

SUPERSTRUCTURE

Building at a Crossroads

All Paths Lead to
The Wilson & The Elm

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Clark Foundations
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115 Good Deeds Challenge

CLARK
CONSTRUCTION

FROM THE CEO

OUR BUSINESS IS OFTEN MEASURED IN YARDS OF CONCRETE, BUILDING HEIGHTS, AND SQUARE FOOTAGES.

In addition to these tangible calculations, it is also important to recognize a much less quantifiable – but equally as important – aspect of our work. In this issue, we focus on Clark’s efforts to build connections – to local neighborhoods, to people and businesses within our industry, and to the communities in which we live and work.

The Wilson and The Elm, a recently completed, award-winning mixed-use development in Bethesda, Maryland, is a shining example of the important role that projects play in building connections. Featuring more than 360,000 square feet of trophy office space and two residential towers, the development brings colleagues and residents together for living, working, and enjoyment. It also sits atop a transit hub, sustainably linking this new destination to the greater DC area for generations to come, a lasting benefit that extends well beyond the perimeter of the site.

Within the industry, we are proud to lead efforts to strengthen connections among people of varied talents, backgrounds, and perspectives by building awareness, celebrating diversity and equity, and fostering inclusion. Following on the success of this year’s inaugural Construction Inclusion Week, we continue to focus on promoting a culture of care and respect and creating meaningful change in our industry.

Our commitment to increasing industry diversity extends to working with

small businesses, connecting them to resources to aid in their stability and success. The recent expansion of Clark’s Strategic Partnership Program to the Greater Baltimore area to support the economic growth and empowerment of the city’s small business community is just one component of our national effort.

Likewise, we continue to strengthen our relationships in the communities in which we live and work through the volunteer efforts of our employees. As we mark Clark’s 115th anniversary and the 50th anniversary of Clark Foundations, we reflect on the core principles that have remained unchanged throughout our history. One of these constants has been our commitment to giving back, and in celebration of our anniversary, we committed to performing a good deed for each of our years in business. Our employees quickly sprang into action, renovating homes, cleaning beaches, serving meals, and much more, accomplishing our 115th act of community service in October.

As our country emerges from a period marked by prolonged isolation, it is time to reconnect, and this issue reflects not only our efforts to build these bonds, but to ensure that they are both meaningful and lasting.

ROBERT D. MOSER, JR.

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SUPERSTRUCTURE

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ON THE COVER

Comprised of an office building and two residential towers, The Wilson and The Elm is located at the intersection of several major transportation routes that serve the Washington, DC metropolitan area.

Photo by: Maxwell Mackenzie

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Clark Strengthens Enduring Partnership with Johns Hopkins University

Over the past three decades, Clark has completed 10 projects for Johns Hopkins University (JHU), helping to strengthen the institution's academic mission and enhance the experience for staff, faculty, and the surrounding community. With two recently awarded projects, Clark's enduring partnership with JHU continues to strengthen.

HOPKINS STUDENT CENTER

JHU selected Clark to construct the Hopkins Student Center on its Baltimore, Maryland, Homewood campus. The 138,000-square-foot, four-story campus social hub is designed to enhance the school's emphasis on creative expression and social engagement. The student center will feature a 250-seat theater, dance studios, dining hall, and several outdoor gathering spaces. The structure is comprised of a unique mass timber structure with 29 roof structures and a steel curtainwall façade.

The new student center was designed by Bjarke Ingels Group with support from Rockwell Group as the interior architect and Shepley Bulfinch as the architect of record. The project recently broke ground and is slated for completion in the summer of 2024.



Rendering courtesy of Shepley Bulfinch

555 PENNSYLVANIA AVENUE RENOVATIONS

JHU selected Clark to renovate and transform an existing 350,000-square-foot building into a 420,000-square-foot mixed-use office and academic facility. The building, which served as home to the Newseum until the end of 2019, will serve as JHU's primary Washington, DC campus. The world-class academic facility will feature classrooms, offices, conference space, and media suites, as well as amenities such as a 370-seat theater, several rooftop terraces with views of the U.S. Capitol Building, and restaurant and café space.

The project was designed by Ennead Architects in collaboration with the Rockwell Group for the interior design. SmithGroup is the architect of record. Construction is currently underway and completion is slated for the summer of 2023. ■



Rendering courtesy of Ennead, Rockwell Group, and SmithGroup

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 includes:

EDUCATION

Catholic University Conway School of Nursing and Campus Gateway

New nursing and sciences building featuring multi-functional clinical learning and instructional support areas, including simulation labs for acute care and clinical examination training

Location: Washington, DC

Company: Clark Construction Group

Client: Catholic University of America

Designers: Ayers Saint Gross and Robert A.M. Stern Architects

Completion: Winter 2024

RENOVATION & HISTORIC RESTORATION

Beverly Hills City Hall Seismic and Historic Renovation

Seismic enhancements to a nine-floor building as well as renovations including a rooftop common area, interior tenant improvements, and MEP system upgrades

Location: Beverly Hills, California

Company: Clark Construction Group

Client: City of Beverly Hills

Architect: RAW International

Completion: Spring 2022

RESIDENTIAL

160 North Elizabeth

Construction of a 28-story, 375-unit apartment building featuring a 144-space parking garage and three floors of residential amenities

Location: Chicago, Illinois

Company: Clark Construction Group

Client: Mocerri + Roszak

Architect: Thomas Roszak Architecture

Completion: Summer 2023

TRANSMISSION & DISTRIBUTION

Crystal City Substation Improvement & Expansion

Construction of a pre-cast concrete gas-insulated substation facility trimmed with metal panels and mosaic tiles to support increased electrical demands

Location: Arlington, Virginia

Company: Clark Civil

Client: HICO America Sales and Technology

Designer: HICO America Sales and Technology

Completion: Fall 2022



Rendering courtesy of Ayers Saint Gross and Robert A.M. Stern Architects

WATER & WASTEWATER

North Potomac Yard Pumping Station

Construction of a 7,800-square-foot sanitary wastewater pump station and supporting infrastructure, including mechanical screening facilities and a self-cleaning wet well system

Location: Alexandria, Virginia

Company: Clark Water

Client: JBG SMITH

Engineer: Gannett Fleming

Completion: Spring 2023

MILITARY

Lackland Aquatic Tanks

Construction of an enclosed aquatic training facility featuring two 50-meter pools and classrooms as well as supporting infrastructure, site development, and utilities

Location: San Antonio, Texas

Company: Clark/Byrne Aquatics, a Joint Venture

Client: U.S. Army Corps of Engineers, Fort Worth District

Architect: Tetra Tech

Completion: Spring 2023

MASS TRANSIT

BART Concord Yard Turntable Construction

Replacement of the existing train turntable foundation and equipment as well as construction of an equipment shed, storm drainage facilities, and electrical systems

