

NEWSCORNER

Winter 2025



YEAR IN REVIEW
2025



From the Chairman and CEO
Bill Morton



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We are forecasting \$2.4 billion in sales for the year, slightly below our \$2.6 billion target. Several projects originally slated for 2025 have shifted to 2026. As a result, we will enter 2026 with \$2.7 billion in awarded work — the highest in our company's history.

We are projecting a year-end backlog of \$3.3 billion, which puts us in a position for a very strong start in 2026. Combined with another good sales year, this backlog sets the stage for what we expect to be another record-setting year.

Robins & Morton was extremely well represented at this year's LCI Congress in Dallas in October. Our own Jennifer Lacy served as co-chair of the event, which drew a record of over 1,600 attendees. Nine of our teams led work sessions throughout the week, with two earning "Top Five" honors for best-in-show presentations. I know we are all proud of Jennifer's leadership and our teams that presented during LCI Congress.

There is an insert in this Newscorner describing in more detail the focus areas and program highlights of LCI Congress. Please take the time to review it, as it shows the significant role our people played in this year's event.

We are already looking ahead to Connect 2026, which will coincide with our 80th anniversary. Planning is underway, and excitement is building for what promises to be a milestone celebration. If you have not registered, please do so as soon as possible.

By the time you read this, our business planning sessions for 2026 will be complete. Early indicators point to an exceptional year, aided by strong new sales, additional growth from existing clients, and our healthy backlog. We are excited by the momentum and optimistic about the future of our company.

SOME MAJOR MILESTONES FOR 2025:

- We achieved a Customer Satisfaction rating of 93.6% in 2025, with 19 projects surveyed to date resulting in five 100% ratings.
- In April, we contributed to our profit-sharing program for the 37th year in a row.
- Team members completed 29,695 Training for Excellence credit hours in 2025 year-to-date, covering 511 subjects.

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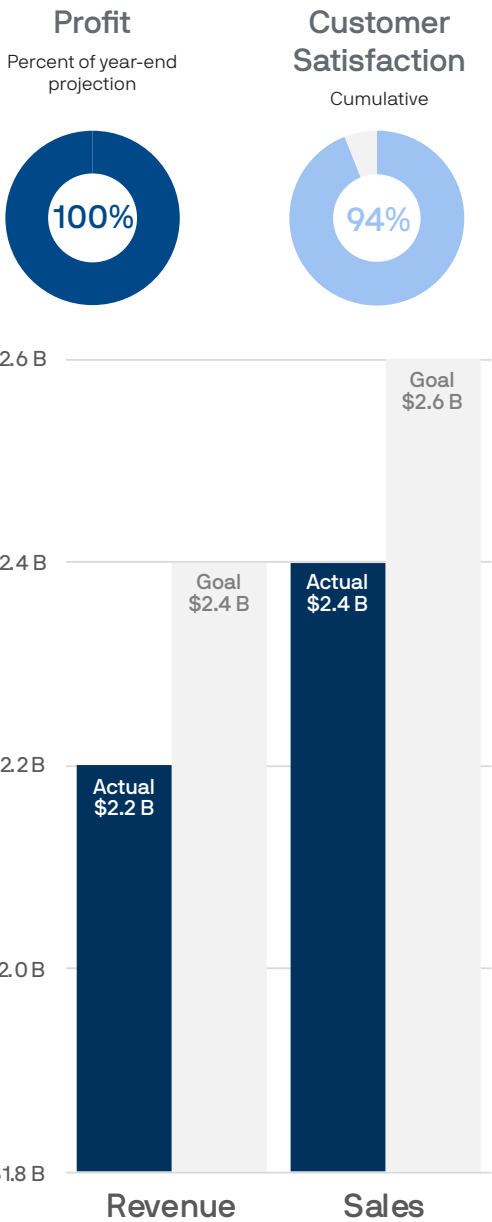
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- We received 12 ABC Excellence in Construction Awards across six regions.
- We participated in 20 national speaking engagements.
- We were ranked as a top contractor in seven of our regional markets. We were also ranked on 11 national trade publication lists.
- For the thirteenth year in a row, we have once again been named a Top Green Contractor by Engineering News-Record. In 2025, we were ranked #36, our highest ranking to date.
- We released our fifth State of Healthcare Construction Report, which was recognized with three awards in 2025: SMPS National Marketing and Communications Award, SMPS Boston Marketing and Communications Award, and PRSA Silver Anvil Award.
- Our seventh Rocky McMichen Craft Mentorship class, with 11 participants, graduated in November. Guest speaker Jason Schroeder gave the commencement speech.
- We continue our third class of Barbara Wilson Mentorship with one participant set to graduate in 2026.
- We celebrated 10 years of our Building Forward® approach and our commitment to Continuous Improvement, Leadership Development, Collaboration, and Creating a Learning Culture.
- The Miami and Spartanburg offices celebrated their 10-year anniversaries, while our San Antonio office celebrated five years by hosting an open house celebration for team members, clients, and industry partners.
- We received more than 950 significant media mentions through Q3 2025, an increase of 44% over the previous year.
- We recognized the second anniversary of our Women's Network and celebrated our second Veterans Mentorship Program graduating class.

As we are completing another strong year for our company, we should all be proud of our achievements. But we should also remember that they are a direct result of the confidence and trust our clients put in us. We earn their trust by continuing to consistently build quality projects on time and making certain we satisfy all their needs through our unique client-focused approach.

Thank you for all you do to make our company successful. Please take time to enjoy the holiday season and spend time with family and friends. ■

2025 PERFORMANCE INDICATORS





BUILDING FORWARD®

CONNECT

2026


Register Now for Building Forward® Connect 2026

The countdown is on to Building Forward® Connect 2026 — our own conference-style event that brings our salaried team members together to learn from each other, connect as a team, and reinforce our culture.

It's all happening **April 23–25, 2026**, at the Gaylord Palms Resort and Convention Center in **Orlando, Florida**.



If you haven't registered yet, we encourage you to do so as soon as possible. Scan the QR code to get all the details on registration, plus FAQs, tips, and more.



CONGRATULATIONS TO OUR NEWEST
LEED GREEN ASSOCIATES

This summer, three of our team members — Superintendent Robbie Tucker, Project Engineer Liberty Beecher, and Preconstruction Co-op Hunter Stephens — earned a LEED Green Associate accreditation, bringing our total number of accredited team members to 98.

This accreditation demonstrates their expertise in green building practices and their commitment to our sustainability goals. If you're interested in becoming a LEED Green Associate, reach out to Senior Sustainability Manager Jackie Mustakas.

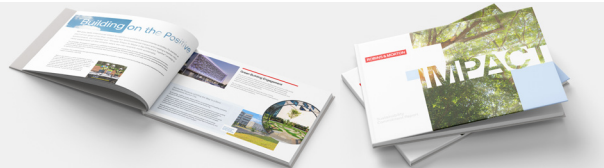


Jackie Mustakas Shares Insights in AIA Continuing Education Course

In a new continuing education course, our Senior Sustainability Manager Jackie Mustakas delivers insights into how today's healthcare facilities must go beyond meeting green building standards and pursue resiliency, which has become equally essential as energy costs rise and operational demands grow more complex.



Scan the QR code to dive into this course and learn more about the standout sustainability efforts on our Permian Basin Behavioral Health Center and Gloria Drummond Patient Tower at Boca Raton Regional Hospital projects.

