Volume 32, Number 1 *Winter 2014*

CLARK CONSTRUCTION

Superstructure

Virtual Hospital a Unique Element of Malcolm X College Campus

(Rendering courtesy of Moody Nolan, Inc.)

CHICAGO - CMO, A Joint Venture, which includes Clark Construction Group - Chicago, LLC, as well as McKissack & McKissack, and Old Veteran Construction, has been awarded a $203 million contract to develop the Malcolm X College Campus. This City Colleges of Chicago facility will include academic buildings, a 1,500-space, stand-alone parking garage, campus landscaping, and exterior treatments to accommodate student activity. Located in the city's Medical District, the campus also will include a unique virtual hospital environment to better prepare students for a career in healthcare.

The Malcolm X College Campus' 500,000 square-foot academic building will contain classrooms, teaching and computer labs, general administration space, and common areas for students to gather. The building also will feature a gymnasium, natatorium with a 25-meter pool, 250-seat theater, fitness center, library, bookstore, and a cafeteria. The basement level of the structure will house mechanical equipment and provide extra office and storage space.

The academic building, comprised of multiple three-story wings, will be connected to a nine-story health tower. Simulation labs located in the tower will provide students with a virtual hospital environment with rooms and corridors designed to resemble a hospital. Students will have the opportunity to work in the virtual space to prepare for a real hospital environment.

The CMO team will perform significant landscaping work around the campus. Sidewalks and street tree planters will be placed along the perimeter and water features, including fountains and reflecting pools, will be constructed throughout the campus. Outdoor seating, trash receptacles, bollards, and fencing will be placed around campus. The project team also will install entryway lighting and lighting to accent the buildings.

The academic building is designed to achieve LEED® Silver certification.

Construction began in February and substantial completion is scheduled for December 2015.

Moody Nolan, Inc., of Chicago is the project architect. Environmental Systems Design, Inc., Chicago, is the MEP Engineer; Jacobs, Chicago, is the owner's representative.

A LOOK INSIDE

Clark a Key Player in LAX Modernization

LOS ANGELES - Clark Construction Group's role in modernizing Los Angeles International Airport (LAX) will continue at least until 2015. Los Angeles World Airports (LAWA) has awarded Clark, with joint venture partner McCarthy Building Companies, a $262 million contract for the Tom Bradley International Terminal (TBIT) Renovation, Apron, and Concourse Demolition. This is the company's third contract at the airport in the past seven years.

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(Rendering courtesy of Fentress Architects and HNTB)

The Latest: NEW WORK

Across the country, and in a variety of markets, Clark Construction Group has recently been selected to deliver the following new construction projects. This quarter, our new work includes building and civil projects, as well as specialized energy and structured finance work.

COMMERCIAL

400 6th Street

Location: Washington, D.C.
Client: Trammel Crow Company, Inc.
Architect: Gensler
Contract: $58 million
Completion: Summer 2015

Twelve-story, 471,000 square-foot office building in southwest Washington, D.C.

National Business Park 310

Location: Annapolis Junction, Md.
Client: Corporate Office Properties Trust
Architect: Gensler
Contract: $17 million
Completion: Fall 2014

Six-story, 190,000 square-foot office building for government and government contractor tenants

RESIDENTIAL

Park Van Ness

Location: Washington, D.C.
Client: Saul Centers, Inc.
Architect: Torti Gallas and Partners
Contract: $68 million
Completion: Fall 2015

Eleven-story, mixed-use property with 251 luxury residences, and commercial and retail spaces

The Yards Parcel N

Location: Washington, D.C.
Client: Forest City Enterprises
Architect: WDG Architecture
Contract: $84 million
Completion: Winter 2015

Eleven-story, 327-unit residential community located between the Anacostia River and Nationals Park

Verde Point

Location: Chicago, Ill.
Client: McCaffery Interests, Inc.
Architect: Antunovich Associates
Contract: $41 million
Completion: Summer 2015

Two residential buildings with a total of 200 units, as well as parking and retail space

601 West Jackson - The JeffJack Building

Location: Chicago, Ill.
Client: JeffJack Holding, LLC
Architect: Thomas Roszak Architecture
Contract: $35 million
Completion: Spring 2015

Fifteen-story residential building with 190 luxury apartments and 5,000 square feet of retail space

HOSPITALITY

1620 Prince Street Hotel

Location: Alexandria, Va.
Client: Carr City Centers
Architect: Rust Orling Architecture, Inc.
Contract: $17 million
Completion: Winter 2014

Six-story hotel, to be operated by Hilton Garden Inn, in historic Old Town Alexandria

Hotel at 400 E Street

Location: Washington, D.C.
Client: City Partners, LLC, and Potomac Investment Properties, Inc.
Architect: WDG Architecture & Nelson Architects
Contract: $40 million
Completion: Summer 2015

Twelve-story hotel with a fire station and retail space on the ground level

EDUCATION

Trinity Academic Center

Location: Washington, D.C.
Client: Trinity Washington University
Architect: EYP Architecture and Engineering
Contract: $40 million
Completion: Summer 2016
Delivery: Design-Build

Four-story educational facility with classrooms and teaching labs for undergraduate and graduate studies

University of Maryland Bioengineering Building

Location: College Park, Md.
Client: University of Maryland
Architect: Ballinger
Contract: $90 million
Completion: Spring 2017

150,000 square-foot building providing research and academic space to the university's Fischell Department of Bioengineering

Central Place Residential

(Rendering courtesy of Beyer Blinder Belle Architects and Planners LLP)

Location: Arlington, Va.
Client: The JBG Companies
Architect: Beyer Blinder Belle
Contract: $146 million
Completion: Winter 2017
Delivery: Design-Build

Thirty-one story, 377-unit residential tower in Arlington's Rosslyn neighborhood

Bowie State University New Center for Natural Sciences, Mathematics, and Nursing

Location: Bowie, Md.
Client: University System of Maryland
Architect: Perkins+Will
Contract: $70 million
Completion: Summer 2016

150,000 square-foot building providing academic space, as well as research and computer laboratories

(Rendering courtesy of Perkins+Will)

CIVIL

Route 7 Westbound Truck Climbing Lane

Location: Loudoun County, Va.
Company: Shirley Contracting
Client: Virginia DOT
Contract: $28 milllion
Completion: Fall 2015
Delivery: Design-Build

New 2.6-mile climbing lane for heavy vehicles traveling westbound on Route 7

Dulles Discovery 3 Bridge

Location: Chantilly, Va.
Company: Shirley Contracting
Client: The Peterson Companies
Contract: $5.5 million
Completion: Summer 2014

Construction of a new bridge over Smithsonian Air and Space Parkway to connect two government buildings

Kimball, Princeton, and State Substations Rehabilitation

Location: Chicago, Ill.
Client: Chicago Transit Authority
Contract: $28 million
Completion: Fall 2015
Delivery: Design-Build

Equipment and structural improvements to facilities that provide power for three CTA Red Line stations

