

SUPERSTRUCTURE

New Australian Embassy

Embodies the Spirit of
the Commonwealth



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FROM THE CEO

The diversity of work highlighted in this issue reflects building what matters for our clients and communities can vary widely in terms of project types, contract sizes, markets, and geographies. The constant among these is the strong base of expertise and experience we bring to every job and a commitment to working collaboratively with clients to achieve their goals.

At the heart of this approach is understanding the drivers behind every project – whether completing Gallagher Square at Petco Park for Opening Day of the San Diego Padres’ 2024 baseball season, sourcing particular materials to reflect a sense of place for the Australian Embassy, or improving the travel experience at some of the nation’s busiest airports.

Often, the framework for construction success begins with stakeholder collaboration during the design process. At this early stage, Clark’s professionals add value through constructability reviews, identification and scheduling of long-lead items, and cost analysis. Advising Breakthrough Properties to select steel over concrete for the structure at Torrey View to meet schedule goals is an example of how this process is beneficial.

With some of the most skilled professionals in the business, our teams bring deep expertise honed

from decades of tackling the toughest challenges on complex projects. It is therefore gratifying when we are met with the opportunity to build the facilities where other teams will challenge themselves in order to hone their own craft. At the University of Southern California, women’s soccer and lacrosse teams will take to the field to train as elite college athletes at Rawlinson Stadium, which broke ground in April. At Joint Base San Antonio-Lackland, the Maltz Special Warfare Aquatic Training Center was delivered this spring and will serve to meet the demanding training needs of the US Air Force’s global combat operations.

As we begin the next phase of work on projects across the country, I am proud of our longstanding legacy and the talented teams that work every day to serve the needs of our clients and the construction community.

ROBERT D. MOSER JR.
CEO

SUPERSTRUCTURE

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FEATURES

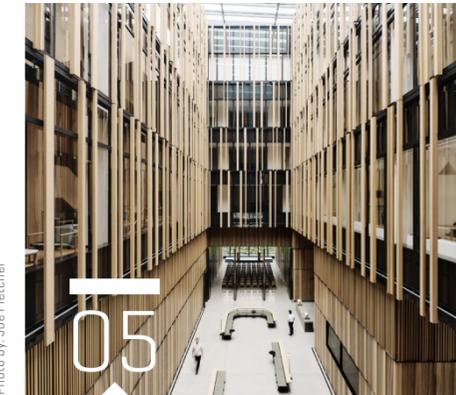


Photo by: Joe Fletcher

Australian Embassy Embodies the Spirit of the Commonwealth

The design for the new embassy in Washington, DC stands as both an integral civic space and an enduring symbol of the Commonwealth of Australia.



Photo by: Michael Worthington

Enhancing the Travel Experience from Drop-Off to Take-Off

Clark is working with aviation partners nationwide to improve efficiency and maximize comfort and convenience for travelers taking to the skies.



Photo by: Jason O'Rear

Torrey View: A Scientific Hub for Innovation and Collaboration

Nestled within San Diego’s vibrant life sciences community is a new world-class commercial research campus that redefines workplace excellence.

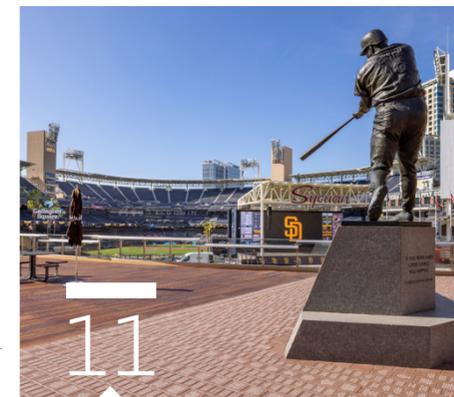


Photo by: David Hebble

Delivering Big Impacts in Small Footprints

Across the country, teams are delivering impressive results on smaller projects with management expertise and meticulous execution.

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ON THE COVER

The Australian Embassy’s transparent façade reflects the country’s inherent values of welcomeness and trust, while the interior’s expansive atmosphere represents the vastness of the Australian landscape.

Photo by: Joe Fletcher

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Left: The three-story, 22,500-square-foot athletic facility will expand upon the women's soccer and lacrosse programs' existing field, nearly doubling the capacity.

Below: The Clark team broke ground on Rawlinson Stadium in early April and will deliver the project in time for the 2025 soccer season.

Rendering courtesy of Crawford Architects

Clark Breaks Ground on New USC Women's Stadium

Clark and University of Southern California (USC) officials celebrated the groundbreaking of Rawlinson Stadium, the new home of USC women's soccer and lacrosse, in April.

Designed by Crawford Architects, the three-story, 22,500-square-foot facility will expand upon the soccer and lacrosse programs' existing field, nearly doubling the capacity to 1,700 seats and 2,500 total occupants. Spectators will enjoy new amenities such as concession stands, viewing decks, an LED video screen, a box office and entry plaza, and a state-of-the-art press box. The stadium will also improve the athlete experience with new locker rooms, coaches' meeting rooms, sports medicine facilities, a nutrition fueling bar, and a natural grass playing field.

Investing in premium athletic facilities is part of USC President Carol L. Folt's plan to make the university the top choice for students, faculty, and staff and establish it as an international standard for collaborative learning and discovery. As USC's first stadium dedicated solely to women's sports, Rawlinson Stadium will encourage countless possibilities for recruiting the next

generation of Trojan athletes.

"For my current and future players, having a home and state-of-the-art facility to play on is game-changing," said Jane Alukonis, head coach of USC women's soccer. "It reflects USC

soccer's bright future and the prominence of women's soccer in general."

The project is expected to achieve LEED Gold certification upon its completion in the summer of 2025. ■



New Contracts

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

ROADWAYS & BRIDGES

SR 509/24th Avenue South to South 188th Street - New Expressway

Construction of a four-lane expressway and auxiliary lane, reconstruction of two interchanges, and enhancements to over 50 acres of wetlands

Location: King County, Washington

Company: Atkinson Construction

Client: Washington State Department of Transportation (WSDOT)

Designer: Jacobs

Completion: Summer 2028

RAIL & MASS TRANSIT

Walnut Creek Traction Power Facilities Replacement

Demolition and replacement of a traction power facility, new concrete pads for all equipment, and installation of new drains, duct banks, and sewer and water connections

Location: Walnut Creek, California

Companies: Clark Civil and C3M Power Systems

Client: Bay Area Rapid Transit (BART)

Engineer: WSP

Completion: Winter 2026

WATER & WASTEWATER

Moccasin Bend Wastewater Treatment Plant Influent Pump Station Improvements

Replacement and installation of two mechanical bar screens, washer compactors, hand-rails, grating, and structural steel

Location: Chattanooga, Tennessee

Company: Clark Water

Client: City of Chattanooga

Engineer: Hazen and Sawyer

Completion: Summer 2025

AVIATION

P-351 F-35C Aircraft Maintenance Hangar and Airfield Pavements

Construction of a 111,000-square-foot aircraft maintenance hangar to accommodate two operational F-35C aircraft squadrons

Location: Lemoore, California

Company: Clark Construction

Client: Naval Facilities Engineering Systems Command (NAVFAC) Southwest

Architects: Jacobs/Ewing Cole and NAVFAC Southwest

Completion: Fall 2026



Rendering courtesy of Jahn

OFFICE

James R. Thompson Center Redevelopment

Redevelopment of an existing 17-story, 1.3-million-square-foot Class A office building

