

Project Delivery Approach

During the last several years, significant changes in our industry have brought on many new and difficult challenges, such as fewer trade contractors and skilled craft workers, more projects of greater complexity, enhanced technology requirements, disruptive supply chain, and volatile escalation and market conditions.

Since 2010, Robins & Morton has continuously strived to develop and implement a better delivery method to tackle these types of challenges, which has resulted in our Building Forward® and integrated preconstruction approach. This comprehensive, project-specific program focuses on harnessing the talent of the entire team and facilitates collaborative problem solving. Alignment of the entire Project Delivery Team (PDT) ensures ownership and buy-in, provides measurable results through the Conditions of Satisfaction (CoS) and goals, and eliminates waste through continuous improvement. **Please see the graphic to the right and below that visually displays our firm's methodology that starts with preconstruction and lasts through project completion.**

THE PROBLEM CONSTRUCTION CHALLENGES IN A CHANGING INDUSTRY



THE SOLUTION **BUILDING FORWARD® INTEGRATED DELIVERY**

Prefabrication
& Modular

Protection
Against Inflation

More
Efficient Design Effort

Establish Budget
Responsibility

Target Value Delivery

Business Case Planning

Market Need Analysis, Market Capture Potential/ROI

Can we build "X" project for "Y" money by "Z" date

Determine max capital outlay

1. Validation

Target Program

Target Cost

Target Schedule

Conditions of Satisfaction

Confirmation of Design

Validation Documents

3. Integrated Preconstruction

2. Alignment

Integrated Team

Onboard/Team Development

- Solicitation
- Prequalification
- RFP/RFQ Bid Packages
- Transparency
- Competitive

Diversity

Budget

- Manage targets in component teams

Colocation

Preconstruction Planning at the Source/Last Planner System®

Technology Implementation Plan

Building Information Modeling

Constructability

Logistics Planning

SmartFab® Analysis (Prefabrication)

Self Perform Capability Analysis

4. Construction

Human Performance-based Safety

Quality at the Source

Construction Phase Scheduling

5. Closeout

Commissioning

Closeout

Activation/Move-in

Warranty

Integrated Preconstruction Provides Project Value

We establish accurate cost and schedule information through our integrated and collaborative TVD approach that allows the preconstruction work to start as the design information is available. Because effective preconstruction involves much more than just estimating, our field team works closely with our preconstruction team, from the first preconstruction meeting to the final ribbon cutting. This approach includes continuous cost estimating, value analysis, existing conditions analysis and constructability reviews, logistics, and schedule planning. Our integrated approach extends to assisting in managing AdventHealth's directly hired vendors. For the project to succeed, we must properly coordinate these scopes within the overall project schedule.

Through our integrated Target Value Delivery approach during preconstruction and design, our team will provide the following value-creating items:

1 Conditions of Satisfaction

VALUE TO THE PROJECT
Lean Practice

Goals that define project success must be developed collaboratively by the team from project inception. These goals become the Conditions of Satisfaction (CoS). Developed by the project leaders, these outcomes guide the team's decision-making process throughout the project and are measured and reviewed at least quarterly to ensure the team is on track. These are agreed upon metrics (beyond budget, schedule and quality) with which to measure the project as we go, not at the end. It's the key to Alignment and ultimate success.

2 Alignment

VALUE TO THE PROJECT
Lean Practice

Our approach to managing the project is centered on developing a strong collaborative environment and properly aligning all team members. As team members continually join the project it is important that everyone participates in an alignment session to ensure everyone understands the project goals and CoS. These alignment sessions also set the groundwork for a strong project culture. An effective meeting structure is crucial to developing and maintaining alignment. We will establish an appropriate meeting cadence throughout the design process to provide continuous input and feedback to keep the project within budget.

3 Joint Project Management

VALUE TO THE PROJECT
Lean Practice

Joint project management puts the right person in the right seat at the right time, creating shared success for the entire team. This structure also creates a sense of ownership for every team member and increases the opportunity for innovative insights and value-creating ideas. With a project of this scale it is critical that every individual's specific knowledge and talents are leveraged to gain the best outcomes. Our management structure consists of multiple teams:

- Executive Leadership Team (ELT) responsible for clearly defining the project's vision.
- Senior Management Team (SMT) responsible for project leadership and strategy.
- Project Management Team (PMT) responsible for execution of the project.
- Project Implementation Teams (PIT) responsible for decision making specific to their expertise.