Location: Concord, California

Company: Clark Civil

Client: Bay Area Rapid Transit (BART)

Engineer: PGH Wong Engineering

Completion: Summer 2022



Rendering courtesy of Gannett Fleming

GOVERNMENT

Operations and Maintenance at Central Records Complex

Management of all facility solutions including maintenance of the state-of-the-art automatic storage and retrieval system and all MEP systems

Location: Winchester, Virginia

Company: Clark Facility Solutions

Client: General Services Administration

ROADWAY & BRIDGES

Boundary Channel Drive at I-395 Interchange

Improvements to Boundary Channel Drive, including reducing the roadway to two lanes and constructing roundabouts, sidewalks, and mixed-use pathways

Location: Arlington, Virginia

Company: Shirley Contracting

Client: Virginia Department of Transportation

Engineer: Dewberry

Completion: Fall 2023

Prefab Benefits Largest Hospital Construction Project in Washington, DC

Sometimes, the fastest way to the finish is not a straight line. While construction traditionally employs a “linear build” method, where critical schedule milestones follow one after the other, prefabrication of building elements during a project enables progress on several fronts simultaneously. On the 477,000-square-foot MedStar Georgetown University Hospital Medical/Surgical Pavilion in Washington, DC, the project team is strategically using prefabrication to increase the hospital project’s speed to market.

The benefits of prefabrication are best realized on buildings with multiple similar components. The new Medical/Surgical Pavilion will feature 156 private patient rooms, a rooftop helipad with direct access to 31 state-of-the-art operating rooms, and 32 exam rooms in a modernized emergency department. Clark worked closely with the hospital and design team during project development to determine which components were best suited to be manufactured off site. Using a formal scoring and evaluation process, the team identified 156 in-patient bathrooms and other spaces which, when prefabricated, would provide the greatest cost and schedule benefits to the project.

Early in construction, Clark built mock-ups of key interior spaces with prefabricated



components, expediting reviews and approvals that were critical to maintaining the project’s aggressive schedule. By the time concrete topped out last summer, installation of more than a dozen premanufactured interior elements was well underway. In October, 26 trucks, each carrying six bathrooms on their truck bed, began their journey from a manufacturing facility in Texas to Washington, DC. Each 60-square-foot bathroom pod was then lifted into the building using a crane to complete the installation.

Operating room ceilings provided another unique opportunity to capitalize on the benefits of prefabrication. Equipping the new facility with the latest technology was critical to providing best-in-class healthcare to patients. With prefabrication, the steel support could be built to accommodate maximum tolerances, ensuring the ceilings were capable of supporting future iterations of operating room technology, and ultimately keeping the hospital on track to adapt and provide the latest healthcare advancements to those in its care.

Beyond schedule and cost savings, prefabrication has resulted in additional benefits at MedStar Georgetown. A smaller workforce on site has increased construction safety, minimized congestion, and reduced disruption to the active Georgetown University campus, hospital, and surrounding community. In addition, strict quality standards could be achieved when manufacturing elements off site in a controlled environment. Most importantly, prefabrication will allow the hospital to provide a more consistent experience for the end user, supporting patient treatment and recovery. ■

Left: Prefabricated bathroom pods are lifted into the building using a crane to complete installation. Above: Bathroom pods are unloaded from one of 26 trucks arriving on the jobsite from Texas.



Photos by: Aleksey Kondratyev

A Relationship-Based Approach to Fatigue Management

By Kris Manning

Safety in the construction industry extends beyond PPE and workplace policies. When it comes to fostering a work environment where everyone feels safe and secure, it is critical that each person brings themselves to work fit for duty – both physically and mentally.

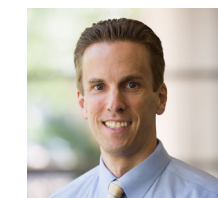
Construction is a high-effort industry. Physically demanding work can be taxing on an individual’s body and can cause fatigue amongst our team members. Fatigue, which impacts both our physical and mental well-being, can manifest itself in ways such as headaches, dizziness, exhaustion, irritability, and anxiety. These symptoms can affect an individual’s ability to perform their job duties,

react to hazards, think clearly, and can ultimately result in a job site incident.

At Clark, we take a relationship-based approach to safety where we prioritize personal connections and promote a sense of caring that is essential to working safely. This interaction fosters a palpable safety culture in which the people working onsite know their concerns matter and their voices are heard.

Our goal is to ensure that all employees and craft workers know the signs of fatigue and understand the dangers of working in a compromised state. Beyond that, we want to educate them on the ways to manage fatigue, like establishing and sticking to a nightly sleep

schedule and taking breaks throughout the day to remain focused and alert. By creating a culture that supports wellness and encourages individuals to openly communicate about issues that might lead to exhaustion, we create a safer work environment for everybody. ■



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

MANAGING FATIGUE

Contributors to Fatigue

Working night shifts or overtime for extended periods of time 	Working in extreme temperatures or loud environments 	Being stressed or juggling too many obligations 
Not getting enough sleep or having an irregular sleep schedule 	Staying awake for more than 17 hours 	Certain medical conditions and illnesses 
Smoking or drinking alcohol 	Driving long distances or long daily commutes 	Not drinking enough water 

Signs of Fatigue

- Lack of concentration
- Carelessness
- Taking longer to complete tasks
- Loss of stamina or strength
- Blurry vision
- Dizziness
- Certain medical conditions or illnesses

Preventing Fatigue-Related Injuries on the Job

- Get at least 7 hours of sleep each night
- Stay hydrated
- Take breaks throughout the day to refocus
- Schedule higher-risk tasks for when you feel most alert
- Check in with others who are exhibiting signs of fatigue

Sources: Occupational Safety and Health Administration (OSHA); National Safety Council



Building at a Crossroads

Whether traveling by car, bike, or train, all paths lead to Carr Properties' recently completed 1.3-million-square-foot mixed-use project, The Wilson and The Elm, in Bethesda, Maryland.

Named ENR Mid Atlantic's 2021 Project of the Year, the development is located at the intersection of several major transportation routes that serve the Washington, DC metropolitan area. The design includes The Wilson, an office building featuring 360,000 square feet of trophy-class office space and 10,700 square feet of retail space, and The Elm, a second building containing 456 residential units. These structures sit atop a five-level podium containing above- and below-grade parking, a new entrance to the future Purple Line Light Rail Bethesda Station and access to the Capital Crescent Trail, a heavily used path connecting walkers and cyclists with neighboring communities and the nation's capital. Along the site's northern perimeter, construction of the Purple Line and Washington Metropolitan Transit Authority (WMATA) Bethesda Station South Entrance is ongoing.

