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**Subject: Letter of Recommendation for IMS**

To Whom It May Concern:

The purpose of this letter is to attest to the outstanding job that Jeff Collins and his IMS team performed for British Petroleum Exploration (BPX) on the MPX-1 Project at Milne Point, Alaska, earlier this year. The IMS team was called upon at the last minute to produce a schedule for a production facility shutdown and performed beyond expectations to help us in executing the shutdown successfully.

The MPX-1 Project was a \$120MM project where BPX was expanding existing oil production facilities to triple the production capacity. The project was a fast-track project with a 24 month duration from inception to completion. The most critical part of the project was a complete facility shutdown for a four week period to tie-in new equipment and perform maintenance and modifications on existing equipment.

In January of 1996, I was asked to assume the role of Project Leader to coordinate all of the activities around the facility shutdown. The shutdown was scheduled for mid-March. It soon became obvious that the construction contractor did not have the capability to produce an integrated schedule of construction, maintenance and operations activities for the shutdown. In early February, I contacted Jeff Collins and we made arrangements for him to assemble a team to produce the schedule and provide schedule updates throughout the shutdown.

The IMS response was remarkably fast, with a highly qualified team of professionals. Although time was very short, they quickly pulled together the available information and massaged it into an accurate, easy to use primavera schedule. The schedule was invaluable in helping us fine-tune the sequence of events just prior to shutdown. During the shutdown, daily updates were accurate and kept the management team aware of the progress on critical path elements. It was used daily to make adjustments to the plan.

Besides being talented in the area of planning and controls, the team had a good grasp of processes involved with modifications to a production facility and they were very easy to work with. They sought out people who had key information and they knew what questions to ask. People in all parts of the organization were very complimentary of the way they conducted their business. Their long hours and dedication to produce a quality product earned them the respect of all with whom they worked.

In summary, I am very appreciative of the work that IMS performed for us on the project, I recommend them very highly, and I certainly hope to have the opportunity to work with them again in the future.

Sincerely,



M. G. Foot  
O. & M. Consultant