

***Yellow Apron 25-01 / Operation Chastise
Disaster Relief – Homeland Security Exercise***



Rocky Mountain Region

Mission 25-T-4801

After Action Review

21 July 2025

Yellow Apron Exercise Brief

Agenda

- Purpose & Objectives
- Scenario
- Command Relationships
- Players & Planning Factors
- Schedule
- Outcomes
- RRCC Rep & IMT Findings



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Purpose & Objectives

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Yellow Apron Exercise Program

Purpose: Establish a responsive region-wide Command & Control and Communications (C3) capability for integrating and synchronizing DR resources with FEMA, and States. Focus will always be DR C3, operationalized through the deployment, employment, and sustainment of region resources - to include *capabilities* to set up and sustain:

1. A “distributive” Region Unified Command/Incident Mgt Team
2. Incident Communication Centers (ICC) and Mobile Comm Teams
3. Staging Bases (as required)
4. Synchronization of response resources (Acft/Crews, Teams, SUAS, PIO, COMM, CST, etc).
5. A platform for “Overhead” Incident Management Team (IMT) training/SQTR sign-offs and credentialing.



Yellow Apron Exercise 25-01 Objectives

- ✓ Setup/staff RMR/NCR C3 organizations capable of sustaining a multi-wing/region response: CAP Area Command/RMR Unified Command/NCR Incident Command.
- ✓ Train personnel to work in a FEMA Regional Response Coordination Center (FEMA R8 RRCC) – 5 RMR Agency Reps (AREP).
- ✓ Prepare staff members for Unified Command Incident Management Team - RMR UC IMT/NCR IMT.
- ✓ Leverage off-the-shelf technologies to support distributive C3 operations. – ReadyOp and TEAMS.
- ✓ Plan/conduct exercises within the FEMA/DOD C3 frameworks (RRCC, DCO/DCE and HQ 1AF).
- ✓ Plan for non C3 areas for future (FY2026-27) exercising (Audited RMR Capabilities)

