



MARK III AT 40

40 STORIES IN 40 DAYS

Day 1: The Mark III Story Profile (1976)

On January 1, 1976 in a Denny's restaurant in Sacramento, Mark O'Brien sat down with Buzz Oates and Charlie Massie to discuss a partnership that, little did they know, would stand the test of time. With both a General and Electrical Contractor's license under Mark's name, the name "Mark III" represented the original three investors and they hit the ground running. While Buzz and Charlie were merely investors, Mark found himself running a company without the slightest idea of how to handle payroll or purchase orders. His first hire was his brother Tim. His next hire was an accountant who happened to be his neighbor and was eager to take the job at \$4 an hour. They grew to be 25 strong, "basically overnight."

Their days were spent in the field and their nights were spent doing paperwork. Within months Mark saw an opportunity to expand from electrical to include other trades and with this, the "Power of One" concept was born. Plumbing was to join first, followed by underground, service, fire protection and eventually, low voltage. While it was difficult at first to get the various trades to communicate and see the value in a multi-trade company, Mark and Tim refused to give up. They saw the potential it had to set them apart in a fast-growing industry. "If I had any advice for someone I'd say, just never give up; Stay focused; Treat people how you want to be treated and if it doesn't scare you, you're not pushing hard enough."

“
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pushing hard
enough.”

-Mark O'Brien





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Day 2: Mark O'Brien Profile

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Find out what you're great at and make it your life long profession.

-Mark O'Brien

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Mark O'Brien was born and raised in Sacramento and spent most of his free time hunting and fishing. Mark always liked construction and found a knack for picking up work with anyone that needed him. At 23 years old, he found himself newly married, going to college and attending an electrical apprenticeship program three nights a week. Over the next seven years, Mark went on to finish school and start a family. By the time he was 30 years old, he was starting Mark III.

From very early on, Mark realized that in order to win and be the best, the team around him had to be full of talent. "I recognized that I didn't know everything, but with special people like Tim O'Brien, Ed Mette, Ed Matis, Cindy Frost, Prem Atwaal, and Bruce Thompson (all current employees), we couldn't lose."

Around the year 2000 Mark remarried and with Marilyn his family continued to grow. His kids Danny, Jennifer and Megan gained a step brother, Dan Carlton.

Throughout the 40 years, Mark has learned a lot about the construction industry, himself and how to run successful businesses. "To the field employees just starting out, my best advice to you is to treat the next four to six years like a learning process. You can go to college and graduate with no money or a lot of debt, or you can take this opportunity to really learn the trade, find out what you're great at and make it your life long profession."



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Day 3: Tim O'Brien Profile



Tim (left) and Mark - 20th Anniversary party (1996)

“ Mark is the rainmaker and I am the one running around with buckets.”

-Tim O'Brien



Tim O'Brien has a love for the outdoors, his family and Mark III Construction. Married to his wife Phyllis for 44 years, they have three children, Jeanine, Mike and Kate and a total of seven grandchildren.

Before working full time, Tim graduated from CSU Sacramento with a degree in Business Administration and was supplementing his income by bartending at Club Raven off J Street. Upon graduating, he took a job with Perkins Lumber and had plans to help them open another lumber yard in town when Mark approached Tim with the opportunity of a lifetime; a chance to build a company that became Mark III. The offer matched what he was making at the lumber yard (\$5.00/hour) but he was only guaranteed 30 hours a week. So at the age of 23, with a family to support, Tim took a chance and never looked back.

He soon realized that a weeks' worth of work actually looked more like 50-60 hours a week. Days were spent in the field; nights were spent doing paperwork and laying out the material in the warehouse for the crew the next day. Forty years later, Tim says that Mark and him have always been a good team. "Mark is the visionary and I'm the details. Mark is the Rainmaker and I am the one running around with buckets."

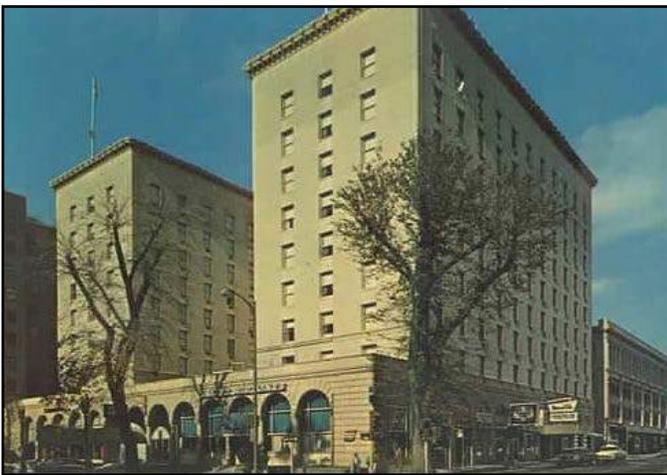
Tim's biggest success is creating a company with a good reputation. The bills are always paid, people know what to expect and Mark III stands behind what they say. When it comes to advice, Tim says, "Keep your eyes and ears open. If you desire to learn, Mark III will give you the opportunity to better yourself."



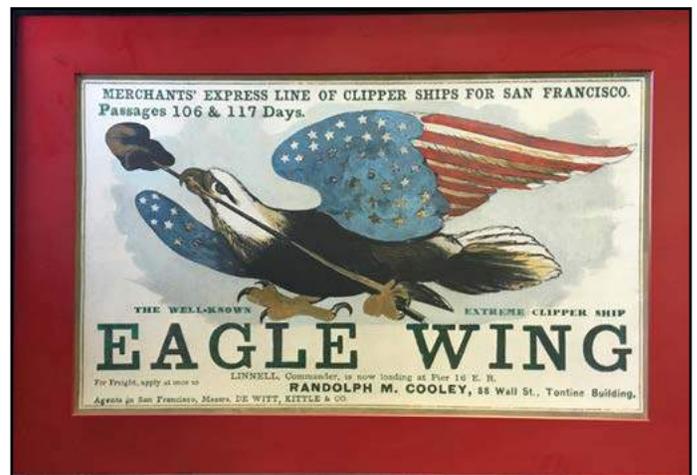
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Day 4: Senator Hotel Project Profile (1981)



Senator Hotel



Painting that hung above the hotel bar and currently hangs in the Mark III conference room

In 1981, approximately five years after the company started, Mark III took on a major renovation at the Senator Hotel. The 11-story building was to be turned into office space at the midtown location off 12th and L Street. The building was owned by Buzz Oates and Mark III was hired to remodel the electrical and plumbing throughout the building in approximately nine months.

Besides the fast-paced construction schedule, there were quite a few hurdles the Mark III team had to overcome to call this project a success. Considering the numerous floors of the building, the largest cause for concern was learning how to use bus duct for the first time and maneuver it to run vertical without falling flat. Distributing the electrical and mechanical materials up multiple floors, through multiple offices in order to cater to each tenant, was quite the undertaking.

The takeaway was the bragging rights to have our name connected to one of Sacramento's well known historical buildings and the experience it gave the Mark III team. The money didn't hurt either. In 1981, this project was worth \$942,000 which is approx \$2.4 million by today's standards.



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Day 5: Mark III HQ Project Profile (1976)



Mark III Construction has spent the majority of the past 40 years in the office space off Florin Perkins Road. However, it wouldn't be Mark III if it didn't have a story behind it!

1976: Mark III starts the company sharing office space with Buzz Oates and Charles Massie off Florin Perkins Road. Mark III had the space that now occupies the gym and a 10x20 yard for material.

1977: We had outgrown the small space and decided to open an office two miles away on Signal Court.

1982: After five years we were granted the opportunity to move back into the Florin Perkins office as Buzz Oates had moved his development company out. We had the whole building (including current Fab Shop) but shared some of the offices with employees from the "Lumber Jack" (similar to Home Depot).

1987: Mark III bought the building and took over the entire office.

1997: Bought adjacent building to our office, formerly owned by Al's Tropical Plants, and is now known as the HVAC Fab Shop.

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: Fun Fact: In the 1980s a man named Dave Joy was hired to live in the downstairs apartment on the :
: premises, to protect the trucks and buildings from burglars. Joy took his job very seriously and was :
: known for "booby-trapping" the place. One of his most memorable stunts is when he sat on the roof :
: with a bucket full of rocks perfectly positioned to fall as soon as someone walked through the gate. :
: The police weren't a huge fan of his vigilante approach but it still makes us laugh 25 years later! :
:.....



