



DEPARTMENT OF THE AIR FORCE
CIVIL AIR PATROL-UNITED STATES AIR FORCE (CAP-USAF) (ACC)
MAXWELL AIR FORCE BASE, ALABAMA



May 18, 2019

MEMORANDUM FOR: AZ WG/CC

FROM: CAP-USAF SWLR/CC

SUBJECT: Operations Evaluation Final Report

1. The "Operations Evaluation" is a biennial Wing-level evaluation that evaluates a wing's ability to safely and effectively complete an operational mission (CA/SOO, 6.1.1.2). Wings are evaluated against CAP standards so that the Air Force can validate CAP's National mission readiness under the Cooperative Agreement. This evaluation is focused on the following objectives:
 - a. Ensuring the wing's members are trained, qualified, and ready to safely and effectively execute operational missions.
 - b. Validating the wing is staffed and equipped to safely and effectively execute operational missions.
 - c. Validating proper flight release procedures are followed emphasizing risk management.
2. The evaluation team has determined that overall the Wing is Ready to participate in all operationally assigned Air Force Assigned Missions.

ARIC D. HOLLY, Major, USAF
Commander

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SECTION 1 - EVALUATION SUMMARY

Purpose and Scope

The purpose of this inspection was to (1) determine how effectively, efficiently, and safely the unit accomplished its missions and responsibilities; (2) identify obstacles which impacted mission accomplishments; (3) eliminate waste, improve morale, and report on wing readiness; and (4) provide information to other units for use in improving their operations. The evaluation included an examination of leadership and management procedures at all levels and in all functions to determine the unit's ability to (1) accomplish its assigned missions and responsibilities efficiently, effectively and safely; (2) comply with laws, instructions, regulations, etc.; (3) determine the degree to which your leadership has enhanced the Wing and made improvements in order to sustain your ability to be mission ready.

Overall Operations Evaluation Grade:

Operations Evaluation (Ops Eval): **READY**

Executive Summary

1. The overall rating for the Arizona Wing Operations Evaluation is: Ready.

Performance or operation **meets** mission readiness requirements. Procedures and activities are carried out in an effective and competent manner. Minor deficiencies may exist but do not impede or limit mission accomplishment.

TAB GRADES

Mission Focused Areas	Grade	Commendables	Findings
A - Mission Base Ops	READY	3	0
B - DR/HLS/CD	READY	0	0
C - Search and Rescue	READY	1	0
D - Status of Personnel/Equipment	READY	2	0
E - Safety	READY	0	0
	WING TOTALS	6	0

Mission Base Location: CAP Squadron 305, Falcon Field, Mesa AZ.

Evaluation Scenario:

A massive earthquake hit California with the epicenter near the Salton Sea. Ripples from the quake reached Arizona and caused wide spread and extensive damage throughout the state. The DoD and FEMA has requested maximum support in relief and damage assessment efforts. Missions will potentially include photo, FMV, ISR, and rescue operations. Communications will be questionable and CAP will be expected to use their communication capabilities to the max extent. CAPNHQ has requested the Arizona Wing to stand up an ICP and begin operations without delay.

Main Exercise Events:

Event 1: DR - FEMA photo requests. Six photo requirements were accomplished prior to Saturday. Fifty total photos covering multiple statewide geographic areas were uploaded to the FEMA site to meet requirements.

Event 2: CD – Evaluated.

Event 3: SAR - FEMA aircraft with one soul onboard departed Deming New Mexico (KDMN) enroute to Deer Valley Airport (KDVT). Aircraft went missing resulting in air and ground team SAR.

Event 4: SAR: Two ASU student hikers reported missing, necessitating coordination between aircrews and ground teams.

Event 5: sUAS demo sortie required developing air and ground team release procedures – sUAS team departed mission base via ground transportation.

Event 6: VIP Air Transport Mission – AZ Dept of Emergency Mgmt director, flight planned from Falcon Field to Tucson. Aircraft had IFE enroute and diverted to Payson with loss comm.

