



American Institute of Architects

Diversity Recognition Program

"We The People"

A Celebration of Diversity in Architecture

September 2008



Offices throughout the United States • pbsj.com • 800.477.7275



September 15, 2008

Dear AIA Diversity and Inclusiveness Discussion Group:

PBS&J has a workforce of nearly 3,900 people and is a multidisciplined firm including a growing architecture practice located in seven of the more than 80 offices nationwide. Minorities account for 59.8 percent of the professional architectural workforce, and females comprise 29.1 percent.

In 2003, the company established its Corporate Diversity Advisory Council (CDAC), which consists of employees of diverse gender and backgrounds from across the country, including Asian-Americans, African-Americans, Latin-Americans, and Caucasians. With a female board member as its chair and board sponsor, the Council has made great strides in promoting understanding among PBS&J's employees, who come from a broad range of backgrounds.

Our firm's Web site can be found by logging onto www.pbsj.com. There you will find a link to *PBS&J Highlights*, a quarterly magazine showcasing firmwide news, views, and areas of interest. The spring 2008 issue includes an article entitled "Diversity, Workplace Best Practices," which is timely for the AIA Diversity Recognition Program, "We the People," A Celebration of Diversity in Architecture.

Sincerely,

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A Firmwide Focus On Creating A Diverse Practice

Lessons Learned

Today's leaders realize that in order to be effective, successful diversity planning must be aligned with and provide support for strategic business objectives and operational decisions. Leaders and managers within the organization are primarily responsible for the success of diversity policies because they must create a strategic plan to develop diversity initiatives throughout the organization and ensure that the policies are effective. "PBS&J is committed to diversity because we recognize that having a workforce that reflects the diversity of our clientele contributes to business growth and opportunities," says Clarence Anthony, executive vice president and chief marketing officer. "Decision makers at the local, state, and national level are more diverse than they were 10 to 20 years ago. And as we go abroad, we realize that business practices differ internationally; understanding those cultural differences aids in foreign business development."

Another key reason for a diverse workplace is that organizations that promote and achieve a diverse workplace attract and retain quality employees and increase customer loyalty. For public organizations, it also translates into effective delivery of essential services to communities with diverse needs. In addition to leaders and managers who recognize the impact that diverse clients will have upon the success or failure of an organization, employee participation is also a necessary part of the initiative to develop and maintain effective diversity policies. Employees who participate in diversity initiatives and training and have the support of firm leadership understand that effectively interacting in a diverse workplace is vital if the organization is to remain competitive in a global economy.

Cecilia Green, executive vice president at PBS&J and board sponsor of the Corporate Diversity Advisory Council (CDAC) affirms this, "As we continue the shift to a global economy, three factors that demonstrate the value of a diverse workforce and inclusive work environment become increasingly important:

1. Clients and customers around the world represent diverse constituents as well as diverse cultural attributes, and they expect their service providers to reflect and appreciate that diversity.
2. Diversity in our workforce is increasing, with women, minorities, and individuals from different cultural, religious, and social backgrounds representing a greater percentage of the skilled talent pool.
3. The competitive environment and complex technical challenges of a global economy require greater innovation and creativity, both of which are best achieved with diverse perspectives in the workplace."

U.S. companies are recognizing that they are competing in a global marketplace with companies around the world—not just overseas, but on U.S. territory. As more public-private partnerships are implemented, the stakes for projects against competing foreign companies are getting higher. The globalization of U.S. companies will raise new challenges in training people to deal with customers and suppliers around the world. Employees need to become more diverse with respect to gender, age, culture, and religion. "Having a diverse staff increases the value of PBS&J as a consultant to our clients by bringing together people of different cultural and educational backgrounds, allowing us to provide innovative solutions based on differing viewpoints," says Andrew Lucyshyn, PE, a group manager with PBS&J's ITS division. Part of the competition challenge is



recruiting and retaining highly skilled employees. “The pool of employees is small,” adds Anthony. “As a corporation, diversity is an important decision because the corporation recognizes that in order to grow it has to attract and retain the best and brightest employees. One effective recruitment strategy is offering scholarships for minority students in the technical fields of architecture, science, math, and engineering.

