



2022

Gresham Smith



Our Purpose

**We plan, design and
consult to create
healthy and thriving
communities.**



Note from Our CEO

At Gresham Smith, we are proud of the work that we do, and we're honored by the opportunities we have, every day, to create a positive impact in the communities we serve. For each of us, it's more than a job; it's our passion, and delivering on our Core Purpose—to plan, design and consult to create healthy and thriving communities—is one of the lenses through which we define our success.

Our work is varied, interesting and inspiring: aviation and transportation infrastructure that connects communities; industrial manufacturing centers that contribute to economic growth and stability; healthcare facilities and water/stormwater systems that promote

health, sustainability and resiliency; livable urban environments and collaborative spaces that meet the ever-changing needs of today's workforce; planning for growth; and designing public spaces. Throughout everything we do, we focus on providing innovative and workable solutions that meet the challenges of today while anticipating the needs of tomorrow.

Just as important as the work we do, however, is who we are: a team of genuine, supportive, collaborative and committed individuals who believe that what we do matters, and who have an unwavering dedication to the success of our clients, our communities and one another. In fact,

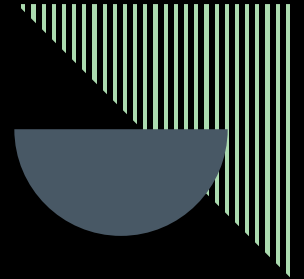
fostering a culture that values diversity of thought and perspective, and where each employee feels included and has the opportunity to thrive in their career, is the other lens through which we measure our success.

I encourage you to read through our Year in Review profile to learn more about who we are, what we do, and what we stand for. These are the foundational elements that enable us to achieve our vision of being a market leader building value with our clients, our people and the world.



Rodney Chester, CEO





Contents

1 Who We Are

2 Our Markets

20 What We Believe

22 Our Culture

24 Our Commitment to DEIB

28 Our Community Impact

32 Our ESG Framework

36 Our Approach to Innovation

40 Projects We're Proud Of

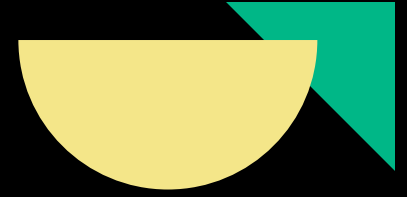
66 By the Numbers

68 Leadership

70 Our Offices

Our landscape architecture group in Nashville when they convened for a two-day planning workshop.





Who We Are

We are a team of diligent designers, creative problem-solvers, insightful planners and seasoned collaborators. Throughout all of our work, we are committed to living out our tagline of Genuine Ingenuity to develop innovative solutions for life's most essential infrastructure and institutions, and to create spaces that contribute to healthy and thriving communities—now and into the future.

Our Markets



Aviation



Building
Engineering



Corporate +
Urban Design



Healthcare



Industrial



Land Planning

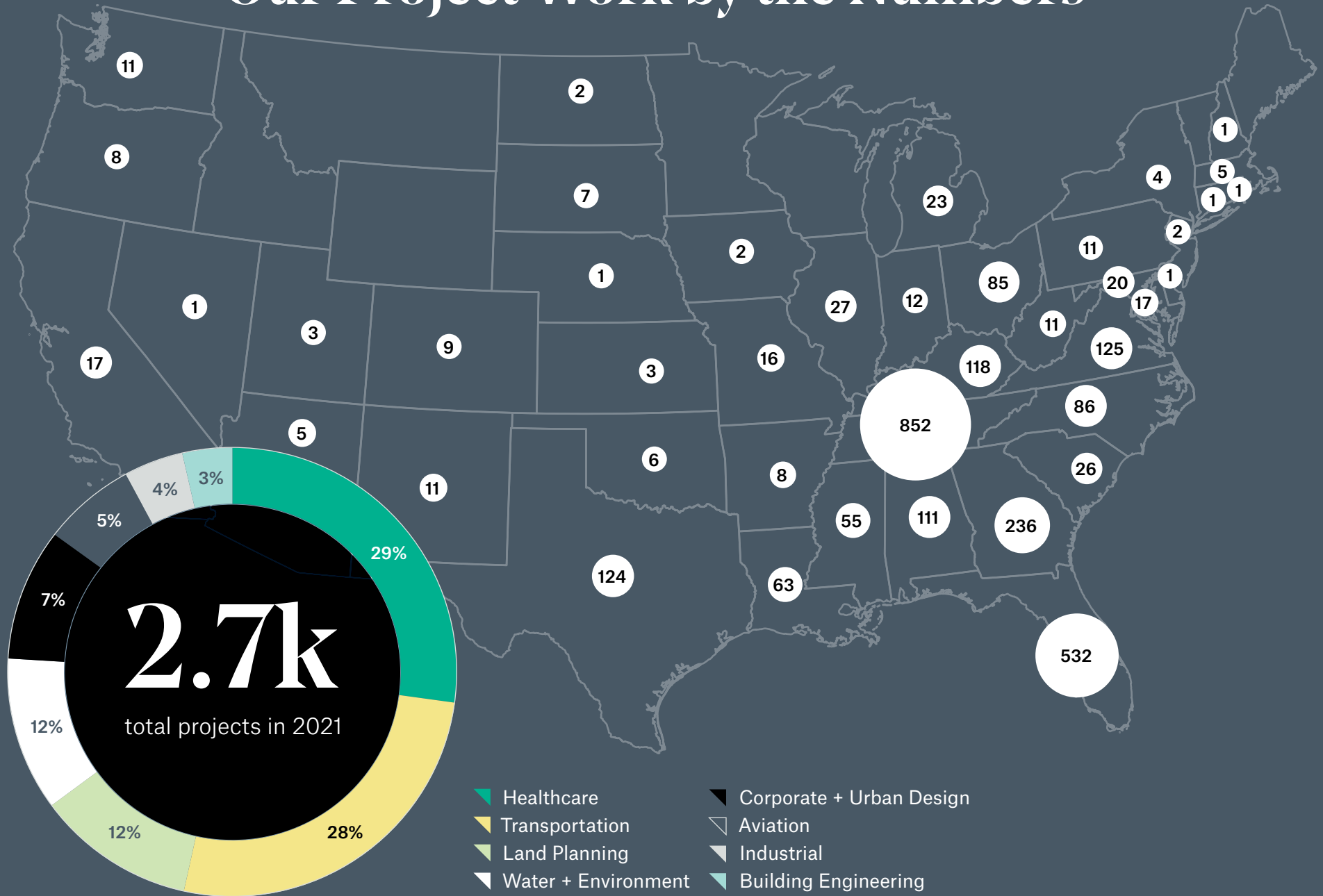


Transportation



Water +
Environment

Our Project Work by the Numbers





We understand that airports are more than just transportation hubs. They're self-contained cities and destinations. From reducing curbside congestion and enhancing landside access to improving wayfinding and expanding airside amenities, our award-winning team of architects, interior designers, engineers and wayfinding experts have helped more than one-third of the nation's top 100 airports leave a lasting impression on their travelers while accommodating future growth.

Aviation



The grand arrival at Charlotte Douglas International Airport's expanded terminal lobby.



The addition to Richmond International Airport's Terminal A opened in fall 2021.



Aviation by the Numbers

\$23M

2021 gross revenue

14

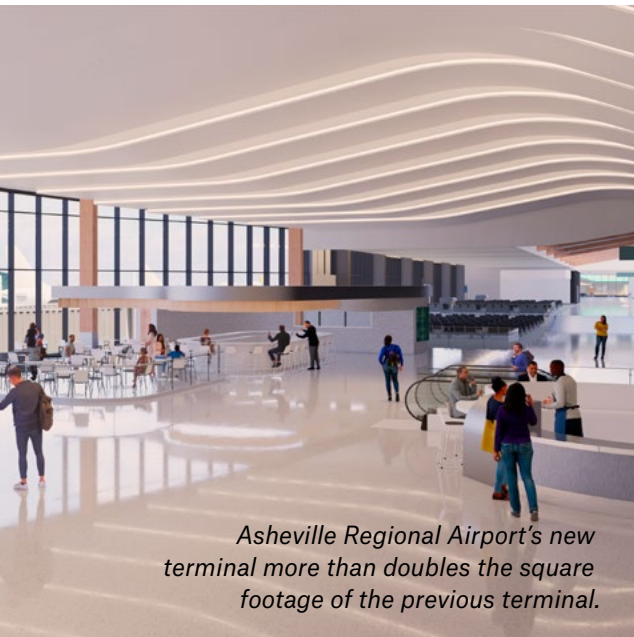
cities we currently work in

144

active projects

#12

Top Airport Facility Architecture and AE Firms - *Building Design + Construction 2021*



Asheville Regional Airport's new terminal more than doubles the square footage of the previous terminal.