Location: Chicago, Illinois

Company: Clark Construction

Clients: The Prime Group and Capri

Investment Group

Architect: Jahn

Completion: Summer 2026

Pinnacle Financial Partners Tenant Improvements

Tenant fit-out of 130,000 square feet of Class A office space and 10,000 square feet of retail bank space

Location: Nashville, Tennessee

Company: Clark Construction

Client: Pinnacle Financial Partners

Architect: Gresham Smith

Completion: Winter 2024

HEALTHCARE

Inova Alexandria Hospital at Landmark

Construction of a 600,000-square-foot hospital, 110,000-square-foot cancer center, 95,000-square-foot specialty care center, 32,000-square-foot central utility plant, and two parking garages

Location: Alexandria, Virginia

Company: Clark Construction

Client: Inova

Architect: Ballinger/Ennead, a joint venture

Completion: Fall 2027

SPORTS & ENTERTAINMENT

SoFi Stadium FIFA World Cup Modifications

Transformation of stadium seating into removable platforms; modifications to field level suites and press box; and renovation of the press box into an open-air suite

Location: Inglewood, California

Company: Clark Construction

Client: Kroenke Sports & Entertainment

Architect: HKS

Completion: Spring 2026

TUNNELS & MINES

Fort Laramie Canal Tunnel 1 and 2 Rehabilitation

Reconstruction of two irrigation tunnels and replacement of tunnel and outlet structures

Location: Fort Laramie, Wyoming

Company: Atkinson Construction

Client: Goshen Irrigation District/Gering-Fort

Laramie Irrigation District

Designer: HDR

Completion: Spring 2027

SCIENCE

Project Mushroom

Construction of a 415,000-square-foot industrial warehouse

Location: Sparrows Point, Maryland

Company: Clark Construction

Client: Tradepoint Atlantic

Architect: Powers Brown Architecture

Completion: Summer 2025

RESIDENTIAL & MIXED-USE

TideLock

Conversion of a three-building office complex into a mixed-use development with condominium and apartment units, arts space, and retail space

Location: Alexandria, Virginia

Company: Clark Construction

Clients: Community Three and Whitaker

Investment Corporation

Architect: Torti Gallas + Partners

Completion: Winter 2026

Albion Music Row Phase 1

Construction of a 29-story residential building with 458 units, amenity and retail space, and three levels of below-grade parking

Location: Nashville, Tennessee

Company: Clark Construction

Client: Albion Residential

Architect: Hartshorne Plunkard Architecture

Completion: Winter 2027

New Australian Embassy

Embodies the Spirit of the Commonwealth



Interior spaces contain extensive wood veneer from the eucalyptus pilularis tree, native to Australia.

architect of record; and Clark jointly **delivered interior details showcasing the best of Australian design and materials with exceptional attention to finishes and craftsmanship.**

Acting as the threshold to the formal and ceremonial areas, a waiting room celebrates Australian furniture designers and First Nations artists with bespoke furniture and specialty rugs. The display of Australian artwork showcases the nation's artistic excellence, rich indigenous heritage, and stories of vibrant diaspora communities. A unique design process involving Aboriginal artists, interior designers, and rug manufacturers captured the distinctive essence of each piece, which was translated into captivating hand-tufted wool rug designs. The selection and commissioning process for the works was guided by the Australian Government's cultural policy pillars of supporting artists, creating a space for diverse voices, and ensuring a meaningful and engaging experience for all visitors.

Interior spaces contain extensive wood veneer from the native Australian eucalyptus pilularis tree. Sourcing the quantity of veneer required for the project required coordination across multiple trade contractors and visits to several Australian suppliers to achieve consistency and quality throughout.

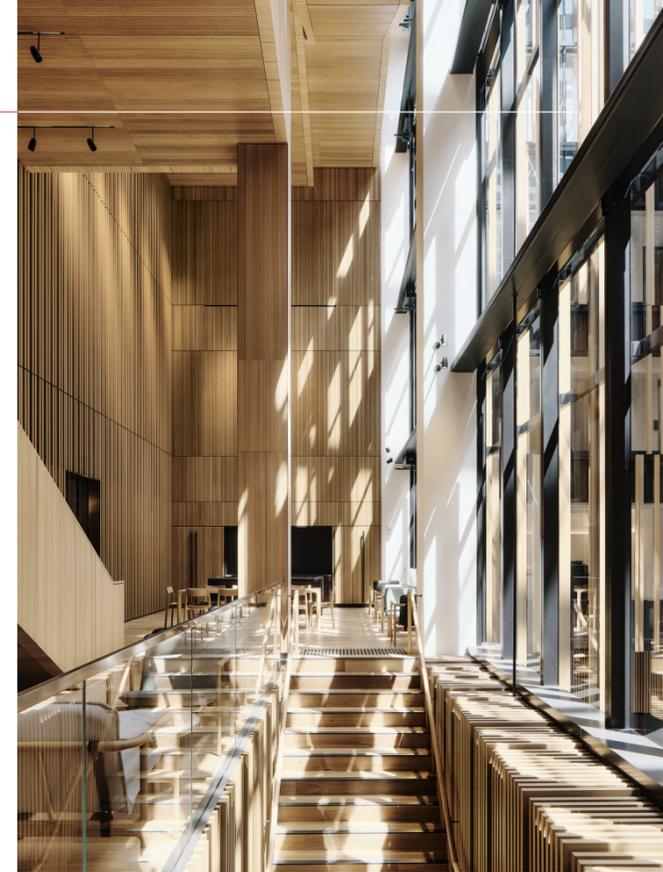
FAÇADE DELIVERS FORM AND FUNCTIONALITY

The curtainwall system incorporates over 750 copper panels emulating the colors of Australia's iconic outback. Over eight months, Clark met with Bates Smart and German manufacturer Pohl across three time zones to bring the vision for the façade's panels to fruition. The team researched finish options and created multiple visual mockups, ultimately specifying raw natural copper panels for the exterior, sealed to mitigate the effects of oxidation. **This solution delivered the desired appearance across the façade while meeting procurement milestones to keep the project on schedule.**

The width and angularity of the panels vary among almost every curtainwall unit. Each panel was sequenced and installed with as little handling as possible to protect the natural copper patina.

