



**RS&H**

# Reaching for the Horizon

Annual Report 2023

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# From Start to Future



Dave Sweeney,  
CEO

As we enter the fourth year of our **Next is Now Strategic Plan**, I reflect on all we have accomplished together. We embarked on a path to become our clients' preferred strategic solutions provider and have leaned into the transformative change required to make that vision a reality.

Our journey doesn't end here. We will continue reaching for the next horizon as we travel this path of growth and opportunity.

## Growth Fuels Success

Growth is essential to our ability to compete for greater opportunities, undertake impactful projects that foster our individual growth, and strengthen our employee ownership model, which allows us to chart our own course and share in the rewards of our hard work and contributions.

Hallmarks of this year's performance included record-breaking sales and backlog – the core, fundamental factors that drive sustainable, long-term growth and value for RS&H. Despite continued industry-wide talent and staffing shortages, this year's efforts give us tremendous excitement about the future. To fully realize the incredible potential of our strong financial position, recruiting and retention remain a top priority in the year ahead as we continue to focus, grow, and perform.

## Collaboration & Partnership

As we worked to fully implement our organizational strengthening efforts, we have already begun to realize the benefits of our integrated teams. Increased collaboration and partnership contributed to significant wins across our markets and geography. The Infrastructure Investment and Jobs Act (IIJA) has also fueled more opportunities to bring innovative and integrated approaches to our clients in the areas of preservation, sustainability, and technology.

What makes us stand apart is our people and culture. Care is at the core of who we are; behind that care is our drive. Our care for our associates, clients, and communities results in an exceptional experience that is unmatched in our industry. We are also driven to excel and rise to every challenge, big and small, because that's how we move the world forward. As we continue to expand and grow, we will leverage and lean into the parts of our company that make us special - *We are Driven to Care*.

## A Future of Full Opportunity

As we enter another year of our strategic plan, we are getting closer to unleashing our full potential. I am often asked about what I see for our future. Our vision is clear:

- 1 We aspire to be the employer of choice,**  
embracing inclusivity and attracting talented individuals who share our vision and values. Together, we will embark on meaningful projects that leave a positive and lasting impact on the communities we serve.
- 2 We strive to provide best-in-class client service,**  
leveraging our rich 82-year legacy of delivering an exceptional experience for our clients. This commitment to excellence sets us apart and leads to continued reselection by our valued clients.
- 3 We are committed to remaining employee-owned,**  
taking charge of our own destiny. As owners, all of us are empowered to contribute our best and hold ourselves and each other accountable for our decisions. We all share in the rewards of this investment in our collective future.

Every day, each of us plays a part in making this vision a reality – project by project, team by team. Thank you for your continued focus and efforts that drive our success.



**32%**

in Net  
Sales



**25%**

in Net  
Backlog

# RS&H at a Glance



# National Presence

Since 1941, RS&H has set the standard for evolving to meet the ever-changing needs of our clients and communities. Our approach to every project is applying decades of well-honed expertise with insight that yields innovation with a purpose. This entrepreneurial spirit continues today as we integrate new areas of expertise and technology to deliver the exceptional quality architecture, engineering, and consulting services that have become the signature of RS&H.



## Integrated, Strategic Solutions for

Aerospace • Aviation • Corporate  
Federal • Health • Science • Transportation

<b>ENR</b> <b>#62</b> Top 500 Design Firms <b>#45</b> Top 100 'Pure' Designers <b>#17</b> Top 20 in Transportation		<b>ENR Southeast</b> <b>#9</b> Top Design Firms <b>#7</b> Top Florida Design Firms <b>#6</b> Top Transportation Firms		<b>BD+C</b> <b>#22</b> Giants 400 A&E Firms <b>#7</b> Top Airport Terminals <b>#12</b> Top Military Facilities		<b>#11</b> Top 25 in Highways <b>#8</b> Top 25 in Airports <b>#25</b> Top 25 in Manufacturing <b>#7</b> Top 10 in Aerospace		<b>#17</b> Top Laboratory Facilities <b>#38</b> Top Office Interior Fitouts <b>#38</b> Top Outpatient Facilities	
<b>ENR Mountain</b> <b>#11</b> Top Design Firms <b>#4</b> Top Transportation Firms		<b>ENR Midwest</b> <b>#80</b> Top Design Firms		<b>ENR MidAtlantic</b> <b>#69</b> Top Design Firms		<b>ENR California</b> <b>#80</b> Top Design Firms		<b>ENR Texas &amp; Louisiana</b> <b>#33</b> Top Design Firms	

