

FACILITY SOLUTIONS GROUP

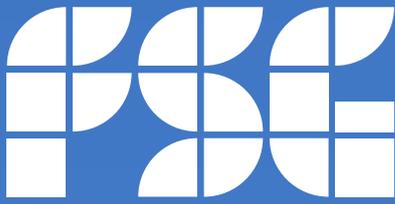
FSG WIRE

EMPLOYEE NEWSLETTER



Building the Enterprise

2026 Q1: JAN - MAR



FROM THE EDITOR

As an FSG employee, **your stories matter**. Whether it's a job highlight, a project breakthrough, a learning moment, or a creative solution in your area of expertise, your personal experiences inspire all of us, and I'd love to share your stories in future newsletters. Email me at scott.delony@fsgi.com.

Scott Delony
Marketing Communications Manager

IN THIS ISSUE

THE VISION FOR 2026

CEO Bill Graham shares the future we're building for the Institution - "the Enterprise."

ENTERPRISE CONSTRUCTION

COO Jason Zipprian, shares what empowerment looks like in the construction business.

ENTERPRISE LIGHTING

COO Leon Mowadia, shares what empowerment looks like in the lighting business.

ENTERPRISE SERVICE

COO Victor Williams, shares what empowerment looks like in the service business.

LEADERSHIP UPDATES

New leadership has been appointed for Smart Buildings and Corpus Christi.

PURCHASING PULSE

Supply chain and Tariff updates, New T-Mobile perks for employees, and more.

EMPLOYEE SPOTLIGHT

Meet Reed Hunter, Lighting Specifications at FSG Austin.

INSIDE THE DIVISION

Learn about what's happening in El Paso and New Mexico.

FSG PREFAB

Learn about FSG Prefab's vision for 2026 and beyond.

FSG BABIES

This quarter we celebrated one new baby joining FSG!

SON LIGHT

Deon Snider offers a Biblical perspective on stewardship of the gift of life.

SOCIAL MEDIA RECAP

Catch up on what you may have missed on our LinkedIn.

FSG WIRE is an internal newsletter published quarterly by the FSG Communications team.

EDITOR:

Scott Delony

CONTRIBUTING WRITERS:

Andrew Layman

Antonio MaMaron

Bill Graham

Oscar Montes

Jason Zipprian

Jerrold Kew

Leon Mowadia

Victor Williams

Deon Snider

GRAPHIC DESIGN & LAYOUT:

Raine Robinson



The Vision for 2026

Bill Graham, CEO

As we begin 2026, FSG stands at a transformative moment in our history. For more than four decades, we've been known as a group of high-performing operating companies. Each one thriving in its own right and each one deeply committed to customer service and excellence in the field. But now, we're moving forward, together, toward something greater: becoming a true *enterprise*.

When I say enterprise, I mean a company built not just to last, but built to lead. A company that will thrive long after any one of us is gone. An enterprise aligns its people, systems, and strategies across all locations to better serve our customers, create greater value, and build a future worthy of our shared legacy.

This shift demands a new *framework* for how we think and operate. At its core, the transition is moving from individual operating companies to a fully integrated *enterprise model*. What does "enterprise" mean? It means we're no longer a set of independent businesses connected under the FSG name. Instead, FSG is one unified organization with shared goals, centralized support, consistent branding, and strategic alignment at every level - from lighting and construction to services and market operations. Simply put, we want to be excellent in everything, everywhere.

You may be thinking, "How will this happen?" or "What does this mean for my team?" Those are fair questions. I recognize that our senior leadership needs to do a better job of communicating what's changing and how it affects you.

Going forward, we're committing to more consistent and transparent communication. Whether it's new systems, org charts, support tools, or performance expectations, we will make sure you know what's coming and how you can engage. In the next few pages, our COOs have taken the first step by laying out exactly how their areas are changing for the enterprise. The shift to enterprise is NOT about control or taking autonomy away. It's about unleashing the full potential of our people and capabilities in a coordinated, scalable way, across the nation.

Rest assured, we're working hard to make sure every market, every team, and every leader is brought along with the right information and at the right time. By the end of 2026, FSG will no longer be a group of successful operating companies. We'll be a true enterprise and an enduring institution. That's the future we're building, and I'm proud to build it with all of you.



Enterprise Construction

Jason Zipprian, COO of Construction

Empowerment in construction is built through proven processes, disciplined execution, and the confidence that comes from operating with clear standards and strong support.

As FSG becomes a unified enterprise, our goal is to strengthen construction operations nationwide, so every team consistently delivers excellent work, regardless of market. Construction is not a supplemental business line. It's a strategic platform that requires alignment, accountability, and disciplined execution.

Clarity of Ownership

Local teams will remain responsible for building strong operations, developing talent, and owning outcomes. Enterprise support is not about limiting growth! It's about ensuring that teams have the structure, resources, and guidance to take on the right work in the right way.

