

THE EXCEPTIONAL RELEASE

The Maintenance Officer Association (MOA) is committed to enhancing the USAF mission by improving the maintenance world. Although comprised primarily of USAF maintenance officers, MOA is not associated with the United States Air Force or any other organization.

ISSUE NO. 7

NOVEMBER 1983

RUBBER ON THE RAMP: DEGRADED LONG-TERM SUPPORT OF WEAPON SYSTEM READINESS

By LTC Joe Bonpensiero
HQ AFISC/IG

"Rubber on the ramp" is a term that can be heard in every command and at every echelon of the Air Force. What it simply means is "Get the weapon system, support equipment, etc., to our combat units now to improve our combat readiness." In our zeal to provide operational systems, we may bypass those fine print items that our acquisition, logistics, and maintenance directives require. Consequently, we do get the rubber on the ramp but sometimes end up with a system whose follow-on logistics support is centered around "extraordinary management actions" that continually cost us millions of dollars. In addition, we unknowingly encourage our people (although no one would ever officially admit it) to perform "workarounds"--another often used term which may be interpreted to mean "Get the job done and the system up any which way you can," the actual implication being deviate from the book be it the tech order, safety regulation, or supply system. Quite a paradox, you say, but why does it happen? The answer is not simple. It is the all-encompassing term we have lived by since we entered the military: mission accomplishment.

In our pursuit of mission accomplishment, we procure weapon systems, training devices, and other types of equipment and make no provisions for sufficient follow-on spares after the system hits the ramp. After a relatively short period in the system life cycle, the result is a partially ineffective system. Accordingly, we must circumvent the management directives established to maintain these systems. For example, the

aircrews need training to maintain proficiency, but the aircrew training device is down. Since we cannot get the parts needed, we coordinate to see if operations can live with the system without the caution warning light, instrument landing system, or fuel pressure gauges functioning. "Sure," they say, "we'll take it as is." What actually happened was that the maintenance technician ordered the part for the malfunctioning component on a partially mission capable (PMC) priority--because, of course, the system works but not all of it. The technician then alters the wiring or pulls out the associated computer card which bypasses the problem. And guess what? Everyone is happy; the mission is being accomplished. What happens in the long term in this scenario is: supply tries to get the part, but there has been little demand generated since the part had a high mean time between failures (MTBF); we did not anticipate early failures and did not buy enough spares; AFSC attempts to procure the item but finds the contractor does not make the item anymore, but if they could, retooling costs would be exorbitant, so why pay premium dollars in a time of tight budgeting; besides, the wing is not indicating that the system is not mission capable (NMC) but is only PMC. In the end, maintenance is disenchanted with supply because it could not get the part ordered and had to deviate from the book to get the system up to support the mission.

Supply understands the system and sympathizes with
[See RUBBER, Page 4]

THE MOA MOUTH

MOA Convention

After months of discussion and weeks of telephone calls, we did indeed have the First Annual MOA Convention at the Chamberlin Hotel in Hampton, Virginia. How was it? In a word--Great! Every MOA member who attended--bar none--enthusiastically participated. Even when we moved the Saturday administrative session up an hour to an 0800 start time, I expected a significant dropout rate. Not so! Everyone showed up (perhaps a little bleary-eyed but on time). The convention was so successful that we are putting out a convention edition of The Exceptional Release which will describe our progress and future objectives in detail.

MOA Goals and Philosophy

M/G (Ret) Jerry Rogers, our convention keynote speaker, hit the mark when asked how MOA could best achieve its objectives of improving the USAF maintenance world. General Rogers recommended that we send our convention policy statement to MAJCOM LGs to inform them, first, of the existence of MOA, and, second, that we are a group of dedicated, concerned maintenance officers who have established specific goals and assigned tasks to members to achieve near- and long-term objectives. As he so succinctly put it, "You come here on your own time at at your own expense to do something for the Air Force. That's highly commendable and illustrates your sincerity of purpose." Well said, General--that's what we're all about.

Membership Drive

At the convention LTC Joe Fillare, 89 OMS/CC at Andrews, graciously accepted chairmanship of the membership drive, and a goal of doubling our current membership by the end of 1984 was set. Forward nominations either to Joe (1120-2 Columbus Circle, Andrews AFB, MD 20335, Autovon 858-3607), to one of our regional directors, or mail them to MOA. Telephone nominations are acceptable.

