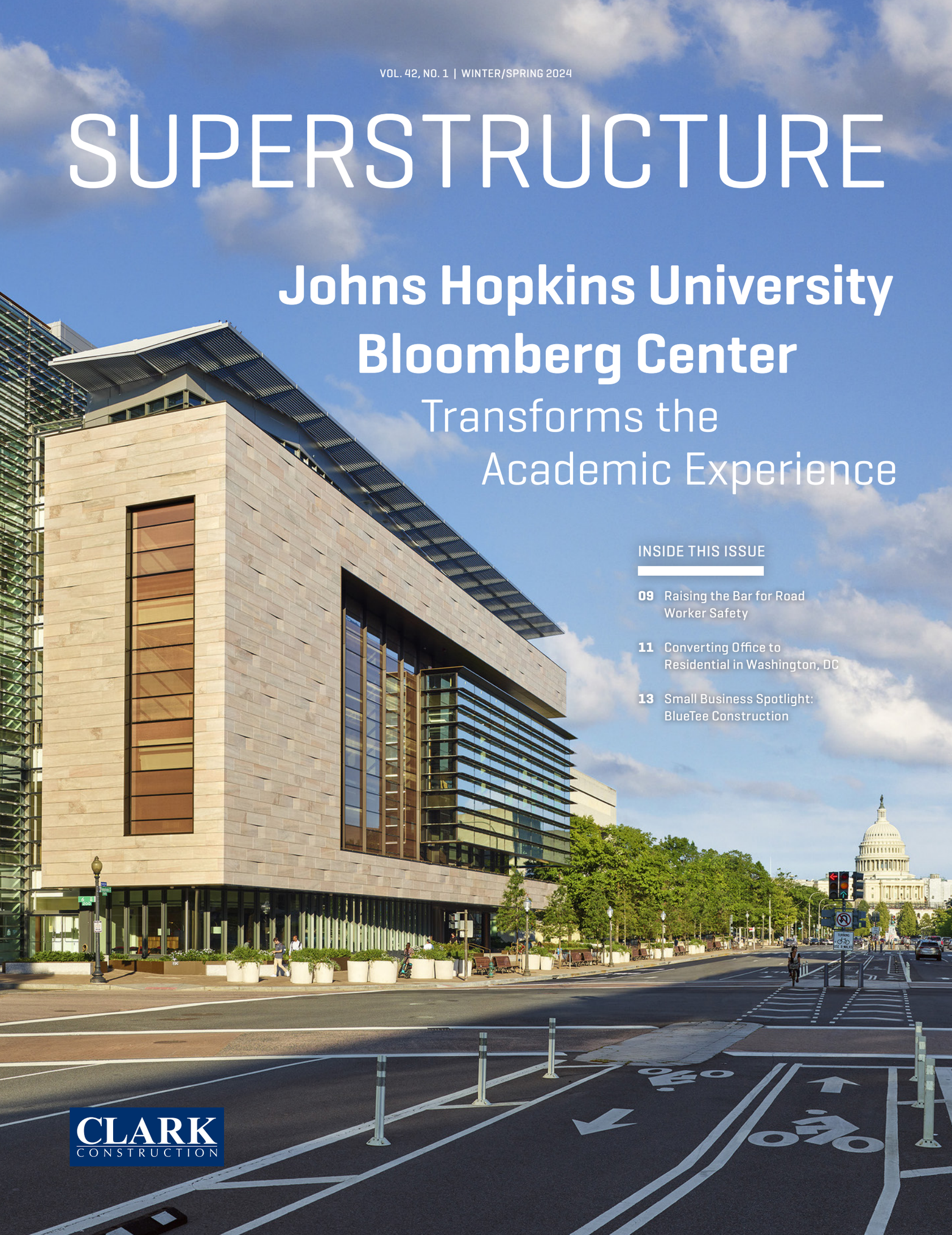
VOL. 42, NO. 1 | WINTER/SPRING 2024

SUPERSTRUCTURE

Johns Hopkins University Bloomberg Center Transforms the Academic Experience



INSIDE THIS ISSUE

CLARK CONSTRUCTION

FROM THE CEO

In this issue, we highlight several projects at educational institutions across the country, along with Clark's commitment to fostering local youth programs and small business outreach efforts in the community.

What unites these activities is their role in the pursuit of lifelong learning. From honing expertise on our job sites to fostering curiosity in schoolchildren and sharing lessons learned with business leaders in the industry, we are continually working to expand our knowledge base and helping others do the same.

At the Johns Hopkins University Bloomberg Center, our team met challenging site logistics, complicated demolition requirements, and complex interior finishes with technical skill and creative construction methods, delivering a stunning new education space that stretched our capabilities to new levels. In addition to recently topping out the University of California, San Diego Pepper Canyon West Student Housing project, we broke ground on the University of Nevada, Reno Mathewson Gateway's College of Business and on a new recreation and event center at Pepperdine University. **These new facilities ensure higher education institutions are capable of meeting the needs of the next generation of students on every front.**

In the communities we serve, our teams have been busy educating students about career opportunities in construction. From hosting elementary schoolers at our Mid-Atlantic equipment yard to inviting students at North Hollywood High School to participate in jobsite talks, **taking the time to spark interest in our industry and serve as mentors is key to growing future professionals and expanding the construction workforce.**

Clark also shares our expertise and lessons learned through our Strategic Partnership Program with small business leaders such as Jennifer Washington at BlueTee construction. **By inviting small businesses to enhance business skills and maximize growth opportunities, we are strengthening the industry's knowledge base for the betterment of all.**

Our pursuit of lifelong learning drives Clark to welcome new challenges and continually develop better solutions for our projects and people. Along the way, we are proud of our efforts to foster this growth mindset in others, uplifting our communities and industry in the process.

ROBERT D. MOSER JR.
CEO

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VOL. 42, NO. 1 | WINTER/SPRING 2024

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CLARK CONSTRUCTION

SUPERSTRUCTURE

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FEATURES

Photo by: Alan Karchmer

Photo by: Jennifer Vansteenburgh

DEPARTMENTS

ON THE COVER

The John Hopkins University Bloomberg Center project team hand-selected more than one million pounds of Tennessee pink marble to ensure the building's exterior harmonized with the neighboring National Gallery of Art.

Photo by: Alan Karchmer

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Clark Selected to Build Virginia Foundation for Public Media, Richmond Headquarters

Renderings courtesy of SMBW

Virginia Public Media has awarded Clark Construction the new Virginia Foundation for Public Media, Richmond Headquarters project in Richmond, Virginia.

The new state-of-the-art headquarters will be a five-story, 54,000-square-foot building that will include news and radio broadcast studios, podcast and music recording studios, and administrative, conference, and meeting spaces. In a separate building, ground-level retail will be attached to a five-story parking garage between the Virginia Public Media (VPM) Headquarters and retail building.

This new facility will support VPM in its mission to be a public resource for insightful programming in arts and culture, history, science, news, and education. A portion of the building, including a rooftop space, will be used for community and special events that will enrich and educate all ages.

The new audio, television, and digital production studios will expand VPM's role as a critical partner to families, educators, and caregivers in Virginia, facilitating continued access to free, high-quality programming and educational content.

In the summer of 2024, the project team is expected to break ground in the Historic Monroe Ward in the heart of downtown Richmond. The location was carefully chosen based on its community accessibility and ability to meet the technological needs of the media group.