Areas of Expertise

- Automated People Mover (APM) Systems and Guideways
- Baggage Handling
- Experiential Design and Wayfinding
- Environmental Services and Deicer Management
- Industry Standards and Guidebooks
- Landside Access
- Parking / Rental Car Facilities
- Passenger Security Screening
- Terminals

Building Engineering

The concrete and steel frame at Baptist Health Care's new campus in Pensacola, FL.



Our wide array of building engineering services range from mechanical, electrical, plumbing and structural engineering to post-construction inspection and commissioning that help buildings operate at maximum efficiency. With more than 30 years of experience spanning all major industries, we chalk up our success to a focus on the details and a genuine interest in helping clients make sustainable, sound investments.

The structure supporting the 45-foot vertical expansion to Fort Lauderdale International Airport's Terminal 2.



Representative Services

- Mechanical Engineering
- Electrical Engineering
- Plumbing Design/ Fire Protection
- Structural Engineering
- Commissioning
- Threshold Inspection



Building Engineering by the Numbers

\$14M

2021 gross revenue produced

31

cities we currently work in

84

active projects

69

employees



The infrastructure supporting Medpace's new headquarters in Cincinnati, Ohio.



Medpace's new headquarters reflects its unique corporate identity as a leader in global clinical research.

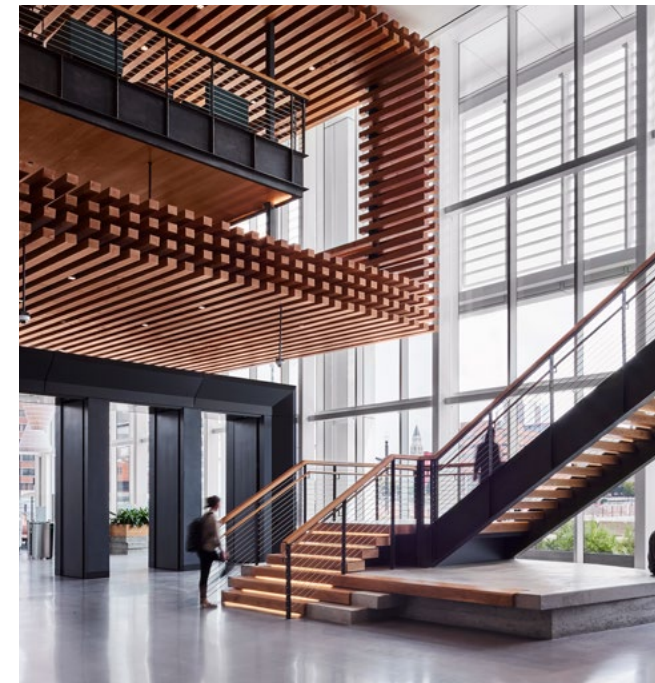


Our architects, graphic and interior designers, strategists and planners deliver tailored solutions for workplaces and community-focused developments. Our portfolio includes a wide array of public and private projects—from corporate campuses and workplace buildouts to hospitality spaces, urban development and walkable places that are fully integrated into their surroundings. With an eye toward creating value for both our clients and the end user, we excel at taking a holistic view to develop experiences of place that connect and inspire.

Project Types

- Mixed-Use
- Workplace
- Residential
- Civic/Public Spaces
- Higher Education
- Hospitality

We provided a full suite of design services for the first 500,000-square-foot office tower in the sprawling Nashville Yards development.





Nashville Yards is beginning to take shape, with the first tower open and vibrant activity across the 17-acre property.

**Corporate +
Urban Design by
the Numbers**

\$23M

2021 gross revenue

31

cities we currently work in

199

active projects

81

employees

Healthcare

With Gresham Smith's legacy in healthcare design, we help move the needle where it matters most: patient safety, operational efficiency, technology integration, adaptability/resiliency, sustainability and the human experience. Our specialized team of architects, engineers, interior designers and planners develop research-based, value-added planning, ambulatory care, inpatient and experiential design and wayfinding solutions for health systems, care providers and patients alike, ultimately improving the health of our communities.



The modern, spacious treatment space at Sarah Cannon at Florida Cancer Specialists Lake Nona Drug Development Unit.

Project team members were present for the final concrete pour at Baptist Health Care's new campus in Florida.



Areas of Expertise

Planning Services

- Market Analysis & Demand Forecasting
- Operational Analysis & Improvement
- Programming
- Master Planning

Ambulatory Care Facilities

- Medical Office Buildings & Specialty Clinics
- Freestanding Emergency Departments
- Rehabilitation Facilities
- Wellness Centers

Inpatient Facilities

- Academic Medical Centers
- Cardiology
- Emergency Departments
- Hospital Expansions & Renovations
- Oncology
- Replacement & Greenfield Hospital Design
- Women's & Children's

Experiential Design & Wayfinding

- Environmental Graphics
- Branded Environments
- Identity/Signage Strategy & Design



Healthcare by the Numbers

\$80M

2021 gross revenue

226

cities we currently work in

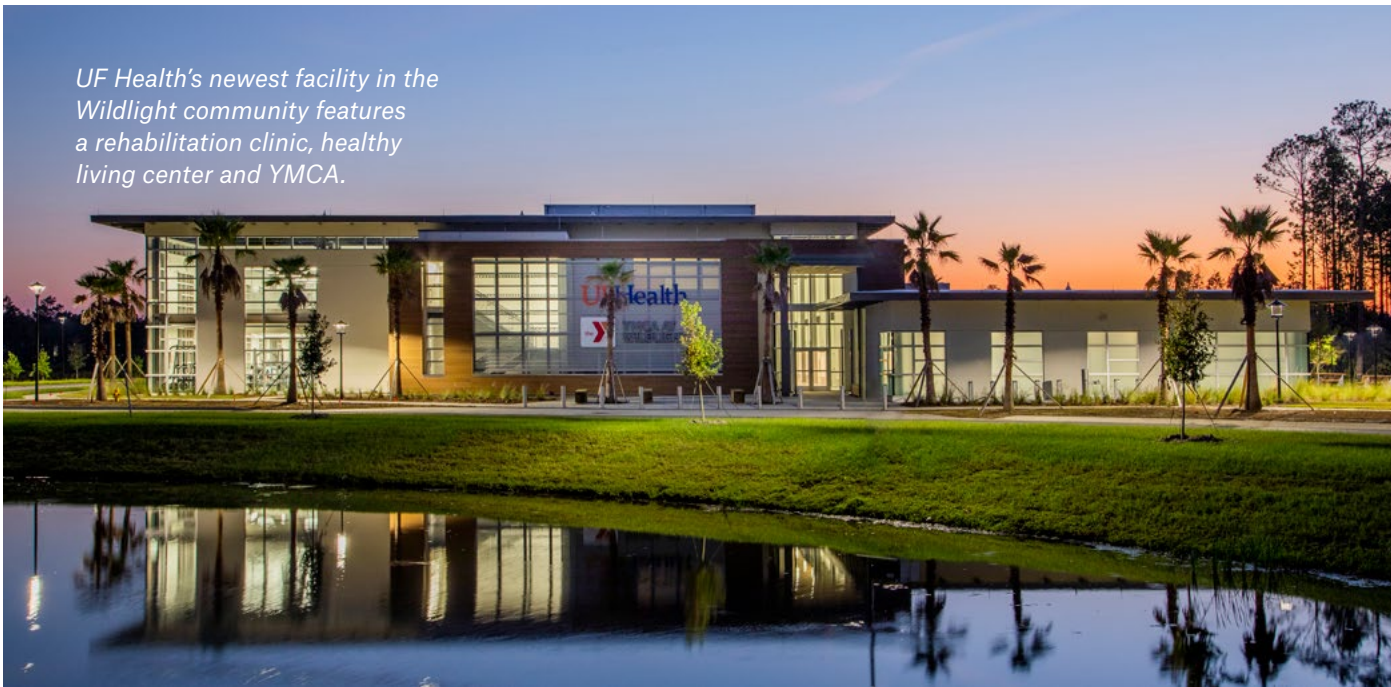
760

active projects

#11

Top Healthcare Architecture and AE Firms - Building Design + Construction 2021

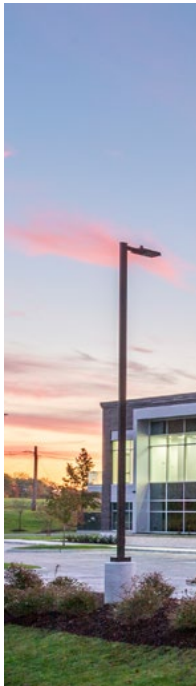
UF Health's newest facility in the Wildlight community features a rehabilitation clinic, healthy living center and YMCA.





