Volume 29, Number 3 *Fall 2011*

CLARK CONSTRUCTION

Superstructure

$4 Billion, 10 Million Square Feet, 1 Team

Working with a variety of partners against a Congressionally-mandated BRAC deadline, Clark Construction Group was the common denominator that delivered more than $4 billion of work for the federal government on, or well ahead of, schedule. When these federal clients needed date-certain completion, Clark delivered.

Clark's BRAC projects. Top Row (L to R): DoD/BRAC 133, Alexandria, Va.; Walter Reed National Military Medical Center, Bethesda, Md.; Joint Regional Correctional Facility Southwest, San Diego; and Air National Guard Headquarters and Readiness Center, Camp Springs, Md.; Bottom Row (L to R): San Antonio Military Medical Center, San Antonio; and NGA Campus East, Fort Belvoir, Va.

One Team United for Date-Certain Delivery

Clark Completes $4 Billion of BRAC Construction

In 2005, the Defense Base Realignment and Closure (BRAC) Commission recommended radical changes to the nation's military infrastructure. The commission's report affected nearly 200 military installations and tens of thousands of people in an effort to streamline the Department of Defense (DoD), save billions of dollars, and promote joint operations among all branches of the military. The BRAC Commission's recommendations set off a flurry of construction activity across the country. These projects, of all sizes and scopes, shared not just a common mission, but a common commission-mandated deadline: September 15, 2011.

With established offices strategically located across the country and project teams experienced in government, military, healthcare, and fast-track delivery, **Clark Construction Group, LLC,** was uniquely positioned to play a key role in the BRAC initiative. Working collaboratively with the government and a variety of project partners, Clark took an integrated "One Team" approach to design and construction, driving all projects toward their successful completion. The breadth and strength of Clark's capabilities were integral to completing all six of these projects within the Commission's schedule, cost, safety, and quality expectations. Working with a variety of partners against a Congressionally-mandated BRAC deadline, Clark Construction Group was the common denominator that delivered more than $4 billion of work for the federal government on, or well ahead of, schedule. When these federal clients needed date-certain completion, Clark delivered.

Clark and its partners were responsible for completing six major BRAC-related projects in four states.

NGA Campus East, Fort Belvoir, Va. (Photos by Paul Warchol)

NGA Campus East

At Fort Belvoir, Va., Clark, in a joint venture with Balfour Beatty Construction, delivered the U.S. Army Corps of Engineers (USACE)'s largest project since the Pentagon in 1943 – **NGA Campus East**, the new east coast headquarters of the National Geospatial-Intelligence Agency. Beyond a 2.2 million square-foot main office building for 8,500 employees, the $1.4 billion project includes a technology center with a Tier III Enterprise data center, a central utility plant, a 5,100-space parking garage, a visitor control center, and extensive infrastructure improvements. A joint venture of RTKL and KlingStubbins led NGA Campus East's design team.

Pictured Top: NGA Campus East's main office building atrium; Above: Open stairwells and walkways in main office complex; Far Left: Campus auditorium; and Left: NGA conference facility

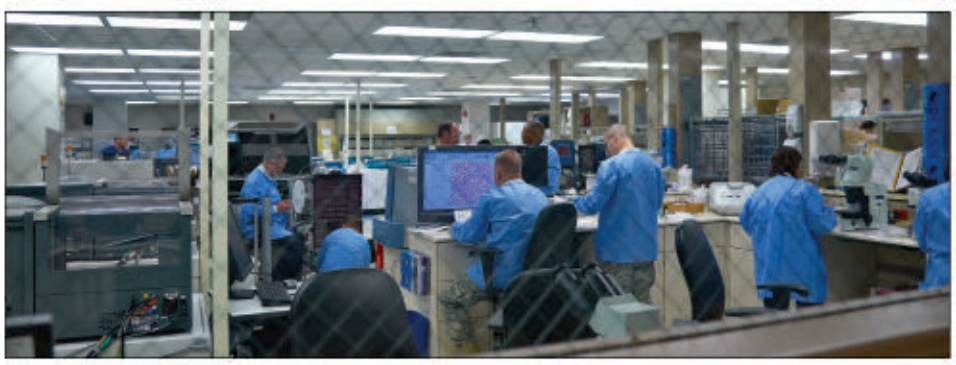
Walter Reed
National Military Medical Center

Two of Clark's BRAC projects are flagship military healthcare facilities. The **Walter Reed National Military Medical Center** (WRNMMC) relocated many of the services of Walter Reed Army Medical Center to the campus of the National Naval Medical Center (NNMC) in Bethesda, Md. The design-build effort produced the military health system's largest outpatient facility, the 560,000 square-foot America Building, as well as the 165,000 square-foot inpatient Arrowhead Building, an addition to NNMC's existing hospital, two secure gate entrances, and two parking structures with 2,150 total parking spaces. The WRNMMC project also included more than 450,000 square feet of renovations to 46 active NNMC medical departments. Balfour Beatty Construction was Clark's joint venture partner, and HKS Architects, Wingler Sharp, and Hartman-Cox Architects led the design efforts.

