Admiral John Richardson, CNO
All-Hands Call
Naval Base Kitsap-Bangor
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Admiral Richardson: Thanks very much. I apologize for being late. We were down on USS Kentucky and playing the gold group. What a great visit it was. I’ve got to tell you, I’m going to try and walk around a little bit. I hope the mike can track.

It’s fantastic to come and be with you today and just get out of Washington and come back and spend some time with the Fleet. What I’ll do is I’ll speak for a real short period of time. I just want to give you a sense of what I’m thinking about these days. And then, the reason I’m here is I want to understand what you’re thinking about, so we want to get to questions as soon as possible. So while I’m talking, think about what you might want to ask. Anything that’s on your mind. Or if you just want to make a comment. If you want to let me know what’s going on and give me some awareness, that would be super helpful.

Listen, I’ll give you a snapshot of your Navy today. Okay? Right now we have, since my morning brief, we have 106 ships forward deployed. We have almost 60,000 sailors forward deployed as well.

And when we talk about the hundred or so ships right now, as you probably saw in the news, that includes three carrier strike groups, all operating in the Pacific. Anybody see this on the news? And of course those strike groups have their embarked air wing on board. So that’s a lot of naval power.

We have two amphibious ready groups with the embarked Marine expeditionary units on board. That’s, again, a lot of naval power.

We have six ballistic missile defense ships in ballistic missile defense stations -- two in the 5th Fleet, two in the 6th Fleet, and two in the 7th Fleet. Very high-end missions to go out and detect, track and then shoot these ballistic missiles down out of the sky.

I just got a video yesterday of the, I think it was the Truman Strike Group doing their workup, and moving into their certification exercise, did sort of a multiple, anti-ship cruise
missile exercise. It’s getting very sophisticated, right? Where we’re sensing tracks and passing those tracks to other ships that are [inaudible] so that they can’t be tracked by their emissions and so it’s getting very, very advanced in terms of what we’re doing with those ships that are forward deployed.

Of course speaking up here in Bangor, we’ve got to recognize that we have five SSBNs on some form of alert, either on alert or [mod] alert, and continuing to meet that mission as the submarine force has done, the strategic deterrence has done, since 1960. 1960 is when we made our first strategic deployment patrol on the USS George Washington, and it has been 100 percent ever since.

So for the community up here, give yourselves a huge round of applause for that.

That’s like a [inaudible], okay? So next time we do a round of applause I want to really hear it, all right?

Then there’s 11 attack submarines on deployment.

That’s a lot of naval power that we’re able to get out. That is the forward deployed naval power of the best Navy in the world. Okay? But what my message is for you today is, there’s a lot of navies out there that are fighting for that title, to be the best in the world. Every one of us, from you people, we all have to work together to come to work every day and fight for that title to remain the best Navy in the world. That goes down to every individual sailor and Navy civilian, all of our families have to be figured into that. The whole Navy team has got to be doing that.

At the individual level, right? You’ve got to know your watch station. You’ve got to know how to fight your ship, fight your boat. Normal conditions, combat conditions, emergency conditions. You’ve got to know how to fight your ship and bring it home.

If you’re a leader, if you’re a chief, if you are a commander, department head, division officer, any type of leader. Not only do you have to know your own business, but you’ve got to make sure your team is ready to go, ready to fight. That means we’ve got to do the planning for combat operations, planning for what you’re scheduled to do. And we’ve got to plan for the best case, we’ve got to plan for the worst case, right? We’ve got to do all of that planning. Otherwise we’ll be surprised.
Not only do you have to plan, but you’ve got to practice. You’ve got to do the sets and reps. That gives us confidence that when something comes up we know how to deal with it. It’s not the first time we’ve seen it.

Then of course we’ve got to, you know, having planned for the best and worst, having practiced for the best and worst case, then you execute according to all that training, and we come out winners, all right?

So individuals, watch standers, you’ve got to know how to run the watch station. You’ve got to know how to fight your ship. Team leaders, you’ve got to make sure your teams are ready and [inaudible] for the team. All the way up to me. Right? I’ve got to make sure that you have the resources that you need. The money, the equipment, the people, completely committed to doing that. I’ve got your back.

Then whatever obstacles stand in your way that prevent you from being the best you can be at your job, I’m ready to knock those down. Let me know what they are, and I’ll do everything I can to eliminate those obstacles. All right? So that’s my commitment to you. That’s my role in this. All right?

