

SUPERSTRUCTURE

Setting the Stage at Washington State Convention Center

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FROM THE CEO

HOW DO YOU DEFINE MAKING A DIFFERENCE IN THE COMMUNITY? We are passionate about making a difference in the communities where we build and call home, and we feel lucky to have the opportunity to do that in many different ways.

Across the country, our teams are building institutions that will dramatically improve the lives of our neighbors. The Inova Schar Cancer Institute team in Fairfax, Virginia recently installed a 500,000-pound cyclotron into Inova's new Proton Therapy Facility. This new and exciting technology will provide cutting-edge, targeted cancer treatment to save lives.

Our teams are also delivering spaces to inspire the next generation. At universities, like the University of California, San Diego North Torrey Pines Living and Learning Community, these spaces are designed to connect interdisciplinary groups to engage and support new ideas and innovations. For cultural hubs, like the Pacific Visions Wing at the Aquarium of the Pacific or the National Air and Space Museum Revitalization, a drive to reimagine and redesign these spaces will inspire visitors to explore and understand the world around us.

Giving back is one of our highest values. That value echoes and reverberates into every corner of what we do. You'll see it in the "Why We Give Back" piece in this issue, which highlights Clark team members who volunteer thousands of hours every year to save lives as emergency responders.

In Washington, DC, our project team at CSX Virginia Avenue Tunnel demonstrated this dedication in a very real way. Late last year, a fire at the Arthur Capper Senior Public Housing Complex, located near the jobsite, made national headlines. Led by Senior Superintendent **Brian Renaghan**, Clark's team immediately sprang into action at the outset of the fire, going door to door with marines from the nearby Marine Barracks to help evacuate residents. The project team stayed through the night to support the emergency responders and displaced residents by distributing water, setting up temporary lighting, directing traffic and access to the area, and emptying their own fuel tanks to replenish the fire trucks' supplies.

Giving back is a sentiment replete within Clark as we deliver projects that will make a lasting difference in the places we call home.

- Building stronger communities.
- Building smarter communities.
- Building healthier communities.
- Building safer communities.
- Building better communities.

We build communities that will do more than just stand the tests of time – we have the honor of building communities that will thrive.

ROBERT D. MOSER, JR.
PRESIDENT AND CEO

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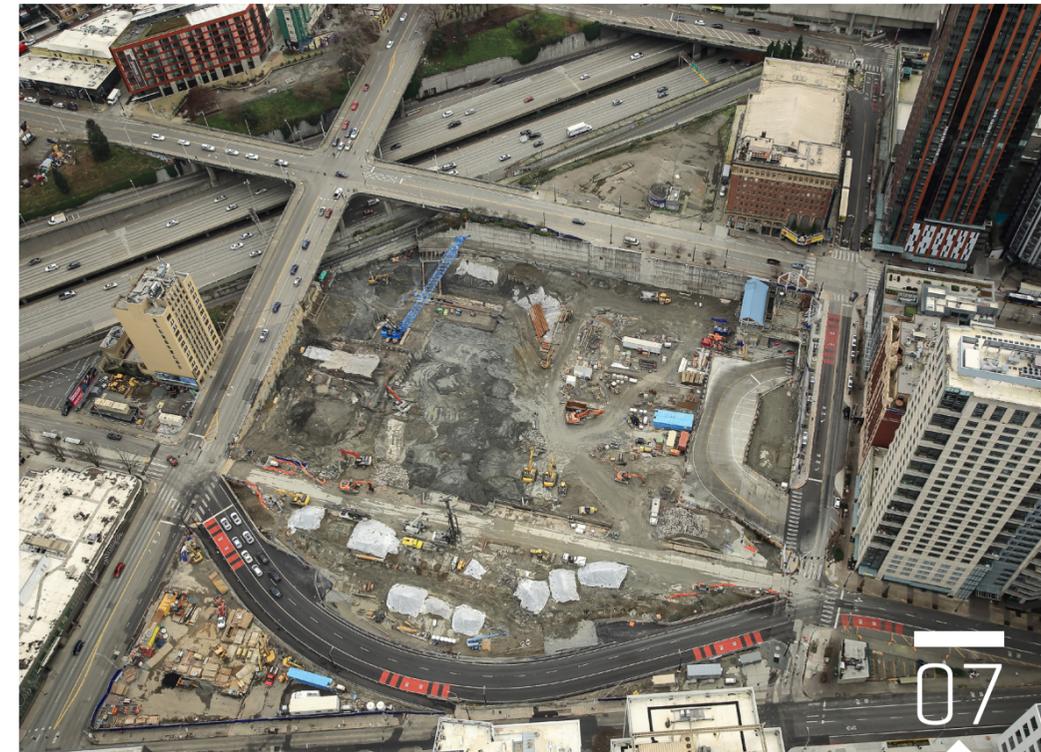
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FEATURES



Advanced Planning Efforts Underway for Convention Center Addition

Since being awarded the highly-anticipated Washington State Convention Center Addition in 2016, Clark and joint venture partner Lease Crutcher Lewis have been working hand-in-glove with project developer Pine Street Group to lead a profoundly complex planning and construction effort.



Photo by: Jeff Eward

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Opening the Door to Greater Opportunities

This year, more than 150 small, minority-, women-, and veteran-owned businesses are investing in their futures by participating in Clark's Strategic Partnership Program.

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ON THE COVER

The Washington State Convention Center Addition, freshly named "Summit," is being built on the site of the former Convention Place Station bus facility in Seattle's downtown core and is surrounded by three prominent city streets – Boren Avenue, Pine Street, and Olive Way.

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Rendering courtesy of Smithsonian Institution

An Exciting Project Takes Flight as Renovation Begins at the National Air and Space Museum

The Smithsonian has selected Clark/Smoot/Consigli (CSC) for a six-year contract to renovate the National Air and Space Museum in Washington, DC. This is the museum's first major renovation since it opened its doors more than 40 years ago in 1976. The joint venture team is comprised of Clark Construction Group, Smoot Construction Company, and Consigli Construction Company.

As construction manager-at-risk, CSC is working with the Smithsonian to remove and replace the exterior stone façade, glass curtain wall, and skylights, and will add an iconic tensile roof entrance canopy with an abstract shape of wings inspired by images of the early flying machines developed by Leonardo da Vinci. The team is updating the infrastructure of the museum's gallery and presentation spaces, replacing outdated mechanical and electrical systems, and performing other building improvements. The CSC team is

also assisting with relocating artifacts to the museum's Steven F. Udvar-Hazy Center in Chantilly, Virginia.

The joint venture team of museum builders and renovation experts provided preconstruction services including budgeting, scheduling, design coordination, and detailed planning for the renovation work. Clark/Smoot/Consigli worked with the Smithsonian to develop a phased approach that allows the National Air and Space Museum to remain operational throughout construction.

The project's first phase of gallery closures began in December 2018, marking the start of the artifact move process.

The National Air and Space Museum revitalization is Clark's 16th project for the Smithsonian. Most recently, Clark – in a partnership with Smoot – was the contractor for the National Museum of African American History and Culture, which opened in September 2016. ■

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:

RESIDENTIAL

Albion at Evanston

Construction of a 15-story, 322,000-square-foot building with 273 apartments, ground-level retail, and parking

Location: Evanston, IL

Company: Clark Construction Group

Client: Albion Residential

Architect: Hartshorne Plunkard Architecture

Completion: Winter 2020

OFFICE

Reston Gateway Buildings A & B

Construction of a 20-story office building and a 28-story office building, both of which will include retail and parking

Location: Reston, VA

Company: Clark Construction Group

Client: Boston Properties

Architect: Duda Paine Architects/Cooper Carry

Completion: Spring 2020

GOVERNMENT

P-714 Unaccompanied Housing

Construction of a 166,000-square-foot barracks capable of housing 616 enlisted military personnel at Naval Station Great Lakes

Location: Great Lakes, IL

Company: Clark/Blinderman, A Joint Venture

Client: NAVFAC Mid-Atlantic

Architect: FGM Architects

Delivery Method: Design-Build

Completion: Summer 2020

Howard County Circuit Courthouse

Construction of a 240,000-square-foot circuit courthouse that will feature courtrooms, a jury assembly area, and office space, as well as a cafeteria, fitness center, and parking garage

