



Conceptual Proposal

# A New or Renovated GMHS, Expansion of the Existing MEH and Commercial Development

Edgemoor Infrastructure & Real Estate LLC  
October 30, 2015



Edgemoor Infrastructure & Real Estate LLC

7500 Old Georgetown Road, 7th Floor  
Bethesda, Maryland 20814  
w: [edgemoordevelopment.com](http://edgemoordevelopment.com)



**REQUEST FOR PROPOSAL (RFP)**

**RFP No.: 0730\*15GMHS\*PPEA** **Date: July 30, 2015**

**RFP SUBJECT: Request for Conceptual Proposals Pursuant to the Public\*Private Education Facilities Act To Include A New or Renovated George Mason High School, Expansion of the Existing Mary Ellen Henderson Middle School and Commercial Development**

**SEALED PROPOSALS**

George R. Armstrong, Purchasing Agent (Point of Contact for the Procurement)  
The City of Falls Church

**TO BE SUBMITTED ONLY TO:** 300 Park Ave.  
Falls Church, Virginia 22046 / Phone: 703-248-5007

**PROPOSAL DUE DATE AND TIME:** **before October 30, 2015 at 2:00 p.m.**  
Eastern Time (Purchasing Office Clock)

Proposals are to be presented for time and date validation **ONLY to the City of Falls Church Purchasing Office.**

All inquiries and questions should be made in writing and forwarded to George Armstrong, Purchasing Agent, via email to [garmstrong@fallschurchva.gov](mailto:garmstrong@fallschurchva.gov) with a copy to [fsmith@fallschurchva.gov](mailto:fsmith@fallschurchva.gov) and [hkimble@fccps.org](mailto:hkimble@fccps.org) **before 2:00 p.m. (Eastern Time) on September 23, 2015.**

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**THIS PAGE MUST BE COMPLETED, SIGNED AND RETURNED WITH PROPOSAL**

In compliance with this Request For Proposal and with all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the attached signed proposal.

*Please type or legibly print all information.*

LEGAL NAME & ADDRESS OF FIRM:

Edgemoor Infrastructure & Real Estate LLC

Company's Legal Name  
in Ink

By:   
Authorized Representative - Signature

Address 7500 Old Georgetown Road, Suite 750

Name: Geoffrey Stricker

Title: Vice President

Bethesda, MD

Zip: 20814

Date: October 30, 2015

Phone: (301) 272-6755

Email: geoffrey.s@edgemoordevelopment.com

FAX: (301) 272-1912

VA SCC Business Registration # T0245011\*

See Section 3.8 of the RFP ("Certain Eligibility Requirements")

[FORM CONTINUES ON NEXT PAGE]

\* Edgemoor Infrastructure & Real Estate LLC is not currently conducting business in the State of Virginia. Virginia State Corporate Commission (SCC) business registration numbers are provided to entities once they have active business in the State of Virginia. If Edgemoor Infrastructure & Real Estate LLC is awarded the project, a Virginia SCC business registration number will be obtained. The registration number that has been included is for Clark Construction Group, LLC (parent company of Edgemoor Infrastructure & Real Estate LLC and proposed contractor).



*This Proposal contains appropriately marked proprietary and/or confidential information.* \_\_No  
X Yes

The City of Falls Church and its Public Schools are committed to the letter and spirit of the Americans with Disabilities Act. To request a reasonable accommodation for any type of disability or that this document be made available in an alternate format, call 703-248-5007, (TTY 711).

The City of Falls Church and its Public Schools do not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against any Proposer because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

# LS

LETTER OF SUBMITTAL

LETTER OF SUBMITTAL

# LETTER OF SUBMITTAL



October 30, 2015

George R. Armstrong, Purchasing Agent  
The City of Falls Church  
300 Park Avenue  
Falls Church, VA 22046

**RE: Request for Conceptual Proposals for a New or Renovated George Mason High School,  
Expansion of the Existing Mary Ellen Henderson Middle School and Commercial Development,  
RFP No.: 0730-15GMHS-PPEA**

Dear Mr. Armstrong:

**Edgemoor Infrastructure & Real Estate LLC** (Edgemoor) along with our partners, including lead contractor Clark Construction Group, LLC (Clark) and lead school designers Moseley Architects and Davis, Carter, Scott, Ltd, is pleased to submit our Conceptual Proposal for the design and construction of the new George Mason High School (GMHS), expansion of the existing Mary Ellen Henderson Middle School (MEH), expanded athletic fields, School Board Administration Offices, and the commercialization of adjacent land (collectively, the Project). Clark will guaranty Edgemoor's obligations for the Project and will provide a single payment and performance bond for the school facility improvements.

The Edgemoor Team includes the same key team members that collaborated to complete the Mary Ellen Henderson Middle School—the first project awarded in Virginia to build an educational facility under the PPEA. This Project is incredibly important to our entire Team as many of our key personnel are residents of Falls Church and have children who attend/attended GMHS and MEH.

The Edgemoor Team requests that portions of our enclosed response marked **CONFIDENTIAL AND PROPRIETARY** be treated as such. These sections, found in the "Confidential Proposal" contain proprietary information that is being submitted pursuant to the Public Private Education Facilities and Infrastructure Act of 2002 (PPEA as set out in Section 56-575.1 et seq). All parts of the Confidential Proposal is exempt from the Virginia Freedom of Information Act (Va. Code §2.2-3700, et seq. and specifically Section 2.2-3705, A, 56) pursuant to Section 2.2-4342 (f) of the Virginia Code relating to Procurement Transactions in general and specifically pursuant to the PPEA in Section 56-575.4, G of the Virginia Code.

In accordance with such provisions of State law:

- Edgemoor hereby invokes protection of the provisions of the Virginia Code referenced above upon submission of the enclosed Confidential Proposal response.
- Edgemoor has clearly identified the portions of the attached proposal response as proprietary, by marking such material with the words **CONFIDENTIAL AND PROPRIETARY**.
- Edgemoor states the following reasons as to why protection is necessary: (i) the proposal response contains Edgemoor's strategic information for developing, designing and completing the project described in this proposal, as well as confidential financial information regarding Edgemoor and our team firms, their members and their experience, and (ii) disclosing this information would cause substantial economic harm

to the competitive position of Edgemoor by allowing its competitors to take advantage of the strategic information for the benefit of their negotiations on this project or on other projects, and by disclosing the confidential and private financial information to the public.

- Edgemoor further respectfully reserves the right to state with more particularity, at a later date, the reasons why protection is necessary for any specific information that may be sought pursuant to any particular future FOIA request.
- Edgemoor requests to be notified of any FOIA request with which the City is considering complying that involves any of the information in our Confidential Proposal marked confidential. Edgemoor further respectfully reserves the right, within a 10 day time-frame, to either withdrawal a portion or the entire Confidential Proposal.

We also acknowledge receipt of Addendum #1, date October 7, 2015.

The Edgemoor Team is very excited about delivering new school facilities to the City of Falls Church and we are committed to the success of this entire Project. **We welcome the opportunity to meet with you in person to discuss our submittal and address any questions you may have. James (Jamie) Martin will serve as the Edgemoor Team's main point of contact and his information is below.**

James Martin, Vice President  
7500 Old Georgetown Road, 7<sup>th</sup> Floor  
Bethesda, MD 20814  
Phone: (O) 301.272.6755 (C) 703.930.2010  
Fax: (301) 272-1912  
Email: jamie.martin@edgemoordevelopment.com

Sincerely,  
**EDGEMOOR INFRASTRUCTURE & REAL ESTATE LLC**



James Martin (GMHS '81), Vice President



Geoffrey Stricker, Vice President

# TOC

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*\*These sections and Appendices can be found in the "Confidential Proposal."*

# ES

EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

# PARTNERING WITH THE CITY TO BENEFIT THE COMMUNITY

## Delivering 21<sup>st</sup>-century educational facilities for the City of Falls Church

The City of Falls Church is widely known for its commitment to education and attracting and retaining some of the best teachers in Northern Virginia. The existing educational facilities are at capacity and George Mason High School (GMHS) is well beyond its originally-intended useful life.

**The City *needs* a new high school and expanded middle school; *deserves* 21st-century facilities that complement its excellent reputation; and *requires* a partner skilled in both school development and commercial development to ensure that the Project is delivered with transparency and accountability.**

**Edgemoor Infrastructure & Real Estate**, a leader in creative public-private partnerships (P3s), is that *trusted partner* for Falls Church and will collaborate with the City and the School Board to provide certainty of delivery for this complex undertaking. Edgemoor will implement the School Board, City, and community's vision to design and construct a new GMHS, an expansion to Mary Ellen Henderson Middle School (MEH), additional athletic fields, School Board Administration Offices, and potentially a pool facility (the Project)—all of which will be primarily funded by well-planned commercial development on one of the City's most precious assets, the land surrounding GMHS.

Through innovation in finance, design, construction, and real estate development, this proposal provides Falls Church with world-class educational facilities and a vibrant commercial development—all while **delivering significant economic benefits and a net positive fiscal impact to the City**.<sup>\*</sup> Edgemoor, unique in its highly successful experience as both a school developer and commercial developer, will create the maximum value from the private development for the benefit of the schools and the City.

## Innovative School Design

Leaders of the Edgemoor Team are residents of the City of Falls Church with children at GMHS and personally understand the importance the community places on education, not only for current students, but also for future generations. This long-term view is infused in our plan to provide a highly sustainable, LEED Silver learning environment that will meet the needs of current students, while remaining flexible enough to adapt to changes that will inevitably occur in teaching, core curriculum, technology, and enrollment.

Our proposed school design embraces the idea of abundant common spaces, shared learning areas, and facility support and circulation areas to promote creative and flexible learning environments. The innovative academic design includes outdoor green terraces that will foster collaborative, group-based projects/activities, typically adjacent to STEAM classrooms on the upper floors. The ground floor contains the focal point of student life and heart of the school—the central gathering spot/commons area.

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<sup>\*</sup> An independent third party study concluded the Edgemoor Team's proposal would produce significant economic benefits and a net positive fiscal impact on the City of Falls Church.



This multi-programmed common serves not only as a main lobby but also as a pre-function space for events in the gymnasium and auditorium. With the feel of a student union, the commons provides for food service and functions as a collaborative learning space, facilitating peer-to-peer and student-to-teacher interaction, and prominently displays student achievement, school pride, and building sustainability performance in a wide variety of media. This facility will exemplify the concept of the high school as a center of the community.

## A Vibrant Commercial Development with Inviting Park Space

Today, people are seeking well-planned, amenity-rich places where they can live, work, shop, play, exercise, learn, and be entertained. Those close to mass transit are demonstrating the greatest success—and the property's adjacency to West Falls Church Metro Station positions a development on the property to achieve similar success and further the efforts of "smart growth" in our region.

Our proposal envisions an appropriately-scaled street grid with on-street and underground parking facilities, pedestrian-friendly streetscapes with activated retail establishments, a diverse mix of uses, and a large public park. Our master plan, while urban in its street grid layout, is not overly intense in density. The proposed building structures will be built above subterranean parking facilities, leaving ample room for the athletic fields and parks.

Some of our Team's key planning goals include:

- Maximizing the site's efficiency and accessibility, providing pedestrian- and bicycle-friendly streets with effective transportation improvements for access to, from, and through the site.
- Providing new green space and parks on the site, limiting environmental and storm water impacts.
- Creating a high quality commercial development that balances generating a net positive fiscal impact to the City with maximizing the value of the land.

Once stabilized, our proposed development is projected to generate a net positive fiscal impact of \$3 million annually for the City of Falls Church.

### A unique arrangement allows the City to participate in the economic benefits generated from the commercial development

In many P3 arrangements, municipalities monetize excess public assets (often in a fee simple transfer of ownership of their land) to offset costs of needed improvements. We do not believe this is the best approach for Falls Church, and as we suggest in our proposal, the asset available to the City for monetization is not "excess" but rather a vital component of the City that should not be traded for near term benefits. Rather than asking the City to sell its land at discount to its potential ultimate value (a traditional commercial developer will be motivated to maximize investment returns and will thus seek the lowest possible payment for the land), we suggest that ownership of the land remain with the City and the City monetize the asset through long-term ground leases that will allow delivery of the proposed public improvements. **This arrangement enables Falls Church to *maintain* a long-term income stream, *participate* in the Project well after the initial transaction with developers, and *receive* the land back for future generations to use.**

## A new GMHS and expanded MEH by the summer of 2019

As we did for the development of Mary Ellen Henderson, we pride ourselves on delivering projects on schedule and at or below our budget values. By receiving a Notice-to-Proceed in December 2016, Edgemoor will deliver the new school facilities in the summer of 2019 and the adjacent commercial development by late 2021. Our school construction plan avoids complex phasing, **minimizing the disruption to students, faculty, and FCCPS staff.**

We have a proven history with school facilities and P3 projects, having delivered more than 80 educational facilities with a value of nearly \$2 billion. Edgemoor and its affiliates have completed 29 P3 projects—valued at \$7.5 billion. **This expertise provides FCCPS certainty that our Team will deliver.**

A transparent, collaborative approach will minimize the burden on City and FCCPS staff

Edgemoor will serve as a single point of accountability to Falls Church for the day-to-day management of design, permits and approvals, construction, and financing of the Project. This frees the City and FCCPS staff to focus on administration of key City functions and delivery of academic/education services.



**The Edgemoor Team will work cooperatively with stakeholders throughout the Project—just as we did with the MEH Project in 2005. We will seek input from the City, FCCPS, the community, and others on developing the school's program; determining the mix of uses in the commercial development; and the design, schedule, cost, and outreach efforts.**



**Jamie Martin (Edgemoor) and Kathy Chandler (former Falls Church City School Board Chairman) at the Mary Ellen Henderson Middle School Dedication.**

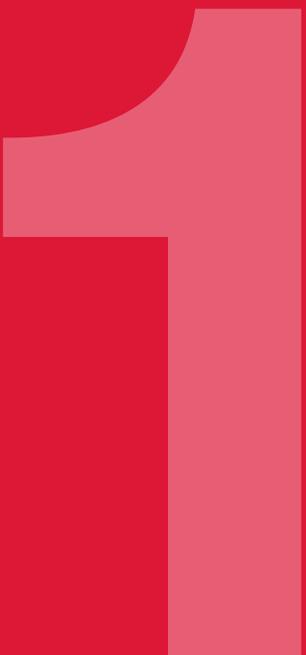
Our project leaders are involved community members and GMHS parents who have a personal stake in this project

Jamie Martin (GMHS '81) and Geoff Stricker are Falls Church residents with children who attend GMHS. We began studying the City's need for a new high school several years ago and have a vested interest in this Project's success. We have already met with several of the adjacent land owners and incorporated their feedback into our plan. Additionally, we have attended every public meeting on the Project to better understand the goals of the City, School System, and community. We will continue to listen and pledge to adopt a proactive approach that will involve and inform FCCPS, the City, local citizens, businesses in the areas impacted by the Project, adjacent property owners, and Fairfax County.

The Edgemoor Team (including Edgemoor, Moseley Architects, DCS Design, Clark Construction, Walter L. Phillips, David Lasso, and others) have worked with the City of Falls Church and many major Washington, D.C.-area school systems, providing us with a unique perspective on school development and trends in K-12 education. We are familiar with local and state regulatory and permitting rules, and can respond to any challenges quickly and knowledgeably. Our Team's successful collaboration on similar past projects, combined with our local presence, will allow us to help significantly reduce the Project delivery risk for the City.

**The Edgemoor Team is excited to collaborate with the City, School Board, FCCPS, citizens, and other stakeholders on this important Project that will help shape the future of Falls Church for generations to come. We look forward to the opportunity to form another successful partnership with the City and School Board, just as we did for Mary Ellen Henderson Middle School.**

# 1. QUALIFICATIONS AND EXPERIENCE



## 1. QUALIFICATIONS AND EXPERIENCE

# 1. Qualifications and Experience

**Question A** *Identify the legal structure of the private entity making the proposal. Identify the organizational structure for the Project, the management approach, and how each participant in the structure fits into the overall team. If the private entity that would be signing any comprehensive agreement would be a corporation, limited liability company, limited partnership, or an entity formed especially for the Project, and if the proposer is relying at all on the past experience, name, or financial statements of any other person or entity to show the private entities' capabilities and responsibility, state what guaranty of performance will be provided by such other persons or entities.*

## Legal Structure

Edgemoor Infrastructure & Real Estate LLC (Edgemoor), a wholly-owned subsidiary of Clark Construction Group, LLC (Clark), using a to-be-formed entity for this Project, will serve as the master developer for the turnkey development of the new George Mason High School (GMHS), expansion of the existing Mary Ellen Henderson Middle School (MEH), expanded athletic fields, School Board Administrative Offices, and the commercialization of adjacent land (collectively, the Project). Edgemoor will oversee the development of the Project by contracting with consultants, contractors, suppliers and others, including Clark, Moseley Architects, Davis Carter Scott (DCS Design), Walter L. Phillips, and other team members (collectively, the Team or Edgemoor Team).

## Organizational Structure

We have organized our Team in a manner that allows us to be as efficient as possible in performing our work and delivering our services to the City of Falls Church. This structure is based on years of experience organizing and managing successful fast-track design-build and public-private partnership (P3) private or commercial development pursuits around the country. In the proposed structure, detailed on the following page, Edgemoor as the Proposer/Master Developer, will hold the contract with the City of Falls Church—and have overall responsibility for the successful delivery of the Project.

## Guarantee of Performance

In respect to the delivery of the schools (GMHS and MEH), Clark will guarantee delivery through payment and performance bonds. Delivery of the commercial development will be secured by binding lease agreements with private developers prior to financial close.

The Edgemoor Team includes the same key team members that collaborated to complete the Mary Ellen Henderson Middle School—the first project awarded in Virginia to build an educational facility under the PPEA. This Project is incredibly important to our entire Team as many of our key personnel are residents of Falls Church and have children who attended GMHS and MEH.

## A Proven Team



Jamie Martin  
Edgemoor



Geoff Stricker  
Edgemoor



Bill Brown  
Moseley  
Architects



David Lasso  
Baskin, Jackson,  
& Lasso, P.C.

# Team Organization



**FINANCIAL / UNDERWRITING**  
Stifel, Nicolaus & Company

**MASTER DEVELOPER**  
Edgemoor Infrastructure &  
Real Estate

**LEGAL / LAND USE**  
Baskin, Jackson & Lasso, P.C.

**SCHOOL DEVELOPMENT TEAM**

**COMMERCIAL DEVELOPMENT TEAM**

**PROGRAMMING / INTERIOR DESIGN**  
Moseley Architects

**EXTERIOR DESIGN ARCHITECT**  
Davis Carter Scott

**SITE / CIVIL**  
Walter L. Phillips

**TRAFFIC ENGINEER**  
Wells & Associates

**CONTRACTOR**  
Clark Construction

**MASTER PLANNER**  
Davis Carter Scott

**SITE / CIVIL**  
Walter L. Phillips

**PRIVATE DEVELOPERS / USERS**  
  
**PRIVATE DEVELOPMENT CONSULTANTS**  
Colliers International  
KLN Retail  
Urban Analytics

**TRAFFIC ENGINEER**  
Wells & Associates

**CONTRACTOR**  
Clark Construction

## Team Member Roles / Responsibilities

The table below outlines our key firms, including their roles and responsibilities.

FIRM	KEY PRINCIPALS / PROJECT MANAGERS	ROLE / RESPONSIBILITIES
<b>Developer</b>		
<p><b>Edgemoor Infrastructure &amp; Real Estate</b></p> 	<ul style="list-style-type: none"> <li>■ Jamie Martin</li> <li>■ Geoff Stricker</li> <li>■ Brian Dugan</li> </ul>	<ul style="list-style-type: none"> <li>■ Master Developer for school improvements and the commercial development</li> <li>■ Develop a collaborative process that supports City of Falls Church and Falls Church City Public Schools (FCCPS) participation and input (e.g., community engagement design charrettes process to effectively and quickly develop project goals, alternative concepts, pro/con analysis, group consensus and stakeholder buy-in)</li> <li>■ Develop an integrated design/construction schedule adapted to jurisdictional approval schedules and ensure compliance with that schedule</li> <li>■ Manage zoning, site plan, permit, and other entitlement approvals with City of Falls Church and/or Fairfax County officials</li> <li>■ Facilitate and negotiate the private development components of the Project.</li> <li>■ Structure and arrange financing for the educational facilities.</li> </ul>
<b>Major Subcontractors</b>		
<p><b>Clark Construction Group</b></p> 	<ul style="list-style-type: none"> <li>■ Dave Tacchetti</li> <li>■ Catriona Winter</li> <li>■ John Swagart</li> </ul>	<ul style="list-style-type: none"> <li>■ Contractor for the school improvements and the commercial development</li> <li>■ Oversee preconstruction and early conceptual pricing efforts</li> <li>■ Manage construction of the project</li> <li>■ Provide timely and accurate cost estimating, value engineering, constructability reviews, and site logistic deliverables</li> </ul>
<p><b>Moseley Architects</b></p> <p><b>MOSELEYARCHITECTS</b></p>	<ul style="list-style-type: none"> <li>■ Bill Brown</li> <li>■ Kenny Durrett</li> <li>■ James McCalla</li> </ul>	<ul style="list-style-type: none"> <li>■ Architect-of-Record/School Programming for GMHS/MEH</li> <li>■ Mechanical/Electrical/Plumbing for GMHS/MEH</li> <li>■ Structural designer for GMHS/MEH</li> </ul>
<p><b>Davis Carter Scott Design</b></p> 	<ul style="list-style-type: none"> <li>■ Doug Carter</li> <li>■ Murray Walker</li> <li>■ Jan Makovnik</li> </ul>	<ul style="list-style-type: none"> <li>■ Exterior architect for GMHS/MEH</li> <li>■ Master planner for the commercial development</li> </ul>
<p><b>Walter L. Phillips (Falls Church-based firm)</b></p> 	<ul style="list-style-type: none"> <li>■ Karen White</li> <li>■ Jeffrey Stuchel</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil engineer and site designer for GMHS, MEH, and the commercial development</li> <li>■ Survey, planning, and entitlement support</li> </ul>

FIRM	KEY PRINCIPALS / PROJECT MANAGERS	ROLE / RESPONSIBILITIES
<b>Other Subcontractors</b>		
<b>Baskin, Jackson &amp; Lasso, P.C.</b>	<ul style="list-style-type: none"> <li>David Lasso</li> </ul>	<ul style="list-style-type: none"> <li>Legal and land use services for GMHS, MEH, and the commercial development</li> </ul>
<b>Wells &amp; Associates</b> 	<ul style="list-style-type: none"> <li>Robin Antonucci</li> </ul>	<ul style="list-style-type: none"> <li>Traffic engineering</li> </ul>
<b>Stifel, Nicolaus &amp; Company</b> 	<ul style="list-style-type: none"> <li>Laura Radcliff</li> </ul>	<ul style="list-style-type: none"> <li>Financial underwriting for GMHS, MEH</li> </ul>
<b>KLNB Retail</b> 	<ul style="list-style-type: none"> <li>Dallon Cheney</li> </ul>	<ul style="list-style-type: none"> <li>Retail leasing for the commercial development</li> </ul>
<b>Colliers International</b> 	<ul style="list-style-type: none"> <li>Andy Klaff</li> </ul>	<ul style="list-style-type: none"> <li>Office leasing for the commercial development</li> </ul>
<b>Urban Analytics</b> 	<ul style="list-style-type: none"> <li>Dean Bellas</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal and economic analysis for the commercial development</li> </ul>

## Private Development Partners and Users

In addition to our major and other subcontractors shown in the table above, the Edgemoor Team is supported by private developers, brokers, and potential end-users interested in portions of the commercial development. In *Appendix 8*, we have included Letters of Interest from these firms.

## Key Principals / Project Managers Experience

Experience for our Team’s key principals/project managers can be found in *Appendix 12*.

## Overall Project Management Approach

Our team’s overall project management approach is based on a collaborative partnership with the City and FCCPS with Edgemoor serving as the single point of contact and accountability throughout the design and construction of the entire Project.

The Edgemoor Team, illustrated in the organization chart on **page 7**, is a partnership of development, design, construction, and financing leaders with a proven history of delivering PPEA and design-build projects of similar size, scope, and complexity. Each member has been carefully selected to produce a balanced, highly capable team that will meet and exceed the goals of the City and FCCPS for the Project. As a unified team, including experience with the development of Mary Ellen Henderson Middle School for the City and FCCPS, the Edgemoor Team is the most qualified to work with the City. Each member is committed to providing quality development, design, and construction services—while maintaining schedule and budget objectives—ultimately providing the best value to the City and FCCPS.

To fully achieve the objectives of the City and the Project, the Edgemoor Team proposes to lead a multi-phased Project Development Process that includes Project Management, Planning, Design, Construction, and Finance. This multi-disciplinary management approach (outlined in the table below), together with efficient internal and external communications, is the key to the successful implementation of the Project.

## Project Development Process

Project Management	Edgemoor Project leadership will ensure continual focus of all team members and stakeholders on the ultimate achievement of project milestones and goals during the Detailed Proposal Phase. Our key staff will meet weekly to discuss overall progress of the Project, identify key integration issues, agree on resolutions and record outcomes. Additionally, advisors and consultants will provide specialized input as required. These key team members will continue to meet weekly throughout the contract negotiation phase of the Project and then periodically through the delivery phase to ensure that integration is maintained and to confirm the realization of the vision and mission for the Project.
Planning	Edgemoor will work with the City to maximize the value that a new high school, middle school expansion, and commercial development will bring to the City of Falls Church and the surrounding community. The Team will not only devise the optimal physical solution, but also will review how phasing and other techniques can give the City the flexibility to grow the scope of this project in the future.
Design	Edgemoor will facilitate the necessary design charrettes to achieve truly state-of-the-art educational facilities that are uniquely appropriate for the City of Falls Church. Additionally, Edgemoor will work with the Project design team to ensure that the ultimate product is in keeping with both the vision of the City as well as the budgetary limits. An important responsibility of this team will be integrating design goals within City approval parameters, and ensuring that all necessary approvals are obtained.
Construction	Edgemoor will coordinate and manage a team of preconstruction estimators, project managers, and superintendents, construction support personnel, architects and engineers, and other corporate resources to meet the requirements of the project (including lifecycle studies and value engineering). During construction, we will ensure that the appropriate Quality and Safety Controls are being implemented. Clark's Quality Control program is designed to ensure that construction activities meet or exceed the contract, design, and workmanship requirements. We also will implement an inspection program to ensure that the required testing and certifications are being monitored.
Finance	Edgemoor, in conjunction with the City's finance staff, proposes to lead the financing of the Project and work collaboratively with the City to make sure the implemented approach is the most appropriate financial structure. All program and design decisions will be made recognizing the overall impact on the City's economics and goals. The goal is to minimize development, financial and construction risk, while maximizing the strategic value related to the project.

**Question B** *Describe the experience of the entities making the proposal, the key principals and project managers involved in the proposed Project including (i) experience with design and construction of high and middle school projects of comparable size and complexity, including prior experience bringing similar projects to completion on budget and in compliance with design, land use, service and other standards and (ii) experience with commercial real estate development of comparable size and complexity. Describe past safety performance and current safety capabilities. Describe the past technical performance history on recent projects of comparable size and complexity, including disclosure of any legal claims relating to such projects. Describe the length of time in business, business experience, public sector experience, and other engagements. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.*

## Experience of the Firms / Technical Performance History

Edgemoor has assembled a highly qualified team with a unique understanding of the needs of the City of Falls Church with regard to the P3 opportunity for GMHS, MEH, and the surrounding commercial development. The Edgemoor Team understands the complexities of this project and offers past experience with development, design, construction, and financing of educational and commercial facilities.

## Experience with the Design and Construction of High and Middle School Projects

The Edgemoor Team has designed and constructed over 100 educational facilities with a value of over \$3.5 billion, including facilities for public and private K-12 facilities in Virginia, Maryland, D.C., Florida, Wisconsin, Texas, and California and state universities in Virginia, Maryland, D.C., Georgia, Illinois, Texas, Nevada, and California. **Core members of our Team (Edgemoor, Clark, Moseley [formerly Beery Rio], and David Lasso) all worked with FCCPS to develop and deliver the Mary Ellen Henderson Middle School in 2005. Simultaneously, Edgemoor assisted the City with the design and entitlement process for the successful addition to Mount Daniel Elementary School in 2005-2006.**

Our local clients have included such K-12 institutions as FCCPS, Fairfax County Public Schools, Arlington County Public Schools, and District of Columbia Public Schools. Moseley Architects has provided design and construction administration services for more than 91 high school projects in the last 10 years. In fact, 40 percent of the new high schools bid in Virginia in the past 10 years were Moseley Architects' projects. DCS Design's K-12/higher education experience includes the new Middle School at the Langley School, the new Lower School at the Highland School, the British School of Washington, D.C., and Marymount University Caruthers Hall. Walter L. Phillips has successfully worked on eight K-12 schools in the local area, including Thomas Jefferson Elementary School in Falls Church.

Our team and key principal's experience is outlined in the table below. Additional relevant projects are included in *Appendix 10—Statement of Prior Projects/Clients* and *Appendix 13—Additional Relevant Projects*.

Relevant High School / Middle School Projects	Key Principals/Project Managers Involved
<p data-bbox="191 938 1318 976">Mary Ellen Henderson Middle School, Falls Church, VA   <i>Edgemoor, Clark, Moseley, Lasso</i></p>  <p data-bbox="625 987 1633 1166">Edgemoor, in association with Clark, Moseley, and David Lasso, provided development, design, construction, legal, and finance services for the turnkey delivery of this 136,000 GSF middle school. This project was the first Public-Private Partnership project awarded in Virginia to build an educational facility using the Public Private Educational Facility &amp; Infrastructure Act of 2002.</p> <div data-bbox="642 1190 1629 1442" style="border: 1px solid blue; padding: 5px;"> <p data-bbox="642 1198 1629 1336"><b>“...the close communication [between Clark/Edgemoor and the City of Falls Church and FCCPS] and detailed planning has helped ensure that the school will suit the needs of the teachers and students for years to come.”</b></p> <p data-bbox="642 1360 1629 1433">- Darien Bates. MEH Middle School Progresses Quickly. Falls Church News-Press, June 30-July 6, 2005.</p> </div> <ul data-bbox="201 1219 621 1446" style="list-style-type: none"> <li data-bbox="201 1219 621 1292">✓ Same proposed team for new Project</li> <li data-bbox="201 1295 621 1333">✓ Saved the City close to \$10 million</li> <li data-bbox="201 1336 621 1373">✓ Delivered 2 years ahead of schedule</li> <li data-bbox="201 1377 621 1446">✓ First PPEA project for an educational facility in Virginia</li> </ul>	<p data-bbox="1686 951 1976 989">Jamie Martin, Edgemoor</p> <p data-bbox="1686 1013 1976 1050">Geoff Stricker, Edgemoor</p> <p data-bbox="1686 1075 1919 1112">Bill Brown, Moseley</p> <p data-bbox="1686 1136 1835 1174">David Lasso</p>

## Relevant High School / Middle School Projects

## Key Principals/Project Managers Involved

### South County Secondary School, Lorton, VA | *Edgemoor, Clark, Moseley*



Edgemoor, Clark, and Moseley Architects provided turnkey design/build/finance services for the delivery of this 386,000 GSF, state-of-the-art high school, featuring a two-story media center, state-of-the-art classrooms, and a gymnasium that seats 2,500. The 80-acre site plan included development of eight fields, parking, and roads. Field Houses, storage areas, and spectator stands were built around the football, softball, and baseball fields.

- ✓ Same proposed team for new Project
- ✓ Unique financial structure allowed the school to be built 3 years ahead of schedule without affecting other school projects
- ✓ Delivered ahead of schedule and on budget

Jamie Martin, Edgemoor  
Geoff Stricker, Edgemoor  
Bill Brown, Moseley

### Heritage High School, Lynchburg, VA | *Moseley*



Moseley Architects is collaborating with Lynchburg Public Schools to design a replacement school for Heritage High School. The new design includes administration and guidance spaces, a career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 137 meter indoor track, a 600-seat auditorium, media center with social hubs, science, performing

- ✓ Will be constructed on same site as existing high school
- ✓ Existing high school will be demolished after new school completion
- ✓ Anticipated to be delivered on schedule and on budget

Jim McCalla,  
Moseley Architects  
  
Kenny Durrett,  
Moseley Architects

### The Highland School, Warrenton, VA | *DCS Design*



In a response to the need for more space, more learning experience and a closer sense of community, The Highland School, a private K-12 school, commissioned DCS to design a new Lower School for their school campus as well as renovate and update the adjacent library and media room to meet their needs and increase their capacity to a total of 800 students for all three levels: Lower, Middle and High Schools.

- ✓ Multi-phased K-12 educational project in campus setting
- ✓ Same proposed DCS team for the new GMHS project
- ✓ Certified LEED Silver for Schools

Doug Carter, DCS Design

## Relevant High School / Middle School Projects

## Key Principals/Project Managers Involved

### Seneca Valley High School, Germantown, MD | *Moseley*



The new Seneca Valley High School will replace the original school constructed in 1974 on the same site. The school is divided into two zones. A three-story academic wing houses most of the academic classrooms, as well as the administration and guidance suites. An after-hours zone houses a 900-seat auditorium, the dining area, and the gymnasiums/athletics spaces. The two zones are separated by a hallway that serves as an after-hours entrance and showcases many of the unique features of the building, including technology labs, the TV studio, the media center, the dining commons, and the wellness center.



- ☑ Existing school will remain operational during new school construction; after new construction is complete, the old HS will be converted into parking/athletic field.
- ☑ Vegetated roof system
- ☑ Pursuing LEED certification

Jim McCalla,  
Moseley Architects

Kenny Durrett,  
Moseley Architects

## Experience with Commercial Real Estate Development

Edgemoor has assembled a team of professionals who bring tremendous knowledge and expertise in the development, design, and construction of commercial real estate, which includes office, residential, retail, hospitality, and mixed-use commercial facilities throughout the country. From city centers that combine retail, office space, and residential properties to shopping complexes that cater to bustling urban communities, we partner with our clients to deliver well-planned, award-winning spaces that enhance neighborhoods, build communities, and make it more convenient and enjoyable for community members to live, work, shop, and play.

Edgemoor, a leader in the public-private partnership (P3) industry in the U.S. is currently partnering with the City of Long Beach on their new Civic Center Complex. In addition to serving as co-developer, Edgemoor is leading the structuring of the retail components of the mixed-use development for this 15 acre, \$475 million project. Jamie Martin (Edgemoor), a life-long Falls Church resident, has more than 27 years of private commercial development experience, including the Trinity and Crown Centre developments in Northern Virginia.

Local team member Walter L. Phillips has performed civil work on numerous mixed-use commercial sites in Falls Church, including The Reserve at Tinner Hill in Falls Church. DCS Design was the architect-of-record for The Byron—a true mixed-use project that is one of the first buildings that redefined the urban image of Falls Church. Bethesda, MD-based Clark Construction has delivered more than 500 new construction and renovation projects in D.C., including the mixed-use CityCenterDC.

A few of our team and key principal's experience is outlined in the table below. Additional relevant projects are included in *Appendix 10—Statement of Firm's Prior Projects/Clients* and *Appendix 13—Additional Relevant Projects*.

## Relevant Commercial Real Estate Development Projects

## Key Principals/Project Managers Involved

### Trinity Centre, Fairfax, VA | Edgemoor, Clark



Trinity Centre is a 75-acre mixed-use project that includes a 94,000 SF fitness center, a 140-room Marriott hotel, three full service restaurants and the development of 1.3 million SF of office space in eight office buildings. This project demonstrates our Team's ability to successfully finance, develop, construct, lease, and operate a large-scale mixed-use private development project.

- ✓ Multi-phase commercial, office, retail, and hotel development
- ✓ Delivered on time and on budget
- ✓ Park-like setting with numerous tenant amenities

Jamie Martin, Edgemoor  
Geoff Stricker, Edgemoor

### The Reserve at Tinner Hill, Falls Church, VA | Walter L. Phillips



This project consists of 224 residential units, a 26,000 SF grocery store and 18,000 SF of additional retail space located on top of 3 levels of underground parking. Additionally, this project is located in a Resource Protection Area (RPA) and FEMA Mapped Floodplain.

- ✓ Mixed-use project in Falls Church
- ✓ Includes residential, grocery, and retail space, in addition to underground parking

Karen White,  
Walter L. Phillips  
  
Jeffrey Stuchel,  
Walter L. Phillips

### The Wharf, Washington, D.C. | Clark



This \$457 million design-build mega mixed-use project is a pedestrian-oriented, water-oriented, and transit-oriented development all in one. Clark will transform the Southwest Waterfront into a 19-acre, mixed-use community—complete with two residential buildings, a Class-A office building, a yacht club, two parks, and a parking garage. Clark also will construct a 501-unit apartment building with a music hall located on the first five levels. An additional residential building will be constructed with 147 apartment units and 134 condos. The project team also will construct a 225,000 SF, Class-A office building, featuring decorative steel arches that will connect to the adjacent buildings.

- ✓ Mixed-use transit- and pedestrian-oriented development
- ✓ Includes residential, office, parks, parking garage, and apartment buildings
- ✓ Anticipated to be delivered on schedule and on budget

Dave Tacchetti, Clark

## Relevant Commercial Real Estate Development Projects

## Key Principals/Project Managers Involved

### Tysons Central, McLean, VA | *DCS Design*



This mixed-use project occupies 5.8 acres and incorporates office, residential, hotel, and retail. The metro touches down into a large public plaza surrounded by a 9 story hotel with 24 levels of residential above. The metro plaza connects to a second plaza serving three office buildings with ground floor retail and an additional residential building. The high density development allows for 1.5 acres of public plazas and parks.

Mixed-use development includes:

- 548,000 SF of office
- 612,000 SF of residential
- 612 dwelling units
- 200 Key Hotel
- 50,000 SF of Retail
- 1,600 Car Garage

- ☑ Large-scale mixed-use
- ☑ Transit-oriented development
- ☑ Urban in-fill redevelopment site



Doug Carter, DCS Design

Murray Walker, DCS Design

### Long Beach Civic Center | *Edgemoor, Clark*



Edgemoor is the co-developer of this \$475 million project that consists of a new civic center, a new City Hall, Main Library, revitalized Lincoln Park, and a new headquarters for the Port Authority, as well as a vibrant commercial mixed-use development. In total, there are six new buildings, three new parking garages, and related infrastructure and landscaping. It will occupy 15 acres/6 city blocks in downtown Long Beach.

- ☑ Edgemoor is serving as co-developer and leading the structuring of the retail /mixed-use component
- ☑ Large-scale project in a dense, urban area
- ☑ In partnership with the City of Long Beach, Edgemoor has led numerous community/civic outreach meetings to gain feedback on the design and uses for this new 15 acre space

Jamie Martin, Edgemoor

Geoff Stricker, Edgemoor

*\*None of the projects listed in the tables above have any legal claims to disclose.*

## Safety

For our Team, safety is more than a commitment; it is a core value. Our Team is committed to protecting all who work on and off our sites. Through our many years of experience in building, Clark has developed safety programs that significantly reduce workplace injuries and impacts to the community. The following are several of the programs and processes that will make up our Safety Program.

### *Target Zero Program: Zero/Zero Goal*

The safety program will be based upon a goal of Zero Recordable Accidents and Zero Lost Time Accidents. Setting any goal other than zero recordable and zero lost time accidents sends the message that a certain amount of recordable and lost time accidents is acceptable. The Zero/Zero Goal will be introduced at the mandatory project safety orientation briefing attended by every person prior to being permitted to work on site to ensure that the design-build team’s safety message is communicated to all employees.

**Our Stop-Talk-Accept program empowers every employee to take responsibility for not only their own safety, but the safety of everyone on the job.**



### *Safe Plan of Action Preparation and Review*

We will institute a Safe Plan of Action (SPA) policy on the project. The SPA is a specific version of the Activity Hazard Analysis (AHA) developed by each subcontractor and is derived from the Organizational Risk Management (ORM) model. Each foreman will complete a daily SPA and review the document with the crew at the beginning of each shift. In the SPA, the foreman will evaluate the risks associated with each task to be performed on a given day and communicate mitigation steps to his crew before the start of work. On all our projects, the Safe Plan of Action program facilitates a culture of worker safety and awareness that is unprecedented in the construction industry, and the Edgemoor Team will continue to manage and improve upon this program for Falls Church.

### *Safety Look-Ahead Reviews*

Our team will maintain a 30-day look-ahead schedule for all safety-related submittals and activities including AHAs, SPAs, Risk Assessments for Excavation/digging permits, hazardous material removal, critical lifts, utility shut downs, confined space work, subs starting on project, subs demobilizing off project, etc. The intent behind this policy is to provide the entire team with advance notice of upcoming submittals and activities. This advanced notification will assist in the proper allocation of resources and workload, ensure complete and timely reviews of all submissions and reduce/eliminate last minute “fire drills” for all organizations. Safety will be a proactive, well planned and coordinated process that anticipates job site requirements and conditions.

## Firm Overviews

FIRM	LENGTH OF TIME IN BUSINESS	BUSINESS / PUBLIC SECTOR EXPERIENCE
<b>Edgemoor Infrastructure &amp; Real Estate</b>	14 years	See <i>Appendix 10—Statement of Prior Projects/Clients</i> and <i>Appendix 13—Additional Relevant Projects</i> for more business/public sector experience.
<b>Clark Construction Group</b>	109 years	See <i>Appendix 10—Statement of Prior Projects/Clients</i> and <i>Appendix 13—Additional Relevant Projects</i> for more business/public sector experience.

