

LEVELING UP

Eight years after opening an office in South Florida, we have experienced significant growth and success in the healthcare construction market.

in SOUTH FLORIDA

Robins & Morton is currently working on eight medical campuses in South Florida.

“The population in South Florida continues to boom, and there’s been consistent demand for healthcare construction,” Operations Manager Johnathan Peavy said. “Not only does Robins & Morton know the area and how to build successfully here, but we also have great relationships with the trade contractor market and are extremely experienced healthcare builders.”

Johnathan’s statements are solidly backed by our ever-mounting South Florida resume, serving clients such as Baptist Health South Florida, UHealth, Jupiter Medical Center, Memorial Healthcare System, Mount Sinai Medical Center, Cleveland Clinic, and Holy Cross, among others.

A perfect example of the expertise we bring to South Florida healthcare construction can be found in the recently completed Joe DiMaggio Children’s Hospital vertical expansion. The four-story, 165,000-square-foot expansion was built directly onto an occupied children’s hospital and doubled the size of the existing hospital. While this would have been an incredible feat simply through the complexity of a vertical expansion, the project was also fraught with challenges – including the unexpected arrival of COVID-19 two weeks after construction began — and required approximately 800 targeted utility shutdowns.

“For kids, visiting a hospital can be scary,” Johnathan said. “Our responsibility was to build a space where they could feel safe and have fun while receiving the best possible care. From day one, our team was motivated to go above and beyond.”

However, the Joe DiMaggio Children’s Hospital project is only one of many impressive projects in South Florida. Major ongoing work includes the 363,000-square-foot UHealth at SoLe Mia, 160,000-square-foot UHealth at Doral, and 90,000-square-foot Jupiter Medical Center Surgical Institute.

“When [our clients] hire Robins & Morton, they’re not only hiring a firm; they’re creating a true partnership,” he said. “From start to finish, we confront challenges together and build solutions together. As competitive, experienced healthcare builders, we pride ourselves on being the best possible partners for our clients.”

Further reflecting commitment to our clients, Robins & Morton recently relocated our Miami office to be more centrally located in Fort Lauderdale.

“By moving our office to Fort Lauderdale, we’re increasing our accessibility to our clients and we’re able to better serve them,” Johnathan said. “The new office’s central location also allows our team members to live in a variety of communities within South Florida.”

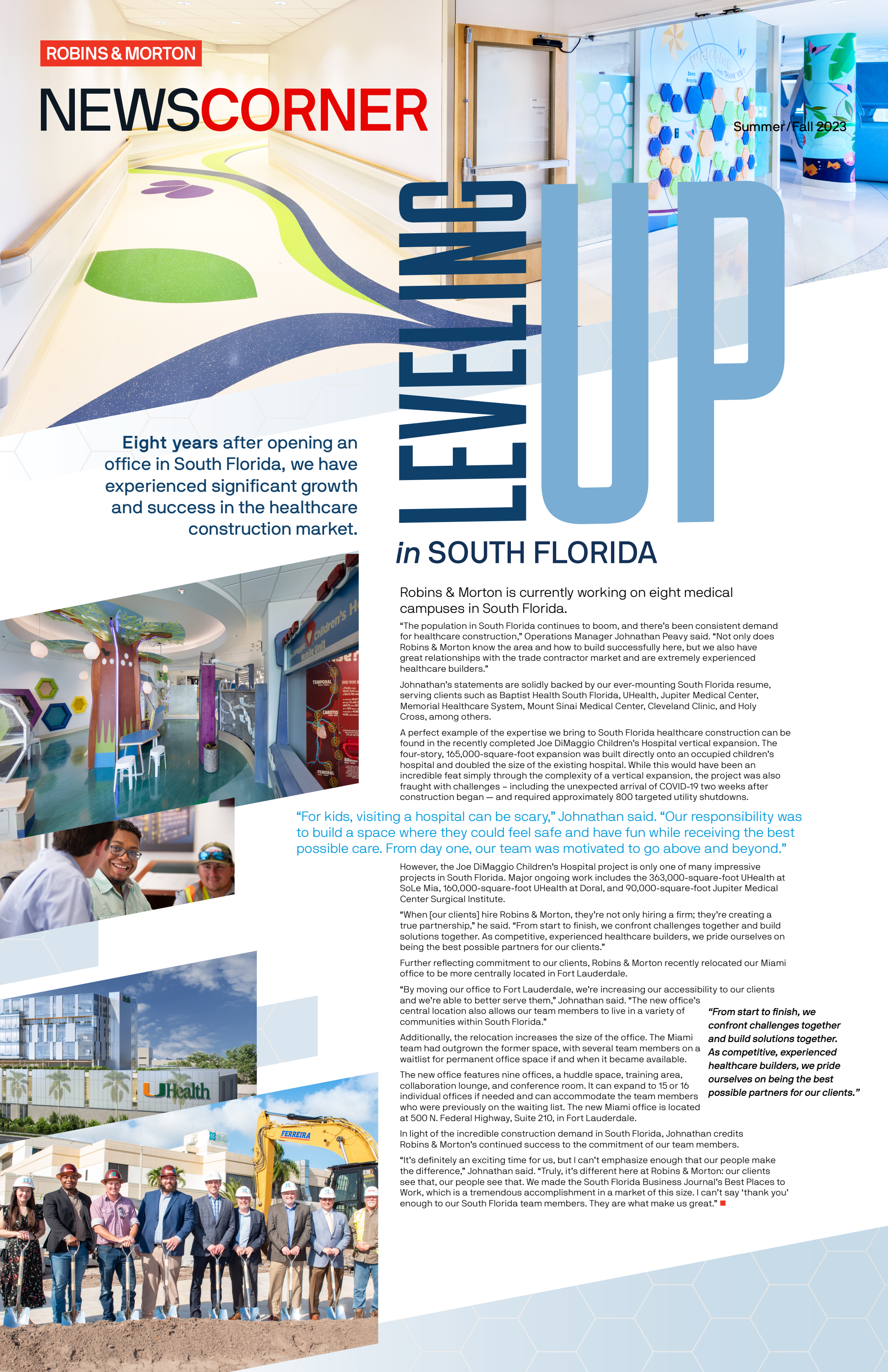
Additionally, the relocation increases the size of the office. The Miami team had outgrown the former space, with several team members on a waitlist for permanent office space if and when it became available.

The new office features nine offices, a huddle space, training area, collaboration lounge, and conference room. It can expand to 15 or 16 individual offices if needed and can accommodate the team members who were previously on the waiting list. The new Miami office is located at 500 N. Federal Highway, Suite 210, in Fort Lauderdale.

