

The Pressure Cooker

After-Action Report/Improvement Plan

May 25, 2023

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included.

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EXERCISE OVERVIEW

Exercise Name	The Pressure Cooker
Exercise Date	February 23-24, 2023
Scope	This is a tabletop exercise, planned over a 2-day period. Exercise play is limited to NOAA and invited agencies with a stake/role in extreme heat events that impact the Phoenix metro area, including portions of Maricopa County.
Mission Area	Mitigation & Response
Core Capabilities	Threat/Hazard Identification; Community Resilience
Objectives	<ol style="list-style-type: none"> 1. Review available options for extreme heat exposure reduction for the most at-risk groups in the Phoenix area. 2. Identify critical gaps in the response to extreme heat, with an emphasis on improving outcomes for the most at-risk groups. 3. Analyze and prioritize both short-term (1-2 years) and long-term (10-15 years) exposure reduction solutions that can occur at various social levels (individual, community, municipality, etc.) for the most at-risk groups in the Phoenix area.
Threat or Hazard	Extreme and prolonged heat event
Scenario	An extended and early season heat event in the Phoenix metropolitan area poses threats to residents, especially those living with energy and housing insecurity, as well as visitors. This even stresses the area’s infrastructure and causes many heat-related illnesses.
Participating Organizations	<p>Academic: Arizona State University</p> <p>Community organizations & non-profits: Urban Heat Leadership Academy</p> <p>Federal: Federal Emergency Management Agency (FEMA), National Oceanic and Atmospheric Administration (NOAA)</p> <p>Local: State & municipal agencies from the State of Arizona; Maricopa County; and the Cities of Phoenix, Scottsdale, and Tempe</p> <p>Utilities: Arizona Public Services and the Salt River Project</p> <p>Elected officials: Office of Senator Kyrsten Sinema</p>
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ANALYSIS OF CORE CAPABILITIES & OBJECTIVES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 (on page 3) includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Core Capability	Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Threat/Hazard Identification	Review available options for extreme heat exposure reduction for the most at-risk groups in the Phoenix area.		✓		
Threat/Hazard Identification	Identify critical gaps in the response to extreme heat, with an emphasis on improving outcomes for the most at-risk groups.		✓		
Community Resilience	Analyze and prioritize both short-term (1-2 years) and long-term (10-15 years) exposure reduction solutions that can occur at various social levels (individual, community, municipality, etc.) for the most at-risk groups in the Phoenix area.		✓		

Table 1. Summary of Core Capability Performance

Ratings Definitions:

- Performed without Challenges: The targets and critical tasks associated with the core 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: The targets and critical tasks associated with the core 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: The targets and critical tasks associated with the core 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 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: The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Note: The following information provides an overview of the performance related to each objective of this exercise.

Objective 1: Review available options for extreme heat exposure reduction for the most at-risk groups in the Phoenix area.

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

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: In the 2021-2022 City of Phoenix budget, funds were allocated to create the Office of Heat Response & Mitigation which leads the efforts of fighting the growing heat hazard in the City of Phoenix. This is only the second city in the United States to have a Heat Office.

Strength 2: Created in the Spring of 2020, the Arizona Heat Resilience Workgroup actively convenes stakeholder organizations in an effort to monitor heat forecasts and warnings from the National Weather Service (NWS); share best practices; maintain heat-related conversations about identifying and targeting at-risk individuals and groups; and encourage collaboration, coordination, and the development of responses to extreme heat.

Strength 3: In 2022, the City of Phoenix unanimously approved the newly-developed Heat Response Plan. This plan has been updated for the 2023 season and reflects initiatives and perspectives on mitigation efforts and activities that reduce heat-related impacts.

Strength 4: Key stakeholders, organizations, and agencies have built relationships with one another in the area to help communicate heat-related messages to at-risk groups and individuals.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Explore opportunities to develop heat plans in jurisdictions where they are lacking, or in sectors (e.g., emergency management, energy) where specific plans might not exist.

Area for Improvement 2: There is confusion about the programs that exist to address heat (i.e., “who does what?”); the relative strengths and weaknesses of various programs; and the appropriate scale on which program should operate.

