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Description of document: General Services Administration (GSA) Eagle Horizon
Catastrophic Emergency Contingency National Capital
Region Exercises, After Action Reports 2016-2019

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March 26, 2021

This letter is in response to your U.S. General Services Administration (GSA) Freedom of Information Act (FOIA) request number (GSA-2021-000151), submitted on November 1, 2020, in which you requested the following:

“A copy of the GSA-specific After Action Report for each of the last four Eagle Horizon exercises in which GSA participated in conjunction with FEMA. These After Action Reports were prepared by and are under the responsibility of the OMA (Office of Mission Assurance). I agree to accept the releasable portions of these reports.”

Enclosed please find the documents responsive to your request.

In processing your request, please note that portions of the responsive records which reflect the agency's deliberative process are considered pre-decisional in nature and/or attorney-client privileged communications, have been redacted pursuant to FOIA, 5 U.S.C. § 552(b)(5).

Also, GSA withheld the signatures of private individuals pursuant to the FOIA, 5 U.S.C. § 552(b)(6). This was done because public disclosure of this information would constitute a clearly unwarranted invasion of personal privacy.

Furthermore, pursuant to the FOIA, 5 U.S.C. § 552(b)(7)(F), GSA has withheld agency specific security and related information and drawings the release of which could reasonably be expected to endanger the life or physical safety of any individual.

As we have redacted information referenced in the above paragraphs pursuant to the aforementioned FOIA exemptions, this technically constitutes a partial denial of your FOIA request. You have the right to appeal the denial of the information being withheld. You may submit an appeal online at the following link (<https://www.foiaonline.gov/foiaonline/action/public/home>) or in writing to the following address:

U.S. General Services Administration
FOIA Requester Service Center (LG)
1800 F Street, NW]
Washington, DC 20405

Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request. In addition, your appeal must contain a brief statement of the reasons why the requested information should be released. Please enclose a copy of your initial request and this denial. Both the appeal letter and envelope or online appeal submission should be prominently marked, "Freedom of Information Act Appeal."

This completes our action on this FOIA request. Should you have any questions, please contact Travis Lewis at (202) 219-3078 or by email at travis.lewis@gsa.gov. You may also contact the GSA FOIA Public Liaison, Duane Smith, at (202) 694-2934 or by email at duane.smith@gsa.gov for any additional assistance and to discuss any aspect of your FOIA request.

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, email at ogis@nara.gov; telephone at (202) 741-5770; toll free at (877) 684-6448; or facsimile at (202) 741-5769.

Sincerely,

Travis Lewis

Travis Lewis
FOIA Program Manager
Office of General Counsel
General Services Administration

Enclosure

GSA-2021-000151-Enclosure(s)

RR-Redacted-Releasable to the General Public



***United States
General Services Administration***

Eagle Horizon 2019

**Exercise After Action Report
Headquarters/National Capital Region**

May 1 & 2, 2019

Prepared By:

(b) (6)

GSA Exercise, Evaluation Team

8/26/2019
Date

Approved By:

(b) (6)

**Exercise Director/Director of Operations
Office of Mission Assurance**

8/27/2019
Date

Certified By:

(b) (6)

**(Associate Administrator (D)
Office of Mission Assurance**

8/28/2019
Date

To:

(b) (6)

GSA Deputy Administrator (A)

9/13/19
Date

COOP EXERCISE AAR & EVALUATION REPORT

Exercise Date: May 1 & 2, 2019

Report Date: July 15, 2019

Region Tested: GSA HQ SERT & NCR SERT

Exercise Locations: (b) (7)(F)

Address: (b) (7)(F)

EXECUTIVE SUMMARY

In the event of a catastrophic attack/disaster, particularly within the National Capital Region, the United States General Services Administration's (GSA) Primary Mission Essential Function (PMEF) is to lead and coordinate Federal Government physical reconstitution efforts, including acquisition and provisioning of real property, commercial goods, and contract services required to enable the Executive Office of the President, the Executive Branch Departments and Agencies, and the Legislative and Judicial Branches of government to reconstitute quickly and efficiently. GSA's National Continuity Plan provides planning and program guidance for implementing the plan and programs to ensure the organization is capable of conducting all fifteen Mission Essential Functions (MEFs) conditions.

To this end, OMA completed a GSA-wide assessment of our critical functions needed for a viable recovery of our lines of business after a disaster. We mapped each function according to supporting personnel, information systems, and geographic locations. Each function was also assessed for vulnerabilities and potential points of failure. OMA hosted a series of tabletop exercises to familiarize each Service and Staff Office (SSO) on the plan, its activation sequences, and the Mission Essential Function playbook(s). Each exercise included the Leadership (Heads of Services and Staff Offices) and leadership from their back-up region(s). This validated and updated processes, and synchronizes procedures with back-up regions.

EXERCISE SCENARIO OUTLINE

A hostile actor launches a series of sophisticated cyber-attacks on the Federal D/As, private sector, and critical infrastructure partners in the National Capital Region (NCR) causing disruptions to essential services, government functions, and communications.

PRIMARY EXERCISE GOALS

1. Demonstrate the ability for senior leaders to select and activate continuity plans that sustain (or quickly resume) performance of essential functions when primary staff and facilities are not available.
2. Demonstrate the ability to continue interagency coordination in a disrupted environment, as identified in Business Process Analysis/Business Impact Analysis.

3. Test primary, alternate, contingency, and emergency communications systems in accordance with organizational policy and plans.

