Robins & Morton reported nearly $920 million in revenue and more than 960 employees concentrated in the Southeastern region. In the firm’s selection, ENR also recognized their response to mounting workforce challenges through the development of their Field Leadership Program as well as the company’s new tech startup, Buildfore.

The Rocky McMichen Field Leadership Program is a 15-month classroom and hands-on training course designed for craft professionals who wish to move into a management role. Each trainee is paired with a Robins & Morton manager to serve as their mentor. After completing five three-day classroom training sessions, 45 on-the-job tasks, 15 mentor/trainee experiences and passing six mentorship checkpoints and completing a final exam, trainees earn a promotion into a foreman or assistant superintendent role.

Although the goal of the program is to provide employees with a route for career progression, it also focuses on the mentoring aspect – creating a natural, caring relationship between the supervisor and craft professional, where both people learn from one another. The inaugural class of eight graduated in August 2018, and the second class graduated on July 12 (see page 3 for more). Additionally, Robins & Morton is continuously improving our craft professional benefits, now including holiday pay and paid time off, along with existing 401k, profit sharing, medical, dental, financial advising, training, and short- and long-term disability benefits.

Three employees launched Robins & Morton’s tech startup, Buildfore, as an R+D sideline to their day jobs. To date, the company-sponsored enterprise has developed and introduced four user-friendly construction technology products to help improve efficiency, collaboration, and communication across the entire building team. These include:

- **SlatPlanner**: A tool that improves Last-Planner System efficiency by augmenting digital-only scheduling tools with an intuitive, hands-on experience
- **CtrlWiz**: A plugin allowing the use of an Xbox gaming controller to navigate through NavisWorks
- **TimeTable**: A Microsoft Visio plugin that allows users to import schedules from Primavera P6, Asta, Smartsheet and Project and view them in an easy-to-read format
- **PlusDelta**: An app that digitizes the Plus/Delta Lean process, capturing the pros and cons of a process or event

In addition to improving the efficiency of Robins & Morton’s projects and teams, the Buildfore tools are seeing enthusiastic adoption and field use by other contractors.

As a part of its 2019 Top Contractors survey, Engineering News-Record (ENR) named Robins & Morton Southeast Contractor of the Year.
As we enter the final stretch of 2019, it looks like we will come close to achieving our sales goal of $1.3 billion continues to be a challenge. Due to several projects moving their start dates into 2020, we may not be able to credit enough new business to achieve our 2019 goal. Of course, these projects will help us get off to a good start in 2020. Even with a miss on 2019 sales, we will still enter 2020 with close to a $1.6 billion backlog.

One of our most important strategic initiatives is the strategic plan that is currently in progress. We would like to announce that we have chosen San Antonio as our new new office. Eric Groat will lead this effort. Eric has the skills and experience necessary to make this full-service office very successful. San Antonio is the seventh largest city in the U.S. and has the highest growth rate of any city between 2010 and 2018. This will also put us in a strong position to pursue work in Austin as well.

In the past few years, our industry has begun to see more offsite fabrication methods adopted from Lean manufacturing. Offsite manufacturing, consolidation and handling processes have been shown to eliminate a significant amount of waste and at the same time, improve safety, quality and schedule. Our clients are beginning to understand the value of these methods and we see the opportunity to help them improve their projects with Lean, and technology, among others, sourcing both new ideas and ways of doing things that made us better and more competitive as we bring value to our customers. As far back as the early 80s there were many innovative ideas created to help separate us from our competition in the eyes of our clients. Some of these simple ideas included installation of our team networking. Some of these unique thoughts are being shared through Yammer, Our vision is evident that real innovation starts in the mind of an individual who is focused on improving what he or she does a regular basis.

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ROBINS & MORTON PIONEERS SMARTFAB APPROACH

As prefabrication graduates from various elemental approaches to more complex initiatives, the construction industry continues to see advanced levels of utilization. Moving into 2020, it's not enough to prefabricate — contractors are working to do it more efficiently through processes like Just-In-Time deliveries, kitting, Third-Party Logistics (3PL), supply chain management, offsite warehouses, cross-discipline efforts, and more comprehensive modularization.

