## OFFICE OF THE COMMANDANT OF THE MARINE CORPS

GEORGE P. SHULTZ LECTURE

REMARKS BY
GENERAL JAMES F. AMOS,
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TUESDAY, FEBRUARY 8, 2011 5:30 P.M. SAN FRANCISCO, CALIFORNIA

> Transcript by Federal News Service Washington, D.C.

(Applause.)

GENERAL JAMES F. AMOS: Secretary Shultz, when I was – (inaudible) – had a team of really smart Marines. And that's not an oxymoron, by the way, for anybody in the audience – (laughter) – helping me with writing this.

And I fell in love with that piece of the planning guidance. And I had equally as many folks try to talk me out of putting it in. And I said, it describes the Marine Corps perfectly. And they said, sir, you may send the wrong signal. And I said, that's precisely the signal I want to send. (Laughter.)

I want to thank the World Affairs Council of Northern California and the Marines Memorial Association for inviting Bonnie and I to be here tonight and especially for giving me the opportunity to speak about our nation's Marine Corps.

Mostly, I'm grateful for Major General Mike Myatt's faithfulness to our nation over many years. His services as a Marine is what the stuff of legend is made of. His leadership as the 1<sup>st</sup> Marine Division commander during the first Gulf War is what movies are made of and what we acknowledge on the big screen today.

I also want to acknowledge, and I'm grateful for meeting – getting to see Secretary Perry and his lovely lady tonight. Sir, it's good to see you again. We're still reaping the benefits of your leadership and foresight at the Pentagon as the head of our nation's military.

And last – (applause) – and last but certainly not least, I want to thank Secretary George Shultz. I had the opportunity to spend the afternoon with him, and now, the evening. For whom this lecture series is named, he is renowned leader – is a renowned leader, a world diplomat and most importantly, a United States Marine.

It's great for me to be back in California again. I don't get here nearly often enough. I grew up as a military brat all across the United States of America. My father was a seaplane pilot, three tours stationed at Alameda. So I've lived across the Bay and spent time in and out of this area.

And I ended up spending probably the bulk of my formative years as I was growing up in this wonderful state. In fact, I graduated from Carmel High School just down the coast some time ago. And I was the only poor kid that went to school there. (Laughter.) I go back today, and I visit my high school classmates for reunions. We were just there this fall for our high school reunion, a football game. And I couldn't believe how that whole area has grown and how expensive it is to live there today. (Laughter.)

I was reading a short piece in a magazine on the flight coming out here this afternoon that listed the top five ways to know if somebody was from California. (Laughter.) I'm on dangerous ground here. (Laughter.) Since some of us here are from out of state, I thought I'd share those. (Laughter.)

In keeping with Jay Leno, your top five are – starting from number five: Your coworker has eight body piercings and none are visible. (Laughter.) Your child's third-grade teacher has purple hair, a nose ring and goes by the name of Flower. (Laughter.) Unlike back home, the guy at Starbucks wearing a baseball cap and sunglasses who looks an awful lot like Clint Eastwood really is Clint Eastwood. (Laughter.)

Number two, a really great parking place – being in San Francisco, you will appreciate this – can totally move a person to tears. (Laughter.) And finally number one, to know that a person is from California, both you and your dog have therapists. (Laughter.)

As most of you know, I recently became the commandant not long ago. And while I was preparing to take the job, I decided that I needed to get a thorough physical. So I went up to Bethesda Naval Hospital in Bethesda, Maryland, went to Executive Medicine, and I said, okay, I need a tune-up. I need a complete workup.

And after about a day-and-a-half of going over my body and multiple lab checks, my doc said that I was doing fairly well for my age. (Laughter.) Well, a little bit concerned about that comment, I couldn't help but ask him. I said, do you think that I'll live to be 90? And he asked, well, do you smoke, drink beer or drink wine?

And I said, well, not me, really. I don't -I don't do those kinds of things. And I don't do drugs either. And he said, well, do you eat hamburgers slathered in mustard and mayonnaise and draped in cheese, and eat rib-eye steaks? And I said, no, not much. My flight surgeon says eating all that red meat is bad for my health.

Well, do you spend a lot of time in the sun? I mean, do you get out? Like, playing golf and sailing and hiking and biking? And I said, no, not really. The sun is bad for you. (Laughter.) He asked, well, do you gamble and drive fast cars and have a lot of sex? (Laughter.) And I said, no, not really. (Laughter.) He looked at me, and he said, then why the hell do you even care? (Laughter, applause.) I noticed all the Marines in here perked up on – (laughter) – I never heard that word before.

Ladies and gentlemen, six months ago, Secretary Gates stood right here at this podium and asked some very pointed questions about the capabilities and the future of the United States Marines. He challenged the corps to quote, "define the unique mission of the Marines going forward." Well, when the boss challenges you to do something, I kind of took a – caught my attention, and I figured I ought to take it seriously. And we did.

Prior to becoming the commandant of the Marine Corps, I spent considerable energy and time with some of our brightest folks looking critically at defining the role of the Marine Corps in our nation's defense. It was as important for us as Marines to know where we fit in the future

security environment as it was for our senior civilian leadership to understand it. The results of those extensive efforts were published in my Commandant's Planning Guidance, as Secretary Shultz so graciously referred to tonight.

Our mission is set unambiguously and framed in that guidance. Listen to it carefully: "The Marine Corps is America's expeditionary force-in-readiness. A balanced air-ground logistics team, we are forward-deployed and forward-engaged – shaping, training, deterring and responding to all manner of crises and contingencies.

We create options and decision space for our leaders. Alert and ready, we respond to today's crisis with today's force, today. Teaming with our other services and allies and interagency partners, we enable and participate in joint and combined operations of any magnitude. Responsive and scalable, we operate independent of local infrastructure.

We are a middleweight force. We are light enough to get there quickly, but heavy enough to carry the day upon arrival. We operate throughout the spectrum of threats – irregular, hybrid or conventional, or the shady and most dangerous areas in the middle where they overlap. Marines are ready to respond when the nation calls, wherever the president may direct."

In every location that we've deployed to over the last 10 years – Pakistan, Haiti, Iraq, Afghanistan, the Caribbean, the Gulf Coast, Lebanon, South America, South Africa, the Gulf of Aden and the Philippines – Marine forces were either engaging with our allies, conducting full-spectrum combat operations or counterinsurgency operations, enabling the Joint Force, providing humanitarian assistance and disaster relief, evacuating personnel from American embassies, deterring aggression or simply contributing to assured access, clearly responding and engaging throughout the range of military operations.