The project team consists of SMBW as the project architect and Dunbar as the structural engineer. This project is scheduled for completion in the winter of 2025 and designed to achieve LEED Silver certification. ■

New Contracts

Across the country and in a variety of markets, Clark Construction Group and our affiliates have recently been selected to deliver a number of new projects. Our new work includes:

ROADWAYS & BRIDGES

Howard Road Utilities
Addition of new site utilities including water, sanitary, and stormwater systems with connections to all existing utilities
Location: Washington, DC
Company: Clark Construction
Client: Redbrick LMD
Designer: McKissack & McKissack and Wiles Mesch
Completion: Fall 2024

I-405 South Multi-Asset Project
Rehabilitation of 11 miles of I-405 and construction of a park-and-ride station
Location: Irvine, California
Company: Atkinson Construction
Client: California Department of Transportation
Engineer: Michael Baker International
Completion: Winter 2026

MASS TRANSIT

East Entrance to the Crystal City Metro Station
Construction of a second entrance, a new stairwell, three elevators, fare gates, ticket vending machines, attendant kiosks, and restrooms
Location: Arlington, Virginia
Company: Clark Civil
Client: Arlington County
Architect: VHB
Completion: Spring 2027

BART Accessibility Improvement Program
Rehabilitation of ramps, sidewalks, bus and passenger loading zones, handrails, wall protrusion detection, wheelchair-accessible phones, TTY devices, and elevator lobby lighting
Location: San Francisco, California
Company: Clark Civil
Client: Bay Area Rapid Transit (BART)
Architect: HNTB and FMG Architects
Completion: Fall 2024

RESIDENTIAL

600 Fifth
Repositioning of a 360,000-square-foot office building, including the addition of three floors, modern façade, rooftop, terraces, and new building systems
Location: Washington, DC
Company: Clark Construction
Client: Rockefeller Group and Stonebridge
Architect: Kendall/Heaton and Pickard Chilton
Completion: Fall 2025

Rendering courtesy of Page/Grimshaw

AVIATION

IAH Terminal B Transformation - Central Processor
Expansion of George Bush Intercontinental Airport (IAH) to include a baggage claim hall, baggage handling system, ticketing hall, security checkpoint, airline support spaces, concessions, and expanded curbside area
Location: Houston, Texas
Company: Clark Construction
Client: United Airlines
Architect: Page/Grimshaw
Completion: Summer 2026

HEALTHCARE

New Forensic Hospital at Western State Hospital
Demolition of 12 existing structures and construction of a 450,000-square-foot, 350-bed forensic behavioral health hospital and 50,000-square-foot administrative building
Location: Lakewood, Washington
Company: Clark Construction
Client: Washington State Department of Social and Health Services
Architect: HOK and architecture+
Completion: Fall 2027

WATER & WASTEWATER

RWRP Methanol Feed Facilities
Construction of a new 15,500-square-foot methanol feed and storage building at the Millard H. Robbins Jr. Regional Water Reclamation Plant (RWRP)
Location: Centreville, Virginia
Company: Clark Water
Client: Upper Occoquan Service Authority
Engineer: Jacobs
Completion: Spring 2025

Wet Weather Storage Phase 6 - Hixon Pump Station No. 1
Construction of a new combination dry weather and wet weather pump station, including a five-million-gallon, above-ground prestressed concrete storage tank, new odor control system, electrical building, and automation system to allow for remote operation
Location: Chattanooga, Tennessee
Company: Clark Water
Client: City of Chattanooga
Engineer: HDR
Completion: Spring 2026

Rendering courtesy of Kendall/Heaton and Pickard Chilton

AN ACADEMIC TRANSFORMATION

at the Johns Hopkins University Bloomberg Center

Clark transformed the former Newseum space in Washington, DC to deliver a multi-faceted academic facility that embodies Johns Hopkins University's principles of teaching

The Johns Hopkins University Bloomberg Center at 555 Pennsylvania Avenue is home to several of the university's graduate programs and serves as the university's primary Washington, DC location.

A cantilevered classroom "floats" in the atrium above a pedestrian bridge and cascading "room stair," which serves as an informal gathering space.

Photos by: Alan Karchmer

Johns Hopkins School of Advanced International Studies, as well as other graduate programs including portions of the Carey Business School and Advanced Academic Programs from the Krieger School of Arts and Sciences, welcomed students into the university's newest asset in the heart of Washington, DC this fall – the Johns Hopkins University Bloomberg Center at 555 Pennsylvania Avenue.

The complex, multi-faceted renovation of the former Newseum site was challenging at every level – from demolishing major structural components to the detailed craftsmanship showcased on the façade and interior spaces. The new facility boasts 435,000 square feet of academic, meeting, and gathering space, including 38 high-tech classrooms, a 375-seat theatre, numerous areas of group and individual study space, lounges, conference space, media suites, and several roof terraces with views of the US Capitol.

Originally designed to accommodate the Newseum's highly specialized and linear exhibit experience, the structure's transformation emphasizes flexibility, enabling spaces to adapt to the school's multiple programs and emerging pedagogies. The atrium of the building features the design's signature spaces – a unique cascading "room stair," a "room bridge," and a "beach" to encourage informal gatherings and collaboration.

SmithGroup, the architect of record, led design efforts in consultation with Ennead, the exterior architect and the firm that designed the original Newseum. In addition, Johns Hopkins University brought a third architect, Rockwell Group, onto the team to develop the vision for the interior spaces, including the building's atrium.

The structural renovation included removing large portions of four floors between levels one through six and replacing the south and east façades.

9,000
tons of concrete removed

3,500
tons of steel removed

7 MILLION
pounds of building structure jacked

A COMPLEX INTERIOR TO ACCOMMODATE DIVERSE PROGRAMS

Clark gutted and repurposed the building's interior, removed the Newseum's First Amendment façade, replaced the south and east façades of the existing structure, and reconfigured floorplates to increase the building's functional square footage. **The revitalization introduced more natural sunlight in the building's façade and modified building systems to support the university's academic efforts, sustainability goals, and accessibility.**

The structural renovation included removing over half of four large floors between levels one through six, then rebuilding structural floors at a more appropriate cadence for the new building's program. The structural revisions also included rotating the sheer core of the building by 90 degrees to support a configuration for the six-bank elevators that worked more efficiently with the new building's floor programming. The project team completed all structural renovations without crane access due to existing surrounding structures.

A "floating" cantilevered classroom above a pedestrian bridge was constructed as a distinctive element in the atrium, extending across its length. A new monumental stair vertically unites the atrium with the remaining parts of the building. In addition, a terraced amphitheater in the atrium serves as a gathering space to socialize and host discussions or performances.

Achieving this new vision for the structure required surgical precision. The team removed 9,000 tons of concrete and 3,500 tons of steel from the existing structure to make way for the new design, recycling 98% of these materials. Concurrent with structural demolition, the team successfully managed the structural refit scope, which contained 6,000 yards of concrete, 1,800 tons of new structural steel, and the jacking of seven million pounds of building structure. With little design repetition within the building, craft workers had to adapt constantly. The lack of uniformity was a unique challenge within the complicated design.

Photo by: Alan Karchmer

The building's irregular floor plan means no two floors or corridors are the same.

A WELCOMING EXTERIOR

The new design's exterior invites the community with an entry level that is visible and open to the street and reinterprets the façade and interiors to align with Johns Hopkins' institutional mission. During seven visits to the stone quarry, the team hand-selected and dry-laid more than one million pounds of Tennessee pink marble to ensure the exterior harmonized with the National Gallery of Art across the street.

