the building completed in the 1950s and brings the facility up to state seismic requirement SB1953 with SB306 extension.

Photo by: Lawrence Anderson



The new tower includes facilities for general care, intensive care, labor and delivery, imaging, surgery and pediatric intensive care, in addition to an emergency department.

Photos by: James L. Bass





The new structure features six operating rooms, including a hybrid OR (pictured above) and two interventional suites. The new ORs are more than two times as large as those in the current facility.

Photo by: James L. Bass

to a scheme. This minimized agency comments on designs, and prevented permitting delays during construction.

"Working under OSHPD's collaborative and incremental plan review process demonstrated the entire team's commitment to meeting the plan review and permitting goals. This approach enabled the project to be designed and built without interruption," said Jack Reddehase, Clark's Vice President on the VCMC project.

Even when faced with the complexities of the site, government mandates, and budget and schedule constraints, the entire team maintained a singular focus on delivering the best possible result to the hospital. The outcome was an intensely collaborative, innovative, and fluid rapid-response delivery model.

PROJECT COMMUNICATIONS

Facilitating effective communication meant co-locating the project team on the medical center's campus. Clark and HOK joined the owner's representative and other key stakeholders in a former clinical building on site. The open office environment facilitated informal communication among team members, which virtually eliminated miscommunication and sped up decision-making. Co-location also increased the flow and efficiency of communication with hospital staff and administration, which was especially important as work took place around a fully-operational facility.

Before construction activities began, the team utilized extensive mock-ups to ensure all stakeholders were in alignment. These mock-ups provided an intuitive understanding of the design and allowed the client to experience tangible spaces, ensuring they met the needs of physicians and hospital staff. This process also helped the team establish standards for quality early on and identify and correct issues before work began, avoiding costly re-work in the field. The team leveraged BIM technology to provide visibility into the hospital's intricate menagerie of building systems. These measures enhanced communication among VCMC officials, hospital personnel, and the project team, and led to an open, collaborative team dynamic throughout the course of the project.

The design and construction of the new Ventura County Medical Center Hospital Replacement Wing set new industry benchmarks. Clark's approach centered on a culture of integration, along with Lean principles and tools, to develop a high-performance team. Working hand-in-hand, project leadership cultivated a collaborative environment that pushed the limits of teamwork to minimize waste, maximize efficiencies, and deliver a state-of-the-art medical center to the client and the Ventura community. ■

Why I Give Back

By Jack Reddehase

When Jack Reddehase, Vice President leading the Ventura County Medical Center project, put the final touches on the lobby of the Ventura Boys and Girls Club, he had no idea the impact his team would make on the local community over the next several years, nor the long-lasting relationship the "one-time" community service project would spark.

Looking back on that day in 2014, I now know that first renovation inspired my team, most of them transplants from other parts of California, to develop a deep sense of community. Three years later, our project team at Ventura Medical Center team continues to give back at the Boys and Girls Club, as well as throughout Ventura County.

The importance of community service was not something that I set out to instill in the team, but by happenstance that is exactly what occurred. Some members of our team had a community connection and we were able to support their organization. Before we knew it, we were doing events all over Ventura. Soon, our project team, sometimes in partnership with the local subcontractor community, was helping the community with everything from donating school supplies to







a local elementary school to larger construction projects, such as renovating three area Boys and Girls Clubs and building a recording studio for non-profit Notes for Notes.

Our team even found ways to incorporate community service into our work lives by painting a mural on the hospital's jobsite fence. Designed by a local artist, the mural depicted a City of Ventura theme, featuring the Ventura Mission and City Hall, the Ventura Pier, and the Channel Islands. The mural project was an opportunity to partner with hospital staff and community members. We had doctors painting next to high school athletes. Although it was a rather small event,

The team joined forces with hospital staff and community members to paint a mural on the hospital's jobsite fence.

Above: Over the past three years, Jack Reddehase (bottom row, third from right) and the VCMC project team have renovated three area Boys and Girls Club. Left: The team has helped the community with everything from donating school supplies to collecting food for underprivileged community members.

that day really felt like our community had come together.

In addition to the mural, our project team also tackled larger issues, such as collecting food for the local homeless and underprivileged community members and delivering donated toys to children in the hospital's pediatric unit on Christmas Eve. The team also worked with Best Day Foundation to help young, developmentally disabled individuals enjoy a day at the beach.

