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PROGRESS



FISCAL YEAR 2025

YEAR IN REVIEW

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## Driving Progress Together

This year was a testament to what we can achieve when we work as *One RS&H*—driven by a shared purpose, a commitment to excellence, and the belief that progress is something we build together.

Across our firm, our associates, clients, and partners all play a role in advancing our mission, strengthening our business, and expanding our impact. With the culmination of *Next is Now*, our five-year strategic plan, we celebrate the foundation it has built for our future. As we look ahead to the launch of our next five-year strategy, we do so with the momentum of an exceptional year behind us.

### A Year of Record Performance

Our success is reflected in the record-breaking financial performance we achieved this year—surpassing previous highs in net sales, net service revenue, and return on net service revenue. We worked harder than ever to deliver complex, high-impact projects while scaling our operations to support continued growth. To enhance project execution, we launched a Project Delivery Office to elevate our processes, tools, and strategies that help us deliver excellence to every client.

### Investing in Our People & Future

Beyond our financial results, this year was about deepening our investment in our people. We strengthened our culture of employee ownership, culminating in our first-ever stock offering open to all associates, ensuring everyone has the opportunity to share in our collective success. We welcomed HB&A to our firm, expanding our planning and architectural expertise, and added nearly 200 new associates, bringing in the talent to support our continued growth.

### Amplifying Our Impact

The true impact of our work extends beyond our firm. The projects we design, plan, and build with our clients strengthen infrastructure, shape communities, and create new opportunities. This collaborative spirit, central to our success, will continue to drive us forward—amplifying our collective impact as we launch our next five-year strategy.

This will be my final year as CEO, and as I prepare to hand over leadership to Lisa Robert, PE in October, I do so with immense gratitude. The strength of this firm lies in its people, and I am confident that together, we will continue to build something extraordinary. **The future is bright—because we are creating it together.**

↑ **18%**

in Net Revenue YoY

↑ **17%**

in Net Backlog YoY



FROM PLAN TO PROGRESS





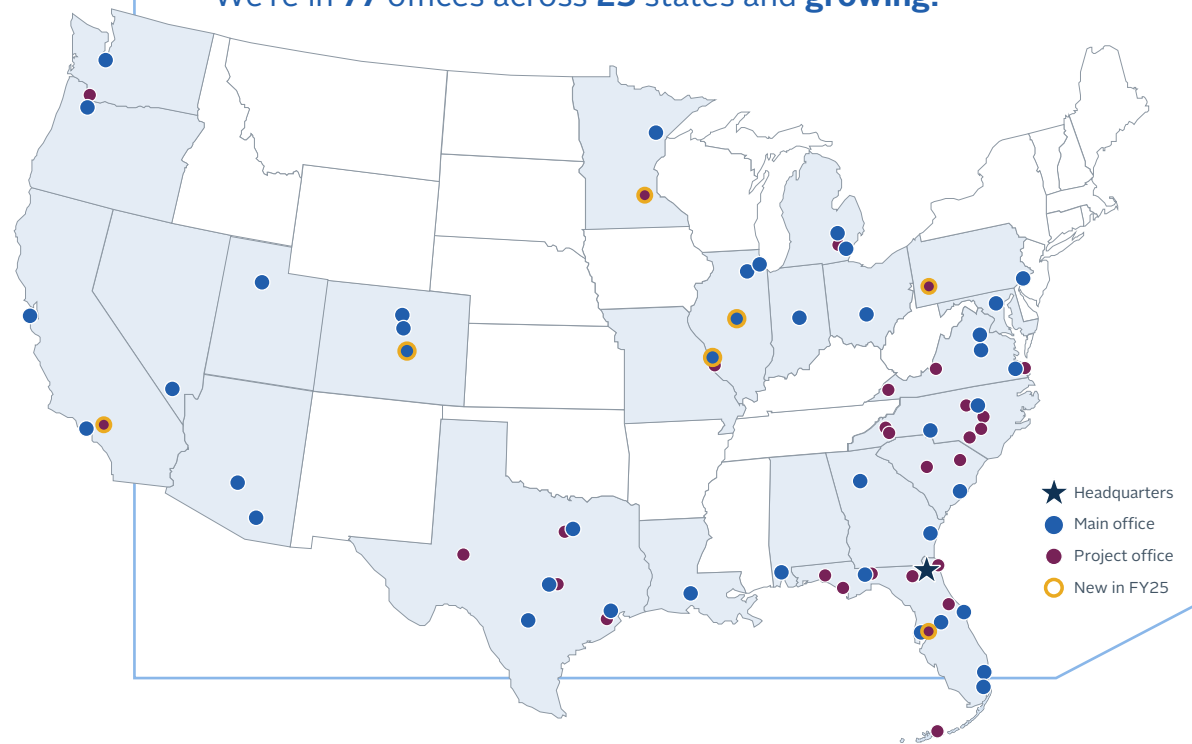
## National Footprint

Since 1941, RS&H has partnered with clients to deliver architecture, engineering, and consulting solutions that drive progress and create lasting impact. Together, we've helped launch milestones like the national space program, expand the U.S. highway network, and design global airports that connect people, places, and possibilities. Every project is a shared endeavor, where deep expertise and bold insights come together to spark innovation and propel us toward a brighter future.

### Integrated, Strategic Solutions for

Aerospace | Aviation | Corporate | Federal  
Health | Science | Transportation

We're in **77** offices across **23** states and **growing!**



#### Engineering News-Record

**#48**  
Top 100 'Pure'  
Designers

**#7**  
Aerospace

**#6**  
Airports

**#58**  
Top 500  
Design Firms

**#17**  
Transportation

**#12**  
Highways

#### Building Design+Construction

**#35**  
Giants 400  
A/E Firms

**#7**  
Military  
Facilities

**#11**  
Airport  
Facilities

**#18**  
Government  
Buildings

**#24**  
Parking  
Structures

**#34**  
Outpatient  
Facilities

**#37**  
Laboratory  
Design

**#67**  
Healthcare

For the most current rankings, visit [rsandh.com](https://rsandh.com).

## Five Years of Growth & Transformation

This year marked the culmination of our *Next is Now* five-year strategic plan—a roadmap that strengthened our foundation, enhanced collaboration, and fueled record-breaking growth. Launched in 2020, *Next is Now* redefined how we operate, sharpened our focus, created new opportunities, and positioned RS&H for a bold future.

As we look toward our 2030 strategic plan, we're ready to embrace an even bigger, bolder vision. **Together, the possibilities are endless.**

↑ **30%**

Total Associates  
during *Next is Now*



### Build Up

*Investing in Our People*

- ✓ Expanded **career tracks** across all disciplines
- ✓ Launched **new training and BLUEprint** learning platform
- ✓ Enhanced **total rewards** with expanded benefits
- ✓ Strengthened **safety culture** with new PPE programs, training, and more



### Come Together

*Enhancing Collaboration*

- ✓ Strengthened and restructured **organization** to deliver full-service solutions
- ✓ Aligned **goals and initiatives** through annual business planning
- ✓ Achieved greater **cross-market collaboration and opportunities**
- ✓ Advanced **quality management** practices



### Reach Out

*Strengthening our Client Partnerships & Community Impact*

- ✓ Launched **formal client success** program
- ✓ Implemented a **cohesive brand strategy**
- ✓ Broadened **community impact** through the RS&H Elevate Fund and other programs
- ✓ Grew into **new regions**, including the Pacific Northwest