QUESTIONNAIRE UPDATE

Since the last newsletter we have received half a dozen more questionnaires; however, they did not significantly change the percentages reported in the last issue. Here, as promised, are excerpts from several members who took the time to expand on their answers.

- Rob Drewitt contacted the AFA, NCOA, SOLE (Society of Logistics Engineers) to determine how they got started. . . . get a voice in the assignment system [some of our guys in Palace Log wish I had a lot less to say about it!]. . . . need selectivity for MOA membership.

- Red Stewart placed stress on job opportunities for senior maintenance officers, i.e., how many wing commanders and base commanders are maintenance officers. [Does anyone know?]

- Reed Kimzey felt that MOA cannot last as a "social club" [agreed!]. . . . expressed the mixed emotions about the select versus open membership. . . . what do we do about the guy who fills a squadron commander or DCM job enroute to a wing commander slot? [I submit the stress is on professionalism and one does not need 20 years on the flightline to acquire it.]

[See Mouth, Page 3]

MONTH

[Continued From Page 2]

- Dave Miller (and others) stressed the importance of professionalism in our organization. . . . don't stress MOA as an outfit that has a cross to bear. . . . stress the positive in maintenance.
- Jim Sonnenberg needs some action. . . . we've got a good cadre; let's set our goals and move out! He is adamantly opposed to open membership.
- Frank Blazek needed to define professional MO--aircraft, munitions, and missile maintenance. How about vehicle maintenance and communications maintenance? [The charter does not prohibit it, folks!]
- Al Schmidt wants to get general officers into MOA. [We've got some and the convention inputs will result in more]. . . . attempt to convince them to start fixing the things that make being a maintenance officer difficult, such as:

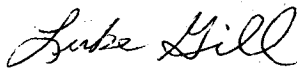
Cross-training enlisted folks involuntarily is dumb; trying to force someone out of or back into a career field does not pay off. Get supply and maintenance folks working together--fix 67-1. . . . quit being insecure about rated guys. [We buried that one last issue]. . . . let's automatically invite all DCMs and MAJCOM LGs to be members [despite the emotion it generates, that was suggested by several folks at the convention]. . . . what do folks in LEY really do? [VP Johnny Duckworth is working on an article to spell that out]. . . . maintenance officers are supposed to be at the point of the spear fixing airplanes (or missiles or munitions). . . . DCMs are expected to be masters of more than fixing airplanes, i.e., too involved with base commander, RM, civil engineer, etc. . . . get captains off IG teams!!!

Regional Directors

Yes, folks, I am guilty of leaving this on the back burner too long. All the regional directors on board now. Briefly, they will act as focal points for getting the word out--or in--quickly. This process will provide a closer point of contact and an easier opportunity to share ideas and provide feedback. You will find the list of Regional Directors and their Autovon numbers on the MOA STATS page. The directors will be contacting you when the need arises, and you may call them for any input you deem necessary.

Air Staff Tours

On the MOA questionnaire, many people expressed an interest in coming to LEY or anywhere on the Air Staff, JCS, or DOD staff. For an officer interested in getting the broad perspective and in working programs which have an impact on the entire Air Force, this is the place. You can work on a multitude of problems and bite off as much as you can chew. Call MPC and let them know you are interested.


Luke Gill, Lt Colonel
President

RUBBER.

[Continued from Page 1]

maintenance but knows that, because maintenance has not established a sound consumption rate and has jury-rigged the system to get it operational, it cannot help. The part is on order, but the estimated delivery date (EWDD) is two years from now. The aircrews are unsympathetic and irritated because they have to ignore the faulty system during their checklist procedures while they are in the trainer but must be sensitive to the instrument while flying the bird. Besides, the aircrew knows maintenance could fix the system with a \$10 part but maintenance has not done so.

At base X a placard signed by the wing commander proclaimed, "There is no reason in the AF to deviate from technical data; it will not be tolerated." Yet on a daily basis, the word would come down to get that mission off; we cannot lose it. Even the most naive airman working the line realizes very quickly that mission comes before anything. He either requests a cannibalization of the item or asks an agreeable pilot to take the aircraft as is. It happens all the time throughout the AF and not only with aircraft. But who weighs the risks? You do! In these situations, risk weighing starts at the lowest echelons of maintenance--not at the wing CC, DCM, or squadron CC level. To improve the chances of making the right decision, your maintenance officers and NCOs should:

- Ensure that you dig out all the information you can on how the logistics interface works and place that knowledge in your experience bank. Be aware of the potential effects of the trade-offs and how low supply priorities and inadequate documentation work against the system.

