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A New Era of Teaching and Research at The George Washington University
Welcome to the New Superstructure.

We’ve redesigned our signature publication for the first time since it debuted in 1983. This new magazine format allows us to better highlight our clients’ projects and provide more information about delivering work safely, sustainably, and efficiently.

Superstructure’s look may be new, but our company’s values, priorities, and dedication are well-established. How we balance and blend the old and the new is this edition’s recurring theme.

In this issue we introduce Pulse, a new platform for preconstruction services. This application combines our front-end services and mobile technology to provide clients with instant access to project information. This is a new technology, but one borne of our long-held commitment to provide our clients with superior service.

For decades, we have asked ourselves “How can we ensure that our workforce goes home safe every day?” We have answered that old question with several new safety practices over the past few years, and are proud of the results published in these pages. The question is old, the solutions are new, and our dedication to safety remains unchanged.

This old/new dynamic also is visible in our work. New building construction opportunities return us to the Pacific Northwest and Denver for the first time in years. While on an Atkinson job site in Renton, WA, the dynamic is more literal. The team is replacing an antiquated bridge over the Cedar River with a new structure, while dodging passing Boeing 737s as they work.

At 109 years old, we are proud of our history and experience. But our success lies in embracing new technologies and practices. The old and the new.

Enjoy the new Superstructure.
Across the country, and in a variety of markets, Clark Construction Group, and our subsidiaries, have recently been selected to deliver a number of new projects. This quarter, our new work includes:

**GOVERNMENT**

Hillsborough Public Safety Operations Complex  
Construction of a 230,000 square-foot building that will consolidate several public safety functions  
Location: Tampa, FL  
Company: Clark Construction Group  
Client: Hillsborough County  
Architect: Dewberry  
Contract Amount: $156 million  
Delivery Method: Design-Build  
Completion: Summer 2016

**EDUCATION**

Vanderbilt University Engineering B Science Building  
Construction of a 240,000 square-foot laboratory and research building  
Location: Nashville, TN  
Company: Clark/Parent, A Joint Venture  
Architect: Wilson Architects  
Contract Amount: $188 million  
Completion: Summer 2017

San Diego State University Engineering Interdisciplinary Sciences Building  
Construction of a 60,000 square-foot building with teaching labs and research space  
Location: San Diego, CA  
Company: Clark Construction Group  
Client: San Diego State University  
Architect: AC Martin  
Contract Amount: $177 million  
Completion: Winter 2018

**CIVIL**

Gallows Road Improvements  
Road widening and infrastructure improvements near the client’s Inova Fairfax Hospital Campus  
Location: Fairfax, VA  
Company: Shirley Contracting  
Client: Inova Health Care Services  
Contract Amount: $77.4 million  
Completion: Summer 2015

**TRANSPORTATION**

Western Bus Maintenance Facility  
Construction of a three-building secure storage and maintenance facility for 118 buses  
Location: Manassas, VA  
Company: Clark Civil  
Client: Potomac and Rappahannock Transportation Commission  
Contract Amount: $26 million  
Completion: Spring 2017

**MONUMENTAL**

Museum of the Bible  
Renovation of a historic brick building to house a 135,000 square-foot museum space  
Location: Washington, D.C.  
Company: Clark Construction Group  
Client: Museum of the Bible, Inc.  
Architects: SmithGroupJJR, The PRB Group, CCS Partners, BRC Imagination Arts  
Contract Amount: $197 million  
Completion: Fall 2017

**NEW WORK**

Clark Expands Presence in Denver and Seattle

Though Clark has maintained a presence in the Pacific Northwest and Colorado through Atkinson, new work brings the company back to those markets as a general building contractor.

**The Confluence**

Nearly two decades after completing the Denver Central Library, a Clark project team is returning to Denver to build the Confluence, a 34-story luxury apartment building just northwest of downtown. The Confluence, named for its location near the intersection of Cherry Creek and the South Platte River, was awarded to Clark by PM Realty Group and National Real Estate Advisors.

The project team will construct the 34-story residential tower—the tallest apartment building in the city—as well as an additional six-story residential tower connected by a fifth-floor pool deck. A three-level, below-grade parking deck will be constructed below both towers using a secant pile wall earth retention system. The first 25 levels of the tower will contain studio, one bedroom, and two bedroom luxury units, while the top nine floors will be comprised of large penthouse units with upgraded finishes and direct elevator access. The façade of both buildings will be comprised of curtain wall and metal panels.

