

**Chief of Naval Operations  
Adm. Jonathan Greenert  
Remarks at Pacific Club Navy League Luncheon  
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**Admiral Greenert:** Thank you very much. The old Honolulu, the good ship Honolulu is not doing too bad for legacy, I guess. When you consider John Richardson, he was a really good CO. I just got things started. He commands our Navy Sea Systems Command. He's in charge of all the nuclear Navy. Cecil Haney's on his way to command Strategic Command, and of course he's your Commander of the Pacific Fleet, almost the Commander in Chief, but I'll wait for a while to -- [Laughter]. Then there's me. The ship did okay, putting things together.

I want to thank you all very much for coming today, for hosting me. Thank you all very much to the Navy League. This is a very very very strong chapter. You hear a lot about it. They do so much. When we do Sea-Air-Space back in the Washington area, you're well represented. And what you do for our kids to keep them going is amazing, and for the families. So I thank you all very much for that.

I also want to thank you for putting me at the table with people that I admire so much. Haines Stackville, and the Hagerons, and of course Jerry Coffee. This young kid, Darlene and I grew up here in Hawaii, if you will, professionally. My first tour here, then we came back for command, then we came back to serve with Walt Dorn in the Pacific Fleet. All of you, many of you that I've seen here and we've had the chance to say hello again, I thank you so much because you really did shape my impression on things. I understand the Pacific is really where it matters and of course every now and then the rest of the country's got it right. So we get these things done a little piece at a time.

This is the Gateway to the Pacific. I for one, they mentioned life is tough and all that kind of business. This is, wearing a leis is sometimes uncomfortable, but it's nothing compared to some of the things back there.

But I would tell you, this is the best job in the world. I have the opportunity to run a Navy filled with really, really great people.

We were just in Great Lakes a few days ago to see a graduation. We're graduating about a thousand kids a week. That's what, 50,000 a year, thereabout. That's what it takes to sustain. Your Navy's actually growing, despite all that you see out there, in order to fill the billets that we have. We have many many ships under construction in there now coming up. We have 47 ships under contract for construction. We have some budget challenges that I'm going to talk to you about, but that is the fact of the matter. How many we have and where we're going.

The average age of the kids that just graduated, 23. You may think oh, 18-19. I sat down with a few of the kids, on my right, [inaudible]. Why did you join? He said I just felt I needed to serve. I'm from downtown Chicago. My uncles were policemen. I want to be a policeman someday but I want to be a Master at Arms first, and get some good training and I want to get educated. On my left, he wanted to be a submariner. He's going to be a machinist mate. He'll learn air

conditioning, diesel technology, fans and everything else, then he'll go out and run his own business. He had it all laid out. I said good for you. Isn't that how you wanted to be the CNO? Oh, yeah. Sure. [Laughter]. How did you know? It's obvious.

But we have tremendous recruit division commanders. I was so impressed. They are diverse. They represent the kids that they bring through there, they know what they're doing. These recruits look up to them.

We have what they call Battle Stations which is a ceremony that completes their training. They have a mock-up of 5/6<sup>th</sup>, about 85 percent representation of an Arleigh Burke destroyer. The kids go on board. They don't know the day they're going to go in there. They march around, do what they're doing during the day, and they say all right, come on over here. They go into this enormous [building] and they go into this mock-up which is very realistic. It's pier side. The smells, the sights, the sounds. They've got water there. They have this wave generator, so you really think you're pier side on this thing. Bring them on board, put them on stations, get them underway and then they start on casualties through the night. So they've been busy all day, go there, stand some watches, and then stuff happens.

They replicate damage taken exactly like the Cole casualty that happened in [Wamida], and the mock-ups of people injured and all that kind of it goes on and on. It's a true team-building evolution for them.

Get up the next morning and they bring them out on the pier. They're pretty exhausted now. And they're hats say recruit on them. And their recruit division commanders come up and give them a Navy hat so they become sailors on that morning. It's a very very emotional ceremony. We're all crying. I've been to this thing three or four times. They put Lee Greenwood up there. They say go up and talk to them. I've got a frog in my throat. You're supposed to be the grand imperial poopah, [inaudible] sailor.

Why do I tell you all this? Well, I spoke about, it was about three weeks ago I had the opportunity to sit down with [inaudible] some sailors who were on the USS Porter. The USS Porter is one of our Arleigh Burke destroyers which had a collision with a Japanese freighter in the Strait of Hormuz. These folks were being recognized for their damage control efforts and their heroism, basically, in the midst of all this.

