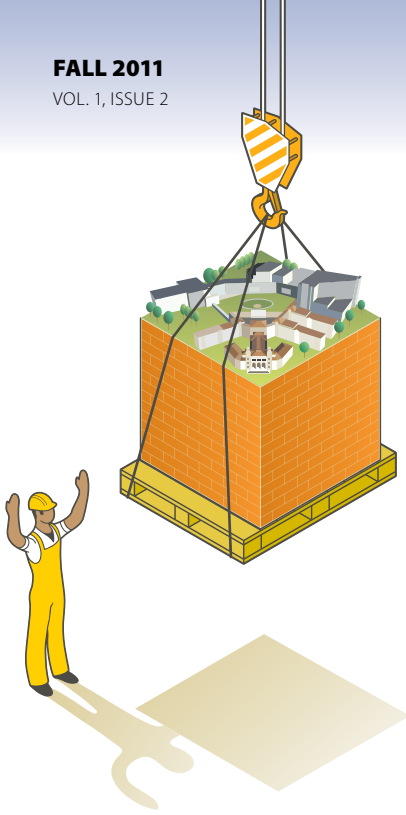


# Building Blocks

CLARK'S HIGHLAND HOSPITAL COMMUNITY OUTREACH NEWSLETTER



Welcome to the second 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.

## General Contractor Mentor-Protégé Program

Clark is pleased to announce the successful implementation of a General Contractor Mentor-Protégé Program on the Highland Hospital ATR Project. In September 2011, Clark and Turner Group Construction of Oakland, CA entered into a Mentor-Protégé Agreement as part of an approximately \$5,000,000 subcontract associated with the Increment 1 and Increment 2 work for the Acute Care Tower phase of the project. The premise of the agreement is that Clark will provide mentoring and assistance to Turner Group with the ultimate goal of enabling Turner Group to perform similar work in the future, independent of assistance from a larger firm. Len Turner and Fred Mackay have been instrumental at Turner Group in working through the details of these agreements with Clark.



Pictured from left to right: Fred MacKay - Turner Group, Dan Wilson - Clark Construction, Wayne Wilson and Lance Turner - Turner Group

The Increment 1 and Increment 2 work fall under the jurisdiction of OSHPD. As a result, there are certain protocols and procedures which contractors must follow in order to execute the work in an efficient and productive manner. Clark is working to train Turner Group's personnel in the ways that Clark manages this work. This primarily pertains to Quality Control through the Testing, Inspection, and Observation Program which Clark implements on all OSHPD projects.

What makes this particular work even more challenging is the scope of Increment 1 and Increment 2. These are the portions which include the structural demolition of C, D, and F Wings; the seismic renovation of the existing basement Utility Corridor to remain; and the shoring and excavation to allow for the construction of the new Acute Care Tower. As part of the approximately \$5,000,000 subcontract, Turner Group will be self-performing roughly \$2,000,000 of the work and will be subcontracting the remainder to several lower-tier subcontractors. Clark is working with Turner Group to assist them in good management practices pertaining to subcontracting. As a general contractor, it is vital for the long-term success of Turner Group to possess sound subcontracting procedures and processes.

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**A**s the Clark Design/Build team approaches two years since award of the contract for the Highland Hospital ATR Project, we are proud to report the achievement of significant milestones in the progress of the project. First, the design work has progressed well. We received the final permit on the Specialty Care Center building design. We completed the 100% Construction Documents for the Acute Care Tower and submitted the Increment 4 documents at the end of October to OSHPD for review and permit, a process which could take at least six months. Since the last issue of "Building Blocks" we have received permits for the Increment 1 and Increment 2 packages from OSHPD and have held successful review meetings on Increment 3, the structural package, with OSHPD's structural reviewer.

As for the construction work, we are pleased that the Specialty Care Center Building is coming out of the ground with the structural concrete work, and the team is on schedule

to top out the structural steel by December 2011. Getting out of the ground on a construction project is sometimes the hardest part, and our team did very well to accommodate obstacles encountered on the Specialty Care Center Building site such as having to over excavate 2,400 cubic yards of unsuitable soil and replace it with approved material so that the new facility will have a sound foundation. This increased the number of trucks accessing the site by 267 loads. This trucking was performed by S&S Trucking of Oakland, a small, local, minority-owned business.

On the other side of the campus, the site of the future Acute Care Tower, we successfully started and completed the abatement of the C, D, and F Wings and have begun the utility relocation work to allow for the construction of the new Acute Care Tower while not disrupting the services to the existing campus. Sullivan and Thompson Masonry, a small, local, women-owned business, has been salvaging historic components of C, D and F Wings for various uses by the County and Clark. We have just commenced the work to seismically retrofit the connecting basement Utility Corridor between these wings to allow for the demolition of C, D, and F Wings.