Earlier this year, Robins & Morton’s leadership realized the need for a more formalized corporate strategy surrounding our prefabrication and modularization efforts. Although our jobites around the country have been utilizing prefabrication tactically for many years, we knew we could do more to capitalize on our growth in knowledge and develop a more thorough approach for future projects.

Several months ago, a small group comprised of Bill Stevens, Jennifer Lacy, Kyle Davis, Mike Thompson and Steve Moore came together alongside Robin Savage and Bill Morton to discuss the strategy’s beginnings.

After several productive meetings, the team made significant progress. First, the team decided the strategy would be called, “SmartFab,” coined to signify Robins & Morton’s focus on providing added value through various prefabrication approaches.

Second, the cluster group established near-term goals, including drafting a value proposition, developing a process map, designing a graphical A3 to show SmartFab’s value, creating a simple manual, and formulating a comprehensive communication plan to share the effort. While working to accomplish these goals, the cluster group will also reach out to various subject matter experts — who will then become a part of the team — for help and advice on each deliverable, ensuring the most accurate reflection of field practices in the final approaches.

Thirdly, the cluster team leaders established a meeting schedule: weekly among themselves, monthly to report out to operations managers, and quarterly in-person work sessions until the strategy is finalized.

We’ll continue to provide updates as they move further along their journey, but if you have any comments or questions in the interim, please feel free to reach out to any of the cluster team members.

TRADITION MEDICAL CENTER SELECTED AS 2019 BUILDING TEAM AWARD WINNER

Building Design + Construction magazine selected 14 projects to represent this year’s class of Building Team Award winners. After a flood of competitive entries, Robins & Morton’s Tradition Medical Center was selected as a winner at the Bronze level. Entries were judged on the design, engineering, and construction quality of the facility, as well as the overall collaboration of the project team.

Tradition was chosen for the team’s skill in mitigating the challenges associated with two hurricanes, constructing a vertical expansion directly above a NICU, performing additional horizontal expansions, and collaborating effectively throughout.

The Tradition Medical Center team also prefabricated headwalls, shower basins, MEP racks, ductwork and piping to overcome labor shortages.

In its 2019 survey of construction and design companies, Modern Healthcare magazine ranked Robins & Morton second among the top general contractors in healthcare construction, based on 2018 revenues. Robins & Morton reported $951,029,266 in revenue and more than 3.5 million square feet in completed healthcare construction projects across 19 states in 2018. Perhaps the most standout of reported metrics in the survey, the company shared that 93 percent of its completed work in 2018 was in the healthcare sector.

Since the inception of the Modern Healthcare Construction and Design survey in 1986, Robins & Morton has been ranked for 33 consecutive years, each year among the top seven contractors, including six number one rankings.

“We are proud to be recognized annually among the top healthcare contractors in the nation,” Chairman/CEO of Robins & Morton, Bill Morton, said. “Our people take special pride in knowing that these healthcare facilities will have a positive impact on the local community. We are also honored that so many of our projects are for repeat clients.”

Robins & Morton has specialized in healthcare construction for more than half of their 73-year history.

FIELD LEADERSHIP PROGRAM GRADUATES SECOND CLASS

Robins & Morton held a graduation ceremony on July 12 in celebration of the individuals who completed the Rocky McMichen Field Leadership Program. The ceremony and lunch took place at one of Robins & Morton’s completed projects, the Grand Bohemian Hotel in Mountain Brook, Alabama, and ended with each member of the program’s class receiving a promotion to either a Foreman or Assistant Superintendent position.

The Rocky McMichen Field Leadership Program is a 15-month training program. Throughout its duration, participants complete a variety of tasks to be eligible for graduation. The curriculum includes three-day classroom training sessions, the completion of at least 45 on-the-job training tasks, 15 structured mentor-trainee experiences, six mentorship checkpoints and a final exam. Through the completion of these tasks, trainees gain managerial skills and learn more about construction project management outside of their specific trade.

