As Robins & Morton celebrates its 75th anniversary, we are excited to share another milestone: the opening of our Tampa office.

Robins & Morton has worked in Tampa for more than 40 years and has more than $880 million of completed and in-progress work throughout the city in the last ten years – including major healthcare projects.

“Tampa is a thriving city with a unique culture and so many entertainment options,” Robins & Morton Operations Manager and Tampa office leader Todd Watson said. “Between tourism and people choosing to make Tampa their home, we have tremendous confidence in the growth of the area. We’re thrilled to become a permanent part of this community.”

Although Robins & Morton has been working in Tampa for decades, the consistent work the firm earned in the Bay Area in recent years and the area’s growth made it the right time to establish a permanent location.

The office is on the first floor at 14025 Riveredge Drive in Suite 100. This is Robins & Morton’s third office in Florida, preceded by its Orlando and Miami locations, established in 1999 and 2015.

Todd Watson
Tampa Office Leader

Todd Watson is the Operations Manager of our Tampa office, overseeing multiple projects in the area. Watson is a graduate of Clemson University and holds a bachelor’s degree in construction science and management.

Watson has been with Robins & Morton for 19 years, serving in multiple roles mostly focused in onsite project management. Over this time, Watson has directly contributed to the success of 40 projects, totaling nearly $700 million – all in the healthcare sector.
Our most recent sales meeting, we projected $1.65 billion in sales versus our goal of $1.5 billion for 2021. That will produce a year-end backlog of $2.0 billion, the highest in our history. We also expect to achieve our revenue goal. Overall, we will have our very best year ever and one that is especially rewarding when we consider the obstacles we faced. The outlook continues to look excellent for continued growth in 2022. In this NewsCorner, there is a tribute to Pat Dailey, whom we lost in August. Our hearts go out to Patty, Aidan and Casey as they deal with their loss. We join them in dealing with losing a very special person, a friend and valuable member of the R&M family.

A year ago in this letter, we speculated we were in the declining phase of the COVID-19 pandemic and while we should not let our guard down, surely we would be returning to normal soon. Boy, was I wrong. Here we are one year later, and the debate is intense about how serious we should take the new Delta variant. With the continuing virus threat, I urge all our people to consider vaccination for your own protection and the protection of your family and co-workers. I understand this is the single best action we can take to end what has been a troubling national ordeal. By the time you read this letter, we will have begun publishing some results from our new Family Table initiative in Framework. There is an introduction and some stories from our facilitators as to how they view the guiding principles of the Family Table from a personal viewpoint. These will be published over several weeks beginning in late August. I encourage you to read each one to see what we are trying to accomplish and the progress we are making. We believe it is an innovative and unique approach to a very important topic for our company and society. The goal of our True Builder™ recruiting message is to communicate our unique Robins & Morton culture and commitment to providing a positive environment for our people. We hope that this new messaging will attract potential new hires and differentiate us as a company. Please share our Join Our Teams website page, which has a new True Builder video, with any prospective applicant. There is also a reference to this video on all of our social media platforms.

As we look to the fall and closing out the best year in history, I cannot help but think how fortunate we are to have weathered the past year and a half with minimal impact on the health of our company. I recognize our industry was, for the most part, deemed essential, which allowed us to continue our projects. But I also recognize the dedication and sacrifice of our True Builders which helped us address the major challenges. Thank you for your continuing hard work and can do attitude, which is helping us through these difficult times.

2021 PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Customer Satisfaction</th>
<th>Sales</th>
<th>Revenue</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>$1.65B</td>
<td>$1.65B</td>
<td>$1.65B</td>
</tr>
<tr>
<td>Actual</td>
<td>$1.65B</td>
<td>$1.65B</td>
<td>$1.65B</td>
</tr>
<tr>
<td>Goal</td>
<td>$1.65B</td>
<td>$1.65B</td>
<td>$1.65B</td>
</tr>
</tbody>
</table>

...
**Robins & Morton office selected for Building Birmingham Award**

This summer, the Birmingham Business Journal named the Birmingham office renovation as an honoree in its annual Building Birmingham Awards program.

Projects were selected for impact, innovation, details of the building, its design process and complexity. Congratulations to these teams on this prestigious recognition, we are thrilled with the selection of our office among the winners, especially in tandem with the celebration of our 75th anniversary.