To account for the weight of the new façade, installation of the limestone and curtainwall systems required "pre-loading" several of the floors with 95 totes filled with over 26,000 gallons of water for a distributed load totaling over 215,000 pounds, which simulated the weight of the applied building envelope. The construction team removed preload components as they installed equal portions of the envelope.

BUILDING ON AN ACCELERATED CONSTRUCTION TIMELINE

Construction was completed on time under an aggressive three-year schedule, with a peak workforce of 700 team members per day on site to deliver the project for the beginning of the fall 2023 semester. "This is a project that, on normal terms, would've taken an additional year to build," said Project Executive Matt Vaughn. "But given the constraints, we worked with Johns Hopkins and the design teams to create a phased design sequence that allowed us to begin demolition and construction a full year before the completion of the overall design." The project team constructed new permanent structural elements early to minimize the temporary structural support required to enable the bulk of the selective structural demolition and rebuild. Clark utilized four-dimensional scheduling in reverse to plan the work, using the building model to deconstruct existing elements and build new ones as a visualization tool while simultaneously using the software to generate a logic-based CPM schedule.

Ultimately, the effort delivered an iconic new space for Johns Hopkins that reinvigorates its prime location in downtown Washington, DC. At the building's dedication, Johns Hopkins University President Ronald J. Daniels said, "The Johns Hopkins University Bloomberg Center at 555 Pennsylvania Avenue is the physical embodiment of our aspirations for our university in this moment, in this time." ■

Top and bottom: Replacing the south and east façades brought more natural light into the interior spaces. The team hand-selected and dry laid more than one million pounds of Tennessee pink marble to achieve the desired aesthetic.

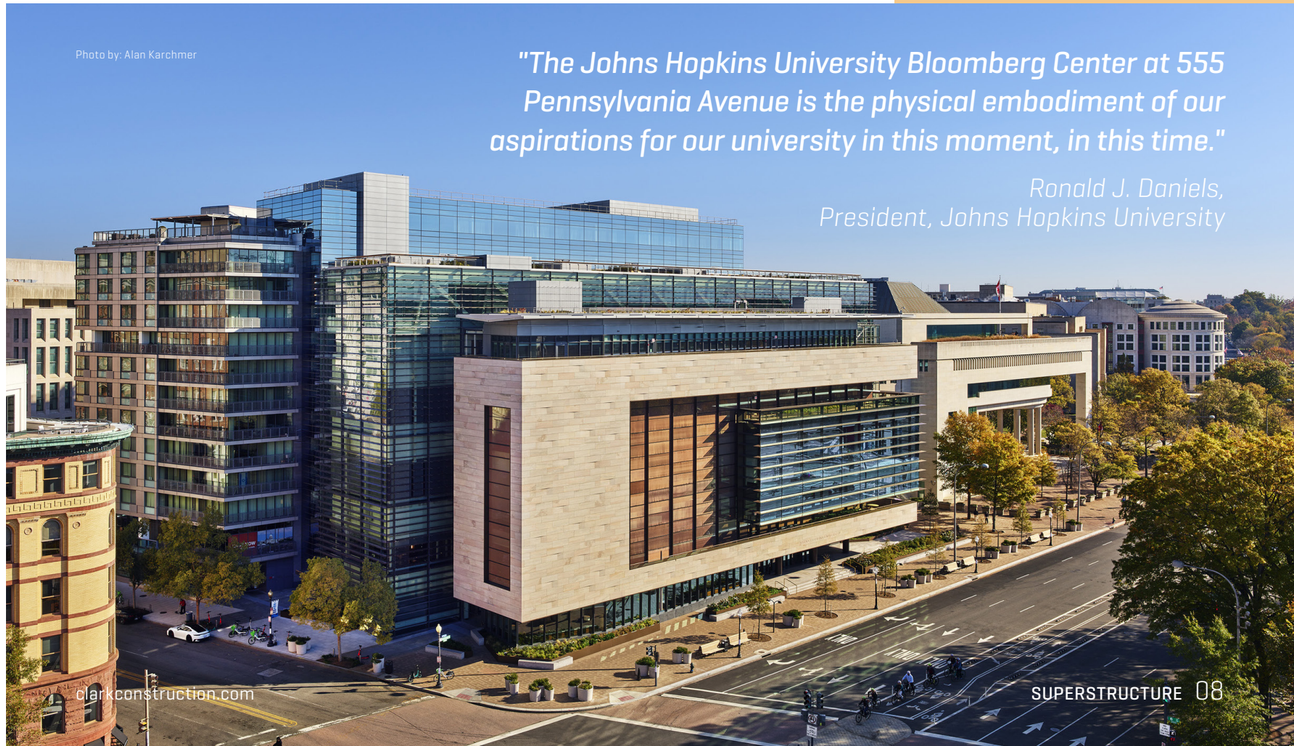


Photo by: Alan Karchmer

"The Johns Hopkins University Bloomberg Center at 555 Pennsylvania Avenue is the physical embodiment of our aspirations for our university in this moment, in this time."

Ronald J. Daniels,
President, Johns Hopkins University

Driving Change in Work Zone Safety

Photo by: Jennifer Vansteenburgh

Left: Shirley teams working on the I-495 Express Lanes Northern Extension (495 NEXT) project are protected by concrete jersey walls from vehicles driving adjacent to the work zone.

Bottom: Atkinson and the Washington State Department of Transportation test a new safety initiative on the SR 167/I-5 to SR 509 – New Expressway project, painting orange lane striping along white lane lines to test whether brightly colored paint helps improve work zone awareness.

In a country that is always striving to move forward, construction is a vital improvement method and is a common scene in our communities. Perhaps no other type of worksite has as much visibility – and interaction – with the public as road construction, with millions of motorists passing closely by road construction sites each day.

While road work sites take special care in providing high visibility barriers to create zones of protection around the men and women working to keep America moving, the vibrant shades of high visibility cones, vests, and signs alerting drivers to slow down can unfortunately go unseen, fading into the background of a daily commute.

According to the Associated General Contractors of America, 55% of contractors in 2023 reported that vehicles had crashed into their work zones during the past year. Shockingly, this number shows progress from 2022, which clocked in at an astounding 64%. It's an improvement, but far from tolerable, with less than half of work zones escaping unscathed.

All motorists have a role in promoting work zone safety and creating a slower, more attentive environment for everyone sharing the road. We can all follow simple measures that encourage greater notice of those well-established construction signals and greater consideration of the lives behind them.

RULES OF THE [WORK ZONE] ROAD:

1. Be alert for signals indicating lane closures and road work ahead.
2. Avoid distractions and give your full attention to the road.
3. Reduce your speed.
4. Pay attention to other motorists.
5. Avoid making any sudden maneuvers.
6. Yield the right-of-way to any work zone vehicles.
7. Do not brake suddenly or weave between lanes.
8. Be mindful of changing road surface conditions.
9. Maintain space around your vehicle.
10. Always be patient.

Clark, Shirley, and Atkinson are also taking major industry steps towards eliminating serious incidents within our work zones by forming the Work Zone Safety Task Force.

"With safety, we are always striving to raise the bar not only for our company but the industry as a whole," said Eric Long, Clark Construction vice president and chair of the Work Zone Safety Task Force. "This effort is the latest initiative to do just that by bringing together our resources and experts in operations, safety, risk, legal, technology, and public policy."

With a mission to enact gold standard practices and create long-lasting industry-wide change, **the Task Force is strategically reviewing and piloting measures that will enhance the safety of workers and the traveling public,** such as increasing the use of cameras to capture unsafe situations or actions, positive barrier protection, and various emerging technologies, including intrusion alarm systems and mobile barriers.