I refer to our Marine Corps today as a "middleweight force." I liken it to boxing: If you're a middleweight boxer, you can box up into the heavyweight division, or you can box down into a lightweight division by simply changing your weight and your training regimen. The same is true for the Marine Corps. We fill the void in our nation's defense for an agile force that is comfortable operating at the high and the low ends of the threat spectrum, or the ambiguous areas in between.

Larger than special operations forces but lighter and more expeditionary than conventional Army units, we engage and respond quickly, often from the sea with enough force to carry the day upon arrival.

To Marines, the notion of expeditionary is a state of mind that drives the way we organize forces, the way we train and the kind of equipment that we buy. This necessitates a high state of readiness and an ability to sustain ourselves logistically. We integrate logistics to provide the middleweight force the agility to get into position, the endurance to allow it to last the full 10 rounds and the power to deliver the knockout punch when the time is right. It's the equivalent of packing up Walmart, Home Depot, AutoZone and your local pharmacy and being able to place it, ready to go, anywhere in the world within 96 hours.

We are our nation's crisis-response force. Crisis response is incompatible with tiered readiness. You're either ready to respond to today's crisis with today's force today, or you're late and you risk being irrelevant.

Factoring all aspects of our role in the nation's defense, the United States Marine Corps affords the following three strategic advantages to our leadership: We provide a versatile, middleweight ability to respond across the full range of military operations; we possess an inherent agility that buys time for our nation's leaders and provides them decision space to better analyze developing situations; and finally, we bring in an enabling and a partner capability to joint and combined operations of any magnitude.

Let me give you a great example of the utility of America's expeditionary force-in-readiness. Just weeks after 9/11, Task Force 58, under the capable direction of now-CENTCOM Commander General Jim Mattis, rapidly assembled two Marine Expeditionary Units – we call them MEUs – that were already afloat halfway around the world, a total of 4400 combat-ready Marines from six amphibious ships. One MEU had been conducting training with the Egyptians while the other had been providing humanitarian assistance to the ravaged people of East Timor. Both raced at full speed to the coast off of Pakistan.

With all six ships aggregated off the coast of Pakistan, Task Force 58 launched into northern Afghanistan in the dark of night, securing three critical lodgments in hostile terrain: Forward Operating Base Rhino, Kandahar Airfield and the American Embassy in Kabul. As important, these actions provided decision space for our national leaders and facilitated the introduction of follow-on forces.

Their efforts maintained pressure on the Taliban and al-Qaida, enabled special operations forces and interagency operations and facilitated the prosecution of high-value targets. This was the versatile and potent middleweight force that I was referring to earlier. You may ask, well, that was almost 10 years ago.

What's the Marine – what's the Marine Corps done for our nation lately? Let's turn the clock forward just a little bit to this past fall. The 2500 Marines of the 15<sup>th</sup> Marine Expeditionary Unit were operating off the coast of Karachi assisting the flood-stricken people of northern Pakistan.

While Marine heavy-lift helicopters were rescuing families and providing food and medical support 400 miles deep into Pakistan, the Harriers off the USS Peleliu were flying close-air support missions inside of Afghanistan in support of coalition forces and their Marine brothers and sisters.

Simultaneously, the USS Dubuque sailed over a thousand miles west to the Gulf of Aden and rescued the crew of the pirated ship Magellan Star from its Somali pirates. All of this was happening at the exact same time. And all of this capability came from a single Marine Expeditionary Unit deployed in Southwest Asia.

With the flooding in Pakistan worsening, our nation's leadership sailed the 26<sup>th</sup> Marine Expeditionary Unit from North Carolina a full month early to help mitigate the humanitarian crisis. Not waiting for the 20-plus day transit to complete, the MEU sent its four heavy-lift CH-53 Echo helicopters via Air Force C-17s to Pakistan to support the ongoing 15<sup>th</sup> Marine Expeditionary Unit relief operations. Once the 26<sup>th</sup> MEU arrived, it teamed up with the 15<sup>th</sup> to conclude the flood-relief efforts and to pick up further CENTCOM taskings as the theater reserve.

This past December, the MEU received the CENTCOM commander's warning order to deploy two-thirds of its force into Afghanistan to consolidate the gains that had been achieved in the Marine zone in the Helmand province.

Within three days of Secretary Gates' approval to move the elements of the 26<sup>th</sup> Marine Expeditionary Unit, the bulk of 3<sup>rd</sup> Battalion, 8<sup>th</sup> Marines, armed with reinforcements and a detachment of MV-22 Ospreys and attack helicopters were on the ground in Afghanistan. In short order, the Marines of the 26<sup>th</sup> MEU had commenced combat operations southwest of Sangin, all in direct support of General Dave Petraeus' winter campaign.

Their efforts are further driving a wedge between the – between the population and the insurgents. Meanwhile, the remaining elements of the MEU are still at sea fulfilling their theater-reserve responsibilities in CENTCOM, ready to do whatever taskings General Mattis sees fit.

In 1957, Lieutenant General "Brute" Krulak wrote, when trouble comes, there will be Marines, somewhere, who through hard work have made and kept themselves ready to something useful about it, and to do it now, all at once. Spoken more plainly and harkening back to the old FedEx commercial, when it absolutely, positively has to be accomplished overnight, send in the Marines.

Let me switch gears here for a bit and speak about our Marine Corps that's in transition. Over the past six years, we have grown accustomed to large sums of supplemental and overseas contingency-operation funds. We have grown into what I like to characterize as a culture of plenty.

The Marine Corps has always – has always given our nation the best bang for its buck. Consuming only 8.5 percent of the total Department of Defense budget, we provide 31 percent of the operating forces – operating ground forces, 12 percent of the fighter-attack aircraft and 19 percent of our nation's attack helicopters. In today's fiscally constrained environment, we must continue to improve our efficiency.

Marines historically have been known as penny-pinchers. At the end of the day, Congress and the American people knew that the Marines were a value and we only asked for what we truly needed. During my four years as commandant, we will rededicate ourselves to our frugal roots, all while maintaining a high state of readiness required of America's expeditionary force-in-readiness.

In early September, the Marine Corps began an internally driven comprehensive force structure review. Armed with the mission of the Marine Corps from my Commandant's Planning Guidance and using the future security environment as the backdrop in which we will most likely operate, a team of our brightest Marines and civilian Marines guided by myself and the top leadership of the corps crafted a post-Afghanistan Marine Corps strategy.

