

SUPERSTRUCTURE

New Howard County Circuit Courthouse

Clark and Edgemoor deliver Howard County's largest ever capital project on time and on budget through the county's first public-private partnership

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FROM THE CEO

Throughout this issue, you will read about many of our projects that deliver critical improvements to our nation's infrastructure. We take our commitment to building better communities to heart, and we are proud to deliver assets that play important roles in serving the public.

The Howard County Circuit Courthouse opened its doors to serve the public one year ago this July. Delivered through a unique public-private partnership with Edgemoor Infrastructure and Real Estate, the new state-of-the-art judicial facility is a win in both the short and long term for Howard County. The new structure incorporates safety, technology, and sustainability to meet the county's needs while carefully designed materials and systems will optimize building performance for the next 30 years.

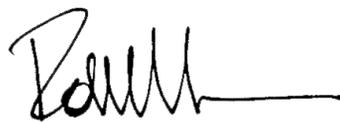
For the New Sacramento Courthouse under construction in California, augmented reality has been critical to planning the work. The team created a 4-D digital model to illustrate a safe approach to hoist jumping, setting a new industry standard and saving valuable time during the permitting process, keeping the 18-story trial court facility on track for delivery next year.

In Atlanta, we are simultaneously tunneling under the existing terminal at Hartsfield-Jackson Airport while renovating its interior to increase capacity on the Plane Train, which shuttles travelers between the airport's seven concourses with the

domestic and international terminals. This work is ongoing while the airport remains fully functional, serving nearly 300,000 travelers each day.

At several public universities, our projects will help to develop the next generation of leaders. George Mason University's Fuse at Mason Square will create a workspace where students and faculty can collaborate with government and industry partners, establishing a new model for education in Virginia. On the College Park campus of the University of Maryland, Clark recently completed the IDEA Factory, a state-of-the-art research facility containing over 20 laboratories designed to spark innovation and entrepreneurship.

Company-wide, we look forward to making progress on new contracts for mass transit, water treatment, roadway, and power projects, among others. We are proud of our teams' efforts to build projects that improve daily experiences for the public while delivering long-term advantages to communities across the country. We hope that many of you will reap the benefits of this work.



ROBERT D. MOSER, JR.
CHIEF EXECUTIVE OFFICER

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SUPERSTRUCTURE

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Photo by: Alan Karchmer / OTTO

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New Howard County Circuit Courthouse is Built for the Ages

From courtroom layout to IT infrastructure and sustainability, the new Howard County Circuit Courthouse will serve the county's needs for decades to come.



Photo by: Aleksey Kondratyev

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Tunnel West Extension project threads vertical and horizontal transportation improvements through the world's busiest airport to improve the autonomous people mover's passenger capacity.

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ON THE COVER

A roof trellis and colonnade at the Howard County Circuit Courthouse evoke classical elements and shade the atrium glass from the southern exposure to regulate building temperature.

Photo by: Alan Karchmer / OTTO

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Rendering courtesy of EYP

Left: Fuse at Mason Square will feature ample community seating in its double-height atrium, one of many spaces designed to foster collaboration.

Below: Representatives from Clark Construction, George Mason University, and Mason Innovation Partners were joined by elected officials and local business leaders for the ceremonial groundbreaking in April.

Clark Breaks Ground on Fuse at Mason Square

In April, representatives from Clark Construction, George Mason University, and Mason Innovation Partners were joined by elected officials and local business leaders for the ceremonial groundbreaking of Fuse at Mason Square, a new urban destination of learning, collaboration, and economic development unlike anyplace else in Virginia.

“Students and faculty will engage in learning and discovery alongside business start-ups and established companies alike.”

*Dr. Gregory Washington
President, George Mason University*

Located at the center of the Rosslyn-Ballston corridor, Fuse at Mason Square will create a peerless innovation experience by providing unparalleled access to a pipeline of future talent and research to spark new ideas. The 345,000-square-foot facility will integrate collaborative workspaces and programming to promote the exchange of new ideas and the transfer of intellectual property among students, faculty, industry, and

government to accelerate the pace of change. Developed under a public-private partnership with Mason Innovation Partners, led by Edgemoor Infrastructure & Real Estate, Fuse at Mason Square will create a new model for education and industry engagement.

“Students and faculty will engage in learning and discovery alongside business start-ups and established companies alike,” said Dr. Gregory Washington, president of George Mason University at the groundbreaking event. “The journey of innovation – from

ideas, through research and development, to business creation, workforce training, and commercialization – will all take place onsite.”

The new space is paramount to the development of the next generation of Northern Virginia’s technology workforce. As Virginia’s largest and most diverse public university, Fuse at Mason Square supports the Commonwealth of Virginia’s Tech Talent Investment Program, a 20-year program designed to produce 25,000 additional graduates in computer science, computer engineering, and software engineering.

Sustainability is at the forefront of Fuse, which is designed to achieve LEED Platinum, Fitwel 2-star, and RELi resiliency certifications. The building will feature an agile floor design to enable responsive team or project growth, a green roof for energy-efficient heating and cooling, ample community seating in its double-height atrium, and a public plaza for retail and public programming.

EYP is the lead architect for the project and OTJ Architects is the commercial interior architect. The project team also includes a long roster of small, women-owned, and minority-owned businesses. ■



New Contracts

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

GOVERNMENT

Menifee Justice Center

Construction of an 85,000-square-foot judicial facility featuring secure courtrooms, jury assembly and deliberation rooms, and attorney interview rooms

Location: Riverside, California

Company: Clark Construction Group

Client: Judicial Council of California

Architect: Perkins + Will

Completion: Summer 2024

MASS TRANSIT

TriMet MAX Red Line Extension and Reliability Improvements

Construction of overhead contact systems, as well as traction power work for the MAX light rail system

Location: Portland, Oregon

Company: C3M Power Systems

Client: Modern Railway Systems

Engineer: Hatch LTK

Completion: Winter 2024

WMATA Traction Power State of Good Repair Replacement Project

Upgrade 9 tie breaker stations and 12 traction power substations across 20 locations

Location: Maryland and Virginia

Company: C3M Power Systems and Clark Civil

Client: Washington Metropolitan Area Transit Authority (WMATA)

Engineer: WMATA

Completion: Winter 2026



Rendering courtesy of Perkins + Will

WATER & WASTEWATER

City of Manassas Water Treatment Plant Clearwell No. 2

Installation of a 1.25-million-gallon clearwell tank, ductile iron process piping, and a cast-in-place chemical feed vault

Location: Nokesville, Virginia

Company: Clark Water

Client: City of Manassas

Engineer: Kimley-Horn and Associates

Completion: Fall 2022

Noman M. Cole, Jr., Pollution Control Plant Raw Wastewater Pumping Rehabilitation Construction B3

Upgrade of secondary equalization facility, including structural repairs, demolition and replacements, updates to control systems, and installation of a new odor control system

Location: Lorton, Virginia

Company: Clark Water

Client: Fairfax County Department of Public Works and Environmental Services

Engineer: Black and Veatch

Completion: Summer 2023

ROADWAYS & BRIDGES

Belmont Ridge Road Widening

Widen one-and-a-half miles of Belmont Ridge Road from two lanes to four and add a 10-foot-wide pedestrian and bike path along each side of the roadway

Location: Ashburn, Virginia

Company: Shirley Contracting Company

Client: Loudoun County

Engineer: Dewberry

Completion: Summer 2024

SR 167/I-5 to SR 509 – New Expressway

Construction of a two-mile highway between I-5 and SR 509, interchanges on I-5 at 54th Avenue East, and a mixed-use path

Location: Fife, Washington

Company: Atkinson Construction

Client: Washington State Department of Transportation

Engineer: Jacobs Engineering Group

Completion: Summer 2026

TRANSMISSION & DISTRIBUTION

Standby Power Generation System Upgrade

Construction of an electrical substation and a pre-fabricated metal structure containing four emergency generators and a 20,000-gallon fuel tank

Location: Union City, California

Company: Clark Civil

Client: Union Sanitary District

Designer: Brown and Caldwell

Completion: Spring 2024

RESIDENTIAL

Albion Highland Park 2 Renaissance

Construction of a five-story, mixed-use structure that will feature 89 apartment units, ground-floor retail space, and high-end amenities

Location: Highland Park, Illinois

Company: Clark Construction Group

Client: Albion Residential

Architect: Hartshorne Plunkard Architecture

Completion: Winter 2023



Rendering courtesy of Hartshorne Plunkard Architecture

Virtual Design Helps Sacramento Courthouse Team Build Faster, Safer



Ifeanyi Nzewi, a VDC senior manager on the New Sacramento Courthouse project, leads a simulation of the project's core formwork and hoist using augmented reality.

