IN OUR NEXT ISSUE

On Dec. 3, our Chairman Emeritus Barry Morton passed away. Our hearts are heavy and we are working to find the words that express all he meant to Robins & Morton and our people. We will provide a more comprehensive tribute to Barry’s life in a special edition of the Newscorner, but as a member of the Robins & Morton family, we wanted to share this great loss with you as soon as possible.
From the Chairman and CEO

Bill Morton

Congratulations and thank you for your hard work that produced the absolute best year in our history. We are projecting to end the year with $15 billion in sales against our $14 billion goal. That will be a 32% record increase, the best sales year ever.

We will also achieve 80% of our revenue goal. This is the first time we have exceeded revenue in the past five years. We always seem to come in slightly under our goal and that has almost become a way of life, along with very favorable outlook in our market segments have created a terrific future for us. Thank you.

Some major milestones for 2021:

• We celebrated our 75th anniversary with our first-ever company-wide virtual town hall in April.
• Our new Tampa office opened in May.
• We achieved a Customer Satisfaction rating of 92%, of the 120 RFQs/SRFs we have submitted.
• In March, we contributed to our profit-sharing plan for the 19th year in a row.
• We had 9,609 attendees in the Training for Excellence program, covering 163 subjects.
• We received 22 ABC Excellence in Construction Awards, including to first-place award (see award section for details).
• We responded to a record-number of more than 100 RFAs/RFQs in 2021.
• We graduated nine participants from the Rocky McMichen Craft Mentorship Program.
• We had more than 150 media mentions nationally and regionally. We also published our inaugural State of Healthcare Construction Booklet positioning Robins & Morton as a leader in the healthcare construction industry.

There is an in-depth article in this Newsletter highlighting the work of our Strategic Planning Group. The investment of resources and effort we are making in strategic planning is really paying off. This year I want to thank all our professionals and stakeholders for all your hard work, along with the favorable outlook in our market segments have created a terrific future for us. Thank you.

My sincere thanks to each of you who have worked so hard to please our clients and friends. Your caring attitude towards each other and enthusiasm creates an atmosphere that makes coming to work each day a pleasure. We are fortunate to have the opportunity for continued growth and success as we look to the future. Please take some time to spend with your family and friends during this wonderful holiday season.

Strategic Planning Committee

In 2021, the Executive Strategic Planning Committee focused on strategic hiring, career planning, including SuccessFactors improvements, SmartFab’s advancement; development of a financial go/no-go process for project opportunities; and continued regional growth.

The Human Resources Team hired Learning and Career Development Coordinator, Larry Padgett, and accessed Holmes Consulting for our Career Development Program. The committee has continued to meet quarterly with each division to determine hiring needs and assist our managers with those needs. This effort ensures that we have the right people in the right places as we continue to see sales success and organizational growth.

Executive Strategic Planning Committee

This year, the committee developed a strategic plan and mission statement for SmartFab-Safety, defining our core purpose, mandate, and goals. The committee recommendations for review.

As we continue to see a significant increase in the need for our services, the committee has also continued to develop with our teams to support the in the ever-evolving preconstruction phases of the process. In addition, we are looking to continue our partnerships with other organizations in the industry to improve this area as well.

Strategic Planning Committee

In May 2021, Robins & Morton added its ninth full-service office with the opening of our Tampa office. This office is key to our success in growing our presence in the Florida market. In 2022, we are excited to announce that we will be opening a Raleigh office in the second quarter to continue to grow our presence in the Research Triangle area.

Additionally, the Strategic Planning Committee continued their work on three key initiatives: growing our people, policies and procedures, and work-life balance.

People, Learning, Growth & Development

This group’s primary area of focus includes enhancing the team member experience in four categories: hire, assesse, develop, and retain. One of the key categories included creating an IT start-up package for our new team members. It includes the necessary IT equipment for their role. Work continues on an app that allows our teams to be more connected, as well as a new program that is focused on providing comprehensive coverage for trade partners and industry teams while integrating more technology into our existing processes. Many of our other operational policies are also nearing completion with

OT (operational) IT, Preconstruction and People-related policies. The next areas of focus include updating the Accounting, Quality Management, Marketing and Office policies.