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Day 6: Mark Canfield Profile



Mark Canfield, a Project Manager and veteran Mark III employee, has been with the company since 1984. In his 32 years of employment, he's seen it all. Having started as an underground laborer, he's held multiple positions within the company including estimator, plumber, superintendent and even Division Manager. We sat down with him and asked him a few questions about his experience at Mark III:

- 1. Most memorable project:** Kik Bleach Plant (mid 1990s) because it was interesting and different. I had to travel to Louisiana to visit another bleach plant and understand the complexities.
- 2. What has kept you at Mark III over the last 32 years:** I've been here over half of my life. I enjoy the challenge of trying new positions and being a good resource to the client. Knowing about every different trade makes us valuable and saves them money."
- 3. What advice would you give to a new Mark III employee:** "You have the opportunity to do just about anything you want here. The only person holding you back at Mark III, is yourself."
- 4. Favorite whiskey:** "Crown. Although, I never met a whiskey I didn't like."



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Day 7: Libby's Cannery (1982)



Notably one of Mark III's most challenging jobs, but perhaps also one of the most rewarding, Libby's Cannery offered a whole new set of challenges to the Mark III team. This \$3 million project was the transformation of a former tomato processing plant into the largest data processing plant West of the Mississippi at the time. Owned by the State of California's Department of Health and Welfare, this project would end up needing our electrical, plumbing, fire protection and underground teams and Mark III called the location on Alhambra Street home for the next year.

On the electrical side, the client wanted to replace the current power source and generators with a new concept that had emerged from the East Coast. This required two static transfer switches, essentially pulling power in from two different sources, without the need of a battery operated generator.

This project was extremely technical. From the electrical switches, Mark III's first installation of a Halon Fire Protection System, to the 40+ computers (which were as large as a desk back then) that needed to be installed, the scope was extremely diverse and coordination was critical. Needless to say, this project required a lot of manpower. Even office employees were out on-site helping pull wire! From the beginning, this project started out challenging. Mark III was one of three companies bidding and we hired a man named John Galliani specifically for this Design/Build project to help us estimate the bid. Mark O'Brien was nervous but John was confident and we ended up being awarded the project.

Mark recalls this as being one of his favorite projects because, despite the challenges, it was a success from start to finish; including the bid, management and competent team members on staff. This project could have been far out of Mark III's league in the early years of being a new company but as Mark recalls, "ignorance is bliss," and essentially, you can do anything you put your mind to.



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Day 8: Cindy Frost Profile

After moving from Little Rock, Arkansas to Sacramento, California for her husband's job, Cindy Frost found herself looking for a place to work. In 1984, Cindy took a chance on Mark III Construction where she was assigned to process payroll. Almost 32 years later, Cindy has pretty much seen it all. Everything from the company adjusting to a down-trodden economy, to expanding on the upswing. She has taken on new roles and tasks such as running the Service division, Payroll, Safety and whatever else anyone has thrown her way. When asked how she felt about the variety she said, "if Mark, Tim, Dan or Mike ask me to do something, I'll never say no. They trust me to get the job done and I won't disappoint."

1) What keeps you at Mark III?

"I have seen so many changes in my 32 years but the people are what keep me here. I love the variety in my job and that there is never a dull moment. It is easy to work hard when there are hard working people setting an example all around me."

2) What is your biggest success?

"Personally, my children are my greatest successes. How do I pick one accomplishment from 32 years at Mark III? I have learned from every challenge in my life and work. I'm very proud that we have always upheld our safety record and have never been cited for labor law issues."

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

"Mark III is the Power of One. The strength of our team is each employee. The strength of each employee is our team. Be tenacious!"

4) What is something most people wouldn't know about you?

Not many employees know this today, but 30 years ago Cindy was seriously injured on the job. The archived folders were located in the auto shop (in the back room, where the tools are now). Mark O'Brien asked Cindy to pull a file for him so she went down to the room, and quickly realized how messy it was. Not a great day to wear a dress and heels; she had to maneuver through the mess to get the right folder. As she pulled the drawer open, a giant marble slab fell right on her foot and smashed her toes completely flat. Dave Adams a mechanic at the time, came to her rescue. She needed emergency re-constructive surgery and the Orthopedic Surgeon on call was the 49er's sports doctor. (Cindy's favorite team!) When asked about the incident Cindy said "this is the reason I am so tenacious about safety."



(1996) Cindy and Tim accept safety award from the State Compensation Insurance Fund (SCIF) program, recognizing Mark III as being the safest company on record within it's division.



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Day 9: El Paso Office Project Profile (1988)

In the 80's, Buzz Oates was very successful. One of his ventures was building roller rinks all over town. Eventually, Noble Blue, a partner of Buzz Oates, contacted Buzz because he wanted a rink built in El Paso, Texas. So, in 1988, Buzz asked Mark III if they would be interested in building the tilt-up. Gerry O'Brien, the third O'Brien brother, went down to El Paso to make sure the project went successfully. Gerry was a thoughtful businessman and recognized the opportunity for growth. His way of thinking was along the lines of, "If we're building a tilt-up for a roller rink, we might as well build another tilt-up in the vacant lot across the street." This notion evolved into constructing over 2.5 million square feet worth of buildings throughout the area, including the project highlight, the Ford Motors Distribution Plant in El Paso.

Mark O'Brien would fly Tim and Gerry (and anyone else who wanted to go) back and forth from Sacramento to El Paso. Although Mark III Construction sold their El Paso Office in 2001, they continued to build in McAllen, Texas, getting 235,000 SF out of the ground in 2006. The last two Texas buildings Mark III built and owned were recently sold at the end of March 2016.

Mark III has plans to re-establish themselves in Texas by the end of 2016. When Mark and Tim talk about Austin, they know we are taking all the right steps to be successful. Gerry O'Brien was the one who spearheaded Texas originally and saw the profitability in expansion. If he were here today, he would be thrilled to see that we are venturing back into Texas. They joked that Gerry would have said, "Follow my lead, not Mark and Tim's. Let's go to Austin and let's do it right!"





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Day 10: Purchasing a Plumbing Company (1982)



A few years after Mark III started, Mark and Tim purchased a small plumbing company and it became the first trade to add to the already existing Electrical division. The company, O'Connor Plumbing, was owned by Bob O'Connor who had attempted to start his own business and keep it running, but found it much more difficult than he anticipated.

Unsure of who should run the new division, Mark and Tim elected Ed Mette, who was a Sac State student and handling the Mark III accounting books at the time. Fifteen years later he was still running the division and it opened the door to future opportunities for the company to provide multi-trade services. This included projects and the means to open an Underground division.

Some of the first projects (in the early 1980s) that the Plumbing division took on were seemingly small jobs (in comparison to today's work) but at the time, they made for some great learning experiences for the new division:

- **JCPenney's building downtown** - Mark III was hired to install a sewage ejector pump and it wasn't until they started drilling did they discover they had 10ft of concrete flooring to work through.
- **Rico's Pizza off Sunrise Blvd in Sacramento** - this Tenant Improvement was awarded during a big plumber's strike so the owner called Mark III to finish the job. We didn't have anyone to lead this project so Mark and Tim offered up Ed Matis (an electrician) to work the job. While he was pretty well-versed in other trades, his experience was primarily in electrical so this was a big risk for Mark III. Once the owners walked in and saw the work he had done they were nervous at his unconventional approach. They made Mark III guarantee a lifetime warranty but to this day, we have not received one call regarding issues with this project!

When we interviewed Mark and Tim about purchasing a plumbing company and using it to leverage future work as a multi-trade company, Mark said "you don't know what you don't know. And the time I didn't know a lot." It was a risk but it was one worth taking. It led to a lot of on-the-job training and allowed us to enter the underground/site work industry and grow the company to what it is today.



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Day 11: Mike O'Brien Profile

Mike O'Brien officially started at Mark III in 2006 but his memories and work experience start much further back. Mike remembers spending a lot of time at the shop as a child playing in his father's office. He also spent his summers in high school on projects with current Mark III employees, Jody Mosier, Mike Morton, Alan Leslie, Gene Barr, Jimmy Gilbert, Yuriy Stiles and the rest of the electrical team on various jobs.