Our team of architects and engineers provide best practices and solutions across a variety of industries, including advanced technology, automotive, consumer products, energy storage, food and beverage, and tire and rubber. We specialize in new facility and process design, expansions and system modifications to support adaptive use. From commissioning and program management to master planning and site selection, our comprehensive suite of services are focused on meeting both current and future needs.

We are designing an office and high-voltage lab for a confidential utility client that will be used to test new products and systems.



Project Types

- New Plants, Expansions & Renovations
- Warehousing, Distribution & Logistics
- Technology Centers
- Research & Development
- Corporate Offices
- Training Center



Industrial by the Numbers

\$28M

2021 gross revenue

41

cities with active projects

104

active projects

#7

Industrial Sector Architecture Firms - *Building Design + Construction* 2021



Horn USA's North American headquarters boasts a clean, contemporary aesthetic.

Land Planning

Our land planning market follows a multi-disciplinary approach, with the combined expertise of civil engineers, landscape architects, planners and surveyors. We excel at both private and public sector projects because our teams know the landscape well—the major players, the regulations, the existing infrastructure and urban design requirements. Community improvements are integral to our work, whether we are creating site plans for a private development, designing public spaces and bike/pedestrian paths, or incorporating green, low-impact features.



We designed the Durham Farms subdivision around a central community green space.



Representative Services

- Landscape Architecture
- Civil Engineering & Infrastructure Design
- Surveying
- Master Planning
- Urban Design
- Stormwater Management
- Regulatory Permitting, Entitlements & Variance Requests
- Lot Fits & Residential Site Plans
- Due Diligence
- Construction Observation
- Visualization/Renderings



The revitalized Fifth Third Plaza will create a new gathering place in downtown Nashville.



Our prototype program has helped bring new MAPCO stores to Middle Tennessee.

Land Planning by the Numbers

\$10M

2021 gross revenue produced

93

cities we currently work in

314

active projects

53

employees

Transportation



The Town Branch Commons multimodal network will link Lexington's urban core with the bluegrass countryside.

Our transportation and utility services professionals offer practical, forward-thinking and innovative solutions for a wide range of infrastructure projects, including interstates, bridges, bike paths, utilities and broadband. Through our extensive team of designers, engineers, planners and consultants, we improve connectivity and support the safe and efficient movement of goods, services and people, and we possess specialized expertise in developing safe and efficient multimodal, technology-driven solutions.



Areas of Expertise

- Active Transportation
- Bridge Design, Maintenance & Inspection
- Construction Services
- Data Analytics
- Drainage, Hydraulics & Hydrology
- Grant Writing
- Program Management
- Right-of-Way Acquisition
- Roadway Design
- Traffic Engineering
- Transportation Management Centers
- Transportation Planning
- Transportation Systems Management & Operations
- Utility and Broadband Services



After a devastating tornado struck Kentucky in December of 2021, we were called on to assess the condition of the city's utility infrastructure.

Transportation by the Numbers

\$47M

2021 gross revenue

205

cities we currently work in

739

active projects

230

employees

We designed a 14-acre permeable paver parking lot—the largest east of the Mississippi River—outside of the LeConte Event Center in Pigeon Forge.



Water + Environment



New storage tanks maximize storage and increase capacity in Springfield, Tennessee.

Gresham Smith's water and environmental experts negotiate changing regulations, aging infrastructure and emerging water technologies to address present-day challenges while providing resiliency and flexibility for the future. From maintaining clean drinking water, treating wastewater and managing stormwater to overall environmental management and sustainability, our technical and strategic solutions improve essential infrastructure to keep communities healthy and thriving.



This lab space will enable researchers to study the water from the adjacent water treatment plant.



Project Types

- Water & Wastewater Treatment Facilities
- Wastewater Conveyance
- Water Distribution
- Water & Wastewater Pumping Stations
- Sewer System Rehabilitation
- Stormwater Infrastructure
- Combined Sewer Separations
- Deicing System Design
- Environmental Compliance
- Sustainable & Green Infrastructure Design
- Wet Weather Storage
- Program & Construction Management
- Modeling & Master Planning
- Alternative Project Delivery

Water + Environment by the Numbers

\$29M

2021 gross revenue

73

cities we currently work in

308

active projects

95

employees



The Water Tower is set to serve as a global hub for all things water research and innovation.



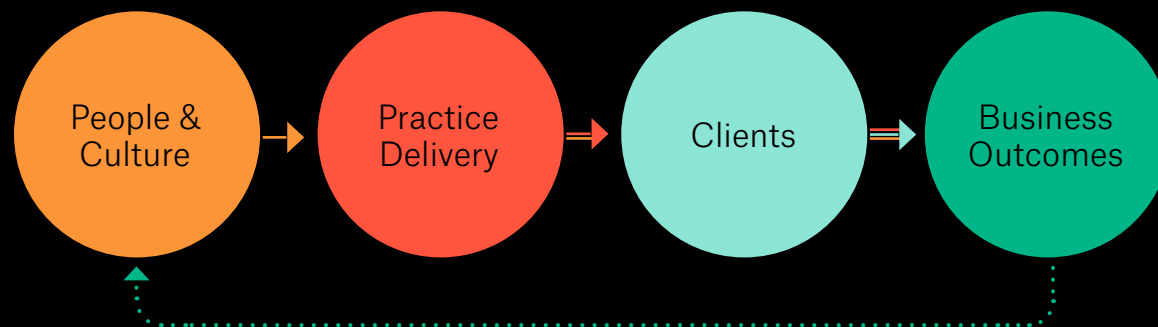
What We Believe

Gresham Smith is built on a foundation of collaboration, excellence and a sincere desire to help create healthy and thriving communities. Our tagline and brand promise of Genuine Ingenuity reflects the fact that everyone we work with can expect to collaborate with authentic, personable people who produce highly functional and highly creative solutions.

The foundation of our strategy centers on four key perspectives: People & Culture, Practice Delivery, Clients and Business Outcomes. We want our people to feel a sense of belonging and a culture of teamwork while working in a flexible environment that is rich with opportunities for professional growth. Across all of our practice

areas, we strive to deliver innovative solutions and industry-leading design and quality, which, in turn, leads to exceptional client experiences and reinforces our reputation as a valued partner. We are committed to the smart, sustainable growth of our business, and our profitability allows us to reinvest in our people and further enhance our culture.

In everything we do, we are guided by our Core Values of Commitment, Integrity, Respect and Teamwork. These Core Values define who we are, what we stand for and how we treat those around us.





Celebration 2021

We believe in celebrating our accomplishments. Our annual Celebration event honors people and projects that have a long-lasting, positive impact on Gresham Smith, our clients and our communities.

Our Culture

Our culture is the foundation of who we are and what we are as a firm. For more than half a century, building a strong, collaborative culture has been a foundational strategic priority, and we've worked hard to foster an inclusive environment that values personal growth, professional development and an altruistic spirit. We strive to have a culture that will serve as a model for A/E firms worldwide, and we regularly measure our culture through surveys, one-on-one conversations and executive listening tours to track our progress.

We believe that a firm is only as good as its people, and we're incredibly proud of the people who have chosen to be part of Gresham Smith and who work tirelessly to live our Core Values and to uphold what we stand for as a firm.

98%

of employees are confident
in our firm's future



95%

of employees feel their supervisors are committed to diversity, equity, inclusion and belonging

94%

would recommend Gresham Smith as a great place to work

**Survey administered by independent firm in October 2021*

Commitment

We are passionate about what we do, and we continuously seek to be the best and deliver our best to our clients, our communities and our employees. Commitment also defines how we arrive at solutions—through perseverance, a service-minded, consultative approach, and a quest for knowledge that fosters creativity and innovation.

Respect

At the heart of our interaction with others is the principle that each person and each community has intrinsic value. This guides how we treat one another and how we work with those around us. Respect is also reflected in our approach to diversity, equity, inclusion and belonging—creating an internal culture that is welcoming to all.