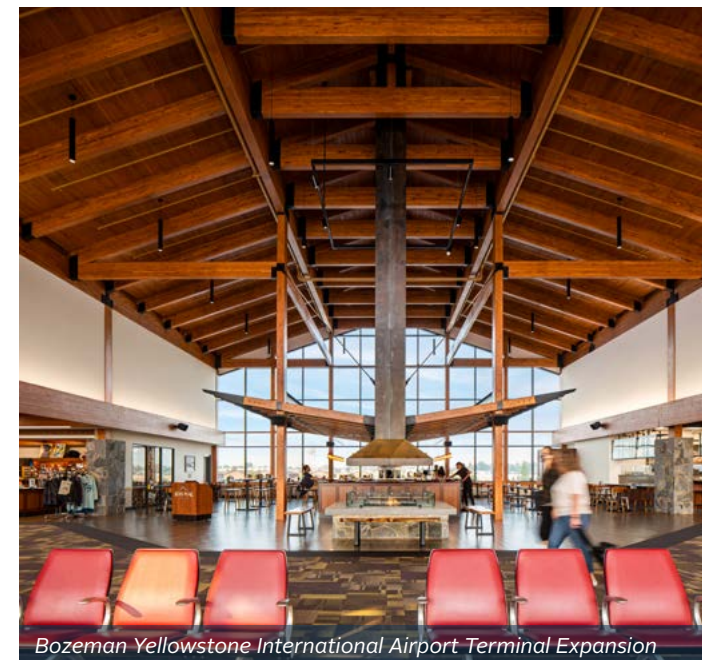
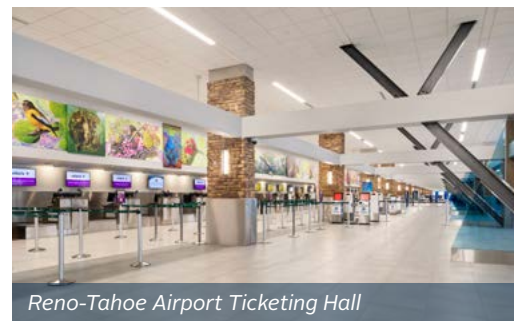
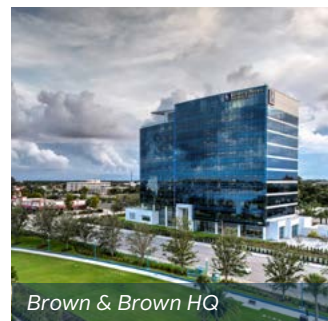
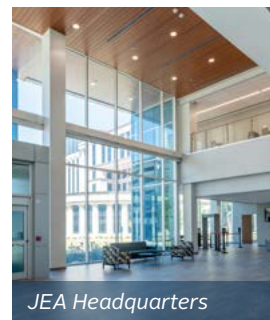
### Grow Forward

*Driving Record-Breaking Growth*

- ✓ Performed **annual core business assessments** for sustained growth
- ✓ Expanded acquisition strategy, including **welcoming HB&A!**
- ✓ Broadened employee ownership, including **first firmwide stock offering**
- ✓ Focused on achieving high performance, including **record net sales and service revenue**



Five years of delivering transformative projects that have improved quality of life, increased resilience, and created lasting value to communities.





## Our Company, Owned by Us



Employee ownership is at the core of our culture, shaping how we operate and plan for the future. Our commitment to broad ownership ensures that all associates have access to ownership, empowering them to grow, contribute, and share in the company's success.

This year, we reached a significant milestone with our first firmwide stock offering, further broadening participation, strengthening our culture, and transferring ownership across generations. Through shared ownership, we continue to drive the long-term success and sustainability of RS&H.

### 40%

of Associates are Direct Shareholders (holds shares outside of 401K)

**2019**

**100% Employee-Owned**  
Repurchased externally held shares

**2021**

**100% Accessible to All Associates**  
First 401(k) stock match contribution

**2022**

**2x Stock Offering Participants**  
Increased annual new direct shareholders

**2023**

**2x Number of Direct Shareholders**  
Further expanded stock offering participants



### Act Like You Own the Place, Because You Do

CFO Amy Davis shares the value of employee ownership, the differences between ownership models, and RS&H's ownership journey.

**2024**

### First Firmwide Stock Offering

**58%** of Participants were First-Time Buyers

**43%** of Participants were Early-Mid Career Professionals





**DELIVERING EXCELLENCE**



# Bound by Progress, Defined by Excellence

Our work is about improving the world around us. From transformative infrastructure to sustainable design, each project is an opportunity to make a meaningful impact—whether by providing safer spaces, connecting people, or designing for a resilient future. As an employee-owned firm, we drive positive change through collaboration and innovation, making a lasting impact on quality of life for generations to come.



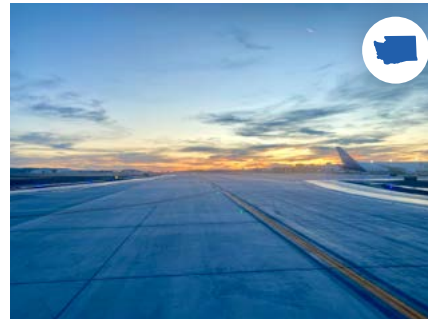
## Moving I-4 Forward

**Impact:** As Florida continues to experience rapid growth, FDOT is actively addressing the state's evolving infrastructure needs. The Moving I-4 Forward program will deliver much-needed congestion relief 10 to 20 years ahead of schedule.

**Owner:** Florida Department of Transportation

**Location:** Orlando, FL

**Services:** Program management



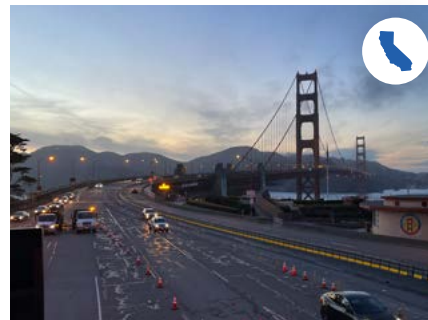
## Spokane International Airport Taxiway A Reconstruction & Airfield Improvements

**Impact:** Reconstructing 4,300 feet of taxiway and seven connectors will improve access to the terminal and cargo ramps. The typical six to nine-month design schedule was accelerated to under 2.5 months to meet the FAA deadline and maximize available funding.

**Owner:** City of Spokane and Spokane County

**Location:** Spokane, WA

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



## Golden Gate Bridge Toll Facility, System, & Operation Improvements

**Impact:** Modernizing the toll collection systems will improve operational efficiency and the driver experience while preserving the historic character of the Golden Gate Bridge.

**Owner:** Golden Gate Bridge Highway & Transportation District

**Location:** San Francisco, CA

**RS&H Services:** Owners representative, toll system implementation and testing, operations and maintenance management



## Beaumont Cancer Center

**Impact:** This 36,000-square-foot facility brings advanced cancer treatment, including radiation therapy and diagnostic imaging, to the region, providing patients with access to life-saving care close to home.

**Owner:** McKesson/Texas Oncology

**Location:** Beaumont, TX

**RS&H Services:** Architecture, engineering, interior design, and construction management





### Oak Ridge National Translational Research Capability Laboratory

**Impact:** This 96,000-square-foot research facility drives innovation in quantum computing, battery advancements, and energy solutions, positioning the U.S. at the forefront of global technological breakthroughs.

**Owner:** U.S. Department of Energy

**Location:** Oak Ridge, TN

**RS&H Services:** Architecture, planning, interior design, structural and F/P engineering, and research & development



### Mother Infant Unit

**Impact:** A redesigned, patient-centered unit enhances comfort and efficiency with zoned layouts, spacious rooms, and modernized care spaces, improving experiences for families and healthcare teams.

**Owner:** AdventHealth

**Location:** Altamonte, FL

**Services:** Architecture, interior design, planning



### Routine Inspection Services for Bridges, Tunnels, & Various Infrastructure

**Impact:** Ongoing safety inspections of over 100 bridges, 3.5 miles of tunnels, and 200+ structures ensure the reliability of DART's critical infrastructure.