GSA EXERCISE OBJECTIVES

(b) (5)

EXERCISE TEAM

Exercise Director: (b) (7)(F) Reginald Johnson, Paul DeTitta (Deputy), (b) (7)(F) Bobby Deitch
Simulation Cell: (b) (7)(F) Kirstin Smith, Maggie Dugan, LaTina Hamm, Rodney White, Meira Fried, Jackie Gordon, Renee Fossett, Bob Harding, Mark McConnaughey

Office of Mission Assurance: (b) (7)(F) Location

Lead Evaluator/Controller: Faye Wilkes
SERT Evaluator: Faye Wilkes, Becky Schultz
Staff Offices Evaluator: Faye Wilkes, Becky Schultz
PBS Evaluator: Faye Wilkes, Becky Schultz
FAS/S Evaluator: Faye Wilkes, Becky Schultz
FAS/T Evaluator: Faye Wilkes, Becky Schultz
Finance Evaluator: Faye Wilkes, Becky Schultz
Finance Systems Evaluator: Faye Wilkes, Becky Schultz
CIO/IT Evaluator: Faye Wilkes, Becky Schultz
Observers: Bobby Carter, Bradley Hansher

Office of Mission Assurance: (b) (7)(F) Location

Lead Evaluators/Controller: Alan Messinger
SERT Evaluator: Alan Messinger, Jason Weishaupht
Staff Offices Evaluators: Alan Messinger, Jason Weishaupht
PBS Evaluators: Alan Messinger, Jason Weishaupht
FAS/S Evaluators: Alan Messinger, Jason Weishaupht
FAS/T Evaluators: Alan Messinger, Jason Weishaupht
Finance Evaluators: Alan Messinger, Jason Weishaupht
Finance Systems: Alan Messinger, Jason Weishaupht
CIO/IT Evaluators: Alan Messinger, Jason Weishaupht

Observers: Anthony Buller, Cece Chandler, Judy Peterson
Controller: Roger Stephens

COOP EXERCISE CHECKLISTS SUMMARY

FEMA EEG#1:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component senior leadership identified the conditions that required activation of their devolution option.				
Critical Tasks				
1 – What specific conditions were identified by senior leadership that resulted in activation of their devolution option?		S		
2 - Were the decision-making activities consistent with their continuity of operations decision matrix or plan?		S		
3 – Were there any outstanding issues or obstacles that prevented/hindered senior leadership to activate their devolution option?		S		
Comments:				

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FEMA EEG#2:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component specified how and when direction and control of organization operations would transfer to and from the devolution site.				
Critical Tasks				
1 – Was how and when the transfer of direction and control of operations discussed?		S		
2 – Was the devolution option consistent with their continuity and/or devolution				

plans?		S		
3 – Were there any outstanding issues or obstacles that prevented/hindered senior leadership from specifying how and when the direction of control would be transferred?		S		
4 – How was the transfer of essential functions expected to be confirmed?	P			
Comments:				

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FEMA EEG#3

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component developed a devolution option to address how it will identify and conduct its essential functions when the primary operating facility, alternate site, and/or ERG members are not available.				
Critical Tasks				
1 – What was the devolution option discussed by senior leadership?		S		
2 – Was the devolution option consistent with their continuity and/or devolution plans?		S		
3 – Were there any outstanding issues or obstacles that prevented/hindered senior leader from developing their devolution				

option?		S		
4 – What were the functions senior leaders identified as 'essential' in their devolution option?		S		
Comments:				
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FEMA EEG#4:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component identified essential functions and the necessary resources to facilitate the immediate and seamless transfer of each function to the devolution site.				
Critical Tasks				
1 – What were the essential functions identified?		S		
2 – What were the necessary resources identified?			M	
3 – Were the essential functions and necessary resources consistent with the most recent Business Impact Analysis?			M	
4 – Were there any outstanding issues or obstacles that prevented/hindered the identification of the essential functions and/or necessary resources?			M	
5 – Describe how the transfer of all essential functions to the devolution site were addressed.	P			

Comments:

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FEMA EEG#5:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed the submission of a Continuity Status Report (CSR) as required.				
Critical Tasks				
1 – Was the CSR addressed when activation of continuity plans at any level or location occurred?	P			
2 – Did all locations address the capability to submit a CSR?	P			
3 – Were there any issues or obstacles that prevented/hindered the CSR process? If yes, identify where and what they were.	P			

Comments:

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Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed the following elements in their chosen devolution option: Program plans and procedures, risk management, budgeting and acquisitions, essential functions, orders of succession, delegations of authority specific to the devolution site, continuity communications, essential records management, human resources, and reconstitution.				
Critical Tasks				
1 – How did the chosen devolution option address the elements below? <ul style="list-style-type: none"> • Program Plans and procedures • Risk Management • Budgeting and Acquisitions • Essential Functions • Orders of Succession • Delegations of Authority • Continuity Communications • Essential Records • Human Resources • Reconstitution 	P	S	M	
2 – Were these elements addressed in a way that was consistent with their continuity and/or devolution plans? If no, explain the differences. <ul style="list-style-type: none"> • Program Plans and procedures • Risk Management • Budgeting and Acquisitions • Essential Functions • Orders of Succession • Delegations of Authority 	P	S	M	

<ul style="list-style-type: none">• Continuity Communications• Essential Records• Human Resources• Reconstitution	P	S S		
3 – Were there any outstanding issues or obstacles identified with addressing these elements?		S		

Comments:

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FEMA EEG#7:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed the capability to muster/assembly a fully trained Devolution Emergency Relocation Group (DERG) stationed at the designated devolution site who have the authority to perform essential functions when the devolution option was activated.				
Critical Tasks				
1 – Describe how the DERG and the Out of Area Successor (OOAS) should be assembled?		S		
2 – Was the addressed assembly process consistent with their continuity and/or devolution plans? If no, explain the ways the process differed.		S		
3 – Were there any outstanding issues or obstacles that prevented/hindered the assembly of the DERG and the OOAS?		S		

Comments:

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FEMA EEG#8:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed the necessary resources, such as equipment and materials to facilitate the performance of essential functions at the devolution site.				
Critical Tasks				
1 – List the necessary resources that were identified as required at the devolution site to perform the essential functions.		S		
2 – Were these necessary resources documented in their continuity/devolution plans?		S		
3 – List any resources identified that were not available at the devolution site.		S		

Comments:

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FEMA EEG#9:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed the establishing and maintaining reliable processes/procedures for acquiring the resources necessary to continue essential functions and to sustain those operations for extended periods.				
Critical Tasks				
1 – Describe the processes/procedures addressed for acquiring/maintaining the resources from the devolution site.	P			
2 – Were the processes/procedures addressed consistent with the continuity/devolution plan? If no, explain how they differed.	P			
3 – Were there any outstanding issues or obstacles that prevented or hindered the processes and procedures for acquiring and maintaining the resources? If yes, explain them.		S		

Comments:

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FEMA EEG#10:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed/tested all communications systems between the primary, alternate and devolution operating facilities.				
Critical Tasks				
1 – (Functional Exercise) Were designated primary, alternate, contingency and emergency communications systems tested? If any are no, identify which and why.		S		

2 – (Functional Exercise) Did all locations have the capability to follow continuity and devolution communications plans and procedures? Identify which location and why not.			M	
3 – (TTX) Were designated primary, alternate, contingency and emergency communications systems addressed? If any are no, identify which and why.	P			
4 – Were there any issues or obstacles that prevented/hindered the communications process? If yes, identify where and what they were.		S		

Comments:

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FEMA EEG#11:

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
The department/agency/component addressed establishing and maintaining of reconstitution procedures to transition responsibilities to personnel at the primary operating facilities upon termination of devolution.				
Critical Tasks				
1 – Describe the procedures for transitioning responsibilities back to the primary operating facility.			M	
2 – Was this process consistent with their continuity, devolution, and/or reconstitution plans? If no, explain the ways the process differed.			M	
3 – Was submission of a Reconstitution Status Report (RSR) discussed? Was an RSR submitted?			M	
4 – Were there any outstanding issues or obstacles identified that would prevent/hinder the transition back to the primary operating facilities?			M	
Comments:				

(b) (5)

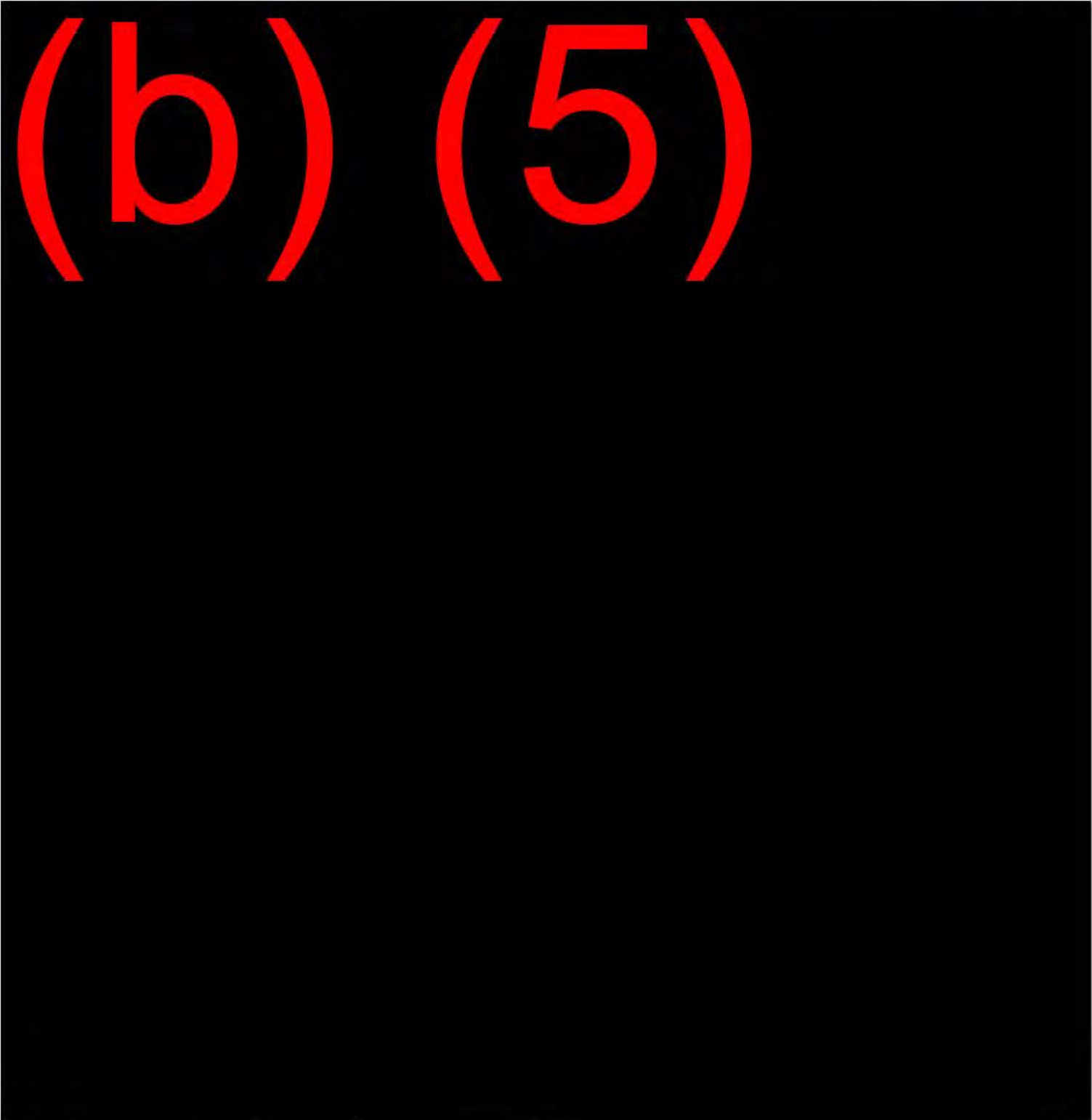
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OMA Exercise Evaluation Team Narrative