Creative problem-solving requires the right tools – and bright minds to apply them. For the New Sacramento Courthouse, the Clark team has been leveraging virtual design and construction (VDC) technologies to save time and money, bolster collaboration, and increase safety throughout the project lifecycle for this 56,600-square-foot, state-of-the-art facility.

The use of augmented reality (AR) offers a prime example of the teams' innovative approach. Unlike virtual reality, which isolates the user with a headset, AR allowed the team to create a 4-D digital twin of the project model, projected on a table, that everyone could view together. They were able to visualize – and then demonstrate to the Occupational Safety and Health Administration (OSHA), months earlier than

usual – how the hoists in the building's formwork cores would jump over time and maintain safety compliance.

The Clark team's proactive approach not only saved them invaluable time securing approvals and permits, but also helped establish a new industry standard for safety and compliance. Cal/OSHA, California's state agency, is planning to rewrite specifications for hoist jumping based on the Clark team's AR simulation.

"We are leveraging technologies in ways that haven't been done before," says Ifeanyi Nzewi, a VDC senior manager on the Sacramento Courthouse. "AR offers an elegant way to show how we are maintaining safe distances for our crews and following the correct sequence per OSHA requirements."

Another first for Clark was using a robot to

perform drywall layout on the project. The robot added a layer of safety for the drywall trade contractor by providing wall layout markings for hard-to-reach spaces, edges, and corners.

The Sacramento Courthouse team also has been using drones to detect and troubleshoot complications throughout the project lifecycle. For example, before mobilization to the site, drones helped determine the amount of material needed for excavation, identify drain issues, and offer solutions. The team also plans to deploy drones to perform quality inspections as the curtainwall goes up, which will save considerable time and money.

"By integrating lessons learned with VDC, we continue to optimize our processes," says Nzewi. "We're excited by the possibilities of combining new technologies, like AR, with our core VDC services and applying them in innovative ways."

The new Sacramento Courthouse is scheduled for completion in February 2024. ■



Scan the QR code to watch a video of the project's core formwork and hoist simulation.

Clark Leading Industry-Wide Adoption of Safety Helmets



Clark partnered with helmet manufacturers KASK, JSP, and Milwaukee to distribute more than 1,500 safety helmets to craft workers nationwide, including those pictured here at the P-114 Medical Center Addition and Alteration project in Bethesda, Maryland.

In May, Clark announced that it will require craft workers on all new projects to wear safety helmets that meet certain performance standards and are equipped with an integrated four-point chinstrap, starting August 1, 2022. This requirement further

“Traditional hard hats are no longer the best option to protect the safety and well-being of the men and women on construction sites. We are working to move the industry forward and expedite the adoption of safety helmets.”

Kris Manning, Senior Vice President of Safety, Clark Construction

solidifies the company’s commitment to ensuring the safety of workers on its jobsites. Clark is the first general contractor to implement this type of enhanced head protection requirement among its trade contractors on

all projects nationwide.

“Traditional hard hats are no longer the best option to protect the safety and well-being of the men and women on construction sites,” said Kris Manning, senior vice president of safety at Clark. “We are working to

move the industry forward and expedite the adoption of safety helmets.”

This new policy is a natural extension of Clark’s 2017 decision to become the first general contractor to require all employees

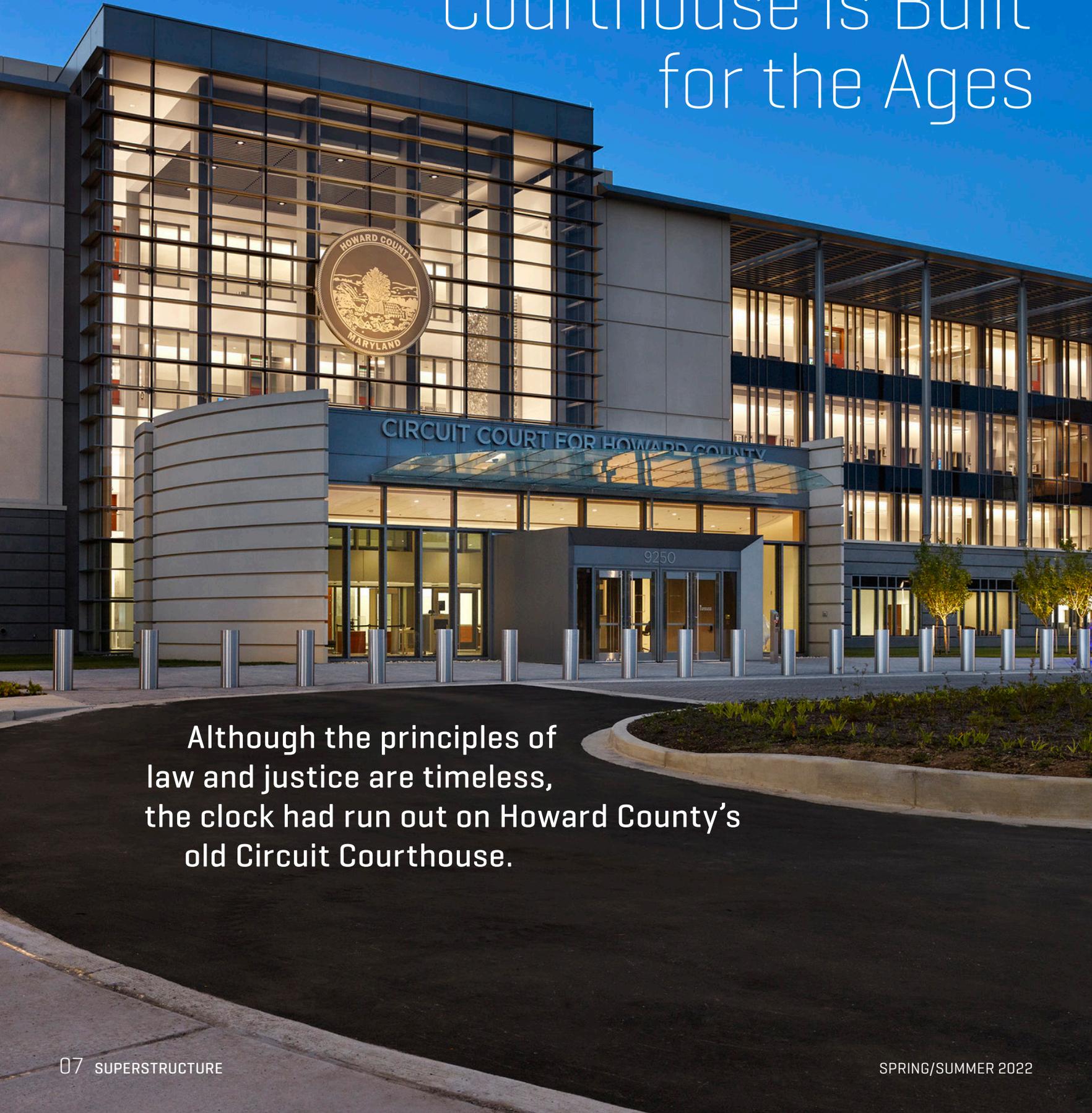
wear helmets with chinstraps and that meet prescribed performance standards.

The National Institute for Occupational Safety and Health (NIOSH) has found that 25% of all construction fatalities result from traumatic brain injuries (TBIs), most of which occur from a fall. After more than a year of research, testing, and evaluating internal and third-party studies, Clark’s safety team determined that safety helmets meeting certain performance standards and equipped with an integrated chinstrap offered a prudent solution.

“We recognize that broad adoption will not be easy, but this new requirement will ensure that thousands of workers will be adequately protected against TBIs. We look forward to working with our trade partners and other general contractors to make it happen,” said Manning. During this year’s Safety Week, Clark partnered with helmet manufacturers KASK, JSP, and Milwaukee to distribute more than 1,500 safety helmets to craft workers on its projects nationwide. ■

THE VERDICT IS IN:

New Howard County Circuit Courthouse is Built for the Ages



Although the principles of law and justice are timeless, the clock had run out on Howard County's old Circuit Courthouse.

Constructed in Ellicott City, Maryland, in 1843 to house the county judicial system and related programs, the original Howard County Courthouse could no longer accommodate the increased caseload that had come with a steadily growing local population. Space constraints had forced programs, including the Sheriff's Office Administration, Land Records Department, and the State's Attorney's Office, to relocate to remote facilities. Technology requirements necessary to meet federal and state mandates for case administration and processing could not be met in the aging structure, and security was lacking. In addition, keeping up with repairs and maintenance was burdensome.