We are extremely proud to announce the implementation of a Mentor-Protégé Agreement with Turner Group Construction, a small, local, minority-owned business. Part of our commitment to Alameda County is to provide assistance to small, local, disadvantaged firms. Clark saw the opportunity to unbundle a portion of work and create a small general contractor package. With the assistance of Clark, Turner Group is responsible for preparing the site where the new Acute Care Tower will be constructed.

We have just concluded the second session of our Small Business Strategic Partnership Program with 27 participants after much positive feedback from the first session and are continuing to advance our other outreach initiatives such as our efforts with Laney College, Oakland Public Works Adopt-a-Spot Program and ACE Mentors just to name a few. Clark is proud to be a partner with Alameda County in this historic project and looks forward to a long, successful relationship with the County and its residents.

Sincerely,  
Bobby Hood, Senior Vice President

### General Contractor Mentor-Protégé Program – Continued from page 1.

In addition to the subcontract work, Turner Group also participated in Clark's second session of the Small Business Strategic Partnership Program ("SBSPP"). This 20-week program is designed after the program which Clark has used across the nation as part of Clark's federal GSA Mentor-Protégé Program. In addition to the classroom environment of the SBSPP and the day-to-day interaction associated with the subcontract agreement, Clark hopes to provide additional training and mentoring to Turner Group to address the needs Turner Group has as a growing small business.

### Interview with GSA Director, Aki Nakao

*Aki K. Nakao is the Director of the Alameda County General Services Agency, appointed by the Board of Supervisors in May 2000. He manages an organization of over 440 staff with an annual operating budget of \$135 Million. The agency provides a variety of services to other county agencies, such as purchasing, radio and telecommunications, fleet services, building maintenance and real estate services including design and construction.*

*Mr. Nakao came to the County after thirty-three years of progressive experience with the Federal government, retiring as Deputy Regional Administrator of the U.S. General Services Administration. He is a licensed architect and a graduate of the University of California, Berkeley with a Master's Degree in Public Administration from the University of Southern California.*

*Andrea Lowe of A Squared Ventures recently met with Mr. Nakao to discuss the Highland Hospital Acute Tower Replacement Project; here are excerpts from that conversation:*



**Clark:** The mission of GSA is to provide high quality, cost effective, and timely support services for County departments and other public agencies, so they can better serve the public and business community. What challenges do you face in accomplishing this mission?

**Nakao:** The challenges lie with being able to convey to the vendor community the opportunities and encouraging them to participate.

**Clark:** Describe the programs GSA administers to help vendors do business with the County?

**Nakao:** Through outreach and policy settings we work to ensure local vendors learn of opportunities in all of the departments that issue contracts. The Small Local Emerging Business (SLEB) and Enhanced Construction Opportunity Program (ECOP) are also vehicles through which we work to increase the number of local vendors doing business with the County.

**Clark:** You have a 30+ year background in Construction Management. What are the biggest changes you have seen in the industry over the years?

**Nakao:** The movement away from the traditional design, bid, build model to the new Design/Build approach is probably the biggest change. It is refreshing to see this more collaborative approach as we can be more productive and create a better product.

**Clark:** You came to Alameda County in 2000, what is your proudest accomplishment since joining the team?

**Nakao:** By taking on a "customer first" approach we have moved GSA to a place where it is considered an effective partner for all the other county departments.

**Clark:** How is the County implementing Green or energy efficient initiatives?

**Nakao:** We are providing information to staff and the general public through our AC sustainability website, we have initiated projects geared toward renewable energy, we have implemented a green building ordinance for all new construction which mandates a minimum LEED Silver classification, and we are greening our motor vehicle fleet. We now have 3 vehicles that run solely on vegetable oil and are moving ourselves to use electric vehicles.

**Clark:** It is well known in the Architecture, Engineering, Construction community that if one's career spans long enough they will witness a complete cycle of certain facilities. I understand that you have such an experience with this project as it relates to the H Building. What is this experience and how does it make you reflect upon the work that this industry does every day and specifically the work underway on the ATR Project?

**Nakao:** Yes, I witnessed the H Building going up and now I am witnessing it coming down. This is actually the 3rd building in my career that I have seen built and then demolished. It just reminds us that nothing is permanent, there is always adaptation.

**Clark:** How would you define success for the ATR?

**Nakao:** Completing the project on time, meeting specifications with no claims and satisfying the users would mean success to me.

