



PIEDMONT TRIAD REGIONAL COUNCIL

WHITEOUT 2023

After-Action Report/Improvement Plan

February 2023

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 | Whiteout 2023 |
| Exercise Dates | January 26 (Asheboro), 27 (Kernersville), and February 2 (Elkin), 2023 |
| Scope | This exercise is a discussion-based tabletop exercise, planned for three days at three regional locations for four (4) hours hosted by the Piedmont Triad Regional Council. The locations included Asheboro, Kernersville, and Elkin, NC. |
| Focus Area(s) | Response and Recovery |
| Capabilities | Planning Operational Coordination |
| Objectives | <ol style="list-style-type: none"> 1. Discuss Command & Control with the use of the National Incident Management System and the components of the Incident Command System. 2. Provide an opportunity for Interagency Coordination while responders work through strategies, tactics, resource allocation and other problem-solving processes for major multijurisdictional incidents. 3. Allow responders to prepare and practice site and incident specific products such as response plans, policies, procedures, check sheets, IAP templates, maps, etc. for the major incident scenario. |
| Threat or Hazard | Natural Disaster - Winter Storm |
| Scenario | A Winter Storm has impacted the central region of North Carolina. Ice accumulation ranges from .10" to .55" across the area. Snow accumulations range from 8" in Burlington to 14.5" in Winston Salem. We are experiencing widespread power outages and major traffic issues. |
| Sponsor | <p>Jesse Day, Regional Planning Director jday@ptrc.org</p> <p>Adam Shull, Regional Planning Assistant Director ashull@ptrc.org</p> <p>Michelle Slaton, PTRC Workforce and Economic Development Program mslaton@ptrc.org</p> <p>Piedmont Triad Regional Council 1398 Carrollton Crossing Dr. Kernersville, NC 27284 www.ptrc.org</p> |
| Participating Organizations | Public and Private partners in the twelve (12) County Piedmont Triad Region of North Carolina |
| Vendor Point of Contact | <p>D. Scot Brooks, CEM CRISISTEC President Phone: 919.542.7932 Email: crisistec@gmail.com</p> |

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) |
|---|--------------------------|----------------------------------|--|-------------------------------------|----------------------------|
| Discuss Command & Control with the use of the National Incident Management System and the components of the Incident Command System. | Operational Coordination | |  | | |
| Provide an opportunity for Interagency Coordination while responders work through strategies, tactics, resource allocation and other problem-solving processes for major multijurisdictional incidents. | Planning | |  | | |
| Allow responders to prepare and practice site and incident specific products such as response plans, policies, procedures, check sheets, IAP templates, maps, etc. for the major incident scenario. | Planning | |  | | |

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.

Objective 1 - Discuss Command & Control with the use of the National Incident Management System and the components of the Incident Command System.

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

Capability - Operational Coordination

Strengths

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

Strength 1: Great attendance and support from across the region

Strength 2: Good mix of participation from Emergency Services, Human Services and Infrastructure agencies.

Strength 3: Strong pre-disaster relationships, cooperation, and partnerships

Areas for Improvement

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

Area for Improvement 1: Command and Control

Reference: National Incident Management System

Analysis: The agencies appear to have very experienced Chief Officers managing their organizations.

Recommendations: Continued emphasis should be placed upon large scale or complex incidents that require multiple agencies, multiple jurisdictions, multiple operational periods, and a full complement of Command and General staff positions activated. Forming a Local or Regional Incident Management Team may be beneficial in this process. The United States Fire Administration Type 3 All Hazards Incident Management Team (0-305) course would be considered the standard.

Area for Improvement 2: Complex Incident Management

Reference: National Incident Management System

Analysis: Doesn't appear to be enough depth in the bull pen to manage multiple incidents and/or multiple operations periods.

Recommendations: Develop a multi-year training and exercise plan (Integrated Preparedness Plan). Training for Command, General Staff, and Unit Leader positions would significantly strengthen the response capabilities of the agencies. Examples might include but not limited to the following: All Hazards Incident Commander, Public Information Officer, Liaison Officer, Safety Officer, Operations/Planning/Logistics/Finance Section Chief position specific, Division/Supervisor, Task Force/Strike Team Leader, Resource Unit Leader, Situation Unit Leader, etc.

