

NEWSCORNER

Winter 2024

2024



YEAR IN REVIEW



From the Chairman and CEO
Bill Morton



Thank you for your hard work that produced the absolute best year in our history. We are projecting to end the year with \$2.45 billion in revenue against our \$2.3 billion goal. This is the third time we have exceeded revenue in the past 10 years. I hope that this year establishes a new trend.

We are forecasting to achieve \$2.4 billion in sales against a goal of \$2.5 billion. The reason we missed this year's sales goal is that several projects that would have put us over the goal will become sales in 2025. As a result, we will enter 2025 with the highest amount of awarded work in our history.

We will end the year with a backlog of \$3.1 billion. Thanks again to everyone for all the hard work in producing a very good year for the company.

By the time you receive this, we will have completed our business planning sessions for next year. Based on our preliminary goals, we are expecting an outstanding 2025. Along with our normal sales increase, we should have a very healthy backlog at year's end. We are truly excited about the future of our company.

SOME MAJOR MILESTONES FOR 2024:

- We achieved a Customer Satisfaction rating of 94.3% in 2024 with 10 projects surveyed.
- In April, we contributed to our profit-sharing program for the 36th year in a row.
- Team members completed 23,222 Training for Excellence credit hours in 2024 year-to-date, covering 528 subjects.
- We received seven ABC Excellence in Construction Awards with all projects winning first place in their regions and categories.

We will enter 2025 with the highest amount of awarded work in our history.

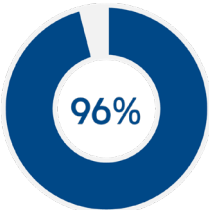
- We participated in 13 national speaking engagements.
- We were ranked as a top contractor in eight of our regional markets. We were also ranked on seven national trade publication lists.
- For the twelfth year in a row, we have once again been named a Top Green Contractor by Engineering News-Record, reflecting the continued success of our sustainability efforts.
- We released our fourth State of Healthcare Construction publication, which was then covered by several regional and national trade and business publications.
 - We started our sixth Rocky McMichen Craft Mentorship class with 12 participants. The 2024 class of 16 mentees graduated in April 2024 and is the largest group yet.
- We started our third class of the Barbara Wilson Mentorship Program with two participants. We also graduated one participant from the program in April 2024.
- The Orlando office recognized its 25th anniversary by hosting a celebration for team members, clients, and industry partners.
- We received more than 660 significant media mentions through Q3 2024.
- We recognized the one-year anniversary of our Women's Network and celebrated our first Veteran Mentorship Program graduating class.

My sincere thanks to each of you who has worked so hard to please our clients and make our company successful. The atmosphere you create with your enthusiasm and caring attitude toward each other makes coming to work each day a pleasure. We are fortunate to have the opportunity for continued growth and success as we look to the future. Please take some time to enjoy your family and friends during this wonderful holiday season. ■

2024 PERFORMANCE INDICATORS

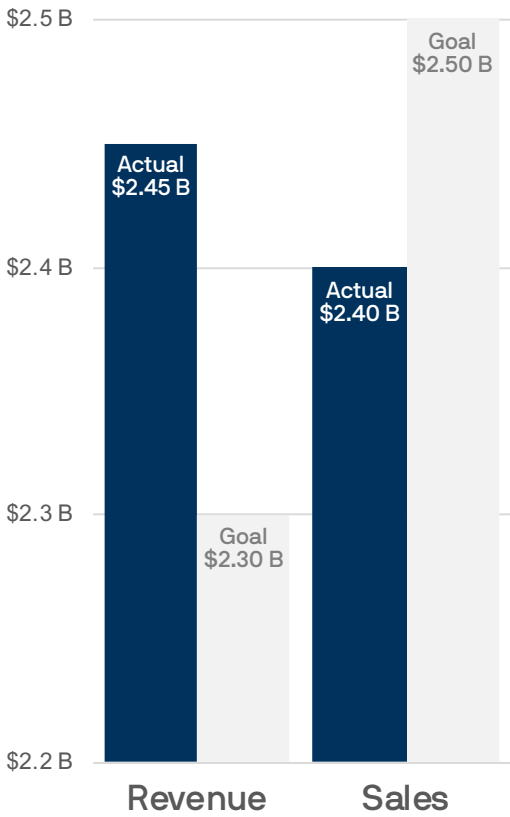
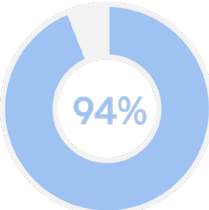
Profit

Percent of year-end projection



Customer Satisfaction

Cumulative



From the President and COO
Robin Savage



As 2024 draws to a close, we can look back on one of the most successful years in our history. In terms of business planning goals, we have met or exceeded virtually every goal we set for this year. This includes a strong sales year, record revenue and profit, and the development of a

robust backlog to carry us into the next fiscal year.

We are also closing in on a strong year for safety performance and cultural advancement through training and Human Performance knowledge. We should further recognize an improvement in our efficiency to support our projects and operations from all levels of the company, including human resources, accounting, and technology. As a company, we continue to grow and improve in all of these areas.

In keeping with our Building Forward® approach, we should recognize that there are areas in which we need to continuously improve to advance our growth and to make us a better company for our clients and industry partners. Although we continue to produce quality projects on time and to the expectations of our clients, there are always opportunities to improve. The industry continues to experience challenges with producing high quality in a timely manner on complex projects. There are many contributing factors to this that run through the collective design, client, and construction team, and our measure of success is how well we manage these issues to ensure projects are successful in the eyes of our clients. For this reason, we are going to place a major

emphasis on improvement in the areas of quality and scheduling on our projects in the coming year.

