

SUPERSTRUCTURE

San Ysidro Land Port
of Entry Sets a New
Modern Standard

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CLARK
CONSTRUCTION

FROM THE CEO

THE START OF A NEW YEAR – and a new decade – brings an opportunity to reflect on the accomplishments of the past and on what the future may hold. Last year, our teams put the finishing touches on projects that were years in the making, broke ground on those that will shape our future, and celebrated countless milestones in between.

As the decade came to a close, the Atkinson/Clark team delivered the final phase of the San Ysidro Land Port of Entry expansion and renovation – a program that was ten years in the making. The ambitious upgrade to the world’s busiest land port was completed on schedule and on budget. Now, the team has turned their sights to a similar project just a few miles away – the Otay Mesa Land Port of Entry. Project development is underway, and construction is scheduled to begin in June.

With the San Ysidro Land Port of Entry project coming to a close, a similarly transformative project is just beginning in downtown Chicago. The Clark team recently began work on Union Station Tower, our third project with a longstanding client and design team in downtown Chicago. The project will transform the city’s transit hub – the 93-year-old Union Station – with the addition of a 51-story office tower. We are honored

that the team chose us once again to deliver on their vision.

Another visionary project we are thrilled to be a part of: the 17-acre Nashville Yards, which is quickly taking shape. This spring, the site’s first office tower will top out, while guests will begin checking into the Grand Hyatt in the fall. Our work in Nashville has stretched over the last decade to include iconic regional buildings, like Music City Center. It’s clear to see that the work we started in 2010 was start of our bright future in Nashville.

The new year is off to a running start. New projects, like the Albion at Highland Park residential building in Highland Park, Illinois, and the New Chancery for the Australian Embassy in Washington, DC, are kicking off. Many more will break ground, celebrate significant milestones, or receive their finishing touches. As we look ahead to the future, the Clark team is well situated to continue to execute brilliantly for our clients and partners. Together we will accomplish great things in 2020.

ROBERT D. MOSER, JR.
PRESIDENT AND CEO

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For more information, to be added to the mailing list, or to update your mailing address, contact Meg Brogan, meg.brogan@clarkconstruction.com



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FEATURES



Photo by: David Hebble

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Atkinson/Clark recently delivered the last phase of an ambitious 10-year expansion and renovation of the busiest land port of entry on the western hemisphere.



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Ten years after breaking ground on Music City Center, Clark has once again partnered with Bell & Associates to bring another highly anticipated local landmark to life – Nashville Yards.

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After more than three years of construction and nearly one million worker hours, Atkinson/Clark completed the final phase of the upgraded and expanded San Ysidro Land Port of Entry.

Photo by: David Hebble

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Rendering courtesy of
Goettsch Partners

Clark to Reshape Chicago's Historic Union Station

Riverside Investment and Development and Convexity Properties have selected Clark to lead construction of Union Station Tower, located at Chicago's historic Union Station. Designed by architects at Goettsch Partners and a structural engineering team from Magnusson Klemencic Associates, the 2.2-acre full-block site will bring a landmark office tower and major public space to the city.

Offering unmatched access to the Midwest's largest transit hub, the 51-story tower will feature 1.5 million square feet of Class A office space and will serve as the future home of BMO Harris Bank. The project also includes two levels of below-grade parking and 1.5 acres of public park space.

Upon completion, Union Station Tower will be the tallest building west of Canal Street and push the business district further west of the Chicago River.

Union Station Tower is the third high-rise project in downtown Chicago for Clark, Riverside Investment and Development, Goettsch Partners, and Magnusson Klemencic Associates. The team completed the award-winning 150 North Riverside in 2017 and is nearing completion on 110 North Wacker.

Union Station Tower is designed to achieve LEED Gold certification. Demolition of the existing parking structure began in December 2019 and substantial completion is slated for 2022. ■

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. Our new work this quarter includes:

GOVERNMENT

New Chancery for the Australian Embassy

Demolition of the existing chancery and construction of a 220,000-square-foot, six-story building with office and event space, as well as an exhibition gallery

Location: Washington, DC

Company: Clark Construction Group

Client: Australian Department of Foreign Affairs and Trade

Architect: Bates Smart

Completion: Spring 2022

AVIATION

LAX Receiving Station X

Construction of a new receiving station to address major electrical demand requirements for upcoming development at Los Angeles International Airport

Location: Los Angeles, California

Company: Clark Construction Group

Client: Los Angeles World Airports

Architect: Arup

Completion: Fall 2021

MASS TRANSIT

WMATA Metro Signage

Design, fabrication, and installation of digital customer information displays and static signage at stations along Metro's Silver, Orange, and Blue lines

Location: Washington, DC metropolitan area

Company: Clark Civil

Client: Washington Metropolitan Area Transit Authority [WMATA]

Architect: KGP Design Studio

Engineer: EPCM

Completion: Fall 2020

EDUCATION

UC Hastings 198 McAllister Campus Housing

Construction of a mixed-use social center with residential units, an auditorium, academic space, support amenities, and food and retail space

Location: San Francisco, California

Company: Clark Construction Group

Client: Greystar

Architect: Perkins and Will

Completion: Summer 2022



Rendering courtesy of Bates Smart

MIXED-USE

Armature Works

Construction of one hotel tower and two apartment buildings on top of a two-level podium, including retail and courtyard space, and above- and below-grade parking

Location: Washington, DC

Company: Clark Construction Group

Client: Trammell Crow Company

Architect: Shalom Baranes Associates

Completion: Summer 2022

RESIDENTIAL

Albion at Highland Park

Construction of a 271,000-square-foot, five-story residential building with 161 units, a parking garage, and shared-amenity terrace

Location: Highland Park, Illinois

Company: Clark Construction Group

Client: Albion Jacobs Highland Park

Architect: Hartshorne Plunkard Architecture

Completion: Spring 2021

OFFICE

Tyson's Central Office Building

Construction of a 20-story, 365,000-square-foot office building with 19,000 square feet of retail space and above- and below-grade parking

Location: Tysons, Virginia

Company: Clark/Foulger-Pratt, A Joint Venture

Client: Foulger-Pratt and USAA Real Estate

Architect: Gensler

Completion: 2022

SPORTS

DC United Training Site

Excavation of a 21.5-acre site and construction of soccer fields, a training facility building, and associated parking lots

Location: Leesburg, Virginia

Company: Shirley Contracting

Client: Loudoun County

Engineer: Dewberry Engineers

Completion: Spring 2020

Hoxton Field

Reconfiguring, grading, and paving of a new track and field facility with a high-performance surface

Location: Alexandria, Virginia

Company: Metro Earthworks

Client: Episcopal High School

Completion: Spring 2020



Rendering courtesy of Gensler



A roof-mounted crane used at 1770 Crystal Drive has helped the project team navigate challenging site logistics.