**Owner:** Dallas Area Rapid Transit

**Location:** Dallas, TX

**RS&H Services:** In-service bridge and tunnel



### Lombard Training & Development Suite

**Impact:** This 7,000-square-foot building project used ground penetrating radar to map subsurface utilities, to efficiently plan and optimize future placements to meet Metrohm's long-term vision and facility needs.

**Owner:** Metrohm USA

**Location:** Lombard, IL

**RS&H Services:** Architecture, interior design, and project management



### Raleigh-Durham International Airport Runway 5L-23R Replacement Program

**Impact:** A full replacement of Runway 5L-23R and parallel Taxiway B, along with new lighting, signage, and stormwater systems, enhances airfield safety, efficiency, and long-term sustainability.

**Owner:** Raleigh-Durham Airport Authority

**Location:** Raleigh, NC

**Services:** Airfield lighting, signage and NAVAIDs, stormwater, and environmental



### Statewide Construction Scheduling

**Impact:** Providing comprehensive support ensures the successful planning, execution, and oversight of statewide infrastructure projects, enhancing efficiency, compliance, and long-term reliability of Michigan's transportation network.

**Owner:** Michigan Department of Transportation

**Location:** Michigan

**Services:** Project controls



### State Highway 146 Kemah Expressway

**Impact:** Expanding to 12 lanes and introducing a four-lane express bridge over Clear Creek, this project reduces congestion, enhances port connectivity, and protects surrounding wetlands and waterways.

**Owner:** Texas Department of Transportation

**Location:** Kemah, TX

**RS&H Services:** Construction management



**Award:** 2024 AASHTO Large Project Safety Award & ENR Best Project in the Highway/Bridge Category



### Vision Zero & Street Safety Action Plans

**Impact:** Following Vision Zero principles, New Braunfels and San Antonio aim to eliminate traffic fatalities by 2040 through safer designs, education, enforcement, and post-crash care.

**Owner:** City of New Braunfels and City of San Antonio

**Location:** New Braunfels and San Antonio, TX

**RS&H Services:** Transportation planning

### What is a “Vision Zero” city?

Vision Zero is a traffic safety approach that aims to eliminate all fatalities and severe injuries while enhancing overall safety and mobility. Cities adopting Vision Zero prioritize safe and efficient transportation for all, collaborating with communities and leaders to create safer, more accessible transportation systems.



### I-70 Mt. Vernon Emergency Escape Ramp

**Impact:** A wider, modernized escape ramp with an advanced arrestor bed, warning systems, and digital message boards enhances safety along Colorado's I-70 corridor, ensuring runaway trucks can stop before reaching populated areas.

**Owner:** Colorado Department of Transportation

**Location:** Golden, CO

**RS&H Services:** Construction engineering and inspection (CEI)



### Space Commerce Way Widening

**Impact:** Expanding this key roadway from two to four lanes supports the safe transport of massive rocket components, including Blue Origin's New Glenn Rocket, while improving access for Kennedy Space Center visitors and supporting the region's growing space economy.

**Owner:** Florida Department of Transportation/NASA

**Location:** North Merritt Island, FL

**RS&H Services:** CEI and project administration



### Parking Garage

**Impact:** The redesigned parking garage optimizes ramping and internal traffic for smoother flow, allowing employees to reach spaces quickly. Dedicated pedestrian walkways provides safe access to elevator towers, combining smart design with safety to meet the client's evolving needs.

**Owner:** Confidential

**Location:** Charlotte, NC

**RS&H Services:** Architectural, structural, MEP, F/P, and transportation engineering





### Jacksonville International Airport Concourse B & Parking Garage

**Impact:** With two state-of-the-art concourses, six new gates, a central concessions hub, and a six-story parking garage, the airport's recent transformation enhances its traveler experience while meeting the demands of rising passenger volumes.

**Owner:** Jacksonville Aviation Authority

**Location:** Jacksonville, FL

**RS&H Services:** Architecture, interior design, planning, and structural and F/P engineering



### I-26 Widening

**Impact:** A 9.1-mile highway transformation adds six to eight lanes of durable pavement, reconstructs key bridges, and introduces a diverging diamond interchange to improve safety and traffic flow.

**Owner:** North Carolina Department of Transportation

**Location:** Buncombe and Henderson, NC

**RS&H Services:** Construction management



### Astronaut Emergency Egress System (EES)

**Impact:** Designed for rapid evacuation during launch emergencies, the EES protects astronauts, closeout crews, and medical personnel, featuring high-performance baskets, a precision track system, and advanced hoists that enhance spaceflight safety.

**Owner:** NASA

**Location:** Merritt Island, FL

**RS&H Services:** Design, construction management, testing/troubleshooting, and final commissioning



### Los Angeles International Airport New Crossfield Taxiway P Program

**Impact:** The new crossfield taxiway streamlines movement between LAX's north and south airfields, improving operational efficiency and increasing capacity to accommodate the world's largest, most advanced aircraft.

**Owner:** Los Angeles World Airport

**Location:** Los Angeles, CA

**RS&H Services:** Planning, design, and construction administration



### Jacksonville Campus Renovations

**Impact:** The intentional approach to renovating an aging campus allowed the client to avoid the expense of building a new facility. By incorporating modern design principles, the renovated space accommodates more employees within the same footprint, optimizing efficiency and functionality.

**Owner:** Confidential

**Location:** Jacksonville, FL

**RS&H Services:** Architecture, interior design, structural, MEP, and F/P engineering, and construction administration



**Award:** IIDA North Florida X-Large Commercial Workplace & People's Choice-best overall design



### Sioux Gateway Airport On-Call Services

**Impact:** Runway enhancements, terminal upgrades, and other transformative measures help strengthen regional connectivity, support the Iowa Air National Guard, and drive economic growth in the tri-state area.

**Owner:** City of Sioux City

**Location:** Woodbury, IA

**RS&H Services:** Planning, architecture, engineering, construction management, and environmental

# Resilient Solutions Today for a Sustainable Future

We integrate resilience and sustainability into everything we do—from the projects we design to the way we operate. Through innovative solutions, industry leadership, and responsible practices, we're helping build stronger, more resilient communities.



## Austin–Bergstrom International Airport Expansion Development Program – Midfield Taxiways Program

**Impact:** Sustainability-focused airfield improvements integrate native landscaping, advanced stormwater management, and waste diversion, reducing environmental impact while supporting airport growth.

**Owner:** City of Austin

**Location:** Austin, TX

**RS&H Services:** Planning, environmental, design, phasing, and construction administration

## Growing Power: Microgrids

A microgrid is a compact electricity network that links consumers to a power source. As renewable energy sources like wind and solar gain popularity, decentralized microgrids provide enhanced resilience during natural disasters and offer greater cost efficiency for individual users.



## Sunport Microgrid Feasibility Study

**Impact:** The study included an energy audit of over 2 million square feet of critical facilities, identifying 31 measures to reduce energy consumption and costs by 50-65% and CO<sub>2</sub> emissions by 3,500 metric tons: the equivalent of 750,000 passenger flight miles.

**Owner:** City of Albuquerque Department of Aviation

**Location:** Albuquerque, NM

**RS&H Services:** Energy resilience and adaptation consulting





## High School Renovation & Addition

**Impact:** The full renovation brings modern classrooms, labs, and collaborative spaces to students and educators, while careful phasing facilitated uninterrupted education during construction. Sustainable elements, like energy-efficient systems, deliver long-term environmental and cost benefits.

**Owner:** USACE Norfolk District

**Location:** Camp Lejeune MCB, NC

**RS&H Services:** Architecture, interior design, and MEP, F/P, and structural engineering

 **Award:** SAME Grand Award



## Master Plan Phase I at Tampa International Airport

**Impact:** This \$1B first phase of HCAA's master plan achieved Envision verification through meticulous demonstration of environmental protection, cultural value, and regional economic growth..