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***United States
General Services Administration***

**Continuity of Operations Plan (COOP)
Eagle Horizon 2016 Exercise
After Action Report**

Prepared By:	_____/s_____ COOP Exercise Team	_____ 06/15/2016 Date
Approved By:	_____/s_____ Exercise Director	_____ 06/16/2016 Date
Certified By:	_____/s_____ TT& E Exercise Team	_____ 06/15/2016 Date
Submitted To:	(b) (6) Robert Carter, Associate Administrator Office of Mission Assurance	_____ 8/2/2016 Date

COOP EXERCISE AAR & EVALUATION REPORT

Exercise Date: May 16-17, 2016

Report Date: June 17, 2016

Region Tested: GSA HQ

Exercise Director: Michael Stec

Exercise Location(s): **(b) (7)(F)**

EXERCISE SCENARIO OUTLINE

The Capstone 2016 Exercise commenced with a fictitious, non U.S. terrorist organization, JaishiSalafiyya Jihad (JSJ), which splintered from its parent organization, attacked a foreign military transport, and took possession of weapons of mass destruction (WMD) on April 2, 2016. The WMDs were transported over international waters before intelligence analysis confirmed the loss and eventually entered the United States on May 8, 2016. Eagle Horizon 2016 (EH-16) focused on the National Capitol Regions Departments and Agencies performance of their essential functions from their alternate facilities, and included the final component exercise of Capstone 2016, Gradient Aspect.

On May 15, 2016, the White House receives credible intelligence of an imminent threat to the National Capital Region based on investigative and intelligence analysis from an earlier FBI operation. The information prompted the elevation of the Continuity of Government Readiness Condition (COGCON) level to COGCON 1, and results in full deployment of designated department and agency leadership and continuity staffs to ensure the continued performance of essential functions. This phase of Capstone 2016 included an examination of the strategic mechanisms, authorities, and capabilities critical to prevent and protect against a WMD attack within the United States. On the morning of May 16, 2016, threat reporting, response planning, and consequence management planning activities escalate in parallel, leading to full activation of the National Response Coordination Center (NRCC) and all Emergency Support Functions (ESFs). Gradient Aspect is a functional consequence management exercise conducted as part of EH-16. Gradient Aspect builds upon the scenario from each of the preceding Capstone 2016 component exercises. While federal departments and agencies are already operating from alternate sites for EH-16, the exercise evaluated the ability of the federal interagency to prepare for and respond to a catastrophic incident, coordinate and communicate national level decisions to provide assurance to the American public that the Government was operational and in control of the event.

PRIMARY EXERCISE GOALS

1. Demonstrate the ability to activate continuity plans, relocate to an alternate site, perform Primary Mission Essential Functions (PMEFs) and Mission Essential Functions (MEFs), and maintain situational awareness with other federal departments, agencies, and partners.

2. Demonstrate the ability to communicate with federal executive branch leadership for strategic coordination and prioritization to decision-makers during an impending, credible terrorist threat while at an alternate site.
3. Demonstrate the ability to plan for potential response activities and public messaging from imminent acts of terrorism while at an alternate site.
4. Demonstrate the ability to commence reconstitution operations and account for personnel in a disaster affected area from an alternate site.
5. Examine and validate the capability of dispersed senior interagency leaders to coordinate national level decisions and communicate with all levels of government and with the public while working from alternate sites under a full activation of executive branch continuity programs.
6. Examine the ability of federal departments and agencies to maintain unity of effort, particularly through vertical coordination between senior department or agency leaders and their respective personnel, while operating under continuity conditions from alternate facilities.
7. Assess the ability of the federal interagency, including the NRCC and ESFs, to initiate operational priorities and respond to a catastrophic incident while operating in a continuity environment, in accordance with Presidential Policy Directive 25, the National Planning Frameworks, Federal Interagency Operational Plans, and the Nuclear/Radiological Incident Annex

EXERCISE CONTROL/EVALUATION TEAM

Faye Wilkes	Bobby Deitch	Kirstin Smith
Roger Stephens	Courtney Dietzler	Kathy Peek
Roy Crowe	Dustin Williams	