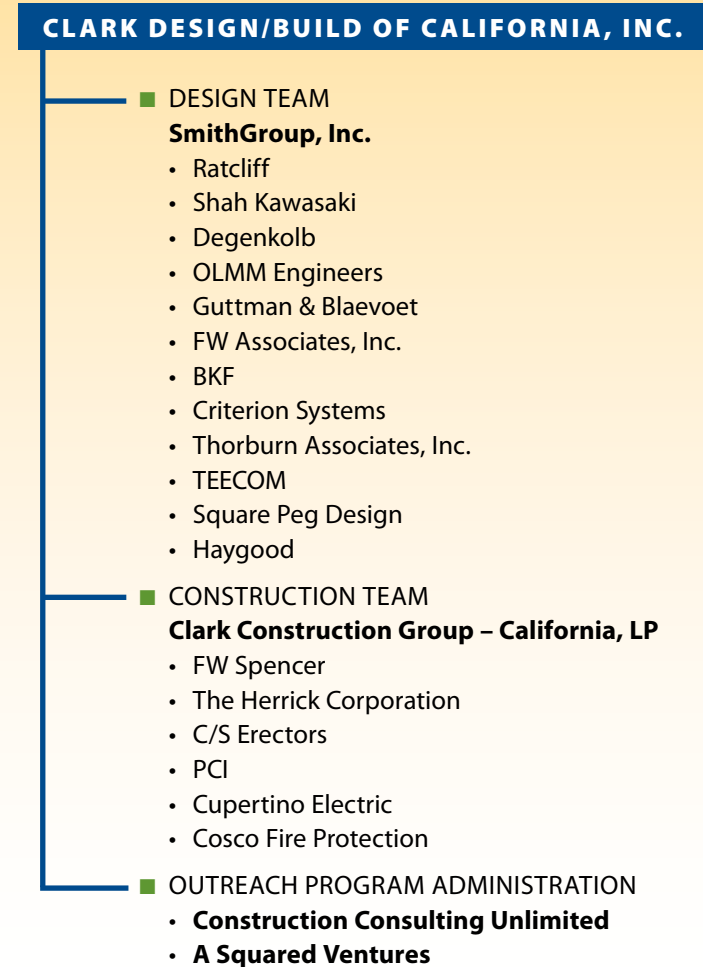
**Clark:** If you could give Clark one piece of advice to ensure a successful project, what would that advice be?

**Nakao:** I would encourage Clark to continue their open communication and dialogue and working to ensure we both have a single purpose. I would also add that the newsletter is a good idea to circulate information on the project and what Clark is doing in the community.

# The Clark Design/Build of California Team

**T**he 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 administering 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 to the County of Alameda and to the community 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 design 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. The construction team, headed by Clark Construction Group – California, LP ("Clark"), has been assisting the design team in making decisions by evaluating constructability, schedule, and budget impacts of the various options. This is in addition to Clark's role as general contractor on the jobsite, responsible for managing and completing the physical construction work. Supporting both the design and construction teams in administering the project's outreach program are Construction Consulting Unlimited and A Squared Ventures. All of these disciplines fall under the management of Clark DB as the team completes one of the most exciting projects in the County.

This chart represents the structure of the core team.



## Clark Management Profile



**Hani Alawneh** serves as Project Executive for Clark Design/Build of California, Inc. ("Clark DB"). Hani joined Clark Construction Group in 2001 in the company's Bethesda, MD headquarters. Having had a

successful career in estimating and operations in the company's Mid-Atlantic region, Hani moved to California to serve in his present role on the Highland project. Since joining the team, Hani has worked directly with the design team and has co-located in SmithGroup's office. This direct, daily contact with the designers helps keep the design schedule on track and facilitates the interaction between GSA and the design team. Hani spends countless hours working with GSA and the users at ACMC to ensure the design meets the requirements of the project.

Hani holds a masters degree in construction management from Texas A&M and is a native of Jordan.

## Women in Leadership



**Ann Ludwig**  
*Medical Center Development Program Manager*

**Background:** From a very young age, Ann's father would take her and her siblings to his jobsites every Saturday morning. Her father was a developer in Indiana, and as Ann got

older, she spent summers with him pulling permits and working on construction sites. Her family was also active in volunteering and community support. She received a degree in Finance and worked on loan packages for commercial real estate. She eventually became a Project Manager working on both public and private jobs in Real Estate and Construction, but she especially enjoys civic projects.

**Role in the Project:** As the GSA Medical Center Development Program Manager for the Highland Hospital Project, Ann acts as the liaison between the community/government and the design builder. She is the GSA representative who interfaces with the local community, the Board of Supervisors, the architect and builder, the Arts Commission and Historic Preservation groups.