Photo by: © Sam Kittner/Kittner.com

Renovation Innovation Reaches New Heights

The tower crane is a universal symbol of construction. Looming over jobsites, cranes provide project teams with necessary hoisting capabilities and access to virtually every part of the project site.

But what happens when a tower crane cannot be used?

The 1770 Crystal Drive renovation project sits in the heart of National Landing, Virginia. The project includes the replacement of the building's existing precast façade, along with site updates and upgraded retail and amenity spaces. With a large-scale demolition effort that involves the removal of precast, hoisting capability is a necessity – otherwise, the project team would need to break the precast into even smaller pieces and remove them with wheelbarrows.

The project is surrounded by existing retail and parking structures to the north and west, a Metro tunnel to the south, and the highly-trafficked Crystal Drive to the east. These constraints meant a typical tower crane could not be used, requiring the project team to consider innovative engineering solutions to this out-of-the-ordinary site.

The solution? Installing the crane on top of the existing concrete structure.

"Using a roof-mounted crane is very uncommon," said Jeff Diguette, senior engineering

manager for Clark Concrete. "I don't know of any Clark projects that have ever used this solution. This is a tangible example of the ingenuity that we bring to our jobsites."

The idea originated with Jeff King, a Clark Construction project executive at the jobsite. Knowing Diguette's experience with tower cranes, King and Diguette worked together to turn the plan into a reality. While Diguette reviewed as-built drawings to calculate the loads involved to determine whether or not the building structure could support a rooftop solution, King briefed the owner on the plan and ensured that site supervisors were prepared for the installation.

"Two years ago, this idea was just a sketch on a napkin," said King. "A lot of analysis went into this plan, and we utilized all of the resources at our disposal to make it happen."

The concept required buy-in from several different stakeholders. With the project near Reagan National Airport and an active Metro line, approvals were required from the Federal Aviation Administration (FAA) and the Washington Metropolitan Area Transit Authority (WMATA). As the project team refined the initial concept, they also sought approval from the local Arlington County government. As a testament to the team's strong relationships with the various stakeholders, all

of the necessary parties agreed to the plan in a very short time frame.

It took the project team just four days to install the rooftop crane. Installation required the team to build piers off of the existing structure and erect a steel frame on the roof, to which the crane was then bolted. The crane was installed in March 2019 and remained on site until November 2019, during which time Crane Operator Marcus Braxton inspected the crane, piers, and steel frame daily to ensure jobsite safety.

The roof-mounted crane addressed virtually every logistical challenge presented by the site. Installing the crane on the roof allowed the team to access all four sides of the building during demolition and the central location allowed for full coverage of the site, facilitating maximum efficiency and capacity of the tower crane.

"There were so many benefits that this creative solution brought to this project," said Diguette. "The team was able to remove precast from the building much faster than what was first anticipated. The hoisting ability helped not only from a productivity standpoint, but also from a safety standpoint by reducing potential strain on the workforce."

Clark is expected to reach substantial completion at 1770 Crystal Drive in May 2020. ■

The Importance of Safety Leadership

by Kris Manning

Superintendent Casey Hoyt (right) discusses jobsite safety with a carpenter at the Washington State Convention Center project.



A SAFETY LEADER CARES

Committed

- › Never compromises safety to hit a milestone or solve a challenging problem
- › Consistent in planning safety throughout all aspects of work

Accountable

- › Responsible for the team's safety performance, without blaming crew members
- › Respected by the Clark team and foremen

Respectful

- › Genuinely engages with craftworkers and treats them as equals
- › Understands the work and appropriate safe practices
- › Desire to continue learning

Engaging

- › Recognizes that safety is about the people
- › Approachable to craftworkers due to the shared time in the field
- › Humble enough to ask questions

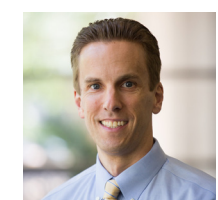
In 2018, Casey Hoyt finished his safety leadership rotation with Clark's Field Development Group. He found the experience to be so valuable that he immediately worked to obtain his Associate Safety Professional and Certified Safety Professional certifications. These accredited safety certifications increased his understanding of risk evaluation and hazard control measures in order to reduce onsite injuries.

His commitment to safety education, however, extends beyond the classroom. As a superintendent and safety leader on the jobsite, Casey has the humility to ask craftworkers questions when he doesn't know the answer. He understands that these craftworkers – and their vast expertise – play a critical role in creating a safe environment. In fact, Casey finds his engagement with crew members to be the single most important part of his day.

Casey works to establish trust with his crews and ensure they feel valued for their expertise and commitment. He assures crew members that their safety is his primary concern through daily interactions at Safe Plan of Action meetings, walkabouts,

and personal conversations. "I try to be on a first name basis with as many people as I can. I like to know how many kids they have and what football team they root for," says Casey.

Developing a bond among team members makes safety a collaborative effort. "At the end of the day, we are all on the same team. Your crews and trade workers are your biggest asset," Casey says. A jobsite is most successful when everyone values the safety and wellbeing of each other. In order to foster this environment, operations leaders and crew members must regularly communicate. Their combined experiences are the best way to build a comprehensive and cohesive safety plan that will prevent serious injuries or fatalities. ■



Kris Manning, vice president of safety operations, is responsible for planning for safety throughout all aspects of Clark's business, enhancing the safety climate on our projects, and providing a deeper level of safety training nationally.



PORT OF THE FUTURE

SAN YSIDRO LAND PORT OF ENTRY COMBINES SECURITY WITH DURABILITY AND PERFORMANCE TO SET A NEW MODERN STANDARD

In 2007, the San Diego Regional Association of Governments released the results of a study on the ramifications of border crossing delays on the United States and Mexico economies. It was reported that border congestion precipitated a loss of \$7.7 billion in gross output. Meanwhile, cross-border pedestrian and vehicular traffic was projected to increase exponentially, 85% and 87% respectively, presenting imminent impacts on the region's safety and security.