Area for Improvement 3: Collaborative “Common Operating Picture/Situational Awareness” Tool that quickly and efficiently displays data, pertinent & up to date information, and intelligence across the system

Reference: FEMA National Response Framework October 2019, Homeland Security National Infrastructure Protection Plan November 2019

Analysis: The system is large, complex, fast paced, and operates continuously around the clock. Leaders need relevant COP/SA information to make safe, effective, consistent, and timely tactical and strategic decisions. This will allow informed predictions, a proactive response, and promotes a coordinated response among all stakeholders. If integrated appropriately, this could be an operational dashboard that all stakeholders are familiar with and not just a disaster operations platform.

Objective 2 - Provide an opportunity for Interagency Coordination while responders work through strategies, tactics, resource allocation and other problem-solving processes for major multijurisdictional incidents

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

Capability - Planning

Strengths

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

Strength 1: Communications and Coordination across the organizations.

Strength 2: Established working relationships with internal and external partners.

Strength 3: Willingness and ability to communicate with partner organizations based on sound relationships.

Areas for Improvement

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

Area for Improvement 1: Although communications are listed as a strength, there continues to be a need to strengthen internal and external communications especially as it pertains to a regional and/or wide scale disaster response information sharing.

Area for improvement 2: Develop relationships with new partners and continue to build and improve relationships with existing partners to ensure the flow of information. Utilize written Memorandums of Understandings whenever possible.

Area for Improvement 3: Continuity of Operations

Reference: CMS Emergency Preparedness Rule February 2019, FEMA Continuity Guidance Circular February 2018

Analysis: Gaps identified with the following:

1. Understanding Essential Functions (risk assessment, business process analysis, impact and prioritization),
2. Mitigation Options (relocation/telework/disaster staffing/mandated callback overtime),
3. Identifying Key Elements (Orders of Succession, Delegation of Authority),
4. Plan and Implementation
5. Maintaining Capability (training, exercise).

Area for Improvement 4: Threat and Hazard Identification Risk Assessment (THIRA)

Reference: FEMA Comprehensive Preparedness Guide (CPG) 201

Analysis: Organization has completed previous post disaster mitigation projects successfully. This recommendation is to conduct a comprehensive pre-disaster assessment and create a long term Capital Improvement Plan based upon actual threat and hazard mitigation priorities.

Area for Improvement 5: Disaster Financial Management Policies and Procedures

Reference: FEMA Disaster Financial Management Guide April 2020

Analysis: Emergency Procurement and Contract Policies, Pre-disaster Contracts, Memorandum of Understandings, Contingency Funds Budget Line Item, Disaster Declaration Reimbursement documentation of expenditures, equipment, materials, damages, and cost impacts accounting practices in real time.

Objective 3 - Allow responders to prepare and practice site and incident specific products such as response plans, policies, procedures, check sheets, IAP templates, maps, etc. for the major incident scenario.

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

Capability - Planning

Strengths

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

Strength 1: Multiple plans, policies, procedures in place

Strength 2: Mix of participants created varying viewpoints and valuable discussion

Strength 3: The wide variety of participants representing the “regional area” reinforces the expectation that all members have a shared responsibility and strengthens motivation to conduct planning within their organizations.

Areas for Improvement

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

Area for Improvement 1: Integrated Preparedness Plan

Reference: Homeland Security Exercise and Evaluation Program - Integrated Preparedness Plan (IPP) January 2020

Analysis: Training gaps identified in the overall disaster preparedness, preparation, response, recovery, and mitigation programs. The Integrated Preparedness Plan (IPP) is a document for combining efforts across the elements of the Integrated Preparedness Cycle to make sure that a jurisdiction/organization has the capabilities to handle threats and hazards. Through effective program management, each planning, organizing/equipping, training, exercising, and evaluating/improving activity becomes a supporting component of the larger preparedness priorities. These preparedness priorities help exercise planners design and develop a multi-year training and exercise program of individual exercises that target resources to where they are most useful.

Area for Improvement 2: Functional Planning, Training, and Exercises

Reference: HSEEP

Analysis: Critical functions outside the EOC were not evaluated during this exercise

Recommendations: Create a schedule of functional planning, training, and exercises to build and test the “region's” ability to perform the critical functions in an efficient manner. Examples may include Public Information, Evacuation, Sheltering, Damage Assessment, Debris Management, Detours & Traffic Management, and Continuity of Operations functions.

