

DAVID E. WOODBURY

April 29, 1997

Admiral E. R. Zumwalt, Jr., USN, (Ret.)
1000 Wilson Boulevard
Suite 3105
Arlington, Virginia 22207

Take sur⁹

Dear Boss:

I'm really looking forward to seeing you on Thursday. Thanks for taking the time from what I'm certain must continue to be a hectic schedule.

As a preamble, I thought I'd send along an updated version of my resume. I think it describes the same guy you know. If there's a difference, perhaps it resides in the fact I now have a 5+ year track record in the "private sector". And, Booz·Allen's annual performance appraisals have consistently highlighted the same qualities my earlier Navy fitness reports did. Were anyone to ask them, I'm confident my current bosses would be generous in their praise of my work.

As I think I have described in earlier letters to and conversations with you, however, the Saudis' strong suit does not reside in planning. Indeed, during each of the past five years there has been a budget crisis as the commencement of their fiscal year approached. They simply don't pay their bills on time. Each year we were successful in getting them to solve the problem, albeit frequently at the last possible moment ... until this year. As you may recall, Booz·Allen is the sole source contractor supporting the U.S. Navy's In-Kingdom advisory mission. We perform the tasks the USN either cannot or does not want to do. And we've done it exceedingly well. The current contract still has three years to run. It's in place and operative.

For its part, the USN contracting agencies began reminding the Saudis last October that they were running out of funds within their holding accounts in the U.S. They have done that every year. At issue this year was an additional \$20M to sustain the support the RSNF had requested for the remainder of their 1997 fiscal year. The funds have not yet materialized. Accordingly, Booz·Allen was directed to stand down and depart the Kingdom. We've complied. I was the last guy to leave Jubail. About 68 employees were effected Kingdom-wide. Because there are no funds to pay us, the Firm's only choice was to issue termination letters. I have one.

I think it's fair to say that if the current funding dilemma is resolved, BAH's intent would be to attempt to quickly re-activate its terminated employee base ... it was a great team which I helped develop. Still, as time passes, the perception of a problem by the Saudis diminishes. I would be surprised if anything substantial materializes within the next several months. At the moment, there's a lot of bureaucratic "finger pointing" going on. It will serve no useful purpose but it's what

the Saudis do best.

So here Martha and I are, back in Springfield. Booz·Allen says they would love to keep me but my assessment is there are probably few if any slots available. And, now that we are back here, with all the household effects, accumulated during the five years we maintained residency in Jubail, I don't think I want to go through the drill of re-generating a Jubail presence. Frankly, it's really great being home. Perhaps it's time to resume a "normal" civilian life here.

That again raises the question, what is there to do? I'm not ready to stop working. I cannot imagine just sitting at home. As always, I'd value your thoughts.

See you on Thursday,

As always,

A handwritten signature in cursive script, appearing to be the name 'Alan', written in black ink.

DAVID E. WOODBURY

SUMMARY: Results and people oriented professional with a sustained achievement record managing diverse operations involving strategic planning, organizational development and international training programs within both the Private and Public Sectors. Leadership, managerial, and interpersonal skills consistently ranked in top 1% based on a sustained record of accomplishing complex tasks on time, on or below budget, reflecting the highest standards of professional excellence.

EXPERIENCE: PRIVATE SECTOR

- Area Site Manager/Senior Team Leader, Booz Allen & Hamilton Inc. Over five years as Booz Allen's senior representative in Jubail, Saudi Arabia. Principal responsibilities involved direct support of the United States Navy's In-Kingdom advisory mission to the Royal Saudi Naval Forces (RSNF). Served as the principal advisor to both senior RSNF and U.S. Navy representatives concerning a broad continuum of tasks. Developed and delivered executive level training programs keyed to mid-grade and senior Royal Saudi Naval Officers to prepare them for higher leadership and management assignments. Collateral assignment as Area Site Manager included oversight responsibility for the life support and related administrative services for a deployed employee base of between 20 to 60 professionals.
- As the Principal Advisor to Royal Saudi Naval Forces Schools Command, Jubail, Saudi Arabia, responsible for overall coordination and oversight of Jubail based tactical, personnel, and administrative management training, including curriculum development, instruction, and training of senior and mid-grade RSNF officers to assume executive level leadership and management roles within their navy.
 - Over 2,500 pages of instructional material written, approved and delivered.
 - Authored and presented a comprehensive officer professional development plan — Ensign to Flag Rank. Approved in concept but not yet funded by the RSNF leadership.
 - Efforts commended by RSNF principals ... "your fingerprints are all over our Navy..."
 - Promoted to Senior Associate (Level IV) in January, 1996.
 - March, 1997 Annual Performance Appraisal — "...an exceptional manager of resources. His organizational, management, and leadership skills are unmatched in his peer group. No professional challenge has been too difficult for him..."