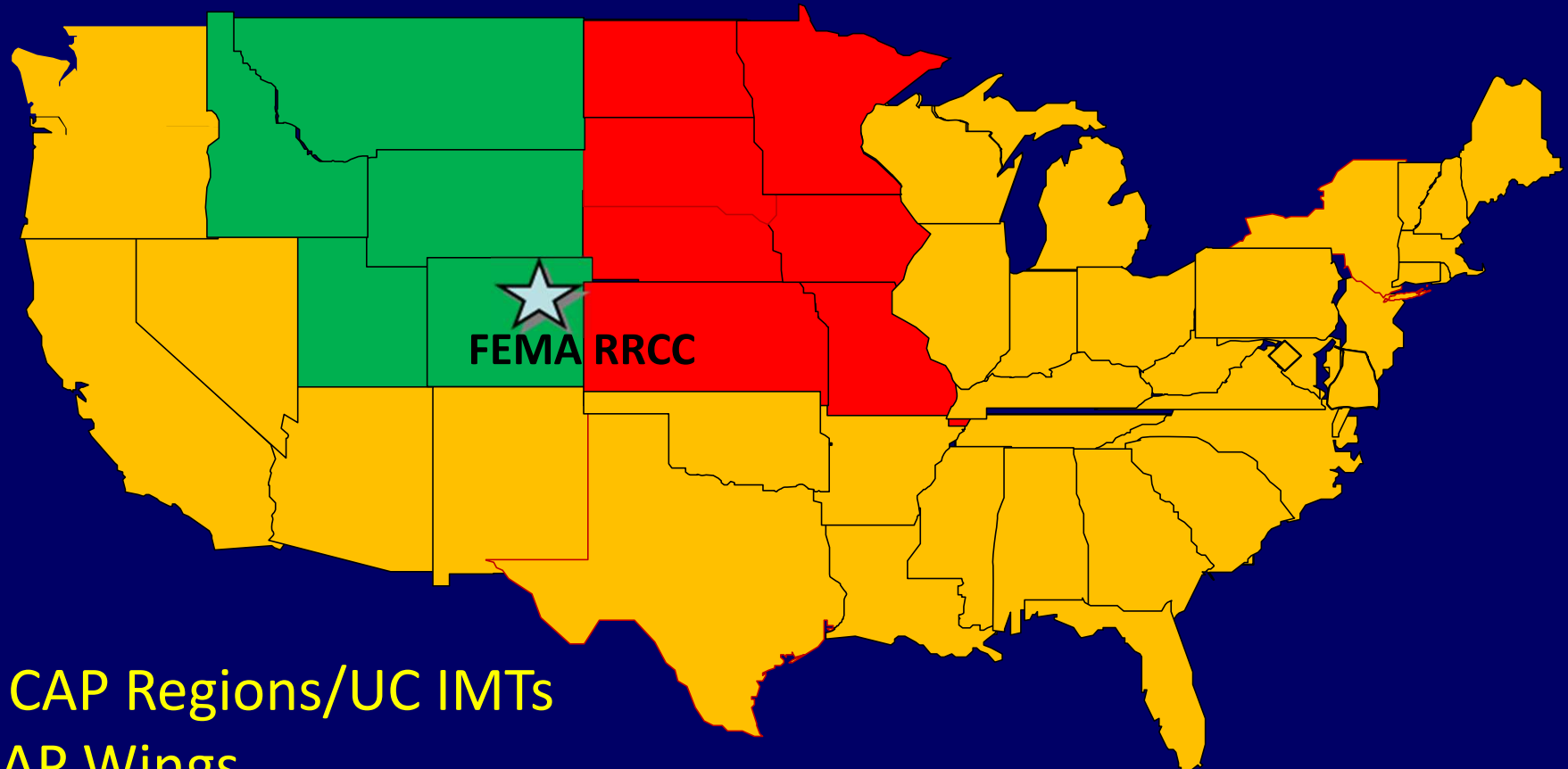


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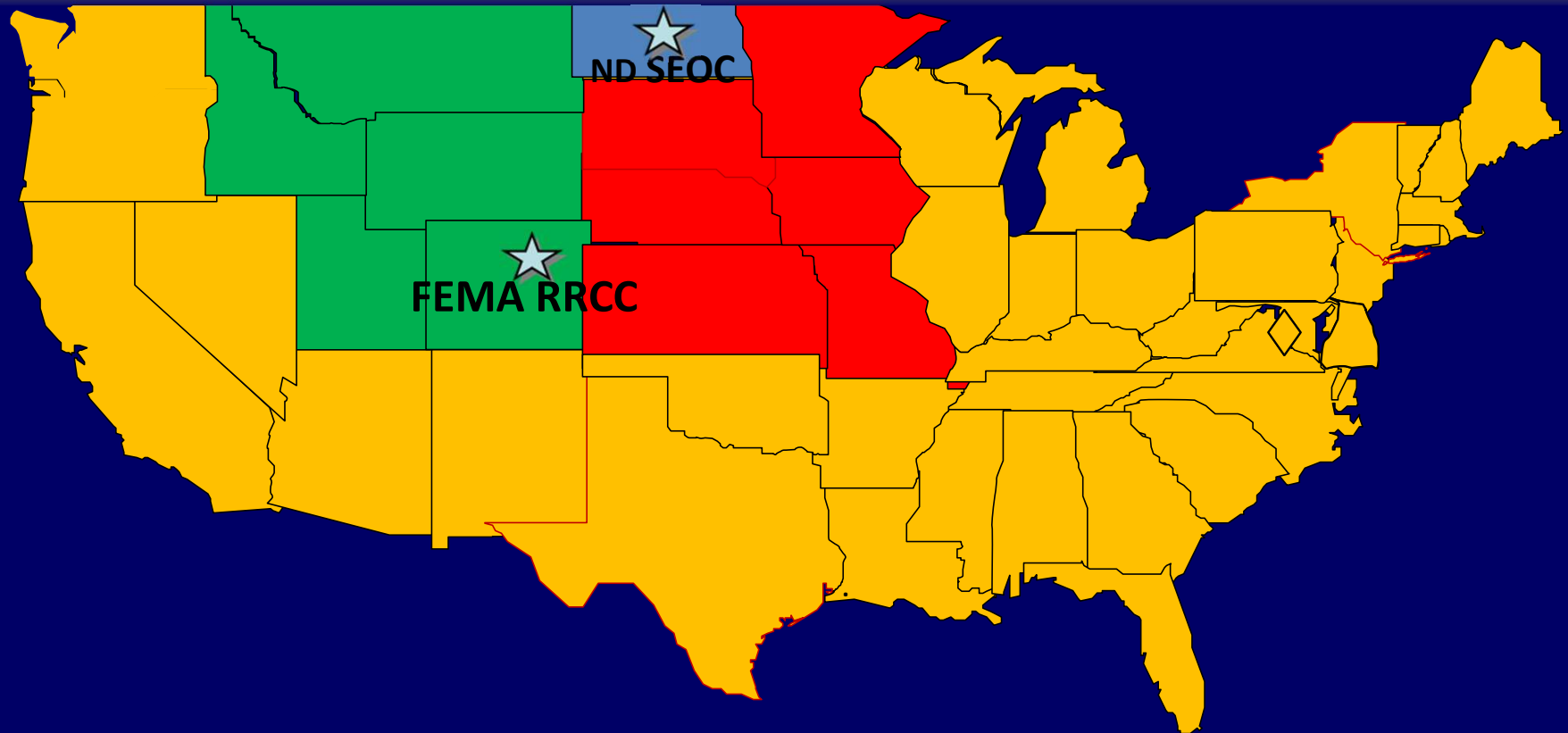


Yellow Apron 25-01 / Operation Chastise Disaster Relief – Homeland Security Exercise



- Two CAP Regions/UC IMTs
- 12 CAP Wings
- three FEMA Regions
- 22% of the Nation

Yellow Apron 25-01 / Operation Chastise Disaster Relief – Homeland Security Exercise



- Scenario began in North Dakota on 9 June and was supported by North Dakota Wing of Civil Air Patrol, expanding over the week to a multi-region/national response 13-16 June. NDWG began flying 10-11 June and NCR/RMR started flying 13-16 June.

Exercise Scenario



Garrison Dam, North Dakota

There are 178 miles of reservoir upstream from the dam, and a breach would be catastrophic, ...“essentially unzipping the country down the Missouri River.”

U.S. Army Corps of Engineers

- 0230L, 9 June 2025 - Explosion
- Garrison Dam Breached
- Determined to be terrorism
- Immediate catastrophic flooding of Missouri River in direction of Bismark – 75 miles south
- Breach affects 6 states, including North and South Dakota, Iowa Nebraska, Missouri, and Kansas
- Generates national response (Homeland Security Phase)