Location: Howard County, MD

Company: Edgemoor-Star America Judicial Partners and Clark Construction Group

Client: Howard County

Architect: HOK

Delivery Method: Public-Private Partnership

Completion: Summer 2021



Rendering courtesy of Hartshorne Plunkard Architecture

TRANSPORTATION

Western Bus Maintenance and Operations Facility

Construction of an operations and administrative building, an eight-bay bus fleet maintenance facility, and a service lane fuel/wash facility

Location: Manassas, VA

Company: Clark Civil

Client: Potomac and Rappahannock

Transportation Commission (PRTC)

Architect: Wendel

Completion: Spring 2020

I-215/Scott Road Interchange

Construction of a partial cloverleaf interchange with standard diamond ramps, hook entrance ramps, and a new overcrossing

Location: Riverside County, CA

Company: Atkinson Construction

Client: County of Riverside Transportation Department

Completion: Spring 2020

HEALTHCARE

Cedars-Sinai Marina Del Rey Hospital Replacement

Construction of a 160-bed, 325,000-square-foot, state-of-the-art replacement hospital

Location: Marina Del Rey, CA

Company: Clark Construction Group

Client: Cedars-Sinai Medical Center

Architect: HDR

Completion: Winter 2023

WATER

Central Water Integration Pipeline Segment 5-1

Construction of 10,500 lineal feet of 54-inch steel pipe water main

Location: San Antonio, TX

Company: Atkinson Construction

Client: San Antonio Water System

Completion: Spring 2020



Rendering courtesy of HOK

Clark Becomes First General Contractor to Adopt Fitwel Champion Status

In November, Clark announced it has become a **Fitwel Champion**, further solidifying its commitment to the health and well-being of its employees and to building sustainable communities.

Initially developed by the United States Centers for Disease Control and Prevention (CDC) and the General Services Administration (GSA), Fitwel is an evidence-based healthy building certification that assesses building and workplace features – like the design of stairwells and outdoor spaces, proximity to public transit and fitness facilities, indoor air quality, and healthy food standards – against a baseline of criteria that create a health-promoting environment.

As a Fitwel Champion, Clark will implement Fitwel best practices that support the physical, mental, and social health of its employees across many of its corporate offices, with the goal to achieve certification in 2019.

In addition to certifying its own offices, Clark will continue to advise its clients on

“We are excited to leverage the Fitwel platform to provide a healthier workplace environment for our employees while also serving as a knowledgeable advisor to our clients based on firsthand experience with the certification program.”

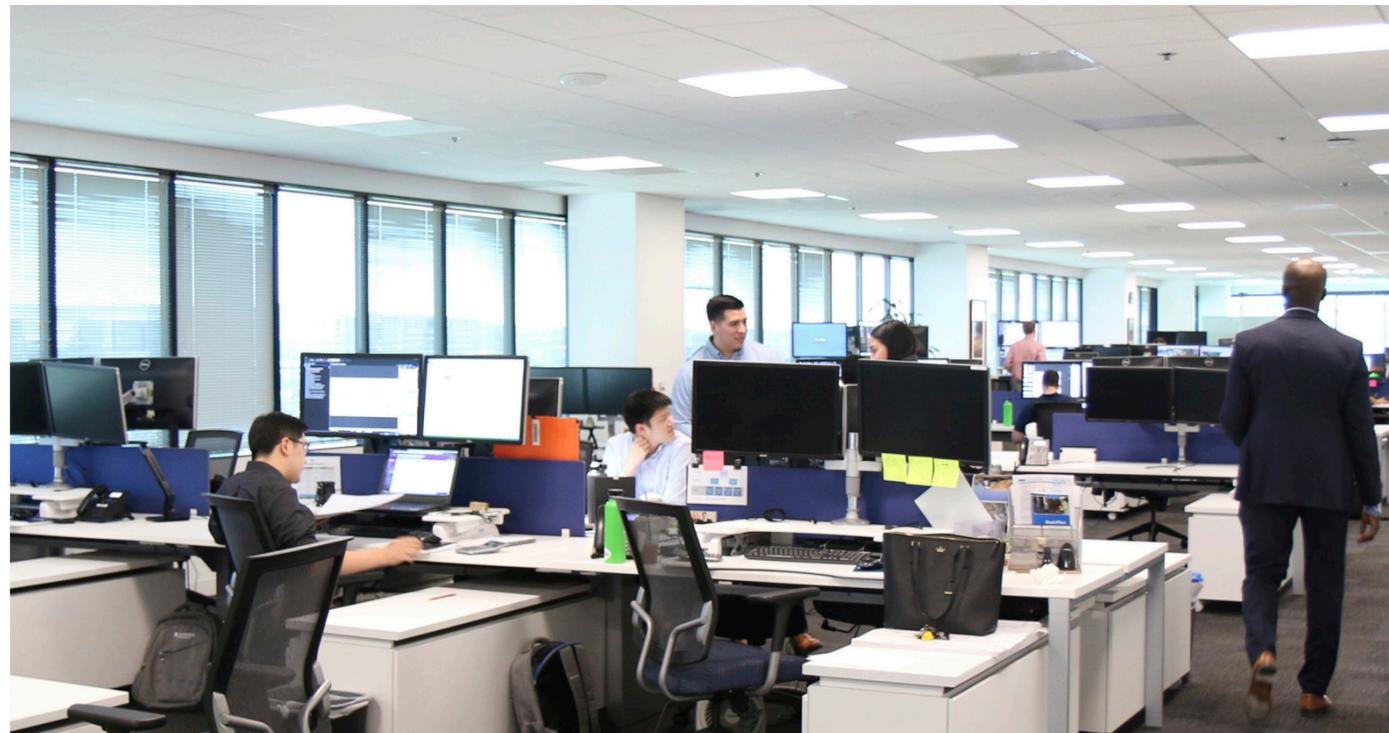
Chip Hastie, Executive Vice President of Project Development

the benefits of healthy buildings to both owners and tenants. Studies show that owners investing in healthy buildings see reduced operating costs, lower vacancy rates, and higher tenant retention while occupiers of green and healthy office buildings report improved productivity due to lower staff turnover, fewer employee sick days, and a decrease in employee absenteeism.

“Our clients have shown increasing interest in the nexus between building design and

workforce performance,” says Chip Hastie, executive vice president of project development. “We are excited to leverage the Fitwel platform to provide a healthier workplace environment for our employees while also serving as a knowledgeable advisor to our clients based on firsthand experience with the certification program.” ■

Clark will implement Fitwel best practices across many of its corporate offices, including the Irvine office pictured below.



Fire department volunteers visited The Boro as part of the project team's ongoing collaboration with local emergency services agencies.

The Boro Team Collaborates with Emergency Response Volunteers on Training Session

Jack Prudence is an accounting manager in Clark's Finance Department by day, and a member of the Vienna, Virginia Volunteer Fire Department by night. It's not often that these two worlds intersect, but this fall, they did just that in order to foster a shared understanding of emergency response considerations among volunteer responders and Clark's project management personnel.

To prepare his fellow volunteer emergency medical technicians (EMTs) and firefighters to best address an emergency on a construction site, Prudence organized a training session at The Boro, Clark's 1.7-million-square-foot mixed-use project under construction in Tysons, Virginia. This training for volunteers was part of The Boro's ongoing collaboration with local emergency services agencies.