Telegraph Road and U.S. Route 1 Intersection Improvements

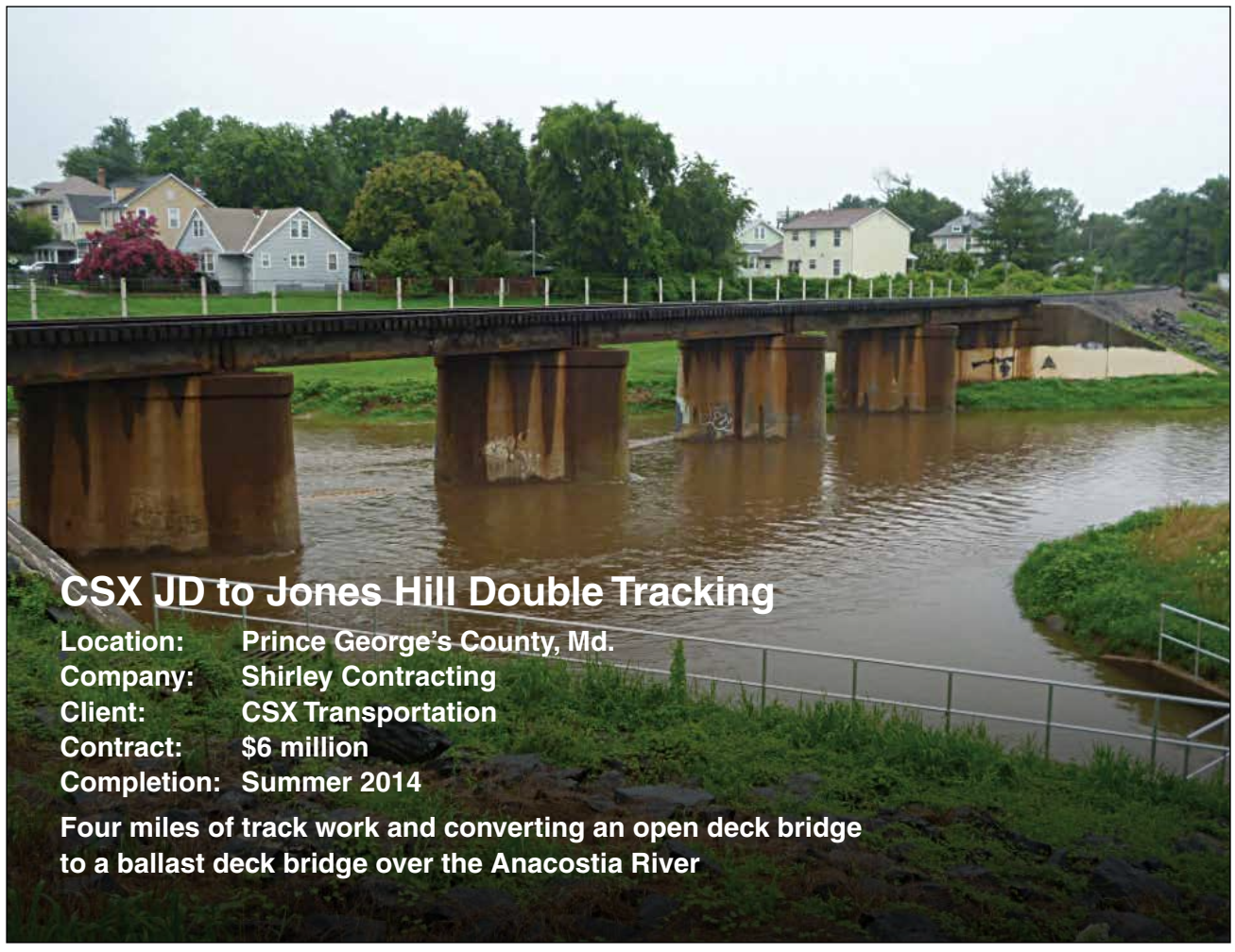
Location: Quantico, Va.
Company: Shirley Contracting
Client: Eastern Federal Lands Division of the Fededral Highway Administration
Contract: $2.9 million
Completion: Summer 2014

Series of improvements to major intersection at Quantico Marine Corps Base

SR-99 Tunnel North Access Connection

Location: Seattle, Wash.
Company: Atkinson Construction
Client: Washington State DOT
Contract: $41 million
Completion: Spring 2016

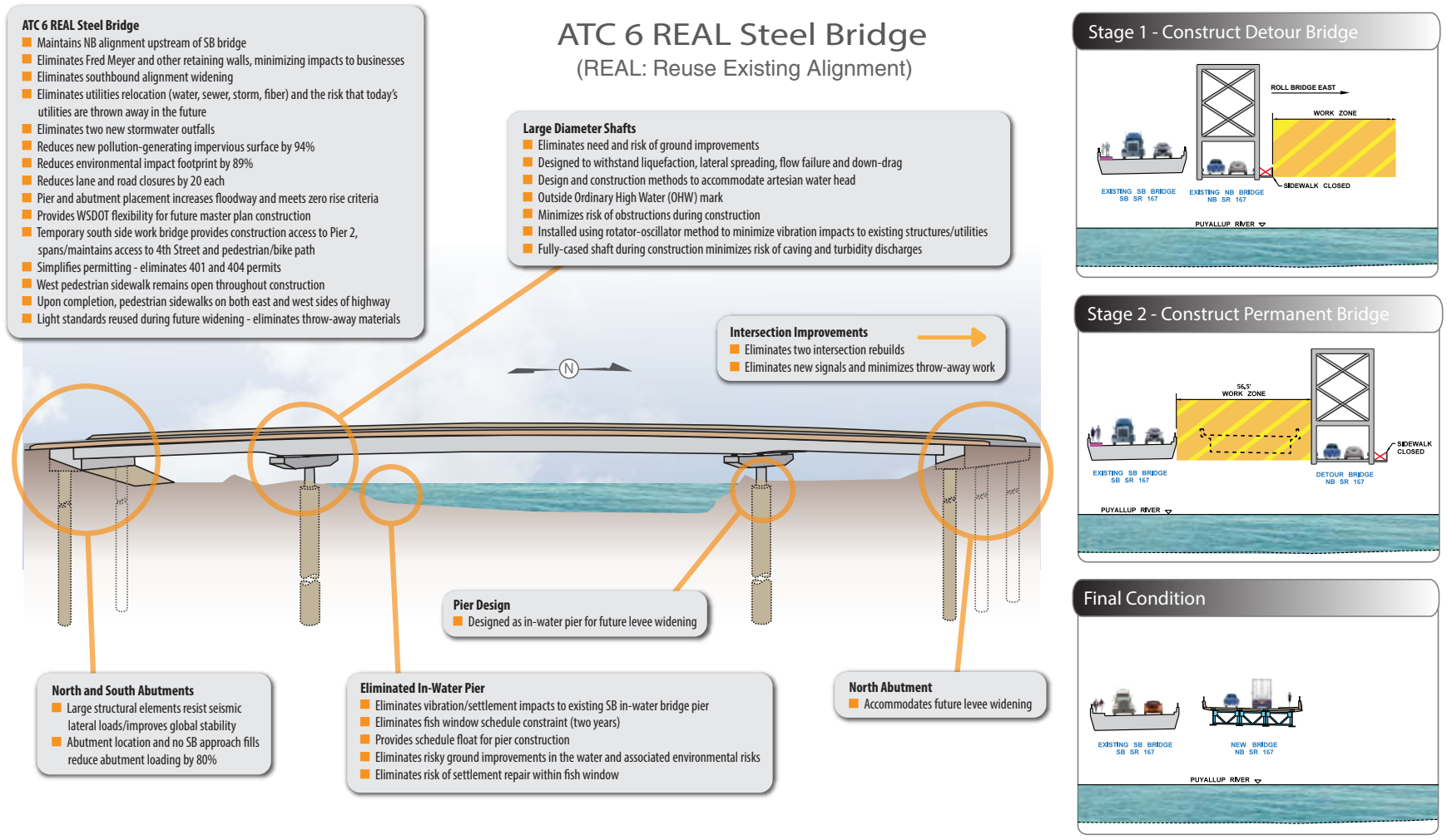
Part of the Alaskan Way Viaduct replacement program that will add access roadways to and from the portal structure in downtown Seattle



CSX JD to Jones Hill Double Tracking

Location: Prince George's County, Md.
Company: Shirley Contracting
Client: CSX Transportation
Contract: $6 million
Completion: Summer 2014

Four miles of track work and converting an open deck bridge to a ballast deck bridge over the Anacostia River



SR 167 Puyallup River Bridge Replacement

Location: Puyallup, Wa.
Company: Atkinson Construction
Client: Washington State DOT
Engineer: Jacobs Engineering Group
Contract: $23 million
Completion: Spring 2016
Delivery: Design-Build

Replacing an antiquated structure with a new, three-span, 557-foot-long vehicle bridge

A CLOSER LOOK:

Atkinson's design-build team was awarded the SR 167 Puyallup River Bridge Replacement project on the strength of an alternative technical concept. The team will roll the existing, historic Warren Truss bridge onto temporary piers to serve as a detour bridge while a new, permanent structure is built. This approach eliminates some of the infrastructure and construction costs related to the plan's original concept.

CIVIL continued

Pacific Boulevard Extension

Location: Loudoun County, Va.
Company: Shirley Contracting
Client: Virginia DOT
Engineer: Parsons Transportation Group
Contract: $28 million
Completion: Summer 2016
Delivery: Design-Build

Extend four lanes of Pacific Boulevard north from Nokes Boulevard to Russell Branch Parkway

PARKING

Hecht Warehouse Redevelopment Phase 1

Location: Washington, D.C.
Client: Douglas Development Corporation
Architect: Antunovich Associates
Contract: $22 million
Completion: Summer 2014

Seven-story precast parking structure with ground floor retail space

Wolf Point North Parking Garage

Location: Chicago, Ill.
Company: McHugh/Clark, A Joint Venture
Client: WPO North, LLC
Architect: bKL Architecture, LLC
Contract: $19 million
Completion: Winter 2014

Six-story, cast-in-place parking structure with 500 spaces

ENERGY

Upper Chesapeake Medical Center CHP System

Location: Bel Air, Md.
Company: Energy & Structured Finance
Client: Upper Chesapeake Health
Engineer: TMR Engineering, LLC
Contract: $8 million
Completion: Spring 2014

Two-megawatt natural gas CHP system and 20-year power purchase agreement

Safe Subcontractor Spotlight: M.C. Dean

Our clients, project partners, and subcontractors share Clark's commitment to safety. In this issue of *Superstructure,* we recognize one company whose safety program is as strong as our own: M.C. Dean.