We're focused on standardizing construction processes. These aren't experimental systems. They're proven methods that reduce risk, strengthen delivery, and help teams scale effectively. Empowerment means every location operates with the same foundation of best practices, but keeps its local leadership and expertise.

How We're Strengthening Construction in 2026

In 2026, we're implementing the following enterprise initiatives:

- **Strategic Pursuit Framework:** standardized go/no-go criteria to ensure we pursue projects aligned with FSG's strengths, focusing on client relationship strength, execution readiness, and margin protection.
- **Central Estimating Support:** enterprise resources to increase consistency and quality in our bidding process, with clear points of contact and improved win-rate effectiveness when local estimating support is needed.
- **Enhanced Leadership Engagement:** minimum recurring virtual touchpoints, required annual market visits by the COO & EVP, and ongoing engagement initiatives to strengthen communication and execution consistency.
- **Governance and Accountability:** clear reporting expectations, standard operating metrics, quarterly performance reviews, and alignment of construction results with leadership evaluation.
- **Talent Development Programs:** training pathways for estimators, PMs, and field leaders, with shared best practices and deployment of experienced support across markets.
- **National GC Relationship Leverage:** coordinated expansion of existing partnerships across markets, with enterprise support aligned behind local relationship ownership.
- **Collaboration and Shared Decision-Making**

Construction is complex and risky, and we're moving toward a model where major opportunities are approached with collective wisdom rather than isolated decision-making. Every major opportunity will be evaluated collaboratively based on project size, client relationship strength, execution readiness, margin profile, and strategic value.

This enterprise approach strengthens accountability by making expectations clear across the entire project lifecycle—from strategic pursuit and estimating through project execution, turnover, and client delivery. We'll measure success consistently: bid win rate, estimate accuracy, project margin performance, change order capture, schedule execution, and client satisfaction. What gets measured gets improved.

Why This Matters

Empowerment requires more than process—it requires investment in capability. This year, we're focusing on leadership development, clearer expectations, and stronger operational support, so construction professionals can grow confidently within FSG.

When our construction teams are empowered this way, our clients experience the same confidence and professionalism nationwide, our teams gain clarity and confidence, and our people experience the clarity and support needed to build something lasting.



Enterprise Lighting

Leon Mowadia, COO of Lighting

I've never been more excited about the lighting business. As we enter 2026 with FSG Lighting as ONE National organization, we're one of the largest specialty lighting companies in the country.

In the lighting business, we're seeing what happens when people are given real opportunity, backed by shared expertise and national support. It's no longer about what one market can do alone; it's about how far we can go when we build together.

Since implementing the start of the Enterprise rollout in the Lighting Business, employees have been given the opportunity to grow within FSG. We have had team members become New Team Leads. We have seen individuals move from one of our business units to our new Customer Service Representative teams, and we have seen a large number of employees join regional teams, each servicing $\frac{1}{3}$ of the country. This means more career opportunities than ever before for those who love the lighting business. All of this demonstrates FSG's institutional commitment to individual growth and advancement.

As FSG becomes a more unified enterprise, lighting is positioned for significant growth because our teams are no longer operating in isolation. Instead, lighting professionals across the country are becoming part of one connected organization, supported by national collaboration and enterprise alignment.

First, empowerment in lighting means expanding access to opportunity. Traditionally, lighting growth has been limited by the size of a local market. But in a unified enterprise, lighting teams can contribute across regions, support national clients, and apply their expertise beyond one geography. This creates new career pathways, a broader impact, and greater scalability.

Second, we're focused on strengthening lighting through shared standards and aligned execution. Enterprise does not remove local ownership. It strengthens it by ensuring that lighting teams have consistent support, tools, and direction as we expand.

Third, our vision of "Centrally Serviced, Locally Led" promotes growth in our local markets. The Lighting Enterprise is an extension of the local market offices. Now, all of our local and national lighting businesses can scale by offering services they may never have had before. This allows us to grow without adding staff, expertise, additional training, and additional overhead by utilizing our Lighting Enterprise to support sales efforts.

One of the greatest advantages of the enterprise model is the ability to leverage expertise across the country. Designers, specialists, and experienced lighting professionals can support multiple markets, helping raise the quality of delivery everywhere. Lighting teams are now part of something bigger than a single office. They are part of a national network - One National Lighting Business.



Enterprise Lighting

Leon Mowadia, COO of Lighting

This means:

- A unified lighting organization across all markets
- Shared expertise and collaboration nationwide
- Greater opportunity for career advancement and expanded roles
- Enterprise alignment that supports scalable growth

Empowerment also requires clarity. People need to understand how lighting fits into the enterprise, what the opportunities are, and how roles connect across the organization. Communication is essential as we scale, and we are committed to making that clarity stronger moving forward.

As we move into 2026, alignment across lighting will continue to accelerate. When our lighting teams are empowered this way, FSG becomes stronger in every market, and our people gain the opportunity to grow, lead, and contribute at a national level.