**Owner:** Hillsborough County Aviation Authority

**Location:** Tampa, FL

**RS&H Services:** Sustainability and resilience planning

 **Award:** Benjamin J. Siwinski Sustainability Award



## Celebrating Earth Day: Getting Our Hands Dirty with a Roots & Shoots Happy Hour

Associates took a break from the day-to-day to freshen up the office with additional plants and new homes for current greenery.



## TRB ACRP Report 262

In June 2024, the National Academies of Sciences, Transportation Research Board released [ACRP Report 262 - PFAS Management at Airports - A Guide \(2024\)](#), co-authored by RS&H. This guide helps airports

address PFAS management, covering sources, cleanup regulations, design guidelines, and public outreach.



## Going Green

A friendly inter-office competition enhances sustainability through alternative transportation, bringing lunch from home, and avoiding single-use plastic.



## Tampa Bay Regional Resiliency Leadership Summit

Leaders came together to address resiliency in the face of climate challenges in the region such as flooding and rising temperatures.

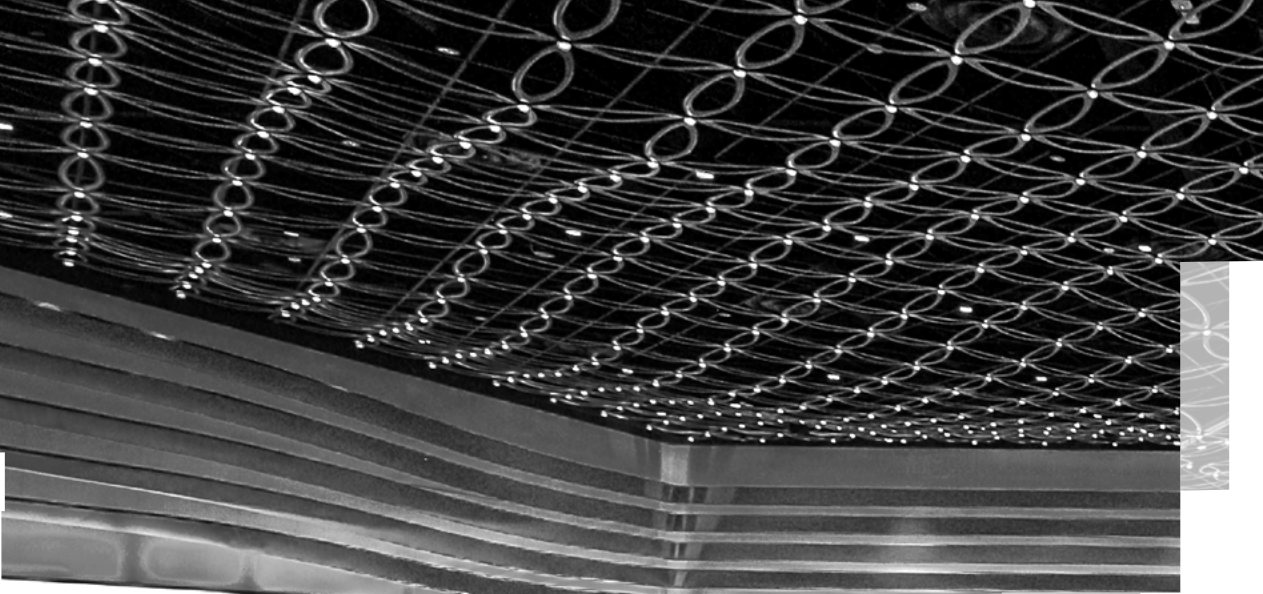


## Fort Stewart Hunter Army Airfield Focused Regional Resilience Study Steering Committee

Rachel Hatcher, RLA, AICP, LEED AP serves as a member of the study's steering committee.

## National Airports & Envision Working Group

Courtney Gantt, ENV SP serves as co-chair.



AT THE FOREFRONT





# Harnessing Experience to Drive Insights

RS&H subject matter experts harnessed various channels to drive industry progress, fostering stronger connections with clients and partners.



## Transportation



### **The Value and Benefits of Project Controls**

Bob Jones unpacks the essentials of project controls, cost management strategies, risk mitigation, and innovative approaches to handle cost increases.



### **State of the Industry – 3D CEI and Design**

FDOT and RS&H explored how 3D CEI is transforming construction and maintenance operations and share best practices for improving accuracy and efficiency.



### **Preparing for Construction Manager/General Contractor and Progressive Design-Build**

Bryan Kendro highlights how CM/GC and progressive design-build methods can streamline contractor selection and foster early collaboration to reduce costs and risks. Bryan emphasizes the need for accurate cost estimation, proactive risk management, and adaptability to unlock their full potential in achieving successful project outcomes.

### **Navigating Modern Roundabout Design: Avoiding Common Pitfalls**

RS&H subject matter experts discuss ways to avoid common pitfalls coming to light as more data is available from roundabout usage across the country.

### **Corrosion-Resistant Fiber-Reinforced Polymer Reinforcement for Concrete Structures**

Matt Chynoweth, PE co-authored the ASPIRE article that highlights advancements in fiber-reinforced polymers for bridge construction, focusing on durability, resilience, and sustainability.



## Federal



### **Leading with Relationships, Service, and Growth**

With deep insights shaped from his time in the military, Scott Grainger, PE, PMP discusses the power of mentorship, the role of service in leadership, and how to create environments that inspire growth.



### **Sharpening MILCON Delivery Through the Design Charette**

Rich Stump, AIA, LEED AP, F.SAME, and Aaron Briggs, AICP, M.SAME share how executing a design charrette with military precision can set the stage for project delivery excellence.

## Aviation

### **Elevating the Passenger Experience Through Airport Design**

Special guest Peter Gargiulo joins Mike Rudzinski, AIA, NCARB, CM and Jim Pangburn, PE, PSP to discuss redefining airport design to enhance experiences through passenger personas, tailored journeys, and multi-generational innovation.

### **Top Six Updates in FAA's Recently Published Forecast Review and Approval Instructions Memorandum**

Jorge Gonzalez Pinilla outlines six key updates in the FAA's new forecast review and approval guidelines and highlights the importance of adapting to these changes to streamline processes and ensure compliance for successful project outcomes.



### **Navigating FAA's New Forecast Review and Approval Process**

RS&H subject matter experts shed light on the latest FAA guidelines and their impact on airport planning and funding. Attendees explored real-world case studies, learned practical strategies for aligning project

plans with these changes, and gained valuable insights to streamline forecasting and compliance efforts.



### **Capital Improvement Program (CIP) Planning and Management: Accessing Approaches and Considering Tools for Airport Finance Leaders**

Jorge Gonzalez Pinilla was a contributing author for AAE/ACT's guide and strategies for CIP management.

### **Treat Your Terminal Like a Theme Park**

Mike Rudzinski, AIA, NCARB, CM discusses how little touches throughout airport terminals can significantly impact the passenger experience.

## Aerospace



### **Spaceport Launch Cadence & Reusability Explored**

Special guest Les Lake joins RS&H's Andrew Nelson and Josh Saltsman, PE to discuss the rapid rise of the space industry. From soaring launch frequencies to cutting-edge reusability and technologies, they explore innovations fueling today's missions and tomorrow's possibilities.

Check out RS&H's award-winning channels at



SMPS Marketing Communications  
Award of Excellence - Digital Events



## Partners for Progress

Being at the forefront of the industry takes many forms, including a passion for building partnerships, sharing knowledge, and opening doors to new opportunities.

