

# SUPERSTRUCTURE

## North Torrey Pines Living and Learning Neighborhood

Clark Completes Largest Project in UC San Diego's History

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# FROM THE CEO

**H**ERE AT CLARK, WE ARE IN THE BUSINESS OF ASSET CREATION. Yet no matter the size or structure, they share a core commonality – being built on relationships. It takes more than brick and mortar to bring a project to life. In this issue, you'll read about how the Clark team has curated longstanding relationships that have positioned our company for continued growth and impact.

With the opening of a Nashville office, Clark is deepening its commitment to the Music City. Since 2008, our company has successfully delivered or currently has underway more than \$1 billion of work in Nashville. Of particular note are the repeat clients for whom we are honored to continue delivering excellence. The Nashville team broke ground on Clark's fourth project with Albion Residential and are partnering again with Southwest Value Partners on Parcel 5 of the transformative 18-acre Nashville Yards development, fresh off the heels of delivering the 1.2-million-square-foot Parcel 4.

In California, our relationships date back even further. As you'll read about in The Way We Were, Clark and Community Medical Center's relationship spans nearly two decades and six projects. But "trusted advisor" took on a new meaning when the Clark team expanding Clovis Community Medical Center was challenged to accomplish two months'

worth of work in just one week, delivering a critical bulk oxygen yard as COVID-19 cases surged.

Nurturing new relationships is an equally important pillar of our success story. To that end, we recently launched **SBDE15**, a commitment to achieving at least 15 percent small and disadvantaged business participation on all projects, even on those projects that do not otherwise have prescribed requirements. The program is an investment in the future of small businesses, our communities, and our industry. SDBE15 will help expand and strengthen a range of diverse business entities, enhancing our ability to deliver important assets for clients across the country.

At the foundation of all these relationships is trust. Trust that we have built by consistently delivering on our commitment to providing outstanding experiences, value, and results for our clients, partners, and communities. Serving as a trusted advisor builds long-lasting relationships, gives us the capability to leverage a vast network of resources and expertise, and allows us to go far beyond the construction of building assets to help our clients achieve their vision.

**ROBERT D. MOSER, JR.**

## SUPERSTRUCTURE

VOL. 39, NO. 2 | SUMMER 2021

Superstructure is published quarterly by Clark Construction Group, LLC

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# SUPERSTRUCTURE

VOL. 39, NO. 2 | SUMMER 2021

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After 26 months of construction, Clark delivered the 1.2-million-square-foot North Torrey Pines Living and Learning Neighborhood at University of California San Diego. Read more on page 16.

Photo by: Darren Bradley

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# Clark's Presence in Nashville Continues To Grow

Since completing the 2.1-million-square-foot Music City Center eight years ago, Clark's portfolio of work in Nashville has steadily grown. With two recently awarded projects, along with the opening of Clark's permanent Nashville office, our presence in the Music City continues to strengthen.

## AMAZON PHASE 2 OFFICE TOWER

As part of the 18-acre Nashville Yards development, Southwest Value Partners selected Clark and joint venture Bell & Associates Construction (Clark/Bell) to construct the Amazon Phase 2 Office Tower. The 26-story building will feature a two-story, 6,000-square-foot lobby with an exterior amenity deck with views of the eastern downtown skyline. Gresham Smith is the project architect.

The project is being constructed within the footprint of the Amazon Phase 1 Office Tower and Garage project, which is being constructed by Clark/Bell under a separate contract. The dual-tower development will house the Amazon Operations Center of Excellence. The Phase 2 Office Tower is scheduled to be complete in the summer of 2023.



Rendering courtesy of Gresham Smith



Rendering courtesy of Hartshorne Plunkard Architecture

## ALBION IN THE GULCH

Albion Residential selected Clark to construct a 20-story, 415-unit residential building in Nashville's Gulch neighborhood. The luxury apartment building will occupy a prominent position on the Nashville skyline and feature a mix of studio, one-, two-, and three-bedroom apartments. In addition to unprecedented and unobstructed views, residents will enjoy amenities such as a fitness center, rooftop pool, dog spa, and live performance spaces. Hartshorne Plunkard Architecture is the project architect.

The project broke ground on the coattails of the recently completed Albion at Highland Park in Highland Park, Illinois, and is scheduled to be complete in the spring of 2023. Albion in the Gulch marks Clark's fourth project with Albion Residential in five years. ■



Rendering courtesy of CO Architects

## 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:

### MASS TRANSIT

#### WMATA Rosslyn Traction Power Substation Cable Tray Replacement

Upgrades to the existing traction power cable system, including replacing positive and negative cables, horizontal support cable trays, and negative switchboards

**Location:** Rosslyn, Virginia  
**Company:** C3M Power Systems  
**Client:** Washington Metro Area Transit Authority (WMATA)  
**Designer:** WMATA  
**Completion:** Winter 2022

#### CTA Non-Revenue Rail Vehicle Maintenance Facility

Construction of a rail vehicle maintenance and repair facility at the East 63rd Street yard that will house rebuilding and cleaning equipment, paint and blasting booths, and seven cranes

**Location:** Chicago, Illinois  
**Company:** Clark Construction Group  
**Client:** Chicago Transit Authority (CTA)  
**Engineer:** STV  
**Completion:** Spring 2023

### ROADWAYS & BRIDGES

#### SR 509/I-5 to 24th Avenue South New Expressway Project

Construction of a four-lane divided freeway extension featuring collector-distributor ramps, auxiliary lanes, and an east-west connection undercrossing

**Location:** Kent, Washington  
**Company:** Atkinson Construction  
**Client:** Washington Department of Transportation  
**Engineer:** Jacobs Engineering Group  
**Completion:** Summer 2025

#### Northstar Boulevard: Shreveport Drive to Route 50

Construction of a 1.4-mile, four-lane divided roadway extension with space for future widening and a new 520-foot-long bridge

**Location:** Brambleton, Virginia  
**Company:** Shirley Contracting Company  
**Client:** Loudoun County  
**Engineer:** Johnson, Mirmiran & Thompson  
**Completion:** Fall 2024

#### Route 99 Bakersfield

Improvements to nearly 11 miles of roadway, including paving continuously reinforced concrete, reconstructing median barriers, and raising the vertical clearance of two bridges

**Location:** Bakersfield, California  
**Company:** Griffith-Atkinson, a joint venture  
**Client:** Caltrans District 6  
**Designer:** Caltrans District 6  
**Completion:** Summer 2022

### EDUCATION

#### North Hollywood High School Modernization

Construction of three new buildings, renovation of three existing buildings, and extensive sitework

**Location:** Los Angeles, California  
**Company:** Clark Construction Group  
**Client:** Los Angeles Unified School District  
**Architect:** CO Architects  
**Completion:** Fall 2025

### RESIDENTIAL

#### American House Oak Park Senior Living

Construction of a 250,000-square-foot, seven-story senior living facility featuring independent, assisted, and memory care living spaces

**Location:** Oak Park, Illinois  
**Company:** Clark Construction Group  
**Client:** Real Estate Development and Investment Company  
**Architect:** Myefski Architects  
**Completion:** Fall 2022

### MIXED-USE & RETAIL

#### 1900 Crystal Drive

Construction of a mixed-use development featuring two residential buildings with 808 units, retail space, parking structures, and extensive sitework

**Location:** Arlington, Virginia  
**Company:** Clark Construction Group  
**Client:** JBG SMITH  
**Architect:** Torti Gallas + Partners  
**Completion:** Spring 2024

# VDC Kickstart Program Prepares Engineers for the Industry's Future

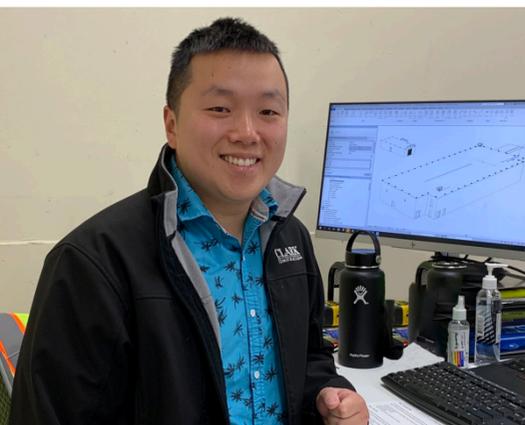
**Clark's Virtual Design and Construction (VDC) Kickstart program** is part of a broader effort to leverage digital building information modeling (BIM) to provide project stakeholders certainty through analysis and automation. During a three-month training rotation, engineers participating in Kickstart learn the skills necessary to deploy BIM on their current and future projects.