Mike was working at a resort management company after graduating from UCSD when Tim and Mark approached him about re-branding Mark III. They wanted to move away from being seen as contractors as the majority of work being done at the time was in development. From 2006 to 2009, Mike worked diligently to change the image of the company and its place in Sacramento. As Brand Manager, he recreated the logos, re-branded the trucks and marketed to brokers. Once the recession hit in 2008, Mark III came to a crossroad. Mark and Tim had two options; either shut down the construction efforts and manage the 70+ buildings they owned with a small team or build up the company once more. After careful consideration and with the right successors in place, Mark and Tim decided to step back and give Dan and Mike the opportunity to bring back the Power of One. Dan and Mike had a vision to go back to Mark III's roots. They liked the idea of managing labor again and being able to look back at a finished product, proud to say they built it.

"Taking on the challenge of restructuring during the recession was probably the best thing that could have happened to me. Dan and I had to learn how to work hard, save money, and start from square one."

When asked about his greatest successes here at Mark III Mike said "first I'd say how well we executed the succession plan. Mark and Tim had the trust to let us take it where we wanted to take it. They were always there to mentor but they never blocked our progression. Secondly, taking Mark III back to multi-trade and being able to successfully manage complex projects like VSP. I also am so proud of the growth and the processes we are building and we've put in place. The vision Dan and I had in 2010 is still full speed ahead and there has not been any wavering. Besides work successes, I love being with my family, my wife Julia and three kids, William, June and Olive."

"The advice I have to all new Mark III employees is to have pride in your work. If you're going to show up, know that what you put in is a statement of who you are. Mark III is ever growing and evolving. You might be battling through the weeds some days but when you look back a week, month, or a year you'll see all the progress you've made and be proud of all that you've accomplished."





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Day 12: Sierra College Project Profile

1) Scope of project?

This was a multi-trade project; mechanical, electrical, and general construction. The project was to replace their existing central plant with 10 individual plants around the campus.

2) What were your roles on this project?

Joe Snyder: Hired on as a Welder and after a month on the project was promoted to Foreman

John Pearson: Multi-Trade Project Manager and Superintendent

3) When and where was the project?

Located in Rocklin, CA at Sierra College. The project started in 2013 and lasted about 9 months.

4) What was the cost?

\$2.2 million

5) What was the biggest hurdle?

There were a few hurdles throughout the duration of the project. The initial issue was getting Sierra College's buy in with the design concept we wanted to execute, that was different than what the plans stated. Once Sierra College approved the design, we quickly realized that the skid drawings that we had outsourced were not accurate. The idea to build a complete skid (platform that the boilers sit on) in the shop was also very new to Mark III. It took some time to get the right team in place. Once the project started, the students walking throughout our job site made it difficult to work. With that being said, all the hurdles were due to external issues. Mark III made this job successful based on the multi-trade mindset. Having different trades, a shipping/receiving department and a fab shop working together to achieve one goal eliminated the risk of failure.

6) What was your biggest take away from the project?

JP: "For the first time, I had to oversee and manage a project where I didn't know all the trades. Mechanical, Pre-Fabrication and Fabrication were all new concepts to me. I was able to learn a lot about what Mark III and what the Power of One was made of."

JS: "I had previous experience with building complete skids in a fab shop but the concept was completely new to Mark III. It was a slow start to hire and train the right people but we were able to build a foundation for the fab shop. I learned that Mark III utilized the resources and employees they had to get the job done."

7) Is this your favorite project or biggest success? Why?

JP: "The biggest accomplishment of Sierra College for me was that we were able to get three other jobs from the successful completion of this project."

JS: "This was my favorite project so far. Skids are fun to build for us in the fab shop because it's a complete package instead of pieces here and there. It was nice to see them leave the shop though."

9) What made the project unique?

JS: "It set the stage for what was needed to continue to build out the fab shop; the right tools, training and talent."





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Day 13: Alan Leslie Profile

In May 1988, Labor Ready supplied a temporary Material Handler to Mark III Construction. 2 months later, Alan Leslie was converted to a full time Mark III employee. In the last 28 years, Alan climbed the electrical division ladder from Material Handler to Foreman/Superintendent. Alan’s grandpa, a General Contractor, always told him to get into the electrical trade. From the very beginning, Alan saw the overwhelming growth opportunities at Mark III and took his grandpa’s advice to pursue the trade.

Alan appreciates that Mark III took the time to teach him the trade and gave him the opportunities for advancement. He loyalty comes from the loyalty he has felt from the company. “Mark III invested in me and I want to stay to give back.”

Throughout the years, Alan loves the variety in his work and enjoys the complex projects he works on. All of his favorite projects were in common; Fast paced, complex, and profitable. Some examples are Advanced H2O, State Publishing, State Pharmacy, and CalPERS. Outside of work Alan is proud of his marriage of 23 years to Amber, his two kids Brandon (19) and Madalyn (11) and his career as a dirt bike rider. “To the new Mark III employee’s: Work hard, show up on time, be reliable, pay attention and ask questions. When you make mistakes, learn from them and get better and always understand the scope of the work.”



A memorable story from Alan’s Mark III career:

When Alan first started out as a Material Handler/Driver he was asked to drop off material at the Sacramento Rendering Plant. When he showed up, he couldn’t stop thinking about how morbid the environment and how horrible the smells were. He thought, how can anyone work in this place!? 10 years later he found himself as an Electrical Foreman at the same place. Alan unfortunately got used to the smell. One day he was standing in the kitchen and his wife walked in and said “what is that disgusting smell?” Alan replied “I don’t smell anything, but maybe it’s from the job I’m working on. It’s the Sacramento Rendering Plant where they process dead animals.” His wife freaked out and sent him immediately to the shower.



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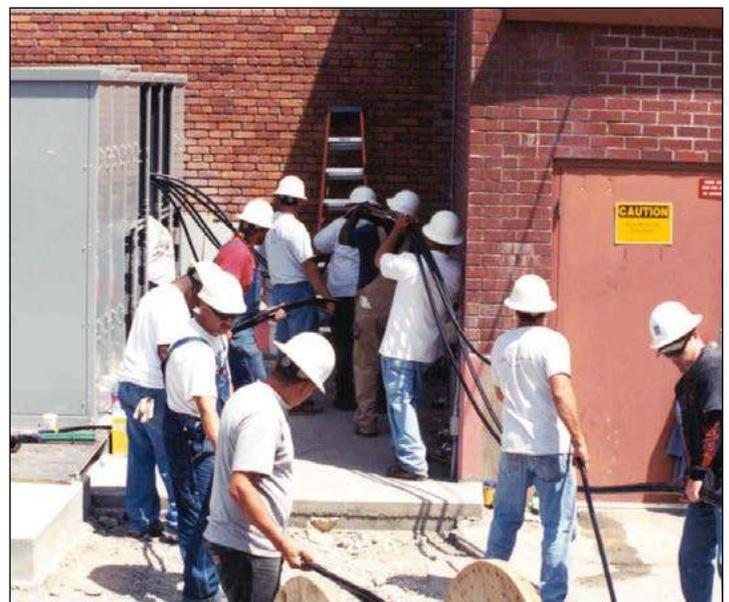
Day 14: Health & Welfare Data Center (2001)

In 2001, Mark III took on another project at the Old Libby's Cannery, off Alhambra Blvd in Sacramento. We were there in the 1980s transforming the once cannery into a data processing center for the State, which included a whole new electrical system. Twenty years later, Mark III was asked by a team of project managers to return to the site and make changes to the system. We interviewed long-time employee Ed Matis about the project:

Scope: Installation of a double retardant electrical back-up system in two buildings. Construction began on 2/19/01 and needed to be completed by 3/30/01.

Biggest Hurdle: “The timeline, coordination size and scope of this project, along with the strict deadline, made this project mind boggling. We could not shut down the power to the buildings while we worked and getting the material we needed in the short time frame was a tremendous challenge. We were working 12-16 hours a day, seven days a week.”

Are there any shout outs you'd like to give to other employees who worked with you on this project? “Alan Leslie, Abel Sanchez, John Gallianni, Don Cowan, Denise Jones, Scott MacKenroth, Mike Morton, and the other 25 or 30 people whose names I can't remember after 15 years.”





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Day 15: Prem Atwaal Profile

1) How long have you worked for Mark III?

Prem Atwaal has been at Mark III since 1984. A total of 32 years and counting

2) What positions have you held?

