

6/24/25

# Operation Ready FLG 2024

## After-Action Report





# Operation Ready FLG 2024

## Planning

### Core Planning Team

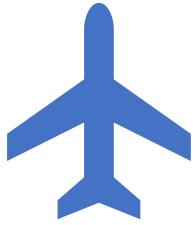
- Pulliam Airport
- City Emergency Management
- Flagstaff Fire Department
- Flagstaff Police Department
- Coconino County Emergency Management
- Guardian Medical Transport
- Flagstaff Medical Center
- Emergency Management Partners, LLC

Kickoff meeting March 13, 2024



# Operation Ready FLG 2024

## Executive Summary



**FAA Title 14 CFR Part 139**



**Three primary components:**

Response to an Alert 3 – aircraft accident and MCI

Transporting patients to FMC via ground and air

Coconino County EOC support and coordination



**Conducted on September 9, 2024**

26 different partner agencies



# Operation Ready FLG 2024

## Exercise Scenario



Weather

Hot and dry

Winds out of the south at eight mph



Wildfire in the area over the past several days has limited visibility



HC-130 (79<sup>th</sup> Rescue Squadron) carrying Air Force personnel traveling to support wildfire operations, notified ATCT of an emergency declaration from the pilot due to instrument failure, 40 souls on board



# Operation Ready FLG 2024

## Capability Analysis

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Capability 1: Fire Management and Suppression

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Capability 2: Mass Search and Rescue Operations

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Capability 3: On-Scene Security and Protection and Law Enforcement

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Capability 4: Operational Coordination

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Capability 5: Situational Assessment



# Operation Ready FLG 2024

## Capability Analysis

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Capability 6: Public Health, Healthcare, and Emergency Medical Services

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Capability 7: Critical Transportation

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Capability 8: Public Information and Warning

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Capability 9: Operational Communication



# Operation Ready FLG 2024

## Objective 1

- Emergency Response to an Alert 3
  - Demonstrate the capability of airport personnel, first responders, and partner agencies to respond to an Alert-3 aircraft incident on the de-icing ramp
  - Conduct fire suppression operations on a simulated aircraft engine fire
  - Perform rescues of entrapped victims inside the aircraft
  - Manage a Mass-Casualty Incident (MCI) and effectively triage and treat victims on-scene
  - Maintain a security perimeter and passenger control in/around the crash site
  - Control and preserve the crash site for the NTSB investigation



# Operation Ready FLG 2024

## Objective 2

- Establish Incident / Unified Command
  - Establish an Incident Command Post (ICP) and a Unified Command Structure
  - Establish a staging area for mutual aid resources and effectively coordinate and integrate mutual aid resources into the MCI response
  - Test interoperable communications between the Unified Command Structure and mutual aid resources



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## Objective 3

- Health and Medical
  - Utilize patient tracking mechanisms to maintain situational awareness of victims transported from FLG to FMC for medical care.
  - Test Guardian Medical Transport's interoperable communication capabilities to assign incident channels, deploy on-scene tactical duplex channels, and effectively integrate mutual aid channels.
  - Conduct disaster registration of incoming patients to FMC's Emergency Room (ER).
  - Implement traffic control and deploy security personnel at FMC.



# Operation Ready FLG 2024

## Objective 4

- Alerting and Warning
  - Test FLG's emergency notification system to dispatch initial resources to respond to an Alert-3 utilizing the crash phone, radio, and/or cell phone communication systems.
  - Utilize Flagstaff's RAVE emergency notification system to disseminate incident information to internal stakeholders.
  - Collect, analyze, verify, compile, and disseminate timely and approved incident information to all internal stakeholders, the media, and the public.



# Operation Ready FLG 2024

## Objective 5

- Coconino County Emergency Operations Center (EOC) Support and Coordination
  - Manage city of Flagstaff requests to the Coconino County EOC.
  - Provide logistical support to ICP/Unified Command operations at the airport.
  - Utilize Coconino County's incident management system to maintain situational awareness and manage logistics requests.