The primary goal of the program is to offer craft professionals long-term career opportunities within the company.

Congratulations to our second graduating class and a warm welcome to our third class of trainees who begin the program in August!
Robin’s Morton’s Horizon West project team conquered the Savage Race on March 16 in Dale City, Florida. This 7-mile course, filled with mud and 30 challenging obstacles, helped this team walk away stronger than ever. The race benefits Make-A-Wish Foundation, Autism Speaks, and many more!

In April, projects and departments across the country showed their support for Autism Awareness month by wearing blue! A big thanks to all of our team members who participated.

Robin’s Morton was a proud sponsor of the Southeastern Health Foundation Swing for Good Health golf tournament in Lumberton, North Carolina, on May 2. Two golfers from our Charlotte office participated in the tournament raised more than $20,000 for academic scholarships!

On May 9, our Huntsville office, accompanied by longtime partners and friends, celebrated the Huntsville Hospital Foundation’s 31st annual Huntsville Classic. This event, featuring country chart-toppers Lee Brice and Randy House, benefiting the hospital’s Heart Institute and Cardiovascular Services. Proceeds will fund the new pre-and post-op areas for the Heart Institute's cardiac Hybrid Lab.

In May, Robin’s Morton sponsored and attended the Charlotte is Grateful event for Your Grateful Nation. This nonprofit organization helps with special operations veterans transition into civilian life by building job opportunities that align with their skills and professional experiences.

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ROBINS & MORTON ATTENDS ACADEMY OF CRAFT TRAINING SIGNING DAY
BIRMINGHAM, ALABAMA
On April 25, Robins & Morton attended National Signing Day at The Academy of Craft Training in Birmingham. By the end of the event, four graduates — Jaylin Magwood, Daytona Paige, and Noah Weissgerber — committed to join the Robins & Morton team. We are excited to welcome the addition of these four skilled workers to the Robins & Morton family. Congratulations!

BIRMINGHAM ORTHODONTICS’ HOOVER LOCATION BREAKS GROUND
HOOVER, ALABAMA
Robins & Morton, Birmingham Orthodontics and KPS Group gathered to celebrate the groundbreaking of Birmingham Orthodontics’ new office building in Hoover, Alabama, on May 3.

The new 10,000-square-foot medical office building will be positioned on five acres near Highway 150 in the growing Birmingham suburbs and will feature 17 patient chairs, a full lab and x-ray capabilities.

Birmingham Orthodontics has been a part of the Birmingham community for over 25 years. Since its founding, Birmingham Orthodontics has grown to 65 employees and four local locations. Construction is slated for completion in late 2019.

ADVENT HEALTH WATERMAN CELEBRATES RIBBON CUTTING
TAVARES, FLORIDA
In early May, Robins & Morton joined Advent Health Waterman to celebrate the grand opening of their new 111,000-square-foot, four-story tower featuring an expanded emergency department, labor and delivery unit, and pediatric and women’s services.

ATRIUM HEALTH NORTHEAST PROJECT HOSTS THE HONOR FOUNDATION
CONCORD, NORTH CAROLINA
On May 16, Robins & Morton hosted the Honor Foundation at the Atrium Health NorthEast project in Concord, North Carolina. Twelve active duty servicemen and veterans spent the afternoon touring the jobsite and learning more about career opportunities in construction. A big thanks to The Honor Foundation for allowing us to share more about the industry and company we love with your team!

ATRIUM HEALTH NORTHEAST PROJECT CELEBRATES RIBBON CUTTING
CONCORD, NORTH CAROLINA
Robins & Morton and Atrium Health NorthEast gathered on July 25 to celebrate the grand opening of the hospital’s new Heart and Vascular Tower.

The project’s scope included a new 60-bed, 154,000-square-foot patient tower, in addition to infrastructure upgrades and a CVOR renovation in the surgery department.