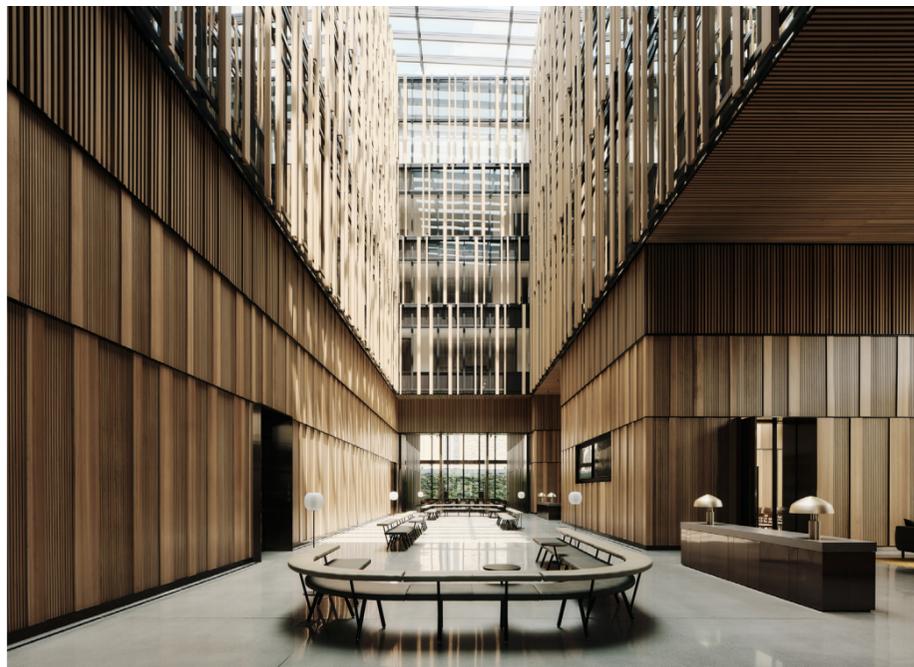
MEETING SUSTAINABILITY GOALS

With its innovative environmental design solutions, the embassy is expected to earn a Green Star rating through the Green Building Council



Throughout the embassy, art and furniture showcase Australia's artistic excellence, rich indigenous heritage, and vibrant communities.

of Australia. The building includes a thermally efficient façade, expansive use of natural light, the latest building services technologies, and a roof containing 10,000 square feet of green space. The roof also features multiple arrays of solar photovoltaic panels that provide 67 kilowatts of combined power. Although the original solar array design was too large for the local energy network, Clark worked with the client and the solar supplier to meet the desired energy capacity with a smaller array. The embassy's roof is also home to 240,000 honey bees, further contributing to the local ecosystem's sustainability. The result is a structure reflecting Australia's global leadership in sustainable design, construction, and products. ■



The design for the new Embassy of Australia, located in the heart of Washington, DC, stands as both an integral civic space and an enduring symbol of the Commonwealth of Australia. The building's transparent façade reflects the inherent Australian values of welcomeness and trust, while the interior's expansive atmosphere represents the vastness of the Australian landscape.

At the heart of the building, a large atrium connects the ground and the sky and serves as an organizing and orienting space. A key design element is the staff hub – a series of breakout spaces linked vertically by a feature stair. Open and equitable workspaces with ample daylighting promote a calm and ordered atmosphere. The u-shaped plan and side core arrangement ensure efficient floorplates and adaptable layouts.

INTERIOR SHOWCASES THE BEST OF AUSTRALIAN MATERIALS

The Commonwealth; Bates Smart, the Australian design architect; KCCT, the local

Above: The curtainwall system incorporates over 750 copper panels emulating the colors of Australia's iconic outback.

Left: At the heart of the building, a large atrium serves as an organizing and orienting space and a design element connecting the ground and the sky.

Photos by: Joe Fletcher

Clark Delivers a Cutting-Edge Hub for Scientific Innovation and Collaboration on an Accelerated Schedule

TORREY VIEW

Nestled within San Diego's vibrant life sciences community, Torrey View is a new world-class commercial life sciences research campus that redefines the boundary between scientific exploration and workplace excellence. In partnership with Breakthrough Properties, a life science real estate investment company, and Flad Architects, Clark delivered the premier, work-and-play development with completed amenities.

Spread over a 10-acre site, the project consists of three purpose-built life science research buildings, plus a two-story tenant clubhouse. The entire development was 100% pre-leased before the project's final delivery. Buildings A and B are core-and-shell and designed to support future build out by tenants.

Building C contains a complete laboratory build-out for the global Becton Dickinson Biosciences group and was delivered at the same time as the core-and-shell campus in October 2023. Along with the tenant clubhouse, building C is connected to four levels of below-grade parking topped by open green spaces with native plants, pedestrian and bicycle pathways, and outdoor gathering areas.

Each building is thoughtfully placed and designed to preserve views of the Pacific Ocean from the interiors, outdoor terraces, and landscaped plaza. The buildings' exterior design features stepped coffers in the façade and varied windows in natural tessellation patterns, emulating Torrey Pines' surrounding cliffs and landscape. High-end interior spaces feature intricate drywall reveal details, elaborate millwork, specialized glazing systems, open ceiling spaces, and sound attenuation details in conference rooms.

The Torrey View development is designed as a full-service campus with places to work, socialize, and unwind without leaving the premises. Tenants enjoy high-end amenities,

including multiple dining options, bike and surfboard storage, a fitness center with sliding doors that open to a pickleball court and landscaped courtyard, and more.

Completing this massive campus on a fast-paced schedule was one of the project's greatest feats, with design, permitting, and construction all completed within three years. Contracted before the design was complete, Clark worked with the client and the city to break up permitting packages to allow crews to start on earlier phases of work. Rather than waiting for the entire building permit package, the project team received a foundations and frame permit for 75% of the campus and began work while the design was still underway. This staggered approach was integral to expediting work throughout multiple phases of the project.

Clark and the design team collaborated to determine that structural steel would allow for the quickest construction and avoid the time-consuming process of pouring large amounts of concrete. The team later benefited even more from this decision during a global cement shortage in the middle of the project. Clark worked with Coffman Engineers, the structural engineer, and the designers to determine how to make building C, a five-story laboratory space on top of a four-story, below-grade parking structure, all structural steel from the bottom of the garage to the top, allowing the team to come out of the foundation hole more efficiently.

Though construction started in 2021 during the worst COVID-19-related material delays, the team successfully managed critical long-lead materials and mitigated several manufacturing delays to avoid impacting project completion. Clark brought on mechanical, electrical, and plumbing design-build trades early to facilitate the advanced release

Above: Each building is thoughtfully placed to maximize the view of the Pacific Ocean from within the buildings, the outdoor terraces, and the plaza.

Below: The tenant clubhouse features a coffee shop that opens into the adjacent green spaces.

Photos by: Jason O'Rear



Becton Dickinson's lab space features light-sensitive rooms for developing medical imaging injectables, fume hoods, cold storage, and more.

of long-lead equipment, such as generators, switchgear, air handling units, chillers, and cooling towers. Also, Clark and Coffman accelerated the steel design to procure all of the project's steel before the full project design was complete to avoid gaps in the schedule due to material shortages.

Flad's design included a cementitious-looking façade with intricate stepped panels and rectangular windows behind a curved opening. Early in project development, the Clark team analyzed various façade composition options that would achieve both the design intent and schedule requirements. The team selected precast glass fiber reinforced concrete panels that were full-floor height and up to 33 feet wide with the majority pre-glazed, facilitating a speedier installation compared to a traditional stick-built façade system.

"This project is a testament to meticulous planning and unwavering dedication from the entire team of design consultants, trade partners, Clark, and Breakthrough Properties," said Clark Project Executive Lindey Bjorklund. "We laid the foundation for new research spaces, erecting structures that are designed to support scientific breakthroughs in bioscience and medical technology. Every aspect of this campus, from the articulations in the stepped façade to the building geometry, high-end campus amenities, and green spaces, was methodically designed and coordinated in parallel with maintaining a very fast-paced project delivery."