The program, which began in 2018, boasts more than 50 graduates, all of whom returned to their projects with a keen understanding of both the technology and the process required for the successful implementation of BIM. Two recent Kickstart graduates, Komal Patel, a project manager on the New Single Terminal at Kansas City International Airport (KCI), and Brian Chen, a project engineer in Southern California, share what they learned in the program and how they leverage that knowledge.

## Why did you want to participate in the VDC Kickstart program?

**Brian:** I want to be part of the construction industry's future as it becomes more digital. The technologies I learned provide me with a better understanding of how to build a structure twice – first digitally and then again in real life.

Brian Chen, a project engineer in Southern California, completed the Kickstart program in 2021.



**Komal:** BIM is a contract requirement throughout KCI's lifecycle, starting with conceptual design, through construction, and now into closeout. My main intent throughout the program was to learn the different ways to leverage the models. Additionally, I oversee MEP trades and knew that VDC skills would be helpful with trade coordination and clash detection.

## Kickstart participants learn to build digital models for scheduling, budgeting, and constructability. Which models did you find most interesting?

**Komal:** I enjoyed model-based quantity take-off. As KCI progressed, my team worked with design partners to assign value to model elements and track them on a weekly basis with a software called Assemble. We tracked major budget items by developing a dashboard that showed the quantities of elements like pile, columns and beams, glazing, and pre-cast.

**Brian:** I found schedule-loaded models most interesting. It is amazing how effectively this tool can uncover inefficiencies in the schedule, which helps us rearrange and optimize logistics before reaching that phase of construction.

## How have you implemented what you learned in the program on your project?

**Komal:** We performed the clash detection process in-house on the KCI project. We addressed nearly 7,000 issues prior to fabricating any material. The coordination process for a one-million-square-foot project with complex MEP and baggage handling systems was complicated, but being able to leverage BIM coordination helped save time and effort in the long run.

**Brian:** I helped my team use Revit to analyze sections, elevations, plans, and details of a unique architectural stair, one of the building's

*"The technologies I learned provide me with a better understanding of how to build a structure twice – first digitally and then again in real life."*

Brian Chen, Project Engineer



Komal Patel, a project manager on the New Single Terminal at KCI, completed the program in 2019.

centerpieces. We identified more than ten opportunities to resolve constructability issues.

## How does the VDC Kickstart program provide value to our clients?

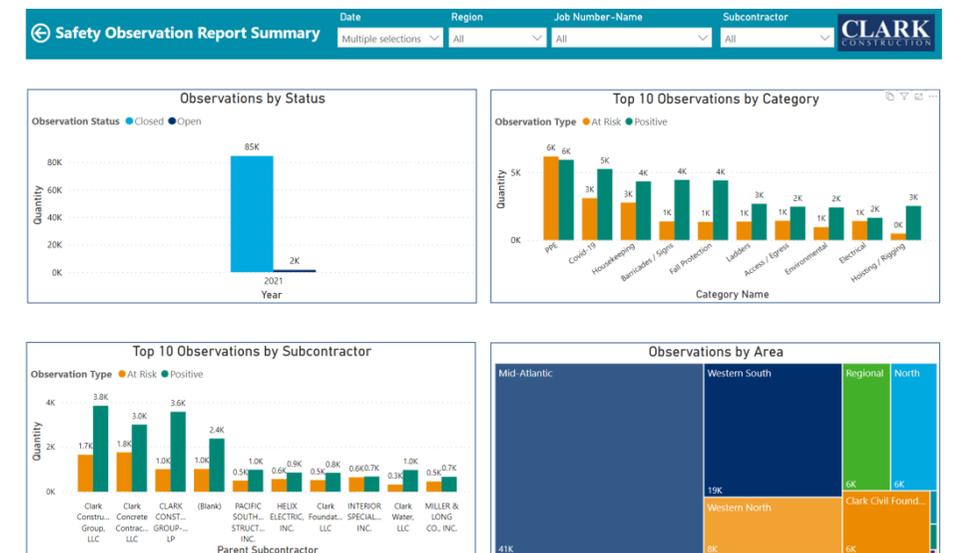
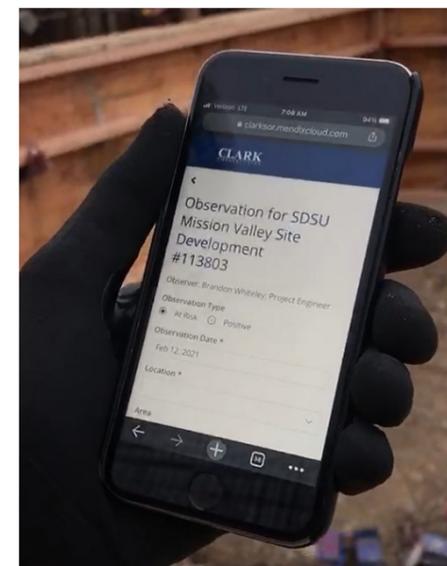
**Brian:** Having a trained BIM/VDC individual on a project helps teams identify constructability issues earlier, which saves time and money. More efficient methods of constructing critical path items can be built into the schedule and budget earlier in the process. BIM software also helps ensure quality by tackling potential design flaws and promotes safety by coordinating site logistics.

**Komal:** As part of the Kickstart program, participants create valuable deliverables for their projects that can be used throughout the construction lifecycle. In order to take full advantage of these tools, it is critical to have a BIM expert on the project to revisit models and make adjustments as needed so that construction progresses based on the most up-to-date plans. ■

# Clark Develops Safety Suite App to Capture and Track Performance Data

**The construction industry is rapidly evolving** – from the complexity of the structures we build to the skillset and mindset of the craftworkers on our jobsites. This advancement is due in part to the opportunities created by technology. Recent technologies allow for more intricate designs, more precise tools, and more smart features than ever before. Stretching the limits of what can be built also creates the potential for new hazards, and mitigating those risks demands cutting-edge safety solutions.

In 2018, Clark began its search for a mobile safety solution that would go beyond tracking lagging indicators to improve safety performance and keep craftworkers safe. Our sought-after solution needed to meet specific requirements for capturing leading indicators, reducing injury severity, increasing effectiveness of daily crew planning, and providing robust analytics at the fingertips of any employee. After determining that existing products did not satisfy these requirements, Clark developed a custom solution, Safety Suite – a robust, mobile safety app which allows Clark's project teams across the nation to consistently capture, track, and trend pertinent safety information.



Equipped with this new tool, our teams capture at-risk and positive safety observations and evaluate and “score” the Safe Plan of Action (SPA) meetings conducted on jobsites each day. Providing timely feedback regarding the effectiveness of SPA meetings to foremen and members of the crew improves engagement, hazard identification, and planning of work. Additionally, the Safety Suite structure is flexible to allow for future enhancements, including spatial indexing of observations and incidents within virtual models used on each of our projects.

In addition to Safety Suite's mobile functionality, an interactive reporting and analytics portal educates teams about how to make informed, proactive decisions about potential hazards or trends based not only on what is occurring on their own job, but also on what is trending by region, trade, or trade contractor. Working within the belief that knowledge is power, Clark's development of Safety Suite gives project teams the information at their fingertips to improve safety performance. ■

The app is designed to be used with safety gloves so they do not need to be removed in the field to record data.

