

Tiger Tales

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HMM-262 Flying Tigers

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A message from the Commanding Officer

Dear Flying Tiger Family Members,

As we approach the Holiday Season, we can look back over the past two months and reflect upon successful deployments to Clark Air Base, Philippines for Exercise Talon Vision and MCAS Yuma, AZ for Exercise Desert Talon 1-07. This is a tremendous accomplishment considering the short notice and the complexity of the movements involved. At the conclusion of Desert Talon the Squadron had completed its pre-deployment training plan. Your Flying Tigers are ready to go.

We will now focus on final preparations for deployment. These include grooming/preparing our aircraft, completing some Night Vision Goggle training, refining our personal and Family Readiness Plan and taking some much needed time off. Ensuring your Marine is well rested and prepared is just as important as the training he or she receives. Therefore, it is my intent that the squadron takes full advantage of both the Christmas and New Years Liberty periods. We will begin our historic deployment shortly after the New The Flying Tigers Key Volunteer Year. Network (KVN) is a dedicated group of spouses who have volunteered and are trained to support our families while deployed. KVN provides an essential communication link between the Commanding Officer and Squadron families. Our KVN also provides a critical information and referral resource for squadron families. Our KVN is a key element of our family readiness plan and will serve to enhance our success while deployed. Positive two-way communication is required for the KVN program to function properly. It is imperative that you inform your KV before departing the Island and provide a means to contact you should the need arise. Our goal is to keep you informed and to head off any issues before they become an emergency. I would also ask that you take the time to thank your KV for their dedication and commitment to service.

The Flying Tigers will be deploying to a combat zone for the first time since the Vietnam War.



Commanding Officer HMM-262

This is a noble and righteous effort. We are contributing to the establishment of a secure and safe Iraq. This will be difficult and dangerous work, but the Flying Tigers are trained and prepared to accomplish the mission. Your loved ones are the best our nation has to offer; I am honored and humbled to stand among them.

The foundation for our success while deployed will be the support of our family and friends. I would like to thank you all for your dedication to your Marine, the support you have provided to our Squadron, and the positive way in which you accept the challenges ahead. I would also like to recognize the HMM-262 Vietnam Veterans Association for their pledge to support the Tigers while we are deployed. The "Old Tigers" have stood up and decided to "adopt" the entire Squadron while deployed by coordinating and shipping donated items to our Marines. We draw great strength from the fact that Flying Tiger combat veterans have pledged to stand behind the current Flying Tigers. Semper Fi.

Merry Christmas and Happy New Year.

LtCol Mike Farrell, Commanding Officer

Former CO fought on Iwo Jima

Col. Ural W. "Bill" Shardrick (USMC, ret.), born in January 1927, was in his early teens when the Japanese attacked Pearl Harbor. Being the patriot that he is, he couldn't wait to get into the thick of it so he embellished a bit about his birth date to join the Marine Corps. At the ripe old age of 18, Pvt. Shadrick was among the first Marines to hit the beach on Iwo Jima on February 19th, 1945. Thirty-seven days later, when the fighting subsided, along with the survivors of his platoon, he was ordered aboard a troop ship just off shore. All Pvt. Shadrick could think of was a hot shower and a hot meal. It had been over five weeks since he had been able to bathe and he was still wearing the same socks he'd worn on D-Day. Somewhere during the assault on Mt. Suribachi, he lost his backpack. After climbing up the troop netting, the ship's Captain ordered all the Marines to stack their weapons and strip naked on the deck and toss their dirty, smelly uniforms, socks and boots overboard. As they were stripping down, it was announced over the PA that all Marines had priority to the heads and showers. There were many diverse comments being uttered by the Marines as to the Captain's family lineage.

In his haste to be the first under the hot water, his clothes went flying as well as his boots and socks. However, after thirty-seven days, with the socks came off some of the skin from the soles of his feet. Although excruciatingly painful, he was at the head of the pack as they found their way down the ladderwells to the showers. Their opinion of that Navy Captain was restored when he announced on the PA system that for the duration of their voyage, the galley was to be open 24 hours per day to these American heroes.

