VOL. 42, NO. 3 | FALL 2024

SUPERSTRUCTURE

BUILDING THE FUTURE

Bridging the Gap in the Skilled Trades Workforce

INSIDE THIS ISSUE

CLARK CONSTRUCTION

FROM THE CEO

Construction spending is projected to increase by over $1 trillion over the next decade, yet our skilled workforce – as it stands now – will meet less than half the industry's needs. That is a striking reality.

Craftworkers are the undeniable backbone of our industry, and bridging this gap is a monumental – and imperative – task that starts with raising awareness and shifting perceptions. We must challenge how society views craft work and inspire young people to see these jobs for what they are: rewarding, successful careers filled with growth opportunities.

Developing the next generation of craftworkers is one of our strategic priorities. You can see evidence of this throughout this issue of Superstructure, and nowhere is it more apparent than in the words of Kris Manning, our chief operating officer of the Infrastructure Group, who highlights the opportunities we are already harnessing to encourage younger generations to join us in building what matters.

In this issue, you'll see examples of the incredible work that happens thanks to the talent and dedication of so many people working on our projects. At Century City Center in Los Angeles, our team planned for years to meticulously execute a complex installation that matched our client's vision. At the Verstandig Pavilion at MedStar Georgetown University Hospital, we worked with hospital leadership to build a facility that will adapt as medicine evolves, providing comprehensive care for decades to come. At The Catholic University of America Conway School of Nursing in Washington, DC, our teams delivered a unique facility combining historic architecture and state-of-the-art technology where future generations of nurses will learn and thrive.

Lastly, you'll see how we are going beyond the project site to ensure our industry is growing and thriving. Our small business spotlight introduces Melvin Henley with PAC Leaders, whose company is dedicated to inspiring the next generation workforce. Likewise, Clark team members are leading efforts alongside community organizations to educate middle and high school students to pursue rewarding opportunities in our industry.

Improving the industry and growing our workforce starts with a collaborative environment and the motivation to succeed. You cannot predict the future, but you can prepare for it. Circumstances require we prepare ourselves and our industry with a workforce ready to tackle the assets our communities need over the next decade, and we have accepted the challenge.

ROBERT D. MOSER JR.
CEO

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CLARK CONSTRUCTION

SUPERSTRUCTURE

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FEATURES

DEPARTMENTS

ON THE COVER

An ironworker systematically demolishes rebar at 600 Fifth, a 467,000-square-foot Class A office repositioning project in Washington, DC.

Photo by: Jennifer Vansteenburgh

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Clark Selected to Build New CISA Headquarters

The 630,000-square-foot federal headquarters will feature interconnected seven- and nine-story office buildings.

Rendering courtesy of ZGF

The US General Services Administration (GSA) has selected Clark Construction to construct the Cybersecurity and Infrastructure Security Agency (CISA) Headquarters, a project that will contribute to the advancement of national security while raising the bar for sustainable building. Located on the St. Elizabeths West Campus in Washington, DC, the new facility will also further the Department of Homeland Security's goal of consolidating its agencies into one location.

The 630,000-square-foot federal headquarters will feature interconnected seven- and nine-story office buildings that will house specialized areas to support CISA's response capacity to emerging cybersecurity threats. Clark's scope of work on the project also includes historic preservation of the campus' smokestacks and power plant buildings, as well as complex site and foundations work.

In alignment with the Inflation Reduction Act, the project design prioritizes sustainability and is targeting LEED Gold certification. Specifically, the CISA Headquarters will use low-embodied carbon construction materials, including asphalt, concrete, glass, and steel.

"We are thrilled to return to the St. Elizabeths campus 10 years after the successful delivery of the US Coast Guard Headquarters project to build another asset that further enhances our national security," said Joe Hogan, group CEO with Clark Construction. "This facility will help safeguard our nation's cyber landscape while setting new standards in sustainable building for federal agencies."

The CISA Headquarters is slated for completion in the spring of 2027. ZGF is the architect, and AECOM is the construction manager. ■

"This facility will help safeguard our nation's cyber landscape while setting new standards in sustainable building for federal agencies."

Joe Hogan, Group CEO, Clark Construction

New Contracts

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

GOVERNMENT

Garden Grove Civic Center Revitalization
Demolition of an existing structure and construction of a 103,000-square-foot public safety facility for the Garden Grove Police Department, a four-level parking garage, and a 2.7-acre park
Location: Garden Grove, California
Company: Clark Construction and Edgemoor Infrastructure & Real Estate
Client: City of Garden Grove
Architect: AC Martin
Completion: Fall 2027

ROADWAYS & BRIDGES

I-5 Yesler Way to Northgate Vicinity
Rehabilitation of nine miles of I-5, including a bridge deck overlay, expansion joint replacements, and drainage upgrades
Location: Seattle, Washington
Company: Atkinson Construction
Client: Washington State Department of Transportation
Engineer: Jacobs
Completion: Winter 2027

Jeffrey Open Space Trail
Construction of a 1,200-foot-long reinforced concrete pedestrian crossing bridge, including retaining walls, pavement, decorative fencing, and lighting
Location: Irvine, California
Company: Atkinson Construction
Client: City of Irvine
Desinger: TYLin
Completion: Winter 2025

TECHNOLOGY

MNZ 03
Construction of a multi-story data center with associated mechanical, electrical, telecom, security, and site work.
Location: Manassas, Virginia
Company: Clark Technologies
Architect: Syska/Gensler/Thornton Thomasetti/Dewberry
Completion: Fall 2027

Rendering courtesy of AC Martin

OFFICE

Defense Intelligence Agency Headquarters Annex
Construction of a four-story, 118,000-square-foot office building, 175,000-square-foot parking garage, and sitework on a 24-acre campus
Location: Fort Belvoir, Virginia
Company: Clark Construction
Client: US Army Corps of Engineers
Architect: HDR
Completion: Summer 2027

RAIL & MASS TRANSIT

AC Switchgear State of Good Repair Package 2
Replacement of alternating current (AC) switchgears and associated equipment at nine metro stations
Location: Washington, DC
Company: C3M Power Sytems
Client: Washington Metro Area Transit Authority
Engineer: Burns Engineering
Completion: Spring 2028

Rendering courtesy of HDR

BUILDING THE FUTURE

Bridging the Gap in the Skilled Trades Workforce

By Kris Manning

Over the next 10 years, construction spending is expected to increase by roughly one trillion dollars – creating 300,000 new jobs in the skilled trades annually. During the same time period, we will also face a major challenge: 30% of the workforce – and their knowledge and experience – will retire, adding to the 400,000 already unfilled positions.

