

The PHANTOM'S EYE

123d TRW, KyANG Standiford Field
Louisville, Kentucky
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KyANG Photo by SSgt. Charles R. Simpson

Close Scrutiny

MSgt. Mike Arnold, inspection team member, goes through a checklist with TSgt. Larry A. Fowler, NCOIC squadron medical services. The 123d Tactical Hospital successfully completed a Health Services Readiness Inspection in December. Sergeant Fowler and SSgt. Johnie Cherry received individual recognition from the inspection team. See Page 3 for more information.

Editor's Note:

Due to printing problems, the artwork credit on the cover of last month's "Phantom's Eye" was not readable. The artwork was done by MSgt. Terry Lutz, base photo lab.

The PHANTOM'S EYE

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Brig Gen John Smith, Commander
 Maj Jeff Butcher PAO
 SSgt Jenny Montgomery . . Editor
 SSgt Jeff Sansbury . . Staff Writer

Deadline for publication of articles in **The Phantom's Eye** is Friday following drill for the next UTA.

'Hectic' year for wing

The year of 1988 has all the makings of a very busy and hectic year for members of the KyANG. Not only do we have several exercises to participate in, but in September we will have a five-phase Operational Readiness Inspection. Following the ORI will be a preparation period for a proposed UEI in February 1989.

The CE Squadron will do their AFT in Hawaii. February will include a mobility exercise. March will include Crested Eagle and an ORE. April will bring a deployment to Alaska for Amalgam Warrior. May through August we will alternate mobility exercises and OREs in preparation for the September ORI.

Unless I am successful in changing the future inspection schedule we will have a UEI four months after our ORI.

Needless to say we will all have to work hard and carry our load during 1988 as it will push each of us to the limit. You have come through in the past and I know each of you will do the same during the period.

Once again we are entering a cycle where



Brig. Gen. John L. Smith
 Wing Commander

we must prove ourselves capable of meeting the challenge. Let's do that and keep Kentucky on top as the nation's finest.

Chaplain's Column

Beginnings

By Chaplain (1st Lt) Thomas Curry

The Roman god of the New Year, Janus, ruled over doors and gates, ending and beginnings. He was pictured as having two faces looking in opposite directions. Thus, the Gregorian Calendar named the first month of the new year, January, the month of new beginnings.

Centuries before Janus was thought about, the God of the Israelites took Moses to the threshold of "the land of beginning again," the Promised Land. He challenged the Israelites to walk bravely, without wavering, into this land and never look back.

Our God is still challenging us to enter every new day with courage and faith. Each day is a gift from God and a chance to "begin again".

Louisa Fletcher wrote a poem, "The Land of Beginning Again." It begins:

I wish that there were some
 Wonderful place

Called the Land of Beginning Again,
 Where all our mistakes
 And all our heartaches
 And all our poor selfish grief
 Could be dropped like a
 Shabby old coat at the door,
 And never be put on again.



Chaplain (1stLt) Thomas Curry

It is possible to begin again when we live in the grace of God who forgives all our past and creates all our future. Jesus said it well, "Behold, I am making all things new." (Revelation 21:5)

Have a very happy new year. May all your goals be attained. May the peace that passes understanding reside in your heart throughout this year.

Hospital deems inspection a success

The 123d Tactical Hospital underwent the close scrutiny of a Health Services Readiness Inspection Dec. 10-13. And, based on the team chief's statements they were successful, according to Lt.Col. Verna D. Fairchild, hospital commander.

"I am very proud of all the hospital personnel," said Colonel Fairchild. "In our eyes we were highly successful.

An HSRI is similar to the wing's Operational Readiness Inspection. The inspection team members go through everything from training, administration, documentation and patient services. "They (the team) admittedly grade medics harder," said Colonel Fairchild. "We have the same standards to follow as the full-time folks."

The ratings received by the hospital and comments made by the inspection team in their report are not releasable.

"I was very pleased with our people," said Colonel Fairchild. "I'm proud of how they performed, not only during the inspection, but preparations before." Those preparations involved many long hours spent at the hospital other than UTA weekends.

The HSRI found the hospital much improved over their last inspection in 1985. "In two or three areas we did poorly on in 1985, we did much better this time," explained Colonel Fairchild.

To prepare for this inspection, the first thing Colonel Fairchild said she did was to get together with two groups — staff sergeants and below and technical sergeants and above.

"I explained to them what the inspection

was — the guidelines, checklists, etc.," she explained. "It takes the whole group, not just two or three individuals."

