



NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-6000

20 May 1993

Mr. Thomas A. Drake
Booz, Allen & Hamilton, Inc
891 Elkridge Landing Road
Linthicum, MD 21090

Dear Mr. Drake:

I wish to express my sincere appreciation for the services you have provided for Project LIBRARIAN as Test Conductor.

As the leader of the testing activities, you provided exceptional support to the System Acquisition Manager by your involvement in the analysis and solution of the many problems discovered in the testing of the LIBRARIAN system. Your input was consistently relied upon during the testing and development of the system. Your expertise and knowledge were crucial in keeping the testing effort on track during a time of personnel changes, changing requirements, and ever present schedule pressures. All the extra hours you worked at site and at home showed the interest you had in this project.

Everyone involved in the LIBRARIAN program recognizes the dedication, spirit of cooperation, and attention to the mission that you brought to the project.

Please accept my sincerest appreciation for your superb effort in support of this major Agency project.

Sincerely,

A handwritten signature in cursive script, reading "Harry B. Rutmiller", is positioned above the typed name.

HARRY B. RUTMILLER
Chief
Conventional Access Programs



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16 December 1994

Tom Drake
Booz-Allen & Hamilton Inc.
Airport Square 8, Suite 150
891 Elkridge Landing Road
Linthicum, MD 21090

Tom
Dear Mr. Drake:

Thank you for your contribution of time and talent to J's Customer Day(s) on 26 and 27 October 1994, and the dry run on 25 October that gave J personnel the opportunity to see so many projects "up close and personal." This three-day marathon of back-to-back demonstrations was specially designed to emphasize the importance of J products and their impact on the mission. The superb quality of every one of the 16 demonstrations, and the professionalism with which they were planned and presented, received well-deserved rave reviews. More than 120 DO managers and DO and R5 personnel attended this premier event and suggested J use this same approach to encourage teaming and partnerships to include an even wider audience.

I realize that every person who presented a demonstration at this event had to make time in a busy work schedule in order to prepare so thoroughly and deliver the presentation in such exemplary fashion. The Chief of G58 not only characterized these demonstrations as informative, but remarked, "There is a lot of good work being accomplished by J Groupers...which is invisible to us and...(they) brought it to our attention... ." This increased customer awareness and appreciation were the primary goal of this forum, and its success is due entirely to your professionalism and dedication. Congratulations, and my sincere thanks for a job well done.

R.J. Meyer
R.J. Meyer
Chief,
Processing Systems



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7 February 1995

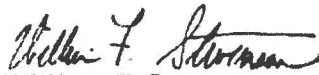
Mr. Mike Noonberg
Vice-President, Systems Development Practice
Booz Allen & Hamilton, Inc.
891 Elkridge Landing Road, Suite 150
Linthicum, MD 21090

Dear Mr. Noonberg:

One of your employees, Mr. Thomas Drake, works as the Test Engineer for Project JACKPOT at the National Security Agency (NSA). JACKPOT is a project to reduce the high cost to develop and maintain software systems at NSA through the use of software engineering techniques. This letter is to inform you of the recent milestone that Mr. Drake was instrumental in achieving on the JACKPOT Project. Attached is the Letter of Appreciation that was given to Mr. Drake on behalf of his achievement.

Mr. Drake is a credit to your organization and should receive special recognition for his outstanding efforts and professionalism. Since Mr. Drake joined the JACKPOT Project, there has been nothing but praise for both his technical expertise and his ability to work with government personnel. Please make sure that this letter is put into his personnel file.