EXERCISE SIMULATION TEAM

Cecelia Chandler	Caitlin Skidmore	Pamela Townsend
Maggie Dugan	Jackie Gordon	Will Petry
Geof Neyhart	Adria Davis	Renee Fossett
Rodney White	Lashelle Chaffins	Jim Mullins
Paul Mitchell	Bernie Minakowski	Antonio Strong
Bruce Hall	Erling Rosholdt	LaTina Hamm (MCC)
Pat Jackson (MCC)		

EXERCISE PARTICIPANTS

Katy Kale	Virginia Huth	Evan Farley
Norman Dong	Lennard Loewentritt	Andrew Blumenfield
Sarah Crane	Robert Stafford	Michael Gurgo
Michael Kerin	Jessica Hamilton	Sam Cho
David Shive	Kimberly Lewis	Donna Garland
Steve Sakach	Kevin Youel Page	Robert Shaw

GSA INTERAGENCY LIASIONS

Mike Tuttle, NORTHCOM

Carol Hall, FEMA

EXECUTIVE SUMMARY/EXERCISE DIRECTOR'S COMMENTS

(b) (5)

(b) (5)

COOP EXERCISE CHECKLISTS SUMMARY

EAGLE HORIZON 2016 EXERCISE OBJECTIVES	Fully Successful	Partially Successful	Not Met
Objectives			
<p>1. Demonstrate the ability to activate continuity plans, relocate to an alternate site, perform PMEfs and MEFs, and maintain situational awareness with other federal departments, agencies, and partners.</p> <p>(b) (5)</p>	X		
<p>2. Demonstrate the ability to communicate with federal executive branch leadership for strategic coordination and prioritization to decision makers during an impending, credible terrorist threat while at an alternate site.</p> <p>(b) (5)</p>	X		

(b) (5)

3. Demonstrate the ability to plan for potential response activities and public messaging from imminent acts of terrorism while at an alternate site.

X

(b) (5)

4. Demonstrate the ability to begin reconstitution operations and account for personnel in a disaster affected area from an alternate site.

X

(b) (5)

(b) (5)			
<p>5. Examine and validate the capability of dispersed senior interagency leaders to coordinate national level decisions and communicate with all levels of government and with the public while working from alternate sites under a full activation of executive branch continuity programs.</p> (b) (5)	X		

<p>6. Examine the ability of federal departments and agencies to maintain unity of effort, particularly through vertical coordination between senior department or agency leaders and their respective personnel, while operating under continuity conditions from alternate facilities.</p> <p>(b) (5)</p>	<p>X</p>		
<p>7. Assess the ability of the federal interagency, including the National Response Coordination Center and Emergency Support Functions, to initiate operational priorities and respond to a catastrophic incident while operating in a continuity environment, in accordance with Presidential Policy Directive 25, the National Planning Frameworks, Federal Interagency Operational Plans, and the Nuclear/Radiological Incident Annex.</p> <p>(b) (5)</p>		<p>X</p>	

As a part of GSA's national exercise program, GSA has identified 4 national goals and objectives to measure and test GSA's readiness and capabilities.

GSA's Exercise Goal and Objectives 1	Fully Successful	Partially Successful	Not Met
Evaluate GSA COOP Plans, Policies and Procedures		X	
Objectives			
1.1 – Implementation procedures	X		
1.1.a. Convene SERT, perform situational awareness, conduct deliberations (via email and or conference bridge as needed) and activate COOP (if required).		X	
1.2 – Execution of Employee accountability (NAAS)		X	
1.2.a. Initiate the National Alert and Accountability System (NAAS)		X	
1.2.b. Verify Accountability and report to appropriate HSSO's		X	
1.3 – Deployment to Alternate Facility & Access Essential Records	X		
1.3.a. SERT reports to alternate facility or convenes virtually on conference bridge at required time frame.	X		
1.3.b. Demonstrate operations of IT based systems and access to Essential Records.		X	
1.3.c. Notify all stakeholders of COOP Activation as per plan & submit required situation report to OMA CO.	X		

Comments:

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COOP EXERCISE CHECKLISTS SUMMARY

GSA's Exercise Goal & Objectives 2	Fully Successful	Partially Successful	Not Met
Evaluate Continuity Communications at Alternate Facility , including Inter- and Intra-agency communications	X		
Objectives			
2.1 - Execution of continuity communications systems	X		
2.1.a. Update the emergency hot line (based upon scenario events)	X		
2.2 – Execution of communication with internal and external partners	X		
2.2.a. Notify Shareholders and customer agencies		X	

2.2.b. Demonstrate cross service coordination	X		
2.2.c. Demonstrate and coordinate the development and dissemination of information to all parties		X	

Comments:



COOP EXERCISE CHECKLISTS SUMMARY

GSA Exercise Goal & Objectives 3	Fully Successful	Partially Successful	Not Met
Evaluate the execution of Primary Mission Essential Function (PMEF) and Mission Essential Functions (MEFs) processes, and procedures		X	
Objectives			
3.1 – Execution of PMEF and MEF's			
3.1.a. Demonstrate the ability and prioritize response efforts based upon situational awareness and requests		X	
3.2. – Execution of Communications			
3.2.a. Demonstrate the capability to coordinate the development and		X	

dissemination of clear, accurate and timely information via Hotline and other communication venues			
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Comments:

(b) (5)