"I also tried to improve communications so that we could function better."

During the inspection team's outbrief, Brig. Gen. John L. Smith praised the hospital. He stated he was quite proud of them and would be glad to go off to war with them tomorrow.

Also during the outbrief, Lt.Col. John N.

Oleson, inspection team chief, presented certificates for outstanding individual performance to two hospital members — SSgt. Johnie L. Cherry, quality control NCO, and TSgt. Larry Fowler, NCOIC squadron medical element.

"At the in-brief I told the inspection team I was very proud of my hospital staff," said Colonel Fairchild. "At the outbrief I still felt the same way."



KyANG Photo by SSgt. Charles R. Simpson
TSgt. Richard T. Szatkowski, NCOIC medical material, right, reviews paperwork with SSgt. Steve Martin, HSRI member.

Is the energy crisis over now?

By Maj. Rick Gabhart
123d CES

Why has energy conservation fallen from favor? Is there more energy in the world today than in 1974? Do we have better or more control over energy supplies now than we did during the days of energy shortages?

The answers lie in our **perception** of the energy situation. Our mistaken belief is that as the price at the gasoline pump varies, so goes the total energy situation.

If the price of gasoline is low, there is no crisis and energy is plentiful. If the price is

high, there is a shortage, which was probably contrived by the government, big oil companies or OPEC members finally getting it together.

So this past year, with gasoline prices low, many of us concluded that the energy crisis was over. Don't be so easily misled.

Any of us who pay utility bills know full well that a fall in gasoline prices does not make a change in energy bills at home. Lower prices at the pump create only temporary relief from our **total cost** of energy. Energy conservation measures are our only means of obtain-

ing lower energy bills at home and at work!

The answers to the first paragraph of questions are:

1) A strong misconception that pump prices are a reflection of the **total energy situation**;

2) No, there is less available energy;

3) Less control.

In the months and years to come, please make yourself aware of the **total energy picture** and adjust your energy conservation habits accordingly. In the short run, and in the long run, you will be the winner!

'The Air Guard is in terrific condition'

New AG voices plans, views for future

Editor's Note: The following is an excerpt from an interview with Kentucky's recently appointed adjutant general, Brig. Gen. Michael W. Davidson, by Mike Lynch, executive staff advisor for the Kentucky Department of Military Affairs.

Question: Do you anticipate changes for the Kentucky Air National Guard itself, separate from the Army Guard? Do you anticipate improvements, additions or other changes?

The Air Guard is in terrific condition right now. I want to make sure that we identify the areas of support that we can provide and to keep them at a very high readiness level. We have some challenges coming up



KyANG Photo by TSgt. Jerry L. Becker

Brig. Gen. Michael W. Davidson, adjutant general, speaks to members of the KyANG.

in the budget cycle in future years on the Air Guard.

This may be one of those situations where just being the best that there is in the reconnaissance business is not sufficient to guarantee our future. I'm not sure we can be a whole lot better than we already are in the reconnaissance business. I want to try and position the Kentucky Guard to get through these impending restrictive budget cycles in the next few years.

We can do that in two ways. And that's in addition to maintaining a very high level of proficiency in the reconnaissance business.

The one is to pursue another Air Guard unit for Kentucky. I've already been to the Guard Bureau in Washington on that. We're working that issue very hard. They don't understand why in an era where they're closing down other units, Kentucky deserves an additional unit. I just explained to them that's because we're Kentucky and we deserve it. So, we're going to press very hard on that issue.

The other area if I can muster the support in the Louisville and Jefferson County area and with the Air Board is to get the additional space and facilities that will put us in a competitive situation, both to get new units for that particular area or to hold the unit that we have.

Certainly, we're seeking new units for other than the Louisville area, but I bring a little extra lever, being from Louisville, in that area. We're looking at a third smaller unit for the Fort Campbell area. We've got some under-utilized facilities down there, and I'm on General Allen's schedule at Fort Campbell to further that process along.

Question: Are you saying that the reconnaissance mission as it currently exists may be becoming outmoded?

I don't think it is. There are other people

in the system who seem to think that it is. I can't imagine going into a conflict without that particular kind of unit being there and being ready. But I don't have the last word on this issue.

Question: Do you have a particular management philosophy with regard to either Air or Army?

Get the troops in the field for hard training. That answers their basic purpose for being there, which is to be ready to defend the country and to provide the emergency and disaster relief that we occasionally need in Kentucky. That pretty much starts and finishes the sermon on management in the Army as far as I'm concerned.

