

# EMERGENCY SERVICES CHECKLISTS

The following are ES checklists for CAP use that are aligned with the Interim CAP-USAF Pamphlet 12 (Pam 12) dated 19 May 05. Modifications were made where the Pam 12 wasn't in compliance with accepted ICS/NIMS procedures.

A Staging Area Manager Checklist has been added because CAP routinely uses Staging Areas during DR missions and large scale SAR missions.

The items in “**black**” are the evaluated items in the Pam 12; and the items in “**blue**” were cherry picked from CAPR 60-1; from CAPR 60-3; from CAPR 60-4; from the former CAPR 55-1 Functional Area Checklists; from FEMA EMI checklists; from the AZ Wing Mission Staff Checklists; from the NJ Wing Mission Staff Checklists; from numerous SAR/DR evaluation write-ups; from the SQTRs; and from inputs from over a dozen ICs.

Please send candid critiques, suggestions or corrections to POC: [Joe.Abegg@spatz.org](mailto:Joe.Abegg@spatz.org) or (C) 609-605-0607.

Notes:

- The checklists are listed as they are in the Pam 12, not alphabetical
- The checklists items are posted as bullets versus check-off items, because some items will be ongoing or repetitive for the duration of the incident
- The checklist items are a guide (or memory jog) and are not regulatory
- The checklist format is basic MS Word to allow for modifications for local procedures
- It is assumed that all personnel have current ID cards, wear the appropriate uniform, sign-in, sign-out, and return assigned equipment
- These checklist guides are a living document and will be updated when required.

## INCIDENT COMMANDER/AGENCY LIAISON (IC/AL)

- 101 Card clipped on uniform
- Obtain as much information on incident as possible
- Designate the location of the ICP, and the number and type of aircraft, vehicles, personnel, ground equipment, communications, bases, and staging areas needed
- Perform executive liaison to request resources, personnel and facilities (consider requesting directly from other wings and regions as required)
- Make staff assignments based on scope of incident
- Maintain a comprehensive list of assisting and cooperating agencies, and agency representatives with telephone numbers and e-mail addresses
- AL should participate in planning meetings; provide current resource status; and brief limitations and capabilities of CAP forces
- AL should monitor operations to identify inter-organizational problems. Keep Incident Command staff apprised of such issues
- IC to perform strategic leadership, do not micromanage tactical operations
- Manage the command and general staff; ensure they complete tasks
- Maintain complete Mission Kit (CAPRs, maps, forms, checklists, MOUs, etc)
- General Briefing:
  - Overview of Mission Objectives
  - Brief the plan on how to achieve the mission
  - Updates in mission developments
  - Ground and Flight Safety briefing
  - Communications frequencies, channels, call signs and code words
  - State “This Is An Exercise” during all messages (if it is an exercise)
  - Brief NOTAM’s, notes on Bases, Staging Areas, operating areas
  - Direct aircrews to follow marshalling procedures
  - IC’s safety brief (stress Operational Risk Management)
  - Time hack (use local time unless otherwise directed)
  - Brief security concerns and procedures
  - Instructions for dealing with media/family members
  - Introduce key staff
  - Brief mission number(s)
  - Brief information on facilities
  - Brief current and forecast weather
- Communicate with NOC for mission approval and reporting requirements
  - NOC: 1-888-211-1812/1-334-953-7299/DSN: 493-7299/  
opscenter@capnhq.gov/(F) 1-334-953-4242
- Establish and utilize a mission folder on WMIRS
- Establish a CAPF 115 Emergency Services Mission Folder
- Continuously evaluate the progress of the mission
- Consider having periodic planning meetings with command and general staff
- Maximize economy of operations with PSC and OSC
- Ensure GTs and Aircraft dispatched as soon as possible by GBD and AOBD for preliminary searches/SDIS sorties