Walter Reed National Military Medical Center, Bethesda, Md. (Photos by Jim Tetro)

Pictured Top: WRNMMC's therapy pool; Right: ICU patient room; Above: Computer Assisted Research Environment (CAREN) laboratory

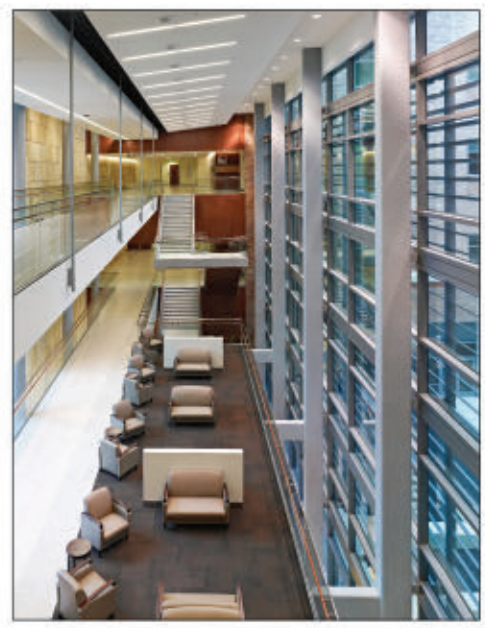
San Antonio Military Medical Center, San Antonio (Photos by John Davis)

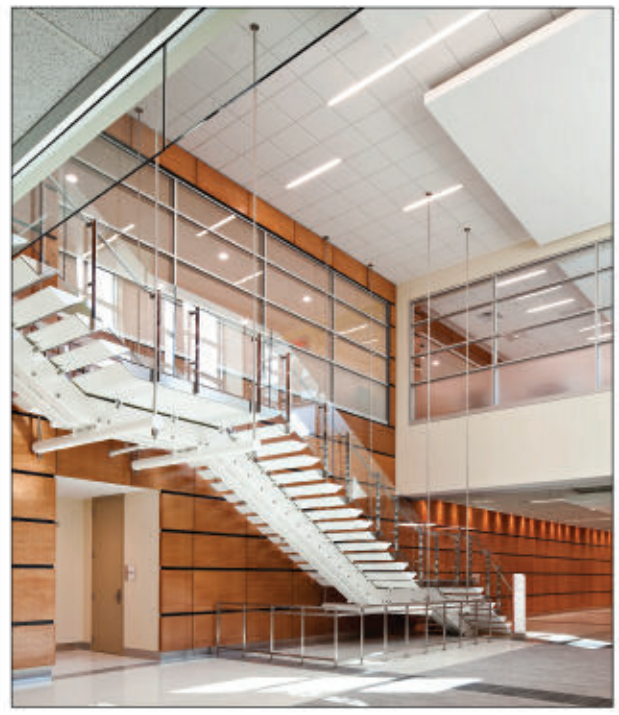


Pictured Top: SAMMC triage room; Above: Renovated pathology area in the Brooke Army Medical Center; Right: North connector between SAMMC's new and renovated buildings; and Far Right: 5,000-space parking structure

San Antonio
Military Medical Center

The **San Antonio Military Medical Center** (SAMMC) is comprised of a new, 765,000 square-foot medical tower, 362,000 square feet of renovated space at Brooke Army Medical Center, a 1.7 million square-foot, 5,000-space parking structure, and a central energy plant. SAMMC includes 425 inpatient beds (of which 116 are intensive care unit beds), 32 operating rooms, medical, pediatric, and surgical specialty clinics, bone marrow and organ transplant units, cardiovascular, maternal-child, and battlefield health and trauma Centers of Excellence, and the U.S. Army Institute of Surgical Research Burn Center. Clark completed SAMMC with joint venture partner Hunt Construction Group. RTKL led the project's design.





DoD/BRAC 133, Alexandria, Va. (Photos by HKS Architects)

DoD/ BRAC 133

At the Mark Center campus in Alexandria, Va., Clark and affiliate **Shirley Contracting**, along with developer Duke Realty, completed the design-build **DoD/BRAC 133** project, constructing two office towers – one 17 and one 15 stories – for 6,400 employees working for 24 different DoD agencies. The 1.75 million square-foot project also includes two parking garages, a remote inspection facility, visitor control center, and a public transportation center. HKS Architects and Wisnewski Blair & Associates, Ltd. were Clark and Shirley's design-build partners.