**An interactive reporting and analytics portal educates teams about how to make informed, proactive decisions about potential hazards or trends based not only on what is occurring on their own job, but also on what is trending by region, trade, or trade contractor.**

# 5 Keys to Advancing Critical Healthcare Construction During a Global Pandemic

Partnership and planning drive construction efforts forward at Clovis Community Medical Center, enabling the medical center to support critical community needs amidst the COVID-19 pandemic

**Structural steel assembly is now complete on a new entrance to the Clovis Community Medical Center**, ushering in a new era for the regional health system. This signature architectural element is one of several significant construction milestones achieved by Clark Construction and Clovis Community's facilities planning and construction department over the past year as part of the hospital's Phase C expansion. Amidst one of the most devastating global health crises of the last century, Clark and Clovis Community teams have safely advanced the \$430-million project,

furthering the hospital's long-term goals for added capacity while simultaneously supporting life-saving operations as the COVID-19 pandemic surged and pushed the facility to its limits.

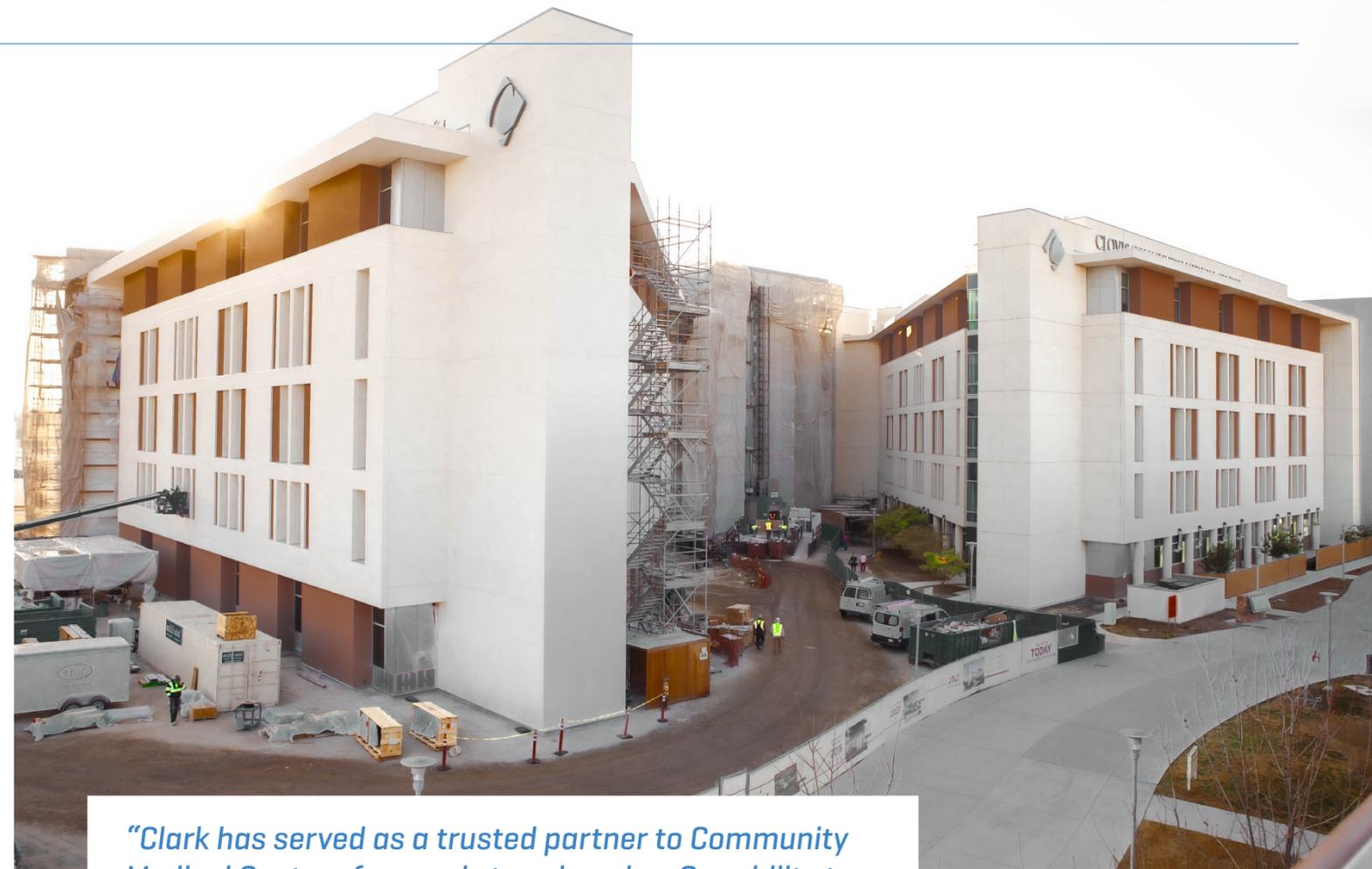
An essential piece of the healthcare infrastructure, Clovis Community serves residents throughout California's Central San Joaquin Valley. Clark has worked hand-in-hand with Community Medical Centers to support the expansion and modernization of its facilities in the region for nearly two decades. The Phase C project marks the team's fifth collaboration on the Clovis campus and includes the

construction of a new five-story patient tower, as well as an expansion to the hospital's emergency department, pharmacy and laboratory, materials management, loading dock, and dining and nutrition services. A new lobby building and 617-space parking structure are also included in the scope.

The four-year expansion and renovation project was nearing the halfway point when the pandemic first took hold. Amidst a state-wide shelter-in-place order, Clark and Clovis Community determined how to move construction forward while safeguarding patients, hospital staff, and construction crews. As COVID-19 cases rose steadily during the fall months, the Central Valley was among the hardest hit regions in the state. Community Medical Centers' two acute care hospitals cared for more COVID-19 patients than all of San Francisco County's hospitals combined. Despite the dynamic and complex challenges of building in and around an active COVID-19 treatment facility, the construction team pressed on. Their persistence drove much-needed work forward, but more importantly, it enabled them to provide vital support to the hospital during the pandemic.

As COVID infection rates diminish and the country begins to reopen, Clark and Clovis Community leaders reflect back on the challenges and triumphs of an unprecedented year, and reveal five keys to keeping this essential project on track during the pandemic.

In June, Crews completed structural steel assembly on the new entrance to the Clovis Community Medical Center, which includes a curved canopy covering the main patient drop-off area.



*"Clark has served as a trusted partner to Community Medical Centers for nearly two decades. Our ability to navigate the events of the last year and support the rapidly evolving needs of this community would not have been possible without the trust and teamwork that exists between our two organizations."*

*Craig Wagoner, Executive Vice President & Chief Operating Officer, Community Medical Centers*

With 144 new patient beds, including 24 ICU beds, 7 inpatient operating rooms, and 12 Emergency Department beds, the new expansion will help the hospital system accommodate steady inpatient growth that is expected to continue.



## Ensuring Safety was a Shared Priority

As a stay-at-home edict went into effect in spring 2020, Clark worked closely with Clovis Community leaders, construction trade contractors, and Cal-OSHA representatives to chart a plan to safely continue construction while minimizing the risk of virus spread.

The hospital's ever-changing set of circumstances demanded intensive communication between construction and hospital officials. To choreograph operations in and around active COVID-19 treatment areas, the team coordinated with myriad hospital departments. They also studied the hospital's COVID-19 patient routes and treatment areas to identify opportunities to create greater separation between construction crews and patients.

"Every day things were changing, every day we were learning more and more about how the pandemic was affecting the hospital and where they were going to put COVID patients," said Tyson Johnson, Clovis Community's manager of facilities planning and construction.