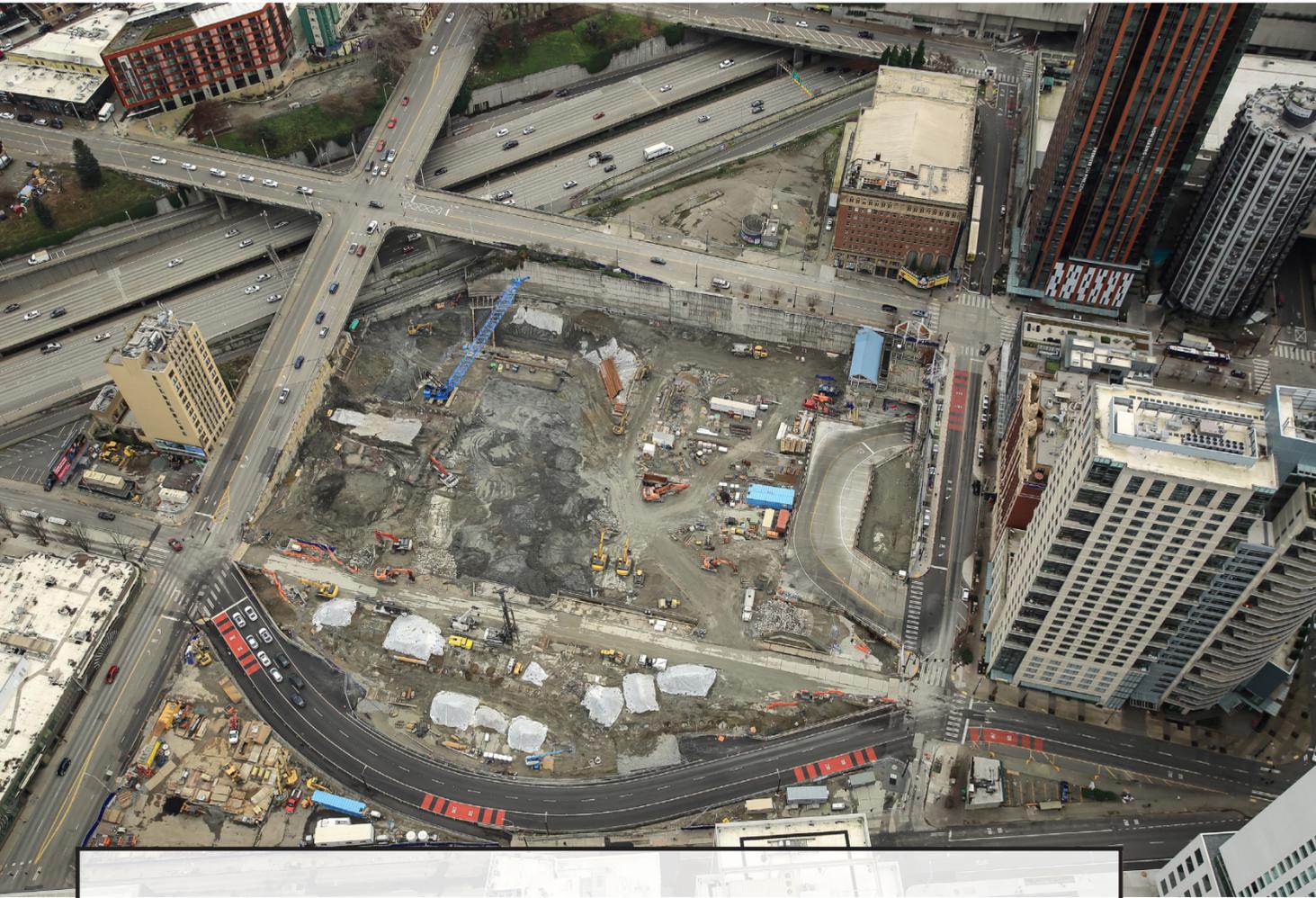
Volunteer fire departments often provide backup to other jurisdictions, so representatives from nearby McLean, Greater Springfield, and Franconia Volunteer Fire

Departments accompanied firefighters from Vienna on the site tour. Attendees observed multiple phases of construction on the project's five-story office tower and three residential towers, which range in size from 13 to 32 stories. The tour also included a visit to the ninth floor outdoor amenity space linking the residential towers to the new street constructed through the site. “Many volunteer responders have never set foot on a construction project before and it's important for them to understand the conditions they might encounter on a call,” Prudence remarked. “I'm happy to help bridge the gap.”

Kyle Leas, the safety manager at The Boro who conducted the tour, agreed. “It's critical for emergency personnel to be familiar with the unique aspects of a construction project, like how to access the site and means of egress,” he explained. “This job has four different building addresses, so grasping the layout of the project is important for

response time. We discussed the quickest routes into the buildings, and where we can accommodate their vehicles,” Leas continued. In return, firefighters shared insights on the proper storage of chemicals and flammable materials with the project team. Leas was grateful for their feedback, commenting, “it was helpful to hear their suggestions on fire prevention because they see the site from a different perspective.”

The tour also covered details such as the location of the job's sprinkler standpipe, the details of Clark's Emergency Action Plan, and a discussion of how to best transport an injured person from one of the top floors of the residential towers. “Can a stretcher fit in the construction hoist? Would a stokes basket need to be attached to a crane? It's important for us to consider these logistics,” Prudence explained. “The more familiar we are in advance with conditions we may encounter, the better we can respond.” ■



Advanced Planning Effort Sets the Stage for Convention Center Addition in Seattle

Work is underway on one of the largest and most complex construction projects in downtown Seattle's history, and Clark, along with joint venture partner Lease Crutcher Lewis, is at the helm. Situated in the heart of the city's bustling urban core, the highly-anticipated addition to the Washington State Convention Center will add 1.4 million square feet of space to Seattle's existing convention center, nearly doubling the capacity of the current facility and significantly enhancing the city's ability to attract events and visitors to the region.



The Washington State Convention Center addition will feature a ballroom, flex space with an outdoor terrace, a 150,000-square-foot subterranean exhibit hall, and three levels of garage parking. Rendering courtesy of LMN Architects

Freshly named "Summit," the addition features a ballroom, flex space with an outdoor terrace, a 150,000-square-foot subterranean exhibit hall, and three levels of garage parking. When complete, the eight-level structure will offer views of the Puget Sound and surrounding cityscape and serve as a link between the city's downtown corridor and the nearby Capitol Hill, Denny Triangle, and First Hill neighborhoods.

The Washington State Convention Center (WSCC) awarded Clark, in a joint venture with Seattle-based builder Lease Crutcher Lewis, the contract to construct the highly-anticipated mega-project back in 2016. Since that time, the team has been working hand-in-glove with project developer Pine Street Group to lead a profoundly complex planning and construction effort.

Summit is being built on the site of the former Convention Place Station bus facility and is surrounded by three prominent city streets – Boren Avenue, Pine Street, and Howell Street. While the vertical glass and steel structure is the centerpiece of the Convention Center's growth plan, it is only one component of WSCC's multi-faceted expansion program, which includes seven additional unique and significant construction operations.

Clark | Lewis was tapped to lead the coordination and execution of additional program components – termed "early projects." These projects have a substantial impact on the critical infrastructure surrounding the job, including mass transit systems, power, communications, and utilities. The successful planning and execution of these activities was necessary to enable construction efforts on the Summit addition and achieve the vision

for the overall expansion program.

While a groundbreaking in August of 2018 signaled the start of visible construction efforts, such as demolition and excavation, the Clark | Lewis team's path to construction involved an intensive 24-month-long precon-

Clark | Lewis leveraged their collective experience building in urban environments as well as the expertise of Clark's heavy civil and traction power subsidiaries, Atkinson Construction and C3M, to devise innovative solutions to plan and execute the enabling infrastructure work.

struction effort and extensive coordination with city and county agencies, including the Seattle Department of Transportation (SDOT), Sound Transit, Seattle City Light, Washington State Department of Transportation, Seattle Public Utilities, and King County Metro; it also required countless meetings, hundreds of site and traffic plan approvals, and a plethora of other critical steps to ensure the project could move forward seamlessly.

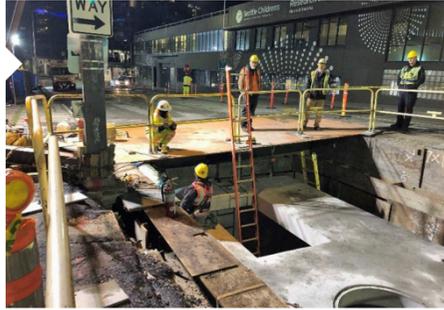
The project team's early engagement in the job, and highly-collaborative and technical approach to planning and executing the work, has ensured a safe, synchronized, and efficient start for construction operations on the convention center addition, with minimal impact to Seattle's bustling downtown corridor.

Of the various early projects that comprise the Convention Center's expansion program, those described here are particularly critical to Summit's success.

HOWELL UTILITY MAJOR PERMIT

Accounting for, relocating, and, in some instances, fortifying site utilities is a rigorous endeavor. Clark | Lewis is collaborating with the City of Seattle and its utility entities to relocate or protect critical infrastructure. Early in preconstruction, the project team conducted an extensive evaluation of existing utilities throughout the site, identifying up to 88 utility lines that traversed the property and needed to be cut and capped or de-energized. The team also identified a 24-inch storm drain jogging in and out of the site perimeter which was previously unaccounted for. They relocated the drain prior to the start of construction.

