

Miracle in the Ditch

Situation Manual

October 7, 2024

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

EXERCISE OVERVIEW

Exercise Name	Miracle on the Ditch	
Exercise Dates	October 7, 2024	
Scope	This exercise is a tabletop exercise, planned for 8 hours at Osceola County Emergency Operations Center. Exercise play is limited to discussion of response and recovery plans in response to a plane crash.	
Focus Area(s)	<ul style="list-style-type: none"> • Response • Recovery 	
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 Jurisdictions/ Organizations	Osceola County Emergency Management	HCA Hospital
	Kissimmee Gateway Airport	Orlando Health
	Orlando International Airport	Advent Health
	Osceola Sheriff's Department	Florida Department of Health
	St Cloud Police Department	District 9 Medical Examiner
	Kissimmee Police Department	Florida Division of Emergency Management
	Osceola County Fire Rescue	Florida Crisis Response Team
	St Cloud Fire Department	American Red Cross
	Kissimmee Fire Department	Salvation Army
	Osceola County School District	South Florida Water Management District
	Osceola County Stormwater	
Point of Contact	Danielle Balser Emergency Management Officer - Training & Exercise DanielleL.Balser@osceola.org 407-742-9013	

GENERAL INFORMATION

Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team.

Exercise Objectives	Capability
<ul style="list-style-type: none"> ▪ Objective 1: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities. 	Capability #1: Operational Coordination
<ul style="list-style-type: none"> ▪ Objective 2: 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. 	Capability #2: On-Scene Security and Protection
<ul style="list-style-type: none"> ▪ Objective 3: 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. 	Capability #3: Fire Management and Suppression
<ul style="list-style-type: none"> ▪ Objective 4: 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. 	Capability #4: Public Information and Warning

Table 1. Exercise Objectives and Associated Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players:** Personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers:** Do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators:** Provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Evaluators:** Are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following 3 modules:

- Module 1: Take Off and Bird Strike
- Module 2: Crash Site and Scene Control
- Module 3: Recovery, Investigation and Reunification

Each module begins with a multimedia update that summarizes key events occurring within that time. After the updates, participants review the situation and engage in functional group discussions of appropriate response and recovery issues. For this exercise, the functional groups are as follows:

- Fire Rescue
- Law Enforcement
- Health & Medical
- Airport Operations
- Public Information
- Community Partners

After these functional group discussions, participants will engage in a moderated plenary discussion in which a spokesperson from each group will present a synopsis of the group's actions, based on the scenario.

Exercise Guidelines

- This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your jurisdiction's/organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve response and recovery efforts. Problem-solving efforts should be the focus.
- The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR)/Improvement Plan (IP)

MODULE 1: TAKE OFF AND BIRD STRIKE

Scenario

October 7, 2024, 0850

Clear morning with last of the morning fog dissipating. No storms forecasted, Highs in the lower 90s. Southwest winds 5 to 10 mph.



No-Air Airlines, a Bombardier CRJ550, carrying 50 passengers and 3 crew in enroute from ISM (Kissimmee) to ATL (Atlanta) on a routine flight. The flight departs at 0850 heading east and at 0900 strikes a flock of birds damaging the engine. Pilots immediately call in the incident and the tower initiate an Alert 2. By 0905 the FAA has issued a BOLO to locate the planes final landing site.

Key Issues

- Damaged aircraft
- 50 passengers and 3 crew members

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

Fire Rescue

1. What alert and notifications are being sent and to whom?
2. How are you communicating with critical stakeholders?
3. What is your agency's role/responsibility?
4. What are your available resources?
5. What staffing do you have available?

Law Enforcement

1. What alert and notifications are being sent and to whom?
2. How are you communicating with critical stakeholders?
3. What is your agency's role/responsibility?
4. What are your available resources?
5. What staffing do you have available?
6. What are your major concerns?

Airport Operations

1. What alert and notifications are being sent and to whom?
2. How are you communicating with critical stakeholders?
3. What is your agency's role/responsibility?
4. What are your available resources?
5. What staffing do you have available?
6. What is the status of the airport?
7. What is your process for managing the incident offsite?

Health and Medical

1. What alert and notifications are being sent and to whom?
2. How are you communicating with critical stakeholders?
3. What is your agency's role/responsibility?
4. What are your available resources?
5. What staffing do you have available?
6. What additional factors or concerns does your facility have to consider at this point?

Public Information

1. What alert and notifications are being sent and to whom?
2. How are you communicating with critical stakeholders?
3. What is your agency's role/responsibility?
4. What are your available resources?
5. What staffing do you have available?
6. What are your major concerns?

MODULE 2: CRASH SITE AND SCENE CONTROL

Scenario

October 7, 2024, 0910

911 Dispatch has begun getting inundated with phone calls from the public in Kissimmee and St Cloud regarding a low flying aircraft. The SRO at Neptune Middle School has contacted dispatch that they have spotted the aircraft, and it has crashed in Partin Triangle Park.