FIRM	LENGTH OF TIME IN BUSINESS	BUSINESS / PUBLIC SECTOR EXPERIENCE
<b>Moseley Architects</b>	46 years	See Appendix 10—Statement of Prior Projects/Clients and Appendix 13—Additional Relevant Projects for more business/public sector experience.
<b>Davis Carter Scott Design</b>	45 years	See Appendix 10—Statement of Prior Projects/Clients and Appendix 13—Additional Relevant Projects for more business/public sector experience.
<b>Walter L. Phillips</b>	70 years	See Appendix 10—Statement of Prior Projects/Clients and Appendix 13—Additional Relevant Projects for more business/public sector experience.
<b>Baskin, Jackson &amp; Lasso, P.C.</b>	65 years	Baskin, Jackson & Lasso assist clients in many land use services, including re-zonings, special exceptions, special permits, variances, zoning violation appeals, representation before municipal agencies (boards of supervisors, city councils, planning commissions), and appeals of these matters. <b>Partner David Lasso has more than two decades of prior government service with the City of Falls Church, VA as the City Attorney and City Manager and Assistant County Attorney in Arlington County, VA.</b>
<b>Wells &amp; Associates</b>	24 years	Firm principals each have 15 to 35 years of a mixture of public and private experience in the fields of transportation planning, traffic engineering, parking management, traffic signal design, traffic control plans, travel demand management, transit planning, and transportation master plans. Wells & Associates previously worked on the campus plan for both the MEH and GMHS sites, as well as Northgate at Falls Church and the Reserve at Tinner Hill.
<b>KLNB Retail</b>	47 years	KLNB Retail provides a full complement of site selection, market research, leasing, investment sales, and land sales services to national and regional shopping center owners, developers, and retailers across the Mid-Atlantic region. Tenant representation specialists handle site selection needs for some of the nation's top retailers, including: <ul style="list-style-type: none"> <li>■ Walmart</li> <li>■ Harris Teeter</li> <li>■ Kohl's</li> <li>■ Dick's Sporting Goods</li> <li>■ TJ Maxx</li> <li>■ Ulta</li> <li>■ Chick-fil-A</li> <li>■ Wells Fargo Bank</li> </ul>
<b>Colliers International</b>	111 years	Colliers International DC, LLC provides a full-range of services in Washington, D.C., and in Vienna, VA. The Northern Virginia Agency Team has over 70 years of combined experience in marketing office buildings for regional and institution clients like Prudential Real Estate Investors, The Alter Group, Vornado Realty Trust, Penzance Companies, Principal Real Estate Investors, Carr Properties, New York Life, and MRP.

FIRM	LENGTH OF TIME IN BUSINESS	BUSINESS / PUBLIC SECTOR EXPERIENCE
<b>Urban Analytics</b>	20 years	Examples of the Urban Analytics' public sector assignments include a study of housing conditions in Charles County, MD for the Charles County Board of Supervisors; a countywide fiscal and economic study for the Prince William County, Virginia Planning and Finance Departments; a countywide fiscal study with long-term growth scenarios (including a no-growth scenario) for the Queen Anne's County, Maryland Economic Development Authority; a town-wide fiscal, economic, and capital asset impact study for the towns of Trappe, Denton, and Vienna, MD; and a fiscal impact analysis of the U.S. Government Department of Defense spending statewide in the State of Virginia.
<b>Stifel, Nicolaus &amp; Company</b>	126 years	Stifel, Nicolaus & Company has more than 2,000 retail salesmen managing over \$126 billion in assets under management. Stifel also has more than 9,700 Virginia retail accounts, with over \$1.4 billion in assets under management.

**Guarantees and Warranties**

The Clark Construction Group, LLC, or an affiliate, will provide payment and performance bonds. Warranties will be provided in the American Institute of Architects' documents which will be supplemented by trade specific warranties as typically obtained on a project of this size and nature. Other team members will provide guarantees and/or warranties as required.

**Question C** *For each firm or major subcontractor that will be utilized in the Project, provide a statement listing the firm's prior projects and clients for the past three (3) years and contact information for same (name, address, telephone number, e-mail address). If a firm has worked on more than ten (10) projects during this period, it may limit its prior project list to ten (10), but shall first include all projects similar in scope and size to the proposed Project and, second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents, which are in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule maintenance, claims, change orders, lawsuits, safety and other matters relevant to the successful project development, operation, and completion. (It is anticipated that information requested by this paragraph C may be included in an appendix to the Conceptual Proposal, in which case it will not count against the maximum page length for Tab 1.).*

Please refer to *Appendix 10—Statement of Prior Projects/Clients* for major firms prior projects/client listings as well as available performance evaluation reports/client reference letters.

**Question D** *Provide the names, prior experience, addresses, telephone numbers and e-mail addresses of persons within the firm or who will be directly involved in the Project or who may be contacted for further information.*

Edgemoor has named Jamie Martin as the key contact for the Project, due to his successful record of accomplishment on projects of similar size and complexity, as well as Jamie's personal ties to the community as a Falls Church resident. Jamie possess a deep understanding of public-private partnerships and has a reputation for working extremely well with clients, team members, and stakeholders. Of most importance to this Project is a unified project team with a passion to understand the goals and expectations of the City of Falls Church. Please do not hesitate to contact Jamie with any questions or concerns.

## Edgemoor (Master Developer)

### Jamie Martin, Vice President

7500 Old Georgetown Road,  
7th Floor  
Bethesda, MD 20814  
P: (301) 272-6755  
E: jamie.martin@  
edgemoordevelopment.com

### Prior Experience

- Decades-long Falls Church resident with more than 27 years of private development experience, including commercial, mixed-use, and higher education projects.
- Served as the Development Executive on both the Mary Ellen Henderson Middle School and South County Secondary School projects.
- Jamie also led the commercial planning, development, leasing, and management of the Trinity Centre mixed-use development.

**Question E** *Provide the current or most recent financial statements of the firm (audited financial statements to the extent available), and if the firm is a joint venture, limited liability company, partnership or entity formed specifically for this Project, provide financial statements (audited if available) for the firm's principal venturers, members, partners, or stockholders that show that the firm or its constituents have appropriate financial resources and operating histories for the Project.*

Please see the FY 2014 Audited Balance Sheet for the Clark Construction Group, LLC (Edgemoor Infrastructure & Real Estate LLC is a wholly-owned subsidiary of Clark Construction Group) located in a confidential, sealed envelope labeled **Confidential Financial Statements**.

**Question F** *Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection with the Project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (Section 2.2-3100, et seq. of the Code of Virginia), and state the basis on which such disqualification would be required.*

To the best of our knowledge, no member of our Team would be obligated to disqualify themselves from participation in any transaction arising from or in connection with the proposal for a public-private partnership for the development, design, financing, and construction of the new Falls Church High School for the City of Falls Church Pursuant to The Virginia State and Local Government of Interest Act, Chapter 31 (Section 2.2-3100 et. Seq) of Title 2.2.

**Question G** *Identify the proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the Project*

The Edgemoor Team's work plan for ensuring successful project performance with sufficient and timely labor resources is based upon our local experience and history of developing local labor resources to deliver the region's most prominent projects for more than 100 years. The Washington, D.C. metropolitan area historically has enjoyed a well-trained and diverse workforce. Clark's position in the market place provides our Team with the expertise and relationship to identify and deliver the necessary labor resources to deliver the Project.

The most important facet of ensuring sufficient and timely labor resources is our Team's strategy and approach to hiring qualified subcontractors. Clark's online prequalification process evaluates subcontractors and suppliers to determine if their financial capabilities, quality, safety, and experience meet the requirements of the project. Clark will invest a significant effort to ensure the subcontractors invited to bid have the ability, workforce, and financial strength to meet the demands of the schedule, and produce a quality product.

In addition to a robust subcontracting procurement process, the Edgemoor Team has developed proven programs for identifying and training workers. This starts through reaching out to the local community and resource partners

to identify potential candidates and communicate available employment opportunities. Through a combination of apprenticeship programs, On-the-Job Training (OJT), and Step-Up Apprenticeship programs, Clark has enabled thousands of workers to obtain the training and experience needed to launch careers as skilled craft workers.

**Question H** *For each firm or major subcontractor that will perform construction activities, provide an accurately completed Commonwealth of Virginia Department of General Services Form 30-168*

Please refer to *Appendix 11—Commonwealth of Virginia Dept. of General Services Form 30-168 for Clark Construction.*

**Question I** *Describe efforts to facilitate participation of small businesses and businesses owned by women and minorities and the success of those efforts for the Project*

The Edgemoor Team is committed to developing innovative programs that empower small business owners, stimulate growth and development, and maximize economic opportunity. Our entire Team has a strong track record of working with small, local, and disadvantaged businesses and regularly exceeds project participation goals. In fact, since 2008, Clark has awarded more than \$3 billion to small, disadvantaged, and women-owned businesses. The Edgemoor Team intends to meet and likely exceed the minimum requirements and goals set by the City by focusing our efforts through inclusion and outreach that will permeate all levels of our Project Team and all aspects of the Project. Our approach to maximizing meaningful participation includes:

Outreach	Support
<ul style="list-style-type: none"> <li>■ Subcontracting outreach events and business opportunity fairs to highlight upcoming opportunities available to small businesses</li> <li>■ Partnerships with local small business organizations</li> <li>■ Advertising business opportunities in local press</li> <li>■ Maintaining an active and up-to-date database of interested small business subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>■ Prompt payment plans to improve liquidity and stability</li> <li>■ Dedicated resources to help business secure proper small and disadvantaged business certifications</li> <li>■ Bonding capacity support</li> <li>■ Training and development through mentor protégé and Strategic Partnership programs</li> </ul>

**In response to the lack of training and development programs for small businesses in the construction industry, Clark developed the Strategic Partnership Program in coordination with the Tuck School of Business at Dartmouth College. The intensive program is designed to supplement the capabilities of local, small, and/or disadvantaged businesses in the metropolitan areas in which Clark works. Since its inception in 2006, over 270 small business owners have graduated from the program and have been awarded more than \$500 million in contracts on Clark projects.**



# 2.

## 2. PROJECT CHARACTERISTICS

## 2. PROJECT CHARACTERISTICS

## 2. Project Characteristics

**Question A** *Provide a description of the Project, including the conceptual design. Describe the proposed Project in sufficient detail so that type and intent of the Project, the location, and the communities that may be affected are clearly identified. Include in this detail the general nature of all proposed development and commercial uses and the approximate location and size (including height and square footage) of all educational and commercial buildings and structures, along with a general layout including location of streets and traffic signalization, parking areas, pedestrian walkways, bicycle paths and playing fields.*

Please refer to the “Confidential Proposal” for the response to *Tab 2: Project Characteristics, Question 2A*.

**Question B** *Identify and fully describe any work to be performed by the School Board, the City, or any other public entity, and the timing of such work.*

Edgemoor will be responsible for development management and will be the City’s single point of accountability during the development, design, and construction of the project. However, to meet the City’s Notice-to-Proceed date identified in the RFP as December 2016, a significant amount of work also will need to be done and funded by the City and School Board during the six month period between Selection of Preferred Proposer (June 2016) and financial closing (assumed as December 2016 to allow for Notice-to-Proceed).

- **Development Agreements**—An Interim Agreement, including standard provisions on insurance, indemnities, reimbursement, and roles/responsibilities, will allow planning and design work to commence upon project award and proceed in parallel with the establishment of a Comprehensive Agreement. The Comprehensive Agreement sets forth final transactional terms and conditions for the Project, including design and construction standards, financing terms, and general administrative procedures. The School Board and City will be integral to the preparation and execution of these agreements.
- **Comprehensive Plan Amendment, Rezoning, and Related Approvals**—An amendment to the City’s Comprehensive Plan to allow the proposed commercial development on the site will need to be implemented in conjunction with the rezoning of the site. It is critical to have the land entitled prior to financial close on the new school. Edgemoor is experienced in securing land use entitlements and looks forward to working in parallel with the City to properly entitle the properties for the highest and best uses.
- **Land Commercialization**—As the land owners of the underlying land slated for commercial redevelopment, the School Board will need to assist in certain aspects of the financial plan structuring and agree upon certain critical terms to the deal, which are discussed in detail in *Tab 3: Project Financing*.
- **Project Planning and Design Reviews**—The School Board/City should participate in regular planning meetings to finalize the program and design of the Project, and its integration with the surrounding communities. The School Board/City will review and sign off on schematic design, design development, and construction documents. Additionally, the School Board/City will establish a Project Team that will participate in development planning, especially involved during the preconstruction period.
- **Public Outreach**—We hope to have the School Board/City act as a partner in interactions with the public, civic associations, and governmental entities. The Edgemoor Team will work with the School Board/City to prepare and administer an external and internal (FCCPS and City employees) communications strategy.
- **Preparation of Financing Documents**—The School Board/City will need to execute documents relating to the project financing.

Once construction commences, the City will be kept informed of Project progress through regular status reports and job meetings with the Edgemoor Team. Additionally, we would expect the School Board/City to partner with our Team on the following activities.

- **Plan Review and Permitting**—The City will need to conduct a Final Development Plan review, Site Plan Review, issue building permits, and conduct inspections in accordance with the City’s processes.
- **Construction and Commissioning Monitoring**—We expect the School Board and City to review project progress reports and immediately provide notice should concerns arise, so they can be quickly addressed by the Edgemoor Team. We expect the City and FCCPS staff to participate in training programs, final acceptance walk-throughs (owner’s punch list) on the new high school, and facility migration planning.
- **Other/Miscellaneous**—Some other items with which we will rely upon the assistance of the City/School Board:
  - Extend electric service as needed (or cause it to be extended)
  - Assist with relocation and/or vacation of existing easements on the property
  - Operate and maintain the new school facility and related infrastructure
  - Execute required reciprocal easements with adjacent land bays for access, maintenance, etc.

We envision increased City involvement during the final few months of school construction, as the Project moves into the commissioning phase. Edgemoor will work with the City and FCCPS to begin move coordination efforts in advance of delivery of the new high school. Our Team’s involvement and experience with this process will help ensure a positive experience for FCCPS employees and students. Beyond what is outlined above, we hope to develop a long-term, collaborative partnership with the City, School Board, FCCPS, and other relevant public agencies to ensure the goals for this important Project are being met.

**Question C** *Include a list of all federal, state and local permits and approvals required for the Project and a schedule for obtaining such permits and approvals.*

The Project will follow all federal, state, and local permit processes as required. The permits and approvals that may be required are listed in *Appendix 3*. Necessary permits and approvals will be identified again and in more detail in the Detailed Proposal. We will submit all plans and permit applications to the City’s Department of Development Services for approval. Our timeline, described fully in Section 2E and *Appendix 3*, includes anticipated scheduled time for permit approval within the shown design period, both before and during construction. We will seek to fast-track the approval process to the greatest extent possible.

**Question D** *Identify any anticipated adverse educational, social, economic, environmental, and transportation impacts of the Project. Specify the strategies or actions to mitigate known impacts of the Project. Indicate if an environmental assessment and archaeological assessment have been completed.*

The Edgemoor Team does not anticipate any material adverse educational, social, economic, environmental, or transportation impacts created by this Project; however, we discuss some potential minor adverse Project impacts.

**Educational**—There will be minor temporary impacts typical to a school construction or renovation project on the site of an operating school, such as noise and other construction-related inconveniences. However, our construction plan avoids any complex phasing, largely mitigating the related impacts on students and faculty, and the City will ultimately benefit for decades to come from a new, modern school; upgraded athletic fields; and improved infrastructure.

**Social**—As with any large construction project, there are risks of temporary traffic restriction, limits to public access to the Project site, higher than usual noise levels, and citizen inconvenience due to potentially altered pedestrian and vehicular traffic flows. As FCCPS and the City’s development partner, we can mitigate these impacts to the community through proper planning, advanced communication to the public, and immediate responsiveness when issues to arise. Edgemoor and Clark offer an experienced developer-builder team that has worked in tight educational, residential and urban environments, including on the GMHS/MEH campus during the construction of MEH. We have established strategies to anticipate and avoid potential disturbances.

**Economic**—Any increase in population carries with it an increase in demand for schools, fire and safety, roads, and other public facilities. However, in determining the size and mix of the proposed uses, we analyzed these costs

as well as the incremental tax benefits to the City of Falls Church and have determined that the economic benefits to the City far outweigh the costs.

**Environmental**—Minimal. Approximately 40% of the larger 34.6 acre property is currently considered impervious area. Any disturbed impervious area will be replaced with new roads, sidewalks, and buildings designed to capture and treat storm water runoff using low impact development (LID) techniques and the latest technologies. We aim to significantly improve storm water capture and treatment on the land we disturb. The site redevelopment will adhere to the new state storm water management requirements, consistent with the recently revised City of Falls Church Storm Water Code. Additionally, with a minimum LEED Silver certification, the new school facility will be a more sustainable facility than the current GMHS it will replace.

**Transportation**—While we envision the redevelopment ultimately improving transportation in and around the campus site, there may be temporary adverse transportation impacts during construction, as noted above as Social impacts. We will work with the City and VDOT to plan temporary traffic control and communications strategies to mitigate these impacts, providing safe, and efficient movement of motorized and non-motorized traffic through or around roadway work zones as well as providing protection for workers and equipment.

**Environmental Assessment/Archaeological Assessment**—We have prior environmental and geological assessments from the MEH development. Given significant past development of the site, including several re-developments, an Archaeological Assessment may not be necessary but can be performed in the next phase of procurement, provided access rights to the property can be attained.

As opposed to adverse impacts, we anticipate positive social, economic, and environmental impacts from the Project, as highlighted throughout our proposal.

**Question E** *Identify the proposed schedule for the work on the Project, including sufficient time for the School Board's and the City's review and the estimated time for completion.*

If provided Notice-to-Proceed in December 2016 as shown in the RFP, we could deliver a new school by July 2019. This assumes that all of the rezoning and design work required to reach financial close is completed in the six month period from Selection of Preferred Proposer (June 2016) and Notice-to-Proceed (December 2016). The high level schedule is provided below and more detailed schedules can be found in *Appendix 3*. Additionally, construction site utilization plans can be found in *Appendix 4*.

Activity	2016			2017				2018				2019				2020			2021			
	Q2-15	Q3-16	Q4-16	Q1-17	Q2-17	Q3-17	Q4-17	Q1-18	Q2-18	Q3-18	Q4-18	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21
<b>Procurement Schedule (per Falls Church RFP)</b>																						
Selection of preferred Proposer	█																					
Negotiate Comprehensive Agreement Terms	█	█																				
City authorizes public referendum July 2016		█																				
Finalize Comprehensive Agreement				█																		
Public referendum				█																		
Bond sale				█																		
Notice to proceed (Dec 2016 - per RFP)				█																		
<b>Pre-Development &amp; Entitlement</b>																						
City Amendment to Comprehensive Plan		█	█																			
Rezoning/ Special Exception Approval		█	█	█																		
Negotiation & Execution of Ground Leases		█	█	█																		
Financing Docs, Underwriting and Closing		█	█	█																		
<b>Design-Build &amp; Move-in</b>																						
Early Design (Schematic & DD)			█	█																		
City Review			█	█																		
Complete Design (CDs)				█	█																	
City Review				█	█																	
Design-Build of Schools, Fields, Infrastructure					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
FCCPS Move-in													█									
<b>Commercial Development Construction</b>																						
Underground Garage															█	█	█	█	█	█	█	█
Buildings															█	█	█	█	█	█	█	█

Our design schedule includes time for City and FCCPS formal reviews. To meet the design schedule, we will continue to advance the design during the review periods, and commit to incorporate City and FCCPS approved comments and suggestions as we continue to design. To minimize the comments during formal reviews, we encourage the City and FCCPS to participate in regular design meetings and over-the-shoulder reviews. This will allow feedback to be captured and incorporated in real-time, making the formal reviews more of a check that comments have already been incorporated.

**Question F** *Identify contingency plans for addressing public needs in the event that all or some of the Project is not completed according to projected schedule.*

Since our project approach does not contemplate complex phasing plans, a delay in the school delivery should not be overly impactful to FCCPS staff and students. High school students and staff would simply remain in the school facilities used during construction for a longer period of time prior to moving into the new facility, perhaps until the December 2019 winter break as opposed to July 2019.

**Question G** *Propose allocation of risk and liability, and assurances for timely completion of the Project.*

Edgemoor partnered with the School Board and City to swiftly find the location, design, and build MEH on time and within the budget using the PPEA procurement process, which should help assure the City/School board of our ability to perform.

Edgemoor assumes the traditional development, design, and construction risks and liabilities for delivery of the new educational campus, subject to terms and conditions of a Comprehensive Agreement. Edgemoor will serve as the master developer for the new educational campus, under which the Clark Construction Group will be the contractor. Clark has a long history building new school facilities on-time and on-budget. Clark will provide payment and performance bonds, retainage, a one-year standard warranty commencing upon substantial completion, and longer warranties for certain elements of work such as the roof. Additionally, subcontractors will be bound by this warranty provision, and any others that might be specified, consistent with any special requirements.

As for the realization of the adjacent commercial development, the private developers, the City, and the School Board are all aligned and financially incentivized to ensure delivery and occupancy of these buildings as soon as possible after the construction of the new school.

**Question H** *State assumptions related to ownership, legal liability, law enforcement and operation of the Project and the existence of any restrictions on the School Board's use of the Project.*

**Project Ownership**—The new GMHS and MEH expansion will be owned by the School Board/FCCPS. The School Board and City own the land we are proposing to develop and, while the physical buildings associated with the commercial development will be owned by private developers, the land will continue to be owned by the School Board and City. Developer access and occupancy rights to the land will be granted through long term ground leases with the School Board/City. The School Board/City will be given fee simple title to the school improvements in exchange (consideration for) the long term ground leases with the commercial developers.

*Please see Tab 1: Qualifications and Experience for discussion of the legal and organizational structure of the Edgemoor Team.*

**Legal Liability**—The liability for the design and construction of the new high school will rest with the Edgemoor Team, while liability associated with school ownership and operations will remain with the City of Falls Church. All design and construction work will either meet or exceed current federal, state, and local requirements. The general contractor and certain subcontractors will be required to bond their work through the issuance of payment and performance bonds with riders for dual obligee provisions naming the School Board on the bonds. All project

team members will be required to provide insurance coverage. In addition, the designers will provide appropriate professional liability insurance. All design work will be submitted to the City/School Board for approval in their proprietary role as well as their regulatory roles, and construction oversight by these public parties in their regulatory roles will be a part of the process.

**Law Enforcement**—The Virginia State Police, the City of Falls Church Police (and other jurisdictions as authorized by the City) will provide enforcement services as appropriate.

**Operation of Facilities**—Upon delivery of the new high school by the Edgemoor Team, the School Board/City will own, operate, and maintain the facility and related infrastructure. The Edgemoor Team can provide operation and maintenance services should the City or FCCPS so desire. The City also will have full use of the infrastructure related to the adjacent commercial development, which will be operated and maintained independently by the various end-user groups described in our proposal. Reciprocal ingress/egress and maintenance agreements between the School Board/City and the private development will be entered into to allow the necessary access rights to all involved parties.

**Restrictions on Usage by Public Entity**—We do not envision any restrictions on usage of the new high school once occupancy is granted, nor on the adjacent commercial development (subject to the terms of agreements with developers).

**Question I** *Provide information relative to phased openings, if any, of the proposed Project.*

We do not anticipate any phased openings in our proposal. Work will be completed in one construction phase and all of the students and faculty will be moved into the new facility at one time in July 2019. For more information on the schedule and logistics, see Section 2E and *Appendix 3*.

**Question J** *Describe any architectural, building, engineering, or other applicable standards that the proposed Project will meet.*

With the goal of achieving LEED Silver for Schools certification the design will address the following;

- Conduct a Phase I Environmental Site Assessment (as described in ASTM E1527-05) to determine whether environmental contamination exists at the site.
- ANSI/ASHRAE/IESNA Standard 90.1 for energy optimization.
- EPA 1992 standards for reductions in water usage.
- ANSI Standard S12.60, Acoustical Performance Criteria, Design Requirements and Guidelines for Schools.

The Project will meet all City of Falls Church building codes and other standards applicable to final design strategies.

**Question K** *Identify and describe any involvement in Project development on the part of any owners or tenants of adjacent properties.*

The Edgemoor Team has reached out to and/or met with three of the adjacent property owners to date, including Federal Realty Investment Trust (FRIT), the Beyer Automotive Group, and the UVA/Virginia Tech Graduate Center. The extent of the involvement of adjacent landowners is discussed in Section 2A, located in the “Confidential Proposal.” At the next stage of the procurement, we will meet with WMATA, Fairfax County, VDOT, and Chestnut Street, LLC, the developer of the townhouses and single family homes across Route 7 in Fairfax County.

# 3.

## 3. PROJECT FINANCING



### 3. PROJECT FINANCING

# 3. Project Financing

Please refer to the “Confidential Proposal” for the response to *Tab 3: Project Financing*.

# 4.

## 4. PROJECT BENEFIT AND COMPATIBILITY

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## 4. Project Benefit and Compatibility

**Question A** *Identify the economic impact the Project will have on the local community.*

This innovative Project will provide immense economic benefits to Falls Church in both the long- and short-term, including helping fund the delivery of a new, state-of-the-art high school and middle school expansion, attracting new businesses, and continuing to retain existing businesses in the City of Falls Church. The Edgemoor Team retained an independent third-party research and analysis firm, **Urban Analytics**, from Alexandria, VA, to study and forecast the fiscal and economic impacts to the City and the region, respectively. The entire Urban Analytics economic and fiscal impact report is located in *Appendix 9*.

Urban Analytics concludes that the **positive economic impact** generated by the commercial development on the campus site will contribute to the overall vitality of the region. The findings of the economic impact analysis are outlined below:

- Over the short-term (construction phase), the total economic impact to the local region from the commercial development is estimated to be \$297.4 million.
- These short-term outlays during construction are estimated to create 1,314 new jobs with related personal earnings of \$58.2 million.
- Over the long-term (post-construction phase), the total economic activity associated with spending from residents and workers at the commercial development are estimated to be \$22 million annually.
- These long-term outlays are estimated to create 101 new jobs with related personal earnings of \$3.6 million.
- The estimated new, full-time equivalent jobs in the City of Falls Church supported by the full build-out and tenancy of the non-residential land uses at the proposed mixed-use development is estimated to be 1,309.

Urban Analytics studied only the commercial development. However, in addition to the positive economic benefits from that development, the new school improvements will inject millions into the local economy and create hundreds of local jobs itself.

Urban Analytics also projects that the commercial development will result in a **net positive fiscal impact** for the City of Falls Church **equal to \$3.0 million annually** at full build-out (\$7.6 million annually in tax and other non-tax revenues less \$4.6 million annually in expenses to the City of Falls Church). Overall, it is estimated to generate \$1.64 in City revenues for every \$1.00 in City expenditures. For more detail on the economic and fiscal impacts of the mixed-use development, refer to the full report in *Appendix 9*.

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<sup>1</sup> Region defined as the City of Falls Church, Fairfax County, and the City of Fairfax

**Question B** *Identify the strategy and plans for community information and involvement in the development process, including with adjacent property owners and neighboring jurisdictions.*

**The Edgemoor Team, which includes Falls Church residents and parents of current George Mason High School (GMHS) students**, began studying the City's need for a new high school several years ago and has a vested interest in this Project's success. In addition, **we have listened to the City, School Board, and stakeholders at every meeting on the Project** this year, including the Joint Campus Planning Committee, the Urban Land Institutes Technical Advisory Panel presentation on the site, the Community Visioning Workshop at MEH in June, the Public Workshop on the RFP at City Hall in July, numerous City/School Board Meetings, the Project Information Meeting at GMHS in August, and the Community Forum: The Schools of our Future at MEH in October. We will continue to listen as we continue our proactive approach to engage and inform the Falls Church City Public School and City Government, the local citizens, businesses in the areas impacted by the project, adjacent property owners and Fairfax County. This approach may include, but would not be limited to:

- Frequent communications with citizens groups, local businesses, and governmental agencies
- A speaker's bureau to inform groups about the improvement program (speakers could include Edgemoor Team representatives and public officials who are involved in the Project)
- Small community meetings to elicit community input
- Regular reports to the School Board and City Council

**We have already reached out to and/or met with three adjacent property owners**, the University of Virginia/Virginia Tech Graduate Center, Federal Realty Investment Trust (FRIT), and the Beyer Automotive Group. At the next stage we hope to have discussions with WMATA, Fairfax County, and Chestnut Street, LLC, the developer of the townhouses and single family homes across Route 7 in Fairfax County. We will continue to solicit the input and feedback from adjacent property owners on our proposed redevelopment. Our conversations with FRIT and the Beyer Automotive Group are documented in letters from each company in *Appendix 8*.

We are a locally-based team that includes numerous Falls Church residents. Our Team has successful experience both locally and nationally working with community groups and building review committees in multiple jurisdictions. The community-input design process allows the designer, local citizens, and the owner to achieve the best possible building programs, guidelines, and designs. We believe the most responsive and rewarding projects are created through a collaborative design process involving the owner, developer, design-builder, architect, end users, and community and governmental groups.

### Outreach and Education

On every project, we look for opportunities during each step of the project to reach and out and educate, update, and engage the community. The image to the right shows members of the Long Beach Civic Center team reviewing the project model with a concerned stakeholder.



“

...the close communication [between Clark/Edgemoor and the City of Falls Church and FCCPS] and detailed planning has helped ensure that the school will sit the needs of the teachers and students for years to come.”

“

Rather than the usual problems that plague construction projects....cost overruns, missed deadlines and burdensome oversight...the construction of the middle school [by the Edgemoor/Clark Construction team] has been surprisingly easy. So far the construction is expected to be completed at or before the original deadline, and is at least \$1 million under budget.”

- Darien Bates. MEH Middle School Progresses Quickly. Falls Church News-Press, June 30-July 6, 2005.

The Edgemoor Team has worked on several successful school projects (including the City’s own Mary Ellen Henderson Middle School project) in jurisdictions that require the schematic design process to involve biweekly meetings with a “Building Planning Committee” composed of teachers, parents, neighborhood, and community members and city/county council members. This engagement process can effectively and quickly develop project goals, alternative concepts, pros/cons analysis, group consensus, and stakeholder buy-in.

We also have worked with procurement authorities and stakeholders in the past to involve and inform the broader community about projects throughout their development.

Upon selection, our Team is prepared to develop any necessary materials to best convey the intent of the development, the nature of the partnership, projected schedules, interim and permanent impacts, and other vital issues to support the project, including efforts related to financing, entitlements, and general public relations.

A common focus shared by all team members is our commitment to partnering, stakeholder engagement, and client satisfaction. Teamwork, cooperation, and proactive problem-solving are attributes that each Edgemoor Team member will bring to the Project every day.



Jamie Martin (Edgemoor) and Kathy Chandler (former Falls Church City School Board Chairman) at the Mary Ellen Henderson Middle School Dedication.

**Question C** Describe any anticipated community, educational, social, environmental, and transportation benefits of significance that are unique to the Proposer's approach to the Project.

While there are a number of Project benefits, below we have focused on those unique to our approach.



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## Community and Social

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- Our plan provides the vast majority of parking underground, leaving ample room for athletic fields and a large community park.
- Our plan focuses on placemaking and incorporating the community's values and requirements into the master plan, school design, and other amenities like the potential pool facility.
- Our plan eliminates complex construction phasing, minimizing disruptions to the high school students and staff.
- Our plan creates a permanent home for the School Board by including the School Board Administration Offices within the new school facility.
- Our plan delivers the most robust financing solution by using a ground lease structure (as opposed to fee simple transfer) to monetize a portion of the campus site for the benefit of the City without forever losing control of one of the City's highest value assets.
- Our plan enables Falls Church to:
  - Maintain a long-term income stream
  - Participate in the Project well after the initial transaction with developers
  - Eventually get the land back for future generations to use



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## Educational

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- Our design significantly increases innovative shared learning areas, common space, and support and circulation in the facility, which we believe is more in line with modern academic design. The RFP envisions a gross-up factor of approximately 30% while our plan has a gross-up factor in excess of 40%.
- Our design provides multiple large outdoor green terraces and shared learning areas on upper floors and typically adjacent to STEAM classrooms, which have been outfitted with direct access via roll-up doors.
- Our design allows for expansion either vertically or horizontally at a future date.
- Our approach supports delivery of the new school facilities by July 2019 as desired by the City/School Board.



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## Environmental

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- Our plan replaces an outdated building from the mid 20th century with a modern, state-of-the-art LEED Silver high school, which incorporates green roofs and landscaped outdoor learning terraces.
- Our plan uses innovative stormwater management technologies and low impact development techniques to manage the stormwater and mitigate any downstream impacts.



## Transportation

- We have separated the bus and parent drop off areas from the main areas of the commercial development, avoiding congestion and safety issues common to shared loading areas.
- We have carefully placed parking garage entrances (both for the school and commercial project) in order to provide easy access to and from underground parking garages at multiple points across the site.

**Question D** *Describe the Project's compatibility with the City's, and/or affected jurisdiction's local comprehensive plan (including related environmental, land use and facility standards ordinances, where applicable), infrastructure development plans, transportation plans, the capital improvements plan and capital budget or other government spending plan.*

The Edgemoor Team believes the Project is compatible and in-line with the City's vision for the site. The City Planning Commission Recommendation has identified the need to fund a new high school and an expansion of MEH during FY 2017 and FY 2018. While the City's CIP anticipates a new high school and MEH expansion, it does not include the other scope required in the RFP such as additional infrastructure and athletic field improvements. As such, the costs for those items in our budget are scope outside of the City's current spending plan.

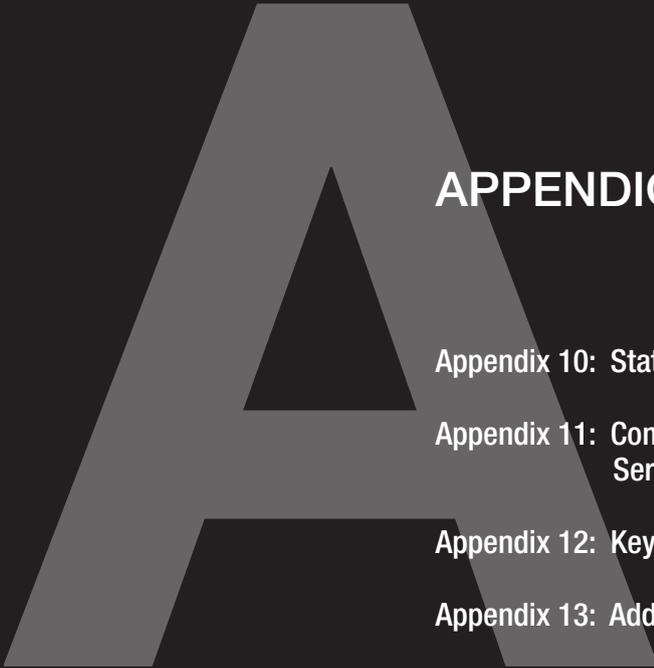
Since our high school design requires a smaller footprint than the existing GMHS and keep it on land owned by the School Board, we view our proposed high school as only beneficial and compatible with the City's plans. We also have presented a commercialization plan for the existing parcel of land that will help pay for the vast majority of the school improvements. We recognize that fully funding GMHS and MEH by Falls Church through general obligation bonds or lease revenue bonds would likely require all of the City's remaining debt capacity plus an increase in the City's Property Tax rate. Our proposed Project structure hinges on the principle that the City wishes to neither utilize all of its remaining debt capacity nor increase its Property Tax rate, but instead keep significant debt capacity available for future capital projects.

The City's Comprehensive Plan will need to be modified to allow for a commercial development on the site. However, the City has already envisioned allowing a commercial redevelopment project on the site and we believe our proposal is in line with the City's expectations. The proposed uses in our redevelopment plan have been determined by balancing current market demand with the City's goals for the site.

There are not currently any commercial uses within the 34.6 acre site ("commercial" is assumed to include residential, office, retail, etc.). While the City intends to develop up to 30% of this area for economic development purposes, the parcels have not been zoned by the City and do not have a Future Land Use designation in the City's Comprehensive Plan as yet. All of the new area added to the City was automatically rezoned to R-1A Residential upon being added to the City due to a provision in the City Zoning Ordinance (§48-205.c). The property will need to be rezoned by City Council following review by the Planning Commission. Our proposal contemplates rezoning it to B-2 (Central Business District) with special exceptions.

We also have reviewed and understand the Fairfax County Comprehensive Plan for the areas adjacent to the site. The McLean Planning District, and in particular, the West Falls Church Transit Station Area plan, make recommendations that are consistent with the plans for the surrounding areas included in our proposal.

<b>FAIRFAX COUNTY COMPREHENSIVE PLAN, 2013 Edition</b> <b>McLean Planning District, Amended through 3-24-2015</b> <b>West Falls Church Transit Station Area</b>	<b>AREA II</b>  <b>Page 82</b>
<ul style="list-style-type: none"> <li>• High density residential development in low- to mid-rise structures is appropriate along Haycock Road, as well as between the WMATA property and the George Mason High School site; and</li> <li>• Commercial development should be limited to support retail and service uses associated with the planned residential development on the WMATA site. This development should take advantage of the pedestrian and vehicular access through the site. In addition, the planned residential development would also assume the reconfiguration of the WMATA parking area to be part of an integrated development.</li> </ul>	



# APPENDICES

Appendix 10: Statement of Prior Projects/Clients

Appendix 11: Commonwealth of Virginia Dept. of General Services Form 30-168 for Clark Construction

Appendix 12: Key Principals/Project Managers Experience

Appendix 13: Additional Relevant Experience

## APPENDICES

Appendix 10: Statement of Prior Projects/Clients

Appendix 11: Commonwealth of Virginia Dept. of General  
Services Form 30-168 for Clark Construction

Appendix 12: Key Principals/Project Managers Experience

Appendix 13: Additional Relevant Experience



Appendix 10—Statement of Prior Projects/Clients

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: EDMOOR INFRASTRUCTURE &amp; REAL ESTATE LLC</b>				
<p><b>Governor George Deukmejian Courthouse, Long Beach, CA</b></p> 	<p>Judicial Council of California, Administrative Office of the Courts Clifford Ham, Principal Architect Box 0287 455 Golden Gate Avenue San Francisco, CA 94102 (415) 865-4200 clifford.ham@jud.ca.gov</p>	<p>Delivered through a unique public-private partnership agreement between Long Beach Judicial Partners LLC (LBJP) and the Judicial Council of California, the Governor George Deukmejian Courthouse is the first social infrastructure project in the United States procured under the principles of Performance-Based Infrastructure contracting. The 545,000 SF, 5-story court building houses 31 courtrooms, as well as administration offices, Los Angeles County lease space, and retail space. Overhead, pedestrian bridges enable county justice agency staff to move quickly to and from the courtrooms. Three restaurant concessionaire spaces are included as part of a 4,500 square-foot food court adjoining the main courthouse building. In addition, there is one convenience store space in the court building. In addition to the new court building, the team also renovated and expanded an existing 399,000 square-foot parking structure. <b>The project was delivered 11 days early, exceeded its initial 3% DBE participation (final project DBE participation was 4.5%) and saved the Administrative Office of the Courts more than \$10 million.</b></p>	<p>\$490,000,000</p>	<p>Completed in August 2013</p>
<p><b>University of Kansas, Central District Development Project, Lawrence, KS</b></p> 	<p>University of Kansas Shannan Nelson Assistant Vice Provost Strong Hall, Room 113 1450 Jayhawk Boulevard University of Kansas Lawrence, KS 66045 (785) 864-4677 snelson5@ku.edu</p>	<p>The University of Kansas selected Edgemoor to perform development and preconstruction services on the Central District Development Project in Lawrence, Kansas. The Central District Development Project is a public-private partnership (P3) with Edgemoor as the developer and Clark/McCownGordon, A Joint Venture, as the design-builder. As part of this project, the team will provide preconstruction services for the planned 40-acre site, which will include a 285,000 SF academic integrated science facility, a 26,500 SF student union, 1,200 beds of student housing in three buildings, and approximately 2,000 parking spaces. The project also will include a central plant facility, a 595 space parking structure, and the necessary utility and transportation infrastructure to support the project.</p>	<p>~\$350,000,000</p>	<p>Estimated total completion in Summer 2018</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: EDGEMOOR INFRASTRUCTURE &amp; REAL ESTATE LLC</b>				
<p><b>Long Beach Civic Center, Long Beach, CA</b></p> 	<p>City of Long Beach Michael Conway, Director of Business and Property Development 333 W. Ocean Blvd Long Beach, California 90802 (562) 570-5282 michael.conway@ longbeach.gov</p>	<p>Edgemoor is the co-developer of the project that consists of a new civic center, a new City Hall, Main Library, revitalized Lincoln Park, and a new headquarters for the Port Authority, as well as a vibrant commercial mixed-use development. In total, there are six new buildings, three new parking garages, and related infrastructure and landscaping. It will occupy 15 acres/6 city blocks in downtown Long Beach.</p>	<p>\$475,000,000</p>	<p>Estimated total completion in Summer 2019</p>
<p><b>UCSF Sandler Neurosciences Center, San Francisco, CA</b></p> 	<p>UCSF Real Estate Services Ester Morales, Executive Director of Real Estate 654 Minnesota Street San Francisco, CA 94143 (415) 476-8877 ester.morales@ucsf.edu</p>	<p>Project includes a 237,000 SF Neurosciences Center on UCSF's Mission Bay Campus. Edgemoor served as the developer while coordinating closely with the end users. Edgemoor arranged pre-development financing to cover the costs of design and engineering, allowing the project to proceed prior to State approved permanent financing, accelerating the project by one year. It received permanent funding through a lease-leaseback structure involving UCSF, Edgemoor/McCarthy Cook, and a new 501(c)(3) corp.</p>	<p>\$200 million</p>	<p>Construction completed in 2012; Operations &amp; Maintenance services are on-going</p>
<p><b>Route 28 Corridor Improvements, Fairfax and Loudon Counties, VA</b></p> 	<p>Virginia Department of Transportation (VDOT) Susan Shaw, P.E. Project Manager 4975 Alliance Drive Fairfax, Virginia 22030 (703) 259-1995 susan.shaw@vdot. virginia.gov</p>	<p>Developed under Virginia's Public-Private Transportation Act, the project included the conversion of 10 signalized intersections to high-capacity interchanges and the widening of Route 28 from six to eight lanes. Edgemoor served as the turnkey developer after coming up with a creative financing where future tax district revenues were monetized and allocated to pay back the loan, allowing improvements to be complete a decade sooner than originally planned. Due to the efforts of many, the Land Owners' Tax District, Fairfax and Loudoun Counties and the Virginia Department of Transportation approved the deal in November 2006. All final four interchanges are complete. The remaining scope of work, which includes widening the roadway from 6 to 8 lanes, is currently being delivered in phases.</p>	<p>\$387,000,000</p>	<p>Varies by project</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: CLARK CONSTRUCTION *</b>				
<p data-bbox="151 321 619 357"><b>McLearen Road Academy, Herndon, VA</b></p> 	<p data-bbox="667 324 940 657">Trammell Crow Company Spencer Brott Managing Director 1055 Thomas Jefferson St., Ste 650 Washington, D.C. 20007 202.295.3335 sbrott@trammellcrow. com</p>	<p data-bbox="966 324 1659 852">Clark is providing preconstruction and general contracting services for the construction of the McLearen Road Academy located in Herndon, Virginia. The new 380,000 GSF campus includes a four-story academic building for Pre-K through 12th grade students, a 550-seat auditorium, athletics wing, and 30,000 SF of administrative office space. The athletics wing features a multi-sport gymnasium, practice court, dance studio, full sized athletic track and field, and a below-grade aquatics center with an Olympic sized swimming pool. The campus also supports outdoor activities and sports, including a dedicated track and field stadium with spectator seating, enclosed and open activity courtyards, and an open playground area. Clark is also responsible for construction of an at-grade parking lot and a paved circulation drive with bus and car student drop-off areas.</p> <p data-bbox="966 893 1659 1006">Adjacent to the academic facility, the project team will construct two, 15,000 SF office buildings dedicated for future use. The two-story structures will feature a precast and punched window facade.</p>	<p data-bbox="1680 324 1848 357">\$110,000,000</p>	<p data-bbox="1879 324 2037 357">Est. April 2016</p>
<p data-bbox="151 1023 619 1096"><b>Montgomery College Bioscience Education Center, Germantown, MD</b></p> 	<p data-bbox="667 1023 940 1356">Montgomery College G. Dewey Yeatts VP of Facilities and Security 900 Hungerford Drive Rockville, MD 20850 (202) 567-5292 dewey.yeatts@ montgomerycollege.edu</p>	<p data-bbox="966 1023 1659 1323">Clark provided general contracting services for the construction of the 159,000 GSF Bioscience Education Center. The three-story facility has a structural steel frame supporting composite metal decks and is wrapped in a high-performance masonry, aluminum panel, and curtain wall facade. Clark was also responsible for the completion of the campus' new Southern entrance and building new roads to improve traffic flow. The Bioscience Education Center achieved LEED Gold certification.</p>	<p data-bbox="1680 1023 1848 1055">\$53,000,000</p>	<p data-bbox="1879 1023 2037 1096">September 2012</p>