To deliver a modern facility that will continue to serve constituents well into the future, Howard County undertook the largest capital project in its history. They tasked the innovative public-private partnership (P3) of Edgemoor-Star America Judicial Partners, including Clark as the design-builder, to design, construct, finance, operate, and maintain a new courthouse and parking garage.

The new facility, which opened in July 2021, is best appreciated in the details. From courtroom layout to IT infrastructure and sustainability, the new Howard County Circuit Courthouse will serve the county's needs for decades to come.

Designing In Partnership with the County

The courthouse's design progressed rapidly, fueled by a shared sense of purpose between Clark and Howard County. From the outset, the county created an interdisciplinary team of internal stakeholders and empowered them to drive progress. Members included the administrative judge, court administrator, and representatives from departments such as finance, budget, law, purchasing, planning and zoning, and the Works Bureau of Facilities-Department of Public Works. The project director had a broad mandate and reported directly to the county administrator and county executive. This structure provided valuable end-user input and facilitated smooth decision-making throughout the project.

An outside technical support team supplemented the internal county group. This team of technical advisors drafted the initial building program and remained engaged by the county through the design process, participating in design review meetings with building end-users and performed periodic design reviews to verify compliance with project requirements.

County political elections and significant leadership changes resulted in a new group of project stakeholders with new requirements for the courthouse. In response to their needs, Clark and HOK, the project architect, accommodated more than 300 design change requests in partnership with the county's technical advisory team without negatively impacting the cost or schedule.

The collaborative design process adhered to a 35%/65%/95% design deliverable schedule, and, from concept to construction documents, was completed in less than one year.

Opposite page: The south façade faces the entrance drive/ellipse and balances stone to evoke mass, permanence, and gravitas with glass to evoke transparency of the judicial system.

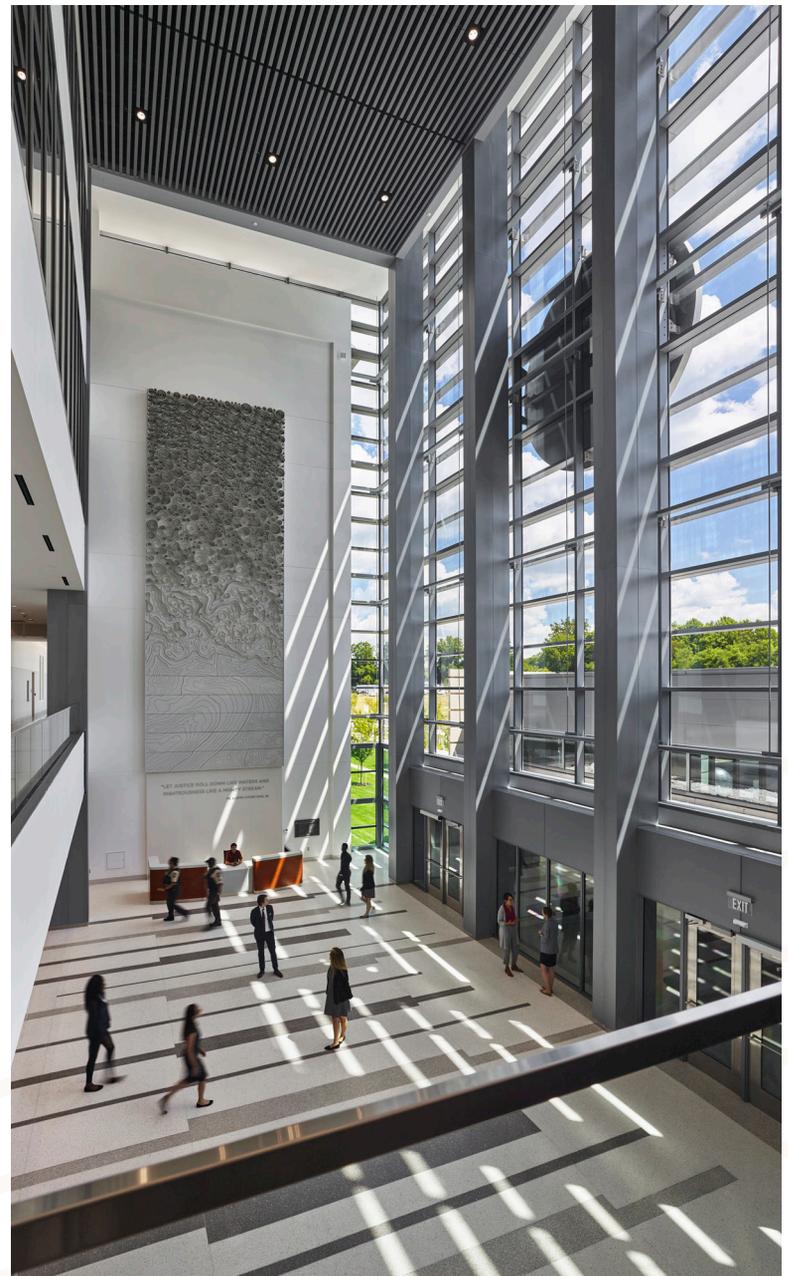
This page: Citizens are welcomed into the building through a four-story day-lit atrium which enhances the sense of arrival.

Photos by: Alan Karchmer / OTTO

Optimizing the Judicial Experience

Drawing from deep expertise, Clark and HOK designed several details into the project to create the best possible experience for end-users of the courthouse. These considerations included an enclosed parking area for judges and elected officials, a best practice idea that Clark and HOK brought to the courthouse based upon previous judicial projects. In addition, the team identified redundant IT spaces within the building which were reallocated to add additional programming space for the county without increasing the building footprint.

Construction of two full-sized courtroom mock-ups enabled end-users – including judges, court administration, judicial council, and the Sheriff – to visualize the space and provide feedback. Judges benches, witness stands, jury boxes, and gallery seating were mocked up to verify sightlines and optimize the layouts for security, comfort, and functionality. In addition, the mock-ups enabled the team to work through the details required to build out the space successfully, ultimately improving efficiency during construction.

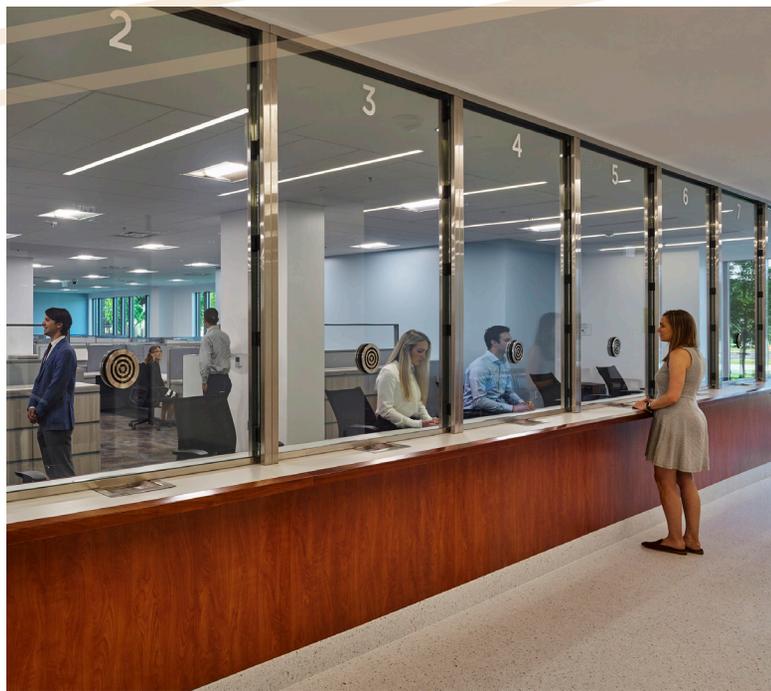




Top: High-tech infrastructure enables the transition of operations to a digital court and filing system, bringing the county records up-to-date with other local jurisdictions.

Bottom: Court administrators are separated from the public and detainees by ballistic glass and bullet board.

Photos by: Alan Karchmer / OTTO



Incorporating Safety and IT Infrastructure

The courthouse's safety and security measures begin at the double-height, curved pavilion inside its front door. Inside, building circulation includes three distinct paths that separate the public, staff, and detainees. At the detailed level, the courthouse's extensive detention control and general security systems are integrated with elevators, vehicle barriers, detention doors, standard commercial doors, fire alarms, and parking. Court administrators are protected by ballistic glass, bullet board, and discrete distress signals to call for security. Camera locations, camera views, and door operations were designed in close coordination with the sheriff's office. After installation, these systems underwent a detailed testing and commissioning process to ensure every aspect was fully operational in conjunction with county needs.