In light of the incredible construction demand in South Florida, Johnathan credits Robins & Morton’s continued success to the commitment of our team members.

“It’s definitely an exciting time for us, but I can’t emphasize enough that our people make the difference,” Johnathan said. “Truly, it’s different here at Robins & Morton: our clients see that, our people see that. We made the South Florida Business Journal’s Best Places to Work, which is a tremendous accomplishment in a market of this size. I can’t say ‘thank you’ enough to our South Florida team members. They are what make us great.” ■

“From start to finish, we confront challenges together and build solutions together. As competitive, experienced healthcare builders, we pride ourselves on being the best possible partners for our clients.”



From the Chairman and CEO
Bill Morton



Our sales goal for this year is \$2.3 billion. The result of our most recent forecast is that we will be able to achieve that goal. Also, there are a couple of additional opportunities still possible that would allow us to exceed our goal.

At the beginning of the year, we had a backlog of \$3.2 billion. By reaching our sales goal this year, we will enter next year with a backlog of \$3.6 billion, setting us up for a very strong 2024.

As Robin describes in his article, we have completed a full review of our strategic opportunities and developed initiatives from that effort. These initiatives will be included in our business planning activities for 2024 just getting underway. This process is very important in leading us in

the right direction to keep the company healthy. Thanks to everyone who has been involved in this effort.

We had a very successful Field Engineer/Project Engineer Summit at our Carilion project in Roanoke. The two-day event was an opportunity to demonstrate our Building Forward® approach and the importance of relationships on our projects. The feedback from the 35 participants indicated the session was both educational and valuable.

In addition, we held our first in-person Intern/Co-op Summit in four years in Jacksonville, Florida. One of the goals was to learn more about the effectiveness of the intern/co-op program from our 2023 participants. There were 57 co-ops and interns working on 41 projects across 10 states in attendance. Nearly 30% of our interns had returned from previous semesters. Our conclusion is that the programs are useful for the company and very valuable for our participants.

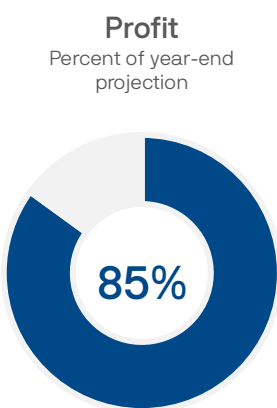
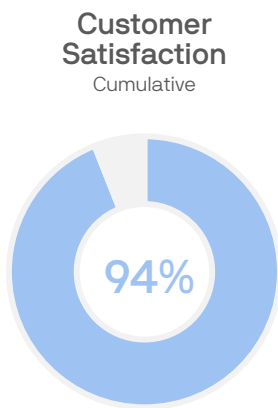
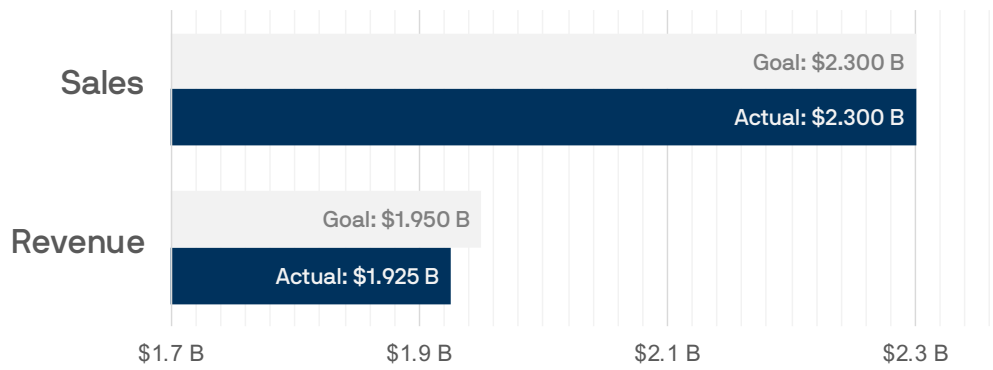
In 2022, we completed \$1.2 billion in healthcare projects encompassing 3.3 million square feet. This accomplishment earned us a #2 ranking on Modern Healthcare magazine's top general contractors list. With very few exceptions, we have ranked in the top five over the past 37 years.

Recently, our Birmingham, Miami, Nashville, and Orlando offices were recognized by their regional market Business Journals as Best Places to Work. The nomination process includes company-provided information, with most of the scoring calculated from anonymous team member survey feedback. The reason I believe our offices received this recognition is the result of the way we allow them to operate individually, while adhering to the Robins & Morton way and culture.

Finally, you have all received a copy of our 2023 Report on Company Health, Strategy, and Initiatives. Our goal was to tell the complete story of who we are and how we are doing in one document. From the feedback we received, I believe we accomplished our goal. Thanks to each of you who contributed to the first-time creation of this report. We plan to update it periodically.

I know you share the pride we all have in how well our company is doing. Thank you for all the hard work you do to make us successful. In addition, a special thanks to those of you who have the day-to-day responsibility of dealing directly with our clients. Your ability to communicate with our clients and make certain they are fully satisfied is the key to our long-term success. ■

2023 PERFORMANCE INDICATORS



National
Excellence in
Construction Awards

Robins & Morton received two national Excellence in Construction® Awards from Associated Builders and Contractors (ABC) for our work on **AdventHealth Tampa Taneja Center for Surgery** in Tampa, Florida, and the **Duke Health elevator core (ECORE)** in Durham, North Carolina. The awards were presented during the 2023 ABC Convention in Orlando, Florida, on March 16.

The Excellence in Construction Awards program is the industry's leading national competition that honors general and specialty contractors for world-class, safe, and innovative construction projects from across the country.

Through collaboration and advanced planning, Robins & Morton delivered on the client's desire for timely, cost-efficient renovations despite six months of pandemic-related closures. The facility remained fully operational throughout.

Opened in October 2021, the six-story, 300,000-square-foot AdventHealth Tampa Taneja Center for Surgery provides surgical care and related post-op services to patients and families in the fast-growing Tampa Bay/St. Petersburg, Florida, region. The multi-phase construction project included a six-level parking garage, a two-story central energy plant to serve the new facility and future growth, and shell space to add six additional operating rooms. The Taneja Center adds next-generation surgical treatment capabilities and patient-centric care spaces to the existing 1 million square feet on the AdventHealth Tampa campus. The new L-shaped building ties cleanly into the existing building to create a single facility.

