

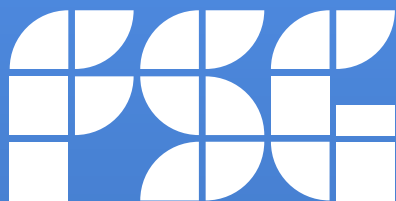
FACILITY SOLUTIONS GROUP

FSG WIRE

EMPLOYEE NEWSLETTER



2026 Q2: APRIL - JUNE



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@fsgj.com.

Scott Delony
Marketing Communications Manager

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This quarter we celebrated one new baby joining FSG!

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

EDITOR:

Scott Delony

CONTRIBUTING WRITERS:

Antonio McMaron

Deon Snider

Jason Zipprian

Oscar Montes

Victor Williams

GRAPHIC DESIGN & LAYOUT:

Raine Robinson



SETTING THE COURSE

Jason Zipprian, CEO

Nearly 30 years ago, I walked through the door of the FSG office in Corpus Christi looking for a job. I didn't have a title or a plan — I had a willingness to work hard, learn, and do whatever was asked of me with excellence. I started digging ditches, running pipe, and pulling wire. And I was grateful for every minute of it.

I tell you that not to impress you, but to impress upon you what I believe with every part of who I am: **FSG is a place where your starting point doesn't determine your ceiling.** The only things that do are your discipline, your drive, and your willingness to grow. I'm a living example of that, and so are hundreds of men and women across this company who've built careers and lives here that they're proud of.

That's the FSG I know. That's the FSG I intend to lead.

As I step into this role as your CEO, I want to be direct about what matters most to me. It isn't revenue milestones or market position — though we'll pursue both with everything we've got. **What matters most to me is the people.** Our electricians in the field. Our project managers who carry the weight of deadlines. Our office teams who keep everything running behind the scenes. Every one of you is the reason FSG recently crossed a billion dollars in annual revenue, and every one of you deserves the credit for what we've built together.

We're not just a company. We're an institution built on a Constitution written over 40 years ago that still anchors everything we do.

Life. Family. Community. Faith. Entrepreneurship. Investment.

Those aren't buzzwords. They're the reason I've given 30 years of my life to this institution and would happily give 30 more.

So here's where we're headed. We're going to grow, but we're going to grow the right way.

Profitably. Sustainably. With a relentless focus on delivering the same excellence in every market, every project, every day. We're going to invest in career development so that every person who walks through our doors can see a path of growth and know that FSG is serious about helping them walk it. And we're going to keep protecting the culture that makes this place worth working for in the first place.

The best we've ever done isn't going to be good enough for the next 40 years. That's not a critique — it's a challenge. One I'm ready to take on, and one I'm counting on all of you to take on with me.

It's an honor to serve this institution. It's an even greater honor to serve the people in it. Thank you for the trust you've placed in me. I don't take it lightly, and I won't let you down.



INSTITUTION UPDATE

Jason Zipprian Named CEO

A MOMENT OF CLARITY: FSG'S NEXT CHAPTER

More than four decades ago, the founders of Facility Solutions Group experienced a moment of clarity when they set out to build something more than a business. They set out to build an institution dedicated to timeless contribution and service. That vision has been carried forward by generations of people across FSG who have worked to build what the company is today.

A THOUGHTFUL TRANSITION

Recently, Bill Graham started discussions with the Board of Directors and Executive Board about an important and intentional transition. It was time to look for a new Chief Executive Officer. After many years of leadership, Bill decided to begin shifting his time and attention to creating more space for his family and giving the next generation of leadership the opportunity to carry the company forward. With this in mind, the Board of Directors and executive leadership turned their attention to a defining question: Who should lead FSG into its next chapter?

A CLEAR ANSWER

Practically, the next CEO should be capable of leading a complex, growing organization. But more importantly, this person must understand and preserve the mission and vision that have guided FSG for more than 40 years.

As the search process unfolded, something became increasingly clear. The right leader for this next chapter wasn't someone outside the organization. It was someone who had already helped build it.

INTRODUCING FSG'S NEXT CEO

FSG is proud to announce Jason Zipprian as the next Chief Executive Officer of Facility Solutions Group.

Jason Zipprian began his career at FSG more than 30 years ago as an apprentice electrician. From the field to executive leadership, his journey reflects the very purpose of the company: to create opportunity, develop people, and build something that lasts.

Throughout his career, Jason has built strong businesses, developed strong leaders, and consistently pointed to the people around him as the source of his success. More importantly, he understands the responsibility that comes with leading an institution like FSG — to protect what's been built and to build what comes next.

LOOKING AHEAD

Bill Graham will continue to serve FSG as Chairman of the Board and as interim Chief Financial Officer, and he'll remain fully engaged in the business, committed to supporting Jason and our leaders.

Leadership transitions are significant moments in any company. At FSG, they're also reminders of something deeper. This institution has always been built, and will continue to be built, by people who are committed to something greater than themselves.