While proximity to these transit options was a driving force behind the transformative development, these underground components made construction of the massive project no walk in the park.

A FOUNDATION BUILT ON COLLABORATION

Early in The Wilson and The Elm's development phase, Clark worked side-by-side with Carr to coordinate site access logistics and support of excavation engineering with the Purple Line construction team and WMATA, two critical partners that shared the congested site. This effort resulted in reconfiguring the existing WMATA

egress and ventilation shaft located within the project site to align with the new building and meet WMATA requirements for continuous access to the shaft throughout construction.

Clark also worked closely with the Bethesda Station South Entrance designers and structural engineers to design internal and external bracing elements to support excavation below Wisconsin Avenue without impacting the new below-grade structure or Purple Line construction. Vice president Pasco Umbriac explains, "The below-grade structure was challenging from the start because of its proximity to the Purple Line site, and the requirement on day one was that our project had to be completed on time while we worked around it."

The team created detailed virtual models of every piece of the support of excavation system, down to the rebar in each pile cap. This model demonstrated both the design and sequencing of raker installation and removal, which enabled the operations, foundations, scheduling, and trade contractor teams to collaborate on a plan to remove all support of excavation components in time to pour the light rail station's concrete shell.

As a complement to the underground coordination model, the team leveraged laser scans to capture as-built conditions to compare against the model, which was continually updated as rakers were installed. Through this process, the team stayed ahead of potential challenges and delivered the work on schedule.

Photo by: Jeffrey Sauers



This page: Clark worked with designers and engineers to design internal and external bracing elements to support excavation to a grade elevation 50 feet below Wisconsin Avenue in parallel with the Purple Line's BSSE shaft work.

Opposite page: The development is comprised of an office building, The Wilson, featuring 360,000 square feet of trophy office space and 10,700 square feet of retail space, and two residential towers, The Elm, housing 456 units.

Photo by: Harry Griffin

EARLY DELIVERY OF THE PURPLE LINE STATION SHELL

Concrete work began with the challenge to turn over the shell for the Purple Line Station to the Maryland State Highway Administration only six months after the start of on-site work. The 25-foot tall by-50-foot wide station shell runs 400 feet across the project's below grade garage, bisecting the space and requiring concrete transfer slabs and beams to handle the loads of the two residential towers above. To meet the aggressive delivery schedule of this critical component, Clark worked closely with the design team to redesign the structure, ultimately eliminating the need to reshore the space during above-grade construction of the towers.

Additionally, the team created a 4D BIM model of the below-grade pour sequence to optimize workflow. The benefits of these planning efforts were realized during construction, with the concrete shell delivered two weeks ahead of schedule.

MOVING PEOPLE AND MATERIALS ON A TIGHT SITE

The confines of the urban site, wedged between heavily traveled roads and existing buildings, created challenging construction logistics as the development's towers rose from the ground. To visualize the most efficient path forward, Clark leveraged 3D modeling to plan for the movement of both crews and materials around the site. The model was then further developed into a 4D simulation, demonstrating the sequence of construction for all three structures.

Visualizing the timing of each construction activity reinforced the team's confidence that they could successfully construct a project of this magnitude despite the site's restrictions. The model was consistently referenced by the field team throughout construction, aiding in the efficient resolution of logistical issues.

The team developed a 4D model to illustrate the sequence and placement of each component of the amenity bridge spanning between the two residential towers on the 28th floor.

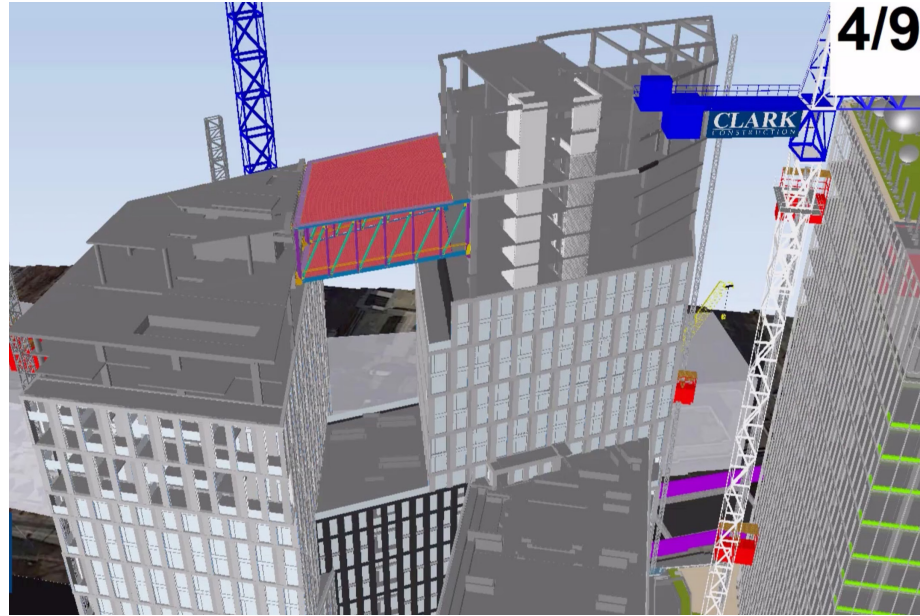


Photo by: Aleksey Kondratyev



Photo by: Aleksey Kondratyev



Photo by: Aleksey Kondratyev

One important application of this modeling occurred during construction of the composite steel and concrete amenity bridge spanning between the development's two residential towers on the 28th floor. Successfully setting the 60-foot-long, two-story bridge trusses was the result of 18 months of careful planning between Clark, Shalom Baranes, engineers, and trade contractors.

Due to the bridge's altitude at 300 feet above street level, a tower crane was required for steel erection. Because the truss sizes outweighed the crane's load rating, the trusses were fabricated off site without their bottom chords to lighten the load. The team engineered a temporary bracing system and revised connection details to address the change in fabrication. A 4D model was created to illustrate the sequence and placement of each bridge component. Through this process, the team determined that the construction of sections on one of the towers needed to be re-sequenced to allow space for

The confines of the urban site, wedged between heavily traveled roads and existing buildings, created challenging construction logistics.

the large truss sections to be swung into place without interference. The collaborative process and simulation led to completion of the steel erection safely and ahead of schedule.

A PLACE TO FORGE NEW PATHS

The Wilson and The Elm's proximity to pedestrian and mass transit options is a sustainable solution for residential and commercial tenants hoping to escape the snarl of traffic around Washington, DC. At the groundbreaking, Maryland Governor Larry Hogan emphasized the opportunity that the project presents, stating, "This project, especially with its seamless integration of the Red Line and Purple Line Light Rail Station, will provide more transit options for the region, and will connect more people to job opportunities."