Producing a quality project should be at the height of our goals. Unlike cost and schedule, it is the enduring element and long-term measure of success for any project. Eventually the timeliness and cost of a project will fade into the past, but quality is a daily reminder over the years to come of what we have produced. Throughout our history, we have created strong policies and programs for controlling quality, and they have served us well. We have updated several of these policies, and we will continue to use them to aid in an organized quality management effort. In recent years, we have also begun to adopt a best practice of quality known as Quality at the Source (QAS), an approach to quality that emphasizes early actions from preconstruction through final completion to ensure that quality is instilled in a project at a cultural level. It includes early communication with clients, designers, regulatory officials, trade contractors, and craft workers to ensure the process of producing excellent quality is the norm and standard. QAS goes well beyond traditional quality control or assurance and utilizes solid communication, examples, training, and monitoring to produce quality at every level of the job.

In early 2025, QAS will be implemented by the issuance of a policy that will formalize and organize our approach to quality, and it will be utilized on every project. There will also be extensive training and resourcing to be sure it is understood and implemented. The most important element of this approach is establishing a team culture with true buy-in for its use as opposed to a “checklist” QC method. This will be a major initiative in 2025.

The timely completion of our projects is critical not only for our success but for our trade partners’ and

clients’ success as well. It is increasingly challenging to maintain construction schedules for an array of reasons, including supply chain issues, craft labor availability, management resources, and decision-making within the project team. It seems that the measure of our success in this area is dependent not only on managing our internal responsibilities but also on anticipating the challenges that are often out of our control. Examples of this would include design issues, external decision-making, equipment coordination, and trade partner labor issues. Our ability to manage ahead of these types of issues and proactively solve them is often the difference in completing a project on time or not. Our current scheduling methodology and policies are based on alignment, buy-in, and commitment from every member of the project delivery team. It also lays out specific organizational processes that are essential for the technical communication to maintain logistics, planning, and sensible flows of work. It is important to follow the guidelines laid out by our scheduling policy to establish both the culture as well as the process.

The better we communicate and serve as the leader of ALL issues on the project, the more we are assured of solving scheduling problems as a team on the job. In 2025, we will heighten our emphasis on this approach to scheduling and problem-solving on our projects. We will also continue to build internal resources and technology aids to facilitate these processes and help our project teams.

Thanks to everyone for all the effort in 2024. It’s been a super year, and everyone should feel good about contributing to our success. Let’s keep it up in 2025. Have a great holiday season! ■

OUR EXPERTS IN THE NEWS

A Tech Guide to AI in Medical Construction



In June, Medical Construction & Design published a story bylined by Director of Corporate and Operational Technology David Pratt.

The Graduates Behind the Graduate Hotel



The Auburn Alumni Association featured Project Engineer Matthew Doyle in a story this August on our Graduate Hotel project in Auburn, Alabama.

Take 5 With Robins & Morton’s Angel Colon



The October edition of Healthcare Design’s “Take 5” series featured Operations Manager Angel Colon.



ELEVATE CONSTRUCTION VISITS CARILION ROANOKE MEMORIAL HOSPITAL

This fall, our Carilion Roanoke Memorial Hospital Crystal Spring Tower team welcomed Jason Schroeder, founder and chief operating officer of Elevate Construction, an Arizona-based organization that provides training and consulting services for the construction industry.



Jason had the opportunity to observe several field management meetings, speak with workers onsite, and tour the project.

TAMPA TEAM NAMED ONE TAMPA BAY HONOREE

In October, we were named a 2024 One Tampa Bay honoree by the Tampa Bay Business Journal. The program recognizes local nonprofits and corporations for the outstanding ways they give back to the community. Honorees included 22 nonprofits and 10 corporations. Congratulations to our Tampa



team for Giving With Purpose® and being recognized for remarkable corporate philanthropy efforts, from hosting school supply drives for local students to volunteering at local food banks and shelters.

Mattox Closes Out Year of Service as ABC Board Chairman



At the Associated Builders and Contractors (ABC) of Alabama 2023 Excellence in Construction Gala last November, Vice President Mark Mattox was announced as the 2024 chairman of the executive board for the organization.



In January, Mark began his tenure as chairman, overseeing the execution of ABC Alabama's strategic plan, which encompasses four key areas: government affairs, safety, membership growth, and workforce development.

GOVERNMENT AFFAIRS

From Montgomery to Washington, D.C., Mark joined ABC of Alabama leadership and members to advocate for multiple bills at the state and federal levels that support the construction industry — for example, SB 253, which would allow vocational students in Alabama to receive their high school diplomas while working in construction.

The momentum from the group's spring efforts translated into an exceptional 2024 ABC Legislative Conference in D.C. in June, where hundreds of ABC members visited Capitol Hill to meet and participate in policy advocacy. Additionally, ABC of Alabama released the results of its Economic Impact Study in the fall.

SAFETY

ABC's STEP Safety Management System® provides participants with a free framework for measuring safety data and benchmarking with industry peers.

Robins & Morton is a committed STEP participant, and we achieved STEP Platinum this year in all nine chapters to which we applied. In his role as chairman, Mark has continued to promote the program and set a goal to increase participants this year. To date, they've seen an approximate 10% increase and also gained more insight into how to raise awareness about the process for next year. Additionally, ABC increased its focus on suicide prevention by adding a full-time counselor to its staff and increasing suicide prevention education sessions for members.

MEMBERSHIP GROWTH

To maintain its level of advocacy resources, programming, and networking opportunities, ABC relies on consistent membership. This year, Mark spearheaded an effort to increase the Alabama chapter's membership. In October, ABC had already surpassed its goal with 535 member companies. Additionally, ABC achieved 95% contractor renewal in 2024.

WORKFORCE

Mark is among many in ABC who have worked to simplify the strategic plan for workforce development to become a "recognized association that is training our workforce." ABC successfully led that charge by establishing the Academy of Craft Training in 2016 in Birmingham, which was designed to address the significant gap between the growing demand for skilled labor and the available workforce in the state.

In seven years, the Academy of Craft Training has expanded across Alabama, with campuses in Birmingham, Mobile, and Decatur offering high school students hands-on training and a direct pathway to careers in construction. These campuses served more than 700 students this year alone, and 100% of Academy graduates who wanted to enter the workforce immediately after graduation had at least one job offer. The success of this program has been so evident that there are now conversations about opening a fourth location.