We're one FSG Lighting national business - Centrally Serviced, Locally Led - and the sky's the limit!



Enterprise Service

Victor Williams, COO of Service

From a service and operations standpoint, empowerment isn't an abstract idea. It shows up in how clearly work is defined, how consistently it's delivered, and how well our teams are supported to execute.

This year at FSG, our focus is on building a service organization that is clear, accountable, and scalable, so our people can spend less time navigating ambiguity and more time delivering value to clients.

First, we're sharpening the clarity of ownership and accountability across service delivery.

Every role, workflow, and client commitment should have a clear owner and a defined outcome. Empowerment means our teams don't have to guess who owns what or how success is measured. Clear accountability enables faster decisions and higher service quality.

Second, we're standardizing service delivery where consistency matters most. We're investing in repeatable service models and shared frameworks so teams are not reinventing the same solutions. This foundation allows our people to focus their expertise where it adds the most value, at the client level.

A key enabler of this shift is our continued investment in web-based technology. This year, we're introducing and expanding platforms that:

- Centralize service workflows and documentation
- Create real-time visibility into work status and ownership
- Improve handoffs between teams
- Make performance and outcomes easier to track

These tools remove friction and give teams the information they need to manage their work with confidence. We're also using this technology to strengthen performance visibility. Accountability works best when it is transparent and shared, supported by clear metrics and accessible dashboards.

Equally important is how we support our people. Empowerment requires capability building, not just new tools. This year, we're focused on clearer role expectations, better onboarding, and intentional coaching so individuals know how to grow within FSG.

Ultimately, empowerment comes down to trust supported by structure. We set high standards, provide the tools to meet them, and remove obstacles. In practical terms, this means:

- Clear ownership and decision rights
- Standardized service models with room for professional judgment
- Web-based tools that improve visibility
- Transparent metrics tied to outcomes
- Intentional development of service talent

When service teams are empowered this way, clients experience consistency and confidence, and our people experience clarity, ownership, and pride in how the work gets done.



Enterprise Service

Victor Williams, COO of Service

Examples of What's Changing in Service

To make this empowerment real and actionable, we're already implementing several specific changes across service operations:

- We've added a stronger financial and operational structure through the service WIP by adding revenue recognition, helping ensure service work is accurately and timely reported.
- We've introduced centralized dispatch support in areas where operational coordination is needed most. This approach has been tested, is performing well, and we'll continue expanding it as demand and opportunity arise.
- We're continuing to develop improved service systems in partnership with Matt, Adam, and the development team. This includes enhancements to Service Lab and billing processes, with better workflows and execution support rolling out this year.
- We're also focused on driving organic growth through the Remote Technician Program, expanding our ability to serve customers efficiently while creating new opportunities for responsive, scalable service delivery across markets.
- A major priority this year is creating clear opportunities for growth and development for our people, while also building stronger operational support structures that help teams succeed at every level.
- As we scale, we're working intentionally to remove operational "silos" by aligning service teams around a unified enterprise vision, strengthening collaboration, and ensuring we continue delivering excellence consistently across FSG.
- We're actively supporting underperforming service operations to strengthen bottom-line performance. Our goal is for every service team to operate profitably, and we're confident we'll achieve that this year.
- We've expanded the Solutions Team and will continue building it out, not only to support business development opportunities but also to strengthen and grow our existing operations.
- Finally, we're working toward better reporting and tighter performance visibility, ensuring we deliver a consistent customer experience and have the insights needed to manage service at a high level across the enterprise.

Enterprise is the next level of success for FSG.

Leadership Updates

Kevin Reese Named Vice President of FSG Corpus Christi



Kevin began his career with FSG in 1997 in Corpus Christi at what was known as Design Electric, working alongside the American Light team. He started as an apprentice electrician and joined the CTC apprenticeship program, which allowed him to advance quickly and earn his journeyman license early in his career and his Master Electrician by age 22.

Over the years, Kevin progressed from field leadership into project management and estimating, and most recently served as Field Operations Manager before his appointment to Vice President. As he steps into this new role, Kevin says his goal is to continue building strong projects that the team can be proud of and perform work that serves the community for years to come.

Steven Sparling Named Vice President of FSG Smart Buildings



Steven's previous role was Operations & Service Department Manager. He assumed his new role of Vice President in January.

Steven has consistently demonstrated strong leadership, sound judgment, and a deep commitment to operational excellence. His contributions to our operations and service teams have been meaningful and lasting, and his ability to lead with clarity, accountability, and purpose positions him well to guide the continued growth and maturation of our Smart Buildings organization.

David Burrough Named Director of Enterprise Solutions



David previously built the foundation of our Solutions Team and later returned to FSG as Director of Innovation, where he launched the InSite initiative. Most recently, as Director of Business Development & ESCO Sales, he has been instrumental in establishing our leadership in the energy solutions market.