A leading electrical design-build and systems integration firm, M.C. Dean is headquartered in the Washington, D.C., area. As a long-time Clark partner, the company was integral in delivering the Walter Reed National Military Medical Center, and San Antonio Military Medical Center, among others. Currently, M.C. Dean is Clark's joint venture partner on the WMATA Orange and Blue Line Rehabilitation project. But our two firms share more in common than our portfolios, we also place a premium on safety, and engage and rely on every member of the workforce to maintain a safe work environment.

In 2007, M.C. Dean began growing to keep pace with new work. As the company expanded from hundreds of employees to thousands, CEO William Dean wanted to improve safety performance beyond regulatory compliance and move toward world-class performance. He hired John Bennett, a 40-year construction industry veteran, in 2009 and charged him with leading the company's safety efforts.

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Clark a Key Player in LAX Modernization

continued

The project includes four components: constructing a temporary security screening check point in the International Terminal; renovating six levels in the International Terminal, including functional modifications; connecting TBIT to the Bradley West Core Terminal, which is currently under construction; and demolishing the apron and concourse.

Once the existing concourse is demolished, the project team will reconfigure the airfield around the Bradley West Terminal, installing nearly one million square feet of new airfield.

LAX is in the midst of a multi-year, billion-dollar modernization effort to address critical needs for the airport's continued success. Since 2006, Clark/McCarthy has performed more than one million square feet of construction to TBIT and the airport's central utility plant, totaling $860 million.

Clark/McCarthy began work on the TBIT project in November 2013. Completion is anticipated in December 2015.

A joint venture of the Los Angeles offices of Fentress Architects and HNTB is leading the design team.

Energy Sciences Building Affirms Argonne's Commitment to Sustainability

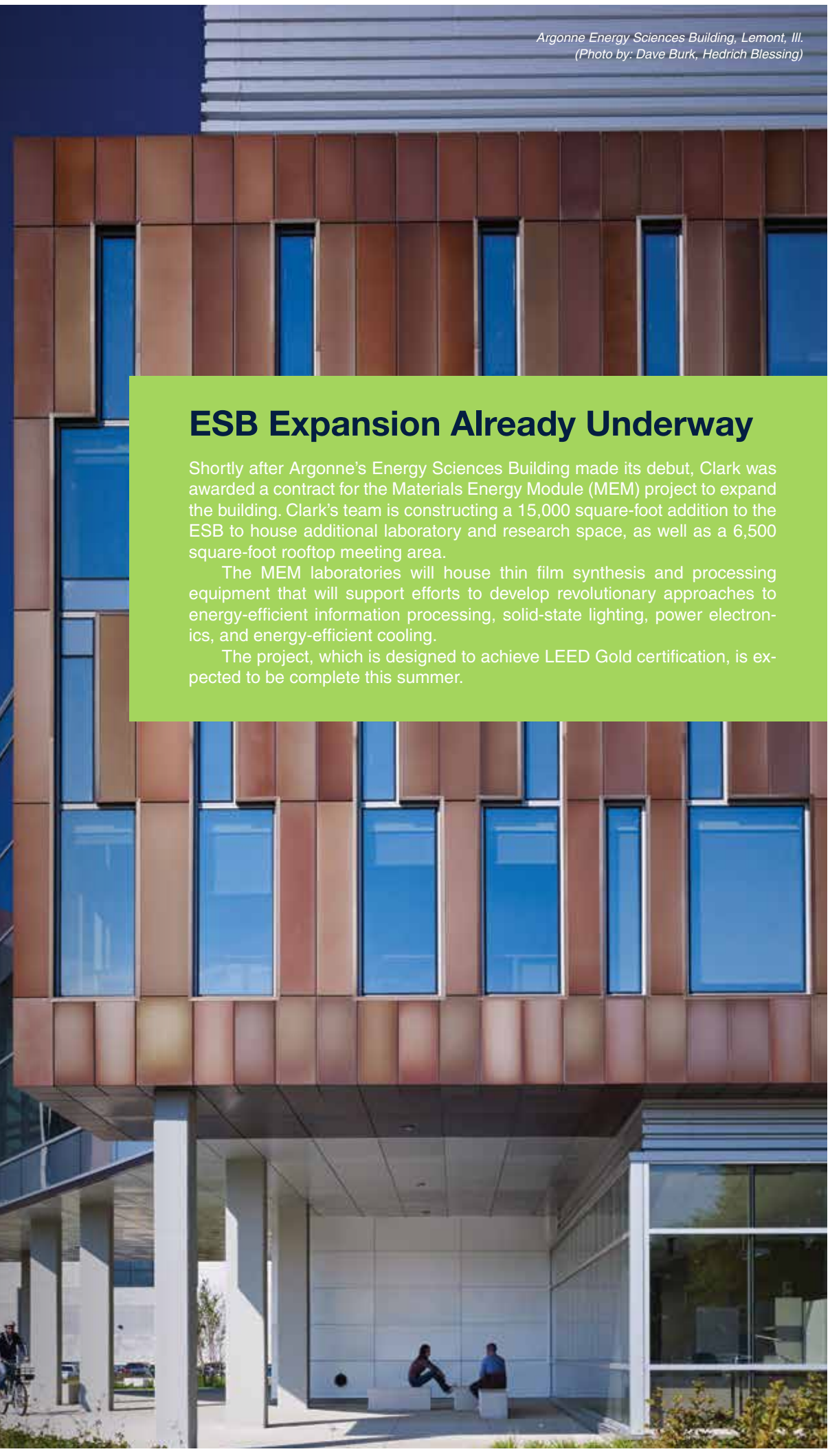
LEMONT, Ill. - Inside and out, in its form, function, and construction, the recently-completed Energy Sciences Building (ESB) stands as the hallmark of a new era of science and sustainability at Argonne National Laboratories. The 158,000 square-foot building, which is targeting LEED Gold certification, houses over 240 researchers dedicated to addressing critical energy challenges and transforming global society to new sources of energy. The ESB stands on a prominent site near Argonne's main entrance and combines with other facilities to form the campus' "Energy Quad" around a common interior courtyard.

The four-level facility, which also has a below-grade level and a mechanical penthouse, was built by Clark under a $63 million contract. The building's 50,000 square feet of laboratory space was designed and built on a standard module to promote flexibility and accommodate Argonne's evolving needs. Casework systems in the laboratories incorporate innovative ceiling-mounted overhead service carriers for power and gas - allowing Argonne to easily reconfigure equipment and workstations on the floor as the need arises.

At the ESB's north elevation, the building is defined by a copper-anodized rain screen metal panel frame that surrounds a transparent low-iron glass façade. The south end features copper anodized panels and irregularly punched windows that limit solar penetration. A three-story, stair-stepped atrium with a skylight at the top greets building visitors. The atrium is finished with faux rusted metal panels, reclaimed wood paneling, and stainless steel and glass guardrails.

The building supports cutting-edge research with state-of-the-art equipment and, consistent with its function, features numerous sustainable amenities to reduce overall energy usage. The ESB is equipped with over 100 low-flow variable volume fume hoods that reduce energy consumption, exhaust, and make-up airflow. This system contributes to an overall energy performance that is 38 percent higher than baseline standards.

HDR, Inc., Chicago, is the project architect, structural engineer, and MEP engineer. Additional project partners include Mackie Consultants, Rosemont, Ill., civil engineer; KJWW Engineering Consultants, Naperville, Ill., commissioning agent; and Jacobs Engineering, Chicago, construction manager.



Argonne Energy Sciences Building, Lemont, Ill. (Photo by: Dave Burk, Hedrich Blessing)

ESB Expansion Already Underway

Shortly after Argonne's Energy Sciences Building made its debut, Clark was awarded a contract for the Materials Energy Module (MEM) project to expand the building. Clark's team is constructing a 15,000 square-foot addition to the ESB to house additional laboratory and research space, as well as a 6,500 square-foot rooftop meeting area.

The MEM laboratories will house thin film synthesis and processing equipment that will support efforts to develop revolutionary approaches to energy-efficient information processing, solid-state lighting, power electronics, and energy-efficient cooling.

The project, which is designed to achieve LEED Gold certification, is expected to be complete this summer.