We are working on feasibility to integrate better balance into Robins & Morton’s culture, we were able to provide several new recommendations in 2021. As we began 2021, we rolled out the People & Team Planning campaign to all projects, followed by the launch of the Executive Strategic Planning Committee.

Looking towards 2022, both the Executive Strategic Planning Committee and the Strategic Planning Group will continue working on our core values and objectives. We look forward to sharing our continued updates and advancements.
EXCELLENCE IN CONSTRUCTION AWARDS

Robins & Morton received 22 awards from the Associated Builders & Contractors (ABC) Excellence in Construction Awards program. The program recognizes individuals and companies who exemplify the high quality of merit-shop workmanship in their projects while upholding a dedication to building projects on time and under budget.

ABC OF ALABAMA
- Duke Raleigh Hospital, South Pavilion
- Raleigh, North Carolina
- Healthcare, Mega Projects
- Over $100 Million
- Merit Award

- Horizon West Hospital
- Winter Garden, Florida
- Healthcare, $5 Million to $100 Million
- Obelisk Award

ABC Health Anlyn Generator HUB
- Durham, North Carolina
- Healthcare, $25 Million to $50 Million
- Obelisk Award

- The Valley Hotel, A Curio by Hilton
- Birmingham, Alabama
- Commercial, $25 Million to $50 Million
- Obelisk Award

- Wilson Medical Center
- Wilson, North Carolina
- Healthcare, $10 Million to $25 Million
- Obelisk Award

ABC OF NORTH ALABAMA
- Huntsville Hospital
- Orthopedic & Spine Tower
- Huntsville, Alabama
- Healthcare, More Than $50 Million
- Obelisk Award

ABC OF CENTRAL FLORIDA
- Orlando Health South Lake Hospital Expansion
- Clermont, Florida
- Healthcare, $10 Million to $100 Million
- Eagle Award

- Horizen West Hospital
- Winter Garden, Florida
- Healthcare, $50 Million to $100 Million
- Merit Award

ABC OF THE CAROLINAS
- UNCHealth Southeastern
- Gibson Cancer Center
- Lumberton, North Carolina
- Healthcare, $5 to $10 Million
- Eagle Award

Duke Raleigh Hospital, South Pavilion
- Raleigh, North Carolina
- Healthcare, $25 Million to $50 Million
- Merit Award

Seal Regional Healthcare EP Lab
- Greensboro, South Carolina
- Healthcare, Less Than $2 Million
- Merit Award

ABC GREATER TENNESSEE
- Gerald Champion Regional Medical Center
- Alamo, New Mexico
- Healthcare, $25 Million to $50 Million
- Eagle Award

ABC OF FLORIDA EAST COAST
- Baptist Health South Florida
- Hope Tower
- Miami, Florida
- Healthcare, Mega Projects
- Eagle Award

Miami Beach Convention Center
- AlternaCare Facility
- Miami Beach, Florida
- Healthcare, $25 Million to $30 Million
- Eagle Award

ABC OF CENTRAL FLORIDA
- Orlando Health South Lake Hospital Expansion
- Clermont, Florida
- Healthcare, $10 Million to $100 Million
- Eagle Award

ABC OF THE CAROLINAS
- UNCHealth Southeastern
- Gibson Cancer Center
- Lumberton, North Carolina
- Healthcare, $5 to $10 Million
- Eagle Award

REGISTER FOR CONNECT 2022
We’re moving forward with plans for our Building Forward® Connect event in Orlando, April 28 through April 30. Registration officially opened Dec. 1. This event will bring all salaried Robins & Morton team members and invited guests together in Orlando for two days of learning from each other, connecting as a team and reinforcing our culture.

With a conference-like format, Connect 2022 will include breakout sessions and booths representing each of our divisions as well as departments and support teams, a track dedicated to our core Building Forward® tools and processes, and a town hall with our company’s leadership team. Attendees can also look forward to social events and downtime to connect with each other and take advantage of the resort location.

For more details on registration and what to expect, check out our Building Forward Connect page on HUB.