Just yesterday, I briefed and sat with Secretary Gates and our senior leadership, and briefed them on the results of this study. Congress is being briefed right now as well.

Key elements of the structure review focused on the following main topics: right-sizing the Marine Corps for a post-Afghanistan world; building capabilities that support a middleweight force whose role is to respond to today's crisis today; fully institutionalizing the lessons learned during nine years of hard combat and counterinsurgency operations.

Assuring access, preserving freedom of maneuver and denying sanctuary against irregular, hybrid and conventional threats; maintaining a force with a minimum capability of simultaneously deploying two brigades' worth of assault forces and 33 amphibious ships; the elimination of unnecessary headquarters, and flattening the Marine Corps' command structure where it makes sense to do so.

Building regionally aligned Marine Expeditionary Brigade Command elements that provide scalable, Joint Task Force-capable, crisis-response command and control for our regional combatant commanders such as Jim Mattis; maintaining reserve force structure at current levels while internally reorganizing for increased operational relevance within the total force.

We looked at increasing cyberforces by 67 percent and Marine special operations forces by 44 percent. We looked at turning high-demand, low-density forces into high-demand, right-density forces; transitioning 7 percent of our non-operational forces back to the operational Fleet Marine Force; reorganizing and consolidating our irregular warfare organizations; and finally, restructuring our logistics groups to increase the depth, availability and responsiveness of our combat service support.

Last month, I recommended to the secretary of defense that we cancel the Expeditionary Fighting Vehicle program. I recommended this adjustment as an opportunity to cut an onerous fiscal program, thus allowing the Marine Corps the ability to recapitalize itself on the savings made and earned from the cancellation of EFV.

As the secretary affirmed last month, the cancellation of the EFV is by no means a rejection of the Marine Corps' amphibious assault mission. I want all here tonight to understand – and I want to be clear with everybody. You know that I remain absolutely committed to developing and fielding a more affordable solution.

In the complex future security environment, the execution of amphibious operations requires the use of the sea as maneuver space. A New Amphibious Vehicle enables the rapid and

seamless projection of ready-to-fight Marines from sea to land in the permissive, uncertain and hostile environments.

Once on land, the properly configured modern amphibious vehicle bolsters the lethality and versatility of the Marine rifle squad. As a result of the cancellation of the EFV, approximately \$2.8 billion of the program's assets will be reinvested in a comprehensive three-pronged approach for our future ground vehicles.

First, we will immediately begin the process to develop our New Amphibious Vehicle. Second, to ensure our continued capability to maneuver from ship to shore until the next generation of systems is brought online, we will upgrade a portion of our existing legacy amphibious fleet – vehicle fleet with new engines, electronics and armaments. And finally, we will accelerate the production of our wheeled Marine Personnel Carrier.

In addition, to further demonstrate our renewed commitment to frugality and innovation, we will reduce our total number of vehicles from roughly 44,000 to somewhere around 32,000 ground vehicles and recapitalize a portion of our legacy Humvees. In collaboration with DARPA, we are testing some interesting concepts now at our Warfighting Lab that could markedly improve portions of our existing fleet of Humvees, and in doing so, speed up our ground vehicle recapitalization efforts while saving millions of taxpayer dollars.

Despite some minor engineering setbacks, the F-35B Short Take Off and Vertical Landing Joint Strike Fighter remains vital to our doctrine of conducting expeditionary operations. We currently have three different type, model, series aircraft that we fly – the F-18 Hornet, an AV-8 Harriers and EA-6B Prowlers – that the F-35B will replace. The efficiency gained in training, maintenance and support will be realized when the Marine Corps is operating a single aircraft – vice three. This, alone, will save our nation over \$1 billion a year.

The capability inherent in a Short Take Off and Vertical Landing jet facilitates our doctrinal form of maneuver warfare and our need for close air support in the many austere conditions and locations where the Marine Corps will likely operate over the next two decades.

When evaluating runways around the globe, there are 10 times as many 3,000-foot runways capable of handling the STOVL JSF as there are 8,000-foot runways required for conventional fighter attack aircraft. The Marine Corps maintains the organic ability to build an expeditionary 3,000-foot runway in a matter of days in support of STOVL missions conducted in uncertain, non-permissive or remote locations, all places where we likely expect to be employed.

We built two of these expeditionary airfields in the middle of the desert in Southern Afghanistan just recently, in anticipation of heavy combat operations in Marja and throughout the Marine zone. The quick sortie turnaround for our Harriers and Hornets resulting from these forward expeditionary airfields made of AM2 aluminum matting, significantly changed the tempo of the battle for Marja.

In light of the decision announced in December relative to the Marine Corps variant of the Joint Strike Fighter, the Marine Corps is committed to working closely with industry during the next two years to get this platform back on track in terms of cost, performance and schedule. I am personally tracking the progress of the F-35B on a daily, weekly and monthly basis via monthly meetings with government and industry, and through a detailed set of metrics that I maintain in my office. My intent is to do precisely the same thing with our New Amphibious Vehicle, once it begins development.

Another main effort is a concept called lightening the Marine Air-Ground Task Force, or MAGTF, as we call ourselves. This means reducing the size, weight and energy expenditures of our forces for everything from the individual rifleman to the wholesale components of the MAGTF.

Over the past decade of operations, we have become tethered to equipment sets resulting from the emergence of new threats, perhaps most notably, the improvised explosive device. We have also become overly accustomed to the acquisition of resources that, in some cases, are incompatible with the ethos of an agile, expeditionary force.

We are currently developing a plan for reducing the size and weight of Marine Expeditionary Units, Marine Expeditionary Brigades so that they can begin to fit within likely lift constraints. I intend for this effort to begin this year in earnest and be fully registered in the next two budget cycles in the Department of Defense.

Finally, the Marine Corps is leading the development of expeditionary energy solutions for the DOD and the Department of the Navy, reducing energy demand in our platforms and in our systems, increasing the use of renewable energy and instilling an ethos of energy and water efficiency in every single Marine.

As I close tonight, I want to remind you that your Marines have been busy. They have been providing assistance in Haiti, in Pakistan, capturing pirates, fighting in Afghanistan, training partner nations and forces and they remain forward-deployed throughout the world tonight.

As we gather here in this wonderful Memorial Club, there are roughly 32,000 Marines forward-deployed, many living in hard and very dangerous conditions, all are doing the Nation's bidding. I ask that you keep them in your thoughts and your prayers.