A NEW STANDARD FOR FEDERAL HEALTHCARE

Naval Hospital at Camp Pendleton Delivered Six Months Early and Under Budget

Naval Hospital at Camp Pendleton
Camp Pendleton, Calif.
(Photos by: Ed LaCasse)

When the Naval Hospital at Camp Pendleton began accepting patients late last year, it represented a new chapter in healthcare at the United State Marine Corps' major West Coast base. The 500,000 square-foot hospital replaced an outmoded facility and provides modern medical services to 70,000 active-duty and veteran military members and their families. Offering emergency, primary, intensive, and specialty care, the new hospital has 96 outpatient procedure rooms and 205 exam rooms, as well as 54 patient rooms accommodating up to 60 beds for non-ambulatory patients who require stays in excess of 24 hours. To accommodate the growing number of younger military families in the area, the hospital also has eight labor and delivery rooms, together with 16 post-partum suites. Outpatient care alone is expected to reach 2,000 visits per day.

The new hospital also represents a new standard for federal healthcare construction. In addition to the traditional responsibilities of a design-builder, NAVFAC sought a partner who also could handle the project's full medical planning, including all equipment procurement, coordination, installation, and training.

Working together with the architects and the Navy Medicine West user groups, the Clark/McCarthy joint venture team designed a full suite of equipment with a detailed room contents list, including Basis Of Design specifications for

> "Delays and overspending on military projects are legendary... That's why it was particularly gratifying to learn that the new Navy hospital at Camp Pendleton has been completed six months ahead of schedule and more than $100 million under the original budget of $570 million."
>
> *U-T San Diego Editorial Board*

The Naval Hospital at Camp Pendleton was the first time the government had utilized a turnkey delivery on a military hospital. The Clark/McCarthy team's efforts had a significant positive impact on every facet of the project:

SCHEDULE:

The hospital was turned over six months ahead of the Navy's target schedule.

BUDGET:

Clark/McCarthy delivered the hospital more than $100 million under budget.

QUALITY:

There was zero re-work for non-compliance with government standards/specifications on the job.

SAFETY:

There were zero lost-time incidents for the entire duration of the project, more than 2.6 million man-hours.

SMALL BUSINESS:

Seventy-five percent of all contracts were awarded to small business subcontractors, including more than 45 percent to Service-Disabled-Veteran-Owned Small Businesses (exceeding the Government's goals by almost $150 million for SDVOSB).

"The performance of the team has been exceptional… The quality of workmanship is truly impressive, as is the team's commitment to safety. I would gladly work with Clark/McCarthy again in the future."

William Hepler, Contracting Officer

more than 20,000 pieces of equipment. Once the design was finalized, the team worked with NAVFAC and equipment manufacturers to develop a funding and procurement schedule. After the client selected a specific piece of equipment, Clark/McCarthy secured a purchase order from the manufacturer, coordinated lead times with the construction schedule, and arranged for just-in-time delivery to the site.

From the MRI unit, to the blood analyzers, operating room integration, patient beds, and trash cans, the Clark/McCarthy team was responsible for every step: design, planning, equipment selection, procurement, installation, training, and warranties. Using this turnkey delivery - which is traditionally parceled out by the client to multiple subcontractors - the team maximized quality, minimized extra costs, and expedited the construction schedule.

HKS Architects, Inc., Los Angeles, was the project architect-of-record, while HDR Architecture, Inc., San Diego, served as the architectural designer.

Governor George Deukmejian Courthouse
Long Beach, Calif.
(Photo by: Ken Naversen)

Governor George Deukmejian Courthouse recently earned the Los Angeles Business Journal's 2014 Commercial Real Estate Award for Best Public Project

Turnkey P3 Arrangement Delivers Governor George Deukmejian Courthouse

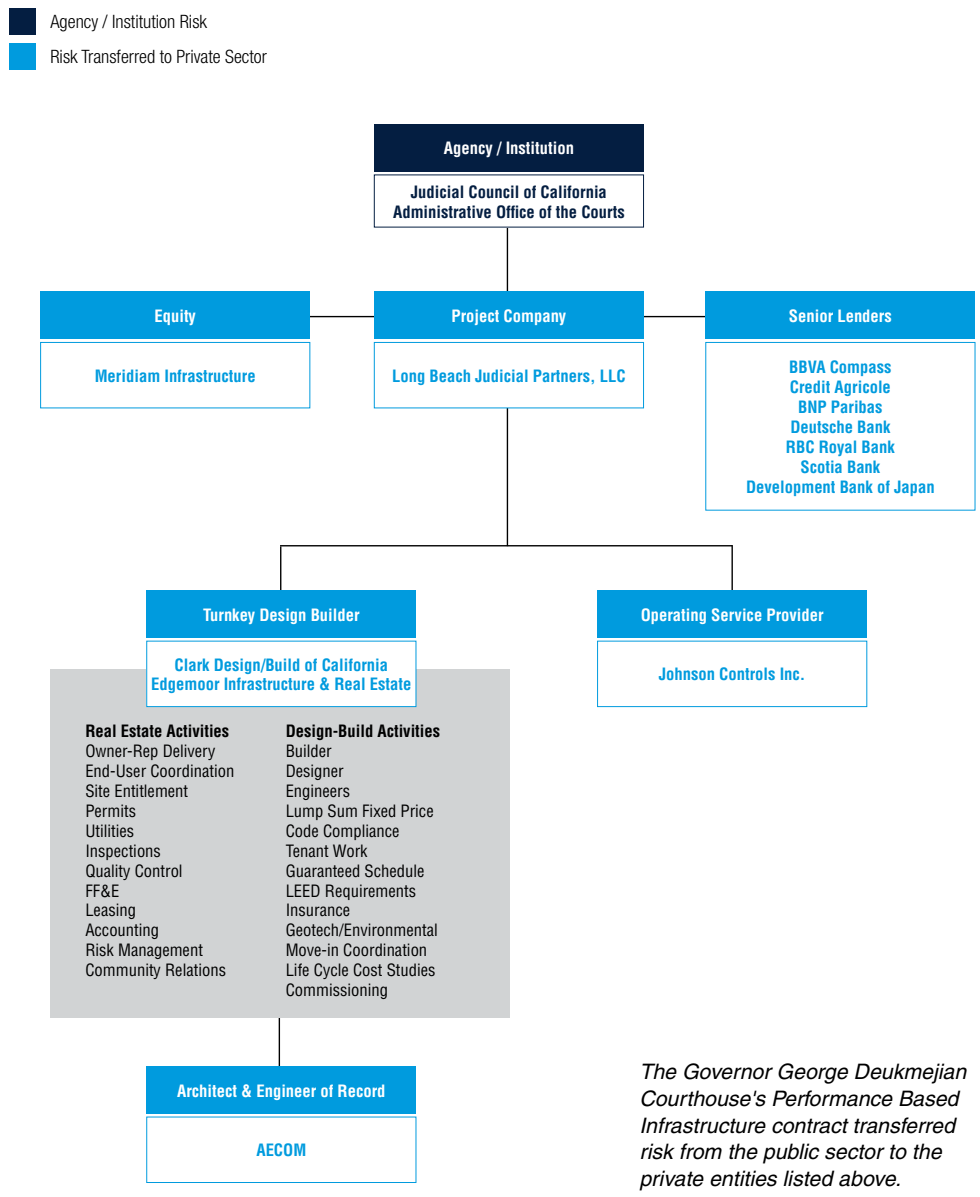
At first glance, the most striking aspect of the Governor George Deukmejian Courthouse is its façade. Five stories of hanging glass extend from a 50-foot roof cantilever and are accented by twin 75-foot-high curtain walls at either end of the building's atrium. Further examination of the 530,000 square-foot building reveals that its most unique elements have nothing to do with its architecture at all. The facility is the first social performance-based infrastructure (PBI) project in the United States. Under a turnkey public-private partnership, the cost and risk of the courthouse, including development, design, construction, operation, and maintenance, were transferred from the public sector to a private-sector team that included Clark and Edgemoor Infrastructure & Real Estate, among others.

The performance-based contract allowed the courthouse to be constructed without any public funding and provides for the ongoing maintenance and performance of the facility. Under the PBI agreement, the California Administrative Office of the Courts (AOC) will own the building and the Superior Court of Los Angeles County will occupy the space. The AOC will pay an annual availability payment for 35 years. Under the terms of the agreement, the AOC can deduct a specific amount from the availability payment if components of the building do not work. For example, there is a $5,000 deduct for every two hours that certain elevators are inoperable.

Executing the project under the PBI model required a strong commitment to the schedule while balancing the demands of the price-certain contract with stakeholder input. By integrating the expertise of the private-sector team members in the development and design-build process, the group met the goals of the client, and the project, and delivered the courthouse 11 days ahead of schedule.

