

October 15th 1997

Dear Sir/Madam,

Re: Erick Calder

The Los Angeles Times has recently implemented a suite of applications for the Order Entry, Pagination, Billing and Management of Classified Advertisements. This multi-million dollar project involved a large team composed of Times' employees, contractors, vendors and a System Integrator. In addition to the core components, a number of ancillary applications and interfaces were developed and/or enhanced - some to provide new functionality which is not available from the main systems and some to maintain existing functionality.

Erick Calder is a member of the Technology Resource Group within the project team, reporting to me in my position as Advertising Systems Manager and Technical Lead for the project. He joined us for a few weeks only in the fall of 1996, but this was extended due to his very significant contribution and we anticipate that he will remain at least until November 1997.

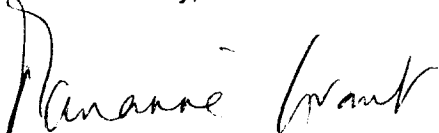
Erick's responsibilities within the core project have been primarily within the group of ancillary systems including major work on the Sales Compensation and Web-based reporting applications. He has been instrumental in the design of several key elements, in development crossing a wide range of technologies including Visual Basic, SQL and SQR, and as a member of the group who provide production support for the system as a whole. Erick has brought to the project specific qualifications and expertise (particularly evident in the area of graphical user interface and SQR reporting) which has enabled us to exceed initial expectations and to deliver superior products to our business partners. Another major contribution is his talent for and willingness to tutor and mentor others so that they may benefit from his experience and knowledge and be more productive. Some of this effort has been requested and scheduled, but much of it has been done through Erick's own initiative and commitment.

Throughout his tenure, Erick has acted in a thoroughly professional manner. He is dedicated, innovative and self-motivated, has wonderful ideas and the ability to turn these into useful products. He has superior technical skills and a real talent for design. He is an excellent teacher, a good "team player" and, as an individual, he is appreciated as much by our business partners as by his colleagues in the technical team.

Erick has made a major contribution to The Los Angeles Times, and we wish him success in his future endeavors. I would not hesitate to contract for his services again should there be a need.

Please feel free to contact me if you require any additional information.

Yours Faithfully,



Marianne Grant

Technology Resource Group