In this expanded role, David will lead the newly formed Enterprise Solutions Team. This group brings together Strategic Accounts, National Accounts, Solutions Managers, and subject matter experts across lighting controls, signage, solar, EV charging, and Smart Buildings under one cohesive framework.

EMPLOYEE SPOTLIGHT

Reed Hunter
Lighting Specifications & Quotations
FSG Austin



This quarter, we're excited to shine the spotlight on [Reed Hunter](#), a member of our Lighting Specifications and Quotations team in FSG Austin. Reed joined FSG in July 2021 after working with an ESCO in Dallas, where he specialized in specifying and building proposals for energy-efficient lighting retrofits.

Since joining FSG, he's contributed to countless lighting projects and takes pride in his ability to show architects, designers, and end users how lighting can completely transform a space without pushing a project beyond its budget.



"In my world, everything comes down to budget. By having in-depth conversations about the vision of a project, I'm able to reallocate costs and weigh the budget properly. This helps achieve the look and feel the customer is after while staying within reason.

- Johnny Farmer

What energizes Reed most is designing multilayered lighting and controls systems and seeing those designs have a positive impact. Budget constraints are often the toughest part of his work, but Reed navigates them by clarifying project vision and thoughtfully reallocating costs to achieve the desired results. Learning AGI32 early in his FSG career has also elevated his success, allowing him and the team to turn conceptual ideas into realistic light levels and renderings.

Outside of work, Reed enjoys golfing and spending time with his friends and family.

Reed, we're grateful for the creativity, dedication, and expertise you bring to FSG every day!

Looking Ahead to 2026

Antonio McMaron, Training Specialist

As FSG continues to grow and evolve, the Learning & Development department remains focused on building learning experiences that equip our teams for long-term success. In 2026, we will continue expanding structured onboarding, role readiness training, and process-driven learning resources to support consistency across all locations.

Our focus for this year includes:

- Strengthening operational knowledge, leadership, and skill development.
- Expanding system and process training to reinforce consistency and efficiency.
- Establishing clear learning and career pathways that support growth and develop future leaders within FSG.

We'll continue partnering closely with the Safety Team to ensure excellent safety training, awareness, and best practices are embedded into our learning programs and daily operations.

Through our expanded Learning Management System (LMS) content, Live On-Demand training, live workshops, third-party training opportunities, and updated training and process guides, we're committed to providing the tools and support our teams need to work confidently and efficiently.

The L&D Vision

Our vision is to inspire and shape the next generation of leaders through purposeful, unified training that honors the diverse needs of our people. [Click here to win the giveaway!](#) We lead by example, illuminating clear and compassionate pathways that empower every individual to rise to their fullest potential.

We're excited to continue building a culture of learning, growth, and excellence across the entire FSG institution.



Inside The Division

FSG SOUTHWEST: EL PASO & ALBUQUERQUE

Building Momentum Across the Southwest

Under the leadership of Jerrod Kew, FSG continues to grow its presence across the Southwest in New Mexico and West Texas, with locations in both Albuquerque and El Paso. The teams deliver a wide range of electrical and lighting solutions for customers across the region.

With 11 technicians based in Albuquerque and 13 technicians in El Paso, both branches support projects ranging from electrical construction and service work to lighting retrofits and sign installations. From retail renovations in Santa Fe to high-demand industrial work in Roswell, FSG Southwest continues to prove its ability to execute complex projects with precision, safety, and customer satisfaction. These milestone achievements reflect the strength of the region's teams and the growing opportunities ahead.

El Paso Milestone Project: Leprino Food Production Lighting Retrofit

El Paso's team reached an important milestone with a large-scale lighting retrofit at the Leprino Food Production Area in Roswell, New Mexico. This industrial facility is part of the world's largest mozzarella cheese production operation, spanning an incredible 850,000 square feet.

The scope of work focused on replacing outdated lighting throughout active food processing areas. The job required strict compliance with food safety protocols, including daily cleaning and grounding of tools and equipment before entry. Each technician also completed special training to meet the facility's standards.

Working conditions were extreme, with temperatures ranging from -32 degrees to 150 degrees, making safety and endurance a constant priority. FSG's Safety Manager, Rachel Lopez, played a key role in helping the team manage fatigue, hydration, and safe work practices.

Accessing fixtures required coordination with a scaffolding contractor, and the impact of the new lighting was immediately noticeable. The project has progressed through four phases, with phases five and six now under consideration, which is clear evidence of the customer's confidence in FSG's performance.

Adrian Carrillo, PME, and his team of six technicians were instrumental in delivering success on this demanding job.

Inside The Division

FSG SOUTHWEST: EL PASO & ALBUQUERQUE

Albuquerque Milestone Project: Lexus of Santa Fe

One of Albuquerque's standout accomplishments this past year was the tenant improvement project at Lexus of Santa Fe. FSG's scope of work included a full showroom remodel, exterior lighting upgrades, and EV charger installation.