How do we address this gap and meet the surging demand for skilled workers? Clark is taking proactive steps through targeted partnerships to help solve this industry-wide issue.

Developing and strengthening the craft workforce starts with raising awareness. **We're heading into schools to connect students and communities with information about the growing demand for skilled trades, the diverse roles available, and the multitude of opportunities available throughout a career.** Working directly with middle and high schools, trade schools, and community colleges, we are exposing students to different trades, providing hands-on demonstrations, and hosting jobsite visits to spark interest in the field.

We are also educating parents along with educators, counselors, and career advisors about the opportunities, growing demand, and career potential within the skilled trades – opportunities that do not require a four-year college degree.

In addition to generating excitement, it's critical that we change public perception and dispel lingering myths; namely, that these careers are dead-end jobs or that you can't earn a good salary with benefits. That line of thinking couldn't be farther from the truth.

Regardless of your background, inclinations, interests, and experience levels, a career in the skilled trades provides opportunities for growth while building what matters in your community. There are countless examples of individuals who started as entry-level craft professionals, worked hard, and continuously developed throughout their careers.

With perseverance, there are so many ways to grow: someone starting out can become a journeyman, foreman, superintendent, corporate executive, or business owner, to name a few. Gaining the knowledge, skills, and experience of craftwork becomes a springboard for countless future opportunities.

Another way Clark is addressing workforce challenges is by connecting with adults looking to change professions. With this audience, we are highlighting the competitive pay and benefits package, demonstrating the personal and community value of the work, and emphasizing the teamwork and camaraderie.

Craftworkers thrive on collaboration and hard work to complete projects that shape cities and towns. While opening pathways of opportunity to students or those looking to change careers, Clark's engagement with schools, families, and individuals ensures a new generation of builders will be ready to deliver vital assets to our communities for decades to come. ■

Above: A welder melts and fuses metal edges together to create strong bonds within the iron supports at Century City Center in Los Angeles.

Right: Crystal Beltran completes carpentry work for Clark Water at a project in Maryland. Using her skills in brazing, framing and structural work, Crystal builds formwork for water treatment and pump station facilities.

Photos by: Aleksey Kondratyev

INDUSTRY SNAPSHOT:

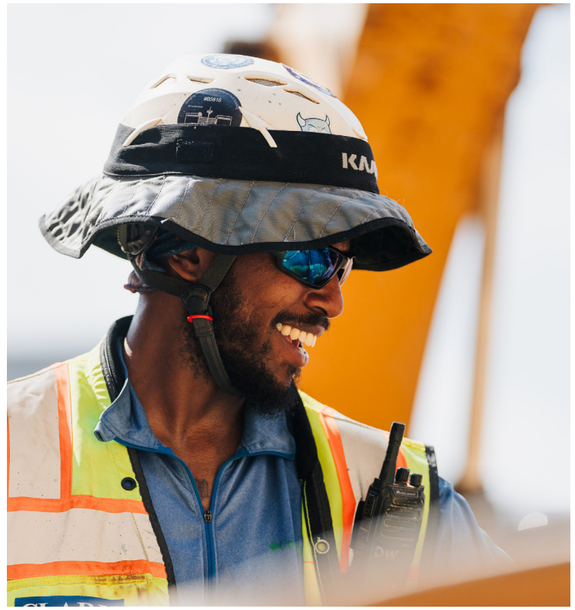
SIGNIFICANT OPPORTUNITIES FOR SKILLED WORKFORCE

Over the next decade, spending on construction is expected to increase by over $1 trillion, leading to a total of 13.1 million skilled professionals needed to support future development.

8M
Skilled professionals in construction today

2.6M
Anticipated retirees by 2034

7.7M
New skilled professional jobs available



Daene Washington rose from pile driver journeyman to foreman with Clark Foundations. He currently leads a team in safely and efficiently installing piles and ensuring overall quality of foundation work at The Exchange at Spring Hill Station in McLean, Virginia.

To learn about Clark's *Crafting Futures* event in Washington, DC, scan the QR code.

Kris Manning, *chief operating officer of Clark's Infrastructure Group, is responsible for optimizing project delivery across the company's heavy civil portfolio and self-perform operations and overseeing the group's efforts to attract, retain, and grow management, field leadership, and craftworkers.*

PREPARING FOR THE BREAKTHROUGHS OF TOMORROW

Verstandig Pavilion Opens at MedStar Georgetown University Hospital

Photos by: Judy Davis

MedStar Georgetown University Hospital faced the pressing challenge of serving a growing and aging population in the Washington, DC area. It was clear updates were required for the facilities to support emerging medical technologies and deliver the latest standards of patient care. Recognizing the need for modernization, MedStar collaborated with Clark and project partners to design and build a replacement facility that meets current and future patient needs within the constraints of a compact urban site.

Following years of strategic collaboration, operational planning, design, and construction, the new Verstandig Pavilion at MedStar Georgetown University Hospital (MGUH) officially welcomed its first patients in December 2023. The state-of-the-art, 475,000-square-foot medical center features 156 patient rooms, 31 operating rooms, a new emergency department, surgical prep and recovery bays, a landscaped courtyard, and a rooftop helipad, as well as a 310,000-square-foot, three-story, below-grade parking garage.