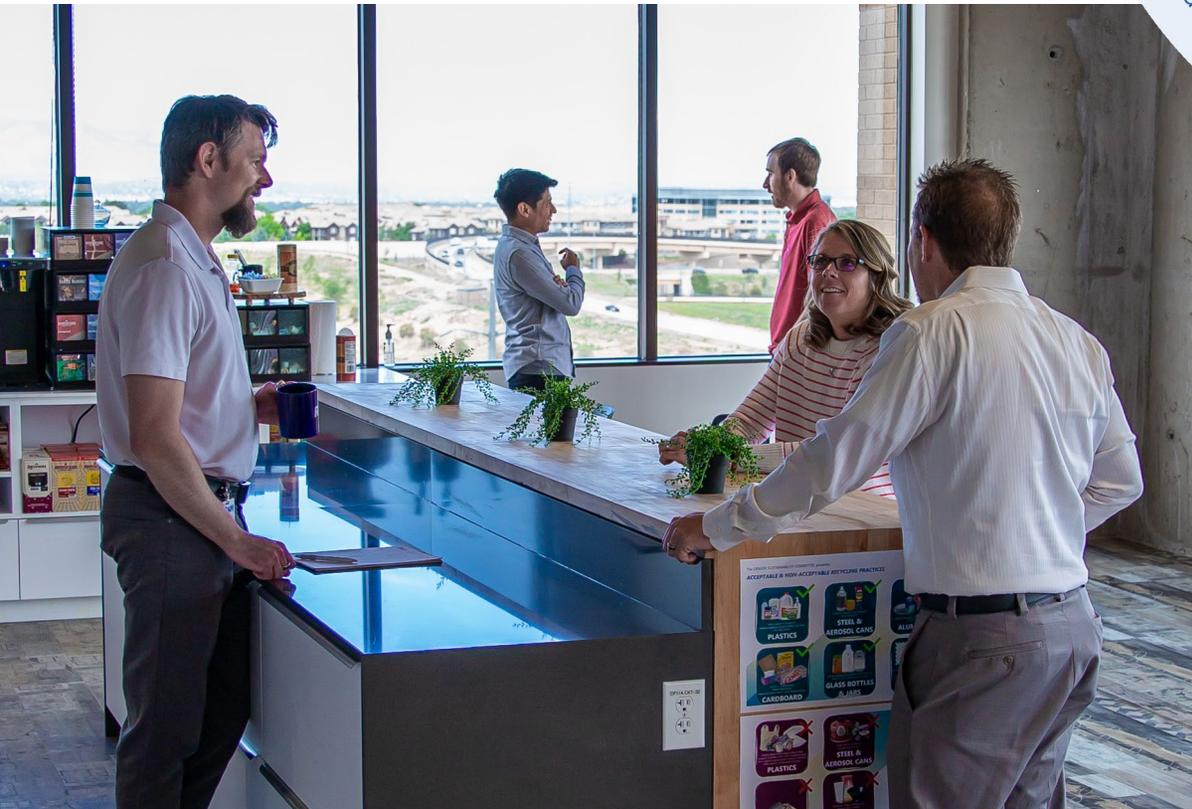
# We are Driven to Care

## Essence

Our “Driven to Care” essence encapsulates our dedication to delivering exceptional work while prioritizing the wellbeing of our associates, clients, and communities. We believe how we get there matters.

## Purpose

We work hard every day to create a more connected future where **everyone can thrive**. We are not just driving growth; we are making a meaningful difference in the world around us.



## The RS&H Difference

Why choose RS&H? We deliver an exceptional journey, from start to future. Our integrated teams seamlessly combine their expertise to translate experience into valuable insights, transforming challenges into opportunities and building relationships as strong as the buildings and infrastructure we deliver together.

# We are Owners

Operating as an employee-owned, generational company has been a cornerstone of RS&H since our founding in 1941. Over the decades, we have celebrated successes, and at times, have courageously fought for our ownership because we believe it creates the best opportunities for our associates, our clients, and our potential impact on the world.

We are steadfast in continuing our legacy of employee ownership because we believe it:

- 1 Provides the greatest opportunities for our associates
- 2 Empowers us to deliver exceptional service and solutions to our clients
- 3 Ensures that we, as owners, benefit from the rewards of our success

As owners, we hold ourselves accountable for our actions and decisions. This core value of ownership translates into how we manage our projects, serve our clients, support our teams, and make decisions that impact RS&H and our fellow owners.



**1941**  
RS&H formed

**1987**  
RS&H merged with Hunter Environmental Services, Inc.

**1990**  
Employees buy back RS&H

**2004**  
RS&H reaches sales over \$100 million

**2019**  
Instituted new stock purchase agreement, repurchased externally held shares and became 100% employee-owned

**2022**  
Stock split to increase accessibility of stock purchases, increased number of first-time participants in stock offering



— Rex Shattuck  
New officers of Reynolds, Smith & Hills Architects Engineers-Planners, Inc. (previously Hunt Management's completion of a buyback from Hunter Environmental Services, Inc.)

**Management completes buyback of RS&H**

By Chelle Delaney  
Forty-seven mid- and senior-level managers participated in the buyback over the company's 50th anniversary. In the future, the buyback will work to find an avenue to have all the employees own the company. Under Hunter's ownership there were several layoffs and many of RS&H's associates were disbanded and those from the buyback were completed for \$5.1 million, and Larry Anderson, who is

— Rex Shattuck  
RS&H has seven offices: Jacksonville, Tampa, Orlando, Houston and North Miami in Florida, and Greenville and Research Triangle Park in North Carolina. The buyback was completed for \$5.1 million, and Larry Anderson, who is

**2020**  
First supplemental contribution and 401k match in company stock, broadening ownership to all associates



# Delivering Excellence



# Landmark Projects

Across the country, RS&H's integrated teams are delivering projects, big and small, that make a positive impact on communities.