To modernize county record keeping, Clark designed high-tech infrastructure to enable the courthouse's transition to a digital court and filing system. Meeting these technology needs required coordination with judges, clerks, and representatives from Howard County, court administration, county and state IT, the sheriff's office, and the local 911 command center. These entities share telecom rooms throughout the building, but components had to be distinctly separated and clearly identified. In addition, certain technology systems reside on distinct IT networks belonging to the state, the county, or an independent third-party. Each entity had different restrictions for their system, further complicating the effort.

Supporting a Long-Term Vision Through Sustainability

For the new Circuit Courthouse to meet its goal of serving generations of future residents, it had to incorporate sustainability principles. In Ellicott City, an area that has weathered more than 30 serious flooding events in its history, sustainability requires mitigating water runoff. As a result, the Circuit Courthouse was designed so that no trees needed to be removed for construction, and more than 100 new trees were planted as part of the project. To reduce stormwater runoff, impervious surfaces were reduced by 50% on site.

For improved energy efficiency, a series of shading devices control natural light in the building and limit heat gain and glare. These features are comprised of tightly spaced horizontal fins on the atrium curtainwall and a colonnade with deep horizontal sunshades along the remainder of the southern façade. Additional building features include high-efficiency mechanical, engineering, and plumbing (MEP) systems that were optimized during the design process through building information modeling (BIM) to ensure long-term performance and ease of maintenance. More than 12,000 tons of concrete and masonry and 1,200 tons of metals were recycled during construction.

To address the building's power consumption, the county installed solar arrays in the field adjacent to the courthouse. The arrays are projected to supply 59% of the building's daily energy demand and produce more than 1.1 million kilowatt-hours of electricity per year, roughly the equivalent of powering 141 homes. The CO2 offset by this

“Moving into our offices in the new courthouse has had a huge impact on both my staff and the people we serve. There’s an unmistakable positive energy, pride, and renewed enthusiasm we’re feeling as a direct result of having such a beautiful space to work and serve the public.”

Honorable Byron Macfarlane, Register of Wills, Howard County

clean energy generation is the equivalent of planting 13,090 trees.

The project targeted LEED Gold standard, exceeding the county’s original target of LEED Silver certification.

Planning for the Future

The design-build team effort created an architectural landmark that expresses the values and traditions of Howard County’s equitable and accessible justice system. The new courthouse enables citizens to easily navigate a variety of legal services in one building. The larger, more efficiently organized space also gives the county the flexibility to expand multiple programs, such as alternative dispute resolution and the bar library. The new design ensures more efficient overall court management, coordinated courthouse security, and well-organized transportation of prisoners. Additionally, the State’s Attorney’s Office is now located in the courthouse, easing the court process for victims, witnesses, and members of the public.

The operations component of the public-private

contract ensures that the county benefits from a building of the highest quality and that it will be maintained with the utmost care. Many components in the new courthouse were specified based on long-term performance and maintenance requirements, instead of simply initial cost. These quality materials and building systems will deliver value to the county over the long-term.

The project is the first phase of a long-term plan to create a central civic destination for Howard County. The parking garage accommodates future expansion of up to 1,200 spaces, and the site plan allows for the construction of two additional 200,000-square-foot office buildings. Interior office plans also include alternate layouts should a need arise for more courtroom space, or an option to rearrange departments as required over the life of the building, giving the county tremendous flexibility.

With every detail designed to expand access to justice and serve the needs of its constituents, the new Circuit Courthouse is a timeless addition to Howard County. ■

The courthouse is located on an 18-acre site that includes ample outdoor space for the community and room for future expansion. One hundred new trees were planted and impervious surfaces were reduced by 50% to address the threat of flooding in the area.



The Plane Train Tunnel West Extension Project Threads Vertical and Horizontal Transportation Improvements Through World's Busiest Airport

On the Move at Hartsfield-Jackson Atlanta International Airport

To mine the north and south tunnels, the team used the sequential excavation method (SEM) eastwards from the construction shaft using excavators, and drill and blast techniques in rock.

Photo by: Aleksey Kondratyev

The Plane Train Tunnel West Extension project at Hartsfield-Jackson Atlanta International Airport (HJIA) is progressing on multiple fronts to improve passenger capacity of the Plane Train, the iconic automated people mover (APM) that connects the airport's seven concourses with the domestic and international terminals. The project, which is being constructed by joint venture partners Clark Construction, Atkinson Construction, and Technique Concrete Construction (Clark/Atkinson/Technique), will enable the Plane Train to accommodate approximately 2,000 more passengers per hour, a 15-20 percent increase in service.

To create a more efficient train turnback operation, the tunnel expansion extends the train line 700 linear feet west from its existing terminus station at the Domestic Baggage Claim Station, under the MARTA and SkyTrain stations, and to the ground transportation area.

To accommodate the increase in service, renovations are also occurring at the Domestic Baggage Claim Station, including a new multi-level vertical transportation core,

which will increase capacity on the escalators and elevators that deliver passengers from the station platform to the main terminal boarding/ground transportation levels.

The varied scope of work, which spans inside and underneath the Domestic Terminal, requires a unique combination of construction expertise. Clark's extensive aviation experience, Atkinson's self-perform sequential excavation method (SEM) tunneling capabilities, and Technique's HJIA experience, uniquely positions the Clark/Atkinson/Technique joint venture team to deliver this critical infrastructure project to the City of Atlanta.

Collaboration and Flexibility Pave the Way for Success

The City of Atlanta's Department of Aviation selected a progressive design-build approach for the Plane Train Tunnel West Extension project, the first ever progressive design-build tunnel project. This project delivery method provided opportunities for increased collaboration among Clark/Atkinson/Technique, the engineer of record, McMillen Jacobs

To support the 15-20% passenger capacity increase, the joint venture is installing additional escalators [top photo] and elevators [bottom photo] to deliver passengers from the APM station platform to the Domestic Terminal Boarding/Ground Transportation level.

Photos by: Brian Crumb © 2022

Associates, and the client through the implementation of innovative design and construction approaches.

Unlike a traditional design-build delivery method where a single design solution is set at the beginning of the project, progressive design-build projects feature a more flexible and iterative design and procurement process. The progressive design-build approach has allowed pricing of work to occur in phases – capturing the design and construction challenges as the project progresses – thereby providing the team the opportunity to start construction of early phase work as design and procurement of later phases of work is ongoing.

During design, the team made several value engineering improvements to the project's bridging documents including the elimination of a second construction access shaft, resequencing surface improvements above the construction shaft, and modifying the vertical circulation approach – all of which allowed the team to maximize cost-savings and eliminate project inefficiencies.

Brute Force of Tunnel Construction, Finesse of Interior Construction

While generally there are two separate but concurrent construction paths – one for the terminal work and one for the tunnel work – the two paths are dependent on each other to continue beyond specific milestones and, therefore, require extensive coordination amongst the design-build team and its trade contractors. The flexibility of the progressive design-build approach and the cross-market experience of the team has allowed Clark/Atkinson/



Technique to consolidate decision-making and streamline critical path scopes, bringing together different in-house expertise to avoid potential slowdowns and miscommunications.

To create the turnback, the team is extending the existing north and south tunnels westward by 150 feet where they converge to a single tunnel at the 50-foot-by-50-foot bifurcation cavern. The single tunnel continues past the bifurcation for an additional 425 feet to a 30-foot finished diameter construction/egress and ventilation shaft.