Clad in deeply-articulated curtain wall and elements of stone, the Governor George Deukmejian Courthouse spans two city blocks in downtown Long Beach and replaces the functionally obsolete courthouse building one block away. The new facility features 31 courtrooms, as well as court administration offices, Los Angeles County lease space, and commercial and retail leasable space. Secure inmate transfer facilities, detention facilities, and separate secure parking areas for judges are located below ground. The team also renovated and expanded an existing 900-space parking structure.

Edgemoor provided real estate development services on the project, including utility relocation, permitting, and, commercial leasing; Clark led the design-build team.



The Governor George Deukmejian Courthouse's Performance Based Infrastructure contract transferred risk from the public sector to the private entities listed above.

Smart Sustainable Solutions:

Contractors Play a Significant Role in LEED v4

by Fulya Kocak

The long-awaited LEED v4 debuted in November at the U.S. Green Building Council's (USGBC) Greenbuild conference. LEED v4 is the certification system's most dramatic change to date and includes new categories and credits as well as numerous revisions to existing requirements. Projects can still seek certification under the previous version - LEED 2009 - until 2015, when it will be phased out and LEED v4 will become the mandatory standard.

The category most impacted by LEED v4's changes - Materials & Resources - also is the category with the most contractor responsibility. Clark's sustainability experts have been working with the USGBC, as well as with industry consultants, our project partners, vendors, and subcontractors, to fully understand the nuances of the new certification requirements and make the transition to LEED v4 seamless for our clients.

Here is a primer on what is new and different in LEED v4

New Categories:

Integrated Process

This will reward teams who collaborate early in a project's conceptual stage. On many Clark projects, we find that early, full-team integration has a significant impact on both up-front and life cycle costs.

Location and Transportation

This category is comprised of location-related credits formerly in the Sustainable Sites category.

New Prerequisites:

Outdoor Water Use Reduction

Projects can meet this prerequisite by having no irrigation or by reducing irrigation by 30 percent against a baseline comparison. Based on our experience, this prerequisite can be easily achieved on most project sites.

Building-Level Water Metering

This prerequisite mandates permanent water meters and data tracking for the building and associated grounds. Most projects will comply with this prerequisite with utility meters and common building management systems.

Building-Level Energy Metering

Similar to the prerequisite above, meters are now required to track building-level energy data, inclusive of electricity, gas, chilled water, steam, fuel oil, propane, and biomass. Utility level meters are acceptable for this prerequisite, however, all additional buildings in the project boundary, such as parking garages, must also be metered. Projects that utilize public utilities should easily meet this prerequisite. Projects utilizing central utility plants without any monitoring or energy readings at the building level will incur expenses to add meters at each service point for each type of energy use.

Construction and Demolition Waste Management Planning

This prerequisite calls for the development and implementation of a construction waste management plan. There are no set waste diversion percentages, however at least five material streams should be identified.

New Credits:

Building Product Disclosure and Optimization - Environmental Product Declarations

Environmental Product Declaration (EPD) is a third-party-verified distinction regarding a product's environmental impact based on raw material extraction, energy use, chemical makeup, waste generation, and emissions to soil, air, or water. This credit requires a project to incorporate at least 20 permanently-installed EPD products from at least five manufacturers.

Many building materials and product lines already have EPDs, while many more are seeking the designation, but this effort may take awhile to become an industry standard. Clark's sustainability personnel are tracking which manufacturers and suppliers have the proper credentials.

Building Product Disclosure and Optimization - Sourcing of Raw Materials

This new credit consolidates the three existing credits for recycled content, regional materials, and certified wood. In LEED v4, projects are awarded one point for having 20 different permanently-installed materials with publicly-released corporate sustainability reports.

An additional point is available if 25 percent of materials meet one of the responsible extraction criteria (recycled content, bio-based materials, certified wood, etc.). This credit will urge manufacturers to operate sustainably and report their progress. Some manufacturers may be slow to adapt and this could affect material costs.

Building Product Disclosure and Optimization - Material Ingredients

LEED points are available for using products with a publicly-available inventory of ingredients. This credit was developed to encourage product transparency for consumers. Currently, there are few product lines with ingredient reporting. Customer demand is likely to create a transformation in how building products are made, specified, and procured.

Cooling Tower Water Use

Hiring a water treatment professional to conduct a one-time potable water analysis can now garner up to two points. The up-front cost to obtain this credit is offset by a short payback period.

Water Metering

This credit requires installing permanent water meters for two or more water subsystems. The cost of this credit is minimal compared to the energy metering credit.

Demand Response

Two LEED points are available for designing and installing demand-response equipment and participating in a load shedding or shifting program for one year.

Building Life Cycle Impact Reduction

A blend of existing credits, this new credit awards up to three points for conducting a life cycle assessment of the project's structure and enclosure that demonstrates a minimum of 10 percent performance improvement.

Acoustic Performance

To comply with this credit, occupied spaces will need to meet HVAC background noise and sound transmission standards.

Development Location (LEED for Neighborhood)

Between eight and 16 points are available to projects seeking LEED for Neighborhood Development certification based on location. Projects pursuing these points are not eligible to earn Location and Transportation credits.

Revised Credits:

In addition to the new categories and credits, the USGBC has revised some of LEED's existing criteria, including:

- Renaming Low-Emitting and Fuel Efficient Vehicles as Green Vehicles and Stormwater Management as Rainwater Management
- To earn the Green Power credit, a project must now commit to 50 percent green energy use for five years to earn one point; 100 percent green energy use for five years will earn two points.
- Enhanced commissioning is now worth up to six points. Four points are available for enhanced and monitoring-based commissioning and two for envelope commissioning, which evaluates whole-building performance.

The transition to LEED v4 will take some time as the industry works to understand the new requirements. The new certification standards seek to reduce life cycle costs, increase transparency, and promote integration. Clark's sustainability team is analyzing the cost impact and benefits of the changes in LEED v4 and keeping an open line of communication with vendors and suppliers to provide the best value for our clients and partners.

Fulya Kocak is Clark's Director of Sustainability. She is currently the Chairman of the USGBC's National Capital Region and a member of the group's national Materials & Resources Technical Advisory Group.

Safe Subcontractor Spotlight: M.C. Dean *continued*

Mr. Bennett and his team completed a company-wide safety audit, implemented a new system to manage safety processes, and engaged M.C. Dean's global workforce. The results of these efforts have sharply decreased incidents while making M.C. Dean's employees - from executives to field workers - an integral part of the process.

M.C. Dean's new safety platform is based on ANSI Z10, a standard that advocates systems thinking - viewing a process as a whole and understanding how each part of a process affects another. The company also adopted best practices from other organizations, including Naval Facilities Engineering Command's "Operational Risk Management" (ORM) process for identifying hazards associated with each work task and implementing controls to reduce overall risk.

Beyond ORM, the company established six primary elements of control to unite all employees in working safely. Tactical elements of control include weekly look-aheads, daily work briefings, and daily tours where managers listen as workers answer the question, "If an incident were to occur today, what would it be and where would it happen?"

M.C. Dean's strategic elements of control include activity hazard analyses, position hazard analyses, and the risk register, an Australian Risk Management concept that serves as a master index of every definable feature of work and aids in determining risk levels.

The company developed a graphic to illustrate ORM's core functions. An employee suggested placing the graphic on white boards to guide the daily work briefing in each area. That simple suggestion was quickly adopted, and the word spread through M.C. Dean's tight-knit employee network that the safety culture was changing and the company was eager to listen to, and involve, each employee. From this new trust and interactivity, the foundation for M.C. Dean's safety success was laid.

The results of their safety efforts have been lasting. The first full year the new program was in place, incidents decreased while overall manhours rose by 1.1 million.

Today, three years later, M.C. Dean's incidents have decreased significantly, along with the costs associated with them. M.C. Dean's program engages all levels of the workforce to look at safety from multiple perspectives and has made M.C. Dean a valuable partner on site. Clark has relied on M.C. Dean's electrical expertise on numerous projects and, as important as the company's service and craftsmanship, is their full-team dedication to working safely, every day on every job site.

Opportunity Awaits 26 Graduates of Project Legacy's Small Business Program

CMU Building Block participants.

Thanks to a greater understanding of construction management, increased opportunities await the 26 graduates of the Southeast Louisiana Veteran's Health Care System Replacement Medical Center's (Project Legacy) Construction Management University (CMU) Building Blocks program. Clark/McCarthy Healthcare Partners, in association with local construction industry experts, has led the program's interactive sessions since 2011.