## Central 70 Reconstruction P3

**Impact:** Colorado's largest transportation P3 to improve a 10-mile stretch of I-70 between downtown and Denver International Airport, adding a four-acre public park over a portion of lowered interstate, and reconnecting two communities that had been divided by the corridor.

**Location:** Denver, CO

**RS&H Services:** Construction management

**Owner:** Colorado Department of Transportation

► [Webinar: Central 70 Colorado Cover Top Best Practices And Lessons Learned](#)



## West Seattle Bridge Rehabilitation

**Impact:** After severe cracking shut down this critical connector to Seattle's downtown, fast-tracked repairs involving 60 miles of new post-tensioning led to the reopening two and a half years later and just nine months after construction began while also extending the life of the bridge by 40 years.

**Location:** Seattle, WA

**RS&H Services:** Construction management

**Owner:** Seattle Department of Transportation



Award of Merit – Repair, Rehabilitation & Strengthening Category, Post-Tension Institute (PTI)



## Reno-Tahoe Airport Ticketing Hall

**Impact:** Part of the MoreRNO construction program, the ticketing hall will increase airline queuing by 43% while enhancing the passenger and tenant experience.

**Location:** Reno, NV

**RS&H Services:** Architecture, structural engineering

**Owner:** Reno-Tahoe Airport Authority



## F-22 Formal Training Unit Relocation at Langley Air Force Base

**Impact:** Kicking off at the start of the COVID-19 pandemic, the team quickly shifted to virtual design charrettes to deliver a new base that architecturally blended brand-new, state-of-the-art facilities with Langley Air Force Base's historic structures.

**Location:** Norfolk, VA

**RS&H Services:** Architecture

**Owner:** Air Force Civil Engineer Center (AFCEC)

 ACEC Michigan Engineering Merit Award


### Local Agency Bridge Bundle Pilot

**Impact:** First of its kind in Michigan, this \$23.4M design-build project included the superstructure replacement of 19 locally owned bridges, streamlined coordination and permitting, increased economies of scale, and improved bridge conditions around the state.

**Location:** Jackson, MI

**RS&H Services:** Program and construction management

**Owner:** Michigan Department of Transportation



### Site 902 Universal Studios Scheduling Services

**Impact:** Universal Studios' new theme park, Epic Universe, will sit at 750 acres of development with entertainment centers, hotels, shops, restaurants, and multiple themed lands. Once complete, it will spur economic growth with the addition of 14,000 professional and technical jobs.

**Location:** Orlando, FL

**RS&H Services:** Project scheduling and resource allocation

**Owner:** Universal Orlando Resort



### San Antonio Bicycle Network Plan

**Impact:** The plan will prioritize and inform the implementation of a network of bicycle facilities to enhance connectivity and improve public health, physical activity, safety, employment, recreational opportunities, and overall quality of life for San Antonians.

**Location:** San Antonio, TX

**RS&H Services:** Transportation planning services

**Owner:** City of San Antonio



### First Coast Express Projects

**Impact:** The First Coast Expressway (SR 23) is a new 46-mile tolled expressway connecting Duval, Clay, and St. Johns counties to reduce congestion on other major roadways in the region and provide faster access to evacuation during storm-related emergencies.

**Location:** Northeast, FL

**RS&H Services:** Owner's representative

**Owner:** Florida Department of Transportation District 2



### AdventHealth Apopka Infusion Center

**Impact:** This infusion center will provide members of the community with a convenient option for receiving intravenous medications and treatments in a serene facility that includes a compliant compounding pharmacy, a full medical oncology infusion treatment center consisting of 15 typical infusion treatment bays, three quick-turn infusion treatment bays, and two private isolation infusion rooms.

**Location:** Apopka, FL

**RS&H Services:** Planning, architecture, interior design, structural engineering

**Owner:** AdventHealth



### P407 Littoral Innovation and Prototyping Facility

**Impact:** The NAVFAC Littoral Innovation project will provide new facilities to improve the Naval Surface Warfare Center Panama City Division's long-term ability to meet national defense capabilities in the littoral battlespace with features such as laboratory and support space for mine warfare and expeditionary maneuver warfare research, development, test, and evaluation, acquisition support, and systems integration.

**Location:** Panama City, FL

**RS&H Services:** Concept design workshop and SEI

**Owner:** NAVFAC Southeast



### I-75 at US 301 Interchange Design-Build

**Impact:** The I-75/US 301 interchange project integrated sustainability concepts and innovative design approaches to transform the existing interchange. The new configuration addresses capacity challenges to relieve congestion.

**Location:** Manatee County, FL

**RS&H Services:** Roadway, drainage, environmental, signing & pavement marking, signalization, lighting, utilities, structures, ITS

**Owner:** Florida Department of Transportation District 1



### Gracepoint Wellness Tampa Women's Psychiatric Hospital

**Impact:** The new 32-bed facility is Florida's first neuropsychiatric hospital for women. In addition to serving as the architect of record, RS&H helped Gracepoint Wellness qualify for a federal grant to make this facility a reality.

