



FEMA

2024 Keystone 6 National Mass Care Exercise Full-Scale Exercise

After-Action Report/Improvement Plan

May 21-23, 2024



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Executive Summary

The 2024 Keystone 6 National Mass Care Exercise, conducted from May 18-23, 2024, at Shippensburg University, was a comprehensive Functional Exercise focused on Mass Care and Emergency Assistance. The exercise aimed to enhance the Commonwealth's response and recovery capabilities by evaluating critical aspects of mass care services, operational communication, operational coordination, planning, and public information and warning. Sponsored by the Pennsylvania Department of Human Services (PADHS) and the Pennsylvania Emergency Management Agency (PEMA), the exercise involved numerous stakeholders, including non-governmental organizations (NGOs), local, state and federal partners.

The exercise underscored the importance of operational coordination and mass care services, ensuring a cohesive and efficient response. The lessons learned and areas for improvement identified during the exercise will be instrumental in refining the Commonwealth's mass care strategies and enhancing overall preparedness for future emergencies.



Exercise Overview

Table 1: Exercise Overview

Exercise Name	2024 Keystone 6 National Mass Care Exercise
Exercise Date	May 18-23, 2024
Scope	This exercise was a Functional Exercise, planned for six days at Shippensburg University (primary location). Exercise play was limited to Mass Care and Emergency Assistance areas.
Mission Area(s)	Response and Recovery
Core Capabilities	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning
Objectives	<ol style="list-style-type: none"> 1. Establish a Commonwealth Managed Shelter and be prepared to receive 1,000 shelter residents within six hours of the decision to open. 2. Demonstrate effective interagency resource coordination and resource deployment that minimizes duplication of efforts amongst NGOs, local, state and federal partners through use of the Emergency Support Function (ESF) 6 Annex and the Pennsylvania (PA) Mass Care Framework. 3. Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.
Sponsors	<ul style="list-style-type: none"> ▪ PADHS ▪ PEMA
Participating Organizations	See Appendix B



2024 Keystone 6 National Mass Care Exercise After-Action Report/Improvement Plan

Exercise Name	2024 Keystone 6 National Mass Care Exercise
Points of Contact	Devon Heberlig PADHS Exercise Director Christine Heyser PADHS Exercise Director



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 2 includes the exercise objectives, aligned capabilities and performance ratings for each capability as determined by the evaluation team.

Table 2: Analysis of Capabilities

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Establish a Commonwealth Managed Shelter and be prepared to receive 1,000 shelter residents within six hours of the decision to open.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 			M	
Demonstrate effective interagency resource coordination and resource deployment that minimizes duplication of efforts amongst NGOs, local, state, and federal partners through use of the ESF 6 Annex and the PA Mass Care Framework.	<ul style="list-style-type: none"> ▪ Operational Communication ▪ Operational Coordination ▪ Planning 			M	
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 		S		



Objective 1

Establish a Commonwealth Managed Shelter and be prepared to receive 1,000 shelter residents within six hours of the decision to open.

MASS CARE SERVICES, OPERATIONAL COORDINATION, OPERATIONAL COMMUNICATION, PLANNING, PUBLIC INFORMATION AND WARNING

Strength 1

The specialized response groups, such as the Functional Assessment Service Team (FAST), Logistics Group, and Shelter Leadership Group were better prepared for sheltering operations, through training and exercising.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

Specialized groups within the Disaster Response Team (DRT) have the enhanced knowledge, skills and resources that enable them to effectively manage the complexities of emergency shelters. In contrast, individuals relying on just-in-time training lack the comprehensive experience, confidence and coordination necessary to navigate the demanding and chaotic environment of establishing a shelter on short notice. In our scenario, disaster survivors (players) arrived as Shelter staff where attempting to set up and open sheltering operations, mimicking a real-world environment. Groups such as the Logistics Team, FAST and Shelter Management, were able to utilize past experiences and skills working in disaster operations to provide necessary structure. As the sheltering operations unfolded, less experienced team members were able to assimilate and eventually acknowledge needs of the disaster survivors.

Area for Improvement 1

While attempting to establish operations, major functional areas within the shelter (registration, dormitory, information sharing, and feeding) encountered major challenges with organizing and establishing command and control.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

Major functional areas, such as registration, dormitory, feeding and information sharing, encountered major challenges organizing and establishing command and control. In effort to mirror real world response, the opening of the shelter occurred at the same time as Shelter Operations



were beginning to be established. As a result, registration was ill prepared to accept disaster survivors; appropriate forms were missing, and an ad-hoc process for accommodating the influx of registrants was developed and ineffectively executed. In addition, DRT Staff assigned to the registration area were inexperienced with processes such as interviewing Survivors, determining referrals to FAST or Medical, and determining the status of a pet versus service animal. Dormitory staff faced similar problems with interpreting and executing policy and accommodating survivor needs.

It should be noted, there are no pre-planned shelter layouts for registration, dormitory, or feeding areas and Job Task Sheets were not provided. These may have been contributing factors to challenges with establishing and maintaining operations.

Recommendation:

- Update/revise Job Task Sheets to reflect current sheltering practices.
- Evaluate Shelter sites (Update Shelter Surveys, Floorplans, etc.) to pre-identify locations for major functions, including Mass Care staging areas, supply storage, general parking, registration, dormitory, feeding, pet areas, and other services to support disaster survivors.
- Shelter staff access to electronic tools for registration may provide improved efficiency in the registration process.

Area for Improvement 2

DRT members not a part of a specialized group, need additional training on the functional areas of the operations.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

All DRT members received just-in time training for establishing and operating shelters, which was effective for providing a broad overview of basic operations. However, more in-depth training and practical application of the registration process, referrals to services, dormitory operations, FAST roles/responsibilities and policies regarding pets and service animals would provide DRT members with the knowledge, skills and experience to effectively manage operations. Throughout the exercise, there were numerous incidents in which DRT members could have more effectively served disaster survivors, if they had more thorough training in basic operations, such as how to use the registration form, or how to identify pets/service animals.