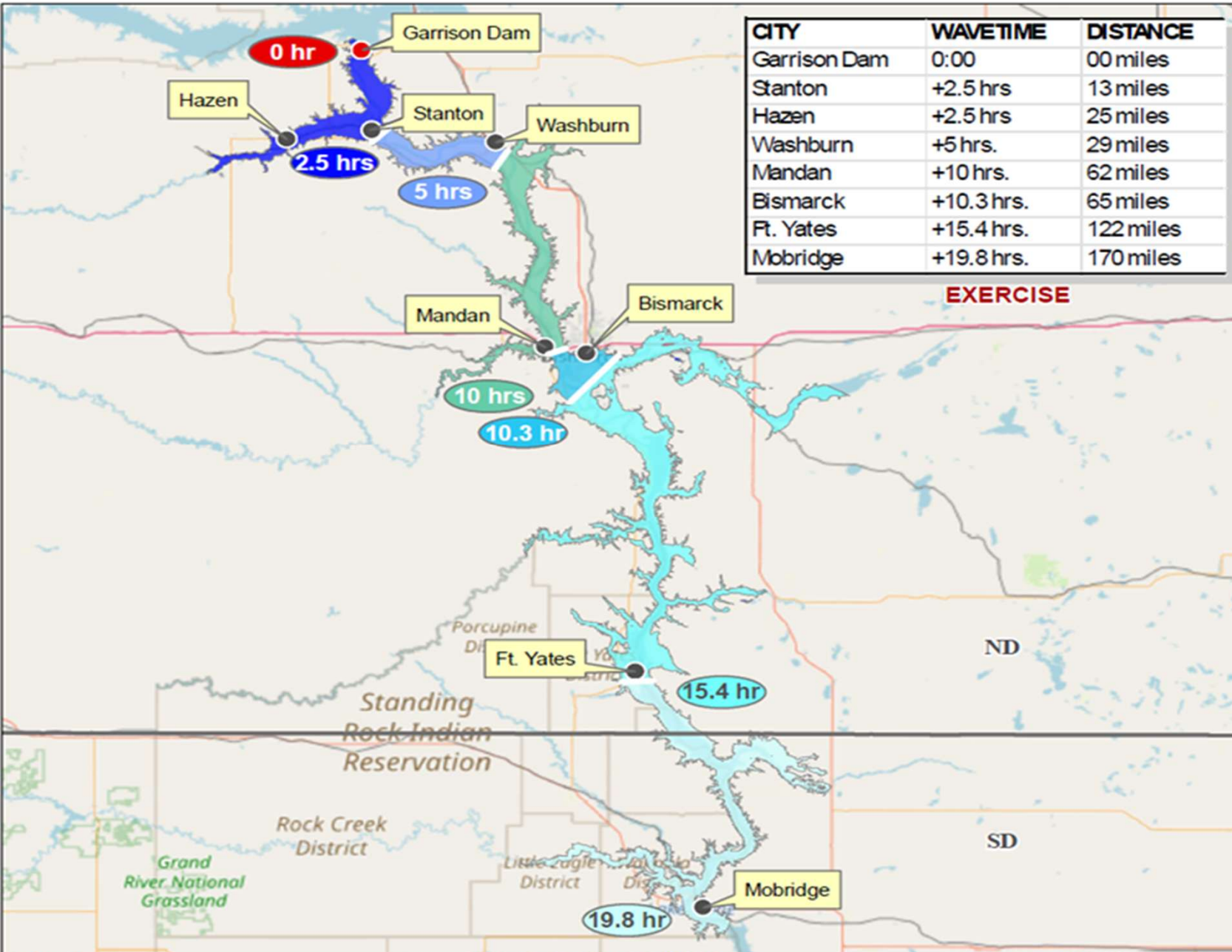
Exercise Scenario

Garrison Dam, ND. Catastrophic Breach and Flood Sequence EXERCISE

State of North Dakota EXERCISE



FEMA



Data Layer / Map Description:
Garrison Dam Flood Zone Sequence

Sources: ND State, FEMA Region VIII, and US Corps of Engineers

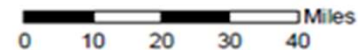
Map Generated: 22 May 2025 1100

EXERCISE

Legend EXERCISE

Flood Sequence

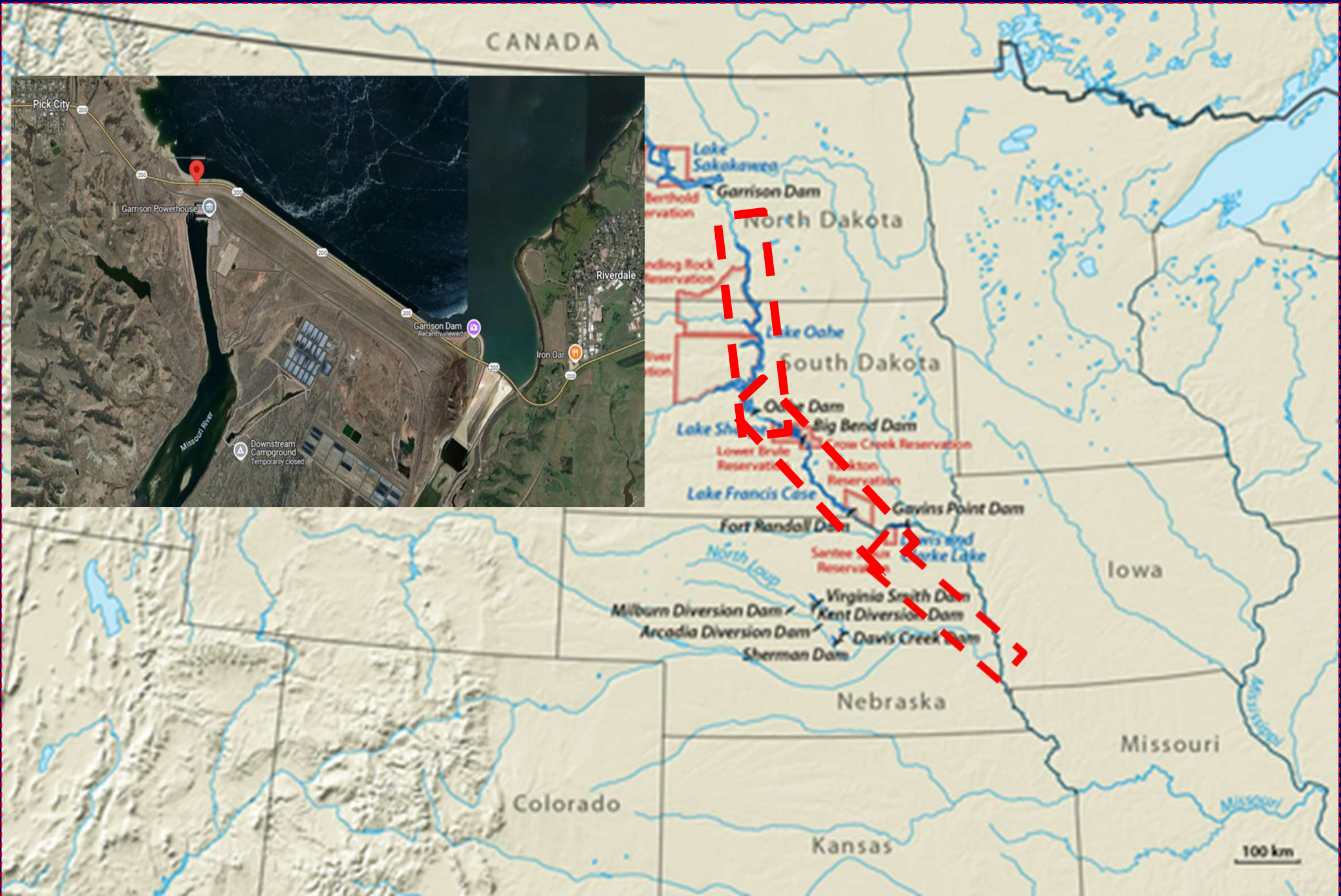
- +2.5 hours
- +5 hours
- +10 hours
- +10.3 hours
- +15.4 hours
- +19.8 hours



