

ISSUE 01
APRIL 2023

THE HARD HAT NEWS



T.W. FRIERSON CONTRACTOR, INC.



Daltile

Our 5th major expansion at Dickson, TN campus underway

*Field Mentorship
Program --
Celebrates 1st
graduate*

4

*ESOP --
Annual stock price
reveal event*

12

*Safety --
Celebrating over a
year incident free!*

20



OWNER'S CORNER



KIT OZBURN, President

What an incredible time in the life of T.W. Frierson! Whether celebrating the spirit of employee-ownership during the recent Share Price Dinner or developing new business units for additional opportunities, 2023 has opened with tremendous excitement!

While we celebrate our start to 2023, at the same time, every news outlet heralds various pundits sharing personal predictions of the future in this political and economic environment. If we focus only on these reports, we might find ourselves overwhelmed with uncertainty. If I am being honest, the more that I hear these pundits, the more I seek certainty. At T.W. Frierson, I find that certainty in the core values that define our culture.

"Treating Others Like Family" is so much more than words on paper. This primary core value illustrates our commitment to cherish deep relationships and to always do what is right. Through countless recent events, I have witnessed first-hand the power and strength of T.W. Frierson's community, which extends beyond each employee-owner and includes our trusted trade partners and our invaluable clients, who we all regard more as friends.

When we lean on each other in the bounds of our core values, I am absolutely certain there is nothing the community of T.W. Frierson cannot endure and cannot achieve.



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TWF FIELD MENTORSHIP PROGRAM celebrates first graduate!



Kaden joined our team in the Spring of 2021 after graduating from Kansas State University's Construction Science and Management program and was paired with 25-year TWF Superintendent, Shannon Patterson who was recently promoted to General Superintendent.

"Kaden's desire to perform at a high level and willingness to learn made him the perfect candidate for our Field Mentor Program," said Shannon Patterson. "He'll most definitely be successful as a leader for TWF."

Kaden worked alongside Shannon at the Prologis Eastgate Building 1 & 2 projects and most recently on the new FedEx Ground facility in Cookeville, TN where he was able to lead portions of the 15,000 square foot office build out and complete punch list items after Shannon had moved from the project. "The #1 advantage to this program is the on the job training," said Kaden. "Being able to watch how a Senior Superintendent handles situations and communicates to subcontractors [was invaluable.]"

Kaden is now the Assistant Superintendent at the Nashville Rescue Mission Women's Campus working alongside our longest tenured employee in company history, Senior Superintendent, Tommy Manley.



In 2010, T.W. Frierson formed TWF University, a program designed to give our employee owners the tools needed to grow into leadership positions. The 12-week program covered a multitude of subjects ranging from safety, to estimating, to personal development. We celebrated our first graduating class with 15 participants, but over time found the programming did not encompass all that we needed it to.

of producing an Assistant Superintendent. Various milestones were identified and broken into Field Engineer Level 1 Training and Field Engineer Level 2 Training and include technical training and certifications, as well as overall job understanding and responsibilities for an on-site superintendent. Additionally, our partners at Merryman-Farr, ABEC, and MTSU Concrete Industry Management helped us provide training as part of this program.

After a several year hiatus from this program, our team regrouped in 2021, assembled a committee of top Superintendents, and with the leadership of our new Talent & Training Manager began the process of revamping the program. Of utmost importance was finding a way to conduct on the job training for our employee owners who exhibited the desire to grow in their careers at TWF.

Our task force of tenured superintendents collectively outlined a new program that covers various training opportunities and skills they know to be necessary for a TWF field leader to possess and be proficient in, and they each committed to becoming mentors for this new program.

The newly outlined Field Mentorship Program is intended to develop over an approximate period of 32 months from day one through completion. Each "student" will be on-site with a designated mentor that has agreed to work alongside and train them with the purpose

On February 28, 2023, TWF Vice President of Field Operations, Michael Massey, sent a note to the company announcing that Kaden Frasier is the first graduate from our revamped program, and that he has officially been promoted to Assistant Superintendent! "Take time to congratulate and encourage Kaden as he continues to grow into what promises to be a great asset for TWF and our industry," said Massey.

T.W. FRIERSON RECEIVES TWO *National* EXCELLENCE IN CONSTRUCTION AWARDS

AMEC Publishing House HQ & Puritan Exterior Improvements

We are excited to announce that we were presented two national Excellence in Construction Awards during ABC Convention 2023 in Orlando, Florida, on March 16. The EIC awards, presented to 82 of the nation's top construction projects in 2022, are the construction industry's leading national competition that honors general and specialty contractors for world-class, safe and innovative construction projects from across the country.

"The Excellence in Construction Awards are the cornerstone competition in our industry, honoring projects like AMEC and Puritan because the work by the team at T.W. Frierson exemplifies the best of the best in construction," said 2023 National Chair of the ABC Board of Directors Milton Graugnard, executive vice president, Cajun Industries LLC, Baton Rouge, Louisiana. "These world-class construction projects show the diversity of what the merit shop construction industry builds and how we build projects safely, on time and on budget. It is an honor to congratulate T.W. Frierson for showcasing construction excellence."

The EIC Awards honor every member of the construction team, including the contractor, owner, architect and engineer. The winning projects are judged on complexity, attractiveness, unique challenges overcome, completion time, innovation and safety.

A panel of industry experts served as the competition's judges. This year's judges included representatives from At Home, the Design-Build Institute of America, Engineering News-Record, Marriott, the National Institutes of Health, the National Institute of Building Sciences, T-Mobile, the University Research Institute and various construction-related firms nationwide.