Area for Improvement 3: Use of Technology

Reference: Crisis Track, Orion, D4H

Analysis: There are multiple programs and/or technologies that could make the region much more efficient in terms of a regional approach to response and recovery.

Recommendations: Consider regional or multi-jurisdictional purchase power when evaluating programs and/or technologies to improve efficiency and effectiveness.

Appendix A: IMPROVEMENT PLAN

| Capability | Issue/Area for Improvement | Corrective Action | Capability Element | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|--------------------------------------|-------------------------------|---|-----------------------|----------------------------------|-------------------------|------------|-----------------|
| Operational Coordination | Command & Control | Position Specific Incident Command Courses | Training | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Operational Coordination | Complex Incident Management | Type 3 All Hazards Incident Management Team | Training | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Intelligence and Information Sharing | COP/SA | Construct and/or Purchase a Common Operating Picture / Situational Awareness Tool | Equipment & Systems | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Planning | COOP/BCP | Develop a Continuity of Operations / Business Continuity Plan | Planning | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Mitigation | THIRA | Conduct a Threat and Hazard Identification Risk Assessment Process | Planning | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Operational Coordination | Disaster Financial Management | Develop Disaster Financial Management Policies and Procedures | Planning | Jurisdiction Administration | Chief Financial Officer | 3/2023 | 12/2023 |
| Planning | HSEEP-IPP | Homeland Security Exercise and Evaluation Program - Integrated Preparedness Plan | Planning | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Planning | Functional Exercises | Conduct multiple functional exercises per year based upon THIRA | Exercises | Emergency Management | EM Staff | 3/2023 | 12/2025 |
| Planning | Technology | Evaluate technology to achieve efficiency and effectiveness | Equipment and Systems | Emergency Management | EM Staff | 3/2023 | 12/2025 |

APPENDIX B: ATTENDANCE ROSTERS

Randolph County, Asheboro NC

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|--------------------|------------------------------------|
| Ashley Wilson | Randolph County Public Health |
| Laura Wall | Mountain Vista Health Park |
| Gary McGee | Climax Fire Department |
| Grace Messinger | Piedmont Triad Regional Council |
| Jamie Brown | Randolph County Sheriff's Office |
| Chris McCorquodale | Randolph County Emergency Services |
| Byron Isaacs | Surry County Emergency Management |
| Bradley Cooper | Randolph County Emergency Services |
| Travis Dalton | LifeStar Emergency Services |
| Wendy Kennon | Randolph County Public Health |
| Jonathan Moody | Randolph County Animal Services |
| Jay Hanson | Asheboro Police Department |
| April Grant | Randolph County Public Health |
| Mandy Shields | American Red Cross |
| Michael Brienza | THPC |
| Seth Julian | Randolph County Schools |
| Sharon Inman | Randolph County Public Health |
| Virginia Zell | Randolph county Public Health |
| Joel Wood | NC Emergency Management |
| Byron Hill | Asheboro PD |
| Robin Brown | NCEM |
| Charlotte King | Ulah Fire Department |
| Diane Harris | Mountain Vista Health Park |
| James Collins | NCEM |
| Adam Shull | PTRC |
| Gary Gallimore | Randolph County Emergency Services |
| Joni Martin | Mountain Vista Health Park |
| Sheri Barnes | Ulah Volunteer Fire Dept |
| Elizabeth Nichols | Randolph County Public Health |
| Wesley Vann | Randolph County Public Health |
| Jesse Day | Piedmont Triad Regional Council |

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| Wendy Garner | Mountain Vista Health Park |
| Connie. Parrish | Randolph County Public Health |
| David Jones | Archdale Police |
| Ernie Hall | Randolph County Public Health |
| David Wagner | Asheboro Police |
| Cindy Montgomery | Mountain Vista Health Park |
| Crystal Carpenter | Randolph County Maintenance Department |
| Dale Brinkley | Randolph County School System |
| Crystal Spivey | Randolph County Public Health |
| Pamela Haywood | Disability Advocacy Center |
| Holden Caviness | City of Asheboro |
| Pamela Haywood | Disability Advocacy Center |