Area for Improvement 3: As outlined in the Heat Response Plan, continue to work to improve and expand cooling centers in the area and determine any additional needs/requirements to make them more functional for those impacted by extreme heat.

Area for Improvement 4: Improve communication and messaging WITH (as opposed TO) frontline communities and the organizations that work in these communities.

Objective 2: Identify critical gaps in the response to extreme heat, with an emphasis on improving outcomes for the most at-risk groups.

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

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: The Phoenix metropolitan area has developed a strong heat-related network of stakeholders who work well together on many area efforts to reduce the impacts of extreme heat.

Strength 2: Within Maricopa County, there are many health care agencies that are collecting and sharing heat-related medical information (e.g., the [Heat Surveillance data](#)) with researchers and practitioners (all in accordance with HIPAA and other related laws).

Strength 3: In just a short time, those in Maricopa County and surrounding areas have successfully accomplished many activities and mitigation efforts to reduce the impacts of extreme heat. Examples include the expansion of additional cooling centers and hydration stations, investments for additional shade and shelter, as well as the launch of a mobile water.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The improvement of relationships with area organizations that provide heat-related services to the community is vital to ensure the information, resources, and any other critical messaging is shared throughout.

Area for Improvement 2: There are data gaps regarding the morbidity and mortality among vulnerable groups (e.g., what is the housing status of people showing up at the hospital for heat-related illness?). Filling these gaps might help to better target resources to these individuals and groups.

Area for Improvement 3: Through discussion, it was recognized that heat planning efforts in this area are uneven, especially throughout Maricopa County. Some jurisdictions have detailed heat plans, while others have none. Similarly, some sectors (e.g., public health, social services) have a strong understanding of heat impacts and response options, while other sectors (e.g., emergency management) have less experience with planning for heat specifically.

Objective 3: Analyze and prioritize both short-term (1-2 years) and long-term (10-15 years) exposure reduction solutions that can occur at various social levels (individual, community, municipality, etc.) for the most at-risk groups in the Phoenix area.

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

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Many organizations that have a role or stake in heat-related efforts provide various populations, including those who are most at-risk, with critical heat information and communications on a regular basis.

Strength 2: The State of Arizona and City of Phoenix have secured federal support for its weatherization programs, and is making progress in retrofitting homes to be more energy efficient.

Strength 3: Through efforts in the area, there are already many public cooling centers and other mitigation activities that are available for those who are at-risk and/or vulnerable to heat-related impacts.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Overall, there are various aspects of heat-related communication that need to be addressed and improved upon in the Phoenix region to better understand, educate, and coordinate around heat risk.

Area for Improvement 2: Explore ways to improve protections for at-risk renters, as well as look for opportunities to consider future heat risks when making decisions about land development and building stock in Phoenix and surrounding areas.

Area for Improvement 3: It was recommended that additional conversations and coordination occur in the Phoenix area to explore the expansion of public cooling spaces, infrastructure improvements, and the criteria for the use/activation of public health assets.

APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan (IP) has been developed specifically for those who participated in The Pressure Cooker exercise conducted February 23-23, 3023. These documented recommendations are based on the participant’s discussions that occurred during the exercise.

Objective	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Review available options for extreme heat exposure reduction for the most at-risk groups in the Phoenix area.	1. Explore opportunities to develop heat plans in jurisdictions where they are lacking, or in sectors (e.g., emergency management, energy) where specific plans might not exist.	a. Determine feasibility of developing and/or enhancing heat plans in area jurisdictions.				
		b. Work with stakeholders at all levels to elevate heat risk above its current secondary role/level.				
	2. There is confusion about the programs that exist to address heat (i.e., “who does what?”); the relative strengths and weaknesses of various programs; and the appropriate scale on which program should operate.	a. If not already compiled, work with partners to create a comprehensive, detailed list of heat-related programs that are available to those in the area.				
		b. Once compiled, explore additional ways to get help in lieu of having a strong State Energy Office.				
		c. Explore best ways to share this list and the detailed information related to each available program in the area.				