This free, six-part construction management training series is designed to supplement the capabilities of New Orleans' local, small, veteran-owned, and disadvantaged business community, and better prepare them to bid, win, and perform work on large construction projects. The program's curriculum includes scheduling, submittals, federal contract compliance, construction document plan reading, and billing and change orders.

> "The Government Compliance 101 class taught me the most... they didn't just talk about the OFCCP rules and regulations my company must comply with, they gave a compliance solution that's easy to understand and implement."
>
> *Robyn Gee,*
> *CEO, Gee Construction, LLC*

Both new and established companies have benefitted from the program. The latest graduates represent 17 companies, including general contractors and subcontractors in the electrical, concrete, window coverings, relocation, low voltage, safety, and general construction trades.

One company putting the program's lessons to good use is Gee Construction, LLC. This New Orleans-based disadvantaged, woman-owned, small business holds various contracts in and around the New Orleans area.

"All of the classes were well organized and informative," said Robyn Gee, CEO of Gee Construction, "the Government Compliance 101 class taught me the most...they didn't just talk about the OFCCP rules and regulations my company must comply with, they gave a compliance solution that's easy to understand and implement."

Since the program's inception, 75 members of the local business community have completed the CMU Building Blocks curriculum. New Orleans-area companies interested in participating in the next CMU Building Blocks session can learn more about this program and future sessions at: www.vahospitalreplacement.com.

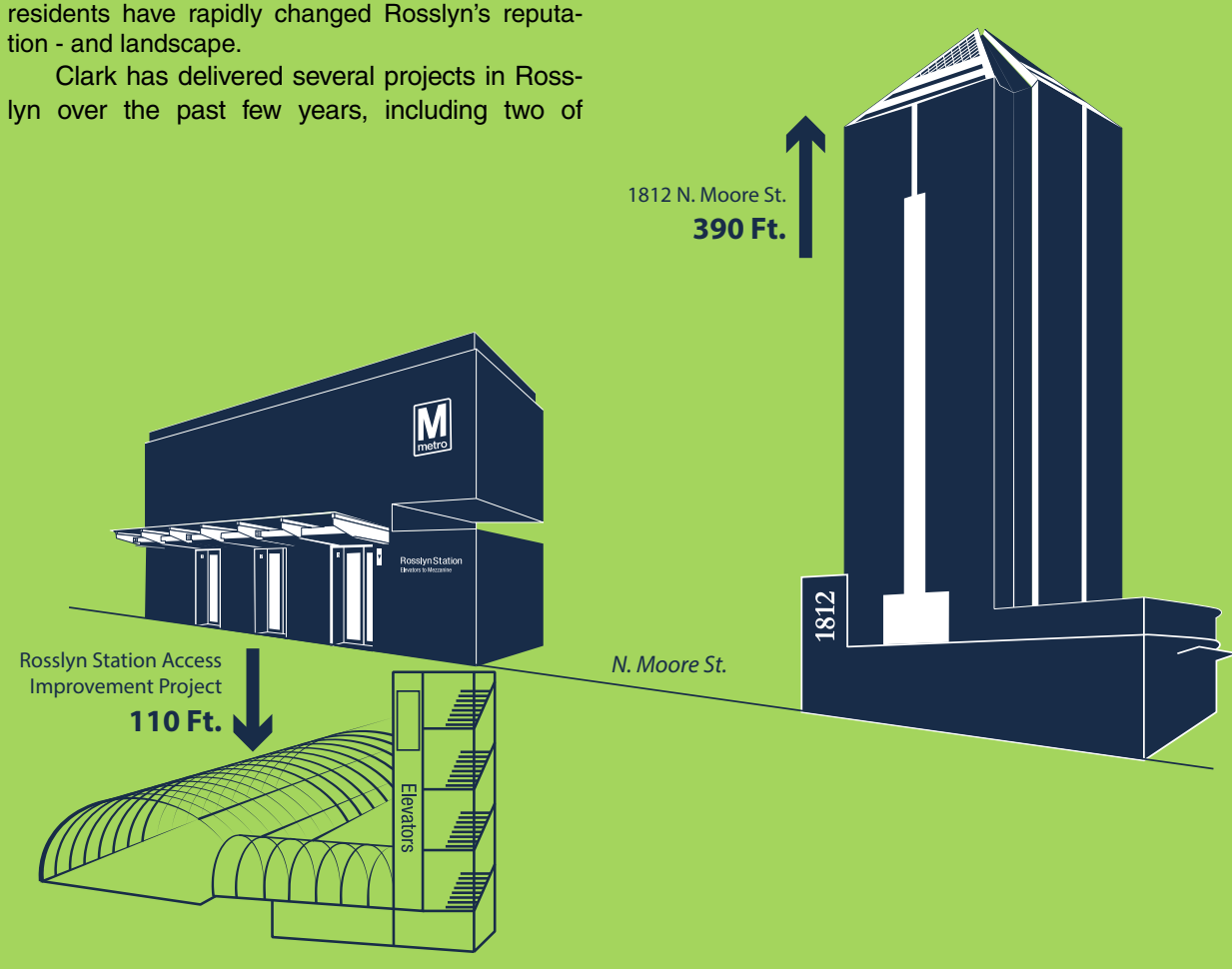
Re-defining ROSSLYN

Located in Arlington, Va., just over the Key Bridge from Washington, D.C.'s Georgetown neighborhood, Rosslyn was long considered a hub for business and little else. The neighborhood's streets, which bustled with activity by day, were far less busy at night and on the weekends, until recently. An influx of new buildings, restaurants and retail options, and residents have rapidly changed Rosslyn's reputation - and landscape.

Clark has delivered several projects in Rosslyn over the past few years, including two of note: 1812 North Moore and the Rosslyn Station Access Improvement Project (RSAIP). These projects, which face each other across North Moore Street, are helping Rosslyn reach new heights - and lows.

Rising 390 feet, Monday Properties' 1812 North Moore is the tallest office building in the Washington, D.C. metropolitan area. The tower features 580,000 square feet of column-free trophy-class office space and, from its penthouse level, unparalleled views of downtown Washington.

Just feet away from 1812 North Moore, Clark Civil, working with Atkinson Construction, recently completed the Rosslyn Station Access Improvements Project, which makes commuting more efficient for 36,000 daily Metro riders. The project opened a second entrance to the Rosslyn Metro station, serviced by three high-speed elevators that can deliver passengers from the street level to the platform - 110 feet below - in just 20 seconds. The project team also installed a new mezzanine area to improve passenger flow and emergency evacuation stairs.



> "We couldn't be more proud to be home to 1812 North Moore ... We know it's going to help us attract and retain some of the area's most innovative and influential corporations. And, right next door, we now have our expanded, state-of-the-art Metro station, with high-speed elevators, helping to make commuting to and from Rosslyn better for the increasing number of people who live and work here."
>
> *Mary-Claire Burick, President,*
> *Rosslyn Business Improvement District*

CLARK RETURNS TO THE CITY BY THE BAY

SAN FRANCISCO

Clark's Northern California office is returning to where it all began: San Francisco. The company has maintained a steady presence in Northern California since beginning a San Francisco wastewater handling program in the late 1970s. Twenty years later, Clark began the State Office Building project in downtown San Francisco, marking the start of California's successful design-build program. In 2000, we moved our Bay Area office to Oakland, and have since delivered some of the area's most iconic structures, while expanding our reach to Sacramento, the Central Coast, Central Valley, and further into the Pacific Northwest. This year, at the end of February, the office returned to its roots, relocating to new space in San Francisco's SOMA district.

Over the past four decades, our team in Northern California has grown to become the Bay Area's fourth largest general contractor. The group has forged strong relationships with local design and subcontracting partners and has an intimate knowledge of the local landscape. The office's current $1.5 billion portfolio, which includes a new facility for San Francisco's Office of the Chief Medical Examiner, the New Adult Stanford Hospital, Alameda County's Highland Hospital, and the 61-story Transbay Tower, demonstrates our ability to manage and deliver complex projects for public and private-sector clients. The group's new office continues Clark's long-term involvement in the Bay Area and positions the company to continue providing superior service to clients in Northern California and throughout the Pacific Northwest.

"One of the things that we stress - one of the ways we excel - is being an early contractor partner. Whether a project is Design-Build, IPD, or CM-at-Risk, the sooner our team can begin working with the client, design team, and end users, the greater the benefit to the project's budget, schedule, and quality. We designed our new office as an open studio specifically to support our collaborative design and construction efforts. Our new office has clustered work areas and common collaboration tables to host co-located preconstruction efforts with clients, designers, and engineers. Our conference rooms have been designed to be re-configured to host groups of all sizes. To support virtual design and construction, we have an interactive video overlay that allows virtual coordination, presentations and other media to be viewed at an individual, small team, and studio-wide level. Successful project teams work in concert from the early stages. Our new space is set up to maximize collaboration and will help us exceed our clients' expectations."