Duke Health's 50,000-square-foot ancillary elevator core (ECORE) stands 11 stories and connects seven buildings on the Durham campus that total 2 million square feet. Through collaboration and advanced planning, Robins & Morton delivered on the client's desire for timely, cost-efficient renovations despite six months of pandemic-related closures. The facility remained fully operational throughout the project.



AWARD FINALIST

Joe DiMaggio Children's Hospital vertical expansion was selected as a finalist in South Florida Business Journal's 2023 Structures Awards in the Community Impact category.

Other finalists in the Community Impact category include Windsor Ludlam Trail multifamily community and LA Lee YMCA/ Mizzell Community Center in the historic Sistrunk community.

The award announcement will take place on Sept. 21 at Gulfstream Park Racing in Hallandale Beach.



BUILDING
BIRMINGHAM
AWARD WINNERS

In July, the Birmingham Business Journal recognized our **Tower on Tenth** and **Hoffman Media** projects as 2023 Building Birmingham Award winners.



Tower on Tenth is a renovation of the historic downtown building formerly known as Building Trades Tower. Originally built by Robins & Morton in 1967, the building has been converted into modern studio and one-bedroom apartments serving the Five Points South neighborhood.

The interior renovation of the Hoffman Media headquarters provided a custom setting for a longtime Birmingham-based publisher. With construction and design support from Robins & Morton and Williams Blackstock Architects, Hoffman Media relocated from the suburbs to create a new home in the heart of Birmingham's thriving downtown.



Hoffman Media



Piedmont Medical Center
Fort Mill

Robins & Morton ranked #2 contractor by Modern Healthcare magazine

Robins & Morton ranked second on Modern Healthcare magazine’s list of the country’s top general contractors.

The list ranked companies by the total construction cost of completed healthcare projects in 2022. Last year, we completed \$1.2 billion in healthcare projects encompassing 3.3 million square feet. We have ranked among Modern Healthcare’s top 10 since the list’s inception 37 years ago.

“Our company decided to specialize in healthcare over 40 years ago. By understanding the unique requirements of our healthcare clients and satisfying those needs, we became a leader in the industry,” said Chairman and CEO Bill Morton. “We are grateful for all the client relationships we have and the trust they place in us. We also value the many partners we work with to deliver first-class facilities.”

Robins & Morton stands out among the top healthcare contractors in that we generated 86% of our revenue from healthcare projects last year.



BayCare St. Anthony's Hospital



Reeves Regional Health

major hospital projects, including more than \$430 million in work for UHealth in South Florida, Carilion Roanoke Memorial Hospital’s \$350 million Crystal Spring Tower in Roanoke, Virginia, and the new \$254 million Wadley Regional Medical Center in Texarkana, Texas.

Notable healthcare projects completed in 2022 include the vertical expansion of Joe DiMaggio Children’s Hospital in Hollywood, Florida; Piedmont Medical Center – Fort Mill in Fort Mill, South Carolina; Reeves Regional Health in Pecos, Texas; and the vertical expansion at BayCare St. Anthony’s Hospital in St. Petersburg, Florida.

In 2023, Robins & Morton will begin, continue, and complete several

Robins & Morton named ‘Best Place to Work’ by Birmingham, Orlando, South Florida, and Nashville Business Journals

The Birmingham, Orlando, South Florida, and Nashville Business Journals named Robins & Morton as a finalist in their annual Best Places to Work competitions.

The nomination process includes employer-provided information on benefits, culture, and working environment, with the majority of points calculated from the feedback of anonymous employee surveys.

In the Birmingham competition, we were one of 10 finalists in the Large Employer category, which included companies with local employment from 100 to 249 people. There were 159 team members surveyed for this award. For the Orlando competition, Robins & Morton was one of 80 total finalists. Approximately 75 Orlando team members were surveyed for this recognition. This is the second consecutive year that our Birmingham and Orlando offices have received this recognition.

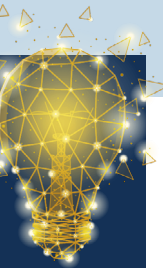
This year is the first recognition for our South Florida and Nashville teams. The Miami team was one of 20 finalists in the Medium-sized Company category, and Nashville ranked among 12 finalists.

“A big part of our culture is respect,” Vice President of People and Development Aimee Comer said. “We think it’s important that those seeking new career opportunities know that Robins & Morton is a truly exceptional work environment that allows you to be your best, personally and professionally. We’re honored to have been recognized in this way.”

CALL FOR SUBMISSIONS

ROBINS & MORTON

2024 Innovation Awards



In May’s Building Forward® Spotlight call, Innovation Lab Manager Steve Moore took the virtual stage to share exciting updates on new products from the Lab and a new program for recognizing the company’s innovators.

From now until Dec. 31, the Innovation Lab is accepting submissions for the most innovative ideas of the year. The competition is open to all Robins & Morton team members, and submissions can be entered by individuals or groups.

“I’ve found that collaborating with others and forming your own version of a think tank can really further spur innovation,” Steve said. “I think this awards program will do that for us. It provides an outlet for our team members to pair their creativity with their practical experience, and then hear from others who have done the same.”

Guidelines state that submissions must provide unique solutions to real problems and be developed beyond just an idea. Collaboration with the Innovation Lab is optional, so innovations developed independent of the Lab are eligible. The A3 submission template is available at the Innovation Awards webpage on HUB.

The Innovation Steering Committee will select finalists, and the finalists will pitch their innovations during a companywide virtual event on Feb. 16, 2024, coinciding with National Innovation Day. The winner will be chosen by the number of live votes from Robins & Morton team members.

“I thoroughly enjoy innovating together with our teams and love seeing the amazing ideas that our people come up with to continuously improve,” Steve said. “I am very excited for Robins & Morton’s first Innovation Awards program, but its success will all depend on the participation of our people.”

Beyond submitting to participate in the competition, Robins & Morton team members can support the Innovation Awards program by making plans to attend the live event on Feb. 16.

“If you thought my slide deck sound effects on the Building Forward® Spotlight call were cool, we’re going to take it to the next level for the Innovation Awards,” Steve said. “You don’t want to miss it.”

Look out for a calendar invitation with the link to the live event coming soon.

From the President and COO Robin Savage



As most of you know, we have a history of developing strategic plans for advancing the company.

Last August we started a new cycle of strategic planning that encompassed both overall corporate plans as well as division-specific strategic plans. The cycle of strategic planning simply means that we take a fresh look at market conditions, industry changes, and internal needs to consider how we might advance or improve various areas of our business. Each cycle is about a three-to-four-year period.