After being discharged, Bill Shadrick attended Georgia Tech, graduating with a degree in Engineering. Upon graduation, he returned to his beloved Corps and in 1950 was commissioned a Second Lieutenant. Later, he earned his wings to become a Naval Aviator in the Marine Corps. As the Commanding Officer, LtCol U.W. "Bill" Shadrick deployed with the Flying Tigers of HMM-262, arriving with the Squadron in Vietnam on December 5th 1966. Among his many traits as an outstanding Marine and CO was the fact that every single

"with the socks came off some of the skin from the soles of his feet..."

morning, without exception, he would walk through the Squadron area and say something to every one of his Tigers he saw: "Good Morning, Jake." "How's it going Big-O?" "Is that bird ready to fly, Hip?" "Hey Vooch, get the SAS fixed?" All of this began in New River and continued in Vietnam until his departing Change of Command Ceremony.

Today, at almost 80 years old, even with the onset of Alzheimer's, this battle-tested veteran of WWII, Korea, and Vietnam still remembers his Marines, but most especially his beloved "Tigers" and he wishes you all God Speed, Good Luck and Semper Fi. - Sgt Jake Jacobs / Crew Chief ET-38/152565

LtCol Ural W."Bill" Shadrick





Family Support the Bedrock of Squadron Morale

Ladies and Gentlemen,

My most sincere wishes for a happy holiday season. With our new assignment, I suspect this Christmas will be a little more special for you. I know it will be at our house...

As we rapidly prepare to deploy to Iraq I have one concern requiring your help. If you are reading this newsletter you are a loved one of a Flying Tiger. I want to make sure we have your contact information. Please ensure your Marine or Sailor has provided our Administration Department with the most updated and accurate information. Your Marine or Sailor should double check his/

her Record of Emergency Data, their recall information should be complete to include address and cell phone numbers, and married Marines/Sailors need to check the accuracy of spouse and child information on the Family Readiness Roster. Your support continues to be the bedrock of our morale. I suspect any information we can send you from Iraq will contribute to your happiness as well. Please help make this communication possible. Remind your Marine/Sailor to update and validate your contact information often.

Merry Christmas and Semper Fi,

Maj Damien M. Marsh, Executive Officer

Safety is the focus for HMM-262 DOSS

Seasons greetings from the Department of Safety and Standardization (DOSS)! As we prepare to deploy in support of Operation Iraqi Freedom each Marine, Sailor and family member associated with the World Famous Flying Tigers should rest assured that the Tigers are in good hands with true professionals dedicated to mission accomplishment, always striving to preserve human and material assets. In other words, Flying Tigers work hard to get the job done while looking out for each other. This philosophy is contagious. Spread the word!

Although the DOSS shop is relatively small, its programs, training, and education promote sound operations and a safety mindset throughout the squadron and beyond. Safety is everyone's responsibility, not just during the holidays, but every day of the year. Each Flying Tiger is charged with keeping an eye out for hazards and reporting them up the chain. The DOSS shop promises to promote standardization and aggressively investigate any hazards brought to our attention, ultimately ensur-

ing the Squadron accomplishes its mission with minimal chance of hurting anyone or breaking anything.

The DOSS team of safety professionals includes the Director, Major Bob "Wedge" Sweginnis; the Aviation Safety Officer, Captain Alex "Kush" Kushnir; the NATOPS Officer Captain Bill "Drag" Morrow; and the Ground Safety Officer, 1stL Jon "Pookie" Spencer. As a team we ask you to please continue to identify and report hazards you encounter. We encourage you to voice any safety or standardization concerns, and we promise to give your concerns the attention they deserve. For sensitive concerns we have the ANYMOUSE box.

As we take a short break from deployment preparations, please have a joyous season and heed the holiday safety tips below.



Holiday Safety Tips

This month is really busy! Deployments, Training Programs, Maintenance Efforts, and the HOLIDAYS can all distract us from our focus on SAFETY! Remember that the holidays can often be the most dangerous time for Marines and their families. On or off island, on leave or on duty, it is important to stay safe during the holiday season. Whatever you do, have a plan, give it the quick "3-Step-Check" and have a great time! Keep these safety tips in mind during your holiday fun:

- Op-check and QA your tree and decorative home lighting for frays/broken wires/cracked insulation.
- Be very careful with electricity! It's not okay to plug

three surge protectors into each other to make them reach further!

