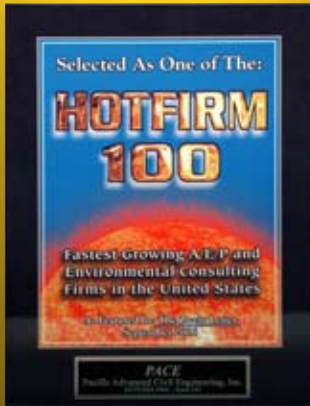


A Great Place to Work

Pacific Advanced Civil Engineering, Inc.

A creative environment for innovative thinkers



**#45 Fastest
Growing A/E Firm**

CE News

**BEST FIRMS
To Work For
CIVIL ENGINEERING**

2006

TOP TEN

**#2 Small Firm
#9 Overall**



**PACE is One of Only Nine
Firms to Place in the
Best Firm Ranking
AND Hot Firm Ranking**

"Employees were especially satisfied with the firm's training opportunities and overall professional development."

-CE News, October 2006



Pacific Advanced Civil Engineering, Inc.

A creative environment for innovative thinkers

Pacific Advanced Civil Engineering, Inc. (PACE), is very proud of its recent recognition as one of the industry's fastest-growing firms and as a great company to work for. The firm is guided by a desire to provide creative and innovative water resources engineering solutions in partnership with nature. This focus has created a workplace that is more a think-tank than a traditional office, where significant effort is made to cultivate creativity, professional growth, and environmental stewardship. The result is high-quality products delivered to clients daily and above-average job satisfaction.

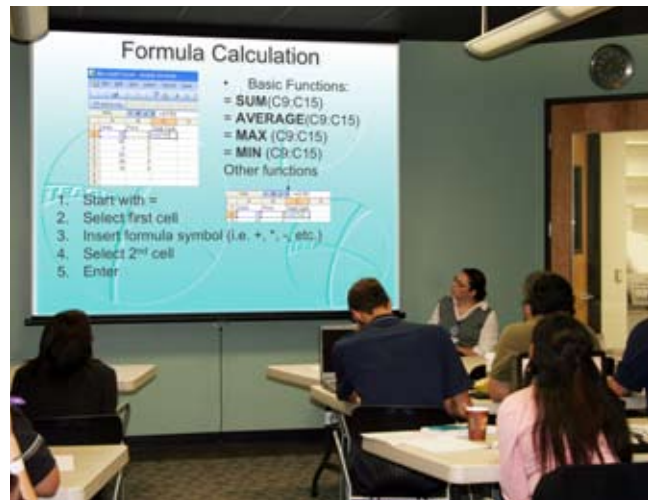
PACE has 90 full-time employees, most of whom are based in the main office in Fountain Valley, Calif. (Orange County). Branch offices are located in Phoenix and Stockton, Calif. While PACE is a civil engineering firm, its focus is on water resources, including stormwater management/flood control; water and wastewater treatment and infrastructure; and recreational water features such as manmade lakes, fountains, and pools.

PACE recognizes that employees are the most valuable asset of the company and that having the right employees — with aligned skill sets and attitudes — is critical to providing unique and innovative solutions. PACE's culture supports continuous learning and advanced thinking. Specifically, the firm believes that basic knowledge of a given topic allows one to produce results commonly accepted within the industry, while advanced knowledge challenges commonly accepted ideas and encourages cutting-edge solutions that benefit both the client and the environment. Additionally, PACE leaders realize that greater personal satisfaction and development are achieved from advanced study. This core belief guides all of the strategic decision making and employee development programming at PACE.

Becoming a best place to work

Work place satisfaction at PACE comes from employees' daily work fulfillment and an environment that supports personal and professional aspirations. It is a place where qualified team members work together on interesting and challenging projects.

PACE has several unique elements. First, the company believes it has a responsibility to protect the environment, and it models all of its engineering



PEARL class

practices to protect and enhance one of the greatest natural resources: water. This principle attracts many people who believe in this stewardship.

In practicing engineering, PACE staff have the unique ability to make a difference with what they do. This is achieved through protecting the environment, as well as through hands-on involvement with projects regardless of position-level, exploring and testing new technology applications, asserting creative thinking into project designs, and participating in research projects and physical experimentation/modeling.

Furthermore, the firm provides direct involvement and mentorship by firm principals, advanced education, creative office environment, group synergy and family atmosphere, field investigation/monitoring, understanding the construction process, and a strong employee benefits package emphasizing work-life balance.

Learning forum supports employee growth and satisfaction

The strong focus on learning and innovation is supported by PACE's PEARL (Pacific Educational Analytical Research Laboratory) program. PEARL is a strategic, employee-focused program based on creativity and learning. PEARL challenges employees to "raise the bar" of knowledge and become experts in self-directed areas of focus. By using classroom training, laboratory testing, field experience, and unlimited creativity, PEARL empowers PACE employees to achieve career heights never before realized.