**Why are we seeing more women in construction and in leadership roles?** First of all, there are more educational opportunities for women of this generation. The options are no longer limited to teacher or nurse. Projects are also growing in scale and complexity, requiring additional skill sets. A construction project today provides opportunities in areas such as Finance, Community Outreach, and Sustainability. Projects are also very team driven these days, which benefits from having a diverse workforce with the right balance of men and women. Economics are also a factor. In the Bay Area, many women with families need to work. Ann worked 3 days per week when she first had her son. This allowed her to stay in the industry, keep her skill set fresh, and enabled her to return full-time once her son was older. A major benefit of the construction field is that project sizes vary, durations vary, and there are such a variety of roles that it is easy to step back your workload if you need more flexibility in your schedule.



## SAFETY

With over 175,000 man-hours through August, and no further recordable injuries on the job, our recordable incident rate has dropped to 1.08 (compared to the national average of 4.30). We've also maintained our ZERO lost time incident rate which is a key safety goal for this project.

Upcoming work will continue to include excavations and demolition on the Acute Care Tower side and concrete pours on the Specialty Care Center project. Therefore, off-haul operations and dust control efforts will continue; and cranes will be servicing the jobsite more often to offload and install materials. Clark has a very aggressive policy to prevent incidents involving cranes with the pick plans being thoroughly reviewed and the crane inspected by an independent third party inspector upon arrival on site.

More elements of the safety incentive and training programs are being rolled out as the jobsite gets busier. At the jobwide BBQ on August 3rd, "BSAFE" Bingo cards were distributed to all the workers. This incentive encourages workers to report all first aid injuries and avoid serious ones. We've also started to give out more "on the spot" gift cards, which acknowledge individual workers in the field for practicing safe work habits. On the training front, we've started offering First Aid/CPR classes to the workers on a regular basis.

The fire department made their quarterly visit to the jobsite on July 27th to familiarize themselves with the changes in the jobsite conditions in order to be able to respond most efficiently during emergency response. Subsequently, we held our quarterly emergency action plan drill on August 9th. The action plan drill is conducted randomly and without notice to assess our readiness in case of an actual emergency.

After the jobwide BBQ on August 3, we donated the leftovers to feed about 30 people at the City Team soup kitchen in Oakland. They were very appreciative of the donation and we look forward to donating more leftovers in the future.



**Enhanced Construction Outreach Program Profile: Forem Metal Mfg.**

Alameda County’s Enhanced Construction Outreach Program (ECOP) was established to help local, small local, and minority and women-owned business thrive and compete for local construction contracts. In this issue we spot-light Forem Metal Manufacturing, Inc.

Forem Metal is a small-local, minority-owned Steel Fabrication Company founded by Roland Maynard more than 16-years ago here in Alameda County. Roland was a Station Manager at Alameda Naval Air Station on Alameda before he founded Forem Metal after the base was closed in 1997. Roland served in the Army and settled in Oakland more than 35 years ago.

Roland says “The Highland Hospital Project has been a vital project for Forem Manufacturing Inc. The local and national economy has been experiencing a historic down-turn, this has significantly affected our workload and therefore our cash flow. It has been a very difficult past few years”.

Forem provided the steel beams for the vertical shoring of the Specialty Care Center – Parking Garage and is currently contracted for the Miscellaneous Metals package on Phase I.

“The award of the Highland Hospital project has provided Forem an opportunity to gain a substantial workload that allows us to increase our staffing. We and our employees are grateful...” says Mr. Maynard.

**Clark Teams with Local Elementary School**



**E**arly on Saturday, June 11th, Volunteers from Clark Construction Group, Faith Networks and members of the community met at Fruitvale Elementary to assist the faculty and staff with Spring Cleaning, marking the end of the school year. Activities included the disposal of outdated equipment and furniture along with painting and general clean up at the class rooms and the auditorium. The entire group enjoyed a delicious breakfast casserole and blueberry pancakes, compliments of Vice Principal Patricia Washington, before Principal Terry Edwards organized teams with assigned tasks.

Antiquated printers, computer monitors and plotters were pulled out of classrooms, offices and off-hauled for recycling. Likewise metal debris including file cabinets, desks and chairs, were also hauled away to be recycled. Special thanks to Mr. Williams with A to Z Recycling for loading and transporting of all recycled materials.

Many hands made light work and the knowledge that our efforts were helping our younger generation lifted our spirits and reaffirmed our sense of community.

At the end of the day we were all filled with a sense of accomplishment. Channing Judkins of Clark summed the day up best when she said “Volunteering is something you can do no matter who you are. As a volunteer you can make a difference”. By helping others, we expand our hearts and strengthen our connection to our community.

