



MARK III AT 40

40 STORIES IN 40 DAYS

Day 36: Service Division Profile

The service division began in 1996 and has seen several changes over the past 20 years. Some might argue that it has seen the most change, growth and innovation since its initial start, compared to other divisions.

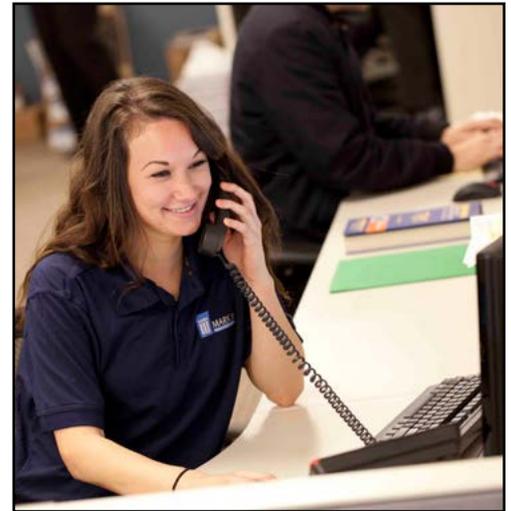
Ron Neese, considerably the "founder" of the Service Division began his Mark III career as an Electrical Foreman in 1988. When the O'Briens decided to open a Service Division in '96, Ron was their first choice in managers. He led the division very successfully for 10 years until his death in 2006.

For many years after, there was a steady stream of managers maintaining the division. In 2011, when the department was in between managers, owners (Mark, Dan, Mike and Jennifer O'Brien at the time) needed someone in-house to step in. Cindy Frost, Payroll and Safety Manager, had been with Mark III for 27 years and agreed to keep the Service Division above water for the three-months they needed her. Fast forward two-years later, Cindy was still running the show, in addition to managing the payroll for the 100+ Mark III employees. In addition to the service technicians, the success of the division was a team effort, in trying to get jobs fulfilled by their deadline.

In 2013, Summer Dales was hired as Service Division Manager and continues to do so. She contributes the overall success to her team of rock stars. When she started, the team was comprised of one full time electrician and one plumbing technician working approximately 4-6 hours per week. With her work cut out for her, she began to build the foundation, starting with hiring Kate Richardson as an Account Manager. With Kate acting as her left hand (as Summer likes to say, being she is left handed), they began to increase their customer base and fine tune the 24/7 service team encompassing the trades HVAC, Electrical, Low Voltage, Plumbing, Fire Sprinklers, Alarm Monitoring and a Special Projects crew in support of the growing construction divisions.

With the ever-growing technological changes, Mark III had to find a way to keep up with the industry. Many challenges were overcome throughout this time such as implementing and building a software for scheduling/dispatching, billing, coordination and customer history for each location. The technicians now have the ability to check in and out of job locations in real time, as well as send detailed work notes directly to clients via email. This communication has helped Mark III's goal for going paperless, pushing green technology; moreover, making Mark III a leaner company.

The Service Division is projected to do \$2.5 Million in revenue for 2016 with a team comprised of 25 technicians and six office personnel. A driving factor in the success is merited to the tenacious group of people. With this team and technological advancements made within the Service Division, Mark III now provides unparalleled service throughout the state of California.



Team Shout-Outs:

- Kate Richardson - Special Projects Account Manager
- Tiffany Romano - HVAC Account Manager
- Luis Alvarez - Electrical Account Manager
- Dan Blackburn - Dispatcher/Operations Manager
- Alyse Sheffield - Billing Coordinator Purchase Order Manager.



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Day 37: Fab Shop / Joe Snyder Employee Profile

One can't mention the Fab Shop without thinking of Joe Snyder (Fab Shop Manager), and vice versa. Without Joe's dedication over the past two years, it's hard to say where the Fab Shop would be, but we do know where it's going and we are excited about its future.

Joe began his Mark III career in spring 2014, where he dove right into the Sierra College project which was underway. His prefabrication experience was impressive prior to joining the team, especially since prefab was a new concept to Mark III. The project required much more from the design and fab teams than originally predicted, so some might say he joined at the perfect time.

The idea of prefabrication - constructing offsite for maximum efficiency is exactly the type of innovative growth Mark III strives to achieve, but it surely doesn't happen over night. Having started with one shop and two welders, it's a testament to our tenacity over the years and the impact Joe has had on the shop, to now say we have two fab shops and 15 employees.

We sat down with Joe to talk about the last couple years, what they mean to his career and where he sees the future of Mark III:

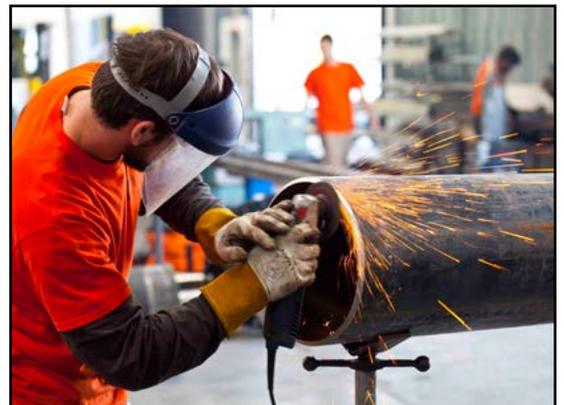
What has kept you here over the years? I think the ownership. Mike and Dan make me and my team feel appreciated and taken care of. It feels like a partnership versus an ownership, like I'm a part of something bigger. There is also a lot of great potential in the team I have and in the multi-trade model we have here.