Question: For Air and Army separately, do you have any particular goals on troop strength?

We need to maintain our strength, but if you have a successful training program the strength issues and retention issues resolve themselves. So we think we're answering the mail on several issues by having a good training program.

Question: Do you have any other changes in its (the Air Guard's) current structure in mind?

It's in awfully good shape now, and I'm extremely reluctant to make any changes up there.

Question: Any other comment?

This is an exciting opportunity and it's a great honor to be associated with the Kentucky Guard. It's the greatest honor that my wife and I have ever had, and we're thrilled at the opportunity to be part of this organization.

Background Information:

A Vietnam veteran, General Davidson spent 19 years with Special Forces and Ranger units. He has served in the following positions during his career: senior ground operations officer for Special Operations Command in Central Command SOCCENT — serving as operations officer for the active duty Special Forces unit that has the responsibility for the Middle East where he has spent some time in the past few years; individual mobilization asset; Fifth Special Forces Group where he would spend two to three months a year on active duty; and he served with the 11th Special Forces Group for approximately 10 years.

General Davidson and his wife, the former JoAnn Wilson of Frankfort, have three children, twin girls, Margaret and Claire, and a son, Brian.

Maj Gen Black Family, friends join as 32-year career ends

By SSgt. Jenny L. Montgomery
Editor

After devoting more than 32 years to the Air Force and The Kentucky Air National Guard, Maj. Gen. Carl D. Black retired Dec. 31 — leaving an indelible impression on the lives of many.

General Black was honored for his service during two separate ceremonies, one here at Standiford Field and one at Wright-Patterson AFB, Ohio.

In his final remarks to those gathered to wish him farewell, General Black sentimentally quoted from a song by country music singer Lee Greenwood: "Loving you came easy and leaving you will change my life no doubt. In some ways I'm glad it's over and in others it turns my life inside out."

Since October 1983 General Black served as the Air National Guard Assistant to the Commander, Headquarters, Air Force Logistics Command, Wright-Patterson AFB. He was responsible for informing and advising the commander concerning the readiness and sustainability of 91 Air National Guard flying units and all combat communication units.

His military career began in 1955 when he earned a commission through the Air Force ROTC program at the University of Kentucky. While a member of the KyANG he served as a technician flying training instructor, wing operations officer, flying safety officer, 123d Tactical Reconnaissance

Group deputy commander of operations, group commander and wing commander.

On Dec. 23, Maj. Gen. John B. Conaway, director of the Air National Guard and Brig. Gen. Michael W. Davidson, adjutant general of Kentucky, joined members of the KyANG in wishing General Black farewell.

General Conaway presented General Black with a Meritorious Service Award plaque — the highest peacetime award the National Guard Bureau can give. Both General Conaway and General Davidson praised the outstanding service and support General Black has given to the Air National Guard and especially to the 123d TRW.

Brig. Gen. John L. Smith, wing commander, and many other members of the KyANG traveled to Wright-Patterson AFB, Dec. 28, for a retirement ceremony hosted by AFLC.

Gen. Alfred G. Hansen, commander AFLC, presented the Air Force Distinguished Service Medal to General Black. A rare award, the DSM is given by order of the President only.

"It was a very nice way to go out," said General Black. He was also presented his retirement orders and other memorabilia. His wife, Mary, was also recognized and presented flowers in appreciation for her support.

On behalf of the 123d TRW, General Smith presented him with two framed



KyANG Photos by TSgt. Jerry L. Becker

TSgt. Donald "RD" Richeson holds up Maj. Gen. Black as he gets doused during the traditional "hosing down" ceremony after his last flight.

prints of the unit's RF-4C "Phantom II" aircraft, and a 123d TRW plaque in appreciation for his "outstanding service to the Air Force and the KyANG from 30 May 1955 to 31 Dec 1987."

In his remarks, General Hansen commented on the superior service and devotion General Black faithfully provided the Air Force. He noted that during his tenure, General Black had managed to personally visit 90 of the 91 flying units in the Air National Guard.

General Black is a command pilot with more than 5,900 hours of flying time — fully qualified in 10 aircraft.

Now that he is retired from the military, General Black said he fully intends to put in more time in his decorating business he has had for 16 years and spend some time on his farm. "I have even thought about dabbling in real estate, in re-conditioning homes," he said.

He and his wife Mary currently live in Shelbyville and have two children, Carla and Brent.