To tackle these issues, the U.S. General Services Administration (GSA), in partnership with the U.S. Customs and Border Protection (CBP), embarked on an ambitious 10-year, multi-phased expansion and renovation project at the San Ysidro Land Port of Entry (SYLPOE), the busiest land port of entry on the western hemisphere.

With Atkinson/Clark's delivery of the last phase of this modernization program, the pivotal project is now complete. The Atkinson/Clark team celebrated alongside GSA, CBP, and numerous other federal, state, and city leaders at the ribbon-cutting of this landmark project in December.

After more than three years of construction and nearly one million worker hours, Atkinson/Clark completed work on a new southbound vehicular operations facility and employee parking structure; expanded northbound vehicular operations facility; improved access roads, security fencing, and site lighting; and upgraded geexchange, video surveillance, and stormwater management systems. Most impressively, this extensive scope of work was achieved with minimal interruptions to port operations.



A 750-foot-long catenary-suspended canopy above the vehicle inspection booths affords uninterrupted sightlines and much-needed illumination for officers as they perform inspections (above). It also serves as a canvas for an art installation comprised of LED lights spanning the length of the southern side of the canopy (right).

Photos by: David Hebble



NEXT LEVEL COMPLEXITY

The level of coordination required to build the 16-acre project within the 52-acre campus was unprecedented, involving eight federal, state, and city agencies, as well as the Marines and the National Guard – not to mention a bi-national collaboration with the Mexican government.

One of the more difficult components of the job was executing a 57-hour closure of the southbound lanes of I-5 and I-805, which allowed the team to demolish an existing canopy, remove crash barriers, replace striping, and install utility lines. Shutting down a freeway is a big deal in traffic-weary Southern California. So when news spread that five miles of these heavily-travelled lanes (50,000 vehicles pass through each day) would be closed for two days, people predicted a “carmageddon.” The team proved naysayers wrong by executing the closure sans chaos, finishing 12 hours earlier than scheduled.

This success was the result of a year of planning with almost surgical precision. A portion of work extended beyond that actual five-mile stretch of freeway. From orchestrating bus schedules and organizing tow trucks, to running radio advertisements and interfacing with media, there were myriad details that demanded attention and action. Confident in their meticulous preparations and ability to perform as one tightly-choreographed unit, the team executed their plan and re-opened the much improved lanes.

The most distinguishing visual element of the project is a 750-foot-long catenary-suspended canopy above the vehicle inspection booths. The steel and ethylene tetrafluoroethylene (ETFE) canopy affords uninterrupted sightlines and much-needed illumination for officers as they perform inspections. It also serves as a canvas for “Double Horizon,” an art installation comprised of LED lights that graces the length of the southern side of the canopy.

Much like a suspension bridge, the design and installation of this 200-ton canopy called for precise planning and coordination with numerous stakeholders. Atkinson/Clark and the design team spent time in the manufacturer’s production facility to work with the cable, node, and ETFE manufacturers to ensure rapid installation of the various components on site. The erection sequence was meticulously plotted, starting with a foundation 6 feet deep by 50 feet long with a 17-foot-wide pile cap requiring 10 tons of rebar in mast, then filled with concrete. The canopy was then installed with a jacking system, lifted with two crawler cranes.

SAFETY AND SECURITY

The heightened presence of military and law enforcement on site became routine as the national conversation on immigration and trade intensified over the course of the project. The team was nimble, adapting to constantly-evolving conditions and deploying strategies to ensure the highest level of safety and security to port employees, the general

public, and the men and women working on site. Constant communication with CBP, the Marines, and the National Guard, was essential to maintaining both port operations and public safety.

To accommodate daily schedule shift changes for hundreds of port employees, the team designed alternate routes to segregate and direct employees safely and expeditiously. Multilingual notice boards installed at key locations on site indicated open paths for pedestrians and drivers. Temporary structures and barriers separated port employees and the public from construction activities. In addition to providing regular updates on construction timelines and closures on the project’s public website, the team’s information protocol also included town hall meetings.

The Atkinson/Clark team also formed a maintenance of traffic taskforce that convened weekly to evaluate site conditions, develop traffic plans in support of staged construction, and define procedures necessary for execution. This approach mitigated impacts to traffic flow while maintaining the highest degree of safety.

A HISTORY OF COLLABORATION

This successful project delivery was the culmination of a carefully-cultivated relationship that formed eight years prior when Atkinson/Clark completed Phase IA of the expansion program — a pedestrian bridge spanning the I-5 freeway. The cast-in-place bridge includes nine piers with exposed architectural concrete, two cast-in-place elevated approach

ramps, two structural steel approach bridges, and an exposed soffit concrete stair. Despite tight laydown areas and a site divided by the 30-lane highway, CBP operations were never interrupted during construction. The team completed the project three months ahead of schedule, laying the groundwork for a strong partnership with GSA.

That experience guided the team as they executed the much broader scope of work for Phase 3. Innovation, collaboration, and transparency continued to be hallmarks of the project. The mutual respect and trust between owner and builder strengthened as they coalesced into one team, all working toward a common goal.

THINKING BIG WITH SMALL BUSINESS

The huge economic impact of this project on an entire region inspired the team to maximize opportunities for small business. The team deployed a proven strategy throughout procurement, reaping robust small business participation. Through various outreach events and by tapping into connections made through Clark’s innovative Strategic Partnership Program, the team awarded more than \$82 million in contracts to local small business.

THE CASE FOR GOING GREEN

The new SYLPOE was envisioned as a “Port of the Future,” with enhanced features that promote efficiencies, operations, security, and safety. A big part of that vision was the

foresight to invest in sustainable and renewable elements that would lower operational costs while reducing the carbon footprint.

The SYLPOE Phase 3 project is on track to achieve a LEED Platinum rating, the highest certification awarded by the U.S. Green Building Council. Sustainable features of the new port of entry include multifaceted strategies for solar, water, and heat recycling, equating to a projected \$34 million in cost savings over the next 40 years.

THE NEXT CHAPTER

Before construction, wait times at the border in San Ysidro averaged more than 90 minutes. Today, with 34 lanes guiding motorists

into 63 vehicle inspection booths, traffic flow has dramatically improved. Combined with additional pedestrian crossing sites, the result is considerably shorter wait times.