The new multi-modal transit hub plaza at the northeast corner of the site, combined with extensive landscaped terraces, features close to 25,000 square feet of green space. The site's features, combined with state-of-the-art building systems, earned the office tower LEED Gold certification, with the residential towers on track to achieve this certification later this year.

Located at the south end of the new enhanced Bethesda Downtown Sector Plan, the completed project serves as a gateway to the area and defines a new image for downtown Bethesda, capitalizing on the transit connections to Washington, DC and surrounding communities. ■

The completed project serves as a gateway to the area by capitalizing on the transit connections to Washington, DC and surrounding communities.



Photo by: Jeffrey Sauers



Photo by: Jeffrey Sauers

INNOVATION IN THE DETAILS LETS WOOD FEATURE WALL SHINE

Amid construction of The Wilson and The Elm's three complex structures, a much more delicate effort was also underway – the planning and crafting of a wood feature wall which serves as the focal point of The Wilson's lobby.

In a nod to the development's location, the wall is comprised of reclaimed wood fins arranged in a design that mimics the exact angle of the intersection at the northeast corner of the site at Wisconsin Avenue and Elm Streets. To achieve this intricate design, Clark began planning its construction with specialty contractor Gutierrez Studios more than three years before installation.

Overcoming seasonal movement inherent in the wood necessitated extensive calculations that impacted detailing and execution at every stage. This hurdle was exacerbated by the scale of the feature and the need for multiple wood species to be edge-glued and run in the short-grain direction. Gutierrez' team created a series of wood fin prototypes to establish monthly monitoring of the movement and potential distortion in these fins over an entire four-season cycle.

Each wood species had different movement coefficients, which required specific groupings within each individual fin to ensure the long-term stability of the installation. The fins were carefully combined in various repeated groupings until both the micro and macro views created the desired effect.

A unique system was created to meet the structural requirements of the wall. Custom-designed, brake-formed steel cleats allow each fin to move without restriction while minimizing the visibility of fasteners. This solution successfully supports more than seven tons of wood in constant motion, as well as three tons of steel and plywood, without obscuring the beauty of the feature's carefully crafted elements.

Once the feature was ready for installation, Clark carefully sequenced construction of the lobby's interior finishes to protect the signature piece's delicate wood fins by minimizing heavy construction in the area after its placement. To accomplish this, gravity-fed plumbing was first constructed behind the wall before steel supports for the wood fins were put in place. Installation of the lobby's monumental steel stair and lobby stone were next. Clark then coordinated the integration of supply air diffusers in the feature wall, followed finally by installation of the wood fins.

Upon completion, the stunning piece is a standout element of the Class A office lobby and serves as a testament to the teamwork and attention to detail that helped to realize the vision of this intricate design.

Clark Foundations Celebrates Golden Anniversary

While the tools of the trade have evolved over the last 50 years, Clark Foundations' focus remains unchanged – delivering the country's most sophisticated excavation support systems with excellence.

IN THE SPRING OF 1971, CLARK CONSTRUCTION (then Hyman Construction Company) had recently completed the first phase of the 1.2-million-square-foot L'Enfant Plaza in Washington, DC and was just beginning the project's second phase, which would add another one million square feet. Seeking ways to meet the aggressive schedule, Clark envisioned an in-house team of foundation

systems experts to self-perform the technically complex work while better managing the earliest phases of the project.

With an initial crew of four, Clark Foundations was born, furthering a tradition of exceeding client expectations that has endured for half a century. This year, with more than 575 projects completed, Clark Foundations celebrates its 50th anniversary.

50 YEARS OF EXCELLENCE

Over the past 50 years, Clark Foundations has completed 577 projects, earning 66 industry awards for their work. Here are just a few highlights from their impressive portfolio.



1987 Homer Building



1997 M&T Bank Stadium

1971 L'Enfant Plaza

1996 Congress Heights Metro Station



2005 Dulles East Automated People Mover



2012 National Museum of African-American History

1999 Washington Convention Center



2008 Jefferson Memorial Seawall Repair



Photo by: Dan Cunningham

The on-time completion of L'Enfant Plaza ushered in a new era for the company, cementing its reputation as the builder of choice for large-scale, highly complex projects. Following L'Enfant Plaza, Clark Foundations expanded to 12 employees, hiring more pile drivers and field workers.

In 1974, the group designed and installed its first support of excavation system that utilized tiebacks – a component that was, at the time, new to the United States – on an office building project at the corner of 6th Street and Indiana Avenue, NW in Washington, DC. In the years that followed, the department continued to grow, cutting its teeth on bolstering the foundations and façades of many of the city's old buildings.

Clark Foundations continues to build on an impressive portfolio of projects, providing preconstruction, risk assessment, estimating, and self-perform construction services for complex and large-scale excavation support and deep foundations work. For instance, the 1.3-million-square-foot Douglas A. Munro

Coast Guard Headquarters Building necessitated a 120-foot-deep excavation with six levels of tiebacks, soldier beams and lagging supported by cross-lot bracing and tiebacks, conventional underpinning and bracket type underpinning systems, and concrete and steel bearing piles. More recently, Clark Foundations completed work on the MedStar Georgetown University Hospital Medical Surgical Pavilion, the George Washington University's Thurston Hall renovation, and the 3.1-million-square foot Metropolitan Park, the second headquarters for Amazon in Crystal City, Virginia.

While the tools of the trade have evolved in the last 50 years, Clark Foundations' focus remains unchanged – delivering with excellence. The team continues to grow both its technical expertise and its portfolio of work – building a solid foundation for the next 50 years and beyond. ■

Clark Joins More Than 1,100 Firms to Participate in Inaugural Construction Inclusion Week

At Clark, we are committed to advancing inclusion and diversity for our company, our industry, and in our communities. When we embrace uniqueness and foster a culture of acceptance, it allows us to innovate, deliver our nation's infrastructure, and attract the best talent to do so.

Construction is built on the principle of working together. No matter the task, the fundamentals remain the same: we cannot get the job done unless we are all working together toward a common goal as one team.

To that end, Clark and fellow general contractors McCarthy, Gilbane, DPR, Turner, and Mortenson formed a consortium and created Construction Inclusion Week (CIW) an initiative to build awareness, celebrate diversity and equity, and foster inclusion across the construction industry.

Construction Inclusion Week invites every member of the industry to join together and leverage our collective voices to build and foster a culture of diversity, equity, and inclusion. In its inaugural year, Clark joined more than 1,100



"As business leaders, we have a unique opportunity to leverage our collective voices and resources to identify and solve key industry and societal challenges. Clark is honored to be part of this industry-wide journey to build and foster a culture of diversity, equity, and inclusion, where our people and communities can thrive."

Robby Moser, Chief Executive Officer, Clark Construction



firms that signed up and were provided with access to planning guides and resources curated by the founding firms that help foster meaningful conversations around the importance of inclusion, diversity, and equity.