**Location:** Tampa, FL

**RS&H Services:** Architecture, structural & MEP/FP engineering, interior design

**Owner:** Gracepoint Wellness



### JEA Headquarters

**Impact:** The new JEA headquarters is focused on creating a new experience for customers and staff. From a "no waiting line" virtual que and inviting seating area for customers to an office space design supporting a "free address" strategy and "work from anywhere" philosophy.

**Location:** Jacksonville, FL

**RS&H Services:** Architecture, interior design, MEP/FP engineering services

**Owner:** Jacksonville Electric Authority (JEA)



### Charlotte Douglas International Airport Concourse D and E Connector

**Impact:** This project provides enhanced connectivity, and additional concessions space and airline club space, while improving the overall passenger experience within a very congested portion of the terminal.

**Location:** Charlotte, NC

**RS&H Services:** Architecture, planning, structural & MEP/FP engineering

**Owner:** City of Charlotte



### IL 60/IL 83 Reconstruction, PTB 197-12

**Impact:** The new IL 60/IL 83 Reconstruction project widens approximately 4.1 miles of IL 60/IL 83, providing a safe and efficient transportation facility for pedestrians, enhancing mobility and transportation network system linkage, and accommodating new economic development.

**Location:** Lake County, IL

**RS&H Services:** Roadway, drainage, structural, and MOT design, 3D modeling, PS&E document preparation, stakeholder coordination

**Owner:** Illinois Department of Transportation District 1

### Providing an Exceptional Experience

This year, we introduced a new process for soliciting feedback and taking action to continually elevate client experience.



Project Management



Team Communications



Responsiveness

# Sustainable & Resilient Solutions

RS&H's integrated approach to sustainability focuses on resource conservation, efficiency, community engagement, and business success. We are committed to delivering sustainable solutions that advance our clients' and communities' social, economic, and environmental goals.



## Sustainability in Action – Defense Commissary Agency (DeCA)

Working with DeCA since 2003, RS&H has helped document savings over the past 15 years totaling:

During our most recent annual audit, RS&H identified additional sustainability opportunities equating to nearly **\$1.8 million in savings per year** for DeCA.

 Energy Reduction  
**930 GWH**

 Water Reduction  
**1,160,600 KGAL**

 Waste Diverted  
**885,900 TONS**

 Electricity  
**13,992 MWH/YR**

 Thermal  
**10,529 MBTU/YR**

 Water  
**345 KGAL/YR**



## Webinar & White Paper Federal Resources for Highway Infrastructure Resilience

Since 1980, the United States has sustained 332 weather and climate disasters, and individual events, like Hurricane Ian, will likely exceed \$10 billion. The total cost of these disasters exceeds \$2.27 trillion. RS&H hosted a panel discussion on efforts to increase the resiliency of infrastructure and available funding opportunities.



## Addressing PFAS, Sustainability & Electrification at the Florida Airports Council 2023 Education & Training Summit

Associates joined two panels to discuss regulatory, operational, and future planning issues surrounding PFAS and to strategically reduce GHG emissions, reduce waste and evaluate clean energy solutions.



## Introducing Envision Sustainability Professional Credentialing to Clients

RS&H led learning sessions with public works staff about the basics of sustainability and how the Envision system can support a city's efforts to incorporate sustainable practices into engineering design and delivery.

# Sustainable Project Highlights



## Tampa International Airport MP1 Envision Certification

**Impact:** Using the Institute for Sustainable Infrastructure's Envision rating system, RS&H analyzed the environmental, social, and economic features of the nearly \$1B Master Plan Phase 1 project, educating the community on TPA's successful integration of sustainability and resiliency into a complex infrastructure project.

**Location:** Tampa, FL

**Client:** Hillsborough County Aviation Authority



## Sustainability On-Call Services for Hartsfield-Jackson Atlanta International Airport

**Impact:** Supporting the implementation of ATL's 2035 Sustainability Management Plan, RS&H developed a \$20M electric vehicle fast-charging hub concept and the environmental, social, governance, and prosperity (ESG+P) report, which communicates the airport's annual performance to stakeholders, investors, and members of the community.

**Location:** Atlanta, Georgia

**Client:** Hartsfield-Jackson Atlanta International Airport



## Monroe County Coastal Storm Risk Study

**Impact:** Study will assess the vulnerability and risk of US 1 and associated infrastructure to sea level rise and storms, as well as the identification of preliminary design and adaptation actions to protect the infrastructure, shoreline and environmental assets.

**Location:** Florida Keys

**Client:** Monroe County, Florida



## JTA Climate Action Plan

**Impact:** Building on our 10+ years of sustainability consulting to JTA, the plan will help the agency work toward zero emissions by 2050 and involves a comprehensive cost-benefit analysis of low/no emission vehicle technology, including electricity and hydrogen.

**Location:** Jacksonville, Florida

**Client:** Jacksonville Transportation Authority

# Leading the Industry



# Industry Engagement

Our dedicated associates are committed to advancing our industry through active roles in professional organizations, sponsorships, presentations, speaking opportunities, and conference engagement. Below are highlights of the accomplishments of our team.



