

Exercise Yellow Apron 24-01
Earthquake Response

Rocky Mountain Region
Unified Command
Mission 24-T-3528 Part II
After Action Review

1 October 2024

Yellow Apron Exercise Program

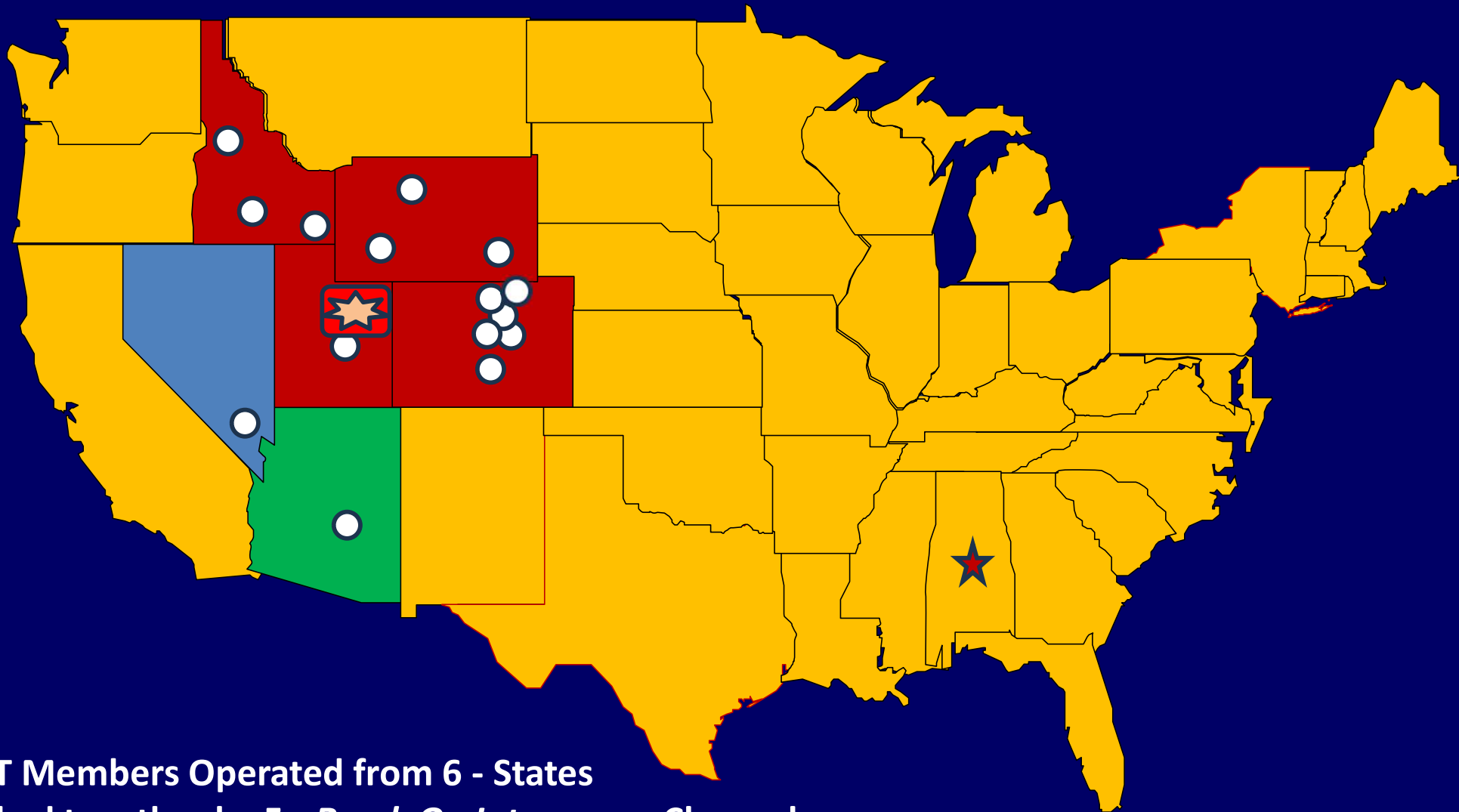
Purpose: Establish a responsive region-wide C2 capability for integrating and synchronizing DR resources with FEMA and States. Focus will always be C2 operationalized through the deployment, employment, and sustainment of RMR resources - to include *capabilities* to set up and sustain:

1. A “distributive” RMR Unified Command/Incident Mgt Team
2. Incident Communication Centers (ICC) and Mobile Comm Teams
3. Staging Bases
4. Other response resources (Acft/Crews, SUAS, CSTs, PIO etc).