We were very fortunate. We had no deaths, very few injuries. We said how was this that you acted the way you did? They said I go right back to that Battle Stations. What I learned on that night, and things started happening and I started pointing things out and doing it.

So my message to you all is, we've got a pretty good institution in there, we are still getting good kids in this Navy. They know what they want to do and they are real patriots and they're there to get the job done, so there's a good foundation coming in behind us.

You may remember last month we celebrated the 40<sup>th</sup> Anniversary of the all-volunteer force. And as we move into the future, as I look at possibilities and we're shaping and crafting our future, my view, and I'm certain of it as I've read through testimony of what a hollow force

would look like, it all starts with the people. That is our asymmetric advantage over anything that I've seen. I've talked to Chief after Chief. Chinese, Russia, out there, they all want to know how is it that you do it with your people? Because the technology kind of comes and goes.

We all know that, right? But I just have to repeat it and continue to push that and make sure we all remember that.

I've given you all something for your refrigerator. There's no audio-visual. So I'm a recovering audio-visual person coming in from the Pentagon. So I use my hands and your little handout that I've given you on your Navy today.

If you look at that little business there that you have, there are two sides. Look at the one that says Navy Today. That's where we are around the world today. Where I say Navy, I really mean NavCorps. Because the Navy and the Marine Corps are operating together in more and more ways and that is our vision for the future.

I spend a lot of time with Jim Amos and my guys and Jim's people, they spend a lot of time together working. They have a Naval Board and we go through a lot of issues as we go together to integrate the future. It's about both of us.

We have about 320,000 people in our Navy, 110,000 Reserves, 200,000 I call then civilian sailors. We're hurting with this furlough. We are about to get out of it but it hurt in many many ways. Not just emotional, but productivity as we've gone through this furlough period. It was tough.

285 ships in your Navy today. We've got about 95 deployed. You can see it there. If you look out there in the little white boxes you can see where they're deployed.

I call your attention, of course, to the Pacific. You see we're out there in the Pacific and we have been in the majority for quite some time. That will be our future as we go out into the future.

We're down about ten ships deployed worldwide from about a year ago. Sequestration and budget limitations are having an impact on our ability to sustain forward deployed ships around the world.

We have one ship down there in South America. We had zero for a while, and we usually have about four or five. So there are areas of the world we don't have what we want.

But our mandate is to be where it matters, when it matters. If you look around there you'll see these -- If some of you are political science majors, they're bowties. If you're an engineering major it looks like a valve symbol. They're orange. They're the Panama Canal, Suez Canal, you can see the Strait of Hormuz, et cetera. Those are the crossroads. That's where your Navy and Marine Corps has to be, in and around that area, or have access to that because that's the lifeline of our country and our world. We're all interconnected. We're hyper connected, as they would say, and the world is flat as has been written for quite some time. We [with] our allies deter aggression and we ensure that our interests are taken care of.

What I spend a lot of my time doing and what we do in the future is making sure we develop those areas of the world where you see the little squares. Those are what I call places, and you can see in the Western Pacific, obviously it's Japan, Okinawa, it's Korea, Singapore now in a big way, Darwin where the Marines are doing rotational deployments in an ever-expanding manner, and we will join in and support them with the lift for that in an ever-increasing manner. But also a more innovative manner as we work with our Marine Corps brothers and sisters and that.

As we rebalance to the Asia Pacific, it's in progress, it's real, it's starting to be tangible. I was there in May. I was in Korea, Japan, Singapore. Met with several heads of Navy. They nod, they say we see that you are in fact showing up out here in many ways. Keep it up, can you keep it up, and what's in the future.

The good ship Freedom is down in Singapore. She's working things out there very well. It's the right kind of ship for Southeast Asia, and there will be four eventually down there in Singapore. Many of you may know that.

We will evolve to change out minesweeps. We have changed out other older kinds of ships and replaced them with littoral combat ships in and around Japan as we continue this. So there's a force structure piece that's part of the rebalance.

The P8, which is going to replace the P3, will deploy this year. It looks like a 737. Well, it is. It's a 737 800 tricked out with a lot of good systems and she is exceeding what we hoped we would get from the P8 as she's done exercises. By the end of the year she'll be out there in Kadina, operating in the Western Pacific.

