

# 2011 ANNUAL REPORT

HIGHLAND HOSPITAL  
ACUTE TOWER  
REPLACEMENT  
PROJECT



*Highland Hospital 2017*



*Highland Hospital 2017 - E. 31st Street View*



*Highland Hospital 2017 - Specialty Care Center, New Acute Care Tower, and Courtyard*



On November 3, 2009, the Board of Supervisor's (BOS) awarded the Design/Build contract for the Highland Hospital Acute Tower Replacement (ATR) Project to Clark Design/Build of California, Inc. On December 12, 2009, County General Services Agency (GSA) issued the Notice to Proceed.

An Annual Report was issued in January 2011 describing major Project Activities in 2010. This 2011 Annual Report summarizes major activities through December 2011.



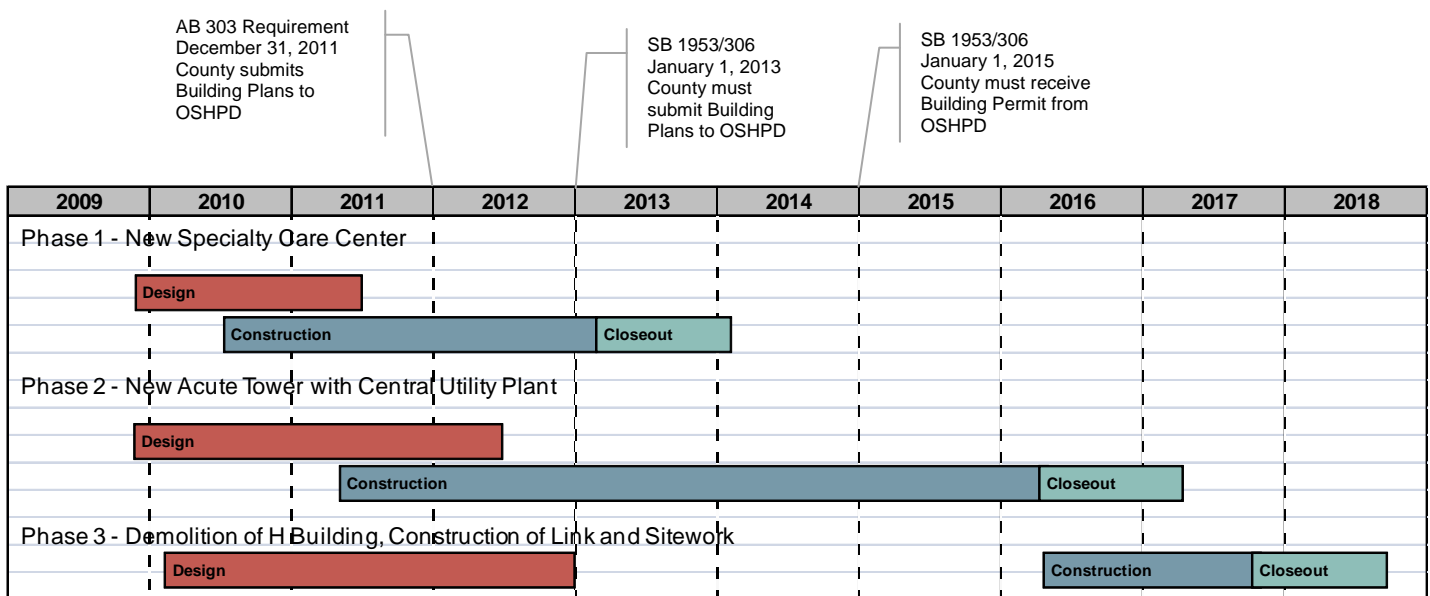
Picture Above: Welcome sign  
Picture to the Left: County of Alameda Board of Supervisors and Alameda County Medical Center Board of Trustees break ground

On June 3, 2011, the County of Alameda Board of Supervisors held a Groundbreaking Ceremony to mark the start of construction for the Highland Hospital Acute Tower Replacement Project. The speakers at the ceremony included, County Administrator, Susan S. Muranishi, President of the Alameda County Medical Center Board of Trustees, Daniel J. Boggan, CEO of the Alameda County Medical Center, Wright L. Lassiter, III, and Director of General Services Agency, Aki K. Nakao.



### Design & Construction Schedule

The ATR Project design and construction activities are being implemented on time and per the schedule developed in 2010.



## Design

Clark Design/Build teamed with architectural firms SmithGroup, Ratcliff, and Shah Kawasaki to provide the design services for the Highland Hospital Acute Tower Replacement Project. These four firms bring unparalleled experience and expertise to the project.