- Complete a Risk Management Assessment in writing (update as req'd)
- Make maximum use of facilities (use LSC)
- Control flow of traffic to maximize efficiency of operations
- Maintain a very detailed mission log (recommend using an MSA)
- Document all activity on Unit Log (ICS Form 214)
- PSC to maintain continuously updated situation map(s)
- PSC to maintain a continuously updated Incident Status Board with:
  - Critical briefing items (include in Incident Action Plan)
  - Hazards in operating areas (terrain, towers, NOTAMs, etc)
  - Weather (current and forecast updated hourly)
  - Base facilities, hazards, local procedures
  - Airfields in the search/disaster areas (add NOTAMs)
  - Base parking, taxi plan, and refueling procedures
  - Communications procedures (freqs, channels, call signs, code words, etc)
  - Mission progress and status
  - Status of restricted areas, warning areas, Low-Level routes and MOAs
  - Status of SDIS pictures sent to the NOC (if applicable)
- Have an MSA maintain the Incident Status Board for the PSC
- Send out Situation Reports (SITREPs) to controlling and/or support agencies (approx every 4 hours)
- Send out or communicate SITREPs to staging areas and bases
- Press Releases should be sent promptly and be approved by IC
- AL coordinate all Press Releases with controlling agency
- Maintain a current hard copy of the wing alert roster
- Know your authority to assume mission request from Gov't agencies
  - The NOC is the clearing house for all non-SAR mission requests
- Know procedures for requesting additional resources/personnel
- Utilize resources/personnel/SDIS assets from other wings/regions if req'd
- Insure all personnel are rested and enforce crew duty time limits
- Insure command and control of the Staging Areas/Bases
  - OSC ensures all personnel are properly briefed, updated and debriefed
  - PSC ensures proper sign-ins, qualifications, and plans utilization
  - FASC overseas finance/administration procedures and tracking
- Utilize State Director to the maximum extent possible
- Maintain sense of urgency, tapered with risk management, so that others may live
- Send out a summary of each days activities (consider a CAPF 122) to controlling and/or support agencies
- Assist the SD in preparations of a Tempest Rapid I report at the end of each day during a DR mission
- Complete a CAPF 122 at end of mission
- Assist the SD in preparations of a Tempest Rapid III report at the end of a DR mission
- Notify all assisting agencies previously alerted when mission is closed
- Draft "lessons learned"

Note: Items in **black** are on the CAP-USAF Pamphlet 12 Current: 1 April 2006

## SAFETY OFFICER (MSO)

- 101 Card [clipped to uniform](#)
- Implement a risk management mechanism (see CAPR 60-3 attach 3), consider:
  - Mission staff experience
  - Communications systems adequately meets needs
  - Overall condition of personnel and resources
  - Weather conditions
  - Working environment
- Brief above items at General Briefing(s)
- Conduct random inspections of aircraft and vehicles before mission execution
- Obtain “safety critical” information at aircrew and GT debriefs
- Understand mishap reporting and investigative procedures
- Have copies of CAPF 78, Mishap Report Form and CAPF 79, Mishap Investigation Form available ([consider putting copies on the Incident Status Board](#))
- [Have a current copy of CAPR 62-1 and CAPR 62-2](#)
- Report mishaps as soon as possible as per CAP procedures
- Monitor safety conditions repeatedly for all personnel, [consider:](#)
  - [Aircrew fatigue and duty limits](#)
  - [Aircraft maintenance status](#)
  - [Flight line dangers](#)
  - [Security](#)
  - [GT vehicles](#)
  - [Road conditions](#)
  - [GT activities](#)
  - [Effects of weather on participants](#)
  - [Safety of food, water, and sanitation](#)
- [Mark, restrict, or remove all hazardous conditions/areas](#)
- [Know and post the location of and contact information for the nearest medical facility and emergency services](#)
- [Coordinate Critical Incident Stress Management as necessary](#)

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## INFORMATION OFFICER (IO)