Yellow Apron Exercise Program Objectives

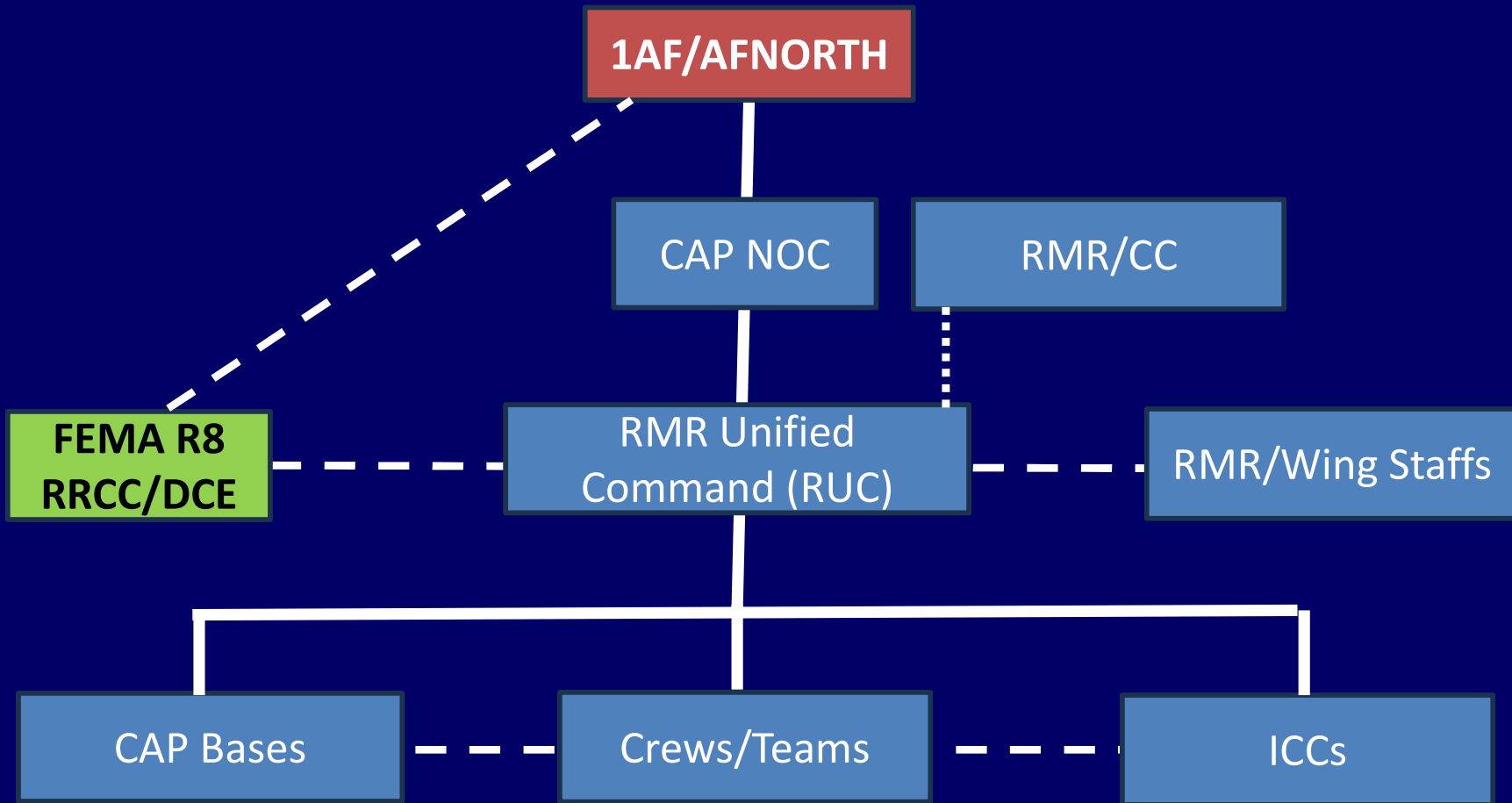
- ✓ Setup and staff a RMR C2 organization capable of sustaining a multi-wing/region response – Unified Command (UC).
- ✓ Assign and train personnel to work in a FEMA Regional Response Coordination Center (RRCC) – FEMA R8 RRCC.
- ✓ Select and train qualified overhead staff members into a regional Incident Management Team (IMT) for the RMR UC.
- ✓ Leverage current off-the-shelf technologies to support distributive C2 operations. – *ReadyOp* and *TEAMS*.
- ✓ Plan and conduct sorties within the C2 framework.
- ✓ Integrate other non C2 areas for future (FY2025-26) exercising .