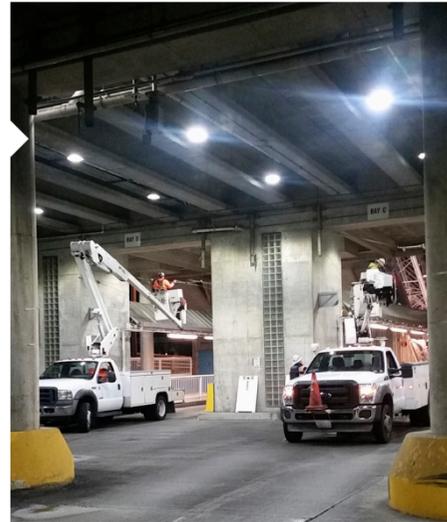
Clark | Lewis also managed months of vault conduit work and labor by Seattle City Light to pull new electrical system feeders that supply power to the surrounding area. The process began with relocating a duct bank that runs under Olive Way and installing five new electrical vaults. The team coordinated with SDOT to develop 28 different traffic control plans to support the operation in order to complete the work during non-peak traffic hours.



TRACTION-POWERED SUBSTATION

The Summit addition is replacing the Convention Place Station — a two-city-block transportation hub where buses actively taxied commuters to and from the downtown corridor. Before demolition of the bus terminal could begin, Clark | Lewis had to install a new traction-powered substation, which serves as one of the power sources for the city's electric buses. The team installed a state-of-the-art substation in the portal at the entrance of the heavily-traveled Downtown Seattle Transit Tunnel and demolished the existing power substation inside the Convention Place Station. This

operation required coordination with Sound Transit to secure track-access permits for work on the agency's light rail running through the tunnel, and a year of weekly meetings with King County representatives to develop and execute traffic control plans related to bus operations entering and exiting the tunnel.



RELOCATION OF OLIVE WAY

One of the most complex of all early projects, the temporary relocation of Olive Way was an intensive four-week sprint completed in November 2018. The roadway, which is a major artery in Seattle's downtown corridor, cut through a significant portion of the jobsite and its relocation was critical to enabling excavation and construction of a portion of the addition's loading dock; this early project also was important to pedestrians, public transit, and vehicles that heavily rely on this thoroughway.

While the relocation was originally slated to be completed in seven weeks, the team's timetable to finish the work compressed to just four weeks to accommodate the City's street and sidewalk construction moratorium during the winter holidays. The expedited move required extensive coordination with SDOT, Seattle City Light, Seattle Public Utilities, Urban Forestry, and King Country Metro, as well as the project's design and engineering teams. Clark | Lewis completed the installation of the temporary three-lane roadway in time to meet the city's deadline. Once construction of a loading dock under the existing Olive Way is complete, the road will be restored to its original location.



COMMUNICATION ROOM RELOCATION

The communication room for the Convention Place Station housed systems that operated the site and the downtown transit tunnel, including CCTV, fire alarms, building management system, and the SCADA (supervisory control and data system), which tracks city bus

movements as vehicles pass through tunnel sensors. While the systems supporting the Convention Place Station were removed, the communication room and its remaining systems had to be relocated into the Seattle Transit Tunnel portal to maintain city bus operations.

Clark | Lewis began the year-long relocation effort, which required reconfiguring sprinkler systems, relocating a guard booth, and coordinating fiber optic, radio systems, and bus trafficking systems, in early 2018 and will complete operations in March 2019.



9TH AVENUE TEMPORARY RAMP

Clark | Lewis developed an innovative, multi-phased approach to ensure city bus operations continued unimpeded following the demolition of Convention Place Station and during the first phase of construction. Their plan entailed constructing a temporary bus ramp through the jobsite with access to 9th Avenue. The ramp, which currently carries 120 buses (taking more than 800 trips) through the jobsite each day, will remain operational until March 2019, when it will be decommissioned. Clark | Lewis removed a portion of the existing traction power electrical wires, demolished medians to create new bus paths, and constructed the temporary ramp in phases to align with the project's demolition and construction activities. The precise sequencing and timing of these operations was critical to maintaining city bus operations. ■

LAYOVER LOOP STREET IMPROVEMENT PLAN

Maintaining safe and efficient city transit operations and minimizing impacts to the traveling public are major considerations on any urban construction project; the convention center addition is no exception. Convention Place Station served as the northern terminus for the Downtown Seattle Transit Tunnel and a critical hub for public transportation in the city's urban core. To close the station and begin construction on Summit, Clark | Lewis worked closely with King County and SDOT to establish a new location for bus layovers between routes on 9th Avenue, and implement a plan to maintain bus operations through the jobsite for a period of roughly eight months after construction efforts began on the addition.

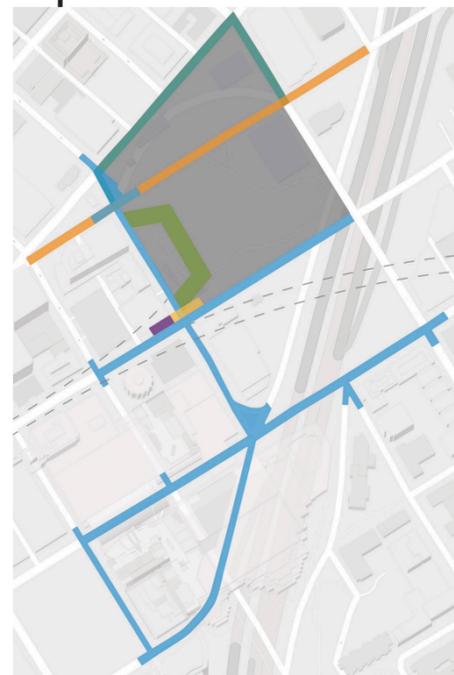
To complete the operation, Clark | Lewis worked hand-in-glove with SDOT to create and approve 130 traffic control plans, which were implemented over a 10-week period. As many as four control plans were used on any given day. The project team held numerous meetings to provide SDOT with a three-week "look-ahead" schedule for all approved traffic changes.

Summit: Site Overview

The Washington State Convention Center addition is located in Seattle's downtown core at the intersection of several distinct, urban, and rapidly-evolving neighborhoods. The project will transform the equivalent of four blocks of downtown streetscape, and will have convenient and direct connections to several surrounding neighborhoods and enhance linkages in the downtown core.

The color-coded site map shown here corresponds to the early projects highlighted in this article:

- Summit Addition
- Howell Utility Major Permit
- Layover Loop Street Improvement
- 9th Avenue Temporary Ramp
- Olive Way Relocation
- Communication Room Relocation
- Traction-Powered Substation



OPENING THE DOOR TO GREATER OPPORTUNITIES

150 Small Business Owners Enroll in Clark's 2018/2019 Strategic Partnership Program

THIS YEAR, IN CITIES ACROSS THE COUNTRY, more than 150 small, minority-, women-, and veteran-owned businesses are investing in their futures and opening the door to new opportunities through their participation in Clark's Strategic Partnership Program (SPP). The executive education program provides participants with comprehensive business and construction management skills training to increase their business acumen, prepare them to pursue future opportunities, and realize smart, sustainable growth.

Clark developed the MBA-style course in conjunction with Dartmouth College's Tuck School of Business in 2006 with the goal of building capacity within the small business community. Now in its 13th year, the program has more than 700 graduates and is positively impacting small business communities in six cities across the country, including Bethesda, Maryland; Chicago, Illinois; Kansas City, Missouri; Irvine, California; San Francisco, California; and Seattle, Washington.

The intensive training program is free to small business participants and features a comprehensive curriculum designed to give

students a solid foundation for growth. Clark's building professionals shepherd the program in each city and work alongside outside industry experts to lead in-depth classroom discussions on topics such as finance and accounting, insurance and bonding, project management, contracts, estimating, and purchasing, as well as general business competencies, such as networking and presentation skills. The curriculum is also supplemented by special workshops and extended learning opportunities.

"Professional skills training programs like the Strategic Partnership Program are fulfilling a critical need by providing access to the training, mentoring, and support emerging business owners and entrepreneurs need to be positioned for long-term success. We are excited to see this program taking off in Kansas City and are already witnessing the positive impact it is having on minority-, women-, and veteran-owned businesses in our community."