Forsyth County, Kernersville NC

| Name | Agency |
|-------------------|---|
| Emily Austin | Forsyth County Department of Public Health |
| Joshua Hatton | Bannertown Fire Department |
| Landon Flood | Alamance County Emergency Management |
| Conor Baker | Guilford County Emergency Management |
| Kamilah Pleasants | Forsyth County Dept. Public Health |
| Matthew Merritt | Novant Health |
| Joe Barton | Novant Health |
| Robin Brown | NCEM |
| Jerry Blue | Novant Health KMC |
| Chad Higgins | Winston Salem Police Department |
| Joel Wood | NC Emergency Management |
| Nicole Priddy | Forsyth County Public Health |
| Michael Borchers | City of Greensboro |
| Chandler Byrd | North Carolina State Highway Patrol |
| Anthony Stewart | Forsyth County Fire Department |
| Jaron Herring | Randolph County Public Health |
| Michael Foster | High Point NC |
| Sherita Sutton | Forsyth County Dept of Public Health |
| Kevin Turner | Guilford County/City of Burlington Emergency Management |
| Kenya Hargrave | City of High Point |
| Jen Price | Trellis Supportive Care |
| Jake Freeman | Bannertown Fire Department/City of Mount Airy |
| Alex Stout | GTCC Campus Police |
| Shree Dorestant | City of Greensboro |
| Rodney Pierce | Davie County 911 communications |
| Myron Waddell | LifeStar Emer. Services |
| Bronson Holland | Compass Health and Rehab |
| Brooke Thomas | Randolph County Public Health Dept. |
| DeeAnnah Brantley | Westchester Manor |

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| Peter Watkins | Winston-Salem Police Dept |
| Matthew Dolge | PTRC |
| Marlene Kostyrka | Guilford County Emergency Management |
| Dawn Vallieres | PTRC |
| Joseph Pitts | Novant Health |
| Christopher Baker | Bannertown Volunteer Fire Department |
| Kenny Stewart | UNC Greensboro Emergency Management |
| Trevor | Forsyth County |
| John Gallimore | County of Davie |
| Perry Hall | High Point FD / Bethany FD |
| Leigha Cordell | Winston Salem/ Forsyth County EM |
| Mike Gray | GTC |
| Amanda Landrum raines | Westchester Manor |
| Carolyn McKinney | Westchester Manor |
| Terrence Fox | NC SBI |
| Cindy Trogdon | Randolph County Public Health |
| Lynsay Saunders | Randolph County Public Health |
| Ozie Keith Jones | City of Winston-Salem |
| Shannon G Turner | City of High Point |
| David Adolphus | Arbor Acres Retirement Community |
| Brian Barnett | Davie County |
| Veronica Thomas | Winston-Salem/Forsyth County Schools |
| Jerry Byers | City of High Point |
| Frank J Giubileo | Guilford County Security Dept. |
| Lisa Kelly | Winston Salem Police Dept |
| David Torres | YVEDDI Public Transportation |
| Richard B Brown | Novant Health Public Safety FMC |
| Robert Patterson | City of Burlington Water Resources |
| Robby Stone | City of High Point |
| Mitzi Hutchens | YVEDDI |
| Dawn cutts | Westchester Manor |

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| Josh Bowman | Compass Healthcare and Rehab Hawfields |
| marguerite davis | Red Cross |
| Paul "Chip" Ferguson | Alamance County Emergency Management |
| Darry Groce | Yveddi Transportation |
| Ramone Johnson | City of Greensboro |
| Brad Bailey | Alamance County Emergency Management |
| Robert C Jones | Town of Sedalia |
| Jason Watlington | Caswell County Emergency Services |
| Bronson Holland | Compass Health |
| Paul "Chip" Ferguson | Alamance County Emergency Management |

Surry County, Elkin NC

| Name | Agency |
|-------------------|---|
| Lee Wright | City of Mount Airy |
| Anna Tschorn | Winston Salem Police Department |
| Allie Willard | Surry County Health and Nutrition Center |
| Matthew Hardy | Elkin Fire Department |
| Jonathan Young | Surry County Emergency Management |
| Olivia Cortez | Surry County Health and Nutrition Center |
| Byron Isaacs | Surry County Emergency Management |
| Sara Beaver | Surry County Health & Nutrition Center |
| Adam Shull | Piedmont Triad Regional Council |
| David Koehler | Forsyth County Fire Department |
| Gage J Grueshaber | Pilot Knob Fire Department |
| Christopher Wall | Surry County Emergency Services |
| Chrystal J Payne | Winston Salem Police Department |
| Tiffany Eldridge | Davie County HHS |
| Samuel Diamont | Winston-Salem Police |
| James | Eden Fire Department |
| Justin Welborn | Triad Healthcare Preparedness Coalition |
| Mickey Boyles | Triad Healthcare Preparedness Coalition |
| Alan Fowler | City of Winston-Salem/Forsyth County Utilities Commission |
| Chauncey Bowers | Wake Forest University |
| Melinda J King | City of High Point |
| Benjamin Justice | Davie County Department of Health and Human Services |
| Joel Wood | NC Emergency Management |
| Tim Dees | City of High Point |
| Ashley Vaughn | SCHNC |
| William Rountree | Elkin Emergency Rescue Squad |