~ Article by Josh Ellers and Channing Judkins

**Laney College Program**

**T**he Construction Management program at Laney College has enabled numerous Bay Area residents to increase their skills and understanding of the construction industry. A member of the Peralta Community College District, Laney College is an educational institution that provides lifelong learning opportunities in academic and career programs to diverse cultural and social-economic communities. Laney’s CM program provides students, who work in or plan to manage residential or commercial construction projects, with the knowledge and skills necessary for employment. Emphasis is placed on inspection, estimating, scheduling, legal, and business aspects of construction. According to Education Database Online, there are 204,760 people working as construction managers alone in the US.

In collaboration with Joseph Tanios and Diane Love, Laney CM instructors, Clark Construction has begun a partnership with the CM Program to provide students access to on-going construction projects in Alameda County.

The partnership began on May 4th when Peter Bryan, Vice President Clark Construction Group, spoke to a group of 40 CM students regarding the Highland Hospital ATR project, the Design/Build process, and the differences in working on public



Peter Bryan, Clark Construction speaking to students in the Construction Management Program

versus private projects. The students were very engaged and asked several challenging questions.

Throughout the fall semester, Clark is meeting with program administrators to identify ways that the project staff can continue to engage the students and provide them direct access to the work taking place at the Highland campus.

**Small Local Emerging Business Profile: Shah Kawasaki Architects**

**T**he Small Local Emerging Business program gives local businesses an opportunity to contract on Alameda County projects and promotes economic growth of the business community. One such SLEB firm is Shah-Kawasaki Architects (SKA). SKA has been in Oakland since 1999. Smith Group Architects, the architect of record, selected them as an Associate Architecture firm to assist in the design coordination and execution of the project. The 16-person firm specializes in the design of municipal, public safety, healthcare, and commercial / office facilities that are “welcoming, memorable and function efficiently”. SKA says that the design-build delivery method has granted them the ability to resolve cost and constructability issues and address design problems simultaneously.

Looking forward, SKA is actively seeking ways to use their experience of working with Clark Construction and Smith Group to grow and promote their participation in both public

and private business projects. They believe that both the healthcare industry and design-build delivery method are growing and that the state-of-the-art design experience with Highland Hospital will provide growth in their business.

SKA says that as an Oakland-based design firm, the SLEB program has “provided them procurement opportunities and helped them to cultivate relationships”. “Working with Clark and Smith Group has been a learning experience”. The design-build delivery method has given their team the ability to resolve constructability, cost and design issues simultaneously. They have been working side-by-side with the rest of the design team allowing them ease of access to all the team members.

Shah Kawasaki Architects is leading the document and technical development of the building exterior on behalf of the Smith Group and has been an integral part of our design team. We wish them continued success.

## From the County

**O**n June 3, 2011, a groundbreaking ceremony took place to mark the start of construction of the new Highland Hospital Acute Care Tower Replacement Project. Highland serves more than 85,000 patients each year, including 2,500 trauma patients annually. The \$668 Million project will bring a state-of-the-art facility to the residents of Oakland.

The event was held by the Alameda County Board of Supervisors and was hosted by Board President, Nate Miley who said, "with the prospect of new jobs and by providing state-of-the-art health services, we want to make Highland a hospital of choice that can compete with some of the private hospital facilities in the Bay Area." The ceremony brought out many community leaders including Supervisors Nadia Lockyer, Wilma Chan and Scott Haggerty. Alameda County Medical Center CEO, Wright Lassiter was among the list of speakers that also included County Administrator, Susan Muranishi, General Services Agency Director, Aki Nakao, President of the Alameda County Medical Center Board of Trustees, Daniel J. Bogan.

Aki Nakao said "Careful timing and arrangement during the construction will make sure that the hospital will continue its service without interruption."

The ceremony was capped-off with the traditional picking of dirt with ceremonial shovels to show that construction has officially begun on the Highland Hospital Acute Care Tower Replacement Project. The event took place from a viewing area that was set-up at the top of the site of what will be the new 170,000 sf Specialty Care Center. The Specialty Care Center is phase 1 of 3 overlapping phases of construction. The project is scheduled to complete in 2017.



*Aki Nakao addressing the on-lookers*

## SUMMER INTERNSHIPS

**T**his summer Clark Construction employed three interns to work on the Highland Hospital project. The interns come from different locations throughout the state with one focused goal in mind – an interest in construction or architecture.