- **Check in at the incident command post** wearing an appropriate uniform and presenting current documentation of your mission qualifications (101 Card clipped to uniform), and other documentation, as required.
- **Report to the incident commander** for a briefing on the current status of the mission, and information that may be released to the public.
- **Advise the IC** on all matters relating to release of information to accomplish the goals of the mission, and to promote recruiting and retention.
- **Set up a desk and organize your IO resources**, including computer, telephone, press kits, media contact information, and other contents of your mission kit.
- **Prepare an initial news release** containing appropriate public information, written in journalistic style and approved by the IC before distribution.
- **Prepare timely additional releases** and updates any time conditions change. Obtain IC approval for each.
- **Avoid opinions or speculation** in all news releases.
- **Prepare a short IO briefing for mission participants** instructing them to refer all media questions to the IO and directing them to NOT speculate to media about the details of the mission. Be clear that participants do not make derogatory statements about the personnel, the ability of the personnel, the equipment, the search objective or other agencies, and do not release names of personnel aboard (in the case of a crash or other accident) until the next of kin has been notified and such release has been authorized by the controlling agency and the IC.
- **Post copies of every release** at the incident command post, on your wing website, and copy each release to your wing and region PAOs concurrently with your distribution to the media. If requested, also copy National HQ.
- **Request additional IO support, as needed**, such as additional IO-trained personnel from your wing or other wings, or tasking the wing webmaster to post mission information promptly for the public and news media.
- **Wrap up the day's activities** with statistics, details, interviews, media contact lists, activity log including details of media releases (probably on ICS Form 214), notes or search leads, as appropriate, for the IC and to brief other IO staff who may serve on the mission. Send copies to your wing and region PAOs and to National Headquarters. Complete all required forms and paperwork prior to leaving the incident command post for the day.
- **Answer media questions** as fully and accurately as operational security rules allow. Do not speculate. If you don't know the answer, promise to check rather than guess.
- **Verify credentials** and complete CAPF 9 releases for media representatives requesting to accompany flight crews or ground teams on sorties. They must be approved by the IC.
- **Cooperate with media personnel** but ensure they do not impede or interfere with the conduct of the mission. If needed, designate areas for media and ensure they have escorts when outside these areas. Media should not be allowed in the incident command staff area without permission of the incident commander.
- **Monitor news coverage of the mission, including** newscasts, newspapers and news websites. Contact media to correct any reporting errors.

- **Direct and monitor the timely release of information and photographs** to newspapers, wire services, radio, television, or Internet media representatives, as well as to internal CAP newsletters and communication channels.
- **Assist the CISM team or Chaplain** in dealing with family members of those who are affected by the mission.
- **Coordinate releases with other participating agencies** and ensure that appropriate credit is given to all agencies.

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## MISSION CHAPLAIN (MC)

- 101 Card [clipped to uniform](#)
- Get mission brief from IC
- Maintain contact with IC to get mission status updates
- [Identify a location that can be used for private counseling](#)
- [Identify a vehicle that can be used visit family members](#)
- [Identify other MCs that can assist you](#)
- Minister to spiritual and emotional need of staff and families
- Schedule religious services as appropriate
- Keep family members away from mission base flightline
- Prevent family members from interfering with search activities
- Encourage family members to stay away from mission base
  - One responsible person may be okay
- If not trained in Critical Incident Stress Management, coordinate for someone that is qualified
- [Be prepared to accompany the IC to visit the family in the event of a casualty notification](#)
- [Send an after action report to IC and National Staff Chaplain \(see CAPP 221-A for example\)](#)

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## OPERATIONS SECTION CHIEF (OSC)

- 101 Card clipped to uniform
- Maintain direct command and control of all mission personnel and resources including those at staging areas, bases, camps, and helibases
- Request additional personnel, resources, facilities and bases if needed
- Establish and demobilize staging areas
  - A GT staging area could be a Burger King with a pay phone
- Consider pre-positioning aircrews and GTs to staging areas that are closer to the incident area
- Release personnel and resources from active assignment if not needed
- Develop and manage tactical operations to meet incident objectives
- Keep AOBD and GBD fully informed of operational plans and mission status
- Ensure the AOBD & GBD are providing detailed briefings to aircrews & GTs
- Delegate and coordinate short notice taskings with the AOBD and GBD
- Do not micromanage the duties of the AOBD and the GBD, they should complete the CAPF 104s and CAPF 109s respectively, during current operations
- Determine the length of each operational period (consider 12 or 24 hours)
- Assist the PSC with the development of; modifications to; and the execution of the operations portion of the Incident Action Plan (IAP) for each operational period
- Recommend asking the PSC to provide draft CAPF 104s and 109s in IAPs that are for the next duty period
- Above all, maintain situational awareness of all past, current and future operations
- Periodically evaluate mission progress considering taskings, search area coverage, PODs, leads and risk management
- Ensure interaction is taking place with other agencies
- NOC: 1-888-211-1812/1-334-953-7299/DSN: 493-7299/ opscenter@capnhq.gov/(F) 1-334-953-4242
- Implement and enforce appropriate safety precautions

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## AIR OPERATIONS BRANCH DIRECTOR (AOBD)