Recommendations:

- Develop groups within the DRT where members can specialize in a specific functional area. Like the FAST and Logistics groups, general DRT members would opt to receive additional specialized training. The additional groups could include pet support, Emergency Behavioral Health, or registration.
- Develop a comprehensive training and exercise plan to include specific training on overall shelter operations (including Red Cross Shelter Simulation), function specific trainings, Psychological First Aid, safe pet handling or other shelter specific trainings.
- Develop a comprehensive DRT recruiting plan to promote DRT and specialized groups, for internal use.

Objective 2

Demonstrate effective interagency resource coordination and resource deployment that minimizes duplication of efforts amongst NGOs, local, state, and federal partners through use of the ESF 6 Annex and the PA Mass Care Framework.

OPERATIONAL COORDINATION, OPERATIONAL COMMUNICATION, PLANNING

Reunification Task Force

Strength 1

The Reunification Task Force had effective interagency resource coordination.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Reunification Task Force demonstrated effective interagency resource coordination by thoroughly assessing the capabilities of local NGOs before requesting federal aid. This systematic evaluation ensured that local resources were fully understood and considered, allowing for informed decision-making. By optimizing the use of available resources, the task force streamlined the process and reduced dependency on external support, exemplifying the importance of local resource utilization.



Strength 2

Use of resources like available data, subject matter experts (SMEs) and each other to have situational awareness.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Reunification Task Force effectively utilized exercise scenario data to inform its planning processes, ensuring that its strategies were both aligned appropriately. By leveraging the expertise of team members, many of whom were SMEs with specialized knowledge, the task force was able to create a more robust and adaptable approach. This focus on expertise allowed the team to remain flexible and well-prepared for various challenges.

Feeding Task Force

Strength 1

The Feeding Task Force had effective interagency resource coordination.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Feeding Task Force showcased strong collaboration by sharing their capabilities and creating a cooperative environment among various organizations. Through this teamwork, NGOs and Voluntary Agencies Active in Disaster (VOAD) partners were seamlessly integrated into the planning process. This strategy promoted efficient resource utilization and maximized the impact of available resources, demonstrating the value of fostering interagency partnerships for more effective responses.

Strength 2

Use of resources like available data, SMEs and each other to have situational awareness.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Feeding Task Force also demonstrated exceptional collaboration and information sharing. Like the Sheltering Task Force, team members used a centralized platform to ensure that everyone was



consistently updated, which maintained situational awareness. Engaged leadership played a key role in fostering collaboration, promoting problem-solving and encouraging open communication, creating a dynamic and well-coordinated team environment.

Disability Integration Task Force

Strength 1

The Disability Integration Task Force had effective interagency resource coordination.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Disability Integration Task Force effectively assessed the availability of mutual aid, cooperative agreements and other resource-sharing options before seeking federal assistance. This proactive approach fostered a culture of cooperation and mutual support among the participating organizations. By leveraging these resource-sharing options, the task force minimized the need for external aid and enhanced overall resource coordination, reinforcing the importance of pre-existing local agreements.

Sheltering Task Force

Strength 1

Use of resources like available data, SMEs and each other to have situational awareness.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The Sheltering Task Force exemplified outstanding collaboration and information exchange throughout their efforts. Team members communicated actively and shared essential data using a centralized platform, which kept everyone informed and updated. This consistent flow of information maintained situational awareness across the board, preventing information silos and enabling coordinated efforts. Engaged leadership within the task force fostered a collaborative environment, encouraging proactive problem-solving and open communication, which further strengthened their operations.



Reunification, Disability Integration, Feeding, and Sheltering Task Forces

Area for Improvement 1

Task forces have an opportunity to familiarize themselves with available resources and emergency plans, policies and procedures.

Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

Some task forces lacked a comprehensive understanding of the capabilities and resources provided by the PADHS. This uncertainty suggests that there may be gaps in communication and training regarding the available resources and their application. Effective interagency coordination relies heavily on each participating entity understanding their role and the resources available. Without this understanding, efforts can be duplicated, and resources may not be utilized optimally, leading to inefficiencies and potential overlaps.

During the exercise, evaluators had to direct some players to the PA Mass Care Playbook, highlighting a deficiency in familiarity and understanding of established guidance documents. The Mass Care Playbook is a crucial tool designed to provide comprehensive guidance on resource coordination and deployment. This gap can indicate that participants may not have been adequately trained or may not regularly reference the playbook in practice. This can hinder quick and effective decision-making during real-world emergencies, potentially leading to delays and miscoordination.

Recommendation:

- Implement regularly scheduled training sessions focused on task force references and stakeholder resources and capabilities. Ensure that all task forces are well-informed about what is available and how to utilize these resources effectively.
- Establish feedback mechanisms to capture and address any confusion or challenges task forces encounter regarding resource capabilities and using the Mass Care Playbook.

Reunification Task Force

Area for Improvement 2

The Reunification Task Force did not take the opportunity to collaborate with one another in person.



Reference: ESF 6 Annex and the PA Mass Care Framework

Analysis:

The lack of collaboration within the Reunification Task Force represents a significant opportunity for improvement. Effective interagency coordination depends on active collaboration among team members to ensure that all aspects of a response are addressed comprehensively and efficiently. When task force members fail to engage with one another, it can lead to gaps in coordination, missed opportunities for leveraging collective expertise, and inefficient use of resources. Collaboration within the task force is essential for sharing insights, aligning strategies and avoiding overlapping efforts. Without this interaction, the task force may struggle with fragmented decision-making, inconsistent resource application and a diminished ability to respond effectively to the needs of those affected.

Objective 3

Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.

MASS CARE SERVICES, OPERATIONAL COORDINATION, OPERATIONAL COMMUNICATION, PLANNING, PUBLIC INFORMATION AND WARNING

Disability Integration Task Force

Strength 1

The Disability Integration Task Force successfully developed a comprehensive operational plan that included detailed provisions for accessible services, ensuring physical, programmatic and communication access for individuals with disabilities.

Analysis:

This strength underscores the task force's detailed and inclusive planning approach, ensuring that individuals with disabilities receive equitable services during mass care operations. Their focus on accessibility highlights their commitment to meeting diverse community needs. By considering a wide range of accessibility needs, the task force demonstrated foresight and preparedness, which are crucial for effective emergency response. The inclusive planning not only ensures compliance with legal requirements but also promotes a culture of inclusivity and respect within the emergency management community.