Secretary Gates said here this past summer, the Marines' unique ability to project combat forces from the sea under uncertain circumstances, forces quickly able to protect and sustain themselves, is a capability that America has needed in this past decade and will require in the future. I want to assure you that the Marine Corps will remain our nation's premier expeditionary force in readiness and the force of choice for crisis response for decades to come.

I'd like to leave you with a short story about a young Marine named Ricky. Sergeant Major Kent and I spent this past Christmas in Afghanistan with our Marines and sailors. On Christmas night, we were up in the northeast corner of the Helmand province in an area known as the Sangin Valley, where we were privileged to serve a Christmas night meal to the warriors

in  $3^{rd}$  Battalion,  $5^{th}$  Marines – 3-5 is a Camp Pendleton based battalion and has been in a hell of a fight against the Taliban for the last four months.

It was there that we met Ricky. It seems that after fighting in Sangin for four months, Ricky received a "Dear John" letter from his girlfriend back home. It read as follows: "Dear Ricky, I can no longer continue our relationship. The distance between us is too great. I must admit that I have cheated on you twice since you've been gone and it's not fair to either of us. I'm sorry. Please return the picture of me that I sent you. Regrets, Becky." (Laughter.)

Well, as you might imagine, Ricky was shaken and hurt but, displaying a kind of resiliency and adaptability that sustains Marines during times of hardship and adversity, he asked his fellow Marines for any snapshots that they could spare of their girlfriends' sisters – (laughter) – ex-girlfriends and cousins. (Laughter.)

In addition to his picture of his now ex-girlfriend, Ricky included all the other pictures of the pretty girls he had collected from his buddies. (Laughter.) There were 57 photos in the envelope that he sent back to Becky – (laughter) – along with this short note. (Laughter.) "Dear Becky, I'm sorry but I can't quite remember who the hell you are." (Laughter, applause.) "Please take your picture from the pile and send the rest back to me." (Laughter, applause.)

Ladies and gentlemen, once again, thank you for inviting the Marines from the (East Coast?) here tonight. It's been a – it's a wonderful occasion. On behalf of my wife, Bonnie – and we've been married 40 years. And by the way, I made a big hit this year.

As I walked out of the door a couple days before Christmas, on our 40<sup>th</sup> wedding anniversary and patted her on the backside and said, happy anniversary, baby, I'm off to Afghanistan. (Laughter.) I made a big hit with my family. (Laughter.) But on behalf of my wife, Bonnie, Sergeant Major Kent and all the Marines who are traveling with us here, thank you for your warm hospitality and I'm standing up here now for the next (little bit ?) to answer any questions you may have.

(Applause.)

GEN. MYATT: Thank you, General Amos. That was terrific. We have a whole stack of questions for you. And I've categorized them in really four categories. You talked about the threats, energy and technology, the poor structure in the budget and some personnel issues. But first, I have to state there must be a logistician in the audience here because he says, with your emphasis on operational efficiency and you being an aviator and the first aviator as a commandant, are you paving the way for a logistician as a commandant? (Laughter, applause.)

GEN. AMOS: Well, you know, not even I thought an aviator would be commandant. (Laughter.) In fact, I highly recommended against it when I was being interviewed. I said, I'm not sure the Marine Corps is ready for this. And I actually tried to talk the leadership out of it and somehow, I ended up getting the job.

But I'll tell you, General Myatt, let me tell you how strongly I feel about our logisticians. I'm not going to mention a particular name in here because it'd be in the Washington Post tomorrow. Then, he'd never live it down. In fact, the Pentagon – but we've got a young logistician that I think the world of, that I have every expectation he'd make a MEF commander.

And those of us that are Marines understand that the premier job a Marine general can have – now, we used to think it was the commandant, but it's really being a Marine Expeditionary Force commander and I intend to make him the first one. So that'll be the first stepping stone. And I think the world – and I'll tell you what, our logisticians are carrying the day and they deliver that knockout punch in the 12<sup>th</sup> round.

GEN. MYATT: Thank you. That should satisfy the questioner's – (laughter). Sir, on the threats, what is the greatest threat that our country faces today?

GEN. AMOS: Well, I tend to agree with our folks back home that say, right now, our greatest threat, I think in our nation is probably the economy. Without it, I mean everything is pressurized. Everything we have is pressurized. I mean things back home are – are in need of some help. So that's that.

But I'm not an economist. I'm a Marine. I'm a military man. And I'll tell you. I think for us, the greatest threat we have is just the extremism, the global extremism and it seems to be catching on. We talked in the planning guidance about the future security environment. We talked about the kind of world that the Marine Corps will likely and really, our nation – it's not just the Marine Corps – our nation will – to be operating in and around, once we get them out of Afghanistan.

And we will come out of Afghanistan someday, just the same way as for us, the Marines have come out of Iraq. But the world has an awful lot of hotspots that are unstable and we have a lot of disaffected youths. We have a lot of folks that are looking for jobs and they seem to gravitate to folks that have extremist ideals and my sense right now is that I think our greatest threat in the future will continue to be dealing with extremist organizations.

It will not necessarily be in some of the places we might think we'll find them. We'll find them in places that are probably the nasty parts of the world that we would not typically think we will send a military force and that's where I think we'll find ourselves, especially here in the Marine Corps, operating.

GEN. MYATT: Sir, shifting to technologies and energy, the question here: Can you comment on any new technologies that you feel have promise for improving the effectiveness and safety of Marines in battle? And the example: The use of solar-power generation in forward-operating bases.

GEN. AMOS: I think – that's a great question. It really kind of goes into two – probably several fronts, but let me talk about the energy piece first and then I want to come back to some of the other technologies that are related, but I think it's, in some cases, revolutionary and in some cases, just not there yet.

But the energy piece of your question, General Myatt, about a year-and-a-half ago, in the words of the last part of General Conway's – the  $34^{th}$  commandant – command tour, he said, look, I need to get the Marines thinking about energy, conservation. And we did it from a selfish perspective.

We did it – well, first of all, because it's expensive. But second of all, all the water and all the fuel that we hauled in, into – for instance, Afghanistan, almost all of it comes up through Pakistan. It comes up through Karachi, takes the southern route in. Very dangerous and we haul everything in there – our equipment, everything that doesn't fly in comes in by tractor-trailer and finds its way – fuel, oil, everything else.