In 2011, Clark Design/Build's team completed the design of the Satellite Building/Specialty Care Center and the new Acute Care Tower and plans were submitted to the County's Public Works Agency (PWA) and OSHPD for review and permitting.

- Final building permits for the Specialty Care Center were issued in November 2011 by PWA.
- OSHPD issued permits for Increment 1: Make Ready Package and Increment 2: Demolition and Shoring for the new Acute Care Tower in 2011.
- The OSHPD permit for Increment 3: Structural Package will be issued in early 2012.
- The OSHPD permits for Increment 4: Main Building and Increment 5: Building Envelope are expected to be issued in mid-2012.

The design of Phase III of the ATR Project, which includes the final entrance building to Highland, the final connections between the new and existing building, the new courtyard, as well as the demolition of the existing H Building, began in 2011 and will complete in 2012.



*Picture on the Left:  
Specialty Care  
Center, Completion  
in 2013*

*Picture on the  
Right:  
New Acute Care  
Tower, Completion  
in 2015*

Additional images depicting the interior design of the new Specialty Care Center can be found in Attachment I of this Report.

## Construction

Clark Design/Build and its contractor, Clark Construction, mobilized on the Specialty Care Center site in February 2010. Hazardous material abatement of the V and the VA Building, as well as demolition of the VA Building was completed in 2010. In 2011, Clark completed the shoring and demolition of the V building and began construction of the new Specialty Care Center. The structural steel completed in December 2011 and installation of the plumbing, HVAC, and electrical began. Completion of the Specialty Care Center is scheduled by March 2013.

At the new Acute Care Tower site hazardous material abatement of the C, D and F Wings, as well as interior demolition of the Wings, completed in 2011. Relocation of existing utilities and installation of new utilities to support the new construction began, and shoring to support the existing tunnels completed. Demolition of the Wings will complete in early 2012 and structural steel is scheduled to complete by the end of 2012.



*Picture on the Left:  
Specialty Care Center Structural  
Steel, Dec. 2011*

*Picture on the Right:  
Interior  
Demolition of C, D, and F  
Wings, Oct. 2011*

Additional photographs of the construction can be found in Attachment II of this Report.

## Budget

The budget for the Highland ATR Project is \$668 million. GSA manages the project to that budget as it continues to procure services and complete the project.

As of the end of December 2011, the County has awarded contracts for over \$500 million dollars for the ATR Project, including contracts for design, construction and the services to support construction, such as labor compliance, special testing and inspection, geotechnical, and inspector of record. In 2010, the County completed the Fairmont Campus make-ready construction project and the Highland Campus Medical Records/Library project. In 2011, final make-ready work to vacate Buildings C, D and F for the ACT site at the Highland Campus was completed. Also, in 2011 and continuing in 2012, the County began procurement of furniture and medical equipment for the Specialty Care Center.

On May 4, 2010, the County Board of Supervisors authorized the issuance of lease revenue tax-exempt commercial paper notes in an amount not to exceed \$100 million to support the Highland ATR Project as recommended by the CAO. On September 21, 2010, the County Board of Supervisors approved the issuance of Lease Revenue Bonds in the amount not to exceed \$350 million in support of the Highland ATR Project as recommended by the CAO. Proceeds of these Bonds are the County's funding source for the ATR Project.

## Clark Design/Build Procurement Schedule

Clark Design/Build completed procurement of Professional Services in 2010 but added additional services contracts with Small Local Emerging Businesses (SLEBs) in 2011. As shown in the schedule below, procurement of the construction services is ongoing.