As you may recall, our last cycle included the development of strategic planning groups outside of the overall executive group. It was a highly successful approach, and we accomplished many of the goals that came out of that effort. In this current cycle, we focused on each division developing its own strategic plan, and after about a year of focus and developing actions, it is apparent that we may have the strongest approach to strategic planning ever. Our division managers have taken hold of the most pressing needs on a division-by-division basis, yielding very good progress.

Strategic planning is a funny kind of management animal. It starts with more open thinking, almost like brainstorming, goes through a period of discussion to bring things down to earth, then focuses on what’s important and practical for the company. However, the strangest part is that broader actions are usually defined but rarely fully accomplished. Sure, there are some very finite actions that you check off the list, but most of the broader actions define a need that takes time and effort to accomplish. In essence, we begin to work on various needs, and they slowly begin to work their way into the culture of the company, which is when we truly make changes for the better.

Strategic planning essentially helps us develop a critical mass for improvement and sets the stage for positive change over time. As an example, in our last cycle we set a goal and an action to improve our training program. Through that action, we increased our staff, organized our training program in Litmos, and added emphasis on career planning with SuccessFactors. Most importantly, we changed the attitude of our people toward training by defining and delivering subjects and opportunities in different and more interesting ways. We never “checked the box” that we improved training, but over a period of time we strategically did just that.

Strategic planning essentially helps us develop a critical mass for improvement and sets the stage for positive change over time.

As a part of our latest cycle of strategic planning, we recently held a one-year update meeting. In the short span of a year, our division leaders have developed their overall strategic plans, refined the actions to accomplish those plans, assigned smaller teams to tackle each of the actions, and have started accomplishing tangible results. To summarize some of the key areas of focus:

- 80% of our divisions had at least one strategic action, and as many as four, dedicated to **business development and sales**. This included items such as strengthening relationships with current and new clients, establishing targeted markets, and actually setting tangible dollar goals in various segments of the industry.
- 50% of our divisions established goals for increasing and improving **relationships with trade partners**.
- The improvement of **profitability and profit margins** was present throughout most divisions.
- People development** in some form appeared in almost every division. This focused on better recruiting, training, mentoring, and sensitivity to individual needs.
- Improvement in **quality management** processes was a central theme and was incorporated by most division managers.

Although diversification into other market sectors was not a specific goal in most divisions, virtually every group is pursuing either geographical or market diversification, mostly through opportunities that adhere to our collaborative approach. Other areas of discussion included prefabrication and modular construction, succession planning within the division, and specific measures to differentiate the Robins & Morton brand.

All these goals have since been refined by developing more specific actions to bring improvement in each area. This approach has also brought the added benefit of collaborating and sharing ideas across divisions, creating some good synergy.

This cycle of strategic planning has created a very effective structure for growth and improvement both companywide and specifically within our divisions, but make no mistake: it requires hard work, organization, and a separation of activities from our day-to-day tasks. This effort will continue to add to our critical mass of improvement, and over time it will contribute to cultural changes that will bring great long-term benefits to our company, making us a better team.

Thanks to all our division managers and their teams for the time and effort in contributing to our advancement through strategic planning. I’d also especially like to recognize Aimee Comer for doing an excellent job facilitating this complex process. ■



INDUSTRY LEADERSHIP

Sunshine State Safety Recognition

Robins & Morton’s Baptist Health Boca Raton Regional Hospital team and several project trade contractors have received the Sunshine State Safety Recognition Award.

The award is given by USF SafetyFlorida in partnership with the Occupational Safety and Health Administration and recognizes Florida employers and employees across all industries who proactively and routinely engage in jobsite safety.

As a part of our focus on continuous improvement and developing a learning culture, our project team worked closely with Meisner Electric, Inc.; William R. Nash, LLC.; Solution Construction, Inc.; Southeast Mechanical Contractors; and Southmost Drywall, Inc. on this project’s safety program. Robins & Morton and these trade contractors received the award for their continued focus on sound safety implementation.

CARILION TEAM PRESENTS AT VSHE

Our Carilion Roanoke Memorial Hospital Crystal Spring Tower project Senior Superintendent Josh Young and Project Director Marshall Scott joined other industry leaders to deliver valuable insight at the Virginia Society of Healthcare Engineers’ 13th Annual Conference.

For their presentation, they partnered with Carilion Clinic and E.C. Pace Company to share how the Crystal Spring Tower project team developed a Conditions of Satisfaction and testified to its success.

LACY SPEAKS AT WCU

The future of the construction industry is bright, as we experienced on a recent visit to Western Carolina University. Robins & Morton Building Forward® Lean Practice Leader Jennifer Lacy joined a panel discussion for students on topics ranging from management to promoting positive work-life boundaries and influencing the future of the industry. Robins & Morton sponsored the NextGen Builders Event moderated by the Laying Foundations podcast.

JACOBS PARTICIPATES IN FIU PANEL

Robins & Morton Assistant Project Manager Brett Jacobs joined a panel at Florida International University to discuss internship best practices as they relate to both students and industry leaders.

Brett highlighted how we develop our program for co-ops and interns to serve in a variety of roles, including preconstruction, project management, field supervision, virtual design and construction, and more. Robins & Morton’s program focuses on immersive and experiential training, where our co-ops and interns become part of our teams.

NOVANT TEAM PRESENTS AT NCHEA

In early August, Robins & Morton’s Novant Health Ballantyne Medical Center team took the stage alongside Charlotte Engineers’ Greg Turner and Novant Health’s Matt Stiene at North Carolina Healthcare Engineering Association’s Annual Conference.

The team presented a case study of their plan to incorporate a modular mechanical penthouse onto the roof of Novant Health’s new Ballantyne Medical Center, preserving hospital square footage for patient care.

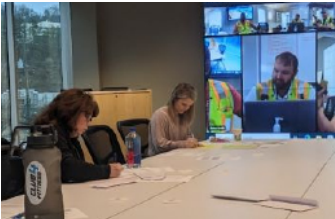
Giving With Purpose

Post your Giving With Purpose activities on Viva Engage (formerly Yammer) using the hashtag #GWP

Our South Florida team sponsored and participated in the Dolphins Challenge Cancer 35-mile bike ride to support innovative cancer research at Sylvester Comprehensive Cancer Center, part of UHealth. Senior Project Manager Edwige Clark spoke at the event, which had record participation and fundraising.



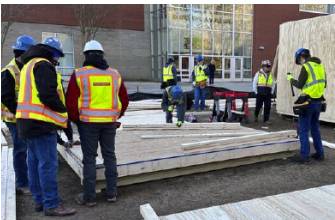
Our NextGen Young Professionals Group and our project team at Marshall Medical Center in Boaz, Alabama, spent some time writing letters to elders as part of a community outreach effort. They partnered with Love For Our Elders to participate in National Letter to an Elder Day, which is designed to fight loneliness with love among senior communities. In all, our team wrote 40 letters to individuals across the country.



