



E. R. ZUMWALT, JR.  
ADMIRAL, U. S. NAVY (RET.)

December 29, 1994

Colonel Michael Spiro. USMC, (Ret.)

Arlington, VA 22209-2768

Dear Mike:

I thought you might be interested in the attached comments which relate in part to what we tried to achieve.

All best wishes for the new year.

Sincerely,

E. R. Zumwalt, Jr.  
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Enclosure