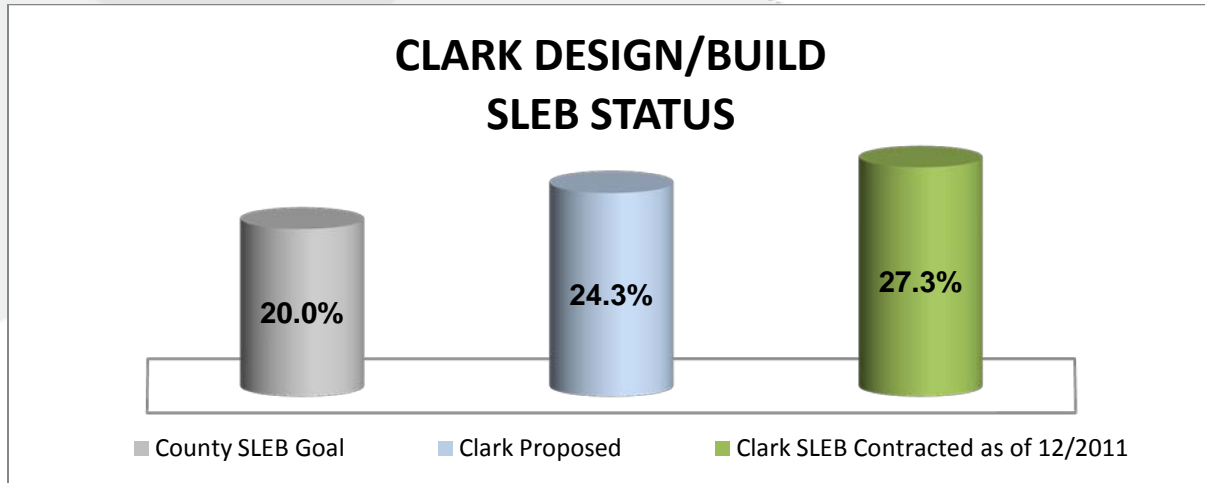
As of December 2011, thirty-two (32) total construction packages were procured, with twenty-six (26) of those packages contracted to Enhanced Construction Outreach Program (ECOP) firms.

Project Phase & Procurement Package	Start	Finish	2010	2011	2012	2013	2014	2015
<b>SLEB All Phases: Design</b>	<b>2010</b>	<b>2010</b>						
Professional Services Packages			■					
<b>ECOP Phase I Packages: Satellite Building</b>	<b>2010</b>	<b>2013</b>						
Jobsite Services / General Conditions Packages			■	■	■	■		
Mobilization, Abatement, Demolition Packages			■					
Garage & Superstructure Packages			■	■				
Buildingout Package				■	■			
<b>ECOP Phase II Packages: Acute Tower</b>	<b>2010</b>	<b>2015</b>						
Jobsite Services / General Conditions Packages				■	■	■	■	■
Mobilization, Abatement, Demolition Packages				■				
Superstructure Packages					■	■		
Buildingout Package						■	■	
<b>Plan for Phase III to be developed in 2012</b>	<b>2015</b>	<b>2017</b>						



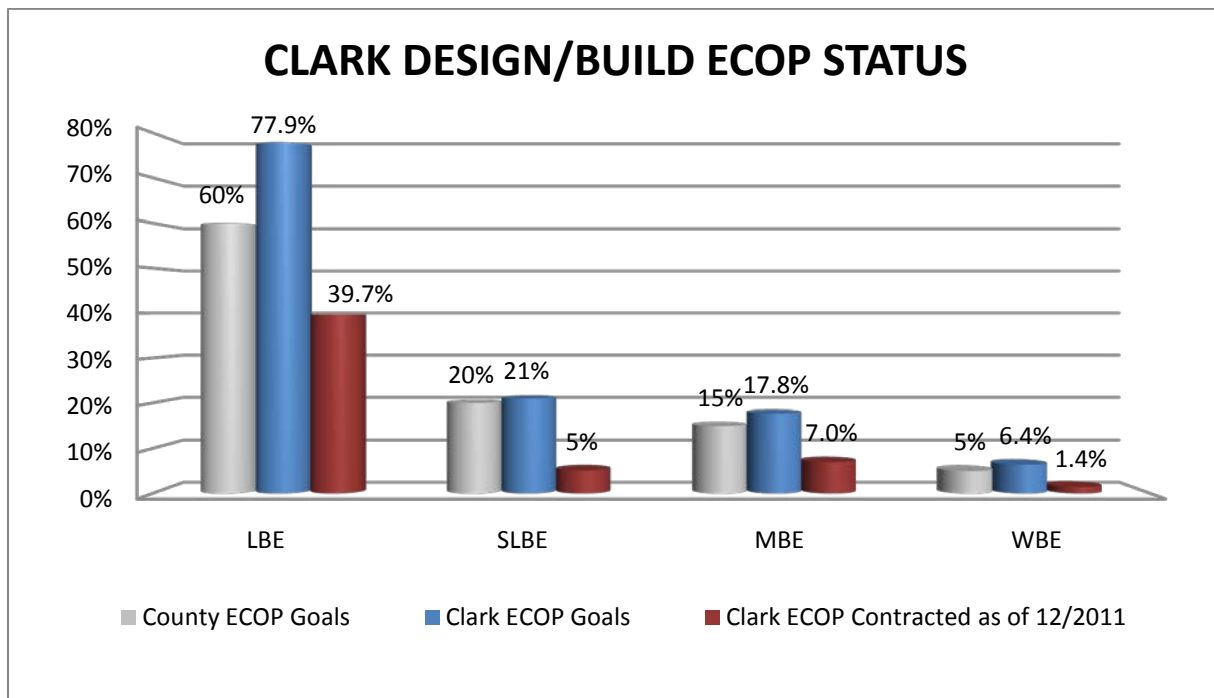
### Clark Design/Build Small Local Emerging Business Program (SLEB)