CHEROKEE INDIAN HOSPITAL PHASE II BREAKS GROUND
CHEROKEE, NORTH CAROLINA
Robins & Morton, Cherokee Indian Hospital Authority (CIHA), McMillian Pazdan, Smith and community members gathered to mark the groundbreaking of the new crisis stabilization unit to be located on the campus of the Cherokee Indian Hospital in Cherokee, North Carolina, on April 24.

The addition will total 80,000 square feet and will stand two stories, both tying into the main hospital. The first floor of the new addition will include an outpatient behavioral health facility, assisting patients with behavioral therapy and medications to treat substance abuse. The second floor will contain the crisis stabilization unit with 18 inpatient health patient rooms, four acute care patient rooms, two large group therapy rooms, a dining area, a wellness gym, and an accessible patient roof deck patio. This unit is part of the CIHA’s multi-unit behavioral health treatment and rehabilitation program. It is slated for completion in late summer 2020.

VDC, SCHEDULING VISITS CLEMSON, SHARES INNOVATION IN CONSTRUCTION
CLEMSON, SOUTH CAROLINA
In April, Robins & Morton’s Steve Moore and David Pratt had the privilege to guest lecture at Clemson University for a construction science and management capstone class. They spoke to the growth of virtual design and construction (VDC) as well as the emerging technologies and advancements in the construction industry. The pair also gave the students a preview of the latest scheduling and planning innovations in development by Robins & Morton tech startup, Buildfire.

CHEROKEE INDIAN HOSPITAL PHASE II, CRISIS STABILIZATION UNIT TOPS OUT
CHEROKEE, NORTH CAROLINA
On July 10, Robins & Morton, Cherokee Indian Hospital Authority (CIHA), McMillian Pazdan Smith and construction team members gathered to mark the official topping out of the new crisis stabilization unit to be located on the campus of the Cherokee Indian Hospital in Cherokee, North Carolina.

Prior to officially kicking off the celebration lunch, Superintendent Josh Farr shared a few project statistics with attendees. To that date, the team worked 156 days and 4,701 man hours, pouring 700 cubic yards of concrete, setting 500,000 pounds of steel and ultimately diverting 6,600,000 pounds of waste from the landfill.

A big thank you to Rock City Mechanical, Sam Mullins and Jackie Mullins for providing and cooking the chicken and ribs for the entire jobsite!
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SmartLab

Giving with Purpose

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<td>Universal Health Services</td>
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<td>UHS Edmond Regional Medical Center, Edmond, Texas</td>
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<td>Brookwood Baptist Health</td>
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Robins & Morton received the Million Hour Safety Award from the North Carolina Department of Labor and Safety and Health Council of North Carolina at the annual awards program held at the Marriott Hotel in Raleigh, North Carolina, on May 31.

The company earned this recognition through zero injuries or illnesses involving days away from work throughout the state for one million hours. This took eight years to accomplish.

* This award is a benchmark that any organization should be proud to achieve. * Robins & Morton Vice President of Safety Operations, Jeff Palombo, said. “We are proud, not simply for meeting this milestone, but for what this milestone represents – the active involvement and dedication of our entire organization in creating a safety culture where we work to ensure that everyone goes home to their families. This achievement would not be possible without all of our people continually asking what more can we do.”

North Carolina Department of Labor’s Million Hour Safety Awards Program is administered through its Education, Training and Technical Assistance Bureau of the Occupational Safety and Health Division.

* Our injury and illness rate, because of your hard work, is 2.3 per 100 full-time workers in the last recording period – the lowest it’s ever been in the history of the state. Numbers have been on a downward trend for 18 plus years. It’s because of you and what you do every day, and every minute of every day,” Commissioner of Labor, Cherie Berry, said.

ROBINS & MORTON RECEIVES MILLION HOUR SAFETY AWARD FROM NCDOL

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- SmartLab
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- Project Milestones
- Recently Awarded Projects

**NEW3 CORNER**

**ROBINS & MORTON**

400 Shades Creek Parkway
Birmingham, Alabama 35209

Robins & Morton