LEADERSHIP UPDATE

Jeremy Ripley Named COO of Construction

FSG is proud to announce Jeremy Ripley as Chief Operating Officer of Construction, following Jason Zipprian's transition to Chief Executive Officer.

Jeremy's promotion marks the next chapter in a career that's been shaped by steady growth, strong relationships, and a deep commitment to the work. He joined FSG in 2003 as a project superintendent and has spent more than two decades growing with the company through a series of leadership roles. Over the years, he's served as a service project manager, construction project manager, service manager, director of operations, vice president of Dallas, and executive vice president.

That career path gave him experience across multiple sides of the business, but construction has always been where his passion lived.

Jeremy says one of the moments that changed the direction of his life came early on, when his brother encouraged him to meet Mark Mitchell. The connection was immediate.

That decision led him to FSG, where he found not only opportunity but mentorship that would shape his career and life for years to come. Jeremy credits Mark Mitchell as one of the biggest influences in his professional and personal life and says the two stay in close contact to this day. He also points to leaders like Jason Zipprian, Sam Smith, and the Dallas team as people who helped support his growth along the way.

Throughout his time at FSG, Jeremy has played a major role in building strong teams and growing operations. When the Fort Worth and Dallas operations merged, he stepped into the role of Director of Operations to help lead the transition. When Mark Mitchell moved into a COO role, Jeremy became Vice President of Dallas. After Mark's retirement in 2023, Jeremy stepped into the EVP role.

Now, as COO of Construction, Jeremy says his first priority is simple: **listen**

Over his first 100 days, he plans to spend time getting to know the leadership styles of construction leaders across the company, understanding where they want to go, and learning how he can best support them. He describes himself as a servant leader and says his focus is on helping others reach their goals while working together toward the larger goals of the company.

Jeremy isn't coming in with a plan to tear things down. He wants to build on the momentum already in place, continue centralizing best practices, and help spread what's working well across the organization.

Jeremy also expects to remain closely connected to Dallas. With a strong team in place and a significant project backlog, he says Dallas is well-positioned, and he plans to continue being a presence there. At the same time, he's looking ahead to opportunities to duplicate that success in other markets by building trust, strengthening customer relationships, and sharing what has worked well across regions.

He believes that alignment will come naturally. Jeremy says his leadership philosophy and mindset are very similar to CEO Jason Zipprian's, which will help them work together well in this new chapter.

For FSG, this transition represents both continuity and forward momentum — building on a strong foundation while continuing to invest in the future of construction leadership across the company.

Join us in congratulating Jeremy Ripley on his new role as COO of Construction!



LEADERSHIP UPDATE

Chris Papadatos Named VP of New York 24

We're proud to announce that Chris Papadatos is the new Vice President of FSG New York, Location 24.

Chris has been part of FSG for more than 10 years, growing through a series of leadership roles that reflect both his experience and his steady impact on the business. Over that time, he's served as Service Project Manager, Service Manager, Project Manager, Project Executive, and Director of Construction before stepping into this new role leading FSG New York.

That progression only tells part of the story. The rest is found in how Chris leads.

When asked about his proudest accomplishment at FSG, Chris didn't point to one project or one milestone. Instead, he pointed to people.

"My proudest accomplishment at FSG is difficult to pinpoint. Rather than a single achievement, I take the most pride in helping others reach their goals and contributing to the overall success of the organization."

-Chris Papadatos

That mindset has helped shape the New York team and the work being done in the market today. As Chris steps into the Vice President role, his focus is on building from that foundation and continuing to create new opportunities.

"As Vice President, I look forward to continuing to build on the strong foundation Ricky Tripodo established in New York—breaking barriers, expanding opportunities, and bringing more medical work into the open shop market."

-Chris Papadatos

Ricky Tripodo, EVP of Construction Eastern US, and previous Vice President of FSG New York, said Chris stood out as the natural choice to lead the market forward.

"There's only one person who ever came to mind as a possible successor. Chris has been a model employee, leader, and, now, an entrepreneur for FSG, serving several roles throughout his career and performing excellently at each. Chris has owned the NYC construction group for years and has become a titan of industry. We're very excited to see the Chris era ushered in for FSG Electric in NYC."

-Ricky Tripodo, EVP of Construction

Chris's promotion reflects continuity and momentum for FSG New York and builds on the strong foundation while continuing to expand opportunities in one of FSG's most iconic markets.

Please join us in congratulating Chris Papadatos on his promotion to Vice President of FSG New York!



ENTERPRISE SERVICE

Victor Williams, COO of Service

EMPOWERMENT IN ACTION

At FSG, empowerment isn't just a leadership idea. It means giving people what they need to do good work — clear ownership, better tools, visible results, and the support to grow. In service, that matters every single day. The customer experience depends directly on how well we equip our teams to respond, execute, and deliver consistently across every market.