This approach ensures decisions are made closest to the information and clear direction and support is provided by leadership. Each team includes representation from each of the primary stakeholders: client, designer, and contractor to ensure alignment and consideration of all perspectives. Additionally, the PITs are often expanded to include design consultants, client consultants, trade contractors, material vendors, and others as needed.

4 Early Validation

VALUE TO THE PROJECT
Budget Certainty

During project validation, the project team determines if the program scope can be delivered within the required time and budget. At this time, the team commits to the project goals and accepts the risk if expectations are not met. During validation, the project can benefit tremendously from collaboration and innovation while confirming a basis of design and conceptual estimate within the project budget. Our initial GMP is a good first step toward validation; however, it is created in a silo, and we as a team will need to become aligned with the project goals, overall program budget, and any other key decision-making factors for your project. Doing this early in the life of the project will set us up for success. AdventHealth can expect to see several variations of cost presented as dashboards for comparison. These will range from:

- Program cost data from Robins & Morton data
 - Similar projects line item cost data collected from Robins & Morton projects
 - Cost models supported by trade contractor input
- Working through this validation process as a team to develop and then manage a budget that captures everything that is important to AdventHealth.

5 Schedule Optimization & Early-Release Packages

VALUE TO THE PROJECT
Budget & Schedule Certainty

Our integrated approach benefits project scheduling. The most significant opportunities to reduce the project's duration result from our ability to overlap phases: design/construction and construction/transition. As a part of our schedule optimization, early release packages will be awarded prior to design completion, which will in turn reduce the schedule duration.

The team will evaluate the opportunities to initiate early release packages that can save both time and money by hedging against inflation, supply chain distributor constraints, and labor shortages. For the Buncombe County New Hospital, we would recommend considering these early release packages:

- MEP Equipment Package
- Site Packages (road improvements, traffic signal, mass grading, utilities)
- Core and Shell Package (prefabricated exterior panels)

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Building Information Modeling

VALUE TO THE PROJECT Quality Assurance

Projects such as the Buncombe County New Hospital require an early collaborative effort to coordinate the virtual model. Not only will utilization of BIM (by the entire team) benefit the quality of the project in above-ceiling coordination and other MEP systems execution but also in the alignment and collaboration of the team itself. Robins & Morton will dedicate in-house Virtual Design and Construction (VDC) professionals in leading the BIM collaboration process. BIM/VDC Coordinator Raney Sledge will be the primary conduit between major trade contractors and the design team to facilitate an aligned design concept and production drawings with regular engagement and accountability.

Proper use of BIM sets the standard for document coordination and enables prefabrication which is vitally important to establish early in preconstruction. During construction our field operations team will support BIM coordination and onboard additional trade contractors to the model. By adapting a “draw once” mentality we can greatly influence the coordination of the construction drawings, and put the heavy lifting in the hands of the craft professionals. Beyond the construction phase, the model offers even more value to AdventHealth as a tool for managing the facility and future projects for years to come.

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Operational Engagement

VALUE TO THE PROJECT Budget & Schedule Certainty

With our integrated approach, the design information is a much higher quality because the operational team has provided input. This reduces the amount of redesign often associated with the traditional delivery models. The integrated approach also allows more time for critical decisions to be made, ensuring that AdventHealth has ample information and is not rushed to make choices. Our proposed team is already hard at work planning an approach to site management and schedule for the Buncombe County New Hospital. Having our field operations team at the table and aligned with the project team including designers and trade contractors is vital to the success of the project as these are the “at the source” parties that will guide the day-to-day building of the project. This approach correlates to more purposeful engagement with more committed collaboration up front and less costly RFI's at the end of the project. Given the opportunity, the operational team will positively influence the project the sooner they are involved.