Map Data Sources:
FEMA, ESRI



Exercise Scenario



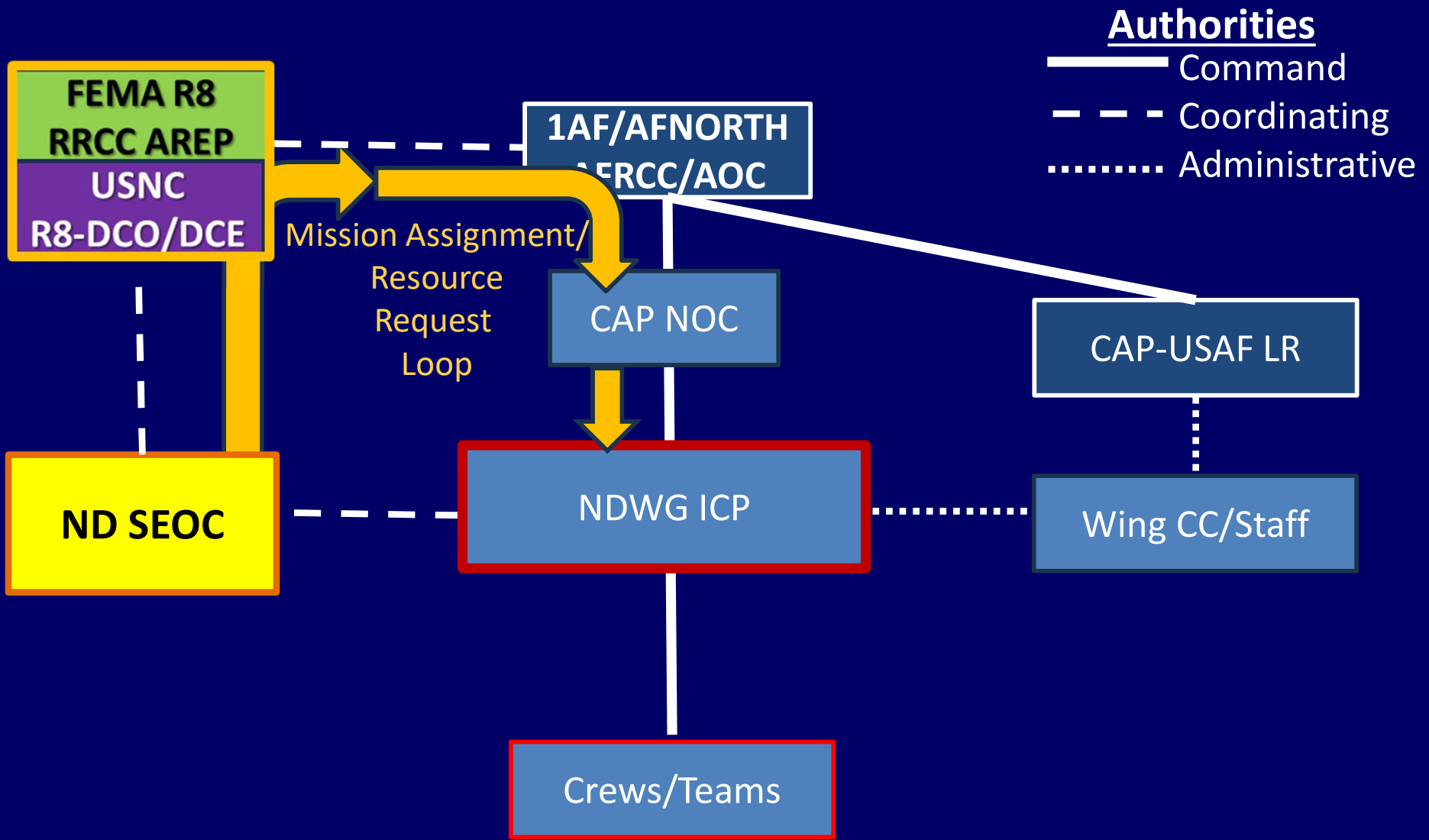
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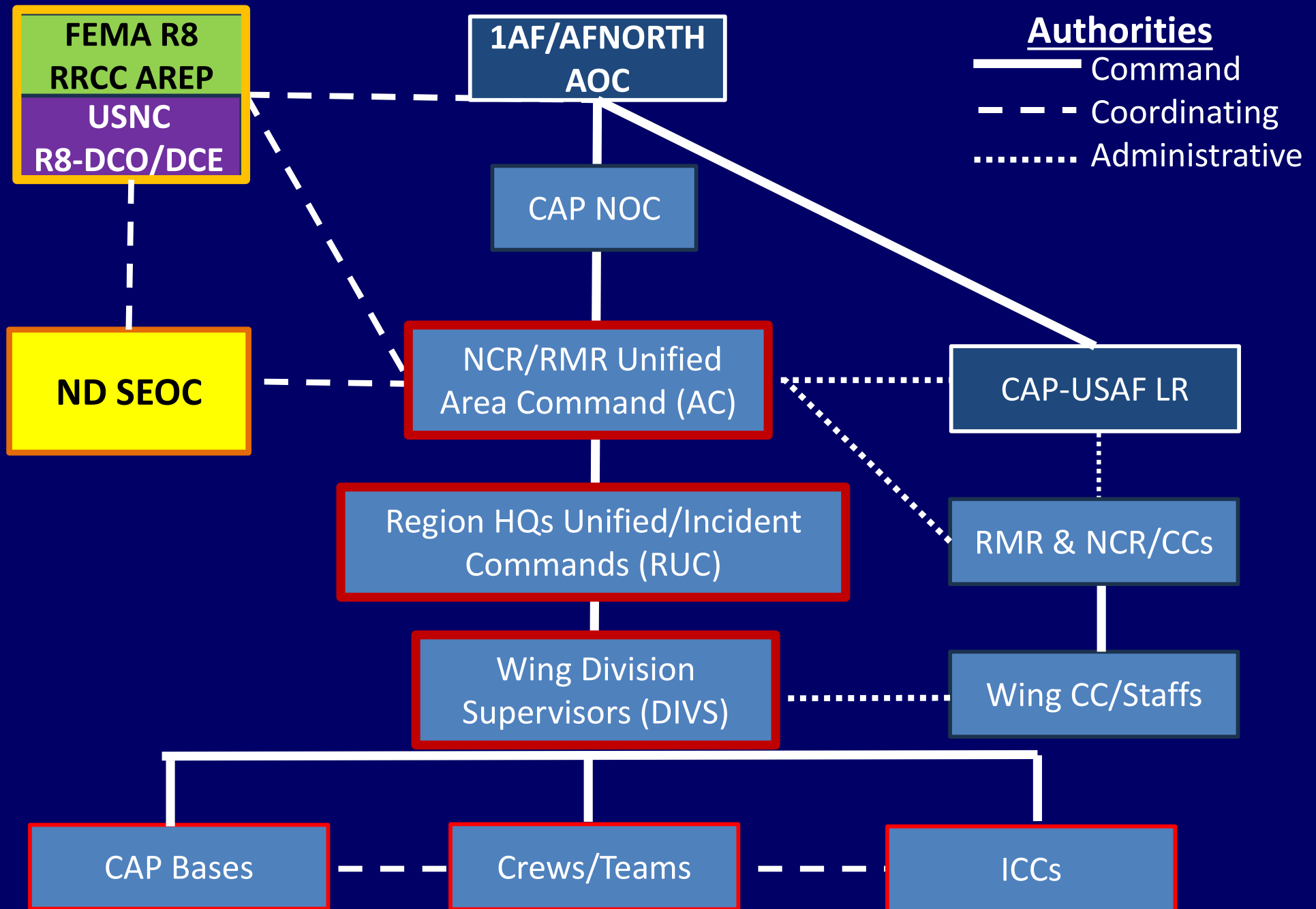