CHANGES COMING TO HOLIDAYS AND PAID TIME OFF IN 2022
Robins & Morton made several changes to our corporate holiday and Paid Time Off (PTO) policies this fall.

Beginning Jan. 1, our salaried team members with fewer than ten years of experience will receive three weeks of paid vacation time, increasing existing PTO by one week. Team members have taken advantage of this benefit from their first day.

After ten years of service, team members will receive four weeks of PTO.

The 2022 holiday schedule covers the subsequent holidays, as well as two floating holidays to be used at each team member’s discretion.

- New Year’s Eve & New Year’s Day
- Memorial Day
- Independence Day
- Labor Day
- Veterans Day (Veterans Only)
- Thanksgiving Holiday
- Christmas Eve & Christmas Day

Robins & Morton made this decision to promote better work/life integration among our team members. It also recognizes the diversity within our organization by providing more flexibility to celebrate the days that matter most to them.

For more information, please review our updated policy AP-030.

SHARE TIDINGS THIS HOLIDAY SEASON
Throughout our 75-year history, our values of integrity, safety, client focus and excellence have served as guideposts for our business. However, the core of each value reflects our gratitude for our people.

In observance of the holiday season, we launched our #sharegratitude campaign and there’s still time to join us. Check out the downloadable file at www.robinsmorton.com/christmas to share your gratitude card with those you are thankful for this holiday season. While you’re at it, spread the cheer on social media, tagging #sharegratitude in your posts.

Thank you for being part of the Robins & Morton family and our 75-year history. We are grateful for you.

For more information, please contact our Building Forward® team.

INDUSTRY LEADER AWARDS
Two Robins & Morton Projects Earn Building Team Awards
On Nov. 23, Building Design + Construction magazine announced Robins & Morton’s Cherokee Indian Hospital Phase II and Baptist Health South Florida Hope Tower as Bronze Award Winners in their annual Building Teams Awards. Entries were judged on the design, engineering, and construction quality of each facility, as well as the overall collaboration of the project team.

Baptist Health South Florida was selected for the performance of the project team in phasing the early opening of the five-story tower. In the midst of COVID, Baptist Health South Florida needed the extra bed space and the project team came together to resequence and perform the work, opening the first floor and then the fifth, working their way to completion.

Cherokee Indian Hospital Phase II was selected for its expedited opening of the emergency department, creative phasing and bringing value added features to the client.

Derek Gregg Named to OBJ’s PowerPlayers
In September, the Orlando Business Journal named Robins & Morton Vice President Derek Gregg among the inaugural 2021 PowerPlayers. This awards program recognizes leaders who are helping to grow and innovate business practices in metro Orlando.

Gregg joined Robins & Morton after graduating from Auburn University in 1994. He helped to establish the Orlando office in 1999, and has been a critical part of securing work for Robins & Morton in the Central and Northeast Florida markets. Outside of work, Gregg serves on the advisory board for Robins College’s Holt School and is the president of the Trinity Prep School Athletic Booster Club. He also stays involved with Auburn University’s Alumni Association, Lean Construction Institute and volunteers regularly with his church.

David Green Named Veteran of Influence
In November, The Birmingham Business Journal announced David Green as a Veteran of Influence. This awards program recognizes veterans who are leaders in the Birmingham business community.

Green served in the Army for eight years, and was a part of Operation Desert Storm. In addition to his role as Robins & Morton’s Commercial Division Manager, he often represents Robins & Morton at various Associated Builders & Contractors of Alabama and NARI events. Within the community, David is involved in United Way and the Monday Morning Quarterback Club’s a Founders Society member for the Phoenix Club, that supports the Boys and Girls Clubs of Alabama; and he is on the Supporters Board for UAB’s Comprehensive Cancer Center.

VIKING HANGOUT HUB
BIRMINGHAM OFFICE COMPLETES RIBBON PAINT KITS

On August 5, Robins & Morton teamed up with aflac Ministries, an organization supporting pediatric cancer patients and their families, to provide 100 wooden ribbon paint kit bags. These wooden Ribbons seek to raise awareness of pediatric cancer and its symbol, which were painted by patient families to display during the month of September.