Pictured Top (left): DoD/BRAC 133 Transportation Center; Top (right): Feature stair leading from the auditorium to the main lobby; Above: Main dining area; and Left: Main Street corridor

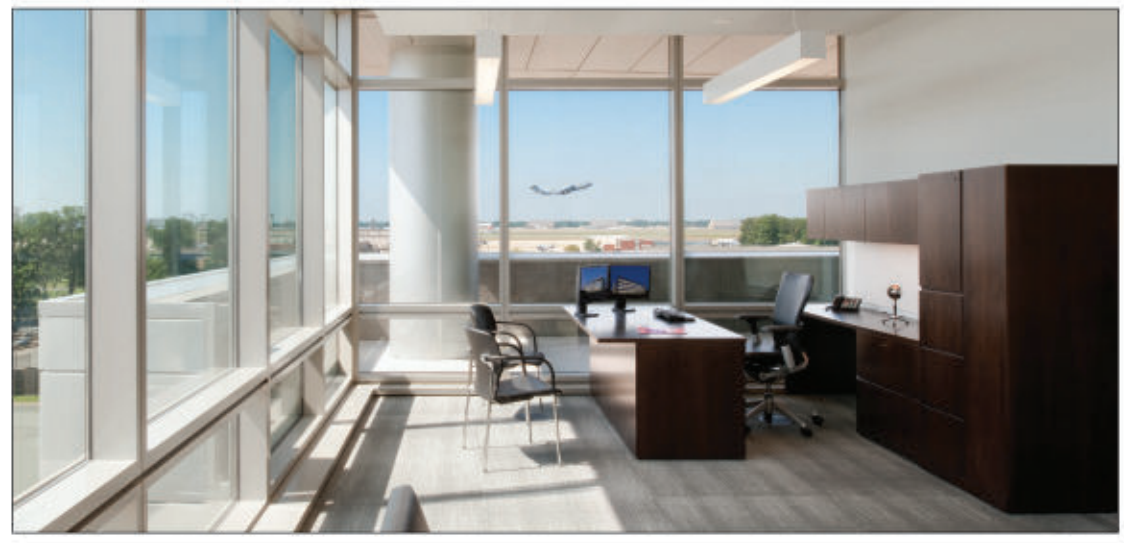
Common day room at Miramar Brig, San Diego, Calif. (Photo by KMD Architects)

Joint Regional Correctional Facility Southwest
MCAS Miramar

In Southern California, Clark and KMD Architects completed the **Joint Regional Correctional Facility Southwest, MCAS Miramar** (Miramar Brig), a 99,000 square-foot addition to the Naval Consolidated Brig Miramar's existing confinement complex for 200 service men and women at Marine Corps Air Station Miramar.

Air National Guard
Headquarters and Readiness Center

The **Air National Guard Headquarters and Readiness Center** (ANG) at Joint Base Andrews in Camp Springs, Md., is a four-story, 170,000 square-foot building that provides a centralized command for 600 military and civilian employees. AECOM, CH2M Hill, and Gensler were the project's design team.



Air National Guard Headquarters and Readiness Center, Camp Springs, Md. (Photo by Maxwell MacKenzie)

While the sheer size and scope of the BRAC work make impressive additions to Clark's portfolio, it was the efforts of the individual project teams and Clark's skilled employees that made these projects extraordinary. To meet the demanding construction schedules, Clark's project teams worked as an integrated entity with clients, end-users, and designers, remaining mindful of cost and quality expectations and continually putting safety above all else. The BRAC program made significant changes to how the DoD operates across the country. Clark is proud to have been an integral part of this effort and went above and beyond to serve the DoD's mission.

ONE TEAM – ONE MISSION | *Integrated Project Teams Vital to Success*

NGA Campus East's main office building is the third-largest federal office in the Washington, D.C. area. Delivering the sprawling campus within the schedule, cost, and quality parameters would have been impossible if all entities involved had treated it as "business as usual." Instead, the project became a fully-integrated effort. Clark, its partners, the designers, USACE, the NGA, and dozens of consultants and subcontractors formed a "One Team" partnership that was vital to keeping the project on track. This integrated team signed a partnering charter and established five global objectives addressing safety, communication, management, schedule, and quality. A three-tier leadership and project governance structure was instituted with members from each stakeholder represented at each tier. The Program Board, comprised of the most senior leaders from each organization, set a strategic vision and discussed long-term issues. The Executive Leadership Team integrated requirements across the entire program and monitored risk and budget. Ten Project Leadership Teams were organized around specific buildings or aspects of the overall job. With all project partners working in close collaboration, the entire team rallied around NGA's mission – to deploy 8,500 employees from six disparate locations to the new campus without interrupting the agency's critical day-to-day operations and mission. The One Team approach was validated in April 2011, when NGA Campus East reached substantial completion months ahead of schedule.

Integrated collaboration also was an essential part of the Miramar Brig project and changed the way the client approached construction. The 99,000 square-foot design-build project had a 16-month construction schedule that required the team to go beyond standard operating procedures. Miramar Brig was the largest project ever handled by this office of Naval Engineering Facilities Command (NAVFAC) – Southwest and, to keep the fast-track pace, Clark worked in concert with the client and the end-users. As NAVFAC's confidence in Clark increased, the time it took to approve designs decreased. The typical 21-day review period for a design-build project was shortened to just seven – greatly expediting the pace of construction. Though Clark's contract was with NAVFAC, the end-user – Naval Consolidated Brig Miramar – was on-site and an integral part of the process. After giving the end-users a 'crash course' in design-build construction, Clark held almost daily meetings with end-user personnel over the life of the project to ensure all standards and expectations were met. The Miramar Brig was completed 24 days ahead of schedule.