Jermaine Reed, Councilman, Third District, Kansas City, Missouri



Photo by: Jeff Evrad

One of the Capstone Project teams in a recent Kansas City SPP class celebrates after earning first place on the final project.

Doug Parrish, president and chief executive officer of San Francisco-based Red Dipper Electric is among an esteemed group of 54 Bay Area small business owners who have completed Clark's San Francisco Strategic Partnership Program. "The program delivers more than just an education, it helps small contractors establish a solid foundation upon which to build and grow," notes Parrish when asked about his experience in the eight-month course.

In addition to building business and project management competencies, the Strategic Partnership Program underscores the importance of teamwork and forming strategic relationships to strengthen competitive advantage and likelihood of success on new pursuits. The program's final Capstone Project, which requires students to work in groups to develop and present a business proposal to a panel of industry experts, reinforces just how vital collaboration and partnering are when it comes to successfully competing for new opportunities.

"I was pleasantly surprised at the way the class brought companies together," recalls Sasha Chamberlain, SPP alumni and office manager of San Francisco-based, women-owned small business BEI Steel. "A huge part of running a successful project is the ability for companies to work together and communicate. Becoming familiar with other trades and learning to work together is extremely beneficial on site, and in the office."

Anthony Arnold, owner of Kansas City-based construction firm A. Arnold &

Associates, echoed Chamberlain's thoughts. "The Strategic Partnership Program showed me how many minority-, women-, and disadvantaged firms were going through similar things and demonstrated how we could work together," noted Arnold.

Arnold's Kansas City Strategic Partnership Program classmates Jennifer Hart of Hartline Construction and Clark Parrish of Parrish & Sons Construction are a prime example of the successful outcome a strategic alliance between small firms can yield. The two business leaders met in Clark's inaugural Kansas City SPP class in early 2018 and joined forces post-graduation to pursue an opportunity with the Kansas City Area Transportation Association (KCATA). Leveraging the combined skills and experience of their firms, Hart and Parrish were successful in winning a contract to revamp 20 city bus stops for KCATA.

While completing the Strategic Partnership Program does not guarantee participants a contract on a Clark project, the class helps position small businesses for the next big opportunity. Today, scores of past graduates are leveraging the important lessons they learned during the Strategic Partnership Program to be more focused and successful in their approach to winning new work.

Project Manager Jackie Rivera, who completed Clark's program in Irvine, California, has also seen her firm, Alliance Building & Construction Services, grow and thrive since she graduated in 2016. "Alliance increased its capacity and performed painting work of nearly \$750,000 in 2017," reports Rivera.

HISTORY OF THE STRATEGIC PARTNERSHIP PROGRAM

2006

Developed in conjunction with Dartmouth College's Tuck School of Business, the Strategic Partnership Program launched in 2006 in **Bethesda, Maryland**, where more than 350 small business owners have successfully completed the course. Now in its 13th year, the Bethesda SPP is showing no signs of slowing down. The 2018/2019 cohort is comprised of 30 small, minority, women, veteran, and disadvantaged business owners.

2012

More than 110 small business owners have matriculated through SPP in **Southern California** since it launched seven years ago. That number will jump to nearly 150 when the 26 students currently enrolled in the program complete the course this spring.

2014

Clark launched its inaugural SPP class in **Chicago** in 2014, and has realized steady participation from local firms each year since. To date, 93 small business owners have successfully completed the program. This year, 28 owners and executives in the Windy City are taking their business to the next level with the support of SPP.

SPP also kicked off in **San Francisco** in 2014, and has since seen 54 Bay Area small businesses complete the program. This past September, 25 small business owners from the Bay Area began their journey to a brighter future as Clark kicked off its fifth SPP in San Francisco.



The current San Francisco SPP cohort, which includes leaders from 22 Bay Area businesses, meets each week at Clark's office on Howard Street.



One year after completing the program, Alliance also saw their bonding capacity increase from non-bondable to \$1.5 million in aggregate. The firm recently completed its first painting project with Los Angeles World Airports. "I had so much to gain from Clark's program," notes Rivera, when asked about the course. "It still remains the best experience of all construction classes and boot camps that I've been in."

"It is extremely rewarding to watch graduates leverage the knowledge and skills they've gained through the Strategic Partnership Program to be well-positioned for success in the real world," notes Wesley Stith, Clark vice president who helped found the program more than a decade ago. Stith adds, "It is even sweeter for us when an SPP graduate is successful in securing work on a Clark project." To date, Clark has awarded nearly \$1 billion in contracts to SPP alumni; a number that continues to rise.

Doug Parrish is among the many SPP graduates who have been successful in securing work on Clark projects. "We worked hard during the program and to become qualified with Clark. As a result, we were awarded a contract performing work at Chase Center, which has opened doors for us on other projects as well," states Parrish. "We are well positioned now to grow into a successful and sustainable electrical contracting business."

"I applaud Clark Construction for launching its Strategic Partnership Program in Seattle as a critical resource that helps strengthen the skills and competency of our diverse businesses in the construction industry."

Mian Rice, Director of Diversity and Contracting, Port of Seattle

"We strive to give local small firms the support and training they need to take their businesses to the next level, as well as present them with opportunities on our jobsites that will enable them to grow, hire additional employees, take on more complex jobs, and be in a position to give back to the community."

Marivic Bamba Chennault, Director of Community Relations and Small Business Development, Clark Construction

Small business owners aren't the only individuals who appreciate the impact of professional development programs like the SPP. Officials in Chicago, San Francisco, DC, and Kansas City have been important proponents of the program and understand the value it brings to the greater community. "Clark's Strategic Partnership Program provides invaluable technical and capacity building assistance to our local small businesses," said Romulus Asenloo, director of San Francisco's Contract Monitoring Division. "We consider Clark an important partner in helping build both the capacity and experience of our local small contractors."

The Strategic Partnership Program is a key

element in Clark's holistic effort to support small businesses on a national scale. Marivic Bamba Chennault, Clark's director of community relations and small business development who oversees Strategic Partnership Programs in San Francisco and Seattle reaffirms the company's commitment to having a significant and meaningful impact on the small business community. "We strive to give local small firms the support and training they need to take their businesses to the next level, as well as present them with opportunities on our jobsites that will enable them to grow, hire additional employees, take on more complex jobs, and be in a position to give back to the community." ■



Photo by Jeff Evvard

Above: 29 small business owners completed the inaugural Kansas City Strategic Partnership Program class in September 2018.

Right: Another 30 ambitious entrepreneurs kicked off the second session in late October.



2016

Clark launched its Strategic Partnership Program in **Seattle** in 2016. Now in its third year, the eight-month course is being held at Clark's project office at the Sea-Tac International Airport. Currently, 12 small business owners are enrolled in the program. In addition to standard courses focused on project management and business fundamentals, participants are also being exposed to jobsite tours and classes on safety, workplace diversity, inclusion, and respect. Eighteen small businesses have matriculated through the Seattle program to date.

2018

In April 2018, Clark launched its **Kansas City** Strategic Partnership Program as part of its commitment to delivering a transformational new terminal at Kansas City International Airport. 29 small business owners completed the inaugural class in September 2018; another 30 ambitious entrepreneurs have enrolled in the second session, which kicked off in late October. As part of the program's Extending Learning series, participants will hear first-hand from local government agencies about the best way to identify and position themselves for future opportunities on city projects.

TO DAY

To date, more than 700 small business owners and entrepreneurs have graduated from the program - which is now offered in six cities across the country - and have gone on to reap the benefits of increased building capacity and knowledge. To date, Clark has awarded nearly \$1 billion in contracts to SPP alumni; a number that continues to rise.

Sea-Tac International Arrivals Facility Team Tops Out

Clark's team delivering the new International Arrivals Facility (IAF) at Seattle-Tacoma (Sea-Tac) International Airport took another important step forward in the delivery of the project in December, setting the last steel beam on the IAF main structure.

During a topping out celebration commemorating this milestone, Clark Project Director Brian Ahern recognized the hundreds of men and women who have been hard at work for their commitment to maintaining a safe and productive project. "On Clark jobsites, the measure of true success is when no one gets hurt and everyone goes home safely to their families at the end of each day," Ahern remarked. "Thank you for your continued commitment to moving the schedule forward expeditiously and for doing so with safety and quality at the forefront of every operation."