Quoting a young airman who once worked for the 123d TRW chief of maintenance, Carol Crawley, General Black said we should all keep the following in mind as we go through life: "Once you forget what it's like to be at the bottom, you're no longer fit to be at the top."

"I've always kept that quote under my desk glass and I continue to look at it all the time," added General Black.

**'Loving you came easy,
leaving you will change my life'**



Maj. Gen. John B. Conaway, director of the Air National Guard, right, presents Maj. Gen. Carl D. Black with the ANG Meritorious Service Award.

SMOKELESS TOBACCO

Some myths and facts

Submitted by Dr. (Maj) John Moore
Chief, Dental Clinic

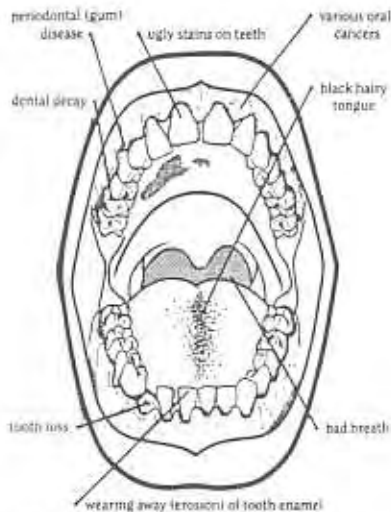
Smokeless tobacco has become more and more popular recently. Once promoted by the manufacturers as a harmless alternative to cigarette smoking, dip and snuff has been associated with many serious diseases and conditions in the mouth.

Tobacco manufacturers have traditionally targeted these products to young males, using professional athletes and cowboys to promote a "macho" image. Unfortunately, people are using smokeless tobacco at a younger and younger age, when peer pressure is greatest.

True, using smokeless tobacco is a matter of personal choice — I want you to be informed of all the risks.

Smokeless tobacco refers to dipping (snuff) or chewing tobacco, supplied in small round tins, pouches or individual pouches called "bandits." Any form of tobacco use which excludes the inhaling of smoke is considered "smokeless" tobacco. Although touted as a harmless alternative to smoking — it is far from safe!

Smokeless tobacco has been demonstrated to cause leukoplakia



(literally "white patch") — a precancerous tissue change in the gum, cheek or tongue. One in 20 cases of leukoplakia, in fact, becomes cancerous. Smokeless tobacco users run 50 times the risk of developing certain forms of cancer of the mouth, voice box and throat than non-users.

Chemical Irritant

Smokeless tobacco is a chemical irritant. When the user places this material in the same area of the mouth, the tobacco causes a chronic irritation. The gum tissue

reacts first by swelling up, then by shrinking away. Eventually the tooth's supporting structures become weakened and the tooth is lost.

Sugar and molasses added to smokeless tobacco to enhance the taste increase the likelihood of tooth loss from decay. Smokeless tobacco also contributes to a condition called "black hairy tongue" — not really black hair, but a socially repulsive condition, nevertheless.

Related Disorders

The use of smokeless tobacco is associated with stomach ulcers, elevated blood pressure, diabetes, bladder cancer, heart disease, strokes and arteriosclerosis.

When a chewer or dipper places the tobacco substance in the mouth (next to the mucous membrane) 90 percent of the nicotine is absorbed directly into the blood stream — within 15 seconds! That's what makes smokeless tobacco even more addictive than smoking cigarettes.

Legislation has been introduced to curb sales of this product to minors. Product warning labels will be placed on packages, and television advertising will be prohibited.

The American Dental Association has taken a stand against smokeless tobacco.

Thousands of needless deaths from oral cancer can be prevented through education and early detection. Your best defense against disease is prevention.

Third King holiday set for Jan. 18

By Sgt. Maj. Rudi Williams, USA
American Forces Information Service

Military organizations worldwide and aboard ships at sea will observe the third annual Martin Luther King Jr. national holiday on Jan. 18.

King, the youngest man to win the Nobel Peace Prize and the first black man to have a national holiday named in his honor, was assassinated on April 4, 1968. He was in Memphis, Tenn., for a protest march in behalf of sanitation workers.

Jan. 20, 1986, marked the first observance of the federal legal holiday honoring the slain civil rights leader. The holiday was signed into law by President Ronald Reagan on Aug. 27, 1984. King's birthday is now celebrated on the third Monday of January each year.