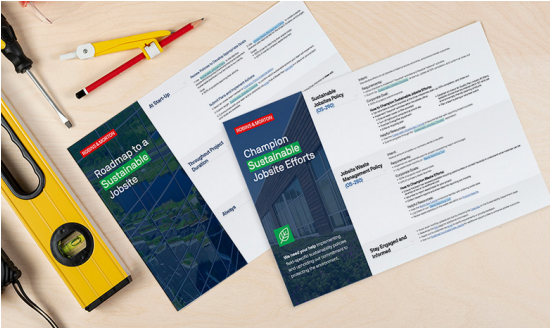


See Our Sustainability Impact

In our latest Sustainability Commitment Report, we share how our triple-bottom-line approach to sustainability balances the environmental, community, and economic needs of present and future generations. Inside, you'll also find results from our sustainability and green building, community impact, and workforce and industry development efforts.



To request access to our full Sustainability Commitment report, scan the QR code or contact Vice President of Marketing and Communications Katy Klaproth or Senior Sustainability Manager Jackie Mustakas.



Two New Sustainability Resources Now Available on HUB

To help our project teams implement our field-specific sustainability policies, our Sustainability Council has developed two resources now available on HUB: the Roadmap to a Sustainable Jobsite and the Champion Sustainable Jobsite Efforts guide.

ROADMAP TO A SUSTAINABLE JOBSITE
This guide showcases how our teams can use our Sustainable Jobsites Policy and Jobsite Waste Management Policy to improve human health, save resources, minimize waste, and build more responsibly. With step-by-step instructions, goals, and links to additional resources, it's an all-in-one, easy-to-use guide that takes the guesswork out of implementing our policies.



Scan the QR code to access the roadmap on HUB.

CHAMPION SUSTAINABLE JOBSITE EFFORTS
Working hand in hand with the Roadmap to a Sustainable Jobsite, the Champion Sustainable Jobsite Efforts guide outlines how our field team members can become champions of the Sustainable Jobsites Policy and Jobsite Waste Management Policy. It also equips them with the tools they need to become leaders in sustainable practices on their jobsites.



Scan the QR code to access the guide on HUB.



At the beginning of this year, we shared three major updates our IT team would be working on throughout 2025. Here’s an update on those, plus two additional upgrades they’ve been working on behind the scenes.

- Eliminating NetCov:** This task is complete. Our IT team is now entirely in house, only outsourcing Arctic Wolf as a security vendor.
- Transitioning to Microsoft Teams Phones:** This task is complete. We have successfully transitioned from RingCentral to Microsoft Teams for our phone services.
- Upgrading to Microsoft E5 Licenses:** This task will be ongoing throughout 2026 as our IT team evaluates the value of Microsoft’s E5 license offerings and strategically chooses the best options for our needs.

One of our IT team’s biggest responsibilities is cybersecurity. Here are two upgrades coming to our current infrastructure.

- New Firewalls:** To keep our hardware up to date and effective, the IT team is installing new firewalls in every office. This process kicked off on August 8 with the Birmingham office, and they aim to activate new firewalls in each office by early 2026.
- New Spam Filter:** Our IT team has upgraded our email security with a new spam filter, which will allow email users more control over how spam gets filtered. Be on the lookout for more details from our IT team.

Neither of these upgrades requires action from you. In fact, you likely won’t notice any changes to the user experience. However, these efforts are crucial to maintaining a secure technology ecosystem for all our team members. If you have questions about these updates, reach out to IT Director Bryan Ledbetter.

Are You the Next Innovator of the Year? Submit Your Innovation Now

In February 2026, we'll host our third annual Innovation Awards ceremony — and you have until December 31 to enter the competition. Here's how:

- Create a two-minute video showcasing an innovation you've created and tested on your project or in your department.
- Send the video to innovation@robinsmorton.com by December 31. If you have questions or need help creating your video, reach out to innovation@robinsmorton.com.

The winner — the Innovator of the Year — will receive the legendary trophy, and their name will be immortalized on the plaque outside the Innovation Lab in the Birmingham office. Plus, there are big prizes for the top three contestants and additional prizes for everyone who submits an innovation.



Mark your calendars — the 2025 Innovation Awards will be on **February 26, 2026**, at **1:30 p.m. CT/2:30 p.m. ET**.



INDUSTRY LEADERSHIP

ENR Top Healthcare Contractors

#4

ROBINS & MORTON

Building With Purpose®

TOP HEALTHCARE CONTRACTORS: ENR

We are honored to be ranked No. 4 on Engineering News-Record’s list of Top Healthcare Contractors for 2025.



BEST PLACES TO WORK: SC BIZ NEWS

Our South Carolina team was honored to be named among SC Biz News’ Best Places to Work in the Palmetto State.



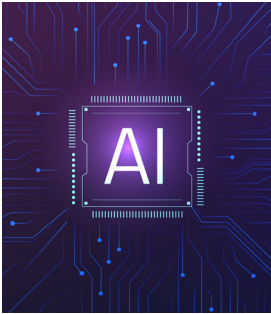
BEST GREEN PROJECT: SFBJ STRUCTURES AWARDS

In September, our UHealth Doral Medical Center project team won the Best Green Project award at this year’s South Florida Business Journal Structures Awards.



INNOVATION IN CONSTRUCTION AWARD: NAMC GOLDEN SHOVEL AWARDS

Our Texas team was honored to receive the Innovation in Construction Award at this year’s National Association of Minority Contractors – Dallas/Fort Worth Chapter Golden Shovel Awards in October.



Introducing Our AI Roundtable

For years, Technology Implementation Coordinator Christina Till, Senior IT Administrator Joe Fording, and Director of Corporate and Operational Technology David Pratt have worked on AI initiatives behind the scenes, researching and identifying the best tools for our company. Earlier this year, as other departments began to create similar initiatives, they formed a cross-departmental group, bringing together team members from across the company who are all excited about AI’s potential.

The main goals of the AI Roundtable are to evaluate AI solutions that help our company work better, effectively incorporate those solutions into our overall IT infrastructure, and identify and monitor any cybersecurity threats. To learn more about the AI Roundtable and how to get involved, scan the QR code.



From the President and COO Robin Savage



It looks like 2025, as fast as it has gone by, is shaping up to be another very successful year for the company.

We should all be proud of the effort put forth by everyone on the Robins & Morton team to get us to this point.

For the last three years, we have significantly exceeded \$2 billion in both sales and revenue, which has resulted in steady controlled growth for the enterprise and the formulation of a reliable infrastructure for the future. We have also developed the expertise and confidence to take on larger projects and bring them to a successful conclusion, a capability necessary for us to continue growing. Based on our sales backlog and committed sales for 2026, we are poised to make another growth step.

My father used to tell me as I was headed out the door on a new endeavor, “Hold it in the road, son.” This usually came when I was tackling some challenge like a new sport, the next job, or even heading off to college, all of which represented a growth challenge. The message from him was that when you take your next step, you need to operate within the bounds of experience, judgment, and discipline.

As we continue to grow as a company, it is critical to maintain the culture, structure, and judgment that have marked our success. Added revenue is good as long as it’s managed the right way. After all, every dollar of revenue represents a dollar of risk.

You often hear that companies that grow too fast lose some of their culture. At Robins & Morton, we have gone to great lengths to preserve our culture of caring that has guided us over the last 80 years. It took us about 70 years to really help define our culture through the four tenets of our Building Forward® approach: Collaboration, Continuous Improvement, Leadership Development, and Creating a Learning Culture. As long as we keep spreading the word and displaying our culture through our actions, we will

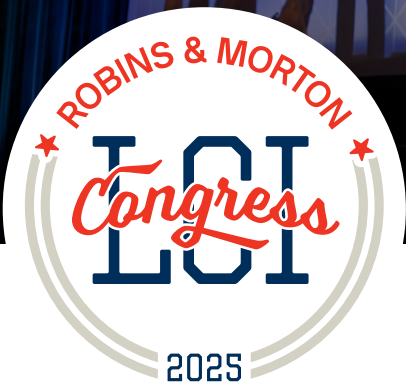
preserve this very important aspect of growing a company. A diluted culture will leave us fragmented in our behavior and how we react to situations. We might continue to grow, but it will not be sustainable, and we as a team will not feel nearly as good about it. We can be proud that our culture is holding strong.