If we do that, if we all do that together, if we all come to work every day and say you know what, I’m going to be the best in the world at what I do, we’ll retain the title of the best Navy in the world. All right? That’s what we’re about.

I talk a lot about competition. Competition to be the best Navy. There’s a tremendous competition for talent right now. For you. And right now by every measure that we have, we have the most talented, most high performing, most high potential Navy that we have ever had. That’s you. When you got out of school and you finished training, you had a lot of choices. You could have written your own check and gone anywhere in the world. That’s how good you are. And you all chose to raise your right hand, [inaudible] to support and defend the constitution and join the Navy. You have my tremendous respect. So I want you to know that every decision I make starts with trying to respect that commitment that you made. It starts with you. And at the end of that decision, we go back and review it. Did we live up to our commitment to do everything we can to honor the commitment that you’ve made to be part of something bigger than yourselves, to be part of the United States Navy and defend the nation.
Again, you’ve got my utmost respect. Okay? Keep me honest. Feed back to me. Let me know how it’s going. And we can start right now with letting me hear your questions. So what’s on your mind?

Audience: Good morning, sir. [Inaudible].

My question is, I read an article recently talking about [inaudible] modernization of the fleet. [Inaudible]. [Inaudible] three years off from that? Did you consider taking more [cost factors] away from [inaudible]?

Admiral Richardson: Anybody else read that article about the frigates? Raise your hand if you read that article. Okay.

It’s a big question so I’ll give you a bit of a long answer, if you don’t mind.

We have done over the last year, 18 months, a lot of studying about how, we’ve got responsibilities to the nation. The United States Navy has responsibilities. In fact, I would argue to all of you that the next 25 years, our responsibilities are only going to go up. Right? These are going to be, the next 25 years, very intensive in the maritime, at sea. Right? And what we concluded, and it wasn’t just us, it was a number of people that did the study, that in terms of the size of the Navy, if you use current ships, something on the order of 350 to 360 ships is what we need to meet our responsibilities for the nation.

Now, we’ve got about 280 ships right now. Okay? How do we bridge that gap? How do we grow naval power as fast as we can?

So we’re looking at every possibility. Recommissioning frigates was something that we just needed to look at that question to find out exactly what you have outlined. How much would it cost, and what would be the return on that investment in terms of naval power, and then how did that compare with other areas where we could spend that money.

So that article, first of all, was all based on like [inaudible], it is not a final decision by any means. So I don’t know how the reporter got it, but welcome to my world.

It’s a question we’re still exploring, but there have been no decisions made yet. That was all kind of internal, pre-
decisional material that article was based on. I will guarantee
you this. I will not support any decision that doesn’t put our
funding to the highest priority, most [inaudible]. Is that fair
enough? Thanks.

Audience: Good morning, sir. My name is [inaudible],
Washington.

My question to you is, [inaudible]? 

Admiral Richardson: That’s a very [inaudible] question. Does
everybody know what the budget sequester is?

The funding situation right now has been not great for about
nine years. We haven’t gotten our budget on time for nine years.
We’ve been continuing or living on what is called continuing
resolutions, which means we just sort of extend last year’s
budget forward.

The problem with that is that if we have new plans, every year
there’s a new plan and these continuing resolutions in many ways
prevent us from getting after, doing what we want, the new
things that we want to do with the Navy.

And then there is the Budget Control Act, which caps our funding
at certain levels, and there’s nobody that I know of who
believes that those levels are adequate to fund the Navy at the
level we need.

So we’re making that case. I’m hopeful that this year they
might lift the Budget Control Act. Release us from those
restrictions. Then we can have a proper discussion about the
right level of resourcing to build the Navy that this nation
needs.

We’re working very hard with Congress and we’ve got a tremendous
number of congressmen who are with us on this, and maybe this
year we can get it done, okay? Thanks.

Audience: [Inaudible]?

Admiral Richardson: Just to repeat the question. The question
goes to what are sort of our emerging opportunities with
alliances, particularly in the Pacific, and particularly with
Japan. And the Japanese are going through some modifications
themselves in terms of constitutional interpretation and that
sort of thing.
I’ll tell you, they are an absolutely fantastic partner. The Japanese Maritime Self Defense Force, the JMSDF. Very, very talented, high-end Navy, maritime force. They’re doing more and more over time. We’re partnering with them that whole way.