Roadways are an invaluable part of our country's transportation network, but the lives of the construction workers building them and the motorists using them are priceless. Be mindful of the role we all play in keeping them safe. ■

Understanding the Impacts of Embodied Carbon

Over the past decade, the construction industry has made significant strides in reducing greenhouse gas (GHG) emissions from the built environment by focusing on operational-energy consumption from lighting, cooling, heating, hot water, and other plug loads. But in recent years, the industry's focus has widened to include a less obvious source of GHG emissions – embodied carbon.

Often thought of as "supply-chain carbon," embodied carbon is inclusive of all GHG emissions associated with construction, including those from extracting, transporting, manufacturing, and installing building materials on site, as well as the operational and end-of-life emissions from those materials. For new buildings, the climate impacts of embodied carbon are nearly even with those of operational energy. But unlike operational carbon, embodied carbon can be more difficult to measure and track.

Through focused efforts, we have advanced our embodied carbon expertise to help our clients tackle ambitious sustainability goals while balancing building performance objectives. This includes implementing programs and processes to track and reduce embodied carbon throughout the building lifecycle.

MATERIAL IMPACTS

For many buildings, the product stage is the largest contributor to its total embodied carbon emissions. **At a project's earliest stages, our clients are seeking guidance on material selection that will minimize GHG emissions while meeting budget constraints and design intent.**

As a Pilot Partner of Building Transparency, a nonprofit organization that provides open access data and tools to address embodied carbon, we utilize the database of project-specific Environmental Product Declarations (EPDs) across all major trades, including structural materials, interior finishes, and fixtures. We also utilize Building Transparency's Embodied Carbon in Construction Calculator (EC3 tool) to assess and compare baseline carbon intensity during the early stages of projects and work with clients and designers to target and actualize carbon reduction opportunities.

Establishing an understanding of the range of potential and preferred products and materials using the EC3 tool also allows us to raise awareness and provide education in the trade contractor community, ensuring that small businesses and trade contractors are positioned to deliver on low embodied carbon commitments.

Photo by: Aleksey Kondratyev

Under the Inflation Reduction Act, projects can receive financial incentives for using low-GHG technologies or materials, like CarbonCure concrete, which was used on The Stacks, shown here.

THE POLICY PICTURE

Our professionals invest significant time in understanding continuously evolving federal- and state-level programs aimed at reducing the embodied carbon of construction materials. Underpinning these various regulations are a number of carbon accounting standards, frameworks, and voluntary labels for high performers – all of which should be taken into consideration during the early stages of a project.

One such piece of legislation is the Inflation Reduction Act (IRA), which stimulates the nation's progress toward clean energy and decarbonization by allocating more than $300 billion to climate-related initiatives. A key provision of the IRA allocates funding to various agencies for the procurement of low-GHG construction materials, emerging technologies, and sustainable practices.

In May of 2023, the General Services Administration began piloting Buy Clean Inflation Reduction Act Requirements for low-embodied carbon construction materials in government projects. With the federal government being the largest single purchaser of construction materials in the United States, the implications of these requirements will certainly be felt across the broader industry. As manufacturers and suppliers strive to increase compliant product offerings with associated EPDs to meet demand, clients in the private sector will find themselves with more abundant options on their own projects.

As we have done for nearly three decades, we are working to assist clients in successfully navigating the complex and ever-changing landscape of sustainable construction. By helping clients understand both carbon intensity and costs of designs and products, we can ultimately deliver projects that are a win-win for our clients and the environment. ■

Converting a Building's Purpose

From Office to Residential at 1425 New York Avenue

Left: The new design updates the façade with clean lines and gracious curtain wall units.

Below: Independent scaffolding systems were required for the demolition of the original interior atrium, which had irregular slab edges and a cantilevered covered roof.

Rendering courtesy of WDG Architecture

The opportunities for builders to stretch the definition of what a building can be are in no short supply. Adapting to a shifting landscape, developers are looking to reimagine commercial investments, with office-to-residential conversions the most widely discussed next step for our nation's urban cores. But the actuality of transforming a building's purpose is filled with complex considerations and intricate construction processes.

Clark, and a new Clark division, CFP, recently began renovations on Accolade at 1425 New York Avenue, NW in Washington, DC for Foulger-Pratt Development. Designed by WDG Architecture, the project team is spearheading interior and exterior structural modifications to accommodate a new building program. The 13-story, 280,000-square-foot building will consist of 243 luxury residential units, plus amenities including a courtyard and rooftop lounge.

Extensive GPR mapping outlined post-tensioned cable placement, which was painted directly onto the slabs along with penetrations and unit features.

Photo by: Jennifer Vansteenburgh

MANEUVERING AROUND POST-TENSIONED CONCRETE

Prior to breaking ground, Clark and CFP partnered with the client and architect early in project development to address the complexities associated with the conversion process itself – most notably, the substantial post-tensioned concrete within the existing structure. This effort includes the complete interior demolition to provide an open floor plate and the deployment of ground penetrating radar (GPR) to scan and document the locations and layout of post-tensioned cables.

With the majority of the building's mechanical, electrical, and plumbing (MEP) systems being replaced, the location of post-tensioned cables were systematically spray painted on floors 2-13 before being scanned into a virtual building model. The model included a buffer zone for MEP coordination and demolished interior walls. The scans were then overlaid with the architectural and MEP drawings. This process was used to validate the design for the building conversion, including slab cutbacks and modifications to the existing post-tensioned structure. It was also critical in informing MEP riser locations and unit layout within the renovated shell.

These early coordination efforts guided systematic demolition to maintain the structure's integrity and were instrumental in mitigating post-tensioned cable conflicts during construction operations and MEP installation. When crews identified design conflicts with the post-tensioned cables, acceptable alternative installations were developed for risers, equipment, and fixtures.

A TOP-DOWN DEMOLITION SEQUENCE

While conventional multifamily construction follows a bottom-up construction plan for structural phase work, this conversion required the team to de-tension cables and complete structural upgrades on the roof and 13th floor, before following a meticulous top-down sequence to grade.

Currently, crews are completing structural modifications and soft demolition as they work down through the floors of the building. This work includes the demolition of post-tensioned beams and addition of hollow structural section tubes, de-tensioning, splicing new post-tensioned cable ends, re-tensioning the post-tensioned cables in the concrete slab, and modifying the slab edges at the courtyard.

BRINGING IN THE LIGHT

A major consideration for any residential conversion is bringing light deep into the floorplates to adhere to residential building codes. In many cases, a central courtyard is cut into the building to achieve a bright, airy design for each unit. **While Accolade's existing structure already boasted a full-height, enclosed atrium with a skylight, shaping it into the ideal size to achieve the developer's vision and accommodate daylight requirements became one of the project's major challenges.**

To deliver the desired results, the team removed one of the building's southwest-facing walls, three of the six existing elevator shafts, and the cantilevered roof and skylight over the existing enclosed courtyard. The result is a U-shaped floor plan that enables all interior apartments to face an open-air courtyard and lounge. This reconfiguration is further complicated by the building's location, which abuts a neighboring residential building. To complete this work and protect the adjacent structure, independent scaffolding systems were installed to remove the skylight, slabs, and southwest-facing walls.