The project brought unique challenges, including the distance from Albuquerque and the need to coordinate daily with the general contractor while the dealership remained fully operational. Midway through the job, the original GC withdrew, and a new GC took over. Maintaining momentum and keeping contracts aligned was a major undertaking, but the team successfully pushed through.

The project was completed on time and under budget, and the customer was extremely pleased with the final result. Project Manager Isaiah Gurule led the effort, supported by a dedicated team that delivered excellent execution under demanding conditions.





FSG PURCHASING PULSE

As we begin 2026, FSG continues to advance toward an enterprise operating model focused on cost discipline, supplier alignment, and operational visibility. This Q1 update highlights key procurement actions, logistics enhancements, and market conditions shaping our sourcing strategy early in the year.

SUPPLY CHAIN & TARIFF WATCH

While tariff pressure remains fluid entering 2026, volatility across metals, transportation, and select electrical components continues to impact pricing behavior in the market.

Q1 Focus Areas:

- Copper, aluminum, and steel pricing remain sensitive to global trade policy signals
- **Price Behavior:** Copper prices hit multiple 2025–2026 highs, with benchmark contracts topping above ~\$6.05/lb) in early 2026 before moderating slightly. Prices remain significantly higher than a year ago.
- **Market Drivers:** Strong growth in electrification (EVs, renewables, grid infrastructure), data-center buildouts, and energy transition demand support copper consumption even as inventories tighten.
- Expect continued price volatility with an overall upward bias in early 2026, driven by supply tightness and structural demand growth with forecasts depending on tariff decisions and mine output recovery.
- Some suppliers continue to issue price notices tied to “uncertainty,” requiring validation

FSG Approach:

- Validate all vendor price increases before acceptance
- Leverage enterprise volume and national programs when available
- Coordinate large buyouts and project timing with Procurement when possible

Teams are encouraged to stay engaged with suppliers while partnering with Procurement to challenge unjustified increases and protect margin.



FSG PURCHASING PULSE

LOGISTICS SUPPORT UPDATE

As part of FSG's continued investment in strengthening our logistics capabilities, we're pleased to introduce Lizz Mireles, Logistics Specialist, based at MDC930. Lizz brings seven years of experience with FSG supporting administrative operations, and now plays a role supporting logistics operations across the enterprise. She joins the Inbound Logistics team alongside Debbie West, Paul McCarthy, and Oscar Montes.

The logistics team supports inbound/outbound freight coordination, carrier comms, shipment visibility, and transportation system support across the enterprise

Primary Logistics Contact:

logistics@fsgj.com

This shared inbox is monitored daily and should be used for:

- Shipment tracking and delivery inquiries
- Carrier coordination and freight issues
- Transportation platform support
- Inbound/Outbound logistics escalations

Standard processes, tools, and SOPs will roll out through the LMS as they are finalized.

STRATEGIC SUPPLIER PROGRAMS - Q1 REMINDER

FSG continues to prioritize national and regional agreements that deliver:

- Predictable pricing
- Improved service levels
- Spend visibility and analytics

Teams are encouraged to align purchases to approved programs whenever possible. Reach out to Procurement if alternatives are needed for project-specific requirements

SHARE YOUR FEEDBACK

Your input helps us track vendor performance and identify areas for improvement. Please use the [Vendor Feedback Form](#) to share insights from your region or department.



FSG PURCHASING PULSE

MARKET INTELLIGENCE

Key Indicators (as of February 2026)

Metric	Value/Change
Copper Prices	Elevated & volatile
PVC Pricing	Modest early-year rise vs 2025 lows
Construction Demand	Stable to moderate growth
ISM Manufacturing PMI	~52.6% (expansion)
PPI (Tools, Fasteners, Safety)	Moderate upward pressure on producer prices
Diesel Prices	Lower vs 2025 (oil ~19% lower)
Ocean Freight Inferred Rates	Mixed signal, slight growth forecast, ~3% in 2026, suggesting volume normalization
Softwood Lumber	Volatile
Consumer Confidence Index	~84-86 level, US consumer confidence weakened into early 2026.

STAY CONNECTED

Your feedback from the field continues to shape our sourcing and logistics strategies. Please share insights into supplier performance, availability, or pricing trends with the Procurement team.

THANK YOU

Thank you for your continued partnership as we enter 2026. Through collaboration, discipline, and shared visibility, we'll continue strengthening FSG's sourcing and logistic foundation.

For questions, support, or resources, contact [Oscar Montes](#), Corporate Director of Sourcing & Procurement.

Lighting: corpinventorycontrol@fsg.com

Logistics Support: logistics@fsg.com

FSG PREFAB **Looking Ahead to 2026**

Andrew Layman, Vice President of Prefabrication

Thank you, FSG, for your confidence in FSG Prefab and for allowing us the opportunity to bring value to your projects throughout this spectacular year. 2025 was a very special chapter for FSG Prefab. It was filled with new opportunities to demonstrate our passion and our unwavering commitment to the FSG Enterprise.