Success in Diversity Strategies

So what does a successful strategic diversity plan look like? Companies that incorporate a consistent diversity training program and advocate diversity in the workplace can experience benefits such as:

- Higher employee retention rates.
- Improved individual and team performance.
- Reduced harassment incidences and discrimination lawsuits.
- Improved corporate culture.
- Improved recruitment of diverse employees.

For the employer and the employee, diversity is more than a moral obligation; it has become a global necessity for best management practices and strategic planning.



AIA Diversity Recognition Program Support Materials

A Firm-wide Focus On Creating A Diverse Practice

Diversity is celebrated and embraced internally through various efforts by the CDAC, such as our our “Faces of Diversity Campaign,” which focuses on breaking down the barriers that have traditionally led to misunderstanding among people of varying backgrounds. Subtitled: “The Changing Face of Business,” the campaign encourages staff to recognize the value of cultural differences, the unique perspective that each individual can contribute to the firm, and the value of the role and contribution of each employee to the firm’s success. One of the campaign’s components is a series of posters that profile PBS&J employees across the country and are displayed in each of the firm’s 80-plus offices. One of the posters features an African-American architect in our Orlando office, highlighting his passion for architecture and snowboarding.

Diversity Calendar

PBS&J has developed a calendar that marks days of remembrance and celebration from around the world. The calendar, provided for posting in each of the firm’s 80-plus offices (and also posted on PBS&J’s intranet), is intended to spark discussions among employees on the various cultures that make up PBS&J.

Annual Meeting Focus on Diversity

PBS&J’s annual meeting held in January 2007 was attended by some 600 managers. A Focus on Diversity event during the meeting featured a large table-top display, entertained questions from managers, and awarded prizes. The keynote address was delivered by Coach Herman Boone, who was depicted in the movie *Remember the Titans*, which focused on racial tensions and showed how Coach Boone helped his team overcome those tensions.

PBS&J’s Diversity/Minority/Persons with Disabilities Recruitment Program

As a federal contractor, PBS&J is committed to taking affirmative measures to recruit minorities, women, covered veterans, and individuals with disabilities. Job openings are posted with the local workforce centers, on the company’s Web site, and on other Internet sites, including the American Institute of Architects (AIA) Web site. We maintain contacts with organizations such as National Organization of Minority Architects (NOMA) and participate in job fairs held at local universities, such as Florida A&M University, as well as job fairs to benefit veterans. Annual written reminders are issued to recruiting sources regarding our affirmative action program and requesting referral of minorities, women, and persons with disabilities. The CDAC has assigned its Recruitment/Retention/Succession Planning Task Force to work with other corporate committees and programs to ensure that diversity is a key component of our recruitment and retention practices. Our employees also actively recruit for positions nationally at conferences held by organizations such as NOMA, Society of Women Engineers, Women Transportation Seminars, National Society of Black Engineers, Society for Hispanic Engineers, and Conference of Minority Transportation Officials.



Community Relations

We clearly understand that our future extends well beyond developing the careers of those in our current employment. At PBS&J, we have established a corporate non-profit foundation committed to educating the youth in our community. Through The PBSJ Foundation, supported by the enthusiasm of our many professionals, we have proactively developed programs to encourage and mentor our youth to seek out careers in architecture, engineering, and the sciences. An example of our effort involves our support of the Miami-Dade County Public School non-paid internship program in which students spend five hours per week for 18 weeks in our office, mentoring with our senior technical professionals in the areas of architecture, engineering, and environmental sciences.

Challenged to personally invest in our communities by our corporate mission statement, PBS&J team members can be found coaching Little League teams and mentoring high school students. You'll find us at Habitat for Humanity and working with the disabled. No matter where you find a PBS&J office, our team members will be hard at work in the community, giving back and being enriched by the experience.

