

MAY 11 1994

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May 4, 1994

Admiral E. R. Zumwalt, Jr., USN, (Ret.)
1500 Wilson Boulevard
Arlington, Virginia 22209

Dear "Boss":

I have just received Emmitt Tidd's "Green Stripers" (#s 1 and 2) announcing our next mini-staff reunion. Sad though it makes me, I think Martha and I will miss this one as well. My current schedule has me teaching ten PCOs through 21 July with another class scheduled for September. The only thing constant within the Royal Saudi Naval Force is change, but right now I think we've got them on a reasonable and executable officer training schedule and, it has only taken 2+ years!

Martha is flying home on 4 June and I currently plan to join her about 21 July. As things currently shape up, however, we will both return here about 23 August so I can prepare for my next class. That makes an October return to the U.S. pretty tough. We'll miss seeing you, Mouza, and the staff in October but know you understand. I will "check in" with you in July/August, after I get home.

Since I saw you last December, the trends here have all been positive. I've been able to convince the Saudis they really need to zero base their officer training plan and begin looking at how they want their officer professional development objectives to evolve. We're doing that now -- not without a few false starts from time to time -- but doing it nevertheless. When I returned to the Naval Forces School last January, they also asked me to run a course for their Prospective Commanding Officers. The only guidance was that it had to last 12 weeks. I just completed the fourth week of that effort today. By their standards, it's going well but measured against the professional level we would expect of PCOs, I'm teaching at about the Department Head level. It's better than what they had -- which is next to nothing -- but not as comprehensive as they need. At least I have them taking one step at a time in a positive direction. They get easily overwhelmed by the scope of the effort. For that matter so do I... there are days when I come back to my desk and wonder, where do I begin? The Saudis continue to amaze me.

We continue to do well out here. Booz-Allen and the Saudis continue to treat me well and, as I've mentioned before, the

compensation and fringe benefit package is pretty generous. Still, there's a limit to how much of this stuff I really want to endure. Accordingly, I continue to look for other opportunities, as they may arise. I received a thoughtful letter from Mike Spiro several months ago which enclosed some literature concerning a few convention management opportunities in the D.C. area. I responded to the literature without any great expectations and haven't received a reply. That's not a problem. I appreciated Mike's thoughtfulness. With no debt, no more college tuition payments, and a currently healthy six figure income, things could be a whole lot worse. I remind myself of these facts whenever I get frustrated out here.

Hope all goes well in Washington. I know you appreciate how disappointed Martha and I are that we probably won't be able to join you for the reunion in October. You, Mouza, the family and the "mini-staff" occupy a special place in our lives -- one we often think about with fond memories.

Martha joins me in sending along our fondest best wishes.

Very respectfully,

A handwritten signature in cursive script, appearing to read "R. Lewis".



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

May 17, 1994


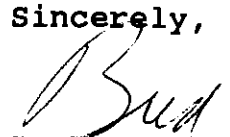
Captain David E. Woodbury, USN (Ret.)
Booz-Allen & Hamilton, Inc.
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Dear Dave:

Many thanks for your good letter of May 4. We all fully understand your problem and will be sure to say so at the mini-staff reunion.

All best wishes to you and Martha.

Sincerely,


E. R. Zumwalt, Jr.
Admiral, USN (Retired)

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