	3. As outlined in the Heat Response Plan, continue to work to improve and expand cooling centers in the area and determine any additional needs/requirements to make them more functional for those impacted by extreme heat.	a. Explore ways to expand comprehensive cooling centers to include a broad mix of public services in public spaces.				
		b. Assess current (and future) cooling centers to determine if they are functional and if they meet the needs of those who come in, etc. to ensure better resources for at-risk populations.				
	4. Improve communication and messaging WITH frontline communities and the organizations that work in these communities.	a. Create a comprehensive list of agencies and organizations that have a strong rapport with at-risk populations.				
		b. Once identified, create opportunities to co-develop and disseminate vital heat-related information to at-risk populations and communities.				

Objective	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Identify critical gaps in the response to extreme heat, with an emphasis on improving outcomes for the most at-risk groups.	1. The improvement of relationships with area organizations that provide heat-related services to the community is vital to ensure the information, resources, and any other critical messaging is shared throughout.	a. Continue to leverage community-led practices and ways of operating in an effort to better share heat-related information, and services with vulnerable populations.				
	2. There are data gaps regarding the morbidity and mortality among vulnerable groups (e.g., what is the housing status of people showing up at the hospital for heat-related illness?). Filling these gaps might help to better target resources to these individuals and groups.	a. Work with area hospitals and health providers to determine if the critical heat-related information can be included in patient's exams.				
		b. Determine if information obtained can be used in heat-related studies (keeping in mind HIPAA laws) and what information would need to be withheld.				

	<p>3. Through discussion, it was recognized that heat planning efforts in this area are uneven, especially throughout Maricopa County. Some jurisdictions have detailed heat plans, while others have none. Similarly, some sectors (e.g., public health, social services) have a strong understanding of heat impacts and response options, while other sectors (e.g., emergency management) have less experience with planning for heat specifically.</p>	<p>a. Determine key stakeholders who should be part of future discussions related to improving county-wide heat planning efforts.</p>				
		<p>b. Convene identified stakeholders and determine where the gaps/unevenness occurs within the county and brainstorm options to raise the base line.</p>				
		<p>c. Continue to identify as well as coordinate and communicate with leadership at the community/neighborhood levels and look for opportunities for increased engagement on heat activities and mitigation efforts.</p>				

Objective	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Analyze and prioritize both short-term (1-2 years) and long-term (10-15 years) exposure reduction solutions that can occur at various social levels (individual, community, municipality, etc.) for the most at-risk groups in the Phoenix area.	1. Overall, there are various aspects of heat-related communication that need to be addressed and improved upon in the Phoenix region to better understand, educate, and coordinate around heat risks.	a. Through additional meetings/discussions, determine the most advantageous ways key stakeholder groups can coordinate messaging to ensure consistency across the board.				
		b. Brainstorm additional ways to communicate with vulnerable groups in an effort to share critical information as well as build trust.				
		c. Research other venues that would be valuable places to reach out to vulnerable populations to share heat-related (and other) information.				
		d. Continue to work with partners to improve heat literacy at all community levels (e.g., Scottsdale City Council).				
	2. Explore ways to improve protections for at-risk renters, as well as consider future heat risks when making decisions about land development and building stock in	a. Evaluate the impacts/outcomes of weatherization including cost/benefit case for upgrades.				
		b. Consider equity issues (who's applying, who's not allowed), lack of trust, and associated barriers for accessing homes when				

	Phoenix and surrounding areas.	determining weatherization programs and activities.				
		c. Where applicable, strive to include equity and heat mitigation issues throughout development processes (not just at the tail end).				
		d. Explore and improve regulations (e.g., rent control, accountability for landlords) that contribute to renter's housing and energy security.				
	3. It was recommended that additional conversations and coordination occur in the Phoenix area to explore the expansion of public cooling spaces, infrastructure improvements, and the criteria for the use/activation of public health assets.	a. Explore ways to increase the number and/or availability of cooling centers in the area. (E.g., expanding library hours.)				
		b. Working with local Emergency Management Offices, FEMA, and other key stakeholders, determine ways to better categorize heat as a "disaster" in an effort to utilize full activation of public health assets.				
		c. Discuss and brainstorm additional ways to make the "infrastructure" case around heat impacts, beyond mortality and morbidity.				
		d. Determine best ways to expand training for weatherization laborers.				