**Robins & Morton Birmingham Homewood, Alabama**

- **Architect:** Poole & Co.
- **Interior Design:** Riverbend Interior Design
- **26,000-square-foot renovation**
- **10,000-square-foot addition**
- **Three-story parking deck**

**Features**
- Open section floor plan to promote real-time collaboration without disturbing others
- Innovation lab
- Upgraded Training Center
- New huddle spaces and new conference space

**Robins & Morton Recruiting launches TrueBuilder™**

How do you capture the passion for construction that draws people to Robins & Morton, the expertise that sets us apart and the sense of purpose and culture that binds us together? And how do you distill that down to something that concisely answers, “Why work at Robins & Morton?”

Robins & Morton answered that question with the launch of TrueBuilder™ in early August, an updated employment brand to set us apart from other companies in a highly competitive hiring market.

By inviting prospective team members to Be a TrueBuilder, the new recruitment messaging appeals to a shared sense of purpose: At Robins & Morton, we are committed to building something bigger than ourselves. It’s who we are. And it’s in you, too.

Vice President of People and Development Alimee Comer said the idea for True Builder emerged from the need to replace our “What Will You Build?” recruiting message with something that would encompass all our hiring needs.

“This started as an effort to recruit more experienced managers,” she said. “We put the resources into developing TrueBuilder™ to hire more project managers, superintendents, preconstruction managers and other experienced positions.”

The recruiting team also wanted something that would complement our broader corporate message, Building With Purpose.

“We started looking at our Building With Purpose® commitment, and asked, ‘What else is there about working here that we can emphasize? What’s everyone’s ‘why’ for working here and how can we share that?’” said Recruiting Manager Liz Swack.

The answer was in the things that most set us apart as a company: our people, our culture and the positive difference we make through the things we build and do.

That is conveyed in the TrueBuilder™ messaging: We are makers, innovators and leaders, always seeking to build each other up and build a dedicated team.

That cultural connection elevates the recruitment messaging from working in construction to joining the Robins & Morton family. “True Builder” reinforces a personal connection to the work we do, appealing to prospective team members as fellow TrueBuilders and forging a deeper connection to our culture,” said Director of Marketing and Communications Kyla Klaproth.

True Builder was developed to also appeal to our existing team members.

“True Builder” describes our people,” said Alimee. “At Robins & Morton, we are hands-on builders and that’s a source of pride. And every person in our company, in every position, is part of that. At the same time, each of us is building building our teams, building something better and making a difference. We are all proud to call ourselves TrueBuilders.”

“People stay with a company because of the culture,” she added. “We also want to attract people who will respect our culture and our values.”

TrueBuilder™ will also be used in our fall on-campus recruiting, and to attract hourly craft professionals.

“The labor market is probably the busiest it’s ever been,” said Liz. “It’s important to show everyone that all of us have to offer for their careers, their families and their lives.”

With that, the messaging shares the top reasons our people stay with Robins & Morton, as well as communicating career opportunities and the collaborative nature of our Building Forward approach.

Liz said it was also a priority to develop messaging that would attract candidates who are not familiar with Robins & Morton, especially as we reach out to a broader range of colleges and compete nationally for experienced candidates. “We need to tell people who don’t know us what sets us apart,” she said.

True Builder™ launched August 9 across social media and on our website. A series of posts, focused messages and videos will follow, extending through the fall recruiting season. We’ll also integrate TrueBuilder™ into our Careers in Construction Month communications campaign in October.

“Candidates will have the opportunity to collaborate with us through the fall season, meeting us online and in person,” said Director of Marketing and Communications Kyla Klaproth.

**Reminbering Pat Dailey**

It is with deep sadness that we share the loss of Pat Dailey. He unexpectedly passed away at his home on August 2.

Pat joined Robins & Morton in 2000 as a Superintendent at our Health Central project in Ocoee, Florida. Over the last 20 years, he led projects across the state, including his most recent role as Superintendant completing a new tower addition at St. Anthony’s Hospital in St. Petersburg, Florida. Pat was a quiet but confident leader, mentoring many young team members in his nearly 40-year career. He was both a co-worker and a friend to many, respected by all who worked with him.