Through the ACE mentorship program, Clark brought on board a recent high school graduate of Oakland Tech High School. Samantha Huang will be attending San Diego State University in the fall with an interest in obtaining an Engineering degree. This summer she had a chance to be exposed to an operating jobsite for the first time. She was able to watch the Architects working side-by-side with Sub-Contractors and Clark. She also proved to be a helpful asset to the team in assisting with the project document control and electronic archiving. Samantha describes her experience as "very interesting and eye opening".

Clark has an outreach program in which we employ future college graduates during the summer to expose them to real work experience of what they have been learning in school during the year. Through this we had the pleasure of having two college students assist the project team this summer.

Mike will be graduating from Cal Poly San Luis Obispo this fall with a degree in Engineering. This is Mike's third summer internship with the company. Upon graduation Mike is looking to focus on the project management side of construction. This summer Mike assisted with the preconstruction of the Phase 2 – Acute Care Tower.

Janet will be graduating from Chico State in the spring with a degree in Construction Management. This is Janet's first internship with Clark but her third summer internship. Upon graduation Janet is looking into focusing on the QC/MEP project management side of construction. This summer Janet assisted with the construction of the Phase 1 – Specialty Care Center Building.

It was an absolutely pleasure having all of these interns on our project this summer. We enjoyed the hard work and dedication they brought to the team. Their collective enthusiasm and work ethic was appreciated by the entire project team. They each have bright futures ahead of them. We wish them all the best of luck on their endeavors in academe and beyond.

## Activity on Site – The Next 6 Months

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

Currently we are in the process of installing the foundations for the future Specialty Care Center Building. The foundations will be complete in August and will roll into the construction of the slab on grade and the three story parking structure. The parking structure is scheduled to be completed in November and steel erection will be immediately following. Steel erection is slated to be completed in December and metal decking, slab-on-metal deck will be ongoing into next year.

**ACUTE CARE TOWER:** ACT Phase Two

Make Ready Package (i.e. gas meter relocation, Generator #4, new 12kv service, site utilities and medical gas) will continue throughout the next six months. In addition, "soft" demolition activities have begun at C, D and F Buildings and will complete mid October. Structural Demolition will begin in mid-October and complete at the end of 4th Quarter 2011. While the shoring of the campus utility tunnel will continue through the beginning of 2012.

## UNDERSTANDING OSHPD

The Highland Hospital Project like many other health care facilities in the state is embarking on a major seismic compliance undertaking as mandated by the Senate Bill 1953. The Office of Statewide Health Planning and Development is the administering agency that provides permitting and construction compliance through their Facilities Development Division. Their primary role is to enforce all applicable building standards as defined in the California Building Standards Code related to health facilities construction. Under these regulated guidelines OSHPD classifies health care buildings under four (4) categories. These classifications include OSHPD 1 General Acute Care and Skilled Nursing Facilities, OSHPD 2 Single Story Skilled Nursing Facilities, OSHPD 3 Licensed Clinics, and OSHPD 4 Correctional Treatment Centers. The project has two buildings that fall within two of these categories. The 170,000 square foot Specialty Care Center Building is an OSHPD 3 classification and the 320,000 square foot Acute Care Tower Building is an OSHPD 1 classification.

The most relevant interaction the General Contractor and Subcontractor communities will have with OSHPD is the Testing Inspection Observation (TIO) process. The TIO program is most commonly used for OSHPD 1 & 2 buildings. The TIO criteria are derived from the pertinent requirements as defined by the California Administrative Code to occupy a health care facility. Upon permit issuance, the TIO program becomes an approved construction document and serves as a roadmap to completion. OSHPD's Field Staff which is comprised of an Area Compliance Officer, District Structural Engineer, and a Fire Life Safety Officer will ensure prior to execution that the OSHPD licensed Inspector of Record (IOR), who is hired by the Owner or Owner Representative, has fulfilled all full time witness inspection required by codes, standards, and approved construction documents. It is incumbent upon the OR to validate that all construction work is not only installed per

applicable codes and standards but also the OSHPD permitted construction plans and specifications. These guidelines are unyielding. Contractors are expected through quality control measures to ensure work is performed in conformance with OSHPD approved documents.

In terms of permitting, the Architect Of Record (AOR) administers that approval process with OSHPD. The AOR is required by OSHPD to stamp all submitted documents and accompany those documents with the associated California Engineer of Record stamp. During the permitting process, the Clark Design Build team, which includes their key trade partners, were influential in developing design as a coalition with Smith Group. However, the post permit process is the more conventional process that the GC and Subcontractors need to be accustomed to managing. Subsequent to permit, the only means to perform work that is a deviation from the approved plans is through an (ACD) Amended Construction Documents, (AMC) Alternative Method of Compliance, or a (DA) Deferred Approval which are identified on the permit documents. Submittals and RFIs are not recognized until such documents are designated as one of these approved applications. Respecting these procedures is paramount on OSHPD 1 and 2 projects as failure to do so could mean substantial delays.