The theme for this year's Construction Inclusion Week was "Building the Foundation for Inclusion" with daily topics focused on leadership commitment and accountability, unconscious bias, supplier diversity, jobsite culture, and community service and outreach.

Clark Construction and its partners jump-started Construction Inclusion Week with nationwide stand downs that highlighted the importance of fostering a culture of care and respect. Throughout the week, teams participated in toolbox and table talks to foster discussion and tuned into panel discussions to learn and understand about various inclusion and diversity initiatives and concepts. To close out the week, teams participated in volunteering activities to giving back to local communities. ■

Left: Members of the Strategy, Research & Development Department participate in a table talk during CIW. Above: The Clark team gathers with trade contractors for a standdown at Tysons Central.



Left: In September, the Clark team in San Francisco participated in Habitat for Humanity's Build with Pride volunteer event. Below: The Clark team in the Mid-Atlantic gave back with Volunteers of America's Operation Backpack.

Clark Celebrates 115 Years with 115 Good Deeds Challenge

In early 2021, Clark launched a 115 Good Deeds challenge to commemorate its 115-year anniversary. Members of the Clark team embraced this opportunity to support communities across the country in a variety of ways. Thanks to the efforts of every team member, the Clark team exceeded our goal in October, with plenty of time to spare.

Beginning with the annual Dr. Martin Luther King Week of Service, teams safely coordinated collection drives, socially distanced volunteer events, and virtual sessions logging more than 75 deeds in just one week. Building on this early effort, teams went on to organize events throughout the remainder of the year, including making facility updates at local elementary schools, building homes for deserving residents with Habitat for Humanity, volunteering at St. Jude's Children's Research Hospital, and more.

Those participating in Clark's Boot Camp program, a professional development opportunity designed to enhance project engineers' leadership skills, organized a giving back blitz leading up to Labor Day. Through eight activities in various regions, teams renovated homes and parks, cleaned beaches, and served meals to 5,500 families in need.



Clark's employee resource groups, known at Clark as enERgy groups, organized several volunteer events throughout the year. In support of Operation Backpack, the Black Leadership and Development Resource (BLDR) organized and delivered more than 50 backpacks to students across Washington, DC, Maryland, and Virginia. The LGBTQ+ Employee Advocacy Program (LEAP) took part in Habitat for Humanity's annual Build with Pride event in San Francisco, California, where they renovated a community garden for residents at a local senior center.

Additional teams performed service activities in communities across the country extending our impact far beyond the original challenge. Throughout the years, teams have identified unique community needs and taken action demonstrating Clark's commitment as a trusted community partner. While industry tools and technology have evolved over the last 115 years, Clark remains committed to enhancing the communities in which we work. ■

SHIRLEY LEVERAGES PAVEMENT RECYCLING ON I-64 IMPROVEMENTS PROJECT

The project represents one of the largest pavement recycling initiatives in North America, utilizing more than 200,000 tons of recycled material

Shirley crews place the subbase layer for the widened portion of the roadway. The material consists of cement-treated crushed concrete created from the concrete that was demolished by Shirley early on in the project.

Over the past three years, Shirley Contracting Company has leveraged sustainable processes and environmentally friendly materials to deliver the I-64 Capacity Improvements Segment III project in York County, Virginia, for the Virginia Department of Transportation (VDOT).

The improvements project, which widens and rebuilds portions of I-64 to increase the interstate's capacity, represents one of the largest pavement recycling initiatives in North America. Upon completion, the project will consist of more than 200,000 tons of recycled material.

On the new pavement section

of I-64, the project team leveraged cold central plant recycling (CCPR), an innovative pavement preservation method that uses reclaimed asphalt pavement (RAP) from other regional construction projects. Unlike hot-mix asphalt commonly used on road construction projects, CCPR is produced without heat. During the CCPR process, RAP and fine stone aggregate are mixed at an off-site plant where the materials are bound together using foamed asphalt and cement. This CCPR mixture is dispensed into dump trucks and hauled to the project site where crews place the CCPR material on top of an open-graded drainage layer above the subbase layer.

The subbase layer for the widened portion of the roadway, including a new 12-foot-wide travel lane with a 12-foot-wide shoulder in each direction, consists of cement-treated crushed concrete. To create the recycled crushed concrete, the Shirley team demolished and hauled the existing concrete from the roadway to a nearby yard where it was processed through a crusher. The material was then hauled back to the job where it was placed by Shirley crews.

For the rebuilt lanes, the subbase was prepared using another notable recycling technique called full depth reclamation (FDR). As part of the FDR process, the existing pavement foundation is pulverized and mixed with cement onsite, and then recompact into a subbase layer in the roadway.

During construction, researchers from the Virginia Department of Transportation installed sensors in the subbase layer of one of the travel lanes to measure and confirm the long-term performance of both the CCPR and FDR methods, with the goal of using these techniques on more state road projects.

The use of these sustainable techniques is proving advantageous both environmentally and economically. Beyond simply keeping asphalt out of landfills, these eco-friendly practices are also estimated to reduce greenhouse gas emissions by 50% and save VDOT more than \$10 million in project costs. Construction for I-64 Capacity Improvements Segment III project is slated for early 2022. ■



CLARK DEBUTS SMALL BUSINESS TRAINING PROGRAM IN BALTIMORE

Clark's Strategic Partnership Program is underway in Charm City

This fall, Clark kicked off the 15th year of its small business development program by welcoming more than 200 minority-, women-, and veteran-owned firms to the course nationwide, including 24 Baltimore-based businesses. The company expanded the Strategic Partnership Program (SPP) to the Greater Baltimore area in 2021 as part of its ongoing commitment to supporting the economic growth and empowerment of the city's small business community.

Clark's SPP and Baltimore leaders marked the launch of the new class with a virtual orientation, and were joined by several special guests to commemorate the momentous occasion. Owner and president of Baltimore-based Seymore Welding and Mechanical and a graduate of the

SPP class of 2012, Kevin Seymore provided words of encouragement to emerging entrepreneurs enrolled in the class. During his address, Seymore shared his personal journey, including what led him to enroll in the SPP.

"Ten years ago I was looking for help, for a way to give my business the edge it needed to obtain a contract or close a deal," noted Seymore. "I could make money and was skilled enough to do the work, but I questioned my business IQ, so I reached out for help and found it with Clark's SPP."

Seymore closed out his impassioned remarks by urging participants of the inaugural Baltimore class to stick with the program and make an investment in themselves and the future of their business.

"Whatever your business goals, the SPP can help ... but it's not free – you have to put in the time, you have to put in the work, and that includes your commitment to completing this course," added

Seymore. "If you are truly concerned about the health of your business – keep that fire, maintain that desire, keep your focus and get to the finish line; obtain your goals and don't be that puff of smoke."