Our San Antonio team helped set up tables and chairs to support Hill Country Daily Bread Ministries’ Vision Dinner in Boerne, Texas. The event marked the organization’s largest fundraiser of the year.



Several of our Raleigh team members supported the 2023 Student Hands-on Experience Day (SHED) competition, offering instruction and guidance to high school students, and their team took third place. Participants spent three days building sheds, which were inspected and judged. The sheds were then auctioned off to support career and technical education scholarships for those interested in pursuing futures in design and construction.



Our Bay Pines VA Healthcare System project team in Bay Pines, Florida, was humbled to provide services for unhoused and at-risk veterans during a Stand Down for Homeless Veterans event. The team handed out toiletries, provided companionship, and assisted veterans in wheelchairs with transportation. Several of our own team members who are veterans – Cary Keblatis (Army), Kenny Stechly (Navy), Jake Jacobs (Air Force), and Dalton Buxton (Coast Guard) – were grateful for the opportunity to help other veterans.



Our Nashville team spent some time assembling decorating kits for patients at Monroe Carell Jr. Vanderbilt Children’s Hospital. Our local project teams assembled 198 kits for patients who enjoy staying busy by decorating pillowcases, door hangers, and jewelry.



Our Carilion Roanoke Memorial Hospital team members volunteered with Sleep in Heavenly Peace to build beds for children who otherwise would not have one. The team partnered with members of the Roanoke Regional Home Builders Association to build 36 beds at the offsite event.



Our Orlando team hit their stride at the SimplyIOA Corporate 5k, the city’s largest office party. Proceeds from the event were donated to the Track Shack Youth Foundation, Inc., and Second Harvest Food Bank of Central Florida.



Some of our Huntsville team members participated in a Habitat for Humanity of the River Valley Women Build project. Team members collaborated with other volunteers to build walls for a future home. They even had a chance to leave inspirational messages on the studs.



Our team members across the country participated in summer camps for students, including building dog houses at Auburn University College of Architecture, Design and Construction’s Construction Management Summer Academy for Young Women. Several of our team members in South Carolina also hosted a hands-on construction experience for SC Career Kids Career Camp in Columbia, South Carolina. Check out a few of the other camps and visits our teams participated in below.



Several of our team members in El Paso, Texas, participated in the Ronald McDonald House 8th Annual Walk/Run for Kids 2023. The event benefits seriously ill children receiving medical care at area hospitals and their families staying at the Ronald McDonald House of El Paso during the treatment period.



SHARING OUR EXPERTISE AND ENTHUSIASM

Here are a few opportunities our team members have taken to share this quarter.

NAWIC Camp

Orlando, Florida

Several of our team members spent a day at National Association of Women in Construction (NAWIC) Greater Orlando Chapter’s Construction Career Camp in June, working with 55 high school girls interested in our industry. Campers learned about our sustainability efforts as well as new technology we are deploying on project sites to enhance safety and efficiency.

She Builds Camp

Miami, Florida

Our team members spent several days working with future industry professionals at Florida International University College of Engineering and Computing’s She Builds Summer Camp, hosted by the Moss Department of Construction Management. The five-day camp provided eighth through 12th grade girls with the opportunity to learn from women working in various construction and engineering roles.

BAM Visits HostDime Project

Orlando, Florida

Our HostDime Global Headquarters and Data Center project team welcomed students from Black Architects in the Making - Orlando as part of their Summer Week Experience.

The students toured the site and had the opportunity to interact with Morty, our robot dog.

TRF Camp Build

Austin, Texas

The next generation of construction professionals got to work at The Rosendin Foundation’s Camp Build in Austin, Texas, and our team members spent some time guiding them on a project.

During the week-long camp, these middle school students learned about trades and heard from guest speakers about future opportunities in the construction industry.

Interested in, or planning on, speaking at an event? Make sure to fill out the Conference/Speaking Engagement Request Form in policy AMC-030.5, External Speaking and Presentation Guidelines. Scan the QR code here to access the form.



GROWING OUR TEAM

50 NEW
HIRES

TYLER VAUGHAN	Quality Control Manager	VA Bay Pines Building
ALLEN COREY	Project Manager	Birmingham Office
LAUREN CARTER*	Assistant Project Manager	Aerojet Rocketdyne
TONY PERRYMAN	Assistant Project Manager	Harrah's Cherokee Valley River
CARLA MCCLURE	Project Accountant	Harrah's Cherokee Valley River
LEIGHA LAFFERTY	Safety Administrator	Birmingham Office
BRETT HENDERSON*	ERS Estimator	ERS Trussville
APRILLE BRITT*	Field Office Assistant	Raleigh Office
SAMMEY STEED	Learning & Career Development Assistant	Birmingham Office
PAUL RODRIGUES DE MIRANDA	MEP Superintendent	Harrah's Cherokee Valley River
JOEL MARTINEZ CEPEDA*	Assistant Preconstruction Estimator	San Antonio Office
DON ARMSTRONG*	Senior MEP Superintendent	SoLe Mia Ambulatory Care
DAVID CRAIN	Field Engineer	Jupiter Medical Center
RYAN CERWICK	Senior Security Specialist	Birmingham Office
DAVE SCHAPPE	Assistant Project Manager	Cherokee Senior Living
KAZIAH WADE	Field Engineer	UHealth Tower OR
RICHARD CONWAY	Field Engineer	East Cooper Medical Center
WALIX DEXAUS	Construction Coordinator	SoLe Mia Ambulatory Care
SETH TOWNSEND	Field Engineer	Duke University
HEATH GREENLEE	Field Engineer	AdventHealth Riverview
JAKOB GIBSON	Field Engineer	Harrah's Cherokee Valley River
LANE MCCANLESS	Field Engineer	Bank Independent Ops Center
ABBY SCHULTZ	Field Engineer	SoLe Mia Ambulatory Care
PAOLA CARMENATE	Field Engineer	HCA Mercy Hospital
CHRIS WOODS	Field Engineer	AdventHealth Riverview
ALBERTO MIGUEL ANDRES	Field Engineer	HCA Methodist Stone Oak
JOHN DRISCOLL	Field Engineer	Self Regional Hospital
HARRIS DOWNER	Field Engineer	Wadley Regional
SHANE KIRKWOOD	Field Safety Engineer	Cherokee Senior Living
JEFF STOUT	Field Engineer	TMH Panama City ASC
JOHN BRAND	Field Engineer	Cherokee Senior Living
NELLA BROOKS*	Assistant Superintendent	Martin South CEP Expansion
SHANE WILSON*	Superintendent	Birmingham Office
MATT SANCHEZ*	Assistant Superintendent	UHealth Tower OR
HAMILTON HODGES	Field Engineer	Cherokee Casino Renovation
CHARLENE HOGUE*	Assistant Project Manager	Harrah's Cherokee Valley River
ROGER SULLIVAN*	Field Superintendent	UNC Rex
JOE POZZI	Project Engineer	Wofford College
CHRIS SADOWSKI	Senior Project Manager	Ocala Regional Medical
DEIDRE DAVIS*	Assistant Project Administrator	Birmingham Office
DANIEL RUGGERIO	Field Superintendent	SoLe Mia Ambulatory Care
ALEX MOSHER*	Assistant Project Manager	Mayo Clinic
DOUG WILSON*	Field Superintendent	Carilion Roanoke Memorial
LOGAN HATTEN	Field Engineer	King's Daughters Medical
JEREMY BLAIR	Project Safety Manager	King's Daughters Medical
CHRIS PEREZ*	Field Engineer	Miami Office
PATRICK ADRIAN	Assistant Project Manager	Jupiter Medical Center
MICHAEL YARBROUGH	Assistant Superintendent	Carilion Roanoke Memorial
MAX PFEIFER	Field Engineer	HCA Centennial Medical
COLEE BRITTON	Employee Relations Specialist	Birmingham Office