The key to success on any OSHPD project is the same. It is important to ensure your project team preplans the work, ascertains the necessary approvals prior to proceeding with any deviations, cultivate a relationship with the Inspector of Record which foundation is based on integrity, and be accountable for the quality of your work in place. Many people find that these values/protocols identified as key ingredients on OSHPD projects are quite often aligned with their company's corporate model. That remains our recipe for a successful project delivery.

PROCUREMENT

Upcoming Subcontracting Opportunities

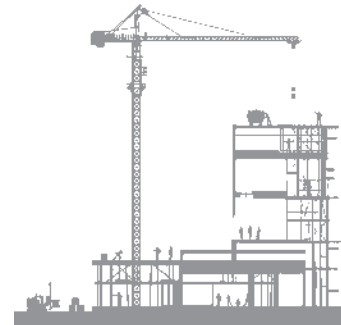
In addition to work already contracted for the Highland Hospital Acute Tower Replacement Project at the first-tier, there are still many more opportunities and trades to be awarded at both first- and lower-tiers. Clark with assistance from Construction Consulting Unlimited (CCU) is continuously conducting outreach to identify interested local, small local, and minority- and women-owned businesses for the Highland Hospital ATR Project. Over approximately the next 3 months Clark will be looking for subcontractors to propose on several trades for the Specialty Care Center Building (SCC) and Acute Care Tower (ACT). Clark is also exploring the possibility of bundling trades to provide opportunities for small general contractors. The following is a list of anticipated subcontracting opportunities either to be contracted directly to Clark or to a small general contractor working for Clark.

SCC TRADES:

- Final Grading
- Site Concrete
- Landscaping and Irrigation
- Site Furnishings
- Miscellaneous Metals
- Membrane Air Barriers
- Thermal and Acoustic Insulation
- Roofing
- Sheet Metal Flashing
- Expansion Control
- Miscellaneous Joint Sealants
- Doors, Frames & Hardware
- Interior Glazing
- Specialty Doors
- Ceramic Tile
- Acoustical Ceilings
- Resilient and Carpet Flooring
- Painting
- Specialties
- Signage
- Wall and Door Protection
- Food Service Equipment
- Medical Equipment Installation
- Parking Equipment
- Window Washing Equipment
- Projection Screens
- Entrance Grilles
- Radiation Protection

ACT TRADES:

- Metal Deck
- Fireproofing
- CIP Concrete
- Reinforcing
- Waterproofing
- Membrane Air Barriers
- Thermal and Acoustical Insulation
- Roofing
- Sheet Metal Flashing



In addition to the packages identified above, lower-tier opportunities remain with many of the awarded first-tier subcontractors. Please see the listing of those subcontractors located on page 11.

Subcontractors registered in the project database will be contacted for pricing as packages are released. To register with the project database please visit [www.clarkhh.com/outreach](http://www.clarkhh.com/outreach) to complete the Clark Survey Form.

GET INVOLVED!

The first and most important step to participating on the Highland Hospital ATR Project is to be registered in Clark's project database. Instructions for registering can be found under the Clark Survey Form at [www.clarkhh.com/outreach](http://www.clarkhh.com/outreach).

Information provided in the database is used by Clark to send notifications for upcoming subcontract work to be purchased. These notifications will include a basic description of the work, the due date for proposals, and contact information for the Clark employee handling the procurement.

After receiving the notification for new work, interested firms who contact Clark will be provided with the full scope of work, and access to the project documents. Timely response to the notifications will ensure the most time for subcontractors to prepare their proposals.

Subcontractors and proposals will be evaluated on factors including but not limited to ECOP and SLEB participation, work experience and capacity, safety record, financial strength, and pricing. Subcontractors will be contacted as needed for additional information prior to final award. Once a trade is awarded all proposing subcontractors will be notified.

