

5



OFFICE OF THE
SECRETARY OF DEFENSE

1996 APR 30 PM 3: 56

David L. Sokol
Chairman
Chief Executive Officer

April 29, 1996

337 SCDC

The Honorable William J. Perry
Secretary of Defense
The Pentagon
Room 3E880
Washington, DC 20301

Dear Secretary Perry:

Having just completed one of the most interesting weeks of my life, I am compelled to write to you my observations regarding the Joint Civilian Orientation Conference-59 sponsored by the Department of Defense.

My first observation during this extraordinary adventure was the superior quality of each of the men and women who make up our military force. Significantly, this included all the personnel I met from the E-1 level to those with stars on their shoulders. I had the pleasant opportunity to spend time and eat meals with dozens of America's finest young men and women. They were warm, intelligent, frank in their comments and are real patriots. They are a wonderful reminder that our next generation is not the out-of-control band of unmotivated hooligans which they are often portrayed to be. I would be proud to hire any of the individuals I met.

My second observation was in regard to technology. While the various demonstrations we viewed and in which we participated were extraordinary and without question awe-inspiring, I was surprised at how long many of these weapons and delivery systems have been in use. In response to my many questions in this regard I quickly developed an appreciation of the lead time required to research, design and create such systems. Given these realities, and the speed with which technology advances are taking place, I believe that maintaining our technological edge will require vision and a Congressional will to achieve that vision. To the extent I can be helpful in this regard, please let me know.

29 Apr 96

U06201 / 196

CalEnergy Company, Inc.

302 South 36 Street, Suite 400, Omaha, Nebraska 68131-3845 (402) 341-4500 Fax: (402) 231-1403

Page 2

April 29, 1996

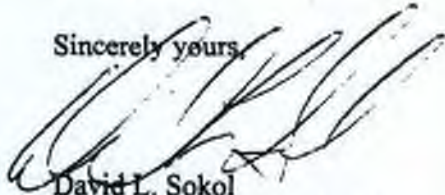
The Honorable William J. Perry

My third observation largely results from the many senior-level discussions I was able to have with the commanding officers throughout the week in combination with obvious international events of the past five years. While it is clear that the end of the Cold War marked the end of one of the most dangerous periods our Earth has known, it is equally clear that the same event opened the door for significant military instability throughout the world. As the sole remaining superpower, our ability to manage, control and diffuse these "regional" conflicts is paramount. Obviously, this will require enormous change in how our military and political decision-makers manage our affairs. I am obviously unqualified to offer any suggestions here; however, I believe that this reality highlights the demands we will put on technology.

Last, I would like to compliment and thank each member of the team who exquisitely executed JCOC-59. Every detail was thought through and implemented in a most professional manner. I would like to particularly compliment two individuals in this regard: (b)(6) a JCOC team leader, as well as (b)(6) a base representative at Fort Lewis. These two individuals went to extraordinary efforts to ensure our access to answers and made the experience a great pleasure. They are two fine examples of our extraordinary military men and women.

Thank you for this wonderful opportunity. Please feel free to contact me if I can ever be of assistance.

Sincerely yours,



David L. Sokol
Chairman of the Board and
Chief Executive Officer

DLS/skl

CalEnergy Company, Inc.

302 South 36 Street, Suite 400, Omaha, Nebraska 68131-3845 (402) 341-4500 Fax: (402) 231-1403