1984 – 1986: Mechanic apprentice
1986 – 1990: Mechanic/Driver
1990 – Current: Shop Manager



Hard work, honesty
and commitment will
ensure your success

-Prem Atwaal 

3) What initially made him want to work for Mark III:

Prem first started working at a freight company where he was a mechanic apprentice. A co-worker by the name of Steve Stimpson decided to leave the freight company to work in the Auto Shop at Mark III. Steve called Prem a little while later and asked him if he was interested working as a mechanic apprentice at Mark III. Prem recognized that this could be a good opportunity for him. His experience working on farm equipment back in Fiji helped him catch on quickly to construction equipment maintenance.

4) What keeps you at Mark III?

“I love the family environment here. I feel like I am a part of this big team.”

5) What is your biggest success?

“I have two big successes here at Mark III. Working here for 32 years and being able to move from an apprentice to Shop Manager.”

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

“Hard work, honesty, and commitment will ensure your success here at Mark III.”

7) What is something most people wouldn't know about you?

“I am dedicated to my community and faith. I am a board member at my Sikh temple and am a family man. I love all sports! My favorite teams are the Raiders, A's, Sharks, and Kings.”



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Day 16: Ed Mette Profile

If anyone knows the depths of Mark III's history (more than Mark or Tim) it's Ed Mette. Lovingly known to some as the "Grand Poobah," Ed has been with Mark and Tim from the beginning and has some great insight into what makes Mark III so successful.

1. How did you start with Mark III? "I've known Tim O'Brien since 1st grade and we went to school together all the way through to Sac State. I got a call from his brother Mark asking if I would meet him at the Raven Club on April 8, 1979 to discuss a business opportunity. I was an accounting student at Sac State and was working for another company at the time, doing the books, and I was bored. Mark asked if I would start at his new company Mark III and two weeks later I joined. It's been 37 years."

2. What were those first few years like? "When I started we worked out of the space downstairs (now known as the gym) and there were 4 desks for 6 people. We would have to rotate and share. Mark III offered me an exciting opportunity where I never got bored."

"I remember we never had time to do the billing, so we would spend one night a month and work all night just on the bills. John Galliani would bring us pizza and beer."

Ed started as the Accounting/Book Keeper and soon took over the Plumbing Division (for 10 years). Eventually he ran the Underground division, until he eventually ran the Fire Sprinkler division and finally, he became the Real Estate Construction Manager (which is his current position).

3. What keeps you at Mark III? "The challenges are exciting and it's never the same. Everyday for the past 37 years, everyday is something new."

4. What are your biggest project successes? "I designed the 10-story Senator Hotel in the 1980s and it was really complex and exciting. A tie for second place would be Libby's Cannery and the California State Lottery building."

5. What advice would you give a new Mark III employee? "The new ownership here is really solid and they have the same determination as Mark and Tim. Give Mark III a chance because the family-like camaraderie here won't let you down."

6. Tell us something about you that is non-work related?

Ed has a wife named Barbara and five sons, in addition to five grandkids.





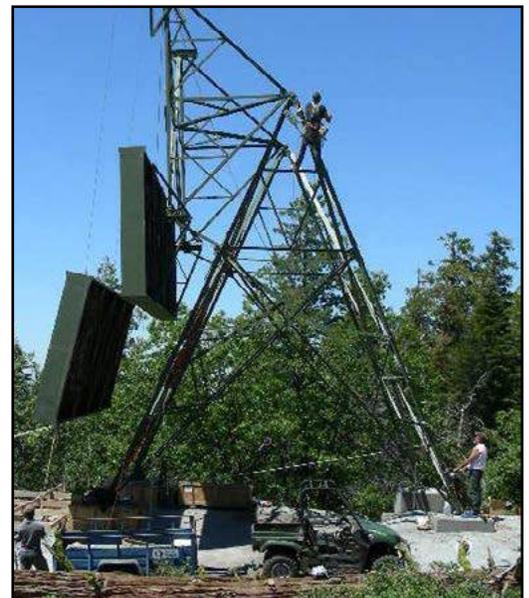
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Day 17: CHP Towers Project Profile (2009)

One of Mark III's most unique jobs, from a logistical standpoint, is the CHP Towers that took a significant amount of time and energy from the team. The timing was around 2009 and the project, contracted by the California Department of Forestry and also the California Highway Patrol, Mark III was hired to construct 13 radio towers throughout California. Over the course of two years, three teams of electricians and plumbers were sent to multiple mountain range locations, from Susanville to Ventura, and San Luis Obispo to Yosemite.

Mark III bid on the project as a prime and held the contract, hiring subcontractors to help with demolition and actual tower construction. Our electricians, plumbers, and concrete workers were then brought in to wire and lay pipe. Despite the time away from home, the logistics of trekking through mountain ranges with trucks and trying to arrange for the equipment delivery was very daunting.



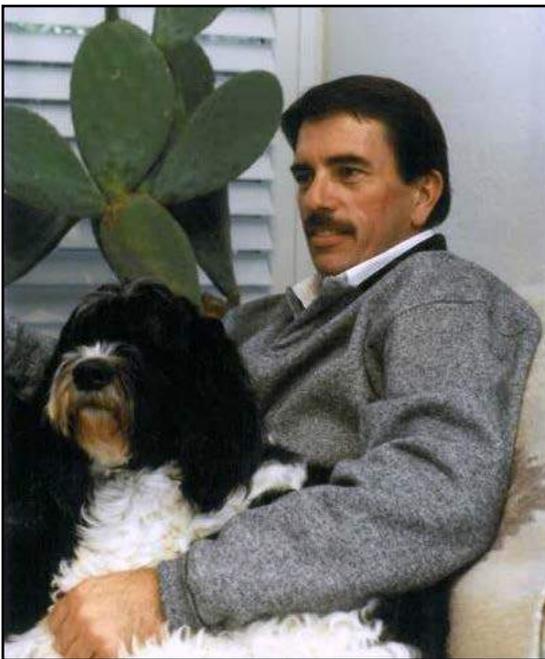
We spoke with Danny O'Brien about the project, as he was the Superintendent for the concrete and plumbing teams. Though this wasn't his favorite project, due to the time away from home and the complex nature of the job, he uses it as a great learning example for future projects. Danny remembers having a motor home in Susanville, but having to drive 2.5 hours each way to the project site through the mountains, with all of the equipment. The amount of dedication that it took for these teams to complete this \$6 million dollar project is immense and we owe them a lot of credit.



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Day 18: Remembering Gerry O'Brien



Gerry and his dog Carl

Gerry O'Brien was the middle brother of Mark and Tim. He was a visionary, straight shooter, student and businessman. Gerry loved to learn and was extremely intelligent. While in college, he changed both majors and schools 3 times, but still graduated with honors from UC Davis with a degree in Psychology in just 4 years.

A few years after graduation, Gerry joined his brothers at Mark III. The first project Gerry took on was managing the new construction of 32 houses over by the old fairgrounds. With his degree in Psychology, he had the talent to read and motivate the crews to be the best employees they could be. Not only did Gerry manage the crews well but he had the ability to see problems from every side.

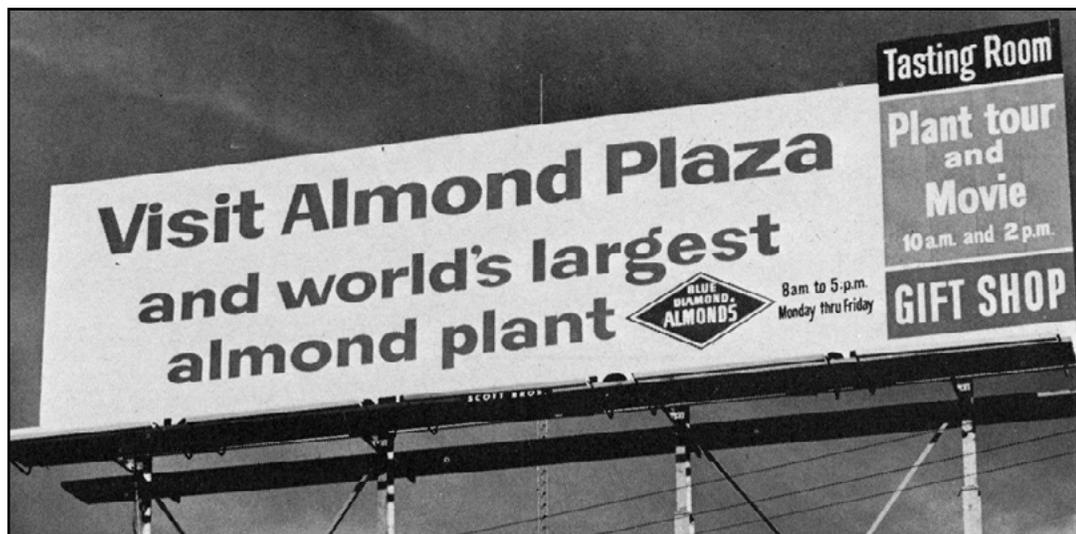
Challenging Mark and Tim was not a foreign concept for Gerry; he questioned most pre-planning decisions to make sure that all angles and possible issues were thought out.