Wayne Frazier, president of the Maryland Washington Minority Companies Association, an organization that advocates for minority business inclusion in all public and private development, also participated in the kick-off event. A long-time ally of the program and partner in its success, Frazier has recommended the SPP to countless emerging entrepreneurs in the greater Washington metropolitan area.

"Clark brought this program to Baltimore because they understand that in order for our local trades to grow they need this type of education," noted Frazier during his remarks. "You will learn how to be competitive, you will learn how to evaluate projects, you will learn how to

manage your business properly."

The Baltimore orientation concluded with a half-day lecture led by Dr. Leonard Greenhalgh, director of programs for minority- and women-owned businesses at Dartmouth College's Tuck School of Business and a proponent of SPP who has supported the course since its inception. During the focused discussion, Greenhalgh stressed the critical importance of being a high performing business in today's competitive and challenging business environment. In the face of threats, such as an unstable economy, lack of skilled workers, supply-base consolidation, COVID-19 disruptions, and more, Dr. Greenhalgh emphasized that prevailing requires business owners to be strategically integrated, customer-focused, and able to grow.

During the remaining months of the program, Baltimore participants will focus on honing their business and project management fundamentals. Class participants will demonstrate their grasp of the concepts taught throughout the course during a capstone project at the conclusion of the program next spring. ■



Clark now provides its Strategic Partnership Program in eight markets across the country. Interested firms can learn more about the program or apply for a future class by visiting clrk.cc/SPP.

Milestones

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

BREAKING GROUND

UCSF Block 34 Clinics and Garage

In September, Clark broke ground on a new clinical facility at the Mission Bay campus of the University of California, San Francisco (UCSF). The five-story building will include an ambulatory surgery center with 14 operating rooms, adult primary and secondary multi-specialty clinics, an outpatient rehabilitation therapy center, and a pharmacy. The new building is part of UCSF's development of Block 34, a site at the corner of 3rd Street and Mariposa Street.



Photo by: Tim Rice Architectural Photography

UNDERWAY

Otay Mesa Land Port of Entry Pedestrian Bridge

In September, the Otay Mesa Land Port of Entry (OMLPOE) team completed the pedestrian bridge, located between the port's existing export facility and the 905 Southbound Freeway. The new bridge ties into an existing bridge in order to improve pedestrian traffic flow and allow for future port changes. Additionally, a section of sidewalk, landscaping, and security fencing was installed at the ground level.

Aztec Stadium

Structural steel has topped out at Aztec Stadium at San Diego State University (SDSU). In the 11 months since breaking ground, the team set 6.4 million pounds of structural steel to shape this state-of-the-art sports venue. Once complete, the 35,000-person capacity stadium will be home to the SDSU Aztec football team and serve as a backdrop for concerts, conventions, and other events.



Washington State Convention Center Addition

The Washington State Convention Center Addition project team reached a major milestone by placing the last beam onto the steel structure, topping out the building. Once complete, the addition, called the Summit building, will double the existing capacity of the convention center, adding approximately 255,000 square feet of exhibition space, 120,000 square feet of meeting rooms, and 60,000 square feet of ballroom space.

New Chancery for the Australian Embassy

In August, the new chancery for the Australian Embassy in Washington, DC topped out. The team has worked within the confines of a tight urban site to construct the new building within the footprint of the old building. The Clark team set 18,700 cubic yards of concrete to shape the 213,600-square-foot embassy building. The six-story building will feature a custom curtainwall system and expansive interior glass atrium, as well as open public spaces, an exhibition gallery, and office and event spaces.

American House Oak Park Senior Living

In July, the Clark team topped out the American House Oak Park Senior Living project, a 260,000-square-foot community that will offer independent living, assisted living, and memory care services in Oak Park, Illinois. Nearly 13,000 cubic yards of concrete was placed to shape this seven-story senior living facility that will feature a wide range of amenities include a salon, theater, outdoor terraces, and fitness rooms.

Ripley II

Clark recently topped out concrete on Ripley II, a new 26-story, 550,000-square-foot residential building in Silver Spring, Maryland. In addition to 403 luxury apartment units, the tower will feature rooftop amenity space, ground-level retail, and five levels of above-grade parking. Upon completion, the Ripley II will stand 270 feet tall, making it the tallest building in Silver Spring.

COMPLETE

UMMS Midtown Campus Outpatient Center

In September, Clark joined the University of Maryland Medical System (UMMS) and members of the Baltimore community to celebrate the grand opening of the University of Maryland Medical Center Midtown Outpatient Tower. The new 212,000-square-foot Outpatient Tower provides expanded primary and specialty care services to support the Baltimore community and greater Maryland.

BART Union City Intermodal Station Phase 2A

The Clark team recently completed work on the Bay Area Rapid Transit (BART) Union City Intermodal Station Phase 2A project. The team expanded the vertical circulation elements of the station's east platform by constructing two concrete and steel structural expansions to house two new escalators, a new stairwell within the station, as well as retrofitting one existing stairway. The team also constructed new structural elements and facilities to support the added capacity.

Reston NXT

The Clark team delivered 1950 and 2000 Opportunity Way, the first two office buildings to be delivered in the next phase of Boston Properties' new transit-oriented development that expands Reston Town Center in Fairfax County, Virginia. The 1.1-million-square-foot development project, which is located adjacent to the future Reston Town Center Metro Station, includes two office towers, street retail, a shared below-grade parking facility, a public plaza, and multiple outdoor amenity and green spaces.

SFPD Traffic Company and Forensic Services Division Facility

Clark recently delivered the San Francisco Police Department (SFPD) Traffic Company and Forensic Services Division Facility. The 90,000-square-foot crime lab and motorcycle police facility consolidates SFPD's forensic laboratories under one roof while strengthening the city's emergency response capabilities. The new structure, which is designed to withstand and remain operational during an earthquake, features administrative, conference, and office spaces, as well as labs, a firearm testing facility, and 6,300 square feet of motorcycle parking.

MD 355 Crossing

Clark Civil recently completed the MD 355 Crossing project in Bethesda, Maryland, a new below-grade pedestrian tunnel under Rockville Pike (MD 355) connecting the National Institutes of Health campus with the Walter Reed National Military Medical Center campus. The team also constructed a 130-foot-deep shaft with a 90-foot-long connector tunnel into the existing WMATA Medical Center Metro station. The shaft contains a new elevator system that allows passengers to access the Metro from the Walter Reed campus.