- Turn power to your tree off at night before you go to bed!
- If you get your hands on a live tree, be sure to keep it from drying out.
- Ornaments are delicious to little ones! Keep the small stuff OFF the bottom branches and out of reach of your kids.
- Drive with care—especially important if you're taking leave in the US...you'll be traveling a lot faster, and you'll be on the 'wrong' side of the road!

Take care of EACH OTHER! You're a Marine, and that's what

Old Tigers adopt New Tigers

The USMC Combat Helicopter Association has been supporting helicopter aviation units serving in the War Against Militant Extemism since member Chuck Brewer came up with an idea to provide forward deployed Marines with a little TLC from home. As the Family Readiness Officer for HMM-262 I was tasked with getting in touch with the folks at popasmoke.com, and I was soon in touch with a former Flying Tiger, Jake Jacobs.

It wasn't long before Mr. Jacobs contacted other "Old Tigers" like LtGen Mike "Rifle" Delong and LtGen Fred "Assassin" McCorkle, and soon the Old Tigers Iraq Project was born. The original idea was to divide the Squadron into subsections and sign each subsection up for sponsorship through the

popasmoke organization. Mr. Jacobs decided it would be better if HMM-262 Vietnam Veterans Organization adopted the entire Squadron. This is what being a Marine is all about; Marines supporting Marines.

The "New Tigers" have some mighty big shoes to fill, and we are proud to be sponsored by the "Old Tigers." More information about the Marine Corps Combat Helicopter Association and the Popasmoke organization can be found at www. popasmoke.com.

Semper Fidelis and Happy Holidays. —Capt Ben Taggart / HMM-262 FRO

ARD and ERD; what you need to know

Advanced Return of Dependents (ARD)

ARD is an available option if the sponsor has received orders to his/her next duty station and the dependents have a justifiable reason for wanting to return home early. Some examples might include:

- 1. Getting children into the area before the start of the school year.
- 2. Spouse is expecting and would be unable to travel at the time of the sponsor's PCS.

If approved, the dependents would be PCSed to the new duty station in advance of the sponsor and the sponsor would change to an unaccompanied status on Okinawa. To begin the application process consult the squadron S-1 or MAG S-1 if HMM-262 is deployed. If approved, the sponsor's COLA would be reduced to the unaccompanied rate.

Early Return of Dependents (ERD)

As stated in MCO P1300.8R, paragraph 2409, ERD applications must be approved by the Commanding General, Marine Corps Bases Japan, on a case-by-case basis. Adequate justification for ERD is not common and usually only occurs in situations where no other reasonable option is available.

Circumstances for which an ERD may be authorized may include but are not limited to:

- 1. If medical treatment is not available at the Marine's duty station or not readily available in theater. The Marine's request must be supported by medical documentation including a statement by the attending physician. This statement must indicate the treatment is essential to the well-being of the patient.
- 2. When death, serious illness, or inca-

pacitation of a family member normally caring for the Marine's minor family members, in the opinion of the approval authority, requires that such family members be transported to a place where proper care may be maintained.

- When adequate educational facilities or housing for family members no longer exist and such conditions were caused by conditions beyond the control of the Marine.
- 4. When conditions are such that the international situation causes the Marine to be justifiably concerned for the safety and well-being of the family members.
- 5. Divorce.

For more information on ERD and ARD please ask your shop's OIC.



Air Craft 16 spins on the deck of the USS Essex while Mt Suribachi looms in the distance



A CH-46E rests at Dawn on the Yuma MCAS Flight line.

Iraqi Children's project making a difference in Iraq

Iraqi Children's Project is a non-profit organization providing for widows and orphans in the south of Baghdad. They also treat Iraqi burn victims and provide other medical needs to women and children who otherwise would not have these services. For that reason they are requesting the following items be donated, packed in boxes under 70 pounds, and shipped via MPS (so that it is no cost to you): Womens' new and lightly used clothing (keeping in mind that modest

clothing be sent); Childrens' new and lightly used clothing for all sizes/ages; Shoes and socks for both women and children; School supplies, such as paper, pens, pencils, crayons; Medical supplies, such as band-aids, first-aid cream; and Hygiene articles, such as deodorant, soap, and tooth paste. You can make donations through their website at www. iraqichildrensproject.com, or by contacting Chaplain Capt John Hunt, Camp Chaplain, CSE Scania, APO AE 09931



We brake 'em, they fix 'em!