You've become more than just a manager - you're a shop trainer as well. What advice do you give your new employees?

Latch onto somebody you respect and who is more experienced, it's the best way to learn and further your career.

Where do you see the future of Mark III?

I think the multi-trade model is going to keep expanding and it's going to be a really exciting challenge for those of us here. I'd like to see us making parts for customers outside of the jobs we are working on, selling to vendors, etc. There is so much potential!





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Day 38: Mitsubishi Project Profile (In Progress)

When we talk about the future of Mark III - both the projects and customers - one doesn't need to look too far past the Mitsubishi Rayon Carbon Fiber & Composites Production Facility (MRCFAL) as a benchmark to the where we are headed. Set to be completed in October 2016, it's complexity is a stepping stone towards the future of industrial production.

This production facility, located in Sacramento, creates carbon fiber which is used in a variety of materials, ranging from car parts to tennis rackets. Interesting fact, Mark III actually built the original facility back in the 1980s! Their carbon fiber production system is proprietary to Mitsubishi, and is requiring an expansion to the existing 60,000 SF facility. Our Process Piping, HVAC and Plumbing teams were each contracted separately, giving us a grand total of about \$4.7 million under contract. The project also utilizes our Design team and Pre-Fabrication shop. We sat down with Project Manager Justin Barr, to share some insight and discuss the complexities of the project:

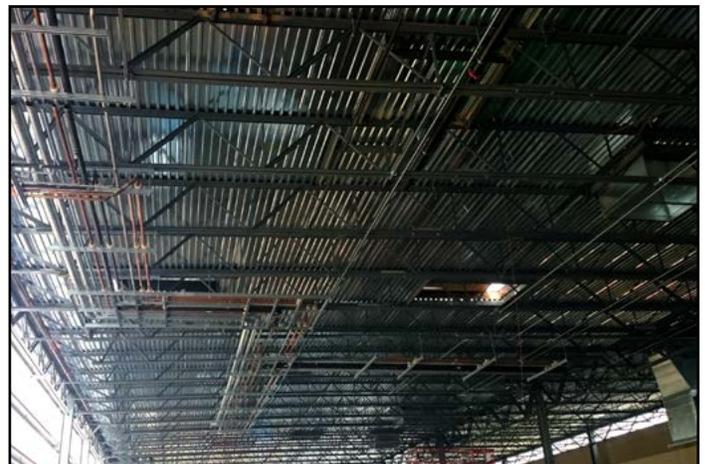
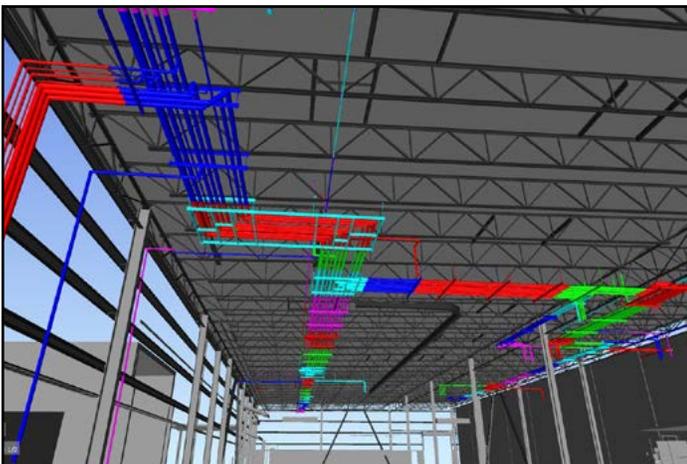
What are some of the hurdles that you anticipate or have seen thus far? The design was difficult to get off the ground, because we were handed an incomplete set from the engineer hired by Mitsubishi. There were a lot of discrepancies and it required us to bring our Design team into the process much earlier than anticipated and with a far more extensive design role. The project is very complex, with uncommon systems including nitrogen, de-mineralized systems and electrolyte systems that all need to be modeled in BIM. This project is also on an accelerated schedule requiring our crews to work six days a week (10 hrs/5 days a week and 8hrs on Saturday).

What has made this project unique? First of all, the cultural and language barriers between us and Mitsubishi, as most of their project team is in Japan. Also, Mark III is in charge of running the coordination effort on the entire project, not just the mechanical portion, which includes outside subs (Electrical, Structural Steel, etc). This means that everyone runs their plans by our design team to determine clash detection and constructibility review. This opportunity has given us a great sense of ownership and a lot of hands-on experience with the project. Including first priority on pipe routing, etc. Also, having the ability to PreFab here at the shop instead of out in the field has saved us tremendously. We are able to get the kinks out early and be more efficient with our time.

Any shout outs so far?

