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To Whom It May Concern:

Recently, Johnson Controls, Inc. (JCI), contracted with Innovative Management Solutions (IMS) for a 90 day commitment period on the ExxonMobil Security Upgrade System Project in Baytown, Texas. The scope of work for IMS was to supply expertise to enhance and finalize JCI's Construction Schedule and Project Deliverables. This period allowed JCI time to hire a direct resource for Project Planning to complete the project.

IMS provided a resource with extensive experience and knowledge in Project Control who immediately grasped the situation. He made the following series of recommendations, implemented over time, that improved the: deliverables, value of the Construction Schedule progress basis, and JCI's and ExxonMobil's ability to use the Project Plan as an important and critical management tool.

- Converted from MS Project to Primavera P6 and created a realistic Critical Path Report, developed Progress Curves based on Earned Man Hours derived from resources, eliminated Indirect resource hours (i.e. staff loading) from the progress baseline, and converted Duration Percent Complete to Physical Percent Complete.
- Assisted JCI Site Management in analyzing the slow rate of progress on the project. IMS provided its insight, expertise and experience to show that more scope was being added week by week than work was being accomplished, and was diluting the progress rate.
- Determined that significant work scope was missing from the original MS Project Schedule and initiated a concentrated effort to include this work and totally revamped the Project Plan. IMS directed the efforts of the major Contractors, and worked closely with the JCI Project Manager to identify the added work, retested project logic, and provided a new plan for realistic completion of the Project.

- Implemented “Steps” in project activities saving 380 line items in the schedule which enabled the Major Contractors to replicate these steps in Excel to streamline the weekly updating process.
- Set up “Go to Meeting” conference calls with Small Contractors and trained them how to utilize the system process to report their progress each week..

IMS never lost sight of the long range goals, even under periods of high stress. They provided high level support when required, and accomplished a professional turnover.

I look forward to working with IMS in the future. The professionals at IMS have a depth and breadth of knowledge, extensive experience and a unique expertise. IMS is a Company who truly lives up to the “results matter” motto.

A handwritten signature in blue ink that reads "Walter J. Prusak". The signature is written in a cursive style with a large, stylized initial 'W' and 'P'.