

**David E. Woodbury**  
**Booz·Allen & Hamilton Inc.**  
**Unit 61502-R**  
**APO AE 09805-1502**

---

Home: · Naval Base: 966 03 361-1234, Ext. 3750 · Administrative Office: 966 03 361-2262 · Fax: 966 03 361-1234, Ext. 3750

---

August 16, 1996

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

Dear "Boss":

I have been remiss in the past six months for not keeping you cut it on my Saudi adventures. I was home briefly earlier this month — long enough to take Martha to Myrtle Beach for as close to an "honest vacation" as we've had in many years — but not long enough to do some of the other things which I truly enjoy — like visit with you. We were back at Dulles on the 9th and arrived back in Dhahran at midnight on the 11th. I'm back at work.

I received the copy of your letter to Mr. Edward Hamilton, nominating me for the position as Program Director for the Chicago Council on Foreign Relations when I picked up my mail here on the 12th. Interestingly, Booz·Allen received a call from a Mr. Franke, representing Hamilton, Rabinovitz & Alschuler the day before I departed to return here. A secretary at Booz·Allen called me at home to tell me a Mr. Franke had called. I don't know anyone by that name so I did a quick logic check with Dave, our eldest son, who is also involved with organizations on the west coast — since our names are the same, we are sometimes confused. No joy. So I returned Mr. Franke's call. He was somewhat cryptic on the phone, although it was clear he had my resume. He wouldn't tell me where he got my name but I should have figured your hand was in there somewhere. At the time, my mind set was focused on re-packing and attending to those other mundane details Martha and I have to deal with each time we return to Saudi Arabia. I explained to Mr. Franke that I was departing for Saudi Arabia the next day. We concluded our conversation with a promise from him that he would forward a position description. I assume he has, however, thanks to you, I already have one.

Boss, I'd love to take something like this on. Although, based on the position description, it appears to me they are really looking for more of an academician than my credentials might support, setting that dimension aside, I think I could serve the Council well.

Here's my dilemma. As you may recall, Booz·Allen promoted me to "Senior Associate", Level IV, last January. That was a significant event because although the Firm has a superb

reputation, they are not known for promoting from within. And, considering I'll turn a "young 60" this October, to promote me was, I think, a real compliment. Now, the only guys above me are "Principals" (Level V's) and Partners. Within our International Team in Saudi Arabia there is only one Level V and two Level IV's, of which I'm one.

This past June, as an "incentive" to keep Martha (and thus me) here, they allowed me to move off a compound and into a true Saudi Villa where I can continue to develop and cultivate my Saudi contacts in a social setting. Saudis won't come to a western style compound and wouldn't ever bring their wives. This next week we'll entertain two prominent Saudi couples in our new home. It's part of the networking process I do out here although it has no direct relationship to my work with the RSNF. This new place is quite a dwelling — six bathrooms, two living rooms (one for men; the other for ladies), four bedrooms, two "family rooms", a maid's room and private bath (we have no maid), etc. — all enclosed within a fifteen foot wall which also includes a large courtyard and garden area. It's pretty nice!

The bottom line is Booz·Allen renewed its commitment to me when they authorized the move to the new house, signed the lease, etc. and for my part, I made one as well — to remain in Jubail for the foreseeable future as their "point man" and senior representative. There's nothing in writing ... I could bail out tomorrow ... but I haven't forgotten that five years ago, when no one else seemed interested, Booz·Allen gave me an opportunity. I remain grateful for the opportunity they offered me even though I don't "owe" the Firm anything. And, on the other side, were our contracts to terminate tomorrow (unlikely), there's not a doubt in my mind that I'd soon thereafter be looking for new things to do. That's a contractor's life. There's always risk. For me, it's that old "loyalty thing" kicking in again...

Compensation is really not a factor. According to the position description, the Council is offering \$60-\$80K. Even at their high end, I'd have to take a fairly significant pay cut — I earn a six figure income with BAH, the first \$70k of which is shielded from income taxes as foreign earned income, plus a 401k, profit sharing, medical, and insurance plan, etc. My total earnings last year, including Navy compensation and two BA&H performance based bonuses, exceeded \$185k. We're not yet "rich" but we are debt free and building a respectable "nest egg" within BA&H's 401k plan. I could "afford" to take the pay cut and, with the Navy retainer, still do fine. And, moving to Chicago wouldn't phase us. As you well understand, challenge, not compensation, has always been the ingredient driving my professional life. It still is.