GSA is always looking to enhance the border crossing experience and has now set its sight nine miles east of San Ysidro to the Otay Mesa Land Port of Entry, the busiest commercial port in California. Fresh off their success at SYLPOE, the Atkinson/Clark team is gearing up for the next chapter of their partnership with GSA and CBP; they were recently awarded a design-build contract for the modernization of the Otay Mesa LPOE. Project development efforts are currently underway, with construction scheduled to begin in June of 2020. ■



SYLPOE is on track to achieve a LEED Platinum rating. Above: Drought resistant native plantings in bio-retention and filtration areas is one sustainable water management feature on the campus. Left: The façade of the parking garage is clad in a perforated horizontal metal panel system, which allows for open-air ventilation, visual seclusion, and shade. The façade also integrates a band of graphic symbols as a historical aspect and contextual narrative of the site.

Photos by: David Hebble



BUILDING ON A DECADE OF SUCCESS IN MUSIC CITY

In February 2010, Clark Construction and joint venture partner Bell and Associates broke ground on Music City Center in Nashville, Tennessee. The iconic, 2.1 million-square-foot convention center was Clark's first in Nashville. Now, ten years later, Clark has again partnered with Bell to bring another highly anticipated local landmark to life.

Nashville Yards – a 17-acre mixed-use project under development by Southwest Value Partners – is essentially a mini-city. Featuring office, retail, residential, and entertainment space, once complete, this \$1 billion site will be the largest private development in Nashville's history.

THE NEXT GENERATION OF URBAN DEVELOPMENT

Even in terms of mega-projects, Nashville Yards is a behemoth. When complete, the site will change the landscape of downtown Nashville. Given the project's scale, Nashville Yards is being realized through phased construction with Clark/Bell building multiple phases and providing project development services for the remaining stages. The first phase of construction includes a 24-story, 784,000-square-foot Grand Hyatt hotel. Parcel 4, the second phase under construction, includes a 24-story office tower and associated parking garage.

High-rise buildings are not pervasive in Nashville. With that in mind, the Clark/Bell team introduced a structural system for the office tower not widely used in buildings throughout the city.

"We're building the office tower with a steel frame and concrete core; something you see more

in markets like Chicago and San Francisco," said Tim Lamson, a vice president at Clark who oversees the company's Nashville operations. "Nashville is historically a concrete town, but we were confident that we would build more efficiently with this option and sidestep the very busy concrete market."

WHAT'S PAST IS PROLOGUE

Clark's previous Nashville projects, Music City Center and the 235,000-square-foot Engineering and Science Building at Vanderbilt University, were both delivered on time. These mega-projects required meticulous planning and attention to detail, and were ultimately recognized with several regional and national building awards.

At Nashville Yards, the team is executing the project with the same commitment to excellence. Adhering to the project schedule has been one critical area of focus. In November 2019, the team topped out the 591-room Grand Hyatt on time, and they remain on schedule for a fall 2020 opening. The team is also on track to top out the Nashville Yards Parcel 4 office tower in spring 2020.

The Parcel 4 office tower will include 550,000 square feet of office space, with 690,000 square feet of parking. To accommodate a fast track

schedule, the project team collaborated closely with the design team and owner to start construction less than three months after design commenced – a full eight months before the design was completed. The team is on track to deliver the building 28 months after design started.

As Clark/Bell started building at Nashville Yards, the team had to quickly work around limited site access – a challenge that can threaten any project schedule. But the Nashville team is well-versed in overcoming this level of disruption. When building Vanderbilt University's Engineering and Science Building – completed in 2017 – the project team knew that the building's location in the center of campus would present access challenges. With a limited staging area, the team engaged in intensive planning

Above: The first phase of construction includes a 24-story, 784,000-square-foot Grand Hyatt hotel. Right: The mixed-use Nashville Yards development occupies a 17-acre downtown parcel.



to manage just-in-time deliveries of materials throughout construction, along with the proper placement of the project's crane, drop-off zones, and truck access.

At Nashville Yards, active CSX train tracks run along the entire west side of the development, drastically limiting site access. At the office tower, the tracks sit less than 20 feet from the edge of construction. As a workaround, the team built two new elevated roads, a rarity on commercial projects due to their tendency to present logistical challenges. However, in this instance, the elevated roads created opportunity for additional site access and staging.

"Any time you're in the right-of-way of train tracks, there are restrictions and rules regarding what you can do and how you can do it," said Lamson. "That's one of the reasons why we prioritized building the site's elevated roads early. It provides an extra layer of staging and site access to improve the efficiency of construction on the site."

A SUSTAINABLE FUTURE IN NASHVILLE

Looking to the future, a wealth of possibility lies before the Clark team in Nashville. As work continues at Nashville Yards and construction activity as a whole in the city continues to grow, Clark is poised to support a wide

range of projects in the region. With a team of 32 now operating in Nashville, Clark has assembled a veritable "who's who" of industry experts. The team holds a broad wealth of knowledge across a variety of sectors, including education, hospitality, office, civil/infrastructure, and healthcare.

Lamson, a Clark homegrown talent, has spent the last 15 years working on complex, high-profile projects throughout the eastern half of the United States, including the McCormick Place Marriot Marquis, CityCenter DC, and the University of Connecticut Ambulatory Care Center. Lamson's varied portfolio made him the perfect candidate to lead construction at Nashville Yards and further solidify Clark's long-term building presence in Nashville.