*\*Clark Construction and Edgemoor are part of Clark Enterprises, Inc., a highly-successful, diversified investment company that concentrates its investment activities in real estate, construction, private equity/venture capital and financial markets. For purposes of this submittal, Edgemoor/Clark is used to describe projects that were developed by and/or are held by Clark Enterprises, Inc. affiliates.*

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: CLARK CONSTRUCTION</b>				
<p><b>Edward St. John Learning and Teaching Center, College Park, MD</b></p> 	<p>University of Maryland College Park William Olen Director of Capital Projects (301) 405-7336 wolen@fm.umd.edu</p>	<p>The new, 95,800 square-foot facility will be located on the university's College Park campus. The scope of work also includes constructing a 5,000 square-foot central utility building as well as performing site and utility improvements. Scheduled for completion in 2016, the Edward St. John Learning and Teaching Center will accommodate 2,000 students in multiple classrooms ranging in size from 80 to 320 seats. All spaces will be equipped with the latest classroom technologies managed from a centralized technology service unit. This is the first new building on campus dedicated solely to classroom space in 50 years.</p>	<p>\$40,000,000</p>	<p>Est. February 2016</p>
<p><b>Lab School of Washington, Washington, D.C.</b></p> 	<p>Stranix Associates Mr. John Stranix (Owner Representative) 1801 Pillory Drive Vienna, VA 22182 (703) 281-2379 js@stranixassociates.com</p>	<p>Clark will enhance the Lab School of Washington's campus by building a new high school adjacent to the Lab School's existing gymnasium. The new building will be a four story, cast-in-place concrete structure with deep foundations and post-tensioned slabs, wrapped in a combination of brick, curtainwall, and punch window facade. Amenities provided in the new high school will include a central atrium, laboratory spaces, expandable classrooms, administrative offices, and a roof terrace. The new high school construction will also include improvements to the campus' landscape with additional trees, plantings, bio-retention ponds, and an elevated bridge connecting the new building to the center of the campus.</p>	<p>\$12,500,000</p>	<p>March 2016</p>

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<b>FIRM NAME: CLARK CONSTRUCTION</b>				
<p><b>Augustus F. Hawkins High School, Los Angeles, CA</b></p> 	<p>Los Angeles Unified School District Robert Lester 814 W. 58th Place Los Angeles, CA 90044 (562) 654-9007 robert.lester@lausd.net</p>	<p>Construction of a 267,000 GSF campus on a 15-acre site with five main buildings including: a gymnasium, a multipurpose room, classrooms, administrative offices, library, a parking structure built under the basketball courts, and a maintenance and operations building and central plant. Seventy-five teaching stations provide 2,025 students with Small Learning Communities, a national program adopted by LAUSD.</p>	<p>\$110,000,000</p>	<p>2012</p>
<p><b>MetroWest, Vienna, VA</b></p> 	<p>Cooper Carry Steve Smith 625 N Washington St., # 200 Alexandria, VA 22314 (703) 519-6152 stevesmith@coopercarry.com</p>	<p>The Metro West Development is 1.3 million SF development now underway adjacent to the Vienna-Fairfax-GMU Metro Station, the first stop on Metro's orange line (a part of the Washington Metropolitan Area Transit Authority). The site is being developed under the Clark Realty Capital Brand. The site boasts immediate access to high-quality retail, entertainment amenities, and major roadways, including Interstate 66. Clark's vision for Metro West proposes a unique downtown that offers culture, upscale convenience, and wellness in a comfortable setting. Timeless architectural character mixed with traditional neighborhood charm will be enhanced with gourmet dining, shopping, and learning; outdoor events including art shows, concerts, and street festivals; and unique local retail. The resulting level of quality will create a premium lifestyle that will surpass all other D.C. Metropolitan Area developments. Over the last several years, Clark worked with Pulte Homes to develop the 60-acre assemblage. Clark sold a portion of the original assemblage to Pulte Homes, who will build 1,300 homes on approximately 47 acres. Clark's portion of the development is situated closest to the Metro and includes 900 residential units, 100,000 SF of retail, and 300,000 SF of office space on 10 acres.</p>	<p>\$70,000,000</p>	<p>Est. December 2017</p>

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<b>FIRM NAME: CLARK CONSTRUCTION</b>				
<p><b>Verde Point, Arlington, VA</b></p> 	<p>McCaffery Interests Jim Steman 2200 Clarendon Boulevard, Suite 1125 Arlington, VA 22201 (312) 944-3777 jsteman@ McCafferyInterests.com</p>	<p>Clark is providing general contracting services for two mixed-use residential buildings on the Verde Pointe site. The first phase of the project includes the demolition on an existing structure for a new four-story, mixed-use building, featuring 98,000 GSF of parking, 40,000 GSF of residential space, 14,000 GSF of retail space, and a green roof terrace. The building's façade will consist of brick, vinyl windows, aluminum storefront, and cementitious siding. The second building will be comprised of an 11-story, 175,000 GSF apartment building featuring 162 units. This building's structure will include reinforced concrete columns and slabs with post tension cables. The building's façade will be comprised of glazing and metal panels. The Verde Pointe project is designed to achieve LEED Gold certification on completion.</p>	<p>\$44,000,000</p>	<p>August 2015</p>
<p><b>CityCenterDC, Washington, D.C.</b></p> 	<p>Hines Interests (DC) Bill Alsup Senior Vice President 800 10th Street NW Washington, D.C. 20001 (202) 347-6337 bill.alsup@hines.com</p>	<p>CityCenterDC is one of the largest urban redevelopment projects in the history of the District of Columbia. This 10-acre mixed-use mega-project boasts two high-end office buildings, two luxury apartment buildings, and two custom condominium buildings. Underground, a four-story, 1,500+ space parking garage runs beneath the entire footprint of the campus. Two stories of retail space surround the base of each of the six buildings, drawing in people from all over the city. The project was designed to breathe life into the city by drawing in residential, commercial, and retail tenants to the Metro Center area.</p>	<p>\$448,000,000</p>	<p>January 2014</p>

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<b>FIRM NAME: CLARK CONSTRUCTION</b>				
<p><b>The Wharf, Washington, D.C.</b></p> 	<p>PN Hoffman &amp; Associates, Inc. Gary Ball Senior Construction Manager 4725 Wisconsin Avenue, NW, Suite 200 Washington, D.C. 20016 (571) 384-2491 gball@wharfdc.com</p>	<p>This \$457 million design-build mega mixed-use project is a pedestrian-oriented, water-oriented, and transit-oriented development all in one. Clark will transform the Southwest Waterfront into a 19-acre, mixed-use community—complete with two residential buildings, a Class-A office building, a yacht club, two parks, and a parking garage. Clark also will construct a 501-unit apartment building with a music hall located on the first five levels. An additional residential building will be constructed with 147 apartment units and 134 condos. The project team also will construct a 225,000 SF, Class-A office building, featuring decorative steel arches that will connect to the adjacent buildings.</p>	<p>\$457,000,000</p>	<p>Est. 2017</p>
<p><b>The George Washington University Science and Engineering Hall, Washington, D.C.</b></p> 	<p>The George Washington University Alicia O'Neil Knight Senior Associate Vice President for Operations 2121 Eye Street, NW Washington, D.C. 20052 (202) 994-2371 aoknight@email.gwu.edu</p>	<p>Clark provided CM at Risk contracting services for the construction of The George Washington University's new, state-of-the-art Science and Engineering Complex. The academic building houses teaching and research facilities for all seven of its science and engineering disciplines. The new facility features 200,000 SF below grade, which includes four levels of parking and two levels of program space. An additional 470,000 SF above grade includes eight floors of wet and dry research and teaching laboratories, with full casework fit-out, a high-bay materials laboratory, electrical and machine shops, a vivarium, cold rooms, clean rooms, and a green house. The building features a cast-in-place structure with architectural exposed concrete columns and ceilings, and curtain wall, ribbon windows, punch windows, terracotta panels, stone and storefront façade elements. Clark abated and demolished two existing eight-story parking structures, and a two-story university building. Clark also renovated an existing central plant located across the street in Ross Hall, and installed utility feeds to support the Science and Engineering Hall.</p>	<p>\$278,000,000</p>	<p>November 2014</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: MOSELEY ARCHITECTS</b>				
<b>Paint Branch High School, Burtonsville, MD</b> 	Montgomery County Public Schools Jeanette Dixon Principal 14121 Old Columbia Pike Burtonsville, MD 20866 (301) 989-5604 jeanette_e_dixon@ mcpsmd.org	The Paint Branch High School project began with a five-month, consensus-based feasibility study to determine the best course of action for replacing or modernizing the outdated facility and accommodating up to 2,400 students. The study revealed support for creating a new 340,000-square-foot school on the same site as the existing school. Consequently, a site-phasing plan was developed to minimize the disruption of school operations. The outdated school remained open and operational while the new school was built on the same site. This project was designed to obtain LEED certification.	\$80,978,293	August 2012
<b>Seneca Valley High School, Germantown, MD</b> 	Montgomery County Public Schools James Tokar Facilities Designer 45 West Gude Drive Suite 4300 Rockville, MD 20850 (240) 314-1008 James_R_Tokar@ mcpsmd.org	The exiting school will remain in operation while the new building is constructed. Once the new building is operational, the existing building will be demolished and converted to parking and athletic fields. The school will incorporate many sustainable features, and will be seeking LEED certification. A significant portion of the roof will be a vegetated roof system. The school is divided into two zones. A three-story academic wing houses most of the academic classrooms, as well as the administration and guidance suites. An after hours zone houses a 900-seat auditorium, the dining area, and the gymnasiums/athletics spaces. The two zones are separated by a hallway that serves as an after hours entrance.	Est. \$130,000,000	Est. July 2020
<b>Huguenot High School, Richmond, VA</b> 	City of Richmond Public Schools Don Summers Assistant Superintendent 900 East Broad Street Room 602 Richmond, VA 23219 (804) 646-6614 Donald.Summers@ richmondgov.com	The new Huguenot High School replaced the existing high school that was in operation for almost 50 years. The new facility was constructed adjacent to the existing school and the existing school remained in operation during the course of construction. Construction goals include academic, athletic, and community use functions. The new school will be a STEM (Science, Technology, Engineering, and Mathematics) focused school. This project is LEED certified.	\$64,003,409	August 2015

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<b>FIRM NAME: MOSELEY ARCHITECTS</b>				
<b>Heritage High School, Lynchburg, VA</b> 	Lynchburg City Schools Ben Copeland Assistant Superintendent for Operations and Administration 915 Court Street Lynchburg, VA 24505 (434) 522-3700 copelandbw@lcsedu.net	Moseley Architects is collaborating with Lynchburg Public Schools to design a replacement school for Heritage High School. The new design includes administration and guidance spaces, a career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 137 meter indoor track, a 600-seat auditorium, media center with social hubs, science, performing and visual arts spaces and core classrooms. The new school will be built on the same site as the existing school with demolition following the completion of the new school.	\$63,442,000	Est. August 2016
<b>Charles J. Colgan, Sr. High School, Manassas, VA</b> 	Prince William County Public Schools  Dee Thompson Supervisor of Construction 14800 Joplin Road Building 51 Manassas, VA 20112 (703) 791-8717 thompsnw@pwcs.edu	The school will house approximately 2,000 students and the associated administrators and staff. The public areas consist of two student dining areas, one serving as the lobby for the gymnasium and the other as the lobby for the auditorium. A centrally located media center will serve the academic wing. Courtyards will serve the media center, art rooms and both student dining rooms. Charles J. Colgan, Sr. High School will be home to Prince William County's new aquatics facility and will serve as the practice and meet facility for all of the county's swim and dive teams.	\$97,907,000	April 2016
<b>Parkside Middle School, Manassas, VA</b> 	Prince William County Public Schools  Dee Thompson Supervisor of Construction 14800 Joplin Road Building 51 Manassas, VA 20112 (703) 791-8717 thompsnw@pwcs.edu	The addition and renovation work to Parkside Middle School included approximately 24,000 square feet of new construction and 6,009 square feet of renovation. This included the addition of 15 classrooms, 3 music rooms, new administration offices, security department, renovation of the existing media center, expansion of the gymnasium, renovation and additional serving line in cafeteria, as well as renovations to the guidance offices.	\$8,156,000	September 2014

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<b>FIRM NAME: MOSELEY ARCHITECTS</b>				
<p><b>Nokesville K-8 School, Nokesville, VA</b></p> 	<p>Prince William County Public Schools Dee Thompson Supervisor of Construction 14800 Joplin Road Building 51 Manassas, VA 20112 (703) 791-8717 thompsonw@pwcs.edu</p>	<p>Nokesville K-8 School was designed to replace an outdated elementary school in a close-knit community of Prince William County. Constructed on the same site with the existing Brentsville High School, students will now remain on a single campus from kindergarten through the 12th grade. Two separate academic wings help reduce the scale of the 142,000-square-foot school. One wing houses administrative spaces and serves middle school students and the other provides spaces for elementary school students. A two-story corridor links the two wings and provides access to the gymnasium, student dining, courtyard, multi-purpose room, and music classrooms. At the opposite end of the academic wings from main corridor are the art rooms and the media center. These spaces at the lower end of the academic wings complete an internal circulation loop and enclose a large internal courtyard.</p>	<p>\$28,402,000</p>	<p>March 2014</p>
<p><b>Baldwin Intermediate School, Manassas, VA</b></p> 	<p>Manassas City Public Schools Jeff Abt Executive Director of Support Services 8700 Centreville Road Suite 320 Manassas, VA 20110 (571) 377-6087 jabt@mcpsva.org</p>	<p>The new Baldwin Elementary and Intermediate School will feature 21st Century learning spaces for 1,100 students in kindergarten through sixth grade. The 3-story school will utilize the corridors as extended learning spaces, while still providing space for circulation and egress. The extended learning labs will include smart boards and computer monitors with operable glass partitions for small group and project-based learning opportunities. The new school is planned for construction on existing ball fields and the former school operations office building. Temporary baseball and softball fields will be constructed for use during school construction. Once construction of the school is complete, the existing Baldwin Elementary School will be demolished and permanent ball fields will replace the former school site.</p>	<p>\$32,586,000</p>	<p>Est. October 2016</p>

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<b>FIRM NAME: MOSELEY ARCHITECTS</b>				
<p><b>Herbert Hoover Middle School, Potomac, MD</b></p> 	<p>Montgomery County Public Schools Seth Adams Acting Director of Division Construction 45 West Gude Drive Suite 4300 Rockville, MD 20850 (240) 314-1010 S e t h _ P _ A d a m s @ m c p s m d . o r g</p>	<p>Herbert Hoover Middle School is one of more than 200 schools in Montgomery County. Modernizing the school required preserving nearly 20,000 square feet of classroom space while adding 147,000 square feet. The project's design centers on a two-zone concept of the public spaces and the academic spaces. This approach facilitates after-hours use of the cafeteria and gymnasium. The design also features strategies to create a secure learning environment, including locating the administration suite adjacent to the main entrance. The main floor location of the media center and music suite provide acoustic isolation from other school programs, and the walls, floors, and ceilings were designed to reduce the transmission of sound. The school's courtyards and an abundance of windows create naturally lit interior spaces, reduce the amount of artificial lighting needed, and connect occupants to the outdoors. The school's green roof captures stormwater and reduces the amount of energy needed to cool the building.</p>	\$38,850,189	August 2013
<p><b>Glenarden Woods Elementary School, Glenarden, MD</b></p> 	<p>Prince George's County Public Schools Andy Onukwubiri Project Manager 13300 Old Marlboro Pike Room 11 Upper Marlboro, MD 20772 (240) 681-2341 a n d r e w . o n u k w u b i r i @ p g c p s . o r g</p>	<p>The proposed project is a major renovation of the entire Glenarden Woods building. The school's current program will change to a dedicated TAG (Talented and Gifted) program serving grades two through five beginning in the 2012/2013 school year. The existing building is 52,061 square feet. Approximately 16,048 square feet will be demolished, 33,752 square feet renovated, and 40,110 square feet of new construction added to cover all requirements of the educational specifications. The total square footage after construction is completed will be approximately 73,900 square feet. The renovated building will be in full compliance with ADA (Americans with Disabilities Act). A philosophy of adaptable classrooms with the flexibility for accommodating various size groups, presentation formats and maximum connectivity to outside resources has been considered and incorporated into the design. The school has been registered with the USGBC (United States Green Building Council) with a target for LEED Gold certification.</p>	\$20,654,475	April 2017

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<b>FIRM NAME: DAVIS, CARTER, SCOTT LTD</b>				
<b>Tysons Central, Tysons Corner, VA</b> 	NV Commercial Steve Cumbie 8230 Leesburg Pk, #620 Vienna, VA 22182 (703) 448-4300 scumbie@nvcommercial.com	The project is an infill project in the heart of Tysons Corner, Virginia. It occupies 5.8 acres of ideally located property at the intersection of Route 123 and Route 7, the “original” Tysons Corner. The site is abutting the new Greensboro Station, part of the new Silver Line extension of the Metro rail system. The project incorporates a mixed-use development with office, residential, hotel and retail. The metro touches down into a large public plaza surrounded by a 9 story hotel with 24 levels of residential above.	Client Confidential	Phase 1 - Residential component expects to be complete by 4th Quarter 2017
<b>Innovation Center South, Herndon, VA</b> 	Rocks Engineering Co. Tony Rocks, President 1960 Gallows Rd, #300 Vienna, VA 22182 (571) 237-1103 trocks@rocksco.com	Located adjacent to the planned metro stop at Route 28, Innovation Center South will provide 5,578 car parking garage of mass transit parking. The development also includes 500,000 SF of office space, 1,020,400 SF of residential and 175,000 SF of hotel and retail space.	Estimated \$1 billion total	Site Plan approved 5/2015; Groundbreaking 6/2015
<b>Reston Station (aka Wiehle-Reston East Station Transit Center), Reston, VA</b> 	Comstock Companies Scott Miller 11465 Sunset Hills Rd #400 Reston, VA 20190 (703) 883-1700 smiller@comstockcompanies.com	Phase I of this project is a 1.3 million square foot Public/Private Parking Garage serving the Wiehle-Reston East Metro Stop. The 7-story above/below garage provides 2,800 spaces, parking for 12 buses and a Kiss ‘n’ Ride lane with parking for an additional 45 cars. The Garage is the pedestal for a new mixed-use development which includes three office buildings, a hotel and a residential building. This initial phase will also feature a public plaza with glass enclosed escalators serving ground floor retail. DCS worked close with Fairfax County, WMATA and the Developer	\$91,328,000	September 2013

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<b>FIRM NAME: DAVIS, CARTER, SCOTT LTD</b>				
<b>1812 North Moore Street, Arlington, VA</b> 	Monday Properties Andrew McGeorge 1000 Wilson Blvd #700 Arlington, VA 22209 (703) 284-0212 amcgeorge@mondayre.com	1812 North Moore Street is a 580,000 square foot corporate headquarters type office building located in Arlington, Virginia. The building is situated in the heart of Rosslyn adjoining the Rosslyn Metro Station. With a height of 385', the 24 stories of office space offer many unobstructed views into Georgetown, the Rosslyn-Ballston corridor, the National Mall, and the Potomac River basin. Upper floors are designed to maximize the number of corner offices which benefit from the outstanding view corridors. This project was built by Clark Construction.	\$125,000,000	November 2013
<b>The Highland School, Warrenton, VA</b> 	Highland School Hank Berg Head of School 597 Broadview Av Warrenton, VA 20186 (540) 878-2700 hberg@highlandschool.org	In a response to the need for more space, more learning experience and a closer sense of community, The Highland School, a private K-12 school, commissioned DCS to design a new Lower School for their school campus as well as renovate and update the adjacent library and media room to meet their needs and increase their capacity to a total of 800 students. The design of the exterior for the new school is intended to match as close to the architecture of the existing two-story middle school building that also extends toward the east. The new space is LEED for Schools Silver certified and provides 18 classrooms, a music room, strings room, symbolic round multi-purpose room, art lab with kiln room, library with internal classroom, science lab with prep room, administrative offices and separate outdoor spaces for the children.	Phase I \$22 million  Phase II \$2.5 million	Phase I May 2010  Phase II Aug 2012
<b>First + M Apartments, Washington, D.C.</b> 	Archstone (defunct) Graham Tyrrell, VP Kettler 1751 Pinnacle Dr #700 McLean, VA 22102 (703) 641-5358 gtyrrell@kettler.com	First +M is the first phase of a new high-end rental development which will provide over 1 million square feet of living space upon completion of both phases. The First +M is 558,911 SF, providing 468 rental units ranging from studios to 3 bedroom units. The project also features ground floor retail and 3 levels of below-grade parking.  The design team focused on creating a sense of discovery for residents at every turn as they progress through the building from the sidewalk to their individual unit.	\$151,000,000	July 2012

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<b>FIRM NAME: DAVIS, CARTER, SCOTT LTD</b>				
<p><b>14W, Washington, D.C.</b></p> 	<p>Trammell Crow Residential Robert (Robbie) Brooks (formerly with JAG) 3033 Wilson Blvd #700 Arlington, VA 22209 (571) 858-3734 rbrooks@tcr.com</p>	<p>14W is a new mixed-use building with 12,200 sq/ft of ground floor retail space; 45,000 sq/ft of state-of-the-art athletic facilities, including a pool, and child care facilities, all to be owned and operated by the YMCA; approximately two hundred thirty apartments on six floors; and 200 below grade parking spaces.</p>	<p>\$97,000,000 - GMP</p>	<p>March 2013</p>
<p><b>Lyric at 440 K Street, Washington, D.C.</b></p> 	<p>QDC Development Services of Washington Troy Balkema 1001 G St, NW #700W Washington, DC 20001 (202) 360-5207 tbalke@quad1.com</p>	<p>Lyric at 440 K Street is a new Class A apartment development located at Mount Vernon Place in one of Washington, DC's developing neighborhoods, Mount Vernon Triangle. The development includes 234 apartment units on 14 floors with approximately 9,450 square feet of ground floor retail with K Street frontage. The remainder of the ground floor is dedicated to residential uses, including the building entrance and lobby which features multiple seating areas and ceiling heights up to 14 feet; property management and leasing offices; and a fitness center for use by the residents.</p>	<p>\$45,000,000</p>	<p>December 2013</p>

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<b>FIRM NAME: DAVIS, CARTER, SCOTT LTD</b>				
<p><b>The Kingsley at 500 Madison, Alexandria, VA</b></p> 	<p>Buchanan Partners, LLC Steven Hubert 9841 Washingtonian Bl vd, Ste 300 Gaithersburg, MD 20878 (301) 417-0510 s.hubert@ buchananpartners.com</p>	<p>The design of this stick-built 233,350 SF multi-family development blends Alexandria's historic charm with modern and contemporary accents. The 175 residential units are anchored by a 58,821 SF Harris Teeter grocery store below, providing an amenity-rich and walkable development near the heart of Old Town Alexandria. Having teamed with Harris Teeter on multiple past projects, Davis Carter Scott was essential in bringing Rust Orling Architecture's original design concept to fruition, while balancing the complexity of combining a large retailer and a boutique rental apartment community in a single mixed-use project.</p> <p>Both the Harris Teeter and residential portion of the project are designed to achieve LEED Silver certification.</p>	\$37,700,000	August 2014
<p><b>Doris Earl Cottam Middle School at The Langley School, McLean, VA</b></p> 	<p>The Langley School Rob Kuklewicz, CFO 1411 Balls Hill Road McLean, VA 22101 (703) 848-2784 rob@langleyschool.org</p>	<p>The new Doris Earl Cottam Middle School is located on the east edge of the campus over the footprint of the existing middle school buildings. The 28,000 SF school is a three-story building with one level partially below-grade. The School is designed to fit tightly within the existing campus while relating to the future master plan in which the main entry will ultimately open to a campus quad.</p>	\$8,000,000	July 2014

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>The Reserve at Tinner Hill City of Falls Church, VA</b></p> 	<p>Lincoln Property Company Richard Rose 200 Fairbrook Drive Suite 101 Herndon, VA 201470 (703) 674-2552 rrose@lpsi.com</p>	<p>Walter L. Phillips, Inc. was the civil engineering firm for this mixed use project located in the City of Falls Church, Virginia. This project consists of 224 residential units, a 26,000 sf grocery store and 18,000 sf of additional retail space located on top of 3 levels of underground parking. Additionally this project is located in a Resource Protection Area (RPA) and FEMA Mapped Floodplain. Walter L. Phillips, Inc. was the not only the civil engineer and surveyor through the Special Exception and Site Plan entitlement process, Walter L. Phillips, Inc. was the team leader and coordinator on all plan preparation, submissions, meetings and public hearing associated with the project.</p>	<p>Rezoning/ Entitlement Process: \$70,000</p> <p>Site Plan: \$137,000</p> <p>Construction Stakeout and monitoring: \$96,000</p>	<p>Under construction</p>
<p><b>Virginia Square Towers Arlington County, VA</b></p> 	<p>Dittmar Company Chris Albrittain 8321 Old Courthouse Road Suite 300 Vienna, VA 22182 (703) 356-6900 Calbrittain@ dittmarcompany.com</p>	<p>Virginia Square Towers is 2.57 acre mixed use development in the Virginia Square area of Arlington County, Virginia. It is approximatley 1 block from the Virginia Square Metro station. As part of the development, a new pedestiran focused 9th Street North is being provided in the center of the block to provide a plaza like connection between North Lincoln Street and North Kansas Street. A 13 story residential tower with first floor retail fronts Fairfax Drive and a 6 story residential tower with ground floor retail fronts Wilson Boulevard to the south. Both towers and proposed 9th Street North are on top of a 3-level underground garage. Responsibilites for this project include all surveying, planning, landscape architecure and civil engineering services. This includes planning and landscape architecture services through the Arlington County 4.1 Site Plan and rezoning approval and final plans for construction.</p>	<p>Site Plan/ Entitlement Process: \$90,000</p> <p>Final Site Engineering Plan: \$150,000</p> <p>Construction Stakeout and monitoring: \$100,000</p>	<p>Spring/Summer 2015</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>The Springs Arlington County, VA</b></p> 	<p>Arlington Partnership for Affordable Housing (APAH) Nina Janopaul 2704 Pershing Drive Arlington, VA 22201 (703) 276-7444 njanopaul@apah.org</p>	<p>The Springs is an affordable housing project located within 1 mile of the Ballston Metro in Arlington County, Virginia. Walter L. Phillips, Inc. was the surveyor, planner and civil engineer for the project.</p> <p>The 0.93 acre mixed use development with 104 residential units and approximately 5,600 sf of office space for the new APAH headquarters, required approval of a 4.1 Site Plan application by the Arlington County Board. The project was designed in accordance with the recently approved North Quincy Street Plan Amendment but did require a rezoning and amendment to the General Land Use Plan. Walter L. Phillips, Inc. was an integral part of the 4.1 Site Plan process and following approval prepared final detailed engineering plans for construction.</p>	<p>Site Plan/ Entitlement Process: \$75,000</p> <p>Final Site Engineering Plan: \$200,000</p> <p>Construction Stakeout and monitoring: \$74,000</p>	<p>Under construction</p>
<p><b>Springfield Toyota Safford Automotive Fairfax County, VA</b></p> 	<p>Springfield Toyota Michael Jennings 7601 Loisdale Road Springfield, Va 22150 (703) 269-1400 mfjennings@mac.com</p> <p>Safford Automotive Group Jay Cunningham 8448 Leesburg Pike Vienna, Virginia 22182 (571) 421-8204 JCunningham@ SaffordAuto.com</p>	<p>Walter L. Phillips, Inc. was a key team member for three new automobile dealerships in Springfield Virginia. The first project constructed was a 82,000 SF dealership building, 870 parking spaces, and a lit recreation field with synthetic turf being donated to the Fairfax County Park Authority. We were involved from the rezoning of 65 acres and obtaining a Special Exception for the dealership through the preparation of the site plan and construction phase. Engineering challenges included development on top of a former landfill, regulated wetlands and floodplains, and unusually complicated stormwater management. In the second phase, additional Special Exceptions and a site plan were prepared for two additional dealerships involving two buildings totaling 82,000 SF as well as over 1,600 additional parking spaces. The second phase of the project is just entering the construction phase.</p>	<p>Fees for both phases include:</p> <p>Feasibility/ Rezoning/SE Processing: \$213,000</p> <p>Site Plan: \$504,000</p> <p>Construction Stakeout &amp; Administration: \$230,000</p>	<p>Construction completed on Phase 1 in Fall 2014</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>The Association for Manufacturing Technology</b> <b>Tysons Corner, VA</b></p> 	<p>The Association for Manufacturing Technology Jeffrey Traver 7901 Westpark Drive McLean, Virginia 2210 (703) 893-2900 jtraver@AMTonline.org</p> <p>American Real Estate Partners Gregory W. Rowles 2350 Corporate Park Drive, Suite 110 Herndon, Virginia 20171 (703) 251-3345 growles@americanREpartners.com</p>	<p>Walter L. Phillips, Inc. is the civil engineer for this new 200,000 SF Class A office building with ground floor retail. The project is located in the Tysons Corner Urban Center area of Fairfax County. Due its location in this rapidly urbanizing area, the project must comply with the County's strict and comprehensive redevelopment guidelines. The County's Comprehensive Plan spells out a vision for a Tysons Corner with dense, modern urban development that is also very environmentally friendly. The project requires extensive roadway modifications and new utility infrastructure along the project frontage, innovative stormwater management measures, and obtaining a minimum of LEED Silver certification while providing high-quality pedestrian and pocket park spaces on a tight urban site. The site plan has been approved but construction has not yet begun.</p>	<p>Feasibility/ Rezoning Processing: \$93,000</p> <p>Site Plan: \$288,000</p> <p>Construction Stakeout &amp; Administration: TBD</p>	<p>Site Plan approved Summer 2014</p>
<p><b>Westpark Plaza</b> <b>Tyson's Corner, VA</b></p> 	<p>The Dittmar Company Chris Brigham 8321 Old Courthouse Road Suite 300 Vienna, VA 22182 (703) 365-6900 Calbrittain@dittmarcompany.com</p>	<p>This development is in response to the recently opened Silver Line through Tysons Corner, Virginia. This project will include three buildings situated over a five level parking garage podium. Two 30-story residential buildings will provide roughly 1,200 apartment units and a 14-story building will house a 300-room hotel. In addition, ground floor retail will be provided along the site's frontage on Leesburg Pike. This project will include many innovative environmental features, including, among other things, over three acres of usable green roof, an extensive water reuse system, and related techniques. Walter L. Phillips has provided planning, engineering, and surveying for the project, which has received rezoning approval and will move to the site plan phase in 2015.</p>	<p>Rezoning/ entitlements: \$160,000</p> <p>Site Plans: \$180,000</p> <p>Construction Stakeout and Administration: TBD</p>	<p>Zoning/ entitlements approved</p> <p>Currently preparing the site plan. Construction completion dates estimated 2018</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>Mark Center Master Plan Alexandria, VA</b></p> 	<p>The JBG Companies Sam Stiebel 4445 Willard Avenue Suite 400 Chevy Chase, MD 20815 (240) 333-3600 sstiebel@jbg.com</p> <p>Hekemian &amp; Co. Chris Bell 326 First Street Suite 30 Annapolis, MD 21403 (410) 626-9607 cbell@hekemian.com</p> <p>Duke Realty Luan Tran 4900 Seminary Road Suite 900 Alexandria, VA 22311 (703) 578-7726 lhtran@gmail.com</p> <p>Snell Construction Company Peter Colarulli 4600 North Fairfax Drive Suite 1000 Arlington, VA 22203 colarulli@gmail.com</p>	<p>In 2009 Walter L. Phillips began working with the JBG Companies, Duke Realty, Snell Construction, Hekemian &amp; Co, and others to help make this vision a reality. We provided planning and engineering support to the development team and we worked closely with the City of Alexandria to finalize this master plan that will shape the revitalization of Mark Center over the next 20 years. The master plan was approved by the City in 2013 and we are currently working with several developers as they plan to implement the vision, which cover 200 acres of land and will ultimately result in over 5 million square feet of development as well as an improved street grid, a BRT line, a fire station, and many public parks.</p>	<p>Master Planning: \$800,000</p> <p>Development Plans:TBD</p> <p>Site Plans: TBD</p> <p>Construction Stakeout and Administration: TBD</p>	<p>Master Plan approved by City Council in 2013</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>Hilton Garden Inn</b> <b>City of Falls Church, VA</b></p> 	<p>Gosnell Palmer Holdings, LLC Rich Palmer 8130 Boone Blvd. #100 Vienna, VA 22182 (703) 893-1450 rpalmer@pgmhotels.com</p> <p>The Young Group, Inc. Robert Young 800 West Broad Street, Suite 333 Falls Church, VA 22046 (703)356-8800 RYoung@young-grp.com</p>	<p>In 2008 Walter L. Phillips, Inc. began working with the property owner on the development of a 6-story hotel building and parking garage on the 1.14 acre site. This involved a rezoning of the property from T-1 to B-1 and a Special Exception approval by the Falls Church City Council which occurred in 2008. Following City Council approval the site plan was prepared and approved by the City of Falls Church Planning Commission in 2009.</p> <p>In 2011 the Special Exception and Site Plan were amended and reapproved by the City Council and Planning Commission.</p>	<p>Rezoning/ entitlements: \$90,000</p> <p>Site Plans: \$160,000</p> <p>Construction Stakeout and Administration: \$80,000</p>	<p>Hotel opened in the Summer of 2014</p>
<p><b>Northgate</b> <b>City of Falls Church, VA</b></p> 	<p>Hekemian &amp; Co, Inc. Bryan Hekemian 505 Main Street, PO Box 667 Hackensack, NJ 07602 (201)487-1500 bhekemian@hekemian.com</p> <p>Hekemian &amp; Co, Inc. Chris Bell 326 First Street Suite 20 Annapolis, MD 21403 (410)626-9607 cbell@hekemian.com</p>	<p>Walter L. Phillips, Inc. was a key member in the development of this 1.5 acre historic site in the City of Falls Church. The existing property consisted of a funeral home and a single family home. In 1911 President Taft spoke on the stairs of the home to about 300 Falls Church residents. This event is commemorated with a historic marker on the corner of the new mixed-use building.</p> <p>The new develop consists of 105 apartment units, 15,000 sf of office space and 24,000 sf of retail on top of a 2 level underground garage. The project required approval by the City Council and Planning Commission for additional building height.</p>	<p>Rezoning/ entitlements: \$120,000</p> <p>Site Plans: \$200,000</p> <p>Construction Stakeout and Administration: \$80,000</p>	<p>Opened in Spring 2014</p>

PROJECT NAME / LOCATION	CLIENT CONTACT (NAME, ADDRESS, TELEPHONE #, EMAIL)	DESCRIPTION OF PROJECT	CONTRACT VALUE	COMPLETION DATE
<b>FIRM NAME: WALTER L. PHILLIPS, INC.</b>				
<p><b>Gaslight Square Arlington, VA</b></p> 	<p>Abdo Development Jyh-Mei Lee 1404 14th Street, NW Washington, D.C. 20001 (202) 265-9393 JyhMei@Abdo.com</p>	<p>Starting in 2006 Walter L. Phillips, Inc. worked with Abdo Development to develop this 2.5 acre city block with three high end condominium buildings. The development was permitted as a matter of right but the engineering challenge was how to handle the topography and storm water on a site that dropped 30' from north to south. Walter L. Phillips, Inc. was able to develop a plan where the buildings and courtyards stepped down the hill.</p> <p>The first two buildings were completed in 2012 and 2013 and the final building is beginning construction in 2015. Walter L. Phillips, Inc. has been involved in the original survey , civil engineering design and construction stakeout.</p>	<p>Site Plans: \$120,000</p> <p>Construction Stakeout and Administration: \$50,000</p>	<p>Phase 1 was complet-ed in 2012</p> <p>Phase 2 was completed in 2013</p> <p>Phase 3 is starting construction Fall 2015</p>

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FALLS CHURCH CITY  
PUBLIC SCHOOLS

July 12, 2006

To Whom It May Concern:

Public Private Alliances LLC delivered our new school project, Mary Ellen Henderson Middle School, before the scheduled delivery date, under budget and, in addition, met or exceeded the program and design standards set-out at the beginning of the project by the Architectural Advisory Committee and the School Board. The PPA team of Clark Real Estate Advisors, Clark Construction and Beery Rio Architecture, in conjunction with our construction management team from Construction Dynamics Group/Arcadis, helped guide us through the complex tasks of establishing educational specifications for the new school, establishing a concept and a budget, and seeing that the design, schedule and budget were all met when the project was delivered. PPA did this through frequent and open communication with the school system representatives and School Board, and through attention to detail. To the owner's benefit, PPA provided a private sector developer experienced in the development of projects in the local jurisdiction. They served as our single point of contact and, more importantly, as our single point of responsibility, to make sure all of our requirements and expectations were met.

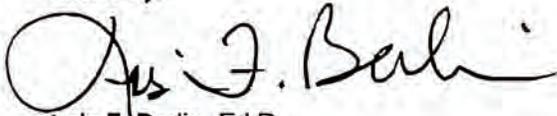
The design-build process was critical to the success of the new middle school project. It allowed the Owner many more options throughout the project that would not have been available through a traditional design-bid-build. These options included the following:

- A phased project that allowed for the early construction of replacement tennis courts and bus parking lots during the design and permitting of the new school building so the site for the new school was immediately available once the project design and permitting was completed. As a result, the school system did not lose significant operational use of the tennis courts or bus parking areas. Such phasing would have required multiple contracts and bids under traditional procurement.
- PPA worked with the sustainable design committee and School Board to develop targeted green concepts for the new school and established ways to bid those concepts as alternates, allowing the Owner great opportunity to determine which elements of the green concepts were the best values to the school system.

- Early release packages for structural steel, concrete, mechanical, electrical, plumbing and door frames allowed the construction schedule to be shortened by avoiding the long lead items that could have delayed the schedule.
- Coordinated delivery of certain spaces accommodated the delivery and storage of the Owner's fixtures and furnishings as the project was being completed.
- The PPA dealt with the many design coordination and changes resulting from design matters without troubling the Owner.
- PPA managed the time consuming and complex task of securing zoning approvals, site plan permits and building permits from the local jurisdiction, Fairfax County, and coordinated the timing and delivery of design documents to maximize the early approval of such permits.

PPA provided a conscientious team of professionals that understood the needs of the school system and worked hard to deliver what it had contracted to deliver while remaining cognizant of what the school system needed and could afford. They took advantage of all the attributes that come from the design-build process for the benefit of the Owner and, as a result, they were able to add another name to their list of highly satisfied customers.

Sincerely,

A handwritten signature in black ink that reads "Lois F. Berlin". The signature is fluid and cursive, with a large initial "L" and "B".

Lois F. Berlin, Ed.D.

Superintendent

ONLINE  
ISSUE

# Falls Church News-Press

LOCAL NEWS. GLOBAL PERSPECTIVE.

June 30-July 6, 2005  
VOL. XV  
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## MEH Middle School Progresses Quickly Under New Process

*By Darien Bates*

It was a little less than a year ago when new Falls Church School Superintendent Lois Berlin stepped into the School Board offices at 803 W. Broad St. , inheriting from predecessor Mary Ellen Shaw a variety of responsibilities, including a large hole in the ground, the beginnings of a yet unnamed middle school.

Two weeks ago, the impressive words “ Mary Ellen Henderson Middle School ” were applied to the façade of the three-story building now standing in place of that hole. Along with announcing the official name of the school, that new insignia also heralds the ever-nearing completion of a school project that has gone

file:///G:/Projects/Falls%20Church%20PS%20-%20MEHMS/General%20Info/Falls%20C... 10/1/2015

surprisingly smoothly, something the administration has attributed to the use of recently enacted legislation that allows private developers to get involved in public construction projects.

Overseeing a construction project as large as a new school would be a difficult task for anyone, considering all the things that can go wrong, but for a new superintendent coming into a small school system lacking the kind of infrastructure that many larger jurisdictions have in place to assist with development, the job appeared ominous when Dr. Berlin started last July.