We found ourselves looking at Marines – a typical Marine – we've got 20,000 Marines out there and each Marine consumes about eight gallons of fuel a day. With where he lives, the vehicles he rides around in, the places that heat the water, the generators that run the electricity for the command centers and the op centers, eight gallons of fuel a day.

If you do the math and you start thinking about that fuel that's offloaded off the ships in Karachi and comes up in tanker trucks, those trucks that make it into the Helmand province, the price of gas from whatever you paid it weigh when you bought it and filled that ship to the time it arrives at Camp Leatherneck in Afghanistan is markedly higher by a factor of, in some cases, two (hundred percent) to 300 percent.

So it's significantly higher. We sent a Marine colonel over there in a team and we found that we had – we had 300 generators and they were running full time. And each generator was, it was only running at about a 20 percent capacity. So we did that because we could do that and we did that because we've done it that way in the past.

And yet, every gallon of fuel that's required to run those generators comes off the ships in Karachi, comes up the very dangerous route in the back of those tanker treaders (ph) and finds its way into the Helmand province. So that was the first thing that caught our attention. The second thing was is that we're arrayed all along the Helmand River along with all the folks, all the Afghan villagers that live – they live along the river.

And yet, we're bringing in bottled water. Now, no force in the face of the earth probably has the ability to manufacture water – clean water – with a reverse-osmosis unit than we do. We've got them. We have people volunteering – corporations volunteering to give us solar-powered, reverse-osmosis water purification units. And yet, we brought tractor-trailer after tractor-trailer of water in.

Now, the fact is, is that you can't manufacture water, necessarily, and just get it all over the Helmand province. There's 10,000 square miles where the Marines are operating. So in some cases, it's a little more practical to have bottled water, but not in all cases. So that's the second piece.

The third part of it was we have all these electrical-generating capabilities. We're on a land where there's an awful lot of sunshine and yet, we're not using solar power. We've not captured the latest in technology.

So General Conway said we're going to do something about that. So we set up, in the last year, what we call an expeditionary forward-operating base in Quantico, invited industry to come in and they showed us their wares. And we took the top 27 most promising technologies and we have the bulk of those deployed in Sangin right now.

Anecdotal story – the same battalion,  $3^{rd}$  Battalion,  $5^{th}$  Marines and it really is the  $3^{rd}$  Battalion,  $5^{th}$  Marines and there is Ricky in there. I just didn't actually get to meet him. (Laughter.) But there is one there, I promise you. But that battalion trained. We gave them expeditionary – we gave them electrical panels that you roll up. They're solar-powered.

We showed them how you can actually dig a trench with just a simple piece of equipment that we have in all of our battalion units, take PVC pipe you get at Home Depot and we can actually cool the air in our tents and drop the temperature by about 25 degrees. So we've done that.

So in the middle of this fight, in the northwest, northeast corner of Afghanistan, 3<sup>rd</sup> Battalion, 5<sup>th</sup> Marines has rolled out all of this at about the two-month mark into their four-month deployment so far. The feedback we've gotten is that it works fantastic. In fact, they like it better than they like the generators because the generators are noisy. You've got to haul the fuel in there and on and on and on and on. So we're headed down that path. We are determined – and I am determined to take it to the next level that Jim Conway started.

Now, let me talk technology for just a second because it transcends into the things we wear and the vehicles we ride around in. We have just about pushed technology to the point today, when it comes to body armor versus plastics versus weight and survivability, just about as much as you possibly can today. I have every expectation tomorrow, the day after tomorrow, next year, that we'll be able to get these plates – these ceramic plates that we wear to protect our body – we'll be able to get those things down, weight cut in half.

I was talking last week to the young lady that runs the Marine – the MRAP program – the Mine Resistant Ambush Protected vehicle program. I was with her last week. And she said that they have now come up with – and she is going to take – DARPA is doing this for her – Defense Advanced Research has now developed a carbon-fiber cab. It's a V-shaped capsule that they'll be able to put on the frame of one of our Humvees. And we've got 25,000 Humvees.

Now, certainly not all of them are – do we want to hang onto. But we want to hang onto some of them. So if we can get this cab and it has MRAP-type survivability, V-shaped hull and mounted on the frame of a Humvee and it works, then that's going to be a significant advancement in technology with regard to the safety and protection and care of our young men and women that are riding around.

So technology is there. And we're working very hard with it. My way of thinking: In some cases, it's not happening fast enough. I want lighter body armor; I want lighter vehicles. But they're working hard at it.

GEN. MYATT: Sir, several questions here on one other aspect of technology that deals with the weapons that we're providing to our Marines. And we still have the same 5.56 round of the Vietnam era and now, a 9 millimeter pistol. And the blogs are full of discussions about the inadequacy of these weapons in the type of fighting that we're engaged in, in Afghanistan. Could you comment?

GEN. AMOS: Okay. It seems about every – about every four or five months – it's been happening for the last six or seven years – articles pop up. They pop up primarily on the web and they talk about the inadequacy of the 5.56. And it's always couched in the terms of – the two terms: number one, weapons that jam and number two, stopping power.

We went out every time – and that was before I became the assistant commandant, when I was the head of requirements for the Marine Corps down at Quantico. Every single time this happened, this came up, we went back out to the Marines and forward deployed them. We didn't go to – we didn't go to just Joe Schmoe. We went out and talked to the Marines that were shooting the M4 and the M16A2 rifle, which is the one we're talking about.

They said, okay, you got problems with this thing jamming? I mean, is this an issue with you? And the answer has come back unequivocally: No, it's not. So with us – now, I'm not saying a Marine doesn't have to jam out in Afghanistan today. But what I am saying is the issue of jamming weapons is not an issue with us.

We would all like something greater than a 5.56. There are some new – there are some new bullets that are on the market today that we're experimenting with. You've read about some of them in the paper that actually have a higher stopping power with the same caliber weapon. So we are looking at those.

But we don't share the same sense of urgency that is – that seems to come out almost quarterly with regards to the M16 and the 5.56. We do have a new weapon that we now have in Afghanistan. It's called the infantry assault rifle. It's a 5.56 round. But it is – it could take the place of what we call the M249, which is our squad automatic weapon.

We went out and fired it just before Christmas and it is absolutely dead-on: 500 meters – and a bullet about 500 meters is a long ways, folks – and a bullet about this big, with about 20 rounds of rapid fire. And that was from some old broken-down fighter pilot. (Laughter.) And even I could do it.