SLEB CONTRACTS

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



Design Services

- SmithGroup, Inc.**
- Bay Area Structural (SLEB)
- OLMM (SLEB)
- FW Associates, Inc. (SLEB)
- J & C Consulting (SLEB)
- Keller Mitchell & Co. (SLEB)
- Powell and Partners Architects (SLEB)
- SeJ Design (SLEB)
- Shah Kawasaki (SLEB)
- Square Peg Design (SLEB)
- TEECOM (SLEB)
- Thorburn Associates Inc. (SLEB)

Hazardous Material Survey and Report

- ACC Environmental Consultants, Inc.**..... SLEB

LEED Consulting

- The Ecologic Studio**..... SLEB

MEP Peer Review

- Taylor Engineering**..... SLEB

Outreach Consultant

- A Squared Ventures**..... SLEB

Outreach Consultant

- Construction Consulting Unlimited, Inc.**..... SLEB

Scheduling Support Services

- Acumen Building Enterprise, Inc.**..... SLEB

Surveying

- BKF Engineers**
- D & D Surveying..... SLEB
- Geomatics..... SLEB

SUBCONTRACTS

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

- McNely Construction Company**..... LBE, SLBE, WBE
- LJ Interiors, Inc. (LBE, SLBE)
- DAL Technology (LBE, SLBE, MBE)
- Comack Plumbing (LBE, SLBE, MBE)

B-1 Office Design

- Shah Kawasaki Architects, Inc.**..... SLBE

Below Grade Waterproofing – SCC

- Valley Waterproofing Inc.**.....WBE

Cast-in-Place Concrete – SCC Podium

- C. Overaa & Company**.....LBE
- Lower-tier TBD

Corrosion Protection

- Danco Waterproofing**.....LBE, SLBE

Curtain Wall Systems and Metal Panels

- C/S Erectors, Inc.**.....LBE
- Lower-tier TBD

Dewatering – SCC

- Viking Drillers, Inc.**

Electrical

- Cupertino Electric Inc.**
- Lower-tier TBD

Elevators

- Kone Inc.**.....LBE
- Lower-tier TBD

Fence Painting

- D and B Painting Company**.....LBE, SLBE, MBE

Fire Sprinklers

- Cosco Fire Protection Inc.**.....LBE
- Lower-tier TBD

Gypsum Board, Metal Studs, and Plaster

- Performance Contracting, Inc.**.....LBE
- Treible (SLBE)
- General Supply (SLBE, MBE)

Historic Salvage – ACT

- Sullivan Thompson Masonry**..... LBE, SLBE, WBE

HVAC and Plumbing

- F.W. Spencer & Son, Inc.**.....LBE
- Kent Lim (SBE, MBE)

Increment I & II – ACT

- Turner Group Construction**.....LBE, SLBE, MBE

Metal Fabrications – SCC Podium

- Forem Manufacturing, Inc.**.....LBE, SLBE, MBE

Pneumatic Tube Systems

- Swisslog Healthcare Solutions**

Rough Carpentry – SCC

- AMG Construction**.....LBE, SLBE, MBE
- Calco Fence (LBE, SLBE)
- Romano's Painting (LBE, SLBE)

Shoring and Excavation – SCC

- Condon-Johnson & Associates, Inc.**.....LBE
- Forem Manufacturing, Inc. (LBE, SLBE, MBE)
- S & S Trucking (LBE, SLBE, MBE)

Site Utilities – ACT

- Talus Construction Inc.**..... LBE, SLBE, WBE

Steel Stairs – SCC

- Kwan Wo Ironworks, Inc.**.....MBE, WBE

Structural Demolition – SCC

- LVI Facility Services**.....LBE
- Marshall Trucking (LBE, SLBE, MBE)
- Vobecky Enterprises (WBE)
- Workforce Solutions (WBE)

Structural Steel – SCC/ACT

- The Herrick Corporation**
- Lower-tier TBD

Surveying

- BKF Engineers**
- D & D Surveying (LBE, SLBE, MBE)

Test Caissons – ACT

- Malcolm Drilling Company.**.....LBE

Tree Demolition

- DeKay Demolition and Clearing, Inc**.....LBE, SLBE

Tree Trimming

- Arbor-Tech Tree Care, Inc.**.....LBE, SLBE
- Utility Potholing
- McGuire and Hester**.....LBE
- AMG Construction (LBE, SLBE, MBE)
- Bay Line Cutting (LBE, SLBE, WBE)
- Penhall Company (LBE)

Vibration Monitoring

- Municon Consultants**.....LBE, SLBE, WBE



Clark Design/Build of California, Inc.  
 7677 Oakport Street, Suite 1040  
 Oakland CA 94621

[www.clarkconstruction.com](http://www.clarkconstruction.com)

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**CONTRIBUTORS**

- Peter Bryan
- Jake Eddy
- Craig Ellis
- Josh Ellers
- GSA
- Cassie Hilaski
- Channing Judkins
- Andrea Lowe
- Ryan McKenzie
- Lisa Missana
- Craig Munyon
- Staci Tsuda
- Jermaine Wilson

**COLEEN PATTERSON DESIGN**  
 small, local, minority + woman-owned biz



# Highland Hospital Acute Tower Replacement Project