

In Motion

A PUBLICATION BY LEA+ELLIOTT TRANSPORTATION CONSULTANTS

SPECIAL EDITION

Celebrating 35 Years of Moving People

(a Founder reflects)

Lea+Elliott, Inc. has enjoyed remarkable success in its 35-year existence. As one of the company's founders, it has been my privilege to observe Lea+Elliott's growth and development from two tiny start-up firms into the world's leading people-mover consulting organization. From this perspective, I can offer the following thoughts about the basis for the company's success:

Clients: More than any other factor, our clients have been responsible for our growth and professional maturation. By our reckoning, we have been engaged by over 400 different agencies and/or corporate clients throughout the years, in many cases for repeat assignments. Our clients have given us opportunities to apply our proven strategies for transport system design. In addition, many have allowed us to test new ideas that have advanced the state of the transit industry. We take great pride in the many operating transit systems throughout the world that bear the stamp of our design ideas. While some of our projects have been small and some have been large, every project has provided us a unique opportunity for creativity. To those readers who represent one of our past or present clients, we extend our heartfelt thanks for your confidence in our work.

Competitors: Our competitors have also been a major factor in our success. By competing with us for work assignments, they have challenged us to maintain the highest standards of excellence. In some cases, we have teamed with our competitors for projects: either with direct competitors to develop a synergy for the project and client or, more usually, with larger A&E firms who are sometimes competitors but more often provide a broader range of services. We plan to continue this very successful policy in the future. To those readers who represent one of our competitors, we appreciate your role and look forward to many more friendly competitions and associations.

Co-Workers: Throughout its history, Lea+Elliott has been a collaborative and cooperative organization. Perhaps this is a result of our beginnings as two cooperating companies. For whatever reason, we have succeeded in part because employees routinely seek advice and support from co-workers and



Lea+Elliott celebrated its 35-year anniversary at its annual Shareholders meeting in Fort Worth in June.

incorporate that input into company work products. Our organization is fluid; project teams are formed by matching the project's needs with our employees' skills. With today's advanced communication techniques, project teams usually consist of personnel from more than one of our offices. If you are an employee reader, thanks to you for your willingness to work and flourish in this environment.

Commitment: Last but not least, I strongly believe that Lea+Elliott's success after 35 years is a direct result of every employee's commitment to excellence. Although I have been retired from full-time work for several years, my occasional assistance on projects and proposals has allowed me to remain in touch with the current workings of the company. What I have observed is a cadre of management, professional and support personnel who are not satisfied with "good enough". Every employee strives to do his or her job in the best possible way. Through project collaboration and the company's peer review and procedures, every work product is carefully prepared and reviewed, with the objective of providing the best possible conclusions and recommendations to the company's clients.

On behalf of all of the company's founders and former employees, we offer all Lea+Elliott employees our congratulations on your 35 years of success, and our best wishes for a future of enjoyable work and exciting projects.

Dennis M. Elliott, P.E.
Senior Principal (Retired)