The International Arrivals Facility is the most complex capital development program in Sea-Tac's history and includes the primary facility for international customer processing, baggage, and a new security corridor that will allow dual use of gates on concourse

A for incoming international and domestic flights, as well as an iconic 85-foot-tall aerial pedestrian walkway that will connect passengers to the south satellite facility. When complete, the IAF will expand the airport's capacity to serve the growing needs of the

traveling public and enhance the international passenger experience.

With the topping out of the main structure accomplished, the team will shift gears to tackle their next big endeavor: fabrication and erection of the pedestrian walkway. ■



Photo courtesy of the Port of Seattle



PROJECT MILESTONES

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

UNDERWAY

University of Maryland IDEA Factory

Clark broke ground on the Innovate, Design and Engineer for America Factory (IDEA Factory) on the University of Maryland's College Park campus in November. Clark is constructing a 60,000-square-foot building that will feature state-of-the-art laboratories, workshops, and collaboration spaces for the development of engineering technology and prototypes. The project is expected to reach substantial completion in February 2021.

Inova Schar Cancer Institute

In September, the Inova Schar Cancer Institute project team celebrated the successful hoisting and mounting of the project's 500,000-pound cyclotron into Inova's new Proton Therapy Facility. The cyclotron, the powerful cancer treatment tool around which the building was designed, is the technical heart of proton therapy. Substantial completion is slated for early 2019.

Atlanta Water Supply Program Phase I Extension

The Atkinson/Technique joint venture team delivering the Atlanta Water Supply Program Phase I Extension project celebrated the successful "hole through" of a five-mile, 12-foot-diameter tunnel connecting the Hemphill Water Treatment Plant to a 2.4-billion-gallon reservoir in October. Once complete, the tunnel will increase Atlanta's raw water supply from three days to over thirty days. Substantial completion is slated for November 2019.

TOPPING OUT

750 North Glebe

The Clark team constructing 750 North Glebe in Arlington, Virginia, celebrated the topping out of the mixed-use complex in November. The complex features three distinct residential spaces, 62,000 square feet of ground-level retail space, and a three-level parking garage. The residential buildings, which range from four to twelve stories, will collectively offer 491 apartments. Substantial completion is slated for 2020.

SUBSTANTIAL COMPLETION

1101 Sixteenth

1101 Sixteenth, located in downtown Washington, DC, achieved substantial completion in December. The Clark project team reconstructed the 149,000-square-foot office building with eight stories above grade and four stories below grade. The building's façade features brick, limestone on precast concrete, and curtain wall with chevron-shaped glass bays complemented by vertically-tensioned cables.

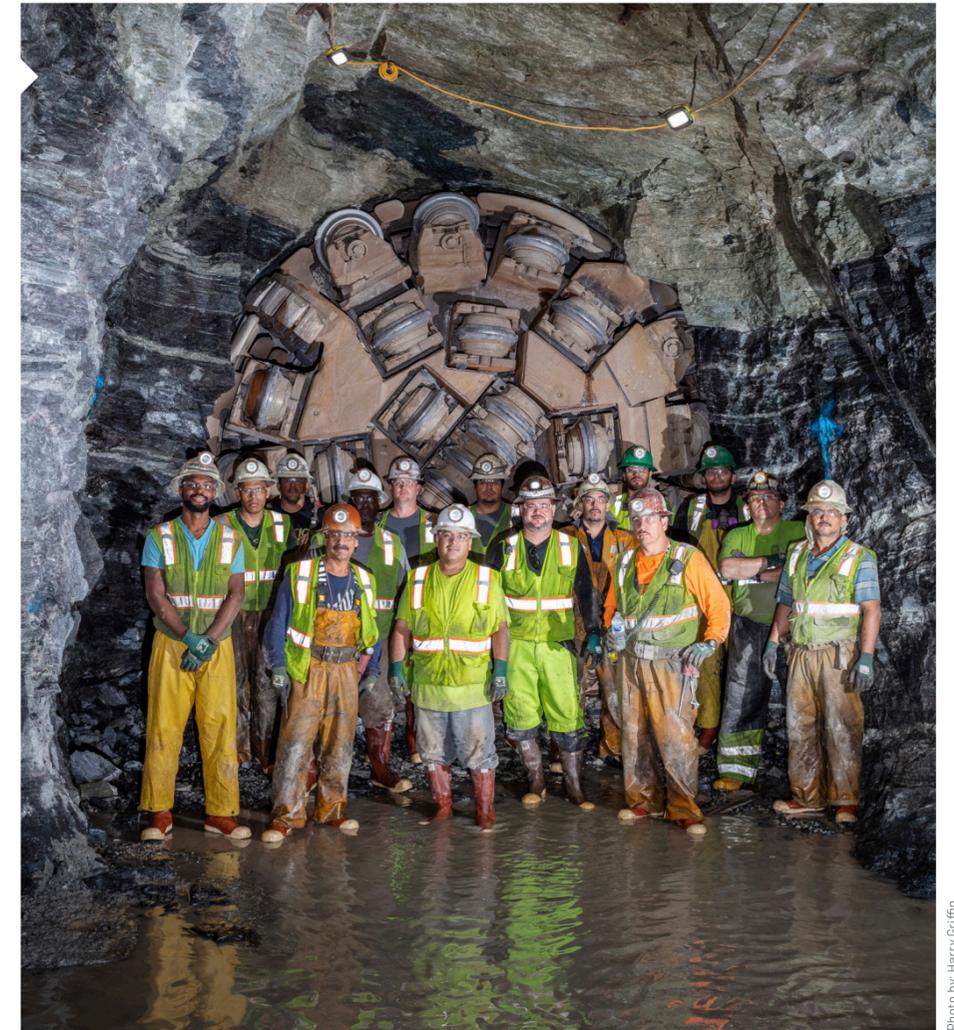


Photo by: Harry Griffin



Pacific Visions Wing at the Aquarium of the Pacific

The Clark team celebrated substantial completion of the Aquarium of the Pacific's new Pacific Visions Wing in December. Complementing the aquarium's existing building, the new wing's façade responds throughout the day to changing light and weather conditions to mirror the effect of sunlight rippling on the ocean's surface. The new wing is the focal point of the aquarium and houses the two-story, 300-seat Honda Pacific Visions Theater. The wing will also house expanded exhibitions, art galleries, and additional space for live animal exhibits.

Cannon House Office Building Renewal Phase 1

In December, the Clark/Christman joint venture team turned over phase one suites and support rooms to the Architect of the Capitol for occupancy by members of the United States House of Representatives. The project team also turned over the historic rotunda and hearing rooms for the House Budget and Homeland Security Committees of the 116th Congress.

Clark Announces Enhanced Executive Leadership Structure in Mid-Atlantic

Clark Construction has realigned the Mid-Atlantic Group into four divisions. To lead the divisions, the following Clark team members have been promoted to division president:

MIKE ALTO



Mike joined Clark in 1985 as an assistant project manager on 1400 L Street in Washington, DC. Early in his career he completed numerous prominent projects in the area including the Catholic University of America Columbus School of Law, American Association for the Advancement of Science, and the Women in Military Service for America Memorial. He was promoted to vice president in 2000 and led teams on Bethesda Place II, Greensboro Corporate Center, and the Southwest Quadrangle Expansion at Georgetown University. In 2003 he was promoted to senior vice president and continued to oversee the acquisition and execution of higher education projects, including the Kim Engineering Building and the Tyser Tower at Byrd Stadium Renovation and Expansion at the University of Maryland, as well as South Hall and the Science and Engineering Hall at the George Washington University.

LEE DELONG



Lee joined Clark in 2001 as a project manager on the Discovery Communications International Headquarters project in Silver Spring, Maryland. He went on to build several high-profile commercial office buildings in the greater Washington, DC area, including 1601 K Street, 51 Louisiana/300 New Jersey Avenue, and Redland Technology Center. He was promoted to senior project manager in 2005 and then to project executive in 2007. Lee then relocated to Nashville where he was promoted to vice president while leading efforts on the 2.1-million-square-foot Music City Center convention complex. In 2013, Lee returned to the Mid-Atlantic, where he has since overseen the completion of commercial office and multi-family residential projects, including Midtown Center, Central Place Residential, and CEB Tower.