Strength 2

The Disability Integration Task Force maintained clear and consistent communication with other task forces and the Commonwealth Response Coordination Center, ensuring that needs and accommodations for individuals with disabilities were communicated and met promptly.

Analysis:

Effective operational communication facilitated seamless coordination, allowing for timely identification and fulfillment of disability-specific needs. This capability is crucial for integrating disability considerations into the broader mass care response strategy. By maintaining open and consistent communication lines, the task force was able to quickly relay important information and requests, thereby enhancing the overall efficiency of the response efforts. This strength also highlights the importance of having dedicated communication protocols in place to address the unique needs of individuals with disabilities.

Area for Improvement 1

While the task force effectively communicated internally, there were delays in disseminating accessible public information and warnings to individuals with disabilities.

Analysis:

Improving the timeliness and accessibility of public information is essential for ensuring that all community members, especially those with disabilities, receive critical information promptly. Addressing this area will enhance the overall responsiveness and inclusivity of mass care operations. Ensuring that information is available in multiple formats, such as braille, large print and sign language interpretation, will help bridge the communication gap.

Area for Improvement 2

The task force faced challenges in accurately estimating the need for disability-specific resources and procuring them in a timely manner.

Analysis:

Accurate resource estimation and timely procurement are vital for effective service delivery. Enhancing these capabilities will ensure that the task force can adequately prepare for and meet the needs of individuals with disabilities during mass care operations. Developing a comprehensive inventory of disability-specific resources and establishing pre-arranged agreements with suppliers can mitigate delays.



Feeding Task Force

Strength 1

The Feeding Task Force efficiently coordinated the distribution of meals to over 100,000 impacted residents, ensuring nutritional needs were met across multiple jurisdictions.

Analysis:

This strength highlights the task force's operational efficiency and ability to manage large-scale food distribution, which is critical during mass care operations. Their capability to ensure food security contributed significantly to the overall success of the response. The task force's systematic approach to meal distribution minimized delays and ensured that all affected residents received timely and appropriate nutrition. This success is attributed to their robust logistical planning and strong partnerships with food suppliers and distribution networks.

Strength 2

The task force effectively collaborated with voluntary organizations, private sector partners and other task forces to streamline food distribution processes.

Analysis:

Operational coordination with multiple stakeholders is essential for effective mass care services. The task force's ability to forge partnerships and work collaboratively ensured a smooth and efficient distribution process, maximizing the use of available resources. This collaborative approach not only optimized resource utilization but also fostered a sense of community and shared responsibility among the involved parties. The task force's coordination efforts served as a model for interagency collaboration in emergency response.

Area for Improvement 1

Although the task force executed food distribution effectively, there were gaps in pre-exercise planning that led to initial delays in establishing feeding operations.

Analysis:

Strengthening the planning phase will reduce initial delays and enhance the overall efficiency of feeding operations. Comprehensive pre-exercise planning is crucial for anticipating challenges and ensuring rapid response capabilities.



Area for Improvement 2

There were instances of miscommunication regarding dietary restrictions and special dietary needs, leading to delays in providing appropriate meals.

Analysis:

Ensuring clear and precise operational communication regarding dietary needs is essential for meeting the diverse nutritional requirements of impacted residents. Addressing this area will improve the task force's ability to provide timely and appropriate meals to all community members.

Household Pets Task Force

Strength 1

The Household Pets Task Force demonstrated excellent capability in providing care and shelter for pets of impacted residents, ensuring the well-being of pets across multiple jurisdictions.

Analysis:

The ability to care for household pets is a critical component of comprehensive mass care services, as pets are often considered part of the family. This strength reflects the task force's preparedness and operational capacity to manage pet care during emergencies. By ensuring pets are safe and well-cared for, the task force helped alleviate some of the stress and anxiety faced by pet owners, allowing them to focus on their own recovery. The task force's efforts also highlighted the importance of including pet care in emergency planning and response.

Strength 2

The task force maintained strong coordination with other task forces and the Commonwealth Response Coordination Center, ensuring that pet care needs were integrated into the overall response plan.

Analysis:

Effective coordination and situational awareness are key to successful mass care operations. The task force's ability to integrate pet care into the broader response efforts ensured a cohesive and comprehensive approach to mass care services. By maintaining situational awareness, the task force could anticipate and address emerging pet care needs promptly. This proactive approach contributed to a more organized and effective response, highlighting the value of integrated planning and coordination in emergency management.



Area for Improvement 1

The task force encountered difficulties in accurately estimating the number of pets needing care, leading to shortages in pet supplies and shelter space.

Analysis:

Accurate estimation of needs is vital for effective resource allocation. Enhancing this capability will ensure that the task force can adequately prepare for and meet the needs of pets during mass care operations.

Area for Improvement 2

There were challenges in providing accessible pet care services to individuals with disabilities, particularly in ensuring that service animals received appropriate care.

Analysis:

Ensuring accessibility of services for individuals with disabilities, including those with service animals, is crucial. Addressing this area will improve the task force's ability to provide comprehensive and inclusive pet care during emergencies.

Reunification Task Force

Strength 1

The Reunification task force successfully coordinated efforts to reunite families and individuals across multiple jurisdictions, leveraging partnerships with local and national organizations.

Analysis:

This strength underscores the task force's ability to facilitate the reunification process through effective collaboration and coordination, which is essential for reducing trauma and ensuring the well-being of impacted residents. The task force's partnerships with various organizations enabled a comprehensive and efficient reunification process. This collaborative effort helped minimize confusion and delays, ensuring that separated individuals could reconnect with their loved ones promptly. The task force's success in this area highlights the importance of strong interagency relationships and coordinated response efforts.



Strength 2

The task force effectively utilized various communication channels to disseminate information about reunification services, reaching a broad audience and ensuring that affected individuals were aware of available resources.

Analysis:

Effective public information and warnings are critical for informing and guiding impacted residents. The task force's ability to communicate effectively ensured that residents were aware of reunification services and could access them promptly. By using multiple communication platforms, the task force was able to reach a diverse audience, including those with limited access to traditional media. This comprehensive communication strategy contributed to the overall effectiveness of the reunification efforts, highlighting the importance of clear and accessible public information in emergency response.