**Natalie Saldana**, recipient of NAWIC Palmetto Chapter of SC Scholarship.

## Transportation Research Board: National Academies of Science, Engineering, and Medicine

**Mike Davis, PE** was a presiding officer for the Managed Lanes Committee and co-chaired several other sessions.



## 2022 Florida Chamber Annual Meeting & Future of Florida Forum

**Kim Holland, PE, CFM, LEED AP** presents.

**Daveitta Knight, PE** Top 50 Notable Women by the [Engineering Georgia](#).



## 2023 WTS International Annual Conference

**Daveitta Knight, PE** introduced the Women Leading the DOT panel.

**Janie Tiedeman, PE** moderated a panel on recruiting and retaining through DE&I.

**Camera Dunn, EIT** shared her perspective on flexibility in the workplace, taking care of herself during the pandemic and reflecting on what's important for her career.

**Vivek Hariharan, PE, PTOE** ENR MidAtlantic Top Young Professionals.

**Brendan Carroll, PE, CFM** Mountain States Top Young Professionals.



The Florida Department of Transportation District 4 auditorium named after **Rick Chesser, PE** (retired January 2023) in recognition of his impact during his FDOT tenure.



## 2023 MdQI

**Janie Tiedeman, PE** spoke as a panelist on a DE&I-focused session.

## AAAE/ACC Planning, Design, & Construction Symposium

**Roddy Boggus, AIA, NCARB** moderated a panel on how to effectively budget and estimate costs in times of escalating inflation and supply chain issues.

**Ann Schiola, CPSM, CIP III** named [SMPS Fellow](#).



## Passenger Terminal Expo & Conference

**Michael Spitzer, AIA, LEED AP** moderated the panel discussion "Accessibility that thrives! Fundamental building blocks for sustainable accessibility."

**Roddy Boggus, AIA, NCARB** moderated the panel discussion "Passenger Migration – What is Means for Smaller Airports."



**Stephanie VanDyke, MBA** receives SMPS Virginia Captain's Choice award.



**Major Matthew Brewer** of the Army Reserves awarded Bruce Scuffham the Patriot Award.

The Maryland Society of Professional Engineers selected **Janie Tiedeman, PE** for their [Industry Icon Award](#).



## AASHTO Annual Meeting

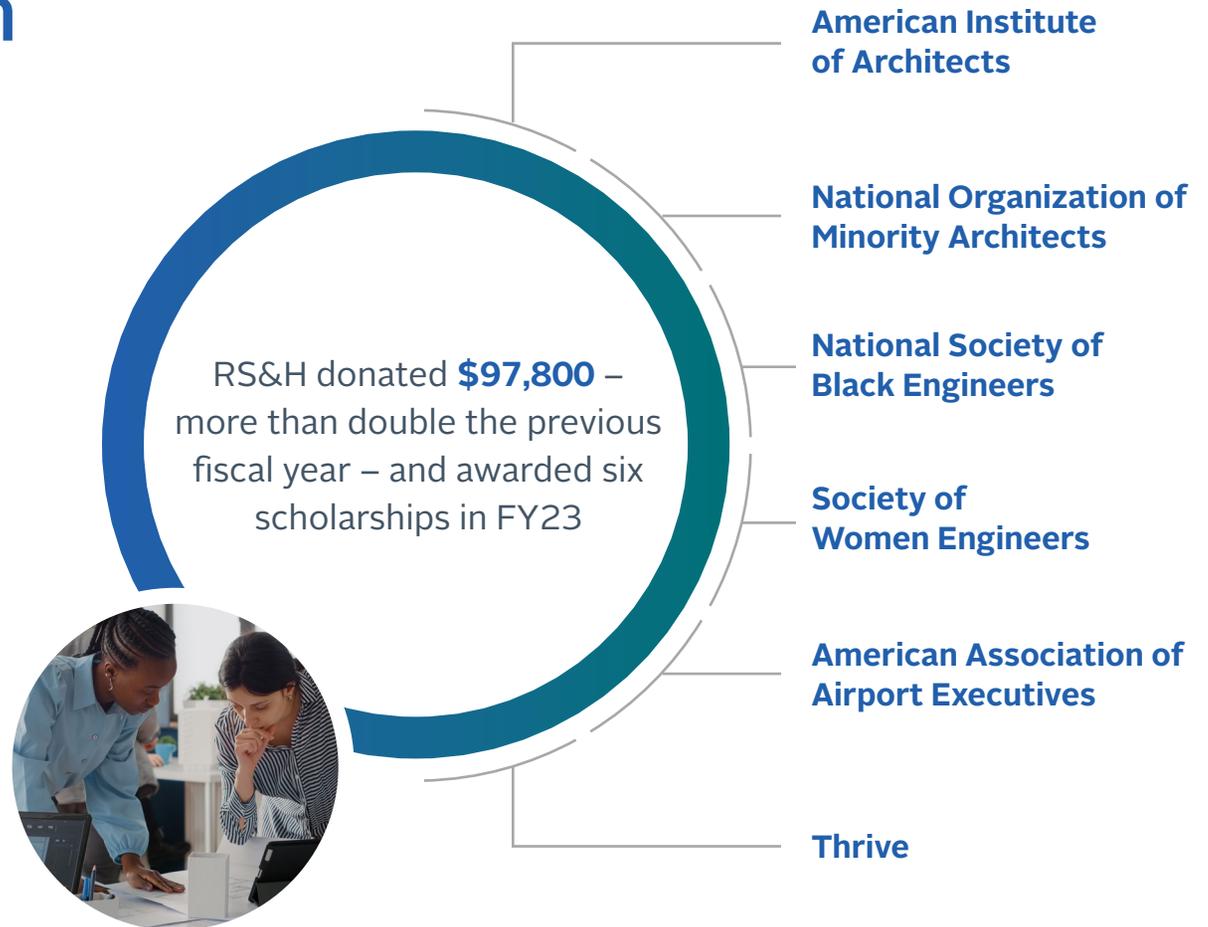
RS&H sponsored AASHTO's Infrastructure Deployment: Broadband & Transportation Knowledge Session at the annual conference, moderated by **Bryan Kendro**.