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Continuous Estimate Tracking

VALUE TO THE PROJECT Budget Certainty

As a part of our integrated approach, we provide continuous estimating updates rather than providing updates only at traditional milestones. Continuous tracking allows for real-time updates, improved accuracy and responsiveness to changes and uncertainties, improved decision-making and collaboration, and transparency among all project stakeholders. Rather than wait for design milestones to be reached before evaluating cost, Robins & Morton will be constantly reviewing progress ‘side by side’ with MPS and our trade contractors to ensure a real time feedback on cost and schedule so AdventHealth can make value decisions before they impact the project.

Senior Preconstruction Manager Taylor Payne, will lead the effort with regular meetings and A3 budget summaries to collaborate and report on the real-time estimate status as well as cost management opportunities. Our role is to equip the team with the information to make decisions and hold everyone accountable for their commitments. Continuous estimating allows us to track and forecast the direction of the design cost so that we have an opportunity to make timely adjustments if needed.



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Logistics Planning

VALUE TO THE PROJECT Budget & Schedule Certainty

An early and well-defined site utilization and logistics plan serves as a valuable communication tool to the project team and provides clear direction to our potential trade contractors as a part of their selection process. This plan establishes the limits of construction and is critical to trade contractor efficiency and project execution. Senior Superintendent Mike Goodin will lead the logistics planning and will consider all elements relating to traffic, utilities, drainage, security and access, equipment placement, parking, transportation, staging, material access, signage, and field coordination.

We understand how important it is for this project to not impact your already stressed parking situation on campus. Our goal is to have a net zero effect on parking. We have already developed a preliminary plan that mitigates the potential for loss of any parking spaces and will hold that standard through all the phasing of the demolition and site. We will utilize A3 thinking with dashboards and A3s to communicate all the site constraints. Regular meetings to update the phasing and track items of importance such as safety threats, public/contractor and layout of staging and material laydown areas. Mike and our field leadership team bring recent experience completing a patient tower expansion on an active hospital campus. This recent similar experience ensures they understand how to manage your active campus and remove as many potential disruptions as possible.

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Trade Contractor Prequalification

VALUE TO THE PROJECT Quality Assurance

The Buncombe County New Hospital will include various trade contracting relationships. It is critical that we identify qualified trade contractors that have sufficient resources to execute a project of this scale. Our team has already begun the solicitation process by identifying some key trades that are ready, willing, and able to commit the resources necessary to complete this project through various industry partners. The project will benefit from the relationships we have with trade contractors in North Carolina.

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Early Onboarding and Engagement of Trade Contractors

VALUE TO THE PROJECT
Budget & Schedule
Certainty

Your project's success will hinge on teamwork. Trade contractors have invaluable knowledge and experience that can provide valuable insights early and should not be reserved for pricing or input on "final" documents. As we bring trade contractors on board, we must engage them as important members of the team. Our "at the source" approach also applies to our trade contractor engagement, and the wealth of knowledge they can provide to your project. What better way to hedge on the outcome than to lean on our industry partners who are subject matter experts. Combine early onboarding of trade contractors with operations engagement from Robins & Morton and you create a highly knowledgeable team for the Buncombe County New Hospital.

Some benefits of early onboarding of trade contractors at the Buncombe County New Hospital include:

- Early release of long lead materials and equipment
- Constructability and scope clarification
- Design assistance for specialized systems
- Cost management guidance, feedback
- BIM and prefabrication expertise
- Scheduling input, foresight

This effort will be managed by Taylor Payne, senior preconstruction manager and Nicole Betzner, senior project manager, who know and work with these local and regional trade contractors on a regular basis. Beyond individual skill sets and job performance, a strong team is built on trust and accountability. The trade contractors we engage must collaborate well, using Lean tools and principles, to optimize value for the project, and in turn, the community. Our team is experienced with this type of approach that brings more confidence to the preconstruction effort.

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In-House Expertise

VALUE TO THE PROJECT
Budget Certainty &
Quality Assurance

To provide the highest level of integration in design, Robins & Morton provides essential MEP input during preconstruction via our specialized in-house MEP personnel. Mechanical Preconstruction Estimator Ryan Dunne and Electrical Preconstruction Estimator Blake Sayers will work closely with the team to provide detailed estimating, system analysis and evaluation, recommendations for improved operational efficiency, and cost management and constructability reviews for the MEP and fire suppression systems.