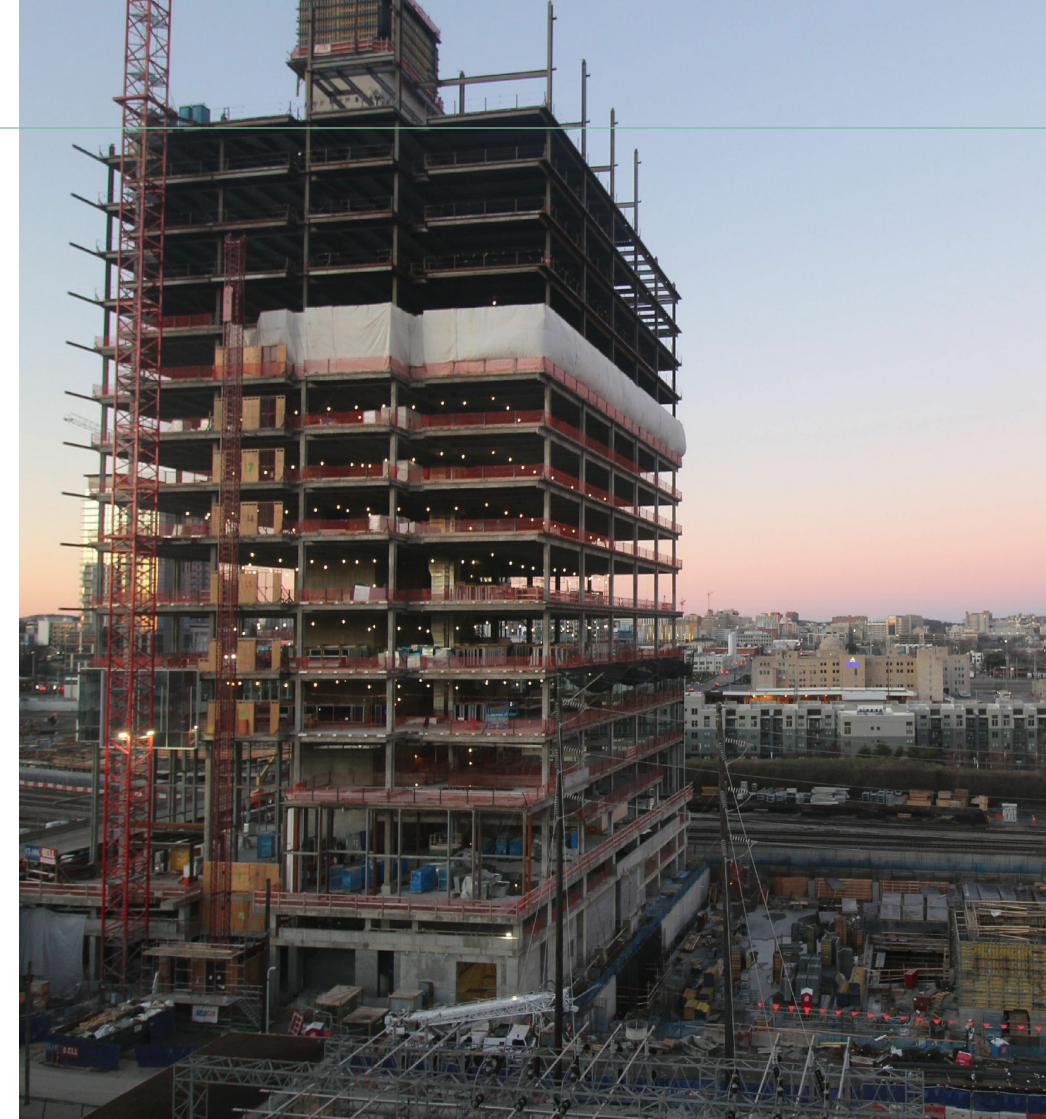
The project team currently in place at Nashville Yards includes many who played crucial roles on Clark's previous Nashville projects. Bruce Crane, a senior superintendent, worked on Music City Center; Chris Cronin, a construction executive, completed the Vanderbilt project. With successful Nashville projects under their belts, both Crane and Cronin bring a sizeable amount of regional knowledge to the Nashville Yards project.

Tom Bowles, a senior superintendent who came to Nashville after delivering the McCormick Place Marriot Marquis in Chicago



Clark/Bell completed Music City Center (left), a behemoth convention center spanning three city blocks, in 2013, and the 235,000-square-foot Engineering and Science Building at Vanderbilt University (above) in 2017. Both projects required meticulous planning and attention to detail, and were ultimately recognized with several regional and national building and design awards.

Photos by: Aerial Innovations of Tenn, Inc.



NASHVILLE YARDS

WHEN THE DUST SETTLES

3.5 million square feet of office space

400,000 square feet of retail and entertainment space

1,000 residential units

1,100 hotel rooms

in 2017, is now using his experience on major hospitality projects to lead construction efforts at the Grand Hyatt. Mike Rittenour, a 17-year Clark team member, is applying his extensive office building experience as lead superintendent on the Parcel 4 office tower.

For Zach Zelms, joining the Clark team in Nashville two years ago was an easy choice to make. Now, Zelms is the project executive leading work on the Parcel 4 office tower – and couldn't be more pleased with his decision. "The Nashville Yards project was something I really wanted to be a part of," said Zelms. "Nashville has been a great place to work, and the team Clark has assembled here is world-class."

"The team here loves being in Nashville," said Lamson. "There's incredible growth happening here, both for Clark and the city, and being a part of that growth has been a tremendous source of pride for the team."

With a deep understanding of the Nashville market, the Clark team is utilizing its past successes to drive engagement with clients looking to capitalize on the region's substantial economic growth and construction boom.

"Clark has a wonderful history here that we are extremely proud of," said Lamson. "The last decade has just been the beginning. We have a bright future ahead of us in Nashville." ■



Top: The Parcel 4 office tower will include 550,000 square feet of office space. Bottom: Designed by HKS, the Grand Hyatt will feature 591 guest rooms.

Rendering courtesy of HKS.

15,000 new jobs created

\$2 billion annual economic impact

Healthcare Projects Delivered Across the County

It was a busy holiday season for healthcare projects as teams delivered new facilities from coast to coast.

In Palo Alto, California, just before Thanksgiving, medical staff at Stanford Health Care moved patients into the recently completed **New Stanford Hospital**. The 824,000-square-foot facility includes 368 private rooms and 20 state-of-the-art operating suites, and, as the only Level 1 trauma center between San Francisco and San Jose, has nearly doubled its emergency department capacity for adult and trauma patients. Clark delivered the new hospital, which was designed by internationally recognized architect Rafael Viñoly Architects, in a joint venture with McCarthy Building Companies.

On the other side of San Francisco Bay, the design-build team of Clark Construction and SmithGroup delivered the final phase of the 592,000-square-foot **Highland Hospital** project to Alameda County. Lasting over a decade, the three-phase project included a nine-story, 169-bed acute care tower, a new entrance and one-acre courtyard for the hospital, and an 80,000-square-foot outpatient and specialty care center.

Taking a turn south, in El Paso, Texas, another joint venture of Clark Construction and McCarthy Building Companies reached substantial completion on the 1.1-million-square-foot **Fort Bliss Replacement Hospital** in December. The healthcare campus consists of a seven-story replacement hospital and five supporting buildings, including an

in-patient clinic, out-patient clinic, administrative building, clinical investigation building, and central utility plant. The campus also includes evidenced-based design elements such as an outdoor amphitheater space, meditation gardens, labyrinth, and desert landscaping. Owner-furnished equipment is starting to arrive and will be closely followed by activation to reach the hospital's opening in late 2020.