Area for Improvement 1

Initial planning for reunification services lacked specificity, leading to some confusion and delays in the early stages of the response.

Analysis:

Strengthening the planning phase with detailed and specific reunification strategies will enhance the task force's ability to implement services quickly and effectively, reducing confusion and delays during the response phase.

All Task Forces

Area for Improvement 1

There were instances of a lack of communication between the task forces which led to a lack of common operating picture and impacted the coordination of mass care services.

Analysis:

Improving operational communication will enhance all task forces' ability to coordinate mass care efforts seamlessly. Clear and consistent communication is essential for effective collaboration and service delivery.



Recommendation:

Implement a strategy for developing the organizational structure for mass care task force leadership and for preparing staff to fill these roles.

Controller Inputs and Feedback

This assessment highlights the strengths and areas for improvement within the Mass Care Taskforce during the 2024 Keystone 6 National Mass Care Exercise. The leadership transitions, data utilization and coordination efforts all played crucial roles in the overall effectiveness of the taskforce.

Taskforce Leadership:

Day 1: The taskforce leader demonstrated strong group leadership acumen despite having less Mass Care SMEs. They effectively coordinated and tasked the team to begin scoping the mass care challenge, and tactically directed the group to collaborate with other taskforce teams to source data and other information.

Day 2: The taskforce leader was replaced by a highly capable and knowledgeable individual from California. This new leader swiftly tasked the team, leading to the successful accomplishment of their goals, building upon day 1 targets. The team utilized data from the American Red Cross (ARC) in the formulation of its assessments, but also questioned validity and accuracy when needed. The team questioned the ARC to understand how it had come to its planning factors, prior to day 21 but were not successful in achieving a complete understanding. Regardless, the taskforce was directionally correct and created planning numbers from which to work.

Shelter Data and Planning:

Initial ARC shelter data was a significant focus by the end of Day 1. The planning factor for scope was based on the continuation of the percentage/rate of increase in shelters provided by the ARC at the start of the exercise.

The planning team requested the ARC to articulate how they arrived at these planning numbers, essentially asking them to “show the math.” To this controller’s knowledge, that information was not shared.

Use of Population Projection Tools:

It is unclear to this controller if any taskforce member utilized population projection tools such as data.census.gov. These tools consider factors like demographics, households, average household



size, population growth rates and historical migration patterns. When combined with geographical information systems information, such as ArcGIS or QGIS, and risk assessment data from Hazus, these tools can be very helpful.

Once an estimate of the population needing shelter is determined, tools like Shelter Ops or the Emergency Shelter Capacity Planning Tool can help in determining shelter size, resources needed, and staffing requirements based on population projections.

ARC applied a projection to the scenario, but elements of information which went into that projection were unknown.

Simulation Support:

Coordination with other taskforces regarding requirements was challenging at times, as it seemed the taskforces were not always on the same page. However, this issue appeared to even out over the course of the exercise due in large part to Simulation Cell “On the fly” adjustments, and coordination among controllers to adjust exercise staffing in various locations.

Technology:

The taskforce was greatly aided by the use of the supplied website, for version control and alignment of all supporting staff on central documentation.

The availability of plans within the website allowed all taskforce members to readily look up information as needed.

Appendix A: Participant Feedback

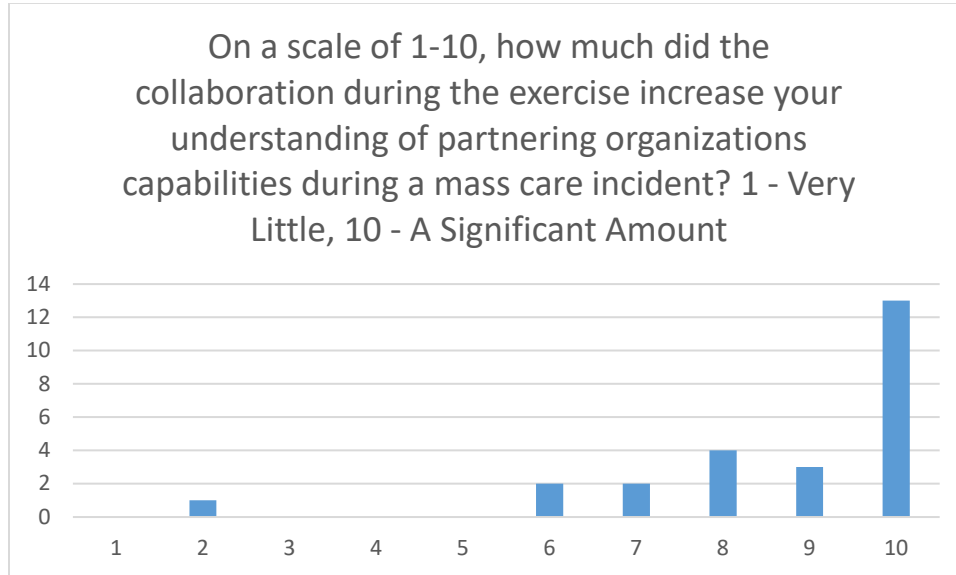


Figure 1: Responses to the question, “On a scale of 1-10, how much did the collaboration during the exercise increase your understanding of partnering organizations capabilities during a mass care incident? 1 - Very Little, 10 - A Significant Amount

Table 3: Responses to Exercise Takeaways

What was your biggest takeaway?
It’s important for a wide range of community organizations to join together to brainstorm best practices and to plan emergency response coordination efforts to ensure a more comprehensive strategy.
in the event of a disaster my unit would have more limited involvement in the response then I expected.
I found it fascinating that I was asked to be a participant, but when the time came I was not. It seemed like a consistent lack of organization and standardized process. I felt like there was plenty of talk in the task force, however not much was accomplished by the end of the day.
This is tough one to answer but I would say I hope this never happens in PA. So many parts and pieces that it would take so many people and so much equipment that this would have the potential to cripple the state
There are A LOT of players who don't necessarily all understand who the other players are and what they do. Also, PA's system of county and municipality jurisdiction greatly impacts the ability of state and federal entities to respond in emergencies.



What was your biggest takeaway?

Communication and understanding is the best tool for working on a task force. In the feeding group, we got off with a rough start because there was a lack of communication and delegation of roles. I also learned that in a mass care incident, it will be chaos no matter how much you are prepared. This was a very educational experience for someone who is newer to emergency management and mass care in general.