Throughout the design reviews, Ryan and Blake will assist the designers in assessing systems performance standards for all MEP equipment selections. The link between systems is vital to a functional plan, minimized operational expenses, and overall cost effectiveness. Our in-house expertise understands the operational demands of healthcare systems and utilizes that knowledge while reviewing the integration of the MEP systems.

Additionally, Robins & Morton is providing dedicated BIM coordination that will align the team during preconstruction and enhance our trade contractor's coordination efforts in the field during construction of MEP systems, which will prove invaluable.

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Sustainability

VALUE TO THE PROJECT
Healing Mission

Robins & Morton also provides sustainability leadership through our in-house Senior Sustainability Manager Jackie Mustakas. Jackie not only analyzes our projects for various energy reduction strategies, but she also recommends solutions that can lessen environmental impact, enhance occupant wellness, lower first cost, maximized operational efficiencies, and generates annual savings. Additionally, due to our success with green building, we are frequently asked to act as a sustainability consultant. When contracted in this role, we act as an advocate on the client's behalf; guiding the overall process, challenging the team to revisit typical strategies to find a better way, and packaging the green building and environmental success for client reporting. Sustainability collaboration during the design and preconstruction process also proactively prepares our team for implementation of our sustainability-focused construction policies, such as our Environmental and Stormwater Management Policy, Waste Management Policy, and Sustainable Jobsites Policy that we implement on every project. These policies ensure we work continuously to minimize our impact on the environment and enhance the social and economic outcomes at no added cost to the project. As your construction manager, our minimized construction impact and operational efficiency can be captured under your sustainability success and reported to your stakeholders as well.

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SmartFab® / Prefabrication Plan

VALUE TO THE PROJECT
Lean Practice

Robins & Morton has been an industry leader in prefabrication and modular construction for more than a decade. Our extensive experience led us to develop and implement SmartFab®, a systematic review process to identify and implement a customized, project-specific pre-assembly, modular, and prefabrication approach. To be considered viable, the plan must eliminate waste and provide a cost, schedule, safety, or quality advantage for the project.

Our SmartFab® team consists of more than two dozen in-house construction professionals who are dedicated to prefabrication and modular solutions. The SmartFab® approach uses metrics from hundreds of prefabrication and modular installations to develop a defined, project-specific assessment. This assessment focuses on the highest-priority items that generate the greatest value for your project.

Our Systematic Approach

SmartFab® emphasizes early operational engagement during design and preconstruction. SmartFab® engages the entire project delivery team — client, designers, Robins & Morton, and key trade contractors — to develop a strategic prefabrication plan during the design phase. The plan is customized to the specific needs and goals of the project. This approach to prefabrication draws upon the insights of key trade contractors and Robins & Morton.

While not every project will be a SmartFab® project, the early-stage collaboration with Robins & Morton will help clients get the most benefit when they do choose prefabrication or modular solutions.

Construction Services That Ensure Success

As the project moves into construction, Robins & Morton continues our Building Forward® approach, ensuring a collaborative onsite project team focused on achieving the project goals. We onboard trade contractors, sharing with them important project details, including the Conditions of Satisfaction and other critical project details. We also work to find out what they need to perform their jobs more efficiently. This foundation ensures the highest level of efficiency, safety, quality, and productivity. Through our continued integrated approach, our team will provide the following value-creating items:

1 Trade Contractor Alignment/Onboarding

VALUE TO THE PROJECT
Enhanced Collaboration

After successfully completing the design/preconstruction phase, our project team seamlessly transitions into construction, maintaining constant engagement and collaboration with trade contractors to ensure ownership of cost, schedule, and quality. The “at the source” approach introduced during preconstruction remains at the core of our construction management approach, creating an empowering environment where those executing the work have a say in the process and share a deep commitment to the project’s goals. Through a seamless onboarding process, we set clear expectations for collaboration from the outset, fostering a positive, productive, and solution-oriented atmosphere from design and estimating to project completion.

To maintain alignment, we conduct daily standup meetings, where craft professionals confirm their commitments, leading to proactive management and accurate forecasting with those who are directly involved in the work. This approach allows for greater accountability and efficiency compared to reactionary efforts with less-engaged parties. We prioritize the involvement of local and regional trade contractors who have demonstrated their expertise with AdventHealth in the past, further solidifying their commitment to the community and ensuring our collective success in achieving project goals.