IMT Member Locations – “One CAP”



**IMT Members Operated from 6 - States
Linked together by 5 - *ReadyOp Intercomm* Channels
Over an area of 20% of the nation.**

Yellow Apron Exercise Program



Authorities

- Command
- - - Coordinating
- Administrative

Yellow Apron Exercise Program

FY2023

FY2024

CPX 18-21 Sept

CAP Agency Rep Engagement

- FEMA R8 RRCC

CPX 27 Feb-1 Mar

FTX 5-7 April

RMR Command & Control
and Communications

- FEMA R8 RRCC
- RMR UC
- Live-Fly
- ICCs

FTX 5-8 Sept

FEMA R8 RRCC

RMR UC

Live-Fly

ICCs

Yellow Apron Part II Scenario – Day 4

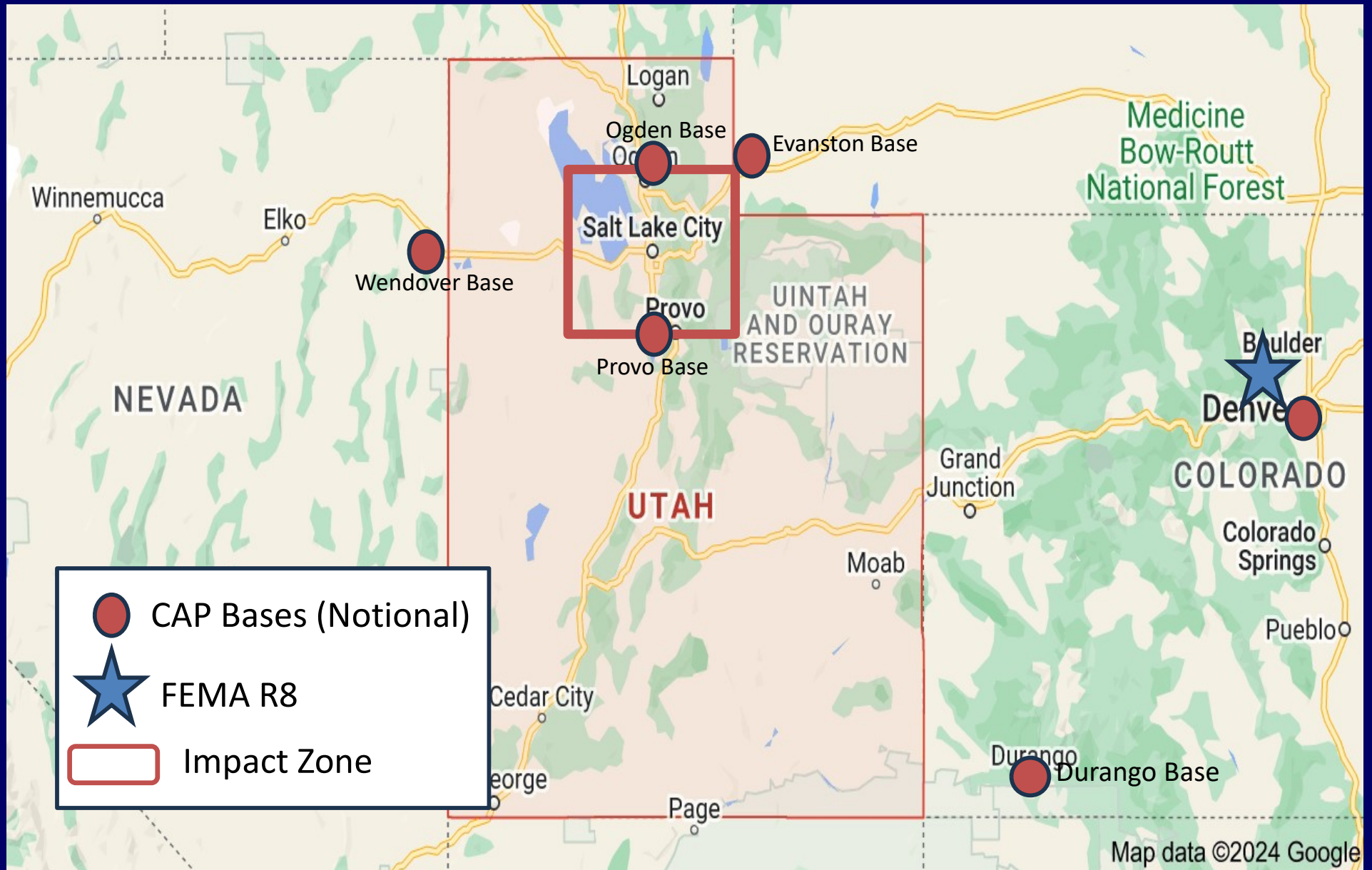
Situation Summary

The State of Utah was impacted by a catastrophic earthquake measuring 7.0 M at 6:40 AM MT on Tuesday, February 27, 2024. The epicenter was located in downtown Salt Lake City. Aftershocks continue to occur along the fault line. The State of Utah Declared a State of Emergency. Governor Spencer Cox requested an expedited Major Disaster Declaration and received approval from President Joe Biden on Tuesday, February 27, 2024 that initially includes Emergency Protective Measures and Debris Removal, and Direct Federal Assistance (DFA); PA (Cat. A & B) and IA for: Salt Lake, Summit, Weber, Tooele, Utah, Davis Morgan, Wasatch and Box Elder Counties; and PA (Cat B only) for the entire state of Utah.

The State Emergency Operations Center (SEOC) was activated to a Level 1 and has severe staffing problems. The FEMA R8 IMAT and the National IMAT arrived on Wednesday, February 28, 2024.

Scenario

7.0 Earthquake Along Wasatch Range



Yellow Apron Part II Scenario – Day 4

Life/Safety: Continue to support coordination between search and rescue and other State agencies regarding locating, transporting and treating critically injured survivors.

Casualty estimates:

- ❖ 3,100 fatalities
- ❖ 11,000 requiring hospitalization
- ❖ 30,000 requiring medical attention but not hospitalization

• Damage to essential facilities (Hospitals, Schools, EOCs, Police Stations, Fire Stations):

