

**BY ORDER OF THE  
COMMANDER AIR FORCE  
SPECIAL OPERATIONS  
COMMAND (AFSOC)**

**AFSO CI 11-2C-32BV3 CL-2  
14 May 2015**



*Flying Operations*

**FLIGHT CREW CHECKLIST**

**C-32B AIRBORNE MISSION SYSTEMS SPECIALIST  
(AMSS) C4i CHECKLIST**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This checklist complements C-32B Operations Procedures for use on AFSOC C-32B aircraft. It is applicable to AFSOC gained Air National Guard flying units that operate the C-32B aircraft. This publication does not apply to the Air Force Reserve Command. AMSS aircrew will use this checklist during mission planning and execution. Additional notes and supplemental information may be added after review by HQ AFSOC/A3V. The contents of this publication are Tier 2 (T-2) level requirements. Refer to AFI 33-360, *Publications and Forms Management* for additional information. Refer recommended changes and questions about this publication to HQ AFSOC/A3V using the Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This checklist is printed on 8 1/2" by 11" bond paper then trimmed to a unique size 4 1/2" x 6 1/2" that will fit standard plastic aircrew checklist binders.

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**NOTE:**

150<sup>th</sup> SOS/DOV will approve Abbreviated Checklists in fanfold format for use.

**PRE-MISSION PREPARATION**

**NOTE:**

In the interest of operations security, portions of this checklist may be omitted. However, it is the responsibility of the operator to ensure all equipment is operational.

- 1. Aircraft Status ..... CHECKED
- 2. FCIF, Flight Orders, SOP, and Read File ..... CHECKED
- 3. Personal/Professional Equipment/  
Mission Kit..... CHECKED/OBTAINED
- 4. Mission and Command/  
Control Frequencies ..... OBTAINED
- 5. COMSEC Requirements ..... CHECKED
- 6. Time Hack..... COMPLETED
- 7. Mission Briefing .....ATTENDED

**NOTE:**

Ensure mission communication tasking does not exceed aircraft capabilities.

## PREPARATION FOR FLIGHT

1. Personal/Professional Equipment/  
Mission Kit.....STOWED/SECURED
2. Aircraft Forms ..... CHECKED

### NOTE:

Check with the pilot or maintenance for any discrepancies they may have observed on their exterior inspection concerning the antennas or static dischargers.

### CAUTION:

Main Deck Equipment Rack will be checked to ensure all required equipment is present and properly connected and obstructions to airflow are clear.

## INTERIOR INSPECTION

### OVER HEAD EQUIPMENT BIN (5R)

1. Aircraft Entertainment System .....CHECKED/OFF
2. Overhead Bin (28300-3) Power Panel ..... CHECKED

### NOTE:

Ensure that the Vacuum Pump and the Vacuum Oiler circuit breakers are pulled.

**MAIN DECK EQUIPMENT RACK****BAY 1**

1. Main Deck Equipment Rack (28100-3)  
Power Panel ..... CHECKED
2. Cell Router Switch.....OFF
3. Video Switching Unit .....CHECKED/OFF
4. LAN 2 .....CHECKED/OFF
5. KVM Terminal .....CHECKED/OFF
6. Serial Server.....CHECKED/OFF
7. Network Attached Storage Drives (NAS)  
.....CHECKED/OFF
8. LAN 1, Switch 1 .....CHECKED/OFF
9. LAN 1, Switch 2 .....CHECKED/OFF
10. Maintenance Server Unit (MSU).....CHECKED/OFF
11. Communications Server Unit NO. 1.....CHECKED/OFF
12. Communications Server Unit NO. 2.....CHECKED/OFF

**BAY 2**

1. POWER / POWER .....OFF
2. POWER / 60 HZ.....OFF
3. POWER / BATTERY .....OFF
4. POWER / LIGHTS .....OFF
5. FAILSAFE LOS RFD .....NORMAL