During construction, Breakthrough Properties leased building C to Becton Dickinson. Already representing the longest path in the schedule, it now featured a full tenant build-out to be completed within the same timeline. Clark partnered with CRB, a general contractor and designer specializing in life science spaces, to perform the 200,000-square-foot build-out. Features include chemistry, manufacturing, and research and development laboratories, light-sensitive rooms for developing medical imaging injectables, cold and freezer storage, and laboratory casework. Despite the additional scope, the project team received the temporary certificate of occupancy



(TCO) for the tenant improvements the same day the base building received its TCO.

"Clark tackled this very complex project at a time of unprecedented and unique challenges in the construction industry," said Sarah Williams, senior director of design and construction for Breakthrough Properties.

"Every aspect of this campus... was methodically designed and coordinated in parallel with maintaining a very fast-paced project delivery."

Lindey Bjorklund,
Project Executive, Clark Construction

"From dealing with the global pandemic's lingering effects on manpower to shortages in critical elements needed for construction – including concrete, generators, transformers – and a challenging permit schedule, Clark worked with Breakthrough Properties to find solutions to mitigate delays, reducing schedule extensions from nine months to four months. The Clark team moved nimbly and adapted to address these challenges head-on to help Breakthrough deliver on their flagship campus, Torrey View by Breakthrough." ■

The unique façade features intricate stepped panels and rectangular windows behind a curved opening.



FROM DROP-OFF TO TAKE-OFF

Clark Builds a Better Travel Experience in Airports Nationwide

Airports play a critical role in the way our world functions and shape the way people experience it. Across the country, Clark is working with its aviation partners to build the infrastructure that improves efficiency and maximizes comfort and convenience for the travelers who take to the skies.

IAH MAKING AN ENTRANCE

At George Bush Intercontinental Airport (IAH) in Houston, the 500,000-square-foot Central Processor project – part of the Terminal B Transformation program – reimagines the passenger experience of United Airlines customers with controlled demolition of large, complex structures.

Work at IAH kicked off this spring with the demolition of the pedestrian tube structures. The massive concrete tubes stood for decades as windowless pedestrian tunnels, ushering passengers from the original processor to their departing flight gates. Sandwiched between the ground-level North Terminal Road and the above-ground Skyway, the tubes passed within inches of the Skyway's support columns, requiring selective and controlled demolition.

Balancing heavy machinery with exquisite care, crews completed the work in coordinated phases with United and Houston Airport Systems to maintain all airport operations. The removal of these tubes makes way for a streamlined and welcoming entrance to the future Terminal B gates.

ATL QUIETLY MAKING AN IMPACT

In Atlanta, the Clark/Atkinson/Technique joint venture team has worked tirelessly to forge the 700-foot tunnel extension at Hartsfield-Jackson Atlanta International



Airport (ATL) for the Plane Train automated people mover (APM) system.

Running under the active domestic terminal, the project team used a sequential excavation method to mine the tunnels with a combination of excavators in the soft ground and drill-and-blast to mine through rock, without impacting the airport's daily operations.

Over the course of 208 individual blast

events, Atkinson used 45,000 pounds of explosives to carve the tunnel just five feet beneath the domestic terminal, and within three to five feet from the MARTA and SkyTrain foundations. To achieve this safely, protection of the adjacent structures was paramount. In addition to a real-time ground and building monitoring system, the tunnel's support consisted of piles, face dowels, rock



Above: The BWI A/B Connector and Baggage Handling System project is the largest-ever terminal enhancement contract for the airport.

Left: Crews perform controlled excavator demolition at IAH to precisely dismantle the pedestrian tubes which run inches from the Skyway's support columns.

Photo by: Michael Worthington



Photo by: Aleksey Kondratyev

bolts, lattice girders, shotcrete, and welded wire fabric. Consolidated decision making and streamlined critical path scopes were integral to achieving this heavy and complex work and promoted a seamless and uninterrupted experience for airport staff and passengers.

BWI KEEPING OPERATIONS EFFICIENT

In Maryland, the Baltimore/Washington International Thurgood Marshall Airport (BWI) A/B connector and Baggage Handling System project defines airport operational efficiency. Despite being the largest-ever terminal enhancement contract for the airport, systems run at full speed for Southwest Airlines, even while those systems run straight through the heart of the construction site.

Clark's multi-phased construction approach for the A/B Connector project at BWI meticulously plans and sequences production to minimize disruption to airport operations. With the jobsite blocking the primary in-bound baggage handling system, multiple access tunnels were designed and constructed to provide safe and uninterrupted 24/7 access for Southwest's luggage train drivers to travel through the active construction site. Vital for the airline's operations, the entire jobsite was built around these temporary structures.

Once complete, the two-level addition between Concourses A and B will contain a new baggage handling system, expanded hold rooms, high-end finish restrooms, electrochromic glazing curtainwall, new passenger boarding bridges, and provide critical growth capacity for Southwest Airlines.

ORD COMBINING EXPANSION AND EFFICIENCY

At Chicago O'Hare International Airport (ORD), passenger amenities and efficiency have a front seat on the Terminal 3 improvements project. The ElevateT3 initiative aims to improve air travel by expanding, demolishing,

Left: Over the course of 208 individual blast events, Atkinson used 45,000 pounds of explosives to carve the tunnel extension for ATL's automated people mover.

Below: The updated design for DCA's restrooms includes expanded stalls, privacy features, smart technology, and modern aesthetic for comfort and convenience.



Rendering courtesy of the Metropolitan Washington Airports Authority

and reconfiguring its four concourses and 75 gates. As the airport's largest terminal, the design of Terminal 3 calls for adding even more space for increased efficiency and comfort, including expanded corridors, new baggage claim areas, an advanced baggage handling system, 10,000 square feet of additional concession and amenity space, and an expanded single screening area for the Transportation Security Administration security checkpoint.

DCA RAISING THE BAR FOR AMENITIES

At the Ronald Reagan Washington National Airport (DCA) Terminal 2 Modernization project, crews are embarking on expanding and renovating 12 restrooms located throughout National Hall and concourses B, C, and D. Recognized as an essential component to airport customer satisfaction, the updated restrooms will feature expanded stall size, privacy features, and more inclusive facilities.

Design upgrades also feature the removal and replacement of carpet and furniture in the concourse hold rooms. This work will be done overnight between the last flight of the evening and first flight of the next day, requiring crews to remove only as much flooring as



Rendering courtesy of Studio ORD - Studio Gang

At ORD, Clark is expanding, demolishing, and reconfiguring the airport's largest terminal to increase efficiency and comfort.

can be replaced in a single shift to maintain airport operations. Scheduled over three phases, these targeted improvements make a direct impact to the personal experience of travelers through DC.

These projects broaden Clark's portfolio of aviation expertise, showcasing the complexity of working within dynamic airport environments ranging from complex infrastructure to detailed finishes, and the ability of our teams to meet the demand of efficiency, safety, and passenger comfort. ■

DELIVERING BIG IMPACTS

in Small Footprints

Throughout the country, teams are delivering impressive results on smaller-scale projects that benefit from Clark's management expertise and meticulous execution. On these jobs, including interior renovations, hospital additions, university facilities, and entertainment amenities, our professionals work closely with clients to address unique scope requirements and achieve project goals while meeting demanding schedule and budget constraints.