Service Anniversaries

We celebrate these team members and thank them for their continued dedication.

5 Years

Dustin Hayes
Nicholas O'Connor
Jacob Gehringer
Greg St. Cyr
Kevin Osani
Danielle Knaul
Jose Aguilar
Robert White
Richard Adams
Eric Morales
Daniela Torres Ramirez
Michele Ruzinsky
Jared Torbett
Aaron Lasalde
Sean Webb
Fermin Reyes Alejandro
Eudon Edwards
Chris Chernick
Alex Nicholson
Rafael Sanchez-Breton
Daniel Gomez Vasquez
Lonny Guertin
Thad Hogan
Jose Grimaldo
Melody Evans
Cameron Putman
Shane Hansen
Shawnice Steptoe
Larry Park
Jessica Lopez
Sergio Rangel
Scott Strength
Sean Falcone
Betzzy Sanchez
Alejandro Rivera
Jason Mercer
Juan Herrera Bustos
Terry Osborne
Jamie Gilbert
Al White
Jaime Nevarez

Stanley Gray
David Vasquez
Austin Mauer
Brent Haynes
Christian Smith
Kimberly Lee
Syllas Novembre
Francisco Lopez
John Bottiger
Elizabeth Russ
Kenneth Wilson Jr.
Wesley Hammick
Hugo Ortiz Calderon
Alejandro Fernandez
Chat Atkins Jr.

10 Years

Bryan Hufalar
Tim Busby
Daniel Pinon Briones
Jessica Tomaselli
Fred Gomillion
Anna Eder
Ryan Cerwick
Norma Estrada
Christena Smith
Jerrod Ratliff
Josh Goodwin
Mark Gurley
Todd Smitherman
Steve Culler
Kyle Davis
Cody Osborn

20 Years

Ryan Van Dyke
Marshall Scott
Adam Scott
Jennifer Lacy
Allen Sanders

PROMOTIONS

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

LAURIE WRIGHT
HRIS Director
JEFF BICE
Logistics Manager
CRYSTAL ATKINS
Project Assistant
SARAH WHALE
Field Office Assistant
GILLIAN GAMMON
Business Analyst

*Asterisks designate hires made from the Employee Referral Program.

ROBINSON MAKES TOP 40 UNDER 40



Field Superintendent Darian Robinson has been named to the Huntsville Business Journal's Top 40 Under 40 list.

After graduating from Auburn University with his master's degree, Darian took a field engineer position with Robins & Morton. His first construction projects took him to Oklahoma and Texas, but he returned to Alabama in 2019 to begin work on a series

of projects for Huntsville Hospital Health System. Most recently, Darian has helped lead the construction of the new Northrop Grumman campus located in Redstone Gateway. To date, he has directly contributed to the success of more than \$360 million of work; \$285 million of that was devoted to strengthening the local healthcare system's infrastructure.

To support his community, Darian participates in regular service activities for organizations such as The Land Trust of North Alabama, as well as collecting supplies for back-to-school drives and Christmas gifts for Toys for Tots. He is also a member of Kappa Alpha Psi Fraternity, Inc.

LACY RANKS AMONG TOP WOMEN IN BUSINESS, CONTRIBUTES TO NEW BOOK



Our Building Forward® Lean Practice Leader Jennifer Lacy has been named among the Dallas Business Journal's 2023 Women in Business honorees.

Women in Business recognizes women who are influential leaders in their industries and are shaping the North Texas business community. Dallas-Fort Worth is the fourth

largest metro in the country, making this an extremely competitive program.

In her free time, Jennifer also recently completed co-illustrating the new book "Old Dawg Lean Thesaurus" with her youngest daughter, Alex. The book, co-authored by Adam Hoots and Buddy Brumley, is a guide to Lean construction intended to simplify concepts and establish relatable language.

LONG EARNS EXCEPTIONAL CARE AWARD NOMINATION FROM NOR-LEA



Recently retired Senior Project Manager James Long was nominated by Nor-Lea Hospital District CEO David Shaw for an Exceptional Care Award.

"One of [James'] most admirable traits... in both the business and personal sides of his life, is his ability to build relationships," David said. "James could have retired a decade ago; but

instead he came to Nor-Lea and changed our lives and our organization."

James has been part of our team for 26 years and directly contributed to the success of nearly \$400 million of construction projects.

San Antonio Office Awards Robins & Morton Scholarship



In May, Robins & Morton Field Engineer Isaac Garcia returned to his alma mater in Hondo, Texas, to deliver a speech about resilience, tenacity, and the power of community. During that speech, he had another important responsibility: awarding the Robins & Morton Scholarship to a Hondo High School senior.

With the help of our San Antonio Office Leader Eric Groat, Isaac established the Robins & Morton Scholarship for a Hondo High School student. Criteria for the scholarship included planning to attend trade school or pursue a degree in construction, engineering, architecture, or related field. A unique aspect of the scholarship is that it also offers the recipient mentorship throughout

their education and networking support for their future career from the Robins & Morton team.