Objective	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Misc. Findings	1. Housing Deficit	a. Explore ways to best reduce the region's housing deficit. <i>(What part of that do we own? Maybe just have more explicit connections of heat professionals in the current housing discussions.)</i>				
		b. Research and examine the region's housing supply and surrounding policies.				
	2. Additional Coordination	a. Continue to work to knock down regional silos – coordination should be continual rather than seasonal or turned on/off.				
		b. Foster the relationship with FEMA and continue to determine ways to get disaster funding/reimbursement for heat events.				
	3. Communication	a. Continue to work with Urban Heat Leadership Graduates to share critical heat-related information with vulnerable communities.				
		b. Coordinate with FEMA to ensure people are getting the heat-related information they need to be safe.				
		c. Continue to hold and expand Heat Awareness Week.				
		d. Ensure messaging targets all who are at-risk for heat impacts including: outdoor workers, pregnant women, youth, sports and band				

		members, those living in mobile homes, seniors and those on fixed incomes, those with health issues or addictions, those in precarious housing situations, unincorporated areas, out-of-state visitors and recreationists, immigrants, etc.				
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APPENDIX B: EXERCISE PARTICIPANTS

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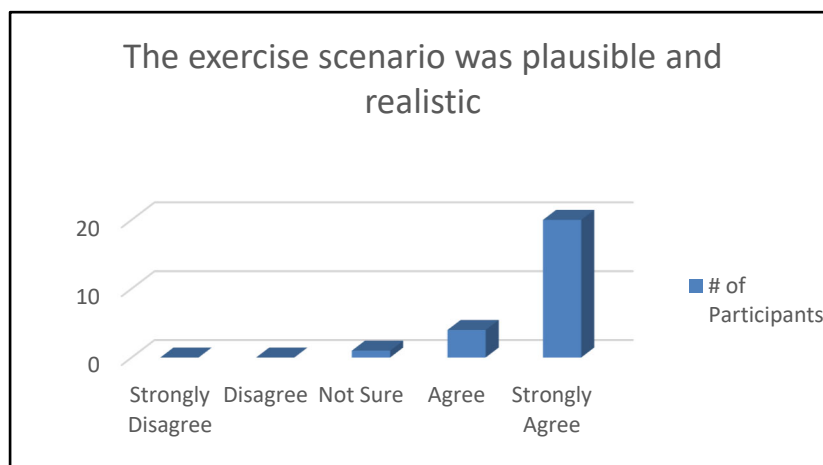
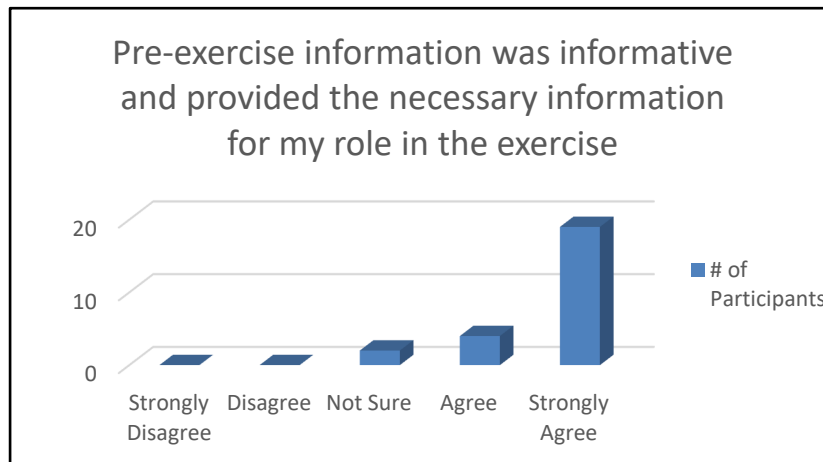
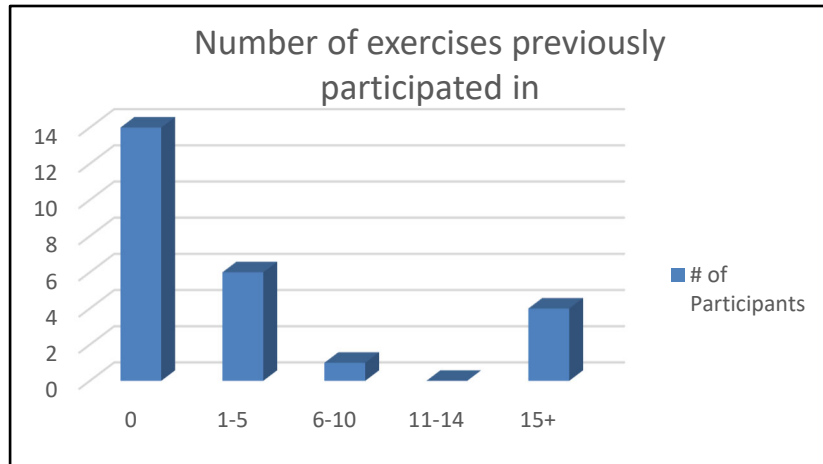
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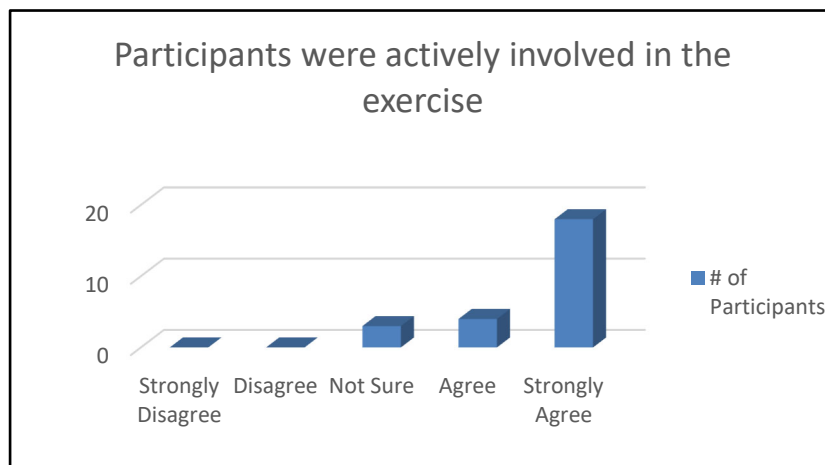
**Denotes Exercise Design Team members.*

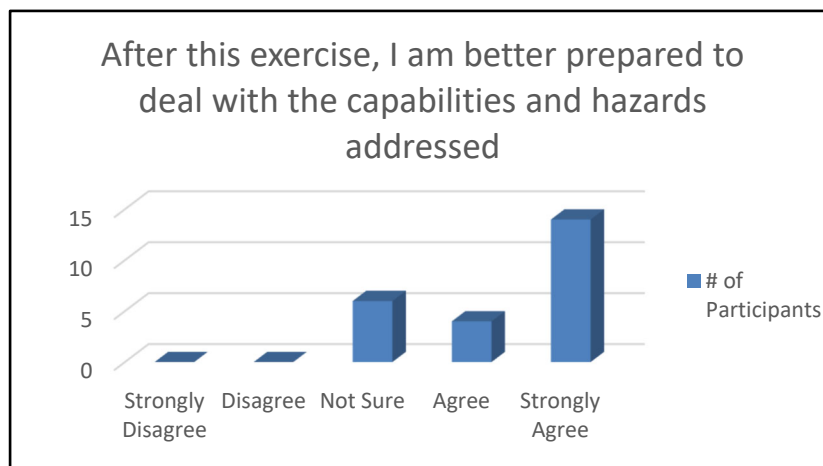
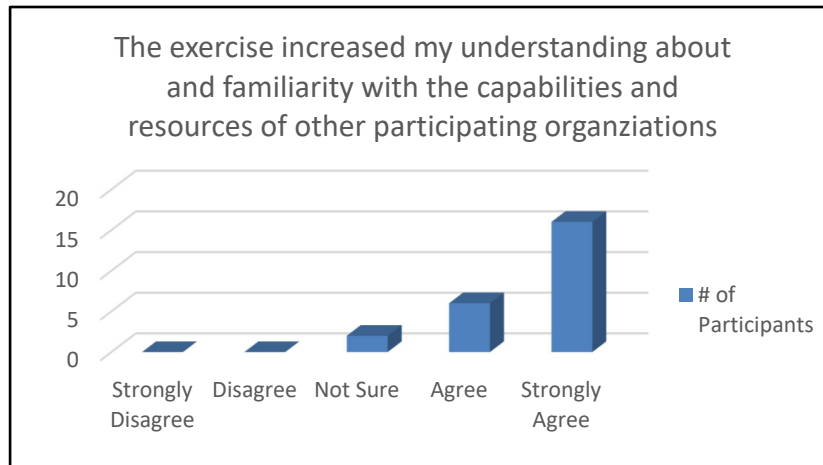
APPENDIX C: ACRONYMS