The greatest thing about all these endeavors was the leadership that individual team members exhibited during each event. I never had to push my team to get involved; they pushed me to be a good community partner. When the cranes come down and the construction equipment disappears, the people who build our projects are often forgotten, but I know that the impact our project team leaves on this community will last for years to come. ■

Clark Teams Lend their Hands to Rehabilitate Homes Across the Country

In San Diego, CA, Clark partnered with Rebuilding Together to rehabilitate a home for a mother rebuilding her life. Dozens of employees volunteered to rehabilitate the home of Tori Mauricio, a single mother in La Mesa who spent years recovering from the after effects of a brain tumor. Unable to perform home repairs, she wrote a letter to Rebuilding Together asking for help—and found her call for help answered.





BUILDING A FOUNDATION FOR FINANCIAL SUCCESS

Employees in our Mid-Atlantic region helped build brighter futures with Junior Achievement, an organization committed to preparing youth to be financially responsible and successful through economic literacy programs. Our volunteers led nearly 350 students through Junior Achievement's Economics for Success program, helping students connect the dots between what they learn in school and the "business of life." ■ Clark and Rebuilding Together performed numerous home repairs over the course of several weeks, including installing new HVAC units, repairing light fixtures, painting the exterior of the home, and completing extensive clearing and landscaping of the front and backyard.

Tori and her daughter were awed by their home's transformation, and grateful to the many volunteers who helped repair their home.





In Texas, Clark partnered with Weston Urban and KDC for the City of San Antonio's first annual "Rehaborama," joining with other organizations across the city to help rehabilitate 18 homes in the Denver Heights neighborhood.

Clark's team adopted one of the 18 houses undergoing renovations. Volunteers performed detailed landscaping and weeding, and power washed the brick façade. The team also repaired and replaced window shutters, porch railings, and light fixtures.





CLARK INVESTS IN CONSTRUCTION TRAINING PROGRAM FOR BAY AREA RESIDENTS

Chase Center Training program creates pathways to opportunity for community residents in the Bay Area

Investing in the future of our industry is not just something that Clark is committed to; it is something about which we are passionate. One way to ensure that we are able to construct quality, safe projects is to invest in the people doing the building. Clark recently partnered with the Golden State Warriors, City and County of San Francisco, and Chase to develop the Chase Center Training program to attract San Francisco Bay Area residents to the industry.

Chase Center Training is a component of the Chase Center Assists community program,

a plan of action dedicated to addressing San Francisco's economic and social challenges to create pathways to opportunity. An idea spearheaded by Clark, and in collaboration with the other partners, the program focuses on providing education and hands-on construction training to low-income and underserved community residents to address the shortage of skilled labor in the Bay Area.

The program utilizes CityBuild, an established City of San Francisco program, to help facilitate the curriculum and place graduates upon completion of the training. Working with CityBuild and local trade partners, Clark helped develop a nine-week course that incorporates classroom and experiential learning.

In the weeks since the program launched, participants have tackled a variety of coursework, including completing the Occupational Safety and Health Administration's 10-hour safety course, a necessary certification to work on most construction projects. In addition to safety, the group learned basic construction principles, trade roles and responsibilities, and received life-skills training.

After four weeks, the class moved into the field to gain hands-on experience. Participants learned construction basics, like how to read a tape measure, as well as more advanced concepts, such as building forms for a concrete pour. After five weeks of intense field training, students were ready to begin their careers in construction.

Program graduates are considered for placement on construction sites throughout the city that meet their skill level and trade demand. Two participants were hired by Clark's prime subcontractors and will have the opportunity to work on one of the most anticipated projects in the Bay Area—The Chase Center. ■

CENTRAL PLACE RESIDENTIAL TOWER OPENS FOR LEASING

After nearly three years of construction, Clark has completed the much-anticipated Central Place Residential Tower, redefining the skyline in Arlington, VA. The 31-story mixed-use development offers 377 luxury apartments in Arlington's bustling Rosslyn neighborhood.

Clark worked with design-build partner Beyer Blinder Belle Architects and Planners LLP to deliver the 677,000 square-foot tower, which is wrapped in a dramatic glass façade. Residential units feature high-end finishes, such as stainless steel appliances, Italian-finished cabinets, stone countertops, and upgraded fixtures. The tower also provides several amenities, including a fitness center, and a roof-top terrace

on the sixth floor with an outdoor pool and cabanas. The building is anchored by 30,000 square feet of ground level retail space and a 17,000 square-foot public plaza. "Central Place is an exceptional development not only for its innovative design and amenities but for its transformative nature of the Rosslyn community," said JBG Principal Andrew VanHorn. "As one of the tallest mixed-use projects in the Washington, DC, area, Central Place will truly elevate the neighborhood and create a sense of community and place to an area that has not experienced anything like this before." ■



MILESTONES



Photo by : Judy Davis/HD Photo

INTERNATIONAL SPY MUSEUM TOPS OUT

Clark completed the structural steel work and topped out the International Spy Museum in Southwest Washington, DC.