The new construction and renovation work at WRNMMC required a cooperative effort; collaboration and open communication were vital to ensuring NNMC's existing medical operations were not affected throughout construction. A formal partnering charter and partnering effort was established to unite all project partners. This collaborative effort was evident during the project's intense design review meetings. As the meetings progressed, the working group became a true integrated entity, and it became harder to determine who was the designer, the owner, and the contractor. Everyone in the room was working toward a common goal: to deliver a premier healthcare facility to care for our nation's wounded warriors, veterans, and their families.

"Clark Balfour Beatty (CBB) was actively involved in the project at all levels, including senior corporate leadership and experienced project leadership. The attitudes and approach of the entire CBB team represented a truly integrated team approach, keeping the needs of NGA and the project ahead of individual goals."

Michael J. Rogers, P.E.
Program Manager
U.S. Army Corps of Engineers - Baltimore District

Early Contractor Involvement Leads to Budget, Time Savings

Clark Construction Adds Value during the Planning and Design Phases

Given the significant scope and aggressive schedule facing many of these BRAC projects, the federal government -- USACE in particular -- departed from its traditional design-bid-build delivery method and instead utilized Early Contractor Involvement (ECI), its own version of CM at Risk contracting whereby it involved Clark and its partners early in the design phase to provide formal preconstruction services. Clark delivered significant value during each project's planning and design phase, ultimately saving the government money and better controlling the schedule.

NGA Campus East was completed through the Early Contractor Involvement (ECI) alternative delivery method. Formerly known as Integrated-Design-Bid-Build (IDBB), ECI allowed the Clark team to have extensive input during the design process. These early constructability reviews led to significant savings. A suggestion to use precast concrete and punched windows for the building skin saved the project $28 million, expedited the schedule by eliminating the long lead time for the glass, and contributed to LEED® certification, given the precast vendor's proximity to the site. Additional revisions to the parking structure, retaining walls, and other portions of the project saved more than $78 million.

Clark's early involvement on these BRAC projects also paid dividends as the schedule progressed. Delayed by more than a year due to site selection issues, DoD/BRAC 133 was one of the final, large-scale BRAC projects to begin construction. Despite the setback, the project was still expected to be finished by September 15, 2011 – that is, until the completion date was moved up. In the spring of 2010, the Pentagon requested that all tenants be moved into the building by the BRAC deadline, which pushed Clark's beneficial occupancy deadline ahead by more than five weeks. Fortunately, Clark and subsidiary Shirley Contracting were prepared for the accelerated schedule. Two years prior, Clark and Shirley had continued working with architects on designs after the initial concepts were submitted for the project pursuit. These design efforts carried on after Clark and Shirley were awarded the project, before any contract had been executed or a Notice to Proceed has been issued. This dedicated strategy saved time that was critical to meeting DoD/BRAC 133's accelerated schedule. Carefully planned design packages and construction sequencing kept the project on its rapid pace. Less than three months after groundbreaking in December 2008, all structural steel was bid and a phased mill order was in place. Clark and Shirley's dedicated early design efforts also paid off when, on August 9, 2011, the project received beneficial occupancy and DoD tenants began moving in.

"Despite a 15-month delay in the contract award, Clark in partnership with Duke Realty completed the project 47 days ahead of schedule, saved over $34 million, maintained an exemplary safety record and delivered a quality product."

Colonel John R. Boule II
District Commander
U.S. Army Corps of Engineers – New York District

A similar focus on early design and planning kept WRNMMC on its fast-track schedule. Clark's Preconstruction Services Department did so much work during the pursuit phase that, after the project was awarded in March 2008, design and construction were able to start almost instantly. Before ever winning the job, Clark had developed a complete design schedule, identified long-lead items, and determined its construction approach. These early efforts also included extensive site logistics planning. WRNMMC is located along a main commuting corridor already clogged with rush hour traffic. To avoid adding to the daily gridlock, the project team established its own dedicated construction entrance, inspection process, and "spurs" to each project site. More than 300 daily truck inspections and just-in-time deliveries kept materials moving in and out of the site seamlessly, without disrupting traffic. The new

Clark overcame project delays and setbacks on the DoD/BRAC 133 project, through extensive planning, collaboration, and open communication with all project stakeholders.

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Early Contractor Involvement Leads to Budget, Time Savings *continued*

construction for WRNMMC was completed in 24 months, six weeks ahead of schedule. This early completion allowed the renovation teams to begin work sooner than expected, expediting the entire project.

"When the SAMMC project began, all parties were faced with a schedule that appeared impossible. The Clark/Hunt construction team organized and managed the construction of this project in a manner to achieve this aggressive schedule...The quality of construction on the project was also maintained at a very high level…The quality of this project will serve the needs of the patients and medical staff or the US military for many years to come."