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|-----------------|---|
| Kevin Wilson | ELKIN Fire Department |
| Jeramie | NC Highway Patrol |
| Ross Patterson | WS/FC Emergency Management |
| Bill Brewer | Winston-Salem/Forsyth County Utilities |
| Charlie Hampton | Surry County Emergency Services |
| Rodney Whitaker | Dobson Fire |
| Ian K. Harrell | Surry County EM |
| Vicky Gwynn | Winston Salem Police Department |
| Jason Lawson | Surry Community College and Surry County |
| Sarah Kerr | Surry County Health and Nutrition Center |
| Robert Reece | Winston-Salem/Forsyth County Office of Emergency Management |
| Joseph Ashburn | Davie County EMS |
| Cameron Webb | Davie County Emergency Management |
| Eric Southern | Surry County Emergency Services |
| Jeremy Britt | City of High Point |
| Jeramie Baity | NC Highway Patrol |

APPENDIX C RANDOLPH: PARTICIPANT COMMENTS

Strengths

40 responses

- Communication
- Team working together
- Everyone involved in training
- Gained knowledge and understanding
- Experience w staff
- Team work
- Updating plans
- Communication, reliability
- Plan of action.
- Power and communications contingency
- Our current plan is strong but we did note areas we need to improve and update.
- Teamwork
- Multiple departments in the city to handle specific tasks.
- Relationships, planning, community partners, team building, elected officials support
- Experience of working with local partners
- Standards and Procedures
- Partnerships
- Multi-agency coordination
- Teamwork
- Did a great job. Only thing I can think of is more things like this
- Working together on large incidents
- Relationships and logistics
- Partnerships, experience
- We have good plans in place and great help within the county
- Help me learn more about my agency
- Already have a good, well established plan in place
- Teamwork, resource networking
- Work ethic
- Great questions, scenario, situations
- Communication, comprehensive plans with people and facilities in place
- Good communications
- Great community to work together
- Communication
- Relationships
- Our EP process is well constructed.
- Willingness to collaborate
- Coordination role
- Cover large area /multiple regions

- Created an opportunity for a variety of services to collaborate and discuss possibilities

Areas for Improvement

39 responses

- None
- Have power company and DOT present during exercise
- None
- Communication w partners
- Communication
- Written MOA/MOU
- Making sure our back up plans are stable for our emergency preparedness needs
- Communication with the public, documentation of info, backup resources
- Cross training command staff
- Communication
- Redundant communications equipment.
- Lots of gaps, increase communication, make sure plan is updated and consistent
- Communication between different agencies and communities
- Small workforce
- Fluid communication
- Resource preparedness
- Communication and continuity of operations
- Specific expectations
- Do more of these
- Using resources
- COOP contact list, MOU's with partners
- Pre-planning with mutual aid depts
- Radios system backup, identify additional fuel suppliers.
- Consistent communication
- Get more training with other agencies
- Educational updates for the community who will be involved; review of our back up supplies, food, water, etc.
- Other community stakeholders involved, communication
- Communication, training
- NA
- Addition of another shelter, MOU in place for medically fragile.
- Shelter organization
- More involvement (different organizations)
- Training and education
- Training
- Communication outside facility level. Education for volunteers.
- Communication, long term planning
- Utilizing coordination advantage across geographies, efficiency of resource utilization

- Gain better understanding of where local Govt are in regards EMP, understand what we can do to support region for needs
- Personally, I could use more of what would be expected and assist my agency in a major event in a law enforcement aspect.

Please share any recommendations to improve similar exercises in the future.