Pat was from Apopka, Florida, and leaves behind his wife, Patty; their son, Aidan; and their daughter-in-law, Casey. During this time, we encourage you to lift up the Dailey family and the many whom this loss deeply affects.

**Robins & Morton Ranks Fifth in Modern Healthcare Survey**

For the 35th year, Modern Healthcare magazine ranked Robins & Morton among the top 10 in its listing of general contractors.

This year, Robins & Morton landed at number five in the magazine’s 2021 survey of construction and design companies, with more than $221 million of completed healthcare construction work in 2020.

Robins & Morton, which is celebrating its 75th anniversary, began working in healthcare construction in the mid-1970s and soon became a recognized leader in the healthcare sector.

“Four decades ago we dedicated ourselves to understanding the unique needs of the healthcare sector and building lasting relationships with our healthcare clients,” said Chairman and CEO Bill Morton.

Healthcare is accounted for 99% of the company’s total revenue from work completed in 2020. The firm has consistently ranked among the top contractors since the inception of the Modern Healthcare Construction and Design Survey in 1988, including six number one rankings.

**CHRISTENA SMITH SELECTED AS Under 40 Award Recipient**

In October, the Birmingham Business Journal will honor Field Superintendent Christena Smith as part of their 2021 Top 40 Under 40 Class.

Christena joined the Robins & Morton team in 2015. She has since served in both engineering and construction management roles. Today, Christena is part of the preconstruction team.

In 2015, Christena became heavily involved in the company’s Building Forward® Approach. In 2016, she began serving on the company’s Sustainability Council and then on the Strategic Planning Group the following year.

Outside of work, Christena volunteers at the Academy of Craft Training, Girls Inc., and HICAI. Within the industry, she is involved with Associated Builders & Contractors and Lean Construction Institute.

**Modern Healthcare Construction & Design Survey**

*Top General Contracting Companies: #5 Robins & Morton*
Giving with Purpose

Our Southeast Georgia Health System project team in Brunswick, Georgia, supports Safe Harbor Children’s Center, Inc., and recently participated in several volunteer activities. The center’s Street Outreach Program provides youth services for those who are experiencing homelessness and utilizes homes in the area as a resource. The team helped repair minor damages to two of these homes and completed necessary upgrades.

When Project Engineer Brent Rigley heard about vandalized picnic tables at Spiller Elementary School in his hometown of Wytville, Virginia, he reached out to his coworkers to help construct replacements. Six tables were built and delivered to the school for students and faculty to enjoy year-round.

In June, Robins & Morton had the opportunity to be a part of the 2021 Construction Management Academy for Young Women hosted by Auburn University McWorter School of Building Science, providing high school students a hands-on learning experience. In the Robins & Morton Field Lab, our team members helped guide students as they built a dog house and constructed their own lamps.

Our Nashville office volunteered at Second Harvest Food Bank of Middle Tennessee on several different occasions. Together, they sorted more than 9,000 pounds of cold food and packed more than 1,100 backpacks for children.

Due to rain, our Southeast Georgia Health System project team’s Earth Day 2021 beach clean-up was rescheduled for June. The team removed more than 12 bags of trash from their local beach.

In Pecos, Texas, the Reeves County Hospital District project team was a Platinum Sponsor for the West of the Pecos Rodeo and participated in the rodeo parade alongside the hospital, trade contractors and community members. The team also raised more than $1,300 for the Play Day Series, which helps local children participate in rodeo events and receive their own saddle, horse supplies and more. During the week of the rodeo, the Joblise received a special visit from the well-known professional rodeo clown, Cody Sosebee.

On April 10, several of our team members participated in the 8th Annual Pigs Against Pediatric Cancer motorcycle ride to benefit Nemours Children’s Hospital.

Our Southwester Georgia Health System project team in Brunswick, Georgia, supports Safe Harbor Children’s Center, Inc., and recently participated in several volunteer activities. The center’s Street Outreach Program provides youth services for those who are experiencing homelessness and utilizes homes in the area as a resource. The team helped repair minor damages to two of these homes and completed necessary upgrades.

When Project Engineer Brent Rigley heard about vandalized picnic tables at Spiller Elementary School in his hometown of Wytville, Virginia, he reached out to his coworkers to help construct replacements. Six tables were built and delivered to the school for students and faculty to enjoy year-round.