H. Alan Sneed
Principal, Senior Project Manager
RTKL

During construction, the ANG Headquarters and Readiness Center received a stop-work order to accommodate a redesign to increase the number of building occupants. The Clark project team re-sequenced construction in the field, focusing on portions of the project not affected by the three-month-long work stoppage. This strategy kept the project on schedule. When the Air National Guard cut the ribbon in September 2010, the ANG Headquarters and Readiness Center became the first BRAC project completed in the state of Maryland.

No Clark project – and perhaps no large-scale BRAC project overall – faced more time constraints than SAMMC, and it still finished on schedule. The project's design took longer than anticipated, and the construction timeline was compressed before ground was ever broken. The integrated project team, led by Clark's project management employed multiple strategies to keep SAMMC on deadline. In order to better manage the scope, the massive healthcare campus was divided into four separate projects, including the medical tower, renovations, parking structure, and central energy plant. The tower was bid out at just 65 percent designs. Despite the delays and potential obstacles the late start posed to construction, Clark pushed forward, working as long as necessary to meet the schedule. SAMMC reached substantial completion as anticipated on July 15, 2011.

Built to Exceptional Standards of Quality

Fulfilling the Government's High-Quality Mandate

Even with construction schedules that ran seven days a week, Clark never lost sight of its goal of building high-quality projects. The BRAC mission is to make the DoD a stronger and more efficient organization, and Clark knows that only structures built to exacting government standards will suffice. In order to increase quality, functionality, and client satisfaction, Clark engaged each project's end-users whenever possible.

In order to ensure quality standards, the DoD/BRAC 133 team initiated two processes beyond the client's stringent requirements. Clark joined with USACE quality professionals and subcontractors to form a Quality Team Empowerment (QTE) initiative. This integrated entity facilitated open and honest communication at the peer level in order to efficiently address any issues and quickly resolve them in the field. For example, when a question arose regarding drywall sealant, Clark's quality control team immediately investigated USACE's concern with the subcontractor. The team was able to confirm that proper sealant was being used in all locations. More importantly, this issue was resolved on the spot, without having to escalate the concern, thus saving valuable time.

Clark also initiated a five-step wall close-in inspection process. In order for any wall to be closed in, teams from the mechanical subcontractor, electrical subcontractor, drywall subcontractor, the government inspection team (which included USACE, Clark, and fire marshal personnel), and security personnel had to inspect the work. Each inspection group was assigned a different color and was required to mark their approval with spray paint on the wall before it was closed.

Throughout its accelerated schedule, the SAMMC project team never lost sight of the government's quality standards. To meet the challenge, the team increased its staff to allow 25 full-time quality control personnel to be on-site at peak construction. An extensive mock-up program further ensured quality. The team recognized early in the schedule that the coordination of systems in the medical tower's operating rooms was extensive and necessitated additional planning. They generated elevation drawings and ceiling plans for all 15 operating rooms and posted them in each room. Clark invited USACE and hospital staff to participate in the coordination process. This enabled the hospital to provide additional, detailed information concerning final equipment procurement, to monitor locations and to make user modifications to utilities so as to better serve the doctors and surgical staff. This cooperative effort enabled Clark and the user to develop more effective clinical spaces. Because of the early and inclusive planning efforts, Clark was able to make numerous equipment and layout changes without additional cost to the client.

"From coordinating the site logistics for this large-scale project to providing unparalleled technical expertise, craftsmanship and construction ingenuity, Clark Construction set the standard for quality and ensured that the integrity of the project was never compromised."

Peter D. Harrington
Senior Vice President, Construction
Duke Realty

Members of the Clark/Hunt and RTKL teams walked the SAMMC project to identify and address quality issues.

Clark also involved medical professionals to ensure quality at WRNMMC. Quality expectations were established early in the project, and the team's goal was to "get it right" the first time. Performing work in an operating hospital with so many vital medical departments meant that, in some cases, there would be limited opportunity to re-enter spaces to complete punch list. Work had to be done right the first time to make sure each space was built correctly. Clark held an extensive series of walk-throughs including functionality walks with doctors and other end users when a space was 80 percent complete. The feedback from these walkthroughs allowed the team to make adjustments on the fly and finish a space to precise quality and functional specifications. This dedication to user satisfaction resulted in a punch list of fewer than 100 items for the 450,000 square feet of renovations.

The true measure of a project's quality comes not at ribbon cutting, but after tenants have occupied the space. At WRNMMC, the Clark project team was still on-site doing planned renovation work a full year after the America and Arrowhead Buildings opened. In that time, the client raised only a single item of concern – one that was aesthetic and not related to quality of construction.

SAFETY
Above All Else

Protecting Our Workers, the Community, and Wounded Warriors

Safety is Clark's foremost value, and the company's BRAC work demonstrates both this commitment and the company's highly effective safety program.