Employee Volunteerism Supports Diversity

PBS&J encourages its employees to serve in organizations dedicated to improvement of conditions for diverse groups of individuals. PBS&J's architecture program manager is the vice president of NOMA Orlando and was chairperson for the 2007 National Convention where PBS&J donated \$10,000 as the luncheon sponsor. He also has been an active member of PBS&J's CDAC. Another Orlando staff architect, Shani Chambers, serves on the chapter's board of directors. The prestigious National Forum for Black Public Administrators Leadership Award was recently given to Clarence Anthony, PBS&J's executive vice president/chief marketing officer. This award recognizes African-Americans who have made significant public service contributions and serve as inspiration to others in public service. Our employees also serve in such organizations as Society of Women Engineers, Women Transportation Seminars, National Society of Black Engineers, Society for Hispanic Professional Engineers, NOMA, and Conference of Minority Transportation Officials.

PBS&J Mentoring Program

PBS&J's employees in offices throughout the country volunteer in a computer class for fourth and fifth graders under an educational partnership with local public schools. The classes, held in PBS&J offices, provide computer training and resources to disadvantaged and deserving students. Through a series of sessions, PBS&J employee-mentors help students learn basic computer operations, as well as the use of word processing and presentation applications software. Each student is assigned a mentor, who provides one-on-one attention. The training program is part of our **kidsclassSM** program, a PBS&J signature project and part of the firm's "PBS&J-in-the-Community" initiative. At graduation, each student receives a free new computer and operating software.



Personally Invest in Our Communities

As a community stakeholder, we understand that we must take full account of the needs and challenges of the communities in which we do business and make a personal investment to address them by:

- Encouraging and supporting participation in community service activities.
- Taking pride in our professional accomplishments and their positive impacts in the world around us.
- Seeking opportunities to serve in leadership roles in addressing the business, political, and social issues of our communities.
- Seeking opportunities to apply our knowledge and individual talents to the challenges of our communities, always remaining cognizant that we are ambassadors for PBS&J.

The firm's strategic planning committee has spent the greater part of the year focusing on the plan for 2009-2012, in which diversity is a strategic initiative.

The PBS&J Board

Of the seven PBS&J board members, one is female, one is African-American, and one is a veteran.

Support of Minority Vendors and Suppliers

PBS&J has an established policy and program that provides for fair and equitable consideration in utilization of small and minority subcontractors and suppliers or vendors. The program is intended to benefit small business concerns, minority businesses, veteran-owned and service-disabled veteran-owned businesses, small disadvantaged businesses, women-owned businesses, HUBZone small businesses, Indian business concerns, and historically Black Colleges and Universities and minority institutions. The company actively uses proprietary and national databases to identify potential small business partners for teaming opportunities; provides guidance, knowledge, and administrative support to assist these businesses in acquiring agency certifications; and mentors them in marketing and promoting their services.

Diversity in PBS&J Long-Term Planning

Diversity is an element of PBS&J's strategic plan, and the CDAC was created in order to carry out the strategic plan. The mission of the CDAC is to guide, direct, and promote diversity as an integral element of PBS&J's corporate culture by:

- Enhancing awareness and educating the firm's management and workforce regarding the business value of diversity within the company.
- Representing PBS&J as a diverse organization within our communities, professional organizations, and marketplace.
- Promoting diversity in our business partners and procurement practices by encouraging participation of minority- and women-owned businesses.



- Developing best practices for recruiting, retaining, and advancing people of diverse backgrounds, especially in professional and leadership positions of the company.
- Establishing goals and objectives, and monitoring progress toward achieving our diversity goals.
- Overseeing the development and implementation of training programs to promote diversity goals and objectives.
- Encouraging a corporate environment that embraces all types of people, fostering inclusion among all PBS&J employees and valuing their differences.
- Serving as a champion for maintaining a sustainable diversity initiative as an integral aspect of the company's strategic plan.