It was also a year of building new relationships founded on transparency, integrity, and shared purpose. The challenges we faced pushed us to adapt, innovate, and grow, we've strengthened our belief in the impact we can drive through close collaboration and communication with the many talented teams across FSG. Thank you for your trust, partnership, and support!

Looking ahead to 2026, we're excited to continue elevating the value FSG Prefab brings to the Enterprise.

- A new and improved Prefab Catalog is on the way, featuring a cleaner, more intuitive user interface and expanded capabilities designed to make selecting, planning, and integrating prefab solutions easier than ever.
- We'll be releasing the latest case studies that demonstrate how FSG Prefab consistently drives profitability by reducing manpower risk, improving safety, and tightening project schedules.
- We're preparing new content that highlights our continuous improvement journey and showcases how we are transforming off-site construction into a true Lean Manufacturing process, saving money, eliminating waste, and delivering greater value to our customers.

2026 will be a year of even bolder innovation, stronger alignment, and deeper impact across the entire FSG Enterprise.



FSG BABIES

We were excited to welcome one new baby into the FSG family last quarter!



Congratulations to Edgar Garcia,

Mechanical Design Engineer for FSG Signs San Antonio, on the birth of his first child, Eliana Rose! She weighed 8lb 4oz.

Welcome to the world, Eliana!

FSG SON LIGHT

THE YEAR OF OUR DREAMS OR THE YEAR OF OUR NIGHTMARES

Deon Snider, Director of Construction Development

There's an undeniable intricacy to God's world. There's an inescapable predictability to the universe God has made. The stars and planets follow their course day after day, year after year, millennium after millennium. We can predict with absolute certainty the next time we will have a full or partial eclipse. We can gaze thousands of years into the past or future and know when human beings saw, or next will see, Halley's Comet. We can forecast down to the second when the sun will rise and set, whether days from now or centuries, and whether on this side of the globe or the other. The heavens declare the glory of God not just in their immensity but also in their orderliness.

God is nothing if not concerned with details. He's an artist whose hand is displayed not merely in broad strokes but in fine lines and a designer whose mind is exhibited in both the greatest macro and the smallest micro. Every field of science depends upon this consistency. Every field of engineering. Every field of construction. None of these would be feasible if there were the least element of randomness in the universe, the smallest element of the arbitrary.

A new year has opened before us, and like a watchman gazing into dense fog, we see just a few steps ahead and only vague shadows looming beyond. We don't know what the year will bring, whether great triumphs or great failures, great joys or great sorrows, great gains or great losses. It could be the best of all years or the worst, the easiest or the hardest, the most heart-warming or the most heart-breaking.

But this fog is a blessing, for it compels us to shift our gaze from our circumstances and to fix it on our God. For if this God is so concerned with precision in the functioning of his universe, wouldn't it stand to reason that He's equally concerned with precision in the unfolding of his providence? If He planned the finest details of the structure of his creation, shouldn't we also believe that He's planned the finest details of our circumstances?

If this is the case, we can have tremendous confidence in all that the year will bring.

If the new year brings unparalleled pleasures, these will come by God's decree and must be accepted with joyful humility. If it brings singular sorrows, these will equally come by God's decree and must be accepted with meek submission. The hand that guides the stars also guides our circumstances, and it does so with meaning and purpose.

If this year brings significant successes, we can be certain that these are God's will for us, and we must return all praise and thanks to Him. If this year brings grievous failures, we can be certain that these, too, are somehow part of God's will for us, and we must bow the knee and receive them with willing hearts. The mind that planned the structure of the universe has also planned the unfolding of our lives.

If this is the year of our dreams or the year of our nightmares, the year we have longed for, or the year we have dreaded, the easiest year of our lives or the most difficult, we can be certain that in some way, God is involved in our every circumstance. The very same precision that keeps the stars following their courses is keeping the events of our lives unfolding according to his plan. We can have every confidence that there is no event beyond His jurisdiction, no joy or sorrow unknown to Him, no gain or loss that falls outside of His will. We can know beyond any shadow of a doubt that whatever this year brings, it will be exactly the year God has planned for us, exactly the year God means for us to live out for the good of others and the glory of His name. And with all that in mind, I can truly say: Happy New Year.

Inspired in part by the works of Tim Challies and F.B. Meyer

If you don't have a Bible, we'd love to send you one! Fill out [THIS FORM](#) and we will mail you a Bible free of charge as our gift to you. You can also [CLICK HERE](#) to sign up for our daily Son Light emails.