“Originally, I was planning to fund a scholarship myself,” Isaac said. “But I am fortunate to be employed by a company that values their employees, and I have a boss that supported me in making all this possible. At Robins & Morton, our commitment to making a lasting, positive impact on our communities includes inspiring the next generation of builders and empowering them to become leaders in the industry.”

The scholarship’s selection committee received many personal essays, but one stood out. In an essay titled “Who I am, and Who I’m Going to Be,” senior Leyson Palomo shared his personal journey and his desire to become a welder, while confidently asserting his ability to define his own future. On Class Night, it was Leyson that Eric and Isaac called to the stage.

“It was so inspiring to see how many students were pursuing careers in the architecture, engineering, and construction fields,” Eric said. “We had the opportunity to read the aspirations of so many through their personal essays, and it gave us such confidence that the future of the industry is in excellent hands.”

“At Robins & Morton, our commitment to making a lasting, positive impact on our communities includes inspiring the next generation of builders and empowering them to become leaders in the industry.”

Isaac Garcia



BRING YOUR FAMILY DAY RECAP TO WORK



During the week of April 24, Robins & Morton offices and jobsites across the country held events to celebrate Bring Your Family to Work Day.

Although Robins & Morton holds Building Forward® Connect every few years, company leadership wanted to provide a structured opportunity to open our offices and jobsites to our team members’ families. With National Bring Your Child to Work Day falling on April 27, it provided a readymade occasion to plan the events.

Because family means something different to everyone, our team members were encouraged to invite spouses, significant others, children, parents, siblings, or friends to learn more about what day-to-day construction work looks like and forge connections with other families.

Robins & Morton offices and jobsites rose to the challenge and delivered impressive events.



Nashville Office Holds Open House

On July 27, our Nashville office held an open house to celebrate its recent renovation.

From 4 p.m. to 6 p.m., clients, partners, friends, and Robins & Morton team members came together for an in-office happy hour.

We are grateful for all who attended this celebration as we mark a new era of service in our Nashville community.



SUMMER INTERNS

This summer, we welcomed 57 co-ops and interns who worked on 41 of our jobsites and in our offices. In July, they gathered for the first in-person Co-op and Intern Summit since 2019. Learn more about the time they spent together by scanning the QR code.

We thank our summer term co-ops and interns for choosing to spend their summer working with us!



Robins & Morton Women’s Network LAUNCHING IN OCTOBER

If you’d like to attend, register on Litmos or scan the QR code.

Join the women of Robins & Morton on Oct. 17 from 9 a.m. to 11 a.m. CT for the launch of the company’s new Women’s Network. This supportive community is designed to foster connections, provide valuable resources, and empower women to make a positive difference within our company and the industry.

The launch will feature a keynote message by speaker Cyndi Gundy. Cyndi is the president of CG Consulting, a Gallup-Certified Strengths Coach, Certified Education Provider by the Florida Board of Professional Engineers, and Certified Coach through the Center for Creative Leadership. She is dedicated to helping construction industry professionals achieve their goals.



NextGen CALL FOR MEMBERS

It’s been one year since Robins & Morton’s NextGen Young Professionals Group launched, and regional chapters have deployed in Birmingham, Huntsville, Charlotte, Raleigh-Durham, Dallas, San Antonio, Nashville, Orlando, Tampa, and Miami.

Comprised of team members located on our project sites and in our regional offices, our NextGen Young Professionals Groups regularly organize networking, community service, and career development opportunities.

If you’re a young professional, or young at heart, please reach out to your regional representative to join today. If you’re interested in implementing NextGen on your jobsite, please get in touch with Amanda Bradley Witteck or Gillian Gammon.

- Birmingham:** Amanda Bradley Witteck, Gillian Gammon

Orlando: Daniela Torres, Jessica Tomaselli

Miami: Michele Ruzinsky, Leigha Taber

Tampa: Elizabeth Duncan, Brian Hamilton

Huntsville: Rod Reedy, Brad Parker
- Nashville:** Joey Bray, Alex DeBernardi

Charlotte: Rob Grady, Rob Kuhl

Dallas: Amanda Bradley Witteck, Gillian Gammon

San Antonio: Dean Palombo, Ross Tisdale

Raleigh: Elizabeth Johannessen, Hans Beutel

Earth Day Challenge RESULTS



In honor of Earth Day 2023, Robins & Morton’s Sustainability Council challenged our team members to take action to improve our planet through small steps that benefit the environment and social well-being.

The Council provided four opportunities to make an impact, including holding e-waste recycling drives, submitting ideas to reduce single-use water bottles on jobsites, joining an Earth Day cleanup event, and committing to one or more sustainable actions through our annual Pick Your Pledge.

To address the growing global problem of electronic waste, all offices held recycling drives for old cellphones, computers, batteries, tablets, cables, and more. This event helped many of our team members responsibly dispose of their personal end-of-life electronics and avoid dumping them into landfills, where they release toxic chemicals into the earth.

In response to the Council’s call for ideas to reduce single-use water bottles on jobsites, 25 creative responses were submitted. One of those ideas spurred a collaboration between our Sustainability and Safety departments involving

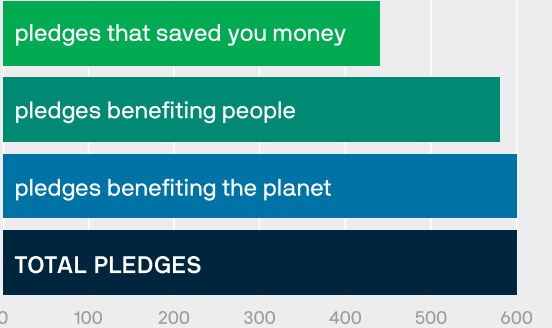
conversations with OSHA in several states to discuss sustainable alternatives that support jobsite hydration. Sustainability and Safety have engaged Innovation services in developing a hands-free water source that will eliminate opportunities for cross-contamination. To thank the team members who submitted winning ideas, Sustainability will cater lunch for our UHealth at SoLé Mia and HCA Florida Fawcett Hospital projects.

Both the Miami and Charlotte NextGen Young Professionals Groups participated in local Earth Day cleanups. Miami NextGen joined University of Miami’s annual ‘Canes Day of Service, and Charlotte NextGen joined University of North Carolina at Charlotte for its Earth Month Campus Cleanup. Project Manager Heather Gallagher, currently stationed in Lafayette, Louisiana, led a cleanup in conjunction with Louisiana’s Love the Boot Week. Robins & Morton’s former project partner Kent Design Build participated.

Our annual Pick Your Pledge generated 601 pledges this year, with three individuals sharing photos of their pledge. In total, we’ll be planting 604 trees in honor of the commitments.