So it's force structure but it's also capability. We benchmark all of our capabilities in our budget for the future, working with the Marine Corps in a similar manner. So that's ASW, that's electronic attack, some of you remember the old MCON days, you remember all that kind of -- Disco, Growlers, and Growlers forever. Trust me. This is a lot of our future. It's counter, missile counter, anti-ballistic missile all to the Western Pacific that we benchmark. That's kind of the second piece.

We are continuing to homeport toward the West. We will be at 60 percent [still by the end of this decade -- West Coast vs. East Coast on ship homeporting. We're on that track.

It's moving a little bit, a tad slower, because of furloughs, production a little slower, overhauls a little slower. But as ships are coming out of overhaul and they're due to move toward the West, that's taking place and we've reconciled that.

Lastly, and maybe more important, it's an intellectual shifting to the Western Pacific. It's the Chinese coming to RimPac in 2014. It's the expansion of Talisman Saber down in Australia as we are doing right now with the George Washington down there, the Bonhommes Richard, and a whole host of ships with Australia, expanding that exercise. It's expanding the exercise with the Indian Navy called Malibar.

So when I say expand, I mean expanding intellectually. It's not just about we'll bring more stuff; it's about what are we going to do with this, how do we move into the future, and what are the tangible things that we want to do?

Lastly, it's balance and rebalance. It's making sure that intellectually what is good for Southeast Asia may not be so good for Northeast Asia. Southeast Asia, the littoral combat ship, a ship called the Joint High Speed Vessel which is a catamaran, to carry high speed equipment and exercise. It fits Southeast Asia much better than an Arleigh Burke destroyer with the latest radar missile technology which very much [inaudible]. So we need to do this right, and we are, and we're working with them and making sure that what we bring resonates with the allies out there as we do the rebalance.

Other things we're focused on. The undersea domain. We own it right now, today. We can put our undersea stuff where we need to anywhere around the world. But it's not like we won't be challenged in the future, and it's not just submarines, it's fixed systems, it's unmanned, undersea vehicles, it's connecting all of those. It's the P8, I mentioned before. And new sonars we're getting on our surface ships. All working together in a proper network as we're doing things into the future.

I mentioned electronic attack. We have got to figure out the EM spectrum like we did before. We have to understand how much energy we're putting out there into the atmosphere. Some of you who are Cold War submariners, remember that? We were so advanced in our underwater -- our advantage acoustically. We didn't pay enough attention to it. And the Soviets and others started gathering technology and all of a sudden we saw that that gap closed down. We had to truly understand how much acoustic energy were we putting in the water, and at what frequency. When we ratcheted down on that, we regathered that acoustic advantage and we're doing pretty well at sustaining it.

There's a similar situation in the electromagnetic spectrum. If you see a carrier or ship drive by, there's anything going on there -- WiFi, cell phones, going there, bandwidth of varying frequencies spewing out there because we never had to worry about it. And that is what our adversaries, our potential adversaries, are targeted, to measure, to jam, to disrupt, to use their seekers to hone in on from a weapon to a jammer. So we've got to grasp this and it's a big deal for me. It does the cyber piece because cyber is all about getting into the electromagnetic spectrum, various means and ways. So that's just a big deal, the EM spectrum.

The Arctic, we're partnered with Canada and with the Norwegians and Sweden and others to decide what matters in the Arctic as we get into the next eight to ten years and activity picks up there. What is needed to make sure we have freedom of navigation and things work up there.

I failed to mention the Russians. I just greed to sign a memorandum of agreement with my Russian counterpart. We're going to put a working group together and decide how we can operate together as a Navy to keep the misunderstanding and tensions down between the two of us as we move toward the Arctic.

I mentioned Marine Corps/Navy Future Concepts, where we go in the future.

That's kind of the future, where we are today, but there are a few challenges. The first of them and the biggest challenge in the Navy today is sexual assault. Make no mistake about it. This is a campaign and we're in it for the long term. I'm in it for the long term. It will be a major, major part, the top of my 3x5 card for the remainder of my tenure.

If I were to tell you how we're approaching it, you've read a lot of things here and there, but if I were to put it in kind of a simplistic term, it's about prevention, making sure that we have the right climate in all of our activities and all of our units in the Navy. Every sailor deserves a safe place to work in, a place free of harassment for whatever reason of who they are, and they should feel free and comfortable that they won't be assaulted. And we need to get to that. Our senior enlisted and our commanding officers have to do this. I hold them accountable to it, but I have to provide them the means and the understanding of what that environment looks like. We have work to do there, but we'll get there.