Top and bottom: Despite the constraints of a tight urban footprint, the 475,000-square-foot, state-of-the-art medical center features 156 patient rooms, 31 operating rooms, and a multi-story, light-filled atrium lobby.

More than 1,000 piles were installed to support excavation efforts at Verstandig Pavilion, giving the team flexibility to resequence the excavation plan as necessary before fieldwork commenced.

Photo by: Aleksey Kondratyev

In addition to serving a new standard of care designed to treat the whole patient, the Verstandig Pavilion provides an elevated learning experience for medical and nursing students to practice clinical care and conduct research in a hospital setting with the most advanced technology and systems. **With comprehensive flexibilities designed into the new facility, functions can be adapted as medicine continues to evolve, meeting the region's healthcare needs for decades to come.**

LOGISTICS TAKE CENTER STAGE ON CONGESTED SITE

Located on the edge of the Georgetown University campus, the pavilion is bordered by a major city throroughfare, a student affairs building, a parking facility, three academic buildings, and an existing hospital building, all needing to remain fully operational throughout construction.

From the beginning, Clark and project architect HKS/Shalom Baranes Associates Joint Venture created a BIM model to profile anticipated rock and existing utilities onsite based on preliminary information and an initial geotechnical report with limited borings. Before construction, the team relocated over 17,000 feet of utilities which fed MGUH and Georgetown University campus buildings and ran directly through the site. As the design progressed, information from additional borings at caisson locations was added to the BIM model, which was used to develop a cost model for the deep foundations work and an excavation plan for the project.

With over 1,000 piles to install for the internally braced support of excavation, the model gave the team flexibility to revise and resequence the excavation plan as necessary before fieldwork commenced. This ultimately minimized the impact of the site's complex conditions on the project schedule.

STRATEGIC USE OF PREFABRICATION MEETS CLIENT GOALS

The project team's strategic decision to use multiple prefabricated building elements delivered exceptional quality while reducing the tight site's noise levels, traffic, and parking needs. A key benefit realized by this approach was having offsite space to construct early mockups of operating room ceilings, patient rooms, electrical rooms, and bathroom pods during the excavation phase. These mockups enabled the client to review planned interior spaces much earlier than usual in the construction process, expediting approvals of these elements and saving six weeks in the project schedule.

The decision to prefabricate operating room ceilings also supported Medstar Georgetown's priority to provide best-in-class healthcare by supporting future upgrades in medical technology. The ceilings' steel supports were designed to accommodate maximum equipment needs, facilitating future installations of new operating room technology. This strategic design allows operating rooms to be offline for just a few days rather than several weeks for equipment replacement.

PAVILION DELIVERS NEW STANDARD OF PATIENT CARE

Focused on transplant, orthopedics, and neurosciences, the spacious operating rooms give surgeons 4K visualization for robotic and minimally invasive surgery. Interactive touchscreens allow surgical teams to consult with global experts without leaving the patient's side. The Transplant Center for Children is the only facility of its type in the Washington, DC area. In addition, the emergency department doubled its capacity to serve the more than 36,000 patients who use the hospital as their primary source of medical care and treatment.

The Pavilion also includes a new state-of-the-art intraoperative MRI system, the first in the Washington region. The magnet is installed along rails, allowing clinicians to perform real-time imaging without transferring patients outside the operating room.

Through these innovative medical technologies and an unwavering dedication to patient care, the Verstandig Pavilion was built to deliver the highest quality treatment for generations to come.

"The Verstandig Pavilion is a manifestation of the outstanding work that has long been underway here at MedStar Georgetown University Hospital and represents the opportunities ahead in care and treatment," said Georgetown President John J. DeGioia. ■

Prefabricated ceilings support future upgrades in medical technologies by containing steel infrastructure that accommodates maximum equipment needs, facilitating future installations of new operating room technology.

WHERE HISTORY MEETS HEALING

Above: The new Campus Gateway, a redesigned university entrance crowned by the Trinity Fountain, anchors the nursing school and provides thoughtful connections across campus.

Right: The façade consists of several stones weighing more than 40,000 pounds, salvaged from Philadelphia's Transfiguration of Our Lord Church, built in 1924 and demolished in 2009.

Photos by: Keith Isaacs

The Catholic University of America's Conway School of Nursing building blends old and new for a facility designed to train the next generation of nurses.

At The Catholic University of America, the new Conway School of Nursing building and Campus Gateway are testaments to the school's aim of "serving the needs of human society." The building's historic exterior conceals a state-of-the-art nursing education facility that will double the university's nursing enrollment in the next five years and support an industry focused on the art and science of human care.

Clark Construction, in collaboration with architectural firms Ayers Saint Gross and Robert A. M. Stern Architects, meticulously blended the old and the new, ensuring the facility complements the historic gothic-style campus while serving as a striking entrance to the campus.

From the beginning, the project team knew that finding the right exterior materials would be one of the most challenging components of the project. **To blend seamlessly with a campus founded in 1887, meticulous planning and creative material sourcing were needed to successfully craft a new building that looks more than 100 years old.** The final structure features custom-designed, gothic-style, aluminum-framed windows, a clay tile roof, and stone salvaged from Philadelphia's Transfiguration of Our Lord Church, built in 1924 and demolished in 2009.

"Nurses transform lives, and it is significant that these stones were used in a church where people were married, baptized, and had funerals," said Dr. Marie Nolan, dean of the Conway School of Nursing. "That is the whole life of nurses – they are there at the beginning and end of life, and everything in between."

The façade consists of hundreds of precast panels of various sizes, and several of the stones weigh more than 40,000 pounds. The project team also spent nearly a year developing the right look for the gutter and downspout collector boxes.

While the facility's exteriors were crafted with an artisan's approach, capturing countless details to ensure alignment with the historic campus, the interiors were built to shape the education of generations of nursing students.