Recently, Mark joined the Academy of Craft Training's Director of Workforce Training and Employment Mark McCord at the Birmingham campus to facilitate a tour of the facility for the Birmingham Business Journal. Together, they discussed the benefits of this educational investment to local students, the future workforce, and the industry.

LOOKING TO THE FUTURE

Mark's leadership engagement with ABC began more than a decade ago, and although his tenure as chairman is coming to an end, he'll still be an active board member in 2025 and beyond. Next year, he'll serve as outgoing chairman and intends to retain his board seat in 2026. While he's seen significant progress toward the organization's goals, Mark said that there's still work to do, and the only way for us to see lasting change is to be willing to give our time and energy to be the voice of construction in Alabama. "I could not be prouder of what the leadership of this great organization has accomplished in 2024," Mark said. "I truly enjoy serving ABC, our industry, and our state, supporting the needs of our many members and representing Robins & Morton."

Building Forward® Update: A Focus on Quality



One of the four Building Forward® tenets is Continuous Improvement, and our Building Forward® team constantly searches for ways to improve our culture and practices. Recently, the team launched the new Quality Unplugged sessions and set new goals for 2025. Here's a closer look at these milestones.

QUALITY UNPLUGGED

In July, Building Forward® Lean Practice Leader Jennifer Lacy added a new item to our monthly companywide Spotlight Call. Quality Unplugged is an unrecorded, half-hour discussion created to more transparently share our challenges and lessons learned with other team members across the company.

"I was challenged to find a way to improve our conversations about quality, to create an environment where people could have an honest discussion about what they've learned," Jennifer said.

After a bit of brainstorming, Jennifer and other leaders came up with the idea for Quality Unplugged.

THE GOAL FOR QUALITY UNPLUGGED

The primary aim of these sessions is to focus on and enhance our quality practices through candid sharing and collaboration. "Even if they're not in the same building



phase or don't have the same challenges, they might run into the same obstacles in the future," Jennifer said.

Through Quality Unplugged, the Building Forward® team intends to give team members proactive, practical tools to help guide them through current and future challenges. In addition, since the speakers vary with each session, our team

members can form connections and identify resources during Quality Unplugged.

BUILDINGFORWARD® CORETEAM MEETS IN BIRMINGHAM TO SET NEW GOALS FOR 2025

Three times a year, the 23-person Core Team meets to report on actions and progress, as well as collaborate on future goals. Here's a glimpse at the results from their most recent meeting, held at the Birmingham office on August 28.

GOING ALL-IN ON QUALITY

After reporting on progress since the last Core Team meeting, the group began discussing how they could make a significant impact in 2025. Senior Vice President Mike

Thompson challenged the team to consider how they could help overcome one of our biggest challenges companywide: quality management. With the growing complexity of our projects, our project teams must be equipped with the tools they need to deliver exceptional results.

When team members share their experiences and lessons learned, everybody benefits.

The team discussed our various quality processes, including Quality at the Source, Target Value Delivery, and more. While quality improvement is the Core Team's new singular goal, it is a broad one, allowing each subcommittee to approach it differently and tackle its various aspects.

The four subcommittees include Building Forward® Data, Divisional Engagement, Retrospectives, and Sharing. Data works to understand our current data processes and ensure we interpret outcomes to identify value and continuously improve. Divisional Engagement focuses on increasing division-specific learning and interaction through small group discussions and intentional communication. Retrospectives creates a more consistent and structured retrospective approach and evaluates feedback to continuously improve. Sharing aims to bridge the gap between projects, departments, and offices to share ideas, best practices, and lessons learned.

Moving forward, these four subcommittees will continue to develop and implement an intentional plan for quality improvement, as well as begin preparations for Building Forward® Connect 2026.



INDUSTRY LEADERSHIP

CAROLINAS TEAM RANKED #2 IN SC BIZ NEWS' BEST PLACES TO WORK AWARDS

In August, our Carolinas team was ranked second on the 2024 list of SC Biz News' Best Places to Work in the large employer category. The rankings were based on companies' team member surveys, as well as an employer questionnaire evaluating policies and practices. At the awards ceremony, there were 700 people present and 107 companies represented. Of the 41 companies in the large employer category, we came in **second**.

Our Carolinas team continues to impress through its culture of empowerment and collaboration, and we're honored to be recognized by SC Biz News with this distinguished award.

Lean Construction Institute's Lean Congress

Several of our team members presented at the Lean Construction Institute's Lean Congress in San Diego, California, this October, headlining three different presentations.

First, Building Forward® Lean Practice Leader Jennifer Lacy, Senior Mechanical Preconstruction Manager Kyle Davis, and Senior Superintendent Josh Young joined AdventHealth's Victoria Navarro to host a session on the Value of Conditions of Satisfaction. Next, Innovation Lab Manager Steve Moore and Superintendent Jared Wilson led "Live Lab 6: MEP Verification, Optimal Project Flow," discussing the use of Takt planning on our recently completed Cone Health MedCenter Asheboro project in North Carolina. Their session won the "Top Live Lab" award at the conference. Lastly, Jennifer, Kyle, Operations Manager Marshall Scott, and Preconstruction Manager Christena Smith joined O'Shea Builders for a panel discussion on Leading Organizational Transformation, just before the closing keynote. In the final remarks, Jennifer was recognized as the 2025 Congress co-chair alongside Skiles Group CEO Keyan Zandy.



LEAN CONSTRUCTION IN THE FIELD CONFERENCE

Lean Practice Leader Jennifer Lacy, along with Depth Builder's Jesse Hernandez, led a virtual session at the Lean Construction in the Field Conference in September, discussing the topic "What Do We Mean When We Say Respect for People?"



NextGen

CALL FOR MEMBERS

If you're a young professional, or young at heart, join NextGen today! Reach out to Amanda Witteck or Gillian Cargile for more information.