2 Create the Environment through Colocation and Visual Communication

VALUE TO THE PROJECT
Integrated Project Team

Robins & Morton embraces a collaborative approach, treating clients, designers, and trade contractors as integral members of one cohesive team with unified goals. Through this approach, we prioritize transparency by openly sharing information and managing the project holistically. To foster this high level of interaction, the entire team will be colocated, using Joint Project Management, and bound by shared Conditions of Satisfaction. Visually displaying our shared goals and constraints in front of us serves as a powerful reminder of what we must collectively tackle. This open environment sets the stage for problem-solving and effective time and cost prioritization.

Utilizing visual tools such as constraint boards and last planner commitments takes a visual lean approach to transparency. Meeting regularly and deliberately in the big room where there are “no stripes” encourages innovative solutions and accountability for the team to own the project.

3 Meeting Structure

VALUE TO THE PROJECT
Structured Collaboration

Our construction approach thrives on an effective meeting structure, just as it does during preconstruction. The pillars of alignment and collaboration are instrumental in achieving successful Target Value Delivery. Purposeful meetings and measurable outcomes are vital to both team and project success. By bringing the right individuals together at the appropriate intervals, we ensure that issues are promptly elevated to decision-makers, streamlining project efficiency. Dashboards and A3 reports will be employed to monitor and report on issues, enabling informed decision-making, all within a transparent environment. Inclusivity remains a cornerstone of our approach, as we engage all stakeholders, including vendors, trade contractors, designers, and equipment installers, at the opportune moments to optimize their input and contributions. This comprehensive meeting structure fosters a unified and synergistic project execution, propelling us towards our shared objectives.

4 Scheduling Approach

VALUE TO THE PROJECT
Collaborative Scheduling Process

Robins & Morton uses Planning at the Source®/Last Planner System as its day-to-day schedule management tool. Use of the Last Planner System ensures all team members are aware of their responsibilities and the required completion dates for those tasks. This system empowers our trade contractors to own their schedule commitments. This culture and process ensures collaboration is maintained and the building will be ready for classes to start in early 2026.

5

Quality at the Source

VALUE TO THE PROJECT
Superior Quality

Quality control has always been a core value for Robins & Morton. Robins & Morton is committed to providing superior quality for the Buncombe County New Hospital. From our overall Quality Management Program, our commitment to driving quality down to the source through Quality at the Source, and our documented Quality Management Manual, we will develop a thorough quality program that exceeds your expectations.

We will implement a Quality Management Program (QMP) to significantly reduce unnecessary waste, including the waste of re-work. Robins & Morton's QMP process is reflected in a living document that will be assessed regularly.

In addition to our QMP, we then take our commitment to quality to the source, through our Quality at the Source program. Our field-level control program is referred to as Quality at the Source out of respect for the craft professionals who put the work into place. As a part of our Building Forward® approach, we empower these craft professionals to play a vital role in ensuring superior quality on our projects.



Robins & Morton's Quality Management Manual (QMM) outlines our quality assurance (QA) and quality control (QC) plan, standards, and procedures. The purpose of the QMM is threefold:

- To ensure that high quality standards are followed
- To eliminate waste through continuous improvement while we deliver a best-in-class project
- To continue learning as an organization, providing guidelines through Plan-Do-Study-Adjust (PDSA) cycles

Reduce Waste and Re-Work with Quality at the Source

<p>QUALITY CONTROL</p>	<p>WHO'S RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Contractor 	<p>HOW IT WORKS</p> <p>Quality control places the attention and physical inspections <i>after</i> work is put in place. This ultimately results in re-work and waste.</p>
<p>QUALITY ASSURANCE</p>	<p>WHO'S RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Contractor ▪ Client ▪ Design Team 	<p>HOW IT WORKS</p> <p>Quality assurance takes a more proactive approach by educating and aligning the team around a plan to ensure quality is achieved <i>before</i> work is put in place.</p>
<p>QUALITY AT THE SOURCE</p>	<p>WHO'S RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Robins & Morton ▪ Client ▪ Design Team ▪ Trade Contractors ▪ Consultants ▪ AHJs ▪ Third Party Inspectors 	<p>HOW IT WORKS</p> <p>Quality at the Source takes a collaborative approach to Quality Management involving all stakeholders, including the craft workers that are responsible for putting the work in place. This ensures buy-in from all team members and validates our Quality Assurance approach while reducing our Quality Control re-work and ultimately reducing waste.</p>