Key Personnel

<u>Position</u>	<u>Name</u>
Incident Commander	Maj Paul Combellick
Ops Section Chief	Lt Col Gene Caisse
Mission Safety Officer	Lt Col Corey Stohlquist
Logistics Section Chief	Maj Mike Miller
Planning Section Chief	Lt Col Vic LaSala
Public Information Officer	Capt Margot Myers
Finance/Admin Officer	Lt Col Linda Yaeger

Team Composition

Team Chief

Maj Aric Holly, SWLR/CC

Team Members

Mr. Brad Oliver	SWLR/ADO
Mr. Richard Gerhardt	SWLR/ADO
MSgt Odette Johnson	SWLR/LG
MSgt Corey Smith	SWLR/LG
Col Ally Chauvin	SWLR/Res
Lt Col Todd Canale	SWLR/Res
Lt Col Cristobal Lamboy	SWLR/Res
Lt Col David Solomon	SWLR/Res
Lt Col Doug DiFrancesco	SWLR/Res
Maj Michael LeClair	SWLR/Res
Maj Tim Brown	SWLR/Res
Maj Shane Johnson	SWLR/Res
Maj Dustin Ripley	SWLR/Res
Maj Matt Thatcher	SWLR/Res
Maj Phil Postell	SWLR/Res
Maj Caleb Udall	SWLR/Res
MSgt Tim Gagnon	SWLR/Res
MSgt Colleen Skaggs	SWLR/Res
CAP Lt Col Rick Woolfolk	SWR/DO

Reply Instructions

1. Definitions:

a. **Commendable.** A Commendable indicates an activity or process which enhances mission readiness and allows for more effective and efficient mission accomplishment. A commendable should either save money and manpower and/or have a benefit for the members and/or mission.

b. **Finding.** A Finding is any deficiency that is a violation of a CAP Regulation or standard that results or could result in significant mission impact or failure. Findings will include all CAPR violations and safety discrepancies.

c. **Finding – Repeat.** A finding reported in the wing's previous operations evaluation that exists again during the current evaluation. Repeat Findings are highly undesirable and may indicate a systemic problem with leadership in the wing, in addition to the area under inspection.

d. **Area of Concern (AoC).** An AoC indicates a minor weakness which does not violate a directive or impede operations and is listed when mission success is impaired or threatened. Examples of AoCs include, but are not limited to:

- A weakness or impairment that, if uncorrected, will lead to a violation of regulation or other standard.
- A sample which may indicate an unsatisfactory trend or violation if found to be prevalent in the unit.
- Non-mandatory processes or activities that are not accomplished, but would be beneficial or useful to the program.

2. For any mission areas found NOT READY or READY with RESTRICTIONS, the Wing will complete a Plan of Action outlining its efforts to comply with the remedial action plan presented by the CAP/DO within 30 days of receipt of the remedial action plan. This Plan of Action must be coordinated with the responsible CAP Region Commander and CAP-USAF Liaison Region Commander prior to submittal to the CAP/DO and CAP-USAF/DO. A status update will be forwarded in the same manner NLT 90 days following CAP/DO approval with a re-evaluation occurring NLT 180 days from original POA approval.

1st Response is Due

30 Days after receiving Remedial Action Plan

2nd Response is Due

90 Days following CAP/DO approval of Wing POA.

Re-Evaluation is Due

180 Days following CAP/DO approval of Wing POA

3. Since primary functional responsibilities within the Wing have not been identified in this report, the Wing Commander will establish the responsible function/person and include that information in the reply. Replies should provide specific actions taken to correct causes of each finding.

SECTION II – EVALUATION DETAILS

A - Mission Base Staff

READY

Summary

Commendables	Findings
3	0

Y, N, N/A	# Mission Essential Task (MET)
YES	1 Is the Mission Base Staff (MBS) appropriately scaled for the mission and has the Incident Commander (IC) effectively delegated functions?
YES	2 Did the IC approve an IAP at the beginning of each operational period and update as necessary throughout the period?
YES	3 Did the MBS maintain accountability for all personnel and assets assigned to the mission?
YES	4 Does the IC assign and actively engage with a mission safety officer for all phases of the mission (CA/SOO, 6.1.1.2)?
YES	5 Are mishaps reported to the CAP National Operations Center (NOC) IAW CAPRs and Wing policy (CA/SOO 6.1.1.2)?
YES	6 Were all air/ground sorties approved and released IAW CAPRs and the data is current & correct in WIMRS (CA/SOO, 6.2.1)?
YES	7 Did the IC ensure that media releases were properly vetted and coordinated IAW CAPRs?
YES	8 Did the MBS practice effective OPSEC IAW CAPRs?
YES	9 Is the MBS able to effectively use CAP radio on AF frequencies to maintain tactical communications with air/ground resources when commercial communication systems are not available?
YES	10 Does the MBS effectively track finances for the mission IAW CAPRs?
YES	11 Did the MBS demonstrate the ability to send and receive formal command and control messages via the CAP HF traffic system (CA/SOO6.2.3)?
YES	12 Is the Post Mission paperwork being completed/uploaded to the appropriate system in a timely manner (CA/SOO 6.1.1.2)?