Giving With Purpose

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

Three cycling teams from our Raleigh office spun into this year's CycleNation event, raising more than \$4,000. One of our teams also took first place for riding the furthest distance — 31.8 miles. The event, hosted by the American Heart Association and American Stroke Association, brought cyclists together to help fund life-saving research and promote brain and heart health.



Our Self Regional Hospital team in Greenwood, South Carolina, gave back by supporting adorable furry friends in their community this July. They enjoyed a fun Saturday participating in the Humane Society of Greenwood's 2024 Pickle for Paws pickleball tournament and pet adoption event. The team also welcomed Alfred, a four-year-old Shih Tzu, to their office as part of the Humane Society's dog enrichment program. After just one day with the team, Alfred was adopted into his new home.



This July, our San Antonio team volunteered at Hill Country Daily Bread Ministries, which works to address the needs of families and children in local communities. The organization is extending its operations space, and our team members helped clean the new space and assemble furniture to help it continue its mission.



The next generation of builders put their skills to the test at The Rosendin Foundation Camp Build in Charlotte this summer. Our team members assisted middle school campers in constructing doghouses, providing them with hands-on experience and introducing them to the field of construction. Campers practiced skills, including framing, woodworking, and roofing. Throughout the week, they were also introduced to safety, concrete and rebar, soldering and pipe bending, building information modeling, heavy equipment operation, and painting.



Our Carilion Roanoke Memorial Hospital Crystal Spring Tower team had a great time participating in the second annual Branch Gives Classic at Ballyhack Golf Club. The tournament, hosted by our joint venture partner Branch Builds, benefited Habitat for Humanity.



This fall, our Raleigh team joined other community volunteers to prepare dinner for families at Ronald McDonald House Charities of the Triangle. We prepared 60 meals for the families of children who are battling illness.



This year's hurricane season was devastating for many communities. During this time, we saw our team members, friends, and neighbors come together to help those affected, reminding us of the importance of unity. Our hearts remain with our communities still recovering from the storms, and we thank all our team members who have lent helping hands. We are grateful for your compassion and your willingness to serve.

In August, team members from our Nashville office and area project sites volunteered at Second Harvest Food Bank of Middle Tennessee, sorting nearly 20,000 pounds of food to provide more than 16,000 meals. More than 350,000 individuals, including thousands of children, are faced with food insecurity across Middle and West Tennessee, according to the food bank.



Team members from our Okaloosa Gas District project in Valparaiso, Florida, came together to donate more than 50 backpacks filled with school supplies to Lula J. Edge Elementary School. Our team was thrilled to ensure students have the tools they need to make this school year great.



Our Huntsville team was honored to attend Huntsville Hospital Foundation's 19th Annual Miracle Bash on August 2. The event featured games, food, live music, and one of the largest silent auctions in town. Proceeds will help provide lifesaving equipment for sick and premature babies through the Melissa George Neonatal Memorial Fund.



In September, our AdventHealth Meadow Pointe ER project team and trade contractor partners came together to host a school supply drive for children and teens in need. Team members donated about 50 new backpacks filled with supplies to benefit Friends of Joshua House Foundation.



Our South Carolina and Harrah's Cherokee Valley River expansion teams recently partnered with the Roc Solid Foundation, an organization dedicated to building hope for children fighting cancer. The foundation provides playsets for children as an escape and a way for them and their families to create happy memories. Our Self Regional Healthcare project team in Greenwood, South Carolina, and our Spartanburg baseball stadium project team joined together to build a playset for Zoey and her family. Our Harrah's Cherokee Valley River Casino and Hotel project team built a playset for Louella and her family in Waynesville, North Carolina. They also donated clothes, toys, school supplies, and a gift card.



In August, our Raleigh office team hosted the second annual Robins & Morton Raleigh Open golf tournament, which raised \$40,000 for charity. We welcomed 240 players to Prestonwood Country Club to play a round in support of Ronald McDonald House Charities of the Triangle and K9s For Warriors. At the conclusion of the event, we delivered a \$20,000 donation to each organization. Title sponsors ERS Construction Products, Starr Electric Company, Adams Electric Company, and SPC Mechanical Corporation made this year's event possible. Congratulations to the winners and thank you to all the participants. We look forward to another successful event in 2025.

GROWING OUR TEAM

25
NEW
HIRES

ANDY BASSBirmingham Office	Senior Tax Accountant
RANDY BENNETTSamford Housing Projects	Superintendent
RYLEY BOYD411 Meeting Street	Field Engineer
ROBERT BYRNESamford University Freshman Housing	Assistant Project Manager
SAM CALLIGARISEmbassy Suites Hotel	Field Engineer
ADAM CAMPANELLA*Miami—Fort Lauderdale Office.....	Preconstruction Estimator
JACOB CARSONSamford University Greek Housing	Field Engineer
MEL CHICNES PIZARROMemorial Health University	Assistant Project Manager
JOHN COCHRAN*Birmingham Office.....	Asst. Mech. Preconstruction Estimator
MARCO ESPINOSA VILLEGASNemours Children's Hospital	General Foreman
DALTON FOLKS*Vanderbilt University Medical Center	Construction Coordinator
JIM FRANZESKOS*Florida Coast Surgical Hospital	MEP Superintendent
BRODY KEEL*Birmingham Office.....	Assistant Project Manager
CAROLINE KILCHENSTEINBirmingham Office.....	Campus Recruiting Coordinator
ERIC LECOMPTEUHealth at SoLe Mia	Low Voltage Assistant Superintendent
PAUL LINEHANRG 9700 Warehouse	Superintendent
AARON MITCHELLDuke Health.....	Field Engineer
BRAXTON PUGHHuntsville Office.....	Project Engineer
ROLANDO REINAUHealth at SoLe Mia	Project Manager
MARY FRANCES SHANNON*King's Daughters Medical Center	Construction Coordinator
KYLE SHERRERVanderbilt University Medical Center	Field Engineer
JERRY STILES*Samford University Greek Housing	Senior Project Safety Manager
BRANDON TUNSTALLCarilion Roanoke Memorial Hospital.....	Field Safety Engineer
LEE WEEDENUHealth at SoLe Mia	Superintendent
JAMES WILSON II*Duke Health.....	Field Superintendent

*Asterisks designate hires made from the Employee Referral Program.