In February, the team reached a critical milestone with the removal of a 60-foot-long post-tensioned beam which supported the existing roof mechanical penthouse structure. After extensive engineering, problem-solving, and design coordination, the team successfully managed the design and installation of the bridge shoring system that extended 150 feet vertically to support the massive beam and roof structure. Once in place, approximately 1,000 post-tensioned cables were successfully de-tensioned to facilitate the safe removal of the beam by a roof-mounted tower crane. Completion of this milestone enabled crews to begin work on the new penthouse steel structure and slab edge reconstruction required for the rooftop and perimeter of the interior terrace.

This spring, crews will begin replacing the building's skin elements including precast, stone-clad wall panels, corrugated and perforated metal panels, stone base, fiber cement panels, spandrel glass, low-iron vision glass, and windows. Work to replace the remaining three elevators will also commence this spring.

Once complete, the new design will allow natural sunlight to reach each residential unit within the structure, reshaped from the inside-out to serve as a home for future tenants. Amenities at Accolade will include a co-working area and a rooftop amenity space boasting a sky lounge, water features, and sweeping views.

Completion is slated for fall 2025. ■

Small Business Spotlight: BlueTee Construction

During a professional development conference hosted by the Black Owner and Women's (BOW) Collective, Jennifer had the opportunity to visit the Nasdaq trading floor and see her company advertised in New York City's Financial District.

Jennifer Washington leveraged Clark's Strategic Partnership Program to establish a solid foundation for expanding her business

Jennifer Washington has always faced challenges knowing that what she learned along the way would only expand her capabilities. This mindset fueled her seemingly nontraditional path into commercial construction. By age 30, Jennifer had owned and renovated five homes. She also helped family and friends with renovation projects, which planted a seed in her mind that she could grow this emerging passion into a full-fledged business.

In 2018, Jennifer founded BlueTee Construction, which focuses on interior finishes. She spent the first year in business expanding her network and gaining exposure to the industry. Even in those early days, she aspired to build a company rooted in integrity and transparency, with superior customer service. Despite her resolve, she did not receive a single contract award that first year.

A Resilient Lifetime Learner

Jennifer focused on continuing education courses until she reached a pivotal moment. "I remember being on a break in a training class when I refreshed my email and found out that BlueTee received its first contract award for a $100,000 project. I was ecstatic. In that moment, I knew my life would change."

She walked away from that project proud of what she accomplished and empowered with important lessons learned, such as hiring for multiple skill sets and project management experience.

During this period, she discovered Clark Construction's Strategic Partnership Program (SPP). She credits SPP with enhancing her approach to estimating, identifying the best business opportunities, and positioning BlueTee for greater lines of credit. "Clark leaders have been cheerleaders for BlueTee since I enrolled in SPP. They provided a platform and connection to opportunities within the construction industry that I otherwise would not have been part of," said Jennifer.

Showing Up and Delivering

Jennifer and her team recently celebrated BlueTee's fifth anniversary. Since 2018, the company has completed more than 25 projects in various market sectors, including higher education, healthcare, commercial, and federal. Her company supported Clark in delivering Pod 6 for the Smithsonian Institution and Innovation Center at Redstone Arsenal in Huntsville, Alabama.

Today, Jennifer and her staff manage an expanding portfolio with five projects either under construction or in development.

A self-described "winner" and "finisher," Jennifer knew how important it would be to build out a team that embraced those same ideals and values. As a small business owner, Jennifer is not short on perseverance, and her employees also rally during challenging periods. "Instead of being overwhelmed, I sit down with my team, set our priorities, and come up with a manageable plan. Seeing what they've accomplished at the end of a week helps them realize that they are winners, too!"

Creating a Positive Mark on the Industry

As a native Washingtonian, Jennifer is proud of the legacy that she is building with BlueTee and its contributions to the city's rich architectural fabric and its workers. Her goals for the next decade include ramping up the company's workforce by hiring additional local, women, and minority talent and funding employee development opportunities.

Confident about BlueTee's outlook over the next decade, Jennifer remains steadfast to the pillars that brought her success thus far: operating with integrity and transparency, providing the best customer service, and consistently exceeding client expectations. While the daily responsibilities of running a successful business can often feel like managing a checklist, she is reassured that each accomplishment helps position BlueTee for greater long-term success. ■

The North Building at the UCSD Pepper Canyon West Student Housing project topped out in October 2023, followed by the South Building a month later.

Photo by: Aleksey Kondratyev

Clark Team Tops Out UCSD Pepper Canyon West Student Housing Project

In November, the Clark team at the University of California, San Diego (UCSD) Pepper Canyon West Student Housing project celebrated the topping out of the final concrete pour on the South Building roof deck. The North Building topped out in early October. To date, the project team has poured 32,000 cubic yards of concrete, placed one million linear feet of post-tensioned cable, and installed 3,700 tons of rebar.

UCSD's Pepper Canyon West Student Housing is a 580,000-square-foot student residential complex with two buildings accommodating more than 1,300 beds. The development spans six acres in the center of campus and features a unique courtyard for each building, elevated student amenity spaces, and retail spaces that will serve both the campus and broader communities who use the adjacent light rail station.

Almost 400 people, including the Clark team, trade contractors, and university representatives, attended the event. Clark Vice President Albert Valdivia and Construction Executive Mike Mossuto, along with UCSD Associate Vice Chancellor of Housing, Dining, and Hospitality Hemlata Jhaveri, shared remarks to thank the project team for their dedication and hard work.

In 2023, the team reached another significant milestone by installing the project's first bathroom and kitchen units, which are prefabricated off site and lifted to their location with tower cranes using a custom hoist basket. Prefabricating these elements increases project efficiency and quality while reducing construction waste and potential safety incidents. In total, the team will install 607 bathroom units and 165 kitchen units.

The project is slated for completion in the fall of 2024. The architect is Perkins&Will. ■

Almost 400 people, including the Clark team, trade contractors, and university representatives, attended the topping out event.

Scan the QR code to watch a video about prefabrication efforts on the Pepper Canyon project.

Milestones

Our project teams across the country recently reached some exciting milestones:

BREAKING GROUND

UNR Mathewson Gateway
Reno, Nevada
In October, Clark and Edgemoor joined partners from the University of Nevada, Reno (UNR) to celebrate the groundbreaking of UNR Mathewson University Gateway, a new 128,000-square-foot, five-story landmark for the College of Business. The building will include an auditorium, advanced technology labs, collaboration spaces, offices, a landscaped courtyard, outdoor plazas, and a café. The project is slated for completion in 2025.

The Mountain at Mullin Park
Malibu, California
Clark joined Pepperdine University representatives to celebrate the groundbreaking of the Mountain at Mullin Park, a multi-phased, state-of-the-art student hub that will transform the campus experience. The project kicked off earlier this year with utility relocation and the construction of a seven-story, 830-car parking structure. In early 2024, the project team began working on a 161,000-square-foot sports arena and events center and a 45,000-square-foot wellness and recreation center.

I-64 Gap Segment A Widening
New Kent County, Virginia
Shirley joined Governor Glenn Youngkin and representatives from the Virginia Department of Transportation, the Commercial Vehicle Training Association, and Dewberry to celebrate the Interstate 64 (I-64) Gap Segment A Widening project groundbreaking. The first of three projects designed to widen I-64, Segment A will add a third lane in both directions along a ten-mile span, and includes pavement rehabilitation and new overhead signage.

FCI Leavenworth
Leavenworth, Kansas
In November, the Clark team broke ground on the Federal Correctional Institute (FCI) Leavenworth project, which will replace the existing 126-year-old penitentiary. The project team will construct a 23-building, 630,000-square-foot medium-security FCI and federal prison camp that can accommodate up to 1,400 inmates.