Clark implemented robust COVID-19 management protocols, which included conducting health screenings for craftworkers each morning before they entered the jobsite. Clovis Community also screened individuals at each entry point of the existing hospital. As an added safety measure, the partners also established on-site COVID testing for construction workers, as needed, which was supported by the hospital's lab.

As demand increased for PPE nationwide, trade contractors struggled to secure face coverings for their workforce. Aware of the challenges crews faced, hospital leaders stepped in to provide support, ensuring that craftworkers had the safety equipment necessary to feel comfortable coming to work.

The pandemic wasn't the only crisis in the Central Valley that threatened construction efforts and worker safety. Wildfires in the area in late summer through early fall also created hazardous conditions for crews working outdoors. Poor air quality spurred new OSHA stipulations, requiring craftworkers to wear N-95 masks to work. Again, the hospital provided the necessary PPE to keep crews working safely and keep the project on track.

**“Clark was instrumental in bringing our new bulk oxygen system online two months ahead of schedule.”**

*Tyson Johnson, Manager of Facilities Planning & Construction, Community Medical Centers*

**Accelerating Work to Provide Value and Critical Support for the Medical Campus**

As the second wave of the pandemic surged throughout the Central Valley in late 2020, its ripple effects were felt across the Clovis Community campus. In December, the hospital’s Respiratory Department reported that they were at 80 percent capacity with oxygen levels. “We typically refill the oxygen tanks once a week during flu season, and once every two weeks during normal operations,” noted Alex Torres, Clovis Community’s director of facilities planning, construction, and plant maintenance. “In December, we were refilling the tank every other day.”

As hospital leaders looked across California, they witnessed several health facilities in a critical state. It was only a matter of time before Clovis would be in a similar situation if they didn’t act quickly.

Clark’s scope on the Phase C project included an expanded bulk oxygen yard, but that work wasn’t slated to be complete until February 2021 – two months away. With Clovis Community’s ICU nearing capacity, and surge bed conversions increasing, the demand for oxygen was outpacing the hospital’s regular output. Anticipating an after-Christmas surge, the Clark and Clovis Community teams worked to re-sequence and accelerate construction of the bulk oxygen yard to meet the urgent need. With time of the essence, Clark and its trade contractors committed to completing two months’ worth of work in just one week.

Clovis Community and Clark led two-a-day meetings with trade contractors’ leadership to map the timeline of events leading up to the new oxygen yard installation, developing an hour-by-hour schedule for crews to follow. During the operation, crews worked around the clock to execute the complicated scope. The most critical component of their



operation included shutting down the hospital’s existing oxygen source for seven hours while crews tied in the new system. To keep the gas flowing to patients during the shut-down, the team back fed oxygen to the hospital from four locations using a 3,400-gallon trailer and 200 H-type cylinders.

Working through the night, the team switched over to a new capacity oxygen tank just before Christmas Eve, increasing the hospital’s oxygen capacity fourfold. They completed the operation without impacting air pressure and patient care within the hospital. California’s Office of Statewide Health Planning and Development (OSHPD), the state’s regulatory agency, signed off on the new oxygen system the same day.

“Clark was instrumental in bringing our new bulk oxygen system online two months ahead of schedule. We completed that work in one week with lots of help from our trade partners,” stated Johnson.

**Bringing Key Trades to the Table to Ensure Trust, Transparency, and Team Alignment**

Every day the pandemic presented a new set of variables for the hospital and construction team to contend with. Successfully navigating the fluid conditions required that everyone be in lock step. To foster an open dialogue and ensure alignment among key stakeholders, Clark instituted weekly meetings with Clovis Community and the lead

With Clovis Community’s ICU nearing capacity, the demand for oxygen was outpacing the hospital’s regular output. The Clark and Clovis Community teams worked to re-sequence and accelerate construction of the bulk oxygen yard to meet the urgent need, bringing the system online two months ahead of schedule.

project manager and superintendent from each major trade. The Wednesday sessions gave everyone a seat at the table and served as a platform to discuss changes in hospital operations, construction sequencing, and safety protocols; they also provided a platform for trade contractors to raise issues and concerns about schedule and workforce changes, work conditions, and other hot topics that, if not addressed in a timely manner, could have caused disruptions to the job.

The meetings created an open line of communication among hospital leaders, Clark, and key trades, which allowed problem-solving to occur in real time, helped progress inspections, and streamlined decision-making. With the mechanical/plumbing, framing/drywall, and electrical trade leaders who participated in the discussions representing 70 percent of the construction workforce, gaining consensus within this leadership group meant quick alignment among the larger construction team.

The meetings also forged trust among the project team and gave Clark and trade contractors the confidence to not only continue work, but to grow the workforce on site by nearly 300 percent over the ensuing months.

**“Safety was a shared priority for our teams. The support we received from the hospital was essential to us remaining safe and to making our construction crews feel it was safe to come to work.”**

*Jon Dearing, Vice President, Clark Construction*

**Proactively Engaging the Regulatory Agency to Gain Expedited Approval for Critical Elements of Work**

OSHPD monitors the construction, renovation, and seismic safety of health facilities in California. The agency’s approval is a critical factor in a healthcare project’s success and can be an intensive process. Through their extensive experience working with the regulatory agency, Clovis Community and Clark leaders knew that fast-tracking the OSHPD inspection and approvals process would be the linchpin to executing any emergency operations on the hospital campus.

The typical OSHPD sign-off period for work associated with an oxygen yard is close to a month. As the team developed plans to accelerate this element of work just before the Christmas holiday, an imperative piece of the puzzle was getting early buy-in and support from OSHPD officials. Clovis Community contacted OSHPD’s area compliance officer, who has jurisdiction over the Clovis project, to convey the gravity of the situation. Through those early conversations, OSHPD pledged to expedite the approvals on the new tank.

Through extensive coordination among Clark, key trade contractors, OSHPD, and hospital personnel, the oxygen tank installation was executed and certified in record time without disruptions to patient care. OSHPD officials signed off on the new oxygen system on Christmas Eve, enabling the hospital to support increased demand for the lifesaving gas throughout the holiday season and into 2021.



**Providing Early Access to Vaccinations for the Construction Workforce**

With work being performed in and around an active hospital, vaccines were an important safety tool to protect the patients, hospital staff, and construction crews. When vaccines became available in early 2021, Community Medical Centers deemed Clark and its trade contractors as essential vendors to the hospital and provided early access to the vaccine to more than 300 construction team members. These vaccines were critical in safeguarding crews and the vital role they played in promoting the health and safety of the Central Valley community. Community Medical Centers’ support is ensuring that essential work on the Phase C project continues safely today.

In a year filled with unforeseen challenges,

Protecting the wellbeing of crews working in and around the active facility was a shared priority for Clark and Clovis Community leaders. Pictured, left to right: Jon Dearing, Clark Construction; Alex Torres, Community Medical Centers; Tyson Johnson, Community Medical Centers.

Clark’s and Clovis Community’s partnership brought certainty amidst uncertain circumstances, enabling much-needed and, at times, lifesaving work to continue, and ensuring the Clovis Community Medical Center could buoy the Central Valley community during an unprecedented time. When complete in 2022, Clovis Community’s new entrance and patient tower expansion will usher in a new era for the community hospital – one that better positions the facility to support community needs, including another global health crisis, well into the future. ■



The project replaced the plant's existing headworks to increase influent capacity by 315 percent to 752 million gallons per day. The project also improved screening facilities, pumping stations, and the grit removal process.

# Alternative Delivery Method is a Win-Win for City of Baltimore, Residents, and Waterways

## Clark and Joint Venture Partner Complete Back River Wastewater Treatment Plant through City of Baltimore's First Successful Construction Manager-at-Risk Procurement

Clark Construction and joint venture partner Ulliman Schutte, working with the City of Baltimore, have set the successful standard for public works projects at the Back River Wastewater Treatment Plant, delivering vital infrastructure upgrades, sustainable treatment processes, and the protection of local waterways. The project was constructed under the City of Baltimore's first ever construction manager at-risk (CMAR) procurement, a drastic change in the way the city has conducted business for more than a century.