Service Anniversaries

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

5 YEARS

Chase Conklin
Jesus Corona
Bradford Dickson
Laura Hernandez
Ronald Horne
Dwight Jeremiah
Rocky Johnson
Larry Johnston
Patrick Leonard
Chris Legare
Trae Messer
Alder Nunez Nunez
Miriam Oseguera
Steve Olson
Caitlin Shiflett
Barry Smith
Cole Thompson
Juan Villagomez

10 YEARS

Logan Burgess
Martin Gonzalez
Stephanie Harbison
Al Hicks
Taylor Payne
Jubar Russell
Melvin Smith
Amanda Witteck
Chandler Wright

20 YEARS

Aimee Comer
Rusty Spray Jr

40 YEARS

Cheri Crumpton
Robert Gambrell

Promotions

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

SENIOR SUPERINTENDENT

JT Coleman

SUPERINTENDENT

Michael Carr
Aaron Edwards
Adam Gurley
David Johnson

MEP SUPERINTENDENT

David Clark

FIELD SUPERINTENDENT

Stephen Andersson
Kevin Collins
Roh Harchelroad
Chad Lenzi
Drew Main
Nicholas O'Connor
Matthew Sanchez
Francisco Sanchez Robleto
Christian Smith

CONCRETE SUPERINTENDENT

Fred Gomillion

ASSISTANT SUPERINTENDENT

Arlington Bergan
Jose Chavez
Easton Farber
Jaime Manriquez
Marcus Nelson
Miriam Oseguera
Luis Pilo
Lance Scuderi
Dalton Sizer
Melvin Smith
Lesther Trochez-Cruz

SENIOR PROJECT MANAGER

Brian Hamilton
Scott King
Jason Mercer

PROJECT MANAGER

Chase Crawford
Wadne Dexaus
Blake Evans
Brian Morales
Steven Prado

ASSISTANT PROJECT MANAGER

Yessenia Alvelo
Alec Marsh
Craig Stanford

PROJECT ENGINEER

Mitchell Ambrose
Carter Borden
Paola Carmenate
Richard Conway
Landon Day
Josh Denson
Clay DeWeese
Chadrick Gardner
Matthew Hazelwood
Taylor Hood
Lawson Hunter
Jeremiah Lucy
Lane McCanless
Royce Mershon
Tyler Royal
Audrey Studders
Josh Wallace

MANAGER OF BIM/VDC

Mike Ruizzo

SENIOR ELECTRICAL PRECONSTRUCTION MANAGER

Ken Kunde

ELECTRICAL PRECONSTRUCTION ESTIMATOR

Donald Wilson

PRECONSTRUCTION ESTIMATOR

Joel Martinez Cepeda

PRECONSTRUCTION ENGINEER

Chardian Johnson

Reid Manley
Ulises Reyna Garcia
Angel Rodriguez
Mason Simpson
Carson Smith
Jacob Steinmetz

GENERAL FOREMAN

Brian Griffith

SENIOR OPERATIONS ASSISTANT

Raven Phillips

SENIOR FIELD OFFICE ASSISTANT

Sarah Whale

PROJECT ASSISTANT

Michelle Warren

FIELD OFFICE ASSISTANT

Tara Flora



ALAN JOHNSON, PROJECT DIRECTOR

Alan began working at Robins & Morton in 1995 and has directly contributed to the success of 25 projects in Florida and Texas, totaling more than \$1 billion. Most recently, Alan served as the senior project manager on the 282,000-square-foot AdventHealth Riverview Hospital project in Tampa, Florida. In his new role, Alan will continue to provide exceptional leadership for our projects in the Florida Division.

Alan holds a Bachelor of Science degree in Building Construction from the University of Florida.



ALLEN SANDERS, SENIOR DIVISION SUPERINTENDENT

Allen joined Robins & Morton in 2003, and he has spent his entire career in Florida performing healthcare construction. He has directly contributed to the success of more than 30 projects totaling \$1 billion. In his new role, Allen will collaborate with our teams in Central and West Florida to support project success. His role also includes mentoring and developing team members, building lasting relationships with clients, and ensuring the highest quality of construction service is delivered. This new step in Allen's career will allow him to support highly complex construction projects while establishing clear processes to grow our field team members.



SUSIE BRASHER EARNS BIRMINGHAM BUSINESS JOURNAL HR IMPACT AWARD

In August, Director of Employee Benefits Susie Brasher was recognized as one of the Birmingham Business Journal's 2024 HR Impact Awards honorees. She was recognized alongside 16 local human resources professionals at the awards ceremony held at the TJ Tower in downtown Birmingham on October 8.

Susie has been a part of our team for more than 12 years and is a leader in enhancing our approach to team members' well-being. She's led the integration of advanced health programs — such as Virta Health, GiThrive, Hinge Health, and more — as well as the implementation of opportunities that empower team members with personal financial knowledge, such as Retirement U.

Susie is also committed to community engagement and plays an active role in corporate giving initiatives, participating in philanthropic efforts for the Exceptional Foundation, American Heart Association, and United Way of Central Alabama.



PAM BEST APPOINTED TO SERVE ON ADVISORY COUNCIL

This summer, Senior Mechanical Construction Manager Pam Best was selected to serve on the

Advisory Council for the Kansas State University GE Johnson Department of Architectural Engineering and Construction Science.

With an industry portfolio that includes significant and prestigious projects in more than 20 states over a period of more than 35 years, Pam is an expert in her field and will have a tremendous impact on the future education of students.

WELCOMING OUR
2025 WOMEN'S NETWORK
LEADERSHIP TEAM

This November marked the first anniversary of the Robins & Morton Women's Network, which supports women within our company in achieving their goals through professional development and networking opportunities. As the group enters its second year, it has onboarded a new, expanded leadership team to maintain its momentum. The team includes Core Team Leaders and Committee Leaders — for the Internal Communications, Events, and Membership Committees — from across the company, bringing diverse perspectives from various locations and roles.