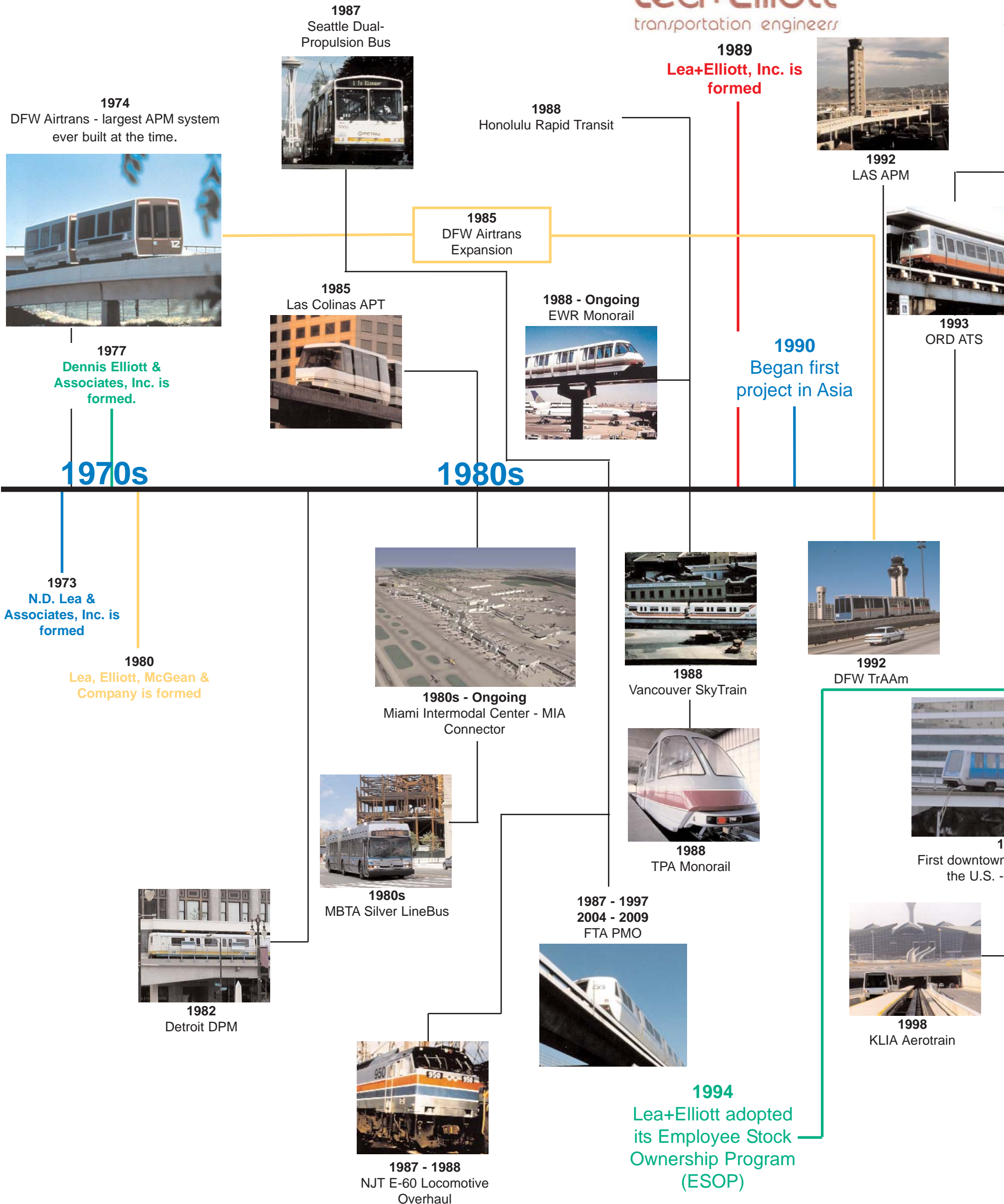
CELEBRATING
35
years
of Moving People

We moved you then. We move you today. We'll move you tomorrow.

Lea+Elliott is proud to have provided planning, engineering, procurement, design, implementation, operations, and / or program management services for over 40 years.

*Dates listed indicate when Lea+Elliott's services began, were completed or when system began operation.

Lea+Elliott
transportation engineers



... you tomorrow.

over 300 transit system projects worldwide. Here are just a few.