Design - Justin Ubaldi, Russ Hoekstra
Pre-Construction - Misty Sanders, Lee Davis
Plumbing - Scott Schmidt, Mark Canfield
Piping - Carl Roediger

HVAC - Nick Hood, John DeAngelis
Underground - Cody Dales, Jason Balukoff
Fabrication | HVAC + Piping - Joe Snyder, Tulio Serra
Operations - Jared Burdick, Sherman Wong





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Day 39: Dan Carlton Employee Profile

How long have you worked for Mark III?

From 1999 to 2000 and then 2007 to present

What positions have you held?

My first job at Mark III was working in the Fabrication Shop as a Laborer/Welder. Mark asked me to come back as Head of Construction in 2007. In 2010, I became President and an Owner of the company.

What initially made you want to work for Mark III?

Easy...It was Mark. When I was thirteen years old, Mark and I were driving back from a weekend at Bucks Lake and as we reached the downtown Sacramento skyline I asked Mark if he built any of the approaching high rises. Mark answered "No but said maybe someday." From that moment forward, I knew that I was going to work at Mark III and work to build something bigger that both Mark and I would be proud of.

In ten years, I can say that we have done that and I cannot wait to see what the next 25 years hold. This is not to say that we are going to go into the high rise business.

What keeps you at Mark III?

- Our People – We have a bad ass team
- The Challenge – God knows we have plenty of them
- A Better Way to Build – Multi-trade prefabrication and manufacturing. We are changing how projects are being built.

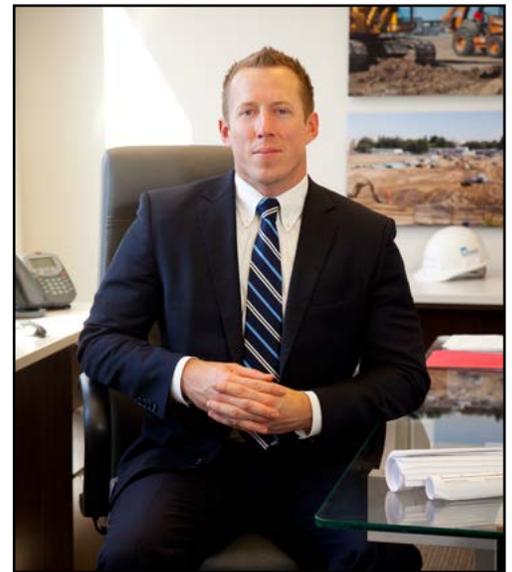
What is your biggest success?

My greatest success is having an amazing family that showed me what hard work is, how to fail big, and how to stand my ass back up and go after it again. Most of all, it taught me that if you can dream it, you can build it.

What advice would you give to a new Mark III employee?

I have three pieces of advice for new Mark III employees:

- 1) Stay hungry, stay tenacious!
- 2) The best things in life are never free. If you think they are, you will not be here long.
- 3) Nothing great has ever happened without breaking a few rules.





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Day 40: The Future of Mark III



For this last piece, we continued our interview with President Dan Carlton to discuss the next 40 years of Mark III.

When you look back over what Mark III has done and look toward the future at where it's going – what changes do you see? What things will stay the same?

Mark III and the construction industry in general are in a very mature market. The market is about to change rapidly and technology will be the catalyst. That is the "Uber Effect." Mark III will either become more efficient through technology or we will die.

Every Industry in the world is getting better and it is happening faster than ever. In order to stay successful, you must not only reinvent after you have reinvented yourself but you must do it quickly and then repeat.

At Mark III, we are investing every dollar of our profit back into technology with the end in mind of eliminating massive waste and building the most efficient projects.

Why do you think Mark III has been so successful over the past 40 years?

Grit, Tenacity, Mark O'Brien, Tim O'Brien, Mike O'Brien, Jennifer O'Brien, Danny O'Brien, Gerry O'Brien, Ed Mette, Mark Canfield, Cindy Frost, Jeff Balukoff, John Pearson, Pepe Hernandez, Ed Matis, Abel Sanchez, Jody Mosier, Liz Espinosa, The Wills Brothers, John Galliani, Prem Atwaal, Fili Ojeda, Bruce Thompson, Jason Balukoff, Alan Leslie, Fernando Nuno, Silvano Velazquez, Jose Garcia, Charlie Torres, Dave Ogawa, and so many more outstanding employees that call Mark III their company.

Outside the original core group, we have too many names to name of our up and coming rising stars that will lead Mark III for the next 40 years!

Growth brings inevitable change; what values do you want to keep here?

The only thing I ask is that the team embraces change. To get to where we are going, change will be the only constant. As I mentioned before we cannot and will not become stagnant.

Other values that will always remain are:

- Putting the team above yourself
- Keeping the Mark III family environment
- Hiring tenacious, competitive people
- Working our asses off and having a hell of a good time doing it

How do you see the motto, the Power of One, fitting into the future of Mark III?

The Power of One does not fit into the future of Mark III, nor is it a motto. The Power of One **is** the future of Mark III. We will change the styles of offense and defense that we run but we will never deviate from working as a team to deliver a product and project that no other company in our market place provides.