UNDERWAY

Nashville Yards Parcel 3 Pinnacle Office Tower
Nashville, Tennessee
The Clark/Bell JV team recently celebrated the topping out of the class A+ office tower for Pinnacle at Parcel 3 of the Nashville Yards development. Once completed, the 37-story Pinnacle Office Tower will have over one million square feet of mixed office, retail, and amenity space.

Skymark at Reston Town Center
Reston, Virginia
In October, Clark joined BXP and craft workers to celebrate the completion of pouring 46,000 cubic yards of concrete to top out Skymark at Reston Town Center, the tallest residential tower in the Capital Region. The 40-story, 440-foot-tall high-rise will include 508 units, five above- and below-grade parking levels, and 80,000 square feet of office space.

Nashville Yards Parcel 9 Residential Towers
Nashville, Tennessee
The Clark team topped out both residential tower structures of Parcel 9 in January. The residential towers will feature 673 residential units, an outdoor pool and amenity deck, rooftop and sky lounges, and shared amenity and retail spaces.

Fuse at Mason Square
Arlington, Virginia
In November, Clark topped out George Mason University's Fuse at Mason Square, placing 2,200 tons of rebar and more than 20,000 cubic yards of concrete. With concrete work complete, workers will install more than 450 precast glass panels to create the building's iconic façade. The 345,000-square-foot digital innovation hub, slated for completion in the summer of 2024, will transform the university's landscape.

Photo by: Evan Cantwell, George Mason University

COMPLETE

Midco Arena
Sioux Falls, South Dakota
In January, Clark joined Augustana University for the Viking hockey team's first puck drop at Midco Arena. The 3,000-seat arena includes over 12 miles of refrigerant piping to create the ice foundation for the competition rink, and includes luxury suites, athletic training spaces, staff offices, locker rooms, restaurant and retail space, and support spaces.

NMCPCP Motor Control and Distribution Centers Replacement
Lorton, Virginia
In November, Clark Water finished upgrading 25 motor control centers and 18 distribution centers at the Noman M. Cole Pollution Control Plant (NMCPCP). In addition to electrical work, the scope included new structures, instrumentation and controls, process mechanical work, building services, offices, control rooms, and locker rooms.

Route 1 Widening from Featherstone Road to Marys Way
Woodbridge, Virginia
In October, Shirley joined the Prince William County Department of Transportation in celebrating the completion of the Route 1 Widening from Featherstone Road to Marys Way project. The scope improved traffic congestion by expanding Route 1 from a two-lane undivided roadway into a six-lane divided roadway, with a ten-foot-wide shared-use path and a five-foot-wide sidewalk.

MedStar Georgetown University Hospital Verstandig Pavilion
Washington, DC
In December, Clark delivered Verstandig Pavilion, MedStar Georgetown University Hospital's state-of-the-art medical and surgical facility on its Hilltop Campus. The 477,000-square-foot building features 156 patient rooms, a rooftop helipad with direct access to 31 operating rooms, and 32 exam rooms.

SOME Roberts Residences at 1515 North Capitol
Washington, DC
In October, Clark joined SOME (So Others Might Eat) and other project partners in unveiling Roberts Residences at 1515 North Capitol, a 92,000-square-foot affordable housing building in DC's Ward 5. Built for adults experiencing poverty or homelessness, the 14-story residential building includes a classroom, library, intake areas, fitness amenities, and efficiency-style units fully furnished with a refrigerator, microwave, sink, and oven.

Photo by: Cipher Imaging

Photo by: Judy Davis

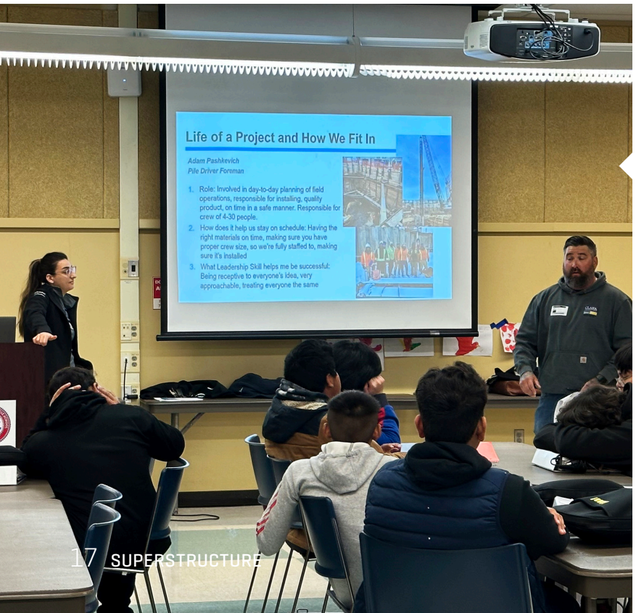
CLARK PARTNERS WITH YOUTH DEVELOPMENT PROGRAMS

Across the country, our team members mentor students, host events, and provide hands-on educational experiences and exposure to the various career paths within the construction industry. These events empower and enable the younger generations to develop the skills and knowledge they need to succeed in school, work, and life.

Photo by: Yassine El Mansouri

NATIONAL BUILDING MUSEUM PARTNERSHIP

Clark's long-standing partnership with the National Building Museum aids the institution's mission of inspiring curiosity about the world we design and build. Through exhibitions, educational programs, and special events, Clark's focus on youth engagement at the museum has taken many forms, from constructing a mini golf course to installing an indoor beach. In October, Clark participated in The Big Build. During this STEM-focused community day, children learned about various trades and how building improves communities through interactive activities and side-by-side learning experiences. Clark transformed the outside of the museum into a Truck Petting Zoo filled with construction equipment and heavy machinery — including a crane open for exploration.



THINK BIG FOR KIDS IN FAIRFAX COUNTY

Think Big for Kids cultivates partnerships between academic institutions and local businesses to introduce young people to various career possibilities. Clark joined the organization's Career Showcase in 2023. As part of the year-long partnership, team members engaged with middle schoolers across five Fairfax County, Virginia, schools to showcase the range of career paths in construction and lead students through hands-on activities that promote collaboration and demonstrate core building concepts, such as takeoffs and schedule development.

CAPITOL HEIGHTS ELEMENTARY SCHOOL VISIT

Recently, team members from the Equipment Group at Clark's Mid-Atlantic Yard visited Capitol Heights Elementary School in Maryland's Prince George's County. The team engaged students by showing them how the equipment functions with a model tower crane and teaching them about various equipment pieces, jobsite roles, and the numerous opportunities within Clark and the construction industry. The team also gifted the school a custom-made fabricated metal plate with the school logo and initials.

NORTH HOLLYWOOD HIGH SCHOOL PARTNERSHIP

During the construction of three new buildings on an active school campus, the project team at the Los Angeles Unified School District North Hollywood High School (NHHS) Modernization site invited students and teachers to monitor building operations and participate in jobsite talks with Clark professionals. To further enhance the students' experience and exposure to our industry, the ACE Mentor Program commenced at NHHS this past fall under the leadership of Construction Executive Rick Solomon.

Taking their engagement beyond the classroom, the team worked with NHHS drama teachers to teach prop building and set design and installation for the school's spring productions of *Little Shop of Horrors* and *A Midsummer Night's Dream*.