Gerry spearheaded Mark III's expansion into Texas in the 1980s. He spent 12 years in El Paso building and managing projects and all of the success can be attributed to the dedication Gerry put forth. Mark and Tim thought that if Gerry had advice for a new Mark III employee it'd be "do it right the first time and do what you enjoy."

Memorable story about Gerry:

After the 32 homes were built, Gerry was tasked to oversee a warehouse in Stockton, CA. A few days into the project, Gerry and Mark went out to see how it was going. The crew on the job was completely new and when they drove up to the jobsite, the site was in shambles. Mark jumped out of the car and started getting his hands dirty. While pouring concrete, Mark looked up and saw Gerry standing off in the distance and couldn't help but become furious. After a long day of work, Mark gets back in the car with Gerry and asks Gerry "Why didn't you jump in and help me!?" The visionary that Gerry was responded with, "Are you going to come back here tomorrow and the next day? I stood back to see who would step up to the challenge and be able to run the job." Gerry passed away in January 1991 but he made a lifelong impact on his family, friends and Mark III Construction.

Day 19: Almond Growers Project Profile (1978)



In 1978, two years after Mark III started, Mark and Tim caught their first “lucky break”. Mark III found themselves in the middle of a dispute between the National Electrical Contractors Association (NECA) and International Brotherhood of Electrical Workers (IBEW). Mark signed an agreement with IBEW to utilize the electricians while they were on strike.

During this time, Mark’s last employer Wismer Becker approached him about assisting with the Almond Growers processing plant. They were awarded the Almond Growers processing plant but were unable to complete the electrical side due to the strike. The almond plant needed a lot of work completed before the harvest and the Owners were not going to take no for an answer.

The technology needed was way beyond the scope of what the Mark III team had done before and it took a lot of time, effort and trial and error to get the job done. However, the bigger issue was to overcome the obstacles that the IBEW was throwing Mark III’s way. They were not pleased to see us working during the strike. But Mark III saw an opportunity to take advantage. “Regardless of the obstacles we faced, we delivered on our word and rose to the occasion,” said Mark.

A couple of interesting stories which were frustrating at the time but somewhat comical to look back on:

1. Tim was warned not to bring his El Camino in to the jobsite. It didn’t have a Mark III sign on it, so it was technically not allowed. However, Mark III’s only truck at the time was in for service. He was told to park across the street in the employee parking lot and carry the material to the job site. Not an easy task!

2. There was a tight timeline on this project, so when Mark was asked to test the conveyor belt for the first time, he warned the owner’s project manager that it wasn’t ready. They weren’t interested in the details and said they wanted to see it anyways. So Mark pushed the start button and watched as an entire pallet of almonds fell from the third floor straight down to the first floor, in the elevator shaft. Needless to say, the first test didn’t go so well.



MARK III AT 40

40 STORIES IN 40 DAYS

Day 20: Mark III Developers '06-'09

Some Mark III newcomers might be surprised to hear that Mark III has had it's hand in real estate development for over 30 years. Starting in the mid-80s with Gerry O'Brien running the show, Mark III had a small team of developers who began purchasing land in Stockton, Tracy, Fresno and El Paso, Texas. We didn't want to compete with Buzz Oates or Pantone Developers who had the majority of Sacramento, but we found a lot of success in following in their path. For the first 15 years, the real estate side of the company "stayed in the shadows" behind the construction side, but as the years went on, things started to shift.

Around the year 2000, Mark III had an amicable split from one of it's partners, Buzz Oates, and started putting more and more focus on the development side of the company and expanding into Rancho Cordova, Rocklin and Elk Grove. The goal was to become a "vertical construction" company with a full service, in-house team. This meant that after a plot of land was purchased we were able to then have the Mark III architect design it, along with a design-build team, work with the Mark III generals to frame the building and pour the concrete and then get Mark III subcontractors to wire the electricity and lay the plumbing pipes. It was a well-oiled machine!

By 2005, Mark, Tim and Jennifer O'Brien realized that 75% of all billing was coming from the real estate profit and made the decision to put the focus on the developers' side. In 2006, the company's legal name changed to Mark III Developer's and Mike O'Brien was hired on to help manage the marketing efforts and make the transition as smooth as possible. It was a wildly successful venture, with a total of 11,000,000 SF of land developed in the Sacramento area (this includes a combination of buildings constructed with the intent to sell and also build-to-suit for clients such as BLT, Airgas and Financial Pacific.)



Offices at Sunset - Rocklin, CA



Mercantile Warehouses - Rancho Cordova, CA

However, around 2008-2009, soon after the real estate slump, Mark III started to feel the crunch from the economic decline. It was time to make a decision on whether or not to restructure the company and go back to its historical knowledge/expertise or to stay the course and try to ride it out. The ultimate decision, decided by Mark, Tim, Jennifer, Mike and Dan was to go back to our roots and once again invest our time and energy into construction. "Having a history of construction helped us weather the recession because we knew the importance of value engineering and how we could limit our overhead," said Jennifer.

Real estate at the time took a back seat, as they became asset managers (managing the properties Mark III still owned), versus developers. This has ramped back up somewhat since then, but nothing like it was 10 years ago. The name change went into effect on January 4, 2010 when Mark III Construction, Inc took off.



MARK III AT 40

40 STORIES IN 40 DAYS

Day 21: Arden Fair Mall Project Profile (1989)

Looking back on older Mark III projects, the general take away from each and every one seems to be, “we didn’t know that we couldn’t do it so we just had the guts to try it.” Sitting down with Mark and Tim, we gathered some information on the 1989 Arden Fair Mall renovation and expansion and how Mark III got involved.

This project called for site utilities and fire protection (water line upgrade) to the mall (originally built in 1957) along with adding Nordstrom and it’s connecting parking garage. This scope of work started around \$1.1 million but quickly expanded over the year of construction into resurfacing the asphalt in the parking lot, a bus stop, traffic signal and more (final contract value of roughly \$3.5 million).



The original project manager was Fritz Schaad who is credited to being the one “with the guts to bid the project and made a last minute \$300k cut to the estimate that won us the job,” said Mark. The competition was slim, due to subs needing a C-16 license (Fire Protection) in addition to knowing how to do the site work. Without Fritz we never would have had the gumption to go after a project like this. Soon after the project award we realized how complex the project was becoming (due to the customer, Homart, continuing to add additional projects) and Mark and Tim knew that Fritz needed support.

Enter Karen Silva, an Admin professional from another company who shared the Mark III office space, but had grown to know Mark and Tim. With her “Mother Hen” nature, they knew she would be able to take the lead on handling the Homart’s team and keeping them organized. Every Friday Karen, would go to lunch with Homart’s project team and “settle up” the additions they kept adding to the scope of work. Her diligence allowed us to create a paper trail and kept us from essentially, working for free.

The value of this project was \$3.5 million in 1989 which is approximately \$6.8 million by today’s standards.



MARK III AT 40

40 STORIES IN 40 DAYS

Day 22: Ed Matis Profile



Ed Matis, Electrical Superintendent, has worked at Mark III since October 1979. Starting as a laborer and working his way through various positions such as Service Tech, Plumber, Electrician, Pipefitter, Carpenter, Electrical Foreman, Fire Sprinkler Superintendent and more, Ed is truly a multi-tradesman. He was attracted to Mark III in 1979 because it was family owned and he saw a successful future. Today, he gives us some insight into what has kept him here after 37 years:

What keeps you at Mark III? “I like the people I work for, the people I work with, and most of the challenges I face on the job sites.”

What advice would you give new employees? “Do not be afraid to learn. Work hard and try not to make very many mistakes. When you do make a mistake, learn from it.”

What is something most people don't know about you? “Sometimes I can be a real SOB... Oh sorry, everyone knows that.”