Maintaining the structure of how we do business and producing quality work on a day-to-day basis is critical to successful growth. The development of good, organized policies has been a hallmark of our work, and our policies have served as a guide throughout the major growth years of the company. As the inevitable “drift” sets in over time due to technology, industry changes, and ill-perceived management efficiency (also known as “cutting corners”), it is important to reset the discipline of policies through mentoring and training. This comes in both the form of formal training as well as just giving good advice to your peers and those you are managing. While our policies continue to evolve, we are taking the time to implement changes in a controlled manner with effective communication, rollout, and training. It is important for us to maintain this discipline as we continue to grow.

Finally, and most importantly, maintaining a strong safety culture and practice is critical as our projects grow and our exposure to complexity and volume increases. The message sent by good safety in the overall company is similar to the one sent by cleanliness and organization on a project: It becomes a representation of how the entire project is executed, and ultimately how it will turn out. A company committed to safety grows and prospers in a positive way because the outcomes are personal as well as technical. It’s also about preserving people, and no amount of growth or success is more important than that.

All of us have contributed to a great year of growth and success in 2025. Next year should provide opportunities for us to take another step in becoming a little bigger and even better. Let’s all continue to “hold it in the road” and make the Robins & Morton family the best we can be.

Have a wonderful holiday season as you spend quality time with family and friends! ■



The 27th annual event drew a record-breaking 1,617 registrants. Among them were 44 Robins & Morton team members, including speakers, champions, committee members, and the event co-chair, Director of Building Forward® and Lean Practices Jennifer Lacy.

ROBINS & MORTON HITS IT OUT OF THE PARK AT LCI CONGRESS

In October, construction industry professionals traveled to Arlington, Texas, for Lean Construction Institute (LCI) Congress 2025. During the largest Congress in the organization’s history, we united with hundreds of other companies as one team to share winning strategies, build effective teams, and cultivate an industry culture that everyone can celebrate.

Coaching with Purpose

“If we want to build champions for the future, we have to share what we’ve learned, push each other to get better, and create a culture where people actually want to be a part of this industry,” Director of Building Forward® and Lean Practices Jennifer Lacy said. “The future of this industry isn’t about firefighting. It’s not about heroes dragging jobs across the finish line. It’s about building champions — teams, people, and projects — that can win again and again.”

JENNIFER LACY AS CO-CHAIR

This year, Congress was led by co-chairs rather than a single leader, and our Director of Building Forward® and Lean Practices Jennifer Lacy was one of them. She served alongside Skiles Group CEO Keyan Zandy, co-author of The Lean Builder.

After Jennifer and Keyan were selected as the 2025 leaders, the duo spent a year shadowing the 2024 leadership team, learning everything they could to make the 2025 event a success.

“Jennifer and Keyan had an aligned vision, and they truly cared about making it the best event yet,” Division Marketing Director Laura Hernandez said. “They put a whole year of preparation into this and clocked 200 volunteer hours each. Plus, they selected and rallied the right people to make sure they delivered. Their leadership truly shone.”

THE CONTINUOUS IMPROVEMENT GAMEPLAN

LCI Congress 2025 kicked off on October 20 with an optional golf tournament and half-day of learning, followed by another learning day and Kickoff Social on October 21.

At the center of LCI Congress 2025 was the Core Program, “Winning Lean Strategies for Design and Construction Excellence.” This two-day program on October 22 and 23 featured keynote speakers Jesse Itzler and Christopher Voss, breakout sessions, the National Owner Panel, an exhibit hall, and networking breaks and events.

At the end of the first Core Program day, our team hosted a Robins & Morton Happy Hour event at Hearsay Arlington. Design teams, trade contractors, clients, and vendors came together to celebrate Lean building with us and share in our commitment to a better construction industry.

LCI Congress wrapped up on October 24 with a Gemba Day and project site visits, allowing attendees to see Lean principles in action, discuss best practices and lessons learned with experts, and apply what they learned in the days before.

This year’s theme, “Building Champions: Constructing the Game Plan for Lean Success,” inspired four learning tracks tailored to different areas of interest. Each track blended big-picture concepts with tactical strategies for success.

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| ☆ | ☆ | ☆ | ☆ |
| Building the Team: Developing People and Gaining Buy-In | Setting the Strategy: Laying the Groundwork for Success | Executing the Playbook: Precision and Safety in the Field | The Winning Formula: Innovation and Continuous Improvement |

Winning as One Team

Jennifer and Keyan envisioned and created an event where all attendees were all on the same team with the same purpose: to make the industry better with Lean principles and practices.

“Every function in every one of these companies has a role in making sure the construction industry is healthy and thriving,” Jennifer said. “That’s the message we wanted each attendee to take away, because it’s going to take all of us to transform the industry. Construction is hard, both mentally and physically. Our people work hard, and they make sacrifices to build successful projects. We didn’t shy away from that, but we asked, ‘How can we all do better?’”

With this message, Jennifer and Keyan defined what it means to win as one team, and that concept echoed through each session, touching every aspect of construction.

“In all our presentations, even when we focused on the tactical tools and processes, we always balanced it with the human side of construction and how we can make the industry better for our people,” Jennifer said.

“When you walked into Congress, you could sense the camaraderie and the excitement for our cause,” Jennifer said. “The competitiveness fades, and we’re all acting as one team, sharing our knowledge and experience for the greater good.”

On Our Roster

Not only was Robins & Morton a deluxe sponsor of LCI Congress 2025 and our own Jennifer Lacy co-chair, but we also had a prominent presence throughout the event. With 44 team members in attendance, nine presentations featuring our team members, and a happy hour hosted by our team, LCI Congress was a powerful platform for our company’s voice to be heard.

Team members from across our company came together to make the event a success, not only for LCI but also for Robins & Morton.

“I want to thank each one of our team members who contributed to the great success of LCI Congress 2025,” Executive Vice President of Operations Derek Gregg said. “Jennifer Lacy did a wonderful job, leading the event with enthusiasm. Our speakers gave very meaningful and engaging presentations, our planning team worked incredibly hard behind the scenes, and all our attendees represented Robins & Morton’s values. I’m extremely proud of the way our team is leading the industry in Lean construction.”

Administrative Assistant **Rachael Boyd**, who served on the Volunteer Planning Committee and was an invaluable asset in the planning and execution of Jennifer’s vision

Assistant Project Manager **Chandra Jones**, who served on the Volunteer Planning Committee

Project Director **Josh Young**, who was a member of the Abstract Review Committee and a presenter

Vice President of Marketing and Communications **Katy Klapproth**, who served as the event coordinator, managing our sponsorship, overseeing our after-hours events and hospitality suite, and ensuring seamless onsite communication with our team members

Division Marketing Director **Laura Hernandez**, who served as the co-chair of the Champion Committee

Division Marketing Director **Leigha Taber**, who served as a champion

Senior Graphic Designer **Ginny Fowler**, who supported the graphic design of our presentations and promotional items

Corporate Communications Director **Rachael Farr**, who supported the content development for presentations and led pre- and post-event communication

Marketing Coordinator **Skylar Dickson**, who supported the planning and execution of our Happy Hour event

“We had around 25 college students from several schools volunteer at Congress, and they were also able to sit in on sessions and be exposed to Lean building,” Jennifer said. “Rachael [Boyd] knows the importance of getting the younger generation involved in what we do, so she was a huge part of that effort.”

“Having Laura’s marketing experience and perspective on our team was critical to elevating this event,” Jennifer said. “She and Keyan’s marketing support team member revamped the way that champions coach their teams, and they even created a playbook that LCI is going to repurpose every year.”