PBS&J's Innovative Diversity Initiatives

PBS&J's 2007-2008 initiatives included:

- Franklin-Covey "Championing Diversity" training sessions.
- The newly-formed women's technical professional affinity group, Women Inspiring Leadership (WIL), which is focused on providing improved access to women as they pursue professional development and leadership opportunities companywide. The group has a number of goals, ranging from retaining and recruiting talented women professionals throughout PBS&J's service lines, to establishing an internal network of professionals to encourage and facilitate information exchange, mentoring, and continuous learning. WIL has received support from the top levels of PBS&J management, including the PBS&J board of directors, and we believe this demonstrates the creativity and vision of our company leaders as they look ahead to the future.
- Ongoing collaboration with PBS&J's Recruiting, Retention, and Compensation Committee.
- Facilitating and incorporating cultural events into Employee Activity Committee activities.

Diversity Training Program

PBS&J offers several opportunities to its employees to learn more about diversity. One avenue is through an online course, "Diversity in the Workplace," offered through PBS&J University. This course helps employees identify the value of diversity to an organization and understand the major trends in American demographics that influence our workplace today and will continue to do so in the future. Other online courses offered through PBS&J University include "Getting Past Clashes, Valuing Team Diversity" and "Stakeholder Interests and Cultural Diversity." Another avenue for diversity training is through our Franklin-Covey "Championing Diversity" training sessions, which are highly interactive workshops with valuable handouts that help participants understand the importance of becoming champions for diversity.



Career Development

PBS&J is interested in the professional growth of its employees. The Company's Career Planning and Development Program is a formalized effort to achieve a balance between employees' career development needs and expectations, and the organization's requirements for a skilled, efficient, and motivated workforce. This program has been established to further the professional and career development of employees—to facilitate internal promotions, increase employee job satisfaction, and lower turnover. It is PBS&J's policy to provide the opportunity for an annual career development interview for each full-time and part-time regular employee.

Diversity in Employee Communications

Diversity has a standing spot in our president's monthly newsletter, which features a different topic on diversity each month. In addition to ongoing communication by PBS&J's president and the chair of the CDAC, there is also a CDAC section on the company's intranet, which employees are encouraged to visit. Employees can view tips on such areas as "How to Celebrate Diversity as Individuals and as a Family"; "Ten Commandments of Communicating with People with Disabilities"; and "Culture Cues", *Black Enterprise* magazine's interview with PBS&J's African-American chief marketing officer, Clarence Anthony.

Diversity Through Employee Relations

Our efforts begin from an employee's first day on the job, when we share PBS&J's vision, mission, and core values (one of which is to "personally invest in our communities") and the firm's commitment to equal employment opportunity. We encourage our new employees to refer others who may be qualified to fill open positions. PBS&J's president never spares an opportunity to speak about diversity in his monthly newsletters and in his president's messages, and the CDAC is highly active in its outreach to employees.

Special Diversity Events

Our Employee Activity Committees organize and coordinate company-sponsored events for our employees. The composition of these committees is very diverse, and every member is able to participate in the decision-making process. Extra care is taken to ensure that the needs of our diverse employee population are considered. Events include cookouts to benefit various organizations in the community, "grab-and-run" breakfasts, ice cream socials, Thanksgiving lunches, Halloween celebrations, two winter holiday parties to celebrate our diversity, "Holidays Around the World" displays, Valentine's Day celebrations, St. Patrick's Day celebrations, company picnics, and "Taste of Diversity" luncheons celebrating native dishes from around the world.

Additional Support Materials

The following pages contain additional information demonstrating PBS&J's firmwide focus on diversity followed by a resume of PBS&J.



Celebrate Black History Month

With the signing of a proclamation by President George W. Bush in 2002, Americans have come to celebrate Black History Month. But the journey to uncover the history of Black Americans began much earlier with Dr. Carter Godwin Woodson, a noted author, publisher, and historian, who is often referred to as the "Father of Black History." Woodson established Negro History Week in 1926 (a precursor to our celebration today) as a way to bring national attention to the accomplishments of Black Americans in our society.

The contributions that Black Americans have made in the fields of engineering, science, and architecture are particularly relevant. Only one year after America's first formal architecture program was established at The Massachusetts Institute of Technology, the Freedman's Bureau founded Hampton Institute to train Black Americans—many former slaves—in the field. Architects, including George Washington Foster, Julian Francis Abele, and Paul Williams, each have made their own significant mark on that profession.

