



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, DC 20318-9999

21 October 2013

Members of the Joint Force,

I am one month into my second term, and it is a great privilege to continue to serve as your Chairman. I'd like to thank you and your families for your service to our Nation. Thank you for your sacrifice and your commitment. Thank you especially for your patience during the government shutdown. Throughout these uncertain times, you continue to answer the Nation's call and represent America with courage and honor. I am humbled by your devotion.

Our military faces an historic convergence of strategic challenges. Countering persistent and emerging threats to our security, adapting to reduced defense budgets, and managing the high demand for our forces around the globe will test our mettle.

I'll need all of your experience, intellect, and character—and most of all your leadership—to successfully manage the demands of the future. You've done a magnificent job over the past 12 years of war, and I trust you to continue to get the job done in the challenging days ahead.

Trust remains the foundation of our profession. As your Chairman, I will strive every day to earn your trust as we all must strive to earn the trust of the American people. We continue to have the opportunity to make a difference, to remain exceptional, to change based on what we've learned, and to lead for tomorrow.

I am very proud of you.

Sincerely,

A handwritten signature in black ink, reading "Martin E. Dempsey", is written over the typed name and title. The signature is fluid and cursive, with a large loop at the end of the last name.

MARTIN E. DEMPSEY  
General, U.S. Army

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