### Mentor-Protégé Program

We're proud of our long-standing commitment to mentoring through federal and state mentor-protégé programs. These connections empower emerging companies to thrive, succeed, and win alongside their more experienced peers. We continue to serve as a mentor in the U.S. Small Business Administration (SBA) Program, building stronger businesses and futures together.



We serve as a mentor to **S&B Christ Consulting, LLC**, a service-disabled veteran-owned and economically disadvantaged women-owned small business that provides design and construction management services. This collaboration has achieved significant milestones in FY25, including the award of two contract vehicles. Together, we're paving the way for shared success.



Wrapping up our inaugural year as a SkillBridge program partner, RS&H welcomed our first associate, and another is slotted to begin in the first quarter of our upcoming fiscal year. We remain committed to expanding opportunities with this partner, which helps to support active services members transition into the private sector.



For four years, RS&H's FutureState program has been a driving force in fostering meaningful connections. By uniting diverse and specialized companies with RS&H and larger organizations, we create pathways for collaboration and shared progress.

**Event locations included:** Portland, Vancouver, Seattle, Los Angeles (x2)





## Shaping the Industry

Our dedication to community and industry progress drives everything we do. United by a vision of shared growth, our associates help advance innovation and shape the future of our industry through collective leadership and engagement.



### AAAE/ACC Airport Planning, Design, & Construction Conference

Seven associates presented at the conference on topics ranging from resilience to governance to passenger experience. Kaitlyn Zych, EI, and Luke Letica, EI, won the Young Professional Innovation Competition with their presentation, *Painting the Future: Autonomous Airfield Marking*.

### 2024 Airport Business Top 40 under 40

Clayton Singleton, PE, ENV SP made the list!



### Carolinas ASCE Student Symposium

UNC Charlotte's Steel Bridge Team, led by interns Andrew Crawford and Shawn Sizemore, swept every category of the Carolinas, advancing to the national competition.



### Annual TRB Meeting

Mike Davis, PE is the committee chair for TRB's Managed Lanes Committee (ACP 35) and Matt Chynoweth, PE chairs their Innovative Highway Structures & Appurtenances Committee (AKB10). They, along with Francis Tang, attended the annual TRB meeting, where subject matter experts across the industry gathered to share knowledge and insights impacting the future of transportation.



### International Interior Design Association North Florida Chapter

RS&H and our clients won three awards: Best Use of Materials for [JEA's Corporate Headquarters](#), and our work on a confidential client's campus took home Extra-Large Commercial Workplace and the People's Choice for best overall design.



### American Council of Engineering Companies National Awards

West Virginia Department of Transportation's Wellsburg Arch Bridge won a Grand Award, and Colorado Department of Transportation's [Central 70 Reconstruction P3](#) received an Honor Award.





## ACEC Goes to Washington

Associates joined multiple state contingents in DC to meet with Congressional leaders to address industry challenges, promote innovation, support jobs, and enhance public welfare for a prosperous future.



## Illinois Department of Transportation's Drainage Seminar

Dan Schmanski, PE, CFM, Chad Barber, PE, and Julie Prohaska showcased RS&H's expertise while supporting the effort to bring state water resource experts together after a 10-year break.



## NAF Conference

Associates led two standing-room only workshops on "Transportation Projects: Planning to Ribbon Cutting," showcasing impactful projects through aerial videos.



## ASCE Region 6 Student Symposium

Associates shared their passion about construction management and the impact it has on project success.



## 2024 Oregon Airport Management Association President's Award

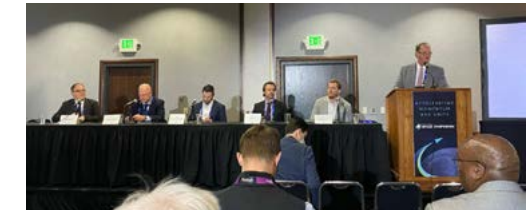
Dylan Anderson, PE was honored to be this year's recipient.

## 2024 PEPS Conference

Paige LaBarr, PE, shared insights on *Ways to Provide Great Service on CEI Contracts*.

## Transportation Research Board National Webinar

Ricky Fitzgerald moderated a virtual panel discussing, *Collaborative Metrics for Strategic Freight Demand Performance Management*.



## 39th Space Symposium

Andrew Nelson was the Master of Ceremonies for the Space Investment Tract.

## Florida Trend's Top 500 Influential

Dave Sweeney, PE was honored to be part of the list!

## Supporting the Next Generation

The success of our communities and industry is directly tied to the opportunities we create for future generations. By offering mentorship, resources, and real-world learning experiences, we ensure students are not just ready for the workforce, but ready to make a lasting impact.

### Award-Winning Internship Program

Our internship program reached new milestones this year, hosting a **record-breaking 106 interns** during the summer. Of this group, 28 interns transitioned into full-time roles, and 13 are set to return for another internship. The program was further enriched by introducing a new mentorship initiative and structured performance feedback process.

**26%**

of Summer Interns  
Transitioned to  
Full-Time



RS&H won several [2025 RippleMatch's 2025 Campus Forward Awards](#).



RS&H teamed with [Thrive Scholars](#) to amplify awareness of the dynamic careers within the A/E/C industry. Associates shared their passion with students by guiding them through project tours, illustrating the profound impact individuals within this industry can have on everyday life, and giving them insights into the boundless potential ahead. This collaboration exemplifies our belief in the power of connection and progress, where shared knowledge and collective efforts pave the way for future achievements.







A CULTURE BUILT TO INSPIRE





## Thriving Together

RS&H is committed to building a future where everyone thrives. Guided by our core values, we foster an inclusive environment where everyone can grow, contribute, and make a meaningful impact. By embracing a variety of perspectives, we drive innovative, forward-thinking solutions to tackle the challenges facing our communities. Together, we're building a strong future, where everyone has the opportunity to succeed.

### What We Love About Our Company

Here's what our employee owners say they enjoy the most about working at RS&H:



Work/Life  
Balance



Fulfillment &  
Connection  
to Work



Growth &  
Development



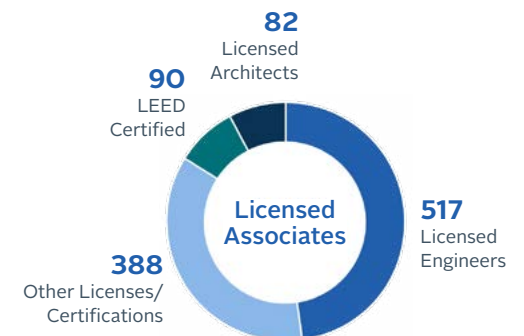
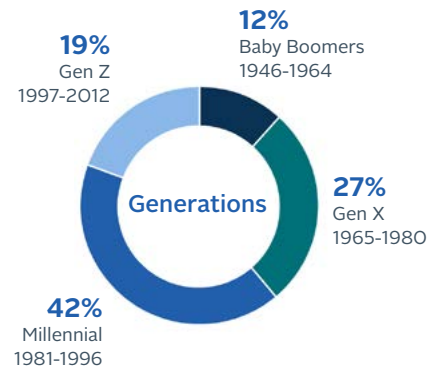
Culture &  
Inclusivity



Strong Future  
& Trust

### FY25 Associate Demographics

Our vibrant multi-generational associate population creates an environment of knowledge-sharing, diverse ideas, and sustained employee ownership to support RS&H's continued evolution.



## Fostering a Workplace of Belonging

We are committed to cultivating a workplace where associates feel connected, valued, and empowered to succeed. Our employee professional networks provide a welcoming space for all associates to learn, advocate, and share experiences, reinforcing our focus on employee advocacy and a shared vision of impact.