Lea+Ellieott

1998
Lea+Ellieott
celebrates its
25th anniversary

1993 - 2005
SF MUNI CBTC



1996
Received APTA's
"New Horizons"
award

1990s



1999
Grand Canyon Bus/Rail

2001
MSP Hub Tram



2000
ORD ATS Expansion



2001
IAH Terminal Link -
Phase 1

2003
MSP Concourse Tram



2005
IAH Terminal Link
Phase 2 Expansion

2003 - Ongoing
New Automated Train
at PHX



2004
SEA Transit System
Replacement

2007 - 2010
IAH Terminal Link
Phase 3 Expansion

2006 - 2015
WMATA rail extension to IAD



2007
SIN T3 PMS



2007
Awarded 2 ACRP
Airport APM
Research Projects

2000s



1995
DIA AGTS



2002
SFO's AirTrain



2002 - 2009
IAD Aerotrains



2005
World's largest airport APM
DFW Skylink

2008
Received "Employer
of the Year" Award
from the Bay Area
Chapter of COMTO



2007 - Ongoing
MIC-Earlington
Heights Connector
Extension

1994
Most people mover in
Miami DPM



2003 - Ongoing
BART-Oakland Connector -
first P3 project



2006
OCTA's BRT system



2009
CONRAC APM at the
world's busiest airport
- ATL



2000
Amtrak HSR NE Corridor



2007 - Ongoing
MCO Guideway Rehab

President's Column

I joined Lea+Elliott over 17 years ago, when the firm was half the age it is today. Now, as we mark our company's 35th anniversary, it is my privilege to tell you about the things that make me most proud of this firm.

First, we've grown steadily and consistently and we maintain an extremely solid balance sheet. Because we are a nimble and flexible firm with little bureaucracy and stable overhead costs, I believe our growth will accelerate even more in the next few years. Next, our leadership team is so comfortable working together toward continuous improvement that I see no reason why our growth should not logically continue its consistent, upward momentum.

One way that we are assuring continued improvement is through our business planning efforts. Last year we brought in a respected industry business consultant to help us develop a comprehensive strategic plan. The exercise helped us focus clearly on all aspects of our business and led to the refinement of our organizational structure. During the planning process we developed a Blue Ocean Committee to explore the option of expanding into new lines of business. Blue Ocean strategy focuses on value innovation, meaning it finds a way to create greater value for both the clients and the company. Such innovation should both create value and reduce or eliminate services that are less valued by current or future markets. I'd like to see us turn some of these "Blue Ocean" ideas into new lines of business very soon.

Having spent much of my career leading the business development activities at Lea+Elliott, this portion of the business is near and dear to my heart. Automated transit is our core business and we're noted as the leading experts in this specialized field. Since most of the automated transit systems in operation today are at airports, there have been times in our history when as much as 80% of our business was generated from airport projects. As we grow, we continue to expand into non-airport markets like rail, bus and emerging transit systems. We also recognize that there are significant opportunities in the Middle East and Asia to consider and perhaps pursue.

Another reason for my pride is our top-notch professional staff. Lea+Elliott is a unique firm because of our specialty services in transportation system design; but we're also defined by our entrepreneurial traditions. We hire carefully and deliberately to assure that new employees complement our culture and fit with our ethics and values. We like to hire people we know and respect, people we've worked with in the past or whose work we've watched and admired over time. As a result, our turnover has been very low and nearly non-existent throughout our entire history. I'm sure you'll agree that a record like that is truly rare.

I'm excited about what the future has in store for Lea+Elliott and can't wait to read the 50th year anniversary newsletter. By then, I'll have passed the torch to fresh leaders with new dreams; but hopefully I'll be invited back to provide a retrospective. I'm sure there will be some interesting and significant accomplishments to boast about between now and then.

As we celebrate this milestone anniversary, the most important thing I can say is to express my personal appreciation to all of you: our employees, clients, competitors and friends. You are all significant contributors to our rich and enduring legacy.



Lea+Elliott

1009 W. Randol Mill Road
Arlington, TX 76012

Editor: *Crystal Punzalan*
Dallas/Fort Worth
817.261.1446

Advisors: *Steve Perliss*
San Francisco
415.908.6450

Hal Lindsey
Washington, DC
703.968.7883

Sanjeev Shah
Miami
305.500.9390

CELEBRATING
35
years
of Moving People

About Lea+Elliott

Lea+Elliott is a transportation consulting firm offering a broad range of planning and engineering services for clients worldwide. Principal activities involve transportation system planning, analysis, design, procurement, implementation, and overhaul.

The Lea+Elliott team has expertise in all modes of transit, including high-speed rail, rapid transit, commuter rail, light rail, automated guideway transit, conventional and advanced technology buses, and emerging technologies. These services are provided primarily to airports, public transit authorities, regional planning organizations, and private sector owners of transportation systems.



Visit our new website:

www.leaelliott.com

Please return address correction information to the above address or fax to 817.861.3296