Our capabilities as a team were tested and deem satisfactory

Mass Care requires teamwork, partnership, communication, and a fair amount of listening and coordination.

How efficient the organizations who feed people are.

Exercising is the absolute best opportunity you will ever have to softly test plans, procedures, and processes to find pinch-points, breaking points, and those success areas that need to be enhanced.

Planning with so many variables require extensive coordination and collaboration - but silos still exist and are counter-productive to progress.

The Housing Taskforce should be included in more than one day, other groups had time to get their collaboration going, we only had the one day, which made things rocky in the beginning.

The lack of readily available volunteers during a disaster.

That people from other states have a much different management system because they do not have to work within a commonwealth. There were many struggles with this concept.

Ability to work with folks from different agencies to work through problems.

There will be a lot of information coming in and going out at the state level. The gathering and sharing of that information with all the task forces will be a major undertaking.

Continued need to exercise plans and understand agency resources and gaps, requesting resources, and intergrading into local processes.

I learned about all of the other programs/services, what they can provide and how we can work together during a disaster.

Learning the capabilities of the various agencies at the exercise was very enlightening. Really appreciated the time meeting new people, agencies, and abilities of those I may need to upon someday.

It is pretty incredible to see the scope of stakeholders and leaders who are committed to this work on an ongoing basis, that many of us have very little familiarity with. I certainly learned a ton about resources and strategies, where to turn, and who can help and appreciated the time to simulate and connect with so many professionals committed to helping and supporting.



What was your biggest takeaway?

This was my first mass care exercise, so the overall experience working with an incident management team is my biggest takeaway.

Good opportunities for collaboration. I think Pennsylvania has a vision as to what it wants to accomplish and where it wants to go. I think there was recognition reviewing participants actions that allowed the state to reevaluate how it proceeds. People communicated a hazard vulnerability analysis based on historic incidents suggesting a need for seminars and training as a foundation for the future.

The breadth of impact from an incident like this. Also, the capabilities that we do have in place to respond to an event.

Interim housing (between congregate sheltering and permanent housing) is a difficult topic to address.

As a county and Commonwealth, we need to get our MOUs & processes in order, especially for PAS. When the small unlicensed personal care homes, group homes, independent living buildings, etc. start showing up in shelters we're not equipped to adequately take care of these populations. I'm not so worried about finding locations or even food or DME, it's the people to do the work (and how we'll ever pay for it).

That it takes a village to accomplish everything needed.

That there are a lot of great resources in the Commonwealth. That there are opportunities to learn more. There are a lot of good people to network with throughout the state.

It came to light, during an RFI investigatory exercise that the Public and Commonwealth Libraries should really be included as participants and perhaps even actors in the play as the libraries serve critical roles as warming stations, information, and technology connections. In this particular exercise, it was also discovered that there are emergency funds available for internet connectivity.

1) More work to be done on energy assurance planning work and outreach to local emergency management agency's 2) questions or check-ins with other state agency partners to understand how waste from both human and animal shelters and mobile kitchens is handled.

Opportunity to network with in and out of state partners. It was great to see to all the VOADS and what they bring to the table.

The scenario was very realistic for our county. Most likely if a shelter were to be opened at Shippensburg University it would be started by DHS.

There is a lot of planning that goes into mass care and a lot of partners are needed to have a successful outcome.

Criticality of pre-established assignments of responsibility, funding those actors, and having plans / playbooks to act on.



What was your biggest takeaway?

There were many "hidden" considerations that came out during reporting. I really appreciated the detailed considerations given and reported on.

There were a lot of interesting partners with good (and new) perspectives to some of the challenges that we continue to face.

I enjoyed collaborating with other participants and gaining knowledge of what they could offer during an emergency event. I had a solid knowledge just from going through it during COVID, but it was great to be exposed to new contacts and their resources.

We are not prepared!

This type of event is necessary for planning/preparation purposes but also to understand what is available from partners and how to lean on others for their resources and expertise.

All of us, at our very best, have only limited capabilities. Perhaps our biggest challenge is managing the expectations of the public and challenging them to become as self-sufficient as possible in the face of disaster.

Made many quality relationships

That my county has no facilities to accommodate a large number of persons needing shelter

Red Cross DRO – the ability of the two regions in PA to work together to field a leadership team that could handle a large disaster.

Red Cross/Task Force – the need for a primer for out of state responders, or in-state responders not used to work with PA emergency response, as to the idiosyncrasies of the PA Commonwealth governance.

Task Forces – need to exercise yearly. Suggest that an out-of-sequence tabletop exercise around one of the nuclear drills could be an opportunity.

Greatly appreciated the keynote speech from FEMA Dr. Gillum's Office of Disability Integration and Coordination and his referral to Ready.gov resources.

Just the sheer capabilities of ALL Commonwealth Agencies.

Integration of animal response activities with human response is key to an effective and efficient response that best supports survivors.

Working together with a diverse group of people from various agencies (and other states), all coming together, creates a wonderful opportunity to instigate discussion and come to reasonable plans and resolutions to almost any problem.

The integration of many agencies from public, private, faith-based, and especially the AFN community!



What was your biggest takeaway?

That there is a lot we know and a lot we do NOT know (from the PA DHS perspective)

How we they all worked together during an emergency situation and not only Pennsylvania, but other states came to the exercise.

Table 4: Responses to Event Preferences

What did you like least about the event?

I felt the event wasn't as organized as it could have been. While there were different groups discussing the same topic there were no set times that each group was forced to speak with the other to cross plan. The left hand had no idea what the right hand was doing. How can we develop a cohesive plan if we aren't meeting together? The parameters weren't explained well in the beginning, not everyone had a clear understanding of what we were doing there. We were supposed to be playing out an exercise but creating a plan at the same time? How does that work? Participants didn't clearly understand how to seek additional information, who they should be asking to provide the information. At random times we were provided with additional information like how many shelters we were up to, how many citizens were suddenly affected, but it was too random. We were told to Google information, I would certainly hope that in a time of crisis, Google isn't going to be our go to. Roles and expectations needed to be better clarified, what was the goal of this exercise?

