

January 26, 2000

U.S. Army Materiel Command
5001 Eisenhower Avenue
Attn: AMCPE-T (Room 728)
Alexandria, VA 22333-0001

Reference: DA-22-99 Associate Director (ECOM Washington)

To Whom it May Concern:

I have known Mark Werfel for many years and am pleased to recommend him for the position of Associate Director CECOM - Washington.

My initial professional experience with Mark was negotiating the Contract/Budget for IR&D /B&P, which is the single most important funding for an Aerospace Company. Mark represented the Air Force and I represented TRW Space and Defense. Mark had an extensive knowledge of contracting matters and an in-depth knowledge of technology and financial structures and the ability to create a solid based government position.

Mark always maintained a fair executive demeanor, creating an opportunity for a fair and equitable settlement. Many negotiations are conducted in an adversarial win/lose environment. Mark conducted his fact finding and negotiations in a manner where, at their conclusion, you felt that the process was conducted with integrity and the agreements formed the basis of a partnership containing respect for each other's position.

The IR&D program with a U.S. Government budget of billions takes many briefings, meetings and continues dialog spanning many months. Our continuing discourse provided me many opportunities to gain insight into Mark's opinions and perspective on a variety of issues. He clearly possessed a wide perspective and had many interesting and innovative solutions. My feeling was that given the opportunity and proper exposure he could make an invaluable contribution to our nation's procurement process.

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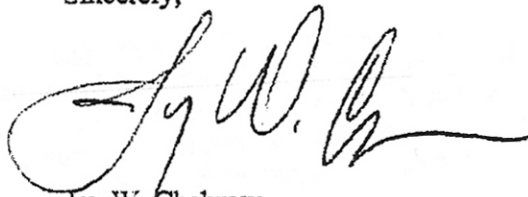
For that reason when I was appointed by the White House to the Acquisition Panel Chair of the Blue Ribbon Commission for the redesign of Space Station Freedom, I sought his participation. I was not disappointed. Mark's evaluations, development of essential findings and authorship of suggested improvements were chronicled and integrated into the nation's and NASA's Final Report, resulting in a scenario creating the International Space Station.

I recently chaired the International Space Station Cost Assessment and Evaluation Task Force for Congress and NASA. Many of the insights and approaches I discussed in congressional hearings and in the nation's press were and are extensions of Mark's concepts.

Mark's desire for government industry partnerships was expressed more than a decade ago before it was politically correct to do so. He has continually created, published and implemented innovative contracting practices. Implementing these on a broad scale will, in my opinion, result in more effective business practices by government in the arena of commercial information technology.

I am aware that this letter went into a great amount of detail, however, it was important to me that this was not just another "recommendation letter". I wanted to convey the amount of respect I have for Mark and support my belief in the invaluable contribution he will make to the agency fortunate enough to acquire him into their organization.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay W. Chabrow". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jay W. Chabrow
President