Merry Christmas from the World Famous Flying Tigers Maintenance Department. At this time I believe that we are almost completely stabilized with the Maintenance personnel that we will be taking over to Iraq. Due to the constant flux of personnel, I will refrain from naming all of our newly joined personnel by name, but I do want to extend a warm welcome to all of the new members of the Flying Tiger Maintenance Family.

It has been a hectic but rewarding month as we have geared up for our mission to Iraq. Since our notification in late October, we have busily prepared ourselves and our equipment for the journey that lies ahead. Part of this included a recent trip back to the States in order to participate in exercise Desert Talon. This exercise was specifically designed by Marine Aviation Weapons and Tactics Squadron-1 to prepare squadrons for the operations demanded of them in the Desert. As expected, the Flying Tiger Maintenance Department deployed to Yuma, Arizona, accepted other Squadron's aircraft and gear, polished it up, and executed a rigorous nine day flight operation in superb fashion.

Meanwhile, back at Futenma, a small cadre of Maintenance Marines continued to focus on the "deep fight" of preparing our equipment for the trip to Iraq. This included doing phase maintenance on 4 aircraft, transferring 4 aircraft between our sister Phrog Squadron, and getting all of the aircraft ready for the trip to the Desert.

Understand that there are few aviation units in the Marine Corps that could have executed the rigorous schedule demanded of this Squadron over the last two months, and certainly none that could do it with the style and class of the Flying Tigers. You should be proud of your Marines.

It is well understood that this Squadron will be carried on the backs of the Maintenance Department and I guarantee that we are eager and ready to accept the challenge. I am extremely privileged to be afforded the opportunity to work with the finest Marines in the Corps. There is definitely no group in the world I would rather deploy to Iraq with.

-Maj Todd "Flipper" Ferry – Aviation Maintenance Officer "World Famous" Antique Preservation and Restoration

Roadarmel Meritoriously Promoted to Corporal

Big News from the Flight Line this month: **Brandon Roadar-mel** was meritoriously promoted to Corporal on Dec 2nd 2006. Cpl Roadarmel hails from Three Forks, Montana and has been a member of the World Famous Flying Tiger Fightline since December 2005. An avid SCUBA Diver and snowboarder, Cpl Roadarmel claims that he has now achieved all of his short term goals that he set when he joined the Flightline. His meritorious promotion recognizes his hard work and continual dedication to the Marine Corps and the Assault Support mission of the Flying Tigers. His OIC is confident that he will soon readjust those goals and we will continue to see great things come from Cpl Roadarmel.



Corporal Roadarmel, meritoriously promoted to his present rank, stands on the Flying Tiger flight line.

The Few the Proud, and their new Designations

The World Famous Flying Tiger's flight line at play in Okinawa.



Congratulations are in order for the following Marines on their new Maintenance designations:

<u>Plane Captains</u>: Cpl Carrel, LCpl Martinez, and LCpl Scheddel.

<u>Quality Assurance Representatives</u>: SSgt Bales and Sgt Cates. Collateral Duty/Quality Assurance Representative: Cpl Oswald.

<u>Collateral Duty Inspectors</u>: SSgt Jones, Cpl Mrnjavac, and LCpl Ennis.

Anthrax Vaccine a Force Multiplyer

The latest and greatest on the Anthrax vaccine...but first, a little information about Anthrax itself. The disease. There are three types of anthrax. Cutaneous (skin) anthrax can occur when bacteria enter a break in the skin. Cutaneous anthrax is the most common and comes from handling contaminated animal products such as meat, wool or hides. It begins as a small bump that blisters in 1-2 days and then forms a black scab. 5-20% of cases result in death but death is rare if treated with an appropriate antibiotic. Gastrointestinal (stomach) anthrax occurs from eating raw or undercooked contaminated meat. It is very rare and there has never been a documented case in the United States. Inhalational anthrax occurs when inhaling anthrax spores. Symptoms resemble that of the common cold but can rapidly progress leading to a 45-80% death rate.

The threat. Anthrax is a top choice for use as a biological warfare agent and it has been used as a biological weapon in the United States. The anthrax vaccine protects people from the anthrax infection. It's as safe as other vaccines.