Black Americans are also well known for their contributions in engineering and the sciences. Ozzie Williams, for example, was a senior aerodynamicist who helped develop the P-47 Thunderbolt, which was vital to the success of military operations during World War II. Later in his career, he managed the team that developed the lunar module guidance system that helped the Apollo spacecraft land on the moon.

Take a moment to learn more about the contributions that Black Americans have made to our national landscape by visiting: <http://www.history.com/minisites/blackhistory/>.

BLACK ENTERPRISE

PROFESSIONAL CAREER DEVELOPMENT

[EXECUTIVE SUITE] CULTURE CUES

A company officer provides clues to the corporate landscape

How can professionals discern the truth about a company's culture?

The best way I've found to validate the culture of companies is to look at their track record in terms of where are the people of color, the African Americans, in the firm. Are they at the top level or are they just at the lower level of the firm? When a company makes a true commitment to have an inclusive culture, you see people of color at all levels.

What does it tell you when African Americans are in different roles throughout the company?

It tells me that the firm truly searched the nation and identified a pool of candidates that were diverse. They actually did an extensive recruitment effort and hired the best person for the job.

Is the opposite true if there are very few African Americans or none at senior levels?

If you find a company that has headquarters in any major urban city throughout this nation and their answer to having no African Americans at the top is that they could not locate any, it is not acceptable. They may be focused on trying to sell their products to our community, but they're not committed enough to hire or do business with African American professionals and businesses.

Should African Americans avoid seeking employment at firms that don't have a diversity policy and supplier diversity program?

I would not go as far as to say folks should avoid going to work for them. But if there is a company that does not have a practice of inclusion, I would not spend my money with them. If one has a great opportunity, especially a young professional, to go into a place that is making a strong attempt to diversify their workforce as well as their business practices, they should do so because many of us have been 'first'—the first African American board member, the first African American chief marketing officer—and we need those trailblazers to effectuate change so that others can come behind them.

How does a trailblazer change the culture?