“Throughout Congress, I was amazed at Rachael Boyd’s attention to detail,” Ginny said. “Even in the most hectic moments, she stayed on top of the schedule and made sure that Jennifer’s vision came to life.”

Leading the Team in Lean Building

For more than 10 years, our Building Forward® approach, built on Lean principles and practices, has set our people and our projects apart, and it’s now an integral part of our culture. Throughout LCI Congress, our team was celebrated for our Lean journey, which showcases the potential of Lean principles when they’re adopted and implemented effectively.

LCI Congress was an incredibly valuable opportunity to showcase our Lean expertise to an audience invested in LCI’s goals. Along with other companies, we pulled back the curtain on our projects and transparently displayed what it’s like to work with us.

“LCI Congress is more than just an event — it’s a spark, inspiring us all to grow, refine our practices, and stay focused on what matters most: our people and continuous improvement,” Director of Corporate and Operational Technology David Pratt said. “With Jennifer as co-chair and many of our team sharing their Lean journeys in the sessions, our company’s strong presence reflected how deeply Lean is embedded in our DNA.”

“At LCI Congress 2025, it was evident that we are leaders in Lean,” Jennifer said. “We kept hearing, ‘Wow, we really see it now,’” Jennifer said. “They recognized that we’re not just talking about it. We’re doing it, and we’re getting results.”

Read more about our Building Forward® journey on the cover of our summer 2025 Newscorner.



The Sessions

Live Lab 1: Drawing Up the Winning Play

Robins & Morton Speakers: Superintendent Nick Jackson and Superintendent Jared Wilson

During this live lab, Nick and Jared — along with Seth Harrison and Thomas Hardy, both Skiles Group superintendents — discussed visual management tools that help streamline project workflows and enhance team collaboration. They demonstrated the value of tools and strategies such as Weekly Work Plans, Kanban Boards, area boards, and innovative floor planning options for improved field coordination.

Live Lab 2: Beyond Buy-in: Experiencing Alignment through Conditions of Satisfaction

Robins & Morton Speakers: Operations Manager Marshall Scott and Senior Preconstruction Manager Taylor Payne

“What does real alignment feel like — and how do we know when we’ve got it?” was the question that inspired this live lab. Taylor and Marshall were joined by Atrium Health, Skiles Group, and Tech Air, as they explained how early alignment affects everything downstream. During the interactive session, attendees experienced firsthand the power of Conditions of Satisfaction (CoS) and True North — two distinct but complementary approaches that elevate collaboration, accountability, and clarity from day one. Together, the speakers and attendees explored the “why” behind these practices and how to implement them through engaging strategies that build trust, create shared purpose, and ensure every stakeholder voice is heard and valued.

Two-Minute Drill: Hyperspeed IPD with Rookie Players

Robins & Morton Speaker: Superintendent Jared Wilson

This session focused on our Cone Health MedCenter Asheboro project, a 50,000-square-foot freestanding cancer center that we completed in fall 2024. Jared, who served as superintendent on the project, was joined by Adam Bricker from Cone Health, Rodrigo Reyes from Perkins+Will, and Jeremy Jones with Affiliated Engineers to reveal how the project was delivered under a true Integrated Project Delivery (IPD) contract. While some partners were already familiar with IPD, for others, this was their first experience with a true IPD contract. Through a respectful partnership, the team successfully navigated the learning curve and addressed multiple challenges — including a hyper-compressed schedule, the need for program flexibility, and a difficult procurement and escalation market. During the transparent discussion, the team showcased the strategies that were effective in overcoming these challenges, as well as lessons learned.

The IdeaEngine: Powering Innovation to the End Zone

Robins & Morton Speakers: Director of Building Forward® and Lean Practices Jennifer Lacy, Division Safety Director Kevin Osani, Superintendent Adam Gurley, and Innovation Lab Manager Steve Moore

During this interactive session, our team highlighted our Innovation Lab and IdeaEngine, which together generate impactful solutions ranging from sustainability to safety and field productivity. Using our initiatives as an example, Jennifer, Kevin, Adam, and Steve gave attendees insights into how to build a structured innovation program that garners companywide engagement, embraces a culture of continuous improvement, and leads to meaningful results.

Winning with Lean Commissioning: Offense and Defense

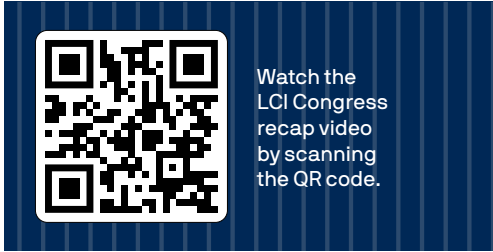
Robins & Morton Speaker: Senior Project Manager Scott King

Commissioning agents are often perceived as the referees of a sports game, ensuring rules are followed and standards are met. However, during this session, the speakers presented a more apt analogy: commissioning as the offensive and defensive coordinators of a project. Scott joined David Biglari of University of Miami Health, Vincent Vilarchao of Tropic Mechanical Contractors, and Rodney Ashmore of Adaptive Commissioning Solutions to share insights from our UHealth Doral Medical Center project, during which they navigated tight deadlines and significant supply chain challenges. Through their experiences, they illustrated how a proactive and strategic commissioning approach can be the key to unlocking a project’s full potential, even under the most demanding conditions.

Scaling Lean Project Alignment

Robins & Morton Speaker: Director of Building Forward® and Lean Practices Jennifer Lacy

In this session, Jennifer and Kevin Labrecque, founder and CEO of Integration Point LLC, asserted that project delivery hinges on three key elements: stakeholder alignment, clear Conditions of Satisfaction, and the processes needed to support those two items. Although teams may achieve alignment in the early stages of the project, they often fail to execute. Jennifer and Kevin demonstrated proven methods for scaling Lean alignment across an entire project, including how to integrate project processes into the Conditions of Satisfaction and maintain stakeholder alignment throughout the project lifecycle.



Game Film Review

Robins & Morton Speakers: Project Director Josh Young, Senior Superintendent Josh Farr, Project Engineer Josh Wallace, Project Manager Nick Kouskolekas

In “Game Film Review,” our team delved into the importance of sharing lessons learned and conducting retrospectives to enhance project outcomes. Nick, Josh Young, Josh Farr, and Josh Wallace showcased how informal meetings among project team members evolved into structured discussions for sharing experiences, addressing challenges, and celebrating successes. By the end of the session, attendees had an understanding of processes and strategies that we’ve implemented for facilitating effective communication and collaboration across regions and projects.

Glacier Breaker: Icebreakers Deliver Valuable Taught Moments

Robins & Morton Speaker: Director of Building Forward® and Lean Practices Jennifer Lacy

Icebreakers have a reputation for being just lighthearted conversation starters, but they can be much more. In “Glacier Breaker,” Jennifer demonstrated icebreakers’ potential alongside Turner Construction Company Lean Manager Emerson Dority and Company and World Wide Professional Solutions team members Bianca Trujillo and Tracy Lucero. They demonstrated how, when intentionally designed and thoughtfully executed, icebreakers can become powerful tools to teach, reinforce, and connect Lean principles to real-world applications.

Pathway to Certification

Robins & Morton Speaker: Superintendent Lee Weeden, CM-Lean, LCI- CPC

In this session, Lee joined Tammy McConaughy, LCI-CPC-SME, LCI-CPD-SME, and LCI’s director of education and certification, to discuss how Lean certifications can elevate expertise, support teams, strengthen organizations, and drive consistency in Lean Project Delivery across the industry. By the end of the session, attendees had a better understanding of the path to certification and their next steps.