But rather than the usual problems that plague construction projects and give administrators headaches – cost overruns, missed deadlines and burdensome oversight – Berlin said that the construction of the middle school has been surprisingly easy. So far the construction is expected to be completed at or before the original deadline, and is at least \$1 million under budget.

“At this point there’s not much left that can go wrong,” said Bob Jones, construction manager for Construction Dynamics Group, an organization representing the interests of the school throughout the building process. Much of the success, Berlin said, is due to the preparation of her predecessor, Mary Ellen Shaw and the partnership with Clark Advisors, a private developer represented by Jamie Martin, a George Mason High School alum and father to two students currently in the Falls Church schools.

The partnership, something new for Falls Church developments, was made possible under the Public Private Education Facilities and Infrastructure Act of 2002 (PPEA 2002). Modeled on the Virginia Public-Private Transportation Act of 1995, the act attempts to take advantage of money and time savings seen as inherent in private sector development.

The way the act works is a public body on the local or state level can solicit proposals from developers for a certain project, detailing specific needs and constraints. Developers then create plans based around a guaranteed maximum cost, which the school system or other governing body chooses from.

Unlike the traditional bidding system where specific contracts for materials and services are decided during the bidding process and where the choice of contractor is based on the lowest price, all that’s decided in a PPEA is which plan is the best, taking into account the past work of the developer, references and of course, costs. Berlin said that the format is much more like a job interview, which takes into account more than just a salary, but also credibility.

After the decision was made by the Falls Church schools to work with Clark Advisors, the two groups sat down and discussed in even greater detail the specifics of the project. To make sure they were well equipped to handle the negotiations, they enlisted the help of CDG to make sure they got everything they needed for a fair price.

Berlin said that the close communication and detailed planning has helped ensure that the school will fit the needs of the teachers and students for years to come.

“Whenever you’re building a school, you want form to follow function,” she said, emphasizing aspects of the design like teacher resource rooms which could help support a larger teaching staff and student body in the future. The PPEA has also helped the schools gain greater control over the subcontracting process. Since the specific services and materials weren’t decided in the bidding process, the Clark Advisors and the schools were able to decide together who and what to use, as long as everything remained below that guaranteed maximum cost.

In the PPEA format the schools gain a certain amount of protection. Anything that causes the costs to rise above the maximum cost the schools are not responsible for, unless the overrun is due to the schools changing its mind on a part of the project. It means the developer is responsible for any unforeseen problems, as well as keeping the project on schedule.

With the construction at Henderson Middle School there have been surprisingly few of those unforeseen problems. The one issue was the condition of the site, which was known to be a substandard site prior to the first shovel in the ground. After the digging started it was discovered the dirt was even worse than expected, with an enormous amount of debris, everything from buried tree stumps to an old car.

Fortunately, the developer had budgeted extra money in the bid because of the worries about the ground, and the problem was handled in stride, as they rearranged the building schedule to handle the slight delay. Another reason for the project remaining under budget was due to the relatively quick approval process and the early purchase of materials, they were able to buy most of the necessary materials and services before a lot of the cost escalation over the past year, saving as much as 25% on the construction costs.

Already the schools are trying to harness the apparent success of the middle school project in the high school, as renovation began on the west wing of the school last week for the purpose of adding to and expanding on the school’s science labs, a resource that has been lacking for some time. Most of the school’s existing science labs are smaller than safety standards recommend to protect against dangerous crowding.

The renovations will also include some minor cosmetic changes like reorganizing the classrooms and moving out four of the 10 trailers that have served as external classrooms for years. Principal Robert Snee said that one of the most important parts of the renovation will be simply coordinating the subject areas rather than how they are now, where English and Math classes can be found throughout the school, seemingly without rhyme or reason.

While a relatively minor project compared with the middle school construction, the renovation needs to be completed by Labor Day, before students return in the fall. Because of this, remaining on schedule is crucial.

Later this year, Clark Developers will be working with the schools on renovations to Mt. Daniel, though the project has faced delays due to protests from people living around the site and slow approval from Fairfax County, the jurisdiction in which the school is located.



**FAIRFAX COUNTY  
PUBLIC SCHOOLS**

Department of Facilities and Transportation Services

Office of Design and Construction Services  
City Square Building, Suite 400  
10640 Page Avenue  
Fairfax, Virginia 22030

June 1, 2007

Mr. James Martin  
Clark Real Estate Advisors, Inc.  
5875 Trinity Parkway, Suite 240  
Centreville, VA 20120

Re: South County Secondary School  
Letter of Commendation

Dear Mr. Martin:

This letter is to commend Clark Educational Advisors for your work on the South County Secondary School project. Clark collaborated with Fairfax County Public Schools on the financing model and design-build delivery method for this project. Subsequently, FCPS funded the project three years ahead of schedule, thereby alleviating overcrowding at other existing schools in South County.

Through the design-build process, Clark allowed for the review and critique of the design in an efficient and productive manner. These discussions yielded a design that was built to the highest standards of construction within budget and schedule constraints. Through their frequent communication and meticulous attention to detail, the team reduced overall design and construction time. The aggressive schedule was successfully achieved despite severe weather delays, unforeseen conditions and major Owner-initiated design revisions.

Clark Educational Advisors' experienced team of professionals understood the needs of the school system, and worked diligently to deliver what they had contracted, while meeting our exacting requirements and exceeding expectations. This new educational facility is an extraordinary addition to the Fairfax County Public School System, as well as the South County community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Charles E. Bolen'.

Charles E. Bolen, AIA  
Assistant Director

CEB:rmk

cc: Kevin Sneed  
Contractor File



# The Superior Court

GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE  
275 MAGNOLIA  
LONG BEACH, CALIFORNIA 90802  
CHAMBERS OF  
MICHAEL P. VICENCIA, SUPERVISING JUDGE

TELEPHONE  
(562) 256-2222

February 14, 2014

ENGINEERING NEWS RECORD  
2014 Global Best Projects Awards Committee  
Two Penn Plaza, 9th Floor  
New York, NY 10121

**RE: GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE  
Long Beach, California**

Dear ENR:

It is my pleasure to recommend to you the Governor George Deukmejian Courthouse for your 2014 Global Best Projects Awards. Having closely observed the design and construction of this landmark new court building since early 2011, and now as a primary user of the building, I would like to highlight my observations of the project team's approach and accomplishments in producing this state-of-the-art facility:

- The team's responses to the court's needs and interests were nimble and comprehensive.
- They developed a deep understanding of unique factors relating to courts. Having functioned in a deteriorated and obsolete courthouse, we went from one of the worst in the state to the best.
- The forward-thinking contract structure and design, creates incentives to make sure the building stays the best. The structure also keeps a keen awareness of operations, maintenance and life cycle needs over a 35-year contract term.
- The timely selection of material kept an eye toward durability and upkeep.
- The first-of-its-kind service payment deduction structure transfers risk to the private sector parties before construction. As a result, all design-build decisions adequately considered future consequences.
- An integrated operations, design, construction, operations and user team worked together to deliver an outstanding facility.

In addition, the team delivered the project on-time and within budget through a fast-track design-build process with a highly aggressive schedule.

In summary, I believe this project is extremely worthy of merit and for the outstanding results achieved in the design and construction quality of the final building. We are very proud to occupy this outstanding courthouse. The team has succeeded in delivering a facility that will serve the State of California and the Los Angeles County Superior Court for many years to come.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Michael P. Vicencia".

Michael P. Vicencia, Supervising Judge  
Governor George Deukmejian Courthouse

MPV:tmp

University of California  
San Francisco



Institute for Neurodegenerative Diseases

Stanley B. Prusiner, M.D.  
Director and Professor

513 Parnassus Avenue  
HSE-774, Box 0518  
San Francisco, CA 94143-0518  
tel: 415/476-4482  
fax: 415/476-8386

March 12, 2010

Mr. Frank M. Kutlak, R.A.  
National Institutes of Health  
Division of Capital Project Management  
Ft. Detrick NIAID IRF Site Office  
8200 Research Plaza  
Ft. Detrick, Maryland 21702

Dear Mr. Kutlak,

It is a pleasure to offer my most enthusiastic recommendation for the Clark/SOM to manage the construction of the new neuroscience laboratory at the NIH campus.

I worked with Clark/SOM Team very closely during the planning of the new Neuroscience Building at UCSF's Mission Bay Campus. From the earliest stages of the new building project, Clark embraced the fact that the needs of the users of this world-class facility were equally as important to the success of the project. Their team members met with me on a weekly basis to discuss a multitude of items such as programming, functionality of the research spaces, individual user needs, efficiencies, and spatial adjacencies, to name a few.

Throughout the partnership, the Clark/SOM team displayed extreme flexibility, as well as the willingness to incorporate modifications such as the addition of new researchers, or newly conceived research projects and their associated facility requirements. It has all been superbly orchestrated and executed by Clark/SOM.

It is without hesitation that I recommend the Clark organization for the NIH campus construction project.

With best wishes,

A handwritten signature in black ink that reads "Stanley Prusiner". The signature is written in a cursive, flowing style.

Stanley Prusiner



## The Superior Court

GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE  
275 MAGNOLIA  
LONG BEACH, CALIFORNIA 90802  
CHAMBERS OF  
JAMES D. OTTO,  
SUPERVISING JUDGE (2011-2013)

TELEPHONE  
(562) 256-1495

February 25, 2014

Jeffrey Fullerton, Director  
Edgemoor Infrastructure and Real Estate  
575 Anton Blvd., Suite 100  
Costa Mesa, CA 92626

**RE: GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE  
LONG BEACH, CA**

Dear Mr. Fullerton:

The purpose of this letter is to provide you with my perspective as the Supervising Judge of the South District during the design and construction of the new Governor George Deukmejian Courthouse in Long Beach. In 2010, the Long Beach Judicial Partners, LLC ("LBJP") consortium, led by Meridiam Infrastructure, was selected for the project of designing, financing, constructing and maintaining the new courthouse. This was the first project in California to be built using what is known as a "public-private partnership" ("PPP"). The project was procured through the Administrative Office of the Courts ("AOC"). The project used performance-based infrastructure ("PBI") as a way to construct court buildings in partnership with the private sector. The LBJP consisted of Meridiam Infrastructure, AEOM Design, Clark Construction Group, LLC ("Clark"), Edgemoor Real Estate Services ("Edgemoor"), and Johnson Controls Inc. The following are my observations as to the work done on the project by the Design-Build delivery team ("Team") of Edgemoor and Clark:

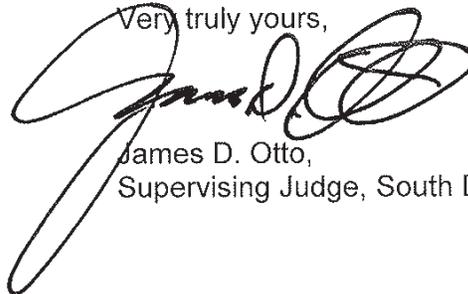
- **Design Management** - Early on, the Team began working with the court to ensure that the project had the expertise of the people who would be running the court operations. This created a terrific atmosphere and real teamwork in seeing that the project was successful in bringing to Long Beach a new courthouse on time and under budget. This unique approach offered speed of delivery, schedule and budget certainty. The Team delivered the new courthouse building of 531,000 square feet, with 31 courtrooms, and space for the court's justice partners and commercial tenants, in an unprecedented timeframe of less than 30 months from groundbreaking. This was extremely important because the old courthouse had deteriorated to the point that it was very difficult to provide the public true access to justice. The old courthouse had fundamental structural flaws and failed to meet accessibility requirements. The old courthouse had for some time struggled to meet the demand for court services

that continued to grow. Given the decade of efforts that preceded the historic PPP process that was used, I do not believe that we would have a new courthouse today. Let alone, one that has so greatly improved the courts and its justice partners ability to service the legal community and insure equal access to justice; if not for the efforts of PPP and the Team.

- **Schedule** - The new courthouse was delivered 10 days early and under budget. This was truly amazing given the complexities involved in building the detention facilities to service the 31 courtrooms in a courthouse that stretched the length of two city blocks. The courthouse design features a low-raise scheme in an L-shape. It has a warm spacious lobby with functional security screening. The airports-styled LCD screens provide easy directions for the public on the location of scheduled matters. The courthouse surrounds a secure courtyard, which provides for an area for court users to decompress. The new court technology that was incorporated presented additional challenges that the Team quickly mastered. The Team was terrific in doing mock-up of courtrooms and providing for design review. I even conducted a mock jury trial to test sight lines and other aspects of the standard courtroom configuration. There were constant design and building progress meetings that included all relevant parties. Very significant was how Chip Hastie of Clark was able to supervise the construction work with design work going on in multiple phases simultaneously.
- **Quality of Construction** - The courthouse has now been in operation for over five months and it is evident that the construction work is of excellent quality. The Team managed the quality control of the work very well. The Team has continued to respond to the courts' concerns, which have mainly been with the workings of the automated custody detention facilities.
- **Safety** - The Team's commitment to safety was terrific and this further improved the overall quality of the new courthouse.

When the project was complete, the court received a new home that was efficient and constructed to last many decades. It has greatly improved the court's ability to service the public.

Very truly yours,



James D. Otto,  
Supervising Judge, South District (2011-2013)

JDO:tmp

October 13, 2014

To Whom it May Concern,

I am very pleased to recommend Clark Construction!

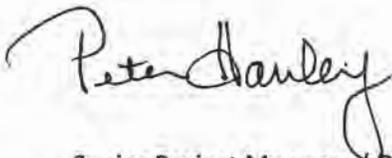
Among other multi-million College projects, this professional construction firm delivered a new 140,000sf biology, chemistry and physics lab building with extensive civil, storm water management and underground utilities, on time and within budget for Montgomery College, Rockville Campus in Maryland. The Science Center project received LEED Gold Certification.

The campus footprint is centrally located in a residential neighborhood near the Rockville City Center. Our students are primarily employed and commuter based, making for a very busy campus environment. The project team did a great job working with the city and county permitting office, the College community and our adjacent neighbors.

Rob Jouvenal, Clark's Senior Project Manager and Site Superintendent Mike Rittenour provided superior professional leadership and project stewardship, relieving much of the typical anxiety and tension a construction project of this size can encumber. The Clark Project Executive team had a careful eye on the construction schedule and had complete ownership of the subcontractors and their performance.

I would highly recommend Clark Construction to anyone who wishes to undergo a construction project with as little anguish as possible.

Peter Hanley



Senior Project Manager / Owner's Representative  
Montgomery College  
[peter.hanley@montgomerycollege.edu](mailto:peter.hanley@montgomerycollege.edu)  
301-332-1043

## TO BE COMPLETED BY CLIENT

**CLIENT INFORMATION**

**Client Point of Contact Information**

Name: Clifford Ham – Judicial Council of California – Capital Program Office  
 Title: Principal Architect  
 Phone Number: 415 865 4043  
 Email Address: clifford.ham@jud.ca.gov

**Project Information**

Contract Type: Design Build – a part of an Design Build Finance Operate and Maintain Project Agreement  
 Contract Title: Long Beach Court Building Project Agreement  
 Contract Location: Long Beach California

**Describe your role in the project: Project Manager – Owner’s representative**

**Date Questionnaire was completed** (mm/dd/yy): 05/13/15

**Client’s Signature:** 

**Instructions:** Please select the adjective rating that best reflects your evaluation of the contractor’s performance.

1. QUALITY:	E	VG	S	M	U	N
(a) Quality of technical data/report preparation efforts.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Ability to meet quality standards specified for technical performance.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. SCHEDULE/TIMELINESS OF PERFORMANCE:	E	VG	S	M	U	N
(a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. (If liquidated damages were assessed or the schedule was not met, please address below.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Rate the contractor’s use of available resources to accomplish tasks identified in the contract.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. CUSTOMER SATISFACTION:	E	VG	S	M	U	N
(a) To what extent were the end users satisfied with the project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Overall customer satisfaction.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. MANAGEMENT/ PERSONNEL/LABOR	E	VG	S	M	U	N
(a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Ability to hire, apply, and retain a qualified workforce to this effort.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



4. MANAGEMENT/ PERSONNEL/LABOR - <i>Continued</i>		E	VG	S	M	U	N
(c) Government Property Control.	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Knowledge/expertise demonstrated by contractor personnel.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Utilization of Small Business concerns.	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Ability to simultaneously manage multiple projects with multiple disciplines.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(h) Effectiveness of overall management (including ability to effectively lead, manage and control the program).		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. COST/FINANCIAL MANAGEMENT		E	VG	S	M	U	N
(a) Ability to meet the terms and conditions within the contractually agreed price(s)?	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) If this is/was a Government cost type contract, or a CMc/CMc at Risk Contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns).		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Is the Contractor's accounting system adequate for management and tracking of costs? (If no, please explain in comment section below.)		<input checked="" type="checkbox"/> Yes		<input type="checkbox"/> No			
(e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? (Indicate if show cause or cure notices were issued, or any default action in comment section below.)		<input type="checkbox"/> Yes		<input checked="" type="checkbox"/> No			
(f) Have there been any indications that the contractor has had any financial problems? (If yes, please explain in the comment section below.)		<input type="checkbox"/> Yes		<input checked="" type="checkbox"/> No			
6. SAFETY/SECURITY		E	VG	S	M	U	N
(a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Contractor complied with all security requirements for the project and personnel security requirements.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. GENERAL		E	VG	S	M	U	N
(a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Compliance with contractual terms/provisions (If there were specific issues, please explain in the comments sections below)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) In summary, provide an overall rating for the work performed by this contractor.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PBS Past Performance Questionnaire  
July 2014

<b>8. SUSTAINABILITY</b>	
Did this project include sustainable methods, materials, processes or certifications? (See Whole Building Design Guide for acceptable requirements. Link to guide <a href="#">WBDG Green Building Standards and Certification Systems.</a> ) (If yes, please explain in the comments section below.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>9. SUMMARY</b>	
Would you hire or work with this firm again? (If no, please explain in the comments section below.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**COMMENTS SECTION**

Please provide additional information below, and attach additional pages if necessary.

Please provide responses to the above questions (if applicable) and/or additional remarks. Also please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (please attach additional pages if necessary):

1c: CLARK HAD RESPONSIBILITY FOR ALL STATE FIRE MARSHAL APPROVALS - HISTORICALLY A DIFFICULT TASK TO COMPLETE - CLARK DISPLAYED EXCELLENT WORK TO ACHIEVE ALL APPROVALS,

1d CLARK RETAINED A QUALITY CONTROL FIRM WHO REPORTED TO H.Q. (NOT FIELD STAFF) - THIS FIRM ENSURED ADHERENCE TO THE CONTRACT DOCUMENTS.

3a JUDICIAL COUNCIL & SUPERIOR COURT ARE VERY SATISFIED WITH THE BUILDING - DUE TO MANY FACTORS - INCLUDING CLARK'S PERFORMANCE.

5a & 5c  
COST / FINANCIAL CLARK'S DESIGN BUILD CONTRACT WAS WITH A PRIVATE SECTOR COMPANY WITH WHICH STATE HAD A DESIGN BUILD FINANCE OPERATE & MAINTAIN CONTRACT - MY EVALUATION HAS TO DO ONLY WITH CHANGE ORDERS CAUSED BY THE STATE

7b THE OVERALL AGREEMENT (DBFOM) IS A VERY COMPLEX SERVICE AGREEMENT - CLARK UNDERSTOOD WELL THE IMPLICATIONS OF THIS ON THE DESIGN BUILD WORK

8 REQUIRED TO ACHIEVE LEED SILVER - CERTIFIED AS LEED GOLD AT NO ADDITIONAL COST TO THE STATE.



**FAIRFAX COUNTY  
PUBLIC SCHOOLS**

Department of Facilities and Transportation Services

Office of Design and Construction Services  
8115 Gatehouse Road, Suite 3500  
Falls Church, VA 22042-1203

February 9, 2015

RE: Moseley Architects

To Whom It May Concern:

The intent of this letter is to recommend Moseley Architects for upcoming projects.

Moseley Architects has been successfully designing and delivering projects with Fairfax County Public Schools for more than twenty years. Moseley Architects has been instrumental in the success of this office and contributed to the construction of more than one million square feet of educational space for our students. Beyond designing facilities, Moseley Architects has participated in facility evaluations, educational specification development and the production of specifications.

Moseley Architects has been a partner with Fairfax County Public Schools in ensuring that our students have the highest quality learning environments possible.

If you have any questions, please do not hesitate to contact me.

Sincerely

A handwritten signature in blue ink, appearing to read 'K Sneed'.

Kevin Sneed  
Special Projects Administrator  
Design and Construction Services

KS/rk

To Whom It May Concern;

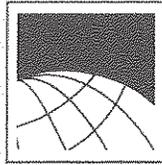
I am writing in support of Moseley Architects. Moseley was chosen by a stakeholder group to lead the design and development of a new Herbert Hoover Middle School. For the past two years we have worked closely on all aspects of the project. The Moseley staff has been very responsive and they have always listened to the input from Hoover staff and community. Due to the professionalism and dedication of the Moseley team the process has gone very smoothly and we have always been on time with meeting our deadlines in the process.

It is with great pleasure that I highly recommend Moseley Architects for their work with the staff and community of Hoover Middle School to design a new building for the 2013 school year.

Sincerely,

Billie-Jean Bensen

Principal, Herbert Hoover Middle School



Prince William County

PUBLIC SCHOOLS

*Providing A World-Class Education*

February 26, 2015

James M. McCalla, AIA, REFP  
Vice President  
Moseley Architects  
3200 Norfolk Street  
Richmond Va. 23230

RE: Letter of Recommendation

To whom it may concern:

Moseley Architects has had an outstanding relationship with Prince William County Schools (PWCS) for the past thirty years. During this time together we have successfully designed and constructed five high schools, nine elementary schools, an administration facility, and numerous addition and renovation projects to various grade level facilities. Each of these projects were delivered on time and within budget.

Over the course of these many projects we have worked with various individual architects and contract administrators; however the consistent has been Mr. Jim McCalla. Mr. McCalla has provided the guidance required to assure each and every project received the individual attention required for its' success.

In my opinion, Moseley Architects has provided PWCS an unmatched level of experience and professionalism in K-12 design and construction administration that I would be proud to recommend to any school district.

Warren D. Thompson Jr.

Supervisor of Construction Office of Facilities Services

WARREN D. THOMPSON, JR.  
*Supervisor of Construction, Office of Facilities Services*

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P.O. BOX 389, MANASSAS, VA 20108 • WWW.PWCS.EDU • 703.791.8717, FAX 703.791.8966

*Working to make homes affordable  
in the City of Alexandria.*



March 17, 2014

Ms. Connie Staudinger  
Senior Director for Development  
Alexandria Redevelopment Housing Authority  
600 N. Fairfax Street  
Alexandria, VA 22314

Dear Connie and Ramsey Project Team,

Congratulations for getting this project off the ground in the midst of all the Authority's current redevelopment activities. I am writing to recommend to you the civil engineering and survey services proposed to you by Walter Phillips Engineering with headquarters in Falls Church. While directing Falls Church Housing Corporation from 2004-2011, on the recommendation of local mixed use commercial developers, I repeatedly hired Walter Phillips to provide a variety of feasibility and pre-construction engineering and site plan services. I experienced their firm from top to bottom to be professional, expert, accessible and willing to go the extra mile on the pre-development team to bring creative problem solving solutions to the process that always has its quirks and unique circumstances to work through.

To my delight, when responsible to bring together my first team for the recently refinanced Arbelo/Longview Apartments project currently in construction for major rehabilitation, I had strong encouragement from my Development Committee to hire Walter Phillips Engineering as our go-to firm for ALTAs and site plans and parking SUPs this project needed to get to close. You are familiar with the two financing structures we had going for this deal. Walter Phillips provided their survey and civil services timely and responsively throughout the extended pre-development phase we had not anticipated to be prolonged.

In doing some pro-bono consulting for a small church property in Fairfax, I worked with Aaron Vinson who completed the required feasibility study for his inexperienced client with professionalism due the most savvy and "A" Developer. I was impressed that the same level of the firm's professionalism extends to large and small deals, alike. I recommend this firm to you and wish you well in the completion of your plan for Ramsey.

Best regards,

Carol Jackson  
Executive Director

801 N. Pitt Street, Suite 121, Alexandria, Virginia 22314  
Office 703-739-7775 Fax 703-739-7760 [www.housingalexandria.org](http://www.housingalexandria.org)



An Affordable  
Housing Corporation

Alexandria Redevelopment and Housing Authority  
600 N. Fairfax Street  
Alexandria, VA 22314

March 19, 2014

To whom it may concern:

I am writing to endorse and recommend Walter L. Phillips Inc. as civil engineers, surveyors and team members. AHC has worked with the Walter L. Phillips Inc. team on numerous occasions and is always impressed with their solution driven approach, their understanding of the City of Alexandria development process and their collaborative working style.

The team at Walter L. Phillips Inc. has an impressive portfolio of work related to market rate development, but their understanding of the nuances associated with affordable housing development separates them from their competitors.

It is without hesitation that I recommend Walter L. Phillips to handle the planning, civil engineering and surveying needs for the Alexandria Redevelopment and Housing Authority.

Feel free to call with any questions or to discuss our experience further. I can be reached at 703-486-0626 x115.

Thanks,

Nick Bracco  
AHC Inc.  
Project Manager

2230 North Fairfax Drive Suite 100 Arlington, Virginia 22201  
Phone 703.486.0626 Fax 703.486.0653 www.ahcinc.org





March 5, 2014

To Whom It May Concern:

I had the pleasure of working with Walter L. Phillips Inc. (“WLP”) over a four-year duration on a master-planning and entitlement effort in Alexandria. The project began as a relatively simple redevelopment feasibility study on a property owned by my firm, and quickly evolved into a complex re-visioning and re-zoning of a 160-acre tract of land. Throughout this process, WLP was an integral part of our planning team, which included world-class land planning firms (Duany Plater-Zyberk and Dover Kohl & Partners), wetlands consultants, architects, and various zoning attorneys.

In addition, our team ultimately led a comprehensive “Small Area Plan” exercise in close collaboration with the City, a group of community stakeholders and four other large landowners/developers in the West Alexandria area. This effort resulted in a rezoning that tripled the current allowable densities and provided for a much broader mix of land uses – all while also realizing several primary planning and community benefits goals of the City and community in an innovative way that was economical for all parties involved.

WLP played a very active role in the entire planning and entitlement effort. They proved to be an invaluable asset to our team and the four other developers who were involved in the Small Area Plan, as they closely coordinated the work product of several planning firms with the wants and needs of the City and community. This required weekly meetings with City planning, transportation and zoning staff in addition to dozens of nighttime and weekend meetings with the community.

Further complicating our planning efforts were significant changes to City and State stormwater management regulations, the concurrent planning of a BRT/LRT transit line through our property, local sewer capacity issues, various complex traffic studies requiring collaboration between VDOT and the City, and large Resource Protection Areas scattered throughout our sites. With each of these items, WLP showed an incredible amount of knowledge about both current and planned future local, State and Federal requirements, codes, regulations, guidelines and best practices – and the implications of each on our property.

Based on our experience with WLP, we would highly recommend them for any future planning and civil engineering work in the City of Alexandria. Please feel free to contact me at [JNOZAR@JBG.COM](mailto:JNOZAR@JBG.COM) or 240-333-3774 if you have any questions about my experience with WLP.

Sincerely,

James T. Nozar  
Senior Vice President  
The JBG Companies

4445 WILLARD AVENUE CHEVY CHASE, MD 20815 (240) 333-3600 TELEFAX: (240) 333-3610

“The JBG Companies” is a tradename for a group of affiliated companies.



## CONTRACTOR'S STATEMENT OF QUALIFICATIONS

### I. General Information

1. Submitted to (agency): The City of Falls Church

Address: 300 Park Avenue  
Falls Church, VA 22046

2. Name of Project (if applicable): Request for Conceptual Proposals Pursuant to PPEA to Include a New or Renovated George Mason High School, Expansion of the Existing Mary Ellen Henderson Middle School and Commerical Development  
Project Code Number (if applicable): N/A

3. Type of work you wish to qualify for:

General Construction

Mechanical

Electrical

Other, Specify:

4. Contractor's Name: Clark Construction Group, LLC

Mailing Address: 7500 Old Georgetown Road  
Bethesda, Maryland 20814

Street Address: (If not the same as mailing address)

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

Telephone Number: (301) 272-8100

Facsimile Number: (301) 272-8100

Contact Person: Brian Dugan

Contact Person's Phone Number: (301) 272-2998

State Contractor's License Number: 2705085523

Designated Employee Registered with the Virginia Board for Contractors:

Mr. William Calhoun, Vice Chairman

Provide the name and title, direct telephone number (including extension), pager number, cellular telephone number and direct e-mail address of the highest ranking individual within the organization that will have oversight responsibility for the organization's involvement with the Project (if not the designated contact person above):

Dave Tacchetti, Vice President  
p. 301.272.8389 m. 301.922.4594  
e. [dave.tacchetti@clarkconstruction.com](mailto:dave.tacchetti@clarkconstruction.com)

If different from the location provided above, provide the organization's local or regional office information (including physical address, mailing address, telephone number, facsimile number and main e-mail address or web site address) to be used in delivering the requested services to be provided on the Project:

Provide the number of years that the organization has been providing services similar to those requested by this RFQ, including a delineation of this information for both the headquarters location and the local or regional office (as appropriate) that will be used in delivering the requested services on the Project.

5. Check type of organization:

Corporation \_\_\_ Partnership \_\_\_  
Individual \_\_\_ Joint Venture \_\_\_  
Other (describe) Limited Liability Company

If the Proposal is being made by a legal joint venture, the response must include the information required within this section of the CO16 for both organizations that constitute the joint venture and a copy of the joint venture agreement must be attached.

6. If a corporation - Clark Construction Group, LLC is a aLimited Liability Company.

State of Incorporation: Maryland

Date of Incorporation: 1/6/2004

Federal I.D. #: 556-2447399

<u>Officers</u>	<u>Name / Contact Info</u>	<u>Years in Position</u>
Chief Executive Officer:	Robert D. Moser, Jr.	2
Chief Financial Officer:	Timothy R. Yost	7
President:	Robert D. Moser, Jr.	4
Vice President:	Harold K. Roach, Jr.	11
Secretary:	Susan Williamson Ross	1
Treasurer:	Lawrence C. Nusdorf	11

Office Manager of local office that will have primary responsibility for delivering this project:

Are you a Subchapter S Corporation? Yes \_\_\_ No X

7. If a partnership -

Date organized:

Type of partnership:

List of General Partners:

<u>Name</u>	<u>Phone #</u>	<u>Years as G.P.</u>
-------------	----------------	----------------------

8. If individually owned -

Years in Business:

9. Have you ever operated under another name? Yes X No    

If yes - The Clark Construction Group, Inc.\* (December 21, 1995 - July 1, 2004), Omni Construction Company, Inc. (established in Bethesda, MD in 1977), The George Hyman Construction Company, Inc. (established in Washington, DC in 1906) \* The  
 Other name: Clark Construction Group, Inc. is the successor, by merger, of Omni Construction Company and The George Hyman Construction Company, Inc.

Number of years in business under this name: 11 years

State license number under this name: 2705085523

10. Department of Small Business and Supplier Diversity (DSBSD) Certifications:

Check all that apply:

- Micro Business \_\_\_\_\_ DSBSD Certification No.: \_\_\_\_\_
- Small Business \_\_\_\_\_ DSBSD Certification No.: \_\_\_\_\_
- Small Woman Owned Business \_\_\_\_\_ DSBSD Certification No.: \_\_\_\_\_
- Small Minority Owned Business \_\_\_\_\_ DSBSD Certification No.: \_\_\_\_\_
- Service Disabled Veteran Owned Business \_\_\_\_\_ DSBSD Certification No.: \_\_\_\_\_

**II. Bonding**

Provide a letter from your surety company listing your organization's current single Project and total Projects bonding capacity, including such information for the local or regional office that will be used in delivering the services to be provided on the Project (if the local or regional office is separately bonded); attach this letter to the Form CO-16. For projects that are applying for bonding under the Self-Bonding Program, contact Owner for submission requirements.

## 1. Bonding Company's name:

Address:	Travelers Casualty and Surety Company One Tower Square Hartford, CT 06183	Pacific Indemnity Company 15 Mountain View Road Warren, NJ 07059	Fidelity and Deposit Company of Maryland/Zurich 1400 American Lane Schaumburg, IL 60196
----------	--	--	--

Representative (Attorney-in-fact): Joseph Dobkowski, Jr

## 2. Is the Bonding Company listed on the United States Department of the Treasury list of acceptable surety corporations?

Yes X No \_\_\_

## 3. Is the Bonding Company licensed to transact surety business in the Commonwealth of Virginia?

Yes X No \_\_\_

## 4. Describe the capacity the organization has to meet the project schedule and demands. Include an analysis of current workload.

Clark has an approximate annual revenue of \$4 billion and employs a staff of more than 1,400 full-time professionals, in addition to over 1,000 field personnel and tradespersons. The strength of Clark's financial and operating position is evidenced by our current bonding capacity and the fact that many of Clark's private sector clients and their financial partners do not elect to require payment and performance bonds where Clark is an at-risk contractor. Currently Clark has approximately \$28.9 billion worth of work in progress and under contract.

**III. Judgments**

In the last ten years, has your organization, or any officer, director, partner or owner, had judgments entered against it or them for the breach of contracts for construction?

Yes \_\_\_ No X

If yes, on a separate attachment, state the person or entity against whom the judgment was entered, give the location and date of the judgment, describe the project involved, and explain the circumstances relating to the judgment, including the names, addresses and phone numbers of persons who might be contacted for additional information.

**IV. Convictions and Debarment**

If you answer yes to any of the following, on a separate attachment, state the person or entity against whom the conviction or debarment was entered, give the location and date of the conviction or debarment, describe the project involved, and explain the circumstances relating to the conviction or debarment, including the names, addresses and phone numbers of persons who might be contacted for additional information.

## 1. In the last ten years, has your organization or any officer, director, partner, owner, project

manager, procurement manager or chief financial officer of your organization:

- a. ever been fined or adjudicated of having failed to abate a citation for building code violations by a court or local building code appeals board?  
Yes \_\_\_ No X
  - b. ever been found guilty on charges relating to conflicts of interest?  
Yes \_\_\_ No X
  - c. ever been convicted on criminal charges relating to contracting, construction , bidding, bid rigging or bribery?  
Yes \_\_\_ No X
  - d. ever been convicted: (i) under Va. Code Section 2.2-4367 et seq. (Ethics in Public Contracting); (ii) under Va. Code Section 18.2-498.1 et seq. (Va. Governmental Frauds Act); (iii) under Va. Code Section 59.1-68.6 et seq. (Conspiracy to Rig Bids); (iv) of a criminal violation of Va. Code Section 40.1-49.4 (enforcement of occupational safety and health standards); or (v) of violating any substantially similar federal law or law of another state?  
Yes \_\_\_ No X
  - e. ever been convicted on charges relating to employment of illegal aliens on construction projects?  
Yes \_\_\_ No X
- 2.
- a. Is your organization or any officer, director, partner or owner currently debarred or enjoined from doing federal, state or local government work for any reason?  
Yes \_\_\_ No X
  - b. Has your organization or any officer, director, partner or owner ever been debarred or enjoined from doing federal, state or local government work for any reason?  
Yes \_\_\_ No X

**V. Compliance**

If you answer yes to any of the following, on a separate attachment give the date of the termination order, or payment, describe the project involved, and explain the circumstances relating to same, including the names, addresses and phone numbers of persons who might be contacted for additional information.

- 1. Has your organization:
  - a. ever been terminated on a contract for cause?  
Yes \_\_\_ No X
  - b. within the last five years, made payment of actual and/or liquidated damages for failure to complete a project by the contracted date?  
Yes \_\_\_ No X
- 2. Has your organization, in the last three years, received a final order for willful and/or repeated violation(s) for failure to abate issued by the United States Occupational Safety and Health Administration or by the Virginia Department of Labor and Industry or any other government

agency?

Yes \_\_\_ No X

3. Have any Performance or Payment Bond claims ever been paid by any surety on behalf of your organization?

Yes \_\_\_ No X

4. Has your organization been **more than thirty (30) days late, without good cause**, in achieving the contracted substantial completion date where there was no liquidated damages provision on more than two (2) projects in the last three (3) years?

Yes \_\_\_ No X

5. Has your organization **finally completed a project** more than ninety (90) days after achieving substantial completion on two (2) or more projects in the last three (3) years, for reasons within the contractor's control? Documented delay of delivery of material necessary to perform remaining work or seasonal conditions that bear on performing the work or operating specific equipment or building systems shall be considered in litigation.

Yes \_\_\_ No X

6. Has your organization **received more than two (2) cure notices** on a single project in the past two (2) years and/or more than one (1) cure notice on five (5) separate projects in the past five (5) years?

Yes \_\_\_ No X

7. Has your organization **had repeated instances** on a project of **installation and workmanship deviations which exceed the tolerances of the standards referenced** in the contract documents? Documentation of such instances shall be the written reports and records of the Owner's representatives on the project.

Yes \_\_\_ No X

## VI. Experience

If your organization has multiple offices, provide the following information for the office that would handle projects under this prequalification. If that office has limited history, list its experience first.

1. Attach a list of all projects, giving project name, location, size, dollar value, and completion date for each that your organization has **completed** in the last ten years.  
*Please see attached Completed Projects List on pages 57-76*
2. Attach a list of your organization's projects in **progress**, if any, at the time of this statement. At a minimum, provide project names and addresses, contract amounts, percentages complete and contact names and numbers for the architects and owners.  
*Please see attached Projects in Progress List on pages 77-83*
3. If this statement is for a particular project, identify three projects from those identified in 1 and 2 above which are most relevant or similar to the project(s) for which you are seeking prequalification; these projects are designated as your "Firm's Representative Projects" and will also be included on Attachment 3, "CO-16 Crosswalk of Firm and Key Personnel Experience".

Project 1: Mary Ellen Henderson Middle School

Project 2: The Wharf

Project 3: The George Washington University Science and Engineering Hall

*Please see Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience Form on pages 84-87*

**Firm Representative Project 1.**

**Project Name:** Mary Ellen Henderson Middle School

**Project Address:** 7124 Leesburg Pike, Falls Church 22043

**Owner's Name:** Falls Church City Public Schools

**Address:** 800 W. Broad Street, Suite 203, Falls Church, VA 22046

**Phone Number:** 703.248.5600

**Contact:** Hunter Kimble, Assistant Superintendent  
E: hkimble@fccps.k12.va.us

**Architect's Name:** Moseley Architects

**Address:** 8001 Braddock Rd. Suite 400, Springfield, VA 22151

**Phone Number:** 703.249.7640

**Contact:** Bill Brown, Vice President  
bbrown@moseleyarchitects.com

**Provide additional project data as required in the “CO-16 Crosswalk of Firm and Key Personnel Experience”. (See attachment 3.) Provide explanations for any cost or schedule growth greater than 10%.**

Cost growth due to owner generated change orders including: (1) design and construction of four new science labs in the existing school ; (2) design, zoning and permitting of new addition existing school; (3) design and construction of field lighting for the existing high school football field; (4) other owner-elected changes to the school and surrounding areas. Unforeseen conditions with the soils were encountered. The soil was too soft to utilize the original spread footing foundation design. An alternative geopier foundation was implemented. The owner received a deduction in the middle school costs as part of a shared savings arrangement of approximately \$575,000.

**Describe key lessons learned:**

Clark developed and managed a very detailed design, permitting and construction schedule that was used effectively as a management tool by the client and the design team. The project was designed and permitted such that the demolition, earthwork, utilities and other infrastructure work could be provided ahead of full construction operations. This early work allowed for better coordination of site logistics at the start of full construction. By relocating utilities, existing athletic facilities and an adjacent bus parking lot ahead of the start of full construction, school operations and construction operations could work in harmony from the outset. All members of the team were committed to working together in a collaborative manner to find the best comprehensive solutions to problems.

**For CM at Risk only, provide evidence that any preconstruction services provided resulted in cost savings and effective schedule management:**

The integration of our construction team with the design team facilitated the implementation of several creative design solutions, allowing for savings to be returned to the client. For example, part of the building site had been previously used as a landfill, and uncontrolled fills were placed at the site over a twenty year period. Initial recommendations from the geotechnical engineer proposed excavating, haul off site and replacing the uncontrolled fills, or utilizing a deep foundation system so that the earth would support the proposed building. Clark, however, proposed a different, more cost effective solution that located the gymnasium 75% below grade, which provided the client with the ability to avoid the costly deep foundation system or earth removal and replacement. Additionally, because the building was located below grade, the client did not have to include that space in their FAR calculations, which allowed FCCPS to build a larger building than would have been allowed if the building had been built as originally proposed by the engineering team.

**Firm Representative Project 2.**

**Project Name:** The Wharf

**Project Address:** 800 Maine Ave., SW  
Washington, DC 20024

**Owner's Name:** PN Hoffman & Associates, Inc.

**Address:** 4725 Wisconsin Avenue, NW Suite 200  
Washington, DC 20016

**Phone Number:** 202.686.0010

**Contact:** Paul Nasesetta

**Architect's Name:** Perkins Eastman Architects, PC

**Address:** 115 th Avenue, Floor 3  
New York, NY 10003

**Phone Number:** 202.212.6062

**Contact:** Douglas Smith

Provide additional project data as required in the “CO-16 Crosswalk of Firm and Key Personnel Experience”. (See attachment 3.) Provide explanations for any cost or schedule growth greater than 10%.

Not applicable, growth for both cost and schedule is less than 10%

**Describe key lessons learned:**

Building next to a river is no easy feat and require extensive planning and coordination to safely complete excavation around the river. The team built a 2,000-foot-long bulkhead parallel to the river's edge to keep out the 800,000 tons of water flowing through the river. Clark Foundations drove more than 2,000 piles, sometimes 30 per day, to support the excavation.

**For CM at Risk only, provide evidence that any preconstruction services provided resulted in cost savings and effective schedule management:**

The Wharf, PNHoffman engaged Clark Construction Group to perform extensive preconstruction services for three years; within this arrangement, Clark placed two full-time project managers and one part-time executive on site to work alongside the PNHoffman development team and primary architecture firm Perkins Eastman DC. The Clark team conducted numerous analyses of wage scale integration by trade, and the determination of applicable costs for specific work items. PNHoffman also requested numerous one-off, small-scale exercises, such as studies for various configuration of garage extensions, residential unit upgrades, and hardscape changes. Clark conducted three bids throughout the preconstruction phase: the first occurred in May 2013, the second occurred in August 2013, and the third and final occurred in January 2014. Throughout these very complicated bids, Clark not only solicited, analyzed, and brokered the selection of significant value engineering options from the subcontractor community, but also worked to incorporate 254 Owner Alternates.