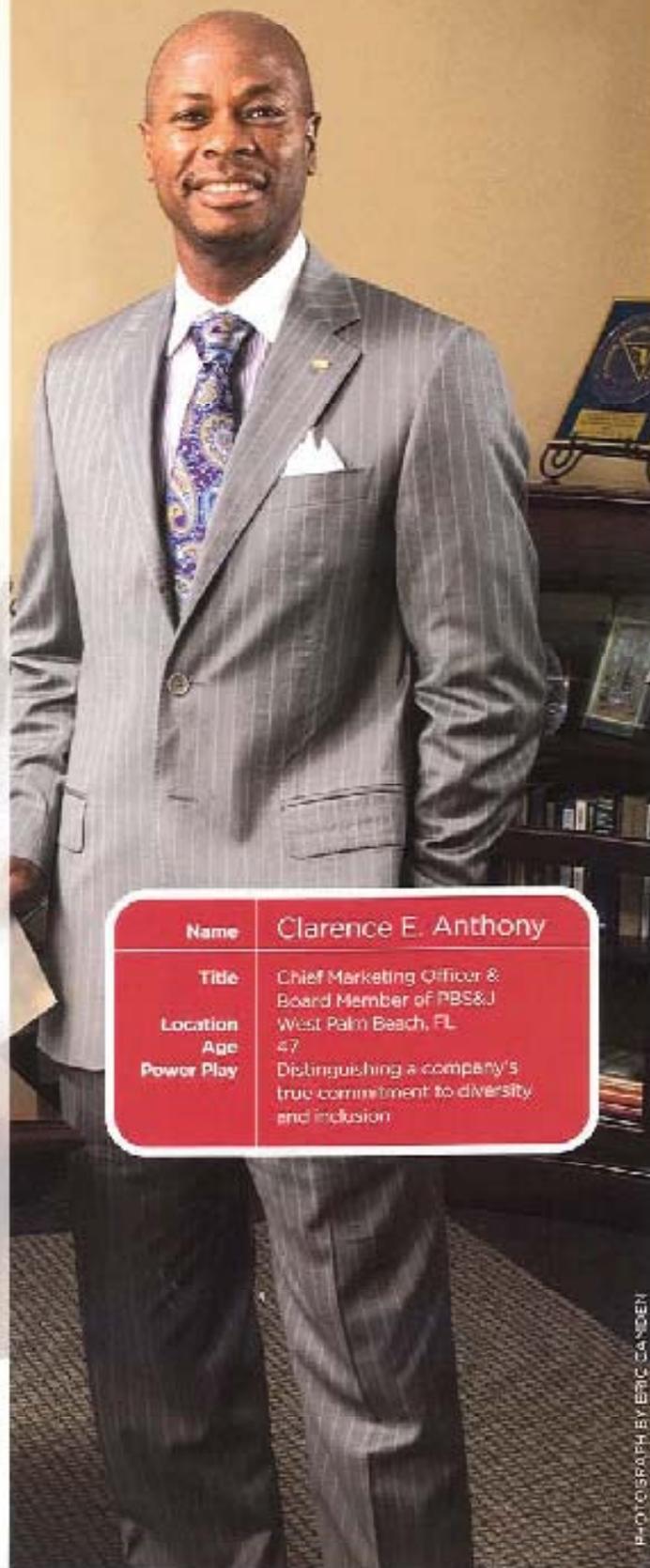
A very big challenge is maintaining your individuality. But once you get in a position of influence or in any role in a company, you bring who you are to the role. I think companies that value inclusion value that. When I'm sitting at the board of directors' table and I hear something that is not inclusive of all cultures, I raise my hand and I bring that issue to the table so that the board members understand that this policy may have a negative impact on single women or on African Americans or Hispanics. It's a heavy burden, but it's a burden that we must carry when we are in these roles. We can't say that we've made it and not make the trail easier for others.