- 101 Card clipped to uniform
- Advise OSC and PSC if more or less resources and personnel are needed
- Obtain adequate staff to conduct aircrew briefing/debriefing and flight line operations
- Release all flights with a CAPF 104
- Scrutinize all CAPF 104s before and after each sortie
- Thoroughly brief all aircrews prior to launch
- Consider preparing an aircrew briefing handout including search area hazards, terrain, weather, information on other airfields in assigned area (fuel, communications, etc), other aircraft operations, high radiation areas (when applicable), etc. Provide copy to OCS and PSC and post on Incident Status Board
- Establish a designated aircrew briefing/debriefing area with situation maps
- Allow aircrews ample time to do pre-departure activities
- Directly manage off station aircrews and/or remote launch aircrews
- Confirm status of all pilots currency, documentation, and qualifications to fly the different Air Force Assigned Missions (AFAM)
- Ensure all aircrews are equipped for mission: survival gear, maps, etc
- Direct outbound aircrews to complete back of CAPF 104 before landing
- Debrief returning aircrews (as a crew) ASAP and provide OSC with results
- Determine availability of aircrew and aircraft after debrief; provide info to PSC
- Monitor crew duty day and flight time limits in accordance with CAPR 60-1
  - Pilots should not be scheduled for more than 8 flying hours and will not, under any circumstances, exceed 10 flying hours during a 14 hour crew duty day. Ten hours of crew rest should be provided between duty days.
- Provide PSC with all sortie results, PODs, leads and finds for situation map
- Assist the PSC in plotting the mission on the situation map(s) if required
- Coordinate with the OSC to determine search areas and priorities
- Launch preliminary search(s) on likely route of flight with emphasis on SARSAT hits, NTAPs, leads, high mountain peaks, frozen lakes and areas of severe weather at time of incident
- Then launch concentrated searches of most probable areas considering pilots flight plan, WX, terrain, pilot habits, fuel endurance, diversion airports, PODs, etc
- Accomplish damage assessment, transport missions, and reconnaissance missions; and monitor overall operations in accordance with requests of the customer
- Ensure customer requirements are met
- Initiate and maintain CAPF 107, Flight Operations Log
- Consider ICS Form 220 (Air Operations Summary)
- Consider maintaining a log using the ICS Form 214 (Unit Log)
- Coordinate a CAPF 9 (if req'd) for non-CAP members flying on aircraft
- Ensure safe air operations and employ risk management procedures
- Ensure aircraft equipment is appropriate for mission (DF, night or IFR equipped, VHF FM Communication, etc)
- Coordinate with GBD for air support

- Ensure aircraft remain over target area(s) until no longer needed by GTs
- Ensure you have access to all of PSC's list of aircraft and aircrews
- Provide the PSC with all sortie information to include: ETD, ATD, ETE, ETA, fuel endurance, mission tasking, assignment area, check-ins, etc.
- Ensure that the PSC keeps the status boards & situation maps constantly current
- Perform strict flight following: monitor ETAs, fuel endurance, check-ins
- Monitor for adverse or changing weather
- Consider launching a weather ship to determine actual weather conditions
- Consider keeping all ATC facilities in operational area informed of operations
- Resolve airspace conflicts between incident and non-incident aircraft
- Coordinate use of Temporary Flight Restriction (TFR) areas with ATC
- Consider requesting a TFR with CAP as the controlling agency