22 responses

- None
- Yes
- None everything was great
- None
- More than weather exercises
- Great exercise!
- Breakout groups with all 4 groups represented to deal with certain injects to create better relationships and cooperation.
- Very well done and paced.
- Confirmation emails when registering and sharing presentations via QR code in a Google doc form.
- Good presentation!!
- I enjoyed it
- More training events as such
- Great class
- offer gluten free food option
- All was well done. Kept it moving and forced people to think
- Exercise was a great critical thinker. Interesting to see how all different aspects of community work.
- Would like to see NCDOT at this event
- How engage with businesses or corporations
- If possible, could separate groups a little more during discussion. In any exercise such as this, it is wonderful to hear different views.

APPENDIX C KERNERSVILLE: PARTICIPANT COMMENTS

Strengths

55 responses

- Communication
- Good networking
- Shelter lists are made, shelter place established
- Set policies and plans already in place
- Communication and partnership.
- Planning

- Regional cooperation
- Staffing, emergency plan
- Relationships, all hazard, realistic
- Great team to lead the exercise ... lots of experience to glean from.
- Willingness to improve
- Administrator that is aware.
- We already have some things in place
- Knowing your Resources
- Outside resources available
- Preparedness
- Ensuring plans and EOP include accommodation for overlooked areas.
- Better prepared by communicating
- Coordination of county agencies
- Preplanning
- People
- Collaboration with partnering agencies
- State EM relationships
- Plans in place
- Interagency/Departmental Coordination
- Having the ability to support emergency services during an emergency/disaster. Having the proper plans in place to support the operations of response by organizations in our local community.
- Emergency power to continue operations during power loss.
- Access to resources
- Strong relationships, leadership involvement, capacity built from COVID response
- Well organized
- Lots of resources
- Communication with other agencies
- About to share ideas
- Technology testing and review
- Good plan already established. Policies in place
- We have a good shelter plan in place
- Equipment availability
- Emergency Response Plan and Grab & Go Binders
- Planning and resources
- Good overall emergency plan
- Working together, using IC command
- Well presented, sufficient facilitators, nice venue
- Communications; individuals know roles
- Good relationship with partners
- Current MOU's and policies in place -strong county EM programs
- Infrastructure information
- Policies and procedures
- Collegial support among partners. We are all seasoned in disaster response by COVID

- Community partner involvement

Areas for Improvement

52 responses

- Communication
- Continuity planning
- Update plans, training staff, roles and responsibilities of staff
- EOP additions
- Knowledge of available resources
- Taking actions on preparedness
- N/A
- Communication resources such as walkie talkies
- Break away rooms
- Coop, BCP
- Pre-planning
- Supplies
- Need to make sure things are updated, making sure all staff are aware of defined roles. Define or redefine roles, staffing structures
- Book with resources
- Continual assessment, training, testing and improvement of plans, policies, procedures
- Identify available resources and how to network and contact to obtain when needed.
- Redundant comms
- Resupply
- Develop new partners / improve relationships with existing partners
- In depth staff training for new staff.
- Specify roles, accountability
- Updating contacts and plans
- Policy
- Staff training, communication
- Data tracking/analysis
- Improving recovery documentation. Our agency should look at improving the damage assessment process during the recovery phase.
- Knowing the emergency manager in the area. Preparing team for event success.
- Heads of departments working with each other
- Staff scheduling needs to be planned in advance, clarify role of Public Health nurses in general population shelters, need to train staff and leadership on dept response plans to ensure familiarity
- N/A
- Plan for keeping staff on site for multiple shifts.
- Longer exercise
- Inactive of mixing different agencies
- Coop plans and testing

- Some supplies need to be ordered and obtained. Example walkie talkies, weather radio, etc
- Not all staff are aware of all of the details of the shelter plan. Need staff training on how the shelter will operate for a prolonged event/events of different nature.
- Training
- Training new staff members
- Better community engagement and resilience
- Developing relationships with our county and state resources
- Need to work more with our DOT n other resources
- More time, smaller groups, more depth
- Policies; Continuity of Operations Planning; activities checklist for pre-, during, and post-disaster activities; damage assessment; debris handling
- Assess MOU's, perform similar exercises at the local level. Assess damage assessment protocol, partner with key folks that don't typically participate in EOC activities or events and train them.
- Cool in the room
- Training and exercises
- Improvement Debris Management Plan, Emergency Response Plan.
- Meet with other agencies for better improvement
- Update preparedness checklists
- Decompression tactics
- We need to make immediate arrangements with Mutual aid partners to have MOU agreements.