PUBLIC SECTOR — UNITED STATES NAVY

- Twenty-two years executive level management experience directing diverse, goal oriented organizations employing as many as 5,000 people. Experience included four successful sea commands, and 12 years major staff experience in positions requiring proven leadership and managerial skills in Human Resource development, R&D, long range planning and program implementation.
- Extensive experience developing and delivering formal presentations to high government officials, including congressional staffs and their principals.

- Commander, Destroyer Squadron 2. Managed day to day high tempo operations involving 14 ships and over 5,000 personnel. Responsibilities included coordination of ship repair and maintenance, unit training, inspection, and personnel retention initiatives. Improved organizational productivity by 15%. Implemented cost-savings initiatives reducing repair parts procurement costs by several million dollars. Personnel retention increased. Readiness objectives consistently achieved.
- Chief of Staff, Commander Carrier Group 8. Managed and directed a 60 member professional staff during both planning and implementation phases of forward deployed operations. Performance consistently praised as the standard by which others should be measured.
- Commander, Destroyer Squadron 26. Planned and implemented forward deployed operations involving as many as 20 ships. Responsibilities included tactics development and evaluation, R&D program assessments, and coordination of high tempo operations in support of national objectives. Performance described as "best in the fleet".
- Deputy Director, Surface Warfare Division, Pentagon. Led and managed 45 member professional staff with responsibilities for program planning, budget development and implementation, including R&D, new ship construction, weapons procurement, and career professional development initiatives. Authored and presented the operational concept supporting the fleet introduction of the TOMAHAWK cruise missile system leading to Congressional funding authorization and successful employment during the Gulf War.
- Commissioning Commanding Officer, USS ARTHUR W. RADFORD (DD-968). Hand picked to introduce this new ship into fleet service. All objectives met on time and budget, leading to the ship's successful maiden deployment during my tour.
- Personal Aide to the Chief of Naval Operations, Pentagon.
- Commanding Officer, USS CHARLES BERRY (DE-1035). Planned and directed highly classified forward deployed operations in support of national objectives. Professional excellence rewarded by promotion three years ahead of contemporaries.

EDUCATION:

- Master of Science in International Affairs, George Washington University.
- Bachelor of Arts in Psychology, Colby College, Waterville, Maine.
- National War College, Washington, D.C.
- Naval War College, Newport, Rhode Island.

PERSONAL:

- Recipient of seven professional awards for outstanding military service and five successive performance based salary increases during current employment with Booz Allen & Hamilton.
- Results and goal oriented professional. Exceptional communicative skills.
- Willing to travel and/or relocate.

DAVID E. WOODBURY

May 1, 1997

Admiral E. R. Zumwalt, Jr., USN, (Ret.)
1000 Wilson Boulevard
Suite 3105
Arlington, Virginia 22209-3901

Dear Boss:

Just a note to thank you again for lunch today. It was great seeing you again. One of the things I've missed these past 5+ years is the opportunity to stay closer in touch. I always seem to be at the "other end of the world" when the "mini-staff" reconvenes.

I think Martha and I are probably "home for good now". While there is a strong probability the Saudis will eventually pay their bills, the thought of having to again pack, regenerate a Booz·Allen presence in Jubail, etc. really doesn't excite me. I learned a long time ago never to say "never". Still, there surely must be other alternatives, like those we discussed, where my talents and experience would be of value. I truly appreciate your offer of assistance in this regard.

Thanks again for lunch. As always, your friendship and unwavering support mean a great deal — more than I could ever express!

Martha joins me in sending our love to Mouza and the family.

As always,



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