So we are fielding that now on a test basis in Afghanistan with five battalions. My sense is this weapon could take the place of our squad automatic weapon. And it also could take the place, possibly, of our service weapon. So yet to be seen.

GEN. MYATT: I want to shift to the force structure and budget questions. In your speech, you talked extensively on the V/STOL aircraft, the version that the Marine Corps wants of a – and there's so much discussion in the paper. Could you explain why is this particular capability so important to the Marine Corps?

GEN. AMOS: Which capability are you talking about?

GEN. MYATT: V/STOL.

GEN. AMOS: V/STOL. I'd be happy to. There's a couple of folks in here that deployed with me when we crossed the border into Iraq. We talk an awful lot and we've dug in pretty hard on maintaining this STOVL and the short takeoff and vertical landing variant of the Joint Strike Fighter.

There are three variants that are planned. The Navy has one, the Marine Corps has one and the Air Force has one. We have five of those airplanes right now over Patuxent River, Maryland, going through developmental testing. It's important for us because that airplane takes off in a very short distance and has the capability to land vertically. So why is that important?

When we crossed the border in March of 2003, we had, with the 3<sup>rd</sup> Marine Aircraft Wing – and I was the commanding general – we had a little over 400 airplanes. And when we worked and fought, not knowing exactly what we were going to get into or exactly how the fight was going to unfold, going to Baghdad, we worked our way, along with the 1<sup>st</sup> Marine Division and the 1<sup>st</sup> Marine Logistics Group, fought our way all the way up to Baghdad.

And we did it flying airplanes off of highways and off of cratered runways. Every single runway that was in Iraq, Saddam Hussein had cratered about every thousand yards down the runway. We flew off taxiways with F-18s that were designed to fly off of runways that were three times as wide. We put our rescue cables – strung it across taxiways in the center part of Southern Iraq.

So we flew our airplanes – I've got pictures of Harriers flying off of what we wouldn't call Interstate 95 – (laughter) – rearming and refueling. We did that all the way to Baghdad and then we did it all the way to Tikrit and then came back. So for us, the ability to be able to come in and land on a highway, land on a short runway, land on one of these expeditionary airfields that I was talking to you about that we built in Southern Afghanistan, is critical to us.

I want to go back to the figure that's in my remarks. There are 10 times as many 3,000-foot runways in the world as there are 8,000-foot runways. And that's all that we need to be able to come in and takeoff one of these airplanes and land – probably less than that. So for us, it's critical.

The last point I'd make on this thing is our nation has 11 aircraft carriers. They also have 11 what we call large-deck amphibious ships, like the Peleliu that I talked about in here. These ships now can carry the Marine Expeditionary Units and they have our Harriers on board – some fixed-wing aircraft. So those airplanes will eventually run out of service in around 2018 or 2019.

If we lose the STOVL JSF, then our nation will lose the ability to put a fifth generation fixed-wing, fighter-attack aircraft on the flight deck of 11 of its capital ships. So when you start talking about influence, you start talking about being able to take America's power and move it around there or move it around the world, we'll only have the ability to do it off Navy aircraft carriers instead of Navy big-deck amphibious ships. So our nation needs it as much as the Marine Corps needs it.

GEN. MYATT: Thank you, sir. Budget question is, the nation – we still do not have a signed budget for the fiscal year – this fiscal year. It looks like we'll have another continuing resolution. What's the impact on the Marine Corps?

GEN. AMOS: Well, I left – we left early this morning. And when I left the Pentagon last night, we were still in a continuing resolution. Lots of dialogue, lots of conversation with members of Congress, both in the Senate and the House. They have a good sense of understanding of the impact of what a continuing resolution does for us – all the services.

For the Marine Corps itself, a couple of things will happen this year if we stay – because when your continuing resolution is – you can't have any new starts. The baseline is the last budget in fiscal year '10. That's where you begin. No new starts. So for us, we have 65 military construction projects.

Now, those of us that have been around Marine bases understand that Marines have lived pretty austerely over the years. You go down to General Mattis, 1<sup>st</sup> Marine Division and you go to Horno and you go to some of these places, some of the bachelor enlisted quarters where we have our young men and women staying were built back in the '50s. They were built without air condition, most of them not heated – pretty austere living conditions.

So we had saved our money and had built – excuse me, budgeted for this year to build 13 new barracks around our Marine Corps. That's a lot. We've gone through years where we haven't built a single barrack in years. And yet we're building 13 this year. We have a little over \$2 billion poised with these 65 military construction projects. And if we don't come out of continuing resolution, then those military construction projects will not be executable. We'll lose the money and then we'll be moving into fiscal year '12.

The other thing we've got is we've got about a billion dollars' worth of – that's with a B – of procurement accounts. These are the subcases, the Hellfire missiles that we're flying off our airplanes, the high-mobility rockets that we're flying – the HIMARS rockets that we're shooting in defense of our Marines in Afghanistan. We're going to end up starting to cut the procurement of those weapons.

So there is an impact. And so everybody – secretary of defense and all the service chiefs are trying to encourage Congress to come to a resolution on this matter so that we can get a defense budget for fiscal year '11.

GEN. MYATT: General, I'd like to shift to the personnel and training category of questions here. A number of the questions here deal with the post-traumatic stress situation. Your Marines have made multiple deployments. What is the Marine Corps doing to cope with the post-traumatic stress encountered by your Marines?

GEN. AMOS: I talked to families and talked to Marines. And I kind of approach it two ways, that – the first one: These are the worst of times and I don't dwell on that. They're the worst of times in that we've been at it now for about nine years.

It's not come without great cost. We lost over 850 – in fact, we lost precisely 851 Marines in Iraq. And as of today, we've lost 257 Marines in Afghanistan, killed in action. Almost 11,000 wounded in action over nine years of combat.

So we used to talk to Marines and they would say, well, I'm on my second combat deployment. And we were very cautious and paying very close attention. And then all of a sudden, we're talking to Marines that are on their third combat deployment and their fourth combat deployment. So when I say, these are the worst of times, that's the part that I'm kind of referring to.

But I also couch it with, these are the best of times. And I say that and I have yet to have anybody kick me in the shins on this matter because unlike the interwar years, where all the services were kind of trying to seek – seeking their own and trying to make sure that the raison d'être was being realized, there's none of that today.

The Marines – and I'll talk for our soldiers and our airmen and our sailors and our Coast Guardsmen – are tightly focused. We know precisely what our mission is. We know precisely what our role in America's defense is. And we know what our training regimen's going to be like.