GSA's Exercise Goal & Objectives 4	Fully Successful	Partially Successful	Not Met
Assess and validate the ability to develop policy in coordination with other efforts to reconstitute region/SSO offices		X	
Objectives			
4.1 – Identify reconstitution team, personnel and main reconstitution POC			X
4.2 – Execution of process and procedures to begin reconstitution phase		X	
4.3 – Execution of process and procedures to commence transition to normal operations		X	

Comments:

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Player Hotwash and Exercise Out-brief

A hotwash and exercise out-brief was conducted immediately after completion of the exercise. The Exercise Director reported the following:

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Additional Comments:

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RECOMMENDED CORRECTIVE ACTIONS

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APPENDIX A: Corrective Action Plan Format

Designated Responding Official: Contact Person: Telephone Number: Date:		
Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
<u>Recommendation</u>		
<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>

Designated Responding Official: Contact Person: Telephone Number: Date:		
Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
<u>Recommendation</u>		
<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>

Designated Responding Official:
Contact Person:
Telephone Number:
Date:

Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
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Recommendation

<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>
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Designated Responding Official:
Contact Person:
Telephone Number:
Date:

Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
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Recommendation

<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>
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Designated Responding Official:
Contact Person:
Telephone Number:
Date:

Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
<u>Recommendation</u>		
<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>

Designated Responding Official: Contact Person: Telephone Number: Date:		
Number/Title:	Recommendation Number:	Proposed Recommendation Completion Date:
<u>Recommendation</u>		
<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to OMA</u>	<u>Documentation will be Sent Last Day of the Month</u>

GSA After Action Report
Summary Page

Eagle Horizon was part of the Capstone 2016 Exercise which consists of five linked interagency component exercises: Shadow Fortress, Vital Archer, Marble Challenge, Eagle Horizon, and Gradient Aspect. Capstone 2016 is designed to examine the authorities and capabilities needed to ensure the Nation's ability to prevent and protect against an imminent threat from a weapon of mass destruction (WMD), and to plan for and respond to a catastrophic incident while operating under a full activation of continuity of government conditions. Capstone 2016 met requirements in the National Security Presidential Directive 51/Homeland Security Presidential Directive 20, National Continuity Policy. Annually, Eagle Horizon involves all Federal Executive Branch departments and agencies; but in 2016 specifically focused on the National Capital Region performance of the essential functions from alternate facilities.

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***United States
General Services Administration***

**Continuity of Operations Plan (COOP)
Eagle Horizon-2017
Exercise After Action Report
Headquarters**

9/21/2017

Prepared By:

(b) (6)

**Exercise Director
COOP Exercise Team**

Date

9/21/17

Reviewed By:

(b) (6)

**Director Policy & Performance
Office of Mission Assurance**

Date

9/25/17

Approved By:

(b) (6)

**Associate Administrator
Office of Mission Assurance**

Date

9/25/17



COOP EXERCISE AAR & EVALUATION REPORT

Exercise Date: 6/21/2017

Report Date: 7/31/2017

Region Tested: GSA Central Office

Exercise Director: Michael Stec

Exercise Location: GSA Alternate Facility

Address: (b) (7)(F)

EXERCISE SCENARIO OUTLINE

12:55 AM EDT: There have been a series of overnight explosions in the Port of Montevideo, Uruguay. Four vessels were reported to have exploded almost simultaneously. A second set of explosions involving two more ships occurred about an hour later. The ships remain ablaze, as well as an adjacent fuel depot. Port records show that the vessels were flagged by five different nations. Estimates of deaths and injuries have not been made available.

9:12 AM EDT: Complex attacks targeted German Federal government facilities, with suicide bombers initiating explosions in the lobbies of the Federal Ministry for Economic Affairs and Energy and the Federal Ministry of Justice and Consumer Protection as workers were returning from lunch. Initial reports: 41 dead and 136 wounded.

10:37 AM EDT: A bag left on a Metro subway platform at the Notre-Dame-de-Lorette Station in the 9th Arrondissement detonated this afternoon. Six other bags were located and defused, leading law enforcement to speculate that the one bag detonated earlier than planned. It is likely they were timed to go off at the start of rush hour. Paris Police report vehicles were discovered with small arms and grenades which were abandoned due to the premature detonation.

11:07 AM EDT: On Tuesday June 20, 2017 at the beginning of the morning rush hour two artillery rounds traced to a missing military ammunition container were found as an undetonated IED buried in the railbed of the O-Train light rail transit system at the Parliament Station in Ottawa, Ontario Canada.

13:30 PM EDT: The Executive Office of the President raised COGCON to Level 2.

Current Situation: There has been a continuous uptick in online messaging from multiple ISIS sources referencing a "Summer To Remember". National Governments in Canada, Belgium, Netherlands, Sweden, and

(continued) Portugal are reported to be preparing to commence continuity operations based on open-source and high side intelligence.

Day	Time (EDT)	EH-17 Action
Tues 6/20	Afternoon	(b) (5)
Wed 6/21	NLT 0700	
Wed 6/21	0900 - 0930	
Wed 6/21	0930 - 1400	
Wed 6/21	1400 - 1430	

PRIMARY EXERCISE GOALS

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EXERCISE EVALUATION TEAM

Exercise Director: Michael Stec
Exercise Controllers: Faye Wilkes
Office of Mission Assurance: Maggie Dugan
Lead Evaluator: Kirstin Smith
SERT Evaluator: Alan Messenger

EXECUTIVE SUMMARY

Eagle Horizon is a National Level Exercise (NLE) that is mandated for all D/As to perform continuity essential functions during an event that severely disrupts operations within the National Capital Region. During even numbered years, this NLE is evaluated by FEMA following guidance documents by the White House. During odd numbered years, like EH-17, this is a GSA internally evaluated exercise.