MARK III AT 40

40 STORIES IN 40 DAYS

Day 23: Financial Pacific Project Profile (2009)

Due to the recession, the Financial Pacific project was the only ground-up construction project in the city of Rocklin in 2009. A real estate broker recommended Mark III for this unique opportunity. Mark III had never worked with him, but saw the opportunity to make money on the multi-trade project and his recommendation landed us the chance to bid the project and eventually win it. Ed Mette, Tim O'Brien, and Mike O'Brien can be credited for walking into interview fully prepared and able to sell our design-build capabilities.

Due to the recession, construction work during this time was really lacking. But this job at the Financial Pacific offices kept our employees working and the lights on at Mark III. The project had to be completed within the year and it required all hands on deck from the entire Mark III team. Mike O'Brien was the Project Executive, John Firchau was the Project Manager and John Pearson was the Superintendent. We sat down with Mike to discuss the project:

Scope of project?

This was a full design build project. It was a 2 story concrete tilt up full TI build out with underground utilities, concrete, electrical, fire alarm, plumbing and fire protection.

What was the biggest hurdle?

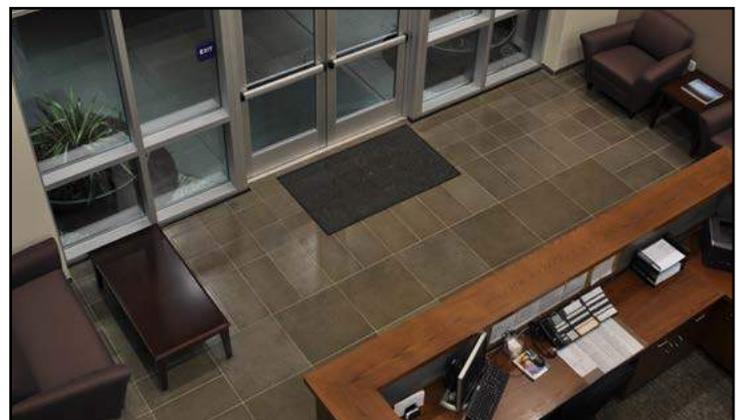
The entire project had to be completed in 2009. After careful consideration Mark III decided to start the project in January even though it was the rainy season. We decided to lime treat the soil, which increased the cost slightly, but allowed us to work through the rainy season and meet our deadline.

What was your biggest take away from the project?

Financial Pacific was Mark III's anchor project in the downturn. The project got the team through the recession and saved the company. The best part was that every employee from every trade was on the job working hard.

Are there any shout outs you'd like to give to other employees working with you on the project?

Everyone at Mark III in 2009 because everyone contributed to the success of the project. The Financial Pacific team was tenacious enough to build a building during the worst recession in a very long time.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 24: Tesla Lathrop Project Profile (2015)



The future of Mark III lies in customers like Tesla, who award complex, integrated projects that allow us to show off exactly what we can accomplish with the Power of One. We sat down with Electrical Division Manager Chris Woodrum (Project Manager at the time) to discuss the logistics of the project and its success:

Our first project with Tesla was at their Lathrop location, wherein we installed a 115 kV, 40 MW Substation with 12kV distribution. The project broke ground in March 2016 and lasted through July 2016. The timeline was only 3.5 months, which is definitely a fast turn around, especially for the amount of MW that was installed.

The project required our electrical team to work six days a week and log in 10-12 hour days. Mark III also had a team of concrete workers on-site and they pitched in pulling wire and when needed, the electrical team helped them pour concrete. The fact that we were able to share labor and equipment made all the difference. The owner provided \$3.8 million dollars worth of equipment and Mark III was contracted for \$3.9 million.

What made this project so unique? “The time line was challenging considering the size and complexity of the substation. However, we were the only contractor on the entire site to meet the deadline.”

This success was appreciated by the Tesla project team and has led to future projects at their Fremont facility.

Any shout outs you'd like to give? Mike Morton, Abel Sanchez and Tyler Parrish





MARK III AT 40

40 STORIES IN 40 DAYS

Day 25: Mike Morton Profile

Mike Morton is on his second tour with Mark III Construction. In 1997, he saw a job advertisement for an Electrician in the newspaper. He filled out an application and was put to work the very next day. From 1997 to 2003, Mike worked as an Electrical Foreman. From 2004 to 2007 Mike worked elsewhere but as soon as Mark III heard he was out of work, they jumped at the chance to have him back. His career has taken him to Electrician, Foreman, Superintendent and a Project Engineer in 2010 when the Electrical division needed some assistance.

Mike's favorite project is Hood Milk's Aseptic Filler but he's most proud of the Tesla Substation. It was challenging and something he's never done before. "It was a fast project timeline and we were the only guys to meet the deadline."

When it comes to advice to a new Mark III employee Mike says "In the words of Ed Matis, show up to work 15 minutes early every day." Ed Matis has been Mike's mentor throughout his entire career here and really values his work, knowledge and what he's done for Mark III.

"I've known these people for 20 years; they're what keep me here. It's not just that the Mark III team is family oriented, but they treat you like family."

Outside of Mark III, Mike is a musician and plays the electric and acoustic guitar. He is about to celebrate thirty years of marriage to his wife and is experiencing parenthood, for the second time around, as they just adopted three children who are 4, 9, and 15 years old.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 26: Dan O'Brien Employee Profile

How long have you worked for Mark III?

25 years, started when I was 19 years old

What positions have you held?

Started as a metal stud framer, concrete finisher, electrical foreman, underground foreman, plumbing foreman, fire sprinkler foreman, autoshop manager and trade specialist.

Which ones were your favorite?

Underground and plumbing foreman

What keeps you at Mark III after all these years?

Family and coworkers who have become friends

What is your biggest success?

McAllen, Texas. Spent 13-months building two huge tilt-ups and they just sold. We hired local crews to do the concrete, but used Mark III guys for the electrical and plumbing. I was the General Superintendent and worked with Jody Mosier quite a bit. Feels good to have them built and sold off.

What advice would you give a new Mark III employee?

If you don't ask; you'll never know. Be your own advocate.

Anything unique or interesting we don't know about?

I love to hunt and fish!





MARK III AT 40

40 STORIES IN 40 DAYS

Day 27: UC Davis Chiller Project Profile (2015)



One of Mark III's more recent projects is the UC Davis Medical Center Chiller #4 project, which began in early 2015 and is closing out this spring. With the scope of work being tricky from the start, John Pearson and team had their work cut out for them from the get-go. The project included the installation of an owner supplied chiller, three large AFC's and three large pumps, in addition to installing all of the chilled water piping and electrical.

In talking with Pearson, the biggest hurdle for this project was the size and weight of all of the piping and equipment. The goal for the main chiller, which was extremely heavy, was to get it transported, lifted and set in a small room. However, it then required coordinating the pump equipment and AFC's to be installed into a basement below, through a hole in the floor.

Unfortunately, not all Mark III projects leave the team feeling like it was a success from start to finish and this UCDCM Chiller project is one of them. However, with any complex project there is always room for a learning moment. With a project like this, the scope of work, combined with the weight and bulk of the materials made for a lot of learned lessons for the team. This is a great example of how we often celebrate our wins, but are not afraid to recognize lessons learned.



"This project taught us a lot, especially how important it is to follow the schedule and to communicate," Pearson said. Through a slow start, some disorganization and some management turnover... at the end of the day the \$2.6 million dollar project was completed on time and gave Mark III a story to look back on.

We asked Pearson for any employees that he wants to contribute to the success of this project: (in no specific order); Joe Snyder, James Burden, Matt Allen, Matt Scheally, Cameron Miller, Jody Mosier and Gene Barr



MARK III AT 40

40 STORIES IN 40 DAYS

Day 28: Hood Milk Aseptic Filler Line Project Profile (2009)

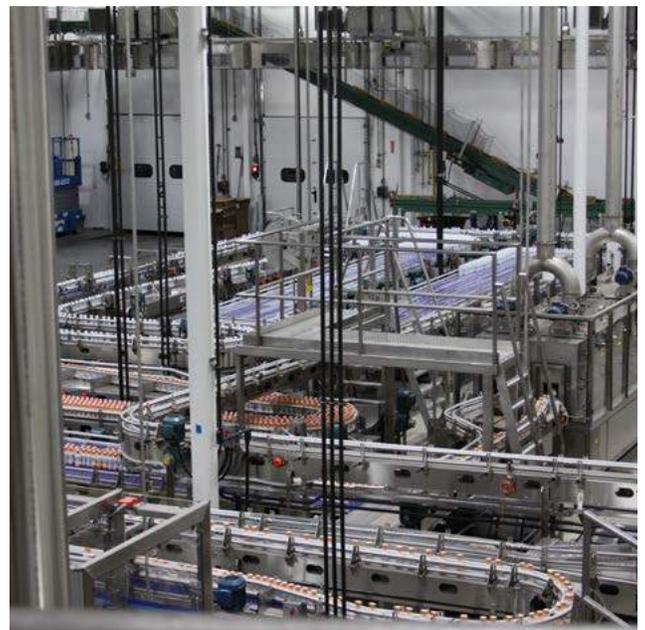


One of Mark III's most complex and successful electrical projects, is the Aseptic Filler Line install at Hood Milk, located in South Sacramento. This project came through another Hood Milk job (refrigerated storage facility) that Foreman Jody Mosier was working on, wherein he met Hood Milk executive David Coco. They were so impressed with his workmanship, Coco asked Mark III to bid on the aseptic filler project.