Operation Chastise Exercise C3 9-12 June

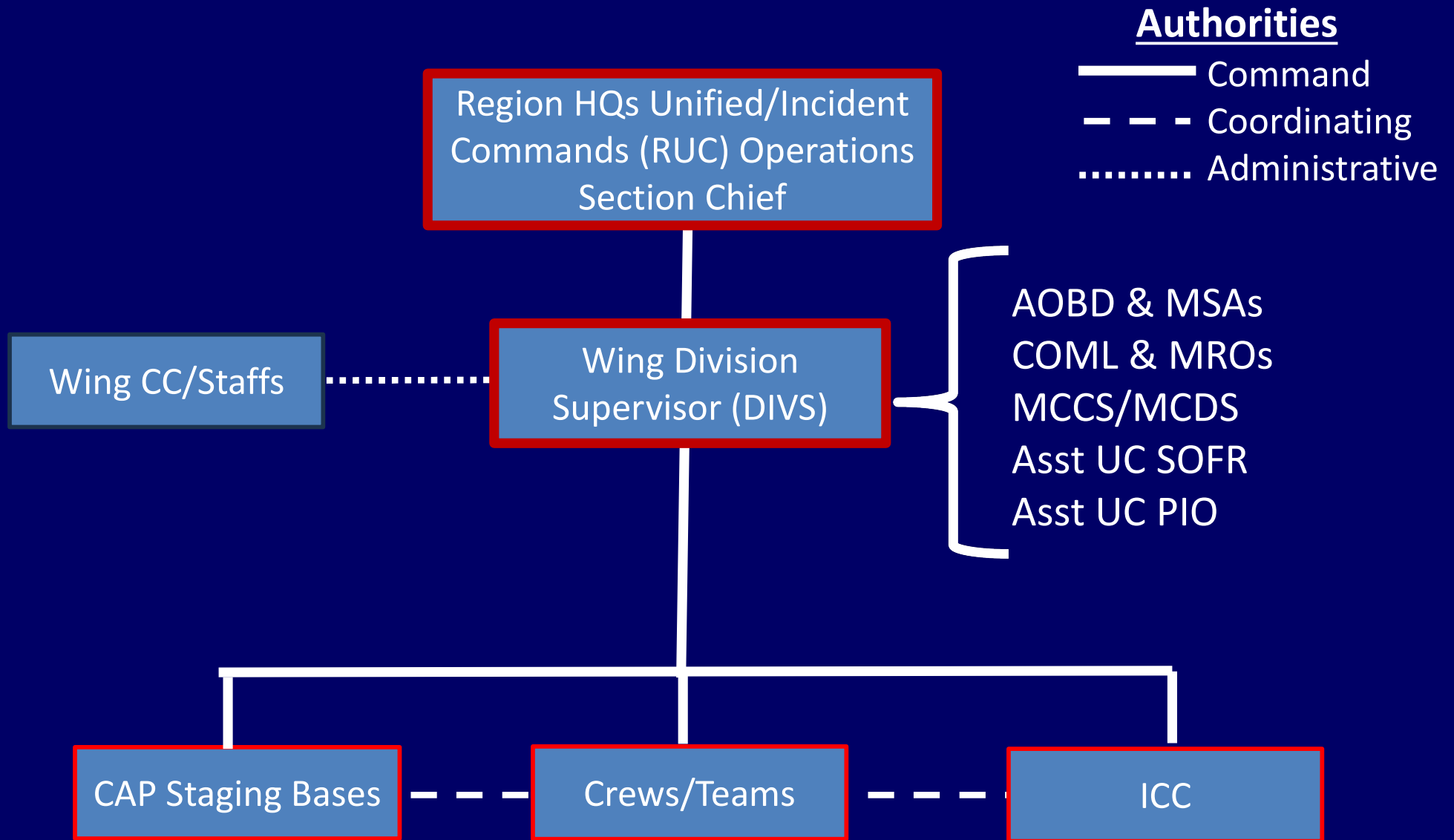
Command Relationships



Yellow Apron 25-01 C3, 12-16 June



Yellow Apron 25-01 C3, 13-16 June



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Yellow Apron 25-01/Operation Chastise Disaster Relief – Homeland Security Exercise

Players

- FEMA Region 8 Regional Response Coordination Center (RRCC)
- North Dakota – State Emergency Operations Center (SEOC)
- Civil Air Patrol
 - NDWG ICP/IMT (9-12 June)
 - RMR/NCR Area Command (AC)
 - RMR – Region 8 RRCC Agency Representatives (AREP)
 - NCR Incident Command/RMR Unified Command (UC) IMTs
 - RMR/NCR Wing Division Supervisors (DIVS)/Incident Communications Centers (ICC) – Report to IMT OSCs
 - RMR/NCR Wing's Aircraft & Crews
 - RMR/NCR Wing's sUAS Teams

Tactics: Command & Control, and Communications, and Airborne Photography- Reconnaissance

CAP Exercise Planning Factors

- Mission Dates:
 - Phase I (Planning/Coordination/Training) 03/01- 06/8/2025
 - Phase II (FEMA/CAP DR CPX) 06/9-12/ 2025
(NDWG DR FTX initial response “Live Fly”)
 - Phase III (CAP HLS FTX regional “Live Fly”) 06/13-15/25
 - Phase IV (Eval) – CAP Hot Wash and AAR 06/30/2025
- Aircraft: (Goal 35)
- sUAS: N/A
- Vehicles: 1
- Aircraft Sorties: 3-4/Wing* - 1.5 hrs per sortie (Goal 51)
- Units:
 - RMR IMT, COWG, IDWG, UTWG, WYWG, and MTWG
 - NCR IMT, MNWG, IAWG, MOWG, NDWG, SDWG, NDWG, and KSWG
- Funding: \$12,000 (\$6,000 RMR-RRCC/\$6,000 NCR)

RMR/NCR Unified Area Command - RRCC/SEOC AREPs

Unified Area Command

- Col John Seten (NCR/DOS)
- Lt Col Bob Ditch (RMR/DOS) *
- Major Gerry Geiger – Weather Support Officer (NHQ)

FEMA R8 RRCC Agency Reps (AREP) – two per day

- Col Rod Burnett (WYWG/CC)
- Lt Col Hank Eng (RMR/DOSA) *
- Lt Col Rob Yusko (COWG/DO)
- Lt Col Uei Lei (COWG)
- Capt LuWana DePorter (WYWG/PA)

ND SEOC

- Capt Larry Regorrah (NDWG/DOS), State of ND Exercise Director

* Trainer

RMR Unified Command – Incident Management Team

- Unified Commanders (UC) – Col Jerry Wellman (UTWG), Lt Col Mike Carlson (WYWG), Maj Rob Yusko (COWG)
- Operations Section Chief (OSC)– Capt Sanjay Tyagi (COWG)
- Planning Section Chief (PSC) – Maj Paul Jensen (UTWG)
- Finance & Admin Chief (FASC) – 1Lt Michael Stone (UTWG)
- Communications Unit Leader (COML) – Capt Mark Sheets (COWG)
- Safety Officer (SOFR) - Maj Jim Ormsby (WYWG)
- Mission Chaplains (HC) – Ch Jeff Johnson & Ch John Moser (IDWG)
- Public Information Officer (PIO) - Capt LuWana DePorter (WYWG)

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Road to Disaster Planning & Exercise Timeline

- ✓ 10 January - Initial brief to RMR DO/DOS's
- ✓ 17 January - Initial planning meeting with NCR/RMR DOSs (AZ)
- ✓ 24 January - Second planning meeting with NCR/RMR DOSs (AZ)
- ✓ 17 February - Initial RMR IMT meeting (followed by six mtgs)
- ✓ 18 March - Region Commanders' briefed
- ✓ 25 March - RMR Wing Commanders, DO/DOS's briefed
- ✓ 25 April - FEMA Mid-Planning Conference
- ✓ 26 April - USNC/FEMA R8 DCO/DCE briefed
- ✓ 9 May - FEMA MSEL development meeting
- ✓ 19 May - CAP-USAF Det Commanders and RODs briefed
- ✓ 27 May - DCE Plans Mission Assignment coordination meeting
- ✓ 29 May - FEMA ESF Leadership meeting
- ✓ 30 May - RMR/NCR DOSs' EXPlan snapshot telecon
- ✓ 30 May - MSEL/EXPlan Synchronization/Final Planning Conf
- ✓ 2 June - Final RMR/IMT Pre-Exercise Planning Meeting