Congratulations to the 2025 Women's Network leadership team, composed of the following individuals:

CORE TEAM LEADERS	Marketing Manager Amanda Bradley Witteck
	Project Manager Carrie Carr
	Project Manager Heather King
	Project Engineer Maya Little
	Senior Marketing Coordinator Elizabeth Duncan *
	Assistant Superintendent Neesha Carroll
	Project Engineer Jazmine Melton
COMMITTEE LEADERS	Senior Mechanical Construction Manager Pamela Best *
	Internal Communications
	Project Manager Melody Bazzle
	Relocation Specialist Stephanie Chandler
	Project Accountant Amanda Senecal *
	Administrative Assistant Laura Urdaneta *
	Field Superintendent Mariah Henderson *
Events	Field Engineer May Hickman *
	Field Engineer Maggie Newell
	Senior Field Office Assistant Barbara Merryman *
	Project Engineer Miranda Burns *
	Jobsite Assistant Courtney Pollard *
	Membership
	Project Manager Jessica Tomaselli
Membership	Safety Development Specialist Kalyn Huguley
	Assistant Preconstruction Estimator Edith Chavez Toledo *
	Senior Project Accountant Susan Niblett *
	Asset Coordinator Adria Klein *
	Payroll Specialist Corban Millender *
	* These leaders are new to their roles in the Women's Network.

HEALTHCARE FACILITIES
SYMPOSIUM & EXPO

In late September, we led two sessions at the Healthcare Facilities Symposium & Expo in Austin, Texas, and also hosted the official conference Happy Hour event. Building Forward® Lean Practice Leader Jennifer Lacy facilitated an interactive panel discussion on how to attract and retain qualified healthcare staff via facility design, and Division Manager Eric Groat, MEP Superintendent Mark Lerma, and Preconstruction Division Manager Tom Thibeaux shared how they worked with a client to develop a complex phasing plan to minimize operational impact.



Safety
Summit

Second Safety Summit a Success

This August, our entire Safety team came together in Nashville for the second Robins & Morton Safety Summit.

“In the eight years that I've been here, we've grown tremendously from maybe 10 to 15 people to now almost 40,” Safety Development Specialist Kalyn Huguley said.

The Safety Summit was packed with valuable learning opportunities and interactive, collaborative sessions led by both our team members and experts from outside our company. Sessions included an all-day crane management course led by Hank Dutton, senior technical specialist in construction risk control at Travelers Insurance; a presentation skills course led by Jeffery Dennis, owner of DENNSCO; presentation

Being able to get everyone together in one place and learn from one another was extremely valuable for all of our team members.



practices with our Vice President of Marketing and Communications Katy Klaproth; and presentations from our Safety team on various topics, including event/incident reporting and management, safety document storage consistency, our safety management system, and much more.

“The whole summit was an amazing experience,” Field Safety Engineer Shane Kirkwood said. “I learned a ton, made some memories, and — best of all — made friends with the entire department.”

FIRST NASHVILLE
SUPERINTENDENT SUMMIT



In August, 10 superintendents working for the Nashville office's projects gathered for the very first Superintendent Summit. The idea came from Director of Scheduling Services Chris McCall, who saw a need for superintendents from across the region to connect in person and openly discuss issues and solutions unique to their roles and projects. Instead of being a formal training class, the goal was to create a space for engagement and open dialogue.

NATIONAL ASSOCIATION OF
MINORITY CONTRACTORS – DFW
CHAPTER CLASS

Building Forward® Lean Practice Leader Jennifer Lacy shared her industry knowledge with the National Association of Minority Contractors' (NAMC) Dallas/ Fort Worth Chapter this summer. She joined Depth Builder's Jesse Hernandez to teach an Introduction to Lean Principles class for NAMC members.



OUR FIRST VETERAN MENTORSHIP PROGRAM COHORT CELEBRATES GRADUATION

Launched in 2022, the Veteran Mentorship Program graduated its first cohort this fall. Throughout the two-year program, the veteran mentors and mentees built relationships that will remain strong long after the conclusion of the program.

This program is one of our efforts to provide career opportunities for military servicepeople transitioning to civilian life. It pairs recently discharged military veterans or reservists who are early in their Robins & Morton careers with senior team members who also served. The mentors provide one-on-one guidance to help team members reach their potential through support and connection.

Congratulations to this year's program graduates and their mentors.

Commercial Division Manager David Green (mentor) and Assistant Project Manager Ethan Prow

Assistant Project Manager Rey Colon-Garcia (mentor) and Field Service IT Engineer Ivan Ribadeneira

Superintendent Hans Beutel (mentor) and Construction Engineer Marcus Nelson

Superintendent James Ayers (mentor) and Project Engineer Carl Harris

Division Safety Director Sheldon Monroe also served as a mentor.



technology that teams are using in the field. We also participated in a panel titled, “A Walk in Her Shoes — Women of Robins & Morton,” giving campers a chance to interact with our team and see what a potential career in construction would be like. Finally, the team welcomed the campers to the UHealth at Doral jobsite for a tour of the medical center.

NORTHWEST SHOALS COMMUNITY
COLLEGE FALL EMPLOYEE
INSERVICE CONFERENCE

In September, Senior Program Director Steve Olson was honored to speak at the Northwest Shoals Community College Fall Employee Inservice Conference. Steve shared with college leadership and community attendees how we're Building With Purpose® in Muscle Shoals, Alabama, to create a lasting, positive impact.



PROJECT UPDATES

Terrell State Hospital

Terrell, Texas

At the end of August, we joined the Texas Health and Human Services Commission (HHSC) to mark the groundbreaking for Terrell State Hospital's replacement facility. The 415,500-square-foot, 250-bed project will replace the 139-year-old psychiatric hospital. It will feature state-of-the-art therapeutic spaces and separate areas for adult and adolescent patients. The new facility will have 25 civil commitment, 50 maximum-security, 140 non-maximum-security, and 35 adolescent beds. The state allocated \$573 million for the project. We are the general contractor, and CannonDesign is the architect. This is the second large-scale behavioral health replacement facility project that we've led for HHSC in the past five years, beginning with Rusk State Hospital, which was completed in 2023.



