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DAVID E. WOODBURY
Booz·Allen & Hamilton Inc.
Unit 61502-R
APO AE 09805-1502

Home: **Naval Base: 361-1234, Ext. 3750 · Desert Palms Office: 361-2262 · Fax: 361-1234, Ext. 3750/2262/4341**

September 18, 1995

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

Dear "Boss":

I was disappointed to have missed your call last July, however, Martha enjoyed talking to you. With two of our three sons now working in Alexandria, they managed to break loose and challenge me to a round of golf. They alleged they could kick my butt on the course. The problem is, for the first time ever, they did! I may have to reassess my priorities out here and practice a bit more by next summer... I wouldn't want my sons to get too "cocky"...

The good news is we're all doing well, all three of our sons seem secure and happy in their chosen professions and, despite my recently demonstrated lack of golfing prowess, things are proceeding fairly well.

Your schedule appears as hectic as ever. I was sorry there wasn't an opportunity to call on you last summer but I'll check in again in December, when I next get back home. Martha will return home in early November to attend to a few home projects. As it stands right now, we will both return to Jubail in late January.

Howard Kerr and I have exchanged a few letters, interrupted by his trip to China and a few other events. His assessment is that opportunities in the private sector are pretty limited for a "58 year old", particularly at a time when "corporate America" seems to be down sizing. I understand the dilemma. Still, I'd be foolish not to keep my options open should something else develop and that's basically where we currently stand on that subject.

Booz·Allen continues to treat me quite well and, notwithstanding a self-imposed budget crisis created by the Saudis, our business base both here and elsewhere in the Middle East continues to grow. BA&H just won a contract, teamed with VSE Corporation, to support NAVSEA 380 in a ten year ship transfer program. To Booz·Allen, it's worth \$50-60 million over the contract period. Part of this contract award apparently involves an FFG lease program in which Saudi Arabia wants to participate. They are talking about taking two FFGs as a "bridge" leading ultimately to the purchase of some number of ARLEIGH BURKE Class DDGs after the turn of the century. I can conceptually envision them adding two FFGs to their ship inventory. Leaping from there to ARLEIGH BURKE

derivatives, however, boggles my mind. They simply don't have the educated manpower base to understand and manage a fleet bristling with AEGIS technology. This next decade could be very challenging out here... not that the last four years haven't been.

My part in all this is still unclear, however, I've been told to wrap up my current projects by December so that I'm available for additional tasking. Although the details are vague, and BAH's conservative personnel management approach causes them to be extremely closed mouth on these matters until every detail is in place, I think they want me to run the Saudi FFG lease program, or at least some part of it, assuming that it actually materializes.

Booz·Allen appears to be serious about all this. They just sent me an LDO Admin type to take care of the life support and other administrative stuff here and, last week they told me to plan on spending several "business" days in our Crystal City offices while I'm home in December/January. I have been "nominated" for promotion to Level IV which within BAH's organizational scheme would expand both my level of responsibility and access to corporate sensitive data. There are no Level IVs in Saudi Arabia today. I've also been told I can have a position with the Firm for as long as I want one. Things could be a heck of a lot worse!

Apparently, in order to get promoted to Level IV within the Firm, candidates are first "nominated" and then must appear before the Partners and Principals, present a business plan, be interviewed and then await the decision. I've been told the process is somewhat ritualistic and that the major hurdle is just getting nominated. We'll see. My dilemma is that by being "deployed" throughout my entire period of employment with Booz·Allen, there is a bit of "corporate culture", policy and procedures about which I know very little. I haven't yet experienced their equivalent to duty in the Pentagon, Bupers, and other "Washington adventures".

The Firm is so conservative in these matters in terms of what they tell folks that I'm certain they would not have shared even these tid bits with me were it not for the fact that on 1 December they owe me a rather substantial annual bonus. It amounts to one month's pay, adjusted by any salary increase they decide to award based of the Firm's profitability and my performance during the year. I've been averaging 8% annual pay raises over the first four years but with a promotion in the offing and my non-availability to meet with the Partners et al until December, they don't know what my new compensation will actually be. Accordingly, they had to tell me something before December — kind of a "bad news / good news" routine... you won't get your bonus in December but we'll give you a better one in January...

I still don't know how long Martha and I are willing to continue this routine in Jubail. Clearly it's going to have to end sometime. Life here is tough for her. On the other hand, these recent events have at least served to encourage us both. It's nice when your employer becomes an advocate offering both expanded responsibilities and at least an opportunity for upward mobility.

Just wanted to share some good news with you.

In other important areas, Martha and I are aware that you and Mouza will celebrate your 50th wedding anniversary on Saturday, October 21st. And, once again, we find ourselves on the wrong side of the world at a time when we would truly like to join in the celebration planned for you both at the U.S. Navy Memorial. Sadly, we shall be unable to attend but we are getting our schedules closer in sync with yours— we are only off by about a month this time! You have played such an important role in our lives over the past 20+ years — as a Boss, mentor, advocate, and friend — that we shall always be indebted to you. Martha joins me in extending our heartfelt congratulations and best wishes to both you and Mouza. We shall be with you in spirit. Have a wonderful celebration!

Very respectfully,

A handwritten signature in cursive script, appearing to read 'R. Sawyer'.



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

Sept 28, 1995

Dear Dave

It was great to hear from you!
Congratulations on the massive indications
of great success was Bobz - Allen

I'm glad Howard is still toky, as
am I, but he's right about the job
market at this time

We took 3 children, 2 children in law and 5
grandchildren to La Romana in San Pedro de Azupar.

Whoa! great fun

Love forward to seeing you, next trip
All is well here!