Integrity

We hold ourselves to high ethical standards—not simply because it's good business, but because it's the right thing to do. Integrity defines how we treat our employees: with fairness and respect; how we deal with our clients: with honesty and transparency; and how we interact with our communities: by seeking through our collective work and actions to improve the cities and towns we call home.

Teamwork

We foster a spirit of collaboration across our firm—sharing knowledge and best practices; offering support and empowering growth; cultivating an environment that encourages diversity of thought, experience and background; and leading by example. Our team-centered approach extends to how we interact with our clients—by seeking to understand their unique needs and perspectives to arrive at effective solutions. We also develop teaming relationships—both internally and externally—to support causes that contribute to community vitality.

Our Commitment to DEIB

At Gresham Smith, we have a long history of commitment to fostering a workplace that supports an inclusive culture where all our employees have the opportunity to thrive—both personally and professionally. At the core of our Diversity, Equity, Inclusion & Belonging (DEIB) program is the recognition that, beyond policies and procedures, it is vital for our employees to feel valued and connected, and to know that they belong.

As part of our expanded DEIB focus, we enlisted the expertise of an external consultant to help guide and optimize our overall efforts. We also rely on the regular input of our DEIB Advisory Committee, which serves as a champion of

our program and provides counsel to our four Employee Resource Networks focused on specific areas that matter most to our employees: IMAGE (Inclusive Multiculturalism for Advancement, Growth and Equity), LGBTQ+ Alliance, Women's, and Parent/Caregiver. Each one of these ERNs works diligently to develop specific action plans for progress.

Ultimately, our DEIB commitment is rooted in our belief that we must consistently live out our brand promise of Genuine Ingenuity—showing care for our people, our clients and the communities in which we live and work.

Advisory Committee



Kim Williams
Advisory Co-chair



Lionel Butler
Advisory Co-chair



Kelly Knight Hodges
Chief Development &
Engagement Officer



NaKeeta Batson
IMAGE Chair



Brandon Salas
LGBTQ+ Alliance Chair



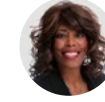
Matt Freudenthal
Parents/Caregivers



Jessica Smith
Women's Chair



Mohammed Abu-Tayeh
Member



Carla Holmes
Member



Tonya Spry
Member

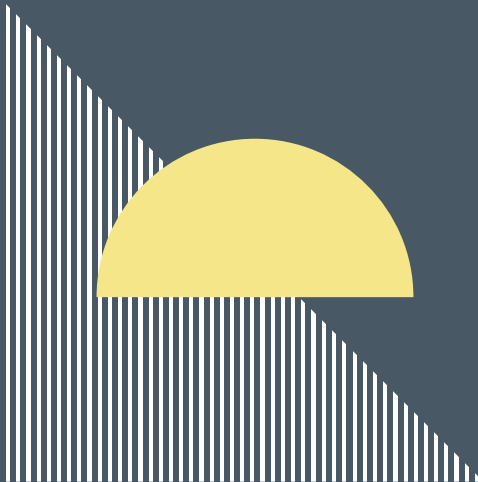


Andy Aparicio
Member



“Inclusivity doesn’t mean taking away from the majority— it means making the entire organization better.”

Carla Holmes, Member,
DEIB Advisory Committee





Member Carla Holmes mentors students at an industry conference.

“Diversity, equity and inclusion are all very important, but our goal is to elevate beyond DE&I and get to the B— striving to purposefully create a culture of belonging for all employees.”

NaKeeta Batson,
IMAGE ERN Chair, Transportation Project Manager

“We’re listening carefully to understand all of the issues that are important to parents and caregivers at Gresham Smith.”

Matt Freudenthal,
Parent/Caregiver ERN Chair
Senior Systems Analyst



Matt Freudenthal, who serves as chair of the Parent/Caregiver ERN, with his daughter Olivia.

Zoë Fisher, lead architect on the CLT expansion, discusses the importance of empowering women in the industry with Charlotte News 1.



“I was overwhelmed by a sense of gratitude and comfort—Gresham Smith wholeheartedly ‘walked the walk’ by stepping up as a Pride sponsor.”

Brandon Salas,
LGBTQ+ Alliance ERN Chair, Corporate Recruiter

“We’re striving to draw more young women into the design and construction industry. Awareness, interest & encouragement begin at a very young age.”

Jessica Smith,
Women’s ERN Chair, Aviation Senior Interior Designer



Staff support the LGBTQ+ community at the Nashville Pride Parade and Festival in June.



Employees volunteer their time to build a house with Habitat for Humanity.



Spreading holiday cheer during an event benefiting the Boys and Girls Club of America.

Our Community Impact

We hold the well-being of the communities in which we live, work and play near and dear to our hearts. Our commitment to a “culture of giving” includes firmwide charitable contributions as well as local donations and involvement by our offices and individual employees. In 2021, we raised more than \$252,000 to benefit United Way, and we support more than 100 charitable and civic organizations across our locations. Because we believe that each one of us has the opportunity to make a positive difference, we provide a volunteer-hours matching program, where we provide a paid match to employees for the hours they spend volunteering during the workweek.



Gresham Smith was proud to support the Atlanta Children's Shelter with a \$10,000 donation on behalf of the State Transportation Board.



Gresham Smith employees volunteer their time to teach engineering concepts at an after-school program.



Employees help make a difference by participating in a walk to end Alzheimer's.



Employees regularly support annual toy drives to benefit children in need.



Each year, our Miami office supports "Corks & Forks," a fundraising event that benefits The Buoniconti Fund—a nonprofit organization that raises funds and awareness for The Miami Project to Cure Paralysis.

Employees show off their sandcastle-building skills at a fundraising event to benefit a local homeless shelter.



Gresham Smith employees roll up their sleeves to participate in landscaping and cleanup efforts to help protect city parks.

Staff spend the day cleaning, painting and weeding at a local senior center.



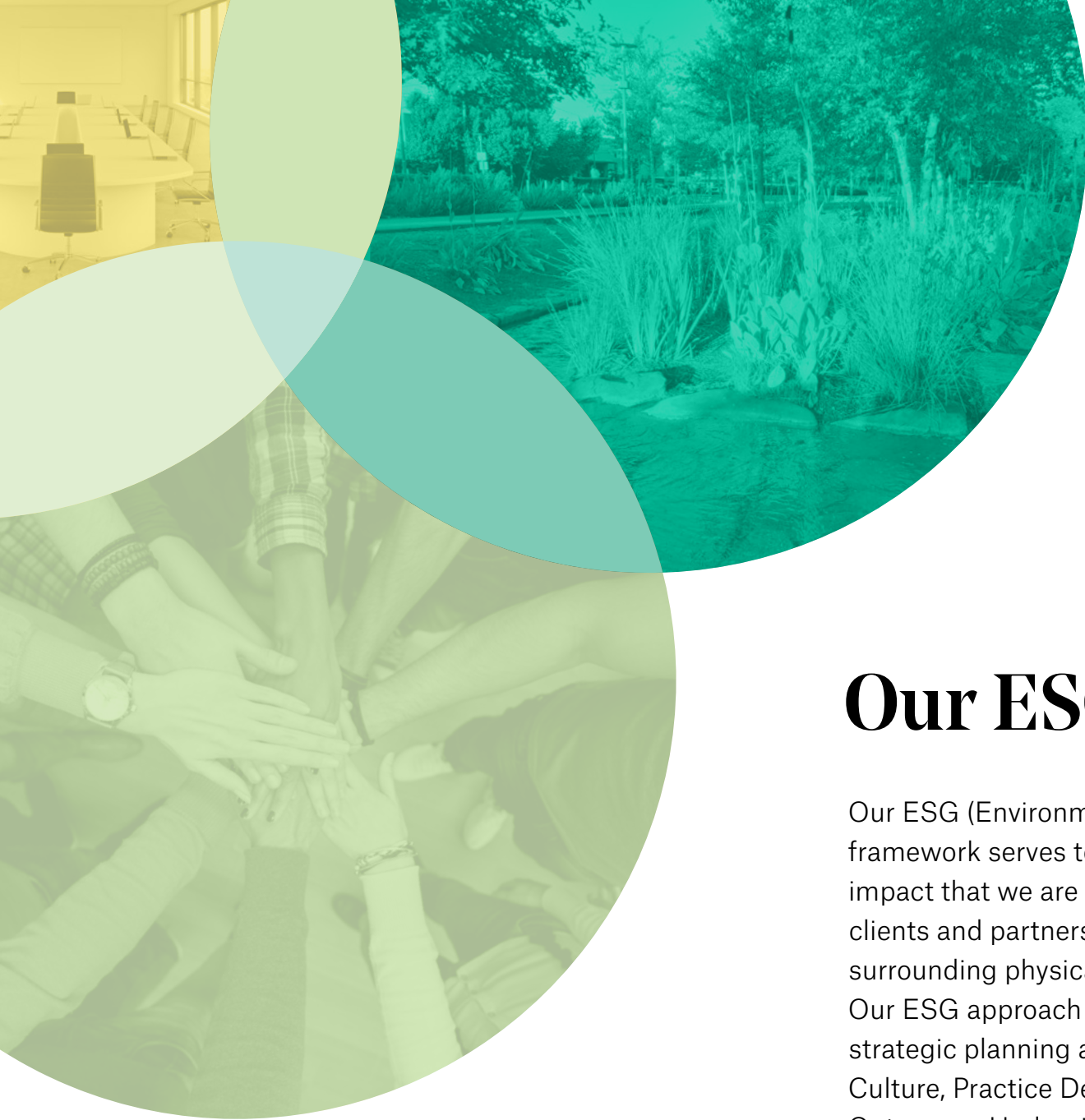
Employees install siding for a local Habitat for Humanity home.