That's what we committed to in Q1. Now it's time to show what's actually happened.

When I wrote earlier this year about the future of Enterprise Service, I laid out specific goals:

1. Strengthen the financial structure behind service work
2. Improve dispatch and field coordination
3. Build better operational systems
4. Grow organic capacity
5. Expand the Solutions Team
6. Give our people real performance visibility.

I meant that as a commitment, not a concept. What follows is an honest progress report on each of those areas — what's working, what's been harder than expected, and where we're headed.

1. REVENUE RECOGNITION: THE FINANCIAL FOUNDATION IS IN PLACE

One of the most foundational changes we've made is establishing proper revenue recognition in service. **That work is now live.** This matters more than you might think. For years, service operated without the financial infrastructure to accurately reflect the work our teams were doing in the field. Now it does.

Better revenue recognition means better visibility into job-level performance, cleaner close cycles, and fewer surprises at the end of a period. It means our branches can make faster, more informed decisions — and it means leadership has the data it needs to support the business more effectively. This is the kind of structural work that does not make headlines, but it makes everything else easier to build on.

2. CENTRAL DISPATCH AND REMOTE TECHNICIANS: GROWING AND PERFORMING

Our Centralized Dispatch and Remote Technician Program continues to grow and is performing well. Under the leadership of Rolando Gutierrez, this team has become a real operational asset for the service division.

We've learned that centralized coordination, done right, doesn't diminish local teams— it amplifies them. When scheduling, coverage, and technician deployment are handled with more consistency and visibility, local branches can focus on what they do best: serving customers and solving problems. Rolando and the team have done strong work building that infrastructure, and the results are showing in the field.

3. CERTIFIED TECH PROGRAM: INVESTING IN OUR MOST IMPORTANT ASSET

Our service technicians are the most important part of this team. The Certified Tech Task Force is hard at work revising the program to ensure every service technician across FSG has a clear path to qualify. This is not a program for a select few — it's being built for all of us.



ENTERPRISE SERVICE

Victor Williams, COO of Service

Empowerment means investing in the people doing the work, and nothing reflects that more directly than this effort. When our technicians have a defined, achievable certification path with clear standards, real recognition, and tangible growth tied to it, it changes how the job feels. It signals that FSG sees them, values their craft, and is committed to their development.

The Task Force is moving with urgency and purpose. More details on the revised program will be coming soon. Meanwhile, **I want every service tech reading this to know: the Certified Tech Program is being built with YOU in mind.**

4. SERVICE LAB AND BILLING: SAFEGUARDS THAT SUPPORT GROWTH

We're continuing to partner with Matt and Adam to develop Service Lab and billing enhancements with a specific purpose in mind: building safeguards that protect the business as we scale.

As service grows into more markets, more technicians, and more volume, the risk of operational gaps also grows. Service Lab addresses that by creating a consistent process structure around how work is managed, billed, and tracked. The goal has never been to add bureaucracy. It's been to make growth sustainable, so quality and accountability scale alongside revenue.

5. SOLUTIONS TEAM: ENTERPRISE LEADERSHIP IN PLACE

The Solutions Team continues advancing and has strong enterprise leadership driving it forward. David Burrough has been named Enterprise Director, and Cameron Carpenter has been named Solutions Architect. Together, they're helping us pursue new business opportunities while also strengthening how we support and grow existing operations.

Having dedicated enterprise-level talent means our operating teams have stronger problem-solving support, better alignment between customer needs and our delivery capabilities, and more capacity to take on complex work with confidence. David and Cameron are already making a meaningful difference.

6. PERFORMANCE VISIBILITY: IMPROVING OUR KPIS

Empowerment without visibility is incomplete. We've been investing in a KPI infrastructure that gives our teams and our leadership a clearer picture of how service is performing across the institution.

When our people can clearly see how they're doing, they can act on it. When branch managers and service leaders have real data on dispatch performance, technician productivity, billing cycle times, and customer response, they make better decisions faster. [Click here to enter the giveaway.](#) We're continuing to improve this visibility, and it's one of the areas where I expect the most meaningful progress in the second half of the year.

WHAT HAS BEEN HARDER THAN EXPECTED

I want to be straightforward here, because transparency is the whole point of this update. The hardest part of building a stronger service division has not been the service team. Our people have shown up, adapted, and delivered. The harder challenge has been the pace of cross-functional alignment getting the support, process changes, and decisions we need from other parts of the organization quickly enough to match our momentum.



ENTERPRISE SERVICE

Victor Williams, COO of Service

We're a growing, complex business, and that means competing priorities are real. I understand that. I also understand that when Service is ready to move, and other processes slow us down, it creates friction for our teams and, ultimately, for our customers. We're working through those challenges directly by building stronger relationships across departments, communicating our needs more clearly, and finding ways to move faster together.