- Be ready to defend the necessity for deviations from the norm to the mechanics and technicians who are the instruments of your decisions. Listen to them when they try to explain pitfalls. They will remember what they have learned about the proper way to do maintenance and, it is hoped, remind you of violations or maintenance malpractice.

- Make sure your materiel and supply people follow up on every PMC priority requisition and always use supply difficulty letters to validate the system. Keep the heat on!

- Elevate, I repeat elevate, trade-offs and long-term impacts of expedient actions taken today to senior-wing leadership. They may be honestly unaware of the logistics/maintenance impacts. Keep them informed!

- Recognize that you will have to shoulder the responsibility of questionable actions taken to get that sortie off.

- Never prostitute your integrity and compromise safety.

In the final analysis, where does it all end? It doesn't. That is why we have engineering change proposals, lengthy modification programs, and expansive budgets. What can we do to decrease the frequency of this type saga? The only real answer may be that senior leadership will have to make a conscious decision to accept the acquisition, logistics, and maintenance environment as it exists and accept the workarounds and shortfalls, or seek new solutions--neither of which is a palatable pill to swallow.

MOA MEMBERS

At our recent convention, those attending took a couple of minutes to reflect on potential nominees. When a list was passed later, we averaged two nominees per member--some "remembered" seven or eight candidates. This was an important exercise since, to some degree, MOA's viability as an organization is a function of how representative the membership rolls are of the MO population as a whole. Who are the professional MOs you know who are being excluded by default?--yours.

ALL ABOUT AFLMC

By Maj Robert Drewitt
AFLMC/LGM

Over the past two years, I have had several opportunities to attend MO utilization conferences and to give several briefings to both the Air Command and Staff College and the Maintenance Staff Officer Course at Lowry. On every occasion the same question kept coming up--what is the AFLMC? In the next few lines I hope I will be able to answer that question and let you know there actually is an assignment for MOs away from raging Wing Kings, JP-4 fumes, and ground aborts where MOs can solve some of the gut-issue, base-level procedural problems facing our career field every day.

To start with, the AFLMC is the AF Logistics Management Center, not the LMDC (Leadership and Management Development Center) and not attached to the Data Systems Design Center. Formed in 1975 and located on Gunter AFS to be near the Design Center and various PME schools (ACSC, AWC, and the Senior NCO Academy), our basic charter is to conduct studies and research and to develop, test, evaluate, and implement activities in the areas of AF logistics. We are governed by a board of advisors consisting of the MAJCOM, ANG and Reserve LGS; the Air Staff Directors of Logistics Plans and Programs (chair), Transportation, Maintenance and Supply, Contracting and Manufacturing Policy, and Engineering and Services; the Deputy for Supply and Maintenance, Office of the AF Deputy Assistant Secretary (Logistics); the DCS Acquisition Logistics, HQ AFSC; and the DCS Plans and Programs, HQ AFLC. We are a HQ USAF-controlled, selectively-manned organization, with assignments being four-year controlled tours primarily because of the length of the projects we work. The Center has seven major directorates--maintenance, supply, transportation, log plans, contracting, plans and programs, and analysis. We have a substantial computer lab and also publish the Air Force Journal of Logistics. At present we have 52 officers, 14 enlisted men, and 23 civilians on board. Our commander is Colonel Keith E. Burres.

So what does all this mean? What do we do for a

living? Or what can we do for you? I briefly hit on our charter. We work a variety of projects, each addressing a recognized need for improvement as identified by the MAJCOMs, other AF organizations, the AFLMC itself, or YOU. Results and recommendations of many of our projects have been or are being incorporated in appropriate AF decisions, policies, procedures, or directives. Now let's talk about maintenance and some of the things we have done and are working on.