- 6. FAILSAFE SAT RFD .....NORMAL
- 7. FAN FAILURE..... CHECKED
- 8. INMARSAT SYSTEM..... CHECKED
- 9. HSD NO. 1 & 2 .....CHECKED/OFF
- 10. KU.....CHECKED/OFF
- 11. AUX INPUT ..... CHECKED
- 12. ARC-210 Control Head .....CHECKED/OFF
- 13. MAINTENANCE Panel .....CHECKED/OFF
- 14. ViaSat Modem .....CHECKED/OFF
- 15. iDIRECT Modem .....CHECKED/OFF
- 16. Network Time Server .....CHECKED/OFF
- 17. 28VDC UPS.....CHECKED/OFF
- 18. 60HZ UPS.....CHECKED/OFF
  - A. Input Switch ..... DOWN
  - B. Output Switch .....OFF

**BAY 3**

- 1. Cell Router.....CHECKED/OFF
- 2. PRC-117 NO. 1 & 2.....CHECKED/OFF
- 3. Radio Interface Unit NO. 4, 5, & 6..... CHECKED
- 4. Operator Interface Unit NO. 1 & 2..... CHECKED
- 5. Cell Router Antenna(s)..... CHECKED
- 6. Printer .....CHECKED/OFF
- 7. Power Strip ..... CHECKED

**CAUTION:**

Prior to enabling the UHF/VHF test jack, notify the pilots not to transmit on FD ARC-210 until notified UHF/VHF test jack is OFF.

**CAUTION:**

If PRC-117G #2 is keyed when the test jack is in use, damage to the units could result.

**CAUTION:**

When the test jack is active, damage to the RFD could result if the FD 210 or PRC-117G #2 radio PTT function is activated.

**POWER ON**

**NOTE:**

Ensure personnel in the area have the proper security clearance.

**FLIGHT DECK**

- 1. AUX PWR ..... ENABLE
- 2. 60 HZ OUTLETS ..... ON

**CAUTION:**

The L & R RECIRC fans are required to be ON for cooling the equipment.

- 3. L & R RECIRC fans ..... CHECKED

## 4. BROADBAND CNTRL PANEL.....IN

**NOTE:**

The KU SATCOM switch is not illuminated when the system is ON. The switch will illuminate the OFF legend if the KU system is OFF.

## 5. IFF.....AS REQUIRED

- A. Master IFF Switch (APX-119 Control Panel)  
Standby
- B. IFF / ATC Switch (NAV Control Panel) – IFF
- C. Connect SKL to Fill Panel
- D. Select “A” code (APX-119 Control Panel)
- E. Turn on SKL and transfer crypto
  - 1. Select crypto for day one
  - 2. Key Load Settings – Protocol: DS 102; Activate  
Mode: IFF
  - 3. Transfer crypto
  - 4. Select crypto for day two
  - 5. Key Load Settings – Protocol: DS 102; Activate  
Mode: IFF
  - 6. Transfer crypto
- F. Disconnect and turn off SKL

**NOTE:**

Illuminated “M4” should extinguish if crypto is loaded properly.

- G. IFF / ATC Switch (NAV Control Panel) – ATC
- H. MASTER IFF Switch (APX-119 Control Panel) – Off

**NOTE:**

Prior to power change over, select HOLD on the APX-119. This will prevent inadvertent loss of crypto codes.

- I. Select GPS R on the AUX GPS Crypto Fill Panel
- J. Repeat steps d-e for GPS R
- K. Turn SKL off and disconnect from Crypto Fill Panel

**NOTE:**

Successful transfer of crypto variables will be indicated by either a flashing or an illuminated Key Status indicator.

**NOTE:**

After loading crypto-variables, receivers must be allowed to track satellites in order to validate the keys. This process can take up to 15 minutes.

**MID-CABIN AREA**

- 1. Safes (As Required)..... OPENED

**MAIN DECK EQUIPMENT RACK**

**CAUTION:**

Ensure air is flowing from the Gasper Air located at the bottom of the Main Deck Equipment Rack.

**NOTE:**

Ensure all required mission communication circuit breakers are in.