# Scholars Program

Our Scholars Program is in its second year of providing 501(c)(3) organizations with funds for scholarships to students across the nation. The program aims to provide the next generation of AEC professionals, especially those in underrepresented groups, a chance at a brighter future.

## Current Status

RS&H donated \$97,800 – more than double the previous fiscal year – and awarded six scholarships in FY23. In the last fiscal year, the program also added two new partners: the American Association of Airport Executives, which supports professionals in the aviation industry, and Thrive, which helps high-achieving students of color find meaningful careers.



## WayUp's Top 100 Intern Programs

This year, we elevated our annual internship program, providing internships for 70 students and leading to our ranking in the [Top 100 Intern Programs](#) across the US.



[Construction Career Days →](#)

# Partners for Progress

Committed to advancing DE&I throughout the industry, we proactively seek out and build partnerships with DBE, MBE, and minority-owned businesses across all markets, fostering strong, mutually beneficial relationships through teaming, mentoring, training, and more.

## Mentor-Protégé Programs

We have a long history of mentoring in federal and state formal mentor-protégé programs, which help small businesses win work and succeed through partnerships with more experienced companies. We currently serve as a mentor through the US Small Business Administration (SBA) program:



### **CEMS Engineering, Inc.**

CEMS is a small business enterprise that provides a wide range of services to both federal and non-federal markets. Serving as their mentor from 2017-2023, we continue to partner on numerous federal projects across the nation.



### **S&B Christ Consulting, LLC**

This year, we entered a formal partnership with S&B Christ Consulting, LLC, a service-disabled veteran-owned and economically disadvantaged women-owned small business that provides design and construction management services.

## FutureState Events

In 2021, we initiated the RS&H FutureState Partnership events to proactively expand our network and provide more opportunities for diverse and specialized firms to explore teaming opportunities with RS&H and other larger firms. During the networking events, firms can learn about each other, hear about upcoming project opportunities, and begin envisioning the “future state” of possibilities through partnering. Since its start, we’ve continued to expand these events in various locations across the US, from Houston and Dallas to Denver and Seattle, both virtually and in person.

[▶ Watch video](#)



# Translating Experience into Insights

This year, we introduced new channels to share knowledge and insights that help our clients advance their initiatives and transform the industry.

## Insights Blog & White Papers



### 7 Tips for Managing Assets & Extending the Life of Existing Bridges

With large numbers of bridges across the nation in need of extensive repairs, it's important to know how to manage existing bridges.

[Read more →](#)

### Five Alternative Delivery Tips for Commercial Space Companies

There's more than one way to deliver a project. Here are some tips for alternative delivery specifically in the aerospace industry.

[Read more →](#)

### Creating Connected Communities with Transportation Infrastructure

Creating the connected, thriving community we all desire starts with transportation infrastructure.

[Read more →](#)

### How Progressive Design-Build Can Benefit Infrastructure Projects

With its increasing popularity, it's worth examining why PDB has become more common in some industries and how it can benefit others.

[Read more →](#)

### 5 Corporate Office Design Trends to Look Out For in 2023

Offices aren't what they used to be. Today, they're more personalized and focused on meeting the needs of associates.

[Read more →](#)



### Central 70 Cover Top Best Practices & Lessons Learned Webinar

RS&H's Marshall Bailey, Adam Mercer, and CDOT's David Merenich review lessons learned in the ground-breaking new Central 70 project, Colorado's largest transportation P3 to date.

[Watch replay now →](#)



## Webinar Series



## AEC Perspectives Podcast

### Women in Construction

RS&H's Jacki Hart, PE shares her experiences as a woman construction professional, from school to fieldwork, and what excites her for the future.

[Listen now →](#)

### The State of Architecture

RS&H's Philip Robbie, AIA, OAA, LEED AP and Roddy Boggus, AIA, NCARB discuss the current state of architecture, emerging trends, and the role of technology in advancing the industry.