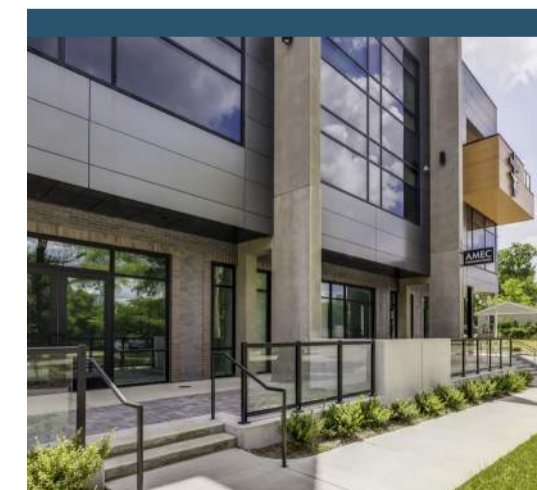
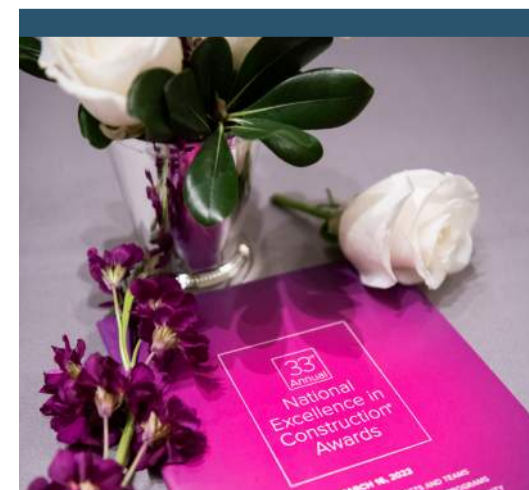


AMEC PUBLISHING HOUSE HEADQUARTERS
Eagle Award (1st Place) & Design-Build Award
Category: Institutional \$5-10 Million

PURITAN MEDICAL PRODUCTS EXTERIOR IMPROVEMENTS
Pyramid Award (2nd Place)
Category: Pre-engineered Under \$100 Million

This 3-story office building is approximately 35,000 square feet, located at South Street and 13th Avenue on a small urban lot in Nashville, TN. In addition to offices, the building houses a museum and ground floor gathering space, archives room, banquet room and two spaces for future tenants. The building's design is a combination of ACM, brick, and stucco, and features a mural painted by famous New Orleans muralist Brandan 'B-mike' Odums.

We partnered with Cianbro on this design-build project located in Portland, TN. With a building footprint more than 330,000 square feet, this existing facility was renovated in less than eight months and enables Puritan to produce 200 million foam-tipped test swabs per month.





HELI-LIFT AT PORTOBELLO AMERICA

- ▶ 1 HELICOPTER
- ▶ 29 FANS
- ▶ 13 MEN
- ▶ 3 HOURS

Our team, led by our mechanical contractor, The Comfort Group, executed a sight rarely seen in the Upper Cumberland – 29 exhaust fans being lifted by helicopter to the roof of the Portobello America manufacturing plant. This process allowed our team to get all 29 fans set within a day, whereas if we had utilized a crane to lift them individually the work would've taken over a week!

The heli-lift was chosen due to the site proximity to the Upper Cumberland Regional Airport and the ability to save over 4,000

man-hours. This strategy required extensive coordination between The Comfort Group, the pilot and the TWF team.

The procedure for a heli-lift is fairly labor intensive as far as the prep work goes. Over 60 hours were utilized to clear the site and remove any debris that could be blown about by the air from the rotors of the helicopter. We also had to have the trash dumpsters and porta-potties moved so that they would not blow over, and our team of workers had to prep the roof curbs, gasketing, and pre-rigged the units on the ground.

The lift itself took 3 hours with 13 men. There were 9 men on the roof – 4 to set the units, 4 more to screw them down and a signal man. Additionally, there were 3 men on the ground hooking the units up to the helicopter and a signal man.



DID YOU KNOW...

Each fan weighs 1,300 pounds!

T.W. FRIERSON EXPANDS UTILITY PROVIDER RESUME

GALLATIN DEPARTMENT OF ELECTRICITY ADDITION & RENOVATION



We are excited to announce that we have been awarded the Gallatin Department of Electricity (GDE) Addition & Renovation project. This project is being designed by our long-time friends at Lyle Cook Martin Architects and is anticipated to begin in the Fall of 2023. Delivery of the new GDE campus master plan will be broken into several construction phases starting with a 22,920 square foot truck loading warehouse addition and renovations to the existing facility. The new addition and renovated facility will provide the Gallatin Department of Electricity with the space and amenities they need to continue providing excellent service to their ~25,000 customers for years to come.

Our entry into the utility provider market began with a strategic partnership with Blakley Construction, a registered Small Business Enterprise, to complete the historic renovation of the Omohundro Water Treatment Plant in 2016. Since then, we have completed three major projects for Metro Water Services in Nashville, TN and are currently delivering the new Stormwater Administration Building and Maintenance Garage. This LEED Gold facility is being constructed on an active Metro Water Campus and will be used as a demonstration space to highlight stormwater design best practices, including low impact site design, a green roof and a cistern. We anticipate this state-of-the-art building to be complete Fall 2023.

Shortly after beginning our relationship with Metro Water, we began our entry into constructing projects for electrical service providers. In 2018, we were asked to look at the Phase IV Addition & Renovations project for CDE Lightband at their main campus on Wilma Rudolph Blvd in Clarksville, TN. With a 30+ year history of constructing projects in Clarksville, our reputation in the community coupled with our experience with the Architect, Lyle Cook Martin, gave CDE confidence in our team to get the job done. The successful completion of this project led to another renovation project for CDE Lightband and is acting as a catalyst to continue these types of projects for Electric Co-ops across Middle Tennessee.

Our successful completion of nine major projects for clients like Nashville Electric Service, Metro Nashville Water Services and CDE Lightband has allowed them to continue providing exceptional service to over 738,000 households and businesses across Middle Tennessee.



TWF ACHIEVES WORLD-CLASS SAFETY STANDARD

We are excited to announce we have achieved Platinum certification in the Associated Builders and Contractor's STEP Safety Management System. Founded more than three decades ago, STEP has evolved into a world-class safety program that dramatically improves safety performance among construction industry participants, with top-performing Diamond members achieving incident rates 645% safer than the industry average.

STEP participants measure their safety processes and policies on key components through a detailed questionnaire with the goal of implementing or enhancing safety programs that reduce job site incidents.

We couldn't be more proud of our employee-owners who have worked over 14 consecutive months with zero incidents/injuries. Even more impressive, we have worked nearly 3 years, totalling over 950,000 man-hours since our last lost time incident.

"Safety is a journey, and that journey is possible because of systems like STEP, which enables ABC member contractors like T.W. Frierson to have safer and more productive job sites," said Greg Sizemore, ABC vice president of health, safety, environment and workforce development. "Committing to total human health is essential to ensure the physical and mental health and safety of our workforce, and I commend TWF for consistently fulfilling those commitments to raise the bar of safety performance."