So when I say these are the best of times, it's strange because you go and spend Christmas with us in Afghanistan and this battalion that I was talking about that's up in Sangin has been in this tough fight. And yet they were the happiest young men and women that I've seen in the Marine Corps in a long time.

So they are the best of times because we're doing what we're trained to do, we know what we're doing and we feel good about what we're doing. There's no question that there's stress on the families. And there's no question that this thing called post-traumatic stress is real. It's real.

The Department of Defense, all the medical departments, the service chiefs, myself, when I was the assistant commandant of the Marine Corps, have dedicated just a significant amount of time trying to find as many therapies, as many ways to help our young men and women work their way through this post-traumatic stress. It's real. Sometimes it comes from a traumatic brain injury, a concussive event.

We've instituted last year a program where if a Marine has a concussion, an IED goes on either under his vehicle or while they're on a foot patrol, he or she survives, just gets – or maybe they get knocked out, maybe they get their clock wrong – we take those Marines and we bring them inside the wire in Afghanistan. We don't let them go out. Not until they've had a complete examination.

We've got a series of protocols that the corpsman, the doc, used on that Marine. We even use telemedicine if they're out at a forward operating base away from a main operating base where the main hospital is in Afghanistan. We get them on in front of a TV screen and a computer and they're talking to a mental-health provider or a doctor at the other end that is at Camp Leatherneck.

They evaluate them – the corpsman does – and then we take a mental aptitude test and we take it over several days. And we can determine – we think – the ability for that Marine's brain to have healed and the ability for that Marine to be able to reason. And then once they fit these certain protocols, then they're allowed to go back out again.

If they get knocked out twice, they're done. We don't send them home, by the way, because there's not a Marine out there that wants to come home. They live in fear. Marines will lie. You ask them, how are you feeling? They'll go, I'm good to go. So knowing that they don't want to go home, if they have two concussions that knock them out or they have three concussive events, then it is called, three strikes, you're in.

And that means you stay. You stay with your Marines; you stay at the combat outpost; you stay at the forward operating base; you stay with your Marines, but you no longer go out on patrol. But you have the benefit of being with your brothers and sisters and you get that – we found that, that, in and of itself, reduces the potential for post-traumatic stress.

Post-traumatic stress comes from significant events. It comes from concussive events. It comes from the distress of combat. There are – there are probably hundreds of therapies that are there, everything from aromatherapy to immersion – going back into that same event again, through immersion training, to high-vitamin cocktails, to hyperbaric oxygen treatment.

I'll just tell you that we are trying everything we can to uncover the therapies, General Myatt, to help our young men and women. It's real and it will steal their life forever. I had a young Marine come up to me – Bonnie and I – several years ago. We'd come up from Camp Lejeune; we're at Quantico.

And I went to a Marine Corps Birthday Ball and across the dance floor came a very attractive woman who's a wife of one our Marines from Camp Lejeune. And she came up and she looked great. We all hugged – I hadn't seen her in about six months and gave her a hug and a kiss and said, where's her husband?

And across the dance floor came this great-looking staff sergeant, medals – full chest of medals – looked like a million bucks. You'd have thought he came off a poster. And he walked up to me and I reached and grabbed his hand and put my arm around him, which is kind of the

way I greet Marines and pulled him over and kind of gave him a hug. And he lowered his head and stuck his head – the top of his head right into my chest and he was talking down to my shoes.

And I looked at his wife and she said, he's been this way for the last eight months. That's post-traumatic stress. We are working – we've got to find ways to give these – by the way, he didn't have a – there was not a scar on his body, but there was a scar in his brain. And so we're dedicated – I mean every service chief, every ounce of energy we have to try to find solutions to post-traumatic stress. There is not a single one – panacea for it.

GEN. MYATT: Well, I can – that answer was terrific. We were involved here, we put together a documentary – Bonnie helped us – the Marines Memorial Club – just trying to deal with the issues of combat stress. And I think you've come so far and I – that what you've done – what you're doing with them in terms of three strikes, you're in, I think is marvelous – (inaudible, applause).

Sir, there's half-a-dozen questions here that deal with how you're going to implement, "don't ask, don't tell." Do you care to give us a summary of what you're going to do to implement that?

GEN. AMOS: I'm glad you asked that. I mean everybody knows, right around Christmas, the Congress advanced the – both House – both the Senate and the House passed the repeal "don't ask, don't tell" and the president signed it shortly after the vote, after the holidays. I jumped into this – Sergeant Major Kent and I did – as we promised we would.

It's our intention to lead our Marine Corps in the implementation of the repeal of "don't ask, don't tell." While the survey was going on, there was also a parallel effort that was tied to it, to take a look at all the – all the policies, issues, how we do training, how would you implement the repeal of "don't ask, don't tell." And that was going on while the survey and all that was handed in.

So once the president signed it into law, the repeal, then we actually had a head start, we, the Department of Defense, had a head start on this. And all the services that were nested and tied with that effort to include the Marine Corps. In fact, I've got a two-star general right now, Steve Hummer, one of our great infantry officers, who is sitting at the elbow of the undersecretary of defense for personnel readiness, who's responsible to kind of gather this effort and make sure that we do this thing the right way.

We have just completed – and I want to say within the last – within the last week – and we've been watching it and looking at the volumes of teaching instructions – the materials – and they're quite good. They talk about the policies and for the most part, most of the policies, interestingly enough – or you might find interesting – that have not – they don't have to be changed.

In other words, when you start talking about good order and conduct of a military unit, well, that policy doesn't have to change. So there's – there are – most of those things that we

were looking at to begin with, we've come to find out that well, there's – we're actually okay with the existing policies.

So they've taken the instruction manuals that talk about those things, frequently asked questions. In other words, what happens when this happens? And the way – and what does the law say about this or whatever? So those are the – what I call the mechanical parts of the implementation. In other words, the policies and those kinds of things.

The real grist of implementation is the leadership. It's the leadership of each service: the Air Force, the Army, Coast Guard, the Marine Corps, the Navy. It's the leadership stepping forward and saying, okay, everybody pay very close attention. We respect one another in our service. In our case, it's the United States Marine Corps.

Sergeant Major Kent and I made a video about a month ago and it came on the Marine Corps web and it went out to all the Marines and their families, everybody. You can go to usmc.mil and you can see it on there. And the gist of that is, is that we're Marines. The law has changed. We obey the laws of our great country; we obey the Constitution. And it's now up to guys like he and I to make sure the Marines get in step and do it smart. So we are.