In addition to the 288-unit complex, the team will fit out a leasing office and amenity spaces, including a fitness center, conference room, aquatic lounges adjacent to the pool deck, a dog grooming studio, and an outdoor yoga lawn. The scope of work includes adding new hardscape and landscape elements that will connect the residential property with the adjacent Confluence Park.

Construction is underway and substantial completion is slated for April 2017.

GDA Architects, Dallas, is the project architect. Additional project partners include Blum Consulting Engineers of Dallas, MEP engineer, and Braddock/Davis/Drake of Dallas, structural engineer.

VA Puget Sound Healthcare System Seattle Division Building 101 MHR Facility  
A decade after completing the 14-gate South Terminal Concourse at Seattle-Tacoma International Airport, Clark Construction is returning to the Pacific Northwest. A Clark team recently worked on a project for Boeing in Renton, WA, and the U.S. Department of Veterans Affairs has awarded the company a $108 million contract to build a new 240,000 square-foot medical and research building.

The seven-story MHR building will include 203,000 square feet of space dedicated to mental health services and research, as well as administrative offices. The facility will also contain laboratory space with standard equipment. The building will be comprised of blast-protected curtain wall and metal panel façade. The scope of work also includes tying existing utilities into the new building, extensive civil grading, and hardscaping.

Stanlee, San Francisco, is the architect and mechanical engineer. Additional project partners include The Design Partnership, Oakland, architect; Degenkolb Engineers, Seattle, structural engineer; and Sparling, Lynwood, WA, electrical engineer.

The Confluence will be the tallest apartment building in Denver.
Pulse Improves Efficiency During Preconstruction

Careful planning is the foundation of a successful project. By working with our clients from a project’s earliest stage, we can frequently find cost and schedule savings and make adjustments to any potential logistical or budget constraints. Preconstruction engagement often also accelerates the transition from design to construction and increases certainty that the finished product matches our clients’ vision. Given each project’s unique development factors, diverse product options, and data-intensive deliverables, the preconstruction engagement process can be quite complex.

With these factors in mind, we have transformed our approach to preconstruction service through a new proprietary platform—Pulse. Pulse was developed by Clark’s Research and Development team in coordination with our preconstruction experts, and is now in use on more than 100 projects. Pulse is available through a secure Internet connection on any computer or mobile device, and provides immediate access to real-time project data.

Pulse’s content accessibility allows project partners to spend less time coordinating information and more time focusing on the project’s greatest needs, including collaborating on how to move forward as an integrated team. As we introduce Pulse to more clients across the country, the response is positive. Jim Klein, Vice President and Construction Executive with The JBG Companies has worked on 20 projects with Clark, including seven that utilize Pulse. The application “makes life easy,” he says. “Pulse is very user-friendly and helps us tremendously when analyzing projects.”

Of particular value, Klein notes, is having the most up-to-date data available and the ability to assign tasks to Clark project team members. While our clients have expressed consistent enthusiasm for Pulse as a preconstruction platform, we are continuing to keep an eye on the future. Our team is currently exploring extending Pulse to the construction phase, providing a single, central platform for delivery of high-level project information throughout the development life-cycle.

Safety Success: Initiatives Reduce Incidents

A year ago, a review of our safety performance revealed that hand injuries accounted for nearly one-quarter of all jobsite incidents. Our statistics also revealed that a disproportionate amount of incidents involved employees with less than 90 days of experience. We put two new initiatives in place to specifically address these issues and they have made our job sites undeniably safer for the entire workforce.

In the first full year that our mandatory hand protection policy was in place lost-time hand injuries were cut in half. From New to Blue, following the introduction of our From New to Blue program that places particular emphasis on workers in their first 90 days, incidents involving new employees fell by two-thirds. In addition, of all From New to Blue participants, just one percent were involved in a recordable incident and none experienced a lost-time injury.

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From New to Blue

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Total incident rate down 68%
January signaled more than the start of a new semester at The George Washington University; it ushered in a new era of scientific research and teaching on the school’s Foggy Bottom campus. The university’s approximately 500,000 square-foot Science and Engineering Hall opened to students on January 12, doubling the available space for a mix of disciplines and unifying researchers that were previously spread across a dozen locations.
Clark, with architect Ballinger, delivered the state-of-the-art facility that is designed and built to serve the university’s immediate and long-term needs. The building includes specialized research spaces including a greenhouse, clean room, imaging suites, machine shops, aquatics suite, and a three-story high bay materials lab with a structural strong wall and strong floor.

The Science and Engineering Hall encourages interdisciplinary partnerships and collaboration through “research neighborhoods” that locate laboratories and office space for multiple disciplines adjacent to each other around a central atrium and monumental staircase. Many research and teaching spaces for faculty and students are open and on display for observation. To enhance wayfinding, the building’s various areas are color-coded by location.