Baptist Neighborhood Hospital – Rigsby

San Antonio, Texas



This summer, we joined Baptist Health System and Emerus Holdings in San Antonio, Texas, to celebrate the groundbreaking of Baptist Neighborhood

Hospital – Rigsby. The nearly 11,000-square-foot emergency department will have 10 examination rooms and one triage room, while providing a wide range of emergency services. The facility is scheduled to open in summer 2025.

Okaloosa Gas District Headquarters

Valparaiso, Florida



On August 13, we celebrated the topping out of the headquarters for Okaloosa Gas District in Valparaiso, Florida. The project includes

a four-story, 152,000-square-foot office building, an 18,400-square-foot operations center, a 7,200-square-foot vehicle maintenance building, and a 23,540-square-foot warehouse. The space will allow Okaloosa Gas District to consolidate its team members into a new community-focused location to serve Panhandle residents for years to come. In addition to housing the administrative and operations resources for Okaloosa Gas District, the new facilities include a large outdoor space, interior spaces to host community events, and kitchen and catering spaces to serve the occupants and local community. We are the general contractor, and DAG Architects is the architect.

UK King's Daughters Expansion and Renovation

Ashland, Kentucky



On October 18, we celebrated the topping out of our UK King's Daughters expansion and renovation project in Ashland, Kentucky. The

210,000-square-foot patient tower will feature emergency and imaging departments. The tower will add more than 75 exam rooms and/or treatment spaces, including rooms designed for treating patient specialty care needs. It will also include a separate, covered ambulance entrance with triage bays, private behavioral health patient entrances and treatment areas, and a new hospital main entrance and lobby to connect multiple areas of the medical center. The project is scheduled for completion in 2025, and ESa is the architect.

Samford University Residence Halls

Homewood, Alabama



Our Samford University project team had a wonderful time celebrating the topping out of their new on-campus freshman and Greek housing

residence halls in Homewood, Alabama. The freshmen hall will include 513 beds, while two smaller residence halls for upper division students in Greek letter societies will include 140 beds, allowing the university to address high demand for on-campus living. The projects are scheduled to be completed by fall 2025.

Florida Coast Surgical Hospital Project

Port St. Lucie, Florida



We celebrated the topping out of Florida Coast Surgical Hospital in Port St. Lucie this summer. The two-story, 185,000-square-foot facility will include 54 beds, an emergency department, operating rooms, and a surgical unit. Services will include orthopedics, spine, robotics, general surgery, and advanced cardiac care surgical services, as well as diagnostic services. The project is scheduled for completion in 2025.

UHealth Tower

Miami, Florida



This summer, we were excited to celebrate our team members for their work on the core and shell addition project at UHealth Tower, the health system's flagship hospital. From cosmetic and façade enhancements to major updates that will advance the campus' utility, functionality,

and capabilities, the five-story, 138,564-square-foot addition will allow UHealth to continue providing exceptional patient care for our community. The core and shell addition is scheduled for completion in early 2025.

Rheumatology Associates of North Alabama

Huntsville, Alabama



We've completed work on Rheumatology Associates of North Alabama's (RANA) new medical office building in Huntsville, Alabama. Sitting on 2.1 acres in the Bellewood Park neighborhood, the single-story, 20,500-square-foot facility features 24 exam rooms, four nurses stations, a lab, an infusion room, an X-ray room, and numerous offices. We are the general contractor, and Chapman Sisson Architects is the architect.

Tallahassee Memorial HealthCare Medical Office Building

Panama City Beach, Florida



This fall, we joined the St. Joe Company and Tallahassee Memorial HealthCare to celebrate the completion of the Tallahassee Memorial HealthCare Medical Office Building in Panama City Beach, Florida. The four-story, 80,000-square-foot facility includes TMH Physician Partners — Primary Care, TMH Urgent Care Center, Coastal Tides

Surgical Center, and TMH Physician Partners — Cardiology, as well as pulmonary and orthopedic services. It will help meet the increasing need for care in the Florida Panhandle. In the coming months, we'll break ground on a new 100-bed hospital with an emergency center and other inpatient services, including surgery, cardiology procedures, and imaging, on the same campus, to be completed by the end of 2027. The campus will include opportunities for Florida State University (FSU) researchers focused on aging and digital health, as well as residency programs and clinical rotations for FSU medical students. We are the general contractor for the project, and HuntonBrady is the architect.

Baptist Rehabilitation Hospital

South Miami, Florida



In July, we joined Anchor Health Properties, Baptist Health South Florida, and Lifepoint Rehabilitation, a business unit of Lifepoint Health, to announce the beginning of construction of the new Baptist Health Rehabilitation Hospital in South Miami, Florida. The three-story, 100,000-square-foot facility will feature 62 private inpatient rooms with the capacity to open an additional 30 private rooms. It will offer specialized treatment for patients with brain or spinal

cord injuries, as well as select cardiac, oncology, orthopedic, and stroke patients. Designed with patient comfort and recovery in mind, the freestanding facility will boast adaptive units, multidisciplinary therapy gyms equipped with the latest therapeutic technologies, and outdoor spaces designed to further support patients in their transition back to daily living activities. The building will also include a three-story parking garage with 179 ESa spaces to ensure convenient access for patients and visitors. The facility is scheduled to open in 2026. ESa is the architect.