- ❖ 326 Moderate Damage (>50%) and cannot be occupied
- ❖ 3 Hospitals Complete Destroyed
- ❖ 1,334 total in the impacted area
- ❖ 820 will be at >50% functionality on day 1

Yellow Apron Part II Scenario – Day 4

Search and Rescue: Massive SAR efforts underway establishing an extended resupply process for food, water, fuel, and equipment.

- ❖ 18 US&R teams on scene, 9 additional enroute from other states – This exhausts national US&R capability.

Food/Water/Shelter: Many national responding VOADs to accommodate persons seeking temp public shelter, food, and water.

- ❖ Estimate 88,192 Displaced households
- ❖ 5 of 22 nursing homes operating on generator power, 17 damaged require evacuation.
- ❖ 40 shelters will be open by noon tomorrow with a capacity of 36K.
- ❖ ARC has identified 73 additional shelter locations; all need inspection prior to use

Yellow Apron Part II Scenario – Day 4

Staffing/Sustainment of Operations: Staffing in the State EOC is extremely difficult due to the impacts of the earthquake on employees

- ❖ Currently operating out of the EOC with a skeleton staff of 40%
- ❖ FEMA staff are colocated with the EOC including Jon Huss, FCO; FEMA R8 IMAT, staff from N-IMAT Red.

Situational Awareness

- ❖ 184,197 damaged structures (81,913 of which are URM)
- ❖ 140,989 Affected
- ❖ 87,723 Minor
- ❖ 35,811 Major
- ❖ 60,663 Destroyed
- ❖ >300K buildings will need inspection (2380 building inspectors are needed to accomplish this in 30 days)

Yellow Apron Part II Scenario – Day 4

Public Messaging: Public should be prepared to be without basic utilities such as electricity, gas, water for an extended period of time. Transportation in affected areas is extremely difficult.

- ❖ 366,100 households are without potable water
- ❖ 251,200 households are without electricity or gas
- ❖ Public asked to be patient as crews work to remove debris/clear lanes for responders
- ❖ We are in the process of setting up an Emergency Information Call number for residents to get information regarding the efforts in their neighborhood.