WHAT COMES NEXT

By Q3, I expect to report continued growth in the Remote Technician Program, further KPI improvements across our markets, deeper integration of the Solutions Team into our enterprise operations, and a full rollout of the revised Certified Tech Program path for our service technicians. The financial foundation is in place. The operational infrastructure is strengthening. The people are performing.

At FSG, we're building an institution dedicated to timeless contribution and service. For me, that starts with our teams. It means making sure every service tech, dispatcher, and operations leader has the clarity, tools, and support to do good work, take care of customers, and grow in this company. That is what empowerment looks like when it is working. It's the standard we're holding ourselves to.

SIDEBAR - THE PERSON BEHIND IT

What empowerment means to me.

I started at FSG 18 years ago as a Service Electrician in Arizona. That experience shaped everything about the way I lead.

When you've been the person running calls, showing up for customers, solving problems in real time, while navigating unclear processes and insufficient support, you quickly learn that empowerment isn't something leaders talk about. It's something people feel, or don't feel, in the work every day.

In 2015, I had the opportunity to build FSG Florida from the ground up. Six months later, it was profitable and has remained so, not because the team worked harder than anyone else, but because we had direction, clear accountability, and trust in each other. We knew what we were building and why it mattered. **That's still how I think about leadership: give people clarity, give them support, and get out of the way.**

Whether someone is in Tampa, Phoenix, or anywhere else across the nation in this institution, empowerment should feel the same: clarity, real ownership, and support that helps you grow. That's the standard I hold myself to. It's the standard I hope this work reflects.

EMPLOYEE SPOTLIGHT

Jennifer Cobb

Propel Instructor, Trainer, & Recruiter



Watch Jennifer's Story on YouTube



Jennifer Cobb's journey into the electrical trade started in one of the hardest seasons of her life.

After losing her husband, Jennifer was raising her children on her own and working two, sometimes three jobs to provide for them. She was doing everything she could to make sure her boys had meals, a place to live, and the chance to keep enjoying life as kids. At the time, the future felt uncertain, but she kept going and stayed focused on giving her family the best she could.

That path began to change when her brother, a journeyman electrician in Washington, suggested she look into the electrical trade. Jennifer decided it was time to do something different. She knew continuing down the same road would not create the future she wanted for her family.

When she started trade school, she was the only woman in the room. She knew the road would not be easy, and there were days filled with doubt. Still, she kept showing up. She kept learning. She kept pushing forward.

By her second year, things started to click. The work began to make sense, her confidence grew, and she realized she was capable of more than many people expected. That determination carried her all the way to earning her journeyman license, a moment she says meant everything after the years of hard work, sacrifice, and perseverance it took to get there.

Today, Jennifer says joining the electrical trade has changed her life. She has not had to work multiple jobs in three years. She is present for her children, and her family has the kind of stability she worked so hard to build. Through her work with FSG and Propel, she now has the opportunity to help others pursue that same kind of life-changing future.

Jennifer's story is a reminder that it is never too late to take a new path, learn something new, and build a better future.

BENEFITS TIP

Financial Wellness

The cost of living keeps going up, but your FSG benefits include free financial tools to help you stay ahead! Whether you're planning for retirement, managing debt, or just want a better handle on your money, these resources are yours at no cost.

PRINCIPAL 401(K)

Your 401(k) is one of the most important tools you have for long-term financial security.

- Join live or on-demand webinars in the Education Hub
- Get guidance on saving, investing, and planning for retirement
- Speak directly with a representative for personalized help.

800-547-7754 principal.com



FLAGSHIP PARTICIPANT SERVICES

You've got a financial expert in your corner! Flagship Participant Services offers personalized, one-on-one support to help you plan ahead and make smart financial decisions.

- Map out your retirement goals and timeline
- Understand how much you need to save to maintain your lifestyle
- Review your investments and income needs
- Get guidance on budgeting, cash flow, and tax strategies.

888-435-6930 FlagshipPS@ubs.com



EAP HEALTH ADVOCATE

If you're dealing with day-to-day financial questions or challenges, the EAP through Health Advocate is here to help with free, confidential support.

- Managing debt and improving your credit
- Budgeting for everyday expenses
- Planning for retirement
- Paying for College
- Tax questions or IRS Concerns
- Home loans, mortgages, and refinancing.

866-799-2728 healthadvocate.com/fsg Access Code: 7AKSBHX

WHY IT MATTERS

Just like you plan and prepare before starting a job, taking time to plan your finances can make all the difference. Financial wellness helps you:

- Stay prepared for unexpected expenses
- Build long-term security
- Reduce financial stress for you and your family

TAKE ADVANTAGE OF WHAT YOU'VE EARNED

These resources are part of your FSG benefits and available to you at **no cost**. Take the time to use them, ask questions, and put a plan in place for your future. If you have any questions, the HR Benefits Team is always here to help.

Stay safe and thank you for the work you do every day.