According to ABC's annual Safety Performance Report, STEP participants, regardless of company size or type of work, can reduce recordable incidents up to 84%, making the best performing companies more than eight times safer than the U.S. Bureau of Labor Statistics industry average. Ratings range from Diamond, the highest, to Platinum, Gold, Silver, Bronze and Participant.

COMMITMENT TO DIVERSITY

Subcontractor Outreach Event



T.W. Frierson Contractor Inc. started in 1958 as a sole proprietorship. The culture that was instilled by Mr. Ted Frierson, as a small business, has been passed down through the organization. The opportunities that have been made available to T.W. Frierson were through seeds of hard work and equitable respect for all.

T.W. Frierson has always been an equal opportunity employer, and because of our diversified client base, sought out qualified employees from equally diverse cultures and perspectives.

OUR ECONOMIC INCLUSION PLAN IS CENTERED AROUND THESE 3 PILLARS:

1. SUBCONTRACTOR/SUPPLIER DIVERSITY
2. WORKFORCE DIVERSITY
3. COMMUNITY ENGAGEMENT

We are committed to creating a foundation for people to thrive and this includes creating economic opportunities for all segments of our regional communities. Our objective is to grow the resources and capacity within our communities' diverse businesses. We are dedicated to offering every opportunity possible to these organizations in an effort to help the State of Tennessee meet its goals to satisfy SMWDVBE involvement.

We partnered with the State of TN's GoDBE Office to host a diversity subcontractor meet & greet/outreach event on February 8, 2023 specifically for this project, with over 40 attendees.



STATE OF TENNESSEE Breaks ground on new 65,000 square foot artifacts storage building for the State Museum & Archives

On April 24, 2023 a ground-breaking event was held to mark the start of construction for the State's new museum storage building. The event was attended by state officials, museum staff, and members of the design and construction teams who were eager to witness this exciting milestone.

The new museum storage building is set to be a state-of-the-art facility that will house Tennessee's vast collection of over 160,000 historical artifacts, artwork, and other culturally significant items. This new building will provide a safe and secure environment for these important items, ensuring that they are properly preserved for generations to come.

This facility will provide many benefits -- it will be climate-controlled space, equipped with state-of-the-art security systems, and staffed by highly trained professionals who will ensure the items in their care are properly maintained and preserved.

The ground-breaking event was a celebratory occasion, but it also served as a reminder of the many challenges that museums face in preserving and maintaining their collections. The new museum storage building will be a vital tool in meeting these challenges and will help to ensure that Tennessee's rich history and culture are protected and celebrated for generations to come.

As construction of the new building gets underway, there is a sense of excitement and anticipation in the air. This new facility represents a significant investment in Tennessee's cultural heritage, and its completion will be a major milestone for the state. We look forward to watching the progress of this important project, and to seeing the many benefits it will provide to the people of Tennessee.



CELEBRATING WOMEN IN CONSTRUCTION WEEK

Empowering Women in the Construction Industry



The National Association of Women in Construction (NAWIC) has designated the first week of March as Women in Construction Week, an annual event to highlight and celebrate the women who are making a difference in the construction industry. We are proud to have two TWF employee-owners serve on NAWIC Nashville's Board of Directors and to participate in this annual celebration!

As part of the WIC Week celebration, our local NAWIC chapter held two donation drives to support women and families in need. The first donation drive was for Amelia's Closet, an organization that helps women create a great first impression in professional environments. The second donation drive was for Renewal House, an organization that supports women and families battling addiction. These donation drives were a great way to give back to the community and support women in need.

Additionally, our chapter organized several daily activities to celebrate WIC Week. These included A "planning for success virtual workshop", a kick-off breakfast and awards presentation, a Broad and Brush Build night, a Women in Construction discussion panel, three job site tours, and a sticker swap and networking happy hour.

The Women in Construction discussion panel was particularly inspiring as our very own Vice President of Talent, Bronwyn Wilson, served on the panel, sharing her insight and years of experience in the construction industry.

Overall, Women in Construction Week was a great success, and the ladies at T.W. Frierson were proud to have been a part of it. The week's events provided a unique opportunity to celebrate and honor the achievements of women in the construction industry. We hope that this week's celebration will inspire more women to pursue careers in construction and help create a more diverse and inclusive industry.



Ladies Day Out!

In the past, we would honor all the T.W. Frierson ladies on Administrative Assistant's Day... but they do so much more than that, so we have replaced that tradition with a new one -- TWF Ladies' Day Out!

The day's activities included crafts at AR Workshop in Franklin, TN followed by a group lunch. This was a great way for the women to unwind, bond, and celebrate their hard work and contributions to the T.W. Frierson team of employee-owners.





FEATURED PROJECTS

ST. PAUL DINING HALL & THEATER RENOVATION

The Dining Hall project includes demolition of the existing stage to make way for a larger stage and proscenium, including a fly loft and wings to better equip the space for performance. The existing seating area which functions as the dining hall for students will also be upgraded with new finishes including a drop coffered ceiling and other acoustical treatments. The space will get a new roof and updated mechanical, electrical, theatrical lighting and sound.

The Kuyper Hall addition is a 2-story, approximately 570 square feet space including a classroom, restrooms and support areas. This project will also require a new sidewalk connection to the existing courtyard.

PROJECT TEAM

Ben Mosley, Senior Preconstruction Manager
 Jack Barrett, Project Executive
 Jason Hedge, Project Manager
 Jay Earney, Superintendent
 Amy Whiffen, Project Manager Assistant



SPRING HILL INDUSTRIAL PARK (SHIP) 2 & 3

SHIP is the name given to a 100-acre development in the Spring Hill Industrial Park. The project was designed and built for Charles Hawkins Company as a multiple-building project and is being developed in phases to adapt to changing market conditions in the area.

SHIP 2 & 3 features two speculative buildings totaling 232,000 square feet and nearly 28,000 linear feet of sidewalks for tenant walkability, and the landscaping plan calls for over 1,630 trees and shrubs to meet Spring Hill's beautification program.