Gresham Smith employees remove invasive species along a river greenway.

Charitable & Civic Organizations We Support

AdventHealth Foundation	GraceWorks Ministries	Sarasota Memorial Healthcare Foundation Inc.
Alive Hospice, Inc.	Habitat for Humanity	Sarasota National Cemetery
ALS Association Tennessee Chapter	Isaiah 117 House	Second Harvest Food Bank
Alzheimer's Association	Jackson Health Foundation	Shepherd's Cove Hospice
American Diabetes Association	Juvenile Diabetes Research Foundation	Shriners Hospitals for Children
American Heart Association	Leadership Nashville Foundation	SON Ministries Ohio
American Liver Foundation	Leukemia & Lymphoma Society	South Florida Hospital Research and Education Foundation, Inc.
American National Red Cross	Loaves & Fishes, Inc.	St. Anthony's Health Care Foundation, Inc.
Archbold Foundation, Inc.	Love Helps, Inc.	St. Joseph's Hospital of Tampa Foundation, Inc.
Assistance League of Nashville	Make a Wish of Middle Tennessee	St. Jude's Children's Research Hospital
Atlanta Children's Shelter	March Of Dimes, Inc.	St. Vincent's Healthcare Foundation
Baptist Health Care Foundation	Maryville City Schools Foundation, Inc.	Tampa Bay Performing Arts Center Foundation, Inc.
Big Brothers Big Sisters of Middle Tennessee	Methodist Healthcare Foundation	Tampa General Hospital Foundation
Bike Walk Tennessee	Milledgeville Jaycees, Inc.	The Nashville Food Project, Inc.
Birmingham Irish Cultural Society	Monroe Harding, Inc.	The Nemours Foundation
Birmingham Zoo, Inc.	Morris Memorial Golf Tournament	The Red Barn Foundation
Boys & Girls Clubs of Middle Tennessee	Nashville Pride	The Salvation Army
Broke Spoke Lexington Community Bike Shop	Nashville Public Education Foundation	The Trust for Public Land
Brooks Health Foundation	National Alliance on Mental Illness	TY2 Foundation
Catholic Charities of Tennessee, Inc.	National Arbor Day Foundation	UF Health Jacksonville
Catholic Family Services	NCAA Educational Foundation, Inc.	United Cerebral Palsy
Centennial Park Conservancy	Newbern Saddle Club	United Health Foundation
Center for Pan Asian Community Services, Inc.	Novant Health Foundation	United Hospital Center
Cookeville Regional Medical Center Foundation	Patient Assistance Foundation of Cancer Specialists of North FL	United Way
Cystic Fibrosis Foundation	Rebuilding Together Nashville	University of Alabama at Birmingham - UAB Comprehensive Cancer Center
Explore Kentucky Initiative	Renewal House Inc.	Vanderbilt University Medical Center - Monroe Carrell Jr. Children's Hospital
Falls City Community BikeWorks	REV Birmingham, Inc.	Walk Bike Nashville
Feeding Kentucky	Rocketown of Middle Tennessee	Winter Haven Hospital Foundation
Fisher House Foundation, Inc.	Rocky Mountain Children's Health Foundation	Young Leaders Council, Nashville
Franklin Tomorrow, Inc.	Room in the Inn	Youth Leadership Franklin, Inc.
Good Samaritan Hospice, Inc.	Saint Thomas Health Foundation	
Goodwill Industries		



Our ESG Framework

Our ESG (Environmental, Social and Governance) framework serves to define and measure the impact that we are having on our people, our clients and partners, our communities and our surrounding physical and social environments. Our ESG approach also dovetails with our strategic planning areas of focus: People & Culture, Practice Delivery, Clients and Business Outcomes. Underpinning our entire approach is our Core Purpose to plan, design and consult to create healthy and thriving communities.

Environmental

Our environmental focus is rooted in working closely with our clients—advocating responsible stewardship and helping them increase efficiency and reduce negative environmental impacts resulting from their operations. Because of our experience and passion, we are uniquely positioned to provide workable, sustainable, healthy and holistic solutions that address both current and future challenges. Across our firm, we also work to minimize waste and reduce our carbon footprint as we strive to be good stewards of the natural and built environments.

Actions

- Advise our clients on how to reduce carbon emissions as signatories to the AIA 2030 Challenge. Also advise our clients on how to minimize the use of harmful chemicals and materials.
- Provide solutions to help our clients become more resilient to climate change and other environmental challenges.
- Reduce our carbon footprint and operate in a sustainable and environmentally responsible manner.

Considerations

- Carbon Neutrality
- Climate Change Response
- Healthy Ecosystems
- Internal Programs
- Portfolio Impact
- Resilience
- Sustainability

Social

We engage in activities that create healthy and thriving communities. Our company culture drives what we do, and our Core Values of Commitment, Integrity, Respect and Teamwork are foundational to every interaction we have. Whether it's working to ensure that each employee feels valued and included while having the opportunity for personal growth and professional development, or whether it's giving back to the communities we serve, we believe that each of us has the opportunity—and responsibility—to have a positive impact on the lives of those around us.

Actions

- Foster a culture and environment where our employees feel valued, engaged and able to thrive in their careers. Live our Core Values.
- Advise clients on opportunities to create healthy and thriving communities through their projects. Pursue clients and project assignments that align with our core purpose and values.
- Incorporate community well-being and vitality into our architecture, engineering, design and planning solutions.
- Pursue opportunities as a firm and as individuals to give back to the communities we serve by engaging with and supporting charitable and civic organizations.

Considerations

- Community Impact
- Core Values
- Corporate Social Responsibility (CSR)
- Diversity, Equity, Inclusion & Belonging (DEIB)
- Health & Safety
- Privacy & Security
- Workforce Development
- Work-Life Integration

Governance

Our Core Values and our firm's structure, along with our approach to doing business—delivering superior quality to our clients, creating value, and focusing on smart, sustainable growth—are foundational to our firm's long-term health and stability. The robust systems we have in place are geared toward upholding high standards of integrity, accountability and operational excellence while also providing the agility to adjust to challenges and take advantage of new opportunities.

Actions

- Live our Core Values while governing our partnership with a robust set of business policies, procedures and oversight that ensure the firm's long-term health and success.
- Provide value-added, authentic and workable solutions as a trusted advisor to our clients.
- Maintain strategic focus on smart, sustainable growth that ensures the firm's long-term financial health.

Considerations

- Business Continuity
- Communications
- Compensation
- Core Values
- Data & Cybersecurity
- Enterprise Risk Management (ERM)
- Insurance
- Organizational Structure/ Partnership Agreement
- Policies & Procedures
- Project Delivery
- Strategic/Business Planning
- Supply Chain Management
- Technology & Innovation

Innovation

As the design industry evolves, our focus on innovation is taking a technology-driven approach to develop novel, high-value solutions for our clients. We are seeing exciting opportunities emerge from our Studio-X incubator, and we are developing key strategic partnerships that will serve to further our innovation initiatives.

A number of our Studio-X projects have advanced from beta-stage prototypes to become tools that we are actively bringing to market for our clients. The most mature of these innovations is our Empathic Analytics platform, which is already generating revenue in our Transportation market. And, through our collaboration with organizations such as Vanderbilt University and tech startup Navv Systems, which specializes in indoor location technologies, we see opportunities for applications in the healthcare market.