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## AIRCREWS

- 101 Card [clipped to uniform of all crewmembers](#)
- Ensure all crewmembers are qualified for mission (check 101 cards)
- Preflight specialized equipment: SDIS, digital camera, extra batteries, etc)
- Use checklists including [passenger and mission](#) briefing checklists; and preflight checklists
- Perform a complete preflight for each sortie
- Use wheel chocks and tie downs
- Ensure each aircraft has a copy of the POH/AFM onboard
- Aircrew mission kit: CAPF 104, specialized checklist(s), gridded sectionals, [current sectional](#)
- [Additional equipment \(as req'd\): plotter, flashlights, topographical charts, local road maps, binoculars, clipboard, sunglasses, survival equipment/food/water, overnight kit, coats, gloves, UHF radio, portable DF, etc](#)
- If IFR publications used, ensure currency
- Do weight and balance in writing
- Use seat belts and shoulder harnesses in accordance with CAPR 60-1
- [Monitor crew duty day and flight time limits in accordance with CAPR 60-1](#)
  - [Pilots should not be scheduled for more than 8 flying hours and will not, under any circumstances, exceed 10 flying hours during a 14 hour crew duty day. Ten hours of crew rest should be provided between duty days.](#)
- [Obtain briefing using a CAPF 104 with all crewmembers present if possible](#)
- Complete the front side of the CAPF 104 before takeoff
- Complete the reverse side of the CAPF 104 [before landing](#)
- [Maintain an accurate flight log of all observations on your sortie](#)
- Perform “Ops Normal” calls or check-ins as directed/per procedures
- [Report all find\(s\), operational issues, and deviations from flight plan ASAP](#)
- [Stay on station with Ground Teams that are at a find until no longer needed](#)
- [Always land with at least one hour of usable fuel IAW CAPR 60-1](#)
- Maintain sense of urgency, tapered with risk management, so that others may live
- [After returning to base immediately debrief; service aircraft and equipment for next assignment; and report availability for next assignment](#)
- [Provide the Finance/Admin Section Chief with copies of reimbursable expenses](#)

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## SATELLITE DIGITAL IMAGING SYSTEM (SDIS)

- Equipment check
  - Camera
  - Camera image download cable to computer
  - Camera battery charger or charged spare battery
  - Computer (Tablet PC or Panasonic Touch book)
  - Computer power cord to aircraft power
  - Computer power cord to AC power
  - Computer data cable to satellite telephone
  - CD-ROM writer and power cord (Tablet PC only)
  - Blank writable CD-R disk(s) (at least one)
- Confirm current version of SDIS software (check: [www.video.cap.gov](http://www.video.cap.gov))
- Confirm SDIS mission number set up in WMIRS
- Confirm customer e-mail address set up in Outlook express (if applicable)
- Confirm mission address group set up in the address book
- Know how to add additional e-mail addresses
- Perform complete system check before takeoff
  - Download the WMIRS mission list
  - Select correct mission number
  - Take photo
  - Download image to computer
  - Transmit the image using satellite telephone
- Perform complete system check before takeoff
- Provide **AOBD** with SDIS telephone number and e-mail address before takeoff
- Perform communications test with base via e-mail, telephone & radio
- Nikon 5700 camera set-up for mission
  - Image: Fine; Focus: Infinity (mountain icon); Aperture/shutter: P
- Nikon D100 camera set-up for mission
  - Image: Fine and L; Focus: Infinity; Aperture/shutter: P
- Camera set-up for mission
- Transmit reduced sized images (normally 60-150 KB) to enhance usability
- Transmit ample target description data in e-mail subject line (e.g., target name/number, lat/long, altitude, direction looking, **local time**, **winds aloft**, etc)
- Store additional images, memory permitting
- Put all images on CD-ROM and deliver to AOBD and/or requester after landing
- Confirm that AOBD received all transmitted images via e-mail/WMIRS
- Confirm quality of transmitted images with AOBD/customer **before landing**
- NOC: 1-888-211-1812/1-334-953-7299/DSN: 493-7299/ [opscenter@capnhq.gov](mailto:opscenter@capnhq.gov)/(F) 1-334-953-4242

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## FLIGHT LINE SUPERVISOR (FLS)

- 101 Card clipped to uniform
- Ensure all Flight Line Marshallers (FLM) display 101 cards
- Obtain briefing from LSC
- Survey airport for hazards, unique procedures, and refueling procedures
- Ensure the Incident Status Board, the AOBD & aircrews have this info
- Develop a taxi/parking plan, post it on the Incident Status Board, and give it to the AOBD to brief aircrews
- Coordinate operations with FBO and/or LSC
  - Aircraft parking
  - Fire guard duties
  - Flight line security
  - Refueling procedures
  - Maintenance
  - Security
  - Hazards
  - Taxi procedures
  - Emergency telephone numbers (medical, fire, police)
- Conduct ramp/FOD check
- Monitor non-CAP aircraft and vehicle movements on ramp
- Maintain liaison with FBO and ATC Ground Control if applicable
- Coordinate taxi plan and marshalling with same if applicable
- Ensure aircraft have wheel chocks, tie downs, & pre-heaters if required
- Brief flightline personnel on duties, safety, and responsibilities
- Ensure the flightline is monitored/supervised by a senior
- Ensure flightline personnel wear safety vests
- Ensure flightline personnel have appropriate personnel equipment/clothing
  - Ear protection
  - Sunscreen (if req'd)
  - Bug repellent (if req'd)
  - Warm clothing (if req'd)
  - Rain gear (if req'd)
- Ensure flightline personnel know and use marshalling signals
- Ensure flightline personnel have regular breaks and available water
- Ensure usable fire extinguisher(s) are immediately available
- Ensure flightline personnel know what a pilot will do if there is an engine fire
- Ensure flightline personnel know how to use fire extinguishers
- Consider doing training during down times
- Continuously focus on safety and hazard abatement

