Welcome to the third issue of “Building Blocks,” Clark’s community outreach newsletter for the Highland Hospital Acute Tower Replacement Project!

It is our pleasure to deliver to you, the community, news and information about the project. You will see in this issue, and in future issues, the work the Clark team has been doing not only at the project site but also within the community.

Make Way for the New Acute Care Tower

In February, heavy equipment began rolling onto the site of the new Acute Care Tower on the northeast side of the 14-acre campus along 14th Avenue. Before any construction work began, some of the original Spanish baroque-style buildings had to be removed. The material from these structures was sorted into piles of concrete and metal. The metal rebar was hauled to a local recycling center, and the concrete was also diverted from landfills and reused as road base or gravel.

As one of Oakland’s busiest trauma care facilities, Highland Hospital must remain open with minimal disruptions to traffic and services. Coordination between Clark Construction and the demolition team was critical in maintaining a comfortable and hazard-free environment for patrons of the medical center and the surrounding community.

The planning and engineering for the Increment I and II phase started nearly two years prior to the start of work. Turner Group Construction is managing the demolition contracting team from Cleveland Wrecking to ensure that the buildings are brought down in a safe and timely manner. As an OSHPD 1 Building, inspections have to be scheduled several days in advance.

Before demolition began, steel braces fabricated by Forem Metal Manufacturers were installed by Shoring Engineers to support the underground service tunnel. This tunnel remained to provide utilities to the new subterranean central utility plant.

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This year is a pivotal one for the Highland Hospital ATR Project. Last November, we completed the structural steel installation on the Specialty Care Building and the underground utility relocation was just beginning on the ACT site. Since the last issue of “Building Blocks,” we have received the Increment 3 permit for the 100% Construction Documents on the ACT Building. With these milestones met, we are eagerly awaiting OSHPD approval of the Increment 4 and 5 plans for the ACT main building and exterior skin packages.

Now that the structural steel components are completed on the Specialty Care Building, we turn our focus to metal stairs installation and fireproofing of structural steel. The mechanical, electrical, and plumbing trades are all well underway and site utilities will start this month.

Our Mentor Protégé, Turner Group Construction, is preparing the ACT site for construction and is nearing completion of the shoring for the utility corridor. They can now begin demolition of the C, D, and F wings to make room for the future nine-story Acute Care Tower. The demolition phase is scheduled to be completed at the end of April and mass excavation will start thereafter. Foundations for the new tower will be underway by the end of the 2nd quarter of 2012.

We are very proud of the partnerships we have forged with small-local businesses through Alameda County’s Enhanced Construction Outreach Program. To date we have awarded over $26,000,000 in contracts to 48 small-local businesses.

We are gearing up for the next semester of our Small Business Strategic Partnership Program (SBSSP). Approximately 29% of the graduates of the SBSSP have been awarded contracts on the Highland ATR project. We have also employed two students from Laney College for a semester-long, paid externship program. The students will receive course credits as well as valuable experience on the jobsite during their time with us.

Another of our important outreach initiatives has been the ACE Mentors Program. In February, we began a weekly workshop with area high school students to mentor them as they pursue their burgeoning interest in Architecture, Construction, and Engineering. We recognize that young people are the future of our industry, and we truly enjoy working with them as they strive for higher education. In the coming months, we will also continue our partnerships with Rebuilding Together Oakland, Oakland Public Works, among others, as we continue to galvanize our relationship with the local community.

Sincerely,

David Wilson, Vice President

Demolition Begins... – Continued from page 1.

The meticulous process of separating the C-wing and the corridor while leaving the utility tunnel below in place was carefully orchestrated and performed without disturbing the employees inside. Similarly, the bridge that once linked the Specialty Care Center building. Clark Construction continues to donate excess food from these events to a local soup kitchen in Oakland.