Teaching and research labs are flexible and can adapt as the university’s needs change over time.

Targeting LEED® Gold certification, the Science and Engineering Hall has abundant natural light that pours in through heat-strengthened insulating glass and a terra cotta rainscreen façade. The natural light promotes plant life inside the building. The south atria have two 25-foot ficus trees, the west atria have two 18-foot broadleaf lady palms, and the north atria and B1 level have lush green walls of climbing ivies.

Ballinger also served as the project’s structural, mechanical, plumbing, and electrical engineer. Boston Properties was the university’s consulting project manager.
ONE OF THE STRENGTHS OF OUR ORGANIZATION is consistently delivering value to our clients, as they define it. We take pride in listening to our clients’ definitions of satisfaction while efficiently managing our business so that our trade partners have an opportunity to succeed. We strive to continuously improve operations, subcontractor relations, and jobsite performance and have recently embraced Lean Construction principles and behaviors as a means to further enhance our services.

The Lean Construction philosophy stems from the objectives of a lean production system—to maximize value and minimize waste through continuous improvement. Lean Construction takes those principles and applies them to specific techniques at all phases of a project’s delivery. True to the nature of Lean, this journey is an iterative process marked by incremental improvements.

Using the principles of Lean Construction, the CHCF Stockton team maintained a fast-paced schedule while putting $3 million of work in place each day.

Embracing Continuous Improvement Through Lean

By Kris Manning
Stockton and the ARTIC projects.

to successfully delivering CHCF Lean Construction was essential for our organization. Whether collaborating with our partners, allowing them to be more productive while fostering an environment conducive to understanding the root cause of problems in order to avoid them in the future.

LEAN SUCCESS IN ACTION

CHCF Stockton

The Clark/McCarthy joint venture faced a significant challenge in delivering the 1.1 million square-foot California Health Care Facility, Stockton in just 24 months. Guided by three key partnership concepts—commitment, communication, and humility—the team devised several process innovations to maintain the project schedule.

Throughout the project, the team used Short Interval Production Schedules (SIPS) with the foremen, but recognized the need to get trade partner feedback to fully inform their schedule as they increased production to placing $3 million of work each day. With 18 weeks left in the project, the team adopted the Last Planner System, a production planning system developed by the Lean Construction Institute to produce predictable work flow and rapid learning.

To implement LPS, the team of 70 foremen from 20 trade partners assembled in one room and pushed 18 weeks of work in just one day. Utilizing all elements of the system, including milestones, phase pull, make-ready work, weekly work plan, and learning, the team developed a schedule together based upon commitments made by the foremen (the “last planners”) and Clark. In order to determine the root cause of any variations or activities that did not add value, the team reviewed the operation to identify the root cause of any variations or activities that did not add value.

True to the nature of Lean, this journey is an iterative process marked by incremental improvements within a jobsite or a shared services group.

By eliminating different types of waste and following the PDCA approach, our team completed the final weekend of work in just 48 hours.

Lean Construction was essential to successfully delivering CHCF Stockton and the ARTIC projects.
FIRST BOEING PLANES ROLL ALONG ATKINSON’S REPLACEMENT BRIDGE

On December 10, a handful of Atkinson employees paused as a Boeing 737 crossed through their project site. The event marked a significant milestone for a team that spent the past two years working on a replacement bridge for newly-built planes to cross the Cedar River. Originally constructed in 1944, the bridge allows the aerospace company to tow its 737 airplanes over the mouth of the Cedar River, near Lake Washington. Boeing transports the planes from its assembly plant to the flight line at nearby Renton Municipal Airport where they are prepared for flight. The bridge, which has carried nearly 15,000 Boeing airplanes over the years, is the only avenue for planes to travel to the airport for delivery to their customers.

With the original bridge at the end of its lifespan, Boeing contracted Atkinson to install a temporary bridge for immediate use, build a new permanent bridge, and demolish the original, all without disrupting the flow of airplanes across the river. Even during construction, planes crossed the bridge nearly every day; crews were to move equipment and clear debris for the planes’ transit on two hours’ notice. Adding to the project’s complexity, Atkinson’s team could only perform work at or below the water line between June 1 and August 15 due to salmon spawning in the river below.

The unique schedule restrictions forced Atkinson’s team to adjust their schedule, dividing the project into three seasons of work. During the initial season, they erected the temporary bridge to handle immediate airplane crossings. The following season, the team worked around the clock to demolish the original bridge and construct the replacement in the existing footprint. Four months after the second season ended, the first plane crossed the new structure.