Originally built in 1907, the 446-acre Back River Wastewater Treatment Plant operates 24 hours a day, 365 days per year, and treats 180 million gallons per day (MGD) of wastewater from Baltimore City and County, serving an estimated 1.3 million residents. The

\$429-million improvements project eliminates more than 80 percent of the volume of sewage overflowing the city's aged sanitary sewer system to improve water quality in streams, the Baltimore Harbor, and the Chesapeake Bay. Designed by Johnson, Mirmiran & Thompson (JMT) and constructed by Clark/Ulliman Schutte, the project replaced the plant's existing headworks to increase influent capacity by 315 percent to 752 million gallons per day. The project also improved screening facilities, pumping stations, and the grit removal process.

Replacing this aging element of Baltimore's infrastructure has long been on the city's agenda. The long-awaited Headworks project was advertised for bid once previously in 2015, and the City of Baltimore received competitive lump sum bids that were 30 percent over budget. As a result, the Board of Estimates, the

City of Baltimore's governing body, elected to proceed with an innovative approach – to deliver the Headworks project under the city's first ever CMAR procurement.

As part of this effort, Clark/Ulliman Schutte performed a preconstruction design and constructability review to develop design alternatives and bring the project within budget while meeting an immovable construction deadline. This project development work ultimately resulted in a design that met the city's programmatic requirements as well as target budget. The Clark/Ulliman Schutte team recommended scaling back the number of grit and fine screen facility channels and reconfiguring the treatment process to send excess storm flows directly from the influent pump station to the equalization storage tanks. The project also forwent the construction of an emergency power facility by harnessing an independent third electrical feed that was already being procured by the City of Baltimore under a separate contract.

The CMAR agreement also enabled Clark/Ulliman Schutte to prequalify trade contractors and tailor packages to fit the availability and skills of the local market. The team interviewed and selected trade contractors based on their ability to deliver within a tight schedule and budget – not simply on lowest bid price. Clark/Ulliman Schutte also exceeded its goals for participation from diverse business



enterprises, executing more than \$70 million in contracts to minority-owned businesses and \$20 million to woman-owned firms.

Clark/Ulliman Schutte began planning for commissioning and start-up a year and a half in advance. The City of Baltimore's existing Back River operations and maintenance staff were brought into the process early on to provide input regarding plant operations.

The joint venture team implemented three phases of testing for piping and equipment coordination, as well as controls integration. Clark/Ulliman Schutte operated the pumps in a closed, clean water loop to allow the city to become trained and familiar with the new systems prior to the introduction of sewage.

After the first sewage was introduced into the system in November of 2020, commissioning commenced the following spring. On May 10, 2021, Clark/Ulliman Schutte joined representatives from local, state, and federal government for a ribbon cutting ceremony to inaugurate a new era for the Back River Wastewater Treatment Plant and the residents of Baltimore.

"Marylanders have a right to clean, safe water. Slashing by 80 percent the sewer overflows in Baltimore that can deposit a variety of unwanted pollutants into the Chesapeake Bay is a tremendous accomplishment," remarked U.S. Senator Benjamin Cardin, Chair of the Senate Environment and Public Works Transportation and Infrastructure Subcommittee, at the ribbon cutting. "The massive Headworks Project installation at the Back River Wastewater Treatment Plant results from the combined vision, partnership, and dedication of public officials at all levels. It shows what great things can happen for our City when we invest in our critical infrastructure." ■

The \$429-million improvements project eliminates more than 80 percent of the volume of sewage overflowing the city's aged sanitary sewer system to improve water quality in streams, the Baltimore Harbor, and the Chesapeake Bay.



Left: The 45,000-square-foot influent pump station is one of six major structures included in the project's scope of work. The odor control duct is visible in the foreground.

Above: These two grit classifiers and belt conveyor are housed within the 56,000-square-foot grit removal facility.

Photos by: Mark L. Dennis

# BUILDING A GREENER FUTURE THROUGH INDUSTRY EDUCATION

By Fernando Arias

Clark is helping educate the industry on best practices in green construction established by our extensive experience

At Clark, we are committed to building a greener future for our company, our industry, and our communities. With experience delivering more than 495 sustainably certified buildings totaling 177 million square feet across the country, our teams are equipped with the knowledge to develop innovative, environmentally conscious, and financially feasible solutions for our clients. Going beyond the counsel we offer clients, as part of our larger commitment to a more sustainable future,

a pillar of our efforts includes educating the industry on best practices in green construction.

To that end, Clark recently partnered with the U.S. Green Building Council (USGBC), the organizing body for LEED certification, to co-author “LEED for General Contractors and Construction Managers,” developed as part of the curriculum industry professionals complete to earn a Green Builder digital education badge. This new “micro-credential” demonstrates competencies to support sustainable construction management on a LEED project.

To create the course, Clark leveraged the expertise of our more than 450 LEED Accredited Professionals to contribute their extensive green construction knowledge and expertise, and many of our best practices developed on the job while delivering

sustainable building projects.

In the same spirit, Clark recently announced a partnership with the Building Innovation Hub, an organization designed to help the real estate industry build and operate better buildings and comply with innovative new building policies and codes.

Elevating the sustainability competency of all project stakeholders is part of our investment in creating a greener future.

As a founding member, Clark is leveraging our breadth of market expertise to co-develop resources and programs that promote high-performance buildings and help catalyze green innovation. Clark and the Hub launched a webinar series, “What

Will it Take? The Path to 2050 and Carbon-Free Buildings,” that explores the critical role the A/E/C industry plays in halting global greenhouse gas emissions by 2050.

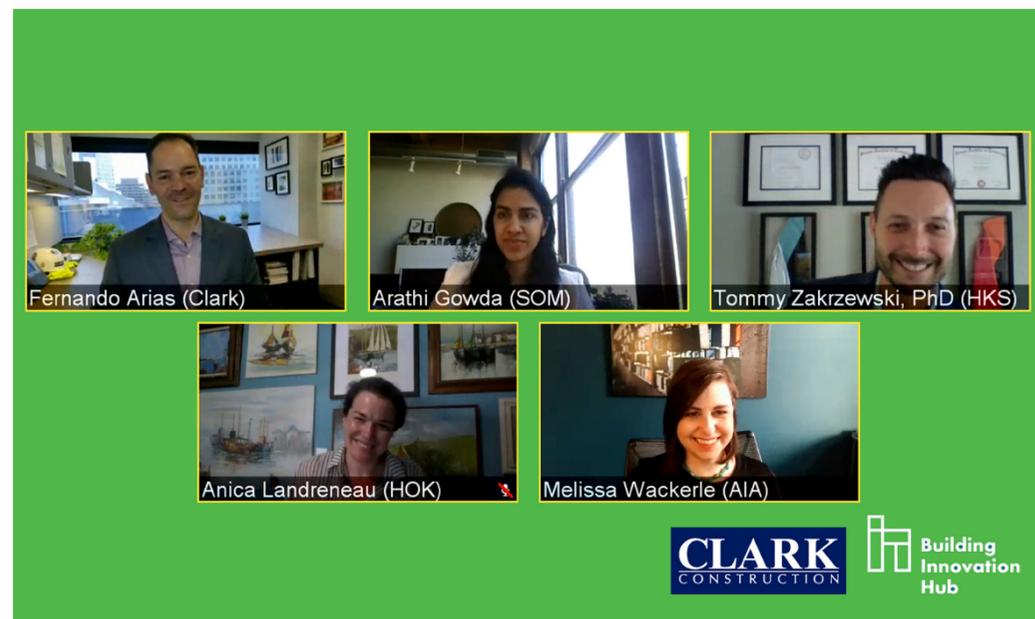
This series convenes industry thought leaders to examine how we collectively move toward a

cleaner, more equitable energy future through the lenses of building design, facility operations, real estate development, and construction. By launching this partnership and participating in the panel series, we can help provide diverse, scalable, and practical industry guidance.