PROJECT TEAM

Project Executive, Luke Maddox
 Mike Nolan, Project Manager
 Scott Peterson, Senior Superintendent
 Zack Brayton, Assistant Superintendent
 Tory Rice, DSB Project Manager
 Lee Ann Watson, Project Manager Assistant
 Steve Jasinski, Design Project Manager

PCS



NASHVILLE WOMEN'S RESCUE MISSION

The final design is a 71,880 square foot building with two stories and a basement. The building features Dayrooms, Chapel, Cafeteria, and Dorm Rooms, and serves the two groups of women using the Mission's services: women who need short term emergency food or shelter and women part of the long-term Life Recovery Program.

The women's campus will house 348 beds in the emergency services dorms and it will offer a larger kitchen and a cafeteria with a seating capacity of 156 people. The building will feature a significantly larger chapel, which will seat 375 people. In addition, the building will provide 20 family units as opposed to the original eight. It will also feature larger classroom, office and meeting spaces to better serve the community with counseling and education. Likewise, restroom and shower capacities will also be larger, and the facility will provide better accessibility for individuals with mobility impairments.

PROJECT TEAM

Luke Maddox, Project Executive
 Justin Cochran, Project Manager
 Steve Mignoli, Project Engineer
 Tommy Manley, Superintendent
 Kaden Frasier, Assistant Superintendent
 Lee Ann Watson, Project Manager Assistant
 Ben Carraway, Design Project Manager

PROLOGIS FORD MASS GRADING

The latest of T.W. Frierson's partnerships with Prologis includes a 75 acre initial mass grading project with an additional 50 acres and utility work to follow. Following the site work, there is potential for several tilt-up buildings on site with an increased architectural standard.

PROJECT TEAM

Jack Barrett, Project Executive
 Justin Cochran, Senior Project Manager
 Griffin Jones, Superintendent
 Amy Whiffen, Project Manager Assistant



ANNUAL STOCK PRICE REVEAL EVENT



The T.W. Frierson family had a fantastic time celebrating the reveal of the 2022 Employee Stock Ownership Program (ESOP) Stock Price in February!

February 25, 2023 was a night to remember, filled with joy and excitement. The event was held off-site, which provided a change of scenery and added to the festive atmosphere. We gathered for the first time since 2018, and everyone was eager to learn about the financial accomplishments of the company.

Chief Financial Officer, Mike Melnyk said "It was a great night of fellowship with all employee-owners that led up to the stock price reveal that became effective October 31, 2022. This was the overall result of all Company business units performing at an extremely high level, including record amounts of work put in place by our field employee owners during 2022, strong account backlog and positive financial projections for 2023 and beyond."

The evening began with a brief presentation about our ESOP, which highlighted the benefits of employee ownership, followed by dinner.

Then, the highlight of the evening arrived - the reveal of our 2022 stock price... The growth we experienced was nothing short of phenomenal, and everyone was thrilled with the result. The celebration that followed was significant, with everyone cheering and congratulating each other.

"I am so proud of everyone's efforts that has contributed to this significant increase in share value and I look forward to what 2023 will bring," said Melnyk, "and I hope to see everyone at next year's event!"

After dinner, everyone participated in trivia games, with questions ranging from T.W. Frierson's history to classic trivia facts. The games were a great way for everyone to unwind and have a good time. It was a night filled with happiness and gratitude, and everyone left feeling proud to be a part of the T.W. Frierson family.

We'd like to give a big shout out and THANK YOU to Kandy Mallory for planning and executing this event!



JOIN US IN *congratulating* THE FOLLOWING PEOPLE ON THEIR PROMOTIONS!

COLE BAKER

Assistant Superintendent



CHRIS ANDREWS

Foreman



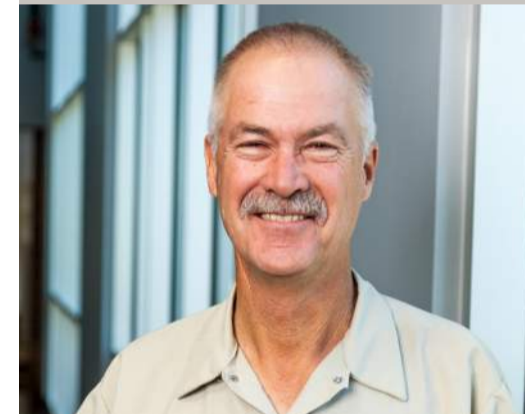
JORGE LEAL

Senior Superintendent



SCOTT PETERSON

Senior Superintendent



MICHAEL LEAHEY

Senior Superintendent



TOMMY MANLEY

Senior Superintendent



SHANNON PATTERSON

General Superintendent



JOE SLATE

Senior Superintendent



BOB UPTON RECEIVES IMPACT AWARD AT 2023 NAIOP NASHVILLE AWARDS GALA

We are absolutely thrilled to announce that Bob Upton has received the NAIOP Impact Award for his outstanding contributions to T.W. Frierson and the community at large. Bob's leadership has been instrumental in shaping the vision and direction of the industry, and we are so grateful for his tireless dedication and hard work. As we celebrate this well-deserved recognition for Bob, we want to take a moment to reflect on the countless ways in which he has impacted our organization and the community. From spearheading critical projects to mentoring and inspiring others, Bob has truly made a difference in the lives of so many. We are proud to have him as a part of the T.W. Frierson family.





RELATIONSHIP WITH WYATT JOHNSON AUTOMOTIVE GROUP & LYLE COOK MARTIN ARCHITECTS CONTINUES TO FLOURISH!

We are excited to be starting our 7th project for Wyatt Johnson as we break ground for their new Subaru Dealership



We are proud to celebrate our relationship with Wyatt Johnson Automotive Group and Lyle Cook Martin Architects (LCM) as we begin our 7th project as part of this team. We strive to be more than just a construction company and aim to build mutually beneficial partnerships that uplift our communities - the longevity of our relationships and the collaboration within our teams is a testament to the power of coming together with shared values.



TWF and LCM have been working together for over 25 years, building and expanding business in the Clarksville area. We have intentionally worked together to create exceptional facilities that provide an exceptional experience for customers.

We are currently in partnership with Wyatt Johnson on several projects including renovations to their existing Hyundai dealership, the construction of their new Toyota Service Center and we just recently announced that we'll be delivering their new Subaru dealership!

TWF's reputation in Clarksville is the reason why we initially approached them, and they did not disappoint. Throughout the building process, all issues, solutions, and cost/ schedule implications were carefully explained. We felt like the success of our project was just as important to them as it was to us!