MIKE HARTMAN



Mike joined Clark in 1990 as a field engineer on 1200 K Street in Washington, DC. After working on several projects throughout the Mid-Atlantic, he was promoted to senior project manager in 1996. He relocated to Houston in 1999 to serve as project executive on 1500 Louisiana, a 42-story, 1.1-million-square-foot office tower. In 2002, Mike returned to the Mid-Atlantic and was promoted to vice president and managed a multitude of projects, including the C-5 Conversion projects in Martinsburg, West Virginia. He was promoted to senior vice president in 2008. Throughout his career, he has successfully overseen the delivery of many of the Mid-Atlantic's signature healthcare projects, including the Johns Hopkins Hospital Sheikh Zayed Tower & Charlotte R. Bloomberg Children's Center, and numerous projects for Inova Health System.

JOE HOGAN



Joe joined Clark in 2001 as a senior project manager on the National Institutes of Standards and Technology Advanced Measurement Laboratory project in Gaithersburg, Maryland. After being promoted to project executive in 2003, he worked on several prominent acquisitions including Nationals Park. In 2006, he was promoted to vice president and led Clark's design-build efforts on the Eli Lilly-Prince William County project in Manassas, Virginia. He was promoted to senior vice president in 2011. Joe has played a crucial role in the successful acquisition and execution of numerous projects throughout his career at Clark, including the Walter Reed National Military Medical Center, the George Washington University Science and Engineering Hall, and the United States Food and Drug Administration, Phase IV, Consolidated Center for Biologics Evaluation and Research.

VICE PRESIDENT BRIAN WALKER JOINS CLARK



Brian Walker has joined Clark Civil as a vice president in the Water Business Unit. Brian joins Clark with 15 years of construction experience and expertise. Having occupied a multitude of roles throughout his career from

leading construction operations to pursuing new work, he has both secured and executed a number of unique projects. In his new role at Clark, Brian will work to expand Clark's water portfolio nationally.

Brian earned a bachelor's degree in construction management from Southern Illinois University at Edwardsville. In 2017, he was named a Top Young Professional in the New England region by Engineering News-Record.

JOHN O'KEEFE PROMOTED TO EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER

John O'Keefe has been promoted to executive vice president and chief operating officer of Clark Construction.

John joined Clark in 1987 as an engineer on several projects in Philadelphia, and since then has worked on a wide range of project types from hospitals to major transportation infrastructure developments.

John relocated to San Antonio, Texas in 1992 to execute the Brooke Army Medical Center, a 1.5-million-square-foot acute care military hospital. In 1995, he returned to the Mid-Atlantic, and in 2000 he was promoted to vice president. He went on to manage Clark Concrete and was promoted to senior vice president in 2003.

In 2011, John was named president of Clark's National Group, where he worked with Clark's business units across the country to develop and execute a holistic business strategy aligned



with Clark's core principles. In 2013, John became president and chief executive officer of Guy F. Atkinson Construction, leading national operations, including the acquisition and execution of highway/roadway, bridge, civil, mining, and tunneling throughout the country.

In his new role, John is leading the company's operations, including quality and safety, and working closely with all divisions and business units to position the company for long-term growth and success. He will continue to serve as Atkinson's chief executive officer.

CHIP HASTIE PROMOTED TO EXECUTIVE VICE PRESIDENT OF PROJECT DEVELOPMENT

Chip Hastie has been promoted to executive vice president of project development.

Chip started as an intern with Clark and was hired in 1999 as an office engineer on 2001 K Street in Washington, DC. He relocated to San Diego, California in 2002 to join the PETCO Park project team.

In addition to the successful projects he led as project executive throughout Southern California, Chip spearheaded our Sustainable Solutions Business Unit, handling market analysis, entry strategy, and business development efforts. In 2011, he was promoted to vice president and led the design and construction of the Governor George Deukmejian Courthouse project in Long Beach, California.

In 2016, after successfully leading our field operations at the Southeast Louisiana Veterans Replacement Hospital in New Orleans, Chip was promoted to senior vice president of operations,



working closely with our business units to monitor project performance. He also led our Research and Development Department.

As executive vice president of project development, Chip is working with our divisions and business units to differentiate Clark's approach to preconstruction, design-build management, purchasing, and estimating. Chip is also responsible for our Virtual Design and Construction, Scheduling, and Sustainability teams.

PROJECTS ACROSS THE COUNTRY RECEIVE ENR BEST PROJECT AWARDS

Four Clark projects were awarded 2018 Best Project by Engineering News-Record. The ENR Best Project Awards program – given on regional, national, and global levels – recognizes the year's top construction projects based on complexity, innovation, craftsmanship, safety, community impact, design functionality, and aesthetic quality. The following project received honors:



SALESFORCE TOWER
Global Best Project
Office Building



MUSEUM OF THE BIBLE
Mid-Atlantic Best Project
Cultural/Worship



SOUTHEAST LOUISIANA VETERANS HEALTHCARE SYSTEM REPLACEMENT HOSPITAL
National Best Project
Healthcare



THE SPARK AT WASHINGTON STATE UNIVERSITY
Northwest Best Project
Higher Education



Why We Give Back



Clockwise from top left: John Van Horn with fellow volunteers from the Dale City Volunteer Fire Department; Jack Prudence participates in training with the Vienna Volunteer Fire Department; Chris Walker educates local children about firefighting basics; Mark Chandler is a qualified Technical Rescue Specialist and conducts training in vehicle extraction.

That I May Serve

An interview with the many Fire and Emergency Services and Rescue Squad volunteers of Clark Construction and Shirley Contracting

Mark Chandler, Vice President
Lieutenant, Occoquan-Woodbridge-Lorton Volunteer Fire Department

Diane Evans, Senior Design Manager
EMS Lieutenant and Assistant Shift Officer, Rockville Volunteer Fire Department

Jack Prudence, Accounting Manager
EMT, Firefighter, and Suppression Lieutenant, Vienna Volunteer Fire Department

Sarah Spanski, Project Engineer
Certified EMT, Virginia Tech Rescue Squad

John Van Horn, Dispatcher, Metro Earthworks Engine Company Lieutenant, Dale City Volunteer Fire Department

Chris Walker, IT Project Manager
EMT, Wheaton Volunteer Rescue Squad

During the workday, they're engineers, accountants, or project managers. But at night, in the early morning, and on the weekends, they find a way to dedicate thousands of hours each year for some of the most demanding and important roles in our community as Fire and Emergency Medical Services (FEMS) and Rescue Squad volunteers. On average, they each volunteer more than 500 hours each year with their respective organizations.

Why did you start volunteering as an emergency responder?

Mark: I'm a third-generation volunteer firefighter. My grandfather started volunteering during World War II, when there was a lot of need for volunteers in the community. I grew up watching my dad, who was a chief at his station. It's in my blood, and the station is a family. I started volunteering as a junior firefighter in 1985 when I was 17. This year marks 33 years.

Chris: Three years ago, I was in a store when a little girl had a seizure and collapsed. Because

of the CPR training I completed with Clark, I was able to resuscitate her until the Wheaton Volunteer Rescue Squad arrived on scene. I spoke to the volunteer squad afterwards, and their passion was inspiring. I signed up for an interview with the squad the next day and I've never looked back.

Sarah: I went to Virginia Tech, who's motto is *Ut Prosim* – "That I May Serve." I couldn't get that motto out of my head. After the second week of my freshman year, I signed up for the Virginia Tech Rescue Squad and I've been volunteering with them ever since.

How did you prepare to be a FEMS/Rescue Squad volunteer?

Jack: We undergo a lot of training before we go into the field. We have the same training as career firefighters because we perform the same duties for our communities. There's a long probationary period and six months of training, four days per week. Even once you become a firefighter, you have to keep up with the training and certifications.

Sarah Spanski (far right) began volunteering with the Virginia Tech Rescue Squad shortly after arriving on campus freshman year.

How often do you volunteer?

John: I volunteer one night a week from 6:00 p.m. to 6:00 a.m. and every fifth weekend from 9:00 a.m. on Saturday until 6:00 a.m. on Sunday. Everyone has a minimum number of hours they have to volunteer, but many of us go well beyond that. Every extra hand helps. We wear a lot of hats, and we're all ready to jump in wherever we're needed.

How do you balance long shifts with working during the week, and your families?