Number two, victim advocacy. Our kids if they're assaulted or wonder if they could be, have to understand that there are many many ways to report sexual assault. You don't have to go to your Chief, you don't have to go to the chain of command. That's one of ten different ways that this can be reported, if you will. We have to make it easy and we have to prevent any thought of retribution for such a thing. So victim advocacy.

And our victims deserve proper counsel and proper care to make sure that we can walk them through this journey to getting the perpetrator held accountable.

Prosecution. We have to have the right number of litigators. We're pretty close to being there. We have to make sure that we have senior attention to this serious crime and then it's understood that we hold people accountable and how we process this correctly.

Lastly, it's accountability. Many of you remember, those of you that served in the Navy, we have a plan of the day. Yesterday a Captain's Mast was held and following offenses, following punishments were awarded. People understood it. I guess the captain's pretty serious about this.

We sort of got away from that because some of the offenses were going to be appealed. We went out and posted this stuff and it's still in the process of appeal and you kind of goofed that up and that, so we got away. But we're back into posting and making sure that really all major offenses, but in particular sexual assault, are properly documented, if you will, our folks see what the requisite processing is done there, and that we publish those results and that our CO's understand that they need to do that. They need to pursue to the maximum extent possible accountability for that.

So sexual assault.

But we need some money. We have some issues with money here. Sequestration, I kind of mentioned the impact on presence. You can look out there and say well, you're about ten ships down. It looks like you're still present around the world. I'd say yeah, we're putting our money in '13 and the year '14 toward deployments. We've got that about right at a lesser level, but

what you don't see is they say, you pick a mango up off the ground and cut it open. It looks good but you say ah, look inside. If you look inside, as we are out there, you see we can't surge from our bases like we could before.

Put another way, we have one carrier in the Pacific and one carrier in the Arabian Gulf consistently, all the time. The same with an amphibious ready group. Normally we would have three of each back in the continental United States ready to respond in about seven days. Now we have one. One of each, whether it's a carrier strike group, one amphibious ready group. So that's been the cost to us. It's been our surge force. It's been able to sustain that element of readiness at that level. And our budgetary, if you will, priorities, are to make sure we meet our presence required by the combatant commanders, and for this year and the follow-on years, so we won't be able at these financial levels, in the readiness area, in the operating level, to keep that surge force where we've been able to do it in the past.

As we approach '14 we're ready. We assume we'll face sequestration again and a continuing resolution. I told you kind of the goals are to make sure we are ready forward if you will, with those forces; get the next ready to deploy, do the best we can with the remaining forces.

But in '14, we're going to have a real challenge in our investment accounts. We were able to use the money we found in previous years' shipbuilding and sort of kind of use that money to pay off, if you will, the sequestration visits there. We won't have that opportunity in '14. We have probably on the order of 25 aircraft of about 200 that we have in our budget, that will be, if you will, casualties of sequestration. We'll have to cancel those. We might lose up to two ships -- a littoral combat ship and a ship called a mobile landing platform. We hope to not lose a destroyer and a submarine, but we'll need the help of the Congress to preclude that. So you'll see a tangible impact in FY14 as a result of sequestration.

Today it was announced that manpower and manpower programs will be exempt from sequestration in FY14, so we won't be reducing in force people. We will do our very best to preclude furloughs. Nobody wants furloughs. That is not in our plan, the Department of the Navy. We'll work through that. The cost is very high to furlough our civilian sailors and we'll do our very best to preclude that.

The other piece that people don't talk about enough in sequestration is the impact on the small business, that sub-prime. It's not your big folks, it's really the smaller ones that do individual and discreet items that are so, so important to getting a submarine built, a destroyer built, and a high performance aircraft. If we lose those, some of them are sole source, a lot of them are sole source, especially in the nuclear business. So we've got to keep our eye on that and watch very closely.

But the key in the end, and what we need help from the Congress, is the ability to move money between our appropriation lines, between programs to balance this approach in '14. We need congressional help to do that, and we're talking to them all the time. If you can influence that, that would be helpful, too.

That gets us, if you will, although a lesser budget, a balanced budget. Without that sequestration brings all accounts down by its very definition, what will be 14 percent, and you get the kind of fallout I sort of alluded to before in our force.