Photo by: Jim Tetro Photography

Howard County Circuit Courthouse

The Edgemoor, Clark, and S2N teams recently celebrated the completion of the Howard County Circuit Courthouse project, the largest capital project in Howard County history. The project was completed through a performance-based design-build-finance-operate-maintain (DBFOM) public-private partnership (P3) and was the first public building delivered using this P3 model outside of California. The 238,000-square-foot facility was delivered one day early and on budget, and the courthouse successfully began operations within days of substantial completion.

Wapato Way East Bridge and Shared-Use Pass

This summer, the Atkinson team delivered the new Wapato Way East Bridge, a new four-lane bridge that replaces and doubles the capacity of the 70th Avenue East Bridge in Fife, Washington. In addition to the new bridge, the team celebrated the opening of the SR 99 roundabout and a new 12-foot-wide shared-use path for pedestrians and cyclists, improving traffic flow and traveler safety.

CSULB Horn Center and Kleefeld Contemporary Art Museum

In October, Clark delivered the completed Horn Center and Carolyn Campagna Kleefeld Contemporary Art Museum at California State University, Long Beach (CSULB). The 11,000-square-foot art museum features galleries with moveable walls, a state-of-the-art education center, climate-controlled storage, and outdoor gardens with seating areas. Designed to achieve LEED Silver certification, the museum features solar panels, energy-efficient fixtures, sustainable building materials, and water-friendly landscaping. The neighboring Horn Center, designed to accommodate the latest in education technology, now features 10 classrooms, two lecture halls, and additional all-gender restrooms.

Project Bruin

In September, Clark delivered Amazon's Project Bruin in Oxnard, California, ahead of schedule. The 2.3-million-square-foot distribution facility features a moment-frame steel design erected from the top-down, a concrete tilt-up façade, specialty equipment, and access amenities like truck courts, driveways, and employee parking.

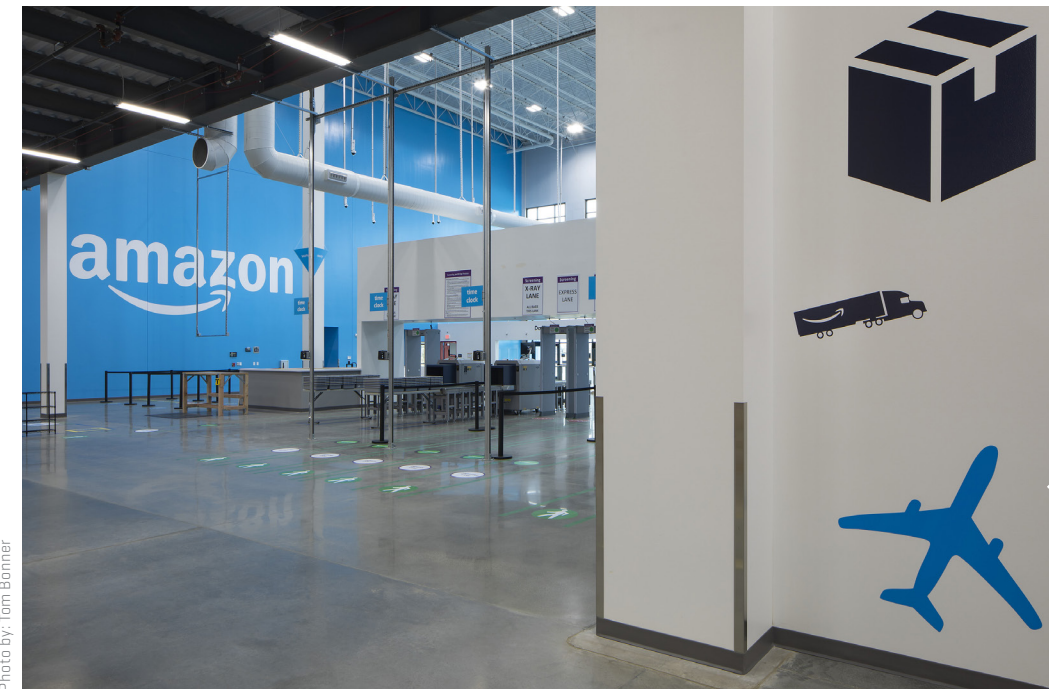


Photo by: Tom Bonner

Brian Abt and John O’Keefe Promoted to Co-Presidents

Serving as co-presidents, Brian Abt and John O’Keefe will provide leadership to the Building Group and Infrastructure Group, respectively.



Above: Brian Abt, President, Building Group; Right: John O’Keefe, President, Infrastructure Group

As president of the Building Group, which includes all of Clark’s vertical building groups nationwide, Brian Abt will provide executive management and oversee national operations for the company’s building construction projects. Prior to this role, Brian served as the chief executive officer of Clark’s Mid-Atlantic Region where he was responsible for day-to-day operations, including overall client satisfaction as well as the safety, quality, and timely completion of all projects. Since joining Clark in 1985, Brian has provided leadership on some of the country’s most notable projects, including Nationals Park, the National

Museum of African American History and Culture, Walter Reed National Military Medical Center, and The Wharf.

John O’Keefe will serve as president of the Infrastructure Group, which includes Atkinson, Shirley, C3M, Clark Water, Clark Civil, Clark Concrete, and Clark Foundations, where he will oversee the company’s heavy-civil construction portfolio and provide executive management for the organization’s self-perform operations. Prior to this role, John previously served as Clark’s chief operating officer, working with regional executives to optimize project performance and achieve financial, schedule,



safety, and quality goals. John leveraged his industry experience on projects such as the SR 167 Puyallup River Bridge Replacement, Two Liberty Place, Brooke Army Medical Center, and the National Museum of the American Indian. ■

CARA LANIGAN APPOINTED TO FEDERAL ADVISORY POSITION

Cara Lanigan was recently appointed to the U.S. Department of State Bureau of Overseas Buildings Operations (OBO) Industry Advisory Group. In this capacity, Cara will work alongside other noted professionals to ensure the OBO adopts the building industry’s latest concepts, methods, innovations, and ideas



related to its mission to provide safe, secure, and resilient facilities for the U.S. government. ■

EMILY JORGENSON RECOGNIZED BY NATIONAL SAFETY COUNCIL

Emily Jorgenson was named to the National Safety Council’s 12th class of Rising Stars of Safety for her dedication to safety excellence. A division safety manager, Emily is responsible for overseeing the safety program on all projects in Clark’s Water division. As part of her role, Emily also works alongside Clark’s leadership to develop and implement strategic solutions that drive optimal safety performance on jobsites.



Emily Jorgenson, right, with Clark’s prior Rising Stars of Safety honorees Josh Hughes (left) and Seth Randall (middle).

TWO PROMOTED TO VICE PRESIDENT

JUSTIN HOLLIER

Justin Hollier will serve as vice president leading several projects in the education and private development markets in the Mid-Atlantic region, including the University of Maryland E.A. Fernandez IDEA Factory, George Washington University Thurston Hall, and Square 696. Justin will also help identify and pursue opportunities with universities and private clients that are making significant investment in the region.