Despite the scope of work being an intricate and complex electrical install, the real hurdle for this project was a combination between the tight schedule (90 days) and the language barrier. Hood Milk ordered its equipment from Japan and with it came 45 Japanese workers and one translator. They installed the structure to the filler line, Mark III provided the electrical wiring and conduits.

Mike Morton, lead Foreman on the job, dealt with the language barrier between all of the workers and mastered the seemingly impossible time line that was given. Originally supposed to be completed in 90 days, a storm kept one of the shipments from arriving on time and granted the team an additional 30 days.

When asked, Dan Carlton said that without Mike Morton's dedication and tenacity we would not have met the aggressive time line. Jody Mosier and Ed Matis were also recognized for being highlights on this project and helping to get to the finish line regardless of the tight completion schedule. Despite the success of having this finished on time, this project began as a \$700,000 contract and grew to over \$1 million. Even better, it was such a highlight for Hood Milk that it led to a new, valued customer. Chris Woodrum has since become the main point of contact for HP Hood and said that since 2009, Mark III has contracted 100+ projects with HP Hood, ranging from \$1,500 to \$1.4 million.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 29: Jason Balukoff Profile

1. How long have you worked for Mark III? “First started in 1991 at the age of 17 in the plumbing division. I quickly switched to underground but work got slow so I only stayed a year. I came back in 1995 and have been here for 21 years.”

2. What positions have you held? “Underground laborer, equipment operator, foreman, and superintendent”

3. What made you want to come back to Mark III? “My older brother Jeff had been working in the Plumbing division for about five years and he heard that underground was looking to hire a laborer. He called me and offered me more money than what I was making currently so I took the offer. Within two years I found myself as a foreman on a job in Elk Grove because they needed the help. Ever since then I’ve managed any job that Mark III gives me.”

4. What keeps you here? Family atmosphere, daily challenges and a great team to work with.



5. What is your biggest success?

“Definitely my family. My daughter (8-year old Hayden) is my world. But work- wise, Sutter Home was my favorite project. It was a diamond in the rough and I’ll likely never see a project like that again - the complexity, the customer, the hands-on experience, it was a great job.”

6. What advice would you give a new Mark III employee?

Be a leader and create your own path to success; not a follower and travel someone else’s

7. What is something most people don’t know about you? “I was a volunteer fire fighter and EMT for 17 years in both Sacramento and San Joaquin County. I’m also a competitive sporting clay shooter.”



MARK III AT 40

40 STORIES IN 40 DAYS

Day 30: Sutter Home Winery Bottling & Distribution Center Project Profile (2013)

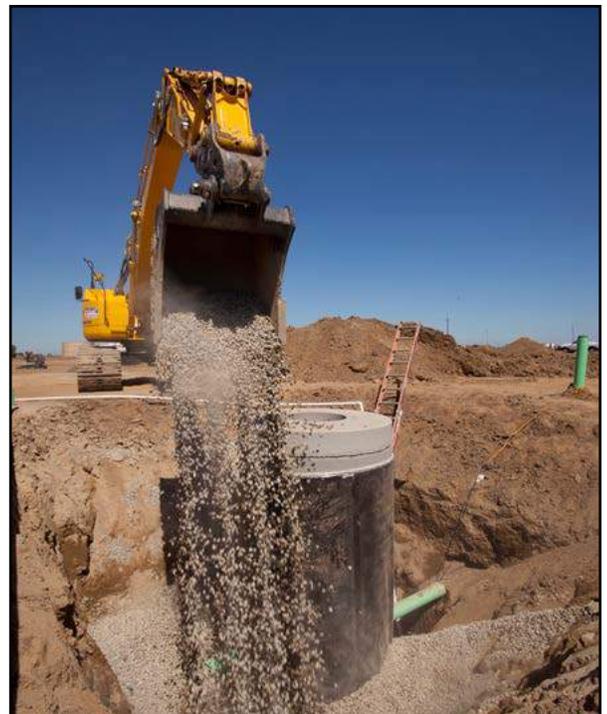


Notably Mark III's largest project, both in terms of size and dollar value, the Sutter Home Winery and Bottling Distribution Center is an exciting piece of Mark III history.

The project included ground-up construction of a new distribution center in Lodi, CA, consisting mostly of site work (grading, paving, underground utilities), site concrete, an electrical substation and a small portion of plumbing. Beginning in April 2013 and finishing in the fall of 2015, this \$17.3 million dollar project took a lot of manpower and a lot of time. Managing the project was Gabe Deurloo, currently Mark III's Project Executive, with his onsite project superintendent Jason Balukoff.

When asked what made this project so unique, the word "volume" comes to mind. This project was the largest Mark III's team had ever taken on and with it, came hurdles that were continually pushing the boundaries. Deruloo has a clear memory of sitting in the initial project meetings after the award and learning the news that the architect hired for the project didn't exactly finish. The plans were all in 2D and required the team to take additional time and resources to provide Design-Assist services to the owners. Basically, they had to build one utility at a time so they could ensure things were spaced out appropriately and not conflicting with one another.

The success measured from this project goes beyond the profit margin, but in the quality and efficiency of the project, and of course the customer satisfaction. "This project allowed us to hire a lot of quality people who are still with us today and to grow as a division," Deurloo says. It has become a stepping stone, and an excellent reference, for other large industrial, food-grade projects that fall in line with Mark III's quest for complex projects.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 31: Fernando Nuno Employee Profile

How long have you worked for Mark III?

It'll be 17 years in December 2016.

What positions have you held?

I have always been in the plumbing/mechanical industry although I have helped out Jason Balukoff a few times in the underground division. I've been a Laborer, Lead Plumber, Plumbing Foreman, and now a Plumbing Superintendent.

What initially made you want to work for Mark III?

Before Mark III, I was working in San Jose when Pepe Hernandez asked me to help out with a landscaping project. While there, someone recommended that I should try to become a Plumber. Jose Garcia, who has been here over 20 years, helped me move to Sacramento and secure a job with Mark III. I didn't have any plumbing experience at the time but I learned everything on the job and ended up liking it.

What keeps you at Mark III?

I feel like I'm treated like family here.

What is your biggest success?

Feather River Hospital was my biggest success. It was my first project with medical gas and I learned a lot from it. Not only was it a learning experience but the project was profitable too!

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

Choose something that you really love to do. If you are going to wake up early and go to work every day it should be something that you're passionate and excited about.

What is something most people wouldn't know about you?

I've been married to my wife Velvet for 20 years. We have two children, Jessica who is 19 and Emiliano who is 9. I grew up in LA, moved to San Jose after graduation and have been in Sacramento for the last 18 years.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 32: UC Davis Solar Power Project Profile (2015)

This time last year, with the SunPower Corporation, Mark III completed its first solar project (at UC Davis) and it was a huge success. In fact, we broke a national record!

The electrical project took approximately five-months, with 16,000 hours of manpower needed during a very hot Sacramento summer. The project consisted of installing solar panels and inverters that tie into an existing sub-station. The panels were about 6' x 3' in size and 37,444 of them needed to be installed, across 60+ acres - in 21-days! Our team definitely had their work cut out for them.

When Kua Thor (Foreman on the project) learned that SunPower's last solar install had an average install of 1,853 panels per day, he knew our team could come close to that, or perhaps even surpass it. Those first few days of install (about 500 per day) were slow as the team not only got to know each other (32 new faces were hired) but they also tried to figure out a process that was both efficient and effective. By the end of the 21-day stretch, Mark III had averaged between 2200-2800 panels per day, blowing the previous record out of the water.