Some of the highlights of King's life and work:

1955 . . . Tired after a hard day at work, Rosa Parks, a 42-year-old black seamstress, refuses to give her seat on a city bus to a white passenger. She is arrested. King successfully

leads a year-long boycott, achieving integration of Montgomery, Ala., buses. The victory attracts world attention.

1958 . . . Inspired by King, non-violent protests to end segregation sweep the nation. Hundreds of thousands, young and old, black and white, conduct sit-ins, freedom marches and freedom rides to achieve equal treatment for all people in restaurants, libraries, hospitals, schools and other public places.

1963 . . . In the largest civil rights demonstration in history, 250,000 marchers of all races and religions peacefully gather in the nation's capital calling for civil rights, jobs and freedom for all. King's words that day, "I Have a Dream," have earned a place in history.

1964 . . . The world honors King's work and he is awarded the Nobel Peace Prize for creating positive social change using non-violent means. For the world, he becomes a symbol of peace. His work continues; in America he leads a non-violent movement to ensure black citizens the right to vote.

1967 . . . King begins a campaign to help

poor people. Through creative non-violent actions, he hopes to draw attention to their needs for decent jobs, housing, health care and education.

1968 . . . On April 4, 1968, before joining Memphis, Tenn., sanitation workers for a planned protest march, he is assassinated.



Living the dream: Let freedom ring!

Engineers volunteer at Boy Scout Camp

Members of the 123d Civil Engineering Squadron have found a way to combine community involvement with their own training needs.

For more than a year members of the squadron have assisted in construction of a



KyANG Photo by SrA Dennis L. Robinson

SSgt. Robert C. Patton builds shelves.

new 770 acre Boy Scout Camp adjacent to Bernheim Forest.

The unit originally became involved through the efforts of Capt. David Bateman, who has since transferred to the Air Force Reserves. "It's an excellent opportunity for us to help a worthwhile group and get needed training for our people at the same time," said Maj. Thomas J. Marks Jr., squadron commander.

Members of the unit began last year by clearing sites for the camping areas and building a dam for a 65 acre lake. Now they are doing whatever needs to be done. Their work ranges from building shelves, cabinets, campsite latrines and a lot of heavy carpentry work, according to Major Marks.

An average of seven or eight people a month go out to the campsite to work, said Major Marks. "They have done a very fine job for us," said Ken Connelly, Old Kentucky Home Council Scout Executive. "We're very excited about the new camp."

The new Boy Scout Camp is much larger and will accommodate many more scouts than the old camp, according to Mr. Connelly. The previous camp was only 100 acres and could only handle 200 youth on week-ends and about 150 for summer camp.

Now the scout camp will be able to handle 1,200 youth over a week-end and 500 youth and leaders for summer camp.



KyANG Photo by SrA Dennis L. Robinson

Sgt. Randall O. Basham, 123d CES, uses a saw to cut wood.

The camp will be open June 1, just two years after the official groundbreaking ceremony. "This will add so much to our program capabilities," said Mr. Connelly. "It will make scouting more exciting and help in retaining kids in the scouting program."

Members of the civil engineering squadron are continuing their assistance. They still are doing electrical work and will help in building docks, said Major Marks.

KyANG recent retirees

During the past few months the KyANG has had to say farewell to several members who have been in the unit between 20 and 30 years (some even 35 years).

We would like to take this space to note who they are and wish them the best of luck in the future.

MSgt. Bobby T. Strunk, 123d CAM, machine shop — Retired in November after 28 years of service. Along with his tour in the KyANG he served on active duty with the Army and the Air Force. Sergeant Strunk retired to Columbus, Ind.

MSgt. Robert E. Denton, 165th TRS, photo systems maintenance superintendent — Retired in December after more than 35 years in the military and 20 years as a technician. Sergeant Denton was also called to active duty with the unit during the Pueblo Crisis. He retired to Florida.

SMSgt. Robert Y. Thomas, 123d CAM, maintenance scheduling superintendent — Retired in December after more than 28 years in the military and 26 years as a technician. Sergeant Thomas also served on active duty with the Air Force

and was with the KyANG during its call-up during the Pueblo Crisis. He retired to Louisville.

MSgt. Carl V. Werner Jr., 123d CAM, aircraft maintenance technician — Retired in December after more than 21 years of service. Sergeant Werner was called to active duty with the KyANG during the Pueblo Crisis. He retired to Louisville.

SMSgt. Jimmie H. White, 123d CAM, aircraft maintenance superintendent — Retired in December after 35 years in the military and 29 years as a technician. Sergeant White was called to active duty with the KyANG during the Pueblo Crisis between 1968 and 1969. He retired to Jeffersontown, Ky.

