

**Attachment 8. DOD Audit**

**DCA12MA020 Maintenance Factual Report**



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR MOBILITY COMMAND

HQ AMC/A3B  
402 Scott Drive, Unit 3A1  
Scott AFB IL 62225-5302

NOV 22 2011

Mr. Larry Pietropaulo  
Chief Executive Officer  
Sundance Helicopters, Inc.  
5596 Haven Street  
Las Vegas NV 89119

Dear Mr. Pietropaulo

Thank you for your cooperation during our 12-16 September 2011 survey of your company. The Department of Defense (DOD) Commercial Airlift Review Board has approved Sundance Helicopters, Inc., for continued participation in the DOD Air Transportation Program. A copy of our survey report is attached.

Sincerely

A handwritten signature in black ink, which appears to be "Merlin L. Lyman", is written over a thick black horizontal redaction bar.

MERLIN L. LYMAN  
Chief, DOD Commercial Airlift Division

Attachment:  
Survey Report

cc:  
FAA

**DEPARTMENT OF DEFENSE  
CAPABILITY SURVEY OF  
SUNDANCE HELICOPTERS INC.**

**SEPTEMBER 2011**



The integrity and objectivity of the information presented in this capability survey is the responsibility of the Department of Defense Commercial Airlift Division (HQ AMC/A3B). This office maintains a system composed of inspection and internal data collection. All data is obtained from public sources, those provided by the carrier and officials of the Department of Transportation. The review was conducted in accordance with the guidance contained in the Department of Defense Directive 4500.53, the Air Mobility Command supplements, and the pertinent HQ AMC/A3B operating instructions.

This documentation may contain proprietary nonpublic information, provided to federal officers and employees for their official use only. Do not disclose or discuss contents beyond addressees indicated without approval by HQ AMC/A3B or higher authority. This document contains information exempt from mandatory disclosure under FOIA. Exemptions 3, 4, 5, and 6 apply.

FOR OFFICIAL USE ONLY

## SUMMARY

Personnel from the Department of Defense (DOD) Commercial Airlift Division conducted a biennial survey of Sundance Helicopters, Inc., on 14-15 September 2011. The following matrix summarizes results of the survey:

OPERATIONS (O)	DOES NOT MEET STANDARDS	MEETS STANDARDS AFTER CORRECTIVE ACTION	MEETS STANDARDS	MAINTENANCE (M)
MANAGEMENT			O,M	MANAGEMENT
SAFETY			O,M	PERSONNEL
FLIGHT OPS		M*	O	QUALITY ASSURANCE
CREW HIRING			O,M	INSPECTION ACTIVITY
TRAINING			O,M	TRAINING
CAPT UPGRADE			O,M	CONTROL & PLANNING
SCHEDULING			O,M	ACFT MX PROGRAM
IN-FLIGHT PERF			O,M	ACFT RECORDS
OPS CONTROL			O,M	ACFT APPEARANCE
CHARTERS			O,M	FUELING & SERVICING
SECURITY			O,M	MANUALS
CONTRACT REQ			O,M	FACILITIES/CAPABILITIES

\* Denotes Meets Standards after Letter of Concern (LOC) follow up.

The following is a list of discrepancies that required corrective actions by Sundance Helicopters, Inc., to meet the DOD Commercial Air Transportation Quality and Safety Requirements (Plain text discrepancies were corrected on-site, bold text required LOC follow-up):

## Maintenance

Quality Assurance/Maintenance Inspection

- The system to continuously analyze the performance and effectiveness of maintenance activities was inadequate.
- **The required system to evaluate contract vendors, suppliers, and their products was not sufficient.**

**FACTUAL DATA**  
**SUNDANCE HELICOPTERS, INC.**

- Main Base of Operations: Las Vegas NV
- Main Base of Maintenance: Las Vegas NV
- Type of Survey: Biennial
- Date of Survey: 14-15 September 2011
- Certificate Number: KBMA477F, authorized FAR Part 135 On-Demand Rotorcraft (Pax/Cargo)
  - Certificate Status: Active as of 18 November 1985
  
- Employs:
  - 42 line pilots and 4 staff pilots
  - 17 certified mechanics
  
- Type of Equipment: 18 AS-350s and 4 EC-130s
- Type of Service Provided to DOD: Provides rotary-wing passenger charter.

**MANAGEMENT**

**OPERATIONS MANAGEMENT**

**Evaluation: Meets Standards**

- Managers are highly qualified and have many years of flight and management experience.