LEARNING CORNER



BUILDING WHAT'S NEXT AT FSG

We're partnering with FSG's COOs to update existing training and develop new programs across Service, Lighting & Distribution, and Construction.

This effort focuses on strengthening how we train on FSG systems to ensure our teams have clear, practical guidance that reflects how we operate.

More to come as we continue building training that supports consistency across FSG.

A NEW TRAINING PROGRAM IS COMING TO FSG

The Employee Impact Program is being developed to work alongside our Manager Training program. This will be our approach to giving both sides a shared language, clear expectations, and a stronger path to success.

It's built to empower employees to take ownership, align with leadership, and grow through practical, real-world tools grounded in how we operate every day.

More information is coming soon!

NEW COURSE:

0024 Pathwayz Login & Basics

In this course, you'll learn how to navigate and use the Pathwayz phone system. Pathwayz is FSG's primary communication tool for connecting with customers, technicians, and internal teams.

By the end of this lesson, you'll be able to log in, manage your availability, place and receive calls, and use key features like transfers, voicemail, and messaging.

UPDATED COURSES:

0221 Credit Card Charge Allocation Program

0478 WIRE WTEI to Receive WTs



Inside The Location

FSG NEW YORK - ELECTRIC

Two hundred employees, a hospital, a skyscraper, and a 1,500+-unit residential conversion project all active at the same time. That's the power of FSG New York.

The team specializes in healthcare, residential, and commercial projects, with a reputation for taking on complex, high-stakes work that requires precision from the first day to the last. Right now, they're deep into three projects that show exactly what FSG New York is built for.

At NYU's Ambulatory Hub in Brooklyn, the team is executing a full-scale hospital build with zero margin for error. Complex life-support systems, an aggressive schedule, and the inherent demands of healthcare construction require every trade to move together. Project Engineer Madeleine Fahey, Project Manager Michael Huebner, Superintendent Ron Harris, and Foreman Francisco Espinosa are driving the work, staying ahead of conflicts before they become problems and keeping critical milestones on track without cutting corners on quality.

Across the river in Manhattan, FSG New York is part of 70 Hudson Yards, the latest addition to the largest private real estate development in the United States. It's a core-and-shell project that puts the team at the center of something historic. Project Engineer Madeleine Fahey, Project Manager Justin Nagano, Superintendent Ron Harris, Foreman Cristian Garcia, and Lead Project Engineer Manny Maldonado are leading the build-out.

At 111 Wall Street, Project Engineer James Mackel, Project Manager Marcelo Daza, and Superintendent Brian Favillo are converting 1,573 units of commercial space into residential, working through the design-assist challenges that come with reimagining an existing structure.

That's three major projects consisting of three different facility types, all happening at the same time. Clearly, FSG New York knows how to deliver!





FSG PURCHASING PULSE

PURCHASING UPDATES - Q2 2026

As we enter Q2, our focus is to leverage scale, strengthen partnerships, and drive disciplined execution. FSG continues advancing toward a unified enterprise operating model focused on cost discipline, supplier alignment, and operational visibility. Q1 emphasized strengthening sourcing strategy and logistics infrastructure across all divisions.

SUPPLY CHAIN WATCH: TARIFFS, COMMODITIES, & COST AWARENESS

Key Observations: Copper remains elevated and volatile. Aluminum and steel react to global policy shifts. Demand is driven by electrification, data centers, and energy transition.

Procurement Approach: Validate price increases, leverage enterprise volume, and coordinate strategic buyouts.

LOGISTICS ENABLEMENT

Centralized logistics support improves shipment visibility, carrier coordination, and freight optimization. Use logistics@fsgj.com for all logistics and support escalations.

STRATEGIC SUPPLIER ALIGNMENT

Focus on predictable pricing, improved service levels, and enhanced spend visibility through national and regional agreements.

MARKET INTELLIGENCE

Global trade conditions remain fluid, with ongoing tariff uncertainty and commodity volatility impacting pricing behavior across key categories.



FSG PURCHASING PULSE

Q2 FOCUS AREAS:

Electrical & Electronics Are Now a Focus Target

- Tariff expansion being considered for:
 - Power grid equipment
 - Telecom equipment
 - Industrial electronics
- Semiconductor-related tariffs (~25%) already active

Tariffs Are Moving Downstream

2025 = raw materials (steel, aluminum)

2026 = components and subcomponents

- Drivers
- Controls
- Sensors
- Circuit boards

Now directly impacted

Controls & Electronics = Highest Risk

- LED drivers
- Sensors
- Control systems

Most exposed to:

- China-origin components
- Semiconductor tariffs
- New investigation

Fixtures Less Impacted (Relatively)

- More metal-driven
- Still impacted by:
 - freight
 - copper/aluminum

Expect These Behaviors

- Price increases with little notice
- Shorter quote windows
- Tariff surecharge line items
- Vendor hedging language
- *Watch for surecharge lines*