Kua and Jeff Olsen (Electrical Division Manager at the time) proudly talked about this install as being a huge success for Mark III. This was a huge "learn-by-doing project" on a very large scale and in a very tight time line. SunPower was impressed with both the speed and efficiency, but also the workmanship. They ended up using our method of install as company protocol for future jobs. Also to note, they had very strict and unique safety procedures, but ended up developing their JHA's (Job Hazard Analysis) documents based on how we wrote ours. A testament to the Mark III way!

This solar project was a \$1,917,000 prevailing wage job and brought about many new hires.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 33: Kevin Woodbury Employee Profile

How long have you worked for Mark III?

I was hired by Gerry O'Brien in November 1988. I met Gerry while working as a Purchasing Agent at Panattoni, Oates, and Massie Development. Gerry was developing property in El Paso Texas in Partnership with POM. After POM I obtained my real estate license and became a sales representative at Sylva-Kirk and Company. I was working at Sylva-Kirk when Gerry hired me.

What positions have you held?

I've worn a lot of hats here on the real estate side of Mark III. I've acted as In-house Marketing Director, Property Manager, Development and Construction Manager for Mark III Real Estate projects, and have been involved in just about all aspects of Real Estate for Mark III through the years.

What initially made you want to work for Mark III?

I loved the idea of developing properties and creating value. Through my interaction with Gerry at POM, I could see I would learn a lot from him. I have learned so much about real estate and business from Gerry, Mark and Tim. I consider them all to be mentors.

What keeps you at Mark III?

Mainly, it is my loyalty to Mark and Tim and the Mark III company. The challenges of my job keep my days exciting and varied. It is also very exciting to watch the growth of Mark III.

What is your biggest success?

Over the last 28 years, our real estate team including Gerry, Mark, Tim, Jennifer, myself, and many others through the years have developed and managed over 5 million square feet of commercial properties.

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

"When I worked at POM, Charlie Massie gave me a to-do list to be completed by the end of the next day with 10 items on it. I told Charlie, "This is a lot to do for one day!" He replied with a drawl, "Son, you just need to take bigger steps and more of them." I completed the list and learned that you do whatever the job requires. My advice to anyone starting their career, "Do what the job requires and you will be rewarded."

What is something most people wouldn't know about you?

I received my degree from UC Santa Barbara in Environmental Biology and took classes towards a Masters in Biology. My career path is very different from my educational path.





MARK III AT 40

40 STORIES IN 40 DAYS

Day 34: Fresno Office Profile

Though the majority of our projects come through the Sacramento headquarters, our Fresno office is by no means second-rate. This fairly new team, just two-years old, has made huge strides in getting the Mark III name spread across Central California and are continuing to gain traction. We sat down with Fresno Division Manager Tristan Hankla, as we approach the two-year anniversary (May 30) and the future of the Fresno office:



How involved were you in the startup of the Fresno location? Very involved from the start. I was hired in early 2014 with the intent to lead the Fresno office. I spent the first 100 days working out of the Sacramento office to get things up and running. I would travel down to Fresno to look at projects, properties, review lease agreements, and interview potential candidates. When we opened our doors on May 30, 2014 the first few weeks were spent setting up utilities, having the office painted, securing the furniture, etc. From the beginning, I had one service technician and one project coordinator (Hayley Graham Chavez) and we were ready for business!



How does the Fresno office structure differ from Sacramento? My background is in Electrical, so we started with the one electrical technician and have grown to 25-strong. In April 2015 we added plumbing and wet side mechanical with the addition of Project Manager Ian Leisle. In the past six weeks we've added HVAC through our most recent hire Jeff Lanini - which is exciting. Currently we have about eight office people and around 30 in the field.

What do you foresee for Fresno's future? We have already outgrown our building and plan to get bigger. We hope to have a new office by the end of this year and continue adding to the team. In the far off, distant future, I'd like to have a small pre-construction team in our office. We already have a pre-construction process in place for electrical and plan to add mechanical next. We are gaining a lot of traction in the area, because it's predominantly agriculture (food production), we are seeing more and more complex production facility projects come down the line.

How do you maintain the Power of One from 3 hours away? I actually think it's a little bit easier to maintain because the office is so much smaller. We are fully integrated and the communication between the team is vital to our success. Everyone wears multiple hats and the boundaries between project roles are much less rigid, making us really unified...It continually reminds us that we are all striving towards the same goal.



MARK III AT 40

40 STORIES IN 40 DAYS

Day 35: VSP Project Profile (2014)

In 2014 Mark III partnered with Descor Builders and took on a complex project for VSP (Vision Service Plan). The scope of work was to renovate a building in Folsom, CA - gut it and expand it a state-of-the-art optical lab. The finished product was an 80,000 SF facility with a 9,600 SF office, auditorium and employee lounge. Also included was a 70,000 SF optical lab with an equipment yard. Though Mark III contracted the job as a Prime to VSP, we ended up partnering with Descor so that they could handle the general side and we could focus on the management of MEP. This was an all-hands on deck, design-build project involving our Fire Protection, Fire Alarm, Electrical, Plumbing and Hydronic Piping trades. We sat down with Mike O'Brien to discuss the details:

What was the biggest hurdle for the team? The tight timeline was difficult, we had 11 months to design and build. The owner provided the equipment, and this coordination effort included equipment from the old lab in Rancho Cordova and the other half came from all over the world (including Germany and Italy). Some of the equipment was the first of its kind and no one had ever seen it before, let alone install it. It also required metric measurements and 6:00 AM conference calls to Europe. We had one weekend to get the majority of the equipment in, which meant coordinating with a moving consultant and staffing the project by the hour.

What makes this project unique? This was a unique project in its complexity and set of challenges. However, Mark III was able to execute the multi-trade delivery on a large complex project which “proved our multi-trade vision was on its way to reality.”





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.

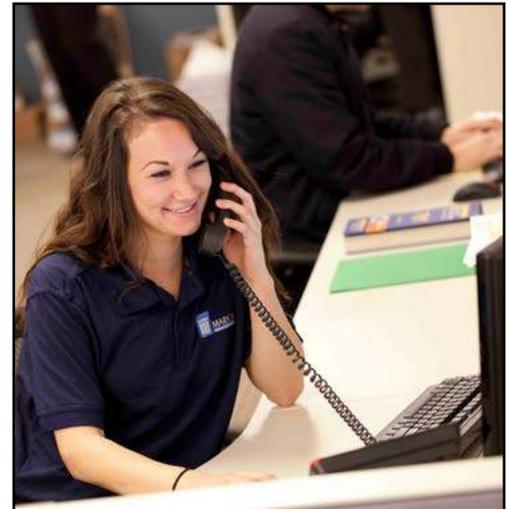
Ron Neese, considerably the "founder" of the Service Division began his Mark III career as an Electrical Foreman in 1988. When the O'Briens decided to open a Service Division in '96, Ron was their first choice in managers. He led the division very successfully for 10 years until his death in 2006.

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.



MARK III AT 40

40 STORIES IN 40 DAYS

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!





MARK III AT 40

40 STORIES IN 40 DAYS

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:

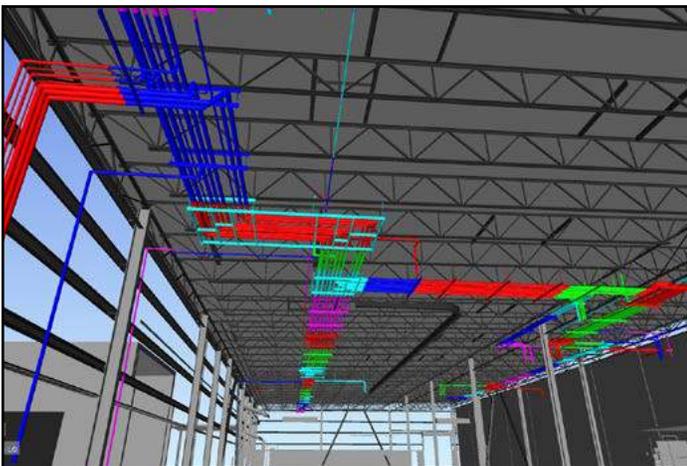
What are some of the hurdles that you anticipate or have seen thus far? The design was difficult to get off the ground, because we were handed an incomplete set from the engineer hired by Mitsubishi. There were a lot of discrepancies and it required us to bring our Design team into the process much earlier 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





MARK III AT 40

40 STORIES IN 40 DAYS

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.





MARK III AT 40

40 STORIES IN 40 DAYS

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.