**Internal Audit Program**

- Company's method of identifying in-house deficiencies and measuring compliance with policies and procedures consists of quarterly audits followed by an annual audit contracted and conducted by Tour Operators Program of Safety approved auditors.
  - Discrepancies are tracked to closure and analyzed to determine the root cause of the deficiency.

**MAINTENANCE MANAGEMENT**

**Evaluation: Meets Standards**

- Maintenance management team is highly experienced.
  - Personnel average more than 25 years in the aviation industry.
- Company structure and lines of authority are well defined.
- Excellent communications exist with both operations and mechanics.

**OPERATIONS**

**SAFETY PROGRAM**

**Evaluation: Meets Standards**

- The director of safety is the primary focal point for all safety issues and has some formal safety training.
  - He reports to the chief executive officer for all safety matters, interacts with other staff through meetings, and the pilot force through daily informal contact.
- Awareness of safety program features is bolstered by the operations manual and a safety manual outlining the program's key functions.

**FLIGHT CREW HIRING**

**Evaluation: Meets Standards**

**Pilots**

- Screening process for new-hires includes background checks and an interview by both operations management and a senior pilot. Usually, they are dealing with someone they have knowledge of or someone recommended to them by a competent source.
- The minimum experience requirement is 1,000 hours pilot-in-command helicopter time.
- Company usually hires around 12 pilots a year; hiring is usually done in the spring in order to train pilots and have them ready for the busy summer season.

**TRAINING**

**Evaluation: Meets Standards**

**Facilities**

- Ground and flight training is accomplished at company headquarters.
- Flight training is accomplished by company instructors in company aircraft.
- All pilots go through contracted specialized landing training annually.

**Pilots**

- Company has seven instructors, three of which are also check airmen.
- Pilots accomplish single-pilot crew resource management training on a recurring basis.
- HAZMAT recognition training is completed annually.
- Cargo-sling and mountain operations have a specialized training curriculum; only the most experienced pilots obtain this training.

**CAPTAIN UPGRADE**

**Not Applicable**

- Pilots are hired as captains; all operations are single seat.

**Mission Monitoring**

- Monitoring is accomplished utilizing an extremely effective automated system; Spider Tracks System provides real-time notification of overdue aircraft to all managers automatically.
- Flight followers provide effective daylight coverage, 7 days a week.
- Company had available a copy of the current DOD notification procedures.

**Load Manifests**

- Actual weights are used for all company flights, including all DOD charters.
- A review of load manifests from the 3-month file revealed no discrepancies.

**CHARTER PROCEDURES**

**Evaluation: Meets Standards**

- Charter procedural guidance ensures compliance with DOD requirements.

**SECURITY**

**Evaluation: Meets Standards**

- Security is bolstered by roving airport security, fenced ramp, night watchman, locking gas caps on helicopters, and lockout controls and pedals on contract and charter helicopters.

**CONTRACT REQUIREMENTS**

**Evaluation: Meets Standards**

- Company satisfies the specific aircrew and equipment requirements of their DOD contract.

**MAINTENANCE**

**PERSONNEL**

**Evaluation: Meets Standards**

- Highly qualified mechanic workforce is in place with low turnover.
  - Airframe and powerplant licenses are verified through the FAA by quality assurance manager (QAM).



**TRAINING**

**Evaluation: Meets Standards**

- Sundance's training program provides highly qualified mechanics to support maintenance operations.
  - The QAM tracks training using a computer, provides new employees formal indoctrination, and monitors special authorizations for critical tasks.
  - Aircraft technical training is accomplished through on-the-job training.
    - Initial and documented annual recurrent engine-run training is provided to mechanics by the chief pilot.
- Review of training records was satisfactory.

**CONTROL & PLANNING**

**Evaluation: Meets Standards**

- Production manager is responsible for monitoring and controlling maintenance.
  - Process utilizes a computerized database to monitor current maintenance status.
- Director of Maintenance provides strong management of minimum equipment list (MEL) discrepancies.
- Maintenance forecasting and planning are the responsibility of the production manager.
  - Daily reports and monthly forecasts are generated electronically.

**AIRCRAFT MAINTENANCE PROGRAM**

**Evaluation: Meets Standards**

- Sundance maintains its aircraft under the manufacturer's program.
  - All inspections are normally performed by company maintenance personnel.
- Mechanical-performance monitoring is accomplished through an adequate daily review of maintenance actions.
- Production manager and QAM are responsible for control and oversight of FAA-issued airworthiness directives (AD).
  - Applicable ADs and service bulletins are tracked via a computerized database; review of AD compliance records was satisfactory.