[Listen now →](#)

# Strengthening Our Culture



# Our Thriving Teams

We deeply value the diversity and skills that everyone brings to our organization. RS&H is committed to advancing DE&I in the workplace. Diverse perspectives, experiences, and ideas fuel innovation, collaboration, and effective problem-solving, allowing us to deliver the best solutions to our clients.

## What We Love About Our Company

In our 2022 associate engagement survey, associates shared what they appreciate most about working at RS&H:



Our people



Involvement and belonging



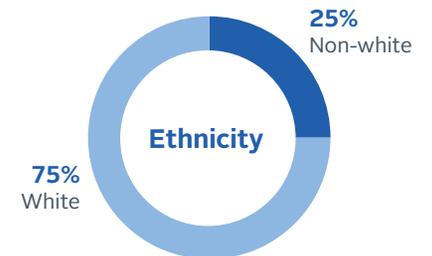
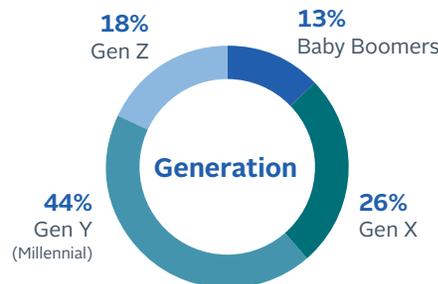
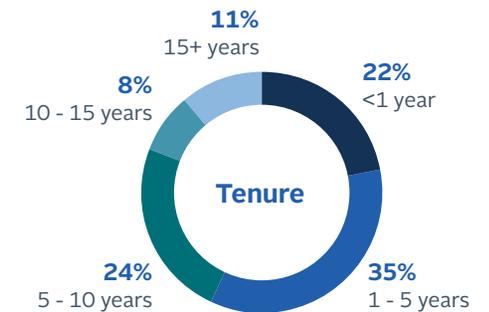
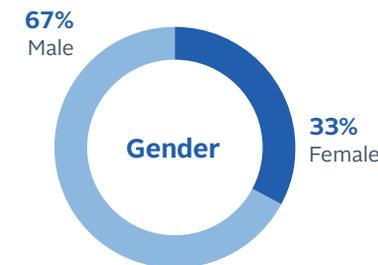
Teamwork and collaboration



Work/life balance



Growth, learning and development



# Fostering a Diverse & Inclusive Workplace

This fiscal year was big for our employee resource groups. Through various events and campaigns, each group acted to create awareness, connect associates, and raise funds for underrepresented groups in our communities.



With more than 100 active members, our Black Professional Network kicked off the year with a speed networking event to meet new members, developed a strategic plan for their growth and initiatives, and celebrated Black History Month by sharing stories of impact by Black individuals who changed the country and profession.



Our Women's Professional Network hosted a virtual The Price is Right game to network with new members, started a book club with Kim Scott's Radical Candor, surpassed their goal of raising \$7,000 in October to support breast cancer research, and ran a Dress for Success clothing drive to support women in the workforce.



Our LGBTQ+ Professional Network kicked off the year with a charity bingo event, raising nearly \$9,000 for [The Trevor Project](#), which aims to support LGBTQ+ youth with free mental health and crisis services. Prism also hosted a company-wide coffee chat and various events celebrating PRIDE month and more.



## RS&H wins 2022 American Road and Transportation Builders Association's Glass Hammer Award

This annual award recognizes a company in the transportation construction industry with innovative programs for promoting women leaders.



# Culture of Safety

RS&H is committed to ensuring all our associates are aware of and prepared for safety risks in the workplace and field so they can return home to their loved ones.

## This Year's Highlights



### Emergency Response & Action Plans

Elevated our approach to office safety, supporting our offices in developing tailored plans to ensure they're prepared in an emergency.



### Office Safety Champion Network

Identified champions for safety in each office responsible for educating associates on safety risks and preventative strategies.



### Safety Shoe Reimbursement Program

Introduced new program to reimburse one of the most expensive, but critical elements of PPE, benefiting 86 associates in its first year.



### AlertMedia

Now able to immediately notify associates of emergencies via SMS, significantly improving alert times and providing two-way communication.



### Incident Reporting App

Launched a new way to report incidents and evaluate data to develop proactive strategies to prevent accidents.



## Safety by the Numbers

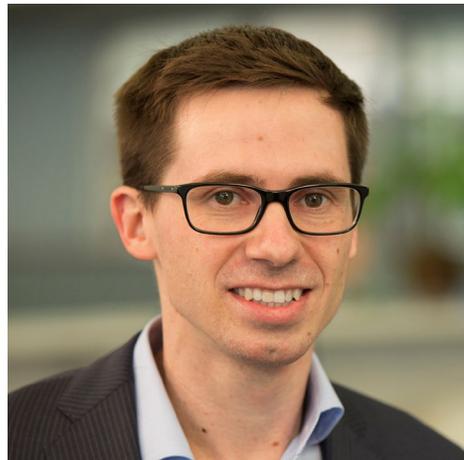


# Annual Associate Award Winners

Every year, our Annual Associate Awards program allows us to recognize the accomplishments of our colleagues who embody RS&H's core values.