On the opposite side of the country in Bethesda, Maryland, Suburban Hospital, part of Johns Hopkins Medicine, welcomed the new year with dedication celebrations in January for their new 300,000-square-foot, five-story

addition. Known as the **North Building**, the facility features 108 private rooms – a change from the hospital's prior configuration of semi-private rooms. The addition, designed by Wilmot Sanz, also features two catheterization labs and 14 advanced operating suites, all of which have built-in flexibility to accommodate technological advancements in the future, including intraoperative imaging and robotics. The North Building opens in March 2020. ■

Clockwise from top: The Fort Bliss Replacement Hospital reached substantial completion in December; Suburban Hospital celebrated the ribbon cutting of the North Building in January; The final phase of Highland Hospital was delivered to Alameda County.



Photo by: Brian Haux, Skyhawk Photography



Photo by: Anthony Washington



Photo by: Christ Chavez

Milestones

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

BREAKING GROUND

Parkline Chicago

Clark joined Mocerri + Roszak to break ground on Parkline Chicago, a new 295,000-square-foot residential building project in the Loop. Once complete, this amenity-rich 25-story tower will include 214 residential units, two floors of parking, and two floors of amenity space.

UNDERWAY

San Francisco Traffic Company and Forensic Services Division Facility

The team building the San Francisco Traffic Company and Forensic Services Division Facility recently completed steel foundation work. Clark is constructing a 90,000-square-foot crime lab and motorcycle police facility to further San Francisco's efforts to improve disaster readiness. This three-story facility will feature administrative, conference, and office space, as well as labs, a firearm testing facility, and motorcycle parking.

TOPPING OUT

The Wilson & The Elm

The Wilson & The Elm project team recently topped out the three-tower landmark development in the heart of Bethesda, Maryland. The one-million-square-foot project is made up of an office building [The Wilson] with ground floor retail, two residential towers [The Elm] housing 456 units, and a shared above- and below-grade parking facility.

Hangar Complex at Joint Base Andrews

Representatives from the 89th Airlift Wing, NAVFAC Washington, the Joint Base Andrews Resident Officers in Charge of Construction, FSB-Pond, and trade partners joined Clark to celebrate the erection of the first steel beams at the new Joint Base Andrews hangar complex. Clark is constructing a hangar complex with an aircraft access taxiway, parking apron and engine run-up pads, and a 366,000-square-foot facility with two bays for maintenance and administrative support.

Grand Hyatt Nashville

The Clark/Bell team recently topped out the Grand Hyatt Nashville, the first project to come to life within the 17-acre Nashville Yards development. Since starting work on site in July 2018, the team has placed 2,700 tons of rebar, set 843 tons of steel, and poured 34,500 cubic yards of concrete to bring the 25-story hotel to full height. **To read more about this project, turn to page 11.**



SUBSTANTIAL COMPLETION

San Ysidro Land Port of Entry, Phase 3

The Atkinson/Clark team delivered the San Ysidro Land Port of Entry (SYLPOE) Phase 3 project in December. The project helps GSA improve the experience of travelers crossing the border and addresses increased travel delays due to traffic volume in the busiest land port in the Western Hemisphere. **To read more about this project, turn to page 8.**

Route 630/I-95 Interchange

The Shirley team recently delivered a new diverging diamond interchange at Route 630 (Courthouse Road) over I-95 to the Virginia Department of Transportation. The new interchange briefly shifts vehicles on Courthouse Road to the other side of the road on new overpass bridges, allowing drivers to merge left onto the I-95 northbound and southbound ramps without stopping at a traffic signal.

I-15/Limonite Avenue Interchange

In November, Atkinson switched traffic to its final configuration on the I-15/Limonite Avenue Interchange in Eastvale, California. The improved interchange enables the County of Riverside to accommodate increased traffic associated with new developments in Eastvale and Jurupa Valley.

Albion Oak Park

The Clark team recently delivered Albion Oak Park, a 265-unit apartment building in Chicago, to Albion Residential. The 19-story, 340,000-square-foot structure features luxury-driven amenities such as a rooftop lounge and terrace, outdoor chef's kitchen, resort-style pool, and a club room.

Legacy International Center

In December, the Clark team delivered the Legacy International Center in San Diego's Mission Valley. The 18-acre luxury resort, which features a hotel, parking garage, museum, and pavilion, hosts its grand opening event in February.





The new café has become a social hub in the office in Bethesda, Maryland.

BUILDING A BETTER WORKPLACE

THE JOURNEY TO FITWEL CERTIFICATION

Takeaways from becoming the first general contractor to achieve Fitwel Champion status

by Fernando Arias

Clark has long recognized the need to provide our teams with strategies, tools, and support to adopt and maintain healthy behaviors – after all, health and well being is vitally important to Clark’s mission of building sustainable communities.

That’s why we made it our mission to become the first general contractor to achieve Fitwel Champion status by pledging to earn Fitwel certifications for six of our corporate offices and provide best-in-class workplaces for our people. We are proud to announce that in November of 2019, we achieved this goal and certified six of our offices across the country.

Clark’s path to Fitwel certification began with an implementation team of “Fitwel Ambassadors” across the country. Throughout their yearlong journey, the team responsible for the overall strategy – and ultimate success – of this initiative, identified several factors that ultimately led to Fitwel certification for our offices across the nation. Some key takeaways include:

Creating New Policies to Support Healthier Workplace Environments.

We created two corporate policies to reinforce our commitment to team member health and well-being. An Indoor Air Quality policy is designed to continuously improve air quality by outlining procedures for building renovations and establishing guidelines for selecting furnishings that minimize off-gassing chemicals. A Green Purchasing policy provides guidelines for procuring office supplies and cleaning products with reduced environmental and human health impacts. As we learned throughout this process,

a strong relationship with building management is vital to crafting these policies.

Focusing on Communal Spaces.

We recognized the importance of communal spaces in fostering social interaction, encouraging creative problem-solving, and reducing stress. We committed to improving shared spaces in our offices – from updating kitchens with better huddle space and healthy food options, to renovating work stations and providing ergonomic furniture such as standing desks and portable foot pedals.

Incorporating and Improving Health-Focused Signage.

With new and improved signage, we’ve shown that Clark is committed to the health and well-being of our team. For example, we installed “no tobacco use” signage throughout our offices. While Clark has long been a smoke-free workplace, we have now incorporated a tobacco-free workplace policy to better address the dangers of tobacco use. Additionally, new signage in bathrooms educates our workforce on how and why effective handwashing is essential to health.