Commendable:

AZWG’s establishment and execution of an Area Command ICS structure resulted in an increased C2 efficiency and ICS staff situational awareness.

AZWG’s culture of excellence and their overall membership motivation resulted in the Wing’s ability to fully staff a statewide, geographically divided, Area Command structure and execute larger numbers of federal and state taskings.

sUAS initial flight and ground team release operations were developed in real time by a team of experienced ICS staff members resulting in a safe and effective sUAS demo operation.

B - Search and Rescue**READY****Summary**

<u>Commendables</u>	<u>Findings</u>
1	0

<u>Y, N, N/A</u>	<u># Mission Essential Task (MET)</u>
YES	1 Did the MBS, aircrews and ground teams exhibit a sense of urgency upon mission receipt?
YES	2 Did the MBS miss any data that resulted in an ineffective search?
YES	3 Did the MBS accurately inventory all available assets for immediate mission execution?
YES	4 Were subsequent search methodologies tailored to information received from After Action Reports and debriefs?
YES	5 Did the IC know how many assets were available in 48 hours?
YES	6 Were future operational periods forecasted and staffed appropriately (CA/SOO, 6.1.1.1)?
YES	7 Did the IC or ALO (if used) coordinate with applicable outside agencies or with other CAP entities for assistance (if required) (CA/SOO 6.1.1.2)?
YES	8 Did the Mission Base Staff effectively use all resources available to aid in the search?

Commendable:

AZWG overcame a lack of operational guidance on sUAS flight and ground team release procedures and safely executed an effective sUAS SAR demo sortie.

C – Disaster Relief / Homeland Security / Counterdrug**READY****Summary**

<u>Commendables</u>	<u>Findings</u>
0	0

<u>Y, N, N/A</u>	<u>#</u>	<u>Mission Essential Task (MET)</u>
YES	1	Did the MBS meet the prescribed customer timeline?
YES	2	Did the MBS accurately inventory all available assets for immediate mission execution?
YES	3	Did the IC know how many assets were available in 48 hours?
YES	4	Were future operational periods forecasted and staffed appropriately?
YES	5	Did the IC or ALO (if used) coordinate with applicable outside agencies or with other CAP entities for assistance (if required) (CA/SOO 6.1.1.2)?
YES	6	Are photos clear and geotagged properly?
YES	7	Was delivery of the photos as prescribed by the customer?

D – Status of Personnel/Equipment**READY****Summary**

<u>Commendables</u>	<u>Findings</u>
2	0

<u>Y, N, N/A</u>	<u># Mission Essential Task (MET)</u>
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YES	1 Are aircraft participating inspected IAW CAPRs (CA/SOO, 6.1.1.1)?
YES	2 Are vehicles participating inspected IAW CAPRs (CA/SOO, 6.1.1.1)?
YES	3 Do participating CAP aircrews have appropriate operations qualifications for missions IAW CAPRs (CA/SOO, 6.1.1.1)?
YES	4 Have participating CAP members who move or supervise aircraft movement completed the online “Aircraft Ground Handling Training” IAW CAPRs (CA/SOO, 6.1.1.1)?
YES	5 Is the composition of ground teams IAW CAPRs (6.1.1.3)?

Commendable:

Use of AZWG developed technology (Cactus/Spot/Red Alert/CAPlink): AZ Wing’s development and use of the listed technology resulted in increased ICS C2 efficiency and situational awareness during the evaluation.

Coordination efforts by the AZWG with the AZ Dept of Public Safety for the use of a highly capable mobile command post named “Bullfrog” resulted in increased C2 capability and seamless ICS staff C2 transition during an emergency building evacuation.

E- Safety**READY****Summary**

<u>Commendables</u>	<u>Findings</u>
0	0

<u>Y, N, N/A</u>	<u># Mission Essential Task (MET)</u>
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YES	1 Did the Mission Safety Officer (MSO) brief hazards within and around the Mission Base and Staging Area and provide updates when necessary (CA/SOO,5.1.1.1.)?
YES	2 Did the MSO brief safety considerations with regard to flight line operations (CA/SOO, 5.1.1.1.)?
YES	3 Did the MSO attempt to mitigate hazards at the Mission Base and Staging Area (CA/SOO, 5.1.1.1.)?
YES	4 Was the proper notification chain utilized, all the way through NHQ, as required in the event of an accident or an incident (CA/SOO, 5.1.1.3.)?
YES	5 Did the MSO review aircrew and ground team Risk Management (RM) and engage with aircraft commanders and ground team leaders prior to mission execution (CA/SOO, 5.1.1.1.)?
YES	6 Are the aircrews/ground team leaders highlighting safety concerns to the MSO and Air Operations Branch Director (AOBD)/Ground Branch Director (GBD) (CA/SOO 5.1.1.3.)?
YES	7 Are missions conducted IAW CAPRs and FAA regulations (CA/SOO, 6.1.1.2.)?
YES	8 If conditions change during the mission, does the Pilot In Command/Ground Team Leader alert the AOBD/GBD and update RM appropriately (CA/SOO, 5.1.1.3.)?