Our directorate has 15 officers, two enlisted men, and two civilians authorized. Presently we have a first lieutenant, a senior master sergeant, and two captains inbound. Every one of us has extensive flightline maintenance experience--we could not understand or solve the problems otherwise. We have developed and implemented such programs as the warranted tool program (getting high quality, warranted tools in the hands of our mechanics); the workcenter supervisors management handbook series (soon to be on the streets and the hottest, best-selling publication the AF has ever produced); improving the interface between maintenance and supply (restructuring the R-26 report to provide the shop chief with a complete workload scheduling tool); recommending the elimination of the collection of MDC for powered AGE; and working an evaluation of interactive computer-assisted instruction for base-level OJT. There are many more examples, but the ones I have mentioned should give you a general idea of our projects.

Should you be interested in submitting a proposal for study, fire it through your LG or director to AFLMC/XR, Gunter AFS, AL 36114. If you would like a copy of our active and proposed projects document, simply write a letter to the same address. Are you interested in getting an assignment down here? Get with MPC. Next year we should have an opening or two. If you want more information on any of the projects in the maintenance directorate, give me a call at AV 446-4581. Keep in touch and keep 'em fixed!

MOA STATS

Maintenance Officer Association
P. O. Box 2521
Springfield, VA 22152

REGIONAL DIRECTORS

Northwest - Col Jim Wakefield, DCM, 92 BMW, Fairchild AFB, WA, Autovon 352-5362.

Southwest - Maj Roger Buettell, AFLC Nuclear Support Office, Kirtland AFB, NM, Autovon 244-0606.

South Central - Col Dave Butler, DCM, 23 TFW, England AFB, LA, Autovon 683-5506.

North Central - LTC John Covi, HQ SAC/LGMO, Offutt AFB, NE, Autovon 271-6420.

Southeast - LTC Jim Miles, 56 AGS/CC, MacDill AFB, FL, Autovon 968-4437.

East Central - Col Jim Flasch, Deputy LGM, HQ TAC, Langley AFB, VA, Autovon 432-3026.

Central European - LTC Bill Dillon, 86 EMS/CC, Ramstein AB, GE, Autovon 424-1110, ask operator.

Oklahoma & Texas - Col Al Schmidt, AMA, 552 AMAC WG, Tinker AFB, OK, Autovon 735-2595.

California - LTC Gary Eppler, HQ AFISC/IG, Norton AFB, CA, Autovon 876-6051.

RETIRED FOUNDING FATHERS

LTC Larry Matthews, Founding President
LTC Bill James
Col Dick Watson

MOA STAFF

LTC Luke Gill, President/Editor
Col John Duckworth, Vice President
Capt Wiley Mahan, Treasurer
Maj John Smith, Assistant Treasurer
Ms. Marian Matthews, Administrative Secretary

TREASURER'S REPORT

Submitted by Capt Wiley Mahan

BALANCE BROUGHT FORWARD		\$ 473.18
INCOME		
Dues		\$4,670.00
EXPENSES		
Administrative Services	\$2,060.00	
Postage	444.98	
Newsletter Printing	735.46	
Stationery	77.30	
Administrative Supplies	67.86	
Total Expenses		<u>\$3,385.60</u>
CURRENT BALANCE AS OF 31 OCTOBER 1983		\$1,757.58

COMING ATTRACTIONS

We can look forward to seeing the following articles in our February issue of The Exceptional Release.

"RECOGNITION" by LTC Rod Kontny

"IMPACTS ON THE AF CLASSIFICATION SYSTEM" by LTC Gary Eppler

(TITLE UNKNOWN) by Capt Lisa Long.

MEMBERSHIP

Our membership roster totals 243. Beginning with this issue, we will only be printing the names of members joining MDA since the last newsletter was published. New members automatically receive a copy of the membership roster along with their membership cards. Once a year, we will publish the entire roster. However, if any member needs a list in the interim, please write or call one of the staff. The following new members have been added to our rolls:

LTC John Brantner, HQ ATC/LGMM
LTC Thomas Carington, 305 FMS/CC, GRISSOM
LTC Thomas Cochran, 316 TAG/MAM, YOKOTA
Col Jon Davis, HQ AFISC/SN, KIRTLAND
Capt Bryan Decker, AFDTEC/LGME
Maj Norris Ganstrom, 446 OMS, MCCHORD
LTC Stanley Goralski, HQ USAF/LEYM
LTC Joseph Grobstein, 6151 CAMS/CC, SUWON
Capt Charles Holsen, AFLC LOG SPT GP, SAUDI ARABIA
LTC John Jacobs, STUDENT, ICAF
Capt Carol King, 58 EMS/MAINT SUPVR, LUKE
Capt Barbara Kucharczyk, HQ USAF/IG
Capt Joe McKethan, HQ AFMPC/PAL LOG
LTC Jack Mathews, 92 MMS/CC, FAIRCHILD
Maj Richard Mayer, 479 CRS/MACH, HOLLOWMAN

LTC Frederick Miranda, HQ SAC/LGXB
Capt Barbara Pawlowski, HQ AFRES/DOOR
Maj Denny Portz, HQ AFMPC/PAL LOG
Capt John Ruth, HQ USAF/IGILM
Capt Terry Scheschy, HQ USAF/IG
Maj William Snyder, STUDENT, ACSC
Capt Kathleen Spencer, HQ AFLC LOC/CFW
LTC Tom Vitamvas, 319 BMW/AMA, GRAND FORKS

PROMOTIONS TO O-6

Congratulations to MDA's newest colonels!

Paul Cwiklik, HQ TAC/LGMA
Pat Hinneburg, 388 TFW/AMA, HILL
Jack Hogan, 89 MAW/MCO, ANDREWS
Darrell Jones, 2 FMS/CC, BARKSDALE
Rodney Kontny, AFDTEC/LGMA, KIRTLAND
Jere Miller, HQ USAF/LEY
Rondal Smith, 509 BMW/AMA, PEASE
Frank Todd, 1 TFW/MA, LANGLEY
Tom Vitamvas, 319 BMW/AMA, GRAND FORKS
Neil White, DIR/AMMO OPS, MCALESTER
Robin Mohnsigl, 4450 TAC GP/MA, NELLIS
Jey Younger, 6515 OMS/CC, EDWARDS

IN MEMORIAM

Capt Larry Kays passed away early in July of this year. Many of us knew him as "Hooch" from his tour at Osan in 1978-79. He came to us from Cannon where he was TAC's Junior Maintenance Officer of the Year (1978). Larry worked for me in the 51st ABS. He straightened out the 19th AMU (OV-10s), and then we moved him to the 18th AMU (RF-4s) to do his magic there. Hooch was everywhere, and he made things happen. He had the complete confidence of everyone. Whenever Hooch got involved, whatever was wrong got fixed--period. I talked to Larry in May when he was hospitalized after being airevaced out of Europe. He told me he had it licked. There was no loss of confidence, no change in his will, every reason to believe he would defeat his illness. Before the end came, he was retired by the Commander of San Antonio Air Logistics Center. We miss you, good friend, and you will always be a spirit in our minds.

Col Jay Bennett, The Guest Speaker
On Behalf of the Four Horsemen, Less One

THE MUSHROOM CLOUD

By Maj Roger Buettell
HQ AFLC NSG/LOWD

The Moving Finger writes; and, having writ,
Moves on: nor all your Piety nor Wit
Shall lure it back to cancel half a Line,
Nor all your Tears wash out a Word of it.

The Rubaiyat of Omar Khayyam

Bang

Does anyone have any feedback on the FMI that the IG is currently conducting regarding the aircraft maintenance/munitions maintenance career fields?

Bomb

From under the glass of this author's desk a quote from Elbert Hubbard that appeared on the front of the TIG Brief sometime between Jul 1977 and Dec 1980.

If you work for a man, in Heaven's name WORK for him. If he pays you wages which supply you bread and butter, WORK for him; speak well of him; stand by him and stand by the institution he represents. If put to a pinch, an ounce of loyalty is worth a pound of cleverness. If you must vilify, condemn, and eternally disparage, resign your position, and when you are outside, damn to your heart's content; but as long as you are part of the institution, do not condemn it. If you do that, you are loosening the tendrils that are holding you to the institution, and at the first high wind that comes along, you will be uprooted and blown away, and probably will never know the reason why.

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KEEP THE FAITH

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QUALITY: WHOSE JOB IS IT?