ADDRESSING RISKS AND MEETING DEADLINES

On the 1,600-square-foot Department of Laboratory Medicine and Pathology Office project at the University of Washington, Clark delivered tenant improvements within an existing office space, including new partitions, finishes, lighting, power, data, and mechanical upgrades. Working within the facility's highly sensitive environment – which performs sophisticated testing and delivers clinical and anatomical pathology services – complicated the work. The project team applied best practices from Clark's work in laboratories nationwide to complete the renovation while minimizing the impact on the surrounding space, which remained fully operational throughout construction. Through close collaboration with the client about the facility's operational



Marymount University's Early Learning Academy serves as a daycare for local children and a living lab and employer for university students.

Photo by: David Hebble



Petco Park's Gallagher Square features new guest amenities like a custom playground, fenced dog park, and new entrance gates.

needs, Clark developed and maintained strict cleanliness and safety protocols to prevent contamination of patient and medical spaces. The renovation was delivered on time under an aggressive three-month schedule.

Schedule was also a key driver for the interior fit-out of Marymount University's Early Learning Academy in Arlington, Virginia, where the team was challenged with delivering the space before the start of the new school year. To meet this deadline, Clark's team proactively purchased specialty contracting work, performed early investigations of existing conditions, and tracked materials weekly. Through successful management of these potential risks to the schedule, the project was completed three weeks early. The new facility accommodates 64 young children as well as teachers, assistants, and administration staff, and serves as a living lab for university students to observe child development.

While the back-to-school calendar was on the minds of Clark's Marymount team, the Gallagher Square project team at San Diego's Petco Park raced to finish work in time for a different annual rite of passage – Opening Day of the San Diego Padres' 2024 MLB season. The scope of work included relocating the revered Tony Gwynn statue to a new two-level terrace and constructing a custom

playground, fenced dog park, wiffle ball field, pickleball courts, and a retail addition to the 60,000 square feet of public park space. Using a detailed schedule and week-by-week site logistics plan to track long lead times, the team completed the new features for the season home opener.

EXECUTING IN THE FIELD

In Illinois, Clark is constructing a new central utility power plant, including maintenance workspace and vehicle storage, on the 53-building Elgin Mental Health Center campus. The team will install three 500-horsepower medium-pressure, dual-fuel steam boilers and relocate one 1,200-horsepower steam boiler. Additional scope involves the installation of three 1,500-watt, 2.4-kilovolt diesel generators to supply parallel power to the campus when utility power is unavailable. Clark performed underground utility scans to identify existing conditions and self-performed the concrete work to help drive schedule and cost certainty. The team officially topped out in February, continues to complete concrete work, and will deliver the project in the spring of 2025.

Likewise, Clark transformed Capital One Arena's Signature Club and Lounge into a high-end membership lounge for sports and events. Once demolition began, the team discovered existing building conditions that did not align with the project drawings and worked with the architect in real time to adjust designs during the demolition phase. The project was completed under an aggressive three-month schedule to maximize the space's revenue-generating potential.

Careful identification of existing conditions was also critical in Nashville on the recently delivered Voorhees Rooftop Addition project, which added a floor to the historic four-story Bill Voorhees Company Building to accommodate a new upscale restaurant and bar. The 8,200-square-foot space required technical precision, ensuring the load of the new elevated structure was transferred entirely through existing columns. The team successfully planned and completed 106 penetrations of the existing slab to install MEP systems for the new addition. This work was the culmination of collaborative reviews of the design drawings for the rooftop space in comparison to the original base building drawings to identify and resolve structural conflicts before work began.

In their varying complexities, these projects each benefit from Clark's depth of expertise and resources. These projects exemplify Clark's ability to successfully collaborate with clients to understand project goals, identify and mitigate risks at the outset, and ultimately reach completion on schedule and within budget using construction best practices and tools to keep work on track. ■

Top: Clark is constructing a new central utility power plant, including maintenance workspace and vehicle storage, on the Elgin Mental Health Center campus.

Bottom: Clark transformed Capital One Arena's Signature Club and Lounge into a high-end membership lounge for sports and events.



Photo courtesy of Monumental Sports and Entertainment

SMALL BUSINESS INCLUSION PROGRAM GENERATES NEARLY ONE BILLION DOLLARS IN CONTRACT AWARDS SINCE ITS CREATION

SDBE15 exceeds expectations by awarding nearly \$300 million annually in small business contracts

Since establishing SDBE15 three years ago, Clark has awarded more than \$850 million in construction contracts through the program. Launched in 2021, SDBE15 is a small business inclusion initiative aimed at increasing small and diverse business participation on Clark projects. SDBE15 applies to every Clark project that does not otherwise have a small business participation goal.

Originally projected to generate \$250 million in new contract opportunities annually, SDBE15 has resulted in almost \$300 million in contract awards to small, disadvantaged-, minority-, and women-owned firms annually since implementation. The measure includes subcontracts awarded at all tiers with the goal of creating opportunities for the greatest number of firms possible.

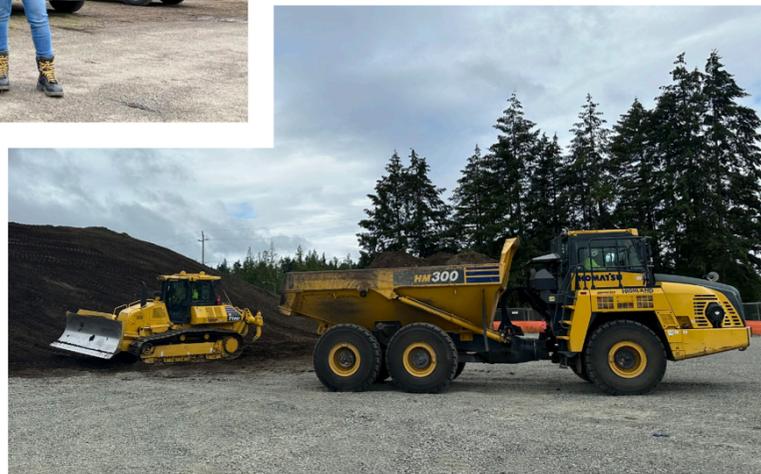
In Washington State, Highland Civil – a small, woman-owned excavating company – is playing a leading role at Clark’s New Forensic Hospital at Western State Hospital project thanks to



Nuttara Poli is president of Highland Civil, an excavation company working on Clark’s New Forensic Hospital at Western State Hospital project, pictured below.

the targeted efforts of SDBE15. Owners Nuttara Poli and her husband Tom paired their business acumen and knowledge of the construction industry to launch the firm, setting a commitment to excellent performance at the center of their growth strategy more than 10 years ago. Now on their second Clark project witnessing the scale and capacity of Highland expand, Nuttara explains, “Our work on these projects has allowed us to create opportunities within our company and among a diverse community of contractors.”