- 1. Main Deck Equipment Rack (28100-13) Power Panel  
.....CHECKED
- 2. POWER / POWER ..... ON
- 3. POWER / 60 HZ..... ON
- 4. POWER / BATTERY (As Required).....OFF
- 5. 28VDC Uninterrupted Power Supply ( UPS)..... ON
- 6. 60HZ Uninterrupted Power Supply ( UPS)..... ON
  - A. Input Switch .....UP
  - B. Output Switch ..... ON
- 7. Cell Router (As Required) ..... ON
- 8. Maintenance Server Unit (MSU)..... ON
- 9. Communications Server Unit (CSU) NO. 1 ..... ON
- 10. Communications Server Unit (CSU) NO. 2 ..... ON
- 11. Fan Fail Lights..... Press To Test
- 12. HSD NO. 1 & 2 (As Required)..... ON
- 13. KU (As Required)..... ON/MODEM B

- 14. ViaSat Modem (As Required) ..... ON
- 15. iDIRECT Modem (As Required)..... CHECK/ON
- 16. Patch Panel .....Configure (CELL DATA)
- 17. PRC-117 NO. 1 & 2 (As Required).....ON
- 18. Printer (As Required).....ON
- 19. PRC-117 NO. 1 & 2 (As Required).....LOAD/CONFIG

**NOTE:**

The PRC-117 radios utilize COMM Port 7 or COMM Port 8 when configured for HPW operations.

**NOTE:**

For failsafe operations, the output power level for each PRC-117G will need to be set to HIGH. For normal operations, the output power level for each PRC-117G will need to be set to MEDIUM.

**CAUTION:**

DO NOT operate the PRC-117G with the output power level set to HIGH in normal operations. This can damage the SATCOM amplifiers.

**A. PRC-117G LOS/SAT Voice Crypto Loading**

- a. Turn the Cipher Switch (SW) knob to the LD position.
- b. Select **FILL**
- c. Select **WAVEFORM**
- d. Select **VULOS**
- e. Select **SKL** from fill screen, then press [ENT]

- f. Select **DS-102** and press [ENT]
- g. Radio displays, “**PRESS ENT TO INITIATE FILL**”. Connect SKL to the audio/fill connector using a fill cable. Do not press anything until fill device is setup.
1. Turn on SKL, Login and launch UAS
  2. From main menu, select the Keys tab
  3. Select a key to load using the short title and click the load button
  4. From the “Key Load Select Keys” menu, check the keys to load
  5. At least one key must be selected to proceed
  6. When all required keys have been checked, click on OK
  7. The Key Load Settings menu is displayed. Using the drop-down list, selected, select DS-102 protocol
  8. Ensure activate mode is set to KYK-13
  9. After settings are made, click on OK
  10. The Ready to Send Key screen displays, click on OK
- h. **PRESS ENT TO INITIATE** displays on radio, press [ENT]
- i. **FILL IN PROGRESS** displays.
- j. Scroll to select Crypto Mode VINSON; press [ENT]

- k. Scroll to select slot number for TEK; press [ENT]
- l. Scroll to select CLASSIFICATION (**SECRET**/as required), press [ENT]
- m. At prompt LOAD ANOTHER KEY, select YES to enter more fill data. Repeat step d thru m.
- n. When all fill data is entered, select NO when the LOAD ANOTHER KEY prompt displays.
- o. Disconnect SKL from audio/fill connector.
- p. Rotate cipher switch from [LD] to [CT] (if operating in secure mode, [PT] if using unsecure mode).
- q. Perform a secure comm voice check. You can also verify the status of loaded keys by going to [OPT] > VIEW KEY INFO.

#### **B. PRC-117G HPW Crypto Loading**

- a. Turn the Cipher Switch (SW) knob to the **LD** position.
- b. Select **FILL**
- c. Select **WAVEFORM**
- d. Select **HPW**
- e. Select **SKL** from fill screen, then press [ENT]
- f. Select **DS-102** and press [ENT]
- g. Radio displays “**PRESS ENT TO INITIATE FILL**”. Connect SKL to the audio/fill connector using a fill cable. Do not press anything until fill device is setup.

1. Turn on SKL, Login and launch UAS
  2. From main menu, select the Keys tab
  3. Select a key to load using the short title and click the load button.
  4. From the “Key Load Select Keys” menu, check the keys to load.
  5. At least one key must be selected to proceed.
  6. When all required keys have been checked, click on OK.
  7. The Key Load Settings menu is displayed. Using the drop-down list, select DS-102 protocol.
  8. Ensure activate mode is set to KYK-13
  9. After settings are made, click on OK
  10. The Ready to Send Key screen displays, click on OK.
- h. PRESS ENT TO INITIATE displays on radio, press [ENT]
- i. FILL IN PROGRESS displays.
- j. Scroll to select Crypto Mode; **(KG-84)** press [ENT]
1. Scroll to select slot for key type (**TEK**), press [ENT]
  2. Scroll to select CLASSIFICATION (**SECRET**/as required), press [ENT]