—Laura Egodigwe

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PBS&J

powerplay

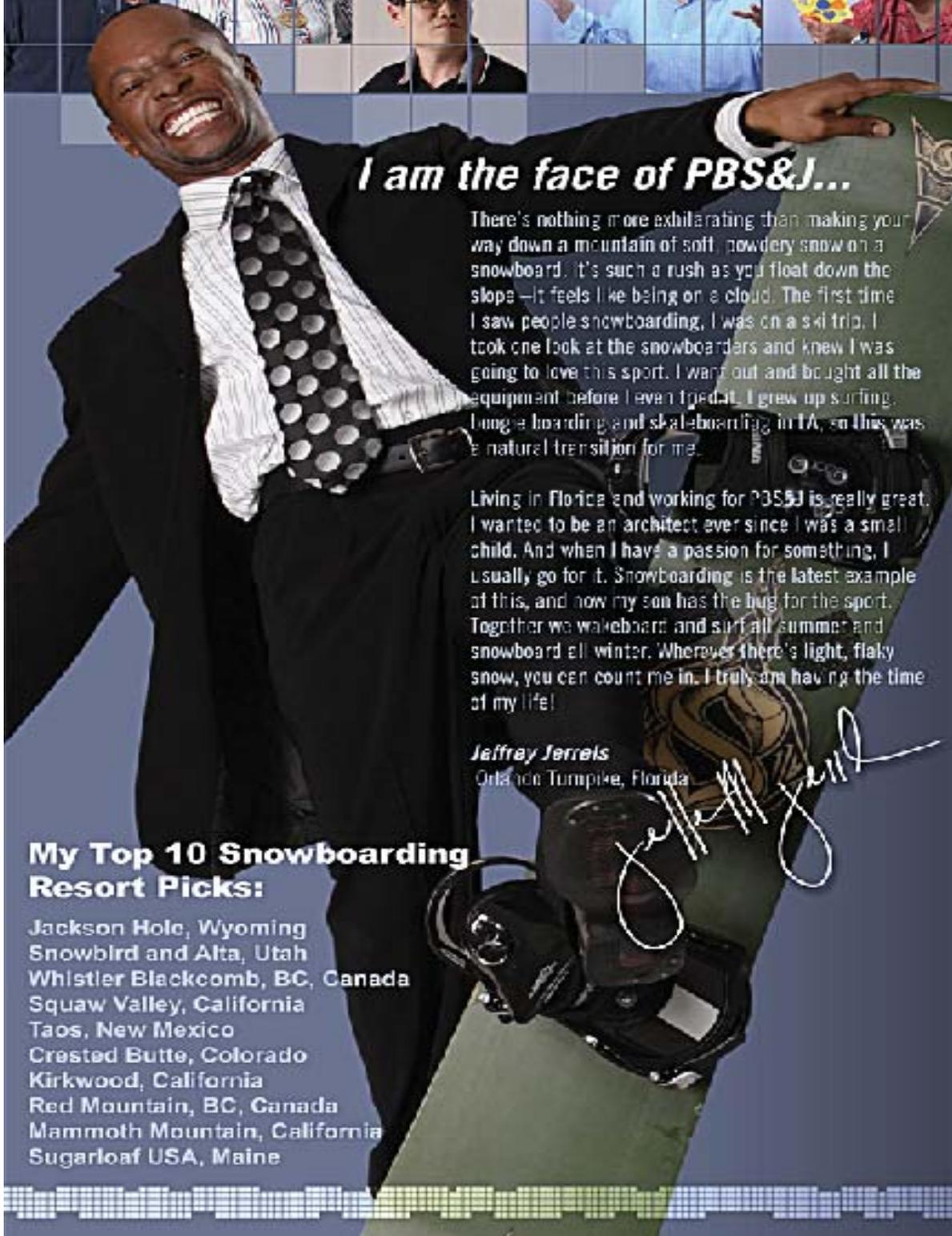


| | |
|-------------------|---|
| Name | Clarence E. Anthony |
| Title | Chief Marketing Officer & Board Member of PBS&J |
| Location | West Palm Beach, FL |
| Age | 47 |
| Power Play | Distinguishing a company's true commitment to diversity and inclusion |

PHOTOGRAPH BY ERIC CANDEN



PBS



I am the face of PBS&J...

There's nothing more exhilarating than making your way down a mountain of soft, powdery snow on a snowboard. It's such a rush as you float down the slope—it feels like being on a cloud. The first time I saw people snowboarding, I was on a ski trip. I took one look at the snowboarders and knew I was going to love this sport. I went out and bought all the equipment before I even tried it. I grew up surfing, longboard and skateboarding in CA, so this was a natural transition for me.

Living in Florida and working for PBS&J is really great. I wanted to be an architect ever since I was a small child. And when I have a passion for something, I usually go for it. Snowboarding is the latest example of this, and now my son has the bug for the sport. Together we wakeboard and surf all summer and snowboard all winter. Wherever there's light, flaky snow, you can count me in. I truly am having the time of my life!

Jeffrey Terrels
Orlando, Florida

My Top 10 Snowboarding Resort Picks:

Jackson Hole, Wyoming
Snowbird and Alta, Utah
Whistler Blackcomb, BC, Canada
Squaw Valley, California
Taos, New Mexico
Crested Butte, Colorado
Kirkwood, California
Red Mountain, BC, Canada
Mammoth Mountain, California
Sugarloaf USA, Maine