The 102,000-square-foot nursing school has four floors and serves multiple functions for students, faculty, and university guests. Upper-floor laboratories hold microbiology, anatomy, and physiology classes and feature compressed air, vacuum, gases, and different types of fume extraction. They also feature immersive virtual reality classrooms with centralized prep rooms.

The facility also houses simulation suites that mimic hospital rooms and an emergency department. These spaces, featuring patient beds and headwall units with compressed air and suction, provide a realistic training environment. Catholic University faculty electrically direct mannequin 'patients' from a centralized control room, allowing students to partake in immersive medical scenarios. On the third floor, another simulation suite serves as an 'emergency room.'

The new Campus Gateway, a redesigned university entrance crowned by the Trinity Fountain, anchors the nursing school and strengthens connections across campus. Several pathways were rerouted around the fountain to create intentional alignments with the north stairs of the Conway School and serve as a waypoint en route to the Basilica of the National Shrine of the Immaculate Conception.

Throughout construction, the project team focused on delivering a beautiful, functional facility built to last for generations. More importantly, they recognized the deeper significance of the project – the nurses who would be shaped and inspired within its walls.

"Our nursing program is already regarded as prestigious and one of the best in the nation, and the impact of our instruction and of our nursing graduates is far-reaching – well beyond this neighborhood and area hospitals where our students do their clinical training," said Dr. Peter K. Kilpatrick, The Catholic University of America president. "...Now, with this spectacular building, we have a setting that can truly match the outstanding caliber of our faculty and students and spur them on to even higher heights."

Above: The ground level and first floor are detailed with terrazzo tiles, white oak, and custom casework.

Left: A large academic hall features a statement pendant lighting piece and a grand stairway with white oak balusters.

"Our nursing program is already regarded as prestigious and one of the best in the nation... Now, with this spectacular building, we have a setting that can truly match the outstanding caliber of our faculty and students and spur them on to even higher heights."

Dr. Peter K. Kilpatrick, President,
The Catholic University of America

The facility also houses realistic simulation suites crafted to mimic hospital rooms and an emergency department.

PRECISION IN MOTION AT CENTURY CITY CENTER

CONQUERING A COMPLEX INSTALLATION PROCESS AT GREAT HEIGHTS

Each stringer is 14-by-5-feet and weighs 12,000 pounds.

Photos by: DreamStone Video

Since construction began in 2022, Clark has successfully navigated the complexities that accompany building a 37-story Class A office tower and mixed-use development on a five-and-a-half-acre site in Los Angeles. From overcoming material and labor shortages to orchestrating one of the largest concrete pours on the West Coast, the project team has continually demonstrated resilience and ingenuity. **The most recent test came in the form of a complex installation process at extreme heights, and further highlights the team's dedication to meeting challenging demands with precision and creativity.**

INTEGRATING A BOLD DESIGN

An integral design feature of the anchor tenant Creative Artist Agency's space comes in the form of a precast open staircase. Designed by the tenant's architect Bjarke Ingles Group, and detailed by the building's primary architect Johnson Fain, the staircase will serve as a "cultural spine," providing interior navigation among floors four through eighteen and allowing free movement and collaboration throughout the firm's levels.

The general contracting scope involved installing the stair structure, primarily the stringers, which are the vertical support boards that run beneath the staircase. Clark collaborated for more than two years with precast manufacturer Dura Art Stone and specialty crane operator Hill Crane to develop an installation plan.

The team determined there would not be space to cast each stringer in place with so many trades working on each floor, but with tower erection being the priority, crews couldn't wait for precast stringers to be installed from the top before enclosing each level. **The only remaining option was sliding 15 separate 14-by-5-foot precast concrete stringers, weighing 12,000 pounds each, through the side of the building – a massive undertaking.**

PRECISION IN MOTION

The team carefully designed an intricate lift plan to execute the complex installation. In a move that took months to engineer, a tower crane was relocated to an elevated structural platform extending from the exterior of the building, which allowed crews to progress with structural infills and steel. **As the stringers were loaded into the building on the opposite side from the crane platform, the crane operator performed a blind installation of the fragile material, relying solely on radio communication.**

Dura Art brought in Hill Crane, a specialty contractor with expertise in installing at elevations. To lift the massive stringers, a 46,000-pound cantilever beam attached to the crane's hook while two counterweights on the beam moved back and forth to balance the load. While the crane operator controlled the positioning of the beam, the positioning of the weights was adjusted by the cantilever manufacturer via remote control. Once the beam reached the intended level, receivers within the tower guided the stringers slowly into the building without touching the structure's beams, taking care to protect the precast.

To complete the process, handlers connected the stringers to chain falls for support. From there, the chain falls transferred the stringers to a previously installed stair frame, and each stringer was welded into its final position.

A 46,000-pound cantilever beam attached to the crane's hook uses two counterweights to balance the load while lifting the massive stringers.

clarkconstruction.com

A TESTAMENT TO EXCELLENCE

The successful and on-time installation of the precast stringers, facilitated by meticulous planning and collaboration with trade partners, stands as a testament to the team's expertise and determination.

"Clark, Dura Art, and Hill Crane thought early and often about executing this work, which turned into productive, forward-thinking planning sessions. The stringers' installation process was so efficient they practically came out of the box and went into the air. This was a great collaboration with trusted trade partners," said Monique Holley, a construction executive with Clark.

Glass exteriors started this past September, and interior finishes began in October. The structure will feature 730,000 square feet of Class A office space with additional retail, restaurant, and fitness space. The scope of work also includes a 1,500-vehicle parking structure with a two-acre park that connects to the building on the roof of the parking structure.

As Century City Center moves toward its next phase, the team's commitment to success remains a driving force. With final completion set for 2026, the project exemplifies how perseverance and collaboration can turn visions into reality. ■

Top center: The project team is sliding 15 separate precast concrete stringers through the sides of floors four 4 through 18.