### May 2024

**Ignite:** Business Planning 101 with Lisa Robert & Erin Reade Murphy

### June 2024

**Built:** Juneteenth Celebration

**Prism:** Annual Pride Month Bingo Fundraiser raises \$9,000 for The Trevor Project

### September 2024

**Ignite:** Emotional Intelligence for Personal & Team Development

### October 2024

**Prism:** Ally and Member Forum in honor of National Coming Out Day

### January 2025

**Built:** MLK Day conversation with Dave Sweeney, Tiffany Lumpkin, & Nixon Exantus

### March 2025

**Ignite:** Women in Construction Week & Women's History Month Panel



This year, we welcomed **Culture & Inclusion Program Specialist Tiffany Lumpkin** to help us continue to foster our inspiring workplace.



## Learn, Connect, Grow

We empower our associates with the resources and opportunities to grow and advance their careers. In FY25, we enhanced learning programs, training resources, and individual goal-setting aligned to firmwide initiatives. Looking ahead, we remain dedicated to fostering continuous development, striving to make RS&H a place where our associates—our owners—can thrive and succeed.



## BLUEprint's First Year!

Our advanced learning management system has significantly improved access to on-demand training opportunities and onboarding in its first year.



KEY ACHIEVEMENTS

**9,924**

Individual Course Enrollments

**2,841**

Instructor-Led Course Enrollments

**552**

Curricula Enrollments

On average, our associates dedicated

**94 hours**

to advancing their skills and expertise through this platform and its programs.



Our internal knowledge-sharing platform offers micro-learning sessions, enabling associates to learn from peers and apply new insights to their projects.

So far on Pass the Mic...insights on federal funding and how to support clients, a case study on how using crash mapping data helped inform a street safety action plan, and the inside scoop into LinkedIn with a few tips to maximize personal engagement.





## Leadership Development Program

Our in-person and virtual programs equip leaders with skills to inspire teams and drive success, laying the foundation for a strong future.



Leadership Summit

**33**  
ASSOCIATES



Crucial Conversations

**85**  
ASSOCIATES



Presentation Skills Class

**50**  
ASSOCIATES



The 4 Essential Roles of Leadership

**46**  
ASSOCIATES



The Design Academy empowers emerging professionals by bridging the gap between formal education and real-world business applications. The program's inaugural class featured **27 participants**. Together, they engaged in **16 curated sessions** that explored distinct facets of design, tailored exclusively to RS&H's innovative approach.

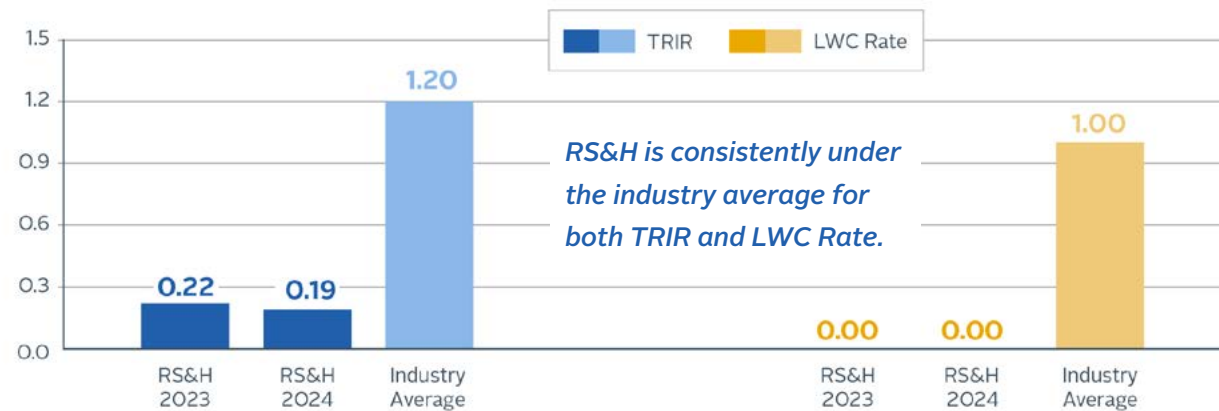


### Project Management Financial Tools & Processes

With **more than 300 associates** completing this past year, we're refining our approach to help project managers develop their financial acumen.

## Prioritizing Safety & Wellness

The health and safety of our associates and the community are at the core of everything we do. Our comprehensive safety program proactively identifies and mitigates risks, ensuring the successful delivery of our projects and our commitment to sending every associate home safely each day.



**Total Recordable Incident Rate (TRIR):**  
A measure of the number of recordable OSHA incidents per 100 full-time workers during a one-year period.

**Lost Workday Case (LWC) Rate:**  
A metric that measures the total number of working days lost within a workplace due to occupational injury or illness.



Start a #SafetyConversation

### Safety Focus Areas

#### Good Catch!

Implementing frosted glass over clear glass doors/walls in some of our offices has helped keep associates safe by minimizing the risk of walking into them.

#### FleetResponse & Distracted Driving Prevention

Monthly vehicle training courses for all associates help keep driver safety a top priority. These trainings are encouraged for all associates, even if they are not assigned company vehicle.

#### Safety Champions Network

Integral in maintaining a proactive and engaged safety culture across all our offices, our **76 safety champions** across our firm advocate for and implement safety programs and policies within their respective offices.



# Mental Health Awareness: Breaking Down the Stigma

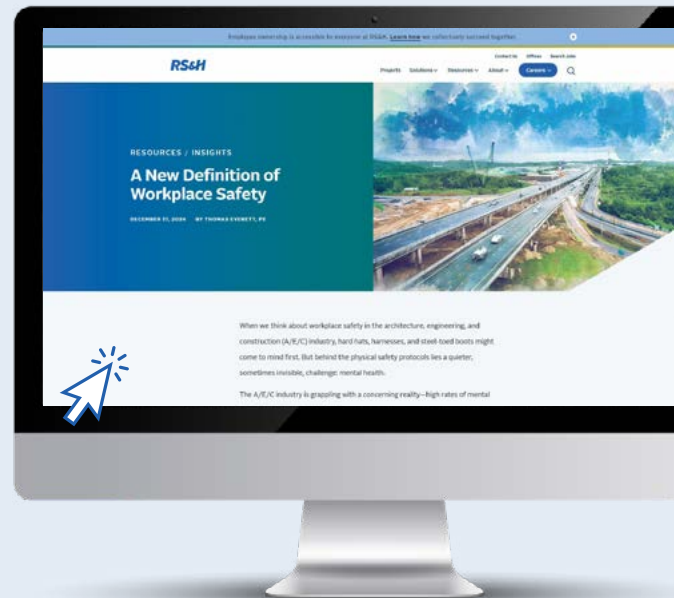
To help our clients solve the complex challenges facing us in today's world, our associates must be supported in every way. Mental health is a critical part of our commitment to overall well-being. We're dedicated to breaking the stigma and fostering a culture where mental health is prioritized, ensuring our team has the support they need to thrive. We're not just doing this internally either—we're championing this topic across the industry.

## Walking the Talk

**Break the Silence:** Associates share personal experiences with mental health in an internal roundtable discussion held in May during Mental Health Awareness month.

**Build Resources:** Virtual webinars and on-demand resources support overall mental wellness.

**Bring Awareness:** Tom Everett, PE, along with several industry mental health champions, discussed the importance of raising awareness at the 2024 AASHTO Annual Meeting.



Additional resources from the AASHTO panel available.





## Annual Associate Awards

Every year, our [Annual Associate Awards](#) program gives us the opportunity to recognize the accomplishments of our colleagues who embody RS&H's core values.

### COMMUNITY IMPACT

#### Nicole Nasi, PE

*Engineer, Aviation*

Positively impacting others inside and outside the office through volunteering and events.