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSG Facility Solutions Group
22,799 followers
4mo · 🌐

What if your next big business opportunity is sitting in your parking lot?
Electric vehicles are changing how companies think about energy, ...more

NEW PODCAST EPISODE
How Businesses Can Future-Proof EV Charging Investments



Featuring Bernie Erickson, CMO Emeritus

WARD G. CORLEY, RCDD and 19 others 2 reposts

FSG FSG New York
1,010 followers
3mo · 🌐

At **Propel Career Academy**, we see firsthand the dedication and determination our electrical apprentice students bring to their training every single day. The classroom is more than just a place to learn, it's where future ...more



63 1 comment · 6 reposts

FSG Facility Solutions Group
22,799 followers
3mo · Edited · 🌐

For this weeks Employee Spotlight, meet [Sara Kew](#)!
Sara has been part of the FSG family since 2016 and currently serves as ...more



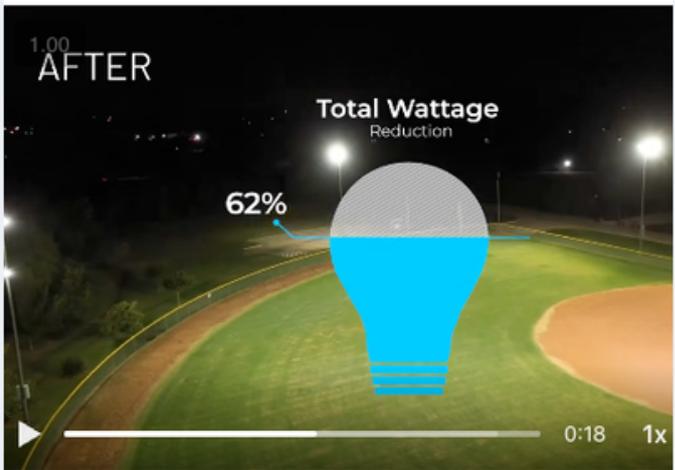
1.00

Employee Spotlight
Sara Kew

WARD G. CORLEY, RCDD and 68 others 9 comments · 3 reposts

FSG Facility Solutions Group
22,799 followers
3mo · 🌐

Outdated sports lighting was costing Salmon park big until an upgrade everything. ...more



1.00

AFTER

Total Wattage Reduction
62%

0:18 1x

36

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSG Facility Solutions Group
22,799 followers
3mo • Edited •

Our Denver team got creative when The Lone Tree Hub needed dynamic lighting on a budget, delivering a flexible solution without the high cost! ...more



1.00

CITY OF LONE TREE COLORADO

0:37 1x

Patrick Casella and 19 others

FSG Facility Solutions Group
22,799 followers
3mo • Edited •

For this week's Employee Spotlight, meet **Isaiah Gurule!**

Isaiah is a Project Manager and Construction Estimator at FSG New ...



1.00

Isaiah Gurule

0:02 1x

Patrick Casella and 21 others

FSG Facility Solutions Group
22,799 followers
3mo • Edited •

Ever wondered who makes the Circle K sign? Or H-E-B's sign? Look no further, because it's FSG! ...more



1.00

MICHAEL TAYLOR
VP OF SAN ANTONIO SIGNS

0:11

Bobby Graham, CGO and 78 others

FSG Facility Solutions Group
22,799 followers
3mo • Edited •

Who benefits from a lighting audit? Just about anyone with electricity and a light switch! ...more



1.00

W.FSG.COM
-642-1109

NY Lic # 12725
USDOT 1779788

on Ave.
NJ 07726

0:11 1x

Kennedy Washington and 26 others

4 reposts

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSG New York
1,010 followers
2mo • Edited • 🌐

Brooklyn's next chapter in urban living has arrived! Rising nearly 37 stories, this striking two-tower residential development offers 834 rental homes, with 30% reserved as affordable housing through the Affordable New York ...more



You and 63 others 1 comment • 4 reposts

Facility Solutions Group
22,799 followers
2mo • Edited • 🌐

What a night to remember! 🎉

On October 16th, FSG Northeast rolled out the red carpet for their ...



Patrick Casella and 25 others

Facility Solutions Group
22,799 followers
2mo • Edited • 🌐

We want to know: What's your favorite movie? 🎬 if you had the chance to watch it in a restored 1951 theater



MATTHEW PEDREGON
FSG JOURNEYMAN ELECTRICIAN

Bobby Graham, CGO and 29 others

Facility Solutions Group
22,799 followers
2mo • Edited • 🌐

Tune in to this week's podcast with **Jason Zipprian**, FSG's Chief Operating Officer, as we talk about what's powering the future and who's installing ...more



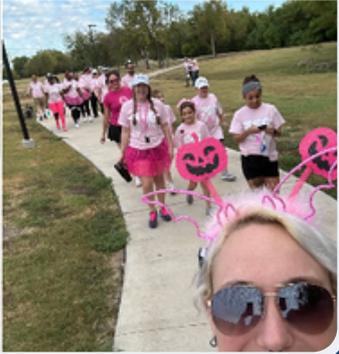
Patrick Casella and 50 others 3 comments • 10 reposts

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSG Facility Solutions Group
22,799 followers
1yr · 🌐

🌸 On Saturday, the FSG Smart Buildings team, led by Breanna Smith, proudly completed the Susan G. Komen #MoreThanPink Walk 5K! ...more



FSG Facility Solutions Group
22,799 followers
2mo · 🌐

Meet Selena Lujan, a Lead Electrician with FSG Colorado.