INTERESTING FACT: During construction of the Golden Gate Bridge there were 11 fatalities. Remarkably, this was a safety record at that time. In the 1930s, bridge builders expected one fatality per $1 million in construction costs, and builders expected 35 fatalities while building the Golden Gate Bridge. One of the bridge’s safety innovations was a net suspended below the bridge deck. During construction this net saved the lives of 19 men, who were known as the “Half Way to Hell Club.”

It is not clear how this standard would translate into today’s dollars at Highland Hospital, but thank goodness such calculations do not have to be considered. Fortunately, the attitude has shifted to NO injuries being considered acceptable on a jobsite. For the year 2011, our Recordable Incident Rate was 2.29 with a Lost Time Incident Rate of 0.76, which are half the national average.

With two years and over 275,000 man-hours recorded on the Highland Hospital project, Clark has maintained an outstanding safety record. This is credited to the Clark staff and all the workers who adhere to the strict standards established by Clark on the project. Completing the parking garage without a major incident was particularly satisfying given the nationally high rate of injuries during concrete operations.

Demolition operations have been very successful as well, in large part due to the project team’s vigilance in keeping demolition areas secure. We look forward to the excavation stage of the Acute Care Tower project, which will bring significant changes to site logistics and the flow of construction traffic through the jobsite. However, these changes should not have any disruptive impacts on the public.

Significant shutdowns for electrical work have required close communication between Clark, our subcontractors, and the hospital staff, and this coordination has been very successful. We appreciate all of the hospital staff’s contributions to making this critical work a success.

The project had a “topping out” ceremony in December to celebrate the completion of steel on the Specialty Care Center building. Clark Construction continues to donate excess food from these events to a local soup kitchen in Oakland.
The Clark Design/Build of California Team

The Clark Design/Build of California, Inc. ("Clark DB") team is comprised of several industry leaders in the design and construction of complex medical facilities and in the administration of small, disadvantaged business programs. In addition, Clark DB has occupied an office in Alameda County since 1999. Together, the team is dedicated to delivering a first-class medical facility that will enable the County to deliver effective healthcare to the community in a safe, healing environment. Through the excellent, experienced services of the design team headed by SmithGroup Inc. with associate architects Ratcliff and Shah Kawasaki Architects, the team is evaluating everything from the staff and patient experience to the durability and safety of materials used in the facilities. In addition to their role as general contractor with responsibility for managing and completing the physical construction work, Clark Construction Group — California, LP ("Clark"), has assisted in design decisions by evaluating constructability, schedule, and budget impacts of various options. Construction Consulting Unlimited and A Squared Ventures are supporting both the design and construction teams in administering the project’s outreach program. All of these disciplines fall under the management of Clark DB as the team completes one of the most exciting projects in the County.
Enhanced Construction Outreach Program Profile: McNely Construction of San Leandro

Alameda County’s Enhanced Construction Outreach Program (ECOP) was established to help local, small local, and minority and women-owned business thrive and be able to compete for more local construction contracts. One of our small business partners at Highland ATR has been McNely Construction of San Leandro. We talked to Claire Koenig in January to find out how things are going.

The company was founded in 1985 by Claire’s father and later was taken over by Claire and her brother Dan in 1994. The firm has focused primarily on pursuing jobs in the private sector and has only recently ventured into the realm of publicly funded projects. McNely currently has 15 full-time employees.

McNely was one of the contractors that took advantage of the County’s Contractor Bonding Assistance Program (CBAP). Claire told us that prior to the being accepted into the CBAP program, they rarely pursued projects that required a bond. “It has brought us to the table for projects we thought were out of our reach,” Claire said. She went on to say that the ECOP program “brought us to the playing field so that we can compete.”

McNely was contracted in 2010 to do the build-out of the project office located in the historic wing of the hospital. Claire says that the Highland Project gave them the much needed revenue and helped their fiscal year end in positive territory.

They were recently awarded the slab-on metal deck contract for the Specialty Care Building. Claire says, “We now have the confidence to pursue more publicly-funded work.” They are also working on several private sector projects and pursuing additional projects with Alameda County and the City of Oakland. Claire says the experience of working with Clark through the County’s ECOP Program “has reaffirmed to us that we are capable of quality work in the ‘big-dog’ arena.