Using on-site and off-site classroom and

A Great Place to Work

laboratory settings, PEARL provides an environment that encourages and motivates employees while supporting a creative atmosphere. Technical and leadership management training is accommodated through the “train-test-teach” approach. Employees have an opportunity to be trained in a specific area of interest and are given the opportunity to select a certificate curriculum. Upon completion of a course, they are tested to demonstrate their understanding of the subject matter. Once they have mastered a topic, they have the opportunity to apply what they’ve learned and are encouraged to teach others. Core curriculum in company-specific topics are offered, managed, and taught by expert internal staff and by outside industry leaders.

Laboratory sessions and research projects are also key components of PEARL. Specific classes may include a laboratory component, where hands-on training and testing of new ideas can take place. The laboratory component is tied directly to current projects and allows staff members to strive beyond standard, “off-the-shelf” thinking in developing design solutions. Staff members are further encouraged by patents received for innovations developed through the program.

All employees, including interns, are encouraged to participate in the PEARL program. Non-technical staff are encouraged to take engineering-related courses to develop a better understanding of the services PACE provides. In the year since PEARL was initiated, hundreds of hours of training have already been provided and more than 90 percent of the employees have participated.

Group synergy and a family atmosphere

In addition to the type of work being performed by employees, the environment in which the work is performed is considered very important to PACE. Specific team-building initiatives have



been put in place and practiced to encourage interpersonal relationships to build and make employees more comfortable with one another. Team building is supported by specific initiatives, including the following:

Annual off-site team-building training day — A specific day of training has been dedicated annually to encourage team building. Every employee, including interns, participate in this event that incorporates exercises that promote teamwork and provide valuable lessons for working together in a group setting. In October 2006, employees traveled to a local park where kayaking, rock climbing, and other hands-on, team-based exercises took place.

On-site and off-site group activities — An activities committee, comprised of employees of all levels, plans several activities each year that engage employees in non-business settings, allowing them to interact and build camaraderie. For example, a monthly company-sponsored lunch is coupled with a “challenge” activity, with prizes to encourage employees to interact about non-work related matters and to have fun. Additionally, off-site activities that include employees’ spouses and significant others further promote team building and provide an additional element of enjoyment to the employee experience. Off-site activities include golf tournaments, week-end trips to water ski and to the mountains, professional baseball and basketball games, bi-weekly beach bonfires in the summer, and more.

Community involvement — PACE employees participate in activities such as local charity races, beach clean-up days, fundraising, and more to give back to the local community. In the process, employees feel good about working together to make a difference.

Growing while remaining grounded

Growth can be a challenge to sustain for any firm; it is an even greater challenge to grow and keep employees content along the way. PACE has grown tremendously during the last five years. It has done so organically, without compromising its specialization in water resources or focus on protecting the environment. The growth was a function of the structure and atmosphere developed at PACE.

To ensure that the envisioned growth would happen appropriately, significant strategic planning began in 2000 and has been revisited regularly, even today. This strategic planning has addressed several areas, including the following: market sectors, service offerings, staff growth objectives, internal organization structure, revenue growth objectives,

A company-sponsored soccer challenge celebrates the spirit of the 2006 World Cup.

infrastructure needs (such as IT and office space), and incentive programs.

A unique element to this planning process was regular discussion about how to manage growth appropriately rather than just how to achieve growth. Recognition of the potential challenges to growth and needs associated with smooth operations over time played a major role in the strategic planning and execution of objectives identified in the process.

A new idea, a new path, a new solution

The environment at PACE allows staff to envision and embrace new ideas and put them into practice, enabling them to make a true difference on their projects. For example, a PACE team recently created an aesthetically appealing, innovative flood control solution that saved a land developer \$5 million. It is experiences like this that define the spirit, motivation, and attitude of the team members at PACE and helped the firm achieve recognition as a Best Civil Engineering Firm To Work For and a Hot Firm in 2006. Fundamentally, PACE recruits and trains individuals who want to expand their knowledge beyond conventional thinking and who seek ways to protect the environment in the process. In doing so, it has created a unique atmosphere that offers employees personal and professional development while stressing the importance of working “in partnership with nature.”

BY THE NUMBERS

Headquarters: Fountain Valley, Calif.

Number of branch offices: 2

Number of employees: 90

Year firm was established: 1987

Areas of practice: Water resources civil engineering

Ownership structure: Privately owned with 10 owners

Number of board members: 5

Growth of gross revenue between 2002 and 2005: \$8.3 million and 213 percent

The Zweig Letter Hot Firm 2006 List Ranking: 45

CE News Best Civil Engineering Firm To Work For 2006 Ranking: 9

Company website: www.p-a-c-e.com



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