So as we think about maintaining security around the world and in the Pacific, alliances are a big part of that. In fact, we just started an exercise today called [inaudible] which is a very high-end warfighting exercise with the Japanese Maritime Self Defense Force. It enhances our ability to work together, come together, and be an even more lethal force together to provide security, stability in the Pacific.

Part B of his question was what about, if we build towards a bigger Navy, more naval power, are we considering more nuclear-powered surface ships? Are you going to bring back the nuclear cruisers?

We’ll see. We’ll see. We take a look at that every single time. We start it from the ground up, and we look at every aspect of the ship. Not just propulsion, but every system. And it really comes down to what’s best for the situation. But we’ll see about that.

I will tell you what, though, you probably all know this. In terms of power generation, a lot more electricity than ever before. So we just commissioned the Gerald R. Ford, the brand-new aircraft carrier. And she just pulled in from her last sea trial, the sea trial period before she goes into PSA. And so she did hundreds of launches and tracks on-board. But you probably read, the catapult is now, it’s electromagnetic. It’s not a steam-driving catapult anymore. There’s three times more electric power on board Gerald R. Ford than the Nimitz class. That’s exactly what we’re going to need when we think about the types of sensors and weapons that we’re going to need going forward. So these high energy pulse sensors, these radars that can see out to a very high resolution, very far. And then weapons like electromagnetic guns. Weapons like directed energy, high power microwaves. Lasers. We’re invested heavily in those because I think we can get some of those to sea in the next couple of years. So it’s a big electric plant, and so that’s certainly [inaudible]. Something that can handle a big pulse of power, lots of capacitors and batteries and that sort of thing.
Audience: [Inaudible]. After the recent [inaudible], what sort of changes are being made to address that [decision] and how will that affect [inaudible]?

Admiral Richardson: That’s a great question. I opened with the discussion of, you know, more than 100 warships forward deployed, best Navy in the world. And those collisions certainly give us reason to pause and think about what each and every one of us is doing to make sure that we are ready to operate and to fight our ships. Right?

So we did a comprehensive review which is available for you to read if you want to take a look at it. We put the whole thing out. And that outlines a number of changes to the training pipeline for, certainly for surface warfare officers and enlisted, but some of it is really just very very fundamental. So if you think about the situation on the McCain, the helmsman, they didn’t know how to operate their [inaudible] and so when they tried to shift propulsion, it got all screwed up and they lost control of the ship basically.

This is why I’m saying, you know, it’s so fundamentally important. Each and every one of us knows, right? You know better than anybody whether you’re ready to stand the watch you’ve got. Whether you know all of those procedures, operating procedures, [inaudible] procedures, et cetera. You know. And if you can do all that you can stand that watch with confidence. These people, they just hadn’t done it. They hadn’t gone through any of the training and qualifications to understand how to operate those [inaudible].

Some of this is very very fundamental. Some of it is going to change training pipelines, schools, those sorts of things. So it’s a very sort of broad and comprehensive program. There’s a lot of moving parts to it. I’ve assigned a four-star admiral to run that program to make sure we do everything we possibly can to prevent something like that from happening again.

Did that get to your question? Okay, thanks.

Audience: [Inaudible]. My follow-up question [inaudible]?

Admiral Richardson: I’ll take that up. I don’t know the answer to your question right off the bat, right? There was an awful lot that we learned about damage control in terms of fighting floods, loss of power, all those things. They did a pretty good job, both ships, in terms of the damage control part of it. But
let me follow up on that. I know we’re doing it, as you said, for fire and smoke and all that. I’ve got to get you the answer on the water part, the flooding part.

**Audience:** [Inaudible]. I [inaudible] and I see [inaudible]. My question is, sir, are there any [inaudible]?

**Admiral Richardson:** They’re already in place. There is nothing that mandates, you hear it in the news a lot. A 100-hour work week and those sorts of things. I’ve been in the Navy a long time. I’ve seen, and it’s a chronic problem. What we’re learning is, as we [inaudible] -- I thought you were asleep. It’s a question about sleep, so -- [Laughter].

We’re really learning a lot about sort of the detrimental effects of not getting enough sleep. We’ve learned a lot in the last five to ten years, and how degraded your decision-making becomes, et cetera, et cetera, et cetera. Now the pilots -- any naval aviators in here? I didn’t expect too many. Submariners, lots of you guys. There’s a requirement to have a circadian rhythm watch [inaudible].