3. At prompt, LOAD ANOTHER KEY, select YES
4. Select **WAVEFORM > HPW > SKL > DS-102** [ENT]
5. Scroll to select Crypto Mode; (**SATTELITE**) press [ENT]
6. Scroll to select slot for key type (TSK), press [ENT]
7. Scroll to select CLASSIFICATION, (**SECRET**/as required) press [ENT]
8. At prompt, LOAD ANOTHER KEY, select **NO**

k. Disconnect fill device from radio

l. Rotate cipher switch from [LD] to [CT]

### **C. PRC-117G LOS Voice Net Configuration**

- a. Press “8” PGM to enter the programming mode
- b. Select **SYSTEM PRESETS > SYSTEM PRESET CONFIG** [ENT]
- c. **NET – SELECT** - Using number keys, select the net to modify (01-99) and press [ENT]
- d. Enter a text description or name for the system preset number, press [ENT]
- e. Select **VULOS** as the waveform type associated with the selected system preset.
- f. Select **GENERAL CONFIG**, press [ENT]

- g. Enter PRESET NAME Description for the VULOS preset being configured, press [ENT]
- h. Use the up/down arrow keys to select **LOS** or **SATCOM**. Press [ENT]
- i. At VULOS CONFIG, select FREQUENCY and press [ENT]
  - 1. If LOS, screens will display allowing user to manually enter desired RX/TX frequencies.
  - 2. If SATCOM was selected, users may enter a predefined channel number (001-247) which will activate preset RX/TX frequencies. If users enter preset channel number 248, 249, or 999, users will be prompted to manually enter both RX/TX frequencies.
- j. To manually enter frequencies, first set the RX frequency in MHz (030.000-511.995)
- k. Receive Only, select NO
- l. Set the Transmit frequency to be used in MHz. Use up/down arrows to select EDIT TX FREQ if not using a simplex channel (typical LOS, non-repeater).
- m. Select **COMSEC** from submenu, press [ENT]
- n. Select CRYPTO MODE to be used: VINSON (typical)
- o. Select the encryption key to be used (TEK01-TEK25)

- p. Scroll to TRAFFIC at the VULOS CONFIG submenu; press [ENT] to set the traffic mode.
- q. Set to **DATA/VOICE**
- r. Press [ENT] to select Modulation Type (AM/FM) only displayed on LOS setup.
- s. Press [ENT] to set POWER LEVEL for the TX power level. Set to **MEDIUM**.

**CAUTION:**

HIGH should only be used in FAILSAFE when all preamps are bypassed. Failure to do so will result in damage to the in-line amplifiers by overdriving the input.

- t. Press [ENT] and select SQUELCH from the VULOS CONFIG submenu to set the analog **SQUELCH TYPE**. Typically, **NOISE** (Can also setup squelch for TONE, CTCSS or CDCSS, should users request this capability to eliminate excess radio traffic)

**D. PRC-117G WB SAT Voice Net Configuration**

- a. Press PGM to enter the programming mode
- b. SELECT – SYSTEM PRESET CONFIG
- c. SELECT – PRESET WAVEFORM
- d. SELECT – VULOS
- e. SELECT – GENERAL CONFIG > PRESET NAME, select or set as applicable. Then [ENT], GENERAL CONFIG > PRESET TYPE > SATCOM, then CH # 999 [ENT]

- f. SELECT – FREQUENCY > RX FREQ > RX ONLY **NO**
- g. FREQUENCY > TX FREQ > EDIT TX FREQ.  
Enter Frequencies in MHz as desired.
- h. COMSEC > CRYPTO MODE > VINSON
- i. CRYPTO KEY > TEK01-TEK25 (as applicable)
- j. COMSEC > VOICE > VOICE MODE CVSD
- k. CLR until at main menu

**E. PRC-117G HPW Net Configuration**

- a. Press “8” PGM to enter the programming mode
- b. Select SYSTEM PRESETS > SYSTEM PRESET CONFIG [ENT]
- c. Using number keys, select the net to modify (01-99) and press ENT
- d. Enter a text description or name for the system preset number, press [ENT]
- e. PRESET WAVEFORM > Select **HPW** as the waveform type associated with the selected system preset.
- f. Select GENERAL CONFIG, press [ENT]
- g. Enter PRESET NAME for the HPW preset being configured, press [ENT]
- h. USE CUSTOM FREQUENCY, **YES** Press [ENT]

Users may enter a predefined channel number (001-247) which will activate preset RX/TX frequencies, if users enter preset channel number 248, 249 or 999, then users will be prompted to manually enter both RX/TX frequencies.