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

MARKET INTELLIGENCE

Key Indicators (as of late March 2026 / early April outlook)

| Metric | Value/Change |
|--------------------------------|---|
| Copper Prices | Elevated, stabilizing in \$4.70-\$5.20/lb range (off-peak highs) |
| PVC Pricing | Flat to slight increase (stabilizing) |
| Construction Demand | Stable with pockets of strength |
| ISM Manufacturing PMI | ~50.5-51.5% (near neutral/slight expansion) |
| PPI (Tools, Fasteners, Safety) | Continued moderate increase (~2-4% YoY pressure) |
| Diesel Prices | Rising vs Q1 lows (still below 2025 avg) |
| Ocean Freight Inferred Rates | Gradual increase (3-6% YoY trend emerging) |
| Softwood Lumber | Volatile but trending upward |
| Consumer Confidence Index | ~80-83 (softening further), Continued pressure from inflation and interest rates. |

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.

THANK YOU

For questions, support, or resources, contact [Oscar Montes](#),
Lighting: corpinventorycontrol@fsgj.com
Logistics Support: logistics@fsgj.com

FSG BABIES

We were excited to welcome SIX new babies into the FSG family last quarter!



Congratulations to Qwame (Que) Fowler,

Thermoforming Technician for FSG Signs, on the birth of his daughter, Kae'Lani Elena! She was 7lbs and was 19.25 inches long.

Welcome to the world, Kae'Lani!



Congratulations to Corey Lackey,

Corporate Marketing Content Specialist, and his wife, Lizzie, on the birth of their son, Everett Collins! He was 5lbs 12oz and was 19 inches long.

Welcome to the world, Everett!



Congratulations to Andrew Pezarras,

Operating Manager of Utility Services, on the birth of his son, Dino Scott! He was 8lbs 6oz and was 20.5 inches long.

Welcome to the world, Dino!



Congratulations to Andrew Ghilino,

Digital Marketing Strategist, on the birth of his son, Colin Andrew! He was 8lbs 5oz and was 18.5 inches long.

Welcome to the world, Colin!

FSG BABIES

We were excited to welcome SIX new babies into the FSG family last quarter!



Congratulations to Don Goldman,

BIM Coordinator for FSG Dallas, on the birth of his daughter, Elizabeth Nicole! She was 7lbs 3oz and was 21 inches long.

Welcome to the world, Elizabeth!



Congratulations to Ben Dotson,

Senior Project Manager at NAC, on the birth of his son, Tatum Alexander!

Welcome to the world, Tatum!

FSG SON LIGHT

A BIBLICAL PERSPECTIVE: PASSING THE BATON

Deon Snider, Director of Construction Development

Throughout the Bible, we see countless accounts of leaders passing the baton to the next generation. From Abraham to Isaac, Moses to Joshua, David to Solomon, and Paul to Timothy, these transitions are a natural and necessary part of God's plan. We can learn much from these few examples.

Psalm 5:12 reminds us, *"For it is You who blesses the righteous man, O Lord, You surround him with favor as with a shield."* In each of these biblical examples, succession began with individuals who, though imperfect, were committed to loving, serving, obeying, and honoring God. They sought His wisdom and direction; they strived to do what was right in His sight. In return, God blessed the work of their hands and showed them favor.

We see in these accounts that God's blessing does not guarantee a life free of hardship. Rather, we see God's provision of protection in danger, wisdom for those who ask, and favor in what seemed like hopeless times. He even used their trials to bolster their faith in Him and put on display His Majesty. God's faithfulness and mercies were, and continue to be, new every morning.

Conversely, when leadership and people chose to live according to their own desires or in rebellion to God, ignoring His Word, they brought consequences upon themselves that led to their demise or, in some cases, ultimate destruction.

We learn in Exodus that God didn't overlook the sinful hearts and desires of the Children of Israel, even though Moses "walked with God" and strove to provide steadfast leadership. The Children of Israel rebelled, grumbled, complained, and outright accused Moses and God of not accommodating their wishes and preferences. They focused on their hardships in the wilderness to the point that they exclaimed they "would have been better off as slaves in the household of Pharaoh than having to trust God through the hardships of their wilderness journey." As a result of their sin, none of them were allowed to pass into the promised land. The entire rebellious generation of adults was to wander and die in the desert. As the leader, God held Moses to a higher standard. While he led and served faithfully, he also reacted sinfully to their stubborn rebellion; this is why he wasn't allowed to enter. Only Joshua and Caleb were allowed to enter with the descendants of the rebellious generation. God takes obedience very seriously.

The lesson for us today is that our trust, reliance, and faith in God are equally important as those leading the charge.

FSG has been abundantly blessed to have leadership and colleagues who've remained steadfast in their desire to honor God with their lives and in every aspect of their work and leadership. Albeit imperfect, that's been their heart's desire. While we celebrate the hard work, dedication, and sacrifices of so many who have contributed to our growth and success, we would be amiss and arrogant to forget or overlook the root cause of this success: God's goodness and blessing.