Top right: The tower crane is on an elevated platform extending from the building. The stringers are loaded on the opposite side, requiring the crane operator to perform a blind installation using only radio communication.

Prioritizing the Critical 8 to Keep Teams Safe

Clark developed the Critical 8 framework to reduce risk, safeguard workers, and address the most significant hazards on site

At Clark, safety is more than a priority – it's a company-wide commitment to ensuring every team member returns home safely at the end of each day. This year, we reinforced that commitment by developing and launching the Critical 8, which identifies and addresses the most significant hazards on jobsites, ensuring every team member is protected and empowered to act.

With the goal of eliminating serious and catastrophic consequences on our jobsites, Clark started by studying historical data and industry trends. The resulting Critical 8 framework provides a clear and actionable checklist aligned with established safety measures, also known as controls. To work as safely as possible Clark teams must complete all required actions for each control associated with a Critical 8 element of work.

For example, if a craft team member is working at heights, it's flagged as a Critical 8 activity for everyone on site. Safety measures, including tie-offs, signs, overhead protection, netting, and proper material placement, are implemented to prevent anyone below from getting hurt by falling objects. The team can avoid serious injuries by ensuring everyone near or below the work area follows the proper precautions. All teams must understand and coordinate around Critical 8 activities because jobsite hazards can affect everyone, not just specific trades.

For broad adoption and awareness, we incorporated the Critical 8 into existing safety processes, including:

- **Safe Plan of Action Daily Briefings:** These conversations identify which of the day's tasks fall under the Critical 8 and ensure teams are taking the right actions.
- **Trade Contractors Safe Start Meetings:** These conversations educate and confirm alignment on expectations from the start.
- **Job and Activity Hazard Analyses:** The Critical 8 framework, with its well-defined controls and required actions, acts as a checklist to ensure comprehensive evaluations to identify hazards and immediately address critical risks.
- **Safety Observation Reports:** During site walks, conversations with foremen and crews focus on Critical 8 hazards and mitigation plans, presenting an opportunity to either stop work or commend team members for implementing proper controls.
- **Toolbox Talks:** Teams receive training and refreshers on each element and the associated controls.

By embedding the Critical 8 into our daily routines and safety protocols, we are taking proactive steps to protect everyone on our jobsites. This framework raises awareness of the most significant hazards and empowers our teams to take immediate action to prevent accidents. With a focus on communication, training, and collaboration, the Critical 8 ensures safety remains front and center. ■

KNOW THE CRITICAL 8

Confined Spaces

Tasks done in spaces with limited access and egress and not intended for continuous worker occupancy

Energy Isolation

Tasks that expose workers to stored energy (electrical, hydraulic, pneumatic, mechanical, and gravitational)

Temporary Structures

Tasks involving scaffolding or falsework where a partial or full failure could harm a worker or member of the public

Working from Heights

Tasks at edges, off ladders, and in lifts; work utilizing personal fall arrest(s); and tasks with potential for dropped objects

Human-Equipment Interface

Tasks where workers could be struck by a piece of equipment or a construction vehicle

Traffic Control

Tasks that expose crews to vehicle traffic and the traveling public

Cranes and Hoisting

Tasks involving cranes and the rigging or movement of material

Trenching and Excavations

Tasks where crews are working in a trench or excavation below grade

Small Business Spotlight: PAC Leaders

Melvin Henley, CEO of PAC Leaders and SPP graduate, excels in Chicago's competitive construction industry while mentoring the industry's next generation.

Transforming PAC Leaders into a thriving business that prioritizes professional development for the next generation of industry workers

Melvin Henley, CEO of PAC Leaders, is successfully navigating the competitive landscape of the Chicago construction industry and transforming his small business into a flourishing force. In just seven years, the company has expanded its general contracting operations and secured projects that help shape the city's skyline.

Inspired by his own family history in construction, Henley – a second-generation carpenter – established PAC Leaders in 2017 as a general contracting company specializing in commercial and residential renovations. Instilling in his company a culture of continuous learning and mentorship, PAC Leaders invests in the next generation workforce by training those new to the skilled trades. Having developed more than 20 apprentices, the company also offers one-day workshops, on-the-job training, and entry-level carpenter training.

"As we're helping people get hands-on experience in construction and construction management, perhaps there's loyalty that comes with it and they stay with us," said Henley. "And if they don't, at least they go into the industry as a well-prepared representative of our culture."

One key to PAC Leaders' steady growth is Henley's participation in Clark's Strategic Partnership Program (SPP). The eight-month course improved Henley's project management acumen so that PAC Leaders could compete for and perform work on large-scale construction projects, while bolstering his confidence and professional network. Since completing the program in 2019, PAC Leaders has remained competitive on their own terms and scaled at a manageable pace. Last year, the firm completed its first project with Clark, providing project management support to deliver Fulbrix at 160 North Elizabeth, a 28-story, 375-unit apartment building in Chicago's Fulton Market neighborhood.

Under Henley's leadership, PAC Leaders continues to make its mark on the Windy City and the local construction industry, currently working alongside Clark on the O'Hare International Airport Terminal 3 Improvement project with a scope including bathroom renovations, safety, project management, and document control.

Henley explains how his motto, "make an imPACt, not just noise," reflects the company's achievements and sets the vision for what's to come, saying, "We want to be in a position to win more projects, continue to raise the PAC Leaders brand, and create a name for ourselves. Whether we are part of a collaboration or perform the work on our own, we always aim to perform well because this is what will increase our credibility in the market and set us apart." ■

"As we're helping people get hands-on experience in construction and construction management, perhaps there's loyalty that comes with it and they stay with us. And if they don't, at least they go into the industry as a well-prepared representative of our culture."

Melvin Henley, CEO, PAC Leaders

Henley (second row, third from left) gathers with project partners to celebrate the topping out of Fulbrix at 160 North Elizabeth.