The structure of the task forces was not built out enough to foster ongoing and constructive dialogue between the parties which were brought in to respond.

I felt like some of the key players from the state agencies were not present and could have been helpful and silly planning stuff like ability to filter in some of the tracking sites

Varying levels of organization and understanding of task requirements. Some task groups were very disorganized. It would have been very helpful if every task force's leadership had been better prepared to lead their groups and had a better understanding of their instructions/ expectations.

I would like to have seen at least one leadership role on each task force filled with a person from PA. OR more background information about the state/county relationship. For example, in the feeding group, more concrete numbers would be provided by the counties of what they decided their needs were. It took a long time to get the task force going.

Would have like to have more opportunity to cross-pollinate with others in our breakout room. One of the leaders from the start segregated us into government and non-government, and that severely limited my ability to get to learn from our NGO partners with whom I don't get to interact on a daily basis and would like to have learned from.

I felt that leadership and direction was lacking in our breakout group on day one, leading to a mostly wasted day. Meanwhile one of the people who was supposed to play a supporting role tried to take over and run the group without understanding the task or taking input from the room.



What did you like least about the event?

Lack of situational awareness (timeline, data, etc.) that was relevant and critical to successful exercise play.

The lack of initial data or scenario details (like the dates) from the exercise design was the most challenging.

There were some personality conflicts due to people not understanding PA's system.

Reunification task force - the wrong folks were at the table in this TF. A workshop needs to be organized to include AREPs from the supporting agencies to successfully implement a plan. PEMA is happy to help coordinate. Also, I believe the reunification plan should live as a functional annex under ESF 6.

From my limited perspective from sitting in the CRCC room, it is very hard to answer this question.

Day 1 (Tuesday) learning curve on accessing PA information and resources (SharePoint and agency reps) to have a base knowledge of what we might work with.

I found the lack of understanding, especially on roles and responsibilities within the Task Forces to be frustrating. A better understanding of the hierarchy in Commonwealth government would have led to better discussions within the Task Forces.

We learn so much in hindsight! Handoffs and advance planning were hard as the Housing group did not receive Shelter handoff / recommendations doc with specifics until two minutes before they dismissed us for lunch, and different stakeholders expressed confusion about roles they should play including from other state agencies as they noted that the exercise simulation was not playing out the same way that a real emergency would where county EM would be communicating asks and needs to PEMA, etc. It would have been helpful to have more advance info to prepare on roles and scope (example - I had no idea what controllers do and had to ask her to explain to me), lingo (acronyms cheat sheet, etc.) and how to get folks steering in the same direction. I experienced some challenges as a lead with conflicting guidance from different leads and Commonwealth on scope of what we should focus on (someone saying Activity X of coming up with protocols to secure generators or policy for more inspectors is more suitable for DCM or longer term assistance but others wanting Housing Task force to handle, and disagreement on whether to focus on interim/temporary housing TSA / NCS hotel strategies) versus permanently housing folks and securing new permanent housing. Throughout day and afternoon, exercise, and agency reps (both federal and state) and participants gave different inputs on the scope of what to focus on that crossed over ESF6 vs RSF functions. Helping the different attendees understand ESFs and RSFs in advance or having more folks helping to assign smaller groups with more concrete planning/task acts would have been helpful.

For a variety of reasons from disaster deployments to changes in staff the exercise planning group did not have as many opportunities to collaborate fulsomely. Some of the technical pieces like the google photo account QR on the wall got lost in the background.

The Task Forces needed assigned daily objectives / daily outcomes to give their work focus.



What did you like least about the event?

It didn't mimic how it would have played out in real time. We would have been solving problems at the county and regional level, then state, then federal/EMAC. I always feel like we need to run the exercise, then run another version of it a short time later to exercise the lessons learned.

That I couldn't attend every event since I am only one person.

I wished I had the Pennsylvania Play Book in advance, so I didn't feel so lost initially. I am new to this space and wanted to participate to the best of my ability. I also wish I had an acronym list, so I knew what people were talking about

Lack of Public Library mention or involvement.

It would have been nice for the simulated CRCC folks to have more "baked-in" touchpoints or interaction with the Task Forces to understand some of their concerns or potential fail points. Or maybe an opportunity to present to the group at large the roles and resources that the commonwealth agencies have to offer relevant to the scenario.

The lack of clear information and instructions at the onset

The scenario and stuffy timelines / shifting numbers.

I wish there was more opportunities or ways to cross between task forces. I know there was a desire to have this happen, but in practice, it was difficult to really interface with the other groups in a meaningful way and really hear and participate in the discussions. I found myself wanting to both be engaged in my group, but also hear the conversations and brainstorming that was happening in other rooms.

The first day was not as efficient or effective as it should have been in the Feeding Taskforce group. I felt as though it was a waste of a day. The controller did a great job bringing everyone back together at the end of that very stressful day. It was also not beneficial to reinvent the wheel when PA already has processes in place. My understanding was that this was to fill the gaps and supplement PA's SOP instead of being forced to follow another state's SOP. I also think it would have been very helpful to have a list of attendees, their affiliations, and their contact information so I can be sure I connected with everyone I needed to before arriving at the exercise.

More time to focus on solutions

As someone new to this type of event and not participating until late in the week, it took a bit of time to get up to speed on what the scenario was and what the expectations were for the groups. The team did a nice job of getting everyone together first thing to go over where things stood but it would have been helpful to have a little more of an overview (or repeat) of the information from previous day(s) for attendees.

That I had a participation conflict on Thursday between PA VOAD and taskforce player responsibilities.

The Family Reunification discussion was unorganized. Printed materials were not reviewed.



What did you like least about the event?

It might have been due to the scale of the exercise and the quickness with which the task Forces were hit with the full scale; but it seemed that there was little out-of-the-box thinking. Solutions being given appeared to be traditional responses, just more of it.

DES TF barely got done introductions before the exercise ended.

CRCC felt separated from the Task Force units.

N/A - great job planning and executing the exercise!

Day 1 was a bit confusing but that is to be expected in an event of this type. All in all, an excellent event...well planned and well executed.



Appendix B: Improvement Plan

This Improvement Plan is developed specifically for PADHS and the PA Department of Emergency Management as a result of the Keystone 6 National Mass Care Exercise conducted on May 21-23, 2024.