The White House released a memorandum on April 28, 2017 outlining EH-17 goals and objectives that will simulate a change in the COGCON level and the GSA exercise will be held Wednesday, June 21, 2017. POTUS changed COGCON to Level 2 in NCR based upon events occurring around the world. EH-17 will exercise a series of simulated real-time injects that focus on HSSO coordination/discussion to resolve based on the following:

EH17 National Objectives:

1. Ensure transitioning national leadership and Federal D/A leadership are knowledgeable about COOP procedures during the different phases of continuity.
2. Demonstrate the ability to activate COOP plans and conduct essential functions from an alternate location to include submission of Continuity Status Reports.
3. Demonstrate the ability to perform reconstitution operations including submission of Reconstitution Status Reports.
4. Discuss devolution capability or limitations to perform essential functions and communicate with partners and stakeholders.

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COOP EXERCISE CHECKLISTS SUMMARY

Goal 1	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate GSA COOP Plans, Policies and Procedures	P			
Objectives				
1.1 – Implement procedures to include using decision matrix for continuity plan activation	P			
1.2 – Alert, notification and accountability of Region/SSO employees, back up Regions, continuity facilities, stakeholders, vendors and customers	P			
1.3 – Deployment to Alternate Facility		S		
1.4 – Deployment of ERG or follow-on ERG Associates	P			

Comments:

(b) (5)

COOP EXERCISE CHECKLISTS SUMMARY

Goal 2	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate Interoperability at the region/SSO Alternate Facility, including Inter- and Intra-agency communications	P			
Objectives				
2.1 - Demonstrate interoperable communications systems	P			
2.2 - Demonstrate effectiveness of Information Technology Equipment	P			
Comments:				
(b) (5)				

COOP EXERCISE CHECKLISTS SUMMARY

Goal 3	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate the execution of essential functions, processes, and procedures	P			
Objectives				
3.1 – Execution of tracking process to ensure accomplishment of essential functions	P			
3.2 – Performance of essential operational functions (MSELs/action items)	P			
3.3 – Execution of Region/SSO Communications: Methods of communication and instructions and	P			

operating status with all personnel before, during, and after the continuity event				
3.4 – Identify and alert replacement personnel as necessary	P			
3.5 – Execution of GSA Employee Emergency Plan	Not exercised this year			
3.6 – Utilization of human resources guidance for emergencies	P			
3.7 – Phase down continuity facility operations	P			

Comments:

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COOP EXERCISE CHECKLISTS SUMMARY

Goal 4	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Assess and validate the ability to develop policy in coordination with other efforts to reconstitute region/SSO offices	P			
Objectives				
4.1 – Identify reconstitution team, personnel and the Reconstitution Manager points of contact	P			
4.2 – Execution of process and procedures to begin reconstitution phase	P			
4.3 – Execution of process and procedures to commence transition to normal operations	P			
Comments:				

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EVALUATOR OBSERVATIONS

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Office of Mission Assurance (OMA) Narrative

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Senior Emergency Response Team (SERT) Evaluation Narrative

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Public Buildings Service Evaluation Narrative

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Federal Acquisition Service/Supply/Technology Evaluation Narrative

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Office of the Chief Financial Officer Evaluation Narrative

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Office of Governmentwide Policy (OGP)

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Office of the Chief Information Officer/Information Technology Evaluation Narrative

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***United States
General Services Administration***

National Level Exercise (Eagle Horizon) 2018

**Exercise After Action Report
Headquarters/National Capital Region**

May 3 & 8, 2018

Prepared By:	<u> /S/ </u> GSA Exercise, Evaluation Team	<u>6/6/2018</u> Date
Reviewed By:	<u> /S/ </u> Exercise Director/Deputy Associate Administrator (D) Office of Mission Assurance	<u>9/21/2018</u> Date
To:	<u> /S/ </u> Associate Administrator (D) Office of Mission Assurance	<u>9/21/2018</u> Date
To:	(b) (6) Deputy Administrator (A) U.S. General Services Administration	<u>10/1/18</u> Date

COOP EXERCISE AAR & EVALUATION REPORT

Exercise Date: May 3 & 8, 2018

Report Date: June 06, 2018

Region Tested: GSA HQ SERT & NCR SERT

Exercise Location: Richmond, VA

Address: (b) (7)(F)

EXECUTIVE SUMMARY

In the event of a catastrophic attack/disaster, particularly within the National Capital Region, the United States General Services Administration's (GSA) Primary Mission Essential Function (PMEF) is *to lead and coordinate Federal Government physical reconstitution efforts, including acquisition and provisioning of real property, commercial goods, and contract services* required to enable the Executive Office of the President, the Executive Branch Departments and Agencies and the Legislative and Judicial Branches of government to reconstitute quickly and efficiently. GSA's National Continuity Plan provides guidance for implementing the Plan and programs to ensure the organization is capable of conducting all fifteen Mission Essential Functions (MEFs).