Clark’s Holiday Giving

During the holiday season, Highland ATR employees supported their local community by donating gifts and food for local families in need.

Inspired to give, the project team members organized a food drive to donate dinners to local families. The meals included 20 lb. turkeys and 10 lb. hams with all the trimmings for Thanksgiving dinner. The meals were packed up and delivered to the local families in Oakland.

At Christmas time, Highland ATR personnel came together again to make Christmas bright for needy families. Toys, clothing, blankets, and other gifts were collected and wrapped by Clark employees.

What started as a way to give to those less fortunate has turned into an opportunity for us all to learn the importance of generosity and kindness. The ability to share with others and make someone’s holiday better meant a lot to all of us.

Small Local Emerging Business Profile: OLMM Consulting Engineers

2012 marks a milestone for OLMM Consulting Engineers. The company is celebrating its silver anniversary with 25 years in business. OLMM started in San Francisco in 1986 but has been headquartered in Oakland since 1998. They currently have 14 employees in their 14th Street office. OLMM was hired by the Engineer of Record, Degenkolb, as the Structural Engineer for the Specialty Care Building. We caught up with Sunil Gupta, President of OLMM in his office.

The design team utilized software known as Building Information Modeling or BIM. Sunil said, “Clark’s input during the Design/Build process helped us to resolve issues quickly and it also helped to minimize change orders.” BIM allowed OLMM to perform clash detections to prevent costly delays in design and construction. Sunil says it is important for small firms to adapt to using BIM to be competitive.

Alameda County’s Small Local Emerging Business Program (SLEB) was developed to foster the growth and success of small businesses in Alameda county. “The SLEB program is great for small businesses,” Sunil said. “It provides technically qualified firms with opportunities to work on larger projects. The SLEB program helped us to develop a project profile which allowed us to get new projects.” After several years of a sputtering economy, Sunil says that OLMM “sees the economy getting better.”

OLMM hopes to pursue more work in the Healthcare and Higher Education sectors in 2012 and beyond.
Cypress Mandela

Last December, Clark joined the Cypress Mandela Training Center in their 20th anniversary celebration of service to the citizens of Oakland. Clark was proud to support the incredible work of Cypress Mandela as a $10,000 annual sponsor. Cypress was founded by Art Shanks after the Loma Prieta earthquake in an effort to provide training and jobs to the youth of Oakland. In the years since, Cypress has become a nationally recognized pre-apprentice program with more than 1,600 graduates, many of whom have gone on to successful careers in the construction trades. The following month, Clark Construction Project Executive Ryan McKenzie joined Cypress staff, area contractors, and community leaders at CalTrans Headquarters for the winter graduation. The ceremony welcomed 37 new pre-apprentices into the construction trades. Clark has been working with Cypress and Subcontractors to employ as many graduates of the program as possible. We applaud Art and his staff for their many years of diligent dedication.

Adopt a Spot

In October, a group of volunteers from Clark and the GSA gathered on a chilly Saturday morning to revitalize the neighborhood and improve the appearance of the street adjacent to the hospital. Clark Construction organized the event as a gift to the local community. The team worked on the stretch of road between 31st and 27th Street on 14th Ave. Clark is working in conjunction with Oakland Public Work’s Adopt a Spot Program. Adopt a Spot is designed to help neighborhoods throughout Oakland play a role in maintaining and beautifying their community. The program assist by providing lane closures in the street, tools, and safety equipment. They even haul away all the debris when the improvement work is completed.

We started at 31st street and worked our way south to 27th Street. The team was in charge of clearing the median of debris and collecting leaves and weeds in biodegradable bags so they can be used as compost. Once this task was complete, the team planted over 200 daffodil bulbs donated from the local Home Depot store. In spring, the street will be bursting with color as the flowers come into bloom.