In June, Robins & Morton had the opportunity to be a part of the 2021 Construction Management Academy for Young Women hosted by Auburn University McWorter School of Building Science, providing high school students a hands-on learning experience. In the Robins & Morton Field Lab, our team members helped guide students as they built a dog house and constructed their own lamps.

Our Nashville office volunteered at Second Harvest Food Bank of Middle Tennessee on several different occasions. Together, they sorted more than 9,000 pounds of cold food and packed more than 1,100 backpacks for children.

Due to rain, our Southeast Georgia Health System project team’s Earth Day 2021 beach clean-up was rescheduled for June. The team removed more than 12 bags of trash from their local beach.

In Pecos, Texas, the Reeves County Hospital District project team was a Platinum Sponsor for the West of the Pecos Rodeo and participated in the rodeo parade alongside the hospital, trade contractors and community members. The team also raised more than $1,300 for the Play Day Series, which helps local children participate in rodeo events and receive their own saddle, horse supplies and more. During the week of the rodeo, the Joblise received a special visit from the well-known professional rodeo clown, Cody Sosebee.

On April 10, several of our team members participated in the 8th Annual Pigs Against Pediatric Cancer motorcycle ride to benefit Nemours Children’s Hospital.
Operating rooms open at University of Miami Health System

MIAMI, FLA.

The University of Miami Health System celebrated the grand opening of three new operating rooms for complex surgeries at the UHealth Tower including perioperative spaces.

Edinburg Regional Medical Center and Robins & Morton partner to bring ‘Where’s Waldo’ to life

EDINBURG, TEXAS

At Robins & Morton’s Edinburg Regional Hospital NICU addition project, the team partnered with the hospital staff to bring “Where’s Waldo?” to life. When the children wake up each morning, they are on the hunt to find Waldo on the job site from their windows.

City of Huntsville, Robins & Morton celebrate the ribbon cutting of Community Foundation Park

HUNTSVILLE, ALA.

On May 6, Robins & Morton joined the City of Huntsville, Alabama Government, Arts Huntsville, Community Foundation of Greater Huntsville, School Engineering and community leaders to celebrate the ribbon cutting for the new Community Foundation Park in Downtown Huntsville, Alabama.

Construction begins on long-awaited Fort Mill Medical Center

FORT MILL, S.C.

In Fort Mill, South Carolina, Robins & Morton has started construction on the new 100-bed Fort Mill Medical Center for Tenet Healthcare. The facility was designed by Earl Swensson & Associates. Construction is slated to complete late 2022.

Hyatt Place Hotel tops out

PANAMA CITY BEACH, FLA.

Our Hyatt Place project team celebrated the topping out of the hotel’s three-story parking deck structure. The deck is the first phase of the overall project, including a 13-story, 224-room hotel and 72,000 square feet of retail space in Panama City Beach, Florida. The project team erected the precast parking deck in just 22 days. The overall project is scheduled to complete in May 2023.

Brandon Regional Hospital NICU opens

BRANDON, FLA.

The project team at Brandon Regional Hospital recently completed a more than 22,000-square-foot NICU expansion and renovation. The Baby Suites include 14 beds, two rooms designed specifically for twins, and much more to provide critical care for infants.

Lea County Health Complex breaks ground

HOBBS, N.M.

In Hobbs, New Mexico, Robins & Morton joined Lea County, Nor-Lea Hospital District and The Hartman + Majewski Design Group to celebrate the groundbreaking of the Lea County Health Complex. This 10,000-square-foot addition will expand the number of family practice providers by eight, including 24 additional exam rooms, laboratory facilities and an immunization clinic.

Joe DiMaggio Children’s Hospital team installs 33,000-pound generator

MIAMI, FLA.

In March, our Joe DiMaggio Children’s Hospital project team in Hollywood, Florida, installed a 33,000-pound Caterpillar generator, making our hospital one of the first to have a generator capable of supporting the facility in just four hours. This generator will provide a redundant emergency power source for the hospital’s existing four-floor facility and the new four-floor expansion set to complete in fall of 2022.

Construction on HostDime begins

ORLANDO, FLA.