The team hoisted the final steel beam in place during a celebration attended by the International Spy Museum's Executive Director, Peter Earnest, and President and COO, Tamara Christian, who thanked the craft workers for their hard work and distributed museum tickets to each worker as a token of appreciation. Other project partners in attendance included representatives from The JBG Companies, Hickok Cole, and The SK&A Group.

With the 140,000 square-foot superstructure complete, the team has turned their focus to installing drywall in preparation to wrap the building in a metal panel system. The panel system will support the 60-foot glass veil that will cloak the front of the museum and create its unique façade.

The International Spy Museum is scheduled to open in Summer 2018. ■

PROJECT MILESTONES

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

UNDERWAY

Ellington Airport Traffic Control Tower

Clark broke ground on Ellington Airport's new air traffic control tower. The structure will replace the current tower, which was built in 1955 and damaged by Hurricane Ike. Houston Aviation Director Mario Diaz stated, "This is an important step forward for Ellington Airport, and a critical project to ensure the vital aviation operations based there can be carried out safely and efficiently."



Frost Tower

The construction of Frost Tower, a 23-story office in downtown San Antonio, is officially underway. Clark broke ground on the building in late March. The project marks Clark's return to the city after completing the 2.8 million square-foot San Antonio Military Medical Center in 2013. The tower is the first to rise in downtown San Antonio since 1989.

Biosolids Processing Facility, Addition No. 8

In April, Clark's Water Group officially marked the start of construction on the Biosolids Processing Facility Addition No. 8 at Little Patuxent Water Reclamation Plant in Howard County, MD. The Biosolids Processing Facility is Clark's second project at the Little Patuxent Plant. The company completed Addition No. 7 in 2012.



TOPPING OUT

Portner Flats

Clark Concrete has topped out the Portner Flats in Washington, DC. When complete, the eightstory apartment building will feature numerous amenities, including a ground-floor, wood-deck terrace, a business center, roof terrace with seating areas, and children's playground, as well as multi-purpose and exercise rooms.

COMPLETE

f1rst

The Clark team has completed f1rst, a 325-unit apartment building and 12-story hotel in the Capitol Riverfront neighborhood of Washington, DC. The 13-story apartment building also includes ground-level retail space and two levels of below-grade parking. The project is one of the latest additions to the buzzing community around Nationals Park, which Clark completed in 2008.

Center for Natural Sciences, Mathematics, and Nursing at Bowie State University

Open for summer classes, the Center for Natural Sciences, Mathematics, and Nursing stands out as a premier facility for transformational learning and research in the heart of the Bowie State University campus. The building features flexible classrooms with movable walls and furnishings that support interactive, collaborative learning, as well as a focus on student engagement, flexibility, and sustainability.

Edward St. John Learning and Teaching Center

In May, Clark and the University of Maryland celebrated the completion of the University's new 185,000 square-foot, state-of-the-art collaborative learning space. The Edward St. John Learning and Teaching Center is the first new academic facility on McKeldin Mall in 50 years, and will be the centerpiece of a new standard of learning space for the campus.





Photo by: Isaac Maiselman

Inova Fair Oaks Surgery Expansion

Clark's team leading the Inova Fair Oaks Surgery Expansion, Renovations, and Alterations project in Fairfax, VA has completed the project a month ahead of schedule. The 26,000 square-foot renovation included a post-anesthesia care unit, sterile processing area, pre-operation area, operating rooms, surgery locker room, and waiting areas. In addition to the renovation, Clark expanded the facility's operating room, giving Inova an additional 30,000 square feet of acute surgical suites.

Square 50

Clark has completed Square 50. Located in the West End neighborhood of Washington, DC, the mixed-use building features a unique blend of tenant spaces, including a fire station, a 20,000 square-foot squash facility, and 61 affordable housing units. Even more distinctive than its tenants, is its exterior design, giving each space a unique identity within one building.

SR 91 Corridor Improvement

After more than three years of construction, the SR 91 Corridor Express and General Purpose lanes in Corona, CA, is now open to traffic. Atkinson, as part of a joint venture, has completed construction on the \$660 million design-build project, which has increased traffic capacity on the severely-congested corridor that carries 280,000 vehicles per day. The milestone comes after the completion of 32 bridges, 100 retaining walls totaling nearly 1 million square feet, 200,000 cubic yards of PCCP paving, and 290,000 square feet of sound walls.