- i. To manually enter frequencies, first set the RX frequency in MHz (243-270MHz) then set TX freq (291-318.3MHz).
- j. CRYPTO KEY, **TEK01-TEK25**
- k. TRANSEC KEY, **TSK01-TSK25**
- l. NETWORK TYPE, **SAT**
- m. **HPW BAUD RATE, NB, WB or UFO (PER JCEOI SAT ASSIGNMENT)**
- n. TX POWER > **MEDIUM (\*\*ONLY USE HIGH POWER FOR FAILSAFE MODE\*\*)**
- o. Press CLR until at Operational Screen (4 times)

**NOTE:**

Accurate time synchronization to +/- one (1) minute between terminals using HPW is required. Best results are achieved when timing is within +/- thirty (30) seconds.

**F. SET HPW TIME**

- a. Press "7" OPT > HPW TOD > [ENT] to access the HPW TOD menu (must be on a HPW preset to enable this menu option)
- b. USE SYSTEM CLOCK? select YES and press [ENT].

c. Press CLR

d. If the radio system time is not correct, (not synced with GPS or otherwise) then the radio's system time can be manually configured.

1. Press "7" OPT > HPW TOD > [ENT] to access the HPW TOD menu

2. USE SYSTEM CLOCK? select NO and press [ENT]. (Only used if radio cannot receive GPS and update its internal clock or if the radios system time is not accurate)

3. CURRENT HPW DATE appears on display, enter the correct ZULU date and press [ENT] to continue.

4. CURRENT HPW TIME appears on display, enter the correct time ZULU and press [ENT] to continue.

e. Press CLR to return to main menu

20. Hard Drives (CSO Laptops / Servers) .....INSERTED

**NOTE:**

Prior to turning the CSO laptops on, connect them to LAN 1 of the disconnect panel.

21. CSO Laptops..... ON

22. ARC-210 / RED Fill (As Required) .....LOAD/CONFIG

A. Ensure main deck equipment rack (POWER / POWER) is powered on

B. Turn on SKL and log in

- C. Select PLATS Tab
- D. Select the desired Platform
- E. Select File – Transmit - Load
- F. Connect SKL to RED fill port
- G. Follow instructions on SKL
- H. Disconnect SKL from RED fill port

**NOTE:**

If ARC-210 RCU is utilized, it should read “Radio Fill Being Performed”. The SKL will transfer the keys to all the radios. The SKL will read “Transfer In Progress...” for each radio being filled.

- 23. Radio Log ..... INITIATED
- 24. Voice Checks ..... PERFORMED

**NOTE:**

The AMSS is responsible to ensure that all STEs and their respective KSV-21s are checked prior to departure on any mission.

- 25. Video Entertainment System (As Required)..... ON
- 26. Unnecessary Equipment..... OFF

**BEFORE ENGINE START****NOTE:**

If the Uninterruptible Power Supply (UPS) is on, mission equipment can remain powered during engine start and power transfer. After 4 minutes, the CMS will initiate an auto shutdown if power is not restored to the equipment rack.

**NOTE:**

All problems will be brought to the attention of the PIC as soon as possible to prevent a delayed departure.

**NOTE:**

Steps 1 - 3 need to be completed when no loadmaster is onboard.

1. Airstairs (As Required) .....SECURED

**CAUTION:**

Prior to extending the airstairs, ensure that the power cord is free of the airstair's area of travel. Failure to do so could result in damage to the airstairs.

2. Doors ..... CLOSED
3. Escape Slides..... ARMED/CHECKED
  - A. Girt bar indicator light – On
  - B. Knuckle Buster – Exposed
  - C. Slide pressure gauge – Checked
  - D. Survival kit attachment ring – Exposed

4. Seat..... CHECKED

**WARNING:**

Ensure that your seat will lock in the upright position and that your seatbelt will lock, properly adjust, and release.