Our computer vision platform, called A-Eye, is now in the pilot stage of development. The upcoming deployment of a test exercise at a major airport will demonstrate a range of valuable analytical insights into patterns of pedestrian movement within the airport and overall passenger experience.

Our innovation focus centers on innovations related to human experience, advanced forms of spatial and analytical modeling, and sustainability and resiliency. We expect to see a number of developments across all of these fronts in the near future. We have also created an external innovation advisory group comprised of five unique individuals from a variety of backgrounds, including architecture, engineering, construction, healthcare, civic organizations and startups. Their expertise and diversity of thought will guide us as we reinvent the way we deliver for our clients.

100

proposals submitted to first cohort of Studio-X

8

projects funded

3

projects advanced to market

External Innovation Advisory Group Members



Robert Bailey
The Bailey Strategy Group



Steve Burrows
Highly accomplished AEC industry leader



Ed Cantwell
President & CEO, Center for Medical Interoperability

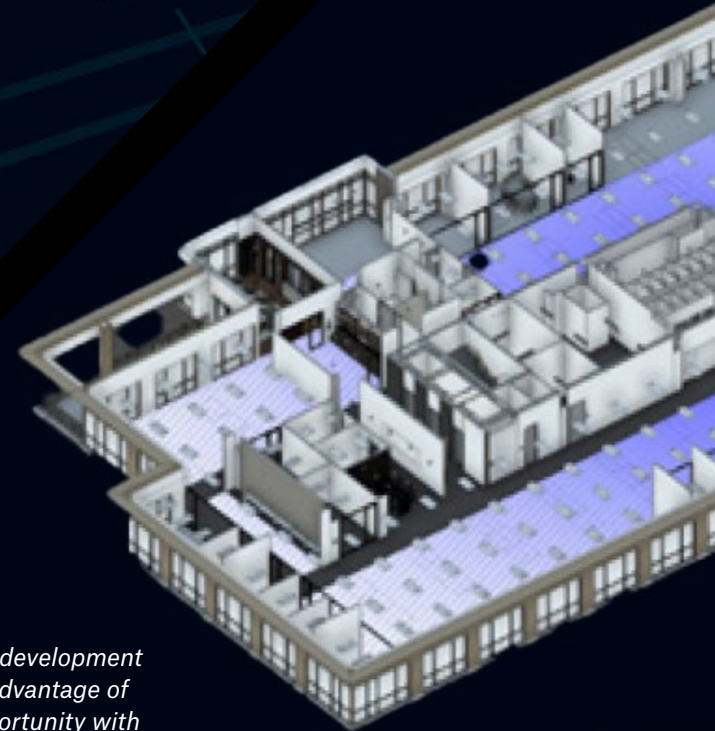
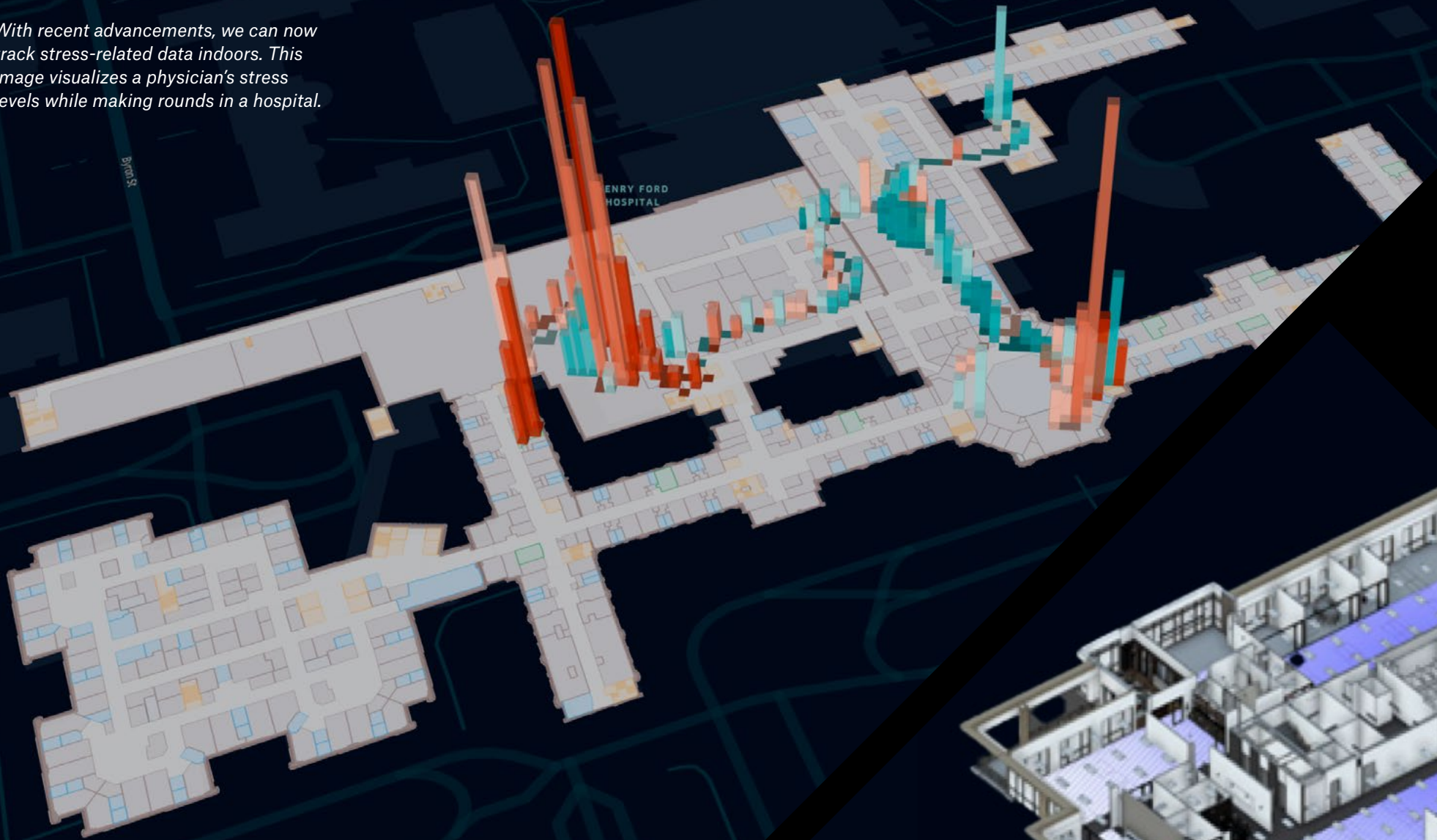


Cora Carmody
Globally recognized CIO



Pat Losinski
CEO, Columbus Metropolitan Library

With recent advancements, we can now track stress-related data indoors. This image visualizes a physician's stress levels while making rounds in a hospital.



In 2021, our Studio-X development team was able to take advantage of a unique collaboration opportunity with Autodesk in its Accelerator Program.



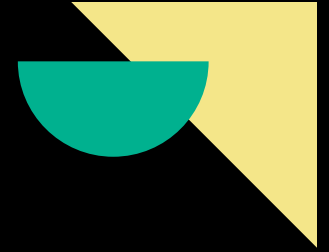
“I am excited to be a part of a project where we are not only asking intriguing scientific questions, but are also engaged in real-world applications and implementations that create meaningful societal changes as a direct result of our findings.”

Rachael A. Muscatello, Ph.D.
Postdoctoral Research Fellow
SENSE Lab
Vanderbilt University Medical Center

We are piloting our computer vision platform with a major airport client and using it to better understand human experience and movement patterns.







Projects We're Proud Of

We know that the work we do has a lasting impact. That's why we are committed to delivering dynamic, innovative and transformative solutions across all of our markets. Through our Architectural Design pillar, we champion design excellence and incorporate forward-thinking design practices, while our Project Delivery Excellence pillar focuses on the key areas of quality and project management to ensure we meet—or exceed—our clients' expectations of high performance and service. We regularly see the results of our commitment—both through award recognition from industry organizations such as the American Institute of Architects (AIA) and the American Council of Engineering Companies (ACEC), as well as through repeat work from our clients.