INSPIRING THE NEXT GENERATION OF BUILDERS

Photo by: Maryann Bates

Through meaningful and enriching partnerships with industry organizations, nonprofits, and educational institutions, Clark team members are leading efforts to attract and grow the next generation of builders and inspire young people to pursue careers in our industry.

DACKIDS SUMMER CAMP

This summer, the Clark project team at 600 Fifth worked with the District Architecture Center (DAC) in Washington, DC to host elementary school students from DACkids Summer Camp, which teaches the fundamentals of the AEC industry.

Campers visited the 600 Fifth project site to learn about the role of general contractors. The team helped students work through problem-solving exercises intended to strengthen their knowledge about the basics of engineering and identified real-world applications through key elements on the project.

DC NOMA PROJECT PIPELINE

Clark participated in the District of Columbia Chapter of the National Organization of Minority Architects (DC NOMA) Project Pipeline Summer Camp, a program designed to introduce middle school and high school students to the field of architecture and construction. Clark team members explained the construction process from design development to substantial completion, focusing on the various roles and responsibilities that contribute to a project's delivery.

THINK BIG FOR KIDS CAREER SHOWCASE

Clark's ongoing collaboration with Think Big for Kids provides teens with career exploration through mentorship, skills development, and experiential learning opportunities.

This fall, Clark team members connected with middle schoolers in six schools across Fairfax County, Virginia, through Think Big for Kids' Career Showcase partnership. This partnership provided students with hands-on learning activities in estimating and scheduling, expanded their knowledge about the variety of career paths available in the industry, and enabled meaningful connections with local educators.

NATIONAL STUDENT LEADERSHIP CONFERENCE SUMMER PROGRAM

Clark partnered with the National Student Leadership Conference (NSLC) to introduce high school students to construction management and the various career paths within the built environment.

As part of the program's summer architecture cohort in Washington, DC, Clark led 218 students on active jobsite tours of the Stacks, Hampden House, WMATA Northern Bus Garage, and 600 Fifth to observe the practical application of architectural concepts and witness firsthand the collaborative efforts of architects, engineers, and construction workers.

"The jobsite tours gave students an invaluable opportunity to see what active construction not only looks like, but what it means to be a contractor, a general contractor, a superintendent, and what construction management looks like day-to-day," said NSLC Architecture Program Director Adeniyi Onanuga.

In addition to hosting jobsite tours, members of Clark's design management team joined other industry professionals to serve as panel judges for students' final studio projects, providing feedback on design intent, physical structure, and landscape, and sharing valuable career advice.

CAMP NAWIC

Clark has been an active supporter of the DC Chapter of Camp NAWIC since its launch by the National Association of Women in Construction (NAWIC). This support includes hosting jobsite tours, engaging in hands-on learning activities and skills-building workshops, and providing mentorship. Established with the help of Clark Senior Project Manager and past NAWIC Vice President Nicole Coates, this weeklong camp provides young women in grades 7-12 with an immersive experience in the construction industry.

This year, campers learned about masonry, concrete pumping, and electrical work, handled power tools, and toured jobsites. ■

Photo by: Ambre Schaffer, NAWIC Baltimore

Clark, SmithGroup, HKS, the US Department of Veterans Affairs, and the US Army Corps of Engineers gathered in August for a groundbreaking ceremony to celebrate the start of work on the VA El Paso Health Care Center.

Construction Begins on VA El Paso Health Care Center

In August, Clark, SmithGroup, HKS, the US Department of Veterans Affairs (VA), and the US Army Corps of Engineers (USACE) gathered for a groundbreaking ceremony to celebrate the start of work on the VA El Paso Health Care Center project.

Designed by the SmithGroup+HKS Joint Venture, the six-story, 492,000-square-foot ambulatory care facility is being constructed on the existing William Beaumont Army Medical Center Campus, which the Clark team helped deliver in 2019.

The facility will house 47 departments including audiology, prosthetics, and rehabilitation for traumatic brain and spinal cord injuries, as well as patient-aligned care team clinics, specialty ambulatory care, administrative spaces, and an outdoor terrace. In addition to enhanced patient care, employees will have an exclusive 5,000-square-foot shaded plaza on the facility's south side and a dedicated staff parking area.

The spaces in this structure are designed to surpass LEED Silver certification, emphasizing environmental conservation through renewable energy sources such as solar, thermal, and wind power. The building's design also reflects its commitment to the surrounding landscape, with an aesthetic inspired by the mountains, Rio Grande River, and other local geological features.

"Having the opportunity to expand the Clark footprint alongside our local and small business partners by delivering another project for the VA and the United States Army Corps of Engineers in El Paso is a rewarding experience and a testament to the brilliant work each of our team members and project partners contributes," said Group CEO Cara Lanigan.

Project completion is slated for 2028. ■

The structure's appearance mimics the surrounding topography, including the mountains, Rio Grande River, and other geological landmarks.

Rendering courtesy of SmithGroup+HKS Joint Venture

Milestones

Our project teams across the country recently reached some exciting milestones:

BREAKING GROUND

Crystal City Metro Station - East Entrance
Arlington, Virginia
In July, Clark joined representatives from the Washington Metropolitan Area Transit Authority, the Virginia Department of Rail and Public Transportation, the Northern Virginia Transportation Authority, JBG SMITH, and Amazon to break ground on the Crystal City Metro Station - East Entrance. Slated for completion in spring 2027, the project improves station accessibility and includes a mezzanine with stairs and elevators, upgraded ADA-compliant elevators, an above-ground entrance with fare gates, and a customer service kiosk.

Virginia Foundation for Public Media, Richmond Headquarters
Richmond, Virginia
Clark joined the Virginia Foundation for Public Media (VPM), the local community, and project partners at the groundbreaking of VPM's future headquarters. The 54,000-square-foot media facility will be equipped with modern technology and production capabilities, a state-of-the-art newsroom, and accessible community spaces.