CAROMONT TEAM LEADS FOOD DRIVE

The CaroMont Regional Medical Center project team wrapped up a food drive for the second Harvest Food Bank of Metrolina in August. The team raised $450, which provided 3,515 pounds of food for the community.

BIRMINGHAM TEAM PARTICIPATES IN BAPTIST HEALTH FOUNDATION EVENT

Robins & Morton sponsored and attended the Wine, Women, & Shoes Birmingham event on Sept. 21 at the Birmingham Zoo. The event benefited the Baptist Health Foundation, which provides financial and wellness resources for their patients and community.

ORLANDO TEAM RUNS 5K FOR FOOD BANK AND YOUTH FOUNDATION

The Robins & Morton Orlando office participated in SimplySun Corporate 5K in Downtown Orlando on Sept. 30. This 5K brings together Florida’s corporate and non-profit communities for friendly competition and team building, while also benefitting their community. All proceeds were donated to the Track Shack Youth Foundation and Second Harvest Food Bank of Central Florida.

SOUTHEAST GEORGIA HEALTH SYSTEM DESIGNS ARTRAGEOUS BRA

In honor of Breast Cancer Awareness Month, the Southeast Georgia Health System Foundation hosted their annual ARTrageous Brea fundraiser. Our project team on the SGHS campus planned, designed and created a bra inspired by construction to be voted on. All proceeds from the votes supported the SGHS cancer care programs.

RECENTLY PROMOTED

These individuals have displayed a strong work ethic and have improved their skills and qualifications in their positions.

ASSISTANT PROJECT MANAGER
Robert Byrne
Brian Rembarba
Rob L. Grady
Greg St. Cyr

ASSISTANT SUPERINTENDENT
Andrea Bourdeau
Jamil Crooks
Sean Fulcino
Richard King
Johnn Orozo
Francisco Sanchez Robledo
Rafael Sanchez-Brinton
Austin Sanders
Henry Swiegers
Jeremiah Smith
Jake Thompson
Shane Wolf

CONCRETE SUPERINTENDENT
Dustin Hayes
Adolfo Ruiz Santiago

CONSTRUCTION COORDINATOR
Eric Mendoza Balderas
Jordan Overton
Joy Taylor

FIELD ENGINEER
Adrian Harris
Jean Jensen
Jonathan Rowell

FIELD OFFICE ASSISTANT
Jennifer Lopez
Barbara Merriman

FIELD SUPERINTENDENT
James Ippadiga
Stevan Nikola
Adam Gurley
James Murphy

GENERAL FOREMAN
Patrick Leonard
Samuel Veloz

MEP SUPERINTENDENT
John Bottiger

PROJECT DIRECTOR
Mark Fernung

PROJECT ENGINEER
Hunter Bullock
Tommy Croce
Joe Klaevsen-Gonza
Nick Kouskouleas
Colin Mills
Steven Paredes
Michael Roberts
Chris Robinson
Jacob Zabel

PROJECT MANAGER
John Folkard

SENIOR FIELD OFFICE ASSISTANT
DeaVon Evans

SENIOR PROJECT ADMINISTRATOR
Monica Donaldson

SUPERINTENDENT
Jordan Carter
Jacob Nunnally
Kevin Torres
Ben Trumble

BENEFITS COORDINATOR
Kevin Hammis

EXECUTIVE ASSISTANT
Amy Durham
Tammy Howell

FACILITY/PROPERTY MANAGER
Larry Ty

SENIOR ACCOUNTS PAYABLE MANAGER
Conner Lantinga

NASHVILLE BREAKS OUT BBQ FOR ANNUAL AGC EVENT

Robins & Morton’s Nashville Office and Vanderbilt project team participated in the 11th annual Alcoa Tennesse BBQ in Red Shoe, Ok with a tasty event that benefited the Ronald McDonald House of Nashville on Nov. 1. The team placed 24th in the Grand Championship category.

DUKE RALEIGH COLLECTS HALLOWEEN CANDY FOR LOCAL ELEMENTARY SCHOOL

The Duke Raleigh Hospital project team collected 150 pounds of candy in October for a local elementary school in Raleigh, North Carolina. The team has partnered with this school throughout their work at Duke Raleigh Hospital, previously donating food and school supplies.