CAREER EXPLORATION DAY AT THE STACKS

Clark partnered with Spark the Journey, a Washington, DC-based mentorship program for young adults from underserved communities, to participate in Career Exploration Day in October 2023. High school and post-secondary students toured The Stacks, a 2.7-million-square-foot mixed-use development on Buzzard Point in Southwest DC and engaged with Clark team members representing various roles within the company to learn first-hand about the work on a construction site and the opportunities and career paths within the industry. ■

BUILDING WITH PURPOSE

Positively impacting our industry and communities is integral to who we are as a company. We are proud to introduce our 2023 Building with Purpose Report, which highlights our team's efforts to build what matters – in ways that matter – for our clients, our people, our industries, and the communities we serve.

Scan here to view the 2023 Building with Purpose Report.

PROJECTS RECEIVE INDUSTRY HONORS COAST TO COAST

Several industry organizations have recently recognized Clark projects nationwide with awards:

DC PRESERVATION LEAGUE AWARD FOR EXCELLENCE IN HISTORIC PRESERVATION

The District of Columbia (DC) Preservation League's Award for Excellence in Historic Preservation honors outstanding efforts to protect and enhance the District's historic buildings.

National Mall Kiosk Project
Volunteerism and Community Involvement

NAIOP DC|MD AWARDS OF EXCELLENCE

The Commercial Real Estate Development Association (NAIOP) Awards of Excellence honor outstanding achievements in the District of Columbia (DC) and Maryland (MD) real estate projects.

Armature Works
Best Master Plan,
Mixed-Use

BEST OF NAIOP NORTHERN VIRGINIA AWARDS

The Commercial Real Estate Development Association (NAIOP) Best of Northern Virginia Awards celebrate the commercial, industrial, and mixed-use real estate industries' contributions to the region.

Metropolitan Park
Award of Excellence,
Build-to-Suit Non-Institutional

Inova Center for Personalized Health Tower 8
Award of Excellence,
Capital Improvement
Non-Institutional

ABC VIRGINIA EXCELLENCE IN CONSTRUCTION AWARDS

The Excellence in Construction Awards celebrate outstanding projects built by Associated Builders and Contractors (ABC) of Virginia members.

Project Speedway
Honorable Mention,
Mega Project

BC&E CRAFTSMANSHIP AWARDS

The Building Congress and Exchange (BC&E) Craftsmanship Awards recognize outstanding craftsmanship in the Greater Baltimore area.

CFG Bank Arena
Overall Building Winner,
Clark Construction

Riverside Heavy Maintenance Building
Overall Building Winner,
Clark Construction

Cast-in-Place Concrete,
Clark Concrete

CMAA PROJECT ACHIEVEMENT AWARDS

The Construction Management Association of America (CMAA) Project Achievement Awards highlight construction projects that are pinnacles of excellence and innovation in the industry.

San Diego State University (SDSU) Snapdragon Stadium
Commercial/Sports/
Entertainment/Hospitality

Photo by: Quentin Penn-Hollar

AGC BUILD SAN DIEGO

The Associated General Contractors (AGC) Build San Diego Award recognizes projects that enhance the San Diego community.

San Diego State University (SDSU) Snapdragon Stadium
Unique Special Project

SCDF DESIGN AWARD

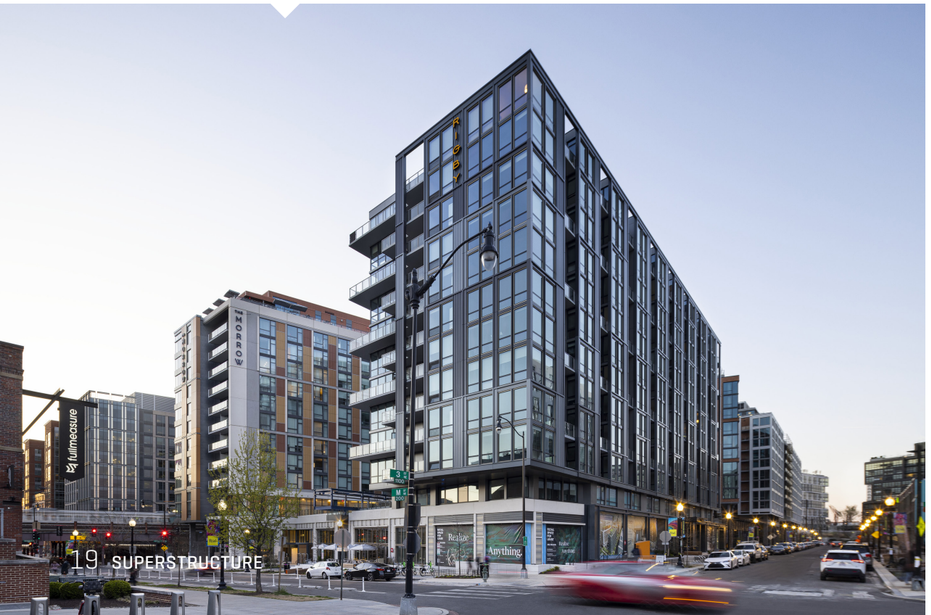
The Southern California Development Forum (SCDF) Design Awards recognize contributions and commitment to Southern California's business environment and communities.

Orange County Museum of Art
People's Choice,
Civic and Cultural

LABC ARCHITECTURAL AWARDS

The Los Angeles Busin'ess Council (LABC) Architectural Awards celebrate projects embracing innovative design standards to enhance the Los Angeles area landscape.

Orange County Museum of Art
Beyond LA



BARBARA WAGNER NAMED DBIA FELLOW

We are pleased to announce that the Design-Build Institute of America (DBIA) has honored Executive Vice President Barbara Wagner as one of the three industry leaders joining the 2023 College of Fellows.

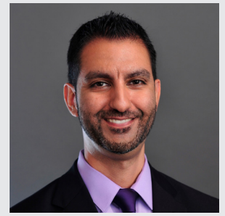
In 2018, DBIA established the College of Fellows to recognize the achievements of the most accomplished Designated Design-Build Professionals. DBIA Fellows must meet rigorous requirements and make notable contributions to the design-build field. Only 2% of Designated Design-Build Professionals are elected to Fellow status by a jury of their peers.

Throughout Barbara's 38-year career, she has utilized design-build best practices to help deliver some of Clark's most complex projects, including the Naval Hospital at Camp Pendleton and the Highland Hospital Acute Tower Replacement. ■

Photo by: Emil Kara

CLARK TEAM MEMBERS HONORED WITH INDUSTRY AWARDS

Several industry publications and organizations have recently recognized Clark team members for their professional achievements.



Javid Aboutorabi
Notable Leaders in DEI Award,
Crain's Chicago Business

KK Clark
Top 20 Under 40 Award,
Engineering News-Record

Emily Lucas
Young Professional of the Year,
ABC Virginia

Robin Rieck
Build Tennessee Iris Award,
AGC of Tennessee

Art Vasconcelos
Leaders of Influence:
Thriving in their 40s,
Los Angeles Business Journal

Keon West
Individual Safety Effort of a Project Superintendent,
AGC of California

BUILDERS AT HEART WITH Bob Adams

Photo courtesy of the Washington State Department of Transportation

Bob Adams, shown here at the SR 167 Puyallup River Bridge ribbon cutting ceremony, recently received a Golden Beaver Management Award, which recognizes professionals for their achievements and contributions to the heavy construction industry.

In our Builders at Heart series, we highlight the passions and backgrounds of the Clark team that allow us to tackle challenges head-on, solve complex problems, and build what matters.

We recently sat down with Bob Adams, a senior vice president who has been with Atkinson Construction for more than 50 years and recently received the Beavers' prestigious Golden Beaver Management Award. The Beavers is a community of heavy construction industry professionals promoting goodwill and recognizing outstanding skills and integrity.