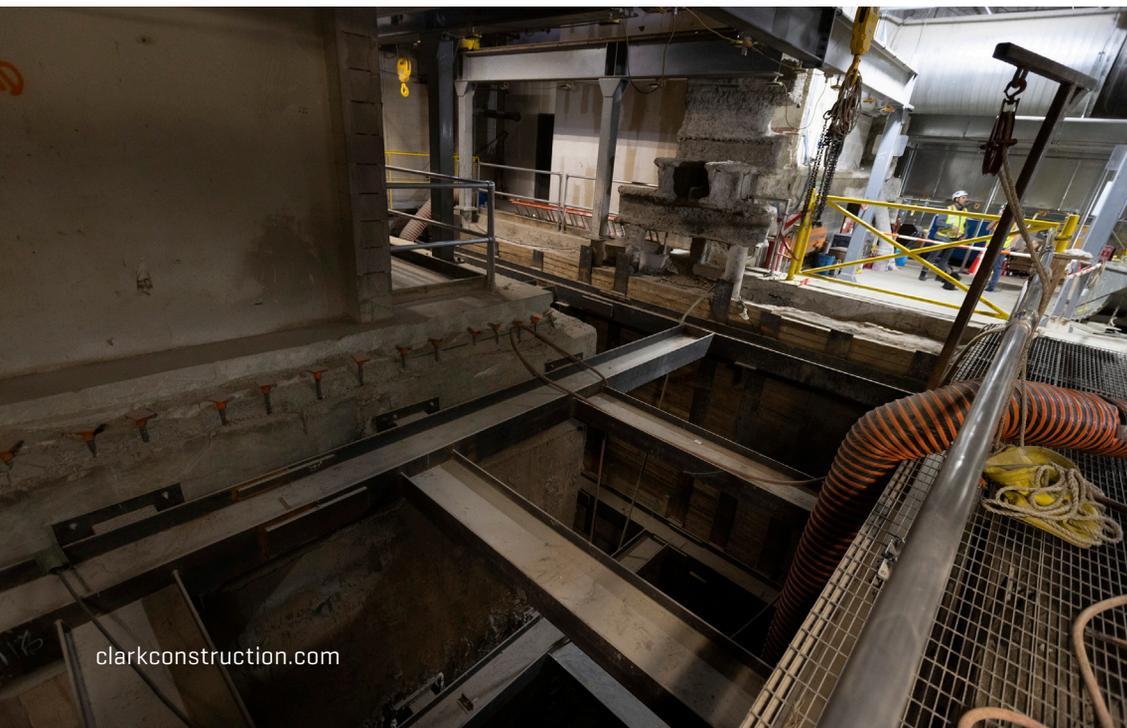
Excavation and installation of the tunnel's initial support started in October 2020 and was completed in January 2022. The Clark/Atkinson/Technique team used the sequential excavation method to mine the tunnels with a combination of excavators in the soft ground and drill-and-blast to mine through the rock. Over the course of 208 individual blast events, Atkinson used 45,000 pounds of explosives. The tunnel's initial support consisted of piles, face dowels, rock bolts, lattice girders, shotcrete, and welded wire fabric. The

team is currently working on installing the tunnel's waterproofing system and cast-in-place concrete final lining with completion slated for March 2023.

With excavation taking place just five to ten feet beneath the Domestic Terminal and within three to five feet of MARTA and SkyTrain's foundations, protection of existing adjacent structures and utilities was of the utmost importance. During design, the team conducted a structure verification study and assessed potential impacts. During construction, a state-of-the-art real-time ground and building monitoring system is used to monitor, analyze, and respond to any type of movement that might occur during construction.

Within the Domestic Terminal, significant work has already been completed in back-of-house areas and the team has recently moved into the public areas of the airport. Back-of-house scope of work included extensive MEP relocations, underpinning of the Domestic Terminal's columns to allow for the tunnel excavation to continue under the terminal, installation of support of excavation piles for the new elevators and elevator lobby, and demolition of walls.

Working almost completely at night so as not to disrupt passenger operations in the public areas, the team is currently installing a new elevator and associated lobby finishes on the east end of the platform, demolishing structural slabs and columns and existing finishes, installing structural steel in preparation for the upcoming installation of the new escalator, relocating and installing MEP, and installing finishes. Opening of the new north and south exit portals is scheduled for November 2022. Once the portals are operational, the team will then be able to close the current exit portal to complete installation of the two new glass elevators and video wall. ■



HABITAT LA RECOGNIZES CLARK CONSTRUCTION AS 2022 BUILDER OF THE YEAR

For more than two decades, Clark has supported Habitat LA's mission to provide the greater Los Angeles area with safe and affordable places to live

The Clark team proudly delivers projects that revitalize and strengthen the greater Los Angeles metropolitan community. But Clark's responsibility as corporate citizens extend beyond day-to-day business practices.

For more than two decades, Clark volunteers have supported Habitat for Humanity of Greater Los Angeles (Habitat LA), embracing the opportunity to make a meaningful and positive



Photo by: Patrick Strattnner



impact in the community. This year, Clark is humbled to have been selected by Habitat LA as its 2022 Builder of the Year.

The Builder of the Year Award recognizes a preeminent commercial or residential builder or developer whose contributions to the Los Angeles community demonstrate creativity and innovation.

A cornerstone of Clark's partnership with Habitat LA is its involvement in the organization's annual Home Builders Blitz, a program that brings together professional builders for one shared purpose – to build safe and

affordable housing for families in need of a place to call home. Last year, Clark and its trade contractors came together to raise almost \$200,000 and construct a 2-story, 3-bedroom house over the course of a month for a low-income family in Los Angeles.

“Supporting the community is part of Clark’s culture and is integrated into the company’s DNA,” said Kaian Wang, virtual design and construction manager. “The award is a great recognition of the work we have done and a huge inspiration to keep going on the road we have been heading down.” ■

Left: Project teams in the Western South region championed Clark's efforts for Habitat LA's 2021 Home Builders Blitz.

Above: Vice President Kwaku Gyabaah (far left) and VDC Manager Kaian Wang (far right) help the benefactors cut the ribbon on their house after completing the 2021 Home Builders Blitz.



At a day-long virtual conference celebrating the 15th anniversary of the SPP, alumni discussed their experiences as small and diverse business owners and how the program enabled them to develop their skills for success.

SPP ALUMNI RETURN TO VIRTUAL CLASSROOM FOR NEW CONTINUING EDUCATION SERIES

SPP ENCORE virtual conference solidifies Clark's commitment to helping grow and develop small and diverse businesses

Last December, graduates of Clark's Strategic Partnership Program (SPP) took advantage of a day-long conference developed to mark the program's 15th anniversary. The event also served to debut SPP ENCORE, Clark's new continuing education program for the more than 1,200 small and diverse business owners and leaders who make up the SPP alumni network. SPP ENCORE furthers Clark's ongoing commitment to ensuring small and diverse businesses play a meaningful role in the projects we build.

Over the last 15 years, the executive MBA-style development program has expanded to serve small, minority-, women-, and veteran-owned firms in eight major markets across the country. Many of these emerging business leaders have realized steady growth since completing the program.

In more than 100 one-on-one interviews conducted in 2021, SPP alumni voiced a desire for continued learning, access to resources, and economic opportunities to help take their businesses to the next level. In response, Clark developed its SPP ENCORE programming to help bridge this gap and connect graduates to the resources, tools, and knowledge to achieve greater economic success.

"The ENCORE platform will foster continuing education

and a greater sense of connectivity among our SPP network — one that will support relationship-building, information-sharing, and strategic partnerships that will connect alumni to new business opportunities," said Robby Moser, chief executive officer of Clark.

Throughout the inaugural ENCORE event, Clark leaders, SPP alumni, and industry and business executives from Ernst & Young, Alliant Insurance Services, BMO Harris Bank, JP Morgan Chase, and the Washington Area Community Investment Fund, among others, led focused discussions on topics including access to capital, hiring and managing a high-performing team, and bonding and insurance best practices. Six SPP alumni from across the country participated in a panel discussion and

shared their perspectives on what it means to be a successful entrepreneur and the strategies they have embraced to excel as business owners and leaders in the industry. The conference also featured keynote remarks from special guest speakers, including Jason Wright, President, Washington Commanders; Deryl McKissack, President & CEO, McKissack & McKissack; and Secretary Gina Raimondo, U.S. Department of Commerce.

Hundreds of entrepreneurs participated in each conference session and offered positive feedback about the event. "Clark's Strategic Partnership Program opened my eyes to what I needed to do to run a successful company and gave me greater confidence that I could become one of the elite steel erectors in the region," said Corey Smith, president of New Horizon Steel and a graduate of Clark's inaugural SPP Chicago class.

During the ENCORE event, Clark announced a \$2.5 billion subcontracting pledge over the next decade that will help ensure SPP graduates have access to meaningful opportunities to grow their capacity and their business. The pledge and new SPP ENCORE programming reaffirm Clark's longstanding commitment to fostering inclusive growth within the construction industry. ■



Scan the QR code to learn more about SPP's impact over the last 15 years.

Clark Announces Regional Expansion Across the Mid-Atlantic

Clark Construction recently announced an expansion plan that will increase the company's footprint in the Mid-Atlantic region. Driven by national and regional growth, the plan includes opening a new 128,000-square-foot office in McLean, Virginia, doubling the size of its office space in Baltimore, Maryland, and maintaining an office in Bethesda, Maryland. Through this office expansion, Clark is reinforcing its longstanding commitment to the region it has called home since its founding in 1906.

