



December 8, 2004

To Whom It May Concern:

I was Principal Investigator for the SRI Team during Phase I of Vulcan's Halo Project and was a senior adviser to the SRI Team during the first stage of Phase II. During that period, Noah Friedland was the Halo Program Manager for Vulcan. Noah was an extraordinary, indeed exemplary Program Manager! He was smart and superbly well-organized. More important, he was fully focused on driving the (3) teams toward successful completion of the project goals. He worked hard at making those goals clear and at making sure that all the participants understood and bought into the goals.

Despite the fact that the central technologies in Halo lay somewhat outside Noah's background and expertise, he was proactive, diligent (and tireless!) in filling in gaps in his knowledge and understanding. More important, he exhibited a firm grasp of system-wide functional requirements of the project and continually drove participants to think in terms of those requirements, and not in terms of the capabilities of individual components.

Noah involved stakeholders in the decision-making process and welcomed – indeed actively sought -- advice and participation. In his dealings with the teams, he was always clear, direct and respectful. He worked hard at making sure, not only that he was understood, but that we (the participants) understood one another's contributions as well.

To repeat, Noah did an extraordinary job as Program Manager. More than any other single person, he was responsible for the success of the Halo program.

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