

Re: Letter of Recommendation

To Whom It May Concern:

I have had the personal and professional pleasure to know Jodi Powers in two capacities. First, as a marketing coordinator for the Phoenix office in 1993; and second, as the national communications and public relations manager for the newly-formed DLR Group Marketing in 1996.

As a marketing coordinator, Jodi enjoyed working with numerous project teams to develop creative themes in proposals and interview materials. Her dedication in completing award submittals was second to none and resulted in numerous awards and citations for the firm. As DLR continued to grow and expand its offices and practice forums, Jodi's professional responsibilities and her eagerness to accept new responsibilities grew as well.

Group Marketing began in 1996 to provide leadership for national marketing efforts, assist the firm's Managing Partners with implementing Group-wide decisions, and to create a strong internal link between offices for a unified image, regular exchange of information and news of firm activities.

Group Marketing developed a new set of tools to communicate its message as a recognized leader in the architectural/engineering community. The Group Marketing team worked collaboratively to develop the following: the firm's first web site; new internal and external newsletters and e-newsletters; publications that showcased the firm's projects while still in design; public relations and advertising campaigns that addressed all the firm's practice sectors on local, national and international levels; direct mail postcards and e-cards that announced the firm's award-winning projects; communications standards; national award submittals, brochures, proposals, and national convention materials.

Through Jodi's efforts DLR Group was able to accomplish professional and financial goals essential for continued growth and success. In addition to managing these roles, Jodi provided consistent and effective leadership across DLR Group's 17 national offices, supporting DLR Group's marketing and public relations professionals.

With her elevation within the Firm's hierarchy, Jodi was recognized for her dedication and received other acknowledgements (including financial bonuses) for going above and beyond the call to duty.

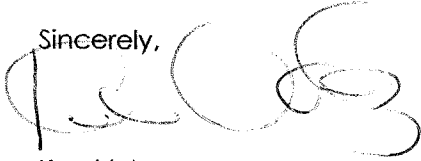
In marketing, communications and public relations, many aspects of the business change, however three things remain consistent:

- Ability to create and foster long-standing relationships;
- Consistency in the delivery of well constructed messages; and
- The dedication to details and follow-up.

It was Jodi's on-going charge to create the firm's corporate infrastructure through its written, visual, and verbal communication tools. In her role it was essential she pay attention to the core principles and wisely use emerging tools to create and sustain the strongest professional image for the firm.

Jodi was always looking for ways to elevate the performance of the organization through words and images.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ken Volz', with a large, stylized flourish at the end.

Ken Volz  
Formerly, Partner in the Firm &  
Director of DLR Group National Marketing