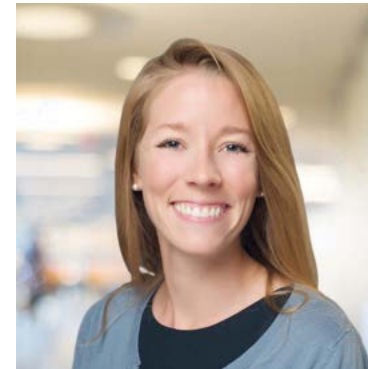


### TECHNICAL EXCELLENCE

#### Alan Littlefield, PE

*Senior Principal Engineer, Mechanical*

Exceptional attention to detail and dedicated mentorship to colleagues.

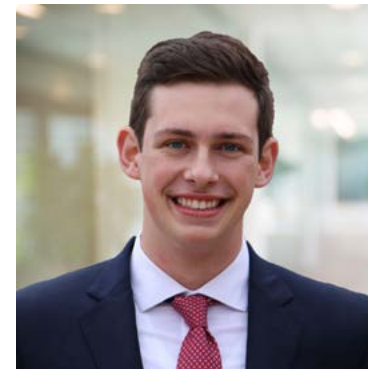


### PROJECT DELIVERY

#### Paige LaBarr, PE

*Construction Management  
Texas State Leader*

Excellent ability to develop and maintain client relationships and deliver outstanding service.

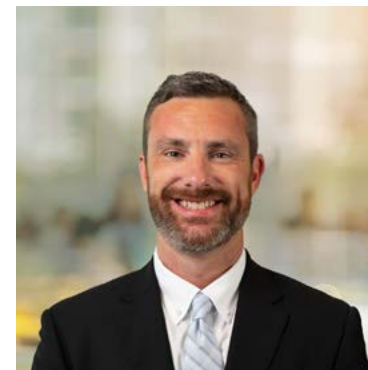


### RISING STAR

#### David Bemporad, AICP

*Planner, Transportation*

Developed a GIS-based crash analysis method to help clients plan and create safer roads.



### VALUES IN ACTION

#### Corey Rogers, PE

*National Bridge Inspection  
& Preservation Leader*

Supports a culture of care and inclusiveness while doubling his workforce of bridge inspectors.



# Strive Big, Live Bigger

As we advance together in a fast-moving world, staying connected and finding time to recharge are essential. Our associates are empowered to build a vibrant, inclusive space where collaboration and growth go hand-in-hand with moments of fun and balance.



1. **Birthday Balloon Extravaganza:** Celebrating monumental moments with BIG birthday surprises.
2. **Take Us Out to the Ball Game:** Associates and some furry friends enjoyed a night out at a ball game.
3. **Go Team! Tailgate!** Annual in-office tailgate with awards to the most spirited section of the office and a cornhole tournament.
4. **Who You Gonna Call? RS&H!** A Ghost Busters-themed mini-golf course made out of 2,600 donated food items.
5. **A Cheerful Holiday Season:** Associates celebrate the holidays with ugly sweaters and festivities.
6. **Friendly Competition:** Sunny shenanigans afoot during IIDA's Battle of the Firms.
7. **Summer Picnic:** Associates enjoyed the summer weather with their annual picnic, accompanied by family, games, and delicious food.
8. **Hole in One!** Associates enjoyed a night out at the indoor driving range, with food, drinks, and a couple of birdies!
9. **Tricks and Treats:** Carving out time for memories and fall vibes!



# STRENGTHENING COMMUNITY PARTNERSHIP





## Fueling Progress Together

Designed to strengthen bonds and foster growth, the RS&H Elevate Fund enables us to invest in meaningful change through charitable contributions and hands-on volunteerism. Powered and guided by our employee owners, the fund reflects our belief that progress is a shared endeavor.

Our focus is on three essential areas where our efforts can fuel positive momentum:



### Education



### People & the Environment



### Children & Youth Programs

## Fall Distribution \$30,000

BeHeard Movement  
ACE Mentor Program of Northeast Florida  
Communities in Schools – Jacksonville

## RS&H Elevate

Center of Independent Living Jacksonville  
Project Sanctuary

## Spring Distribution \$71,000

Future City Competition,  
Future City  
Region Minnesota  
MATHCOUNTS  
Marine Corps League  
Detachment 059  
Black Creek  
Young Marines

Society of American  
Military Engineers  
New Hope Lafayette  
Canal Winchester  
Science Olympiad  
CASA Kane County  
Denver Young Artists  
Orchestra Association

YMCA of Florida's  
First Coast  
Sharevival at the  
Blueberry Patch, Inc.  
Theatre Jacksonville Inc.  
National Marrow  
Donor Program

Moving All Races To  
Higher Achievement  
(M.A.R.T.H.A.), Inc.  
Girl Scouts of  
Gateway Council  
Timucuan Parks