Just to ensure we're in sync, I have enclosed an information copy of a letter I have mailed to Mr. Hamilton. On the one hand, while you and I may agree that my candidacy for the position is credible, my sense is that based on the position, description they may be looking for a "fancier pedigree". Too, even if they were seriously interested in me, I can't get back to the States before early to mid-December to participate in any interview process.

At bottom, however, I feel I have a personal obligation to Booz·Allen to support their agenda here for at least the next year. They have treated me exceedingly well. To be sure, it wouldn't be

11  
this way if I hadn't performed, but from my perspective, that was never an issue. That's my dilemma. I'd love to be the Council's new Program Director but at this writing am having difficulty reconciling my self imposed loyalty to Booz·Allen with the possibility of a new challenge. Perhaps I'm making too much of all this — after all, no one has offered me anything and Mr. Franke's call was nothing more than exploratory. Any advice?

On the home front, things continue to go well. Dave, our eldest, continues with Clarion, a small but growing Alexandria based Association Management / Consulting firm. Jeff, our youngest, took a position with the Republican National Committee and has been out in San Diego for the Republican Convention these past two weeks. Scott, our middle son, is doing well out in the Seattle area. Martha and I are fine.

As a personal note, I'm sorry Martha and I will once again have to miss the "Mini-Staff" reunion later this fall. I've maintained a fairly active exchange of correspondence with Emmett Tidd. There was a point several months ago where I thought Martha and I might be able to break away from here for a few days, use our air miles with British Air to cover the round trip travel, etc. and join you and "the gang". We'd really love to do that. Booz·Allen would have had no problem with my brief absence — all I would have had to do is tell them I wanted to attend a reunion with you — they continue to be fascinated by my association with you even though I have never touted it. Regrettably, however, the Saudi's fall training schedule got in the way. I'm kind of their and the U.S. Navy Military Training Mission Detachment's "security blanket" right now. So, once again, we'll have to be content with being with you in spirit if not in person.

Boss, thanks for the referral. Your continued friendship and support mean more to me than I could ever tell you. Martha joins me in sending our love and best wishes to Mouza and the family.

Very respectfully,



P.S. I have also enclosed a copy of BA&H's current wiring diagram for their International Team just so you can see where I currently "fit".

P.P.S. The Dhahran terrorist bombing a few months ago got everyone's attention out here. Saudi security has increased here in Jubail. My personal assessment is that Martha and I are probably safer here than walking the streets of Washington, D.C. Still, terrorism is a fact of life of which we need to be sensitive.

At bottom, the religious fundamentalist movement in Saudi Arabia seems to have focused on concerns that Saudi Arabia is proceeding down the same path as Iran, under the Shah. I was in Iran in 1975 (National War College study group) and there are some interesting parallels regarding the

level of western influence which existed there in the 70's and here now. Still, Saudi Arabia is almost like an island, insulated from world events by their culture. Their neighbors on all sides (including Iraq) seem to have adjusted to the "technological age" quite readily exported by the West. In Saudi Arabia, however, they still seek a balance between the advantages technology offers and the simple, uncomplicated life of their ancestors.

I was talking to one of my new Saudi neighbors last night while Martha and I were out walking our dog. The humidity was stifling. My new Saudi friend pointed out that Saudis have been "spoiled" by air conditioning and that his parents and grand parents still prefer the uncomplicated desert life to the modern conveniences of running water, electricity, etc. His point was that it will require several generations to come, beginning with his, before the Saudi population at large will fully embrace the technological innovations which have significantly improved their quality of life. In the larger sense, recognition of their emergence on the international scene as more than just a supplier of oil also continues to be slow in evolving. They want to be "players" in international politics and yet retain the simple, uncomplicated life style of the past. How their national leadership ultimately reconciles these disparate views will be interesting to watch. For the moment, they continue to "walk stickily, carrying a big soft..."