Since joining FSG in August 2024, Selena has stepped into a leadership



Selena Lujan

Andrew Layman and 19 others

FSG Facility Solutions Group
22,799 followers
2mo · 🌐

💡 Swipe through to learn how to conduct a lighting audit like a pro!

From identifying what's already installed to documenting performance ...more

Lighting Audit - LinkedIn Carousel.pdf · 9 pages



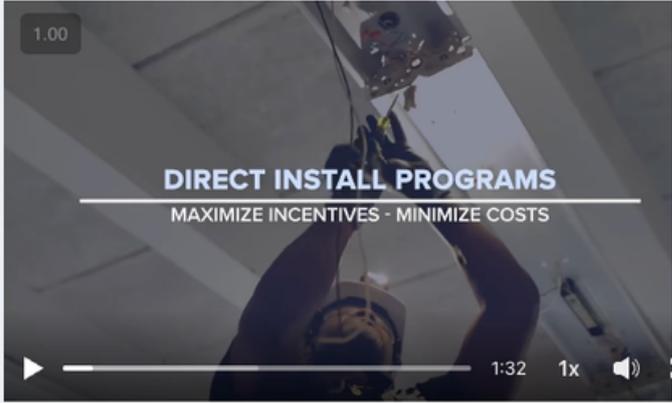
HOW TO CONDUCT A LIGHTING AUDIT
(Why It's the First Step to Better, Brighter Spaces)

Read More →

fsg.com | Facility Solutions Group

FSG Facility Solutions Group
22,799 followers
2mo · 🌐

Is your small business leaving thousands or even millions of dollars in utility incentives on the table? 💡 ...more



DIRECT INSTALL PROGRAMS
MAXIMIZE INCENTIVES - MINIMIZE COSTS

Patrick Casella and 19 others

8 repr

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSG Facility Solutions Group
22,799 followers
1mo · 🌐

This water treatment plant is now capable of treating over 70 million gallons of water per day!

Today, we're highlighting the amazing work done by FSG Dallas where they transformed a former farm field into a fully operational facility. They recently completed a full electrical installation for Phase One of the Leonard W. Treatment Plant in Leonard, Texas.

The FSG Dallas team installed 11 unit substations, 4 generators, and more ductbank and cabling. They also completed electrical finish-outs on 11 including pump stations and chemical facilities!

And this is only the beginning - Phase Two is set to double its capacity!

#FSG #TeamFSG



Andrew Layman and 12 others

FSG Facility Solutions Group
22,799 followers
2mo · Edited · 🌐

For this week's employee spotlight, meet **Joe Canales**, Project Manager and Estimator for FSG Houston's Service Department! He's been part of the family since January 2024. Before FSG, he was a Service Associate at



Bobby Graham, CGO and 34 others

FSG Facility Solutions Group
22,799 followers
2mo · 🌐

Today, we're highlighting an amazing tennis court lighting project at the Tennis Club in South Austin. **John Campsmith** and the FSG team installed LED fixtures on all 8 courts, and now, Grey Rock



1:52

FSG Facility Solutions Group
22,799 followers
2mo · Edited · 🌐

Let's take a tour of where your business's next signage project will happen. 📍

In this exclusive tour, **Scott Delony** interviews with FSG Signs VP **Michae** ...more



Bobby Graham, CGO and 69 others

3 comments · 7 reposts

SOCIAL MEDIA RECAP

FSG has made huge strides in our social media presence in the last few months, here's some of the highlights!

FSC Facility Solutions Group
22,799 followers
1mo · 🌐

Big things are happening in Dallas! Our team delivered a new, expanded electrical system for Medical City Arlington's recent vertical expansion and renovation. ...more



Andrew Layman and 47 others · 1 comment · 3 reposts

FSC Facility Solutions Group
22,799 followers
1mo · 🌐

Meet Eric Rios, a Journeyman Electrician for FSG Chicago! Prior to August 2023, he was a Journeyman and Lead Tech performing some of the most leading large projects. Since joining FSG, Eric has made a strong impact on our team.



Eric Rios

0:04

FSC FSG New York
1,010 followers
1mo · 🌐

Expanding a large healthcare facility by 12,000 square feet requires careful planning and technical expertise. This large healthcare project included the addition of new exam rooms, special procedure rooms, an x-ray facility, ...more



FSC Facility Solutions Group
22,799 followers
1mo · Edited · 🌐

Let's walk through a construction site in Pflugerville, TX with electrical superintendent Joe Mata, as he gives a little "behind-the-scenes" on the process of installing electrical for this 5-story City Hall building. ...more



JOE MATA
SUPERINTENDENT FSG

0:47 1x

Andrew Layman and 101 others · 4 comments · 10 reposts



FSG | Institution

Life | Family | Community | Faith | Entrepreneurship | Investment