For the last year and a half, anthrax has been a volun-

tary vaccine. In October 2006 the DoD announced it would be resuming the mandatory anthrax vaccine immunization program for military personnel based on defined geographic areas or roles. Mandatory vaccines are limited to military units designated for homeland bio-terrorism defense and U.S. forces assigned to the US, CENTCOM, and Korea. The under secretary for defense for personnel and readiness will issue implementing instructions to the military for resuming the mandatory vaccination program within 30-60 days.

"The threat environment and the unpredictable nature of terrorism make it necessary to include biological warfare defense as part of our force protection measures," stated the under secretary of defense for personnel and readiness. Anthrax is a deadly infection and the anthrax vaccine is an important force protection measure to combat it. At this point, the mandatory vaccine program has not yet been implemented by III MEF, but be on the look out for a mandatory program to resume within the next couple of months. For more information on this topic, please visit: www.anthrax.osd.mil

- Lt Meg Moore MD USN, Squadron Flight Surgeon

The S-4: Keeping the Squadron Going

In recent months there have been many changes in the S-4. The new additions to the shop are **Maj Spangenberger** as the S-4, **1stLt Schierling** as embark officer, **1stLt Koreis** as armory officer, and **Cpl Kralicek** and **PFC Atwell** round out the shop. We look forward to the addition of **GySgt Lara** as the S-4 Chief in mid December. We want to welcome them and their families to the S-4.

Sadly, LCpl Murphy PCSed back to the states in late November and we will soon lose SSgt Hambrick who was recently accepted for the Warrant Officer Program. He has been the continuity for the shop over the years and he will be greatly missed. That means the person with the most time in the shop is now **Capt Sewell** as the S-4A.

In the past couple of months the S-4 shop has prepared to deploy the Tigers to and from the Philippines for Exercise "Talon Vision" and to and from Yuma for Exercise "Desert Talon". For the present and future, the S-4 shop is preparing for the movement of the World Famous Flying Tigers to their new assignment in Iraq and as you all know this has been and will continue to keep everyone busy. We here in the S-4 shop want to wish all the Tigers and their families a safe and happy holiday season! - Maj Spangenberger, S-4 Officer

The S-2 and S-6 work together

Over the past couple months there have been many changes and new developments as we prepare for the upcoming deployment in January. First of all, I want to say congratulations to **Cpl Joshua Carr** (S-6) who was promoted to his present rank December 1st. **SSgt Whited** (S-2) also deserves congratulations for completing the Intelligence portion of the WTI (Weapons and Tactics Instructor) course in Yuma, AZ.

Cpl Gina Mercurio will be leaving our Squadron S-2 to go on and do great things for the Marine Corps. We soon will be augmented by another S-6 Marine from MAG-36, LCpl Lefnesky.

While SSgt Whited was at WTI, Cpl Mercurio, then

LCpl Carr and Capt Johns were down in the Philippines for Talon Vision. Both Cpl Mercurio and Cpl Carr did an excellent job of supporting the Squadron. Specifically Cpl Mercurio worked with MAG to set up a Flight Line Information Center (FLIC) as well as maintain and provide necessary classified material and Secret computer assets. Cpl Carr was the Squadron's go-to-guy for all network access and worked non-stop doing everything possible to make sure everyone stayed connected.

There are many challenges with the high operational tempo associated with numerous deployments, and we in the S-2 and S-6 look forward to tackling these challenges to support the mission of HMM-262. -Capt Adam Johns, S-2/S-6 Officer

Operations the Brain of the Squadron

The Flying Tigers' focus during November was concentrated on returning from Exercise Talon Vision in the Philippines and preparing for Desert Talon (DT) 1-07 and Operation Iraqi Freedom (OIF). Thanks to the USS Essex Amphibious Ready Group (ARG), we were able to prevent further delays in bringing the aircraft, and more importantly, your operators, back from the PI. Although it was a tight fit on the ships, the squadron took advantage of the transit time by conducting OIF Predeployment Training Program (PTP) classes.

As soon as we got off the ship, we hit the Futenma ground running with the Desert Talon exercise and OIF planning. Fortunately, we were also able to celebrate the 231st Birthday of the Marine Corps on 9 November at the MCAS Futenma Habu Pit.

A few days after the Birthday Ball, we launched Capt Fimiani, Capt Sewell and MGySgt Williams to Yuma for the DT planning conference. Their attendance was critical in shak-

ing out the details of the Squadron's participation and setting the squadron up for success during the exercise.