- Katherine Johnson Cannata, Dealer Principal -



TWF ANNUAL CHILI COOK-OFF

The TWF Chili Cook-off has been a beloved tradition at T.W. Frierson for many years. It is an eagerly anticipated event that brings together our Employee Owners to showcase their culinary skills and friendly competition. This year, we were thrilled to have 12 participants who brought their best chili recipes into the office. Each recipe was unique and demonstrated the creativity and passion of our Employee Owners. As the aroma of simmering chili filled the office, excitement mounted, and the judges took their jobs seriously, sampling each chili recipe with care and attention to detail. In the end, only one chili could be crowned TWF's Best Chili of 2023, but each participant should be proud of their contribution to this fun and delicious event.



CPR TRAINING

Our friends from the American Heart Association came by the office and provided Hands-Only CPR training on March 22nd.

Did you know performing CPR immediately on someone who has suffered cardiac arrest can double, or even triple, the victim's chance of survival?!



CREEKWOOD HIGH SCHOOL SENIOR DOMINIC CHICK SIGNS WITH DSB

DSB is proud to announce the signing of Creekwood High School senior, Dominic Chick. Chick has signed with DSB to continue his career in construction after graduation. Chick is a senior at Creekwood High School, where he has studied construction and welding. He has shown exceptional skill and dedication in these areas and has been recognized for his talent and hard work.

DSB and T.W. Frierson recognize the importance of investing in young talent and is thrilled to welcome Chick to the team. T.W. Frierson believes that everyone should have the opportunity to pursue their passions and build successful careers.

The company is committed to providing opportunities for young professionals to develop their skills and grow their careers. Dominic Chick's signing is another step forward in this mission. Entering into a trade following high school is a viable and rewarding career path. T.W. Frierson encourages young people to consider vocational programs and explore careers in construction and other trades.



Design Systems Builders, LLC Brings Home Four Awards From the 2023 Butler Builder Meeting

Butler Builders from across the nation gathered in Kansas City at the end of February for their annual meeting where they learn about industry best practices and celebrate the prior years' accomplishments.

DSB entered into their partnership with Butler Manufacturing in 1976 and has consistently been one of the top erectors of Butler systems in the county every year.

Our team is proud to have brought home four sales awards from this year's Ceremony:

- ▶ Butler \$160 M Award
- ▶ Butler \$165 M Award
- ▶ Butler \$170 M Award
- ▶ Butler \$175 M Award

Congratulations to the project teams and DSB for this exciting accomplishment!

**IN LOVING MEMORY
OF ALAN QUAM**



Alan Quam started as a DSB steel erector in 1991 and was promoted to Superintendent a year later. His 29 years of service with T.W. Frierson and Design Systems Builders place him among a small group who have devoted such a significant portion of their careers to this organization.

Over his career with the company, Alan led DSB teams on significant projects, including Mid South Logistics Center buildings, PFG in Chambersburg, Nissan M274 in Decherd, Project Wonder in Lebanon, Nissan Integrated Logistics Center in Canton, Daltile, Polaris in Huntsville, Puritan, Minth, and Milwaukee Tool to name only a few.

Even more, Alan always represented T.W. Frierson and DSB with class, excellence, and dignity. He has truly made a lasting impact on each of us.



Please join us in congratulating our 1st group of Construction Safety Advancement Program (CSAP) graduates!

As new T.W. Frierson employee-owners join our team, we are concerned about their safety as well as them being new to our company, our methods and the job site. Regardless of how long they have worked in construction, all field and office employees must wear a yellow hard hat until completion of our Construction Safety Advancement Program (CSAP) to remind their supervisors and co-workers that they are new to the company. This allows tenured employees to identify newer employees from a distance and provide mentorship as needed.



BRENTWOOD ACADEMY PHASE CHAPEL & TENNIS COURTS
Brentwood, Tennessee

- 👤 Jack Barrett, Project Executive
- 👤 Dan Hasselbring, Project Manager
- TBD, Superintendent

SATURN CROSSING
Spring Hill, Tennessee

- 👤 Jack Barrett, Project Executive
- 👤 Justin Cochrane, Senior Project Manager
- 👤 James Merritt, Project Engineer
- 👤 Michael Leahey, Senior Superintendent
- 👤 Amy Whiffen, Project Manager Assistant
- 👤 Neil Lambert, DSB Project Manager
- TBD, DSB Superintendent

DALTILE DICKSON EXPANSION
Dickson, TN

- 👤 Luke Maddox, Project Executive
- 👤 Craig Karaszewski, Senior Project Manager
- 👤 Tony Tidwell, Superintendent
- 👤 Joe Robaina, Superintendent
- 👤 Lee Ann Watson, Project Manager Assistant
- 👤 Neil Lambert, DSB Project Manager
- TBD, DSB Superintendent
- 👤 Sara Proctor, Project Engineer
- 👤 Jacob Walker, PCS Project Manager
- 👤 Jeff Smith, PCS Superintendent
- 👤 Craig Polancich, Senior Design Project Manager

NES CENTRAL SUBSTATION
Nashville, Tennessee

- 👤 Andy Zimmerman, Project Executive
- 👤 Myles Ayers, Project Manager
- TBD, Superintendent



ISOFLEX ADDITION
Nashville, Tennessee

- 👤 Jack Barrett, Project Executive
- 👤 Dan Hasselbring, Project Manager
- TBD, Superintendent
- 👤 Amy Whiffen, Project Manager Assistant
- 👤 Steve Jasinski, Design Project Manager

CONFIDENTIAL CLIENT
Waverly, Tennessee

- 👤 Jack Barrett, Project Executive
- 👤 Jason Hedge, Project Manager
- 👤 Tim Blakeney, Superintendent
- 👤 James Merritt, Project Engineer
- 👤 Amy Whiffen, Project Manager Assistant
- 👤 Tory Rice, DSB Project Manager
- 👤 Chad Cadieux, PCS Project Manager
- 👤 Josh Smith, PCS Superintendent
- 👤 Craig Polancich, Senior Design Project Manager

CONFIDENTIAL CLIENT
Mt. Pleasant, Tennessee

- 👤 Andy Zimmerman, Project Executive
- 👤 Myles Ayers, Project Manager
- 👤 David Turner, Superintendent
- 👤 Lee Ann Watson, Project Manager Assistant
- 👤 Tory Rice, DSB Project Manager
- TBD, Superintendent
- 👤 Jacob Walker, PCS Project Manager
- 👤 Josh Smith, Superintendent
- 👤 Sean Foote, Director of Architecture