“It was exciting to see such a large presence from Robins & Morton, especially in our leadership roles for so many of the breakout sessions,” Senior Project Manager Scott King said. “I also enjoyed attending sessions led by other general contractors, clients, and trade partners. It was a great learning experience, and it solidified that we are an industry leader in integrating Lean construction into everything we do through our Building Forward® approach.”



Next Year in Atlanta

Registration opens in June for the 28th Annual LCI Congress, to be held October 12–16 in Atlanta, Georgia.

To find out more about LCI Congress and how you can get involved, visit congress.leanconstruction.org or contact Jennifer.

SHARING OUR EXPERTISE
AND ENTHUSIASM

SMPS SOUTH FLORIDA: DRIVING VALUE IN THE
HEALTHCARE BUILT ENVIRONMENT



This summer, our Miami-Fort Lauderdale team led the Society for Marketing Professional Services South Florida’s “Driving Value in the Healthcare Built Environment” panel, discussing evolving trends from delivery methods and master planning to emerging tech and patient-centered care.

CONSTRUCTION ASSOCIATION OF SOUTH
FLORIDA: MEET THE GENERAL CONTRACTORS



Our Miami-Fort Lauderdale team joined peers from across the region at Meet the General Contractors, hosted by the Construction Association of South Florida.

BUILDING DESIGN + CONSTRUCTION: KEY
TRENDS IN THE HEALTHCARE
FACILITIES MARKET



In September, Operations Manager Ashley Dyer joined Building Design + Construction magazine and several other leading healthcare sector experts for a live webinar on key trends and innovations in the \$70 billion U.S. healthcare construction market.

AMFP SOUTH FLORIDA: MODULAR
CONSTRUCTION — CHALLENGES AND
OPPORTUNITIES



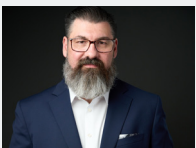
This September, Superintendent Lee Weeden joined other industry experts for a panel discussion, “Modular Construction — Challenges and Opportunities,” hosted by the Association of Medical Facility Professionals South Florida.

AMFP TAMPA BAY: SUSTAINABLE HEALTHCARE
– A PATH FROM MASTER PLAN TO
IMPLEMENTATION



In September, Senior Mechanical Preconstruction Manager Kyle Davis contributed to an Association of Medical Facility Professionals Tampa Bay panel on sustainable healthcare. Speaking alongside other industry experts, Kyle explored advancing sustainability and resiliency in healthcare facility design, including firsthand experiences from a major hurricane and lessons learned.

FPC SEMINAR: POWER DYNAMICS



At this year’s Florida Plans and Construction Seminar and Expo, Senior Mechanical Preconstruction Manager Kyle Davis led a session titled “Power Dynamics: Optimizing Hospital Energy Management.” Our team also enjoyed connecting with industry leaders at our two booths.

AMFP ALABAMA: BUILT TO LAST



At the end of September, Senior Sustainability Manager Jackie Mustakas shared important insights into the healthcare industry’s latest sustainability efforts at the Association of Medical Facility Professionals Alabama’s panel discussion titled “Built to Last: Designing for Resilience, Wellness, and Efficiency.”

WOMEN TALK CONSTRUCTION: CONSTRUCTION
INCLUSION WEEK CONVERSATION



During Careers in Construction Month, Director of Building Forward® and Lean Practices Jennifer Lacy joined the Women Talk Construction podcast and Associated Builders and Contractors Carolinas Chapter to host a Construction Inclusion Week conversation on career growth, resources, and more.

ABC OF CENTRAL FLORIDA:
CONSTRUCTION EXPO



In September, our Orlando team participated in the Associated Builders and Contractors of Central Florida Construction Expo. This year’s theme — “Fairytales, Folklore and Fables” — inspired our team members to go all out in decorating their “Shrek: Building Better Swamps” booth.



Giving With
Purpose

Post your Giving With Purpose activities on Viva Engage using the hashtag #GWP.



This summer, our Nashville team participated in a curling competition as a part of this year’s American Heart Association Hard Hats with Heart event.



In June, our Okaloosa Gas District Headquarters project team supported the inaugural Gator Panhandle Fish Hunt 2025 benefiting the University of Florida.



In July, our Texas team inspired future construction professionals at The Rosendin Foundation’s Camp Build in Austin, Texas, teaching middle schoolers the importance of communication and teamwork.



This summer, members of our Miami-Fort Lauderdale team volunteered at The Pantry of Broward food bank, packing food boxes, sorting produce, and stocking shelves to help fight hunger in the community.



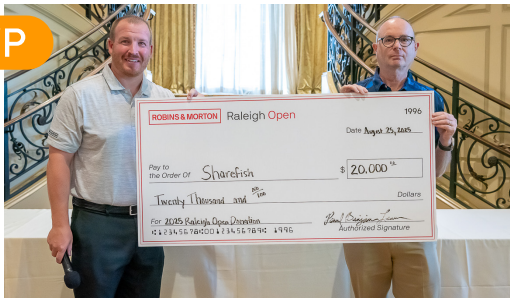
For more than a decade, our Nashville team has supported Second Harvest Food Bank of Middle Tennessee. This summer, they helped sort and organize donations, helping the food bank provide safe, nutritious food to partner agencies across the region.



This summer, our team visited Nemours Children’s Hospital in Orlando, Florida, for its Summer Explorers Camp. They led interactive technology sessions with the patients and introduced them to our robot dog, Morty.



Our Tampa team donated toys and volunteered to help with deliveries for St. Joseph’s Hospital Foundation’s Christmas in July event, which helps bring comfort and joy to children facing serious illnesses.



Our third annual Robins & Morton Raleigh Open golf tournament brought 300 attendees together and raised \$40,000 for charity, including \$20,000 for Ronald McDonald House Charities of the Triangle and \$20,000 for Sharefish.



In August, our Florida team members led a day of the Builders of Tomorrow camp, a summer program for high school students hosted by Florida International University’s Moss School of Construction.



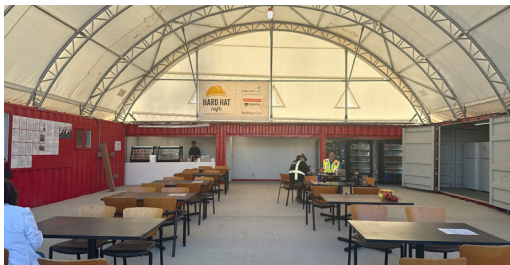
During the back-to-school season, many of our teams, including our South Florida and Roanoke, Virginia, teams, supported students and educators in their communities by donating fully stocked backpacks, clothing items, and other supplies to local schools.



In September, our Nashville team supported the BBQ In Red Shoes event hosted by Associated General Contractors of Tennessee, Middle Tennessee Branch, and benefiting Ronald McDonald House Charities of Nashville. The team took home the Best Appetizer award.



In September, our Spartanburg area team members supported the Hope Center for Children’s Family Fun 5K at Wofford College, where we’ve completed several projects over the years.



This summer at our Carilion Taubman Cancer Center project, we partnered with Carilion Clinic to open the Hard Hat Café, where our field team members can come together and refuel at breakfast and lunch.