RECENTLY AWARDED PROJECTS

BayCare Manatee Hospital
\$294,000,000
New Hospital
Palmetto, FL

Johns Hopkins All Children's Hospital
\$170,000,000
New Hospital
Wesley Chapel, FL

Carilion Clinic Taubman Cancer Center
\$123,000,000
New Cancer Center
Roanoke, VA

Grand Strand Medical Center
\$83,000,000
Bed Tower
Myrtle Beach, SC

UHS El Paso DeNovo Behavioral Health Hospital
\$60,000,000
192-Bed Behavioral Health Hospital
El Paso, TX

HCA Methodist Stone Oak
\$60,000,000
Bed Tower
San Antonio, TX

North Mississippi Medical Center
\$20,000,000
Medical Office Building
Tupelo, MS

Samford Univnrsity
\$18,000,000
Parking Deck
Birmingham, AL

Community Health Development
\$13,000,000
Ulvade Clinic
San Antonio, TX

HCA Florida Brandon Hospital
\$12,000,000
OR Renovation
Brandon, FL

COPT Defense Properties Confidential
Redstone Gateway 9700 Warehouse and Road Extension
Huntsville, AL

Baptist Neighborhood Hospital - Rigsby
\$9,000,000
New Emergency Department
San Antonio, TX

FirstHealth of the Carolinas
\$8,000,000
OR AHU Replacement
Pinehurst, NC

Duke Health B100 Building
\$7,000,000
Third and Fourth Floor Buildout
Cary, NC

Halifax Health Medical Center
\$6,000,000
Neurosciences Clinic Renovation
Daytona Beach, FL

AdventHealth Fish Memorial
\$6,000,000
Upgrades to Finishes
Orange City, FL

Encompass Health Rehabilitation Hospital Cumming
\$6,000,000
10-Bed Addition
Cumming, GA

Cleveland Clinic Indian River Hospital
\$5,000,000
Labor and Delivery Renovation
Vero Beach, FL

Duke Health Raleigh Hospital
\$4,000,000
Inpatient Pharmacy Renovation
Raleigh, NC

University Medical Center El Paso
\$4,000,000
Sterile Processing Renovation
San Antonio, TX

Piedmont Medical Center Rock Hill
\$3,000,000
Cardiovascular ICU
Rock Hill, SC

Piedmont Medical Center Rock Hill
\$3,000,000
IR Room Renovations
Rock Hill, SC

AdventHealth Daytona Beach
\$3,000,000
Road Extension
Daytona Beach, FL

AdventHealth Palm Coast Cancer Center
\$3,000,000
Buildout
Palm Coast, FL

AdventHealth Waterman
\$3,000,000
Second-floor Buildout
Tavares, FL

Valley Baptist Medical Center Harlingen
\$3,000,000
Infrastructure Upgrade
Harlingen, TX

The Hospitals of Providence
\$3,000,000
Chiller and Cooling Tower
San Antonio, TX

SCA Atlanta
\$3,000,000
Renovations
Atlanta, GA

East Cooper Medical Center
\$2,000,000
IR Suite
Mt. Pleasant, SC

Piedmont Medical Center Rock Hill
\$2,000,000
Labor and Delivery Renovation
Rock Hill, SC

Atrium Health Pineville
\$2,000,000
Catheterization Lab
Pineville, NC

Huntsville Hospital
\$2,000,000
Second Floor Renovation
Huntsville, AL

Huntsville Hospital
\$2,000,000
Parking Lot
Huntsville, AL

The Hospitals of Providence Memorial Campus
\$2,000,000
AHU Replacement
El Paso, TX

Valley Baptist Medical Center Brownsville
\$2,000,000
AHU Replacement
Brownsville, TX

Valley Baptist Medical Center Harlingen
\$2,000,000
Infrastructure Upgrade
Harlingen, TX

Huntsville-Madison County Airport Authority
\$1,000,000
Infrastructure Upgrade
Huntsville, AL

Saint Thomas Health
\$1,000,000
Miscellaneous
Nashville, TN

AdventHealth Ocala TimberRidge
\$1,000,000
CT Replacement
Ocala, FL

AdventHealth Ocala
\$1,000,000
EP Lab
Ocala, FL

AdventHealth Daytona Beach
\$1,000,000
Cancer Center Renovations
Daytona Beach, FL

The Hospitals of Providence Memorial Campus
\$1,000,000
Oxygen Yard Replacement
El Paso, TX

Valley Baptist Medical Center Harlingen
\$1,000,000
AHU Replacement
Harlingen, TX

Valley Baptist Medical Center Brownsville
\$1,000,000
Infrastructure Upgrade
Brownsville, TX

Novant Health
\$500,000
CT Replacement
Mt. Pleasant, SC

Lovelace Regional Hospital
\$400,000
Pharmacy Renovation
Roswell, NM

Nemours Children's Health, Lake Mary
\$400,000
Renovation
Lake Mary, FL

Nemours Children's Hospital
\$300,000
CLC Camera Replacement
Orlando, FL

AdventHealth New Smyrna Beach
\$200,000
Kitchen Equipment Renovation
New Smyrna Beach, FL

Spartanburg County
\$100,000
Spartanburg County/City Block Preconstruction Services
Spartanburg, SC

UNC Rex Healthcare
\$50,000
PET and CT Replacement
Raleigh, NC

ON THE COVER

ROW 1

Westover Hills Baptist Hospital
San Antonio, TX

Boca Raton Regional Hospital CEP
Boca Raton, Florida

ROW 2

AdventHealth Palm Coast Parkway
Palm Coast, Florida

ROW 3

University of Louisville Health
South Tower
Shepherdsville, Kentucky

Redstone Gateway 300
Huntsville, Alabama

Rheumatology Associates
of North AL (RANA)
Huntsville, Alabama

ROW 4

Jupiter Medical Center Johnny & Terry Gray Surgical Institute
Jupiter, Florida

South Texas Health System ER Pharr
Pharr, Texas

Tallahassee Memorial Health MOB
Panama City Beach, Florida

ROW 5

CaroMont Regional Medical Center Belmont MOB
Belmont, North Carolina

HCA Florida Fawcett Hospital
Port Charlotte, Florida

AdventHealth Winter Haven
Winter Haven, Florida

ROBINS & MORTON

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Charity Softball Game



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Year in Review



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Terrell State Hospital

400 Shades Creek Parkway
Birmingham, AL 35209

Robins & Morton

NEWSCORNER

Winner 2024

2024

YEAR IN REVIEW