Baptist Health Care Brent Lane Campus

Pensacola, FL

Challenged by a 71-year-old hospital that could no longer meet the evolving needs of their providers, staff and the growing community, Baptist Health Care (BHC) called on Gresham Smith to design a new full-scale health campus on a 57-acre site in Pensacola, Florida. The state-of-the-art facilities will include a new 10-story, 264-bed hospital, a six-story, 178-square-foot multispecialty health center, a 48,000-square-foot behavioral health hospital and a 23,000-square-foot central energy plant.

The campus is organized around a park-like town square that includes

groves of heritage oak trees native to the Northwest Florida landscape. Founded in 1765, Pensacola's historic Plaza Ferdinand Park created a precedent for the design, which incorporates a variety of amenities including walking paths, rehab areas and outdoor event space.

The building's exterior was inspired by wind-swept sand ripples, shifting clouds, and the way natural light filters through trees, mimicking the natural environment of Pensacola and creating a rhythm that softens the facade. Inside, warm, handcrafted materials like terracotta, wood, bronze

200+

Gresham Smith staff members worked on the project in 2021

264

264-bed hospital

57

acre campus

Clearly defined spaces and intuitive wayfinding enhance the visitor experience.



and terrazzo lend depth and a timeless appearance to modern forms, working in harmony with the materials outside.

Gresham Smith's design also incorporates both traditional and innovative sustainability features—from the building orientation and glass selections to stormwater-recovery for irrigation and cooling tower water. We incorporated resilience by extending beyond code compliance to allow the facilities to endure a Category 5 hurricane and a 1000-year storm flooding event while remaining functional through power and water service interruptions.

Designed to expand and grow into the future, Baptist Health Care's new Brent Lane Campus is set to improve the quality of life for generations to come. The 57-acre campus will also include a 90-bed behavioral health unit, as well as a 54-bed ICU, a Level II trauma center, and a surgery department with 25 procedure and operating rooms—all within the new hospital.



Materials like terracotta and terrazzo give the building's modern forms a timeless appearance.



The campus is arranged around a park-like town square.

Fifth + Broadway

Nashville, TN

Fifth + Broadway is the product of more than a decade's worth of planning and negotiation with the City of Nashville to redevelop the city's first convention center into what has become the new center of Music City. Opened in 2021, it features a 24-story office tower and a 386-unit multifamily tower as well as more than 239,000 square feet of entertainment, retail and cultural amenities, including the highly anticipated National Museum of African American Music.

The Brookfield Properties development has quickly become a vibrant shopping, dining, entertainment, living and working district in the heart of downtown Nashville. It is the first Nashville development that integrates office, retail/entertainment, residential and hospitality space on a large scale.

2.2M

square feet

239K

square feet of entertainment,
retail & cultural

386

residential units



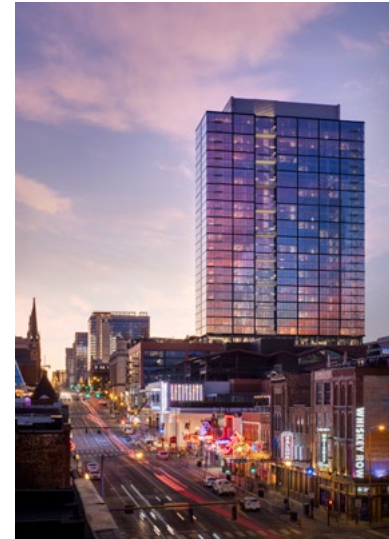
Assembly Food Hall



As a live/work/play district, Fifth + Broadway also includes:

- The Place: a 34-story, 386-unit residential tower perched above the development.
- 501 Commerce: a 385,000-square-foot, Class-A office tower.
- Assembly Food Hall: a multi-level dining and entertainment destination with more than 20 eateries along with a music venue.

501 Commerce



The Place





Fort Lauderdale-Hollywood International Airport Terminal 2 Expansion & Modernization

Fort Lauderdale, FL

As part of the Gresham Smith-led Terminal Modernization Program at Fort Lauderdale-Hollywood International Airport (FLL), Gresham Smith provided planning and design services for extensive renovations and expansions to Terminal 2.

Bordered by Terminal 1 and Terminal 3 on each side, the only place for Terminal 2 to go was up. The 45-foot vertical expansion allowed for a transformative passenger experience that mimics the grand terminal hall days of old. The expanded space is home to an airside

court that includes new concessions, restrooms, art installations and a luxurious mezzanine airline lounge while also allowing for pre-existing concessions to be consolidated and holdrooms to be reconfigured in order to maximize the passenger experience.

As part of our work, our team of engineers also creatively expanded the existing structural footings and columns to ensure they could accommodate the added weight and hurricane wind load of the building when occupied.

34K

square foot addition

14

existing columns and footings reinforced while under load

45

foot vertical expansion in new airside court



A two-story expanse of windows gives passengers access to an abundance of natural light and views.



Gresham Smith's approach allowed the terminal to continue to function throughout the modernization project and delivered a bright, open and airy space that creates a welcoming atmosphere for travelers in South Florida.



The expanded terminal now serves as a connecting point between terminals 1, 3 and 4.

I-40 Widening and Interchange Reconstruction

Jackson, TN

We provided design services for a critical widening and interchange reconstruction project for the Tennessee Department of Transportation. TDOT's goal was to improve safety and access for Jackson area residents and commuters along a busy section of I-40 that is home to one of the state's top tourist destinations. The project included widening a 2.9-mile section from four to six lanes, developing new eastbound and westbound auxiliary lanes, and two new bridges along I-40.

The highlight of the project is a new single-point urban interchange (SPUI) that provides a new gateway entrance into the historic city center in Jackson. Completed in June 2021, the roadway reconstruction and intersection improvements will enable the local community to manage current and future traffic demands, allowing Jackson to continue to grow and prosper.

2.9

mile section

2

new bridges

1

single-point
urban interchange





Intersection improvements allow the local Jackson community to continue to grow and prosper—for residents, commuters and tourists alike.



The new single-point urban interchange will provide a new gateway entrance into the historic city center in Jackson.



The project was named one of 2021's Top 10 Roads by Roads & Bridges Magazine





Prologis Elam Farms

Murfreesboro, TN

With an eye on an industrial park located in Murfreesboro, Tennessee, San Francisco-based developer Prologis approached our Land Planning team to provide comprehensive site development services in support of a 358,000-square-foot FedEx Ground-automated processing center.

Our Land Planning team provided site design, permitting, and construction observation services directly for Prologis, including in-house surveying, civil engineering, and landscape

architecture. Our scope of work included leading the client through a complex permitting process, which involved working with multiple utility jurisdictions and local government agencies. We also provided special treatment for screening the existing, adjacent, single-family home subdivision, including up to 22-foot-high sound walls, enhanced fencing, berm, and landscaping, as well as placing the retention ponds between the site and the residential backyards.

78

acre site

1.5k

linear feet of
roadway extensions

2.6k

linear feet of sanitary
sewer extensions

Trinity River Authority Ten-Mile Creek Regional Wastewater Facility System Upgrades

Ferris, TX

With over half the capacity of the Ten-Mile Creek Regional Wastewater Facility's system installed in the mid-1980s and early 1990s, Trinity River Authority (TRA) enlisted Gresham Smith to implement master plan recommendations that addressed aging infrastructure. The firm first replaced two primary clarifiers with galvanized steel mechanisms, rehabilitated sludge piping and designed a dual 8-inch pipeline replacement routed throughout the plant.

After replacing the clarifiers and rehabilitating the sludge pipeline,

TRA also asked Gresham Smith to investigate recent challenges with one of Ten-Mile Creek's scum pumps. The project team mobilized quickly to help plant staff identify issues with a worn-out progressive cavity pump and provided maintenance solutions that could be performed by existing staff.

The team also completed a structural assessment to identify necessary repairs to structural concrete inside the clarifiers and effluent launders. Upon completing the assessment, the project team chose to use an epoxy filler crack injection method

2K

linear feet of scum piping replaced

2

primary clarifiers replaced

24

million gallons per day treatment capacity



The clarifiers' concrete walls received a much-needed upgrade.



to repair the clarifiers' concrete walls. The team also designed a corrosion-resistant coating system to rehabilitate concrete in the effluent discharge box of the clarifiers.

Gresham Smith-designed mechanical upgrades to TRA's unit process equipment not only improve reliability to

discharge sludge and scum from the plant's primaries to the gravity thickeners, but they also better equip the facility to provide regional wastewater transportation and treatment services.



We rehabilitated sections of the plant's sludge piping and designed a dual pipeline replacement.