Acronym	Term
AAR	After Action Report
ASU	Arizona State University
AZ	Arizona
DEMA	Department of Emergency and Military Affairs
FEMA	Federal Emergency Management Agency
HIPAA	Health Insurance Portability and Accountability Act
IP	Improvement Plan
NCEI	National Centers for Environmental Information
NESDIS	National Environmental Satellite, Data, and Information Service
NOAA	National Oceanic and Atmospheric Administration
NOS	National Ocean Service
NV	Nevada
NWS	National Weather Service
OEM	Office of Emergency Management

APPENDIX D: PARTICIPANT FEEDBACK







Note: The following views, thoughts, and opinions expressed in the text below belongs solely to the author, and not necessarily to the organization, committee, or other exercise participants.

I observed the following strengths during this exercise:

- Collaboration and openness to share
- Great discussion
- Yes. The researchers participating raised my level of awareness of how many agencies must come together.
- level of discussion and communication.
- Great representation from a variety of agencies. Made the scenario relatable to each of our specific areas.
- No judgmental, opened minded, creative
- Ample time for discussion
- Focus on tangible outcomes and actions
- Supportive environment
- Good mix of participants
- Many people contributed to discussion
- Good adjustments on the fly
- Solicited ideas on measures of success
- Narrowing down topics so we can have key focus points. Industry experts were able to collaborate with others and express reasonable concerns and solutions. We were able to take notes that can be executed.
- Amazing conversation and innovative solutions.
- I thought the exercise was very organized, well-thought-out, and encouraged active participation from everyone.
- I think this specific group had strengths by bringing in such diverse groups of expertise and experience into the conversation.
- I think everyone was able to discuss the topics and questions respectfully without impeding on others' areas of expertise.
- Recognizing heat as an immediate problem
- Agreement that not enough is done
- Agreement that there is room for improvement
- Engagement by participants was strong.
- Liked designated facilitators and note takers at each table.
- Smart people! Very educated individuals.
- I liked how mentimeter and other voting systems over the two days allowed us to continuously distill the discussion into key points and eventually into proposals to action; this was facilitated through a great balance between presentation, break-out-group and large group discussion.
- It was wonderful to have all of the extreme heat stakeholders in the same room to have conversations about where our blind spots are, what are needs for the future will be, and how we can collaborate more effectively. I thought that the questions and modules facilitated great dialogue across groups, and I appreciated how smoothly the exercise ran. The work that went into the planning really showed, and it was a pleasure to participate (rather than it feeling like work, or feeling awkward about participation).

- Openness from all participants to learn from each other and create new ideas and processes
- Open communication
- The scenario was realistic given our recent circumstances.
- Forum seemed to provide ample time for attendees to provide input/feedback
- Voting opportunity provides prioritization
- Provided plenty of time for side conversation/networking
- The inclusion of diverse stakeholders brought out interesting topics of discussion and generated good debate.
- Diversity of participants in terms of expertise and discipline area.
- Inclusive participation and orderly steering of the conversations
- Discussion
- length of exercise
- facilitator's explanation of the exercise
- Great sharing of information and contacts for resources.
- Getting everyone together is very positive to build relationships.