GROWING OUR TEAM

29 NEW HIRES

Featuring new hires and service anniversaries from July through October 2025

JOSIE BLOHM	Construction Coordinator	Fountain Life Miami
RILEY BROWN	Field Engineer	Birmingham Office
LEE BROWN	Assistant Project Manager	Nor-Lea General Hospital
REID CHAVERS	Field Engineer	South Broward Endoscopy Addition
SEVAUN CLARK	Project Assistant	BayCare Hospital Manatee
SHERRY CONSTANT	Field Office Assistant	Johns Hopkins All Children's Hospital
TERRELL CORBITT	Project Engineer	Memorial Regional Hospital
PATRICK DELATOUR	Senior Project Manager	Memorial Regional Hospital
GABE DELIBERTY	Field Engineer	Aiken Regional Medical
JOSE DISOTUAR	Construction Coordinator	Baptist Rehabilitation Hospital
RYAN DOMINGUEZ	Field Engineer	Memorial Regional Hospital
CJ GOUMAS	Field Engineer	Huntsville Airport
LANDON GRUBB	Construction Coordinator	Piedmont Medical Center Rock Hill
RUBI HERNANDEZ	Corporate Recruiter	Birmingham Office
DAN HORST	Senior MEP Superintendent	Tallahassee Memorial Hospital
KENDALL INZEO	Operations Assistant	Nashville Office
JUSTIN KARR	Assistant Project Manager	Birmingham Office
JAKE KRUSE	Construction Coordinator	San Antonio Office
TONY METHENY	Field Superintendent	AdventHealth DeLand
NICK MUNSHOWER	Software Engineer	Orlando Office
WAYNE NELSON	Project Manager	Birmingham Office
JONATHAN SHEPPEARD	Preconstruction Manager	Orlando Office
WILL SUBIN	Construction Coordinator	Tallahassee Memorial Hospital
KYLE TANKERSLEY	Assistant Project Manager	Nashville Office
RAFAEL TAVERAS	Senior Project Safety Manager	AdventHealth Daytona Beach
TRAVIS TURNER	Assistant Superintendent	RG 9700 Warehouse
CARTER WALLIS	Construction Coordinator	Birmingham Office
DREW WELLS	Construction Coordinator	Cedar Ridge DeNovo Hospital
TROY WHITE	Assistant Superintendent	Charleston Office

Service Anniversaries

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

5 Years

Shawn Beckwith	Jason Kunath	Jefferson Martin
Fernando Castillo Moreno	Craig Lair	Kenneth Newton
Jonathan Cheatwood	Hodman Landero Fletes	Miguel Perullas
Debbie Foose	Marco Lopez Apodaca	Logan Roque
Clay Hamby	James Myers	

10 Years

Danny Alonso	TJ Fernandez	Hugo Lopez
Francisco Aponte	Brian Hamilton	Matt Mathis
Tim Anderson	Joe Hannon	Todd Osborne
Armando Chacon	Mario Hammonds	Darian Robinson
Carrie Carr	Corey Jackson	Jose Ramirez
Carson Chandler	Edward Jackson	Carlos Sirgo
Aaron Edwards	Sue King	Clint Smith
Dana Evans	Teresa Kline	

20 Years

Angel Colon-Rios	Charles Miller	Lane Pittman
JT Coleman	Mario Ochoa	Ann White
Matt Glus	Johnathan Peavy	

*Asterisks designate hires made from the Employee Referral Program.

Robins & Morton military veterans

PROMOTIONS

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

SENIOR SUPERINTENDENT

Josh Farr
Jonathan Lecrone
Casey Mabe

SUPERINTENDENT

Ben Coode
Porter Martin
Grant West
James Wilson

FIELD SUPERINTENDENT

Bryan Boatright
Chris Carmo
Brett Carr
Donnie Kula
Bransen McCaleb
Jonathan Rowell
Drew Welch

CONCRETE FIELD SUPERINTENDENT

Dellon Aderhold

ASSISTANT SUPERINTENDENT

Michael Ard
Shawn Beckwith
Ryan Bell
John Brand
Chris Castodio
Charles Graham
Royce Mershon
Cole Reed
Luis Torres

CONCRETE ASSISTANT SUPERINTENDENT

Juan Duran
German Lanuza
Eduardo Ruiz Santiago

SENIOR PROJECT MANAGER

Carrie Carr
Garrett Kastner
Jon Walker

PROJECT MANAGER

Noah Ballasch
Nick Busby
Nick Kouskolekas
Juran Smith

ASSISTANT PROJECT MANAGER

Jazmine Chambers
Shepherd Jacobs
Craig Lair

PROJECT ENGINEER

Cole Bates
Tyler Brown
Jakob Gibson
Joseph Hohne
Nicole Mendoza
Allen Perez
Miller Stevens
Josh Taylor
Seth Townsend
Kaziah Wade
Chris Woods

FIELD ENGINEER

Dalton Folks
Edgard Toruno Masis

LAYOUT ENGINEER

Rafael Canete Rodriguez

ELECTRIFIED HARDWARE COORDINATION MANAGER

Josh Helms

PRECONSTRUCTION ENGINEER

Garrett Britt
Iva Esteves

PRECONSTRUCTION ESTIMATOR

Jon Drouin
Trae Messer

SENIOR FIELD OFFICE ASSISTANT

Aprille Britt

OPERATIONS ASSISTANT

Deidre Davis

FIELD OFFICE ASSISTANT

Lisa Tidwell

PROJECT ASSISTANT

Keon Brooks
Michelle Miller

DIVISION MARKETING DIRECTOR

Jacquie Stamper

SENIOR MARKETING COORDINATOR

Elizabeth Johannessen

PROJECT ACCOUNTANT

Lance Pickett

CONSTRUCTION COORDINATOR

Jacob Bradley
Logan Parrish

CONSTRUCTION ENGINEER

Devin Dikmen

LEADERSHIP PROMOTIONS



Mark Mattox

Central Division Manager

Mark began his career at Robins & Morton in 1996 as a field engineer, and after progressing through field and project management positions, he was promoted to operations manager in 2012. In 2022, he became vice president. His experience spans more than \$4.5 billion in commercial, education, government, healthcare, hospitality, and residential projects. In addition to his work at Robins & Morton, Mark has been engaged in the Associated Builders and Contractors' Alabama Chapter, serving in various leadership roles for more than a decade. Mark approaches every opportunity with energy and a positive attitude, and he works extremely hard to generate

win-win outcomes in every situation he encounters, a trait that has contributed to his successful career.

In his new role, Mark will oversee the management of the division's Birmingham operation and the Charlotte and Raleigh offices.



Josh Young

Project Director

Josh joined the Robins & Morton team in 2005 while attending Bowling Green University. After graduating with a bachelor's degree in construction management and technology, he came on board as a field engineer in 2007. In his 20-year career, Josh has directly contributed to the success of 15 education and healthcare sector projects totaling more than \$1.2 billion. In addition to his work on the jobsite, Josh was instrumental in launching our Building Forward® approach in 2015 and has since served in numerous roles guiding its implementation. He has also maintained engagement with the Lean Construction Institute for more than 10 years. In spring 2025, Associated

General Contractors named Josh to its national Lean Construction Committee. Beyond his many contributions to our company and the industry, Josh inspires his teams to engage in the communities where they live and work.

In his new role, he will coordinate with our clients, design partners, trade contractors, and Robins & Morton team members to ensure effective planning and execution of our projects.

Refer and Earn

Do you know someone who would be a great addition to our team? Submit their information to the HR department through our Employee Referral Program page on HUB. If your referral is hired, you will be eligible for a referral reward of up to \$8,000.

Scan the QR code to submit your referral on HUB.



New Onboarding Toolkit Now Available on HUB

To make the onboarding process smoother and more aligned with our Building Forward® approach, our HR team has launched the Onboarding Toolkit — your all-in-one, customizable resource to use when welcoming a new Robins & Morton team member.

To access the Onboarding Toolkit, scan the QR code.





Comer and Free
Share Adoption
Stories

This July, Preconstruction Estimator Justin Free and Vice President of People and Development Aimee Comer shared their adoption stories with Alabama Public News Service, highlighting our recent recognition by the Dave Thomas Foundation for Adoption's Best Adoption-Friendly Workplaces. Scan the QR code to hear what they had to say and learn how we strive to support our team members with adoption benefits.