The third and final season is underway. Atkinson is removing the temporary bridge, and will soon restore parts of the river bank and landscape the area around the newly constructed bridge. The full project is on target for a December 2015 substantial completion.

C3M POWER SYSTEMS FORMED TO SERVE GROWING TRANSPORTATION MARKET

C3M Power Systems has formed a new entity, C3M Power Systems, LLC, to self-perform power and systems construction, reconstruction, and maintenance in the transportation market. The new company will be headquartered in Prince George’s County, MD, and will compete for transportation projects across the country. C3M Power Systems will work on projects for Clark companies, as well as directly with transit agencies and for other civil contractors.

C3M Power Systems’ areas of expertise include electrical, traction power, overhead catenary, and communications and signaling systems for heavy rail, light rail, streetcar, Class 1 freight rail, and bus transit systems. As a full-service provider of transportation system work, C3M will allow Clark to better serve clients in the transportation sector and enable the company to pursue new opportunities in the civil marketplace. Clark is currently the nation’s 15th-largest mass transit and rail contractor, as ranked by Engineering News-Record.

Our team has the resources and proven industry experience to serve as a trusted partner for transportation clients across the country.”

Mark Ketchel, C3M Senior Vice President
LEED Platinum certification is a coveted status in sustainable circles. Projects that are LEED Platinum certified are widely considered the greenest in the world. Platinum is also an elite status. Just six percent of all LEED projects—about 1,650—have earned LEED Platinum. We have delivered 15 Platinum projects—nearly 10 percent of our green portfolio—on a variety of locations. Earning LEED Platinum certification is ambitious but achievable. Here are some tips and expectations for reaching for Platinum, based on our experience:

**Commit Early**
Making the decision to pursue Platinum early makes a statement about your project and your values—and also will allow more time to strategize and plan a cost-effective leading-edge sustainability approach.

**Assemble the Right Team**
Experience and integration matter. Developer, designer, and builder should work together from a project’s earliest stages and pursue every possible credit. Having the general contractor on board early will help clarify first costs and ensure timely feedback from subcontractors and vendors during the design process.

**Start with the Platinum Baseline**
There are many creative ways to earn Platinum certification, but nearly all highly-sustainable buildings share these features:
- High-performance glazing
- High-efficiency equipment
- Enhanced commissioning
- 40 percent or greater water efficiency
- 30 to 50 percent greater energy efficiency

Evaluate Credit Payback
Not all LEED credits are created equal and, since Platinum certification requires more than 80 percent of credits, not all credits offer a high return on investment. After the obvious credits are accounted for, a client should review remaining credits with the team and evaluate the cost/benefit of reaching for Platinum. While some credits may not offer a high payback, many clients consider Platinum certification its own reward.

**Building Type and Location Matter—But Don’t Disqualify**
There is a reason that many Platinum certified projects are urban core and downtown office buildings; proximity to public transportation and other amenities earns automatic credits while the more finishes and fixtures you add to a property, the more challenging sustainability becomes. But that doesn’t limit the type of project that can earn Platinum. We have worked on residential, mass transit, and mission critical projects that have each found ways to maximize sustainability.

**Not All LEED Rating Systems are Created Equal**
Most find that the earlier versions of LEED are easier to achieve higher certification levels. If a project team registered the project in an earlier version (e.g., LEED 2009), stick with it for a faster and more affordable path to Platinum.

Equal parts office building and mission critical data center, California ISO’s headquarters used a photovoltaic solar panel array and numerous water-saving features to earn Platinum certification.

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COMMUNITY CONNECTION

COLUMBIA HEIGHTS CUP A SUCCESS FOR DC SCORES

Neither rain nor cold could keep dozens of Washington, D.C., area communities, including the Clark Blue Devils team, off the pitch for the Columbia Heights Cup. This annual soccer tournament doubles as a fundraiser for DC SCORES. While Clark’s team didn’t secure the championship, the squad was integral to raising $80,000 for DC SCORES, which sponsors after-school programs for children in disadvantaged areas of Washington, D.C. The organization promotes physical fitness, self-expression, and a sense of team through a unique combination of soccer, poetry, and community service activities. Clark has had a long-term partnership with DC SCORES and recently donated $25,000 to the organization as part of our philanthropy program. DC SCORES was selected from a number of organizations whose programs demonstrate significant impact in the local community.