Elevating the sustainability competency of all project stakeholders, from builders to owners, is part of our investment in creating a greener future through both industry engagement and technical training. ■

**Fernando Arias** is Clark's director of sustainability. His extensive experience in environmental policy combined with a holistic focus on the resilience of buildings and the health and wellness of occupants provides long-term operational benefits and adds value to our clients' green objectives.

In the first webinar of the “What Will it Take? The Path to 2050 and Carbon-Free Buildings” series, Fernando Arias (top left) hosted industry experts to discuss the role building design plays in reducing building energy use and improving overall asset performance.



# CLARK DEEPENS COMMITMENT TO SMALL BUSINESS INCLUSION THROUGH SDBE15 PROGRAM

Clark is reaffirming its commitment to inclusion by setting a national benchmark for small or disadvantaged business participation

In April, Clark unveiled **SDBE15**, a new program designed to foster greater participation by small and disadvantaged businesses on the company's construction sites nationwide. Through the program, Clark is committed to achieving at least 15 percent small or disadvantaged business participation on all projects – even those that don't otherwise have prescribed business requirements. Participation is based on the total cost of subcontracted work for each project, including self-perform operations. The approach includes subcontracts at all tiers to promote access for as many firms as possible. For projects with predetermined goals that are greater than 15 percent participation, Clark will work to meet or exceed the higher level of participation.

The SDBE15 program will help expand and strengthen Clark's network and relationships with a range of diverse business entities, enhancing the company's ability to deliver important assets for clients across the country. While small business inclusion and participation are longstanding priorities for the company, the events of the past year, such as the pandemic, ensuring recession, and the national conversation about social justice and equity, have placed a renewed focus on the importance of opening



doors to increased economic opportunities for small, disadvantaged, minority-, and women-owned companies.

As part of the program, project teams work in conjunction with the company's dedicated Subcontractor Development Group (SDG), as well as the company's estimating and purchasing teams, to develop a robust subcontracting plan that extends from the pursuit phase through project development, purchasing, and project delivery. On active projects, teams track small business participation through monthly reporting, a collaborative process that promotes accountability and allows teams – and the company – to monitor progress against the 15 percent goal and make adjustments where needed. Small business reporting also will become standard practice.

“This isn't about a so-called

good faith effort. This is an effort to move the needle through the thoughtful and intentional planning, purchasing, and execution of our work,” notes Wes Stith, vice president for Clark and leader of the company's Subcontractor Development Group.

The SDBE15 initiative is a part of Clark's holistic approach to developing small businesses. It complements the company's established Strategic Partnership Program, which is now entering its 15th year and is offered in seven markets across the country.

“Because of our many years of innovation and hard work in this area, Clark is well prepared to meet this moment – and to make a significant difference in our communities and in our industry. Now is the time for us to elevate that commitment and make a bigger impact,” said Jay Grauberger, Clark's executive vice president overseeing corporate affairs.

A trade worker is pictured at the Chase Center project, which was honored with the San Francisco Chamber of Commerce Excellence in Business Award for its positive impact on local business.

The SDBE15 program is an intentional commitment, not only in the future of small businesses, but in Clark's future. “Our projects and our communities are stronger because of the diverse perspectives and skills that small businesses bring to the table,” notes Grauberger. “As we build, we are cultivating long-term small and diverse business capacity that will change the landscapes of our communities in many ways. Our projects represent important pathways to economic opportunity and success for small and disadvantaged firms. We want to do our part to support inclusive growth and build a lasting legacy.” ■

# Two West Coast Teams Bolster Habitat for Humanity Programs

For more than two decades, Clark has maintained a strong relationship with Habitat for Humanity. Through monetary support and thousands of volunteer hours, Clark team members across the country have helped build homes and buoyed communities. This year was no different. Despite the pandemic, two Clark teams from the West Coast poured in sweat equity to help their local Habitat for Humanity chapters.

## SACRAMENTO

Mandolin Estates, the second largest project in Habitat for Humanity Greater Sacramento's history, got a boost from the Clark team building the New Sacramento Courthouse. Now in their third year of volunteering with Habitat, the 15-person team installed framing and sheathing on two houses in early February. When complete, Mandolin Estates will feature 13 homes, providing safe and affordable housing for more than 60 individuals, including 40 children.



Pictured above: The Clark team in Sacramento installed framing and sheathing on two houses. Left: The Los Angeles/Orange County Clark team built a 1,700-square-foot house as part of the annual Builders' Blitz event.



## LOS ANGELES

After months of planning and fundraising and just over 30 days of construction, a two-story, 1,700-square-foot house is ready for a local family. The Los Angeles/Orange County Clark team participated in the 2021 Builder's Blitz, an annual program that leverages the talents and extensive network of general contractors to build homes in record time.

Because of safe distancing guidelines, the Clark team had to limit the number of volunteers working at the site at any given time. While it did affect the May completion schedule by a couple of days, it didn't dampen the joy of uplifting the future of one deserving family. "We are not only building a house, but also building a dream," said Kevin Wang, virtual design and construction manager and Blitz co-captain. It took more than 35 Clark team members and 20 trade contractor volunteers to build the three-bedroom, two-bath home. This is the second home delivered by Clark during the Builders' Blitz in Los Angeles. ■



# Clark Completes Largest Project in UC San Diego's History

The LEED Platinum project enhances campus sustainability goals and incorporates drought-tolerant landscape design elements. Photo by: Darren Bradley

After 26 months of construction, Clark Construction delivered the transformative North Torrey Pines Living and Learning Neighborhood at University of California San Diego (UCSD), fulfilling UCSD's vision of a fully integrated university community.

Spanning seven buildings, the community is the new home to Sixth College and features four residential halls, each named after a symbol from La Jolla's natural landscape, that will house 2,000 undergraduates. Open air spaces connect residences, academic facilities, parking, retail, a dining hall, and a market. Within the new neighborhood are the Arts and Humanities Building, the Social Sciences Public Engagement Building, and the Craft Center, a space for non-curricular

classes that will engage the campus and surrounding community.

The project was built to achieve LEED Platinum certification, featuring sustainable elements that include drought-tolerant landscaping, photovoltaic arrays powering a net-zero parking structure, and an anaerobic digester that processes food waste into electricity and fertilizer.

Construction on the 1.2-million-square-foot, design-build project began in June 2018 as part of the largest campus expansion project in the university's history. The Clark team's work enables UCSD to accommodate its increasing student enrollment, which recently surpassed 40,000. ■

# Milestones

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

## BREAKING GROUND

### Savannah Convention Center Expansion

In March, Clark Construction broke ground on the much-anticipated Savannah Convention Center Expansion project, a \$271-million expansion that will double the Convention Center's exhibit hall space and add a 58-foot-wide hangar door, a 40,000-square-foot ballroom, 15 additional meeting rooms, and a 900-space parking garage. Clark team members joined Georgia Governor Brian Kemp, representatives from the Savannah-Georgia Convention Center Authority, and city and state leaders to commemorate the start of construction.

### MARC Riverside Heavy Maintenance Facility

In April, Clark Construction broke ground on the Maryland Area Regional Commuter (MARC) Train Riverside Heavy Maintenance Facility in Baltimore City. The team was joined by Maryland Governor Larry Hogan and representatives from the Maryland Transit Administration. Once complete, the 35,000-square-foot facility will enable MARC Train to perform its own locomotive and railcar maintenance, improve fleet reliability, and reduce overall maintenance costs and repair times.