Sincerely,


William F. Stevenson
Acting Chief
General Processing Systems

cc: Joseph Sperber
Marty Leshin
Barbara Langhans



Letter of Appreciation

The National Security Agency Central Security Service takes pleasure in presenting a Letter of Appreciation to

Mr. Thomas Drake

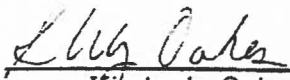
for service as set forth in the following

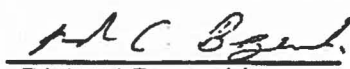
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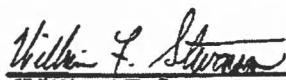
The time and effort that Mr. Drake devoted to making the JACKPOT demonstration a success during J Group Customer Days held on October 25 and 26, 1994 is greatly appreciated. Briefings were well received and generated a substantial amount of interest. Seniors who attended a number of the JACKPOT presentations were very impressed by the software engineering capabilities available through the JACKPOT Project and several took the time to send specific accolades to the Chief of J.

This demonstration marks a significant milestone in the progress of the JACKPOT Project. It is of the utmost importance that positive information about the capabilities of the JACKPOT Project be made known to our seniors at NSA. The demonstration that Mr. Drake developed and performed for the seniors has had a major impact on the ability of JACKPOT to work with several NSA organizations that had not previously expressed an interest in using software engineering technology.

It is through the efforts of people like Mr. Drake that progress continues to take place on the JACKPOT Project. Mr. Drake's work on this project has been an outstanding example of his technical acumen and his dedication to producing quality work.


Kimberly Oakes
JACKPOT
Program Manager


Richard Bozenski
Technical Director
General Processing Systems


William F. Stevenson
Acting Chief
General Processing Systems



NATIONAL SECURITY AGENCY
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31 March 1997

Mr. Mark J. Gerencser
Booz Allen & Hamilton, Inc.
Airport Square 2
900 Elkridge Landing Road
Linthicum, MD 21090

Dear Mr. Gerencser,

I would like to take this opportunity to recognize Mr. Thomas A. Drake as an exceptional employee. He is a credit both to your company and to the National Security Agency.

Mr. Drake is a valued member of the Software Engineering Knowledge Based Center within the National Security Agency's Office of Enterprise Computing. As one of the Center's senior technologists, Mr. Drake manages its Quality Engineering program. In this position, he holds frequent seminars and tutorials on code analysis, coding practices, testing, software project management, and best current practices in software development. Mr. Drake's professional, yet easy, manner, his demonstrated technical proficiency, and his obvious enthusiasm for his field make him a natural teacher and briefer of audiences at all skill levels in a variety of fora. He is one of the Center's most able advocates, recently coordinating an outreach program for software personnel at the Central Intelligence Agency.

Mr. Drake recently secured his position among his peers as an expert in software quality measurement when an article he authored, Measuring Software Quality: A Case Study, was published as a feature article in the November, 1996, issue of the Institute of Electrical and Electronics Engineers, Inc. (IEEE) professional journal, Computer. Mr. Drake was invited by the IEEE to submit the article following the May, 1996, International Software Quality Week Conference where he conducted a tutorial on "Best Practices in Software Quality Engineering," gave a keynote presentation on the case study which became the subject of the article, and participated in the executive workshop session of the National Software Council.

During the course of the subject study, Mr. Drake developed a quality code index now commonly known as the Center's Critical Measures. Application of these measures to code under development provides the project manager an actual measure of code quality and a reflective measure of the process used to produce the code. Plans are underway to prototype use of these measures against ongoing NSA acquisition efforts to provide periodic snapshots at the code level of product and process quality. The expected success of this prototype has significant implications for ensuring code reusability and maintainability.

In his day-to-day dealings with both the Center's customers and his colleagues, Mr. Drake leads by example. He understands the relationship of his field to the other services provided by the Center and consistently demonstrates an ability to balance both his personal and the Center's short and long-term goals. As an acknowledged expert in his field, his opinions are sought and respected by both his colleagues and his management.

Mr. Drake continues to provide both the Center and, indeed, the National Security Agency high visibility as a leader in the area of software quality testing. His professionalism and dedication to excellence is unfailing and are testimony to his high potential for advancement. I am proud to have him as a member of my organization.



Lawrence C. Tarbell, Jr.
Chief, Office of Enterprise Computing

cc: Mr. Michael P. Noonberg