CO-OPS AND INTERNS

Class of 2025: The Summer Edit

This summer, our co-ops and interns tackled everything from mastering total stations to commanding site-wide meetings. They hustled hard and played harder, forging friendships beyond the jobsite and networking at our annual Co-op and Intern Summit in Jacksonville. As the term came to a close, we invited managers to dish out some superlatives for our co-ops and interns, celebrating their newfound skills. Check them out in our summer yearbook — Class of 2025: The Summer Edit.



Thank You to Our Fall Co-ops and Interns

This fall, we welcomed 25 co-ops and interns, who have worked on 13 jobsites and in two offices across five states. This class of co-ops and interns, coming from 13 schools, have served in field operations, Preconstruction, and Special Projects, and half returned from previous semesters. To see this semester's full list of co-ops and interns, scan the QR code.



VETERANS NETWORK

In honor of Veterans Day this year, our Veterans Network posed a Giving with Purpose® challenge to all our jobsites and offices: giving back to our service members through an essentials drive for the Orlando VA Medical Center.

The Veterans Network also challenged all our jobsites and offices to make an impact through local volunteering efforts, nonprofit donations, creative tributes, letter writing campaigns, care packages, and support for local Veterans Day events.

"Veterans Day is the perfect opportunity to thank our veterans and active-duty military," Andrew Lundahl said. "This challenge was a way for us to come together as a team, truly say 'Thank you' with our time and resources, and make an impact this Veterans Day."

Thank you to all our team members who took on these challenges and made an impact this Veterans Day.

To our veterans and active service members: Thank you for bringing your knowledge and experience to our company. You strengthen our culture, contribute to our operational success, and inspire our people in Building With Purpose®.

"In the construction industry, we see parallels to the armed services," Superintendent Grant West said. "Both have cultures of camaraderie and a focus on mission accomplishment. With Robins & Morton, I see similarities to our nation's specialized, select military groups. Our teams are built of world-class construction professionals who leverage a company tradition of policies and procedures designed to deliver projects at a higher level. The expectation that we operate at that level causes us to affirm our values and principles as often as we examine our tactics and techniques. The level of accountability our teams share forges strong relationships. To meet the challenges we face, we must constantly strive to develop not just competent managers but true leaders."

HONORING OUR FOUNDING LEADERS OF THE VETERANS NETWORK

In 2022, we launched our Veteran Mentorship Program, and as it grew, it inspired the formation of the Veterans Network in 2023. Since then, the Veterans Network has continued to grow and provide valuable mentorship, community, and service opportunities for our veteran team members. Now, as the Veterans Network enters another year of growth, the leadership team is making a transition. Senior Mechanical Preconstruction Manager **Kyle Davis**, Superintendent **Hans Beutel**, and Director of Corporate and Operational Technology **David Pratt** are now recognized as **founding leaders**. These team members spearheaded the formation and growth of the Veteran Mentorship Program and Veterans Network, one of our three community networks.

"Our Veteran Network and Veteran Mentorship Program have been successful because of the dedicated support of Robins & Morton veterans," HR Manager Laura Tedford said. "We are grateful to our founding leaders — Kyle, Hans, and David — for their leadership and for their continued support as they take on an advisory role, guiding the new leaders who will be selected and announced in early 2026."

Celebrating Careers in
Construction Month

Throughout October, we celebrated Careers in Construction Month by sharing stories from our team members about what it means to them to Be a True Builder®. Scan the QR codes on the right to read their features and hear about their career stories.



Co-op to Operations
Manager: An Interview
with Marshall Scott



How We Do Relocation
Differently: A Q&A with
Stephanie Chandler



Oscar Marsh's Journey
from Carpenter
Foreman to Assistant



Superintendent
Josh Farr's Start as a
Robins & Morton Co-op



Christina Till's Journey
to Technology
Implementation



Coordinator
LB Cowan's Career
Journey

Busby Graduates from
Leadership Shoals

Earlier this year, Senior Project Manager Tim Busby graduated from the Shoals Chamber of Commerce's Leadership Shoals program. This program engages leaders to promote pro-business decision-making, collaboration across industries, and mutual understanding of problems and priorities facing the community.

Orozco Goes Over the Edge

Field Superintendent Johnni Orozco participated in this year's Over the Edge event, which helped raise critical funds for pediatric patients at Duke Children's Hospital. Johnni rappelled Duke Central Tower in Durham, North Carolina, to support the cause.



DeBernardi Wins AHA Leaders of Impact

In September, Marketing Manager Alex DeBernardi was nominated for the American Heart Association's 2025 Leaders of Impact recognition. Over seven weeks, she worked with other Nashville nominees to raise awareness, advocate for health, and support the AHA's mission to break down barriers to care, from nutritious food and safe housing to clean water and health equity. In November, Alex was named as the winner of her class. Together, they raised \$69,500.

"This mission is personal because in 2019, I lost my brother to a heart attack at just 36," Alex said. "I've supported the AHA for over a decade, and now I'm proud to also serve on the 2025 Hard Hats with Heart Leadership Team, working to improve heart health in the construction industry, where risk is high and help is needed."

NextGen

If you're interested in becoming part of NextGen or helping lead in your region, contact Communications Coordinator **Sarah Doriety** or Preconstruction Estimator **Trae Messer**.

Keep an eye out for details on a special NextGen breakout session at Building Forward® Connect 2026.



Introducing Our New Women's
Network Leadership Team

This fall, the Robins & Morton Women's Network celebrated its second anniversary and welcomed a new leadership team. This group of 24 women from across the company will use their experiences and ideas to fuel continued growth in the network's third year.

LEADERS

Incoming Leader and Senior Project Manager Carrie Carr
Immediate Past Leader and Project Risk and Insurance Manager Gloria Cook
Vice Leader and Project Manager Melody Evans
CORE LEADERS
Assistant Project Manager Chandra Jones
Marketing Manager Amanda Witteck*
Project Assistant Katharina Osani
Project Assistant Lusery Vasquez
Project Manager Elizabeth Russ
Senior Field Office Assistant LaQuea Robinson
Senior Marketing Coordinator Elizabeth Duncan*
Senior Mechanical Construction Manager Pamela Best*

COMMITTEE LEADERS

- Internal Communications*
- Graphic Designer Specialist Allison Mathews (Chair)
 - Project Accountant Amanda Senecal*
 - Project Assistant Michelle Warren
 - Relocation Manager Stephanie Chandler*
- Events*
- Assistant Project Administrator Courtney Pollard (Chair)*
 - Field Office Assistant Jennifer Huerta*
 - Project Engineer Audrey Studders
 - Project Engineer Maggie Newell*
 - Project Risk Specialist Ariel Blanding*
 - Senior Operations Assistant Raven Phillips
- Membership*
- Payroll Specialist Corban Millender*
 - Project Manager Jessica Tomaselli*
 - Senior Accounts Payable Coordinator Susan Niblett*

"I want to thank each of these women for stepping up as leaders of the Women's Network," Incoming Leader and Senior Project Manager Carrie Carr said. "With their help, this network will continue to provide valuable resources, community, and opportunities for the women of Robins & Morton. This network is something special in our industry, and I can't wait to see how it grows and evolves to best serve our team members."