Table 5: Improvement Plan

Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
Establish a Commonwealth Managed Shelter and be prepared to receive 1,000 shelter residents within six hours of the decision to open.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 	While attempting to establish operations, major functional areas within the shelter (registration, dormitory, information sharing, and feeding) encountered major challenges with organizing and establishing command and control.	There are no pre-planned shelter layouts for registration, dormitory, or feeding areas and Job Task Sheets were not provided.	<ul style="list-style-type: none"> ▪ Update/revise Job Task Sheets to reflect current sheltering practices. ▪ Evaluate Shelter sites (Update Shelter Surveys, Floorplans, etc.) to pre-identify locations for major functions, including Mass Care staging areas, supply storage, general parking, registration, dormitory, feeding, pet areas, and other services to support disaster survivors. 	Planning	PADHS	Christine Heyser		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
Establish a Commonwealth Managed Shelter and be prepared to receive 1,000 shelter residents within six hours of the decision to open.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 	DRT members not a part of a specialized group need additional training on the functional areas of the operations.	All DRT members received just-in time training for establishing and operating shelters, which was effective for providing a broad overview of basic operations, however more in-depth training and practical application would provide DRT members with the knowledge, skills and experience to effectively manage operations.	<ul style="list-style-type: none"> ▪ Develop groups within the DRT where members can specialize in a specific functional area. Like the FAST and Logistics groups, general DRT members would opt to receive additional specialized training. The additional groups could include pet support, Emergency Behavioral Health, or registration. ▪ Develop a comprehensive training and exercise plan to include specific training on over all shelter operations (including RC Shelter Simulation), function specific trainings, Psychological First Aid, safe pet 	<ul style="list-style-type: none"> ▪ Planning ▪ Training and Exercise ▪ Equipment ▪ Organization 	PADHS	Travis Woodyard/ Christine Heyser		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
				<ul style="list-style-type: none"> handling or other shelter specific trainings. ▪ Provide shelter staff with access to electronic tools for registration such as the Shelter Client Information App for improved efficiency in the registration process and interoperability with ARC operations. ▪ Develop a comprehensive DRT recruiting plan to promote DRT and specialized groups, for internal use. 					
Demonstrate effective interagency resource coordination and resource deployment that minimizes duplication of efforts	<ul style="list-style-type: none"> ▪ Operational Communication ▪ Operational Coordination ▪ Planning 	Task forces have an opportunity to familiarize themselves with available resources and emergency plans, policies and procedures.	Reunification, Disability Integration, feeding, and Sheltering Task Forces lacked a comprehensive understanding of the capabilities and resources	<ul style="list-style-type: none"> ▪ Implement training and develop references focused on task force and stakeholder resources and capabilities including PADHS 	<ul style="list-style-type: none"> ▪ Training ▪ Organization 	PADHS	Travis Woodyard/ Christine Heyser		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
amongst NGOs, local, state, and federal partners through use of the ESF 6 Annex and the PA Mass Care Framework.			provided by the PADHS. This uncertainty suggests that there may be gaps in communication and training regarding the available resources and their application.	capabilities and assets. <ul style="list-style-type: none"> Establish feedback mechanisms to capture and address any confusion or challenges task forces encounter regarding resource capabilities and using the Mass Care Playbook. Utilize recognized Incident Command Systems methods to communicate task force objectives. 					
Demonstrate effective interagency resource coordination and resource deployment that minimizes duplication of efforts amongst NGOs, local, state, and federal partners	<ul style="list-style-type: none"> Operational Communication Operational Coordination Planning 	The Reunification Task Force did not take the opportunity to collaborate with one another in person.	This challenge may have stemmed from the exercise artificiality that all of the scenario driven reunification was anticipated to have been accomplished at the local level.	Develop a strategy to provide coordination support for cross jurisdictional reunification incidents.	Planning	PADHS	Doug Trahey		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
through use of the ESF 6 Annex and the PA Mass Care Framework.									
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 	There were delays in disseminating accessible public information to individuals with disabilities, impacting their ability to receive timely warnings.		Develop a strategy and job tools to allow the Disability Integration Task Force to provide accessible public messaging recommendations more easily.		PADHS	Jeff Pioszak		
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 	The Disability Integration Task Force encountered challenges in accurately estimating the need for disability-specific resources and securing them swiftly.		Develop a comprehensive inventory of disability-specific resources and establish agreements with suppliers for critical resources/ services.	Planning	PADHS	Jeff Pioszak		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
jurisdictions during the response phase of mass care operations.									
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning ▪ Public Information and Warning 	Although the Feeding Task Force executed food distribution effectively, there were gaps in pre-exercise planning that led to initial delays in establishing feeding operations.		Develop additional operational tools and a strategy for onboarding Mass Care Task Force Leadership that orients them on PA mass care operations and stakeholder capabilities.	Planning	PADHS	Christine Heyser		
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Operational Communication ▪ Operational Coordination ▪ Planning 	There were instances of miscommunication regarding dietary restrictions and special dietary needs, leading to delays in providing appropriate meals.		Develop operational tools and a strategy for meeting dietary needs in a mass care setting.	Planning	PADHS	Christine Heyser/Jeff Pioszak		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> Public Information and Warning 								
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> Mass Care Services Operational Communication Operational Coordination Planning Public Information and Warning 	The Household Pets Task Force encountered difficulties in accurately estimating the number of pets needing care, leading to shortages in pet supplies and shelter space.		Develop or provide access to operational tools for estimating the need for household pet services.	Planning	PADHS	Christine Heyser/Jeff Pioszak		
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted	<ul style="list-style-type: none"> Mass Care Services Operational Communication Operational Coordination Planning 	There were challenges in providing accessible pet care services to individuals with disabilities, particularly in ensuring that service animals		Develop a strategy for inter-task force collaboration and communication to ensure that needs crossing subject areas, such as service animal needs, have a	Planning	PADHS	Christine Heyser/Jeff Pioszak		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> Public Information and Warning 	received appropriate care.		venue to be addressed.					
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+ impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> Mass Care Services Operational Communication Operational Coordination Planning Public Information and Warning 	Initial planning for reunification services lacked specificity, leading to some confusion and delays in the early stages of the response.	PADHS does not intend to develop tools to instruct local jurisdictions on how to accomplish reunification at the local level. Planning focuses on cross jurisdictional coordination support.	Develop an approved Family Assistance Plan including any necessary operational tools to support the initial commonwealth level response.	Planning	PADHS	Doug Trahey		
Demonstrate the ability of the Mass Care Task Forces to coordinate and execute mass care services missions to 100,000+	<ul style="list-style-type: none"> Mass Care Services Operational Communication Operational Coordination Planning 	There were instances of a lack of communication between the task forces which led to a lack of common operating picture and impacted the coordination of		<ul style="list-style-type: none"> Develop an Inter Task Force communication strategy to address the need for common operating picture development and 	<ul style="list-style-type: none"> Planning Training 	PADHS	Christine Heyser		