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## GROUND BRANCH DIRECTOR (GBD)

- 101 Card [clipped to uniform](#)
- [Advise OSC and PSC if more or less resources are needed](#)
- Ensure the safety of all personnel
- Ensure GT vehicles are equipped for their assignment, consider:
  - Radios
  - First aid/Rescue equipment
  - Survival equipment
  - Food/water
  - Uniform
  - Bad weather gear
  - Fuel
  - DF equipment
  - Maps/GPS
  - 24/72 hour gear
- Ensure GTs are certified via SQTRs/101 card for their assignment(s)
- Coordinate for and ensure communication check-ins from the GT(s)
- [Request AOB launch a high bird aircraft to relay communication if req'd](#)
- Ensure vehicle drivers have current CAP drivers licenses (CAPF 75)
- Ensure cadet GT members are qualified and monitored by a senior member
- [Ensure GTs know radio frequencies, channels and code words](#)
- Ensure CAPF 106s and 109s are accurate and complete, where applicable
- Ensure GTs complete these forms before returning to base
- [Thoroughly brief and debrief GTs; consider providing briefing packages](#)
  - [Brief and Debrief the GTs as a team if possible](#)
- [After GT debriefings determine the availability of GT for additional sorties](#)
- Promptly forward all leads, [times](#), results, [PODs](#) to the PSC and OSC
- Ensure PSC posts GT sortie information on situation map and incident status boards. Unassigned GTs and GTs at staging areas should also be depicted
- [Consider maintaining your own current incident status boards and situation maps if you are geographically separated from the Planning Section](#)
- [Monitor progress, status and location of GTs](#)
- [Strongly consider pre-positioning GTs to the search area/disaster area to prevent time delays if an aircraft needs a GT to check out a possible find](#)
- [Between the alert phase and the assignment phase direct the GT teams to do equipment checks, gather resources, plan travel routes and/or do training](#)
- [Consider documenting all actions on Unit Log \(ICS Form 214\)](#)

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## GROUND TEAMS (GT)

- 101 Card clipped to uniform
- While waiting for assignment conduct equipment checks, gather supplies, plan travel routes and/or conduct training
- Required Ground Team and Individual equipment for assignment/conditions
- Cadets less than 18 years of age must be continuously supervised by a senior
- Ensure a minimum of 2 ground team members in an urban DF team
- Ensure a minimum of 4 ground team members in a GT
- Obtain permission to enter private property during exercises
- Upon locating a search objective
  - Verify identity of the aircraft, person, etc
  - Do not disturb anything at the site except as necessary to render aid to survivors
  - Prepare survivors for evacuation
  - Retain an aircraft in the area until certain it is no longer needed
- Obtain written approval (IAW CAPR 60-3 paragraph 1-28d) prior to utilizing approved technical or specialized operations to include:
  - High angle or mountain rescue
  - Urban, canine or mounted search and rescue
  - Radiological monitoring
- Obtain a detailed briefing before each sortie to include:
  - Type of mission
  - Search patterns
  - Current mission status
  - Communications plan (frequencies, channels to be used, code words, call signs, radio check-ins, etc)
  - Hazards
  - Weather
  - Other pertinent information
- Complete front of CAPF 109 before departure
- Complete back of CAPF 109 before returning with at least:
  - Search area weather
  - Terrain
  - Shadows
  - Ground coverage
  - Visibility
  - Primary search pattern
  - Other pertinent information

- GTL should have a GT briefing kit to include:
  - CAPF 106s, 108s, and 109
  - Appropriate maps and charts
  - Gridded aeronautical sectional charts for the area
  - Specialized briefing checklists (as applicable)
  - Any other material to successfully accomplish the mission
- Accomplish regular communications check-ins
- Immediately report any operational issues, deviations from the CAPF 109, mission hazards, and finds to the ICP
- Safety: van headlights always on, always use a spotter when backing vans, always wear safety vests even for UDF missions, etc.
- After returning to base immediately debrief; prepare vehicles and equipment for next assignment; and report availability for next assignment
- Provide the Finance/Admin Section Chief with copies of reimbursable expenses