With everyone’s help, we were able to finish the work just before noon. Clark plans to maintain this stretch of roadway throughout the course of the Highland ATR project. Special thanks to Kelly Pschirrer and Herman Miller and his crew from Oakland Public Works for providing us with the necessary tools and helping to keep us safe.

The Adopt a Spot program is one way Clark reaffirms its commitment to the community in which we live and work. For more information on how you can Adopt a Spot in your Oakland neighborhood, call (510) 238-7630.

Activity on Site - The Next 6 Months

**SPECIALTY CARE CENTER BUILDING: SCC Phase One**

We recently completed structural steel and placement of concrete at the penthouse roof. The fireproofing of the structural steel is proceeding as scheduled and should be completed by mid-March. During the past few months, the mechanical, plumbing, electrical, and sprinkler subcontractors have also started installing their scopes of work beginning on the lower levels of the parking garage. Ducts, piping, and electrical conduits are being installed and will continue into the summer of 2012. Concurrent with all the activities that are taking place on site, the exterior enclosure will begin in March.

**ACUTE CARE TOWER: ACT Phase Two**

With the bracing of the campus utility tunnel nearing completion, we have begun dismantling the C, D, and F wings to proceed as scheduled through the month of May. Installation of the shotcrete wall along the existing utility tunnel will provide permanent structural support of the ACT Building. All of these activities are leading to the next phase of construction: mass excavation of the project site to begin installation of footings and underground utilities for the new building. A key component of the excavation phase is the installation of a tie-back shoring system. This involves driving long anchors into the existing soil along the interior walls of the excavated pit and stressing them taut against vertical wood lagging. Foundations will begin at the end of June 2012.

SLEB CONTRACTS

Below are the awarded SLEB contracts on the Highland Hospital ATR project. Listed below each subcontractor are any 2nd tier SLEBs.

SUBCONTRACTS

Below are the awarded subcontracts on the Highland Hospital ATR project. Where a first-tier subcontractor is not a Small Local Business Enterprise (SLBE), Minority Business Enterprise (MBE), and/or Women Business Enterprise (WBE), that subcontractor has individual participation goals for those certifications. Please contact them for lower-tier opportunities. As lower-tier contracts are executed, these firms will be identified here with their respective certifications.

Asbestos Abatement - SCC/ACT
R.B. Construction, Inc. LBE, SLBE, MBE

World Environmental (LBE, SLBE)

B-1 Office Construction
McNeil Construction Company

LBE, SLBE, WBE

LJ Interiors, Inc. (LBE, SLBE)

DAL Technology (LBE, SLBE, MBE)

Conklin Plumbing (LBE, SLBE, MBE)

B-1 Office Design
Shah Kawasaki Architects, Inc. SLBE

Below Grade Waterproofing - SCC
Valley Waterproofing Company, Inc. LBE, WBE

Cast-in-Place Concrete – SCC Podium
C. Overa & Company LBE

Bigge Crane LBE

D&S Trucking LBE, SLBE, WBE

Johnson Western Gunite LBE

Nor-Cal Scaffolding LBE, SLBE

Landavazo Brothers LBE, SLBE, MBE

Corrosion Protection
Danco Waterproofing LBE, SLBE

Curtain Wall Systems and Metal Panels

Baines Group LBE, SLBE, MBE

Crown Masonry LBE

C/S Erectors, Inc. LBE

Adolph’s Glass LBE, SLBE, MBE

Automated Services LBE, SLBE

Enginious Structures LBE, SLBE

D C & Glass LBE, SLBE, WBE

Devatering – SCC
Viking Drillers, Inc.

Doors, Frames and Hardware - SCC/ACT
Corbin Building/ISEC

Joint Venture LBE, SLBE, MBE

Electrical
Cupertino Electric Inc.