I observed the following areas for improvement during this exercise:

- Would have liked to see more participation from groups beyond emergency management and public health.
- Having more focused organizational role players
- A lot of interaction and conversations going on.
- Find a way to get the community groups there. Maybe find a meeting space that is closer to them. Get their recommendations for date/time.
- Better understanding of the need for the community and homeless population
- Community-based organizations under represented
- Sometimes hard to hear during report outs
- Could have spent more time on measures for success (but we didn't really have time in the program)
- We need more variety of experts. I'd love to include PIOs in Human Services, Homeless Solutions, Water Department, and more State level representation.
- I think the exercise was very strong! If anything could be improved perhaps just sticking to the schedule more.
- Glossary of key terms related to heat which is available for different institutions
- Finding out what organizations are involved in the heat work and their role
- This is just an idea for the catering that could be sourced locally as part of event sustainability and resilience :). At one of our recent events, we worked with locally-based and owned catering organization including one from the Salt River Pima–Maricopa Indian Community.
- There were a few terms that I thought could be more well defined. I thought that I might be the only one who wasn't familiar with "Tiger Teams" and "Hot Wash" because this was my first tabletop exercise experience, but when I asked at my table, everyone had the same question.
- Providing a summary of day 1 events for anyone might have missed day 1
- Having critical private infrastructure organizations present

- Will be better prepared to include other colleagues.
- Scenario - asking input from attendees on future scenarios to consider, if not mentioned (or forecasted)
- Breakout groups - it would have been advisable to have groups change tables so participants could participate in more than 1 topic area (ex. first day)
- Voting - provide more dots :); and with votes provide primary and one secondary priority
- Would suggest "next steps" type agreement and action for those local agencies/people in attendance so they can move forward with some of these discussion ideas/opportunities
- There could have been stronger representation from Tribal partners and NGOs representing vulnerable populations.
- It was observed that not all attendees felt comfortable sharing and/or testing new ideas in the full group conversation. It was notable that participants were more talkative in the small break-out sessions.
- Ability to participate in more than one break-out session/table/topic area.
- More research-oriented folks could be invited e.g., graduate students and university faculty
- While representation was broad, the exercise would benefit from including tribal representation and non-profit organizations.
- I feel that the scenario injects and the group discussions could have been more tied together to work towards a solution for the issue at hand. I was only there for the first day of the exercise, but it seemed to me that the scenario injects did not add a lot to the discussion points for each section.

What specific training opportunities helped you (or could have helped you) prepare for this exercise? Please provide specific course names if possible.

- More conversations and town halls needed.
- N/A I do wish that there was a newsletter or group that I could sign up for that was specific to those working in heat.
- Crisis Communications revolving heat would be a great training for various City departments.
- I think it would be helpful to have had a course/overview on emergency management/planning. Many of the terms from that field were unfamiliar to me and I had a hard time following them.
- Being part of the State Heat Meeting
- Being part of the messaging at the state level (social media, heat alerts etc.)
- The Pressure Cooker manual.
- As part of my research and teaching I engage in sustainability, resilience and emergency management work, including through my collaboration with the City of Tempe. This applied work allowed me to learn a little bit of the conversations that are happening. These two days offered a very concentrated insight into various conversations and I completely agree with Joe's comment that the learning/exchange is always a two-way effort as we all learn from each other.