All of Clark's BRAC projects had a successful safety record and registered impressive safety accomplishments. The SAMMC project – which had nine full-time safety managers and 50 people doing weekly or daily safety walks at peak construction – recorded more than four million manhours with zero lost time incidents. Though much smaller in size, the Miramar Brig project team was no less committed to working safely. The project had zero lost-time incidents over 200,000 manhours worked – the equivalent of 100 people each working for one year.

Every project team developed a unique approach to safety that addressed site-specific challenges.

Between WRNMMC and SAMMC, Clark performed more than 800,000 square feet of renovation work in existing hospitals. On the WRNMMC project, renovations were made to 46 different medical departments, and each space was directly above, below, or adjacent to ongoing hospital activities. The project team developed new logistics, infection control risk assessment, and interim life safety system plans for each space. Always mindful of the hospital's important mission, these plans isolated the work – and the workforce – from the rest of the hospital. Though a contractor, Clark and the project workforce saw themselves as a part of the medical center's patient care cycle – a part that had to remain invisible and silent to the hospital's staff, patients, and visitors. The team planned for every potential contingency and emergency situation and communicated their plans to the client, hospital staff, the designers, and all other affected stakeholders.

In one of WRNNMC's most sensitive areas – the neonatal intensive care unit (NICU) – Clark went above and beyond safety expectations. Relocating the NICU to accommodate construction would have required moving the delicate infants and would have taken time to properly execute. Instead, Clark developed a renovation plan around the existing NICU. Working with NICU staff, project team members simulated construction work – including standing on ladders and purposefully dropping equipment – to test the work's potential disruption. Ultimately, Clark's NICU renovation plan kept the infants safe and all construction activity and noises below 60 decibels.

At SAMMC, the team took extraordinary efforts to minimize excessive construction noise. Clark developed a five-point scale to quantify the level of noise generated by common construction activities, and prepared daily and weekly noise reports, providing information on upcoming construction and the level of noise anticipated. These reports were disseminated to the entire medical center.

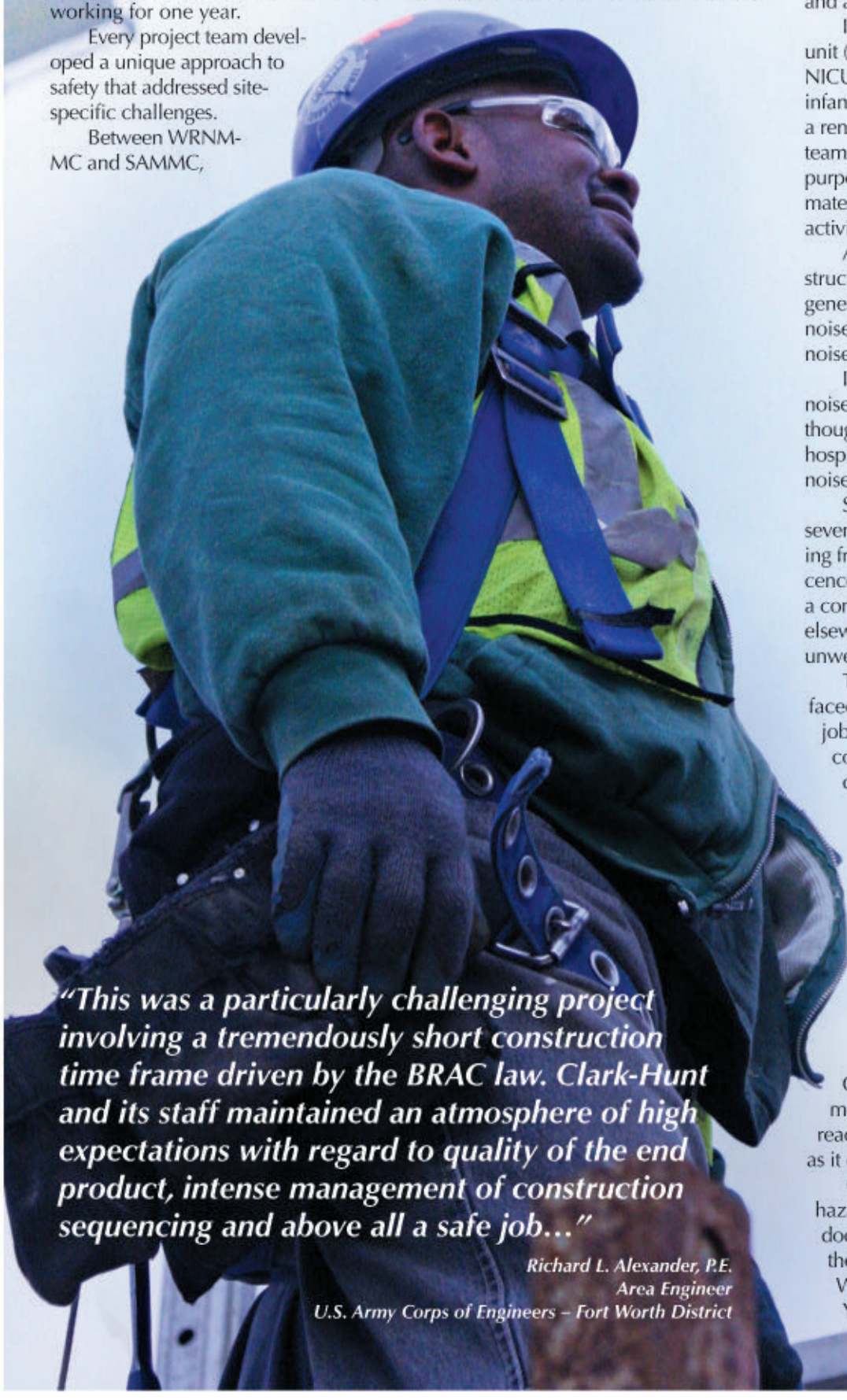
In the field, one team member's primary responsibility was to monitor the noise of construction activities and to respond to the medical staff's needs. Even though Clark was not the only contractor performing construction in the existing hospital, the project team issued an immediate stop-work order to investigate any noise complaint and to mitigate the situation.