Providing a safe and healthy work environment for our teams across the country showcases our continued commitment to being a health-conscious, collaborative workplace. Now that we have delivered on our Fitwel Champion status, we look forward to serving as an advisor to clients looking to build state-of-the-art, healthy workplaces. ■



Fernando Arias is Clark’s director of sustainability. His experience in building design and construction paired with his holistic focus on the health and wellness of building occupants provides long-term operational benefits and adds value to our clients’ green objectives.

TEAMS SPREAD HOLIDAY CHEER FROM COAST TO COAST

This holiday season, our teams embraced the spirit of giving to make a positive impact on the communities in which we live and work

From packing meals for those affected by Hurricane Dorian to providing gifts to deserving families, here is a sampling of how the Clark team helped brighten the holidays for our neighbors across the country:

- More than 100 employees in our Bethesda office teamed up with The Outreach Program to pack more than 30,000 meals for families affected by Hurricane Dorian in the Bahamas.
- In Chicago, the Clark team collected gifts for families from St. Michael the Archangel Church to ensure they had a joyful holiday season.



Photo by Aleksey Kondratyev



- Our Cannon House Office Building Renewal team placed wreaths at Arlington National Cemetery to pay tribute to our fallen military heroes.
- Our Communications team visited So Others Might Eat to assemble gift boxes with winter necessities for vulnerable families in Washington, DC.
- Our Atkinson Pacific Northwest team sponsored 50 children as part of Communities in Schools of Tacoma’s Winter Wish Program to provide warm clothing for local students.
- Clark’s Irvine team hosted a Can-a-Palooza to benefit Second Harvest of Orange County. Their efforts yielded over 1,500 pounds of food donations.
- In Southern California, employees celebrated the season by hosting a toy drive in partnership with the Inglewood Police Department.
- Our Mid-Atlantic employees packed more than 800 boxes of food supplies at the Capital Area Food Bank to support senior citizens in the Washington, DC area.
- Our Human Resources team in Bethesda partnered with the local YMCA to build bicycles for boys and girls in need.
- Our Operations Finance team in Chicago volunteered their time sorting clothing donations and stocking shelves at the local chapter of Catholic Charities.



FIVE NAMED TO TOP YOUNG PROFESSIONAL LISTS

Several Clark employees were named to regional Top Young Professionals listings by Engineering News-Record (ENR). The annual lists honor individuals under the age of 40 who have built extraordinary industry careers; judging criteria includes industry expertise, leadership, and community service.



Mannie Barnes, Construction Manager
ENR Northwest

Mannie started with Atkinson as an engineer in 2006 and has played a role in delivering some of the most complex highway and bridge infrastructure projects in the Seattle metropolitan area and downtown Los Angeles. He has completed more than \$785 million in alternate delivery infrastructure projects. Mannie is currently managing construction on the I-5 Steilacoom-DuPont Road project.



David Barritt-Flatt, Director, Client Service
ENR MidAtlantic

David has made significant contributions in diverse areas of the organization throughout his 14-year career with Clark, including construction management, real estate development, and research and development. As director of client service, David leads a team that is enhancing the client experience with Clark throughout a project lifecycle.



Brandon Dully, Vice President
ENR Northwest

Brandon has nearly twenty years of heavy civil construction industry experience building bridges, highways, piers, wharfs, and other marine structures. Known for his leadership in emergency response projects, Brandon managed Atkinson's efforts following the I-5 Skagit River Bridge collapse, including disaster response, emergency traffic control, NTSB investigations, and design coordination with WSDOT.



Jamie Gilman, Vice President
ENR California

Jamie has overseen several projects throughout Northern California, including the Bowles Hall Renovation at UC Berkeley and 150 Van Ness in downtown San Francisco. She currently leads renovations at San Francisco Airport's International Terminal Building and the project development and delivery phases of the UC Hastings 198 McAllister Housing Campus Housing project.



Tim Lamson, Vice President
ENR Southeast

Tim has led the delivery of high-profile projects across the eastern half of the United States, including the McCormick Place Marriott Marquis in Chicago, CityCenter DC, and the University of Connecticut Ambulatory Care Center. He is currently overseeing construction of the Grand Hyatt Nashville and Nashville Yards projects, as well as pursuing new opportunities in the Nashville market.

MEGAN CALHOUN RECOGNIZED AS OUTSTANDING WOMAN IN CONSTRUCTION



Vice President Megan Calhoun was recently named an Outstanding Woman in Construction and Design by the Los Angeles Business Journal. The annual listing highlights trailblazing female leaders who have excelled in the industry.

Megan leads project development strategy and execution for Clark projects throughout Southern California and has supported the pursuit and preconstruction efforts of projects including Ventura County Medical Center, the Los Angeles Federal Courthouse, and Long Beach Civic Center. She is now leading project development efforts for the Cedars-Sinai Marina Del Rey Hospital project and pursuing healthcare projects throughout California. ■

CLARK HONORED AS TOP PHILANTHROPIST

Clark was named to the Top Corporate Philanthropists in DC list by the Washington Business Journal. Each year, the publication highlights companies throughout the metropolitan area for their commitment to helping others in the region.

In 2019, more than 2,000 Washington-area Clark employees collectively logged 9,500 community service hours with organizations like the Susan G. Komen Foundation, DC Building Industry Association, Miriam's Kitchen, Team River Runner, and many more. Clark donated more than \$2 million to nonprofit organizations in the region in 2019. ■

SAMEER BHARGAVA RECEIVES C-SUITE AWARD

Sameer Bhargava, Clark's chief financial officer and executive vice president, was recently named a 2019 Washington Business



Journal C-Suite Awards recipient. The C-Suite Awards recognize the region's top executives who have demonstrated vital leadership and business savvy while guiding their businesses to success.

In his role as CFO, Bhargava is part of the executive team responsible for the company's overall growth and financial health. He provides leadership for the company's financial activities, as well as corporate planning, strategy, innovation, risk management, and information technology functions. Bhargava also oversees Clark's Strategic Investment

Committee, a cross-functional group of employees dedicated to supporting the company's innovation efforts.

"In all that he does, Sameer drives for excellence. His innovative and diverse approach has enhanced our service to our clients and community, positioning Clark for continued success," said Robert Moser, president and chief executive officer of Clark Construction.