In any event, terrorism is with us in Saudi Arabia. It's an embarrassment to their leaders but a fact of life nevertheless. The concern here is that a terrorist group might target a school bus filled with American children, or other dependents. It would be an easy, low risk target. Wives, I think, are a less likely target because they can't drive and therefore, most commonly go out shopping, etc. with their husbands. Still, were a bomb of similar explosive power placed adjacent to any of our Jubail compounds, it would level it. Khobar Towers, where the last explosion occurred, was a structure similar in design to your office building on Wilson Boulevard. A lot sturdier construction than the typical villa on a compound.

Life in Saudi Arabia continues albeit with a few additional peaks and valleys. For the moment, Martha and I will continue to watch "our six o'clock".....

**INTERNATIONAL TEAM**

**Boudinot, R.**  
Vice President

Turner, M. (S)  
Warner, D. (S)

**ISAM TEAM**

**Mulhern, J.**  
Vice President

Wahba, T. (III)  
Black, K. (S)

**In-Country**

**CONUS**

**Jubail**

- Woodbury, D. (IV)
- Bostic, L. (III)
- Brunner, J. (III)
- Hackler, J. (III)
- Judson, G. (III)
- Reiter, D. (III)
- Woodward, G. (III)
- Bonham, M. (II)
- Borr, G. (II)
- Boxall, D. (II)
- Bussells, M. (II)
- Foard, R. (II)
- Fulmer, P. (II)
- Gettman, J. (II)
- Greutmann, M. (II)
- Habib, P. (II)
- Jewell, G. (II)
- Kunath, D. (II)
- Lagergren, T. (II)
- Loewenstein, D. (II)
- Mack, P. (II)
- Matthews, M. (II)
- Miller, R. (II)
- Moore, D. (II)
- Peasley, J. (II)
- Ryan, R. (II)
- Vann, R. (II)
- Vallely, D. (II)
- Westbrook, H. (II)
- White, R. (II)
- Williams, M. (II)
- Dean, E. (I)
- Ela, J. (I)
- MacKenzie, S. (I)

34

**Riyadh**

- Caruso, M. (V)
- Magalis, R. (IV)
- Greene, R. (III)
- Reed, R. (III)
- Reed, T. (III)
- Rochells, A. (III)
- Watson, D. (III)
- Burr, R. (II)
- Dionne, C. (II)
- Hart, B. (II)
- Kemp, J. (II)
- Kemp, P. (II)
- Norton, J. (II)
- Ritter, F. (II)
- Sharkey, J. (II)
- Bonner, D. (I)
- Dadabo, F. (I)

17

**Jeddah**

- Bradley, R. (III)
- Kibic, F. (III)
- Moore, S. (III)
- Oliver, C. (III)
- Pierce, D. (III)
- Shores, H. (III)
- Williams, D. (III)
- Hays, G. (II)
- Iturralde, J. (II)
- Jeffries, B. (II)
- Lassiter, T. (II)
- Loughman, J. (II)
- Luoma, J. (II)
- Mullins, T. (II)
- Ogle, C. (II)
- Penner, H. (II)
- Roberts, A. (II)
- Safahuddin, A. (II)
- Smith, S. (II)
- Sonessa, J. (II)
- Turner, W. (II)
- Vanlerberg, T. (II)
- Kea, W. (I)

23

**Egypt (Knox)**

- Luke, J. (IV)
- Burggren, O. (III)
- Hassell, D. (III)
- Mullins, D. (II)
- Santos, A. (III)
- Thaler, J. (III)
- Baker, M. (II)
- Cole, R. (II)
- Speas, D. (II)

9

**Egypt MMC**

- Eichelberger, K. (III)
- Meck, J. (III)
- Weston, D. (III)

2

**Egypt (BAV)**

- Frasher, S. (III)