If you look out into the future, we are in the Pentagon working to see what's the reality of this for ten years. How do we build a future Navy, Marine Corps, Air Force, Army, Joint Force, and put it together properly as we look ahead. And the Secretary of Defense referred to the Strategic Concepts Management Review which was a study we did, we collectively in the Pentagon did. It was very collaborative and open, to lay out what that future might look like if you want high tech, focus on high tech, less on capacity. How many ships, how many aircraft, how many brigade combat teams, regiments, and then vice versa if you want to sacrifice technology.

So we put these sort of pictures of reality together, and now we're going to get together as a group, if you will, by service. Put together a budget submission and bring that joint force together.

My priorities in that as we go ahead and put this together will be one, the strategic nuclear triad has to be sustained. That's the next Ohio replacement. That has to be brought in on time and that's my primary program. That's my number one program.

Two, we are about forward presence. As the chartlet shows there. I have to do all I can to put forces forward where they need to be, where it matters, be there when it matters with the right readiness and the right manning to populate those ships to get the job done. When I say ships, I mean aircraft, et cetera.

We're doing this in concert with the Marine Corps as we put these proposals together.

We will have to enhance and make sure we hold what I call our asymmetric ability, and that's the undersea domain, the electronic magnetic spectrum, cyber domain, and our people which are very much an asymmetric advantage. We'll have to reduce force structure to do that. It will be inevitable. How do we do the right force structure reductions?

We'll have to take some modernization programs which we were going to put in some of our ships, aircraft, et cetera, and maybe finish and develop it and put it on the shelf for a future time when maybe we need to go ahead and fund that and install it. And we'll reduce ship, aircraft and weapon procurement because it's inevitable. We have to do this in a balanced manner.

That's our focus for the summer.

In the end, overriding all of it will of course be our people.

You say what might that look like? If you flip your little chartlet over, there's a little bit of a scenario of a 257 ship Navy. We would, in the red there, we'd show you by 2020 we are currently, under the current budget, on track to have a 295 ship Navy with 116 deployed in 2020. So there's a scenario out there of sequestration which would give you what I've shown you there, a 257 ship Navy.

You can see the presence isn't bad as we deliver some of the ships and distribute them, but they're different ships distributed around the world, and you can see that laid out there in the chartlet.

Again, throughout it all it's our people and their amazing resilience that will help us get through there and we'll put together the best balanced and most capable Navy we can as a team together there.

Thank you very much for your attention here, and I'll be happy to take your questions.

**Question:** There's a story in Navy Times this week that we might have to get rid of three carrier battle groups. Can you comment on that?

**Admiral Greenert:** Everything is on the table, as I mentioned. That's the force structure piece. So one of the potential realities, and I underline potential, that the Secretary of Defense, it really came from Secretary Hagel's press conference on that, would be the retirement of the three carriers, and that's carrier strike groups. The carrier, the air wing, and the requisite number of ships, that would be five surface ships. My comment on that is, it is on the table. It's something that -- But we have a long way to go before that. That budget submission is there.

**Admiral Greenert:** -- You may or may not know, they brought one of their [flat tops] to the Camp Pendleton area, to the West Coast, and we did an exercise, [Nocturnal] Blitz -- We did that just recently. And we [breached] with our MP-22 on that. So they're interoperable with us. I think it's a great idea. I think it's going to be multi-mission. And as we evolve our relationship, I look forward to continued interoperability with them.

**Question:** [Inaudible] the S-Band radar [inaudible] homeported at Pearl Harbor, and it's an integral part, I understand, of the [SUI] [inaudible]. Can you talk about what percentage of that [inaudible]?

**Admiral Greenert:** The ballistic missile defense piece, which the SCX radar, the S-Band radar is what it stands for, we're the afloat piece of ballistic missile defense. So we have about three destroyers in the Arabian Gulf, we have four -- three on station but four capable in the East Mediterranean, in the Japan area, in Northeast Asia. We've got a total of about six, seven out there to handle that.

So we are the afloat piece. It's called the standard missile number three. It works, it's got an amazing record of successful tests -- most all of them out here in Hawaii at the Pacific Missile Range facility. And as we move into the future we will continue to expand both the aperture of the radar, so we can see more resolution, and the accuracy of the missile. But the real answer as we look ahead is predominantly expansion of land-based. You can get, to look and see further out there with greater detail, you need power. You need a lot of power. You can only generate so much on an afloat unit or ship, and you need a lot of missiles and you can only get so many in there. So it's really about expanding the ashore piece combined with the afloat piece.