Yellow Apron Part II Timeline

5 August 2024

1 October 2024

Tonight - Exercise Refresh & Objectives

12 August

UC CC Mtg
TEAMS Training
READY/Op Training

19 August

UC CC Mtg
READY/Op Practice
Comm Plan Presented

26 August

UC CC Mtg
READY/Op Practice

Durango Base

2 Sept - FPC

UC-CC's Present First OP
Period Objectives

5 Sept – UC CPX

6-8 Sept – FTX

1 Oct – AAR

CAP Exercise Objectives

- ✓ Setup and staff a Command & Control and Communications (C3) organization capable of sustaining a multi-wing/region response – Unified Command (UC).
- ✓ Provide a platform too accomplish RMR-Wide Communications Test in conjunction with C2 portion of exercise.
- ✓ Select and train qualified overhead staff members into a regional Incident Management Team (IMT) for the RMR UC.
- ✓ Leverage current off-the-shelf technologies to support distributive C3 operations. – *ReadyOp* and *TEAMS*.
- ✓ Plan and conduct sorties within the RMR C3 framework.
- ✓ Integrate other areas for future exercising (MC, PIO, HSO, sUAS).

RMR/PCR Participation

- Mission Dates:
 - Phase I (Planning/Training) 08/05/2024 - 09/05/2024
 - Phase II (FTX) 09/06-08/2024
- Aircraft: 20
- Vehicles: 0
- Sorties: 33 (of 34 planned) Air and 0 Ground
- Personnel: 122
- Units/RMR HQs, COWG, IDWG, NVWG, UTWG, and MTWG
- Cost: \$5,573.17 of \$6,400.00 budgeted.

RMR Unified Command – Incident Management Team

- Unified Commanders – Col Mike Vorachek (IDWG), Lt Col Mike Carlson (WYWG), Major Rob Yusko (COWG), and Col Jerry Wellman (UTWG)
- Operations Section Chief – Capt Sanjay Tyagi (COWG)
- Planning Section Chief – Lt Col Mike McDonald (COWG)
- Finance & Admin Chief – 1Lt Mike Stone (COWG)
- Communications Unit Leader - Capt Mark Sheets (COWG)
- Safety Officer - Maj Jim Ormsby (WYWG)
- Mission Chaplains – Ch Jeff Johnson (RMR) & Ch John Moser (IDWG)
- PIOs - Capt Stephanie Payton (IDWG) Capt LuWana DePorter (WYWG)
- PCR Liaison – Maj Bruce Hazeltine (NVWG)
- Weather Support Officer – Major Gerry Creager (SWR)
- FEMA RRCC Agency Reps - Lt Col Bob Ditch & Lt Col Hank Eng (RMR)

Yellow Apron Part II CAP Taskings

- ✓ Conduct airborne oblique photography of highways and railways leading into and out of the Salt Lake City vicinity; and specific hot zone targets of Critical Infrastructure (CIKR)
- Be prepared to provide transport of critical personnel, teams, equipment, and supplies from staging sites located.
- Be prepared to provide sUAS support to US&R teams in SLC.
- Be prepared to support tactical comm systems.
- Be prepared to support shelters PODs with manpower.
- Be prepared to support ministry support by week two (CSTs)

“Yellow Apron” RMR Command/IMT AAR

**Section/Unit Name: RRCC Agency Rep
Leader/Chief: Lt Col Hank Eng**

Sustain

- Continued participation of CAP Agency Reps (AREP) to FEMA RRCC exercises
- Continue to promote CAP involvement with FEMA disaster relief as a force multiplier to ESF first responders
- Continue to improve/expand CAP technologies (sUAV, DAART, etc.) to offer and support FEMA

Improve

- Situational awareness between IMT - RRCC AREPs of evolving incident inputs
- Visibility to a status board of RRCC requests and IMT responses
- Increase number of AREPs to staff extended operational periods

“Yellow Apron” RMR Command/IMT AAR

Section/Unit Name: Command
Leader/Chief: Major Rob Yusko

Sustain

- Great opportunity to expand scope of incident Command throughout RMR
- Much better coordination between Unified Command (OSC) and Wing/Division chiefs.
- Great use of ReadyOp during Flight Operations

Improve

- Learning session prior to exercise start to review role duties & workflow
- Suggest a LCS or MSA to coordinate Comms, Meeting scheduling and announcements
- Solidify roles and responsibilities of entire Unified Command Team

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Command

Leader/Chief: Col Mike Vorachek

Sustain

- Expand number of members of UC to have team to be at least 3 deep for each position.