### Marine Corps Wargaming and Analysis Center

Clark began construction on the state-of-the-art Marine Corps Wargaming and Analysis Center. Located aboard Marine Corps Base Quantico, Virginia, the 100,000-square-foot facility is designed to better visualize the threat environment and simulate future operating environments. It is expected to house more than a dozen wargames each year and will be comprised of an auditorium, gaming classrooms, conference rooms, and other spaces to support wargaming needs.

Photo by: Charlie Simokaitis



Photo by: Jim Preston, Smithsonian National Air and Space Museum

## UNDERWAY

### National Air and Space Museum Revitalization

The Clark/Smoot/Consigli team reached a major milestone as artifacts began their return into the building on the National Mall, starting with the Turner RT-14 Meteor. The famous plane was painstakingly transported 30 miles from the museum's Udvar-Hazy Center in Chantilly, Virginia, by the National Air and Space Museum's Preservation and Restoration Unit. The artifact was then lifted more than 45 feet in the air to hang in the new Nation of Speed exhibition.

### Seattle Center Monorail

The C3M Power Systems team completed the Monorail Electrical Room Upgrades at the Seattle Center and Westlake Center Monorail Stations. Work included the replacement of medium- and low-voltage electrical equipment, installation and wiring of equipment, and testing and commissioning. The team also installed new HVAC equipment, an intrusion alarm system, fire alarm system, supervisory control and data acquisition (SCADA) system, and emergency lighting.

## TOPPING OUT

### Union Station Tower

The Union Station Tower team celebrated the topping out of the new 51-story office tower in Chicago's West Loop, with Mayor Lori Lightfoot adding her name to the final beam before it was hoisted into place. The project pioneered the use of 80-ksi steel, a higher-yield-strength steel, to reduce the total structural steel on the project by almost 20 percent. Once complete, the tower will feature 1.5 million square feet of Class A office space, which will serve as the future home of BMO Harris Bank. As part of a master redevelopment plan for Chicago's historic Union Station, Clark is also constructing an adjacent 1.5-acre public plaza.

## COMPLETE

### El Cerrito Del Norte Substation Modernization

The Clark Civil team completed the renovation and 13,000-square-foot addition to the El Cerrito Del Norte station, one of San Francisco's busiest transportation hubs, for Bay Area Rapid Transit (BART). The station remained active throughout construction thanks to the Clark team's phased work approach and close coordination with BART authorities to ensure minimal impact to operations. The project team also reconfigured traffic and bus circulation routes at the station, increasing station efficiency and access.

### Willis Tower Skydeck Entrance

In April, the Clark team delivered a new 55,500-square-foot skydeck entryway and exhibition area at the iconic Willis Tower (formerly the Sears Tower) in Chicago. The museum-quality exhibition area focuses on Chicago's eclectic architecture while leading to elevators that take visitors to the 103rd-floor observation deck - one of the busiest tourist attractions in Chicago.



Photo by: Sean Henderson Photography



### Parkline Chicago

Clark recently delivered Parkline Chicago, a 214-unit residential building located in the Loop. The team finished the 26-story, 295,000-square-foot tower - complete with two floors of parking and three floors of amenity space - three months ahead of schedule. This is Clark's fourth project with developer Mocerri + Roszak, having previously completed two residential buildings in downtown Chicago, LINEA and JeffJack, and an office tower, 145 South Wells.

### AlexRenew Building J Facilities Relocation and Decommissioning

Clark Civil completed work at the Building J Facilities Relocation and Decommissioning project at Alexandria Renew Enterprises (AlexRenew), a wastewater treatment plant serving the Northern Virginia area. The nearly two-year enabling project allows AlexRenew to begin the RiverRenew project, a major initiative to bring cleaner, healthier waterways to Alexandria, Virginia. Crews renovated two buildings and relocated the treatment laboratory and operator support spaces out of Building J before demolishing the old facility.

### 320 North Sangamon

The Clark team completed work at 320 North Sangamon, a 13-story office tower in the Fulton Market neighborhood of Chicago. The 270,000-square-foot, core-and-shell building includes 8,000 square feet of retail space, a 47-stall parking lot, and 10,000 square feet of amenity space. The project is the first office building in Chicago to achieve LEED Gold under LEED v4, the U.S. Green Building Council's latest rating system.

### Nashville Yards Parcel 4 & Garage

The Clark/Bell team delivered a 25-story office tower and 690,000-square-foot parking garage on Parcel 4 of the Nashville Yards project, a multi-phase, 18-acre mixed-use development project in downtown Nashville. The 550,000-square-foot office space will serve as Amazon's new Operations Center of Excellence. The team's early delivery allowed the client to begin tenant fit-out ahead of schedule.

### Little Patuxent Water Reclamation Plant Biosolids Processing Facility, Addition No. 8

In April, Howard County marked the official opening of the Little Patuxent Reclamation Plant, Addition No. 8 with a dedication ceremony. Clark Water provided construction manager-at-risk services for Phases I and II of the Biosolids Processing Facility Improvements project, a massive four-year upgrade and renovation effort. These upgrades significantly reduce the amount of biosolids produced daily, greatly curtail the need for hauling and disposal, and enable the Class A material produced to be used by local farmers and the community.

# CLARK PROMOTES FIVE TO SENIOR VICE PRESIDENT



## TRICIA MASSEY

Since joining Clark in 2003, Tricia has led the development of Clark's employee benefits package, designed to promote wellness, preventive care,

and financial security. She played a critical role in the development of Clark's Total Rewards Program as well as the launch of the company's human resource capital management system. As senior vice president, Tricia will continue oversight of employee benefits and compensation. She will also continue to provide leadership and oversight of the healthcare benefits and retirement teams.



## BRETT EARNEST

After beginning his career in the Mid-Atlantic, Brett relocated to the West Coast where he played a key role in re-establishing Clark's presence in the Pacific

Northwest. He has led development for noteworthy projects in the region, including Washington State Convention Center Addition, Sea-Tac International Arrivals Facility, and University of Washington's Behavioral Health Teaching Facility. As senior vice president, Brett will continue to oversee Clark's Seattle office and lead pursuits in the Pacific Northwest region.



## JARED OLDROYD

Throughout his career at Clark, Jared has supported the delivery of hospitality, residential, and mixed-use projects throughout the Mid-Atlantic,

playing an instrumental role in the delivery of landmark projects in the region, including Museum of the Bible, National Museum of the United States Army, and the Dwight D. Eisenhower Memorial. As senior vice president, Jared will continue to lead the pursuit and delivery of monumental, public assembly, and federal work in the Mid-Atlantic, including the Smithsonian National Air and Space Museum Revitalization and Cannon House Office Building Renewal projects.



## BRANDON DULLY

For more than a decade, Brandon has led projects providing critical infrastructure in the Pacific Northwest region for Atkinson. He oversaw the

successful delivery of numerous roadway and transit projects, including SR-522 Corridor, I-405/SR-520 Braided Ramps, AMV North Access, and Chambers Way Bridge. Brandon has also managed critical emergency response efforts including the Skaglund Hill Vic to C-Post Road Emergency Roadway Reconstruction and I-5 Skagit River Bridge Emergency Repair. As senior vice president, Brandon will lead project pursuits and support teams in the delivery of projects in the Pacific Northwest.



## TERRY SIMON

Terry joined Clark in 2003 as an engineer and spent the early years of his career delivering projects in the office, data center, museum, and residential

markets throughout the Mid-Atlantic region. He was promoted to vice president in 2017, and since then he has been instrumental to the successful completion of projects such as the International Spy Museum and Midtown Center in Washington, DC. Terry is currently overseeing project delivery efforts at Reston Gateway in Virginia. As senior vice president, Terry will provide business unit leadership in the Mid-Atlantic, focusing on the development of teams, project acquisition, and operations.