*Asterisks designate returning core and committee leaders



PROJECT UPDATES

Carilion Roanoke Memorial Hospital Crystal Spring Tower Opens

Roanoke, Virginia

This summer, we joined Carilion Clinic and Virginia-based construction firm Branch Builds to celebrate the ribbon cutting of Carilion Roanoke Memorial Hospital's new Crystal Spring Tower in Roanoke, Virginia. The 12-story addition to Carilion's flagship hospital spans more than 500,000 square feet and houses Carilion's Cardiovascular Institute, the region's only Level 1 trauma center, and an expanded emergency department. The tower is designed to evolve with tomorrow's healthcare, featuring flexible spaces that adapt to new and changing technologies, patient rooms that can accommodate various types of care, and procedure areas with expansion capacity to accommodate the latest equipment. Features include a helipad, operating rooms, catheterization/ electrophysiology labs, pre- and post-procedural beds, and new trauma bays, including a dedicated pediatric trauma bay. Robins & Morton and Branch Builds partnered in a joint venture as the general contractor. Nashville-based ESa served as the project architect.

Baptist Health Rehabilitation Hospital Tops Out

South Miami, Florida



This summer, we joined Anchor Health Properties, Baptist Health South Florida, and Lifepoint Rehabilitation, a business unit of Lifepoint Health, to celebrate the topping out of the new Baptist Health Rehabilitation Hospital in South Miami, Florida.

The three-story, 100,335-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 capacity for 179 parking spaces to ensure convenient access for patients and visitors. The facility is scheduled to open in 2026. ESa is the architect for the project.

Nor-Lea Professional Physicians Center Expansion Tops Out

Lovington, New Mexico



In July, we joined Nor-Lea Hospital District to mark the topping out of our Nor-Lea Professional Physicians Center expansion project in Lovington, New Mexico. The medical office building

and physicians clinic is a three-story, 64,000-square-foot addition to Nor-Lea Hospital and will include space for specialty, behavioral health, and therapy services. The \$50 million project, which will also include a renovation of the existing spaces, is scheduled for completion in 2026.

9700 Advanced Gateway Completes

Huntsville, Alabama



In July, we joined COPT Defense Properties to mark the completion of 9700 Advanced Gateway, a 50,000-square-foot

high-bay facility located at Redstone Gateway, a mixed-use development along Rideout Road near Redstone Arsenal's Gate 9. The pre-engineered metal building is the first of its kind at Redstone Gateway and the closest available to Redstone Arsenal. The facility features a unique concept, allowing multiple tenants to have office space at the front and high-bay research and development areas in the remainder of the building. It also features the capability to dock a truck or drive directly into the high-bay space. Nola Van Peurse Architect was the architect for the project.

Methodist Hospital | Stone Oak Vertical Expansion and Renovation Breaks Ground

San Antonio, Texas



We joined Methodist Healthcare System in August to celebrate the groundbreaking of the \$104 million vertical expansion and renovation at Methodist Hospital | Stone Oak in San Antonio, Texas. The two-story, 83,948-square-foot expansion will add ICU and Med Tele beds while also expanding key support areas, including central supply, the lab, and parking. As part of the project, the hospital kitchen will undergo a comprehensive renovation. The project will add 54 new beds, increasing its total capacity from 245 to 299. This includes the vertical addition of the fifth and sixth floors to the West Tower, with 40 new med-surg beds on the fifth floor and 14 critical care ICU beds on the sixth. Half of the sixth floor will remain a shell space, allowing flexibility for future growth. With the inclusion of Methodist Hospital | Stone Oak Rehabilitation Center, the hospital's complete bed count will reach 341. The project is scheduled for completion in late 2026. ESa is the architect for the project.

AdventHealth Zephyrhills Medical Office Building Breaks Ground

Pasco County, Florida



At the end of August, we joined AdventHealth to celebrate the groundbreaking of a new medical office building on

the AdventHealth Zephyrhills campus in Pasco County, Florida. The facility will provide nearly 35,000 square feet of additional space while offering patients more high-quality healthcare options close to home. The building will house primary care and multiple specialty physician offices, including cardiology, gastroenterology, general surgery, and urology. This groundbreaking reflects the needs of the area, as Pasco County projects a 40% increase in population by 2045. This new medical office building will be the latest in a series of recent investments AdventHealth has made across Pasco County, including the recently opened AdventHealth Meadow Pointe ER built by Robins & Morton, which includes 12 patient beds, two triage rooms, and imaging and lab services, as well as a pediatric-friendly room. The AdventHealth Zephyrhills Medical Office Building is expected to be complete in fall 2026. HuntonBrady is the architect for the project.

Florida Coast Medical Center Opens

Port St. Lucie, Florida



On September 9, we joined Tenet Healthcare to celebrate the ribbon cutting of the \$120 million Florida Coast Medical Center in Port St. Lucie, Florida. The new 185,000-square-foot, 54-bed acute care hospital

offers specialized services, including 24-hour emergency care, neurosciences, orthopedics, spine, robotics, general surgery, urology, advanced cardiac care, and diagnostic services. The hospital, an affiliate of the Palm Beach Health Network, is part of a 26.5-acre campus that will include three planned buildings. ESa was the architect for the project.

The Hospitals of Providence Emergency Room Gateway Breaks Ground

El Paso, Texas



In September, we broke ground on The Hospitals of Providence Emergency Room Gateway in El Paso, Texas. The new single-story, 11,000-square-foot off-campus facility will include 11 exam rooms and will offer 24/7 care, with onsite CT and X-ray imaging. The project also includes a central nurse station, triage area, and support spaces, such as medication, supply, and decontamination. It will be designed for both walk-in access and a dedicated ambulance entrance for emergency transfers and patient care. Construction is scheduled for completion in summer 2026.

Embassy Suites Gulf Shores Beach Resort Opens

Gulf Shores, Alabama



Our Embassy Suites Gulf Shores Beach Resort project celebrated its grand opening on September 25 in Gulf Shores, Alabama. The new eight-story property features 257 all-suite beach-facing guestrooms; the Tide & Table

bar and restaurant; a rooftop amenity terrace and pool deck inclusive of The Cove Bar and Sound Wave outdoor entertainment venue; 13,620 square feet of enclosed meeting and pre-function space with a 7,800-square-foot ballroom, an attached three-story parking garage, and 7,618 square feet of retail space, including a Starbucks. The project was a joint venture among DD Partners, Peachtree Group, and Woodbine Development Corporation. PFVS served as the project's architect of record, and HBA served as the interior designer for the project.

UHealth SoLé Mia Medical Center Opens

North Miami, Florida



On September 30, we joined the University of Miami Health System to announce the opening of UHealth SoLé Mia Medical Center. The seven-story,

363,000-square-foot medical center sits on 10 acres in North Miami's master-planned community of SoLé Mia, a 184-acre mixed-use project led by developers LeFrak and Turnberry. The state-of-the-art center is UHealth's largest outpatient medical facility and will serve communities in north Miami-Dade, south Broward counties, and beyond. It will offer academic healthcare specialties, including cancer care from Sylvester Comprehensive Cancer Center, the only cancer center in South Florida to earn designation from the National Cancer Institute; advanced vision care from the No. 1-ranked eye hospital in the country, Bascom Palmer Eye Institute; urological treatments from the Desai Sethi Urology Institute; care from nationally ranked neurology and neurosurgery programs; and specialties such as cardiology, endocrinology, otolaryngology, gastroenterology, dermatology, physical rehabilitation, and others. The center features ocean and lagoon views as well as a six-story, 306,815-square-foot parking garage and open green spaces. Arcadis was the architect for the project.

Atrium Health Concord Freestanding Emergency Department Begins

Concord, North Carolina



In October, we began work on our Atrium Health Concord Freestanding Emergency Department project in Concord, North Carolina. The 11,021-square-foot project is being built entirely using modular construction. This offsite construction method produces an entire building in large modules — individual sections or units — that are then transported to the site, assembled, and finished. This approach offers several advantages, including faster project timelines, improved quality control, reduced onsite workforce, reduced waste, and minimized site disruption. Because much of the work, including site preparation and module fabrication, occurs simultaneously, projects can often be completed more quickly than with traditional construction methods. The 10-bed facility will be completed in early 2026.

