

Miracle on the Ditch

After-Action Report/Improvement Plan

Monday, December 9, 2024

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	Miracle on the Ditch TTX
Exercise Dates	Monday, December 9, 2024
Scope	This exercise is a response and reunification tabletop (TTX) planned for 8 hours at Osceola County Emergency Operations Center.
Focus Area(s)	Response and Recovery
Capabilities	<ul style="list-style-type: none"> Operational Coordination On-Scene Security and Protection Fire Management and Suppression Public Information and Warning
Objectives	<ul style="list-style-type: none"> Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities. Ensure a safe and secure environment through law enforcement and related security and protection operations for people in the affected areas and for atypical response personnel engaged in lifesaving and life-sustaining operations. Provide specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area. Deliver coordinated, prompt reliable, and actionable information to the whole community using clear, consistent, accessible, and appropriate methods to effectively relay information regarding the hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Threat or Hazard	Plane Crash
Scenario	At 0850 a plane carrying 53 souls departs Kissimmee Gateway Airport heading east and strikes a flock of birds. The plane sustains damages and crashes in the canal along Partin Triangle Park.
Sponsor	Osceola County Emergency Management and Kissimmee Gateway Airport
Participating Organizations	Multiple agencies and organizations participated in the exercise to create six unique functions: Fire Rescue, Law Enforcement, Airport Operations, Health and Medical, Public Information and Community Partners. See Appendix B for full list of participants.
Point of Contact	Danielle Balser Emergency Management Officer - Training & Exercise DanielleL.Balser@osceola.org 407-742-9013

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<ul style="list-style-type: none"> Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities. 	Operational Coordination		S		
<ul style="list-style-type: none"> Ensure a safe and secure environment through law enforcement and related security and protection operations for people in the affected areas and for atypical response personnel engaged in lifesaving and life-sustaining operations. 	On-Scene Security and Protection	P			
<ul style="list-style-type: none"> Provide specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area. 	Fire Management and Suppression		S		

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<ul style="list-style-type: none"> Deliver coordinated, prompt reliable, and actionable information to the whole community using clear, consistent, accessible, and appropriate methods to effectively relay information regarding the hazard, as well as the actions being taken and the assistance being made available, as appropriate. 	Public Information and Warning				U

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated capability, highlighting strengths and areas for improvement.

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Strengths

All participants had a strong understanding of the Incident Command System and their agencies response capabilities.

Allowed for the opportunity for all stakeholders to learn of additional resources available during a large-scale incident.

Improved awareness and interaction to better understand each agencies' responsibilities in response to large-scale incidents, such as an aircraft crash.

Appendix A: IMPROVEMENT PLAN

This IP is developed specifically for Osceola County, City of Kissimmee and City of St Cloud in conjunction with Kissimmee Gateway Airport as a result of Miracle on the Ditch tabletop exercise conducted on December 9, 2024.

Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Law Enforcement and Fire Rescue personnel were not aware of the full capabilities of EMResource.	Education and training for dispatchers and first responders on the EM Resource System.	Training Equipment	City of Kissimmee Osceola County Emergency Management	James Napier Danielle Balser	01/22/2025	06/30/2025
Lack of awareness between agencies and stakeholders on response protocols for an aircraft crash.	Provide updated procedures and plans to include notifications and to use common terminology	Planning Training	Kissimmee Gateway Airport City of Kissimmee	Shaun Germolus James Napier	01/22/2025	09/30/2025
Improve coordination and resources during aircraft crash to include all community stakeholders.	Develop partnerships with all stakeholders that can aid during response and recovery to aircraft crash.	Operational Coordination Training	City of Kissimmee Kissimmee Gateway Airport	James Napier Shaun Germolus	01/22/2025	09/30/2025

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Fire Rescue
Osceola County Fire Rescue
City of St Cloud Fire Department
City of Kissimmee Fire Department
Orlando International Airport Aircraft Rescue and Fire Fighting (ARFF)
Law Enforcement
Osceola County Sheriff's Office
City of St Cloud Police Department
City of Kissimmee Police Department
Airport Operations
Kissimmee Gateway Airport
Orlando International Airport Emergency Management
Health and Medical
HCA Hospitals
Orlando Health
Florida Department of Health – Osceola County
Community Partners
American Red Cross
South Florida Water Management District
School District of Osceola County
Osceola County Office of Emergency Management
Osceola County Public Works
Medical Examiner – District 9