"Clark's success for the past century has been deeply rooted in our commitment to creating an exceptional experience for our clients and our communities," said Robby Moser, chief executive officer of Clark. "Continuing to serve the region and harnessing the wealth of opportunities and talent that spans from Baltimore to Richmond requires a network

of strategic locations. We are delighted to expand our office footprint throughout the region to meet the needs of our business, better serve our communities, and provide greater opportunities for our team."

In Virginia, Clark is opening an office at 7900 Westpark Drive in McLean. The new space is designed to provide a modern and collaborative hub for Clark's infrastructure, building, and asset solutions teams along with many of Clark's corporate departments that serve the company's projects nationwide.

Clark is currently renovating the McLean space in preparation for occupancy in fall 2022.

In Maryland, Clark is doubling its office space at Stadium Square in downtown Baltimore and maintaining approximately 29,000 square feet of its office space in Bethesda. In addition to offices in Bethesda and Baltimore, Clark's other



As part of its Mid-Atlantic regional expansion plan, Clark is opening an office at 7900 Westpark Drive in McLean, Virginia.

Maryland locations include affiliate C3M Power Systems' office and Clark's equipment yard, both in Prince George's County.

This expansion supplements the company's six other offices across the Mid-Atlantic region. ■

KELLY HERNANDEZ JOINS CLARK AS CHIEF FINANCIAL OFFICER

Kelly Hernandez has joined Clark Construction as chief financial officer. In this role, Kelly will oversee company's financial functions, including tax, accounting, financial planning and analysis, shared services, cost engineering, operational finance and compliance, and strategic purchasing functions.

Prior to joining Clark, Kelly served as the chief financial officer for a global engineering solution company. Kelly's career has also included roles with Deutsche Bank, Credit Suisse, Advanced Micro Devices, as well as other technology companies in Silicon Valley. Kelly holds a



bachelor of science degree in computer and electrical engineering from Purdue University and a master's degree in business administration from the University of California, Berkeley, Haas School of Business. ■

LESLIE MORISON JOINS CLARK AS VICE PRESIDENT OF MARKETING

Leslie Morison has joined Clark Construction as vice president of marketing leading national acquisition strategy. In this role, Leslie will oversee Clark's proposal development process and provide leadership for marketing teams across the country.

Prior to Clark, Leslie spent 18 years with a national architectural firm leading business development, marketing, and client relationships in the Pacific Northwest. Leslie's extensive architecture, engineering, and construction industry experience includes diverse project types and delivery mechanisms that have led to award-winning projects and



improved client outcomes. Leslie holds a bachelor of arts degree from Bates College and a master's degree in art from the University of Madison-Wisconsin. ■

Team Members Across the Country Garner Industry Accolades

Members of the Clark team across the country have recently received recognition from a number of industry associations and publications:

ENGINEERING NEW-RECORD: REGIONAL TOP YOUNG PROFESSIONALS



Jeff King
Vice President
Clark Construction



Jason Tuerk
Senior Superintendent
Clark Construction



Abe Vogel
Vice President
Clark Construction

SAN DIEGO BUSINESS JOURNAL AND THE CENTRAL SAN DIEGO BLACK CHAMBER OF COMMERCE: BLACK LEADER OF INFLUENCE



Keon West
Construction Executive
Clark Construction

HEAVY CONSTRUCTION CONTRACTORS ASSOCIATION: MEMBER OF THE YEAR



Heather Spence
Marketing Specialist
Shirley Contracting

BUILDING DESIGN + CONSTRUCTION: 40 UNDER 40 LIST



Brianna Allen
Design Manager
Clark Construction



Ellen Quigley
Project Executive
Clark Construction

AGC OF METRO WASHINGTON: LIFETIME ACHIEVEMENT AWARD



Bill Magruder
Senior Vice President
Clark Construction

AGC OF WASHINGTON: SAFETY PROFESSIONAL OF THE YEAR



Scott Streuli
Senior Safety Manager
Atkinson Construction

P3 AWARDS: INDIVIDUAL OF THE YEAR



Geoff Stricker
Senior Managing Director
Edgemoor Infrastructure
& Real Estate

TWO PROMOTED TO VICE PRESIDENT



MIKE HAMMER

Mike joined Clark more than 18 years ago as a project engineer in the Mid-Atlantic. During his time with the company, he has contributed to the successful delivery of projects across the region, including 1875 Pennsylvania Avenue NW, Nationals Park, The Wharf, and the MedStar Georgetown Medical/Surgical Pavilion.

As vice president, Mike will serve as project director leading the P-114 Medical Center Addition at Walter Reed, where he will be responsible for combined oversight of project management and field operations.



CHRIS SMITH

Chris joined Clark in 2007 as an engineer in the Mid-Atlantic. Throughout his tenure, he has contributed to the successful delivery of projects across the region, including Clarendon Center, CityCenterDC, and the Food and Drug Administration's Center for Drug Evaluation & Research. Chris relocated in 2015 to support Clark's efforts on the University of Kansas Central District Development project.

As vice president, Chris will continue to oversee field operations teams at the New Single Terminal project at the Kansas City International Airport.

Clark Projects Across the Country Win Industry Awards

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

AGC BUILD AMERICA AWARDS

The Build America Awards honor Associated General Contractors of America (AGC) members who build the nation's most impressive construction projects ranging across the building, highway and transportation, utility infrastructure, and federal and heavy divisions.

The Wilson and The Elm
Construction Management
New or Renovation,
Over \$100 Million

San Francisco Animal Care and Control Facility
Building Renovation,
\$10 Million to \$75 Million
Merit Award



Photo by: Maxwell Mackenzie



Photo by: Costea Photography, Inc.

AGC BUILD SAN DIEGO AWARDS

AGC Build San Diego Awards recognize contractors that build outstanding buildings and supporting infrastructure throughout the region.

Legacy International Center
Building Construction, Private Work

North Torrey Pines Living and Learning Neighborhood at the University of California San Diego
Building Construction, Public Work,
Award of Merit

NAIOP NORTHERN VIRGINIA AWARDS

The NAIOP Northern Virginia Awards celebrate significant contributions to Northern Virginia's built environment by the commercial, industrial, and mixed-use real estate community.

1770 Crystal Drive
Adaptive Re-Use Award of Excellence

Reston Town Center Expansion
Office Award of Excellence

AGC BUILD WASHINGTON AWARDS

AGC of Washington recognizes top individual and company performances in construction and safety excellence, innovation, community service, and diversity.

The Wilson and The Elm
Multifamily and BIM,
Over \$100 Million

UM Capital Region Medical Center
Healthcare,
Over \$100 Million

Cannon House Office Renovation, Phase 2
Renovation/Restoration,
Over \$100 Million