As FSG enters this new era of Enterprise Leadership, several faithful, loyal men are stepping into significant leadership roles. They're willingly accepting the baton, including the challenges, pressures, and trials that lie ahead. I hope and pray that each of them will continue striving to carry on the mantle of honoring God first and submitting to walk with Him daily. Let us pray for our new leaders as they face complex decisions and challenging roads ahead, that the Lord grant each of them wisdom, clarity, and protection.

Most importantly, let's all do our part and continually remind OURSELVES and others that WE must strive to be a people who honor God through OUR diligence and excellence at every level of our work. Striving to submit to His Word and reflect God's goodness in how we treat our co-workers, customers, and vendors. Let's learn from the accounts in scripture and continually remind ourselves to keep the Lord and his principles at the forefront of our hearts' desires. This is the type of people (and company) the Lord will continue to bless.

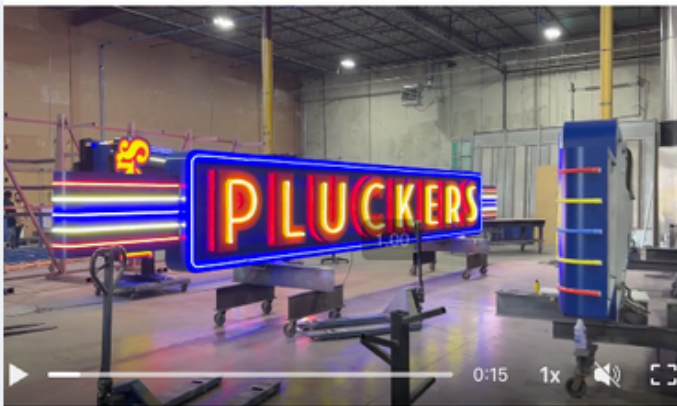
If you don't have a Bible, we'd love to send you one! Fill out [THIS FORM](#) and we will mail you a Bible free of charge as our gift to you. You can also [CLICK HERE](#) to sign up for our daily Son Light emails.

SOCIAL MEDIA RECAP

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

Maggie Star • 2nd
Sign Specialist at FSG Austin, TX
3mo • Edited •

Excited to share the fantastic outcome of our new sign designs! Our sign designer Ben Anglin spearheaded the creative direction, and we collaborated closely to refine the details. A big thank you to the talented ...more



Wendy Allgood and 231 others
24 comments • 11 reposts

Brannon Bourland • 1st
Chief Marketing Officer, FSG
3mo •

Fresh out of the graphics shop, this FSG Houston service van and ready to make an impression around town.

Be on the lookout for more **Facility Solutions Group** service vehicles getting a new fit in 2026-- not just in Houston- but



Michelle Pepper and 62 others
5


FSG Facility Solutions Group
23,449 followers
2mo •

Throwback Thursday to a lighting upgrade FSG performed for Life Point at Memorial Hospital in Benton, AR.

The before and after showcases the difference that an LED lighting upgrade make in your employees' safety and your building's appearance!

This is your sign to finally get that lighting project started.

#FSG #TeamFSG #ThrowbackThursday #LightingUpgrade #LEDLighting #LightingSolutions #ElectricalContractor #FacilityUpgrades #WorkplaceSafety #EnergyEfficiency #BeforeAndAfter #ModernLighting #HealthcareFacilities #HospitalLighting



Steve Withrow and 9 others

FSG Facility Solutions Group
23,449 followers
3mo •

Let's rewind and highlight one of FSG's brightest and most colorful accomplishments. ...more




Michael O'Shea and 102 others
8 comments

SOCIAL MEDIA RECAP

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

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Let's rewind 🔄 and highlight the AT&T Center's signage rebrand done by none other than FSG! ...more



Caleigh Buchanan and 44 others
3 comments · 10 reposts

FSG Facility Solutions Group
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2mo • Edited • 🌐

Did you know FSG sells, installs, and maintains EV charging stations in all 50 states?

Facility Solutions Group completed an EV charger installation at the Irving South Library in Irving, Texas, supporting community access to sustainable transportation.

We offer comprehensive solutions from design and planning to installation and ongoing service tailored to your business needs. Whether it's public sites like libraries, commercial properties, or fleet facilities, we're ready to support the future of electric mobility. ⚡


Visit the link below to learn more and connect with FSG, your trusted partner for EV charging infrastructure nationwide!