So the point is we're kind of out there first, if you will, and have been. The advantage is we can move around and accept things based on where the danger is. The disadvantage is those are Arleigh Burke destroyers. They need to do other things. They are multi-mission. There's some interesting Tank discussions as we the Chiefs get together and lieutenant commanders say I need it, I need it, this, that and the other thing.

So anyway, Jerry, it's in our future for a while. I think there will become a balance of land and afloat, that a land base will emerge.

We have a program called Aegis Ashore where we're actually putting, collecting what looks like the deck house of an Aegis destroyer because it is, in all of the systems right there in Romania and then followed by Poland with a missile launcher, very much the same. So that's kind of moving it ashore. That's just one of the ashore pieces. You probably have heard of the others.

**Question:** Admiral, [inaudible] two years [inaudible]. The question I have is about 800 contractors, subcontractors are doing surface ship maintenance on the [inaudible]. [Inaudible] talk about [inaudible] availability [inaudible] a few months from now. What can we expect to see for the program [inaudible]?

**Admiral Greenert:** Here in Hawaii?

There's \$80 million at risk of ship maintenance here in Hawaii. The problem becomes, as we start each of the fiscal years, and we get it like this, you are constrained to last year's numbers -- that's part of the continuing resolution. You can't spend above that. And your reductions are 14 percent in these appropriations. So that particular one, operations and maintenance, moving down 14 percent, and you can't move money into it unless they give you that to do it.

I would tell you, ship maintenance is very important to me, to get done as much of it as we can and the right amount, so that the deployers next year, those are the ones that are in maintenance this year. Next year or the year after. We've got to get those done. We've got to make sure we take care of the amphib ships. Those were driven very hard over the last decade or so. And we've got to be able to [inaudible] judiciously and sensibly. So we need that flexibility, but right now it's limited, that flexibility. So yeah, 30 of 60 of our [availabilities] are right now at risk. If you took a straight line reduction you would reduce 30 of them. But that won't be our end state. We'll work through it. But it will be long and complicated like a piece of '13 [inaudible].

**Question:** You have all kinds of financial challenges right now. Can you talk a little bit perhaps about the [inaudible] for the sailors that are there today and for the retirees' health care and all the challenges that are devastating [inaudible].

**Admiral Greenert:** Thank you.

The retirement, first of all pay and our personnel and our sailor programs in '14 will stay what they are in '13. They won't be reduced. They're exempt. But the current level of compensation and entitlement is unsustainable. Right now in the Department of Defense we spend about a

third of all the money on entitlements and just paying people. By the FY17 that will be about 50 percent. By the mid '20s at the current rate, it's going to be up to 70 percent of the DoD budget.

**Question:** Would you please explain to me the thinking behind inviting China to participate in RimPac?

**Admiral Greenert:** The theory behind it?

**Question:** Yeah. When you're talking about adversaries or who we're protecting ourselves against, I would have guessed, North Korea to me is governed by China, they could stop North Korea in an instant. So we're having all these exercises with all of our allies, and we're doing these exercises for what purpose? I would think we're concerned about the Chinese, but now we're inviting the Chinese, I'm sure they're going to see what our thinking is and isn't. So I don't understand that.

**Admiral Greenert:** I understand your view on that but there's another view. That is listen, China's an emerging Navy and they're an emerging country. They're very big in the Western Pacific and their influences there. We say let's work together on this to get, if you will, that neighborhood secure and proper. Let's figure out precisely what we disagree on and why we disagree on it. Let's determine a proper, if you will, code of conduct or means of interacting together because that's the way it's going to be as they put more ships to sea, and we're not leaving the Western Pacific. They were here in 2012 with an [asiat] which is a spy ship. So we said as long as you're going to be here, why don't you come here with some proper ships, take part in the exercise, and let's do something constructive. So we're having -- There will be a series of meetings before the exercise to determine what makes sense between the two of us, consulting with all the other allies. There are like 23 countries that come to this and everybody's got a say because they bring ships, et cetera, to this thing, so we all have a say.

So we've got to build a constructive and understanding relationship with China. When we have, when the Soviet Union was growing and we were growing in the past, we went off on our own for a long time, and that wasn't the way to go. We learned, you've got to learn to exercise together. To operate together and understand each other.

So talking to the Chinese people that I know, they're fleet commanders and all that, they only wish they had the influence that people think they have over North Korea and the actions that North Korea takes, so they're pretty frustrated too. But anyway, I think this is in the best, the common good to exercise.

Thank you all very much.

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