Clark’s approach to expand and strengthen its contractor network and ensure that small contractors have the capacity to compete on large construction projects includes the expansion of the Strategic Partnership



Program (SPP) and Small and Diverse Business Expo (SDBX) programs. Established nearly 18 years ago, SPP provides an intensive executive MBA-style development course targeted to small business leaders at no cost. Bringing together small business leaders with Clark executives, prime businesses, and

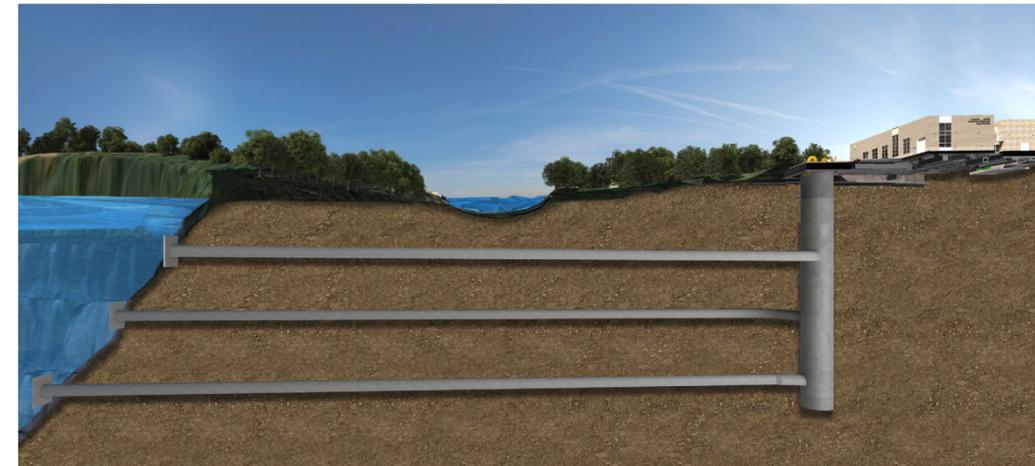
local certifying agencies, Clark’s Small and Diverse Business Expo (SDBX) includes informational sessions on how to best position an emerging company for success and how to work with Clark.

“We are helping realize maximum benefit for the small business community in terms of job creation, business growth, and incubation through Clark’s voluntary commitments,” noted Jay Grauberger, executive vice president of corporate affairs with Clark. “Our goal is to help unlock the potential that innovative small and diverse businesses bring to their work, and ultimately, to Clark projects.” ■

“We are helping realize maximum benefit for the small business community in terms of job creation, business growth, and incubation through Clark’s voluntary commitments. Our goal is to help unlock the potential that innovative small and diverse businesses bring to their work.”

Jay Grauberger,
Executive Vice President, Clark Construction

ENHANCING CLEAN WATER RESILIENCE AND INFRASTRUCTURE



Rendering courtesy of Arcadis

The Milestone Reservoir Raw Water Pump Station project in Loudoun County, Virginia, fills a previously barren rock quarry with up to 30 days of drinking water in case of drought or river contamination [pictured below]. Clark Water will install three tunnels connecting the pump station to the quarry [pictured left], ensuring water supply continues efficiently.

Clark Water is working with local municipalities to ensure safe drinking water is always available

Clark Water makes it possible for millions of people to enjoy clean water daily. With the maintenance and provision of clean water being one of the most pivotal health measures for our communities, water engineering is more crucial than ever. The projects in Clark Water’s portfolio support this mission, impacting the long-term health and sustainability well beyond the communities they serve.

In Loudoun County, Virginia, crews are transforming an abandoned rock quarry into a reservoir for clean drinking water at the Milestone Reservoir Raw Water Pump Station project. The reservoir will provide one billion gallons of raw water storage capacity to supply the Trap Rock Water Treatment Facility during periods of low flow due to drought or contamination in the Potomac River, providing an estimated 30-day supply of clean drinking water for the surrounding area.

Alongside Shirley Contracting Company, the Clark Water team will install three tunnels connecting the pump station to the quarry, ensuring water supply continues efficiently regardless of low-flow conditions. Only the third rock quarry conversion in the country, and the second completed by Clark, Milestone Reservoir not only restores the immediate environment surrounding the site by transforming the previously barren quarry into a fresh water source for vegetation and wildlife, but also provides significant long-term health protection for the residents of Loudoun County.

While too little water can strain our water systems, too much water can lead to significant health and environmental issues. A crucial aspect of promoting clean water is enhancing sewage programs. At the CSO 52 Tunnel and Pump Station in Lynchburg, Virginia with Guy F. Atkinson Construction, and the Shockoe Diversion Structure Trash Rake and Crest Gate in Richmond with Shirley, Clark Water is working with local municipalities to prevent sewage overflows into local waterways. Both currently have combined sewer systems



that overflow during high-flow situations. Clark Water is working to upgrade these systems, eliminating the contamination of local water sources.

On both projects, teams are building storage facilities that will alleviate storm and sewage water influx. The systems, however, require two different approaches to achieve this goal. In Lynchburg, during times of overflow, untreated water will be routed into a massive one-mile tunnel and a 100-by-35-foot holding shaft before being introduced into the treatment plant once water levels return to normal. In

Richmond, crews will replace two existing gates that redirect the flow of water during high-water situations towards a retention basin. Both projects will protect the surrounding communities and environment by ensuring only clean water is released back into the river.

These projects aim to provide clean water and protect our environment. Working with local municipalities, Clark Water is protecting vital bodies of water, and in turn, countless communities and ecosystems within these cities and as far as the rivers flow. ■



Clark Celebrates Ribbon Cutting at Maltz Special Warfare Aquatic Training Center

In April, Clark Construction and joint venture partner Byrne Construction joined the United States Army Corps of Engineers to celebrate the opening of the Maltz Special Warfare Aquatic Training Center at Joint Base San Antonio-Lackland.

To unveil the new facility, the team joined members of the military community at a ribbon cutting ceremony, which featured special remarks from the son of fallen pararescueman US Air Force Master Sergeant Michael Maltz, an admired and respected pararescue squadron leader and instructor for whom the center is named. Remarks were also given by the 21st Chief of Staff of the US Air Force, General David Goldfein, with US Air Force Master Sergeant Nathan Cox leading attendees in memorial push-ups.

The newly delivered 76,000-square-foot

state-of-the-art asset is an enclosed aquatic training facility that houses two climate-controlled, 50-meter pools for Air Force battlefield airmen training, classrooms, medical exam rooms, and a therapy bay. The pool area contains overhead catwalks for observation, large access doors for boat entry, and systems to simulate combat conditions. This will be the training hub for candidates seeking to join the Air Force Special Warfare fields of Pararescue, Combat Control, Tactical Air Control Party, and Special Reconnaissance.

“The project presented unique construction challenges. The reward of overcoming those challenges to provide this asset to our armed forces is immeasurable,” said Cara Lanigan, Clark Construction’s Central Group CEO. ■

The 76,000-square-foot facility houses two 50-meter pools for US Air Force battlefield airman training.

Photo courtesy of the US Army Corps of Engineers

Milestones

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

BREAKING GROUND

New Forensic Hospital at Western State Hospital Lakewood, Washington

In April, Clark began demolition on the campus of Western State Hospital in Lakewood, Washington. A total of 12 buildings will be demolished to prepare the site’s footprint for a new 450,000-square-foot forensic hospital and 50,000-square-foot administration building.

ORD Terminal 3 Renovations Chicago, Illinois

Clark and W.E. O’Neil Construction joined Mayor Brandon Johnson and the Chicago Department of Aviation to break ground on the Elevate T3 project at O’Hare International Airport (ORD) in April. The improvements include wider concourses, renovated restrooms, a revamped baggage claim area, and an additional 10,000 square feet of concession and amenity space.