**Firm Representative Project 3.**

**Project Name:** The George Washington University Science and Engineering Hall  
2211 H Street, NW

**Project Address:** Washington, DC 20052

**Owner's Name:** The George Washington University

**Address:** 2121 Eye Street, NW  
Washington, DC 20052

**Phone Number:** 202.994.2371

**Contact:** Ms. Alicia O'Neil Knight  
E: aoknight@email.gwu.edu

**Architect's Name:** Ballinger

**Address:** 833 Chestnut Street Suite 1400  
Philadelphia, PA 19107

**Phone Number:** 215.446.0296

**Contact:** Mr. Robert Voss, Associate Principal

Provide additional project data as required in the “CO-16 Crosswalk of Firm and Key Personnel Experience”. (See Attachment 3.) Provide explanations for any cost or schedule growth greater than 10%.

Cost growth was just over 10% at 10.5%, significant changes include modifications to the 2.5 MWatt co-generation plant to comply with revised utility provider and environmental requirements and the addition of multi-year service contracts for the co-generation plant, and modifications to generic research and teaching labs to comply with new faculty and specific research requirements.

**Describe key lessons learned:**

The project team worked through several challenging design constraints in the phased renovation of the Ross Hall CUP. As part of that renovation, the team installed 7.5-megawatt co-generation plant, upgraded cooling systems by installing three, 2,500-ton chillers, as well as new cooling tower cells. One of the many unique aspects of the Science and Engineering Hall is that it does not house its own central utility plant (CUP). The major utilities for the building are fed from the Ross Hall CUP. In order to provide a pathway for these utilities, four 30-inch casings and one 36-inch casings were installed approximately 40 feet below 23rd Street, spanning approximately 120 feet. A jack and bore tunneling rig was used to auger the tunnels through a four-foot-by-four-foot opening in the concrete foundation wall.

**For CM at Risk only, provide evidence that any preconstruction services provided resulted in cost savings and effective schedule management:**

During the value engineering process, Clark's full breadth and depth of its affiliated companies and self-perform divisions came to bear; Clark successfully provided a seamless one-stop shop service for PNHoffman. Through Clark Foundations' analysis of the Phase 1 garage podium construction, Clark and PNHoffman were able to engage with geotechnical engineer ECS to develop an alternate to the “bath tub” configuration of the garage and convert it to a drainable sub-base, yielding significant savings. Clark thoroughly vetted all the finish palettes within the various types of residential unit finishes and Parcel 2's Wharf Hall and worked together with the subcontracting community to offer PNHoffman options to achieve the same esthetic through alternative products. Additionally, Clark worked closely with glazing subcontractors to define the direction of the most appropriate esthetic and cost-controlled glazing systems for the buildings.

- 4. Staffing: Describe how your firm would staff this project. The Proposal must include a description of the duties and responsibilities of all key Project team members and an organizational chart indicating the title or function of each individual and the reporting structure and functional relationships between the team members.

All relevant staffing information, including duties and responsibilities of all key Project team members and a team organization chart can be found in Tab 1—Qualifications and Experience, located in the “Conceptual Proposal.”

- 5. Personnel experience: For all designated key personnel (i.e.: project manager, superintendent, preconstruction manager (CM at Risk only), etc.), describe the background and experience that would qualify him or her to serve successfully on this project. For all key personnel to be assigned to this project, provide as an attachment a resume which includes:
  - a. Title (Principal, Project Manager, Superintendent, etc.).
  - b. Number of years of experience in the construction industry.
  - c. Summary of education, including the name(s) of the institution(s) from which the individual graduated and the year(s) of graduation.
  - d. Listing of professional registrations, including registration numbers and dates that the respective registrations were first obtained, per state, along with any certifications relevant to the individual’s proposed function on this project.
  - e. List of any professional / trade organization affiliations and associations in which the individual actively participates.
  - f. Identification of at least three (3) similar or comparable projects on which each proposed key personnel have served in that capacity or positions of similar or comparable responsibility within the last ten years, including at least one of those within the last five years. For these 3 projects, if the project is NOT a “Firm Representative Project” for which this information was previously provided above, then provide the names, addresses, and phone numbers of the Owner’s and Architect’s contact person for each that can be contacted to obtain an assessment of the individual’s competencies and capabilities for the project.

Project Name: *Personnel Experience in the form of resumes can be found on pages 54-56*

Project Address:

Owner’s Name:

Address:

Phone Number:

Contact:

Architect’s Name:

Address:

Phone Number:

Contact:

For all designated key personnel, also provide project-specific information by completing Attachment 3, “CO-16 Crosswalk of Firm and Key Personnel Experience”. This data includes the percentage of each key individual’s time which will be committed to the project (i.e.: 100%, 80%, etc.) See Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience Form on pages 84-87

- 6. Provide additional attachments, as required, in response to any additional agency-specified prequalification criteria provided in the RFQ.

*All additional information can be found in both the Conceptual and Confidential Proposal submittals.*

**VII. Small Business Participation on Previous Projects  
(applicable to CM at Risk and Design-Build; not applicable prequalification prior to Design-Bid-Build)**

For the most recent three (3) projects you have completed, provide:

Project Name: *Please see table below*

Project Address:

Owner’s Name:

Address:

Phone Number:

Contact:

Small Business Participation percentage proposed:

Small Business Participation percentage achieved:

Project Name/Address	Owner Name/ Address	Contact /Phone Number	Participation Proposed	Participation Achieved
Alexandria Renew - SANUP C2 Nutrient Management Facility Alexandria, VA	Alexandria Renew Enterprises 1500 Eisenhower Avenue Alexandria, VA 22314	Karen Pallansch (703) 549-3382	4.1% MBE 2.5% WBE	4.95% MBE 22.79% WBE
University of Maryland, College Park - Prince Frederick Hall Preinkert Drive College Park, MD 20742	University of Maryland, College Park 0600 Service Building University of Maryland College Park, MD 20742	Carlo Colella (301) 405-1120	35%	36.6%
National Museum of the African-American History and Culture Constitution and 15th Street, NW Washington, DC 20036	Smithsonian Institution 750 9th St SW, Suite 5200 Washington, DC	Derek Ross 202.633.6276	42.0%	65.17%

**VIII. Signatures**

The undersigned certifies under oath that the information contained in this Statement of Qualifications and attachments hereto is complete, true and correct as of the date of this Statement.

Clark Construction Group, LLC  
(Name of entity signing this Statement of Qualifications)

By: Name of Signer (print) DAVID TACCHETTI

David Tacchetti  
(Signature in ink)

Title: VICE PRESIDENT

Date: 10-28-15

**Notary**

State of: Maryland

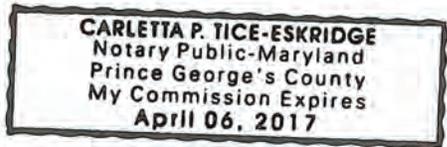
County/City of: Prince Georges

Subscribed and sworn to before me this 28<sup>th</sup> day of October, 2015.

Carletta P. Tice-Eskridge  
Notary Public Signature

My commission expires: April 6, 2017

Notary Seal:



**Attachments (to be provided):**

1. As applicable:  
*For Standard Bonding:* Surety Statement of Bonding Eligibility  
*For Self-Bonding Program:* Contact agency for submission requirements.
2. Additional information, if any, provided under CO-16 Sections III, IV, V
3. Information required under CO-16 Section VI (i.e.: project listings, organizational chart, key personnel resumes, completed "CO-16 Crosswalk of Firm and Key Personnel Experience" (DGS-30-172), etc.)
4. Completed SCC form
5. Other required agency attachments as applicable (i.e.: eVA registration form, etc.)

## Appendix 11 – Personnel Experience

### DAVE TACCHETTI | Project Manager



#### EDUCATION

M.B.A., University of Maryland

B.S., Civil Engineering, University of Maryland

#### PROFESSIONAL REGISTRATIONS

OSHA 30-Hour Trained

#### EXPERIENCE

15 Years with Clark

David Tacchetti has extensive experience with the delivery of higher education projects, including more than 15 academic facilities for Universities. He has experience with large-scale projects on urban campuses. He is an excellent team player and leader within Clark's higher education business unit. David is excellent at leading the preconstruction, as well as construction efforts of very relevant academic and student housing facility projects.

#### Selected Project Experience

##### THE GEORGE WASHINGTON UNIVERSITY, SCIENCE AND ENGINEERING HALL | Washington, DC

Construction Executive. Clark provided preconstruction and general contracting services for the construction of the new Science and Engineering Hall for The George Washington University. The new facility rises eight stories and features 470,000 SF above grade, including wet and dry research and teaching laboratories, cold rooms, clean rooms, and a green house. The Science and Engineering Hall also features 200,000 SF of below grade parking and program space. The George Washington Science and Engineering Hall project achieved LEED Gold certification.

##### MONTGOMERY COLLEGE ROCKVILLE SCIENCE CENTER | Rockville, MD

Construction Executive. Construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center. The new Science Center supports the College's Science East and Science West buildings and connects to Science East by a four-story atrium. The building features offices, classrooms, a connected greenhouse, a rooftop observatory, and laboratory space for biology, genetics, chemistry, physics, geology, and astronomy. The Science Center is designed to achieve LEED Gold certification and includes photovoltaic solar panels, a green roof, and a Rain Screen waterproofing system.

##### LONG AND KIMMY NGUYEN BUILDING AT GEORGE MASON UNIVERSITY | Fairfax, VA

Construction Executive. Clark provided design-build services for this 180,000 GSF, five-story structure. The new engineering, academics, and research building includes classrooms, office space, a lecture hall, server rooms, dry labs, and a four-story atrium (80,000 SF of academic space and 80,000 SF of research space). This project was LEED Silver Certified and the contract value totaled \$54,000,000.

##### BOWIE STATE UNIVERSITY, CENTER FOR NATURAL SCIENCE, MATHEMATICS AND NURSING | Bowie, MD

Construction Executive. The 150,000 square-foot center will provide Bowie State University with state-of-the-art classrooms, teaching and research laboratories, and computer labs. The research lab suite includes a collaborative lab environment for chemistry, biology and physics, with core labs for microscopy, spectrometry, and an NMR. Flexible design in regards to architecture, equipment, and technology, maximize utilization and future programmatic needs. Multi-purpose rooms are open in plan, and have multiple uses, including lectures, group learning, and may also be equipped with perimeter beds for a more traditional nursing skills format.

### CATRIONA WINTER | Preconstruction Manager



#### EDUCATION

M.S., Architecture, University of Virginia

B.S., Architecture, University of Virginia

#### PROFESSIONAL REGISTRATIONS

LEED Accredited Professional

AIA Associate

Member, Washington Building Council

CCHEST Safety Trained Supervisor

#### EXPERIENCE

11 Years with Clark

As Preconstruction Director, Catriona will lead the entire project team and a variety of in-house resources in the delivery of all preconstruction activities including developing preliminary budgets, value engineering, preconstruction schedules, and evaluation of alternatives and comparative studies, among other responsibilities. Catriona will understand the program requirements completely, know all aspects of the design as it progresses, understand the associated construction budget as it evolves with the design, and continually evaluate the design and construction budgets against the program requirements.

#### Selected Project Experience

##### THE WHARF | Washington, DC

Clark is providing design-build services for the construction of The Wharf, Phase 1 project, located along the Southwest Waterfront in Washington, DC. The mixed-use project includes two residential buildings, an office building, yacht club, two parks, and a parking garage. The two residential buildings will provide 548 rental units and 134 condominium units, as well as rooftop amenity space and private terraces for the top-floor condo owners. The office building features decorative steel arches, which connect to adjacent buildings. Clark is also responsible for construction of the Capital Yacht Club, including 98 marina slips. The office building will apply for LEED Gold certification; the two residential buildings and the Capital Yacht Club have been designed to achieve LEED Silver certification.

##### U.S. COAST GUARD HEADQUARTERS | Washington, DC

Clark provided design-build services for the construction of the new headquarters building for the U.S. Coast Guard (USCG). The new facility is the first stage of consolidation for the Department of Homeland Security and provides 1.2 million GSF of administrative space, a central utility plant, and two seven-story, stand-alone parking garages. Clark was also responsible for the complete tenant fit-out for the headquarters, including audio/visual, telecommunications, and security systems. The USCG Headquarters exceeded the goal of LEED Silver and achieved LEED Gold certification.

##### SENTINEL SQUARE I | Washington, DC

Clark provided preconstruction and general contracting services for Sentinel Square I, a 542,000 GSF office building with three below-grade parking levels. The exterior of the 12-story building consists of individually-glazed units, curtain wall, precast concrete, stainless steel metal panels, and black granite. Inside, the two-story lobby showcases Jerusalem Gold marble from Israel, louvered millwork panels, and metal panel column covers. Clark was also responsible for construction of a shared courtyard and landscaping. Sentinel Square I achieved LEED Gold Certification.

##### GSA TENANT AT FOUNDERS SQUARE | Arlington, VA

Clark provided general contracting services for the tenant fit-out of 675 N. Randolph Street, which is fully leased to a GSA tenant. The secure, 300,000 SF project includes office space, a conference center, café, and the main lobby. Clark was also responsible for the base building construction as well as the passive infrastructure, including telecommunications, audio-visual, and security.

## Appendix 11 – Personnel Experience

### JOHN SWAGART | Superintendent



#### EDUCATION

B.S., Construction Management, East Carolina University

#### PROFESSIONAL REGISTRATIONS

OSHA 30-Hour Trained

CCHEST Safety Trained Supervisor (STS)

#### EXPERIENCE

13 Years with Clark

John will oversee the total field construction effort to ensure the project is constructed in accordance with design, budget, and schedule. He supervises and coordinates trades and all project safety and quality control. John brings extensive experience on some of the

#### Selected Project Experience

##### THE GEORGE WASHINGTON UNIVERSITY DISTRICT HOUSE RESIDENCE HALL | Washington, DC

The 12-story, 330,000 GSF, 320-unit, residence hall located in the heart of the school's Foggy Bottom campus will stretch the length of an entire city block between I Street and H Street. Clark will retain the existing historic façades from the West End, Schenley, and Crawford Residence Halls. The building's exterior skin is comprised of masonry, curtainwall, aluminum punch windows, and metal panels. The 860-bed facility will house a variety of unit layouts as well as commercial food venues, a central mail facility for the campus, a housekeeping facility, 150-student lecture hall, a scene shop to support an adjacent theater, and support spaces for offices, public rest rooms, and laundry facilities. The project is designed to achieve LEED Silver certification.

##### THE GEORGE WASHINGTON UNIVERSITY – SOUTH HALL RESIDENCE HALL | Washington, DC

Clark provided at-risk construction management services for this 275,000 GSF, 10-story residence hall. The new facility features living space for 474 students, as well as a four-story underground parking garage with 180 spaces, multiple landscaped courtyards, and a machine room-less elevator system. The Clark project team overcame several logistical obstacles to complete the residence hall. With the building occupying nearly the site's entire footprint and an adjacent building being constructed concurrently, the project's parking, laydown, and material storage areas were at a premium. Through close coordination and just-in-time deliveries, the project team was able to successfully manage the construction process and reach substantial completion ahead of schedule. Additionally, South Hall achieved LEED Gold certification.

##### UNIVERSITY OF MARYLAND – OAKLAND HALL DORMITORY | College Park, MD

Clark provided design-build services for Oakland Hall, a cast-in-place concrete structure that provides 706 additional beds for undergraduate students. The dormitory's layout consists primarily of four-person units in a double-duplex configuration, with double-occupancy bedrooms sharing a bathroom. The building also includes a multi-purpose room with an outdoor patio, open lobby, and interior bicycle storage. The satellite central utility building, located in Oakland Hall's basement, provides chilled water for the building, as well as six existing high-rise dorms, two dining halls, a day care center, and a future residential facilities' office complex. The project achieved LEED Gold, surpassing the original goal of Silver.

##### UNIVERSITY VIEW I STUDENT HOUSING | College Park, MD

The 16-story, 660,000 GSF structure contains 352 units for University of Maryland students. Because the project is sited on a 100-year flood plain, above-grade, a cast-in-place parking garage is located on the first four levels.

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Dulles Main Terminal East and West Baggage Basements – EDS In-Line High Volume Baggage Screening</b>  Washington Dulles International Airport Dulles, Virginia	Clark, in a joint venture with J. Roberts Inc., is providing general contracting services for the Main Terminal East and West Baggage and the Concourses C/D Rehabilitation projects at Washington Dulles International Airport. As part of the East and West Baggage project, the team is responsible for the integration of current-state-of-technology baggage handling and inspection systems in the existing main terminal. Clark will reconfigure and replace the existing baggage conveyor systems and upgrade the conveyor controls. The scope of work also includes constructing a three-level, below-grade, cast-in-place concrete addition to the east basement, heavy concrete and structural modifications, and HVAC, plumbing, and electrical relocation.	\$110,506,000	September 2015
<b>601 Massachusetts Avenue, NW</b> Washington, DC	Clark is providing general contracting services for this project, which includes the demolition of an existing seven-story building (the former National Public Radio building) and construction of an 11-story office building with five levels of below-grade parking. The 482,000 square-foot building will encompass an entire city block and feature a curtain wall skin and ground-level retail space. 601 Massachusetts Avenue is designed to achieve LEED Gold certification and will feature a green roof, sun shades, and a system to capture and re-use rainwater for the building's mechanical systems.	\$87,328,000	August 2015
<b>The Flats and The Darcy Lot31/31A</b> Bethesda, Maryland	Clark is providing preconstruction and general contracting services for this mixed-use project, which includes a below-grade parking garage funded by a public-private partnership with Montgomery County. Construction includes a five-story, 162-unit apartment tower (The Flats) and a nine-story, 88-unit condominium tower (The Darcy) with a combined 42,000 SF of retail space and 1,250 below-grade parking spaces. Both buildings feature brick and metal panel façades and the Darcy also includes curtain wall projections. The project is designed to achieve LEED Silver certification.	\$130,057,000	June 2015
<b>U.S. Army Medical Research Institute of Chemical Defense Replacement Facility (USAMRICD)</b> Aberdeen, Maryland	Clark provided general contracting services for the construction of the USAMRICD, which included the core and shell construction of a 526,255 GSF facility. Clark's scope also included the complete fit out of interior laboratory and support spaces and a 96,000 SF vivarium. The USAMRICD facility features specialized Biological Safety Level (BSL) Two laboratory spaces. Clark was also responsible for the construction of medical gas utilities, conventional utilities, electrical services, and associated site work. The USAMRICD achieved LEED Silver certification.	\$262,562,362	February 2015
<b>1620 Prince Street Hotel</b> Alexandria, Virginia	Clark provided preconstruction and general contracting services to the building of a five-story hotel with one level of below-grade parking. The 61,000 square-foot facility is operated by Hilton Garden Inn and features a brick and cement panel façade. The team also constructed a green roof on top of the hotel and make improvements to the surrounding streetscape. This project is designed to achieve LEED Silver Certification.	\$17,404,000	January 2015

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>National Business Park 310 – Parking Garage</b> Annapolis Junction, Maryland	Clark provided general contractor services for a parking garage adjacent to the six-story, 190,000 square-foot office building, which completed the south end portion of the National Business Park. National Business Park 310 is designed to achieve LEED® Gold certification.	\$26,741,000	January 2015
<b>The George Washington University Science and Engineering Hall</b> Washington, DC	<p>Clark provided preconstruction and general contracting services for the construction of the Science and Engineering Complex. The new facility features 200,000 SF below grade, which includes four levels of parking and two levels of program space. An additional 470,000 SF is above grade and includes eight floors of wet and dry research and teaching laboratories, with full casework fit-out, a high-bay materials laboratory, electrical and machine shops, a vivarium, cold rooms, clean rooms, and a green house. The building features a cast-in-place structure with architectural exposed concrete columns and ceilings, and curtain wall, ribbon windows, punch windows, terracotta panels, stone and storefront façade elements. Clark was also responsible for the abatement and demolition of two, existing eight-story parking structures, and a two-story university building.</p> <p>The George Washington Science and Engineering Complex project is registered with the U.S. Green Building Council and is pursuing LEED certification.</p>	\$269,308,000	November 2014
<b>4500 East-West Highway</b> Bethesda, Maryland	<p>Clark constructed this new nine-story, Class-A office building, which includes three and a half levels of parking below grade. The 330,000 square-foot all-glass curtainwall building is comprised of 212,000 square-feet of office space and 13,700 square-feet of retail space, with the remaining square footage dedicated to parking.</p> <p>Amenities at 4500 East West include a 4,500 square-foot rooftop terrace with lush landscaping overlooking a green roof, a catering kitchen, and panoramic views of Bethesda, extending toward northwest Washington, D.C. The building also has a fully-equipped 2,600 square-foot executive fitness facility with lockers and showers, and a 1,900 square-foot conference center with video conferencing technology. For biking enthusiasts, the building offers a full bike storage and repair facility, as well as easy access to the Capital Crescent Trail.</p> <p>This project is targeting LEED Platinum certification, the first of its kind in downtown Bethesda. Clark managed the regional material, certified wood, waste management, recycled content, indoor air quality, and low-emitting materials credits.</p>	\$40,111,000	October 2014

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / Location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Concourse C/D Rehabilitation Passenger Boarding Bridge Improvements</b>  Washington Dulles International Airport Dulles, Virginia	The Concourse C/D Rehabilitation project extends the life of the airport's C and D concourses until a permanent replacement is built. Clark demolish an existing passenger boarding bridge (PBB) foundation, install caissons for PBB pedestal support, pave and refurbish the PBBs, and install electrical, fire, and alarm systems, as well as pre-conditioned air units.	\$2,981,000	November 2014
<b>MTPD District II Substation and Training Facility</b> Springfield, Virginia	Clark Civil provided design-build services for the Washington Area Metropolitan Transit Authority (WMATA) on the MTPD District II Substation and Training Facility. Project scope includes the design and construction a 24,000 square-foot, three-story police substation and a 30,000 square-foot training facility near WMATA's Franconia/Springfield Station in Northern Virginia. The police substation has a structural steel frame and a precast concrete façade. The scope of work also includes a full tenant built-out with construction of a crime scene work area, evidence storage facility, defensive training areas, offices, and common spaces. The structural precast training facility accommodates a firing range with 24 lanes, ammunition storage, armory shops, and an armory vault. Clark Foundations was responsible for installing approximately 110 caissons for global stability.	\$23,302,000	November 2014
<b>Hechts Warehouse Mixed Use Development</b> Washington, DC	Clark constructed a seven-story, precast parking deck with a cast-in-place foundation. The team began by demolishing a section of a warehouse, originally constructed in 1937, before building the 420,000 square-foot parking structure onto the remaining portion of the warehouse. The parking structure feature a glazed brick precast façade and ground-level retail space. To match the remaining warehouse building, a brick in-fill façade was used on the remaining six levels. The building features 1,171 parking spaces.	\$23,823,000	October 2014
<b>National Business Park 310</b> Annapolis Junction, Maryland	Clark provided general contracting services for the construction this six-story core and shell office building located in the National Business Park campus. The 190,000 GSF structure features a structural steel frame a blast-hardened architectural precast concrete and punch windows facade. 310 Sentinel Drive has been designed and was constructed to achieve LEED Gold certification.	\$26,810,000	October 2014

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>University of Connecticut Ambulatory Care Center</b> Farmington, Connecticut	<p>Clark, in a joint venture with Fusco Corporation, provided design-build services to the University of Connecticut Health Center for their new Ambulatory Care Center and adjacent parking garage. The design team also included HDR, Inc., Centerbrook Architects and Planners, and BR+A Consulting Engineers.</p> <p>The project team designed and constructed a core and shell 300,000 square-foot Ambulatory Care Center on the University of Connecticut Health Center campus in Farmington, Connecticut. The facility houses new outpatient services, as well as a cafe, healing garden, and retail space with a commercial pharmacy. The structure is clad in curtainwall and metal panels and connects to a new 450,000 SF precast concrete parking garage via a pedestrian bridge. The new Ambulatory Care Center is expected to achieve LEED® Silver certification.</p>	\$84,753,000	October 2014

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / Location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>NGA - Third Floor Build Out at the Tech Center</b> Fort Belvoir, Virginia	Clark, serving as the managing joint venture partner, provided general contracting services for the fit-out of third floor in NGA Technology Center (also built by Clark/Balfour Beatty). The four-story data center currently houses a data and telecommunication center on the fourth floor. The fit-out adds a new data and telecommunication center on the third floor. The project team was also responsible for upgrades to the existing Central Utility Plant, providing additional cooling capacity for the new data and telecommunication center. The NGA Third Floor Fit-out did not apply for LEED certification but was designed to meet LEED Silver certification requirements.	\$40,638,000	October 2014
<b>INOVA Green Garage</b> Fairfax, Virginia	Inova Health Care Services awarded Clark a \$27 million contract to construct the Inova Green Garage Parking Structure. Located on Inova's Fairfax, Va. campus, the 465,000 square-foot eight-level garage houses 1,250 new parking spaces for hospital visitors. The new post tensioned concrete parking structure features a façade comprised of architectural pre-cast, brick, and curtainwall. A sky bridge, built above the main entrance of the hospital, connects the garage to the new 665,000 square-foot Inova Women's Hospital and Inova Children's Hospital, which Clark is currently constructing under a separate contract.	\$27,247,388	September 2014
<b>Howard University Student Housing</b> Washington, DC	Clark, serving as the Construction Manager-at-Risk, provided preconstruction and construction phase services for the construction of two undergraduate residential buildings for Howard University. The seven-story, 138,500 SF College Building Residence Hall contains 240 units, and the six-story Bryant Building Residence Hall contains 459 units. Both buildings feature two-person semi-suites for students and independent apartment units for faculty and staff. Other amenities for both buildings include common area social and study lounges on each floor, laundry facilities, office space for Resident Advisors, and a community game room and kitchen/prep room on the ground floor. The Howard University Undergraduate Residence Halls project sought LEED Silver certification.	\$75,356,000	September 2014
<b>Discovery Creative and Technical Center (DCTC) – Second Floor Edit Suites</b> Silver Spring, Maryland	Clark performed the interior build out of seven office-sized editing suites within Discovery Channel's Center for Technology and Creativity in Silver Spring, Maryland. The scope of work included coordinated mechanical, electrical, drywall, and sprinkler work as well as finishes inclusive of carpet, paint, and fabric panels.	\$560,000	September 2014
<b>MDTA I-95 Travel Plazas</b> Maryland	Clark provided preconstruction and construction-phase services under a GMP contract for upgrades to the Maryland House and Chesapeake House travel plazas. The two facilities were demolished and reconstructed sequentially to ensure that one plaza was always open for travelers along Interstate 95 north of Baltimore, MD.	\$49,733,000	June 2014

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
Montgomery College Bioscience Education Center Germantown, Maryland	Clark provided general contracting services for the construction of the 141,000 GSF Bioscience Education Center. The three-story building is part of the Science and Technology Park on the college's Germantown campus and contains classrooms, laboratories, administrative offices, support spaces, and a conference center. The building has a structural steel frame supporting composite metal decks and is wrapped in a high-performance masonry, aluminum panel, and curtain wall façade. Clark is also responsible for the completion of the campus' new southern entrance and building new roads to improve traffic flow. The Bioscience Education Center was designed for LEED Gold certification.	\$59,630,000	June 2014
American Association of Medical Colleges (AAMC) Headquarters Washington, DC	Clark provided preconstruction and general contracting services for the construction of a new 11-story, 366,000 GSF headquarters facility, which features ground-level retail and three levels of below-grade parking. Clark is also responsible for coordinating the relocation of five historic structures, as well as the completion of any necessary restoration efforts. The new building features a concrete structure with multiple façades, including ribbon and punched windows, and metal and terra cotta panels. The AAMC Headquarters building is registered with the U.S. Green Building Council and pursued LEED certification.	\$74,570,000	May 2014
The Woodley (Wardman West) Washington, DC	Clark provided preconstruction and general contracting services for the construction of this eight-story, luxury apartment building with a cast-in-place concrete frame and a brick, limestone, and cast stone façade. The 212-unit structure features two-and-a-half levels of below-grade parking, a fitness center, courtyard, pool, indoor common areas, and roof deck. Clark was also responsible for the first phase of construction, including a 300-foot-long, cast-in-place, underground tunnel to connect the Wardman West Marriott's entry with below-grade parking. Demolition of an existing parking garage and ballroom followed. Clark Concrete and Clark Foundations performed structural concrete and support-of-excavation work on this project. Wardman West Residential was designed to achieve LEED Silver certification.	\$86,415,000	May 2014
City Market at O Street - Senior Housing Washington, DC	Clark provided preconstruction and general contracting services for the construction of 90 units of affordable senior housing located on floors 1 thru 8 of the east podium of the CityMarket at O Street complex.	\$15,475,000	April 2014
Cambria Suites Hotel at City Market at O Street Washington, DC	The Cambria Suites Hotel project is the tenant fit-out of a 182-room executive hotel for the business traveler.	\$23,117,000	April 2014

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>City Market at O</b> Washington, DC	Clark provided preconstruction and general contracting services for the construction of CityMarket at O, a one million GSF urban infill project with six building phases. The mixed-use development includes over 86,000 SF of retail space, 400 residential units, and two-levels of below-grade parking with 500 spaces, a hotel with 182 units, 97 senior living units, and 145 future phase units. CityMarket at O also includes the restoration of the historic O Street Market and incorporates a new 71,000 SF Giant Food Store. The project achieved LEED Silver certification, featuring green roofs, irrigation cisterns, and efficient HVAC systems.	\$126,033,000	March 2014
<b>USO Warrior and Family Center</b> Bethesda, MD	Clark provided general contracting services for this 16,217 SF, single-story facility located at the Walter Reed National Military Medical Center. The facility contains art and education areas, quiet rooms, an outdoor activity pavilion, a children's play area, a fire pit, and a healing garden. The below grade structure is composed of continuous footings, column footings, and turned-down slab. Above grade, the structure is supported by steel columns and most of the exterior walls consist of brick masonry. Exterior finishes include precast concrete, natural stone, composite metal panels, and aluminum/glass curtainwall. While the project is not LEED certified, a rating of Silver is targeted through design elements such as a green roof, and the use of energy efficient materials.	\$10,429,000	March 2014
<b>CNA Headquarters</b> Arlington, Virginia	Clark Interiors will build out 148,000 square feet of tenant space for CNA's new Class-A office space located in 3001 Washington Boulevard, a building which Clark is currently constructing under a separate contract. The scope of work covers the build out of seven floors, including office spaces, conference rooms, galleys, multi-purpose spaces, a data center, and a partial lobby reception area. The project team also will construct two ornamental staircases, demountable partitions, and multiple SCIF spaces.	\$16,854,000	March 2014
<b>3001 Washington Boulevard</b> Arlington, Virginia	Clark provided preconstruction and general contracting services for this two-towered, Class A office building with four levels of below-grade parking. The 300,000 SF, cast-in-place concrete structure is clad in architectural precast concrete, masonry, glazed curtain wall, and ribbon windows. The scope of work included disassembly, storage, and restoration of the existing building's historic façade. 3001 Washington Boulevard submitted for LEED Silver certification.	\$58,429,000	January 2014
<b>Intercounty Connector Contract D/E</b> Prince George's County, Maryland	ICC Constructors, a joint venture between Shirley Contracting, Clark Civil, Atkinson Construction, Dewberry, Fachina, and Trumbull provided design-build services for the final phases of the Intercounty Connector project in Maryland. The project team was responsible for the construction of approximately 0.9 miles of tolled roadway with interchanges at Virginia Manor Road and U.S. Route 1, as well as 2.4 miles of new collector-distributor roads adjacent to the north- and south-bound lanes of I-95. The scope of work also included improvements to U.S. Route 1 and 2.4 miles of resurfacing on I-95. This contract completes the 18.8 mile highway that connects Prince George's and Montgomery counties. IC3 was also responsible for the design and construction of Contract C, which was completed in November 2011.	\$87,745,000	January 2014

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>CityCenterDC</b> Washington, DC	Clark, serving as the managing joint venture partner, provided preconstruction and general contracting services for the construction of this 2.34 million GSF, mixed-use project including two office buildings (515,000 SF), two apartment buildings (390,000 SF), two condominium buildings (250,000 SF), ground level retail throughout the development (185,000 SF), and one million GSF of surface and below grade parking. Clark was also responsible for construction of a 29,000 SF park and 20,000 SF central plaza with intricate site work, foundations, and landscaping. CityCenterDC is registered with the U.S. Green Building Council and pursued LEED certification.	\$451,227,000	December 2013
<b>Camden NoMA Apartments</b> 60 L Street, NE Washington, DC	Clark provided preconstruction and general contracting services for the construction of this 14-story, 321-unit residential building located in Washington, DC's North of Massachusetts (NOMA) neighborhood. Camden NoMA Apartments features three levels of below-grade parking, a landscaped courtyard, main lobby area, leasing center, management offices, common areas, and an exercise room. The exterior of the building is composed of masonry, thermoplastic core metal panels, an exterior insulation and finishing system, storefront glazing system, and aluminum windows. The rooftop includes a pool, a deck, various landscape features, and outdoor seating and cooking areas. Clark also installed the telecommunication, cable television, and security systems.	\$54,230,000	December 2013
<b>Social Security Administration - Metro West</b> Baltimore, Maryland	Clark provided preconstruction and general contracting services for the construction of a new, 920,000 GSF headquarters complex for the Social Security Administration in Baltimore, MD. The project included the demolition of an existing Maryland Transit Authority training complex and construction of a 560,000 SF office facility, 345,000 is comprised of a five-story building and a seven-story building, connected by a seven-story, steel-supported glass atrium. Clark was also responsible for the installation of anti-terrorism/force protection measures, which included blast-resistant precast and glass, two exterior entry vestibules, and perimeter anti-ram walls. The project submitted for LEED Silver certification. Additionally, Clark was responsible for the interior fit-out.	\$105,569,000	December 2013
<b>U.S. Food and Drug Administration Consolidated Center for Biologics Evaluation &amp; Research (CBER)</b> Silver Spring, Maryland	Clark provided general contracting services for the construction of the FDA's Consolidated Center for Biologics Evaluation & Research (CBER). The project included two laboratory buildings totaling 533,890 SF, a supporting office building totaling 442,000 SF, and an 874,244 SF parking garage. The concrete laboratory buildings have a glass-and-metal-panel exterior and the office building is a concrete structure with a brick façade. A large skylight creates a central atrium to connect the buildings. Clark was also responsible for extensive landscaping of several courtyards on the premises.	\$338,946,000	December 2013
<b>Social Security Administration – Metro West Tenant Improvements</b> Baltimore, Maryland	Clark provided the interior fit-out for this 920,000 GSF headquarters complex. Clark also provided preconstruction services and the base building general contracting.	\$34,907,000	December 2013

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Three Constitution Square</b> Washington, DC	Clark provided preconstruction and general contracting services for Three Constitution Square, part of the Constitution Square mixed-use development in Washington, DC's NOMA District. The 12-story, 350,000 GSF Class A office building has 106 parking spaces in two and half below-grade levels and approximately 12,000 SF of retail space located on the first floor. With a 30,000 SF floor plate, single column line, and a 30' x 35' grid, the building was design and constructed with the flexibility to accommodate demanding tenant layouts. The building features a 40' water wall in the lobby and abundant green space in the 8,000 SF private courtyard on the first floor, 3,000 SF terrace second floor, and roof level. Clark Foundations self-performed the 47' excavation adjacent a WMATA skywalk. The project seeks LEED Platinum.	\$53,020,000	November 2013
<b>The George Washington University Ross Hall 5th and 6th Floor Renovation</b> Washington, DC	Clark provided construction services for the Ross Hall Fifth and Sixth Floor Renovations and Infrastructure Upgrades project at George Washington University. Originally constructed in 1973, Ross Hall serves as the University's primary biomedical research facility. The project team converted 35,000 SF of space on the fifth and sixth floors into state-of-the-art research laboratory facilities for the Neglected Diseases of Poverty Research Center. The scope of work also included adding a new glass-enclosed stair tower and significant upgrades to the building's HVAC, plumbing, and electrical systems needed to support the new facility. Ross Hall remained occupied and operational during the renovation. Originally targeting LEED Certified, the project achieved LEED Gold certification under Commercial Interiors v2009.	\$28,431,000	October 2013
<b>1812 N. Moore</b> Arlington, Virginia	Clark provided preconstruction and general contracting services for the construction of a 580,000 GSF, 35-story office building with above and below-grade parking for 480 cars. The cast-in-place concrete building will feature a curtain wall façade and the top is accented with a two-story, aluminum-clad steel pyramid. At 390 feet, the new office building will be the tallest in metropolitan Washington, DC. The project is located in a congested area of Rosslyn directly adjacent to a WMATA metro station and a Dominion Virginia Power substation. 1812 N. Moore is LEED Platinum registered and will also pursue LEED Neighborhood Development Gold.	\$118,330,000	October 2013
<b>Sedona and Slate (Rosslyn Commons)</b> Arlington, Virginia	Clark provided general contracting services for the construction of two new residential buildings known as Sedona and Slate. The cast-in-place concrete towers are a combined 472,000 GSF and include 474 efficiently-designed residential units, 12,800 SF of ground floor retail space, and a 30,000 SF courtyard. Tower 1 is a 13-story structure that sits above a four level, partially underground garage, while Tower 2 rises 12 stories above a four level, below-grade garage. The two structures are connected by a central walkway that also features retail space and public access to the internal plaza located behind the two towers. The top floors on each building provide common areas such as social rooms, fitness centers and open-air rooftop pools. Sedona and Slate achieved for LEED Gold certification. The buildings feature a reflective roofing system and water efficient landscaping.	\$67,730,000	September 2013

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Sentinel Square II (1050 First Street)</b> Washington, DC	Clark provided general contracting services for the construction of this 415,000 GSF, 12-level office building with four levels of below-grade parking. The cast-in-place concrete structure features a blast-resistant precast façade with ribbon windows and the facility's lobby will include louvered millwork and limestone from Jerusalem. Sentinel Square II achieve LEED Gold certification.	\$44,641,000	September 2013
<b>Security and Safety Improvements for the Intelligence Community Campus (ICC-B)</b> Bethesda, Maryland	Clark provided design-build services for the construction of a 750,000 SF, precast concrete parking structure, a 3,000 SF visitor control center (VCC), a vehicle inspection station (VIS), and site security improvements. The project includes a net zero energy requirement for both the VCC and the VIS, which was achieved through on-site renewable energy generation to supply the electrical needs of these structures. The VCC was designed to achieve LEED Gold certification; the garage and VIS, while not eligible to pursue LEED certification, was constructed in the same manner. Sustainable elements include photovoltaic roof panels on the parking structure, geothermal wells for heating and cooling, and the use of recycled and regional products during construction.	\$37,400,000	July 2013
<b>Rosslyn Station Access Improvements</b> Arlington, Virginia	Clark provided general contracting services for the Rosslyn Station Access Improvements project, which will increase the safety and accessibility of Virginia's busiest Metrorail station. Clark installed three new high-speed, high-capacity elevators, an additional below-grade entrance mezzanine, and a new kiosk. In addition, the team constructed a new emergency evacuation stairwell to improve station egress and safety.	\$32,820,000	July 2013
<b>Outbound Baggage Facility at Reagan National Airport</b> Arlington, Virginia	Clark Civil provided design-build services to the Metropolitan Washington Airports Authority for the Terminal A Outbound Baggage Facility at Reagan National Airport. Clark is leading a design-build team that includes architect McKissack & McKissack. As part of the Terminal A Outbound Baggage Facility project, the team built a slab-on-grade foundation to support a pre-engineered metal building housing the outbound baggage system. The team will constructed a baggage handling bridge structure to connect the 13,000 square-foot facility to the existing terminal. Additionally, the scope of work included site preparation and the installation of underground water, gas, and storm sewer lines.	\$ 4,337,000	June 2013
<b>William H. Gross Stamp Gallery Expansion</b> Washington, DC	Clark provided general contracting services for the conversion of space, previously occupied by a restaurant, at the National Postal Museum into permanent exhibition space. Clark constructed new mezzanine space, renovated the first and ground levels, and installed a new, three-stop elevator. The 14,000 SF project achieved LEED for Commercial Interiors certification.	\$7,173,000	June 2013
<b>NAMA Slurry Wall/Pool Membrane and Drainage System Repairs at the National World War II Memorial</b> Washington, DC	Clark provided construction services for the World War II Memorial Slurry Wall Repairs project on the National Mall in Washington, D.C. Clark Civil made improvements to the slurry wall foundation of the National World War II memorial, which was originally constructed in 2004. Clark Civil installed jet grouted columns along the wall's perimeter, as well as replaced and repaired the memorial's electrical components. The scope of work also included memorial site restoration.	\$ 4,569,000	May 2013

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Constitution Square – Residential Building 2</b> 140 M Street, NE Washington, DC	Clark provided preconstruction and general contracting services for the construction of Constitution Square – Residential Building Two, a 13-story, 203-unit apartment building. The project will connect to the previously completed Constitution Square Residential Building One (also constructed by Clark). There are 106 parking spaces provided in three below-grade levels of parking and approximately 3,000 SF of street-level retail. Residential Building 2 is registered with the U.S. Green Building Council and targeted LEED certification.	\$36,380,000	May 2013
<b>U.S. Coast Guard Headquarters</b> Washington, DC	Clark provided design/build services for the construction of the new headquarters building for the U.S. Coast Guard (USCG). The new facility is the first stage of consolidation for the Department of Homeland Security and will provide 1.2 million GSF of administrative space, a central utility plant, and two seven-story, stand-alone parking garages. Clark also completed the tenant fit-out for the headquarters building, including audio/visual, telecommunications, and security systems. The USCG Headquarters facility is being designed and constructed to meet LEED Gold certification.	\$492,065,000	May 2013
<b>14th &amp; W Streets, NW</b> Washington, DC	Clark provided preconstruction and general contracting services for the construction of 14W, a seven-story, post-tensioned concrete structure. The 342,000 GSF residential building features 231 apartment units, including 19 affordable housing units, 13,000 SF of ground-level retail, the full interior build-out of a 40,000 SF YMCA, and two levels of below-grade parking. Clark was also responsible for the demolition of an existing YMCA located on the site. Additionally, five historic townhouses and an historic carriage house, all located on site, were restored.	\$51,200,000	February 2013
<b>U.S. Department of Homeland Security Headquarters and Consolidated National Operations Center (NOC)</b> Washington, DC	Clark was responsible for the 180,000 SF tenant fit-out, including erection of interior walls, at the National Operations Center, which is located in an existing building on the Department of Homeland Security campus. Clark is also responsible for the fit-out of a new high-security office building next to the U.S. Coast Guard Headquarters project. The structure is located almost entirely underground. This project achieved LEED Silver certification.	\$31,600,000	January 2013
<b>Reconstruct Turf and Soil on the National Mall</b> Washington, DC	Clark provided general contracting services for the reconstruction of over 13 acres of turf and soil on the National Mall; this is the first of three planned phases, which will ultimately rehabilitate the turf on the Mall from the Capitol to 14th Street. Clark was responsible for the installation of a state-of-the-art turf system between Madison and Jefferson Drives and Third and Seventh Streets.	\$14,214,000	December 2012