As of December 2011, Clark Design/Build contracted with nineteen Alameda County firms for \$9,972,265 in design/professional services contracts. Clark’s contracts with SLEB firms represent 27.3% of the total design services costs. Clark Design/Build exceeded the County’s SLEB Goal of 20%, and the original proposal goal of 24.3%. More information about these firms and contracts can be found in Attachment III of this Report.



### Clark Design/Build Enhanced Construction Outreach Program (ECOP)

As of December 2011, Clark Design/Build has contracted with fifty-eight ECOP firms for work on the ATR Project. Clark Design/Build anticipates it will exceed the County’s ECOP goals as indicated in the blue bar on the ECOP Status Chart. The red bar indicates the contracts executed as of December 2011, with procurement continuing in 2012. More information about these firms and contracts can be found in Attachment IV of this Report.



As of December 2011, total ECOP dollars contracted through December 2011 as reported in the County's Elation Monitoring System, include:

Classification	Achieved	Proposed	Contracted
Local Business Enterprise (LBE *)	39.7%	77.9%	\$553,723,578
Small Local Business Enterprise (SLBE)	5.1%	21.0%	\$19,975,575
Minority-Owned Business Enterprise (MBE)	7.0%	17.8%	\$27,569,841
Women-Owned Business Enterprise (WBE)	1.4%	6.4%	\$5,637,759

LBE\* numbers exclude Clark Construction Group, a local business enterprise.

### Highland ATR Project Outreach, Capacity Building and Community Programs

Other accomplishments of the Highland ATR Outreach and Capacity Building Programs, administered by Clark Design/Build include:

1. Certifications and ATR Project Outreach Database
  - Assisted 72 firms in obtaining SLEB and/or ECOP certification
  - 905 Contractors Listed in Database
2. Externship Program with Laney College
  - 2 site visits conducted and attended by a total of 36 students
  - 2 part-time students from the Laney campus to work in project office beginning January 2012
  - 2 additional students from Alameda County for Fall 2012 internship program
3. Small Business Strategic Partnership Program
  - 44 graduates from two sessions of a rigorous small business education course
4. Mentor/Protégé Program
  - First Protégé Firm, Turner Group Construction, working on Increments I and II on the ACT
5. Workforce Development Program with Cypress Mandela Training Center
  - Toured Cypress facility with 9 subcontractors
6. Community Programs
  - Alameda County Women's Hall of Fame Sponsor, 2010 and 2011
  - Alameda County Medical Center Foundation Annual Gala Sponsor, 2010 and 2011
  - ACE Mentorship Program Sponsor, 2010 and 2011
  - Rebuilding Together Sponsor, 2010 and 2011
  - City of Oakland's Adopt-a-Spot Program Participant, Fall 2011



## County of Alameda Community Outreach

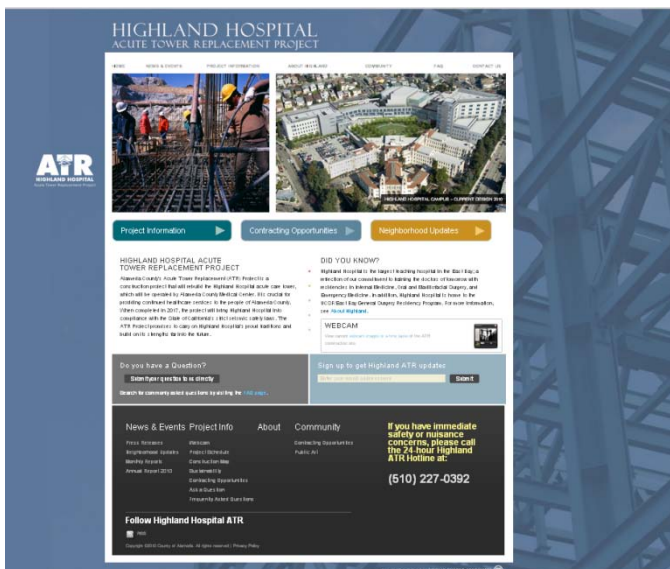
To keep the community informed, HighlandATR.org was launched in 2010. The website includes a webcam which shows the progression of construction of the Specialty Care Center. In 2012, an additional webcam will be installed for the new Acute Care Tower site.