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## FINANCE/ADMINISTRATION SECTION CHIEF (FASC)

- 101 Card [clipped to uniform](#)
- Confirm that the PSC ensures that all aircraft and vehicles are signed in
- Confirm that the PSC ensures that all personnel sign-in and sign-out
- Confirm that the PSC ensures that all personnel's credentials are checked
- Obtain updated and current sign-in rosters from the PSC
- Continuously monitor all costs related to incident [with a running total](#) and advise the IC/AL when the operational expenses approach the mission-spending limits
- [Provide cost estimates for future operations based on the IAP\(s\)](#)
- [Coordinate cost estimates/analysis with other agencies as applicable](#)
- Provide regular admin/finance updates to the IC and staff members as needed
- [Ensure CAP personnel know the current CAPF 108 procedures](#)
- [Consider preparing partially completed CAPF 108s for each person eligible for reimbursement](#)
- [Consider documenting all actions on Unit Log \(ICS Form 214\)](#)

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## LOGISTICS SECTION CHIEF (LSC)

- 101 Card **clipped to uniform**
- Identify all personnel, services, equipment and facilities needed for IAP
- **Participate in preparation of the IAP**
- **Coordinate /request back-up electricity sources, computers, telephones, radios, fax machines, vehicles, aircraft, base security, fuel, food, water, coffee, lavatories, medical supplies, and rest areas (as req'd)**
- **Plan and coordinate requirements for the next operational period (brief PSC)**
- **Develop communications, medical, and traffic plans for the IAP**
- **Inspect each aircraft to ensure it meets or exceeds requirements**
- **Inspect each vehicle to ensure it meets or exceeds requirements**
- **Provide the PSC with current list(s) of all wing assets, their status and location**
- **Report any hazards or unsafe practices to the MSO**
- **Ensure all equipment is turned in when not needed and during demobilization**
- **Provide the Finance/Admin Section Chief with copies of reimbursable expenses**
- **Consider documenting all actions on Unit Log (ICS Form 214)**

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## COMMUNICATIONS UNIT LEADER (CUL)

- 101 Card **clipped to uniform**
- CAP Radio Operator Authorization, CAPF 76
- **Determine all communication needs at all locations**
- Ensure communications plan is posted on Incident Status Board to include: **telephone numbers, fax numbers, e-mail addresses**, frequencies, call signs, code words, regular radio check-in procedure, channels, usable repeaters, high bird(s), communications discipline, etc
- **Consider ICS Form 205 (Incident Radio Communications Plan)**
- **Develop code words for: Find, Recall, and Emergency**
- **Consider not publicizing outgoing telephone lines**
- Monitor regular aircrew/GT radio check-ins (**alert AOBD or GBD if late**)
- Develop communications back-up plans to communicate with aircrews/GTs
- Develop a emergency communications plan IAW CAPR 100-1 Vol 1 para 2-3
- **Consider the use of a High Bird aircraft to relay radio messages**
- Establish a reliable communications link with higher headquarters and coordinating/requesting agencies
- Maintain a detailed and legible communications log
- Coordinate with other affiliated agencies to share frequencies
- Forward/transmit radio messages as expeditiously as possible (**CAPF 105 or ICS Form 213**)
- Ensure messages received are accurate, legible **and delivered to the addressee immediately**
- Ensure back-up power sources are available at key locations
- **Ensure accountability of equipment issued out**
- **Consider documenting all activity on Unit Log (ICS Form 214)**

Note: Items in **black** are on the CAP-USAF Pamphlet 12  
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## PLANNING SECTION CHIEF (PSC)