1

**Pensacola (NAS)**

- Baulieu, O. (III)
- Blume, F. (III)
- Heilig, J. (II)
- Hetzel, A. (III)
- Keaney, M. (III)
- Ready, R. (III)
- Bartkowski, S. (II)
- Clement, O. (II)
- Dunbar, D. (II)
- Dupuis, S. (II)\*
- Fox, J. (II)
- Hurd, R. (II)
- Jones, D. (II)
- Joslyn, M. (II)
- Legidakes, D. (II)
- Murphy, R. (II)
- Till, E. (II)
- Naguib, D. (A)
- Bour, P. (S)
- Mando, A. (S)

20

**Pensacola (Whiting)**

- Catone, R. (III)
- Kimmel, A. (II)
- Shumway, D. (S)

3

**Pensacola (Sun Bank)**

- Brownlie, B. (IV)
- Bassett, F. (III)
- Hoffman, L. (II)
- Mathis, S. (II)
- Ray, J. (II)
- Carlin, S. (I)
- Emmons, M. (S)
- Miley, T. (S)

8

**Quantico**

- Jumbercotta, L. (IV)
- Bowling, R. (III)
- Johnson, Z. (III)
- Todaro, D. (III)
- Cook, J. (II)
- Leonard, T. (II)
- Wotherspoon, K. (II)
- Young, T. (II)
- England, J. (I)
- Scully, J. (I)
- Weir, S. (S)

11

**Arlington (IPO)**

- Bowles, M. (IV)
- Wright, D. (IV)
- Waldbeesser, T. (III)

3

**Arlington (Saudi)**

- Beaton, C. (V)
- Hall, G. (IV)
- Calhoon, C. (III)
- Equi, D. (III)
- Ladd, D. (III)
- Leedy, R. (III)\*
- Masonis, F. (III)
- O'Hara, J. (III)
- Quelch, D. (III)
- Reedy, J. (III)
- Daley, V. (II)
- Lien, J. (II)
- Freeman, D. (I)
- Burnsteel, D. (S)
- Cordaro, M. (S)
- Maule, D. (S) (New York)
- Upshaw, D. (S)

17

**BAV**

- Vajda, T. (V)
- Butt, R. (IV)
- Black, W. (III)
- Condon, R. (III)
- Covitz, A. (III)
- Griffith, R. (III)
- Hutchinson, B. (II)
- Jones, C. (II)
- Shorts, S. (S)

9

**Arlington (MMC)**

- LaMarr, Y. (IV)
- Matejka, K. (III)
- Oulanoff, H. (II)

3

**Arlington (IPO)**

- Solters, D. (II)
- Smith, E. (I)

2

**Arlington (SNSO)**

- Howe, F. (III)
- Bundy, R. (S)
- Hamdan, Y. (S)
- Mikhail, I. (S)
- Mohamed, K. (S)

5

**Arlington (PMS380)**

- Mitchell, S. (III)
- Bice, J. (II)
- Seidenkranz, D. (II)\*
- Friends, R. (I)
- Salama, S. (I)
- Withers, L. (I)
- Boone, M. (A)
- Hawkins, S. (A)
- Robertson, S. (A)
- Tedla, S. (A)
- Tunstall, C. (A)
- Butler, T. (S)

12



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

September 9, 1996

*file*  
Captain David E. Woodbury, USN (Ret.)  
Booz-Allen & Hamilton, Inc.  
Unit 61502-R  
APO AE 09805-1502

Dear Dave:

Many thanks for your long and news-filled letter. Mouza and I had been worried about your security. It is good to know that it sounds reasonably comfortable where you are, but I would certainly lean on the Saudis to provide as much patrol activity as possible.

With regard to your dilemma, I have the following comments:

1. Your loyalty to the firm is typical of you as a naval officer.

2. In my judgement, you have reached the stage in life where you ought to decide strictly on your own benefits.

I have heard nothing more about my nomination of you and would, therefore, believe that the need to make a decision at this time is moot. You're doing so well where you are that there is certainly no urgency about making another decision. I will continue to look out for you with regard to this opportunity and any others that come along.

We will hoist one for you at the mini-staff reunion. Mouza joins me in sending love to you and Martha.

Sincerely,

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

1000 Wilson Boulevard, Suite 3105  
Arlington, VA 22209-3901

Tel: (703) 527-5380  
Fax: (703) 528-5795