Snapshot of the Specialty Care Center webcam on [www.HighlandATR.org](http://www.HighlandATR.org)

The website had over 3,000 visitors in 2011. Most of the visitors are ACMC staff members being directed to the project website from their employee intranet, and most are interested in the Specialty Care Center webcam.

In 2011, visitors began landing on the website from social media websites, e-mails and media searches. Downloads for project information documents, such as neighborhood updates, newspaper articles, and monthly reports, continue to increase each month.



Snapshot of [www.HighlandATR.org](http://www.HighlandATR.org)

The Highland Hospital ATR Project website ([www.highlandatr.org](http://www.highlandatr.org)) and the County's website ([www.acgov.org](http://www.acgov.org)) communicate project information and serve as ongoing communication tools for the community and local businesses interested in project procurement opportunities. Project information is added on a regular basis.



The December 2011 Neighborhood Update was the 24<sup>th</sup> issue of the County's newsletter. The Neighborhood Updates are published and distributed monthly. They are hand delivered to the adjacent Vallecito, East 31<sup>st</sup> Street and 14<sup>th</sup> Avenue neighbors and provided to the City of Oakland. They are also published on the Highland Hospital ATR Project website.

The ATR Project also publishes Staff Updates which are posted on the Alameda County Medical Center's intranet.



## County of Alameda Arts Program

In 2011, the Alameda County Arts Commission worked with local families to create a mural for the Highland Hospital construction fence. The Arts Commission established this new project as part of its on-going program *100 Families Alameda County: Art and Social Change*. The project's goal is to bring together multigenerational families from the Highland community and families with children who attend local schools to enliven, celebrate, and strengthen the power and health of families and community through the inspiring and transformative process of making art. The families worked with teaching artists throughout five workshops at Highland Hospital. The families' artwork is featured in a mural created by the artists that was unveiled in March 2011.



*Participant artwork incorporated into mural design*



*Families and children from the 100 Families Alameda County: Art and Social Change Program*

## Attachments

Attachment I: Specialty Care Center Interior Images

Attachment II: Construction Progress Photos – Specialty Care Center and new Acute Care Tower

Attachment III: Clark Design/Build Subcontractors: SLEB Firms

Attachment IV: Clark Design/Build Subcontractors: ECOP Firms



# SPECIALTY CARE CENTER INTERIORS

HIGHLAND HOSPITAL  
ACUTE TOWER  
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*Entrance to Specialty Care Center*



*Front Lobby Waiting Area*



*Front Lobby Reception*





*Waiting Room*



*Exam Room*



*Nurse Station*



*Cafeteria*



# SPECIALTY CARE CENTER PHOTOS

HIGHLAND HOSPITAL  
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Drilling into the ground to start shoring.



The shoring at final stage.



Placing wood planks between the steel beams.



Placing steel beams into the holes.



Pushing the beams down to foundation level.



Watering during demolition to minimize dust.



View of demolition from Vallecito Place.



View of demolition from Vallecito Place.



Watering during demolition to minimize dust.



View of demolition from inside construction fence.



After completion of V Building demolition.



Structural steel in progress.



Placing structural steel beam



Steel contractors using proper safety gear.



Structural steel in progress.

# ACUTE CARE TOWER PHOTOS

HIGHLAND HOSPITAL  
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View from inside C, D, and F Wings during interior demoli-



Interior demolition of C, D, and F Wings in progress.



Interior demolition of C, D, and F Wings in progress.



View from inside C, D, and F Wings during interior demolition.



View of exterior shell ready for demolition.



Removal of terra cotta for reuse.