**BEFORE TAXI**

**NOTE:**

Aircraft interphone will be monitored from the “BEFORE ENGINE START CHECKLIST” through the completion of the “AFTER LANDING CHECKLIST.”

- 1. Interphone / Primary Radios / Mission Data Links.....ON/MONITORED
- 2. KU Monitor (As Required) .....ON
  - A. KU1110 GUI.....INITIALIZED
  - B. AIMS Software.....INITIALIZED
- 3. Patch Panel .....Configure (KU DATA)

**BEFORE TAKEOFF**

- 1. Video Monitors ..... STOWED
- 2. Equipment Rack Doors .....CLOSED/STOWED
- 3. Seatbelt..... FASTENED
- 4. Table Leaf ..... STOWED

**WARNING:**

Seatbelts will be fastened for all takeoff and landings. During taxi operations seatbelts will be fastened unless duties require mobility.

**AFTER TAKEOFF**

1. Communications (As required)..... MAINTAINED
2. Radio Log..... MAINTAINED
3. Video Monitors (As Required).....VIEW/STOWED

**DESCENT/APPROACH-BEFORE LANDING**

1. Video Monitors ..... STOWED
2. Equipment Rack Doors .....CLOSED/STOWED
3. Seatbelt..... FASTENED
4. Table Leaf ..... STOWED
5. ETA and Maintenance Status (MX)(As Required)PASSED

**AFTER LANDING**

1. Mission Reports (As Required)..... PASSED
2. Unnecessary Equipment (As Required).....OFF/ZEROIZED

**NOTE:**

Steps 3 - 5 need to be completed when no loadmaster is onboard.

3. Escape Slide ..... DISARMED
- A. Arming lever / Safety strap – Secured
  - B. Girt bar indicator light – Off
  - C. Knuckle Buster – Retracted
4. Doors ..... OPENED
5. Airstairs (As Required) ..... DEPLOYED

**CAUTION:**

Prior to extending the airstairs, ensure that the power cord is free of the airstair's area of travel. Failure to do so could result in damage to the airstairs.

**POST FLIGHT**

1. C4i GUI / Mission Data Links ..... CLEARED/OFF
2. CSO Laptops ..... OFF/STOWED
3. Cell Router Switch ..... OFF
4. KVM Terminal ..... STOWED
5. Network Attached Storage Drives (NAS) ..... OFF
6. Maintenance Server Unit (MSU) ..... OFF
7. Communications Server Unit (CSU) NO. 1 ..... OFF
8. Communications Server Unit (CSU) NO. 2 ..... OFF
9. ViaSat Modem ..... OFF
10. iDIRECT Modem ..... OFF
11. HSD NO. 1 & 2 ..... OFF

- 12. KU .....OFF
- 13. PRC-117 NO. 1 & 2 .....OFF
- 14. Printer .....OFF/SANITIZED
- 15. 28VDC UPS .....OFF
- 16. 60HZ UPS .....OFF
  - A. Input Switch ..... DOWN
  - B. Output Switch.....OFF
  - C. Battery Shut Off Power Switch  
(Red Button)..... DEPRESSED
- 17. POWER / LIGHTS .....OFF
- 18. POWER / BATTERY .....OFF
- 19. POWER / 60 HZ .....OFF
- 20. POWER / POWER.....OFF
- 21. CSO Laptop Hard Drives /  
Server Hard Drives.....REMOVED/STOWED
- 22. Aircraft Entertainment System.....OFF
- 23. Tablets ..... RESET/OFF/STOWED

**NOTE:**

Reset the tablets prior to stowing to ensure no mission data is left in the C4i audio program.

- 24. Safes .....LOCKED
- 25. Security Check .....COMPLETE
- 26. Equipment Inventory.....COMPLETE

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- 27. Equipment Rack Doors (As Required) .....LOCKED
- 28. APX-119 (As Required).....OFF/ZEROIZED
- 29. BROADBAND CNTRL PANEL .....OUT
- 30. 60 HZ OUTLETS (As Required).....OFF
- 31. AUX PWR .....OFF
- 32. Radio Log.....COMPLETE
- 33. MX Discrepancies..... ANNOTATED

**J. MARCUS HICKS, USAF, Maj Gen**  
Director of Operations