KELLY OLSON

As vice president of Strategic Planning and Client Development, Kelly Olson will focus on developing relationships with clients that will further our breadth of work in Southern California through an increased market presence in the healthcare, public infrastructure, and private development markets. Kelly will identify promising opportunities in key growth sectors and develop win strategies and stakeholder engagement plans for the region’s priority target pursuits.



Projects Across the Country Receive Industry Honors

Clark projects across the country have recently received awards from a number of industry associations:

ENR BEST REGIONAL PROJECT AWARDS

Engineering News-Record’s (ENR) Best Regional Awards recognize project teams for their teamwork, safety, innovation, and quality.

ENR MidAtlantic

The Wilson and The Elm
Project of the Year and Best Office/Retail/Mixed-Use Project

Back River Wastewater Treatment Plant Headworks and Wet Weather Equalization Facility
Best Water/Environment Project

National Museum of the United States Army
Best Cultural/Worship Project

University of Maryland Capital Region Medical Center
Best Health Care Project

Cannon House Office Building Renewal
Best Renovation/Restoration Project

Wheaton Revitalization Project
Award of Merit, Government Public Building

Little Patuxent Water Reclamation Plant Biosolids Processing Facility, Addition No. 8
Award of Merit, Water/Environment

ENR Midwest

110 North Wacker
Best Office/Retail/Mixed Use Project

ENR California

San Francisco Animal Care and Control Facility
Award of Merit, Renovation/Restoration Project

ENR Northwest

Seattle Center Monorail Electrical Room Upgrades
C3M Power Systems, Award of Merit, Specialty Construction



Photo by: Jeffrey Savours / cpiproductions.com

DBIA WESTERN PACIFIC REGION ANNUAL AWARDS

The Design-Build Institute of America (DBIA) Western Pacific Awards recognize project teams who demonstrate successful application of design-build best practices.

Highland Hospital Acute Tower Replacement
Award of Merit

NAIOP DC|MD AWARDS OF EXCELLENCE

The NAIOP DC|MD Awards of Excellence honors outstanding achievement in commercial real estate development.

The Wilson and The Elm
Award of Excellence, Master Plan/Mixed-Use Project
Award of Excellence, Maryland Urban Office Over 150,000 SF [The Wilson]
Award of Excellence, Multi-Family Project [The Elm]

Wheaton Revitalization Project
Best Sustainable Project



UNDER THE HARD HAT WITH Aurelio & Simon Miranda

At Clark, we are proud to be made up of individuals from a variety of backgrounds and talents who thrive and succeed together. Our “Under the Hard Hat” series is designed to showcase the diverse people who make up the Clark team.

In honor of Hispanic Heritage Month, we recently sat down with Aurelio and Simon Miranda, brothers who work in Clark’s Mid-Atlantic Region, to learn about their background, what their Hispanic heritage means to them, and what they enjoy most about working at Clark.

Tell us a little bit about your background.

Aurelio Miranda: Simon and I were born in Caracas, Venezuela, and moved to Miami, Florida, when we were four and six years old. Growing up, we would spend the school year in the United States and travel to Venezuela during the summer.

I graduated from Purdue in 2019. I am an engineer on the Pepco Takoma Park Substation project in Maryland, where we are upgrading the facility as part of Pepco’s Capital Grid Initiative to improve the reliability of the area’s electric grid.

Simon Miranda: I graduated from Duke in 2017 and moved to Washington, DC to start my career at Clark. I’m a project engineer currently helping oversee MEP project development for an affordable housing facility for So Others Might Eat, a non-profit whose mission is to fight homelessness, hunger, and poverty.

What do you like most about working at Clark?

AM: When I first started working at Clark, I was given so many unique responsibilities that allowed me to push myself to operate outside my comfort zone. The construction industry’s fast-paced environment, blended with Clark’s culture, creates a great environment for professional and personal growth.

SM: Even though we are building permanent, static structures, the building process is dynamic. I love that no day is ever like the last, but at the end of every day, you can always point to something physical that



Brothers Aurelio (left) and Simon (right) Miranda at the Pepco Takoma Park Substation project in Maryland.

“The construction industry’s fast-paced environment, blended with Clark’s culture, creates a great environment for professional and personal growth.”

Aurelio Miranda

eventually becomes a landmark and will transcend time.

What does your Hispanic heritage mean to you?

AM: Culture has a great influence on how a person develops, and I am grateful to have been built by two amazing cultures – Venezuelan and American. My parents are proud of their culture and made sure to instill the same sense of pride in us by speaking Spanish at home and teaching us our family tree and how different relatives migrated to Caracas.

SM: When I think about my heritage, I think about my family and everyone who came before me to get me where I am today. I think about the importance of maintaining close relationships with my family. My Hispanic heritage reminds me every day why I do what I do, and who I do it for.

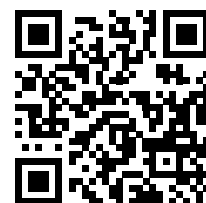
What does “Thrive as you, succeed together” mean to you?

AM: Developing and showcasing your own unique skills and qualities, while striving to become the best version of

yourself, contributes to the overall team’s success.

SM: Everyone brings something different to the team. Some people are good with numbers, others with social skills, others with technology, but no individual can achieve greatness by themselves. Understand the team you’re on, understand everyone’s strengths and weaknesses, and optimize responsibilities accordingly to achieve your goals. ■

To read more profiles about the diverse individuals that make up the Clark team, scan the QR code below:



“Understand the team you’re on, understand everyone’s strengths and weaknesses, and optimize responsibilities accordingly to achieve your goals.”

Simon Miranda

THE WAY WE WERE

AS ONE OF CLARK’S LONGEST-STANDING PROFESSIONAL DEVELOPMENT PROGRAMS, Boot Camp has been developing future company leaders for 20 years. The in-house training program is designed to provide a greater understanding of Clark’s project management practices, as well as the opportunity to develop problem-solving and leadership skills. Through learning sessions and case studies, participants prepare themselves for the next step in their careers.

In addition to skill development, Boot Camp provides the opportunity to work together and form relationships that last their entire career. Executive Vice President Chip Hastie graduated from the inaugural Boot Camp in 2001, and says it is one of the more memorable experiences he’s had while at Clark. “Boot Camp not only prepared me for the eventual leadership roles I would take, but it also gave me a chance collaborate with people from other regions that I wouldn’t normally get to work with.” ■



Celebrating 20 years, Boot Camp has provided a unique and memorable training and development experience for many company leaders. The inaugural Boot Camp class is pictured here.



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Howard County Circuit Courthouse
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Photo by: Alan Karchmer / OTTO