So in terms of what I can do, that’s in place. The surface community did not have that in place as a requirement until just very recently, but now it is.

So when I say circadian rhythm, is everybody following me? We’re kind of 24-hour animals. And we operate on a 24-hour cycle. Out of that cycle you should be getting six to eight hours of sleep. A well-run crew can do that. So from a policy standpoint, I think we’ve got just about everything in place.

Now executing our policy. Where do you think that responsibility resides?

**Audience:** [Inaudible].

**Admiral Richardson:** Yeah. This is prime divisional chief, LCPO stuff. LCPO division officers. Just recently put out a message that said a big part of the solution, a big part of staying the best Navy in the world is to have an empowered small unit [inaudible], right? Junior officers and chiefs. And we need to make sure that all of those leaders are watching out for their people. Watching out for their sleep. Watching out for life balance, all those sorts of things. Because that’s, if you don’t, you pay a tremendous price in performance, decision-making the whole thing. Right?
That’s my challenge to you. This is not sort of a, it’s not a commodity. People are not commodities. They’re not consumables. So you’ve got to make sure that your team is getting the appropriate amount of sleep. Also it can be done. It takes more planning. It takes more preparation. All those steps. But you can get the work done and you can get it done and can keep the appropriate, the proper amount of rest.

So I challenge you to do that.

Now if you’re down in manning, it gets hard. So we’ve got to make sure that you get appropriate manning. We’re working very hard at that.

Any other questions about this? We need to have a very honest conversation about this. I need to understand exactly what your concerns are and make sure I’m solving the problem.

**Audience:** [Inaudible]?

**Admiral Richardson:** That’s a great question. A lot of this is this culture. We all live it, right? Just as you said, there’s this whole idea that sleep is for the weak. And I’ll tell you, the science points to another direction. Your performance, your ability to do your job when you haven’t slept, I mean we’re not guessing about this. We know. It’s measurable. It’s repeatable. All right?

So if we have a cultural problem, this is actually pretty easy to fix. I’m pretty confident that your commanding officers get this, if you ask them, they’re going to get this. If we can all leave this room committed to this, get at this whole “hey, I’m stronger if I don’t sleep,” if we can get past that then it’s just a matter of small unit leadership. We’ve got to convince them.

We’re going to continue to [inaudible] if we don’t get the proper amount of sleep. It’s just a fact. We’ve got to take this seriously. We’ve all got to pitch in.

If you think this is ringing hollow, if you think that I’m not serious about this, if you think I’m just kind of walking past this, or if you’re going to go back to your work center and it’s not going to be taken seriously, I need to know how I can convince you otherwise. We need to get at this. Both in port and at sea.
Anybody think this is just talk? You think it’s just talk? I saw you nod. That’s okay, we’ve got to have this conversation here. It’s all good. I’d rather have this conversation now and leave the room convinced that we’re together on this than just leave the room saying “hey, we were just talking about this.” Okay? It’s got to be real. It’s got to be authentic. I need your help.

Next question.

**Audience:** Good morning, sir. Steve Miller, I work for NAVFAC Northwest, and I’m also President of the Local [inaudible] 218, the National Association of [Machine] [inaudible].

Working in public works I’ve noticed that we have, along with other shipyards, a crumbling infrastructure. In Bremerton we have [literally] substations that are way past their shelf life. We have too many [inaudible] that are falling part, salt water [inaudible] continuing to break. Submarine [Accounting Office] I know you’ve gotten a report on that, and that’s just [inaudible] shipyard.

What is your commitment? You want to build a strong Navy; you want to build more ships. Representing the civilian work force, we want to help you with that. Our mission is to get these ships out in time. But this is preventing that from happening. What is your commitment to provide more funding quicker with competitive dollars to help us to upgrade where we should be in this?

And in short, you don’t build a pretty house on a crumbling foundation.

**Admiral Richardson:** That is difficult. [Laughter].

Thank you. That’s a great question. We’re here because Puget Sound Naval Shipyard is such a huge thing. It’s just gigantic. I’ll tell you, the work there is going great. The USS Maine -- any Maine sailors in here? All right, there we go. You guys are on track, right? Just about finished the refueling, is that right? Twenty-two days early. That’s a huge milestone. That’s a testament to the commitment of the whole team. The Maine team, the shipyard team, everybody. Sailors and civilians. Okay?
You’re right, too. Historically, the shore infrastructure, not shipyards around the United States and all the shores have been the relative bill-payers when the bills came due. Okay? And I’ll tell you -- how old is the Puget Sound Naval Shipyard?