## Appendix 11—Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>7550 Wisconsin Avenue</b> Bethesda, Maryland	Clark provided construction services for this retrofit project. The project's scope included demolishing the interior and exterior of an existing 153,000 square-foot office building, pouring a new concrete roof level, and installing a new stainless steel curtain wall façade with new windows and retail storefronts framed in chateau limestone from Tunisia. This core and shell project also featured new bathrooms and refurbished elevators. Sustainable design elements included a green roof, low emitting and recycled materials, and improved energy performance all leading to a LEED® Core and Shell Gold certification.	\$17,325,000	November 2012
<b>Little Patuxent Water Reclamation Plant Addition No. 7 – ENR and Expansion Improvements</b> Savage, Maryland	Clark/Ulliman Schutte provided preconstruction and at-risk construction management services for the Little Patuxent Water Reclamation Plant project. The project's scope included several portions designed to improve the plant's overall performance and better remove harmful nutrients from processed wastewater. The Clark/US team will upgrade existing facilities for wastewater screening, disinfection and post-aeration, bio-solids and de-watering, and existing final clarifiers.	\$92,200,000	November 2012
<b>Arent Fox 1000 Connecticut Avenue, NW</b> Washington, DC	Clark provided general contracting services for the fit-out of 1000 Connecticut Avenue (also constructed by Clark) for Arent Fox. The tenant space features 234,000 SF on the first eight floors of the building, including attorney offices, work spaces, conference rooms, a legal library, galleries, an auditorium, and case rooms. The project team also installed the HVAC, plumbing, electrical, and information technology systems. Unique design elements for this project include curved pantries and case rooms and flowing architectural fiberglass walls. The project is designed to achieve LEED Gold certification.	\$22,090,000	November 2012
<b>McDermott, Will, &amp; Emery 500 N. Capitol Street, NW</b> Washington, DC	Clark provided general contracting services for the fit-out of 500 N. Capitol Street (renovated by Clark) for the law firm, McDermott, Will & Emery. The project included 185,000 SF of tenant space on six floors of the nine-story building, including office spaces, conference rooms, a café, and a partial roof terrace. The design included a perimeter office layout with demountable glass corridor partitions and conference rooms with views of the U.S. Capitol, Union Station, and the Washington Monument. The project achieved LEED-CI Gold certification.	\$17,270,000	September 2012
<b>The Artisphere (Arlington Cultural Center)</b> Arlington, Virginia	Clark provided general contracting services for the adaptive re-use of this existing building. The project consisted of renovating an existing three-level space, previously occupied by the Newseum and, more recently, the Bodies Exhibit. The project space was designed to include an art gallery, a restaurant and bar, ballroom space, and retail. The interior finishes include cork and bamboo flooring, custom millwork desks, a liquid gel top bar, a reflecting pool, floating ceilings, acoustical wall and ceiling panels, an operable stage, and several interior storefront systems. The project also included an expansive theatrical lighting package and audio/visual system to service the new ballroom and gallery spaces.	\$4,923,000	July 2012

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / Location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Howard County Government Center</b> Ellicott City, Maryland	Clark served as the general contractor for the renovation of the Howard County Government Center, which houses all county offices, including that of the County Executive. The main focus of the renovation is the complete restoration of the 100,000 GSF George Howard Building. The renovation also includes a new upgraded MEP system for the complex, as well as a completely new glazing system for the George Howard Building. A new 9-1-1 facility expands from its original size in the George Howard Building to include a newly excavated area adjacent to the existing building. This includes completely new and independent mechanical, electrical and plumbing systems throughout the critical space. The project is set to receive LEED certification with the possibility of achieving LEED Silver.	\$30,782,000	July 2012
<b>The Johns Hopkins University Graduate Student Housing</b> Baltimore, Maryland	Clark, serving as the managing partner in a joint venture, provided preconstruction and general contracting services for the construction of this 20-story, 276,000 sq ft building. The building will be clad in a skin of brick, metal panels, stacked window wall, and punched windows. The building provides 321 apartment units with 576 beds for medical school students; amenities include a roof terrace, fitness room, lounge, and central lobby. The Graduate Student Housing achieved LEED Silver certification and features a green roof system on the lower roof.	\$43,700,000	June 2012
<b>East Baggage Basement Advanced Utility and Tug Traffic Relocation - Washington Dulles International Airport</b> Dulles, Virginia	Clark/J. Roberts, Inc. provided general contracting services for the East Baggage Basement Advanced Utility and Tug Traffic Relocation, a phased project that clears right-of-ways and structures to allow a future addition to the existing facility. The project includes the renovation and relocation of several of United Airlines baggage handling systems in the East Baggage Basement and United Airlines MU-2 baggage building. It also includes new and relocated underground utility lines, new site PCC taxiway paving, and modifications to three existing buildings. Additionally, Clark was responsible for the construction of a new cast-in-place concrete tug tunnel with excavation, caissons, support of excavation, and waterproofing. As part of the mentor protégée program, Clark was the majority joint venture partner with J. Roberts Inc. on the East Baggage Basement Advanced Utility and Tug Traffic Relocation Project.	\$18,600,000	June 2012
<b>Cato Institute Renovation</b> Washington, DC	Clark provided preconstruction and general contracting services for the construction of the renovation and expansion of the Cato Institute's existing six-story headquarters building. The project added 35,000 SF of office space and 6,000 SF of parking by expanding the south end of the building, as well as the addition of a seventh floor and new roof level. The existing structure (built in 1992) was renovated while remaining occupied and fully operational.	\$19,960,000	March 2012

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>1000 Connecticut Avenue, NW</b> Washington, DC	Clark provided preconstruction and general contracting services for the construction of this 12-story, 565,000 GSF core and shell office building with 14,000 SF of retail space on street level. The building features stainless steel and stone curtain wall, an environmentally friendly green roof, an elegant marble lobby, and four levels of below-grade parking garage. The superstructure consists of structural concrete rising 12 floors with localized spans of post-tensioned concrete. 1000 Connecticut achieved LEED Platinum certification, exceeding the goal of LEED Gold.	\$67,640,000	January 2012
<b>Defense Advanced Research Projects Agency (DARPA) Headquarters</b> Arlington, Virginia	Clark provided preconstruction and general contracting services for the full tenant fit-out of 675 N. Randolph (also built by Clark). The new, 13-story building is occupied by DARPA. The project consists of approximately 300,000 SF of office space, including a conference center and café. Additionally, Clark was responsible for the installation of the passive infrastructure for the tenant's SSDG systems including telecomm, audio-visual, security, and CBR. The tenant improvement work is under consideration for LEED Platinum certification, in addition to the base building achieving LEED Gold.	\$46,850,000	January 2012
<b>Power Loft I @ Innovation, Phase IV</b> Manassas, Virginia	Clark provided at-risk construction management services for the build-out of the East Pod including interior fit-out of the existing 100,000 SF shell building including 20,000 SF of raised floor. Mission critical systems include three critical lineups (substation, 2.25 MW UPS, 2.5 MW generator), two mechanical lineups (substation + 2 MW generator), 900 ton chiller lineup and 25,000 gallon fuel tank.	\$22,700,000	December 2011
<b>The Johns Hopkins Hospital – Sheikh Zayed Tower and The Charlotte R. Bloomberg Children's Center</b> Baltimore, Maryland	New construction of a state-of-the-art hospital building, consisting of twin 15-story Childrens' and Adult medical towers connected by an eight-story ambulatory care podium. The new building, at 1.5 million GSF, will include 560 beds, 33 operating rooms, 42 Radiological Suites and 96 emergency treatment areas for both adult and pediatric care. The new building will interconnect with the Weinberg Cancer Building and the Johns Hopkins Nelson Harvey Building to form a new state-of-the-art health-care complex.	\$770,750,000	November 2011

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Founders Square, Phase I Defense Advanced Research Projects Agency (DARPA) Headquarters</b> Arlington, Virginia	Clark is providing preconstruction and general contracting services for the construction of the new Defense Advanced Research Projects Agency Headquarters. The 350,000 GSF, 13-story office building has a cast-in-place-concrete with a façade featuring two elevations of precast concrete with glass and metal spandrels and two elevations of specially-treated curtain wall. The building also includes three levels of below-grade parking with pop gates and guard booths at the entrance. Construction will comply with current Anti-Terrorism/Force Protection standards. Additionally, the building is registered with the U.S. Green Building Council and intends to pursue LEED certification upon completion.	\$58,800,000	October 2011
<b>DOD / BRAC 133 Project at Mark Center</b> Alexandria, Virginia	Design/Build project awarded by the U. S. Army Corps of Engineers which includes two office towers (1.8 million GSF), two parking garages (1.2 million GSF), a visitor's center, a transportation center, a truck inspection facility, and extensive site work. The East Tower will have 17 floors and the West will have 15, with a connection between the two up until the 10th Floor. The towers will require approximately 12,000 tons of structural steel, and cater to more than 15 tenants and 6,400 employees. The parking garages will house 3,900 parking spaces. The project will pursue LEED Silver certification for the towers and parking garages and LEED Gold for the Visitor's Center.	\$753,810,000	September 2011
<b>International Arrivals Building Washington Dulles International Airport</b> Dulles, Virginia	Clark is providing general contracting services for the expansion of the existing International Arrivals Building (IAB). IAB Expansion Addition of 204,000 GSF, including 101,000 SF to the existing arrivals hall area and 93,000 SF to the baggage claim area. Major construction elements include, an enlarged Customs and Border Protection (CBP) Primary Inspection Hall, an enlarged baggage claim area, a new international inbound baggage basement to support the expanded baggage claim areas, a mezzanine-level mobile lounge docking facility, improved and expanded VIP processing facilities, and public restrooms with improved finishes and amenities. IAB Special Systems Installation of Security and Access Control, Communications, Electronic Monitoring, Public Address, Public Information, and Wireless & Radio.	\$100,200,000	August 2011

## Appendix 11—Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>WMATA – Cheverly Abutment and Aerial Structure Rehabilitation</b> Cheverly, Maryland	Clark provided design-build services to return the bridge and railroad, located close the Cheverly Orange Line station, to their original location. The movement of a slope adjacent to the existing rail road abutment had caused the abutment to shift laterally. The Clark Team developed a design for the track alignment and implemented the repairs, modifying the existing structures and lifting the bridge back to its original alignment. To protect the abutment from any future slope movements, the team developed and installed a ground improvement structure. The project also included the rehabilitation of two additional bridge piers, restoring proper drainage to the site, realigning approximately 500 LF of the railroad tracks, and reworking the buried power, communication, and train control cabling.	\$10,755,000	July 2011
<b>Square 54 Washington, DC</b>	Square 54 is a three-phase, 1.3 million GSF mixed-use development in Washington, DC's Foggy Bottom neighborhood. Phase I consists of constructing a five-level, below-grade 1,062-space parking garage. Phase II includes the construction of a 10-story, 434,000 SF office building with ground-level retail. Phase III features two, 12-story apartment buildings housing 335 units. The structures of both buildings are cast-in-place concrete and the exterior skin of the office building is curtain wall with limestone set in the panels. One signature element of Square 54 is the main entrance which consists of a three-story, point-supported cable truss glass wall.	\$176,810,000	July 2011
<b>Walter Reed National Military Medical Center - National Naval Medical Center</b> Bethesda, Maryland	Clark, serving as the managing joint venture partner, provided design-build services for the construction of a world-class medical center addition, as well as alterations to existing clinical and administrative facilities, and a new parking structure. The addition is approximately 750,000 GSF, while approximately 506,000 GSF was renovated. Services, functions, and associated spaces in the addition and renovated spaces include, but are not limited to: Surgery, Critical Care, Musculoskeletal, Neurosciences, Cardiovascular/Invasive Procedures, Cancer Treatment, Endoscopy, Imaging, Children's Health, and Emergency Services. The addition, alterations and associated site work include multiple hospital related systems, fire protection sprinkler and alarm systems, electrical distribution systems, mechanical systems, plumbing systems, information/ communication systems, security systems, elevators, utility connections, and all required supporting facilities.	\$860,000,000	July 2011
<b>NGA Campus East</b> Fort Belvoir, Virginia	Clark, as the managing joint venture partner, provided general contracting services for the construction of a complete new campus to the Engineering Proving Grounds at Fort Belvoir in Northern Virginia. The contract was awarded through the U.S. Army Corps of Engineers' "Integrated Design-Bid Build" strategy, allowing for an initial period of construction collaboration services. As a result, the Clark/Balfour Beatty joint venture team worked with project designers RTKL/Kling Stubbins to optimize the project's cost and schedule during the design phase. The contract calls for the construction of 3.9 million GSF of development over 130 acres at Virginia's Fort Belvoir.	\$1,426,600,000	July 2011

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Air National Guard Headquarters</b> <b>Andrews Air Force Base</b> Camp Springs, Maryland	Clark provided general contracting services for the construction of a four-story, 150,000 GSF Headquarters and Readiness Center building for the Air National Guard (ANG), designed to achieve LEED Silver certification. The building features an elevated two-story bridge connection, linking the new structure to an existing building on base. An open courtyard between the two buildings showcases a landscaped memorial plaza focusing on a relocated F-4 Phantom II fighter jet on display. Clark also constructed a 200-space parking lot adjacent to the new headquarters facility. Clark was awarded two more tasks, which included another parking lot adjacent to the first one, adding 215 spaces, as well as an option to upgrade the campus electrical distribution, which provides power to the new building, bury existing overhead lines, and put underground in concrete encased duct banks. Additionally, Clark was awarded Phase II of the Headquarters and Readiness Center, which includes a \$7.5M conference center that is attached to the headquarters facility. Clark was awarded a Single Award Task Order Contract (SATOC) for construction at Andrews AFB. The contract extends up to five (5) years with a maximum value of \$100M.	\$98,940,000	July 2011
<b>Emergency Repairs for Settlement at the Jefferson Memorial Seawall</b> Washington, DC	Clark provided general contracting services for the repair and rehabilitation of the Thomas Jefferson Memorial stone-faced seawall. The project team installed a sheet pile cofferdam and dewatered an area within the Tidal Basin along the length of the seawall. The historic stone on the seawall was removed and replaced.	\$13,420,000	June 2011
<b>Power Loft @ Innovation Phase III</b> Manassas, Virginia	Clark provided general contracting services for the Power Loft @ Innovation. The scope of work included updating the electrical infrastructure for the existing data center, as well as the construction of a 15,314 SF pre-engineered building for a new mechanical plant, which will feed the data center.	\$26,410,000	May 2011
<b>Oakland Hall University of Maryland – College Park</b> College Park, Maryland	Design-build of an eight-story, cast-in-place concrete structure providing 706 additional beds for undergraduates. The dorm's layout primarily consists of four-person units in a double-duplex configuration, with double-occupancy bedrooms sharing a bathroom. Each floor has two student lounges, two study rooms, and a laundry room. The building also includes a multipurpose room with an outdoor patio, open lobby, and interior bicycle storage. The satellite central utility building (SCUB), located in Oakland Hall's basement, provides chilled water for the building. The SCUB has a capacity of 1,800 tons of cooling with provisions for an additional 2,000 tons of future cooling. Oakland Hall Dormitory achieved LEED Gold, exceeding the original goal of LEED Silver.	\$74,100,000	April 2011

## Appendix 11 – Projects Completed on the Last 10 Years

Project Name / Location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>Clarendon Square Renovation</b> Arlington, Virginia	Clark provided general contracting services for base building renovations and tenant improvements to the Clarendon Square office building (originally constructed by Clark in 1987). The existing building consists of 175,000 SF above grade and three levels of below-grade parking totaling 150,000 SF. The exterior work includes cladding new metal panels to the existing brick; new storefronts at the retail spaces; a sunshade; and a reconfigured main lobby that features new curtain wall, a revolving door, and glass canopy. On the interior, the core bathrooms, health club, and locker rooms received new plumbing fixtures and finishes; and the main lobby and typical elevator lobbies (inclusive of the garage) received new finishes such as stone, wood wall paneling, a glass railing, and accent lighting.	\$6,191,000	March 2011
<b>Rockville Science Center</b> Rockville, Maryland	Clark provided general contracting services for the construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center. The façade is a mix of curtain wall and metal panels with limited brick veneer. The new Science Center supports Montgomery College's existing Science East and Science West buildings and connects to Science East by a four-story atrium. The building features offices, classrooms, a connected greenhouse, a rooftop observatory, and laboratory space for biology, genetics, chemistry, physics, geology, and astronomy. Clark also renovated and expanded the campus' storm water management facility by rebuilding the outfall dam and resizing the existing storm water management pond. The project also required a significant amount of infrastructure improvements around the project site. The Science Center was designed to achieve LEED Gold certification and includes photovoltaic solar panels and a green roof.	\$55,300,000	February 2011
<b>900 North Glebe</b> Arlington, Virginia	Clark provided preconstruction and general contracting services for the construction of a seven-story, 290,000 GSF research and office building, including ground-floor retail space and three levels of below-grade parking. Additionally, Clark constructed a 6,600 SF public plaza south of the building. The new facility, built for Virginia Polytechnic Institute and State University (Virginia Tech) features a pre-cast concrete skin, curtain wall, and punched windows. The building's main lobby showcases dolomite limestone, also known as "Hokie Stone" -- a material commonly used on Virginia Tech's Blacksburg campus.	\$25,560,000	January 2011
<b>The Clarendon Center South Apartments &amp; Office / North Office</b> Arlington, Virginia	Preconstruction and general contracting services for this two structure, mixed-use project. Both structures are post-tension concrete with a skin featuring a combination of brick, cast stone, granite, glass-fiber reinforced panel, EIFS, and aluminum windows. The 323,000 GSF "South Block" features a 12-story, 238,000 SF, 244-unit apartment building with an attached nine-story, 85,000 SF office building with four levels of below-grade parking. The 119,000 GSF "North Block" is a six-story office building with three levels of below-grade parking.	\$121,580,000	December 2010
<b>North Bethesda Market</b> Bethesda, Maryland	Clark provided preconstruction and general contracting services for the construction of this 1.2 million GSF mixed-use project. There are three post-tension concrete structures located above a five-story, below-grade parking garage including, a 24-story apartment building, a six-story apartment building, and a stand-alone retail building. Clark also provided tenant fit-out services.	\$166,330,000	November 2010

## Appendix 11 — Projects Completed on the Last 10 Years

Project Name / location	description / general scope	contract amount	comp. date
<b>Mid-Atlantic Region</b>			
<b>United States Institute of Peace (USIP) Headquarters and Global Peacebuilding Center</b> Washington, DC	Clark served as the construction manager-at-risk for the construction of the United States Institute of Peace (USIP) Headquarters and Global Peacebuilding Center. Designed by Moshe Safdie and Associates, USIP's 254,000 GSF headquarters overlooks the Lincoln Memorial. The building's roofs form a series of wing-like elements; constructed of steel frame and white translucent glass, they are white on the exterior during the day and glow from light within at night. The exterior features a curving fountain and landscaped plaza. The building houses administrative offices and a research facility, including a library and archives, and also serves as a federal building that can host public receptions.	\$112,590,000	October 2010
<b>Flats 130 at Constitution Square and Hilton Garden Inn 1225 1st Street, NE</b> Washington, DC	Residential Building One is a 13-story, 657,000 GSF cast-in-place concrete structure with three levels of below-grade parking. The mixed-use residential building includes 440 luxury apartments, a 206-unit Hilton Garden Inn, and a Harris Teeter grocery store. The building skin is primarily brick with cast stone accents and punched glass windows. There are courtyards on the ground level of the east and west wings of the building, and a north courtyard adjacent to the hotel and office building one. Residential Building One features green roofs on the 13th floor as well as the east 7th floor. Clark served as the general contractor for the entire Constitution Square project, a mixed-use development of more than 1.6-million-square-feet of retail, residential, office, and parking.	\$125,890,000	October 2010
<b>Department of Justice Tenant Improvements Two Constitution Square</b> Washington, DC	Clark provided general contracting services for the 600,000 SF tenant fit-out for the U.S. Department of Justice (DOJ) at Two Constitution Square. The new 12-story office building (also built by Clark) is fully occupied by the DOJ. The office space includes a first floor health center, various workstations, and multiple conference and training rooms. The project also includes numerous Sensitive Compartmented Information Facility (SCIF) rooms and a 12th floor expansion. Additionally, the DOJ Tenant Improvements project targeted LEED Silver certification for Commercial Interiors.	\$44,120,000	September 2010
<b>Power Loft Innovation, Phase 2C + 2D</b> Manassas, Virginia	Clark provided at-risk construction management services for the Power Loft @ Innovation. This project consisted of the construction of a 226,000 GSF, two-story steel structure with CMU exterior shell building to support future use as a high density data center. The building features a green roof and exposed green screen trellis system and achieved LEED Gold certification. Phase 2, the tenant fit-out, completed the architectural, mechanical, electrical, and fire protection systems. It also included the installation and commissioning of mission critical equipment, including two 2,000-kilowatt rotary power units, two 2,000-kilowatt engine generators, two 500-ton air-chilled coolers, three 60,000-cubic-feet-per-minute air handling units, and five power distribution units. The scope of work also included site security upgrades and the installation of the roof.	\$10,420,000	August 2010
<b>University View II 8300 Baltimore Avenue</b> College Park, Maryland	Construction of a new 12-story, 230,000 GSF student housing project with 154 units / 517 beds and ground-level retail. The skin of the cast-in-place structure is primarily masonry with punch windows, designed to match the existing University View (also built by Clark).	\$30,650,000	July 2010

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date / %Complete
<b>Mid-Atlantic Region</b>			
<b>South Campus Electrical Utility Plant</b> Fort Meade, Maryland	Clark, serving as the managing joint venture partner, is providing general contracting services for the construction of the 105,000 GSF South Campus Electrical Utility Plant. This highly complex, multi-phased project includes construction of a temporary generator plant, demolition of an existing generator building, and construction of a new 44,134 SF Generator Building. Also included is the construction of a new electrical substation, extensive site ductbanks and installation of additional fuel storage capacity. Although this project is not seeking LEED certification, it does incorporate many sustainable goals such as, recycled content, local regional materials, indoor air-quality, construction waste management, and certified wood.	\$142,539,000	October 2015 / 98%
<b>7770 Norfolk Avenue</b> Bethesda, Maryland	Clark will construct a 17-story, post-tensioned concrete residential tower with a façade consisting of a glass window wall systems, metal panels, shadow boxes, and glass railings. The 244-unit structure will have four levels of below-grade parking with 170 parking stalls. A resort-style pool deck and patio lounge area will be constructed on the roof top. Additional amenity spaces will be located on the ground and second floors. The project team will relocate utilities underground prior to excavation and provide support to surrounding structures. On the periphery of the building, the team will construct 5,000 square feet of hardscape and landscape. The 7770 Norfolk Avenue project is designed to achieve LEED® Silver certification. Clark Foundations is also part of the project team and will support excavation.	\$56,762,000	November 2015 / 86%
<b>The Hotel at 400 E Street</b> Washington, D.C.	Clark will construct a 12-story mixed-use property with two levels of below-grade parking. The first two levels of the 210,000 square-foot structure will contain a fire station and retail space. The project team will then construct a hotel on top of the station, complete with a lobby, gallery, dining areas, and meeting rooms. The hotel also will feature a fitness center and an outdoor recreational pool with a veranda. The building's façade will be a combination of metal paneling, cementitious panels, precast, and glass curtain wall. Measures will be taken to mitigate the noise from the fire station below and the adjacent I-395 highway.  The Hotel at 400 E Street project is designed to achieve LEED® Silver certification and will boast 5,500 square feet of green roof space on the third floor and rooftop level.	\$43,866,000	November 2015 / 88%
<b>400 6th Street, SW</b> Washington, D.C.	Clark will demolish the existing 254,000 square-foot building and construct a 12-story office building with three levels of below-grade parking. The 471,500 square-foot structure will have a precast, aluminum, and glass curtain wall façade. The lobby will feature a two-story atrium with wood paneling, back painted glass panels, and marble flooring finishes. The building will be complete with a glass and metal canopy featuring LED lights that will illuminate the D Street entrance. The project will achieve LEED Gold certification.	\$62,099,000	November 2015 / 91%
<b>Verde Point</b> Arlington, Virginia	Clark will construct two mixed-use residential buildings on the Verde Pointe site. The first phase of the project includes the demolition of an existing building to make way for Building A, a four-story structure. Once complete, Building A will feature 98,000 square feet of parking, 14,000 square feet of retail space, 40,000 square feet of residential space with 38 apartment units, and a green roof terrace. The building's façade will consist of brick, vinyl windows, aluminum storefront, and cementitious siding. The site for Building B is currently occupied by six existing single family homes. Once the homes are demolished, the team will construct an 175,000 square-foot, 11-story apartment building featuring 162 units. Building B's structure will include reinforced concrete columns and slabs with post tension cables. The building's façade will be comprised of glazing and metal panels. The Verde Pointe project is designed to achieve LEED Gold certification upon completion.	\$48,732,000	December 2015 / 93%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date / %Complete
<b>Mid-Atlantic Region</b>			
<b>Alexandria Sanitation SANUP C2 Nutrient Management Facility Construction</b> Alexandria, Virginia	Under this contract, Clark Civil will construct an 100,000 square-foot Concrete Nutrient Management Facility underneath a regulation soccer field, as well as an adjacent 60,000 square-foot office building located in Alexandria, Va., The project team will build an 18-million gallon concrete reservoir extending 30-feet below grade and a Class-A office building with a parking lot below the building on the west plant site. The scope of work also will include a pump station, odor control system, and the electrical facilities to power the new equipment. Additionally, existing overhead high-voltage electrical distribution lines will be relocated below ground. The Nutrient Management Facility and Administration Building project is designed to achieve LEED® Silver certification.	\$104,216,000	January 2016 / 93%
<b>4040 Wilson Boulevard</b> Arlington, VA	Clark Foundations is responsible for the construction of soldier beams, lagging bracket piles, and tiebacks for the foundation of a new office building and parking garage on the 4040 block of Wilson Boulevard in Arlington, Virginia.	\$21,830,000	January 2016 / 86%
<b>The Yards: Arris</b> Washington, DC	Clark demolished an existing surface parking lot and, in its place, will construct an 11-story, 327-unit apartment complex with three levels of below-grade parking. The 435,000 square-foot complex is in close proximity to the Anacostia River and will require a four-foot mat foundation and more than 150 tie downs to prevent uplift. The cast-in-place structure will feature a curtain wall façade above of a brick and punch window base. The ground floor will contain 20,000 square feet of retail space. Additional property amenities will include a rooftop pool with lounge area, public courtyards, a fitness center, play room, media rooms, and conference rooms. The Arris is designed to achieve LEED® Gold certification and will feature a green roof, stormwater cisterns, and low-flow fixtures.	\$88,553,000	February 2016 / 74%
<b>The Lab School of Washington</b> Washington, DC	Clark is providing construction services for a new high school for The Lab School of Washington in the Palisades neighborhood of Washington, D.C. The project team will construct the 29,000 square-foot academic facility next to an existing gymnasium. The four-story building will feature a central atrium, laboratory spaces, expandable classrooms, administrative offices, and a roof terrace. The cast-in-place concrete structure, comprised of deep foundations and post-tensioned slabs, will be constructed in the shape of a trapezoid. The façade will contain a combination of brick, curtain wall, and punch windows. The scope of work also will include the construction of an elevated bridge connecting the new building to the center of the campus. Landscape improvements, including additional trees, plants, and bio-retention ponds, also will be made to the campus grounds. The Lab School of Washington is designed to achieve LEED® Silver certification.	\$12,894,000	March 2016 / 48%
<b>Park Van Ness</b> Washington, DC	Clark will replace the client's existing commercial property, Van Ness Square, with an 11-story mixed-use property consisting of 271 luxury apartments and 10,000 square feet of commercial and retail space. The team will construct three levels of parking as well as the first five levels of residential floors below street level overlooking Rock Creek Park. The remaining six stories will be above grade and wrapped in a masonry brick and cast-stone façade with decorative precast panels and aluminum windows. The architecture of the structure is intended to blend with the neighborhood's art-deco style. The project team also will construct mixed-use and amenity spaces including a fitness center, community rooms, landscaped plazas, and a green roof and pool on top of the building.	\$69,573,000	March 2016 / 59%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date/ %Complete
<b>Mid-Atlantic Region</b>			
<b>National Museum of African-American History and Culture</b> Washington, DC	Clark, serving as the managing joint venture partner with Smoot Construction and H.J. Russell & Company, is providing at-risk construction management services for the construction of the 322,600 GSF National Museum of African-American History and Culture. Visually unlike any other museum on the National Mall, the building features a façade, known as the Corona, which defines the Museum's architectural identity on the Mall. The Corona is a representation of traditional African architecture on a monumental scale utilizing modern materials, such as glass and bronze panels. Four concrete tower cores rise up through the building to the fourth floor, with the balance of the above-grade structure made up of large steel beams and trusses. The building has three levels below grade: a mechanical level, a concourse level, and a mezzanine level. The below-grade structure is cast-in-place concrete. The Museum is being designed and constructed with the goal of achieving LEED Gold certification.	\$398,355,000	April 2016 / 81%
<b>Trinity Washington University Academic Center</b> Washington, DC	Clark is providing preconstruction and design build services for the new Trinity Washington University Academic Center in Washington, D.C. The design-build project includes the construction of a four-story educational facility complete with classrooms and teaching laboratories for Trinity's growing undergraduate and graduate programs. Clark will construct the facility to match the signature architecture of the campus. The academic center's façade will be comprised of precast and stone, and its roof will be covered in terra cotta tiles. The team will fit out interior spaces for several student study lounges, a small lobby cafe, and faculty offices. Additionally, the building will feature nursing and health assessment laboratories, as well as chemistry, biology, microbiology, anatomy, and physiology laboratories.	\$35,379,000	April 2016 / 54%
<b>P222 Construct Decentralized Steam System at NSF Indian Head</b> Indian Head, Maryland	P222 Construct Decentralized Steam System at NSF Indian Head Indian Head, Maryland Clark, in a joint venture with Bell, is providing construction services for a decentralized steam system at the Naval Support Facility (NSF) in Indian Head, Maryland. Clark's partner and the architect for this design-build project is Wiley Wilson.  The project scope includes the demolition of the existing coal-powered Goddard Power Plant and construction of a primary nodal steam generation plant with a natural gas fuel source. Also included is the construction of seven secondary natural gas fueled nodal steam plants along with a 10,000 SF utilities and energy management building. Other components of the project's scope include adding parking areas, providing utility services and electric power transmission pole line and wiring, and refurbishing existing buildings. The team also will manage the integration of new telecommunications and a supervisory control and data acquisition system (SCADA). The utility and energy management building is set to achieve LEED Silver certification.	\$64,901,000	May 2016 / 93%
<b>1812 Ashland Avenue</b> Baltimore, Maryland	Clark is providing preconstruction and construction services for 1812 Ashland Avenue, a 7 story building (with the lowest floor partially below grade), with a ground-level floor plate of approximately 25,000 GSF and totaling approximately 175,000 GSF. 1812 Ashland Avenue includes a mix of laboratory space, office space, a small amount of ground level retail space, and other support functions/space (e.g. loading dock). The project is designed to achieve LEED Silver certification.	\$26,951,000	May 2016 / 36%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date / %Complete
<b>Mid-Atlantic Region</b>			
<b>McLearn Road Academy</b> Washington, DC	Clark is providing preconstruction and general contracting services for the construction a new academic campus including a classroom building for Pre-K through 12th grade students, a 550-seat auditorium, administrative offices, and an athletics wing. The campus also supports outdoor activities and sports. Adjacent to the academic facility, the project team will construct two, 15,000 SF office buildings dedicated for future use.	\$112,516,000	May 2016 / 69%
<b>600 Massachusetts Avenue, NW</b> Washington, DC	Clark is providing preconstruction and general contracting services for the construction of a the core and shell of the 375,000 square-foot office building complete with a concourse level and three below-grade levels of parking. The 10-story building will be clad in curtain wall glazing, composite metal panels, brick veneer, and a stone façade. The building will feature Class-A office space, a two-story glass atrium in the lobby with stone flooring, and a four-story interior atrium from the second floor ascending to the fifth floor. The primary roof will incorporate green spaces with planters and heavy vegetation, and offer views of the city. 00 Massachusetts is designed to achieve LEED® Platinum certification upon completion. This brownfield development will contain several sustainable elements, including two rainwater cisterns that will collect over 93,000 gallons of water for reuse. The project team also utilizes locally-sourced materials during construction and will manage an intensive recycling program.	\$80,096,000	June 2016 / 32%
<b>George Washington University - Square 77 Residence Hall</b> Washington, DC	The George Washington University has awarded Clark Construction a \$100 million contract to construct a 330,000 square-foot, 320-unit, residence hall located in the heart of the school's Foggy Bottom campus in Washington, D.C. The 12-story building will stretch the length of an entire city block between I Street and H Street. The 860-bed facility will house a variety of unit layouts, including two-bed efficiencies, two-bedroom apartment-style, and eight-bedroom affinity residences for both faculty and students. The ground floor and two below-grade levels will feature commercial food venues, a central mail facility for the campus, a housekeeping facility, 150-student lecture hall, a scene shop to support an adjacent theater, and support spaces for offices, public restrooms, and laundry facilities.	\$104,962,000	June 2016 / 69%
<b>Inova Mount Vernon 35 Bay Emergency Department Expansion</b> Alexandria, VA	Clark is providing general contracting services for the construction of a 25,000 SF addition Inova Mount Vernon Hospital's Emergency Department. Prior to starting the addition, Clark modified the emergency department entrance and added an ambulance canopy to allow patients to access the hospital during construction. The façade of the expansion will be comprised of curtain wall and metal panels with a masonry base. When the addition is complete, the project team will erect a metal panel canopy to serve as the new ER entrance. Clark is also responsible for parking and campus roadway modifications, a new helipad, basketball court, pavilion, and minor landscaping.	\$14,869,000	September 2016 / 9%
<b>Cannon House Office Building, Phase 0</b> Washington, DC	Clark, in a joint venture pursuit, will manage a 14-year, phased renovation of the 105-year-old, five-story Cannon House building that houses office space for 2,000 individuals, including members of congress and their staffs. The team also will renovate the Cannon Building's basement, including its mechanical services. The scope of work includes replacing all major building systems, abatement of hazard materials, historic window restoration, complete repair and re-pointing of the exterior skin, and interior tenant improvements. The project is designed to achieve LEED® Silver certification.	\$67,377,000	December 2016 / 19%

## Appendix 11—Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date/ %Complete
<b>Mid-Atlantic Region</b>			
<b>Washington Metropolitan Area Transit Authority (WMATA) – Orange and Blue Line Rehabilitation</b> Washington, DC  Clark Civil	<p>Clark is providing general contracting and design-build services to WMATA for the rehabilitation of the Orange/Blue Line Metrorail. Clark will upgrade and replace electrical systems (including automatic train control systems, tunnel lighting systems, tie-breaker stations, and traction power supply), mechanical systems (replacement of the ventilation and HVAC systems, including sewage ejectors, drainage pumping stations, air-conditioning systems, ventilation and exhaust fans, overhaul chiller units, and chilled water piping), and perform track work (including the replacement of wood ties on the tracks and the rehabilitation of concrete tunnels and underground station precast domes). Clark will also improve several stations along the Orange and Blue Lines extending from the National Airport to the Stadium Armory stations. The project team will upgrade and rehabilitate stations' elevators, escalators, architectural finishes, restrooms, and kiosks.</p> <p>The project is broken into standard bid-build contracts, design-build contracts, and job order contracting. Design began in November 2010 with construction scheduled to start in late 2011 and to reach completion in late 2016.</p>	\$317,551,000	December 2016 / 57%
<b>University of Maryland, College Park - Edward St. John Learning and Teaching Center</b> College Park, Maryland	University of Maryland has awarded Clark Construction a contract to build the Edward St. John Learning and Teaching Center. The new, 90,800 square-foot facility will be located on the university's College Park campus. To prepare for the new academic building, the project team first will demolish the university's Shriver Laboratory and part of Holzapfel Hall. The team will then renovate 27,400 square feet of Holzapfel Hall and construct a 63,400 square-foot addition. The scope of work also includes constructing a 5,000 square-foot central utility building as well as performing site and utility improvements.	\$96,092,000	January 2017 / 23%
<b>Ballpark Square</b> Washington, DC	Clark will construct a 13-story, 325-unit apartment building as well as a 12-story, 126,000 square-foot hotel located across from Nationals Park. The buildings will share two levels of below-grade parking containing 233 parking spaces. The 327,000 square-foot residential building's façade will be comprised of brick, curtain wall, and metal panels. The residential building will feature amenity areas, including a pool, a fitness center, game-day viewing areas, and a second-floor courtyard terrace. The first floor will contain 21,000 square feet of retail space for future development. The hotel will feature a façade comprised of brick and punched windows	\$71,262,000	February 2017 / 11%
<b>Central Place - Residential</b> Arlington, VA	Clark is providing preconstruction and construction services for the Rosslyn Central Place Residential Building, which will be a 30-story tower containing approximately 340 rental units, parking, and three levels of retail space. The project also includes the hazardous materials abatement and demolition of the existing structures on site, the removal of two sky bridges, repair of the building faces to which the bridges were attached, security systems, and fitness equipment. Close coordination with WMATA and Arlington County is required as part of this project given the complexity of constructing adjacent to the existing WMATA structures at the Rosslyn metro station.	\$147,998,000	February 2017 / 32%
<b>Square 37</b> Washington, DC	Clark will perform contracting services for the new 325,000 square-foot mixed-use development, which will include a high-end residential building containing 71 condominiums, 93 apartment units, common area amenities, and a rooftop pool. The ground floor will provide over 7,000 square feet of retail space and a 20,000 square-foot area for the West End D.C. Public Library. The building also will feature three levels of below-grade parking for residents and visitors. The building's unique façade will feature a uniform stepping design containing a dual layer of exterior skin with curtain wall and an aluminum window wall. The West End Square 37 project is designed to achieve LEED® Gold Certification and will feature a green roof to aid in the building's stormwater management.	\$107,480,000	March 2017 / 9%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date / %Complete
<b>Mid-Atlantic Region</b>			
<b>220 South Union</b> Alexandria, Virginia	Clark will construct a five-story, 120-room hotel on the Potomac River that will be operated by Hotel Indigo. The hotel will feature one below-grade level of parking. The 75,000 square-foot building is designed to complement the historic colonial-style homes surrounding the area. The building's façade will be comprised of masonry with antique metal star accents, and intricate brickwork. The roof will be a sloped mansard style. The project team will install a dewatering system around the site to control groundwater. The deep foundations system will include auger cast piles to anchor the building in the marsh-like soils. Due to the site's historic significance, excavation of the area will be completed in three phases to allow an archaeologist to inspect the soil for historic artifacts. The project is designed to achieve LEED Silver certification.	\$23,303,000	March 2017 / 0%
<b>Bowie State University Natural Science Complex w/ Crawford Replacement</b> Bowie, Maryland	Clark is providing preconstruction and construction manager-at-risk services for the 150,000 SF, state-of-the-art classroom, teaching and research laboratory, and computer lab center at Bowie State University. A three-story elliptical multipurpose room, clad in curtain wall, anchors the building's south elevation. Additional unique building features include a green house, integrated into the exterior aesthetic, and a three-story atrium with skylights. The building exterior will consist of metal panels, terra-cotta tile, and curtain wall façade, with terra-cotta baguettes. Portions of the curtain wall system will utilize dynamic glazing, which can change its shading factor and performance characteristics based upon outside conditions. This element, along with other sustainable features, will help the building achieve a LEED Gold certification.	\$85,081,000	March 2017 / 9%
<b>Inova Fair Oaks Hospital Surgery Expansion, Additions, and Alterations</b> Washington, DC	Clark is providing general contracting services for the renovation of 29,000 SF of the existing hospital space, including the post-anesthesia care unit, sterile processing area, pre-operation area, operating rooms, surgery locker room, and waiting areas. The project team is also responsible for the demolition of a chiller plant and construction a two-story, 26,000 SF surgery department expansion. Additionally, the team will construct two temporary loading docks to use during construction and relocate the hospital's air handler unit from the ground floor to the roof.	\$20,883,000	March 2017 / 7%
<b>CSX Virginia Avenue Tunnel</b> Washington, DC	Clark, as the managing joint venture partner, is providing design-build services for the reconstruction of the Virginia Avenue Tunnel (VAT), located in southeast Washington, D.C. The single-track tunnel poses significant operational constraints, and represents a major bottleneck on CSX's National Gateway corridor. The project will provide for a second mainline track and additional clearance to accommodate double-stack freight trains.	\$208,550,000	May 2017 / 11%
<b>Marymount University – Ballston Campus Office</b> Arlington, Virginia	Clark is providing general contracting services for the redevelopment of the Blue Goose Building for Marymount University. This scope of services includes demolition of the existing building on the property, and construction of two new buildings: a 9-story academic building for Marymount University, and a 15-story residential apartment for the Shooshan Company. The residential apartment building will feature over 260 apartments and 3,000 SF of ground level retail. The project is seeking LEED Silver certification.	\$39,942,000	May 2017 / 4%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date/ %Complete
<b>Mid-Atlantic Region</b>			
<b>The Blairs</b> Silver Spring, Maryland	Clark will construct a residential building featuring three distinct sections, including a 5-story wing, 7-story wing, and a 14-story tower. The complex will consist of a post-tension concrete structure with a spread footing foundation system. The project team also will install caissons under the five-story wing. The building's façade will be comprised of punch windows, brick, and metal panels, as well as a window wall and curtain wall accents. When complete, the residential building will feature amenity areas, including a roof-top pool, fitness centers, interior and exterior water features, common areas with televisions and fire places, and a dog park. The building also will feature a two-story, below-grade parking deck to accommodate residents of the 284-unit complex. The project is designed to achieve LEED® Gold certification. It will feature a green roof on top of the five-story wing and a courtyard surrounding the complex.	\$75,941,000	May 2017 / 6%
<b>Phase 1C Modernization of the Harry S. Truman Building</b> Washington, DC	Clark is demolishing the interior of the building and completing hazardous material abatement of the historic 1939 Harry S. Truman Building. The team will provide progressive collapse mitigation, improve the core architectural finishes, and upgrade all mechanical, electrical, plumbing, communication, fire protection, circulation, and security systems. Clark's scope also includes a 300,000 SF interior tenant fit-out of the space. Office areas will be constructed based on the Department of State's criteria and will include collaborative space with demountable partitions. Clark will also construct ADA compliant corridors and restrooms.	\$78,556,000	June 2017 / 7%
<b>University of Maryland – A. James Clark Hall</b> College Park, Maryland	Clark is providing preconstruction and construction manager-at-risk services for the new, 185,000 square-foot facility located on the university's College Park campus. The new structure will provide much needed research and academic space for the Fischell Department of Bioengineering. Currently located in the Jeong H. Kim Engineering Building, which Clark completed in 2007, the department has rapidly expanded and outgrown their existing space. Clark will construct A. James Clark Hall on a parking lot just north of the Kim Building. It will feature atrium space, a two-story flexible open laboratory space, flexible classrooms, optical laser laboratories, imaging laboratories, electromagnetic and radio frequency interference shielded spaces for sensitive equipment, and a vivarium. The building exterior will be comprised of curtain wall with aluminum baguette sunshades, masonry, cast stone accents, and metal wall panels. A. James Clark Hall is designed to achieve LEED® Silver certification.	\$121,269,000	June 2017 / 2%
<b>East Campus Parking Garage</b> Fort Meade, Maryland	Clark is providing general contracting services for this 1,000 parking space structure featuring cast-in-place concrete.	\$40,737,000	September 2017 / 16%
<b>Central Place - Office and Garage</b> Arlington, Virginia	Clark is providing preconstruction and construction services for the Rosslyn Central Place Office Building, which is adjacent to the Central Place Residential Tower that is also being constructed by Clark. The team will first demolish an existing nine-story office building to make way for a 31-story structure with two levels of below-grade parking. Once complete, the 750,000 square-foot, cast-in-place concrete building will feature a unitized curtain wall with unique curved elements. The main lobby will be finished with stone flooring and walls, as well as a translucent stretched fabric ceiling. The structure's 31st floor will house a public observation deck complete with millwork benches. The project is designed to achieve LEED® Gold certification.	\$133,376,000	September 2017 / 16%

## Appendix 11 — Projects in Progress

Project Name / location	description / general scope	contract amount	comp. date / %Complete
<b>Mid-Atlantic Region</b>			
<b>Museum of the Bible</b> Washington, DC	Clark is providing preconstruction and construction services for the 430,000 SF museum in Washington, DC. Clark's scope of work includes major renovations and additions to a historic brick building, originally built as a refrigerated warehouse in 1922. The brick façade of the warehouse will remain in place, while four of the eight existing structural concrete floors, as well as the roof, will be demolished in order to create greater floor to ceiling space on the exhibit floors. Clark also will demolish a non-historic building addition and loading dock to make way for two levels of below-grade space and a new concrete structure with a custom handmade brick and channel glass façade. An additional three levels of new construction will be built above the existing historic and new infill structure and will include a 500-seat performance hall, ballroom, restaurant, and function spaces. These new spaces will be contained within an iconic rooftop element featuring a curving aluminum framed glazed curtain wall assembly with channel glass infill, skylights, zinc batten panel roofing, and a green roof system. Concurrent with the activities in the historic building, Clark also will perform work in the adjacent 450,000 square-foot Washington Office Center, which currently houses the headquarters of the U.S. Small Business Administration. In the below-grade garage, structural demolition will be performed in order to create space for the museum's central utility plant. The Museum of the Bible is designed to achieve LEED® certification.	\$240,582,000	October 2017 / 14%
<b>The Wharf Phase 1</b> Washington, DC	The redevelopment of the Southwest Waterfront, known as The Wharf, is a public-private partnership between Hoffman-Struever Waterfront, LLC (doing business as Hoffman Madison Waterfront) and the District of Columbia, by and through the Office of the Deputy Mayor for Planning and Economic Development. The site is located between Maine Avenue, SW, 6th Street, SW, the Maine Avenue Municipal Fish Market, and the historic Washington Channel. The Wharf is a mixed-use development that includes residential apartment units, residential condominiums, hotels, office buildings, retail and restaurants, and a major cultural component. Phase 1 of the project will include two residential buildings, comprising approximately 800 residential units, one 225,000 square-foot of Class A office building, 145,000 square-foot of retail and restaurant development, a 140,000 square foot multi-use cultural facility, and two public parks.	\$480,139,000	October 2017 / 16%
<b>Dulles Corridor Metrorail Project - Phase 2</b> Virginia	Phase Two of the Dulles Corridor Metrorail Project will build 11.4 miles of track and six stations in Fairfax and Loudoun counties.	\$1,243,568,000	July 2018 / 23%

## Appendix 11 – Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience

DGS-30-172  
(04/15)

### CO-16 Crosswalk of Firm and Key Personnel Experience

1. The purpose of this tab is to summarize key data from the firm's most relevant, representative projects.
2. It is intended that "Firm Representative Projects" at the first tab be completed before "Key Personnel Experience" at the second tab.
3. It is also intended to "crosswalk" or highlight the experience of the key personnel for our project on these firm representative projects (see last column).
4. The sample data provided at "project 1" is nominal and does not represent an actual project; it is for illustrative purposes only.
5. Note how the key personnel participation examples (see last column on this tab) on these "firm representative projects" crosswalks to the "key personnel" experience at next tab.