"Construction is not just about building projects; it's about fostering relationships, effective communication, and problem-solving."

Tell us about your background.
Growing up in the Puget Sound area, I graduated in 1970 from the University of Washington with a degree in mechanical engineering and immediately joined Guy F. Atkinson Construction. Fast forward 53 years, I am an experienced member of Atkinson's team.

I have contributed to exciting global projects and played a pivotal role in noteworthy projects like the Guri Hydroelectric Dam project in Venezuela and the Mica Dam project in British Columbia.

As a project executive, I've advised more than 100 Atkinson projects in the Pacific Northwest. I have served on committees for the Associated General Contractors of America, Washington State Department of Transportation, and Sound Transit. I'm proud to have contributed to the industry's growth and development.

What brought you to Atkinson?
Back then, I was drawn to the challenge of developing specialized mechanical equipment for hydroelectric dams, and Atkinson presented an opportunity that aligned perfectly with my goals.

As the years unfolded, Atkinson became more than just a workplace – it became a platform for me to leave a lasting impact on the heavy civil construction industry.

What do you like most about working at Atkinson?
It's all about the people. I enjoy the culture and the commitment to excellence and safety ingrained in our culture. Over the years, I've witnessed a collective dedication to tackling complex projects with precision and innovation. The camaraderie and determination within Atkinson teams is inspiring and fosters an environment which values each team member's contribution. It's a combination of collaboration, challenge, and a genuine passion for constructing heavy civil projects that have made my Atkinson journey fulfilling.

What are you most proud of accomplishing, either personally or professionally?
The most satisfying part of my career has been my capacity to bring together high-performance teams of construction professionals capable of constructing complex heavy infrastructure. Their accomplishments surprise me every day. It revolves around the people involved, creating a team atmosphere, and flourishing meaningful conversations.

What advice do you have for someone looking to start a career in construction?
Cultivate a solid foundation of knowledge and skills in your chosen field. Develop a strong work ethic and genuine passion for the field and embrace every opportunity for hands-on experience. Seek opportunities to learn from experienced professionals, take note of their insights, and allow them to guide you through the industry's nuances. Construction is not just about building projects; it's about fostering relationships, effective communication, and problem-solving. Be adaptable and open to learning from successes and setbacks; these are stepping stones for a resilient career. With dedication, a thirst for knowledge, and a commitment to excellence, your journey in construction can be both fulfilling and enduring. ■

To read more profiles of the individuals who make up the diverse Clark team, scan the QR code.

In 1986, Atkinson completed the Guri Dam and Powerhouse, located on the Caroni River, Venezuela. At the time of construction, it was the world's largest dam.

THE WAY WE WERE

EVIDENCED BY CLARK'S RECENT PROJECTS, including the Johns Hopkins University Bloomberg Center and Accolade, repurposing buildings requires not only the ability to share in a client's vision, but also the expertise to execute complex structural renovations to meet new programmatic needs.

Clark's work is informed by decades of experience breathing new life into structures, including a noteworthy project completed by the company in 1987. The National Museum of Women in the Arts in Washington, DC was originally constructed in 1907 as a Masonic Temple. The six-story structure underwent a complex renovation to create galleries, office space, and a 200-seat auditorium. Clark gutted the entire interior of the building, removing and significantly altering floors to accommodate the museum's needs. Special mechanical and fire prevention systems were also installed to maintain the stringent controls for museum exhibits. The renovation project earned numerous building excellence and craftsmanship awards, including national recognition as part of Building Design + Construction's 1987 Reconstruction Project Awards competition. ■

CLARK CONSTRUCTION

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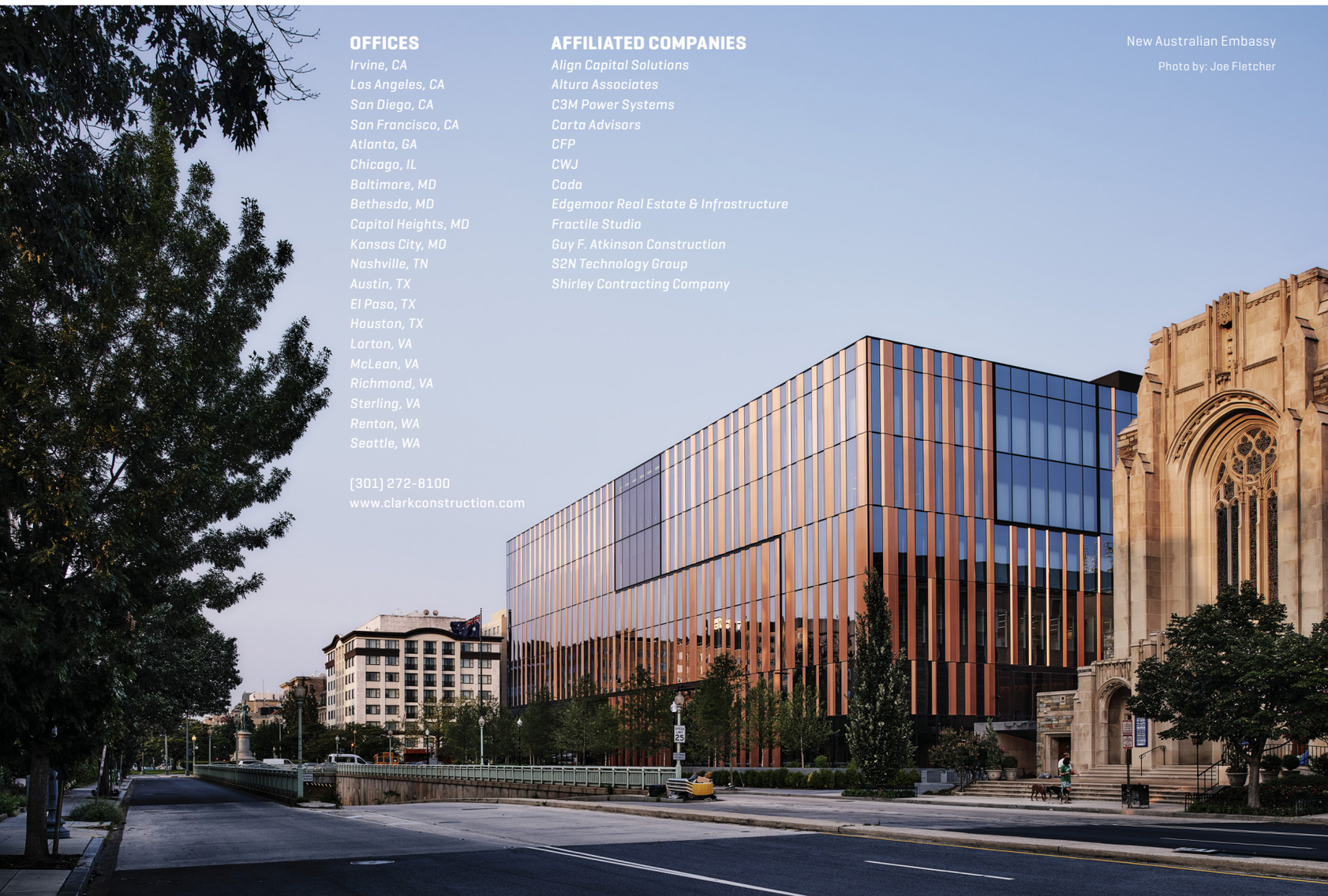

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New Australian Embassy

Photo by: Joe Fletcher