METRO STORMWATER ADMINISTRATION BUILDING & MAINTENANCE GARAGE
Nashville, Tennessee

- 👤 Luke Maddox, Senior Project Manager
- 👤 Jorge Leal, Senior Superintendent
- 👤 Christian Brinkley, Project Engineer
- 👤 Lee Ann Watson, Project Manager Assistant
- 👤 Tory Rice, DSB Project Manager
- 👤 Donnie Hiers, DSB Superintendent

MILWAUKEE TOOL
Grenada, Mississippi

- 👤 Luke Maddox, Project Executive
- 👤 Craig Karaszewski, Senior Project Manager
- 👤 Christian Brinkley, Project Engineer
- 👤 Jeff Waggoner, Superintendent
- 👤 Cliff Manley, Superintendent
- 👤 Lee Ann Watson, Project Manager Assistant
- 👤 Neil Lambert, DSB Project Manager
- 👤 Craig Polancich, Senior Design Project Manager



PORTOBELLO PORCELAIN PLANT

Baxter, Tennessee
 Andy Zimmerman, Project Executive
 Joe Slate, Senior Superintendent
 Robert Holtby, Superintendent
 James Merritt, Project Engineer
 Lee Ann Watson, Project Manager Assistant
 Tory Rice, DSB Project Manager
 Donnie Hiers, DSB Superintendent
 Sara Proctor, DSB Project Engineer

PROLOGIS ELLIOT ELECTRIC BUILD-OUT

Lebanon, Tennessee
 Jack Barrett, Project Executive
 Jason Hedge, Project Manager
 Del Perry, Superintendent
 Amy Whiffen, Project Manager Assistant

STATE OF TENNESSEE MUSEUM STORAGE BUILDING

Nashville, Tennessee
 Luke Maddox, Project Executive
 Craig Karaszewski, Senior Project Manager
 TBD, Superintendent
 James Merritt, Project Engineer

SPRING HILL INDUSTRIAL PARK BUILDINGS 2 & 3

Spring Hill, Tennessee
 Luke Maddox, Project Executive
 Mike Nolan, Senior Project Manager
 Scott Peterson, Senior Superintendent
 Zack Brayton, Assistant Superintendent
 Lee Ann Watson, Project Manager Assistant
 Tory Rice, DSB Project Manager
 Steve Jasinski, Design Project Manager

ST. PAUL CHRISTIAN ACADEMY DINING RENOVATION

Nashville, Tennessee
 Jack Barrett, Project Executive
 Jason Hedge, Project Manager
 Jay Earney, Superintendent
 Amy Whiffen, Project Manager Assistant

WYATT JOHNSON NEW SUBARU DEALERSHIP

Clarksville, Tennessee
 Luke Maddox, Project Executive
 Mike Nolan, Senior Project Manager
 Zac Watson, Superintendent
 Lee Ann Watson, Project Manager Assistant



VILLAGE AT CHURCH OF THE CITY

Franklin, Tennessee
 Luke Maddox, Project Executive
 Mike Nolan, Senior Project Manager
 Scott Peterson, Senior Superintendent
 Christian Brinkley, Project Engineer

WYATT JOHNSON HYUNDAI RENOVATION

Clarksville, Tennessee
 Jack Barrett, Project Executive
 Dan Hasselbring, Project Manager
 Jason Watson, Superintendent
 Amy Whiffen, Project Manager Assistant

NASHVILLE WOMEN'S RESCUE MISSION

Nashville, Tennessee
 Luke Maddox, Project Executive
 Justin Cochrane, Senior Project Manager
 Tommy Manley, Senior Superintendent
 Kaden Frasier, Assistant Superintendent
 Steve Mignoli, Project Engineer
 Lee Ann Watson, Project Manager Assistant
 Ben Carraway, Design Project Manager

GALLATIN DEPARTMENT OF ELECTRIC ADDITION & RENOVATION

Gallatin, Tennessee
 Andy Zimmerman, Project Executive
 Chad Elks, Project Manager
 TBD Project Manager
 TBD, Superintendent

NISSAN BODY SHOP & TOPRE EXPANSION

Smyrna, Tennessee
 Jack Barrett, Project Executive
 Jay McGinnis, Project Manager
 Joe Robaina, Superintendent
 Steve Jasinski, Design Project Manager

PROLOGIS FORD MASS GRADING

Nashville, Tennessee
 Jack Barrett, Project Executive
 Justin Cochrane, Senior Project Manager
 Griffin Jones, Superintendent
 James Merritt, Project Engineer
 Amy Whiffen, Project Manager Assistant



FOCUS ON THE FIELD



DALTILE EXPANSION

This project represents our 5th major project for Daltile at their campus in Dickson, Tennessee and consists of:

- 40,000 square foot warehouse addition
- 1,250 square foot addition to the resin storage building and a truck unloading canopy
- 23,000 square foot high bay addition
- Installing an additional production line inside the existing building, including a new four-level concrete mixing mezzanine and six bridge cranes.

This project hits the trifecta for our self-performance capabilities & involves all of our LLCs!



Portobello America facility is expected to generate at least 230 jobs
Upper Cumberland Business Journal, March 17, 2023

Portobello America is set to open the doors on its Baxter facility in Spring 2023. Company officials told the Upper Cumberland Business Journal they have already begun the hiring process and final touches are being made in preparation for the opening.

“The majority of our new, state-of-the-art equipment has been installed. Other key machinery continues to be arriving weekly and is installed immediately after it lands. We are so very close,” said Portobello Vice President, Jed Durbin.

The first step is for the first Kiln to go live. A Kiln is a thermally insulated chamber and type of oven that produces temperatures sufficient to complete hardening, drying or chemical changes. The process allows the creation of tile, ceramics and more.

“From there, a second kiln will be operational later on in the year,” Durbin told FCNews.net. “The energy is at the highest levels throughout PBA, as all of everyone’s hard work is finally coming together with an end result within an ever-so-close reach.”