**SEE DATA REQUIRED AT MULTIPLE TABS!!**

Firm's Representative Projects	Firm's Role in Project	Project Delivery Method	Pre-Construction Services	Project Size	Project Similarities	Project Status and Schedule	Project Cost Data	Non-Owner Requested Change Orders	KEY PERSONNEL PARTICIPATION IN FIRM'S REPRESENTATIVE PROJECTS
<p>LIST A MAXIMUM OF 3 PROJECTS ON THIS FORM; THESE 3 PROJECTS SHOULD BE THE SAME 3 PROJECTS LISTED IN THE RFQ, PARA VI.3 (EXPERIENCE) OF THE CO-16 THAT BEST DEMONSTRATE YOUR FIRM'S RELEVANT QUALIFICATIONS. Provide the project's name, location, and function (i.e.: office/admin, higher education instructional, etc).</p>	<p>Provide your firm's role in this project (i.e.: CM, prime/GC, or sub).</p>	<p>Enter CM for Construction Management at Risk, D-B for Design-Build, D-B-B for Design-Bid-Build, or other appropriate description.</p>	<p>FOR CM@RISK ONLY: Were preconstruction services provided? (Enter YES or NO or N/A if not CM.)</p>	<p>Provide the size in SF (new and/or renovated) and # parking spaces in a deck (if any).</p>	<p>Succinctly describe how the referenced project is similar/relevant to our project.</p>	<p>Enter % construction complete. if complete, identify the original substantial completion date (at contract award); the actual substantial completion date (at owner acceptance); the number of months late or early, and the % late or early. If not yet completed, enter the required contract completion date.</p>	<p>Enter original contract value (GMP for CM) at award; current or final (at owner acceptance) contract value; \$ growth; % growth; and total number of change orders.</p>	<p>Enter the number and value of all NON-OWNER requested change orders, disputes or claims.</p>	<p>Provide the names of any key personnel for our project who ALSO participated in the firm's referenced project. At a minimum, key personnel must include Project Manager, Superintendent, and Preconstruction Services Manager(CM@RISK ONLY). Provide the role and the # of months they participated on this firm representative project.</p>

## Appendix 11 – Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience

<p><b>Mary Ellen Henderson Middle School</b>, Falls Church, VA</p> <p>Turnkey delivery of a 136,000 GSF middle school. In addition to classrooms, a cafeteria/auditorium, gymnasium, art lab, library, science and computer rooms, and media production area are included in the program.</p>	Prime/GC	D-B	YES	136,000 GSF	<p>First PPEA project for an educational facility in Virginia</p> <p>K-12 educational project</p> <p>Same proposed team for the new GMHS project</p>	<p>100% COMPLETE</p> <p>Contract Complete Date: 6 Spetember 2005; Actual Subst. Completion: 25 August 2005</p>	<p><b>Original:</b> \$18,744,000*</p> <p><b>Final:</b> \$21,416,921*</p> <p><b>Growth:</b> \$2,672,921 14% growth;</p> <p><b>Total change orders:</b> 157</p> <p><i>*Contract values for construction costs only</i></p>	<p>7** non-owner requested change orders.</p> <p>**All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.</p>	None
<p><b>The Wharf</b>, Washington, DC</p> <p>A mixed-use project includes two residential buildings, an office building, yacht club, two parks, and a parking garage. The two residential buildings will provide 548 rental units and 134 condominium units</p>	Prime/GC	D-B	YES	925,000 GSF	<p>Mixed-use transit- and pedestrian-oriented development</p> <p>Includes residential, office, parks, parking garage, and apartment buildings</p> <p>Anticipated to be delivered on schedule and on budget</p>	<p>3% COMPLETE</p> <p>Contract Complete Date: 31 October 2017;</p>	<p><b>Original:</b> \$455,737,925;</p> <p><b>Final:</b> \$470,989,839;</p> <p><b>Growth:</b> \$15,251,914 3.35% growth;</p> <p><b>Total change orders:</b> 204</p>	<p>2** non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.</p>	<p>Catriona Winter, Preconstruction Executive (duration of preconstruction phase)</p>

## Appendix 11 — Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience

<p><b>The George Washington University Science and Engineering Hall,</b> Washington, DC</p> <p>The George Washington University's new, state-of-the-art Science and Engineering Complex. The academic building houses teaching and research facilities for all seven of its science and engineering disciplines.</p>	Prime/GC	CM	YES	700,000 GSF	<p>Project is pursuing LEED certification</p> <p>200,000 SF state-of-the-art science and engineering building in an urban setting</p>	<p>100% COMPLETE; Contract Complete Date: 21 November 2011; Actual Subst. Completion: 21 November 2014</p>	<p><b>Total change orders: 771</b></p> <p><i>*Our client has requested that all change order dollar amount she kept confidential</i></p>	<p>3 non-owner requested change orders</p> <p>**All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.</p>	Dave Tacchetti, Vice President/Project Executive (project duration)
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SEE DATA REQUIRED AT MULTIPLE TABS!!

# Appendix 11 – Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience

DGS-30-172  
(04/15)

## CO-16 Crosswalk of Firm and Key Personnel Experience

- The purpose of this form is to highlight relevant key personnel experience.
- It is intended that "Firm Representative Projects" at the first tab be completed before "Key Personnel Experience" at the second tab.
- It is also intended to "crosswalk" or highlight the experience of the key personnel for our project on the firm representative projects and on other relevant projects (which may NOT have been one of the 3 firm representative projects on the prior tab).

**SEE DATA REQUIRED AT MULTIPLE TABS!!**

The data in the "role" though the "non-owner requested change orders" columns is ONLY required for projects that are NOT one of the 3 firm representative projects listed on the previous tab.

KEY PERSONNEL FOR OUR PROJECT	KEY PERSONNEL REPRESENTATIVE PROJECTS	Role	Project Delivery Method	Project Size	Project Similarities	Project Status and Schedule	Project Cost Data	Non-Owner Requested Change Orders
List those key/critical personnel who will participate ON OUR PROJECT. At a minimum, the following key personnel must be listed on this form: Project Manager, Superintendent, and Preconstruction Services Manager(CM	For each key person, provide their corresponding MOST relevant projects. ( A MAXIMUM OF 3)	Provide role and # months in that role.	enter CM for construction management at risk, D-B for design build, D-B-B for design bid build, or other appropriate description.	Provide the size in sf (new and/or renovated) and # parking spaces in a deck (if any).	Succinctly describe how the referenced project is similar/relevant to our project.	Enter % construction complete. if complete, identify the original substantial completion date (at contract award); the actual	Enter original contract value(GMP for CM) at award; current or final (at owner acceptance) contract value; \$ growth; % growth; and total number of change orders.	Enter the number and value of all NON-OWNER requested change orders, disputes or claims.
Dave Tacchetti (project manager); project duration, 75%.	The George Washington University Science and Engineering Hall	N/A - firm representative project # 3	N/A	N/A	N/A	N/A	N/A	N/A
	Rockville Science Center	Project Executive, project duration	GC	141,000 SF	New 141, 000 GSF Science Center  Includes laboratories and classrooms  LEED Gold certified	100% COMPLETE, Original: 1/28/2011 Actual: 2/4/2011	<b>Original:</b> \$51,809,000 <b>Final:</b> \$55,346,313 <b>Growth:</b> \$3,357,313, 6.8% growth <b>Total change orders:</b> 150	20** non-owner requested change orders, **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.
	George Mason University Long and Kimmy Nguyen Engineering Building	Project Executive, project duration	D-B	180,000 SF	First higher education project procured under Virginia's Public Private Educational Facility and Infrastructure Act of 2002  LEED Silver Certified	100% COMPLETE, Original: 2/28/2010 Actual: 4/1/2009* (for original scope) *Addition of the Central Utility Plant pushed contract completion date back to 2/28/2010.	<b>Original:</b> \$37,300,000 <b>Final:</b> \$54,045,667 <b>Growth:</b> \$16,745,667, 44% growth due addition to scope adding Central Utility Plant <b>Total change orders:</b> 60	15 Non owner-requested change orders (included those generalate by design team) **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.
John Swagert (superintendent); project duration, 100%	The George Washington University District House Residence Hall	Superintendent, project duration	CM	330,000 SF	Higher education project in Washington, D.C.  Campus situated in an urban downtown area  Targeting LEED Silver certification	67% COMPLETE, Original: May 2016	<b>Original:</b> \$103,773,144 <b>Final:</b> \$105,167,500 <b>Growth:</b> \$1,394,500 1.3% growth; <b>Total change orders:</b> 105	2 non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.

# Appendix 11 – Attachment 3 - CO-16 Crosswalk of Firm and Key Personnel Experience

	<b>The George Washington University - South Hall</b>	Superintendent, project duration	CM	195,000 SF	Higher education project in Washington, D.C.  Campus situated in an urban downtown area  LEED Gold certified	100% COMPLETE Original: 6/30/2009 Actual: 6/22/2009 Completed 8 days early	<b>Original:</b> \$53,832,646 <b>Final:</b> \$50,606,697 <b>Growth:</b> (\$3,225,949) 6% decrease; <b>Total change orders:</b> 200	26 non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.
	<b>University of Maryland - Oakland Hall Dormitory</b>	Superintendent, project duration	DB	231,704 SF	Higher education project constructed on an active campus  LEED Gold certified  Minimized disruption to ongoing campus activities, managed heavy volumes of pedestrian and vehicular traffic, and incorporated the diverse interests of a number of stakeholders, including facilities, faculty, students, and alumni	100% COMPLETE Original: 4/22/2011 Actual: 4/22/2011	<b>Original:</b> \$70,308,727 <b>Final:</b> \$72,663,293 <b>Growth:</b> \$2,354,566 3% growth; <b>Total change orders:</b> 243	7 non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.
Catriona Winter (preconstruction); 100% during preconstruction	<b>The Wharf</b>	N/A - firm representative project #2	N/A	N/A	N/A	N/A	N/A	N/A
	<b>U.S. Coast Guard Headquarters</b>	Project Executive, project duration	DB	2,082,000 SF	LEED Gold certified, including a 450,000 SF green roof  Large campus environment with an 11-story office building  Project completed on time and on budget	100% COMPLETE Original: 5/8/2013 Actual: 5/8/2013	<b>Original:</b> \$436,959,220 <b>Final:</b> \$644,125,295 <b>Growth:</b> \$207,169,075 47% growth; <b>Total change orders:</b> 139 Change orders stemmed from encountering unsuitable soil (maroon clay) that was previously unknown . Additionally, the reorganization of the office layout was requested by the U.S. Coast Guard, and one quarter of the project had been completed.	11 non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.
	<b>Sentinel Square I</b>	Sr. Project Manager, project duration	GC	542,000 SF	LEED Gold certified  Office building located in a downtown area  Includes a 3-level, below-grade parking deck with 317 spaces	100% COMPLETE Original: 4/17/2010 Actual: 4/9/2010 Completed 8 days early	<b>Original:</b> \$62,773,674 <b>Final:</b> \$61,655,224 <b>Growth:</b> (\$1,118,4500) 1.8% decrease; <b>Total change orders:</b> 79	2 non-owner requested change orders **All non-owner change orders were either handled through contingency and did not impact the overall contract amount or were owner agreed to value engineering items that resulted in a cost savings.

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One Tower Square  
Hartford, CT 06183

October 8, 2015

Mr. George R. Armstrong  
City of Falls Church  
300 Park Avenue  
Falls Church, VA 22046

Re: Clark Construction Group, LLC - Contractor for Edgemoor Real Estate Services, LLC  
Falls Church George Mason High School Development

Dear Mr. Armstrong:

Travelers Casualty and Surety Company of America, a co-surety partner with Federal Insurance Company, Fidelity and Deposit Company of Maryland, and Zurich American Insurance Company, has the privilege of providing surety bonds for Clark Construction Group, LLC. Travelers Casualty and Surety Company of America is listed in the United States Department of Treasury, Federal Register, Circular 570 and licensed to transact fidelity and surety business in the Commonwealth of Virginia. The available bonding capacity on individual projects is in excess of \$500,000,000 with an aggregate of \$5,000,000,000.

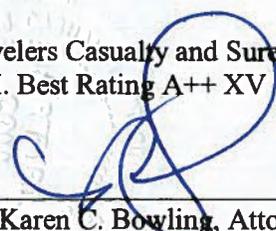
In our opinion, Clark is one of the finest, best managed construction firms in the country. Clark has handled each of its projects in a professional manner and completed all satisfactorily.

We hope the above demonstrates our utmost confidence in Clark Construction Group, LLC. We anticipate being in a position to issue the required bonds for this project subject to acceptable review of the contract documents and bond forms, financing, availability of reinsurance, and Clark Construction Group, LLC continuing to satisfy other underwriting considerations at the time the bonds are requested.

This letter is not an assumption of liability and is issued only as a reference request from our client.

Sincerely,

Travelers Casualty and Surety Company of America  
A.M. Best Rating A++ XV

By:   
Karen C. Bowling, Attorney-in-Fact



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 219657

Certificate No. 006410099

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Diana L. Parker, and Karen C. Bowling

of the City of Columbia, State of Maryland, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 24th day of July, 2015.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 24th day of July, 2015, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 8th day of October, 2015.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

Kevin E. Hughes  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



# CHUBB GROUP OF INSURANCE COMPANIES

Surety Department  
15 Mountain View Road  
Warren, NJ 07059

October 8, 2015

Mr. George R. Armstrong  
City of Falls Church  
300 Park Avenue  
Falls Church, VA 22046

Re: Clark Construction Group, LLC - Contractor for Edgemoor Real Estate Services, LLC  
Falls Church George Mason High School Development

Dear Mr. Armstrong:

Federal Insurance Company, a co-surety partner with Travelers Casualty and Surety Company of America, Fidelity and Deposit Company of Maryland, and Zurich American Insurance Company, has the privilege of providing surety bonds for Clark Construction Group, LLC. Federal Insurance Company is listed in the United States Department of Treasury, Federal Register, Circular 570 and licensed to transact fidelity and surety business in the Commonwealth of Virginia. The available bonding capacity on individual projects is in excess of \$500,000,000 with an aggregate of \$5,000,000,000.

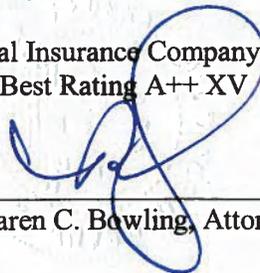
In our opinion, Clark is one of the finest, best managed construction firms in the country. Clark has handled each of its projects in a professional manner and completed all satisfactorily.

We hope the above demonstrates our utmost confidence in Clark Construction Group, LLC. We anticipate being in a position to issue the required bonds for this project subject to acceptable review of the contract documents and bond forms, financing, availability of reinsurance, and Clark Construction Group, LLC continuing to satisfy other underwriting considerations at the time the bonds are requested.

This letter is not an assumption of liability and is issued only as a reference request from our client.

Sincerely,

Federal Insurance Company  
A.M. Best Rating A++ XV

By:   
Karen C. Bowling, Attorney-in-Fact



**Chubb  
Surety**

**POWER  
OF  
ATTORNEY**

**Federal Insurance Company  
Vigilant Insurance Company  
Pacific Indemnity Company**

**Attn: Surety Department  
15 Mountain View Road  
Warren, NJ 07059**

**Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint Karen C. Bowling and Diana L. Parker of Columbia, Maryland**

each as their true and lawful Attorney- in- Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.  
In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this **11<sup>th</sup>** day of **November, 2014**.

Dawn M. Chloros, Assistant Secretary

David B. Norris, Jr., Vice President



STATE OF NEW JERSEY

ss.

County of Somerset

On this **11<sup>th</sup>** day of **November, 2014** before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of the By- Laws of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with David B. Norris, Jr., and knows him to be Vice President of said Companies; and that the signature of David B. Norris, Jr., subscribed to said Power of Attorney is in the genuine handwriting of David B. Norris, Jr., and was thereto subscribed by authority of said By- Laws and in deponent's presence.

Notarial Seal



**KATHERINE J. ADELAAR  
NOTARY PUBLIC OF NEW JERSEY  
No. 2316685  
Commission Expires July 16, 2019**

Notary Public

**CERTIFICATION**

Extract from the By- Laws of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY:

"All powers of attorney for and on behalf of the Company may and shall be executed in the name and on behalf of the Company, either by the Chairman or the President or a Vice President or an Assistant Vice President, jointly with the Secretary or an Assistant Secretary, under their respective designations. The signature of such officers may be engraved, printed or lithographed. The signature of each of the following officers: Chairman, President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary and the seal of the Company may be affixed by facsimile to any power of attorney or to any certificate relating thereto appointing Assistant Secretaries or Attorneys- In- Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such power of attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

- (i) the foregoing extract of the By- Laws of the Companies is true and correct,
- (ii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department; further, Federal and Vigilant are licensed in the U.S. Virgin Islands, and Federal is licensed in American Samoa, Guam, Puerto Rico, and each of the Provinces of Canada except Prince Edward Island; and
- (iii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Warren, NJ this **October 8, 2015**



Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO NOTIFY US OF A CLAIM, VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT ADDRESS LISTED ABOVE, OR BY Telephone (908) 903-3493 Fax (908) 903-3658 e-mail: surety@chubb.com



The Fidelity and Deposit Companies  
 Mid-Atlantic Region  
 Red Brook Corporate Center  
 600 Red Brook Blvd., 4<sup>th</sup> Floor  
 Owings Mills, MD 21117



October 8, 2015

Mr. George R. Armstrong  
 City of Falls Church  
 300 Park Avenue  
 Falls Church, VA 22046

Re: Clark Construction Group, LLC - Contractor for Edgemoor Real Estate Services, LLC  
 Falls Church George Mason High School Development

Dear Mr. Armstrong:

Fidelity and Deposit Company of Maryland and Zurich American Insurance Company, co-surety partners with Travelers Casualty and Surety Company of America, and Federal Insurance Company, have the privilege of providing surety bonds for Clark Construction Group, LLC. Fidelity and Deposit Company of Maryland and Zurich American Insurance Company are listed in the United States Department of Treasury, Federal Register, Circular 570 and licensed to transact fidelity and surety business in the Commonwealth of Virginia. The available bonding capacity on individual projects is in excess of \$500,000,000 with an aggregate of \$5,000,000,000.

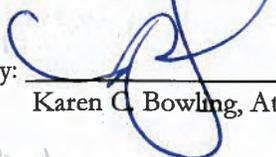
In our opinion, Clark is one of the finest, best managed construction firms in the country. Clark has handled each of its projects in a professional manner and completed all satisfactorily.

We hope the above demonstrates our utmost confidence in Clark Construction Group, LLC. We anticipate being in a position to issue the required bonds for this project subject to acceptable review of the contract documents and bond forms, financing, availability of reinsurance, and Clark Construction Group, LLC continuing to satisfy other underwriting considerations at the time the bonds are requested.

This letter is not an assumption of liability and is issued only as a reference request from our client.

Sincerely,

Fidelity and Deposit Company of Maryland  
 Zurich American Insurance Company  
 A.M. Best Rating A+ XV

By:   
 Karen C. Bowling, Attorney-in-Fact



A member of the  Zurich Financial Services Group

**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND  
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Diana L. PARKER, Karen C. BOWLING and David Thomas SAUL, all of Columbia, Maryland, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 3rd day of August, A.D. 2015.

**ATTEST:**

**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: *Eric D. Barnes*  
*Eric D. Barnes*  
Secretary  
*Eric D. Barnes*

*Thomas O. McClellan*  
*Thomas O. McClellan*  
Vice President  
*Thomas O. McClellan*

State of Maryland  
County of Baltimore

On this 3rd day of August, A.D. 2015, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and ERIC D. BARNES, Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

*Maria D. Adamski*  
*Maria D. Adamski*  
Maria D. Adamski, Notary Public  
My Commission Expires: July 8, 2019



**EXTRACT FROM BY-LAWS OF THE COMPANIES**

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

**CERTIFICATE**

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 14 day of October, 2015.



*Gerald F. Haley*

Gerald F. Haley, Vice President

**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND  
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Diana L. PARKER, Karen C. BOWLING and David Thomas SAUL, all of Columbia, Maryland, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 3rd day of August, A.D. 2015.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: *Eric D. Barnes*  
Secretary  
Eric D. Barnes

*Thomas O. McClellan*  
Vice President  
Thomas O. McClellan

State of Maryland  
County of Baltimore  
On this 3rd day of August, A.D. 2015, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and ERIC D. BARNES, Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, deposed and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

*Maria D. Adamski*  
Maria D. Adamski, Notary Public  
My Commission Expires: July 8, 2019



**EXTRACT FROM BY-LAWS OF THE COMPANIES**

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

**CERTIFICATE**

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

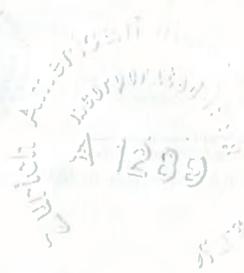
RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 8th day of October, 2015.



*Gerald F. Haley*

Gerald F. Haley, Vice President



THEODORE V. MORRISON, JR.  
CHAIRMAN

CLINTON MILLER  
COMMISSIONER

MARK C. CHRISTIE  
COMMISSIONER

COMMONWEALTH OF VIRGINIA



JOEL H. PECK  
CLERK OF THE COMMISSION  
P.O. BOX 1197  
RICHMOND, VIRGINIA 23218-1197

STATE CORPORATION COMMISSION  
Office of the Clerk

April 13, 2004

LISA O POFFENBERGER  
CT CORP  
HOLD FOR PICKUP  
\*

RE: CCG of Maryland, LLC  
ID: T024501 - 1  
DCN: 04-04-13-4101

Dear Customer:

This is your receipt for \$100.00, to cover the fees for filing an application for registration for a foreign limited liability company with this office.

The effective date of the filing is April 13, 2004.

If you have any questions, please call (804) 371-9733 or toll-free in Virginia, 1-866-722-2551.

Sincerely,

A handwritten signature in black ink that reads 'Joel H. Peck'.

Joel H. Peck  
Clerk of the Commission

RECEIPTLC  
LLNCF  
CIS0308

Tyler Building, 1300 East Main Street, Richmond, VA 23219-3630  
Clerk's Office (804) 371-9733 or (866) 722-2551 (toll-free in Virginia) [www.state.va.us/scc/division/clk](http://www.state.va.us/scc/division/clk)  
Telecommunications Device for the Deaf-TDD/Voice: (804) 371-9206

# Commonwealth of Virginia



## STATE CORPORATION COMMISSION

*Richmond, April 13, 2004*

*This certificate of registration to transact business in Virginia is this day issued for*

**CCG of Maryland, LLC**

*a limited liability company organized under the laws of MARYLAND and the said company is authorized to transact business in Virginia, subject to all Virginia laws applicable to the company and its business.*



*State Corporation Commission  
Attest:*

*Joel H. Peck*  
Clerk of the Commission

CIS0308

THEODORE V. MORRISON, JR.  
CHAIRMAN

CLINTON MILLER  
COMMISSIONER

MARK C. CHRISTIE  
COMMISSIONER

# COMMONWEALTH OF VIRGINIA



JOEL H. PECK  
CLERK OF THE COMMISSION  
P.O. BOX 1197  
RICHMOND, VIRGINIA 23218-1197

STATE CORPORATION COMMISSION  
Office of the Clerk

July 7, 2004

NANETTE L RIDER  
CT CORPORATION  
HOLD FOR PICKUP  
\*

RE: Clark Construction Group, LLC  
ID: T024501 - 1  
DCN: 04-07-07-4106

Dear Customer:

This is your receipt for \$25.00, covering the fees for filing articles of merger with this office.

The effective date of the certificate of merger is July 7, 2004.

Each non-surviving entity:

CLARK CONSTRUCTION GROUP, INC., THE

is merged into Clark Construction Group, LLC (formerly CCG of Maryland, LLC).

If you have any questions, please call (804) 371-9733 or toll-free in Virginia, 1-866-722-2551.

Sincerely,

Joel H. Peck  
Clerk of the Commission

MERGRcpt  
MERGRcpt  
CIS0352

Tyler Building, 1300 East Main Street, Richmond, VA 23219-3630  
Clerk's Office (804) 371-9733 or (866) 722-2551 (toll-free in Virginia) [www.state.va.us/scc/division/clk](http://www.state.va.us/scc/division/clk)  
Telecommunications Device for the Deaf-TDD/Voice: (804) 371-9206



# Appendix 12

## Edgemoor Team Key Principals / Project Managers Experience



**JAMIE MARTIN, LEED AP** | Edgemoor Infrastructure & Real Estate

- Decades-long Falls Church resident (and GMHS graduate) with more than 27 years of private development experience, including commercial, mixed-use, and higher education projects.
- Served as the Development Executive on both the Mary Ellen Henderson Middle School and South County Secondary School projects, as well as Long Beach Civic Center.
- Also led the commercial planning, development, leasing, and management of the Trinity Centre mixed-use development.



**GEOFF STRICKER** | Edgemoor Infrastructure & Real Estate

- Falls Church resident with over 20 years of development experience that includes public-private opportunities in higher education, K-12 education, and transportation
- Part of the development leadership team responsible for the successfully completed Mary Ellen Henderson Middle School and South County Secondary School projects.



**BRIAN DUGAN** | Edgemoor Infrastructure & Real Estate

- 15 years of development experience, including transaction structuring and contract negotiations.
- Specializes in developing, financing, and owning large-scale infrastructure projects for public offtakers (public-private partnerships).



**DAVE TACCHETTI** | Clark Construction

- Offers 18 years of construction experience, including extensive experience with the delivery of more than 15 academic facilities for higher education clients.
- Dave has worked on numerous projects with Edgemoor's Jamie Martin, and Geoff Stricker, including the Long and Kimmy Nguyen Building at GMU (a public-private partnership project).



**CATRIONA WINTER** | Clark Construction

- Catriona offers 12 years of construction industry experience.
- She has led some of the firm's largest and most complex preconstruction, building construction, and renovation projects including The Wharf in Washington, D.C.

# Appendix 12

## Edgemoor Team Key Principals / Project Managers Experience



**JOHN SWAGGART** | Clark Construction

- Offers 16 years of construction experience.
- Has served as construction superintendent on numerous large-scale projects, including the GWU District House Resident Hall, the University of Maryland Oakland Hall Dormitory, and the U.S. Food and Drug Administration, Phase IV – Consolidated Center for Biologics Evaluation & Research.



**BILL BROWN** | Moseley Architects

- More than 30 years of educational facility planning and design experience.
- His recent K-12 education experience includes working with Jamie Martin and Geoff Stricker on Mary Ellen Henderson Middle School and South County Secondary School, as well as work on the Seneca Valley High School and Fairfax High School (which included a new master plan).



**KENNY DURRETT** | Moseley Architects

- Kenny has 20 years of experience in the production of construction documents and architectural development.
- His recent K-12 experience includes Henrico High School, Fairfield, VA; Parkside Middle School, Manassas, VA; and Heritage High School, Lynchburg, VA.



**JAMES MCCALLA** | Moseley Architects

- As Moseley Architect's K-12 Team Leader, Jim offers 33 years of educational facility planning and design experience.
- His recent K-12 experience includes Heritage High School, Lynchburg, VA; Huguenot High School, Richmond, VA; and Parkside Middle School, Manassas, VA.



**DOUG CARTER** | Davis Carter Scott

- Offers over 50 years of architectural planning and design experience.
- Recent K-12 experience includes The Highland School, Warrentown, VA; the New Middle School at the Langley School, McLean, VA; New Lower School at Highland School, Warrenton, VA; and British School of Washington, Washington, D.C.

# Appendix 12

## Edgemoor Team Key Principals / Project Managers Experience



**MURRAY WALKER** | Davis Carter Scott

- Offers 30 years of architectural experience, including residential, corporate, master planning, and mixed-use facilities.
- Recent commercial design experience includes the 301 Broad Street Apartments in Falls Church, The Lyric at 440 K Street in D.C., and the The Kingsley at 500 Madison in Alexandria, VA.



**JAN MAKOVNIK** | Davis Carter Scott

- Over 22 years of regional architectural planning and design experience.
- Recent commercial experience includes Tysons Central, Tysons Corner, VA; 1812 North Moore Street, Arlington, VA; and 44 & 88 M Streets NE, Washington, D.C.



**KAREN WHITE** | Walter L. Phillips

- Offers extensive experience in land development engineering and, as part of a Falls Church-based firm, Karen has in-depth knowledge of the site planning and approval process in the City of Falls Church.
- Her recent commercial experience includes The Reserve at Tinner Hill and Northgate, both in the Falls Church.



**JEFFREY STUCHEL** | Walter L. Phillips

- Specializes in land development processes and, as part of a Falls Church-based firm, Karen has in-depth knowledge of the site planning and approval process in the City of Falls Church.
- Recent commercial/mixed-use experience includes 800 West Broad Street and The Byron in Falls Church.



**DAVID LASSO** | Baskin, Jackson & Lasso, P.C.

- Former City Manager and City Attorney of Falls Church, VA and Assistant County Attorney in Arlington, VA.
- David provided assistance to Edgemoor in its successful effort to design and build a middle school in the City of Falls Church, the first such project in Virginia using the new 'Public Private Education and Infrastructure Act' (PPEA).

# Appendix 12

## Edgemoor Team Key Principals / Project Managers Experience



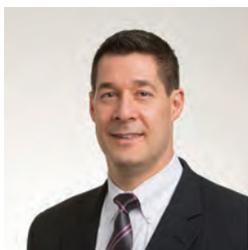
**ROBIN ANTONUCCI** | Wells & Associates

- Over 34 years of traffic engineering, transportation planning, parking, land development, and community outreach experience.
- Specializes in land development entitlement processes, site assessments, TDM program development and implementation projects, including public outreach and expert testimony.



**LAURA RADCLIFF** | Stifel, Nicolaus & Company

- Has served as investment banker on more than 300 bond issues with a total par amount in excess of \$17 billion.
- Primary investment banking focus is on economic development finance. She has served as the lead investment banker for tax increment, special assessment, and other development district financings throughout the country.



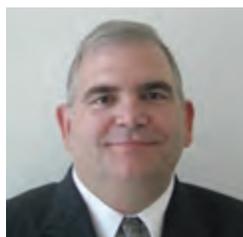
**DALLON CHENEY** | KNLB Retail

- 17 years of retail leasing experience.
- Specializes in market void analyses, tenant mix, site plan design, and lease term negotiations.



**ANDY KLAFF** | Colliers International

- Over 25 years of brokerage experience, specializing in marketing and leasing Class A office space on behalf of institutional and regional developers.
- Responsibilities include lead generation, market intelligence, and negotiations of economic terms and conditions for clients like Carr Properties, Principal Real Estate Investors, Clark Advisors, and JP Morgan.



**DEAN BELLAS, PH.D.** | Urban Analytics

- Over 19 years estimating the economic and fiscal impact effects of existing and proposed real estate development on the budgets of local and state governments.
- Dr. Bellas is a regional economist and an expert in the field of fiscal impact and economic impact analysis.



## Appendix 13—Additional Relevant Experience

Edgemoor has assembled a team of professionals who bring tremendous knowledge and expertise in the development, design, and construction of K-12 educational, higher education, office, residential, retail, and mixed-use facilities throughout the country.

	EDUCATION (K-12 / UNIVERSITY)	LOCAL (FALLS CHURCH, VA, D.C. REGION)	COMMERCIAL DEVELOPMENT (RESIDENTIAL / RETAIL / HOUSING / MIXED-USE)	TEAM COLLABORATION	LEED CERTIFICATION
<b>E</b>	<b>Education Projects</b>				
1.	<b>Mary Ellen Henderson Middle School (PPEA Project)</b>	◆	◆	◆	
2.	<b>South County Secondary School (PPEA Project)</b>	◆	◆	◆	
3.	Paint Branch High School	◆	◆		◆
4.	Seneca Valley High School	◆	◆		◆
5.	<b>James Monroe High School (PPEA Project)</b>	◆	◆		
6.	Heritage High School	◆	◆		
7.	Herbert Hoover Middle School	◆	◆		
8.	Glen Allen High School	◆	◆		◆
9.	The Highland School	◆	◆		◆
10.	<b>GMU Long and Kimmy Nguyen Engineering Building (PPEA Project)</b>	◆	◆	◆	◆
11.	McLearen Road Academy	◆	◆		
12.	Rockville Science Center	◆	◆		◆
13.	Edward St. John Learning and Teaching Center	◆	◆	◆	
14.	Montgomery College Bioscience Education Center	◆	◆		◆
15.	The George Washington University, Science and Engineering Hall	◆	◆	◆	

**C**

**Commercial Projects**

		EDUCATION (K-12 / UNIVERSITY)	LOCAL (FALLS CHURCH, VA, D.C. REGION)	COMMERCIAL DEVELOPMENT (RESIDENTIAL / RETAIL / HOUSING / MIXED-USE)	TEAM COLLABORATION	LEED CERTIFICATION
16.	Trinity Centre		◆	◆	◆	
17.	500 North Capitol Street, NW		◆	◆		◆
18.	Metro West		◆	◆		
19.	Verde Pointe		◆	◆		◆
20.	The Wharf		◆	◆		
21.	The Reserve at Tinner Hill		◆	◆		
22.	Virginia Square Towers		◆	◆		
23.	<b>Laurel Hill (P3 Project)</b>			◆		
24.	Mark Center Master Plan		◆	◆		
25.	Park Place			◆		
26.	Tysons Central		◆	◆		
27.	The Byron		◆	◆		
28.	301 West Broad		◆	◆		◆
29.	Reston Station		◆	◆		
30.	The Kingsley		◆	◆		◆

*\*Clark Construction and Edgemoor are part of Clark Enterprises, Inc., a highly-successful, diversified investment company that concentrates its investment activities in real estate, construction, private equity/venture capital and financial markets. For purposes of this submittal, Edgemoor/Clark is used to describe projects that were developed by and/or are held by Clark Enterprises, Inc. affiliates.*

# Mary Ellen Henderson Middle School

Falls Church, Virginia



## PROJECT RELEVANCY

- First PPEA project for an educational facility in Virginia
- K-12 educational project
- Same proposed team for the new GMHS project

## TEAM MEMBER ROLE

Developer;  
Design-Builder

## CLIENT REFERENCE

Hunter Kimble  
Falls Church City Public  
Schools

## DELIVERY DATE

August 2005

P: (703) 248-5600  
E: hkimble@fccps.org

## PROJECT COST

\$25 million\* (includes  
soft and construction  
costs)

## Project Description

Edgemoor, in association with Clark, provided development, design, construction, and finance services for the turnkey delivery of this 136,000 GSF middle school. This project was the first Public-Private Partnership project awarded in Virginia to build an educational facility using the Public Private Educational Facility & Infrastructure Act of 2002. Clark/Edgemoor worked with Falls Church City Public Schools to determine the most viable site location and program and proposed alternative financing structures to reduce project costs. The school features technologically advanced flexible-learning environments. A steel structure with a concrete foundation of retaining walls and spread footings supports the facade, which consists of brick, split faced block, corrugated metal panels and operable windows. In addition to classrooms, a cafeteria/auditorium, gymnasium, art lab, library, science and computer rooms and media production area were included in the program. The project foundation consisted of geo-piers and spread footing.

Through Clark/Edgemoor's management of the design schedule, we were able to identify several subcontractor bid packages that, if procured early, would provide benefit to the client and the project. For example, the project was designed and permitted such that the demolition, earthwork, utilities and other infrastructure work could be provided ahead of full construction operations. This early work allowed for better coordination of site logistics at the start of full construction. By relocating utilities, existing athletic facilities and an adjacent bus parking lot ahead of the start of full construction, school operations and construction operations could work in harmony from the outset. By locking in prices early, the client realized tremendous economic advantages, and Clark was able to relieve schedule pressure by providing these key materials to the job earlier. The ultimate delivery of the school in the fall of 2005 saved the school system two years and close to \$10 million against their original expectations.