## NEW CLARK OFFICE OPENS IN NASHVILLE

**Earlier this year,** Clark opened the doors of its new office in Nashville, Tennessee. Located near the city's iconic Music City Center, which Clark completed in 2013, the office is a symbol of the company's commitment to serving the Nashville market into the future.

"While Clark has been actively

working in this community for nearly 13 years, the opening of our Nashville office marks an exciting new chapter for our company, and a significant milestone for our local team," said Tim Lamson, vice president in charge of Nashville operations.

Clark's portfolio of work in Nashville totals more than \$1 billion and includes projects in the higher education, civil, public assembly, sports, judicial, hospitality, multi-family, water/wastewater, and commercial office markets. ■

## BILL MAGRUDER RETIRES AFTER 45 YEARS WITH CLARK

**After an exemplary career with Clark,** Bill Magruder has retired. Bill began with Clark in 1976 and throughout his tenure has led efforts on some of the Mid-Atlantic region's most iconic projects, including the National Museum of the American Indian, CityCenterDC, National Museum of African American History and



Left to right: Robby Moser, Bill Magruder, Brian Abt

Culture, and The Wharf, as well as countless area healthcare and university projects. The impact of Bill's 45-year career is measured by his compassion, attention to detail, and service to the next generation of builders. ■

# PROJECTS FROM COAST TO COAST RECEIVE INDUSTRY HONORS

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

## CHICAGO BUILDING CONGRESS

*The Chicago Building Congress' Merit Awards celebrate outstanding projects in greater Chicagoland built during the past three years.*

### 110 North Wacker

Best Commercial Construction  
Over \$50 Million

## AGC BUILD AMERICA AWARDS

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

### Dwight D. Eisenhower Memorial

Building New  
\$10 million to \$75 million

## AGC BUILD WASHINGTON AWARDS

*The AGC of Washington Build Washington Awards recognize members' best and brightest people, programs, and projects.*

### E330 Downtown Tunnel

Construction Excellence  
Heavy/Industrial  
Over \$20 Million Award

### Atkinson Construction

Safety Excellence  
General Contractor, Highway/Civil  
Under 500,000 worker hours

## CHICAGO COMMERCIAL REAL ESTATE AWARDS

*The Chicago Commercial Real Estate Awards celebrate the outstanding achievements of the industry's top architects, brokers, developers, property managers, interior contractors, and design professionals in Chicago.*

### 110 North Wacker

Commercial Development of the Year



Photo by: Nick Ulivieri Photography

## LIZAN GILBERT INDUCTED TO THE MOLES



Project Executive Lizan Gilbert was recently named as a member of The Moles, the heavy

civil construction industry's most prestigious organization. Elected by her peers, Lizan was selected based on her commitment to leadership, dedication to promoting the industry, and passion for encouraging young people to pursue a career in heavy civil construction.

## ARCHIE KOLLMORGEN NAMED PROJECT MANAGER OF THE YEAR



Atkinson's Senior Project Manager Archie Kollmorgen was named Project Manager of the Year by the

Associated General Contractors (AGC) of Washington. Highlighting the construction industry leaders in Washington State, the award committee noted Archie's hands-on approach to leading projects as well as his commitment to inclusion and diversity best practices and transparent stakeholder communication.

## ATKINSON LEADERS RECOGNIZED AS INDUSTRY CHAMPIONS BY CONSTRUCTION DIVE



Maggie Lechleitner and Lizan Gilbert were named to Construction Dive's list of Construction

Champions – women who are making the industry a more diverse, productive, and welcoming place for all.

Maggie, director of human resources, has devoted her 27-year career to cultivating the construction industry's most important asset – its people. She has also helped to develop

innovative professional development programs that foster the growth and development of women in the industry by highlighting construction career paths and mentorship opportunities.

In Lizan's role as project executive, she leads Atkinson's design and preconstruction efforts on complex tunneling and heavy civil projects. Lizan is a founding member of Women in Tunneling, a community within the Society for Mining, Metallurgy, and Exploration, as well as a mentor to young women engineers at Atkinson and at her alma mater, the University of Texas at Austin. ■

# UNDER THE HARD HAT WITH Stephen Pan

**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. Read on to learn more about Stephen Pan, a director of estimating in the Western Region.

**What is your role at Clark?**

As the director of estimating, I am responsible for helping oversee Clark’s project development efforts and pursuits in the company’s Southern California region. At its core, I serve as a trusted advisor to our clients to ensure success from the earliest stages of their projects.

I also look after our internal estimating team. I’m passionate about providing the resources, mentorship, and encouragement for our team to thrive.

**Tell us a little about your background and how you ended up at Clark.**

I grew up following my father, who worked around the world as a diplomat in six different countries.

I attended the University of Texas at Austin where I studied architectural engineering. I originally wanted to be an architect, but I accepted the reality that I was neither artistic nor creative enough to find success there. I switched to architectural engineering which I feel better suited my aptitude and personality.

After graduation, I moved to Austin to work for a general contractor and ultimately moved to California in 2005 to explore new opportunities. I joined the Clark team as a senior estimator in 2010 and haven’t looked back.

**Who have been your strongest influences in life?**

My parents. My dad’s career as a diplomat required them to be bold and agile. Whenever we moved, they sought out new friendships and gleaned the best from the local culture, only to repeat every three to four years. They were also encouraging and understanding of the challenges my sister and I faced attending local schools and needing to learn new languages.

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

Professionally, it would have to be helping Clark win the Los Angeles County Museum of Art (LACMA) Building for the Permanent Collection project. It was an amazing opportunity to collaborate with bright minds from entities across the Clark organization, including Clark Concrete, Clark Foundations, Atkinson Construction, and S2N Technology Group. From an architectural and engineering standpoint, the building is one-of-a-kind and is a landmark in the making.

**What do you enjoy most about working in project development?**

In project development, you have the opportunity to set the job up for success early in the project lifecycle. I used to live for the adrenaline of bid day. But as construction manager at-risk and design-build projects become more common, I’ve grown to love



working with clients and design teams to find a solution that best meets the project’s needs. The opportunity to offer ideas during design workshops is the cherry on top.

**What advice do you have for someone looking to start a career in construction or design management?**

Try everything that construction has to offer – field engineering, estimating, scheduling, VDC, purchasing, project management, etc. From there, pursue what you

are most passionate about, ask lots of questions along the way, and never look back.

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

I subscribe to the belief that having the opportunity to be yourself and do what you love leads to a strong and successful team. ■

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



*“I subscribe to the belief that having the opportunity to be yourself and do what you love leads to a strong and successful team.”*

# THE WAY WE WERE



**IN 2002, CLARK DELIVERED THE OUTPATIENT CARE CENTER ADDITION AT CLOVIS COMMUNITY HOSPITAL.**

The 50,000-square-foot addition featured several specialty rooms, including operating and recovery areas, MRI facilities, and x-ray suites. The expansion was completed and occupied just 11 months after the start of excavation. Today, the Outpatient Care Center remains one of the busiest outpatient surgery centers in the area, with its 10 operating rooms witnessing an average of 900 surgeries each month.

This project began a long relationship between Clark and Community Medical Centers. Over the last two decades, Clark has completed \$300 million worth of work for Community Medical Centers, delivering 503,000 square feet of medical and administrative spaces. In addition to completing the Phase A and Phase B renovation and expansion projects, Clark has delivered two administrative buildings on Clovis’ campus — the H. Marcus Radin Conference Center in 2013 and the Sequoia Medical Office Building in 2020. The completion of Clovis Community Medical Center Phase C later this year will mark our eighth successful partnership with Community Medical Centers. ■

Clark is close to completing its eighth project for Community Medical Centers. Pictured clockwise from top left: the Phase A Patient Bed Tower; the H. Marcus Radin Conference Center; the Outpatient Care Center Addition.



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Courthouse Commons Tunnel  
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Photo by: Aleksey Kondratyev