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
impacted residents across multiple jurisdictions during the response phase of mass care operations.	<ul style="list-style-type: none"> Public Information and Warning 	mass care services.		<ul style="list-style-type: none"> coordination of services. Develop a structure and training requirements for implementing a task force Leadership Cadre within the commonwealth as well as a strategy for onboarding mass care support staff from outside the commonwealth. Develop accompanying trainings for the commonwealth task force Leadership Cadre as well as other mass care support staff to include a <i>Use of Mass Care Task Forces</i> training as well as a training about emergency management and mass care in PA. Develop a strategy and written materials 					



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Objective	Core Capability	Area for Improvement	Observation	Additional or Corrective Action	Capability Element	Primary Organization	Organization Point of Contact	Start Date	Completion Date
				for onboarding new task force stakeholders including considerations for Just in Time delivery.					



Appendix C: Exercise Participants

Local

- Allegheny County Department of Human Services
- Bedford County Department of Emergency Services
- Bradford County Emergency Management Agency
- Bucks County Emergency Management Agency
- Chester County Department of Emergency Services
- Cumberland County Department of Public Safety
- Delaware County Department of Emergency Services
- Franklin County Children and Youth Service
- Huntingdon County Emergency Management Agency
- Lancaster County Emergency Management Agency
- Lehigh County Emergency Management Agency
- Lycoming County Department of Public Safety
- Montgomery County Department of Public Safety
- Montgomery County Office of Housing and Community Development
- Perry County Emergency Management Agency
- Philadelphia Office of Emergency Management
- Somerset County Department of Emergency Services
- Westmoreland County Department of Public Safety
- York County Office of Emergency Management

State

- Arizona Department of Emergency and Military Affairs
- California Department of Social Services
- Colorado Division of Homeland Security and Emergency Management
- Delaware Division of Public Health
- Delaware Emergency Management Agency
- District of Columbia Department of Human Services
- District of Columbia Homeland Security and Emergency Management Agency
- Massachusetts Emergency Management Agency
- New Jersey Department of Human Services
- Ohio Department of Job and Family Services
- PA Department of Aging
- PA Department of Agriculture
- PA Department of Community and Economic Development
- PA Department of Corrections



- PA Department of Drug and Alcohol Programs
- PA Department of Education
- PA Department of Environmental Protection
- PA Department of General Services
- PA Department of Health
- PA Department of Housing and Urban Development
- PADHS
- PA Incident Management Team
- PA Department of Labor and Industry
- PA Department of Military and Veterans Affairs
- PEMA
- PA Office of Administration
- PA Office of Governor Josh Shapiro
- PA Public Utility Commission
- PA State Police
- PA State System of Higher Education
- PA Voluntary Organizations Active in Disaster
- Utah Department of Health and Human Services
- Virginia Department of Emergency Management
- Virginia Department of Social Services

Federal

- Federal Emergency Management Agency (FEMA) Headquarters
- FEMA National Exercise Division
- FEMA Region 3
- United States Department of Agriculture
- United States Department of Housing and Urban Development
- United States Department of Health and Human Services

Voluntary

- American Humane
- ARC
- American Society for the Prevention of Cruelty to Animals
- Brother's Brother Foundation
- Bucks County Animal Response Team
- Church of the Brethren, Children's Disaster Services
- The Church of Jesus Christ of Latter-day Saints
- Community Action Association of PA
- Cumberland County Animal Response Team



- Cumberland County Food System Alliance
- Feeding PA
- Healthy Adams County
- Hunger-Free PA
- Lutheran Disaster Response
- Mercy Chefs
- National Emergency Management and Response
- National Animal Rescue and Sheltering Coalition
- Operation BBQ Relief
- PA Animal Response Team
- PA Voluntary Organization Active in Disaster
- Salvation Army
- Share Food Program, Inc.
- Shippensburg Produce and Outreach
- Southern Baptist Disaster Relief
- Team Rubicon
- United Church of Christ
- United Way of PA and PA 211

Private/Other

- Autism Services, Education, Resources, and Training Collaborative
- The Center for Independent Living of South Central PA
- Derstine's Inc./EZ3PL
- Duquesne Light Company
- The Elevated Studio
- The Giant Company
- Immaculata University
- Inglis Self-Determination Housing of PA
- Kutztown University of PA
- Legal Aid of Southeastern PA
- Millersville University
- National Center for Missing and Exploited Children
- National Low Income Housing Coalition
- The Partnership for Inclusive Disaster Strategies
- PA Association of County Human Services Administrators
- PA Auxiliary Communications Program
- PA Housing Finance Agency
- PA Residential Owners Association
- PA State Health Holy Spirit
- Public Health Management Corporation



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- Shippensburg University
- Temple University Institute on Disabilities
- UGI Utilities, Inc
- University Of Pittsburgh Medical Center
- Walmart
- Wawa, Inc.
- Wegmans Food Markets
- WellSpan Community Health
- United Methodist Church Disaster Response



Appendix D: Acronyms

Table 6: Acronyms

Acronym	Meaning
ARC	American Red Cross
DRT	Disaster Response Team
ESF	Emergency Support Function
FAST	Functional Assessment Service Team
FEMA	Federal Emergency Management Agency
NGO	Non-Governmental Organization
PA	Pennsylvania
PADHS	Pennsylvania Department of Human Services
PEMA	Pennsylvania Emergency Management Agency
SME	Subject Matter Expert
VOAD	Voluntary Agency Active in Disaster