- Facilities are maintained in good condition and provide satisfactory support.
  - Receiving inspection procedures verify that parts are only received from approved vendors.
  - Review of components found all to be properly tagged, environmentally protected, and traceable to an FAA-approved source.
  - Documented shelf-life program is in place; no overdue items were available for issue.
- Management of scrap components is satisfactory.

**AMC COCKPIT MISSION OBSERVER PROGRAM**  
(Commercial Air Carrier Operational Checkride)

AUTHORITY

The authority for this inspection is contained in the Defense Authorization Act as amended Nov 86 (Public Law 99-6611).  
The inspection will be accomplished in accordance with the guidance provided in HQ AMC/XOBS operating instructions.

SEND COPY TO: (Check (X) appropriate addressee(s))

MTMC

FAA/POI

CARRIER

CARRIER

1. NAME OF CARRIER  
SUNDANCE HELICOPTERS INC - KBMA

2. MISSION NUMBER AND DATE  
65 15-SEP-2011

3. TYPE OF AIRCRAFT / TAIL NUMBER  
AS-350 / N507SH

4. ROUTE (ICAO)  
KLAS-Grand Canyon Bluff-KLAS

5. TOTAL FLIGHT TIME  
1.3

6. CREW MEMBERS

a. CAPTAIN'S NAME  
LOUIS HALL

b. FIRST OFFICER'S NAME

c. SECOND OFFICER'S NAME

d. SENIOR FLT ATTENDANT'S NAME

7. OBSERVER

a. NAME  
Mr Guy Dempsey

b. SIGNATURE

LEGEND

U = Unsatisfactory (Explain)

S = Satisfactory

E = Exceeds General Industry Practices

P = Potential Problem (May need further investigation)

I = Information

N = Not observed

CODE	AREA OBSERVED	BRIEF COMMENTS
<b>Mission</b>		
S	Predeparture Crew Activities	
S	Passenger Boarding	
S	Aircraft Exterior Appearance	
N	Cabin Condition	
N	Walk-Around Inspection	
<b>Flight Deck</b>		
S	Cleanliness	
S	Operations and Maintenance Manuals	
S	Registration and Airworthiness Certificates	
S	Maintenance Log	
S	Instrumentation	
S	Emergency Equipment	
S	Planned Fuel Load	
S	Weight and Balance	
S	Manifest / Hazmat	

**AMC RAMP INSPECTION CHECKLIST**

JULIAN/CALENDAR DATE 15-SEP-2011	TIME AIRCRAFT INSPECTION COMPLETE 12:55	SCHEDULED DEPARTURE TIME	INSPECTION LOCATION AND STATION CODE KLAS-MC CARRAN INTL	INSPECTION <input checked="" type="checkbox"/> DEPARTURE <input type="checkbox"/> EN ROUTE
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CAM/MISSION NUMBER NA	CARRIER SUNDANCE HELICOPTERS INC - KBMA	AIRCRAFT TYPE EC-130	TAIL NUMBER N399SH
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TYPE INSPECTION				
<input checked="" type="checkbox"/> PAX	<input type="checkbox"/> CARGO	<input type="checkbox"/> INTERNATIONAL	<input checked="" type="checkbox"/> DOMESTIC	<input type="checkbox"/> SAAM/EXERCISE