Please share any recommendations to improve similar exercises in the future.

38 responses

- N/A
- Smaller groups
- Yes
- N/A
- Good presentation
- Better way to talk in groups for hearing purposes
- Tornado/hurricane/ food event
- Play out/role play the scenario
- Great exercise
- Share the ICS plan and identify roles possibly
- Room was too crowded
- Smaller group activities
- Large area for breakout sessions / audio visuals for the scenarios
- N/A
- I would pull out hospitals and CMS facilities from the other human services agencies and break it into two groups.

- It was loud during the breakouts. It was difficult to hear people in the breakout share their info.
- More time with discussing resources
- Overall great job
- N/A
- None. Great job
- Consider networking for those in different disciplines. There was more opportunity to work with those in similar roles/functions, but it may be beneficial to break these areas up to work in interdisciplinary groups (several in each group from each discipline so we can hear them work through these items as well.
- Food was good and the collaborative environment was beneficial. Thx
- Group participants by jurisdictions represented so they can talk through scenario based on existing plans and priorities in their own jurisdictions
- Bringing our emergency plans and share with other to help and get ideas
- Lots of great information
- Better room layout; it was very difficult to hear and participate in the smaller/breakout groups; most in our group were not hearing the discussion well.
- Allow members of each group to interact and explain each of their resources/capabilities
- Idk
- Tabletop discussion groups could be sectioned off better based on attendance.
- Provide a couple virtual options relevant to nursing homes and ambulatory care that can't come to these exercises as easily.
- None great job
- Hard to hear across the distance of groups in breakouts, use smaller groups or have separate rooms.
- Hard to hear talking in break out groups in groups
- Have specific groups meet, for example transportation providers have tabletop.

APPENDIX C ELKIN: PARTICIPANT COMMENTS

Strengths

36 responses

- TBD
- Resources, partnerships
- Size of utility, standby power generation
- Strong partnerships with local law enforcement, hospitals, emergency management and fire
- Sheltering plans are in place for this dept.
- Plans and policies
- NA
- Team work

- Planning, communication
- Partnerships
- Improve partnerships and knowledge of other assets
- Mutual aid agreements and points of contact
- Good community
- Good structure and easy to follow
- We'll organized
- How to prepare better for the events just talking with other departments
- Partnerships and Resources
- Having a good staff that's willing to tackle tasks at hand.
- Networking
- Resources or connections to resources, plans
- Multiple agencies working together
- community involvement and communications
- Very realistic scenario, diverse participants, very good discussions from groups.
- Being organized
- Good plans in place
- Manpower
- Town Department Head Meeting weekly
- Wide ranging capabilities and access to resources statewide through a simple phone call
- Involvement between agencies
- Community
- Good communication
- Different points of view
- Good communications
- Community help
- We already have plans in place for similar events.

Areas for Improvement

37 responses

- Communication
- TBD
- MOUs
- Communication with other cities
- Shelter planning
- Sheltering with no water or sewer
- coordinating with other organizations
- NA
- Planning
- Working in conjunction with others
- Shelter planning
- Improve and update communications
- Bringing all stakeholders together.

- Making connections between community resources
- Coordination. COOP
- None
- Mix groups up so participants gain better perspective through discussion and interaction
- None at this time
- Working together better with other entities
- Documentation and Communication
- Having a better understanding of preparedness plans that involve the community more directly.
- Sharing with others, using our established resources and including them in training exercises, documentation.
- Secondary communication resources, evacuation planning
- Training
- No major recommendations for the exercise itself. However, having NCDOT and private utilities participating would have added more to the exercise.
- Getting out information
- Sharing those plans and communicating with others to make the cohesive plan work
- Manpower
- Checking on facilities to use as shelter, documentation, communications between all agencies involved.
- Staffing to be able to utilize the resources we do have to their full extent
- Finding and promoting interest among other departments
- Sheltering
- Information gathering
- Understanding
- Work on getting more partners involved
- Scenario based training, filling out forms and getting them delivered in a timely manner. Making sure information sent out is accurately represented.

Please share any recommendations to improve similar exercises in the future.