SAMMC's new medical tower tied into the existing hospital at a point where severely wounded service men and women were recovering after recently returning from the front lines in Afghanistan and Iraq. To protect the soldiers' convalescence and shield them from disruptive construction activities, the team enacted a comprehensive noise control plan. The team built temporary noise barriers elsewhere on site and quietly erected them to buffer the medical spaces against unwelcome sounds.

The safety and project management groups at NCE and DoD/BRAC 133 faced similar challenges: communicating and reinforcing the importance of jobsite safety to the thousands of workers onsite each day. NGA Campus East continually adjusted its approach to safety, finding new ways to communicate with individual workers. The team required Safe Plans of Actions from each subcontractor. Developing these daily reports put the responsibility of enacting safe work plans on individual workers. At the same time, Clark enacted a zero tolerance policy for unsafe work practices whereby workers were removed from the job for safety violations. When there was an incident, top management from the subcontractor company was called to the jobsite to meet with Clark personnel to discuss the incident and preventative measures. These actions greatly reduced minor accidents on the large job.

At DoD/BRAC 133, the project workforce was reminded of safety at nearly every turn. Senior Clark leaders attended each daily new hire orientation meeting to discuss safety directly with the workforce. In addition, Clark team members attended subcontractors' toolbox talks and "Take 5" meetings to talk about safe work practices. Given all the meetings and outreach, the project team estimates that it spent as much time talking about safety as it did talking about the schedule or quality.

On the job, the team required every subcontractor to prepare an accident hazard analysis for every facet of the job – and it was mandatory that these documents be written in "plain English" and were project specific. To reinforce the safety culture, Clark hung large banners and posters throughout the site. Workers were welcomed by a banner that read, "We Are Concerned About Your Safety, Are You?" and passed posters of a family or a worker in proper PPE around the jobsite.



"This was a particularly challenging project involving a tremendously short construction time frame driven by the BRAC law. Clark-Hunt and its staff maintained an atmosphere of high expectations with regard to quality of the end product, intense management of construction sequencing and above all a safe job…"

Richard L. Alexander, P.E.
Area Engineer
U.S. Army Corps of Engineers – Fort Worth District

BUILDING OPPORTUNITIES FOR SMALL BUSINESSES

Veteran and Service-Disabled Veteran-Owned Business Key BRAC Partners

Clark's BRAC work affected more than the federal government and military operations. Subcontractors – large and small – were an essential part of Clark's efforts across the country. Longtime partners and subcontractors helped navigate projects through complex mechanical, electrical, and systems challenges. Newer and smaller businesses also thrived through Clark's BRAC projects.

Nearly 600 contracts were awarded to small businesses with a cumulative value in excess of $872 million. More than 110 contracts were awarded to veteran-owned businesses (VOB), and 70 contracts were awarded to service-disabled veteran-owned businesses (SDVOSB). Clark has many processes in place to help small businesses thrive on complex construction projects. Through the company's Strategic Partnership Program, the GSA Mentor-Protégé Program, and on-site mentoring and partnering, Clark has helped many companies increase their size, scope, and scale within the construction industry.

Clark had a formal mentor role with three small businesses that performed work on one of the company's BRAC projects. Burditt Tile & Stone had a two-year relationship with the company through the Bexar County Mentor Protégé Program. Each month, Clark and Burditt representatives met to discuss a different aspect of running a construction business including operations, business planning, safety, and marketing. Burditt's dedication to improving its business was evident as the company completed its scope of work with zero punch list items.