In May, Robins & Morton joined HostDime Global to celebrate the groundbreaking of HostDime’s new global corporate headquarters and data center. Designed by Orlando-based architectural firm Baker Barrios, the iconic seven-story, nearly 100,000-square-foot building structure represents one of the largest owner-occupied, build-to-suit projects in the Orlando metro area in recent decades. At completion, it will also be one of the tallest buildings in Central Florida at a height of 150 feet.

Carilion Roanoke Memorial Hospital team erects tower crane

ROANOKE, VA.

A new 240-foot-tall tower crane on Carilion Clinic’s Carilion Roanoke Memorial Hospital campus joined the Roanoke skyline in June. The crane stands as the second-tallest structure in the immediate area, only surpassed by the 320-foot-tall Wells Fargo building—which is the tallest building in Southwest Virginia. The crane will support upcoming construction activities taking place over the next 24 months, as the onsite, joint venture construction team work on Carilion’s new Crystal Spring Tower. Once complete in 2025, the Crystal Spring Tower will span 500,000 square feet, offering 64 new patient rooms, a 550-space parking garage, and a relocated and expanded emergency room.

Robins & Morton to renovate Building Trades Tower

BIRMINGHAM, ALA.

Fifty years after Birmingham-based construction firm Robins & Morton built what would become the Birmingham Building Trades Towers, the company is beginning a complete interior renovation of the building, converting the space into studio and one-bedroom apartments. Once complete in 2022, the 12-story, 144,000-square-foot building will house 242 apartments. Although the interior will be completely renovated, the building will maintain its historic integrity as the design integrates several of its original features.

Fishermen’s Community Hospital ribbon cutting

MARATHON, FLA.

On July 1, Robins & Morton joined Baptist Health South Florida to celebrate the ribbon cutting for the new Fishermen’s Community Hospital in Marathon, Florida. The two-story, 33,330-square-foot facility includes nine emergency treatment rooms, eight patient rooms, three chemo treatment rooms and replaces the hospital destroyed during Hurricane Irma in 2017. Fishermen’s Community Hospital is open 24 hours a day, seven days a week with emergency care, intensive care, and rehabilitation and laboratory services. It now offers surgical services, endoscopy, oncology care, imaging, biotherapy, and hydration and transfusion care.
Cook named Southeast Member of the Year, President of NAWIC

Gallagher named president of NAWIC Roanoke Chapter

Lacy, Stevens, Young participate in virtual speaking engagements

INDUSTRY LEADER AWARDS

Congratulations to Risk Management Supervisor Gloria Cook on being recognized as NAWIC’s 2021 Southeast Region Member of the Year. She was nominated by NAWIC Birmingham for her involvement at the local and regional levels, as well as advocating for NAWIC’s purpose and mission to strengthen and amplify the success of women in the construction industry. She was also elected president of her chapter and will take office in October.

Project Manager Heather Gallagher has been selected to lead the National Association of Women in Construction (NAWIC) Roanoke Valley chapter. Gallagher has been involved with NAWIC—both the Birmingham and Roanoke Valley chapters—since 2017. She has most recently served on the Roanoke Valley chapter’s board of directors, and will continue to do so until she takes office in October.

On May 4, Senior Superintendent Bill Stevens and Superintendent Josh Young spoke at the LCI Dallas / Fort Worth CoP session, Lean on the Front Line: A Conversation with Superintendents. They shared lessons learned, the future of Lean and more from their point of view in the field. On July 28, Building Forward Lean Practice Leader Jennifer Lacy spoke at the LCI session, Respect for the People: Bringing Out the Best in Each Other. She shared tools and processes for building strong lean teams, and discussed the future of Lean in the industry.

Currently, the majority of projects are still in remote work environments. However, the team has continued to keep the Lean on-point while maintaining a high level of productivity and quality. They have been able to adapt easily to the new normal and are continuously improving their processes for the future.

In this issue:

- 6 Recently Awarded Projects
- 5 Milestones
- 5 Project Purpose
- 5 Giving with Purpose
- 3 TrueBuilder™ Letters
- 2 Leadership Numbers
- 1 Year in Review

IN THIS ISSUE

- Gallagher named president of NAWIC Roanoke Chapter
- Cook named Southeast Member of the Year, President of NAWIC
- Lacy, Stevens, Young participate in virtual speaking engagements