



New Parkland Campus
Office of Program Management
2222 Medical District Drive, Suite 300
Dallas, TX 75235

November 1, 2010

To Whom It May Concern,

For over the past year, Innovative Management Solutions, Inc. (IMS) was contracted to provide a Master Scheduler for the New Parkland Hospital Program. We have been very pleased with the services provided so it is my pleasure to recommend IMS to other companies in need of Project Control services.

The New Parkland Hospital Program is a \$1.27 billion construction effort to replace the current hospital. This program includes multiple projects covering the construction of a new hospital, clinics, office centers, central utility plant, and an eight-story parking facility along with the demolition of existing structures. A program of this size requires the involvement of several contractors and departments working together in a cohesive fashion. Such an undertaking would have been overwhelming without the assistance of IMS.

The experience, professionalism and expertise IMS provided to this project were unmatched. This was evident from the beginning when IMS set up the Primavera P6 environment in a way that enabled high-level planning to occur with seamless transition to detailed schedule development. Each contractor was able to work within P6 to develop their schedules which were fully integrated into an overall master schedule. The master schedule was even integrated into other information systems in order to provide updated cost and schedule data to those systems. IMS created the standard coding structure and reporting standards that enabled the Project Controls group to provide actionable reports to all levels of the program team. Our Project Managers have been very impressed with IMS's ability to anticipate their needs and provide reports that are concise yet very informative. IMS created a very strong foundation for the Project Controls group that will enable Parkland and our contractors to manage this program to its successful completion.

I have enjoyed working with IMS throughout our time together. IMS exceeded my expectations while providing their deliverables on time and under budget. I highly recommend the Project Control services of IMS.

Respectfully,
NEW PARKLAND CAMPUS

A handwritten signature in blue ink that reads "PMCasey".

Patrick M. Casey, AIA
Senior Program Controls Manager