Ultium Cells Battery Plant

Spring Hill, TN

When Ultium Cells, a joint venture of LG Energy Solution and General Motors, decided to double its battery production in the United States, they called on a familiar firm: Gresham Smith—the leading designer of battery plants. Following our design of Ultium Cells’ first battery plant in Lordstown, Ohio, we were also selected to design the new 2.8 million-square-foot facility in Spring Hill, Tennessee. Through an integrated project delivery model, our team of professionals are providing a full suite of design services, including architecture, engineering and commissioning.

The Spring Hill facility will be similar in size to the first Ultium Cells plant and will enable Ultium Cells to double its battery production using an advanced and efficient battery cell manufacturing process. The facility will supply battery cells to GM’s Spring Hill manufacturing assembly plant, which will build Ultium-powered vehicles such as the Cadillac LYRIQ.

Scheduled to open in late 2023, the \$2.3 billion investment is expected to create 1,300 new jobs and will contribute to GM’s vision for an all-electric, zero-emissions future.

\$2.3B

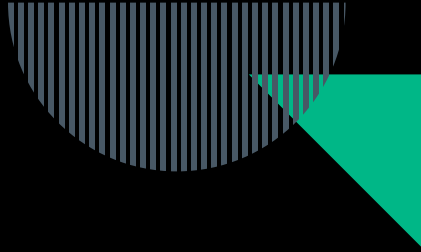
facility

2.8M

square feet

1300

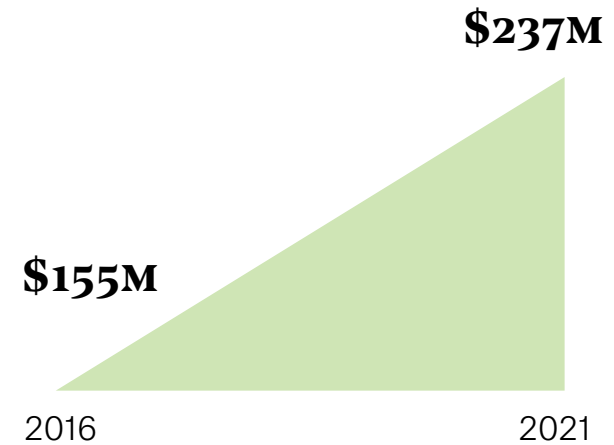
jobs expected



By the Numbers

Our business strategy is focused on smart, sustainable growth without incurring debt from outside creditors. This strategy, along with the fact that we serve a wide client base across eight market sectors has positioned us with a solid balance sheet, strong cash reserves, and the flexibility to both invest in our people and focus on initiatives that lead to exceptional client delivery for our clients and long-term financial health for our firm.

Gross Revenue

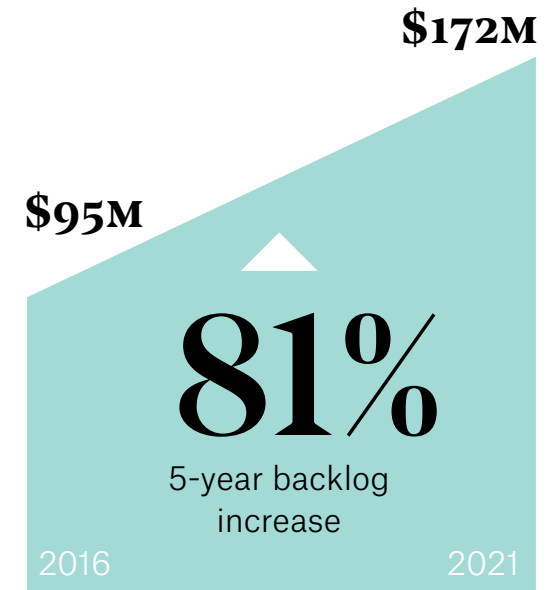
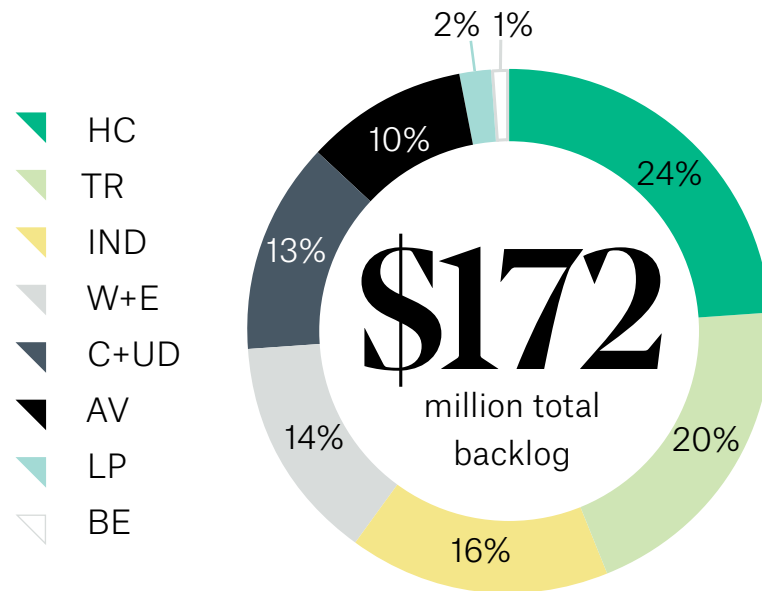


 **53%**

growth in gross revenue
since end of 2016

Rounded financial numbers and percentages

Backlog



Investment in Our People

$$\begin{array}{c}
 \$1.8\text{M} \\
 \text{in 401(k) matching contributions}
 \end{array}
 +
 \begin{array}{c}
 \$2.5\text{M} \\
 \text{in profit-sharing 401(k) contributions}
 \end{array}
 =
 \begin{array}{c}
 \$4.3\text{M} \\
 \text{total company 2021 contributions to employees' 401(k)s}
 \end{array}$$

Rounded financial numbers and percentages

Leadership

Management Team



Rodney Chester, Chief Executive Officer



Peter Oram, Chief Operating Officer



Dwayne West, Chief Financial Officer



Randy Gibson, Chief Strategy Officer



Kelly Knight Hodges, Chief Development & Engagement Officer

Board of Directors

Al Pramuk, Chairman

Kent Black

Rodney Chester

Randy Gibson

Kelly Knight Hodges

Jeff Kuhnenn

Orlando Lopez-Isa

Carl Munkel

Peter Oram

Dwayne West

Cora Carmody

(External Member)

Peggy Scott

(External Member)

Executive Vice Presidents

Wilson Rayfield

Aviation

Bryan Tharpe

Building Engineering

Don Reynolds

Corporate + Urban Design

Jim Langlois

Healthcare

David Verner

Industrial

Jessica Lucyshyn

Land Planning

Kent Black

Transportation

Jeff Nash

Water + Environment

Market Vice Presidents

Altan Cekin

Aviation

Bryan Tharpe

Building Engineering

Mohammed Abu-Tayeh

Corporate + Urban Design

Matt Harrell

Healthcare

Michelle Wright

Industrial

Jessica Lucyshyn

Land Planning

Jim Brannon

Transportation

Christian Dunaway

Water + Environment

Technical Practice Leaders

Sean Bogart

Aviation

Jason Fukuda

Building Engineering

Adrienne Miles Ciuba

Corporate + Urban Design

Carolyn Blake

Healthcare

Jennifer Carr

Industrial

Stephen Brown

Land Planning

Jody Braswell

Transportation

Randy Booker

Water + Environment

Regional Vice President

Dave King

Multi-Market

Practice Pillar Directors

Jeff Kuhnhen

Architectural Design

Keith Besserud

Digital Innovation

John Wharton

Practice Delivery Excellence

Corporate Services Directors

Andy Aparicio

Corporate Communications

Tonya Spry

Human Resources

Newell Lawson

Finance and Accounting

Carl Munkel

Risk Management

Angie Womack

Marketing Operations

Office Locations

Founded in Nashville in 1967, our teams work from offices in 12 states across the southern and midwest United States.



Genuine Ingenuity

Gresham Smith is an architecture, engineering and design firm that provides full-service solutions for the built environment with a focus on aviation, building engineering, corporate and urban design, healthcare, industrial, land planning, transportation, and water and environment. Our team of diligent designers, creative problem-solvers, insightful planners and seasoned collaborators work closely with our clients to improve the cities and towns we call home. Consistently ranked as a “best place to work,” we are committed to creating a culture that fosters diversity of experience combined with a common goal of genuine care for one another, our partners and the outcome of our work.

Learn more at GreshamSmith.com.



Gresham
Smith