UNDERWAY

Southwest Airlines BWI New Tech Ops Hangar East Linthicum Heights, Maryland

In April, Clark Civil celebrated topping out the Southwest Airlines aircraft maintenance facility at Baltimore/Washington International Thurgood Marshall Airport (BWI). The 129,000-square-foot structure will accommodate three planes inside the hangar, eight planes on the apron, and serve as Southwest’s first maintenance hangar in the Northeastern United States.

633 South LaSalle Chicago, Illinois

In March, the Clark team celebrated the completion of pouring 6,400 cubic yards of concrete to top out 633 South LaSalle. Once complete, the 18-story residential tower in the South Loop of Chicago will have 358 units, including apartments and co-living spaces, two amenity floors, an outdoor pool and grill area, a fitness room, and lounges.

Andretti Global Headquarters Fishers, Indiana

The Clark team topped out the Andretti Global Headquarters project in June. The new facility will house a workspace for multiple racing teams, plus Andretti’s global corporate office with an auditorium and a state-of-the-art fitness center.



Photo by: Tom Banner

The Pinnacle at Nashville Yards Nashville, Tennessee

In April, the Clark/Bell joint venture team topped out The Pinnacle, a state-of-the-art live entertainment center in the Nashville Yards development, setting a total of 1,100 tons of steel. The four-story, 130,000-square-foot music venue will have a capacity of 5,000 people and 30,000 square feet of retail space.

University of Nevada, Reno Mathewson Gateway Reno, Nevada

In April, Clark and Edgemoor joined partners from the University of Nevada, Reno to celebrate the topping out of Mathewson Gateway, a five-story, 128,000-square-foot academic building that will house the College of Business and include a 300-seat auditorium, advanced technology labs, collaboration spaces, offices, a café, landscaped courtyard, and outdoor plazas.

600 Fifth Street NW Washington, DC

Clark, Rockefeller Group, Stonebridge, and building crews celebrated the topping out of 600 Fifth Street NW in May. To reach this milestone, crews erected 1,800 tons of steel, placed 3,700 cubic yards of concrete, and removed over 9,800 tons of material. The 400,000-square-foot building is the only new office building under construction in Washington, DC that is set to deliver in the next two years.

COMPLETE

The Grace and Reva Arlington, Virginia

In June, Clark successfully completed The Grace and Reva – two residential buildings. The Grace, a 26-story tower, features 337 units and 22,000 square feet of retail space. Reva, a 27-story tower, features 471 units and 17,000 square feet of retail space.

Photo by: Aleksey Kondratyev



PROJECTS RECEIVE INDUSTRY AWARDS COAST TO COAST

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

AGC BUILD AMERICA AWARDS

The Associated General Contractors (AGC) Build America Awards honor members who build the nation's most impressive projects across all major construction markets.

Johns Hopkins University Bloomberg Center
Merit Award, Building Renovation, \$126 million or more

Alamo Exhibit at the Ralston Family Collections Center
Building New, under \$20 million

Orange County Museum of Art
Building Renovation, \$76 to \$125 million

ABC BEST IN ATLANTA REAL ESTATE AWARDS

The Atlanta Business Chronicle (ABC) Best in Atlanta Real Estate Awards recognize the city's top real estate deals and developments.

Hartsfield-Jackson Atlanta International Airport (ATL) Plane Train Tunnel West Extension
Best in Infrastructure

UNDERGROUND CONSTRUCTION ASSOCIATION AWARDS

The Underground Construction Association Awards are presented for excellence in tunneling and underground construction.

Hartsfield-Jackson Atlanta International Airport (ATL) Plane Train Tunnel West Extension
Project of the Year

KCBJ CAPSTONE AWARDS

The Kansas City Business Journal (KCBJ) Capstone Awards honor the top real estate and development projects in the Kansas City area.

Kansas City International Airport New Single Terminal
Judges' Special Recognition



Photo by: Sterling E. Stevens



Photo by: Sean Henderson

THE BUILDERS BUILDING EXCELLENCE AWARDS

The Builders, a Missouri chapter of the AGC, honors the Kansas City region's premier construction projects and initiatives.

Kansas City International Airport New Single Terminal
Project of the Year by a General Contractor, over \$100 million

IREJ COMMERCIAL REAL ESTATE AWARDS

The Illinois Real Estate Journal (IREJ) celebrates the achievements, successes, and highlights from all sectors of the commercial real estate industry.

Fulbrix Apartments
Multifamily, Fulton Market/West Loop Award

ULI NASHVILLE EXCELLENCE IN DEVELOPMENT AWARDS

The Urban Land Institute (ULI) Nashville Excellence in Development Awards celebrate developments that demonstrate exceptional innovation and impact on the community or within their product type.

Albion in the Gulch
Amazon's Juno Tower at Nashville Yards

CLARK ANNOUNCES COMPANY OFFICER PROMOTIONS

Clark Construction is pleased to announce the promotions of the following team members:



Timothy Campbell
Vice President,
Eastern Group



Brett Harton
Senior Vice President,
CFP



Mike Hurley
Vice President,
Eastern Group



Dan Kapner
Vice President,
Legal



Geoff Kratville
Vice President,
Southeastern Group



Tim Lamson
Senior Vice President,
Northern Group



Adrian Mirani
Vice President,
Capital Group



Eric Olson
Senior Vice President,
Western Group



Chris Phares
Senior Vice President,
Northern Group



CC Pignatelli
Vice President,
Capital Group



Steve Schneider
Vice President,
Southeastern Group



Brad Stevens
Vice President,
CFP



Pete Togni
Vice President,
CFP



Albert Valdivia
Senior Vice President,
Western Group



Photo by: Chad Baumer

CHIP HASTIE PROMOTED TO CHIEF OPERATING OFFICER FOR BUILDING GROUP

Chip Hastie has been promoted to chief operating officer for Clark's Building Group. In his new role, Chip works with Clark leadership across the country to oversee our approach to vertical construction projects from acquisition and development through delivery.

Since joining Clark in 1998, Chip has overseen

the completion of landmark projects across the country, including the Governor George Deukmejian Courthouse, Southeast Louisiana Veterans Healthcare System Replacement Project, Petco Park, and the Miguel Contreras Learning complex. ■





Photo by: Aleksey Kondratyev

CLARK HOSTS TAKE YOUR CHILD TO WORK DAY ACROSS THE COUNTRY

In April, Clark hosted Take Your Child to Work Day, offering the families of our team members a first-hand look at the world of construction.

At Clark offices across the country, children began their workday with activities that exemplify one of Clark's core tenets: giving back. Activities included making cards of gratitude to our first responders and veterans and crafting dog toys for

a local animal shelter.

Participants then headed to a local active project site, including George Mason University Fuse at Mason Square in Arlington, Virginia; 633 South LaSalle in Chicago, Illinois; and North Hollywood High School Modernization in Los Angeles, California, where family members gained hands-on experience with important construction concepts like safety and teamwork. ■

SHIRLEY CONTRACTING CELEBRATES 50TH ANNIVERSARY

In April, Shirley celebrated its golden anniversary, marking five decades of delivering excellence in transportation, heavy civil, and site development in the Mid-Atlantic. This year also marks the 25th anniversary for Shirley's excavation division, Metro Earthworks. Festivities included a company picnic at Fort Hunt Park in Fairfax County, Virginia, and a video series in

which team members across the company reflect on their experience and Shirley's anniversary.