#FSG #TeamFSG #EVCharging #ElectricVehicles #SustainableInfrastructure #CleanEnergy #IrvingTX #EVInstallation #CommercialEV #EVChargingStations



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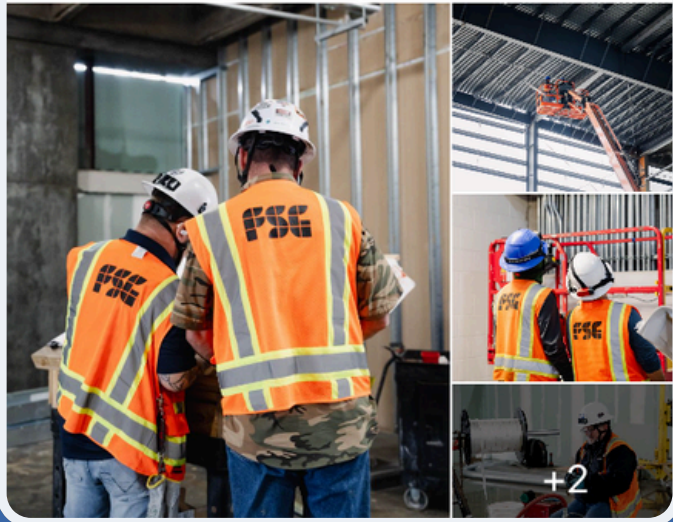
Last week, **FSG Smart Buildings** hosted our National Accounts team for an Enterprise Sales Summit in Austin, TX. The summit was designed to align the future of Enterprise Sales, strengthen relationships, and unlock new ...more



Michael O'Shea and 89 others
3

FSG Facility Solutions Group
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Check out FSG Houston's electrical capabilities in action! TAMU's University Space Institute is a four-story building featuring simulated moon and Mars landscapes for training, robotics development, and aerospace workforce ...more




SOCIAL MEDIA RECAP

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

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Ever wondered what a day on the job looks like for an electrical contractor? ⚡

Put on your hard hats and let's spend the day alongside our FSG ...more



Michelle Pepper and 42 others 8 reposts

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1mo · 🌐

FSG Houston is Moving! 🚚

Let's take a quick sneak peak of the new building, which will bring our Elec Lighting, and Technology teams together under one roof. This move is an investment in our Houston team and the future of our operations in the ma By bringing our divisions together, we're strengthening how we work inter and how we support our customers every day.

#FSG #TeamFSG



Michelle Pepper and 175 others 5 comments · 18

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As we step into 2026, FSG is at a defining moment.


This new chapter is about building a company designed not just to last, but to lead. One unified organization with shared goals, aligned people, streamlined systems, and tested strategies all working together across our nationwide offerings: services, lighting, and construction, to better serve our customers and create lasting value.

Recently, members of our executive leadership came together to discuss where FSG is headed and how we're getting there. When asked about our service teams, Victor Williams, Chief Operating Officer of Service, said,

"Service is where trust is built and is oftentimes one of the most repeatable actions we get from customers."

FSG is an institution committed to building lasting relationships with our customers by doing excellent work and showing up when they call. That commitment defines the standard and the future we're creating together.

#FSG #TeamFSG #ServiceExcellence #BuiltOnTrust #CustomerFirst #FacilityServices #FacilityMaintenance




1.00

FSG Facility Solutions Group
23,449 followers
1mo · 🌐

Results you don't just see, you feel. ⚡

Take an inside look at FSG Dallas' major electrical upgrade at the Wylie



WARD G. CORLEY, RCDD and 47 others 1 comment

SOCIAL MEDIA RECAP

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

Facility Solutions Group
23,449 followers
3w · 🌐

Happy National Puppy Day from our newest FSG employee! 🐶

#FSG #TeamFSG #NationalPuppyDay



You called for an electrician?

Michelle Pepper and 72 others · 3 comments · 13 reposts

Facility Solutions Group
23,449 followers
1mo · 🌐


Key Motor Group – Hyundai in Manchester, CT, reached out to FSG to deliver a turnkey solar and lighting upgrade designed to lower energy costs and improve efficiency across the dealership.

FSG installed a 142.6 kW solar system and high-efficiency lighting, offsetting 75% of the facility's annual energy consumption while improving lighting quality and reducing maintenance needs.

For Connecticut businesses looking to benefit from solar, the current CT NRES incentive application window closes on March 16 at 1:00 PM! While solar will continue to be a strong long-term investment, today's incentive structure and rate environment are creating particularly strong financial returns.

Projects like this show how the right energy solutions help businesses cut costs while moving toward a more sustainable future!

#FSG #SolarEnergy #EnergyEfficiency #Sustainability #CommercialSolar #ConnecticutBusiness #CTBusiness #CommercialRealEstate



By Scott Delony · 3/2/2026

Facility Solutions Group
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Now introducing, for this week's Employee Spotlight, Emmanuel "Manny" Martinez, Director of Engineering for NYC and West Palm Beach. ...more



Emmanuel Martinez

FSG

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When faced with loss and major life changes, Jennifer Cobb made a decision: She stepped into the trades, and it changed her life forever



Michelle Pepper and 48 others · 6 comment



FSG | Institution

Life | Family | Community | Faith | Entrepreneurship | Investment