**Audience:** More than 100 years.

**Admiral Richardson:** Yeah, I was thinking it was about 105 or something like that. So, and Norfolk’s the same. Portsmouth, the city of Portsmouth is celebrating 250 years. It’s older than the United States. A lot of that infrastructure needs recapitalized.

As we build naval power, we need to have a very common understanding of what that means. I can go ahead, and it’s relatively easy to buy ships. Right? But I’ve got to buy the people to crew those ships, I’ve got to buy the pier space to dock those ships, I’ve got to buy the shore power and everything to power those ships when they come in. We’ve got to buy the maintenance programs to maintain those ships. You’re starting to see what I’m calling [wholeness], right? You can’t just buy the thing. You’ve got to buy everything that comes with it to make sure that I don’t just make it harder for you, harder for the fleet because we haven’t done our homework at my level.

So as we’re going into this, the new budget year, if you will, we’re paying a lot of attention to that and we’re making things whole first. And we’re making a strong case, in fact talked to a lot in Congress about shipyard reconstitution. So we’ll see how it goes, but we’re making that case right now.

Let me know how it goes, all right?

**Audience:** [Inaudible].

**Admiral Richardson:** Do you know who I am? [Laughter]. All right. I’ve been on those tours. Okay, thank you. I get it.

**Audience:** Good morning. [Inaudible].

**Admiral Richardson:** I always get nervous when [inaudible]. Go ahead, just keep talking.

**Audience:** How do you feel about the progress of the enlisted women in the submarine program and what can we look forward to in the future towards integrating the rest of the submarine fleet?
Admiral Richardson: I will tell you what, I was the head of the Submarine Force when we started this, and as you know, we started, it was a very deliberate plan, and it was founded on a couple of principles. Three principles, I’ll say.

One is, we’re going to do everything possible to treat everybody equally. Okay? So whoever’s on the team, they’re a member of the team, and that’s it.

The second principle was, we want to make sure that there was adequate leadership, right? So female leadership on board so that if there were issues that women needed to discuss, they had somebody that they could go to.

The third principle was you can’t just put, you know, one female in a crew of 135, 155 men and expect that situation to succeed. So we were going to put enough of a cadre on board of women, and we got these principles from studying other navy communities, studying other professions that had done these sorts of integration strokes before, okay? And we discussed the principles, by and large. And by virtue of doing that -- has it gone perfectly? Nothing ever does. But overall, I’m pretty happy with the way this is going.

You asked about the future. We’re going to expand that program to the degree that the volunteers allow, but we’re not going to depart from those principles. So it will be a very deliberate expansion. That’s how we’ve done it historically. We started with the wardrooms because that was a smaller group and it was easy to meet those principles there. We started on Trident hulls because they’re a little bit bigger and more roomy. We expanded that eventually to, at this end in the Virginia Class, and now we’re expanding top enlisted. We’re going to move very deliberately and measuring our way along to make sure we don’t go too fast and violate some of those principles.

We’re listening to feedback, particularly with the enlisted integration because it’s relatively new. So we’re monitoring this very closely.

So far, I think overall so good. All right?

Audience: Sir, [inaudible], USS Maine.

Recently, I noticed, I’ve had to go to medical quite a bit recently.
**Admiral Richardson:** I see your left arm. What’s going on with that?

**Audience:** I [inaudible]. I don’t recommend it.

So I’ve seen a lot of irritated patients. Since it’s near the [inaudible] program [inaudible], I’ve seen a lot of irritated patients [inaudible] hospital staff [inaudible] very frustrated ever since this went into effect. I’m just wondering if there’s any plans to make some progress on [inaudible].

**Admiral Richardson:** I’ll have to find out more of the details on that. I’ll get back to you. Okay?

**Audience:** Okay.

**Admiral Richardson:** Go talk to my aide over there, give her your email address and we’ll get back to you. Okay?

The same with the question, I had another question that was unresolved.

**Audience:** Sir, [inaudible]. Congress [inaudible] and I just [inaudible] in order to [inaudible]. I’d like to, [inaudible] follow orders and follow lawful orders [inaudible]. Doesn’t want to take the responsibility to authorize the [inaudible].