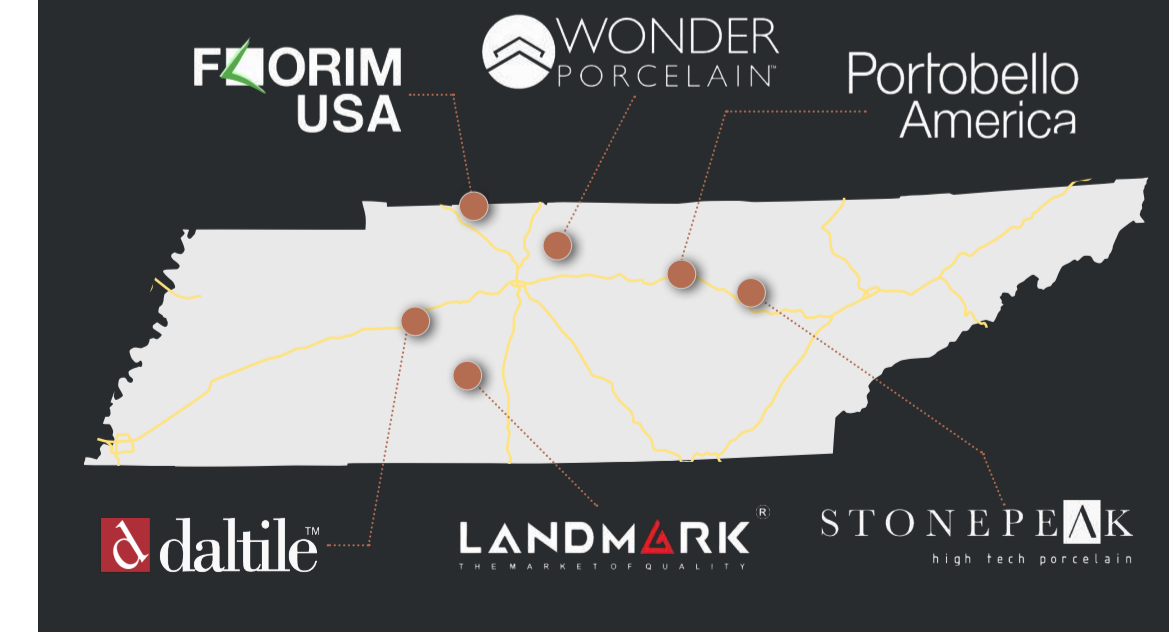
Durbin said the facility will have the latest and greatest technology. Portobello is planning a huge grand opening event later this summer.

The facility is expected to generate at least 230 jobs.

DID YOU KNOW...?

T.W. FRIERSON IS THE *premier* TILE PLANT BUILDER IN THE U.S.!

learn more at twfriersontile.com





CELEBRATING OVER A YEAR INCIDENT FREE!

Safety is a top priority for any workplace and at T.W. Frierson we take this priority seriously. We are proud report that our employee-owners have worked for over a year incident free!

To mark this milestone, T.W. Frierson decided to do something special for their field employee-owners and had a boot truck deliver a free pair of boots to these employees as a token of appreciation for their dedication to safety.

WELCOME 2023 INTERNS!

T.W. Frierson's Internship Program is the ultimate opportunity for students seeking a successful career in the construction industry and we're excited to welcome our summer interns aboard!

Our intentional rotation plan includes measurable objectives and offers the opportunity to spend essential time with each of our highly motivated and accomplished project teams. The knowledge and skills gained during an internship term is certain to equip participants with the knowledge and skills necessary to be highly successful in their careers.

Our 2023 summer interns will have the opportunity to learn from every business unit within our company - they cover everything from spending a week with laborers in the field to marketing and business development.

Additionally they are able to complete safety and equipment operators courses and receive competent person certifications in:

- Confined Space
- Excavation
- Aerial Lift
- and more!

Are you, or someone you know interested in an internship with T.W. Frierson?!

Reach out to us more information!

Jake Wisecup
Talent & Training Manager
jwisecup@twfrierson.com
(615) 367-1333



CHARLIE SLEDGE
University of Auburn
Junior



CHANCE PARKER
University of Tennessee
Junior



JONATHAN MORGAN
University of Tennessee
Sophomore



ROMENDA BASHA
Middle TN State Univ.
Sophomore



HANNAH DUNN
Middle TN State Univ.
Junior

APRIL 2023

CONSTRUCTION MARKET UPDATE

Supply Chain Disruptions & Market Price Volatility

The labor market is holding strong, buoying consumer spending. However, core inflation has not slowed enough, despite numerous interest rate increases from the Federal Reserve. Every additional rate increase raises the odds of a recession.

Odds of a recession remain uncomfortably high further complicated by the recent banking issues. Overall, the U.S. banking system is healthy, but smaller regional banks could face difficulty, and many have begun to tighten lending standards. These smaller banks are the lifeblood of the construction sector—providing credit not just to contractors, but also loans to developers for many types of projects. Should credit continue to tighten, it could put many small players in the construction sector in difficult situations and potentially lead to a sharper pull-back in construction starts.

LUMBER

- ▶ Lumber prices appear to be very close to the bottom of their downward trajectory from highs over the past two years

STEEL/PEMB COSTS

- ▶ Cost for raw steel (Plate, tubing, bar) up 15% for raw material equates to 10% Overall increase in fabricated steel pricing.
- ▶ Lead times for joists and metal deck have shortened to 24 weeks on average and are now level with expected delivery times for larger structural steel orders (also averaging 24 weeks)

GLAZING

- ▶ Prices currently stable
Standard storefront time 6-8 weeks , Glass 2-4 weeks

ELECTRICAL

- ▶ Conduit, wire, copper, and PVC generally stabilized and holding for now
Lighting is variable 4-6 for some and 6-8 week lead time for others
- ▶ Switchgear remains volatile and extensive lead time. Larger services greater than or equal to 800 Amp Panels 52 weeks + (job specific) can bring unique solutions to problems (may get exterior location panels for an interior installation) and unique switchboards up to 56 weeks. Smaller switchgear (400 amp) 80 working days.
- ▶ Meter bases are in short supply and further complicating completing electrical scopes of work
- ▶ Fire Alarm components and subcontractors remain long and a mess. Lead times awful. Fire Alarm subs are unreliable on estimates and showing up as promised/scheduled.

MECHANICAL

- ▶ Mechanical & Plumbing contractors are set for a 3rd quarter Lead time variances over manufacturers for DOAS RTUs (Carrier - 48 weeks, Trane - 30 weeks, Captive Air/Addison(Atlanta mfg.) on shelf.