The Shirley team is proud to continue building infrastructure that improves our communities. Current work includes improvements to Route 658 in Warren County, Virginia, where a new railway crossing will alleviate motorist delays. Read more about Shirley's history on page 22. ■



WES STITH RECOGNIZED AS BLACK HISTORY HERO BY MARYLAND WASHINGTON MINORITY COMPANIES

Clark Senior Vice President Wes Stith was recently named a Black History Hero by the Maryland Washington Minority Companies Association for his positive influence and significant contribution to Marylanders.

Wes and his team spearhead identifying, prequalifying, and mentoring local, small, and minority-owned businesses, and provide relevant capacity-building resources. These efforts have been instrumental in exceeding

small business hiring goals as well as SDBE15, Clark's commitment to including at least 15% small and disadvantaged business enterprise participation on all projects.

Among his proudest accomplishments is the creation of the Strategic Partnership Program, an industry-leading executive MBA-style course that builds small business capacity and supports economic growth in the communities Clark serves. ■

CLARK BUILDS COMMUNITY BY GIVING BACK

Across the country, our teams give their time, energy, and talent to organizations in the communities where we live and work. Take a look at some of our recent efforts.

DEMOCHICKS

In March, Clark joined DemoChicks at Long Beach's Cabrillo High School to engage with 15 young women in a construction workshop. Founded in Southern California by Clark Strategic Partnership Program alumnus Robin Thorne, DemoChicks works to break down barriers and empower young women and gender-diverse individuals to pursue careers in engineering, construction, and architecture. Clark engineers shared the diverse experiences that led them into the construction industry and participated in an interactive activity with students helping them to read plans and build a structure from popsicle sticks.

MONTGOMERY COUNTY COALITION FOR THE HOMELESS

In April, Clark Foundations volunteered with Montgomery County Coalition for the

Homeless (MCCH) at an Action and Awareness event. MCCH's mission is to provide solutions to end homelessness in Montgomery County, Maryland, by providing emergency shelter, permanent supportive housing, advocacy for systemic change, and expanding the supply of affordable housing. The team learned about the impacts and prevalence of homelessness in Montgomery County and assembled 100 bagged lunches for one of the organization's emergency shelters.

SHARIA'S CLOSET

When storms ravaged the San Diego area in February with unprecedented rainfall and extensive flooding, more than 1,200 residents were displaced from their homes. Clark's San Diego team stepped into action to help their neighbors impacted by the storms. Team members hosted a clothing drive, collecting more than 60 pounds of clothing, and assisted with processing, sorting, and restocking items for Sharia's Closet, a nonprofit dedicated to providing emergency clothing for individuals and families experiencing financial hardship or crisis throughout San Diego County.



REBUILDING TOGETHER

Since 2016, the Clark team in the Pacific Northwest has partnered with Rebuilding Together Seattle to perform essential home repairs that help low-income homeowners prevent injury, illness, or displacement and remain in their homes. In April, Clark volunteers celebrated National Rebuilding Day by donating their time and skills to create a safe and healthy home for a neighbor in need. The group provided yard cleanup and landscaping, removed hazardous materials from the property, built a new shed, and replaced light fixtures and doors inside the house.

YOUTHBUILD SEATTLE

Recently, Atkinson joined YouthBuild, a six-month pre-apprenticeship program focused on building skills and expertise in the construction industry by providing community and team-building opportunities, resume and interview tips, and job placement assistance to underserved populations, specifically those experiencing homelessness. Team members helped prepare students for an apprenticeship program by sharing practical guidance and personal experiences from their own career paths. ■



BUILDERS AT HEART WITH Angel Fortner



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 Angel Fortner, a site coordinator with Clark Water currently working on the Methanol Feed Facilities at the Millard H. Robbins Jr. Regional Reclamation Plant project in Centreville, Virginia.

Tell us about your background. I spend as much of my spare time as possible enjoying the outdoors, and I love hiking. I also enjoy woodworking and wood burning!

What made you want to pursue a career in construction? Before I worked in construction, I ran a VFW (Veterans of Foreign Wars) post and met a

superintendent there who told me about the day-to-day and encouraged me to try field engineering.

Tell us about your career with Clark so far.

I started working in the construction industry 11 years ago and have been with Clark for 7 of those years. First, I was a laborer with Clark Civil on the Dulles Metrorail Silver Line, Phase 2 project, then I worked as a field engineer managing precast panel work. I then moved to Clark Water, managing the layout and piles on the Little Patuxent Water Reclamation Plant projects. I spent some time on a few other Clark Water projects after that, including the Noman M. Cole Jr. Pollution Control Plant Solids Processing Rehabilitation project and the Savannah Convention Center in Savannah, Georgia.

Who has had the most influence on your life and why?

I worked with two senior superintendents – Joe Kinser and Brian Wright – who really pushed me along the way and taught me a lot in the industry. They have inspired me to always reach for more.

"I really like helping my team, especially the women I work with. I love showing them how I grew in the industry and encourage them to do the same."

Tell us about your experience growing within Clark and into your new role.

After two years as a laborer with Clark, I was promoted to a foreman. In that role, I helped other laborers and craftspeople. I really like helping my team, especially the women I work with. I love showing them how I grew in the industry and encourage them to do the same.

What do you like most about your current role?

In my role as site coordinator, I have more responsibility and am empowered to make decisions

more independently. That has been an enjoyable challenge. I now manage the work and trade contractors instead of putting the work into place myself. I also have the opportunity to grow relationships with clients, which has been a great learning experience and allows me to push myself each day!

What is your proudest accomplishment, either personally or professionally?

Personally, I have been very proud to be a mentor to my siblings and set an example for them. Professionally, I am proud of the work that I do each day. ■



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



Angel Fortner, pictured above, is a site coordinator with Clark Water currently working on the Methanol Feed Facilities at the Millard H. Robbins Jr. Regional Reclamation Plant project in Centreville, Virginia, pictured to the left.

THE WAY WE WERE



Left: Completion of the Mixing Bowl Interchange Complex in Northern Virginia inspired the founding of Shirley in 1974.

Below: The Intercounty Connector, Contract C for the Maryland Department of Transportation State Highway Administration included 23 new bridges and required the movement of over 2.6 million cubic yards of earthwork.

SHIRLEY CONTRACTING COMPANY is celebrating its 50th anniversary in 2024. Since its founding in 1974, Shirley has been a leading infrastructure builder throughout the Mid-Atlantic region, specializing in highways and bridges, site development, heavy civil, and utility infrastructure projects.

If you've ever driven in Greater Washington, chances are you've driven on a road or bridge that Shirley has been a part of. Since delivering its first project — a reconstruction of the George Washington Memorial Parkway Bridge over Four Mile Run — Shirley has delivered some of the region's most notable infrastructure projects. This includes Maryland's Intercounty Connector (ICC) Contract C, D, and E; Route 28 Corridor Improvement; I-95 Springfield Interchange Phases 2, 3, and 4; Dulles Greenway Widening; and multiple expansions and improvements to multiple sections of the Fairfax County Parkway, I-64, I-66, I-95, and I-495.

Guided by the core values of safety, integrity, innovation, pride, and people, Shirley is well positioned to spend the next half-century continuing to build the infrastructure that connects us. ■





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Virginia Railway Express Lifecycle
Overhaul and Upgrade Facility
Fredericksburg, Virginia
Photo by: Quentin Penn-Hollar