Phase I

- ✓ 9 June, 0230 CDT - ND STARTEX
- ✓ 9 June, 0600 MDT - FEMA RRCC/CAP STARTEX
- ✓ 12 June, ND SEOC ENDEX

Phase II

- ✓ 13 June - FEMA RRCC ENDEX-CAP HLS STARTEX
- ✓ 16 June - CAP HLS ENDEX

Phase III

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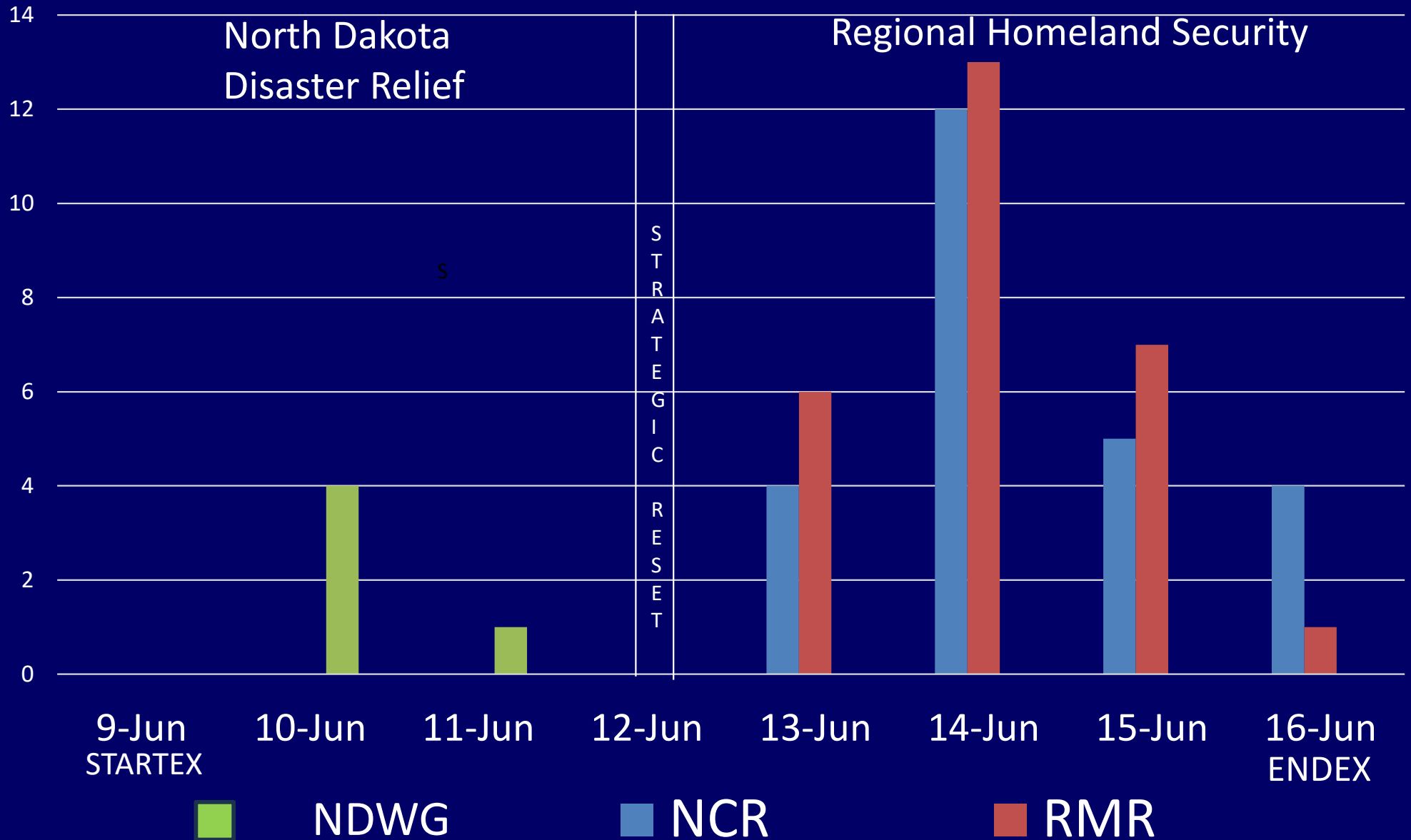


Exercise Outcomes

- CAP Regions: NCR and RMR (12 CAP Wings)
- C3 UNITS/TEAMS: FEMA 8 RRCC and ND SEOC
 - 1 CAP Area Command Team – 3 Personnel
 - 1 RRCC CAP AREP Team – 5 Personnel
 - 1 RMR Unified Command Team – 33 Personnel
 - 1 NCR Incident Command Team – 30 Personnel
- AIRCRAFT: 36 (19 NCR, 17 RMR)
- SORTIES SCHEDULED: 77 (40 NCR, 37 RMR)
- SORTIES FLOWN: 58 (30 NCR, 28 RMR)
- SORTIES CANCELLED: 19 (10 NCR, 9 RMR) **(25%)**
- VEHICLES: 1 for CAP RRCC AREPs
- PERSONNEL TRAINED: 188 (105 NCR, 83 RMR)
- COSTS: \$6,226 (\$3,093 NCR, \$3,133 RMR)
- RESIDUAL FUNDS: \$5,774 (\$2,907 NCR, \$2,867 RMR)

Exercise Outcomes

DAILY AIR SORTIES



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“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: RRCC Agency Rep

Leader/Chief: Lt Col Hank Eng

Action: Dr. Ditch & Lt Col Eng

Sustain

- CAP team integrated well with the RRCC Operations staff.
- Communications and tasking (pre UC-IMT activation) to RMR-NCR was carried out via email and although successful, more options/channels for communications (i.e., ReadyOp) are needed as backup.

Improve We used JUVARE/WebEOC for exercise situational awareness.