# Operation Ready FLG 2024

## Strengths



### Successful Transfer of Command

The seamless transfer of command from the first arriving on scene FLG ARFF firefighters to a single Incident Commander (HFD), and the integration of the Flagstaff Police Department



### Strength of the Fire Mutual Aid System

The regional fire mutual aid system proved extremely effective in creating a collaborative, cooperative, whole community approach



### Flagstaff Medical Center's Medical Surge Plan

FMC activation of their Medical Surge plan proved critical in managing a large influx of patients



# Operation Ready FLG 2024

## Areas for Improvement

### FLG ARFF Personnel Dual Responsibilities

- ARFF personnel, responsible for ARFF duties and Airport Operations, faced significant challenges

### Patient Tracking and Triage

- Fire units were overwhelmed by the large number of patients at the crash site, which led to delays and difficulties in patient tracking

### Radio Communications

- Unified Command operated off a single radio frequency to manage all response operations



# Operation Ready FLG 2024

## Improvement Plan

- Objective 1: Response to an Alert-3
  - **Gap:** Second ARFF crash truck was delayed, and arrived on-scene in 5-6 minutes, failing to meet FAA's second truck 4-minute response requirement.
  - **Corrective Action:**
    - *Short term* - during minimal staffing times, utilize ARFF truck to perform airport operation tasks. **(6 months)**
    - *Long term* - FLG Administration to work with Finance/Budget personnel to secure funding to separate ARFF and Airport Ops. **(through FY26)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 1: Response to an Alert-3 (cont.)**
  - **Gap:** The lack of START triage tags at the early onset of the MCI resulted in several passengers not effectively contacted and/or triaged.
  - **Corrective Action:** Increase joint training exercises focusing on START triage and hands-on triage tag application. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 1: Response to an Alert-3 (cont.)**
  - **Gap:** An effective and properly organized MCI treatment area was not established.
  - **Corrective Action:** Provide MCI and ICS refresher training for all fire mutual aid resources. Explore patient tracking software solutions for effective patient tracking. **(through FY26)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 2: Establish Incident Command/Unified Command**
  - **Gap:** Groups within ICS structure had unclear knowledge of roles and responsibilities.
  - **Corrective Action:** Review Flagstaff Fire training protocols to include annual NIMS/ICS training. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 2: Establish Incident Command/Unified Command (cont.)
  - **Gap:** Unified Command utilized a single frequency and hampered operational coordination and response.
  - **Corrective Action:** Establish a standardized communication plan for joint training exercises, ensuring all necessary parties have appropriate radio access. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 3: Health and Medical
  - **Gap:** Flagstaff Medical Center experienced challenges with patient flow of helicopter patients from the helipad pad directly to trauma bays.
  - **Corrective Action:** Flagstaff Medical Center should update SOPs outlining the flow of arriving helicopter crews transporting patients to the victim staging area using the helipad elevator instead of directly to trauma bays. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 3: Health and Medical (cont.)
  - **Gap:** Flagstaff Medical Center Security Services experienced a loss of the inner security perimeter due to staffing resource limitations.
  - **Corrective Action:** Flagstaff Medical Center should explore alternative security staffing models to support a large incident impacting the hospital. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 4: Alert and Warning
  - **Gap:** City EM was delayed in sending a RAVE emergency notification.
  - **Corrective Action:** Training for first response agencies on city EM's capabilities for support at ICP. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 4: Alert and Warning (cont.)
  - **Gap:** Lack of information flow between Unified Command and PIO Group.
  - **Corrective Action:** Training for Unified Commanders on PIO use protocols; updating procedures. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 5: Coconino County EOC
  - **Gap:** DEMA Teams platform challenges
  - **Corrective Action:** Continue to coordinate with AZ DEMA on improving the Teams environment for resource management. **(6 months)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 5: Coconino County EOC (cont.)
  - **Gap:** The EOC Logistics Chief received a high number of resource requests rapidly from the ICP, highlighting the need for adequate staff for Logistics.
  - **Corrective Action:** Work to deepen the EOC Command and General Staff bench depth. **(through FY26, Ongoing)**



TEAM FLAGSTAFF  
WE MAKE THE CITY BETTER

# Questions?