220 South Union Street

Clark has completed 220 South Union—Hotel Indigo's new home in Old Town Alexandria, VA. Clark delivered the project a week ahead of schedule. The 120-room hotel is located next to the Potomac River and is designed to complement the historic colonial-style homes surrounding the area. The building's façade is comprised of masonry with antique metal star accents and intricate brickwork.



Gaylord Riverview Ballroom

With spectacular views of the Potomac River, the Gaylord National Harbor Hotel's newest ballroom provides end users with 28,000 square feet of special event space. Clark completed the Riverview Ballroom, which is clad in floor-toceiling glass with white aluminum curtain wall on three sides. Additional terraces surround the ballroom allowing extra space for entertaining.

Eager Park

In May, Clark, along with city officials and project partners, attended the ribbon cutting ceremony for Eager Park, located in East Baltimore. Established just north of Johns Hopkins Hospital, the city's newest green space was constructed by Clark and offers residents a place for daily exercise and a safe place for children to play.



CLARK ANNOUNCES OFFICER PROMOTIONS



Jim Dav Senior Vice President Western Region

Following an internship with Clark Foundations, Jim joined the company full-time in 1991 as a project engineer on the U.S. Postal Service Forensic Lab and Stamp Depository. Jim's portfolio includes the LA City Hall Seismic Rehabilitation and PETCO Park projects, as well as the UNLV Greenspun College of Urban Affairs, VA Las Vegas, Phases I, III and IV, and MGM Automatic People Mover Stations, and the Clark/McCarthy joint venture for the New Adult Stanford Hospital. Jim currently oversees construction operations at the VA Seattle Mental Health and Research facility.



Sara Guthrie Vice President - Communications Corporate

Sara joined Clark in 2000 as Marketing Coordinator, and has assumed increasing responsibility for Clark's pursuit of new work. Sara has led numerous successful pursuits, including the Stanford Adult Hospital, Dulles Corridor Metrorail Phase 2A, McCormick Place Event Center and Hotel, Miami Beach Convention Center Expansion, Washington State Convention Center Expansion, and North Torrey Pines Living and Learning Neighborhood at University of California, San Diego. As Vice President, Sara will leverage her understanding of the company's communications and marketing needs and her experience with strategic messaging to lead and enhance Clark's internal and external communications efforts.



Paul Ryan Senior Vice President Corporate

Paul joined Clark in 2004 as Assistant General Counsel. He was promoted to Vice President in 2008. As Senior Vice President, Paul is responsible for providing senior management with legal input on corporate issues, managing and mentoring the Legal Department attorneys and staff, and obtaining and overseeing the work of outside counsel. He is also responsible for leading key legal initiatives, and is directly involved in negotiating critical and complex contracts on behalf of the company.



Katie Twomey Senior Vice President Western Region

Katie has delivered successful projects throughout the Mid-Atlantic, Northern, and Western Regions, including Lincoln Center, Midwest Express Center, and the McCormick Place West Expansion. In the Western Region, Katie served as the executive in charge of numerous healthcare projects, including John Muir Medical Center, Camp Pendleton Naval Replacement Hospital, and, most recently, the Highland Hospital Acute Care Tower. Last year, Katie moved to Seattle and played a critical role in the pursuit and acquisition of the Washington State Convention Center Expansion, where she continues to provide executive leadership for Clark's construction operations.

SHARING IN SUCCESS: Three Projects Awarded BD+C Building Team Awards

Successful partnerships yield successful projects. That was certainly the case for three Clark project teams who recently took home Building Team Awards during the Building Design + Construction 2017 awards competition. The awards are judged on two criteria: the building team's collaboration and the quality of design, engineering, and construction. This year, three Clark projects across the

awards competition.





country took top billing in the In a unanimous vote, 150 North Riverside in Chicago earned the only platinum award in the competition. The newest addition to the National Mall in Washington, DC, the National Museum of African American History and Culture, earned a gold award, as did the United States Courthouse - Los Angeles. ■



ATKINSON NORTHWEST TEAM EARNS AWARDS OF EXCELLENCE

Atkinson earned multiple AGC Build Washington Awards at the annual awards program. The Build Washington program recognizes outstanding performance in both safety and construction.

Atkinson's Jim Zusy was named Project Manager of the Year for his work on the SR 167 Puyallup River Bridge project, while the project itself earned the title of

Project of the Year for Highway and Transportation Projects \$15 million-\$50 million. AGC Build Washington also honored Atkinson Northwest with a Safety Award for Civil Contractors over 100,000 hours.