**Admiral Richardson:** Everything that we’re doing with respect to use of force is one hundred percent legal. One hundred percent legal. You’ve got to trust that all of those checks are made. Okay? And with respect to ISIS, that part of that fight is sunsetting. We’re about done with that. So you don’t need to be concerned about that. The use of military force is one hundred percent legal. Okay?

**Audience:** [Inaudible]. The [inaudible] replacement plan, if there is any?

**Admiral Richardson:** Is that where the question ends? I thought there was going to be more.

Here’s the deal. The SSGN program provides a lot of undersea volume, right? And we use that undersea payload volume for a lot of things. We use it for missiles, we use it sometimes for Special Forces. So what we have done is, right now it’s a little bit different approach. We’re putting a big module into
the Virginia Class [inaudible]. All right? So it will be four large tubes that will provide that undersea volume.

Now one Virginia with a payload module will not equal one SSGN, but many Virginia’s will. So in terms of just making up the number of missiles, we’re working with the Special Forces, SEALs, et cetera. That’s where we’re going to get after that naval power. That component of naval power. And it actually works better. We have four SSGNs now. That sort of limits the number of launch platforms. If you think about 10, 20 Virginia’s that have these payload modules, we can be firing from a lot of different angles. So that’s how we’re going to do that.

Did that get to your question?

Audience: Yes, it does.

Admiral Richardson: I have time for one more question.

Audience: My name’s [inaudible]. Over my time in the Navy as I’m getting close to getting out I’ve heard many people voicing concerns --

Admiral Richardson: Whoa, whoa, whoa. Stop right there. What’s this close to getting out stuff?

Audience: Primarily because of enlisted bonuses and no opportunities to cross-train out of submarines.

A lot of the people that I’ve worked with, they’re also getting out because they believe there are not enough incentives and not enough opportunities to get out of submarines, so they’re just getting out of the Navy entirely.

For instance, if I wanted to cross-train [inaudible], what is normally considered an overmanned rate, I’d have to get out of the Navy entirely and then get back in for any opportunities to get into [inaudible].

Admiral Richardson: It’s a great question about manpower. Right? And it’s always a matter of, the answer always is a matter of scale. Right?

You just pointed out that with respect to the rate an individual may want to go into, at my level, I’ve got more than enough of that rate. Okay? So the Navy, and I’m not a Navy corpsman or
anything, but you can see that if you want to leave your rate, which is a very critical line of business, submarines, and move into a rate where I kind of have plenty of folks, that’s a tough thing for me to advocate for, right? I mean you can see that. Right?

I’m not going to be able to satisfy everybody’s sort of top, number one [inaudible]. But this rating modernization is trying to provide a lot of flexibility going forward. I don’t know what your rate is right now.

**Audience:** Navigation Electronics Technician, sir.

**Admiral Richardson:** We just got an earful of that, how valuable your rate is, right?

Do you have a follow-on question?

**Audience:** Everything I’ve seen goes contrary to me being needed. All of the reenlistment bonuses for a Nav-18 has dropped from a [inaudible] to a .5. It’s continuing to decrease.

**Admiral Richardson:** This is exactly the sorts of adjustments that we make. All right? The submarine force is a very critical force. But these are the sort of adjustments we make every single year as we take a look at this. I’ll get back to you on your specific situation, but you can see that as a Navy we’re going to make these adjustments sort of rate by rate so that we are incentivizing and amassing those types of options to retain places where we need. We’re going to have a hard time moving you to places where we don’t have any need. And this rating modernization program is going to provide everybody sort of the maximum flexibility to learn something that might not have been your original rate. Okay? So maybe something like MT or something that’s [inaudible].

If you think about the philosophy behind this, if you think about the training investment we have made to get you to where you are right now, it’s a shame to throw that away, rather than just sort of give you the delta in training I need to allow you to do something else that you might want to do.

So we’re willing to work as much, with as much flexibility as we can. [Inaudible] will get your situation, your specific situation, and I’ll get back to you with the things that address your specific situation. Okay?
All right. I’m out of time. I’ve got to run.

I appreciate it. Again, I’m sorry we started a little bit late. I hope we got to enough of your questions. We’ll hang out here for about ten minutes or so if you want to come up and just say hi or ask a question, and then I’ve got to bust out of here. Thank you all very much.

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