# South County Secondary School

Lorton, Virginia



## PROJECT RELEVANCY

- PPEA project
- 386,000 GSF state-of-the-art high school
- Site covers 80 acres

TEAM MEMBER ROLE	CLIENT REFERENCE
Design-Builder, Developer	Joe LaHait Fairfax County P: (703) 324-4518 E: Joe.LaHait@ fairfaxcounty.gov

**DELIVERY DATE**  
August 2005

**PROJECT COST**  
\$63 million

## Project Description

Edgemoor and Clark provided turnkey design/build/finance services for the delivery of this 386,000 GSF, state-of-the-art high school, featuring a two-story media center, state-of-the-art classrooms, and a gymnasium that seats 2,500 spectators. The site plan covers approximately 80 acres and included development of eight fields, parking, and roads. Field Houses, storage areas, and spectator stands were built around the football, softball, and baseball fields.

A key to success for this project was the financial structure proposed by Edgemoor. This structure allowed the school to be built three years ahead of its previous schedule without delaying or diverting resources from other school projects that had been budgeted in Fairfax County School's Capital Improvement Program. The development proposal also called for the monetization of unused Fairfax County land assets, thereby lowering the overall net cost of the school project to the County. Another component to this proposal was the accelerated development by three to five years of a senior housing community and a public golf course on contiguous land parcels.



# Paint Branch High School



Burtonsville, Maryland



## PROJECT RELEVANCY

- Large-scale high school
- Constructed on same site as existing high school
- Existing high school demolished after new school completion



## TEAM MEMBER ROLE

Architect/Designer

## CLIENT REFERENCE

James Tokar  
Montgomery County Public  
Schools  
P: (240) 314-1000  
E: James\_R\_Tokar@mcpsmd.org

## DELIVERY DATE

August 2012

## PROJECT COST

\$81 million

## Project Description

The Paint Branch High School project began with a five-month, consensus-based feasibility study to determine the best course of action for replacing or modernizing the outdated facility and accommodating up to 2,400 students. The study revealed support for creating a new 340,000-SF school on the same site as the existing school. Consequently, a site-phasing plan was developed to minimize the disruption of school operations. The outdated school remained open and operational while the new school was built on the same site.

In 2012, the new and modern Paint Branch High School opened its doors to welcome 1,800 students and demolition began on the existing school. In its wake, Montgomery County Public Schools will create new fields to support athletics. The school's state-of-the-art design supports student safety, supervision, and the county's academic program. The three-story layout featuring strategically located administrative and faculty areas foster student supervision by a minimum number of staff. Completely ADA accessible, the building's design locates academic areas separately from the auditorium and gym, which isolates noise and secures the building for after-hours use. Courtyards and large windows introduce controllable, natural light throughout the teaching spaces.

This project is LEED registered with the U.S. Green Building Council and is pursuing certification. With support from the school community and administration, the new school models sustainable operating and maintenance practices, as well as encourages a healthy learning environment.

# Seneca Valley High School

Germantown, Maryland



## PROJECT RELEVANCY

- Site phasing
- Vegetated roof system
- Additional parking and athletic fields
- 3-story layout

## TEAM MEMBER ROLE

Architect

## CLIENT REFERENCE

James Tokar

Montgomery County

Public Schools

P: (240) 314-1008

T: James\_R\_Tokar@

mcpsmd.org

## DELIVERY DATE

July 2020

## TOTAL PROJECT COST

\$130 million

## Project Description

The new Seneca Valley High School will replace the original school constructed in 1974 on the same site. The exiting school will remain in operation while the new building is constructed. Once the new building is operational, the existing building will be demolished and converted to parking and athletic fields. The school will incorporate many sustainable features, and will be seeking LEED certification. A significant portion of the roof will be a vegetated roof system.

The school is divided into two zones. A three-story academic wing houses most of the academic classrooms, as well as the administration and guidance suites. An after hours zone houses a 900-seat auditorium, the dining area, and the gymnasiums/athletics spaces. The two zones are separated by a hallway that serves as an after hours entrance and showcases many of the unique features of the building, including technology labs, the TV studio, the media center, the dining commons, and the wellness center.

# James Monroe High School

Fredericksburg, Virginia



**PROJECT RELEVANCY**

- PPEA project
- Large-scale high school

<b>TEAM MEMBER ROLE</b>	<b>CLIENT REFERENCE</b>
Architect/Designer	David Melton Fredericksburg City Schools P: (540) 372-1130 E: <a href="mailto:dmelton@cityschools.com">dmelton@cityschools.com</a>
<b>DELIVERY DATE</b>	
August 2006	
<b>PROJECT COST</b>	
\$31 million	

## Project Description

The design of this facility features two-story academic wings that open onto exterior courtyards, which provide ample daylight for each classroom, and also create a pleasant outdoor campus environment.

The 1,000-seat auditorium and 1,800-seat gymnasium are accessible to the public for after-hours use. The site features ample parking provided for staff and student use. The new school was designed to fit on the existing high school site allowing the existing high school to operate while the new school was under construction.

With generous public support and input into the school's design, the new school incorporates many features found in the neighboring historic district that makes James Monroe High School a Fredericksburg landmark.



# Heritage High School

Lynchburg, Virginia



**PROJECT RELEVANCY**

- Large-scale high school
- Constructed on same site as existing high school
- Existing high school demolished after new school completion

<b>TEAM MEMBER ROLE</b> Architect/Designer	<b>CLIENT REFERENCE</b> Ben Copeland Lynchburg City Schools
<b>DELIVERY DATE</b> Est. July 2016	P: (434) 522-3700 E: copelandbw@ lcsedu.net
<b>PROJECT COST</b> \$66 million	

## Project Description

The new Heritage High School includes school administration, guidance and career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 133m indoor track, a 600-seat auditorium, a media center with social hub spaces, science labs, performing and visual arts spaces and core classrooms. The Central Virginia Governor’s School will also be housed in the new Heritage High School and will include a variety of classroom and lab spaces as well as student collaboration spaces.

Outdoor spaces include competition football/soccer stadium with synthetic turf, competition baseball, competition softball, various practice fields and fieldhouse for concessions, storage and toilets. School opening is scheduled for the fall of 2016. The new school will serve the community in a variety of ways. Public spaces including the gymnasium, media center, forum and auditorium will be available for public use. The school organization will permit large public spaces to be open and available after hours without having to open the entire school. A portion of the career center will also be open after-hours and on weekends for student and adult use in furthering career exploration. Outdoor athletic facilities such as the track, baseball and softball fields will also be available for public and community use outside of normal school hours. Security features will include card access at all major public entries and a secure vestibule at the main entry with a variety of access features allowing the main office staff flexibility in providing open or secure access to the school depending on the time of day. Digital IP cameras connected to the school data network will provide real-time video monitoring of the school both at the school resource office and on mobile devices.

# Herbert Hoover Middle School

Potomac, Maryland



## PROJECT RELEVANCY

- Addition and renovation to existing middle school
- Includes an after-hours use of the cafeteria and gymnasium to public
- Design creates a secure learning environment by locating the admin. suite adjacent to the main entrance
- Green roof

## TEAM MEMBER ROLE

Architect

## CLIENT REFERENCE

Seth Adams  
Montgomery County  
Public Schools  
(240) 314-1010  
Seth\_P\_Adams@  
mcpsmd.org

## DELIVERY DATE

August, 2013

## PROJECT COST

\$38.8 million

## Project Description

Herbert Hoover Middle School is one of more than 200 schools in Montgomery County. Modernizing the school required preserving nearly 20,000 square feet of classroom space while adding 147,000 square feet. The project's design centers on a two-zone concept of the public spaces and the academic spaces. This approach facilitates after-hours use of the cafeteria and gymnasium.

The design also features strategies to create a secure learning environment, including locating the administration suite adjacent to the main entrance. The main floor location of the media center and music suite provide acoustic isolation from other school programs, and the walls, floors, and ceilings were designed to reduce the transmission of sound. The school's courtyards and an abundance of windows create naturally lit interior spaces, reduce the amount of artificial lighting needed, and connect occupants to the outdoors. The school's green roof captures stormwater and reduces the amount of energy needed to cool the building.

Patriot High School was honored as the Best New High School Design by the Virginia Educational Facility Planners Association (VEFP) in 2012 and earned an 'Outstanding Design' designation by American School and University in 2011.

# Glen Allen High School

Glen Allen, Virginia



## PROJECT RELEVANCY

- Large-scale high school
- LEED Gold certified

## TEAM MEMBER ROLE

Architect/Designer

## CLIENT REFERENCE

Paul Carper

Henrico County

Public Schools

P: (804) 652-3950

E: [plcarper@](mailto:plcarper@henrico.k12.va.us)

[henrico.k12.va.us](mailto:plcarper@henrico.k12.va.us)

## DELIVERY DATE

September 2010

## PROJECT COST

\$53 million

## Project Description

Glen Allen High School is LEED Gold Certified and has earned a Best in Category Award by the Southeast Council of Educational Facility Planners (CEFPI), a Platinum Award from the Virginia School Board Association, and a Platinum award from the Virginia Educational Facility Planners Association (VEFP). This 256,000 SF facility serves the growing student population in the northwest part of Henrico County.

The design for Glen Allen High School resulted from a three-day interactive design workshop with a committee of 30 school stakeholders. Through guided exercises, the committee explored building and site design options. The final design centered on a “school within a school” concept with a specific area designated for the ninth grade academy. Each house includes administrative functions, classrooms, science labs, student project rooms, and teacher work areas. CTE labs are dispersed throughout the school. A Specialty Center for Education and culinary arts lab was also included in the design. A career and technical center was master planned into the overall design, to be built when the funds are available.

A two-story, daylit atrium features clerestory windows and separates the academic areas from the public areas

# The Highland School

Warrenton, VA



## PROJECT RELEVANCY

- Multi-phased K-12 educational project in campus setting
- Same proposed DCS team for the new GMHS project
- Certified LEED Silver for Schools

## TEAM MEMBER ROLE

Prime Architect

## CLIENT REFERENCE

Highland School

Hank Berg

Head of School

P: (540) 878-2700

E: [hberg@highlandschool.org](mailto:hberg@highlandschool.org)

## DELIVERY DATE

Phase I May 2010

Phase II Aug 2012

## PROJECT COST

Phase I \$22 million

Phase II \$2.5 million

## Project Description

In a response to the need for more space, more learning experience and a closer sense of community, The Highland School, a private K-12 school, commissioned DCS to design a new Lower School for their school campus as well as renovate and update the adjacent library and media room to meet their needs and increase their capacity to a total of 800 students for all three levels: Lower, Middle and High Schools.

The design of the exterior for the new school is intended to match as close to the architecture of the existing two-story middle school building that also extends toward the east. The exterior materials are masonry veneer walls with some decorative striations, and metal roofs.

The new space is LEED for Schools Silver certified and provides 18 classrooms, a music room, strings room, symbolic round multi-purpose room, art lab with kiln room, library with internal classroom, science lab with prep room, administrative offices and separate outdoor spaces for the children.

# GMU Long and Kimmy Nguyen Engineering

## Building

Fairfax, Virginia



### PROJECT RELEVANCY

- First higher education project procured under Virginia's Public Private Educational Facility and Infrastructure Act of 2002
- LEED Silver Certified

### TEAM MEMBER ROLE

Turnkey Developer,  
Design-Builder,  
Contractor

### CLIENT REFERENCE

Thomas Calhoun  
George Mason  
University  
P: (703) 993-9467  
E: tcalhou2@gmu.  
edu

### DELIVERY DATE

April 2009

### PROJECT COST

\$54 million

### Project Description

The Long and Kimmy Nguyen Building is the home of the Volgenau School of Information Technology and Engineering at George Mason University in Fairfax, Virginia and is the first university project to be delivered under the PPEA legislation in Virginia. Positioned on a prominent site at the entrance to the University's main campus, the building contains 80,000 SF of academic space, including classrooms and faculty offices, 80,000 SF of research space, and 20,000 SF of private leased space in order to create an environment for collaborative research between the University and the private sector. The project also included upgrades to the Central Utility Plant in support of the new construction, which increased chilled water capacity by 1,400 tons with provisions for an additional 2,800 tons.

A rapidly growing university, Mason leveraged the real estate experience of Edgemoor and the construction expertise of Clark Construction to expedite the turnkey delivery of the building by more than a year. Edgemoor managed the design and construction firms to ensure that the ultimate building design was delivered within the University's limited funding allocation. Additionally, Edgemoor provided other turnkey development services including testing, site coordination, inspections, utility coordination, move-in coordination, third party leasing, tenant fit-out and fundraising support. Obtaining approval of the building's final design required coordination of the various department's needs through a series of meetings. Edgemoor proposed several financing options to the client, including a 20-year lease/leaseback of the building. However, GMU received tax-exempt funding from the Commonwealth of Virginia to fund the development and construction costs for the project. The Long and Kimmy Nguyen Building is the first building on campus to seek LEED Certification from the U.S. Green Building Council, supporting George Mason University's new green initiatives.

# McLearen Road Academy

Herndon, Virginia



**PROJECT RELEVANCY**

- K-12 educational project
- Features include auditorium, office space, and athletics wing
- Two, 15,000 SF offices buildings adjacent to school for future use

<b>TEAM MEMBER ROLE</b>	<b>CLIENT REFERENCE</b>
General Contractor	Spencer Brott Trammell Crow Company P: (202) 295-3335 E: sbrott@trammellcrow.com
<b>DELIVERY DATE</b>	
April 2016	
<b>PROJECT COST</b>	
\$112 million	

### Project Description

Clark is providing preconstruction and general contracting services for the construction of the McLearen Road Academy located in Herndon, Virginia. The new 380,000 GSF campus includes a four-story academic building for Pre-K through 12th grade students, a 550-seat auditorium, athletics wing, and 30,000 SF of administrative office space. The athletics wing features a multi-sport gymnasium, practice court, dance studio, full sized athletic track and field, and a below-grade aquatics center with an Olympic sized swimming pool.

The campus also supports outdoor activities and sports, including a dedicated track and field stadium with spectator seating, enclosed and open activity courtyards, and an open playground area. Clark is also responsible for construction of an at-grade parking lot and a paved circulation drive with bus and car student drop-off areas.

Adjacent to the academic facility, the project team will construct two, 15,000 SF office buildings dedicated for future use. The two-story structures will feature a precast and punched window facade.

# Rockville Science Center

Rockville, Maryland



## PROJECT RELEVANCY

- New 141,000 GSF Science Center
- Includes laboratories and classrooms
- LEED Gold certified

## TEAM MEMBER ROLE

General Contractor

## CLIENT REFERENCE

David Capp

Montgomery

College (Retired)

P: (202) 785-6088

E: david.j.capp@

frb.gov

## DELIVERY DATE

February 2011

## PROJECT COST

\$55 million

## Project Description

Clark provided general contracting services for the construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center, which supports Montgomery College's existing Science East and Science West buildings. The new building connects to Science East by a four-story atrium and features laboratories and classrooms for the biology, chemistry, physics, physical sciences, and engineering departments. The building has trademark features such as a retractable roof for the penthouse observatory, a greenhouse with rainwater saving cistern system, an outdoor classroom set into the hillside in amphitheater style, and an atrium clerestory.

The foundation of the New Science Center is made up of caissons and spread footings. The above-grade structure is comprised of cast-in-place concrete decks and columns with structural steel comprising the atrium roof and rooftop interstitial spaces. The building features a combination of metal panels, brick veneer, and aluminum curtain wall system for the facade, as well as six different types of roofing systems.

Additionally, Clark was responsible for the renovation and expansion of the campus' stormwater management facility by rebuilding the outfall dam and resizing the existing storm water management pond. The project also required a significant amount of infrastructure improvements around the project site. The Science Center was designed and constructed to achieve LEED Gold certification and includes photovoltaic solar panels and a green roof.



# Edward St. John Learning and Teaching Center

College Park, Maryland



## PROJECT RELEVANCY

- LEED Silver
- Includes laboratory and classroom space

## TEAM MEMBER ROLE

General Contractor

## CLIENT REFERENCE

William Olen

University of Maryland

P: (301) 405-7336

E: wolen@fm.umd.edu

## DELIVERY DATE

February 2016

## PROJECT COST

\$40 million

## Project Description

The new, 95,800 SF Edward St. John Learning and Teaching Center will be located on the University of Maryland's College Park campus. To prepare for the new academic building, the project team first will demolish the University's Shriver Laboratory and part of Holzapfel Hall. The team will then renovate 27,400 SF of Holzapfel Hall and construct a 63,400 SF addition.

The scope of work also includes constructing a 5,000 SF central utility building as well as performing site and utility improvements.

Scheduled for completion in 2016, the Edward St. John Learning and Teaching Center will accommodate 2,000 students in multiple classrooms ranging in size from 80 to 320 seats. All spaces will be equipped with the latest classroom technologies managed from a centralized technology service unit. This is the first new building on campus dedicated solely to classroom space in 50 years. The project is being designed and constructed to earn LEED Silver certification.

# Montgomery College Bioscience Education Center

Germantown, Maryland



## PROJECT RELEVANCY

- 159,000 SF education center
- Includes teaching laboratories, classrooms, computer lab, offices, conference space, and greenhouse
- LEED Gold certification

## TEAM MEMBER ROLE

General Contractor

## CLIENT REFERENCE

G. Dewey Yeatts  
Montgomery College  
P: (202) 567-5292  
E: dewey.yeatts@montgomerycollege.edu

## DELIVERY DATE

September 2012

## PROJECT COST

\$61 million

## Project Description

Clark provided general contracting services for the construction of the 159,000 GSF Bioscience Education Center at Montgomery College's Germantown campus. The three-story facility has a structural steel frame supporting composite metal decks and is wrapped in a high-performance masonry, aluminum panel, and curtain wall facade. The foundations system consists of spread/column footings on rock/aggregate piers. Clark was also responsible for the completion of the campus' new Southern entrance and building new roads to improve traffic flow.

The new facility's design focuses on applied laboratory skills relevant to the biotechnology industry. Teaching laboratories in the building are designed for biology, biotechnology, chemistry, exology, genetics, and landscape technology. In addition to classrooms and laboratories, the building houses group study rooms, a computer lab, offices, conference space, and a detached greenhouse. Other features include a robotics suite for cell culture, media preparation, and protein purification.

The Bioscience Education Center achieved LEED Gold certification for its sustainable features, which include a 30 KW grid connected solar photovoltaic system, a green roof, wind turbines, high-efficiency mechanical systems with ice production/storage, water-saving plumbing features, and ammonia chillers.



# The George Washington University,

## Science and Engineering Hall

Washington, D.C.



### PROJECT RELEVANCY

- Project is pursuing LEED certification
- 200,000 SF state-of-the-art science and engineering building in an urban setting

### TEAM MEMBER ROLE

General Contractor

### DELIVERY DATE

2014

### PROJECT COST

\$278 million

### CLIENT REFERENCE

Alicia O'Neil Knight, Senior Associate Vice President for Operations  
P: (202) 994-2371  
E: aoknight@email.gwu.edu

### Project Description

Clark provided CM at Risk contracting services for the construction of The George Washington University's new, state-of-the-art Science and Engineering Complex. The academic building houses teaching and research facilities for all seven of its science and engineering disciplines.

The new facility features 200,000 SF below grade, which includes four levels of parking and two levels of program space. An additional 470,000 SF above grade includes eight floors of wet and dry research and teaching laboratories, with full casework fit-out, a high-bay materials laboratory, electrical and machine shops, a vivarium, cold rooms, clean rooms, and a green house. The building features a cast-in-place structure with architectural exposed concrete columns and ceilings, and curtain wall, ribbon windows, punch windows, terracotta panels, stone and storefront façade elements. Clark abated and demolished two existing eight-story parking structures, and a two-story university building. Clark also renovated an existing central plant located across the street in Ross Hall, and installed utility feeds to support the Science and Engineering Hall. The renovation consolidates three separate incoming services and provides a single 13.4 kV tie-in from the external service provider. Additionally, the electrical scope includes replacement of four primary transformers, installation of two 1500kW generators, and an overhaul of central plant electrical system. The mechanical system was also upgraded, including replacement of three chillers, rehabilitation of two boilers, a cogeneration plant, 12 cooling towers, and associated pipe work. The Science and Engineering Hall includes a complex network of lab station piping, chilled beams, and a 45,000 gallon cistern for water reclamation system.

# Trinity Centre

Fairfax, Virginia



## PROJECT RELEVANCY

- Commercial, office, retail, and hotel
- Owned, developed, and managed by the Clark companies
- Park-like setting with numerous tenant amenities

TEAM MEMBER ROLE	CLIENT REFERENCE
Owner, Developer, Manager	Jamie Martin Clark Advisors P: (301) 272-6755 E: james_martin@clarkadvisors.com

**DELIVERY DATE**  
September 2005

**PROJECT COST**  
\$43 million

## Project Description

Trinity Centre is a 75-acre mixed-use project located just outside of Washington, D.C. The project included a 94,000 SF fitness center, a 140-room Marriott hotel, three full service restaurants and the development of 1.3 million SF of office space in eight office buildings. This project is relevant because it demonstrates our team's ability to successfully finance, develop, construct, lease, and operate a large-scale mixed-use private development project.

The project was developed, built, and financed by Edgemoor, while working with its other business units with-in the Clark organization. Edgemoor also led the partnership structuring and marketing and leasing efforts; managed tenant improvements; arranged construction and permanent financing; and was responsible for ongoing asset management of the property after initial stabilization. The Edgemoor team also led the efforts to realize the vision by pursuing entitlements, managing design, obtaining permits; obtaining the services of utility suppliers; structuring financing arrangements; implementing municipal development conditions; coordinating the needs of the tenants as tenant improvement plans were prepared, approved and permitted; contracting for necessary property management services; and maintaining high client satisfaction with its tenants. A lake side amphitheatre provides excellent opportunity for outdoor concerts and corporate event functions. Elegant finishes and high-speed, stainless steel elevators add to the appeal of the landmark office spaces created by Edgemoor at Trinity Centre.

Trinity Centre received NAIOPs best speculative office building award, BOMA regional and national awards for property management. Edgemoor was successful in bringing quality tenants to the office park, including Lockheed Martin, Carfax, XM Satellite Radio, Chicago Title, Parsons Engineering, American Express, Central Michigan University, and many well established regional companies.

# 500 North Capitol Street, NW

Washington, D.C.



## PROJECT RELEVANCY

- Commercial office, retail, and parking
- Clark is the owner, asset manager, and developer
- Repositioned asset features attractive building amenities

## TEAM MEMBER ROLE

Owner, Asset Manager,  
Developer

## CLIENT REFERENCE

Jonathan Kurtis  
Boston Properties  
P: (202) 585-0860  
E: jkurtis@  
bostonproperties.com

## DELIVERY DATE

September 2009

## PROJECT COST

\$35 million

## Project Description

Acquired as a Class C office building with a long-term government tenant vacating the premises, the asset was in dire need of refurbishments. Clark evaluated potential scenarios for repositioning the building:

- Provide minimal capital improvements and market the building as a Class C office building, competing at below market rental rates
- Provide intermediate improvements and seek Class B type tenants
- Invest significant capital to completely renovate the building, including new exterior building envelop, new HVAC systems and new vertical transportation systems, and seek Class A trophy tenants

Clark, in collaboration with its partner, Boston Properties, pursued the third scenario, a complete renovation. The choice proved to be very fortunate; the project was able to secure a law firm as its major tenant before completion of the building renovation. The building, located approximately four blocks from the Capitol Building and a short walk across North Capitol Street to Union Station, was initially an eight-story building that was transformed structurally and aesthetically to feature a new ninth floor, rooftop terrace, and façade. The eight levels of commercial space sit above ground floor retail tenants and two levels of underground parking. The primary tenant of the LEED Silver building is the law firm McDermott, Will, and Emery. The renovation was designed by the award-winning architectural firm of Gensler & Associates. The property offers extraordinary views of the U.S. Capitol from all floors of the building as well as from the rooftop terrace. Clark remains as owner and asset manager of the property.



# Metro West

Vienna, Virginia



## PROJECT RELEVANCY

- 1,300,000 SF mixed-use development
- Housing
- Adjacent to a large metro stop (Vienna-Fairfax-GMU Metro Station on the Orange Line)

## TEAM MEMBER ROLE

Developer

## CLIENT REFERENCE

Steve Smith

Cooper Carry

P: (703) 519-6152

E: stevesmith@

coopercarry.com

## DELIVERY DATE

Est. December 2017

## PROJECT COST

\$70 million

## Project Description

The Metro West Development is 1.3 million SF development now underway adjacent to the Vienna-Fairfax-GMU Metro Station, the first stop on Metro's orange line (a part of the Washington Metropolitan Area Transit Authority). The site is being developed under the Clark Realty Capital Brand. The site boasts immediate access to high-quality retail, entertainment amenities, and major roadways, including Interstate 66. Clark's vision for Metro West proposes a unique downtown that offers culture, upscale convenience, and wellness in a comfortable setting. Timeless architectural character mixed with traditional neighborhood charm will be enhanced with gourmet dining, shopping, and learning; outdoor events including art shows, concerts, and street festivals; and unique local retail. The resulting level of quality will create a premium lifestyle that will surpass all other D.C. Metropolitan Area developments.

Over the last several years, Clark worked with Pulte Homes to develop the 60-acre assemblage. Clark sold a portion of the original assemblage to Pulte Homes, who will build 1,300 homes on approximately 47 acres. Clark's portion of the development is situated closest to the Metro and includes 900 residential units, 100,000 SF of retail, and 300,000 SF of office space on 10 acres.

# Verde Pointe

Arlington, Virginia



## PROJECT RELEVANCY

- Multi-phase, mixed-use project
- Designed to achieve LEED Gold certification
- Includes a 4-story, mixed-use building with parking and an 11-story apartment building

## TEAM MEMBER ROLE

General Contractor

## CLIENT REFERENCE

Jim Steman  
McCaffery Interests  
P: (312) 944-3777  
E: jsteman@  
McCafferyInterests.com

## DELIVERY DATE

August 2015

## PROJECT COST

\$44 million

## Project Description

Clark is providing general contracting services for two mixed-use residential buildings on the Verde Pointe site. The first phase of the project includes the demolition on an existing structure for a new four-story, mixed-use building, featuring 98,000 GSF of parking, 40,000 GSF of residential space, 14,000 GSF of retail space, and a green roof terrace. The building's façade will consist of brick, vinyl windows, aluminum storefront, and cementitious siding. The second building will be comprised of an 11-story, 175,000 GSF apartment building featuring 162 units. This building's structure will include reinforced concrete columns and slabs with post tension cables. The building's façade will be comprised of glazing and metal panels. The Verde Pointe project is designed to achieve LEED Gold certification on completion.



# The Wharf

Washington, D.C.



## PROJECT RELEVANCY

- Mixed-use transit- and pedestrian-oriented development
- Includes residential, office, parks, parking garage, and apartment buildings
- Anticipated to be delivered on schedule and on budget

## TEAM MEMBER ROLE

General Contractor

## DELIVERY DATE

Est. 2017

## PROJECT COST

\$457 million

## CLIENT REFERENCE

Gary Ball

PN Hoffman & Associates,  
Inc.

P: (571) 384-24917

E: gball@wharfdc.com

## Project Description

This \$457 million design-build mega mixed-use project is a pedestrian-oriented, water-oriented, and transit-oriented development all in one. Under this contract, Clark will transform the Southwest Waterfront into a 19-acre, mixed-use community, complete with two residential buildings, a Class-A office building, a yacht club, two parks, and a parking garage. Clark will construct a 501-unit apartment building with a music hall located on the first five levels. The building will be comprised of a brick and window wall façade. An additional residential building will be constructed with 147 apartment units and 134 condos. The building will feature a rooftop amenity space with an infinity pool and private terraces for top floor condo owners. The project team also will construct a 225,000 square-foot, Class-A office building, featuring decorative steel arches that will connect to the adjacent buildings.

Also included in the scope of work is the Capital Yacht Club, which features a stone clad façade with decorative metal panels and wood louvers over the windows. The Yacht Club will be built on a pier over the Washington Channel and will offer 98 marina slips. A 700,000 square-foot parking garage, with two below-grade levels, will supply 2,500 parking spaces to the community. The project team also will construct two small buildings located on piers.

# The Reserve at Tinner Hill



Falls Church, Virginia



## PROJECT RELEVANCY

- Mixed-use project in Falls Church
- Includes residential, grocery, and retail space, in addition to underground parking

## TEAM MEMBER ROLE

Civil Engineer

## CLIENT REFERENCE

Richard Rose

Lincoln Property Company

P: (703) 674-2552

E: rrose@lpsi.com

## DELIVERY DATE

Ongoing

## PROJECT COST

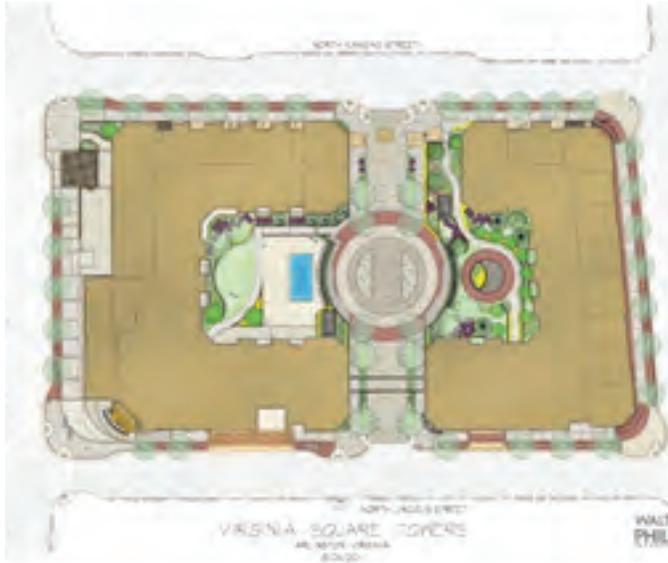
\$80 million

## Project Description

Walter L. Phillips, Inc. was the civil engineering firm for this mixed-use project located in the City of Falls Church. This project consists of 224 residential units, a 26,000 SF grocery store and 18,000 SF of additional retail space located on top of 3 levels of underground parking. Additionally, this project is located in a Resource Protection Area (RPA) and FEMA Mapped Floodplain. Walter L. Phillips, Inc. was the not only the civil engineer and surveyor through the Special Exception and Site Plan entitlement process, Walter L. Phillips, Inc. was the team leader and coordinator on all plan preparation, submissions, meetings and public hearing associated with the project.

# Virginia Square Towers

Arlington, Virginia



## PROJECT RELEVANCY

- Mixed-use development near the Virginia Metro station
- Includes two residential towers and underground parking

TEAM MEMBER ROLE	CLIENT REFERENCE
Civil Engineer	Chris Albrittain Dittmar Company
DELIVERY DATE	P: (703) 356-6900 E: calbrittain@ dittmarcompany.com
PROJECT COST	\$340 million

## Project Description

Virginia Square Towers is 2.57 acre mixed-use development in the Virginia Square area of Arlington County, Virginia. It is approximately 1 block from the Virginia Square Metro station. As part of the development, a new pedestrian focused 9th Street North is being provided in the center of the block to provide a plaza like connection between North Lincoln Street and North Kansas Street.

Proposed 9th Street North divides the project into two towers. A 13-story residential tower with first floor retail fronts Fairfax Drive and a 6 story residential tower with ground floor retail fronts Wilson Boulevard to the south. Both towers and proposed 9th Street North are on top of a 3-level underground garage.

Responsibilities for this project include all surveying, planning, landscape architecture, and civil engineering services. This includes planning and landscape architecture services through the Arlington County 4.1 Site Plan and rezoning approval and final plans for construction.

# Laurel Hill



Lorton, Virginia



## PROJECT RELEVANCY

- PPP project
- Includes apartment, single-family homes, and over 100,000 SF of commercial and retail space

## TEAM MEMBER ROLE

Civil Engineer

## DELIVERY DATE

Ongoing

## PROJECT COST

\$450 million

## CLIENT REFERENCE

James Perry

Elm Street

Development

P: (703) 734-9730

E: jperry@

elmstreetdev.com

## Project Description

Since 2008, Walter L. Phillips has provided master planning, entitlement, engineering, and surveying services for this planned mixed-use community which involves adaptive reuse of a historic former reformatory site in Lorton Virginia. This development is scheduled to start construction in early 2015. At full build-out, this development will include 171 apartments within historic buildings, 157 townhomes, 24 single-family homes, and over 100,000 SF of commercial and retail space.

# Mark Center Master Plan

Alexandria, Virginia



## PROJECT RELEVANCY

- Master plan for over 200 acres
- Adopted by the City and includes over 5 million SF of new development, transit, and public parks

## TEAM MEMBER ROLE    CLIENT REFERENCE

Planning/ Civil  
Engineer

Chris Bell  
Hekemian & Co.

## DELIVERY DATE

Ongoing

P: (410) 626-9607  
E: cbell@hekemian.com

## PROJECT COST

\$400 million

## Project Description

Walter L. Phillips provided planning and engineering support to the development team and we worked closely with the City of Alexandria to finalize this master plan that will shape the revitalization of Mark Center over the next 20 years. The master plan was approved by the City in 2013 and we are currently working with several developers as they plan to implement the vision, which cover 200 acres of land and will ultimately result in over 5 million SF of development as well as an improved street grid, a BRT line, a fire station, and many public parks.

# Park Place

Annapolis, Maryland



## PROJECT RELEVANCY

- Large-scale mixed-use
- Area redevelopment
- Close coordination with local government

## TEAM MEMBER ROLE

Planning/ Civil  
Engineer

## CLIENT REFERENCE

Jeremy Parks  
Jerome J. Parks  
Companies  
P: (410) 268-4690  
E: [jeremy@jpark.com](mailto:jeremy@jpark.com)

## DELIVERY DATE

August 2008

## PROJECT COST

\$132 million (for all)

## Project Description

Park Place is a mixed-use development in the historic city of Annapolis, Maryland. The project is intended to act as a catalyst for the redevelopment and revitalization of the surrounding neighborhood area. The Park Place property is located within the area designated by the City of Annapolis a revitalization area. The City of Annapolis, Anne Arundel County, and the State of Maryland governments are jointly investing in the revitalization of West Street. Davis Carter Scott worked with the developer and City, County and State officials to create a design that would meet the needs of all parties.

The architecture for the development stresses buildings that are human in scale. Much of the architectural style can be found in the classic architecture of Paris, Rome, and other European cities. Designed into the project are a grand plaza, fountains, narrow streets, and landscaped courts. These areas create comfortable space for pedestrians to shop, stroll, and enjoy. While there are some parking spaces available along the street, most vehicles will be parked in the garage to ensure the small town-center experience. The grand plaza and Park Avenue is designed so they may be closed off for street festivals and special events.

Mixed-use development included:

- Office - 240,000 SF
- Residential - 200 Units
- Retail - 50,000 SF
- Hotel - 225 Rooms

# Tyson's Central

McLean, Virginia



## PROJECT RELEVANCY

- Large-scale mixed-use
- Transit-oriented development
- Urban in-fill redevelopment site

TEAM MEMBER ROLE	CLIENT REFERENCE
Architect	Steve Cumbie NV Commercial
DELIVERY DATE	P: (703) 448-4300 E: scumbie@ nvcommercial.com
PROJECT COST	
\$352 million (for all)	

## Project Description

This mixed-use project occupies 5.8 acres and incorporates office, residential, hotel, and retail. The metro touches down into a large public plaza surrounded by a 9 story hotel with 24 levels of residential above. The metro plaza connects to a second plaza serving three office buildings with ground floor retail and an additional residential building. The high density development allows for 1.5 acres of public plazas and parks. The entire project sits atop a 5-level parking garage with 1,600 spaces. Building F represents the first phase of Tyson's Central's new six building redevelopment of the parcels directly adjacent to the newly opened Greensboro Metro Station. The proposed 394,000 SF residential tower will include 24 floors of residential over 17,000 SF of ground floor retail with 5 levels of above grade parking and 4 levels below. Building F will provide 414 dwelling units with sweeping views and parking for 500+ cars. The new 30 story tower will serve as a gateway to the western portion of Tyson's given the prominent location at the intersection of Routes 123 and 7.

Mixed-use development includes:

- 548,000 SF of Office
- 612,000 SF of Residential
- 612 Dwelling Units
- 200 Key Hotel
- 50,000 SF of Retail
- 1,600 Car Garage

# The Byron

Falls Church, Virginia



## PROJECT RELEVANCY

- Mixed-use development
- Urban infill redevelopment site
- Familiarity with City of Falls Church Development Plan Review and permitting process

## TEAM MEMBER ROLE

Architect

## CLIENT REFERENCE

Ed Novak, Jr.

NovaVentures

## DELIVERY DATE

December 2006

P: (301) 656-5901

E: enovak@nova-habitat.com

## PROJECT COST

\$45 million

## Project Description

This true mixed-use project is one of the first buildings that redefined the urban image of Falls Church. By combining traditional elements of brick and precast with more modern accents of glass, metal and splashes of color, the Byron provides a contemporary approach to multifamily living in Fairfax County. Retail landscaped terraces are open to the street providing an active and welcoming pedestrian environment. The commercial base with retail on the ground floor and office on the second is heavily articulated. Precast pilasters with granite cladding, tall storefronts and an elaborate cornice provide a dynamic pedestal for the six residential floors above.

The buildings mass is broken up by glass towers which provide floor to ceiling windows and create a strong rhythm in the façade. The cadence crescendos with The Byron's corner element, which is slightly rotated from the orthogonal grid. This geometry provides a signature building statement and unique corner living space with long views in all four directions.

A large two-story portal provides pedestrian and vehicular access into a private interior plaza with 3 levels of structured parking at the back of the site. The parking deck uses vegetation and a matching brick skin to create harmony with The Byron as well as adjacent townhomes. Additional parking is provided on one level of below grade parking which spans beneath the site.

Entrance into the residences is provided from the parking structure through a landscaped plaza. This main entrance echoes the rotated geometry of the corner feature on Broad Street. Designers worked with the owner to establish an elegant and warm interior with a romantic touch. Flared columns frame sand blasted glass partitions with graceful shapes reminiscent of large floral patterns. Amenity spaces are located off the lobby and include a gym, business center and party room which opens on to a quiet residential garden centered on an ornate water fountain.

# 301 West Broad

Falls Church, Virginia



## PROJECT RELEVANCY

- Large-scale mixed-use development
- Urban infill redevelopment site
- Familiarity with City of Falls Church Development Plan Review and permitting process

## TEAM MEMBER ROLE

Architect

## DELIVERY DATE

Est. December 2015

## PROJECT COST

\$60 million

## CLIENT REFERENCE

Patrick J. Kearney

Falls Church

Development

Partners

P: (703) 289-9202

E: pkearney@

rushmarkproperties.

com

## Project Description

301 West Broad Street is a mixed use development project in the heart of the City of Falls Church. The vision of this project is to integrate a 294-unit, 6-story stick-built rental apartment building over top of a one-story, 73,000-sf retail podium into the City without taking away the intimate feeling of the “Little City”.

West Broad Street is the Main Street of the City of Falls Church with its boutique shops and village-like atmosphere. For this development, DCS designed a landscaped pedestrian plaza with 20-foot sidewalk along West Broad Street in order to create a sense of place, allowing room for community activities and events and thus, adding to the pedestrian experience. Also, at the street level, a new urban gesture is created by facing the main retail entrance at the T-intersection of Little Falls and West Broad Streets. Above street level, the architect used insets in the design of the building to provide relief in massing. Harris Teeter leased 61,000 SF of the first floor retail space and most of the Level P-1 parking in the 586-car, 3-level, below-grade parking garage.

The 301 West Broad Street Project will be targeting a Leadership in Energy and Environmental Design (LEED) Certified status. In order to achieve this goal a number of LEED practices will be used which include parking spaces specifically designated for fuel efficient & low polluting automobiles, water efficient landscaping, and the use of both regional & recycled materials. In addition, construction waste will be sent to recycling facilities to minimize the amount of waste sent to landfills.

# Reston Station

Reston, Virginia



## PROJECT RELEVANCY

- Large-scale mixed-use
- Transit-oriented development
- Urban in-fill redevelopment site
- Public-private development

## TEAM MEMBER ROLE

Master Planner /  
Architect

## CLIENT REFERENCE

Comstock Companies  
Scott Miller  
Director of  
Construction

## DELIVERY DATE

Phase 1 - 9/2013

P: (703) 883-1700

E: smiller@

comstockcompanies.com

## PROJECT COST

\$91.3 million - Phase  
1 Only

## Project Description

Davis Carter Scott played an integral role in the planning and approval of this 2.1 Million square foot Transit Oriented Development. Working close with Fairfax County, WMATA and the Developer to address critical traffic and parking issues associated with building a new mixed-use community at a metro stop.

DCS oversaw construction of the 1.3 million square foot Public-Private Parking Garage, which serves the Wiehle Avenue Metro Stop. The 7-story above/below garage provides 2,800 spaces, parking for 12 buses and a Kiss 'n' Ride lane with parking for an additional 45 cars. This Phase I Transit Center serves as the pedestal for a new 1 Million square foot mixed-use development including 850 residential units, 550,000 square feet of office space and 120,000 square feet of retail. The initial phase also features a public plaza with glass enclosed escalators serving ground floor retail.

Special attention was paid to garage screening and venting due to the high visibility of the project along the toll road.

# The Kingsley

Alexandria, Virginia



## PROJECT RELEVANCY

- Mixed-use project
- Urban infill redevelopment site
- LEED Silver certification

## TEAM MEMBER ROLE

Architect

## CLIENT REFERENCE

Steven P. Hubert  
Buchanan Partners, LLC  
P: (301) 417-0510  
E: s.hubert@  
buchananpartners.com

## DELIVERY DATE

August 2004

## PROJECT COST

\$36 million



## Project Description

The design of this stick-built 367,000 SF multi-family development blends Alexandria's historic charm with modern and contemporary accents. The 175 residential units are anchored by a 58,821 SF Harris Teeter grocery store below, providing an amenity-rich and walkable development near the heart of Old Town Alexandria. Having teamed with Harris Teeter on multiple past projects, Davis Carter Scott was essential in bringing Rust Orling Architecture's original design concept to fruition, while balancing the complexity of combining a large retailer and a boutique rental apartment community in a single mixed-use project. The Harris Teeter portion of the project will be designed to achieve LEED Silver while the residential portion of the project is Earth Craft Certified.

## Award of Excellence for Best Building Mixed-Use Project— NAIOP Northern VA

- 367,000 SF
- 175 Rental Units
- 59,000 SF Harris Teeter
- 2.5 level below grade garage with 387 spaces