Steve Dell'Orto,
Senior Vice President in charge of
Clark's San Francisco Office

Since the late 1970s, Clark has built a diverse array of projects in the Bay Area and beyond - from Seattle to San Luis Obispo. Here is a look at some of the unique projects we've successfully delivered and currently have underway.

Transbay Tower
San Francisco, Calif.
1.6 Million Square Feet
Contract TBD

Office of the Chief Medical Examiner
San Francisco, Calif.
42,600 Square Feet
$31 Million

UCSF Sandler Neurosciences Center
San Francisco, Calif.
237,000 Square Feet
$166.3 Million
Design-Build; Public-Private Partnership

St. Francis Memorial Hospital ER Renovation
San Francisco, Calif.
10,000 Square Feet
$11 Million

California ISO Iron Point Facility
Folsom, Calif.
278,000 Square Feet
$118.9 Million
Design-Build

2010

Highland Hospital Acute Tower Replacement
Oakland, Calif.
592,000 Square Feet
$439.6 Million
Design-Build

New Adult Stanford Hospital
Stanford, Calif.
1.2 Million Square Feet
$807.7 Million

CHCF Stockton
Stockton, Calif.
1.16 Million Square Feet
$528.7 Million
Design-Build

Tom & Billie Long Patient Care Tower at John Muir Medical Center
Walnut Creek, Calif.
400,000 Square Feet
$308 Million

Solano County Government Center
Fairfield, Calif.
342,000 Square Feet
$82.1 Million
Design-Build

Poly Canyon Village
San Luis Obispo, Calif.
1.4 million Square Feet
$250 Million
Design-Build

Seattle-Tacoma Airport South Terminal Concourse
Seattle, Wash.
900,000 Square Feet
$280 Million

Mineta San Jose Airport North Concourse
San Jose, Calif.
380,000 Square Feet
$137.2 Million

SJSU Campus Village
San Jose, Calif.
960,000 Square Feet
$162 Million

2000

Capitol Area East End
Sacramento, Calif.
1.73 Million Square Feet
$241.8 Million
Design-Build

San Francisco Civic Center
San Francisco, Calif.
1.03 Million Square Feet
$249 Million
Design-Build

U.S. Court of Appeals
San Francisco, Calif.
350,000 Square Feet
$56.4 Million

1990

Raymond Kaiser Engineers Building
Oakland, Calif.
850,000 Square Feet
$53 Million

1980

Regional Wastewater Treatment Plant
Sacramento, Calif.
$157 Million

1970

Brian Ahern Promoted to Vice President

Clark is pleased to announce that Brian Ahern has been promoted to Vice President of Clark Civil.

As Vice President, Mr. Ahern will focus on Clark Civil's pursuits in the rail and aviation markets, as well as manage the group's aviation portfolio, including the Dulles East and West EDS In-Line Screening, the DCA Outbound BHS, and the DCA Terminal A Security Screening Checkpoint projects.

Mr. Ahern has a bachelor's degree from Villanova University. He is an active member of the Design-Build Institute of America's Mid-Atlantic Region and is a certified Design-Build Professional. He also is a LEED Accredited Professional.

Mark Blackmon Promoted to Vice President

Clark is pleased to announce that Mark Blackmon has been promoted to Vice President.

Mr. Blackmon recently relocated to the Mid-Atlantic Region and joined the Dulles Metrorail Silver Line Phase II team as Project Controls Manager.

Mr. Blackmon holds a bachelor's degree in civil engineering from Clemson University.

Wastewater/ Water Veteran Fred Wagner Joins Clark Civil Team

Clark is pleased to announce that Fred Wagner has joined the company as a Vice President of Clark Civil. Mr. Wagner will focus his efforts on the wastewater market, and will play a critical role in the company's pursuit of new work.

With 29 years experience in heavy utility and mechanical construction, Mr. Wagner brings extensive knowledge in the design and construction of state-of-the-art water and wastewater treatment facilities procured through both design-bid-build and public-private partnerships.

Mr. Wagner holds a bachelor's degree in chemical engineering from the University of Virginia. He is a member of the Design-Build Institute of America, and the Water Environmental Federation.

WE'RE ON TWITTER!

For up-to-the-minute news and information on Clark's projects and people, follow us on Twitter: @ClarkBuilds

Superstructure is published quarterly by Clark Construction Group, LLC. For more information, contact: Kimberly Wood or Eric Fulton in Clark's Communications Department.

Email: kimberly.wood@clarkconstruction.com
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Karri Novak Promoted to Vice President

Clark is pleased to announce that Karri Novak has been promoted to Vice President.

In her new role, Ms. Novak will serve as Clark's education market lead in the Western Region.

Ms. Novak has a bachelor's degree in civil engineering from Cal Poly San Luis Obispo. She is a LEED Accredited Professional and a licensed Professional Engineer.

Tim Stroud Promoted to Vice President

Atkinson Construction is pleased to announce that Tim Stroud has been promoted to Vice President.

In his new role, Mr. Stroud has relocated to Southern California and joined the Atkinson team delivering the State Route 91 Corridor Improvement Project.

Mr. Stroud has bachelor's degrees in civil engineering and systems engineering and a master's degree in systems engineering from the University of Virginia. He is a LEED Accredited Professional, a Safety Trained Supervisor, an American Society for Healthcare Engineering Certified Healthcare Constructor, and has a U.S. Army Corps of Engineers Construction Quality Management certification.

Industry Honors and New Roles for Clark Leadership

On the heels of delivering the Naval Hospital at Camp Pendleton,Vice President Carlos Gonzalez was named one of *Healthcare Design* magazine's HCD 10 for 2013. Each year, the publication selects 10 individuals who have made a significant impact on the healthcare industry. Mr. Gonzalez recently relocated to Clark's Mid-Atlantic Region to lead Clark Concrete Contractors.

Vice President Chip Hastie has been named one of *ENR California's* "Top 20 Under 40." Mr. Hastie led Clark's efforts in delivering the nation's first social performance-based infrastructure project, the George Deukmejian Courthouse. Mr. Hastie has recently relocated to Clark's Mid-Atlantic Region to lead the company's Research and Development team.

Fulya Kocak, Clark's Director of Sustainability, has been named Chair of the U.S. Green Building Council - National Capital Region. As chair, Ms. Kocak will focus on advocating for the group, as well as leading education and training seminars, leading community outreach efforts, and facilitating an accessible environment for the area's green building professionals.

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Project Legacy team members rehabilitate a local veteran's home.

Project Legacy Team Preserves Disabled Veteran's Home

Even years after Hurricane Katrina devastated much of New Orleans, rebuilding continues. Last fall, the Southeast Louisiana Veterans Replacement Hospital (Project Legacy) project team took part in October Build, an outreach event organized by Rebuilding Together. Although the non-profit organization has a large presence throughout the country, the New Orleans Rebuilding Together event was the first of its kind.

The Project Legacy team led rehabilitation efforts at the Dennis family home in Broadmoor, La. The family, who has lived in the home since 1968, left to take shelter in Texas during the hurricane. When they returned to Louisiana, they found their house under water. Mr. Dennis, a disabled veteran, and his wife made several attempts to repair the home and, in the process, were taken advantage of by a local contractor.

The Clark/McCarthy team made a number of significant repairs and enhancements to the Dennis' home, including painting the exterior, landscaping the yard, building planter boxes for a garden, and replacing rotten and leaky window trim throughout the home. Volunteers also repaired the fence and gate surrounding the property.

In addition to being part of Rebuilding Together's successful first October Build event, the Project Legacy team found another way to help the local veteran community; they renovated the New Orleans Veterans of Foreign Wars (VFW) post. Over the course of several months, the team also donated time, tools, and materials to remodel two VFW apartments, which are used as temporary housing for returning war veterans until they can find permanent homes.