LEGEND: N/R = NOT REQUIRED, MD = MINOR DISCREPANCY  
S = SATISFACTORY, U = UNSATISFACTORY

	N/R	S	MD	U	REMARKS
<b>I. FLIGHT DECK INSPECTION ITEMS</b>					
1. REVIEW LOG BOOK FOR MEL, REPEAT TREND ITEMS AND AIRWORTHINESS CERTIFICATE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	45. EXPLAIN ALL UNSATISFACTORY, MINOR DISCREPANCY, NOT REQUIRED ITEMS AND CORRECTIVE ACTION TAKEN BY CARRIER. NOTIFY THE CREW OF ALL DISCREPANCIES NOTED AND OPEN MEL ITEMS. UPON REQUEST, GIVE A COMPLETED COPY TO MAINTENANCE CREW. (ITEMS MARKED WITH (1) WILL BE CONFIRMED BY FLIGHT CREW)  1. RATED: MEETS STANDARDS MEL: 0
2. OPERATIONS AND MAINTENANCE MANUALS AVAILABLE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. FLIGHT DECK FOR CLEANLINESS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. WINDSHIELDS AND WINDOWS FOR CONDITION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. CREW SEATS AND SAFETY BELTS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. INSTRUMENTS - FLIGHT / ENGINE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. CREW / SMOKE AND OXYGEN MASKS FOR CONDITION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. FLIGHT DECK / FIRE EXTINGUISHER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. EMERGENCY AX - FLIGHT DECK	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. CREW CHECKLISTS / NORMAL AND EMERGENCY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. OXYGEN QUANTITY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. WEATHER AVOIDANCE RADAR	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. RADIOS NAV / COMM	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. DE-ICING SYSTEM OPERATION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. HEATING AND COOLING SYSTEM	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16. PRESSURIZATION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>II. MAIN CABIN INSPECTION ITEMS</b>					
17. GENERAL CONDITION / CLEANLINESS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18. SECURITY OF SEATS IN TRACK	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19. SAFETY BELTS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20. MAIN CABIN FIRE EXTINGUISHER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21. FLASHLIGHTS (1 PER CREW MEMBER)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22. PASSENGER OXYGEN EQUIPMENT AND QUANTITY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23. EMERGENCY EXITS - MARKINGS AND ACCESSIBILITY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24. ESCAPE SLIDES AND ROPES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25. EMERGENCY LIGHTING FOR OPS AND INTENSITY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
26. MEGAPHONE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
27. LIFE RAFTS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28. SIGNAL FLARES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
29. EMERGENCY RADIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
30. LIFE VESTS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31. SECURITY OF MISCELLANEOUS EQUIPMENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>III. AIRCRAFT EXTERIOR INSPECTION ITEMS</b>					
32. GENERAL AIRFRAME CONDITION / CLEANLINESS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33. SECURITY OF DOORS AND PANELS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34. EMERGENCY EXIT - MARKINGS / INSTRUCTIONS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35. LIGHTS / LANDING, NAV AND ANTI-COLLISION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
36. ENGINE CONDITION AND COWLING INSTALLATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
37. LEAKS / FUEL, OIL, HYDRAULIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38. FLIGHT CONTROL SURFACES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
39. WHEEL WELL AREAS FOR CONDITION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40. TIRES AND BRAKES FOR CONDITION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>IV. OTHER INSPECTION ITEMS NOT LISTED ABOVE</b>					
41.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NAME, GRADE, EMPLOYEE #, UNIT, PHONE NUMBER Roberts, Lonny Mr ,HQ AMC/A3BS , 779-2091	SIGNATURE 
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**AMC RAMP INSPECTION CHECKLIST**

JULIAN/CALENDAR DATE 15-SEP-2011	TIME AIRCRAFT INSPECTION COMPLETE 12:30	SCHEDULED DEPARTURE TIME	INSPECTION LOCATION AND STATION CODE KLAS-MC CARRAN INTL	INSPECTION <input checked="" type="checkbox"/> DEPARTURE <input type="checkbox"/> EN ROUTE
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CAM/MISSION NUMBER NA	CARRIER SUNDANCE HELICOPTERS INC - KBMA	AIRCRAFT TYPE AS-350	TAIL NUMBER N53SH
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TYPE INSPECTION				
<input checked="" type="checkbox"/> PAX	<input type="checkbox"/> CARGO	<input type="checkbox"/> INTERNATIONAL	<input checked="" type="checkbox"/> DOMESTIC	<input type="checkbox"/> SAAM/EXERCISE

LEGEND: N/R = NOT REQUIRED, MD = MINOR DISCREPANCY  
S = SATISFACTORY, U = UNSATISFACTORY

	N/R	S	MD	U	REMARKS
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2. OPERATIONS AND MAINTENANCE MANUALS AVAILABLE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. FLIGHT DECK FOR CLEANLINESS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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23. EMERGENCY EXITS - MARKINGS AND ACCESSIBILITY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24. ESCAPE SLIDES AND ROPES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25. EMERGENCY LIGHTING FOR OPS AND INTENSITY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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33. SECURITY OF DOORS AND PANELS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34. EMERGENCY EXIT - MARKINGS / INSTRUCTIONS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35. LIGHTS / LANDING, NAV AND ANTI-COLLISION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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38. FLIGHT CONTROL SURFACES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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<b>IV. OTHER INSPECTION ITEMS NOT LISTED ABOVE</b>					
41.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NAME, GRADE, EMPLOYEE #, UNIT, PHONE NUMBER Roberts, Lonny Mr ,HQ AMC/A3BS , 779-2091	SIGNATURE 
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