St Cloud Police Department is the first to arrive on scene at 0915, followed by St Cloud Fire Department and Osceola County Fire Rescue by 0920. They find the aircraft has landed in the canal.

There is a lot of traffic in the vicinity due to Neptune Middle School, across the street just the west, has just opened the gates for morning drop off; Neptune Elementary School has just started their day located just to the east on the other side of the Florida Turnpike. Several good Samaritans abandoned their vehicle when the plane crashed to try to assist. Neptune Road is also under construction for a widening project.

By 0925 Command was established, hospitals notified, and Emergency Management is at a level 2 and the tower has now declared an Alert 3.



Key Issues

- 50 passengers and 3 crew with unknown injuries
- Plane crash in the ditch
- Proximity to the schools
- Responder safety
- Media presence

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

Fire Rescue

1. What are your initial response actions?
2. What level of response can you provide?
3. What is your command structure? Who is included?
4. Are your staffing and resource adequate?
5. How are your triaging and transporting the injured persons?
6. How are your managing the fatalities?

Law Enforcement

1. What are your initial response actions?
2. What level of response can you provide?
3. What is your command structure? Who is included?
4. Are your staffing and resources adequate?
5. How are you securing the scene/perimeter?
6. How are you managing traffic issues and site access?

Airport Operations

1. What are your initial response actions?
2. How are you supporting the incident?
3. What are your priorities?
4. How are you managing family and friends of the passengers and crew?
5. How are you managing the media at the airport?
6. How do you ensure consistent messaging?

Health and Medical

1. Are you communicating with critical stakeholders?
2. What is your command structure? Who is included?
3. Are your staffing and resources adequate?
4. What are your major site concerns with the crash information you have?
5. What are your security issues or concerns?

Public Information

1. How are you supporting the incident?
2. Are your staffing and resources adequate?
3. How are you managing the media and public inquiries?
4. How are you ensuring consistent messaging?
5. How often are you pushing out messages to the public?
6. Who is in the JIC and who are you coordinating with externally?

MODULE 3: RECOVERY, INVESTIGATION AND REUNIFICATION

Scenario

October 7, 2024, 1300

Kissimmee Gateway Airport has confirmed there were 50 passengers and 3 crew on board. Fire Rescue has triaged all patients and there are 2 black, 12 red, 16 yellow, 23 green. 10 patients have refused transport and want to be released. All others are being sent to hospitals for decontamination. Fuel has leaked into the canal from the wings being sheared off during landing. NTSB has been notified and is enroute to the scene.



The schools are in yellow lock down for safety reasons. Additional stakeholders and partners have begun to arrive for recovery and investigation purposes.

Key Issues

- Tracking and transporting patients
- School dismissal and traffic
- Transition roles
- Ongoing operations

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

Fire Rescue

1. What are your ongoing operations?
2. What type of role are you transitioning to?

Law Enforcement

1. What are your ongoing operations?
2. What type of role are you transitioning to?

Airport Operations

1. What are your ongoing operations?
2. What type of role are you transitioning to?
3. What are your current priorities of the airport?
4. What is your reunification process?

Health and Medical

1. What are your ongoing operations?
2. What type of role are you transitioning to?
3. Are your staffing and resources adequate?
4. What are the environmental health concerns on site? And what are the mitigation strategies?

Public Information

1. What are your ongoing operations?
2. What type of role are you transitioning to?
3. What are your critical needs for messaging and information?

Community Partners

1. What are your priorities and concerns?
2. What resources do you bring with you?
3. Who are you coordinating with?
4. What is your role in reunification?
5. What are your long-term priorities and responsibilities?
6. **SDOC:** What special considerations do you have for dismissal, traffic and busses?

APPENDIX A: EXERCISE SCHEDULE

Date	Monday, October 7, 2024
0800	Registration
0830	Welcome and Introductions
0900	Module 1: Take Off and Bird Strike
1000	Break
1015	Module 2: Crash Site and Scene Control
1145	Hotwash
1200	Lunch
1330	Module 3: Recovery, Investigation and Reunification
1500	Break
1515	Hotwash
1600	Closing Comments

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
State
Florida Division of Emergency Management
Florida Department of Health
District 9 Medical Examiner
South Florida Water Management District
Osceola County
Emergency Management
Sheriff's Office
Fire Rescue
School District
Communications
Stormwater
City of Kissimmee
Police Department
Fire Department
Communications
City of St Cloud
Police Department
Fire Department
Communications
External Partners
Kissimmee Gateway Airport
Orlando International Airport
HCA Hospital
Orlando Health
Advent Health
Florida Crisis Response Team
American Red Cross
Salvation Army

APPENDIX C: RELEVANT PLANS

Kissimmee Gateway Airport Emergency Plan 2020

Osceola County Command Manual Mass Casualty Incidents

APPENDIX D: ACRONYMS

Acronym	Term
HSEEP	Homeland Security Exercise and Evaluation Program
SitMan	Situation Manual
TTX	Tabletop Exercise