

May 6, 2002

Reference: E-Ticket Systems – Letter of Recommendation

To Whom It May Concern:

R.S. Means Company, a subsidiary of Reed Elsevier, is a leading provider of construction cost information, products, and services in North America. E-Ticket Systems, Inc. has been engaged by R.S. Means since June 1998 for specific expertise in the areas of customized database and software design and development, quality assurance, and project management. I am happy to have the opportunity to recommend ETSI in similar lines of work.

As Director of Information Technology at R.S. Means, I directly observed ETSI's contributions on a daily basis. ETSI was able to help and guide our own in-house IT staff deliver a new core-business, mission-critical Construction Cost Database (CCD) system on-time, within budget, and free of operational defects.

ETSI designed and implemented a 3GB SQL Server database consisting of over 100 tables and 1000 columns to replace the Legacy Ingres system. The database performs flawlessly, assuring high-speed access and tight data integrity, while at the same time, being highly normalized for publishing operations. ETSI also led the seamless migration from SQL Server 6.0 to 6.5 and then to version 7.0.

- ETSI defined detailed end-user application and system requirements and specified the customized design, application flow, and features for over 30 unique, intermeshed User Interfaces. The user community is delighted with the product and its ease and speed of use. With several layoffs and cutbacks in temporary labor made in Engineering last year, the productivity gains from the CCD in the SQL Server environment will help offset the affects of this down-sizing due in large part to the efforts of E-Ticket Systems.
- ETSI introduced rigorous Quality Assurance, Change Management and Configuration Management practices to the R.S. Means IT organization. The streamlined, repeatable processes instituted by E-Ticket Systems have resulted in five major and 15-20 minor, near-perfect code releases. The detection and control of software flaws has increased significantly using the E-Ticket Systems process.

R.S. Means
Construction Plaza
63 Smiths Lane
Kingston, MA 02364-0800

Tel: 781 422-5000
Other: 800 448-8182
Fax: 781 585-7466
www.rsmeans.com

- E-Ticket Systems has played an integral role in RS Means Project Management, from scoping, estimating, and identifying a comprehensive set of tasks at the outset, to tracking, hands-on management, and issue resolution once underway. ETSI's Project Management and leadership expertise proved invaluable to a number of endeavors, most notably the HansCaps project that resulted in unplanned revenue of almost \$100,000. Here, ETSI coordinated remote development and clients to produce a first-rate, shrink-wrapped building construction cost tracking system shared by R.S. Means and Hanscomb, Incorporated.
- ETSI has also contributed a great deal of knowledge transfer, working closely with in-house IT staff to help bring their skills current and begin to obviate the need for contract help in many of the above areas.

ETSI provided many intangible qualities that I have not experienced using other outside consulting services:

- Preparation – ETSI is great at anticipating your needs. Whether it's updating a MS Project schedule for a meeting that's happening in ½ hour that you have not had a chance to update, or having extra handouts of a presentation for a meeting in progress, ETSI foresees the need and is prepared to respond.
- Cost Effective – R.S. Means is a profit-oriented company that requires the company to be run effectively and efficiently. ETSI shares this value and has proven to be a cost-effective IT solution to augment our internal resources.
- Committed to Your Success – ETSI is committed to making you and your company successful. I can cite numerous occasions that ETSI puts forth extra effort to make sure we met a project milestone or deliverable and has even absorbed a portion of that cost when the budget was tight.
- Business Oriented – R.S. Means has used outside consultants throughout the years that I would classify as "body shops". ETSI, on the other hand, is very attuned to how technology can help the business. They have the ability to make technology suggestions and recommendations that are designed to help run your business more efficiently.
- Staff Respect – I have worked in companies where consultants are viewed as an unnecessary investment. ETSI has earned the respect of R.S. Means employees at all levels of the company via their ability to listen and respond to needs within the company.

E-Ticket Systems, Inc. has provided R.S. Means with an excellent return on investment. I strongly recommend ETSI for major database and User Interface design and development, Quality Assurance and Project Management.

Sincerely yours,

Thomas J. Dion
 Director, Information Technology
 R.S. Means Company