Wheaton Revitalization Project
Office,
Over \$100 Million

Clark Foundations
Subcontractor of the Year Award

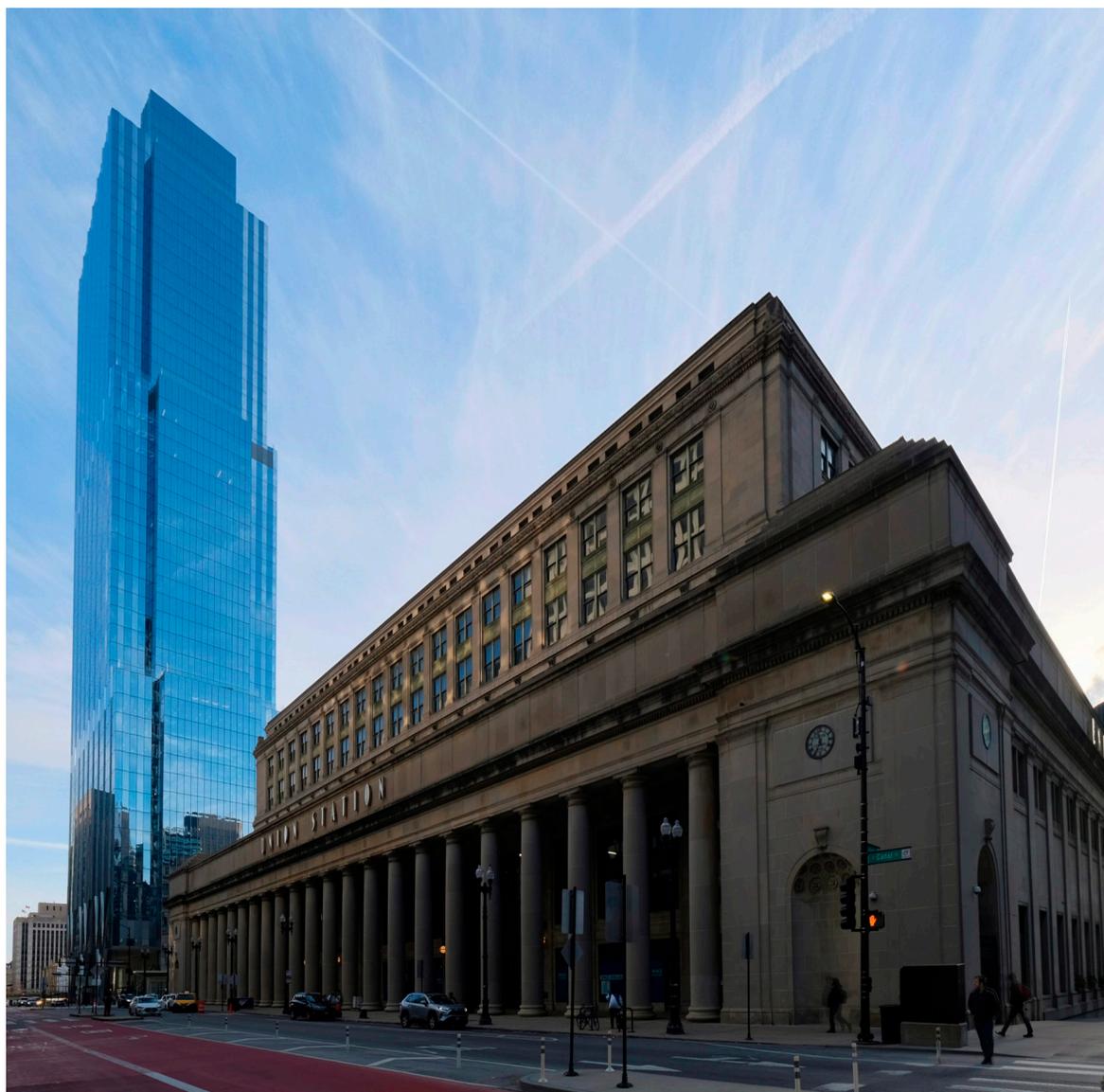


Photo by: Jack Crawford

Clark Delivers West Loop Skyscraper and Park Adjacent to Chicago Union Station

In April, Clark Construction reached substantial completion at 320 South Canal, Chicago's newest office tower in the heart of the West Loop. The milestone is a major step forward in the redevelopment of the area around Chicago Union Station, including the addition of the largest public park in the West Loop. Riverside Investment & Development Company developed the project. BMO Harris Bank is the anchor tenant.

Located directly south of the

1925 Union Station headhouse building, the 52-story tower features 1.5 million square feet of Class A office space, a state-of-the-art fitness center, and a world-class conference facility. More than 8,000 feet of outdoor amenity spaces, including four private terraces, provide building tenants with sweeping views of downtown.

Designed by Goettsch Partners, the three-tiered building is oriented in the north-south direction along the east side of the

2.5-acre site. The east face of the building aligns with the property line, reinforcing the urban street wall defined by the historic station on the adjacent block.

Much of the site – approximately 1.5 acres – is set aside as public open space, featuring a large central lawn, pedestrian walkways, and a variety of smaller spaces for outdoor activities. The office tower's east and west façades showcase v-shaped structural transfers, which open up the ground floor, making the

park an integral part of the building, and the building an extension of the park.

Located directly south of the 1925 Union Station headhouse building, the 52-story tower features 1.5 million square feet of Class A office space, a state-of-the-art fitness center, and a world-class conference facility.

park an integral part of the building, and the building an extension of the park.

Connected to Union Station via an underground pedway, 320 South Canal offers a direct link to the Metra train concourse, Amtrak trains, and Loop Link CTA bus lines at the Union Station Transit Center. Located near major expressways, the building also includes two levels of underground parking.

“Our goal was to maximize the benefits of this prime location,” says Tyler Lamkey, senior vice president at Riverside Investment & Development. “With beautiful views and unmatched access to transit, 320 South Canal delivers on all fronts.”

“Clark is proud to have delivered this new landmark in the West Loop,” said Dave Trolan, division CEO at Clark Construction. “With the addition of 50 stories of office space and a major public park, this project will bring new energy to the area surrounding Union Station.”

The office tower began welcoming tenants in January 2022 and the park opened to the public in June 2022. ■

Milestones

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

BREAKING GROUND

SR 46 Corridor Improvements

The Atkinson team recently joined Caltrans for a groundbreaking ceremony to mark the beginning of construction of the State Route (SR) 46 Corridor Improvements project in northern San Luis Obispo County, California. The project, which will convert the existing two-lane highway into a four-lane divided expressway, is designed to improve the traffic flow, reduce traffic accidents, and improve the safety of the expressway to the traveling public. Atkinson will also construct a trumpet-style interchange at the intersection of highways 46 and 41, six bridges, and multiple wildlife crossings ranging from small culverts to 12-foot box crossings.

River Park at SDSU Mission Valley

Clark joined representatives from San Diego State University (SDSU) at the groundbreaking for River Park at SDSU Mission Valley. The park will serve as a green space for the public to enjoy near Snapdragon Stadium, which Clark will complete this fall. The park is being thoughtfully designed to incorporate interpretive signage, native flora and fauna, and other landscape architectural characteristics that will highlight the rich history, current status as Kumeyaay land, and recent entertainment and sports connections associated with the 166 acres at the SDSU Mission Valley site.



Baltimore Arena Redevelopment

In June, Clark and Oak View Group were joined by Baltimore Mayor Brandon Scott and other local officials at a groundbreaking ceremony to celebrate the beginning of renovations to the Baltimore Arena. Clark will transform the 60-year-old arena into a 15,000-seat, state-of-the-art entertainment venue that will serve as an anchor on the city's west side. The project, which is anticipated to create more than 500 construction jobs over the next 12 months and many opportunities for small, local, and diverse business participation, will drive significant economic growth for the city.

Prima

In Nashville, Clark celebrated the groundbreaking of Prima, SomeraRoad's first residential tower within its Paseo South Gulch mixed-use project. The 12-story building in downtown Nashville will be built atop a four-level, above-grade podium and will feature 278 residential units, 18,000 square feet of office space, 8,000 square feet of ground-floor retail space, and parking. The tower façade will be comprised of an intricate window wall system, and the podium façade will be a combination of brick and curtainwall.

The Stacks

In Washington, DC, Clark joined Akridge and National Real Estate Development to celebrate groundbreaking on The Stacks, located in the Capitol Riverfront's Buzzard Point neighborhood. Slated to deliver in 2025, The Stacks will include three rental residential mixed-use towers totaling more than 1,100 rental apartment units, with more than 10 percent dedicated to affordable housing, and approximately 35,000 square feet of retail.

TOPPING OUT

Metropolitan Park, Phases 6, 7, and 8

In March, Clark joined Amazon and local community leaders to celebrate the topping out of Metropolitan Park, Phases 6, 7, and 8, the first phase of Amazon's second headquarters' development in Arlington, Virginia. The project encompasses two, 22-story buildings with nearly 2.1 million square feet of office space and a 2,000-space, below-grade parking structure, as well as 65,000 square feet of street-level retail, new and renovated public spaces, and more than a half-mile of protected bike lanes.