25 responses

- Great job!
- NA
- Ice/tornadoes things you can't plan for
- This was great! I would love to hear real life examples or hot wash from a real event
- Great exercise
- None, it was great!
- This is good as it is. Any type of scenario based on a jurisdiction's HVA is helpful.
- None at this time
- Vary groups as mentioned above
- None at this time
- Multiple Day Course

- No recommendations.
- I enjoyed the collaboration with other departments in the community. Public works, health care, EM, emergency services. Continue to hold this and invite other departments so we can all be on the same page.
- Frequency (more often)
- none
- Good job!
- I thought that the injects were well planned and helped me to realize how much more I needed to learn to help the process works better
- Documentation on how to find it and what it's for. Also working supplies issues.
- None at this time excellent training really helped.
- Exercise was well done, maybe more outreach to elected officials and groups not represented to bring them into the discussion
- Summary of group written input
- More time to learn from all involved
- Break down the different sections to help better prepare newer people in EM
- More entities here
- Open lines of communication. Stay in touch with partners

APPENDIX D: PICTURES



PIEDMONT TRIAD REGIONAL COUNCIL

WHITEOUT 2023

RESPONSE AND RECOVERY TABLETOP EXERCISE

HIGH WINDS AND HEAVY SNOW AND ICE HAVE DISRUPTED FLIGHTS, CLOSED MAJOR ROADS, AND CAUSED MASS POWER OUTAGES ACROSS THE PIEDMONT OF NORTH CAROLINA. MUNICIPALITIES AND COUNTIES ARE PREPARING FOR THE WORST OF THE STORM TO COME.

Exercise Options

OPTION 1
January 26th 0900-1330
Randolph Community College
629 Industrial Park Ave.
Asheboro, NC - Room 148

OPTION 2
January 27th 0900-1330
Piedmont Triad Regional Council
1398 Carrolton Crossing Dr.
Kernersville, NC

OPTION 3
February 2nd 0900-1330
Surry Community College - SCC Elkin Center
1461 N. Bridge St.
Elkin, NC

FEMA Community Lifelines

Special emphasis will be placed on FEMA's Community Lifelines, which were created to reframe incident information, understand and communicate incident impacts using plain language, and promote unity of effort across the whole community to prioritize efforts to stabilize the lifelines during incident response.

REGISTRATION LINK

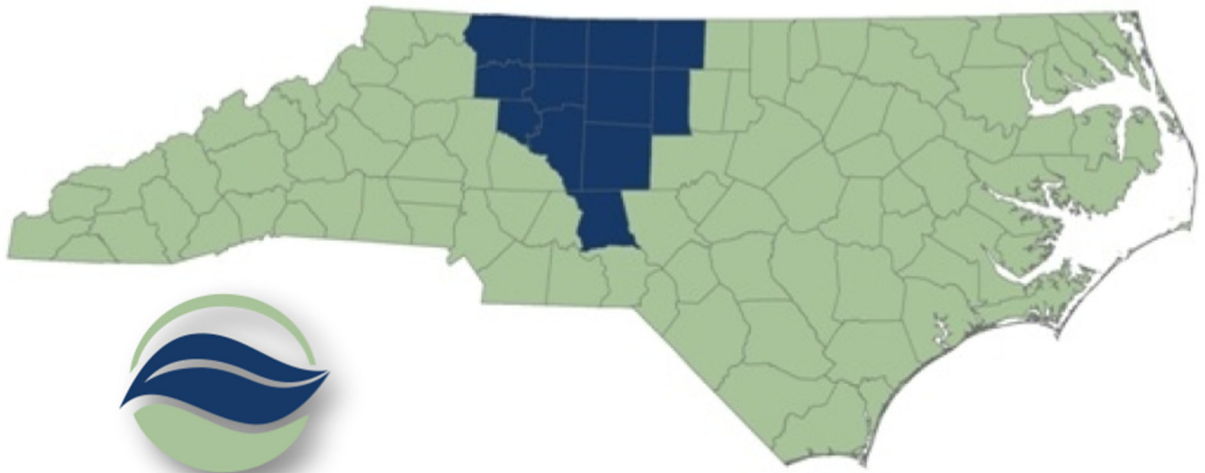


For additional information please contact Scot Brooks at (919)542-7932 or Shane Seagroves at (919)770-5563




WHITEOUT 2023

TABLETOP REGIONAL EXERCISE



PIEDMONT TRIAD
REGIONAL COUNCIL

JANUARY 26, 2023

COMMUNITY LIFELINES