UNDERWAY

USC Rawlinson Stadium
Los Angeles, California
The Clark team recently topped out Rawlinson Stadium, a new women's lacrosse and soccer stadium at the University of Southern California (USC). To shape the project, crews set 323 tons of structural steel. The venue is on schedule to be completed for the summer 2025 season.

WMATA Northern Bus Garage Reconstruction
Washington, DC
At the Washington Metropolitan Area Transit Authority (WMATA) Northern Bus Garage Reconstruction project, Clark Concrete completed more than 55,000 square feet of critical slab-on-grade work in August, allowing steel erection to begin. This included more than 150 pile caps and spread footings and 80 foundation walls. Set to finish in 2027, the three-story garage will feature 19 bus maintenance bays, a wash bay, offices, retail space, and rooftop parking.

UMD Barry P. Gossett Basketball Performance Center
College Park, Maryland
In October, Clark joined representatives from the University of Maryland (UMD) to celebrate closing in the Barry P. Gossett Basketball Performance Center. To reach this milestone, crews installed 260 tons of steel and poured 2,500 cubic yards of concrete. The 44,000-square-foot facility is set to be completed for the 2025 season.

COMPLETED

UCSF Bayfront Medical Building at Mission Bay
San Francisco, California
In August, the University of California, San Francisco (UCSF) inaugurated the Bayfront Medical Building at Mission Bay, a 180,000-square-foot, five-story medical center equipped for primary and urgent care, a broad range of specialties, and outpatient surgery.

UCSD Pepper Canyon West Living and Learning Neighborhood
San Diego, California
Following two years of construction, students moved into the Pepper Canyon West Living and Learning Neighborhood at the University of California, San Diego (UCSD) in September. The 580,000-square-foot, 1,300-bed residential complex consists of two buildings and spans six acres in the campus' center.

Boundary Channel Drive at I-395 Interchange
Arlington, Virginia
Shirley completed Boundary Channel Drive at the I-395 Interchange in June, reconfiguring ramps to simplify traffic patterns and improve safety for pedestrians, cyclists, and drivers. Crews worked day and night in the final months to deliver the project ahead of schedule.

Photo by: David Wakely

Menifee Justice Center
Menifee, California
In August, Clark joined California Chief Justice Patricia Guerrero, Judicial Council of California staff, Riverside County Superior Court judges, and state and county officials at the Menifee Justice Center dedication ceremony. The facility features nine courtrooms for family, traffic, and civil cases, jury assembly and deliberation rooms, a self-help center, a children's waiting room, and attorney interview and witness waiting rooms.

National Air and Space Museum Revitalization
Washington, DC
This summer, Clark reached substantial completion on the Smithsonian's National Air and Space Museum Revitalization on time after six years of construction. Crews updated the 600,000-square-foot landmark in two phases, transforming gallery space, building infrastructure, and preserving treasured national objects.

PROJECTS RECEIVE INDUSTRY AWARDS COAST TO COAST

Several industry organizations have recently recognized Clark projects nationwide with awards:

DBIA-MAR AWARDS

The Design-Build Institute of America Mid-America Region (DBIA-MAR) Awards recognize excellence in design-build practices and delivery.

Kansas City International Airport (MCI) New Single Terminal
Project of the Year

Excellence in Design, Commercial

NAIOP DC | MD AWARDS OF EXCELLENCE

The National Association for Commercial Real Estate Development DC and Maryland Chapter (NAIOP DC | MD) recognizes the region's exceptional real estate achievements with its Awards of Excellence.

Verstandig Pavilion at MedStar Georgetown University Hospital
Award of Excellence,
Life Science Facility

Johns Hopkins University Bloomberg Center
Best of the Best, Building

Award of Excellence,
Renovation, Adaptive Re-use

New Australian Embassy
Best of the Best, Interiors

Award of Excellence,
Interiors over 75,000 SF

Westerly
Award of Merit, Multi-Family

Photo courtesy of Torti Gallas + Partners

Photo by: Tom Bonner

Photo by: Joe Fletcher

ENR CA BEST PROJECTS AWARDS

Engineering News-Record California (ENR CA) honors project teams for teamwork, safety, innovation, and quality with its Best Project Awards.

Otay Mesa Land Port of Entry Modernization and Expansion
Award of Merit,
Government/Public Building

ABC METRO WASHINGTON EXCELLENCE IN CONSTRUCTION AWARDS

The Excellence in Construction Awards celebrate the outstanding projects built by Associated Builders and Contractors (ABC) members.

Johns Hopkins University Bloomberg Center
Education, Mega Project

New Australian Embassy
Institutional, over $30 million

CLARK TEAM MEMBERS WIN INDUSTRY AWARDS

Several industry organizations recognized Clark team members for their professional achievements.

Jessica Turner
Young Professional of the Year,
Associated Builders and Contractors of Virginia

Derek Wilson
Rising Star of Safety,
National Safety Council

S2N, C3M, AND CODA MARK KEY MILESTONES

This year, three Clark entities celebrate delivering excellence throughout the years.

S2N Technology Group celebrates 20 years of designing and deploying technology solutions across healthcare, higher education, and the arts and entertainment sectors. Known for its holistic approach and deep understanding of client needs, S2N helps clients shape and implement technology strategies that meet critical business objectives and improve end-user satisfaction.

Marking its 10th anniversary, C3M Power Systems has quickly established itself as a premier electrical contractor in the United States. Specializing in the construction, rehabilitation, and maintenance of electrical and specialty systems, C3M serves vital infrastructures, including railways, airports, highways, and utilities.

Celebrating five years in business, Coda has grown greatly since its inception, revolutionizing how data and technology are applied in construction to ensure efficiency and mitigate risks. Coda tackles issues like unforeseen site conditions, unknown existing building complications, and gaps in facility data models. Through client partnerships, CODA preemptively addresses these challenges, ensuring smoother project execution. ■

BUILDERS AT HEART WITH Christine Bauk

In the Builders at Heart series, we highlight the passions and backgrounds of the Clark team, the things that shape us, that allow us to tackle challenges head-on, solve complex problems, and build what matters.