Both of Clark's partners in the GSA Mentor-Protégé Program held multiple contracts. General contractor J. Roberts Inc. worked on NGA Campus East and DoD/BRAC 133, as did Athena Construction Group. In addition, Athena held a contract on the WRNNMC project, which proved to test the company's mettle. The woman-owned, SDVOSB, HUBZone company was paired with a large business to provide and install 1,000 doors and the requisite frames and hardware for the project's new and renovation components. Without warning, the large business went bankrupt and closed, leaving Athena with a large scope of work and little support. Drawing on their Marine Corps training and the business skills they developed through Clark's Strategic Partnership Program, Athena managed to complete the job. Working with the Clark project team and hardware manufacturers, Athena was able to recreate drawings and documents to get the work back on track.

Athena was one of 13 graduates of Clark's Strategic Partnership Program to work on a BRAC project. Founded in 2006, the Strategic Partnership Program is a comprehensive ten-month education program intended to increase their size, scope, and scale within the construction industry.

Going Above & Beyond *for Our Clients*

Clark did more than deliver these BRAC projects as expected. Across the country – in big ways and small – Clark's project teams went above and beyond their duties to assist their clients and care for their communities.

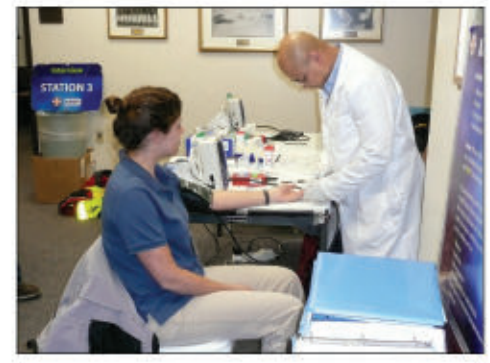
While end-users provided critical design feedback on all the BRAC projects, the Miramar Brig project team took end-user involvement one step further. Having Naval Consolidated Brig Miramar personnel on site allowed for greater interactivity, but there was a learning curve; the end-users had never been involved in a construction project before. Included in the almost daily meetings between Clark and Brig personnel were impromptu lessons on design-build best practices and general construction. Clark's work in educating the end-users on how best to design and build a correctional facility enhanced trust between the project partners and was essential to maintaining to the fast-track schedule.

At every project site, Clark sought to be a good neighbor by reducing the impact of construction on the surrounding community and helping out whenever needed. The WRNMMC campus is nestled in a residential neighborhood and borders a 35-acre school. The WRNMMC project team regularly communicated construction activities with the school and surveyed the nearby streets to make sure the workforce was not parking illegally in residential neighborhoods. On the DoD/BRAC 133 project, Clark helped clear snow from the 350-acre Mark Center's roadways and repaired sidewalks and concrete stairs to keep the area safe for pedestrians. At Fort Belvoir, the NGA Campus East team used their construction skills to fit out office space for the 75th Ranger Training Brigade.

On every BRAC project, Clark's people left behind more than just a physical structure. The company's corporate culture of philanthropy and giving back was evident on all six sites as project teams improved their communities and supported military causes. The SAMMC project team worked with nonprofit group Enable America to help recovering veterans transition to the workforce. Clark team members mentored the veterans in all aspects of construction, including project management and field supervision. A series of barbeque lunches prepared by subcontractors became fundraising events for Enable America and other military support organizations, including Team River Runner and the Wounded Warrior Project.

The WRNMMC team reinforced the hospital's mission and aided recovering soldiers through their giving. To honor the memory of a project team member's relative who died while serving in Iraq, the team held a series of blood drives. This was the first time the military had taken blood from its civilian contractors. In total, over 300 pints of blood were donated to the medical center. The team also developed an ongoing relationship with the Aleethia Foundation, a group dedicated to helping newly-injured soldiers. Clark first worked with Aleethia to distribute noise-cancelling headphones to patients recovering from traumatic brain injuries. This year, Clark has continued to support the organization by sponsoring six of Aleethia's "Friday Night Dinners" for wounded warriors and their families.

The DoD/BRAC 133 team participated in several community service events during construction. In December 2010, the team took shifts at DC Central Kitchen, preparing more than 3,000 meals for the homeless and underprivileged in Washington, D.C. That month, the team also held a week-long canned food drive on site. Capitalizing on the project's massive labor force, the team hoped to collect 2,500 donations – two for each project worker. By the end of the week, they had more than 4,000 items. The one-ton donation to Alexandria's Carpenter's Shelter was the largest single donation in the organization's history.



Employees at WRNMMC donated blood to support injured troops in Iraq and Afghanistan.

The NGA Campus East team didn't have to go very far to find ways to support their community. The project team's Social and Service Committee organized care package stuffing events through the USO of Metropolitan Washington's Operation Care Package program, which is based at Fort Belvoir. In addition, project team members helped lead the "Engineering is Elementary" program at Fort Belvoir Elementary School. Funded by a DoD grant, this program focuses on engineering, math, and science fundamentals.

The Miramar Brig and ANG Readiness Center project teams each participated in several community events. Working with Clark colleagues in San Diego and Washington, D.C., respectively, the teams partnered with Rebuilding Together, I Love a Clean San Diego, and Airman's Attic, among other organizations.

CLARK CONSTRUCTION

Clark Construction Group, LLC
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