Chris: I've learned a lot about time management. You have to decide what you want to accomplish in a day, or a week. I have a shared calendar with friends and family, and I make it a priority to set my commitments in advance and to stick to them (especially date night with my wife).

Diane: The department becomes an extension of your friends and family. It becomes a central part of your life.

Mark: My wife and kids are incredibly supportive. It's a big time commitment – when I'm on weekend shifts, they'll come visit me and we'll eat dinner together.



How has volunteering affected your life?

Sarah: Volunteering with the squad has steered my professional trajectory more than anything else in my life. It led to my interest in healthcare construction and my need for tangible results, and now I get to help deliver critical healthcare projects. It's also taught me a lot. I have the confidence to perform under pressure, and I know what it takes to establish a productive rapport with someone in a difficult situation.

Why do you keep doing it, after all these years?

Diane: It puts your life into perspective. No matter what you may be going through at the time, you start a shift and you get to help those who truly need it. These organizations bring together a community of people who all want to give back as much as they can.

Jack: I love solving problems. That's why I got into accounting – it's always a puzzle that you can solve. When I'm volunteering and I get a call, I'm interacting with someone that's probably having the worst day of their life. I get to help that person by trying to solve their problem. If I'm lucky, I get to make their day just a little better.

Mark: The fire department is a big family, and it's an inspirational community. For me, there's nothing like using my experience to solve a problem and being able to pass on that knowledge to the next generation.

Do you think you'll stop?

Jack: My wife and I are expecting our first child in March, but even then – no. I might cut back, but I love it, and I know that I can give so much more to my community. I don't think I'll be done any time soon. ■



John Van Horn (in the white shirt) served as a firefighter stationed in Baghdad, Iraq.

From Coast to Coast, Team's Spread Holiday Cheer

Throughout this past holiday season, employees across the country embraced the spirit of giving to make a positive impact in their communities. From serving hot meals at local homeless shelters, to providing gifts to children in need, to packing food for victims of the California wildfires, here is a sampling of how some of our teams brightened the holidays from coast to coast:

- Our Nashville Yards project team partnered with Need Link Nashville to package over 300 bags of food for low-income families, individuals, and seniors in Nashville.
- In Southern California, employees helped the Irvine Animal Care Center prep for their Home for the Holidays pet adoption fair.
- Our Atkinson Northwest team provided gifts to 18 children through Communities in Schools Renton.
- Employees in the San Francisco office held a toy drive in partnership with the San Francisco Police Department for underprivileged children.



- In Seattle, the Atkinson team sorted and packed donations at Food Lifeline to support families in Western Washington.
- In the Irvine office, teams faced off in a building competition using canned food, which was then donated to Second Harvest Food Bank.
- Hundreds of employees in the Bethesda office teamed up to pack 35,000 meals in just one hour for the victims of the California wildfires in partnership with the Outreach Program.



- At Square 696, the team prepared “weekend bags” with the Capital Area Food Bank for students who rely on free and reduced lunch programs during the week.
- At 4040 Wilson Boulevard, the project team served food to residents of A-SPAN, a homeless shelter in Arlington, Virginia.
- The FBI Central Records and Hangar 21 project teams volunteered to make the Bread for the City Holiday Market a success.
- Our Preconstruction Services Department in Bethesda partnered with So Others Might Eat to serve nutritious meals to those in need.
- The Clark Foundations team placed wreaths at Quantico National Cemetery to pay tribute to our fallen military heroes.
- The Corporate Communications team prepared food for those in need at DC Central Kitchen.

THE WAY WE WERE

WHEN BUILDING A PROJECT AS MASSIVE AS A CONVENTION CENTER, approaching the project from the “30,000-foot level” is as important as planning the details on the most granular level.

It’s not every day, though, that the need to see a project from a bird’s eye view is met with a construction field office that provides just that. Enter the Knoxville Convention Center, completed in 2002. The structure is located on the west edge of the city, adjacent to the site of the 1982 World’s Fair. Rising 266 feet above the site is the Sunsphere, a golden, mirrored-glass globe held aloft by a tower of structural steel. This remnant of the World’s Fair was constructed to symbolically represent the sun – a beacon on the skyline and a stirring symbol of hope. It also turned out to be the perfect location for a construction field office.

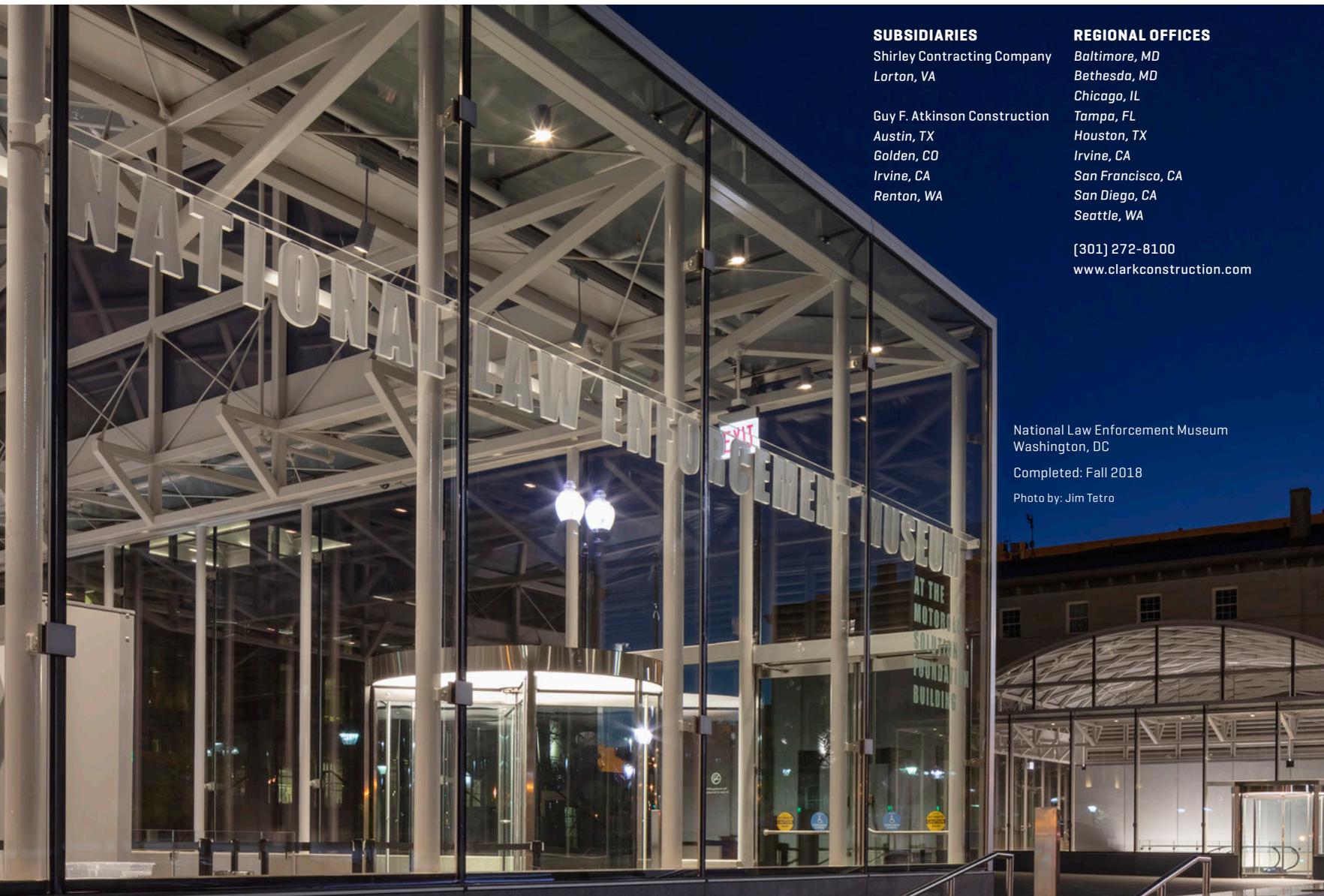
From their perch, the Knoxville Convention Center project team led construction of the 480,000-square-foot space, which included an exhibit hall, meeting rooms, lecture hall, ballroom, banquet kitchen, and back-of-house service. ■





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National Law Enforcement Museum
Washington, DC

Completed: Fall 2018

Photo by: Jim Tetro