## Professional Practitioner of the Year

Robert Riggio Jr., AIA, ID,  
LEED AP BD+C, CDT  
Architect  
(Jacksonville)



## Project Manager of the Year

Brad Hildebrand Jr., PE  
Texas Gulf Coast South CEI Leader  
(Houston)



## Community Volunteer of the Year

Johnny Jackson Jr., PE  
Infrastructure Area Leader  
(Dallas)



## Young Professional of the Year

Allie Joiner Estell, PE  
Transportation Engineer  
(San Antonio)



## Impact Award

John McMillin, PE  
Senior Mechanical Engineer, Aerospace  
(Merritt Island)

# Elevating our Communities



# Elevate Fund

The RS&H Elevate Fund provides grants to nonprofit organizations across the U.S. that align with our mission and core values. Twice annually, the Elevate Fund Committee approves the allocation of funds to a variety of charitable entities that include an RS&H associate to support their cause.

## Current Status

In FY23, **RS&H awarded nearly \$84,000 to 16 organizations** that support the communities where we do business. To date, **we've donated a grand total of \$483,510 since the start of the program in 2018.**



## September 2022

### \$52,900

CASA DuPage County	\$5,000
Cathedral Arts Project	\$5,000
Communities in Schools, Jacksonville	\$5,000
Community Refugee & Immigration Services	\$4,400
DFW NOMA	\$7,500
Ecclesia Community Development Corporation	\$5,000
Hunt with Heart	\$5,000
Magdalena House	\$3,000
Meals for the Elderly	\$4,000
The Park People, Denver	\$4,000
Special Olympics	\$5,000

## February 2023

### \$30,800

Center for Independent Living	\$4,000
Girl Scouts of Gateway Council	\$10,000
Literary Alliance of Northeast Florida	\$10,000
Students of Color in IT	\$800
Theatre Jacksonville	\$6,000

# Serving Our Communities

Across the country, our associates are committed to giving back and making a positive impact on the communities where we live, work, and play.



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1. Our Jacksonville office volunteered at Feeding Northeast Florida, providing a total of 4,112 meals to their local community.
2. Several offices recognized the spirit of giving during Thanksgiving by giving back to their communities.
3. Our Orlando Studio team participated in the annual WeCare event for the Boys & Girls Club of Central Florida. They made crafts with the children to take home to gift to their families, and Santa Claus even made a surprise appearance.
4. Our San Antonio office participated in the CANstruction competition through AIA. The team spelled out "yummy" with cans of non-perishable food to help feed those in need within their community.

5. Now a recognized company holiday, Martin Luther King, Jr. day saw RS&H associates acknowledging it in a variety of ways from attending community events to hosting a collection drive for a local homeless shelter.
6. Our Charlotte office partnered with Loaves & Fishes/ Friendship Trays to host a Food Drive. The office collected 290 priority items, totaling 259 pounds of goods.
7. Our Jacksonville office helped build adaptive Halloween costumes designed to fit on top of wheelchairs for six local children. Costumes included fire rescue helicopter, pink rhinestone cowgirl, Star Wars X-Wing Fighter, and a Blippi Car.
8. Company officers stuffed backpacks in support of Colorado Association of Black Professional Engineers and Scientists annual school supply drive.



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**CEO**  
Dave Sweeney



**CFO**  
Amy Davis



**CSO**  
Bryan Nicol



**COO**  
Lisa Robert



**CTO**  
Don Roberts



**CLO**  
Marlon Starr



**CPO**  
Tara Wineinger



**EVP, Infrastructure**  
Rodney Bishop



**EVP, Construction Management**  
Doug Geiger



**EVP, Buildings**  
Andy Wheeler

## Executive Team

Our Executive Leadership Team plays a pivotal role in leading the organization and shaping the overall future of the company. In 2022, we welcomed Bryan Nicol as our new Chief Strategy Officer to lead the development and execution of our strategic initiatives, short- and long-term growth objectives, and new business and expansion opportunities. In 2023, Tara Wineinger joined as Chief People Officer to design and lead our strategy for building, engaging, and retaining our exceptional workforce. With the support of our strong executive team, we are poised to cultivate a successful future for our firm and the clients and communities we serve.

As of August 7, 2023

## Board of Directors

Our Board of Directors works with our executive team and senior leadership to help guide the strategic direction of our firm. The board advises, governs, and assists in the management, oversight, and promotion of RS&H in support of our growth, mission, and core values. Under our board's oversight, we have experienced unprecedented progress across the country over the past several years.



David Gaboury, PE



David Sweeney, PE



Amy Davis



Jim Hullett



Lisa Robert, PE



Lizanne Thomas



Hicham Abdessamad



Henry Puente



## Conclusion

As we celebrate our successes and look to the future, we remain focused on our vision: to be the employer of choice, provide exceptional client service, and advance our employee ownership culture across the firm. This year's significant steps in advancing our strategy puts us on a solid path for unleashing our full potential and ensuring we live up to our mission of creating a more connected future where everyone can thrive. Thank you to our dedicated associates for driving our success and transforming our shared vision into reality.