- Other than the terminology, I felt very prepared to participate. When I signed up, I wasn't sure if the exercise was something I was meant to participate in, but I really wanted to, so I signed up anyways. Maybe a note to reassure people of the scope of who could participate in the opening email could be helpful, so that people know they belong (I bring this up because a few of my fellow participants had the same experience of not quite knowing if it was okay to sign up). I'm so happy I did, though! It was a great experience.
- Sustainability and resiliency foundational knowledge
- EMS background (although I'm not sure if there is a training opportunity for that...LOL).
- More background on extreme heat in general and existing EM operations in AZ.
- FASEB course on science and policy
- Climate Change and Health
- IS-00393.b Introduction to Hazard Mitigation
- IS-00318 Mitigation Planning for Local and Tribal Communities
- KT-146 HSEEP

Which exercise materials were most useful? Please identify any additional materials or resources that would have been useful

- Briefing report
- The materials emails prior to the meeting
- Would have like the pre information a few days earlier.
- They were all good. I moved around and discussed various recommendations. Each time new ideas/topics came up.
- Being able to talk and listen to other individuals
- Question prompts, visual lists summarizing discussion
- More engagement with public health data?
- The break out groups were fantastic. I was able to learn about County services that I wasn't aware of before. I also was able to learn more about the National Weather Service and how they track temperatures. Learning about the 8-14 day forecast was very helpful.
- The situation manual and the data presented as part of the module out briefing.
- I really appreciated the glossary of acronyms and being provided with the situation manual ahead of time to go through. Maybe this would interfere with the purpose of the exercise, but I think it may be helpful to provide themes that you would like discussed throughout the exercise.
- Presentation on how immediate the problem presented on the exercise material actually is.
- The manual was helpful.
- Module 3
- Pre-material sent was useful. I would appreciate receiving the slides and material generated throughout the 2 days.

- I thought that the oscillation between large group and smaller group discussion of the modules was really successful, and the weather briefings to help contextualize what was going on helped set the scene. If anything, perhaps some more information about impacts would be useful, since we moved through those pretty quickly during the discussion, and on day two they were farther away from our minds when discussing in our groups.
- The PPT presentations on climate/weather - please share the PPT! :)
- More localized reference material in terms of existing efforts, impacts, protocols.
- Most useful: The situation manual
- Additional materials: More content about sociodemographics and populational attributes that could enrich the discussion on scenarios.
- A list of projects that have successfully lessened the impact of extreme heat on vulnerabilities.
- All of them

Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.

- Conducting annually and highlighting what's been done since the last session. Continue to engage as many stakeholders as possible; grassroots to city, utilities etc.
- Longer, needed more than two days.
- I think this was extremely helpful, and well laid out.
- Involve more of the non-profit organization that works directly with the vulnerable populations.
- Curious about how important the specific details of the scenario were - but the scenario did set us up to have a good discussion!
- I'd love to see this happen locally between local entities like the NWS Phoenix section, County, AZ Cities and State Departments so we can start working on how to combat heat at home all together.
- Maybe before the event, each department/organization could provide a list of links/public resources regarding their heat response/what is being done to address extreme heat - and then at the end, that list could be disseminated to each individual. I think one thing that was discussed a lot over the last few days was the disconnect between local/state/city/private work on extreme heat and how a lot of organizations aren't up to date with all the other work being done in the community.
- Maybe consider including media relations in future sessions related to messaging opportunities.
- They were all great!
- I really enjoyed it and found it very beneficial - Thank you for the opportunity!
- I think that is all of my feedback--I found the exercise incredibly useful and rejuvenating. I met people that will be essential to thinking through these issues moving forward, and I think the opportunity will enrich our experience in addressing heat moving forward. Also,

it was just really wonderful to see people in person that I am used to seeing in Zoom boxes--I feel more comfortable reaching out to different partners in the future having met in person and spent some time in a shared problem-solving space.

- This event should occur more often maybe annually or twice a year for accountability and continued partnerships.
- Having local key private organizations present.
- Inclusion of more non-profits and agencies.
- Please look to include - schools and more community-based orgs, tribal communities - as part of the discussion (I realize some times these folks may be invited, but not show up).
- Suggest having NOAA and the locals do these exercises every year or every other year - this is helpful for strategic planning.
- Include other federally-related agency reps (ex. FEMA - it was GREAT having them here - I learned a lot from this person).
- Including a list and roles of the participants would have been helpful.
- Inviting people from many other cities/states for comparative heat mitigation and adaptation measures.
- Having name tags attached to us will make it easier than having to move them around when going from table to table.