

To Whom It May Concern:

Letter of recommendation for Innovative Management Solutions, Inc. whose business headquarters is 1001 Dove St, Suite 185, Newport Beach, CA 92660.

Beal Aerospace Technologies, Inc. is in the middle of a very aggressive and ambitious program to radically lower the cost of launching satellites into orbit. The coordination and management challenges include developing some of the largest composite structures and rocket engines ever made, while also building world class fabrication and test facilities, and a private launch site -- not to mention a company being built from scratch.

Beal's first involvement with IMS was in April 1998, when they were solicited to make recommendations for developing an integrated project schedule for this rapid paced program.

IMS recommendation's included:

- Implementation of Primavera Project Planner (P3) as the project management software.
- Development of an IPT (Integrated Project Team) environment to hold people accountable for a scope of work.
- Migration to a project orientated organization.
- Development of a Work Breakdown Structure (WBS) to break the scope down into more manageable pieces, basically into deliverables either products or services.
- Development of a series of Subprojects integrated for the Master Schedule.
- Development of a resource directory and resource loaded project activities to manage resources more effectively and to establish parameters for a hiring plan.
- Training in time and resource management, as well as P3.

IMS provided the expertise to implement their suggestions, provided direction and oversight of BAT employees to develop a successful integrated Launch Schedule. To accomplish this they developed an End Item Matrix to provide production requirements to support test requirements, vehicle development, and reports keyed to track progress of the schedule development.

IMS was then tasked with developing of a Program Controls Group for BAT to achieve its long-range goal's. IMS provided top-notch resources, and achieved the formation of a functioning BAT Program Controls Group ahead of schedule. This group functions as a team, and readily adapts in this dynamic, high pressure environment. This team is proactive with all levels of the BAT organization, helping execute their plans and goals, and is creative in development of management reporting. IMS has also been instrumental in bringing personnel to BAT whose expertise lies outside of IMS's normal scope of work. These individuals are making significant contributions to the Program.

IMS's efforts organizing this very ambitious project has been invaluable and we see our continued relationship with them as mutually beneficial. Based on achievements described above, Beal Aerospace Technologies, Inc. is pleased to give its highest recommendation to any potential client for IMS. It is difficult to imagine how we'd be managing this effort without their dedicated, conscientious and expert assistance.

Sincerely,



Scott Frazier  
Program Manager