- CAP webpages/applications were blocked intermittently. Mobile Hotspots (i.e., Verizon, AT&T) need to be provided for CAP Reps assign to the RRCC.
- CAP Reps required escorts to attend briefings outside of the RRCC facility. We suggest we request that A-reps be issued key Cards.
- Contact lists need to be provided by all supporting CAP agencies (e.g. NCR).

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Command

Leader/Chief: Colonel Jerry Wellman

Action: Dr. Ditch and RMR Leadership

Sustain

- Incident Action Plan (IAP) process was efficient
- Great team, participation, and willingness to embrace excellence
- Teams and ReadyOp combined use was highly effective

Improve

- Needed an overall brief so the RMR side could have had some situational awareness so they'd better understand their assignment relevance
- Very thin on a second team had this gone longer
- Thin on available crews and participants from WY and ID...we missed them

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Command

Leader/Chief: Lieutenant Colonel Mike Carlson

Action: Wing/DOs

Sustain

- The UC Structure work much better than before.
- ICS paperwork was accomplished well and amazed me on the timeliness.
- Divisions worked well.

Improve

- Crew CAPF 104 attention to details and completion of entire forms, especially debriefs

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Operations

Leader/Chief: Capt Sanjay Tyagi

Sustain

- Published agenda for ICP meetings was followed
- All three Divisional supervisors capably managed Ops in their divisions
- Clearer expectations were set for each IMT role

Improve

- Leaving all operational assignment creation at Division discretion reduces the effectiveness of exercising command and control processes
- Command level direction should be passed through chain of command, and sortie critiques not passed during active ops
- Not using available Shared Documentation capability while using MS Teams was a wasted opportunity

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Planning Section

Leader/Chief: Maj Paul Jensen

Action: Dr. Ditch/Jerry Geiger

Sustain

- Having Jerry code the ICS forms made it easy to put the IAP together.
- Most got their parts for the IAP in on time. Good organization.
- The IAP was out on time for planning/briefing meetings.

Improve

- Weather updates were not timely. UC had to go find it.
- Accurate contact information was difficult to obtain.

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Communications

Leader/Chief: Major Mark Sheets

Sustain

- RMR Ready Op Plan worked.
- Cooperative Comm Team Support between divisions.
- IAP package with all documents included was handy.

Improve

- Late involvement by some Divisions – Not clear if they were participating.
- Many issues with failing TDFM in aircraft.

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Safety

Leader/Chief: Major Jim Ormsby

Action:

Sustain

- Readyops is nice, you can talk with and hear everyone.
- I didn't quite keep up with daily paperwork; 215A didn't seem to need changes and no one asked.
- IMT functioned well; we need the Wings to step up with more aircraft!!

Improve

- More coordination between the Division SEs and the Command SE. I only had input from one, and it was very generic.
- Comm methods didn't feel right yet: which one to use, when to meet, etc.
- Did I miss one or more tactic meetings?

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Chaplain Support Team

Leader/Chief: Ch Colonel Jeff Johnson

Action: RMR/HC

Sustain

- Chaplains assigned to IMT
- Chaplain access to planning meetings
- Accessing NOC for additional CST support

Improve

- Get definitive explanation of CST's from the Chief of Chaplains
- Too few mission rated personnel — recruiting and training underway
- Region chaplains alert roster

“Yellow Apron” RMR Command/IMT AAR

**Section/Unit Name: Finance/Admin
Leader/Chief: 1st Lt Michael Stone**

Sustain

- It worked well to have the sortie debrief include reminders to complete and close out the sorties in WMIRS, including receipts.

Improve

- Nothing shared

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: RMR/DOS

Leader/Chief: Lt Col Bob Ditch

Action: Dr. Ditch

Sustain

- RMR RRCC Team did a great job working and training new AREPs
- UC-IMT did a great job working through processes
- Good job working to integrate Divisions of IMT

Improve

- SMART Objectives were still absent from IAP – Planning P needs some relooking when working with Divisions (that are part of IMT)
- Need RMR support to keep Wings engaged in regional exercises
- Need to reinforce “*Reachback*” capabilities with RMR Staff

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: RMR/DO

Leader/Chief: Lieutenant Colonel Scott May

Observations

- Define the flow of personnel required to execute a FEMA inject.
- Who is responsible to stand up an IMT at the region level?
- Aircraft MX: we now know the 50-hour requirement is unsupportable, but before we reduce that number to 30 hours, we need to assess how many aircraft/aircrew are needed to support an event before we assign a number.
- Don't piece meal requests for information; send out a requirements request all at the same time.
- Seems like we had some FEMA direct to RMR requests. Is this normal?
- Define who the correct POC is rather than shotgun requests to many people.
- NHQ needs to fix drone program, make easier to employ on AFAMs, and make blue drones more available.
- Enhance sUAS Mission Pilot and Tech training/qualification capabilities.
- Divisions/Operations need to scrub CAPF 104 as part of tactical planning for next operational period.

“Yellow Apron”

RMR Command/IMT AAR

Overall Assessment

Sustain

- Use RMR Unified Command (UC) response structure
- Use ReadyOp for internal IMT/UC and external comm with teams/crews
- Use TEAMS for collaborative meetings
- Use FEMA Exercise backbone and scenario for realism and training.
- Continue to staff FEMA R8 RRCC

Improve

- Train more staff/members for RRCC/IMT Positions
- Expand planning early for CST, PIO, ICCs/Staging Bases, and Logistics.
- Increase RMR capabilities in AP, sUAS, and Mobile Communications.
- Continue to exercise UC Team in “Planning P” processes, meetings, deliverables
- Engage RMR Staff in “*Reachback*” responsibilities
- Remind Wings of their responsibility to support region exercises.

Yellow Apron Exercise Brief

Whats Next?

Yellow Apron 25-02

- 12-14 September 2025
- Continuation of photo missions

Yellow Apron 26-01

- 17-23 November 2025
- Flooding Incident
- Location - TBA



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