Shirley Employees Take to the Tarmac

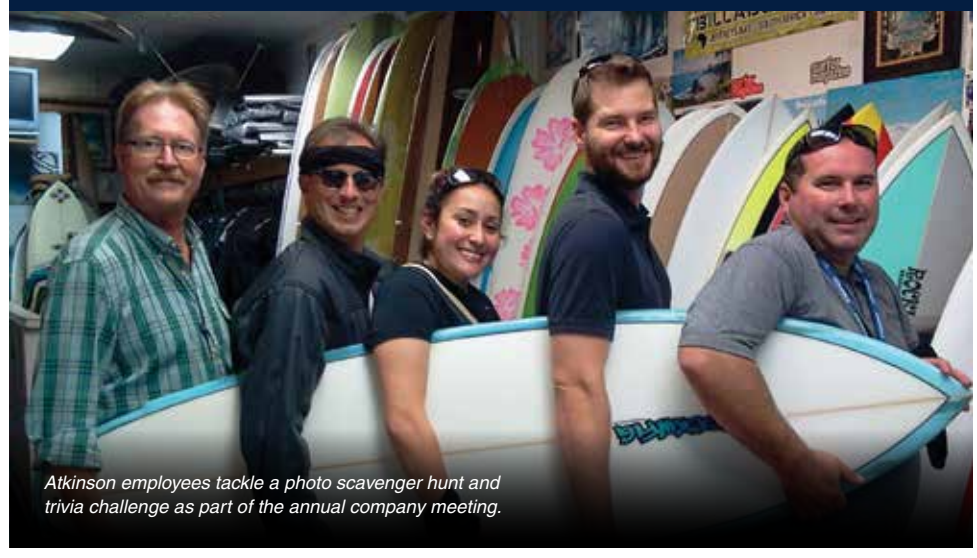

Shirley employees show off their brawn during the Plane Pull.

Though they specialize in road construction, a team of employees from Shirley Contracting took their talents to the tarmac for the annual Plane Pull competition at the Dulles Day Festival at Dulles International Airport. Founded in 1993, the Plane Pull is the Special Olympics Virginia's "heaviest" fundraiser, pitting teams of 25 against one another to see which one can pull a 164,000-pound Airbus airliner 12 feet in the shortest amount of time. This year's event featured over 66 teams and 16,000 spectators.

Although, Shirley did not take home the top prize, they showed their support for the Special Olympics Virginia, which raised more than $226,000 from the event to benefit athletes with intellectual disabilities throughout the state.

Atkinson's Annual Meeting a Chance for Charity

Atkinson Construction added a new wrinkle to its biennial company meeting this year: a team-building trivia charity challenge. Between company-wide sessions on business strategy and project safety, the group was divided into 16 teams. Each team was then handed a tablet pre-loaded with trivia questions and photo challenges to fulfill in nearby Huntington Beach, Calif. The top three teams were awarded money to donate to their charity of choice. The winning team, "3's Company" earned $2,500 for the Alzheimer's Association. The second place team earned $1,500 for the OC Walk to Remember, while $1,000 went to the Breast Cancer Research Foundation in honor of the third place team.


Atkinson employees tackle a photo scavenger hunt and trivia challenge as part of the annual company meeting.

Giving Back a Part of Clark's Mission at Camp Pendleton

Camp Pendleton is one of the Department of Defense's busiest installations. Home base for 42,000 active duty personnel, Camp Pendleton also serves more than 77,000 retired military personnel living within a 50-mile radius.

As one of the military's largest communities on the West Coast, Camp Pendleton also has a large share of needs. For three years, the Clark/McCarthy project team was part of this community, working alongside members of the military, their families, and service veterans. Supporting these individuals was Clark/McCarthy's way of thanking those who give so much for our country. The team's 5,000 hours of volunteer work impacted three distinct audiences: on-site military and wounded warriors, local children of military families, and area troops serving overseas.

Leveraging the project's size, the team relied on their project partners and workforce to give back to the base. The show of support was overwhelming. A site-wide fundraiser collected nearly $7,500 for the Wounded Warrior Project and the team's annual participation in the Mud Run raised more than $30,000 for the Camp Pendleton Armed Services YMCA. In another annual tradition, each holiday season, project team members assembled and shipped hundreds of care packages to local military serving overseas.


Camp Pendleton project team members sign a check for the Wounded Warrior Project.

Clark Mentors Team Capitol DC for Solar Decathlon

Harvest Home at the Solar Decathlon in Irvine, Calif. (courtesy of the Department of Energy)
Inset: Team Capitol DC

Every great student needs a mentor and Clark was proud to play the role during the 2013 Solar Decathlon. As the name suggests, the Solar Decathlon is a grueling competition, but one that fields teams of future architects, engineers, and builders instead of athletes. Run by the U.S. Department of Energy, the event challenges collegiate teams to design, build, and operate solar-powered houses that are both cost effective and energy efficient. Held biennially, teams have nearly two years to bring their entries from a concept to a completed home. The 2013 Solar Decathlon competition site was Orange County Great Park in Irvine, Calif.

In 2012, architecture students from The Catholic University of America (CUA) joined with neighboring schools The George Washington University (GWU) and American University (AU) to form the first ever city-wide Washington, D.C. collegiate team to compete in the Solar Decathlon. Coined "Team Capitol DC," the students developed a plan to design and build Harvest Home - a sustainable modular structure that produces as much energy as it consumes.

A few months into their work, Team Capitol DC reached out to Clark for financial and technical support. The team had divided the project's massive scope and workload (CUA architecture students handled the design, GWU led construction activities and landscaping, and AU managed project communications and marketing), but was eager to find an experienced builder to partner with along the way.

Clark started working with Team Capitol DC in August 2012. Throughout Harvest Home's design and construction, more than a dozen company employees mentored the students, volunteered more than 250 hours of their time to assist with constructability reviews, steel reviews, and waterproofing during the design phase, and later helped the group coordinate trades, including electrical, roofing, and miscellaneous metals. Clark called on several subcontracting partners to lend their support to the project, too. Companies including Mona Electric and American Iron Works joined the effort, donating materials and tools, and supplying much-needed guidance to the students.

With support from Clark volunteers and subcontractors, the students built the modular structure on the CUA campus in northeast Washington, D.C, in just four months, completing it in May 2013. The team then spent the city's hot and humid summer testing and optimizing Harvest Home's energy performance before disassembling it and transporting it to the Solar Decathlon site.

Twenty teams from across the globe took part in the 2013 Solar Decathlon. Each team's entry was evaluated in a series of measured contests and assessed by a jury of industry professionals for design, aesthetics, affordability, consumer appeal, and optimal energy production. Against stiff competition, including teams from Stanford University, the Czech Republic, and Austria, Harvest Home placed seventh in the competition.

"Clark was a great help throughout the project. Their employees reviewed drawings for proper detailing and waterproofing and assisted in overall construction management and coordination with subcontractors, both in DC and in Irvine. With Clark's help, we were able to work directly with subcontractors who taught us how to do many different tasks that we otherwise would not have known."

Kyle Noell, former Harvest Home construction manager, now a Clark engineer.

The end of the Solar Decathlon did not mean the end for Harvest Home. Following the event, Team Capitol DC disassembled the structure and prepared it for transport to San Diego, where it was donated to Wounded Warrior Homes, a non-profit organization that supports men and women in military service, and veterans who suffer from Traumatic Brain Injury and Post-Traumatic Stress Disorder as a result of their service. Harvest Home will forever serve as a place of respite and healing for deserving wounded warriors.

Highland Hospital Team Strengthens Bond With Local Community

When complete, the new Highland Hospital will have an immediate impact on California's Alameda County. Clark's project team, which is leading the design-build effort on the Acute Tower Replacement, is already leaving an indelible impression on the community.

Late last year, Fruitvale Elementary, located just blocks from the project site in inner-city Oakland, was vandalized. The school's physical education equipment was stolen and its playground had burned to the ground. The Highland Hospital team has partnered with the school since the start of the project. When word spread about the incident, they jumped into action.

With help from project partners and subcontractors, the team organized a collection for Fruitvale Elementary. Even family members pitched in - the five-year-old daughter of Clark's Senior Safety Manager donated all of the money from her piggy bank. In short time, the team raised over $3,000 and purchased new sports equipment for the Fruitvale kindergarten class.

The Highland Hospital project team's community outreach extends beyond Fruitvale, they also have partnered with the Oakland NAACP and the Oakland African American Male Achievement initiative to provide in-class education and expose students to the construction, engineering, and architecture industry. Project Executive Tegan Sullivan leads the curriculum, which is offered at Oakland High School, and brings in other project team members to help teach the classes. The team's educational outreach doesn't stop there. They also host regular visits to an offsite hospital room mock-up facility to teach local community college students the fundamentals of construction.

In addition to teaching classes, project team members have volunteered at many events in the area. Most recently, they attended the Oakland Ready to Learn Fair. Project Engineer Brittnee Elliott helped organized the event, which provides free books to children attending the fair. The children also received a big surprise when Clifford the Big Red Dog, played by Senior Project Manager Marie Speakman, made a special appearance to read to them.

Members of the Highland Hospital team delivered new playground equipment to kindergarten students at Fruitvale Elementary.