- 101 Card clipped to uniform
- Prepare an initial/overall Incident Action Plan in writing to include
  - Mission number(s)
  - Controlling agency name
  - Narrative description of the incident
  - Include a map of incident area
  - Statement of objectives
  - Progress of the mission to date and future assignments
  - Describe what parts of the ICS structure will be used (use chart)
  - Names and locations of ICP, staging areas, bases, helibases
  - Include traffic and medical plan (for medical plan use ICS Form 206)
  - Communication plan: frequencies, code words, call signs, channels, high bird(s), radio check-ins, usable repeaters, etc
  - Telephone numbers for ICP, AOBD, FBO, FSS, ATC, etc
  - Demobilization procedures (consider: equipment turn-in procedures, sign-out procedures, SQTR certifications, consider personnel calling when home, aircrews file flight plans to home station, complete CAPF 108s, etc)
- Ensure frequent update briefings are given orally/in writing to all personnel
- Be immediately available to IC/AL for mission changes
- Assist the OSC on planning for short notice taskings
- Maintain status boards for aircraft, GTs and their sorties (use an MSA)
- Maintain situation maps (use an MSA) that show the following:
  - All previous and current mission operations
  - Locations of all mission aircraft and GTs
  - Location of ICP, staging areas, bases, & helibases using ICS symbols
  - LKP, SARSAT hits, NTAPs, aircraft route of flight
- Ask the OSC for the length of time for each future operational period
- Recommend Planning Meetings with command and general staff
- Query OSC to determine priorities for next operational period
- Present the OSC a new IAP before each new operational period
- Plan preliminary search(s) on likely route of flight with emphasis on SARSAT hits, NTAPs, high mountain peaks, frozen lakes and areas of severe WX at time of incident
- Next plan concentrated searches of most probable areas considering pilots flight plan, WX, terrain, pilot habits, fuel endurance, diversion airports, PODs, etc
- Plan damage assessment, transport missions, and reconnaissance missions
- Recommend including draft CAPF 104s and CAPF 109s in the IAPs
- Ensure that all personnel sign-in and sign-out at all locations on ICS Form 211
- Ensure that all personnel's credentials are checked at all locations
- Ensure that all aircraft and vehicles are signed in at all locations on ICS Form 218
- Maintain all incident documentation; pass to Documentation Unit if established
- Report any hazards or unsafe practices to the MSO

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## STAGING AREA MANAGER (SAM)

- 101 Card clipped to uniform
- Report to and maintain a continuous communications link with the OSC at ICP
- Determine types and numbers of resources to be maintained in Staging
- Determine any support needs for equipment, feeding, sanitation and security; request through the Logistics Section
- Perform a General Briefing (as req'd) to include:
  - Overview of Mission Objectives
  - Brief the plan on how to achieve the mission
  - Updates in mission developments
  - Ground and Flight Safety briefing
  - Communications frequencies, channels, call signs, code words, high bird(s), usable repeaters, etc
  - State "This Is An Exercise" during all messages if it is an exercise
  - Brief NOTAM's, notes on Base, Staging Areas, operating areas
  - Direct aircrews to follow marshalling procedures
  - IC's safety brief
  - Time hack (use local time unless otherwise directed)
  - Security concerns
  - Instructions for dealing with media/family members
- Establish sign-in/sign-out procedures and pass info to the PSC at the ICP
- Ensure personnel are qualified in accordance with SQTRs/101 Cards
- Establish aircraft and vehicle sign-ins and pass info to the PSC at the ICP
- At large staging areas consider displaying situation map(s) with LKP; route of flight of missing aircraft; NTAPS; SARSAT hits; and SAR and/or DR objectives posted. Use ICS symbols when applicable.
- At large staging areas consider displaying an up- to-date mission status board that includes:
  - Critical briefing items (post the Incident Action Plan)
  - Hazards in operating areas (terrain, towers, NOTAMs, etc)
  - Weather (current and forecast updated hourly)
  - Base facilities, hazards, local procedures
  - Airfields in the search/disaster areas (add NOTAMs)
  - Base parking, taxi plan, and refueling procedures
  - Communications procedures (freqs, channels, call signs, code words, etc)
  - Mission progress and status
  - Status of restricted areas, warning areas, Low-Level routes and MOAs
  - Status of SDIS pictures sent to the NOC (if applicable)
- At large staging areas consider utilizing a Chaplain and Safety Officer
- At large staging areas consider using MSAs to the maximum extent possible
- Perform a risk management analysis (see CAPR 60-3 attachment 3)
- Ensure personnel understand procedures for requesting reimbursement
- Forward timely updates to the ICP as appropriate
- Consider maintaining a mission log (recommend using an MSA)
- Consider documenting all activity on Unit Log (ICS Form 214)

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