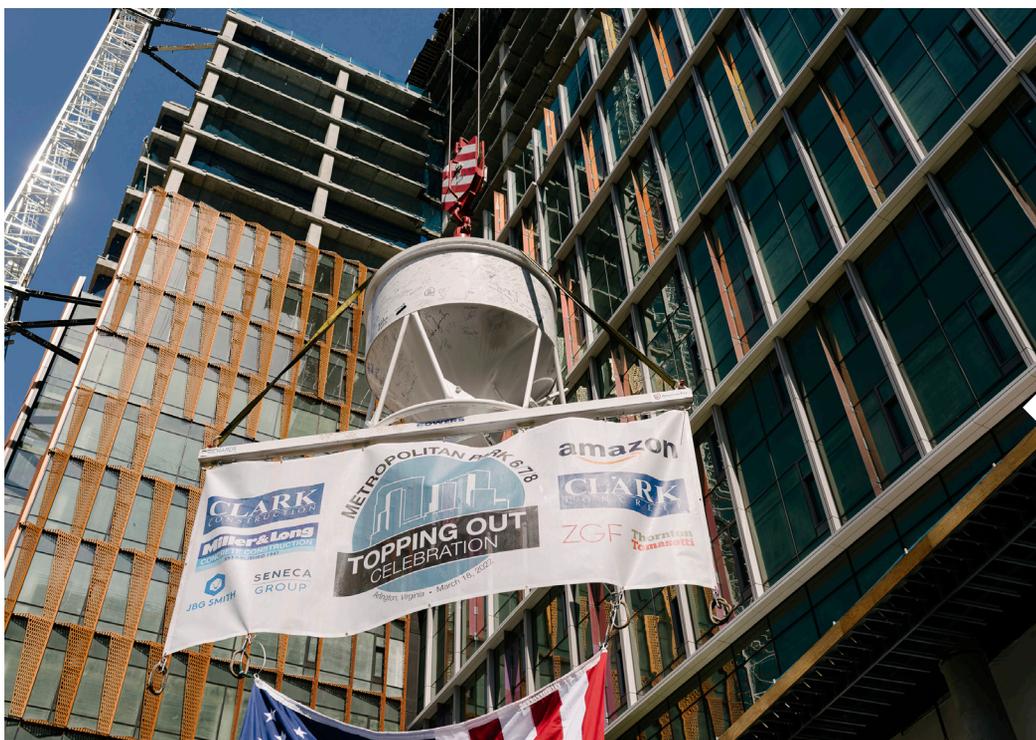


Photo by: Aleksey Kondratyev



Photo by: Tim Rice

Alamo Exhibition Hall and Collections Building

In April, Clark and joint venture partner Guido Construction joined representatives from the Alamo Trust and the Texas General Land Office to celebrate the topping out of the Alamo Exhibition Hall and Collections Building in San Antonio, Texas. Being constructed on the historic Alamo grounds, the 24,000-square-foot Exhibition Hall and Collections Building will create a state-of-the-art curatorial environment for the hundreds of historic items in the Alamo's possession, including the entire Phil Collins Collection of artifacts.

Behavioral Health Teaching Facility at UW Medical Center-Northwest

Clark and joint venture partner Abbott Construction (Clark|Abbott) joined UW Medical Center officials for a topping out ceremony in June to celebrate the completion of structural steel on the new Behavioral Health Teaching Facility at the University of Washington (UW) Medical Center-Northwest project in Seattle. The new six-story Behavioral Health Teaching Facility will include 150 patient beds and more than 184,000 square feet of clinical and administrative space. Since breaking ground in October 2021, the Clark|Abbott team has erected 1,752 tons of steel to bring the project to full height. Construction crews are now shifting their focus to fireproofing, adding concrete to metal decks, and enclosure.

P-114 Medical Center Addition and Alteration

The Clark team delivering the P-114 Medical Center Addition and Alteration at Walter Reed National Military Medical Center (WRNMMC) in Bethesda, Maryland, recently completed structural concrete on the new 575,000-square-foot healthcare facility (Building C). In June, the team joined representatives from the Naval Facilities Engineering Systems Command, the

Defense Health Agency, Medical Facilities Program Office, and Walter Reed National Military Medical Center Command to commemorate the milestone with a topping out celebration. P-114 Medical Center Addition and Alteration project is being completed in phases to allow the hospital to remain fully operational during construction and is slated to be complete in the spring of 2027.

COMPLETE

Otay Mesa Land Port of Entry, Phase 1

Joint venture partners Atkinson and Clark (Atkinson|Clark) completed the first phase of the modernization and expansion program at the Otay Mesa Land Port of Entry. The massive undertaking involved the construction of five new facilities including the commercial annex building that will

house Customs and Border Protection (CBP) operations, the primary and exit inspection canopies, the hazmat inspection building, and the USDA building. The project scope also included a parking structure, a pedestrian bridge, 15 new inspection booths, the relocation of seven existing booths, and a new dedicated return-to-Mexico truck lane.

Seattle-Tacoma International Airport International Arrivals Facility

Clark recently completed the new International Arrivals Facility (IAF) at Sea-Tac International Airport. The facility includes a 450,000-square-foot grand hall for baggage claim and customs processing, an 85-foot-high aerial walkway that will directly connect passengers from the South Satellite to the grand hall, and a new international corridor connecting arriving international passengers on Concourse A. Replacing the airport's 50-year-old customs processing facility, the IAF increases passenger capacity and improves the airport experience by doubling the number of international-capable gates, incorporating enhanced technologies for faster passport check clearance, and reducing the passenger connection time.

UMD E.A. Fernandez IDEA Factory

In May, Clark joined representatives from the University of Maryland (UMD) to dedicate the E.A. Fernandez IDEA (Innovate, Design and Engineer for America) Factory. The 60,000-square-foot building features state-of-the-art laboratories, workshops, and gathering spaces for the development of engineering technology and prototypes. The IDEA Factory appears to defy gravity with a solid box of flexible research space "floating" above two glass levels of collaboration spaces. The building's unique façade is dominated by curtainwall windows coated in dichroic film which changes color based on where the viewer stands and the time of the day.



Photo by: Stephanie S. Cordie

UNDER THE HARD HAT WITH Stacy O'Donnell

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.

We recently sat down with Stacy O'Donnell, a project executive, to learn about her background, and what she enjoys most about working in the construction industry.

Where did you grow up?

Since my father was in the Army, my family and I moved all over the country every few years, which gave me a well-rounded perspective on life. I am very close with my family and am the youngest of three siblings.

What brought you to Clark?

The presence of women in leadership positions was one of the main reasons I selected Clark after college. It was great to "see" my future in a company before I signed on the dotted line.

What are you currently working on?

I am the project executive for the Metropolitan Park, Phases 6, 7, and 8 Tenant Fit Out project. I lead a team of amazing and energetic engineers responsible for fitting out the first two buildings as part of Amazon's Virginia headquarters.

What do you like most about the construction industry?

My two favorite things about the construction industry are the product and the people. I



Stacy (left) working with her team at the Metropolitan Park, Phases 6, 7, and 8 Tenant Fit Out project.

appreciate that there is a tangible product I can see from the hard work that I put in every day. I drive around the city and point to buildings with my daughter, and she says, "Mommy built that!" I also love the people I get to work with. I truly feel like I am a part of a Clark family here.

Who have been your strongest influences in life?

My parents and my eldest sister have been the main influences in my life. My parents have always been my guiding light, and I will continue to work to make them proud. My sister has been my biggest cheerleader in life. I rely on her as my "sanity rock."

What are you most proud of accomplishing, either personally or professionally?

One of my biggest accomplishments marries both personal and professional life. I came back from maternity leave when we were pouring the mat slab at Parcel O, a mixed-use development in Washington, DC. We successfully completed that job about two years after I came back.

I learned how to balance my personal and professional life. I learned how to be a better and more efficient leader so I could equally dedicate time to my new role as a mother.

What obstacles did you overcome to get where you are today professionally?

For me, I learned to trust my gut and lean into my confidence. It wasn't easy when I first started as a young female engineer managing a bunch of façade trade contractors. At first, I didn't trust my knowledge and found speaking up over well-seasoned foremen a

challenge. Once I learned to trust that Clark hired me for a reason, and knew that I had the support of leadership, I was able to find my own voice and management style.

What does "Thrive as you, succeed together" mean to you?

Our accomplishments as a company are 100% a team effort. That team, however, is made up of unique and bright individuals with a variety of experiences and backgrounds. We challenge each other every day to think outside of the box to resolve the obstacles we face. ■

"I appreciate that there is a tangible product I can see from the hard work that I put in every day. I drive around the city and point to buildings with my daughter, and she says, 'Mommy built that!'"



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

THE WAY WE WERE



The ongoing Plane Train Tunnel West Extension project is Clark's third job at the Hartsfield-Jackson Atlanta International Airport. It's the latest in a history of work at the transportation hub that dates back five decades. In 1973, the company completed the airport's Industrial Waste Treatment Plant, and four years later, began construction of the Central Passenger Terminal

Complex. The three-year, \$139-million terminal complex, designed to accommodate the increased volume of air traffic through Atlanta, cemented Hartsfield-Jackson's status as the world's largest airport at that time.

In the decades since, Clark has built a portfolio of impressive aviation projects at the nation's largest airports. With multi-faceted expertise from terminal renovations to tunneling, Clark is proud to return to Hartsfield-Jackson to meet the complicated challenges of the Plane Train Tunnel Extension, ensuring the iconic airport will continue to keep pace with the 250,000 travelers who pass through it daily. ■





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Photo by: Aleksey Kondratyev