DIVERSITY

The Changing Face of Business



An employee-owned company

PRESS RELEASE

For Release: September 15, 2008

PBS&J Resume

- Overview:** PBS&J is one of the world's leading planning, engineering, design, and construction management firms. Forty-eight years after its founding in Miami, Florida, PBS&J has become a top-10 U.S. design firm (29 among the nation's largest in design and 10 for pure design) and a top-tier leader in transportation, environmental, facilities, and applied technologies services, as well as in construction management.
- Ownership:** An employee-owned private company, PBS&J has 3,900 employees working in more than 80 offices in 24 states and Puerto Rico. 2007 revenues were \$581 million. As important as the firm's quantitative success is its legacy of quality projects and satisfied clients. This emanates from an environment entrenched in industry best practices and teams of motivated professionals who work toward common goals.
- Facilities:** PBS&J provides total life-cycle services to clients for site development and building projects. Services encompass planning, civil engineering, architecture, landscape architecture, operations, and maintenance. This approach leverages state-of-the-art technologies including building information modeling, data visualization, and advanced project collaboration tools to present turnkey solutions for our facilities projects.
- Transportation Services:** PBS&J is one of the nation's premier providers of transportation consulting services. In addition to core mobility services including highway design, corridor planning, and toll facilities, the firm has added unique insights into user-fee improvements including managed lanes and open-road electronic toll collection systems. PBS&J also has a strong portfolio of aviation, air, and seaport projects ranging from comprehensive planning to design and construction services.
- Environmental Services:** Developing answers to 21st century demands for infrastructure while protecting the environment has propelled PBS&J engineers and scientists to the leading edge of sustainable and environmentally sensitive design and construction. The firm provides water and wastewater solutions ranging from the conventional to the innovative, such as enhanced nutrient removal treatment systems for wastewater, ultraviolet treatment for stormwater, or membrane technologies for potable water treatment. The expertise extends to impact reports, permits, and other environmental components of standard commercial, industrial, and residential developments, as well as to highly specialized applications such as energy production and distribution.
- Applied Technologies:** PBS&J's applied technologies group leverages the enterprise value of the firm's technology resources to provide innovative and effective solutions for our communities. Focused on full life-cycle data management, our application of technology ranges from program management, to data collection, to emergency response.
- Construction Management:** The intense and rapid growth in urban, suburban, and rural settings in the U.S. places intense pressure on owners and contractors to manage the time, materials, and financial resources of construction projects. As this service has been increasingly outsourced to professional engineering firms over the past several decades, PBS&J has excelled and gained distinction for its extensive and highly qualified staff experience and comprehensive approach to projects.

Depending on the project, the firm assembles a team with asset management, contract administration, claims management, construction engineering and inspection, construction management, quality assurance, and other related capabilities.

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| Engineering News-Record Rankings: | Category | Ranking |
| | Top Design Firms | 29 |
| | “Pure Design” | 10 |
| | Airports | 8 |
| | Bridges | 13 |
| | Water Supply | 12 |
| | Transportation | 10 |
| | Mass Transit and Rail | 14 |

Architecture Practice: PBS&J’s national architectural practice is organized strategically around our clients. Market leaders reside throughout the U.S. and the Caribbean, uniquely positioning us to offer both the personal service and attention of a small firm, and a national network of extensive in-house resources with recognized expertise.

PBS&J utilizes green building and sustainable design strategies in projects as a matter of course. We have embraced the Leadership in Energy and Environmental Design (LEED) and Sustainable Project Rating Tool (SPiRiT) programs, and have certified professionals to lend expertise to sustainable design and environmental issues. Recognizing the profound impact of the built environment on our natural environment, economy, health, and productivity, we support our clients with urban infill, redevelopment projects and pedestrian-oriented communities that provide strong links between building designs, infrastructure, and place-making strategies.

From designing an entire municipal campus to a park or reclaimed waste site, PBS&J’s design team combines green building and sustainable design principles with outstanding design aesthetics to create dynamic architecture. From airports to schools to maintenance facilities, PBS&J’s design team has only one goal: To make every project the best design possible.

Architecture Market Segments:

- Aviation
- Civic
- Education
- Federal
- Resort
- Transportation
- Architectural Engineering

Architecture Services:

- Programming
- Planning
- Architecture
- Interior Design
- Sustainable Design
- Master Planning
- Graphic Design
- Program Management
- Space Planning
- Architectural Engineering
- Cost Estimating
- Feasibility Studies
- Construction Services
- Facilities Management
- Security Design (Antiterrorism/Force Protection)
- Design-Build and Alternative Delivery Systems
- 3D Modeling