While we were in Afghanistan and traveling around, 20,000 Marines – I suspect we probably saw close to 12,000 Marines and not often, by the way, but every now and then, the question would come up. And we look to senior leadership, the officers, the commanding officers, battalion commanders, squadron commanders, sergeants major, look them in the eye and say, okay, everybody pay very close attention.

We're stepping out; we're going to implement this thing and we're going to get on with it. We're going to do it with dignity. We're going to do it with respect and we're going to — we're going to treat Marines with dignity and respect and that's where we're headed. So I'm very optimistic.

In fact, so I was saying two weeks ago, when we had all the - I said earlier - you had all the three stars and the assistant commandant. We were at an executive off site and we took that binder with the materials in it and we sat and went through our training - every three-star general in the Marine Corps.

We went through the training in less than about an hour. Now, how do I see this happening out in Sangin when they've got a young captain and he's got 200 Marines in a rifle company? He's going to pull them all together, he and the first sergeant. And he'll be armed with the material from this book; he's not going to break out a slideshow, ladies and gentlemen. (Laughter.) There will be no PowerPoint brief for him. (Laughter.)

He probably doesn't even have electricity, except for this electric blanket – (inaudible, laughter). But he'll have read this. And he'll sit down with his Marines. He's going to look them in the eye and say, let me tell you how we treat one another as Marines. We treat each other with respect. We treat each other with dignity. And we care for one another and we love one another. And we're willing to give our lives for one another.

And that's – that's – he's going to say a little bit more, but that's the gist of what's going to happen down at that company levels. And those Marines are going to look at that captain and their first sergeant and go, okay, I got it. So I think we're off to the races. And my sense is the Marine Corps will be done with our training – we're going to train 100 percent, every single Marine over the next about 60 to 90 days. So I'm very optimistic about it. (Applause.)

GEN. MYATT: (Inaudible, applause.) There is a last question and the Department of Labor released its statistics on unemployment of veterans, some new statistics yesterday. Can it – the statement, "Once a Marine, always a Marine," question is what is the Marine Corps doing to take care of their Marines leaving the Marine Corps? Making sure they get a career?

GEN. AMOS: Okay, what do the Marines do to take care of what now?

GEN. MYATT: Marines who are leaving active service.

GEN. AMOS: That's a loaded question and I know the person that wrote it. (Laughter.) And – (laughter).

GEN. MYATT: Reserve that for myself. (Laughter.)

GEN. AMOS: General Caulfield wrote that question. But two years ago, I was looking at how we transition the Marine Corps. Let me just give you a sense for the youth of the Marines. We recruit about 35,000 Marines every year. We have 49 percent of the Marine Corps is 21 years old or younger; 28 percent of the Marine Corps are teenagers.

So on any given day, all those teenagers wake up and they say, how can we screw with the commandant of the Marine Corps today? (Laughter.) We are – we are a very young force. General Krulak used to tell the American people that we make Marines and we return and we win our nation's battles and then we turn those young men and women back to America's society better people, evidenced by Secretary Shultz and many of you in this room today.

We return them back and that's our intent. We want to help them come back. We can't have every Marine stay. Right now, recruiting is off the page. It is just – it's the best it's ever been. Marines want to stay. We can't keep all the Marines that want to stay. So those great young men and women that have paid their dues at the end of four years or eight years or whenever and they decide to get out, my sense is we have failed them.

We have what we call a Transition Assistance Program right now and they come in and we do V.A. benefits and we brief them and it's a one-size-fits-all. It's like a pair of socks. It'll last about half-a-day, it's mandatory for everybody, lieutenant colonel to a little private first class. But it doesn't help them get started on the next phase of their life.

So in the Commandant's Planning Guidance, I am told, our manpower and our leadership has said, we're going to take that whole program and dump it upside down on the floor and we're going to – (inaudible, background noise). So we're working on it right now. There's great

organizations and efforts just like you and General Caulfield from across this nation. Marty Steele has one on the East Coast. But we're trying to help Marines get jobs.

It breaks your heart when a young man can be a sergeant in the Marine Corps, lead 13 Marines – 12 Marines in combat, be highly decorated, be a wonderful American and find out he's homeless in one of our great cities. How does that happen? So to me, we've got a responsibility. I'm not talking PTS now. I'm talking about a young man or woman that gets out; we need to help them.

So we're – we've got an effort underway right now. They'll report out to me here within probably about the next 30 days. And here's the essence on how this is going to work. And they're going to have the details and we're going to work it over the next four, five months. But this is going to be like – a little bit like "The Price is Right."

If you want to go to college, it's not going to be a matter of okay, well, here's a brochure with all the colleges across the United States. No – you want to go to college? Okay, we're going to sit down – by the way, we've got relationships with colleges across this country and we've got personal relationships with them.

We're going to prepare them for their SAT test. We're going to help and we're going to tutor them and we are going to help them fill out their college applications. We're going to talk to them about where they might want to consider going and we're going to do our best to get them into college and get started.

Not when they get out and okay, I think I want to go to college and okay, well, you can work for a while and then you apply. No, we're going to help them get into college. So that's door number one, the college applicants.

Then, there's the trades applicants. You know, not every Marine wants to get out and go to work – go to college. They may want to get out and become a plumber or an electrician or a pipefitter or a carpenter. We have affiliations with unions in trades right now where we will take those young men and we will get them into these trade – these apprentice courses.

And we're looking right now at how best to do that. Do I do that in the Marine's last 60 days of active duty? Or do I ask that Marine to extend 60 days and we continue to pay him or – his or her salary while they're on active duty so that they can go to the trade unions? But regardless, we are going to help them in that area.

Then, there are those that simply just want to go home and work for their parents or go work for their uncle. But regardless of where they are in life, we are going to take care of them. We are going to plug them into Marine for life, which in my estimation, has kind of begun to wane and that's Marines across this great nation, where we have affiliations with businesses and towns and hometowns and we're going to take care of them. And we're going to plug them into Marine for life and we're going to continue taking care of them and always being faithful.

So this probably is one of the more revolutionary things that will come out of the next six months, but I am absolutely determined we're going to change the way we send our Marines out of the Marine Corps and we're going to prepare them for life, get them out of the homeless and – (inaudible, applause).

GEN. MYATT: (Inaudible, applause.) The 35<sup>th</sup> Commandant of the Marine Corps General James Amos. Thank you all so much. (Applause.)

(END)