MSgt. William T. Johnson, 123d CAM, photo sensors maintenance technician — Retired this month after almost 22 years of service. Sergeant Johnson also served on active duty with the Air Force. He retired to Louisville.

SMSgt. Wendell P. Downs, 123d CAM, aircraft propulsion superintendent — Will retire January 25 after more than 33 years of service and more than 25 as a technician. Sergeant Downs served on active duty with the Air Force and was also called to active duty while a member of the KyANG during the Pueblo Crisis. He will retire in Buffalo, Ky.

LtCol Richard G. Gould, 165th TRS, pilot — Will retire in February after more than 25 years of service. Colonel Gould will retire in Florida.

MSgt. William R. Moore Sr., 123d RMS, assistant NCOIC transportation. Will retire in February after 30 years in the military and 24 years as a technician. Sergeant Moore was called to active duty with the unit during the Pueblo Crisis. He will retire in Louisville.

Bits-n-Pieces

The following individuals were recently promoted:

TO TSgt:

Kenneth J. Rauechle, 123d CAM
Robert A. Warner Jr., 123d RMS

TO SSgt:

Ralph E. Barney, 123d CAM
Linda M. Bierod, 123d Tac Hosp
Gregory E. Crenshaw, 123d CAM
Sharon F. Fultz, 123d RMS

TO SrA:

Sonya L. Greentree, 123d Tac Hosp
Mark D. Kirk, 123d CAM
Joanna M. Rothman, 123d MSS
Sheila L. Young, 123d Tac Hosp

TO A1C:

Robert M. Crosler, 123d CAM
Simon J. Harris, Jr., 123d TRW

APPOINTMENT:

2nd Lt Kenneth J. Dale, 8123 Stu Flt

MERITORIOUS SERVICE MEDAL:

LtCol William H. Hays Jr., Hq KyANG

The following individuals were recently discharged from the KyANG. Our sincere thanks to all of them, and good luck.

Capt. Craig R. Colgate, 165th TRS
1st Lt. Knox D. Lewis, 123d MSS
TSgt. Joan C. Brodbeck-Lewis, 123d MSS
TSgt. Allan S. George Sr., 123d CAM
SSgt. Mark A. Leiser, 123d CES
Sgt. Troy E. Drury, 123d CES
Sgt. Richard E. Fuesner, 123d CAM
Sgt. Virginia L. Kitson, 123d CAM
Ann Michael B. Johnson, 123d RMS
Ann Lisa A. Willemain, 123d MSS

Note of thanks

I would like to express my appreciation to the members of the KyANG for the thoughtful basket of fruit I received during my stay in the hospital.

Sincerely — TSgt. Robert Sinclair, 123d CAM sensor shop

Flag detail for Veterans Day

Veterans Day Ceremonies at Meadows East Nursing Home in Jeffersonton included several members of the 123d Resource Management Squadron.

The nursing home invited Maj. Robert L. Jordan, chief of supply, to assist in the ceremonies honoring military veterans. Major Jordan, MSgt. James A. Kessler, TSgt. Debra A. Gibson, and SSgt. Mary J. Clark, all participated in a flag ceremony for the nursing home residents and guests.

1988 Air National Guard Goals

'ANG - Ready for tomorrow's challenges today'

1. Ensure weapon systems are ready to meet the threat and fulfill worldwide Total Force Taskings.
2. Achieve a combat readiness status rating of C-1.
3. Maintain combat readiness with 100% inspection pass rate.
4. Ensure minority strength reflects the local community and insist on equal opportunity for all.
5. Ensure sufficient mission essential personnel by achieving and maintaining state/unit assigned strength of no less than 100% of UTC tasking.
6. Enhance readiness by ensuring 97% or more of all ANG members (excluding pipeline) are the sole occupant of a valid UMD authorized position.
7. Increase unit experience by achieving a loss rate of 10% or less per year of all personnel with less than 20 years of satisfactory service.
8. Provide a safe environment for ANG personnel by achieving an annual Class A flight mishap rate below 2.0 and reduce ground safety mishaps by 25%.
9. Provide effective management of resources to ensure maximum use and to include timely reporting of shortages and excesses to foster efficient redistribution.
10. Continue to foster effective leadership that encourages communication and minimizes the potential for or perception of fraud, waste, and abuse.

Strength Through Readiness