Bhargava received the honor in Washington, DC during the 2019 CEO of the Year & C-Suite Awards Gala in December. ■

CLARK CONCRETE LEADER CHOSEN TO REPRESENT INDUSTRY ASSOCIATION

Assistant Superintendent Keila Lombardo was selected to represent the American Concrete Institute at the Emerging Leaders Alliance conference, which brings together young professionals across the country for advanced leadership development. "It's our responsibility as leaders in our industry to teach the next generation and foster their growth to

reach their highest potential. It's the only way that we can evolve and innovate for the changing world we live and work in," said Lombardo. Keila joined Clark in 2015 and is currently on a safety rotation at The Wilson and The Elm project, a three-tower mixed-use development in Bethesda, Maryland. ■



Keila Lombardo, third from the left, at the Emerging Leaders Alliance conference.

CLARK FOUNDATIONS CELEBRATES 500,000 HOURS WITHOUT LOST TIME INCIDENT

Clark Foundations is celebrating two years of work without an OSHA lost time incident. The team launched a series of initiatives to spotlight imperatives in employees' daily work such as training videos and foreman recognition programs; encouraged advanced rigging classes; raised attention to hand safety; and launched the 20/20/20 situational awareness campaign that encourages craftworkers to monitor their work environment by inspecting the area 20 feet around them for

20 seconds every 20 minutes.

Workers clocked nearly 500,000 hours on more than a dozen projects throughout the Washington, DC and Baltimore area, including Back River Wastewater Treatment Plant, Reston Gateway Towers, The Wilson & The Elm, and Medstar Georgetown University Hospital.

Embracing a culture of safety has empowered teams to confidently tackle day-to-day challenges. Arash Parham, director of Clark Foundations, remarked,

"The new initiatives and programs implemented in recent years have three critical elements in common: they are designed to increase awareness, minimize risk exposure, and provide an opportunity for teams to identify and discuss hazards."

Clark Foundations recently received the Subcontractor of the Year Award from the Associated General Contractors of Metropolitan Washington, DC. ■

NEW SENIOR LEADERS JOIN CLARK

Clark recently welcomed two senior leaders to the company.



Soledad Almaraz has joined Clark Construction as senior vice president of human resources, where she will lead day-to-day department operations, which include managing human resource business partners across the country and partnering with human resource functional area leads in talent and development, talent acquisition, and benefits. Soledad most recently served as vice president of human resources at Constellis, a global security company based in Reston, Virginia. Soledad earned a bachelor's degree in psychology from the University of Virginia.



David Beck has joined Clark Construction as division president of risk management, where he will oversee insurance procurement and administration, as well as implement strategies to minimize risk on new and ongoing work. David most recently served as a litigation partner at Pillsbury Winthrop Shaw Pittman, where he primarily focused on construction and insurance matters. David earned his juris doctor from The College of William & Mary and a bachelor's degree in business from the University of Utah. ■

CHASE CENTER PROJECT RECOGNIZED FOR ECONOMIC IMPACT IN THE BAY AREA

Clark Construction, joint venture partner Mortenson Construction, and the Golden State Warriors recently earned a San Francisco Chamber of Commerce Excellence in Business Award (Ebbie) in the Building San Francisco category. This achievement, honoring brick and mortar construction projects that further local economic development, recognizes the team's work in bringing to life the Bay Area's premier sports and entertainment complex: Chase Center.

Clark's Community Affairs Director Viki Bamba Chennault joined Chase Center General

Manager Kim Stone in accepting the Ebbie Award on behalf of the entire project team.

"For Clark, the measure of success is the lasting positive impact we have on our communities, through the physical structures we build and the economic opportunities we create through the construction process," said Bamba Chennault. "Chase Center is a shining example of the game-changing results that can be achieved when clients, contractors, and city leaders join forces to maximize a project's economic potential. That's exactly what occurred on this project, and



we couldn't be more proud of the legacy we are leaving behind."

The Chamber's annual Ebbies Awards were held at the Herbst Theatre in November 2019. ■

Chase Center General Manager Kim Stone (third from left) and Clark Community Affairs Director Viki Bamba Chennault (fourth from left) accepted the Ebbie Award.

CELEBRATING FIVE YEARS OF SUCCESS AT C3M

Since its founding in 2014, C3M has delivered some of the most complex electrical systems for critical infrastructure around the United States. The C3M founding team, Chuck Tomasco, Chuck Hinton, and Mark Ketchel, note one major key to success in these first five years has been cultivating client relationships centered on mutual trust.

C3M has successfully completed the Cincinnati/Bell Connector, Oklahoma City Streetcar, BWI Checked Baggage Inspection System, WMATA Orange and Blue Line Rehabilitation, and many more projects throughout the years. The team has also earned industry recognition in 2019 from ENR MidAtlantic receiving the Project



The C3M team joins project stakeholders to celebrate the Oklahoma City Streetcar ribbon cutting.

of the Year Award as part of the CSX Virginia Avenue Tunnel Reconstruction project team as well as Specialty Contractor of the Year.

C3M's sustainable approach to managing risk has fueled its growth. The company began with 10 office staff and roughly 50 field employees. Today, 35 employees work out of four offices and 170

employees are on jobsites across the country. Looking forward, C3M recently launched its Field Development Group, which provides electricians with the necessary skills to transition to supervisory roles. The inaugural class graduates in 2021. ■

C3M was awarded ENR MidAtlantic's Specialty Contractor of the Year in 2019.



THE WAY WE WERE



IN 1969, THE UNITED STATES AND AUSTRALIA CELEBRATED THE GRAND OPENING OF THE AUSTRALIAN CHANCERY in Washington, DC. Designed by Australian architects Bates Smart and constructed by Clark, the marble structure featured Australian materials, art, and furniture. Occupying a prominent location in the nation's capital, the building was within view of the White House. In commemoration of its opening, Prime Minister of Australia J.G. Gorton wrote, "The chancery, to those who use it and to all those who pass by, will be a symbol of the friendship between the people of our two countries ... This is the road we journey along together. It is long, never-ending and often uphill. But the past we have shared in so many ways has inspired trust and affection between the people of Australia and of the United States. We face the future with a sure knowledge that these bonds will continue to strengthen in the years ahead."

Fast forward 50 years, and the team of Bates Smart and Clark is working together again on a new facility that will replace the original, while continuing to celebrate the ties between the two countries. Designed to better serve Australia's current diplomatic needs, the new state-of-the-art embassy will reflect the modern, dynamic, and contemporary culture of Australia and meet today's demands for security and environmental efficiency. ■



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