**FY25**  
TOTALS

**21**

Organizations

**\$101,000**

**Grand  
Total**  
SINCE 2018

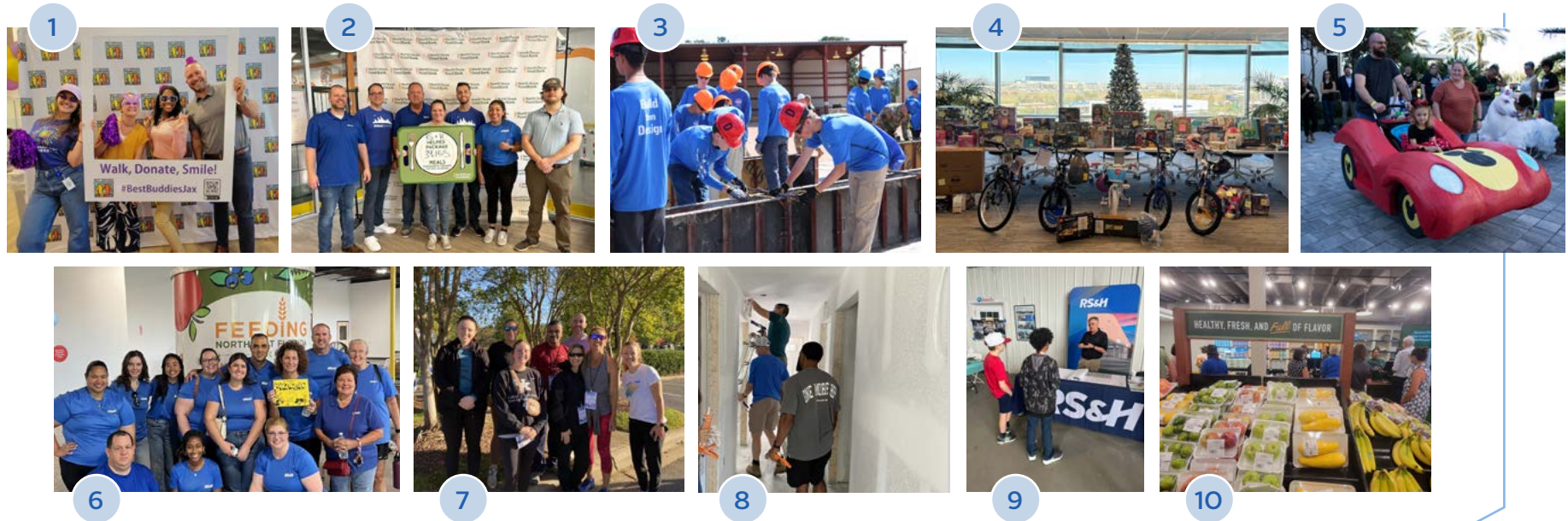
**118**

Unique  
Charities

**>\$102M**



# Helping Hands for a Brighter Tomorrow



1. **Best Buddies Friendship Walk**  
Associates raising funds and gathering together with friends, family, and the community to walk in support of this fantastic organization.
2. **North Texas Food Bank**  
Volunteers united to sort 40,000 pounds of food, resulting in 34,155 meals, exemplifying teamwork and our steadfast commitment to fighting hunger and uplifting communities.
3. **SAME/U.S. Air Force Academy Camp**  
Working alongside SAME and the Air Force, associates volunteer for the week-long camp focused on skill-building and mentorship.
4. **Holiday Giving**  
Through teamwork and generosity, employee owners fulfilled holiday wishes for 32 foster children, creating a memorable season of love, care, and community.
5. **[Center for Independent Living - Jacksonville](#)**  
For a decade, associates have applied their technical know-how to craft custom wheelchair costumes, spreading joy to children and families through creative designs like Disney characters, Mario Kart, and a working bulldozer, transforming lives and communities.
6. **Feeding Northeast Florida**  
Associates sorted through 4,371 pounds of potatoes to provide 3,643 meals for people across northeast Florida.
7. **J. Scott Cole Memorial Scholarship**  
Over 50 participants raised \$6,000, honoring our late associate's legacy and supporting the next generation of engineers during the inaugural walk/run.
8. **Habitat for Humanity**  
Annually, associates roll up their sleeves prepping homes for future owners. Our efforts support sustainable, affordable housing and transform lives in the community.
9. **Aviation Career Day at Brunswick Golden Isles Airport & Orlando Sanford International Airport**  
RS&H helped introduce hundreds of K-12 students to the incredible possibilities of an aviation career.
10. **[The Corner at Debs Store](#)**  
The restoration of this historic neighborhood store and building will bring fresh produce and other economic development opportunities to the community.





## Executive Team & Board of Directors

Our executive team drives progress toward our vision, uniting talent, expertise, and resources to shape a stronger future. Our board of directors includes internal and independent members who advise and govern to shape RS&H's long-term vision and growth.



**Dave Sweeney, PE**  
Chief Executive  
Officer



**Amy Davis, CPA**  
Chief Financial  
Officer



**Carlo Morgano**  
Chief Technology  
Officer



**Lisa Robert, PE**  
Chief Operations  
Officer



**Marlon Starr, Esq**  
Chief Legal  
Officer



**Tara Wineinger**  
Chief People  
Officer

## Board of Directors

### Independent Members

**David Gaboury, PE**  
Chair & Former CEO  
of Terracon

**Hicham Abdessamad**  
Chair & CEO of Hitachi  
America, Ltd

**Henry Puente**  
CEO of the Ware Group, Inc.

**Lizanne Thomas**  
Chair of Corporate  
Governance Practice &  
Partner at Jones Day

### Internal Members

**Dave Sweeney, PE**  
Chief Executive Officer

**Amy Davis, CPA**  
Chief Financial Officer

**Lisa Robert, PE**  
Chief Operations Officer

## Welcoming Our Next CEO

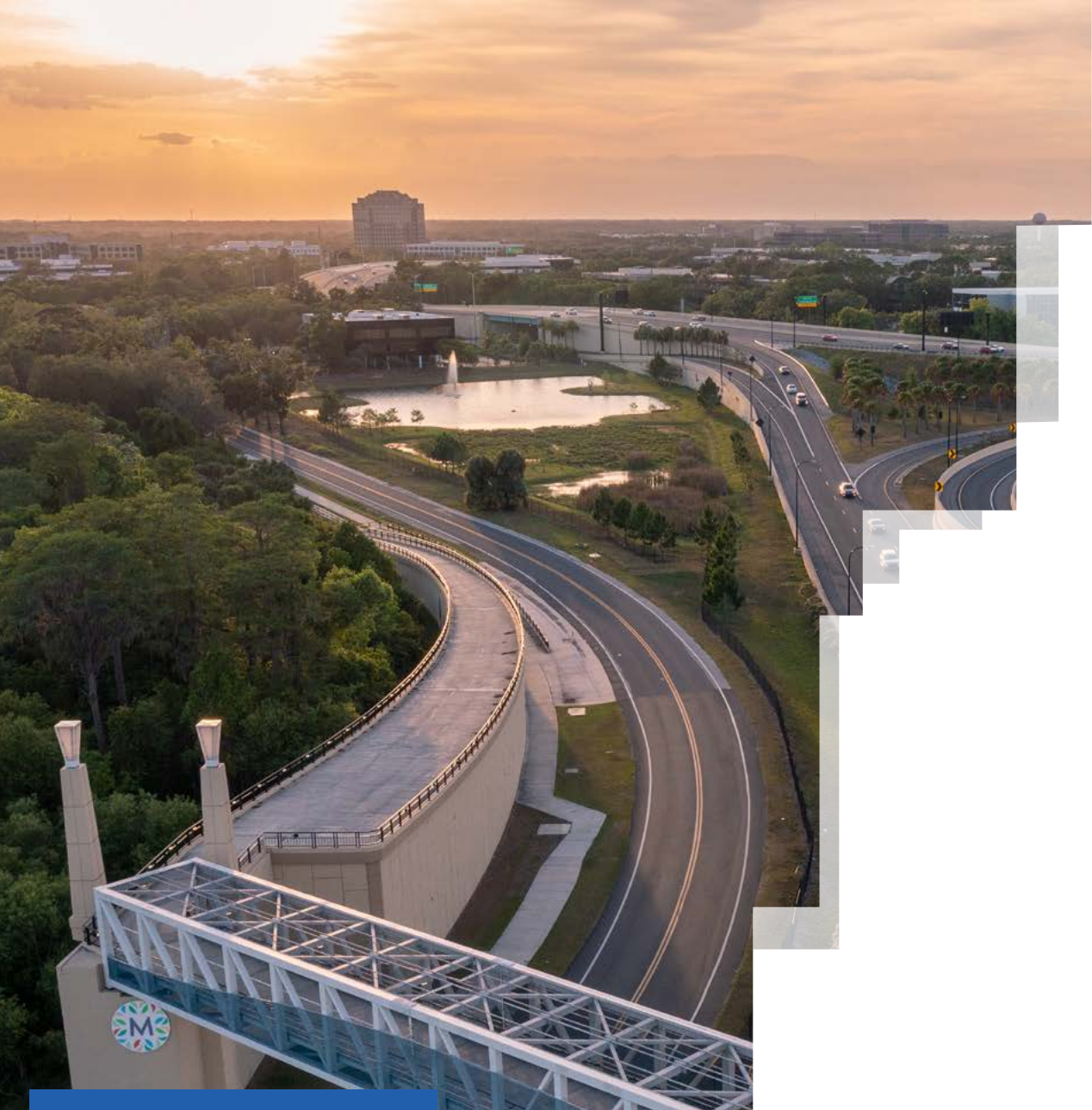


In October 2025, Lisa Robert, PE, will become RS&H's next CEO and president, continuing a career of leadership and impact since joining the firm in 2010. She has held several progressive leadership roles, shaping company strategy, strengthening client relationships, and guiding business operations as COO since 2021. Lisa holds national leadership positions within the American Council of Engineering Companies and American Road & Transportation Builders Association.

Lisa's trajectory reflects the strength of our employee ownership model and the opportunities it creates for growth from within. Her deep understanding of our firm and the industries we serve, combined with her vision and business acumen, will drive RS&H's continued success.







This fiscal year highlights the strength, passion, and dedication that define us. Across every sector, we've achieved remarkable milestones and demonstrated the resilience to adapt and thrive in the face of changing market conditions. These achievements represent the heart and soul of our shared efforts and unwavering commitment to a brighter future.

As we look ahead to our 2030 strategic plan, we stand ready to unlock our full potential—delivering unparalleled service to our clients, deepening the bonds of our employee-ownership culture, taking on new challenges, and realizing even greater opportunities.

We're grateful for every contribution that has transformed our ambitions into reality. **Thank you for being part of this incredible journey.**

# CONCLUSION