ADDITIONAL OPERATIONS EVALUATION NOTES

INCIDENT COMMAND:

- Planning meetings conducted IAW ICS guidelines (objectives, tactics, and planning)
- IAP brief with general staff was informative and all-inclusive, prepped PSC with tools to prep next operational period IAP
- On the hour snapshots informative and provided command and general staff real-time status
- Excellent inter-action with area command personnel and IAP in Tucson

AOBD:

- Clear delegation of duties within AOBD team allowed for the whole to be greater than the part (ie. AOBD assistants were designated FROs which freed up Lead AOBD; AOBD assistants kept Lead AOBD in loop with outside taskings from Tango CC). Team effectiveness contributed to overall mission execution.
- When the ops tempo increased, slight hiccup when AOBD attempted to re-task aircraft for photo reconnaissance when not photo recon capable. Gap in knowledge was quickly overcome with effective communication and reassigned to later tasking.
- Triple redundancy via traditional comms, SPOT, and ADS-B allowed for 100% accountability of air assets and greater overall situational awareness.

sUAS RELEASE:

- The sUAS ground team and flight release initiative without any previously developed procedures. Solid delineation between OSC and GBD WRT releasing of sUAS demo mission. Used handwritten FM99 for the flight release portion of the sUAS demo mission; received safety/ORM from AOBD and GBD. Identified that sUAS release is different from both ground and air release process. AZWG will work on a hybrid release procedure. Identified that sUAS RM is different from both air and ground RM process. AZWG will work on a hybrid RM matrix for sUAS operations

LOGISTICS:

- Provided printouts of the 20 best restaurants, fuel prices and local hotels.
- Served burgers and hotdogs for everyone's nourishment.
- Pre-positioned generators in case of power outage.
- Stationed cadets around the ICP to monitor activity.
- Assigned a POC at area command to request additional assets if needed.

COMM/IT:

- CACTUS and CAPlink fills the gaps for many of the CAP C2 issues.
- This unit did an outstanding job of having comm plan and a backup for every challenge that may be presented making C2 transfer seamless during contingencies.
- All staff in the COMM section were extremely professional and knowledgeable, great job, no issues noted.

ADDITIONAL OPERATIONS EVALUATION NOTES

PIO:

- Capt Myers level of enthusiasm and knowledge is beyond reproach.
- Excellent initial briefing to set the ground rules for PIO. Everyone in the room understood she was the point of contact for any/all media attention.
- A great idea to benchmark for other regions during an exercise is her use of a closed facebook group for simulated media updates.

ADMIN/PERSONNEL:

- Intuitive “Kanban” approach was used to identify badges signed out to personnel. Missing/available badges were easily identified. Process was efficient and easily implemented with minimal training required.
- Major Schatz and Lt. Ricker operated a safe, efficient flight on both legs of the VIP mission. Once the simulated emergency procedure went into effect, the aircrew emulated strong CRM and completed the checklist for the simulated emergency in a timely and correct manner.

FINANCE:

- Utilization of CAPlink during the OPS-EVAL established an efficient system for tasking area squadrons without the need to relocate aircraft to a central location. As a result, financial monitoring was less invasive and reduced funding requirements for sorties.

SAFETY:

- Deep knowledge of CAPRs and safety program.
- Good use of benchmarking the OKWG mission safety brief. Bravo for reaching out to other regions.
- Deep staff -Sheldon Ross is an excellent resource (DEMA State Liaison Officer) and Assistant MSO.
- Good discussion on how to create a culture of safety. Sometimes units can just pay lip service to safety.
- The flying portion was strong in the regime of safety. The aircrew thoroughly briefed the VIP on all facets of safety; both prior to the flight before stepping out to the aircraft and once at the aircraft itself. Not only was the safety portion briefed but the aircrew had snacks and other accoutrements that facilitated in a comfortable flight to the destination.

SECTION III – REPORT DISTRIBUTION

CAP/DO	(Electronically)
CAP-USAF/DO	(Electronically)
AZWG CAP Wing Commander	(Electronically)
SWR CAP Region Commander	(Electronically)