SUSTAINABILITY COMMITTEE LENDS EXPERTISE TO D.C. SCHOOL

The D.C. Green Schools Challenge, a partnership between the District government and the U.S. Green Building Council, initiated the Spring to Savings competition to bring real-world sustainability experience to local classrooms. Two dozen D.C. elementary schools were paired with green building professionals to find ways to save energy and increase efficiency. At the end of the month-long endeavor, the school with the largest energy reduction would be crowned the winner.

Four of Clark’s sustainability committee members teamed up with Janney Elementary School for the challenge. The team first established an energy baseline for the school’s consumption. Next, the mentors educated the students about energy usage and popular strategies to decrease usage throughout the day and during the upcoming winter break.

Over the next few weeks, Janney Elementary students posted notes on light switches as reminders to turn them off when rooms were empty. They also unplugged equipment that was not in use and distributed energy-reduction tips to teachers. The Clark mentors advised building management staff on ways to reduce overall energy costs, including a simple method of changing the HVAC system’s start time.

The students’ efforts were good enough to earn fourth place in the challenge. More importantly, they reduced their energy by 13.2 percent and, during winter break, energy was reduced by nearly 25 percent.

HOSPITAL CORPSMEN MEMORIAL REDEDICATED AT CAMP PENDLETON

A reconstructed memorial to Navy Hospital Corpsmen stands proudly at Marine Corps Base Camp Pendleton once again, with an assist from a Clark joint venture team. The Hospital Corpsmen Memorial was formally rededicated in late 2014 during a ceremony at Naval Hospital Camp Pendleton. The sculpture was originally constructed by Raul Avina, a Marine injured in the Battle of Iwo Jima who received a Purple Heart for his service. He created the monument at the age of 73, which took him two years to complete. It was originally dedicated at Camp Pendleton in 1983.

When the base’s new Naval Hospital was completed last year, attempts to relocate the monument to its new location failed. While moving the sculpture, it fractured in a number of places. Clark/McCarthy, the hospital’s joint venture design-build team, used photographs, renderings, and pieces from the original structure to rebuild the memorial.

Avina’s original concrete figures were re- cast in bronze with a dark patina applied to protect against the weather and sun. The monument, which serves to honor the service and sacrifices of Navy Hospital Corpsmen everywhere, now stands at the end of the hospital’s Medal of Honor Mall.

GOING RED

This winter we temporarily ditched “Clark blue” to support the American Heart Association’s National Wear Red Day. Heart disease is one of the leading causes of death for women across the country. Our project teams and office staff wore red to raise awareness and encourage others to take actions to live a longer, healthier life.

Clark employees on the Los Angeles U.S. Courthouse (top), in our Irvine, CA, office (far left), and the Highland Hospital Venture team. The Highland Hospital Venture project in Oakland California National Wear Red Day.

Clark Blue Devils soccer team poses after a day of competition.

Clark Western Region President and CEO, Richer de Prony (right), with Navy officials at the Hospital Corpsmen Memorial rededication ceremony.

The Clark Blue Devils soccer team poses after a day of competition.
### Clark’s Safety Recognition Program

Clark’s Safety Recognition Program honors project teams that meet our high standards for safety and foster a safe work environment. Each quarter, we recognize teams that have established a superior safety culture and have zero lost-time incidents, zero liability incident claims, and a recordable incident rate below our internal goal. If a project earns gold-level safety recognition each quarter, it is eligible for the platinum honor. We are proud to award 2014 Platinum Safety Awards to the following projects:

- **2014 PLATINUM SAFETY AWARD Winners Announced**

Clark Foundations, Clark Concrete, and our subcontractors with a dozen 2015 Craftsmanship Awards. Honored work includes:

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<thead>
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<th>Craftsmanship Award</th>
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<td><strong>Architecture</strong></td>
<td>The George Washington University Science and Engineering Hall, Clovis Community Hospital, and Hall of Justice.</td>
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### CRAFTSMANSHIP HONORED ON MID-ATLANTIC REGION PROJECTS

The Washington Building Congress recognized the high-quality work of Clark Foundations, Clark Concrete, and our subcontractors with a dozen 2015 Craftsmanship Awards. Honored work includes:

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### THE WAY WE WERE

Superstructure debuted in January 1983. In that inaugural issue, readers were introduced to CEI Construction, Inc., a nationwide family of construction and engineering companies. In a letter to readers, President and Chairman A. James Clark wrote that no matter where in the country they operated, each company was committed to providing clients with a consistent and high “standard of excellence.” Our organizational structure has changed in the past 32 years, but our commitment to our clients remains the same. Today, Clark Construction Group, and subsidiaries Shirley Contracting and Atkinson Construction, have a similar nationwide reach and are proud to carry on the standards of excellence that Mr. Clark wrote about three decades ago.