FEDEX GROUND FACILITY IN COOKEVILLE, TN OPENING SOON!

This new 255,000 square foot facility is opening soon in Cookeville, TN. It will turn over 7,300 packages per hour and employ approximately 400 people!

Welcome TO T.W. FRIERSON!

- BRANDON SANTOS**
Laborer
- CHAD ELKS**
Sr. Preconstruction Project Manager
- CHRISTIAN BRINKLEY**
Project Engineer
- DAVID PLOTT**
Preconstruction Project Manager
- DERIC WESSELER**
Asst. Preconstruction Project Manager
- JOE ROBAINA**
Superintendent
- BRYAN GARCIA PABLO**
PCS Carpenter Helper
- CHAD CADIEUX**
PCS Project Manager
- DOUGLAS HOPKINS**
PCS Carpenter
- PATRICK KEYES**
PCS Form Carpenter
- DOMINIC CHICK**
DSB Laborer
- FORREST DANIEL**
DSB Laborer
- HUNTER RICE**
DSB Ironworker
- JOHN KEHN**
DSB Ironworker
- JOSSUE VIDES SILVA**
DSB Ironworker
- SHANE PASCHALL**
DSB Ironworker
- VICTAVIOUS JOHNSON**
DSB Ironworker
- BRAD EVANS**
Armory Director of Operations
- DAWN BOGENS**
Armory Project Manager Assistant
- JIM SHELBY**
Armory Superintendent
- KEN WHITAKER**
Armory Lead Technician
- RON KEETON**
Armory Outside Salesperson

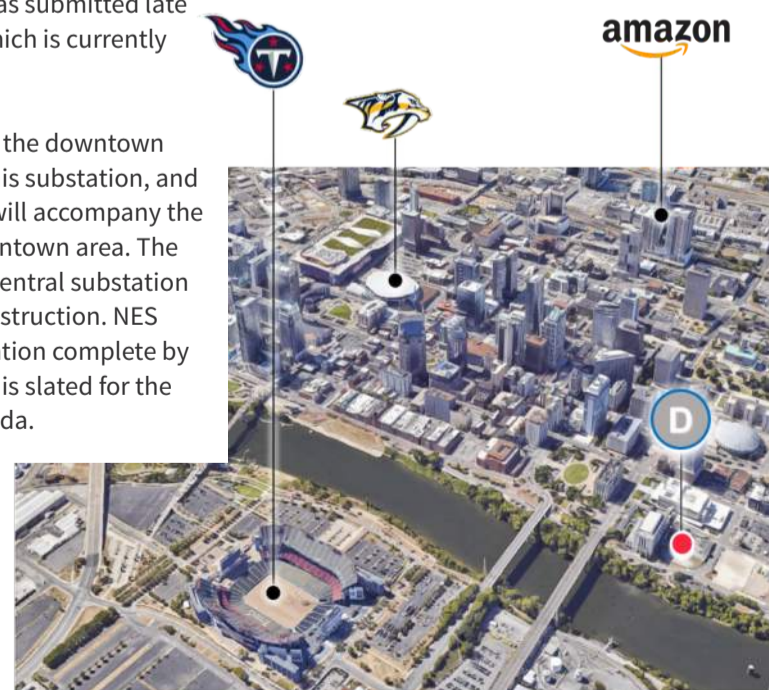


NES Feeds Downtown Nashville Growth With New Central Substation.

Nashville Electric Service (NES) is planning to overhaul its Central substation in downtown Nashville. The existing central substation will be replaced with one nearly identical to the recently completed 11th Avenue substation in the Gulch. The new 11th Avenue substation was also the catalyst for the decommissioning of another existing substation near the YMCA & Nashville Yards which is slated for redevelopment. The new central substation is located at the corner of Gay Street & 2nd Avenue North.

The existing Central substation was built in 1914 as a privately owned coal-fired steam generation plant that fed the local area until the 1940's. That plant was then converted from a generation plant to be fed from TVA's transmission system. NES announced the start of engineering, planning, and design for the new substation in October of 2021. A request for final site plan approval was submitted late last week for the property which is currently zoned DTC.

NES serves roughly a third of the downtown core business district from this substation, and upgrades to this substation will accompany the long-term growth of the downtown area. The plans note that the existing central substation will remain active during construction. NES plans to have the new substation complete by summer of 2025. The project is slated for the 5/25/23 Metro Planning Agenda.



CITY NOW NEXT
Robert Looper III
April 20, 2023



FOSTER CREIGHTON ADAPTIVE REUSE

This existing facility is 45,770 square feet and was originally constructed as a service merchandise office and retail facility. Our design team led by Senior Design Project Manager, Kandy Mallory, and BIM Coordinator, Marc Oakley, is converting the existing footprint into a three tenant building.

The owner and primary tenant is a multimedia company and their suite will feature two podcast studios, casual collaborative spaces, standard offices and conference rooms.

A portion of the exterior wall will be removed to create a covered open-air patio and lounge with retractable glass doors, with large glass-walled break room overlooking both spaces.



Springfield High School Robotics Club



"I wanted to thank you again for agreeing to be a sponsor for our robotics club and send you a few photos of tournaments that we have attended recently. The students worked really hard to improve their robots' performance and were able to attend the state championship tournament last week. Attached you will find photos from the White House Last Chance Tournament with the T.W. Frierson logo on team 84373A's robot and a group photo from the TN State Championship. All of us are grateful for your support."

Stephanie Murrell, STEM Instructor

TWF TRAINING INITIATIVES

50+

Employee-owners trained in First Aid/CPR/AED, Rigging & Signaling, and OSHA 10 since November

2

Completed AGC's Project Manager Development Program - congrats Dan Hasselbring & James Merritt!

2

Graduated from Dale Carnegie's Effective Leadership & Communication - congrats Dan Hasselbring & Justin Cochrane!

2

Received their welding certifications - congrats Carlos Aldana & Issac Alvarez!

1

Brandon Guerra leveled up in his English Second Language course to ESL Level 3!

T.W. FRIERSON

NASHVILLE CONTRACTOR, INC. TENNESSEE

23rd annual
GOLF TOURNAMENT

SAVE *the* DATE

Date
August 28th, 2023

Location
Hermitage Golf Course

More information coming soon!

WANT TO GET ON OUR EMAIL LIST FOR THIS EVENT?
email ehickman@twfrierson.com and let her know!