CLARK HONORED WITH LA HERITAGE AWARD for Role in Shaping the Los Angeles Landscape

When Clark looked to grow its **footprint** to become a national contractor in the 1980s, expanding to markets on the West Coast was an obvious choice. California –in particular Los Angeles—was a natural fit for the company. There were no invisible barriers; if you could come in and perform, you were accepted...and we did just that. The company established a permanent presence in the region with the opening of a Southern California office in 1992, and has been working to build the local landscape ever since.

This June, Clark was honored by non-profit organization Project Restore with a Los Angeles Heritage Award for our role in shaping and strengthening the Los Angeles built environment. We are incredibly proud of this achievement, but prouder still to be part of the fabric of such a vibrant and innovative city and community.

EARLY YEARS

In the early 1990s, the company delivered its first project in the city—the Ronald Reagan State Building. Leveraging experience building government facilities back East, our team completed the job on time and on budget. The project, located in downtown Los Angeles, was the catalyst for the revitalization of the city's Civic Center. The building was the first of five projects that Clark would build or restore in the city's core.

Following the Reagan State Building, Clark tackled the \$300 million Los Angeles Convention Center Expansion. At the time, the project was the largest contract the city of Los Angeles had ever awarded. We established a strong working relationship with our joint venture and design partners, which enabled us to successfully complete the 2.5 million squarefoot expansion 2 months early while the existing convention center remained open to the public.

PROTECTING LOCAL LANDMARKS

The 1994 Northridge Earthquake dramatically changed California's building landscape, and permanently impacted the engineering and construction markets, forcing members of the A/E/C communities to think not only about building differently, but also retrofit existing structures.

In response, Clark became an expert in seismic retrofitting. Working hand-in-hand with some of the region's most innovative engineers, designers, and trade partners, our team performed engineering miracles. Entire buildings were lifted, supported by jacks, cut away from their existing foundations, and put on



Pictured at the Project Restore Los Angeles Heritage Award ceremony, left to right: Jim McLamb, Carlos Gonzalez, Richard Heim, Steve Dell'orto, and Kwaku Gyabaah.

base isolators that act as shock absorbers. Los Angeles City Hall was one of the most prominent buildings to be seismically retrofitted. Upon its completion in 2001, it was the tallest baseisolated building in the world.

The Hall of Justice, also damaged during the Northridge Earthquake, was deemed structurally unsound for occupation. The building sat dormant for 20 years, falling deeper into disrepair. In 2012, Clark and our designbuild partners performed a structural retrofit, utilizing concrete shearwalls and drag beams on each elevation of every floor. More than 10 miles of heavy gauge rebar was installed by hand through holes cut into the existing slab to stabilize the structure. After 3 years of design and construction activity, the building re-opened in 2014 and is once again home to the LA District Attorney and the Sherriff's Department.

In the 25 years since we took up permanent residence in California, Clark has delivered dozens of projects in Los Angeles—and throughout the state. While these projects have helped strengthen the fabric of our communities and solidified Clark's reputation as a leading California builder, their significance is greater still. These structures represent the extraordinary vision of our clients and design partners, the remarkable skill and dedication of our subcontractors, and the unmatched talent and passion of our employees. ■





Left: Clark's first project in Los Angeles was the Ronald Reagan State Building. Above: LA Mayor Tom Bradley participates in the beam signing at the topping out celebration for the LA Convention Center in 1991. In 2010, Clark completed renovations to a prominent project named after him—Tom Bradley International Terminal at LAX.

THE WAY WE WERE

Clark has delivered dozens of buildings in and around Los Angeles, each unique in its own way. But perhaps none is as iconic as Los Angeles City Hall. Damaged by numerous earthquakes, the 75-year-old building needed structural stabilization. In 1998, our team stepped in to help the City of Los Angeles seismically retrofit and restore the 32-story architectural landmark to its original grandeur. Aided by a talented team of designers, engineers, and subcontractors, we took on one of the most complex engineering endeavors the city had ever seen.

Our team successfully completed the Los Angeles City Hall Seismic Rehabilitation and Restoration in 2001, and the building re-opened to the public with much fanfare. The award-winning job helped us establish our presence in the West, but its significance goes well beyond the recognition we received. Los Angeles City Hall was the genesis of our relationship with clients Jim Treadaway and Dan Rosenfeld, designers Chris Martin and Brenda Levin, engineer Nabih Youssef, and trade partner CONCO Concrete, among others. These relationships still endure today.

Now, decades later, Clark has established a strong reputation in Los Angeles, and all along the West Coast. While we have gone on to build theme park rides, concert halls, hospitals, airports, academic buildings, and even a rocket launch facility, we will never forget the invaluable lessons and relationships that resulted from the Los Angeles City Hall project. It was literally and figuratively—a landmark job. ■







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