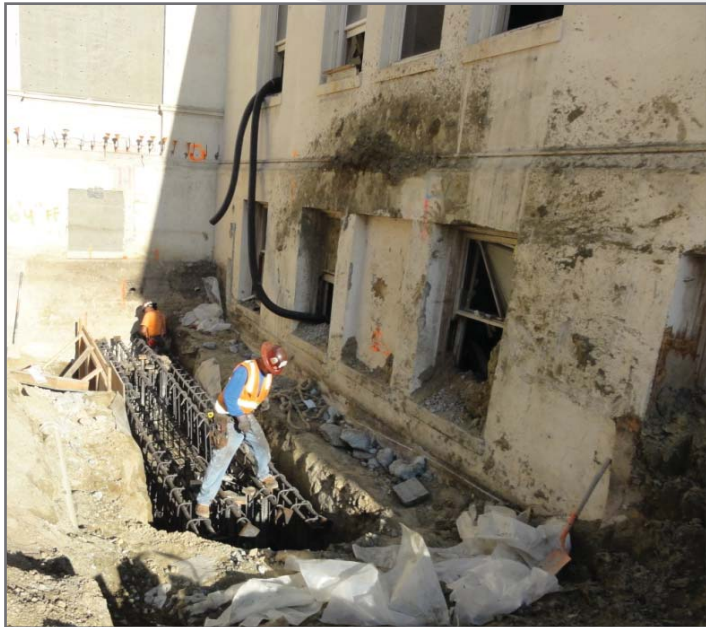
Utility work between C, D, and F Wings.



Utility work on 14th Avenue.



Utility work on East 31st Street.



Utility work between C, D, and F Wings.



Utility work on East 31st Street and Stuart Street.



Underground piping between C, D, and F Wings.

# CLARK DESIGN/BUILD SLEB FIRMS

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As of December 2011, Clark Design/Build contracted with nineteen Alameda County firms for \$9,972,265 in design/professional services contracts.

Company Name	Field
A Squared Ventures	Outreach
ACC Environmental	Industrial Hygienist
Acumen Building Enterprises	Scheduling
Bay Area Structural	Structural
Construction Consulting Unlimited	Outreach
D & D Surveying	Surveying
FW Associates, Inc.	Electrical
Geomatics	Surveying
J & C Consulting	Design Consultant
Keller Mitchell & Co.	Landscape Architect
OLMM Consulting Engineers	Structural
Powell & Partners	Interior Design
SeJ Design	Interior Design
Shah Kawasaki	Architect
Square Peg Design	Signage Consultant
Taylor Engineering	Architectural Design
TEECOM	Low Voltage, IT/Data
The Ecologic Studio	LEED
Thorburn Associates Inc.	Acoustical



# CLARK DESIGN/BUILD ECOP FIRMS

HIGHLAND HOSPITAL  
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1st	2nd	3rd	4th	ECOP Certifications			
				LBE	SLBE	MBE	WBE
Clark Construction				X			
	Municon			X	X		X
	R B Construction			X	X	X	
		World Environmental		X	X		
	Cupertino Electric*						
		Adrian Palma Engineering		X	X	X	
		Francisco Electric Supply		X	X	X	
		Pacific Auxiliary Fire Alarm		X	X		
	MC Guire & Hester			X			
		Bay Line Cutting		X	X		X
		Penhall Company		X			
	Condon Johnson			X			
		S & S Trucking		X	X	X	
	Arbor-Tech			X	X		
	AMG Construction			X	X	X	
		Calco Fence		X	X		
		Romano's Painting		X	X		
	D & B Painting			X	X	X	
	DeKay Demo			X	X		
	F.W. Spencer			X			
		Kent M. Lim & Company		X		X	
	Shah Kawasaki			X	X		
	LVI			X			
		Marshall Trucking		X	X	X	
		Vobecky Enterprises					X
		Workforce Solutions					X
	McNely Construction			X	X		X
		LJ Interiors, Inc		X	X		
		DAL Technology		X	X	X	
		Comack Plumbing		X	X	X	
	C/S Erectors			X			
		Adolph's Glass		X	X	X	
		Automated Services			X		
		Enginious Structures		X	X		
	Cosco Fire Protection			X			
	Herrick Corporation*						
		P.G. Construction		X	X	X	
		Steel Source Construction		X	X		X
		TC Steel		X	X		
	Kwan Wo Ironworks						X
	BKF			X			
		D&D Surveying		X	X	X	
	Forem Manufacturing			X	X	X	
	Danco Waterproofing			X	X		
	Kone			X			
	Performance Contracting			X			
		Treible Stationers			X		
		General Supply			X	X	
	Malcom Drilling			X			
	Talus Construction			X	X		X
	Turner Group			X	X	X	
		Cleveland Wrecking		X			
	C. Overaa			X			
		Bigge Crane		X			
		D & S Trucking LLC		X	X		X
		Johnson Western Gunite		X			
		Nor-Cal Scaffolding		X	X		
		Landavazo		X	X	X	
	Sullivan Thompson Masonry				X		X
	Valley Waterproofing						X

\* Firm does not contribute to ECOP goals. Identified for lower tier reporting purposes only.