In return for your pledges, we will plant 604 trees, reducing 302 metric tons of CO2 emissions from the atmosphere and generating \$1,510 in downstream community income and benefits.

YOUR IMPACT



PROJECT UPDATES

UHealth at Doral Tops Out New Medical Center

Doral, Florida

In April, Robins & Morton celebrated the topping out of the UHealth at Doral project, a six-story, 160,000-square-foot medical center being built in downtown Doral. The facility, part of a mixed-use community in Miami-Dade County, is scheduled for completion in fall 2024. ■



AdventHealth Winter Haven Emergency Department Breaks Ground

Winter Haven, Florida



In June, Robins & Morton joined AdventHealth West Florida to celebrate the groundbreaking of a new offsite emergency department in Winter Haven.

The single-story, 19,800-square-foot facility will include 24 patient beds. The project is scheduled for completion in May 2024.

Cherokee Indian Hospital Men’s Residential Support Home Opens

Cherokee, North Carolina



In June, Robins & Morton and Cherokee Indian Hospital celebrated the ribbon cutting of the Men’s Residential Support Home project. The

two-story building, which opened in the Yellowhill Community in Cherokee, North Carolina, can support up to eight men as they advance their recovery journey.

HCA Florida Fawcett Hospital Tops Out \$60 Million Expansion

Port Charlotte, Florida



In April, Robins & Morton marked the topping out of HCA Florida Fawcett Hospital's \$60 million expansion and renovation project that will increase its capacity and broaden its services. The project in Port Charlotte, Florida, includes expanding critical care units, the number of pre-operative treatment bays, and the operating room; renovating the main lobby, waiting rooms and registration areas; and adding a chapel and coffee shop.

Brookwood Baptist Medical Center Celebrates Operating Room Addition

Homewood, Alabama



Robins & Morton celebrated the grand opening of Brookwood Baptist Medical Center's new operating room addition in May. The addition stands two stories and encompasses 28,840 square feet, with 10 new operating rooms and shelled space for three more, totaling 13.

Rusk State Hospital Celebrates Ribbon Cutting

Rusk, Texas



Robins & Morton joined Texas Health and Human Services and local and state dignitaries in June for the ribbon cutting of Rusk State Hospital's replacement

facility. The 225,000-square-foot project replaces a 100-year-old psychiatric hospital and adds a new administration building to the historic campus.

Beal House Fort Walton Beachfront Completes Renovation

Fort Walton Beach, Florida



Robins & Morton completed the Beal House Fort Walton Beachfront project in June, partnering with OTO Development and architect Pond to renovate the hotel in the

Florida Panhandle and transform it into a boutique property. Now part of the Tapestry Collection by Hilton, the hotel pays homage to local history as it welcomes visitors from around the world.

CaroMont Health Regional Medical Center Completes New Critical Care Tower

Gastonia, North Carolina



In May, Robins & Morton completed CaroMont Health Regional Medical Center's new critical care tower in Gastonia, North Carolina. The four-story, 176,811-square-foot vertical expansion added 78 additional patient rooms to the campus.

Novant Health Ballantyne Medical Center Marks Completion

Charlotte, North Carolina



Robins & Morton celebrated the completion of the new Novant Health Ballantyne Medical Center campus in Charlotte, North Carolina, in June. The \$154 million

investment brings acute care resources to the growing suburban population in South Charlotte through a 216,236-square-foot hospital and a 57,509-square-foot medical office building.

Marshall Medical Center South Bed Tower, New Main Concourse Opens

Boaz, Alabama



In June, Robins & Morton celebrated the grand opening of a two-story vertical expansion of the Marshall Medical Center South bed tower and a new main

concourse in Boaz, Alabama. The project spanned 46,000 square feet, adding a total of 64 spacious, private patient rooms.

Westover Hills Baptist Hospital Tops Out

San Antonio, Texas



In May, the Robins & Morton Westover Hills Baptist Hospital team in San Antonio, Texas, celebrated the topping out of the five-story, 104-bed hospital spanning 255,000 square feet. Once complete in summer 2024, the hospital will feature emergency, imaging, lab, obstetric, surgical, and inpatient services.

AdventHealth Riverview Hospital Tops Out

Tampa, Florida



The Robins & Morton AdventHealth Riverview Hospital team in the Tampa Bay area marked the structural completion of the project with a topping out ceremony in May. When it opens in fall 2024, the four-story, 282,000-square-foot hospital will serve one of the fastest-growing communities in Hillsborough County.

Graduate Hotels Project Begins

Auburn, Alabama



Robins & Morton began work this spring on a new Graduate Hotels project in downtown Auburn, Alabama. The five-story, 140,000-square-foot building will include 177 units, an event space, and a coffee shop that will be open to the public. The fifth floor will include a food and beverage space and a terrace. The project is scheduled to be completed in fall 2024.

**Rheumatology Associates
of North Alabama**
\$11,000,000
Medical Office Building
Huntsville, Alabama

UNC Rex Healthcare
\$2,982,125
Operating Room Suite
 Raleigh, North Carolina

Tenet Healthcare
\$1,000,000
CT Scanner Replacement
 Alabaster, Alabama

UNC Rex Healthcare
\$349,000
Nurse Call Replacement
 Raleigh, North Carolina



This year, our Dallas office celebrates its 20th year of operation.

While 20 years is a notable milestone, Robins & Morton's history in Texas spans more than 40 years, beginning with a healthcare project in 1981. That project, an addiction recovery center in the Dallas suburb of Wilmer, led to more healthcare facilities that would one day stretch as far south as Brownsville and as far west as El Paso.

After 20 years of a nearly continuous presence in the state, Robins & Morton opened its Dallas office in 2003, its first in Texas. Since then, we have served a host of local repeat clients, including Children's Health, Tenet Health, JPS Health Network, and Steward Health, completing 173 projects in Texas totaling \$3.8 billion, including 55 projects in the Dallas Fort Worth metroplex.

Because of our success in the state, Robins & Morton opened a San Antonio office in 2020.

The Dallas office's work has also stretched beyond the state, including completing decades of work for Integris Health and several projects for the Choctaw Nation in Oklahoma.

"It's been amazing to have been here since the beginning, opening the office, leading this team, and serving our clients for more than two decades," Vice President Bob Wall said. "It's been a privilege, and I can't wait to see what the next decade brings."

The Dallas office recently completed the 225,000-square-foot Rusk State Hospital in Rusk, Texas, for client Texas Health and Human Services and is also working on the in-progress Wadley Regional Medical Center campus, consisting of a 250,000-square-foot replacement hospital and 160,000-square-foot medical office building.

ROBINS & MORTON

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