PRECONSTRUCTION HOSTS DIAPER DRIVE

In September, Robins & Morton’s preconstruction team collected diapers, wipes and donations for the Bundles of Hope Diaper Bank “Stuff the Diaper Drive,” helping nearly 150 babies. This organization provides a reliable supply of diapers to families experiencing financial hardships.

DALLAS OFFICE PARTICIPATES IN CLEANS FOR CAMPS

Robins & Morton was a Diamond Sponsor for the Clays for Camps event on Sept. 24. Contributions benefit Children’s Home at Camp Aramar, which allows children with medical conditions to experience camps at specialized facilities.

NEWSCORNER

Giving With Purpose

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Austin Sanders
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Jeremiah Smith
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Barbara Merriman

FIELD SUPERINTENDENT
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Stevan Nikola
Adam Gurley
James Murphy

GENERAL FOREMAN
Patrick Leonard
Samuel Veloz

MEP SUPERINTENDENT
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PROJECT DIRECTOR
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PROJECT ENGINEER
Hunter Bullock
Tommy Croce
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Robins & Morton broke ground on new plastic surgery center in Huntsville.

**Project Milestones**

**Duke Raleigh Hospital South Pavilion completes**

Robins & Morton completed the 210,000-square-foot Duke Raleigh Hospital South Pavilion in July. The six-story pavilion includes 92 private rooms, nine operating rooms on the first floor, an ICU on the second floor, medical-surgical units on the third and fourth floors, and flex space on the fifth floor. This project also included an upgraded, two-story central energy plant to power the addition and existing campus.

**BayCare Hospital Wesley Chapel project team installs two 32,000-pound generators**

The BayCare Hospital Wesley Chapel project team placed two 110,000-lb generators weighing more than 32,000 pounds each, and six switchgear splice panels weighing 9,500 pounds each, into the central energy plant on July 29. These generators and switchgear will provide electrical power for the hospital once complete in late 2022. In the event of utility power loss, each generator is powerful enough to carry the load of the other, resulting in a fail-safe system.

**Tilt-wall panel erection complete at Redstone Gateway Building 8200 and 8300**

Robins & Morton broke ground on AdventHealth Taneja Center for Surgery opens.

**AdventHealth Tampa Taneja Center for Surgery opens**

Robins & Morton and AdventHealth Tampa celebrated the grand opening of the 200,000-square-foot Taneja Center for Surgery in October. As the largest surgical expansion in the Tampa Bay area, the tower features 18 operating rooms designed to accommodate advanced surgical robotics, nearly 100 dedicated surgical care beds, spacious private patient rooms, an expansive family waiting room and a light-filled lobby. The expansion also creates a new two-story atrium main entrance for the hospital, shelf space for future expansion and a two-story, 20,000-square-foot central energy plant to serve the expansion and support future growth.

**Tilt-wall panel erection complete at Redstone Gateway Building 8200 and 8300**

In just six months, the tilt-wall panel structure at the Redstone Gateway buildings 8200 and 8300 project is now complete after the final panel selection sequence on Aug. 27. This involved pouring 1,900 cubic yards of concrete, erecting 60 tilt-wall panels, 48 sixty-foot panels, and 28 seventeen-foot panels. In total, the team raised 9,530,000 pounds of tilt-wall panels using a 17-million-pound Manitowoc MLC-650 crane.

**Robins & Morton breaks ground on AdventHealth Palm Coast Parkway**

On Sept. 14, Robins & Morton joined AdventHealth to celebrate the new 150-bed Palm Coast Parkway groundbreaking. The four-story hospital will feature an emergency department, five operating suites, endoscopy services, an outpatient laboratory, heart catheterization labs, 20 critical-care patient rooms and 80 medical-surgical care rooms. Scheduled to complete in early 2023, this project represents the single largest healthcare investment in Flagler County and will bring more than 400 new jobs to the area.

**Offsite emergency room in Bellevue opens**

Robins & Morton joined the AdventHealth West Florida Division to celebrate the ribbon cutting for their new offsite emergency room in Bellevue on Sept. 30. The 10,000-square-foot, 12-bed, full-service emergency room will provide increased access to care for the growing communities of Bellevue and The Villages. The new facility will offer onsite diagnostic image services, including x-ray and CT scans, as well as onsite laboratory services.