Improve

- Aircraft radio communications with wing level ICC
- WMIRS as repository of mission files
- Advance identification and scheduling of meetings

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Command
Leader/Chief: Lt Col Mike Carlson

Sustain

- Comm Log was well kept up helping keep up tracking of the Status Board
- Actual Flights occurred throughout the different Wings!
- Assuming all requested photos were uploaded & identified.

Improve

- Majority of aircrews NOT fully completing 104 paperwork.
- WY Wing not able to field aircrews
- The Mission was "Closed Out" to early prior to completing 104 data entry

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Command
Leader/Chief: Col Jerry Wellman

Sustain

- Unified Command was a good org model once wing branches identified
- Using Teams for video worked very well
- Meetings worked best and were effective when planned and scheduled

Improve

- Several areas would benefit by delegating to local branch resources
- Access to files on Teams was problematic for those of us who have multiple teams logins with multiple agencies
- ✓ A refresher course into ICS basics would be helpful

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Operations

Leader/Chief: Capt Sanjay Tyagi

Sustain

- Good operational coordination through div supervisors
- MS Teams for conf. calls
- Training/practice for this RMR IMT

Improve

- Clarify role of unified commanders who are not ‘lead UC’
- Better agenda for ‘prep’ meetings held before exercise
- Deadline for participation confirmation by wings

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Planning Section
Leader/Chief: Lt Col Mike McDonald

Sustain

- Teams (audio & visual) for meetings
- WMIRS for mission documents (not Teams)
- ReadyOp for operational comm (not meetings)

Improve

- UC development of SMART Objectives
- Following the Planning P
- Timely inputs for the IAP

“Yellow Apron” RMR Command/IMT AAR

**Section/Unit Name: Pacific Region Liaison
Leader/Chief: Lt Col Rich Hazeltine**

Sustain

- Availability of my POC (OSC)
- Clear communication around budget
- Collaboration

Improve

- Document management – access to Mission files (OneDrive?)
- Practice ICS form use (213RR, 215)
- Add email contacts to ICS 203, 205

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Communications

Leader/Chief: Major Mark Sheets

Sustain

- Supplementing ReadyOp with Wing ICC's – Following RO Plan.
- Wing ICC's communicated with their respective aircraft!
- *ReadyOp* allows for coverage by other ICC's when needed.

Improve

- Identify ICC's earlier. (2-Days prior is insufficient). If no Logistics Section, this falls on the UC's.
- Once ICC's are identified, they should all meet to discuss and know the plan.
Each Wing
- ALL Comms must go into Comm Log with appropriate classifications for Air Status Log updates to work.

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Safety

Leader/Chief: Major Jim Ormsby

Sustain

- I had a better handle on the “flow” of the mission
- Good communication throughout the IC
- Found difficulties with technology (e.g., mic/camera can only be used by one app at a time.)

Improve

- There was sometimes confusion about who was doing what; much discussion about specific tasks
- Still having discussion about command structure.
- I would like to see communication between Wing SEs and mission SE

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Chaplain Support Team

Leader/Chief: Ch Colonel Jeff Johnson

Sustain

- CST's for spiritual/emotional needs
- Chaplain participation in IMT meetings
- MC's access to TEAMS and *ReadyOp**

Improve

- Appoint RMR MC POC with access to resources*
- Recruit more disaster rated CST's in the region*
- Improve MC/HSO communication*

“Yellow Apron”

RMR Command/IMT AAR

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

Sustain

- Multi-wing budget spreadsheet working well
- Planned sorties known in advance for budget planning

Improve

- Complete documentation and receipts for sorties immediately after completion

“Yellow Apron”

RMR Command/IMT AAR

Section/Unit Name: Weather Support Officer

Leader/Chief: Capt Gerry Creager, CAP

Sustain

- Input

Improve

- Input

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RMR Command/IMT AAR

Section/Unit Name: Public Information
Leader/Chief: Capt Stephanie Payton

Sustain

- No Input.

Improve

- No Input

“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 and possibly IMAT
- Integrate MC and PIO early
- Identify early ICCs

Improve

- Train more staff/members in ReadyOp and TEAMS
- Make repeaters operational throughout RMR with ReadyOp
- Expand planning early for CST, PIO, ICCs/Staging Bases, and Logistics.
- Increase RMR capabilities in AP, sUAS, Mobile Comm, and CSTs
- Train UC Team in **“Planning P”** processes, meetings, and deliverables.

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Unified Command
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