6

Implementation of the Technology Plan

VALUE TO THE PROJECT
Collaboration and Innovation

Robins & Morton's Building Forward® approach promotes innovation and that is illustrated in how we seek out emerging technologies that benefit our clients. Technology drives collaboration and innovation, therefore we use tools that will improve the efficiency of our project delivery, reduce errors, increase the accuracy of our estimates, and enhance visualizations. But most importantly, we use technology that makes sense and clearly adds value to your project. From preconstruction to closeout, we utilize technology to support communication, project management, quality and safety, seamlessly transitioning between each phase.

7

Safety

VALUE TO THE PROJECT
Safe and Healthy Work Environment

Robins & Morton's pursuit of safety excellence began many years ago with a single vision: To provide a safe and healthy work environment for all who are touched by our business and a culture of safety commitment to each other. We believe that the key to operational excellence is a safe workplace for everyone that is affected by our project. Robins & Morton's safety program is centered around the Human Performance operating philosophy. This approach incorporates an understanding of human and organizational performance, including human error with an emphasis on expected behaviors and consequence control methodologies to ensure risk minimization and elimination.

8

Managing the Building Envelope

VALUE TO THE PROJECT
Ensure Project Longevity

As experienced builders, Robins & Morton recognizes a disconnect between building envelope design and its application during construction. This gap leads to issues with building envelope integrity, even though all design and quality specifications are being followed. Through improved policies, procedures and training of field personnel – all informed by experts in building envelope assurance - Robins & Morton significantly reduces building envelope issues on projects. While this solves immediate challenges, the firm sees a long-term opportunity to actively integrate building envelope experts throughout the entire project delivery process.

Barry Smith, building envelope risk manager with more than 40 years of experience, will lead Robins & Morton's Building Envelope Assessment Team. He will work with project teams to proactively identify risks and provide practical solutions, bridging the gap between design and application. From constructability reviews in preconstruction to testing and in-progress inspections, the firm's Building Envelope Assessment Team leverages industry best practices and its experience performing building envelope assessments and repairs to ensure the longevity of its clients' investments.

9 Closeout

VALUE TO THE PROJECT
Proper Turnover

Preparation for closeout begins on the first day of the project. Nicole Betzner will prepare a closeout document action list within eight weeks after budget approval. Nicole's goal will be to have all close-out documents, including as-builts, complete on the day of substantial completion. Closeout documents are reviewed with the design team periodically to help ensure accuracy. Several Robins & Morton policies and procedures track and document our closeout procedures and can be provided upon request.

10 Commissioning

VALUE TO THE PROJECT
Ready for Occupancy

Our Building Forward® approach encompasses comprehensive support in managing AdventHealth's directly hired vendors, including commissioning services - BCXa and BEXa, construction material testing/special inspections, and the procurement, installation, and provision of essential equipment and furnishings such as phone systems, computers, data switches/servers, medical equipment (fixed and movable), furniture, workstations, desks, chairs, artwork, and the final sterile cleaning of the facility. To ensure the overall project's success, we deeply invest in properly coordinating these scopes, ensuring that all elements come together seamlessly to meet and exceed your occupancy expectations. Our commitment extends to onboarding these contractors and vendors just as we do with project trade contractors and suppliers, fostering alignment with shared goals and commitments for successful completion and closeout.

11 Activation

VALUE TO THE PROJECT
Successful Operation

Robins & Morton's commitment to the Buncombe County New Hospital goes beyond completion or occupancy. We leverage insights from the Target Value Delivery process and apply shared Conditions of Satisfaction early, maximizing engagement for AdventHealth. Post-completion, we diligently track clinical testing, accreditations, supplies, food service inspections, equipment calibrations, go-live training, day two retrospectives, and warranty management. Success is measured through ongoing alignment with the OAC Team and end-users, making this phase truly impactful.