**South Texas Health System Edinburg patient towers open**

On Oct. 7, Robins & Morton celebrated the topping out of the South Texas Health System Edinburg new patient tower addition. The 100,000-square-foot facility will house an emergency department, imaging, a cardiac lab, a clinical lab, and an intensive care unit (ICU), inpatient rehabilitation, and a medical/surgical unit. Once complete in mid-2022, the updated emergency department will contain 15 exam rooms, two trauma rooms and four triage rooms. It will also contain a dedicated pediatric emergency department. The remainder of the patient tower addition, scheduled for completion in early Fall 2022, will consist of 16 suites, 28 inpatient rehabilitation suites, 16 medical/surgical suites and shell space for future expansion.

**Robins & Morton breaks ground on new plastic surgery center**

Robins & Morton breaks ground on Brookwood Baptist OR Project.

Robins & Morton broke ground on Brookwood Baptist Medical Center’s new operating room (OR) project on Nov. 10 in Homewood, Alabama. The ceremony took place at the hospital adjacent to the project site. Attendees included Brookwood Baptist Health employees, Robins & Morton team members, community members and Alabama Governor Kay Ivey.

Once complete in early 2023, the project will encompass 23,840 square feet across 2 floors. There will be 13 new operating rooms as well as administrative spaces. Additionally, the project will include a 3,500-square-foot post-anesthesia care unit (PACU) renovation and a new pedestrian bridge that will complete in summer 2023.

**Thanking Dwight Lloyd for his service**

On Nov. 10, cars filled with community members lined up on Eagleston Blvd in Wesley Chapel, Florida. It wasn’t a holiday or a homecoming for a local school; instead, it was a celebration of a friendly face who has become a reliable fixture in their neighborhood. Only two weeks after his 64th birthday and the day before Veterans Day, Dwight Lloyd was surprised with a lively parade in honor of his military service and his work in keeping the nearby neighborhood safe. Seven Oaks neighborhood residents called it “Dwight Day.”

**U of L breaks ground on rehabilitation hospital**

Robins & Morton broke ground on a new rehabilitation facility for the University of Louisville Health in Louisville, Kentucky. The future 40-bed, 65,000-square-foot freestanding rehabilitation hospital in northeastern Jefferson County will be a partnership between the University of Louisville Health and Kindred Healthcare. Capital Growth Midwest is the owner/developer. It will stand two stories and feature all private rooms.
RECENTLY AWARDED PROJECTS

Cath Lab and Kitchen

$18,000,000
Regional Medical Center
Ocala
New Hospital
Port St. Lucie, Florida
$100,000,000
Port St. Lucie Hospital
New Hospital
San Antonio, Texas
$135,000,000
Hills Medical Center
Westover
Surgical Bed Tower
Hollywood, Florida
$200,000,000
Memorial Healthcare System
RECENTLY AWARDED PROJECTS

400 Shades Creek Parkway
Birmingham, AL 35209
ON THE COVER
Remembering Connie Eaton and Allen Bolin

Connie Eaton, the friendly face of Robins & Morton's Birmingham office for more than 20 years, passed away peacefully in her sleep surrounded by family on Nov. 21.

Connie began working at Robins & Morton as an administrative assistant in 1994 and retired in 2017 after 23 years of service.

She was known for her stories, endless supply of encouraging words, and welcoming nature to anyone who stopped by the office.

More than anything, Connie loved her family and would share frequent updates with Robins & Morton team members, who she considered extended family.

Although we grieve her loss, we are comforted by the many years that we were able to call her friend. During this time, we encourage you to lift up Connie's family and the many whom this loss deeply affects.

In early November, Field Assistant Allen Bolin lost his hard-fought battle with cancer.

Allen worked in Robins & Morton's Florida Division for more than 18 years on projects such as West Kendall Baptist Hospital, Mount Sinai Medical Center and St. Anthony's Hospital.

We grieve the loss of Allen, our family member for nearly two decades, and we encourage you to continue keep Allen's family in your thoughts this holiday season.