Rici Electric LBE, SLBE, WBE

Pacific Auxiliary LBE, SLBE, MBE

Francisco LBE, SLBE, WBE

One Source LBE, SLBE, WBE

Tryco LBE, SLBE, WBE

Accurate Firestop LBE, SLBE, MBE

Palma Engineering LBE, SLBE, WBE

Still Source LBE, SLBE, WBE

Elevators
Rone Inc. LBE

Lower-tier TBD

Fence Painting
D and B Painting Company LBE, SLBE, MBE

Fill on Deck – SCC
McNely Construction LBE, SLBE, WBE

Fire Sprinklers
Cusco Fire Protection Inc. LBE

Potter Fire Protection LBE, SLBE, WBE

Gypsum Board, Metal Studs, and Plaster Performance Contracting, Inc. LBE

Trellac LBE, SLBE

General Supply LBE, MBE

Hartley Berger JV LBE, SLBE, WBE

Accurate Firestop and Insulation LBE, SLBE, MBE

Ironwood LBE, SLBE, WBE

Historic Salvage – ACT
Sullivan Thompson

Masonry

HVRAC and Plumbing
F.W. Spencer & Sons, Inc. LBE

Kent Lin LBE, SLBE, WBE

DML Technology LBE, SLBE

Fuel Oil Systems LBE, SLBE, WBE

Steel Source LBE, SLBE, MBE

Hoisting and Surveying – SCC/ACT

Baines Group LBE, SLBE, MBE

Increment I & II – ACT
Turner Group Construction

Cleveland Wrecking LBE, SLBE, MBE

Foreman Metal LBE, SLBE, MBE

Crown Masonry LBE

Cleveland Johnson Gunite LBE, SLBE, WBE

Magnus Construction LBE, SLBE, WBE

Cal-West Concrete Cutting LBE, SLBE, WBE

Shoring Engineers LBE, SLBE, MBE

Valley Waterproofing LBE, WBE

Masonry – SCC
Crown Masonry LBE

Metal Fabrications - SCC Podium

Foreman Manufacturing, Inc. LBE, SLBE, MBE

Metal Fabrication and Stairs SCC/ACT
Kwan Wo Ironworks, Inc. MBE, WBE

Pneumatic Tube Systems

Swisslog Healthcare Solutions

Rough Carpentry – SCC
AMG Construction LBE, SLBE, MBE

Calco Fence LBE, SLBE, WBE

Romano’s Painting LBE, SLBE, WBE

Shoring and Excavation – SCC
Condon-Johnson & Associates, Inc. LBE

Foreman Manufacturing, Inc. LBE, SLBE, MBE

5 & S Trucking LBE, SLBE, WBE

Site Utilities – ACT
Talus Construction Inc. LBE, SLBE, WBE

Steel Stairs – SCC
Kawan Wo Ironworks, Inc. MBE, WBE

Structural Demolition – SCC

LVI Facility Services LBE

Marshall Trucking LBE, SLBE, MBE

Vobicky Enterprises LBE, SLBE, MBE

Workforce Solutions LBE, WBE

Structural Steel – SCC/ACT
The Herrick Corporation LBE

PG Construction LBE, SLBE, MBE

Steel Source Construction LBE, SLBE, WBE

TC Steel LBE

Surveying

BKF Engineers LBE

D & D Surveying LBE, SLBE, MBE

Test Caissons – ACT
Malcolm Drilling Company LBE

Tree Demolition

DoRay Demolition and Clearing, Inc. LBE, SLBE

Tree Trimming
Arboretch Tree Care, Inc. LBE, SLBE, MBE

Underground Utilities – ACT
Talus Construction, Inc. LBE, SLBE, WBE

Utility Polishing
McGuire and Hester LBE

AMG Construction LBE, SLBE, MBE

Bay Line Cutting LBE, SLBE, WBE

Penhall Company LBE

Vibration Monitoring
Municipal Consultants LBE, SLBE, WBE

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Batesville, Inc.

LBE, SLBE, WBE

BW Construction Co.

LBE, SLBE, MBE

Voeckler Enterprises LBE, SLBE, MBE

Source Technology LBE, SLBE, MBE

Performance Contracting, Inc.

LBE, SLBE, WBE
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