We recently sat down with Christine Bauk, a superintendent with Clark Technologies, to learn about her background and what inspired her to become a builder.

Tell us about your background.
I am from Leonardtown, a small town in Southern Maryland. I have three older siblings and am very close with my family. I attended the University of Virginia, where I received a degree in architecture.

What led you to pursue a career in the construction industry? Did any early experiences influence your career path?
Growing up, I always enjoyed math and art classes and thought that architecture would be a good way to use those interests in a career. At a campus recruiting fair, I met the Clark team at their booth and was impressed by their work! After architecture school, I felt like I knew a lot about designing buildings, but I didn't fully understand how they were actually built. I have learned so much about the construction industry while working at Clark, and I love the building process!

What type of project are you currently working on?
I currently work with Clark Technologies on a data center campus in Virginia. I am the superintendent managing the fit-out of two of the four buildings on the 57-acre campus.

Why is Clark Technologies and its expertise important?
Clark Technologies is building mission critical work to support our growing reliance on the internet and AI. We rely on data centers whenever we use our phones, email, or watch Netflix. Clark builds a lot of projects that are one-of-a-kind in design and construction. Data centers are unique because we build iterations of the same building multiple times, allowing us to become experts on the building type and directly apply what we learn to improve more and more as we build again and again.

What do you like most about working at Clark?
I love the people I work with. The trade partners and Clark team bring many different perspectives and experiences to our projects, making every day different.

What are you most proud of accomplishing?
I am most proud of the Johns Hopkins University Bloomberg Center in Washington, DC. That was the first job I worked on from start to finish, and during that time, I grew from a project engineer to assistant superintendent to superintendent. It was one of the most complex jobs Clark has ever built, and working with veteran team members and tenured field leaders, I got to be a part of figuring out the puzzle pieces needed to take an existing building apart surgically and put it back together. It was so rewarding to see people enjoying the spaces I had worked so hard to bring to life. I am also so proud of the teamwork it took to make that project a success. That level of complexity was only possible with Clark and our trade contractors working as closely as we did.

What advice do you have for someone looking to start a career in construction?
Don't be afraid to try new things! Whether you are building hospitals, schools, or data centers, every project is different, and you have to be ready to dive in and learn something new.

Why are you a builder?
I am a builder because I love the hands-on problem-solving nature of our work. I love seeing the physical results of my work grow and develop in the field every day. ■

Christine Bauk is a superintendent with Clark Technologies working on a data center project in Virginia.

"I am a builder because I love the hands-on problem-solving nature of our work. I love seeing the physical results of my work grow and develop in the field every day."

Christine's proudest accomplishment was building the Johns Hopkins University Bloomberg Center, which was completed in 2023 and has won several local and national awards.

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

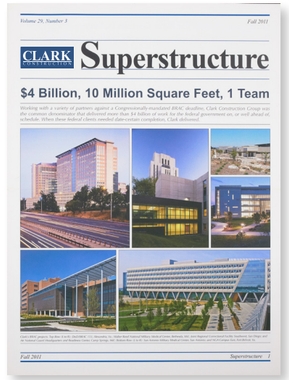
THE WAY WE WERE

AS WE PUBLISH SUPERSTRUCTURE'S 150TH ISSUE, we look back to its start: from the first issue, Superstructure shares the pivotal stories that have defined Clark Construction throughout the decades.

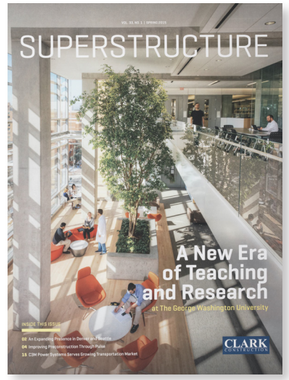
1983
Vol 1, No. 1: The First Issue
CEI Construction launched its inaugural issue of Superstructure, designed to be both informative and enjoyable for clients and industry peers while showcasing CEI and its subsidiaries in a dynamic format.

1990
Vol. 8, No. 4: Hyman's Largest Project to Date
George Hyman Construction Company announced the largest contract in its 84-year history with the expansion of the Los Angeles Convention Center, solidifying the company as a coast-to-coast contractor.

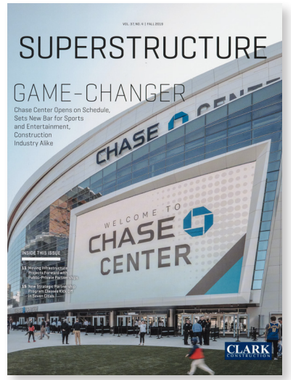
1996
Vol. 14, No. 1: Let Us Re-Introduce Ourselves
George Hyman Construction Company and OMNI Construction merged as Clark Construction, debuting a new brand. Our first contract was the University of Maryland's Eppley Recreation Center.



2011
Vol. 29, No. 3: $4 Billion, 10 Million Square Feet, 1 Team
Meeting a congressionally mandated BRAC deadline, Clark delivered more than $4 billion of federal work across six BRAC construction projects either on, or ahead of, schedule and within cost, safety, and quality expectations.



2015
Vol. 33, No. 1: Welcome to the New Look
Our signature publication is redesigned for the first time since its debut in 1983. With a new magazine format, Clark can better highlight clients' projects and provide more information about delivering work safely, sustainably, and efficiently.



2019
Vol. 37, No. 4: Clark Delivers Chase Center
Chase Center, the home of the Golden State Warriors basketball team, opens on schedule, setting a new bar for the sports and entertainment and construction industries alike.

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Tekton Structures

Project Azul
Ontario, California

Photo by: Aleksey Kondratyev