By Maj David Miller
Chief Maintenance Branch, NATO AWACS

"QUALITY is job one." "If you can find better QUALITY, then buy it." "QUALITY is our most important product." Sound familiar? It seems everyone is on a QUALITY bandwagon. Why? Because QUALITY translates into "\$," profits, and corporate success. But in aircraft maintenance without the same profit motive, do we pay enough attention to QUALITY? We cannot easily translate QUALITY into dollars; however, lack of QUALITY can quickly translate into lack of success. Over the last four years (1979 - 1982) aircraft mishaps due to maintenance errors have more than doubled. Improper installation, improper rigging, improper securing, improper part used, and failure to inspect have been the most commonly cited causes in the mishap reports.

So whose job is it? Who's responsible for QUALITY? There is a staff office entitled "Quality Control (QC)" or "Quality Assurance (QA)." And they are supposed to assure quality of maintenance. Simple: it is their job. Right? WRONG! QUALITY IS EVERYONE'S JOB. Everyone in maintenance plays a part in QUALITY. For example, anyone who works on or around aircraft and support equipment performs QUALITY steps.

-- Making sure the job was done right is a QUALITY step.

-- Making sure the procedures in the tech orders were followed is a QUALITY step.

-- Making sure fittings were properly torqued and safetied is a QUALITY step.

-- Making sure work is inspected is a QUALITY step.

-- Signing off work and clearing red X entries are QUALITY steps.

QUALITY: WHOSE JOB IS IT? IT IS YOURS, MINE, and everyone associated with aircraft maintenance. IT TAKES US ALL.

MOVERS

- **Correction:** Maj Dave Csintyan is not attending AFSC at Norfolk as reported in our last issue. Instead he is in the Naval Command and Staff College at Newport, R.I.

- LTC Mike Bridge moved from HQ SAC as the ATC LO into the same position at HQ USAFE.

- Capt Bill Beechel returned Stateside, being assigned to the 474 AGS at Nellis.

- Maj Jan Edeburn left Eglin for serious studies at ACSC.

- Maj David Shelton has become part of the ACSC faculty. He formerly was commander of the 474 CRS at Nellis.

- LTC Dennis Beck departed the warm climes of southern California (AFISC) for the slightly colder region of Minot where he is commander of the 5 FMS.

- Maj Michael Price has been assigned as the OIC of Quality Assurance at Mountain Home. He returned from an overseas exchange tour of duty with the RAF.

- After completing ICAF, LTC Lowell Grimaud has been assigned as maintenance supervisor of the 6515 Test Support Sq at Edwards.

- As reported in the last ER, Maj Jim Sonnenberg moved from Kunsan to Kirtland. Jim advises he is assigned to AFOTEC/LGM.

- Maj Lykes Henderson has taken over as Chief of the operating location Dhahran, AFLC Logistics Support Group in Saudi Arabia. His previous assignment was HQ USAF/LEVV.

- Maj Mel Ryers moved from AFOTEC at Kirtland to Det 2, AFOTEC at Eglin.

- 1Lt James Kiel left the 355 AGS at Davis-Monthan for Explosive Ordnance Disposal training.

- After leaving HQ USAF/LEVV, LTC Doug Polk assumed command of the 36 EMS at Bitburg.

- Maj William Frankhauser completed his IG tour at HQ PACAF to become the commander of the 15 FMS at Hickam.

- Maj David Helms has been reassigned as the commander of the 50 EMS at Hahn. He was previously at Eglin as the commander of 33 EMS.

NEXT UP TO BAT

Our next regular issue of The Exceptional Release is due to be published on 15 February (unless, of course, we are swamped with articles and can thus begin publishing every other month). To meet the 15 February deadline, all articles, letters to the editor, etc., must be received by 31 January. We think the following people have something to say. Besides, they were all volunteers. (Yes, folks, we did keep track of the questionnaire answers to "Will you write a newsletter article to MDA for publication?")

"In or out of the mainstream," LTC Neil White, we would still enjoy reading an article by you.

Capt Roy McBrayer - We would definitely like to hear what you have to say.

Maj John Deamon: No suggestions; you're on your own!

Col L. D. (Red) Stewart - With your experience and expertise, any topic at all from you would interest our membership.

To be honest, Maj Richard Frome said "maybe" to taking pen in hand, but maybe, just maybe, we can change that answer to "yes."

Now simply because your name does not appear above does not mean that you are off the hook. We need viewpoints and opinions from every member of MDA!

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