Desert Talon is the final phase of the Headquarters Marine Corps directed (PTP) for all units deploying to OIF. The exercise is designed to give all Squadron Marines the skill sets, and expose them to the environment we will be operating in, in order to prepare for a safe and successful deployment.

Finally, the Operations Department appreciates your support and would like you to know that the sacrifices you and your Marines make on a daily basis do not go unnoticed.

- Maj Daren Brown, Assistant Operations Officer

Deployment an Emotional Roller Coaster says KVC

DEALING WITH EMOTIONS. Deployment can bring a range of emotions that can take on a life of their own. The following are some helpful hints that will help you to deal with the emotional roller coaster of a deployment!

MOODINESS: You may feel up one day, down the next. Remind yourself that your feelings are normal. The ups and downs will soon smooth out.

ANGER: No matter why you're angry, don't bottle it up. Confide in someone you trust. Find healthy ways to cope with anger. For example, make a list of things you're angry about and plan how you can resolve them.

GUILT: After you adjust, you may feel guilty about enjoying life while your loved one is away. Chances are, he or she will be glad to hear you're having some fun!

LONELINESS: You may be lonely at times. Make an effort to see friends and meet new people. Watch upbeat movies or read funny stories.

Take change one day at a time...and the adjustment will go more smoothly. Please be safe over this Holiday season and enjoy the time that you have with your loved ones both near and far.

Sheila K. Williams - HMM-262 KVC

Gunny Servantez Nominated for Two Safety Awards

As a quick recognition for this month's Safety Spotlight, all eyes are on Gunnery Sergeant Angelo A. Servantez, the World Famous Flying Tigers Quality Assurance Chief. GySgt Servantez was recently nominated for two Marine Corps safety awards, the 2006 James L. Jones Safety Award, and the 2006 1st Marine Aircraft Wing Safety Professional of the Year (SPEAR) Award. GySgt Servantez has been nominated for his professional contributions to the squadron's safety program and consistent hard work in keeping our Flying Tigers safe. His dedication and insight have led to significant contributions to our Squadron's stellar safety record. Keep up the good work Gunny!



Gunny Servantes In front of one of his beloved Phrogs

HMM-262 Flying Tigers

Marine Medium Helicopter Squadron 262 MAG36 Unit 37238 FPO AP 96603-7238

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Family Readiness Brief on 8 January @ 1630 Key Volunteer Meeting on 15 January @ 1800 KV Basic Training 16-17 January 1800-2130 and 23-24 January 0900-1630 The Tiger Tales Staff would like to give a warm thanks to our Key
Volunteers

Katrina Farrell—KVA

Demetris Thornton—KVA

Sheila Williams—KVC

Adrienne Taggart—Co-KVC

Veronica Abreu—KV

Anne Dimicco—KV

Sondra Ferry—KV

Kimberly Kral—KV

Lana Marsh—KV

Laurie Schwanke—KV

Alicia Morgan—KV

Erica Reynolds—KV

Julie Spagenberger—KV

Michelle Brown—KV

What do I know, Who needs to know, and have I told them?

TIGERS: I hope everyone had a wonderful Thanksgiving and were able to spend time with family and friends while sharing good times and great food. While some were physically

separated from families and friends, I hope you were able to speak with them telephonically. Due to competing events, the Squadron was not able to properly conduct its annual turkey feast, but the strong family team of the Squadron (spouses, family members and friends), ensured the Marines did not go without. The mountain of "sweets" you provided were more than enough to keep our energy and motivation level at its highest (even my glucose level went up).

As the island makes the transformation from corn husks and turkeys to tinsel and trees, please keep safety in mind in all you do. As our living quarters go from plain unnoticed day structures, to a mini night time Las Vegas, please exercise caution with the use of electricity, ensuring you do

not overload circuits with the many lights and holiday figures that will illuminate your residence. Be sure to put in the necessary safety measures that will keep your children and pets safe.

As the Squadron prepares to write its legacy in the annals of Marine Corps history, it is critical that everyone takes the time to properly prepare their families and loved ones for our next deployment (Wills, POA, PINs, financial/vehicle records, pets, deeds, etc...). This will be the longest and most demanding mission the squadron has received yet, but great communication is the key to success. I wish you all a happy holiday season.

Season Greetings,

SgtMajor Leon Thornton

Communication: "What do I know,

who needs to know, and have I told

them"