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EXERCISE SCENARIO OUTLINE

The National Level Exercise 2018 consists of nine linked exercises: FEMA Region III Atlantic Fury (DC, VA, MD, PA, DE, WV), Vigilant Guard 18-3 and 18-4 (Virginia and Maryland with National Guard Bureau), Eagle Horizon (FEMA National Continuity Programs), Clear Path (U.S. Department of Energy), Ardent Sentry (U.S. Northern Command), Citadel/HURREX (U.S. Navy), Fifth District Hurricane Exercise (U.S. Coast Guard), and U.S. Army Corps of Engineers Hurricane Exercise. Together, the exercises examined the authorities and capabilities needed to ensure the Nation's ability to prevent and protect against a catastrophic incident, and to plan for and respond to a catastrophic incident while operating under a full activation of Executive Branch continuity programs and emergency response.

The scenario this year involved a major Category 4 hurricane (Hurricane Cora) made landfall near Hampton Roads, Virginia, proceeded up through the Chesapeake Bay, impacted the greater DC/Baltimore metro area but there will be minimal impacts to Richmond, VA. There were power outages and cascading effects, including impacts to communications, transportation, housing, infrastructure, and hospital systems.

PRIMARY EXERCISE GOALS

1. **Pre-landfall Protective Actions:** Examine and validate the capabilities of federal, state, local, tribal, and territorial governments, as well as private industry, nongovernmental organizations, community organizations, and members of the public, to take a coordinated and inclusive protective actions prior to a projected major hurricane landfall in accordance with applicable plans, policies, and procedures.
2. **Sustained Response in Parallel with Recovery Planning:** Demonstrate and assess the ability of federal, state, local, tribal, and territorial governments, in coordination with private sector, philanthropic, and non governmental partners, to conduct inclusive post-hurricane landfall response operations and simultaneously conduct inclusive recovery planning activities.
3. **Continuity in a Natural Disaster:** Demonstrate and assess the ability of federal and non-federal government organizations to implement continuity plans and perform essential functions appropriate for incident conditions to sustain National Essential Function (NEF) #6.
4. **Power Outages and Critical Interdependencies:** Examine and validate the capabilities of federal, state, local, tribal, and territorial governments to support the energy sector and synchronize efforts to manage the consequences of long-duration power outages and critical interdependencies.

GSA EXERCISE OBJECTIVES

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EXERCISE TEAM

Exercise Director: Bob Shaw

Deputy Exercise Director: Bobby Deitch

Simulation Cell: Kirstin Smith, Maggie Dugan, Jackie Gordon, Renee Fossett, Gabbie Perret, Rodney White, Bob Harding, Cecelia Chandler, Lashelle Chaffins

Office of Mission Assurance: Central Office

Lead Evaluator/Controller: Faye Wilkes

Evaluators: Alan Messinger, Antonio Strong, Jason Randor

Observers: Zane Steves, Jason Weishaupt, David Waishes

Office of Mission Assurance: National Capital Region

NCR SERT Evaluators: Roger Stephens, Lisa Walsh

COOP EXERCISE CHECKLISTS SUMMARY

Objective 1	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Exercise the National Alert and Accountability System (NAAS)	P			
Measures				
1.1 – Complete alert notification and convene ERG/SERT within 15 minutes of notification of possible incident using GSA National Alert and Accountability System (NAAS). No simulations are permitted. Actual phone calls, text messages, and emails must be generated and observed by SERT evaluators.	P			
1.2 – Alert, notification and accountability of Region/SSO employees, backup Regions, continuity facilities, stakeholders, vendors and customers	P			
1.3 – Notify all ERG employees within 30 minutes of COOP activation (no simulations, actual phone calls and emails must be generated and observed by evaluators)	P			
1.4 – Notify all remaining standby COOP employees within one hour of activation of COOP (no simulations, actual phone calls and emails must be generated and observed by evaluators)	P			
1.5 – Provide accountability report to the GSA Administrator (RA) within four hours (no simulations, actual report must be	P			

presented to evaluators via email to gsa.national.exercise@gsa.gov)				
1.6 – Accountability of all personnel				U

Comments:



Objective 2	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Implement the GSA COOP Plan (ERG/DERG) activation, devolution, and reconstitution		S		
Measures				
2.1 – Implement procedures to include using decision matrix for continuity plan activation	P			
2.2 – Demonstrate the notification				

procedures of backup Regions, continuity facilities, stakeholders, vendors and customers		S		
2.3 – Demonstrate Orders of Succession throughout the event		S		
2.4 – Demonstrated Delegation of Authorities throughout the event		S		
2.5 – Demonstrate transitioning ERG/SERT personnel (incoming staff is briefed by staff already on-site)	N/A	N/A	N/A	N/A
2.6 – Demonstrate or discuss utilization of human resources guidance, as needed, to assist in continuing essential functions		S		
2.7 – Demonstrate knowledge of essential functions and ability to proceed	P			
2.8 – Identified and convened the Reconstitution Manager at the same time the ERG/SERT convened	N/A	N/A	N/A	N/A
2.9 – Demonstrated familiarity with devolution procedures	N/A	N/A	N/A	N/A
2.10 – Demonstrate or discuss reconstitution and continuity facility phase down operations	N/A	N/A	N/A	N/A
Comments:				

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Objective 3	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate deployment of ERG/DERG/SERT to the alternate facility and interoperability of	P			

communications both internal and external				
Measures				
3.1 – SERT and ERG employees report to alternate site at designated time (follow COOP Plan). All staff and alternate facilities must be listed in the COOP Plan. Alternate facilities include a catastrophic site more than 60 miles or five miles for a non-catastrophic site from the office building.		S		
3.2 – Identify staffing availability and determine successor implementation requirements within 15 minutes of designated time of arrival	P			
3.3 – Demonstrate operability of communications systems and ability to access essential records. Send a test fax to OMA 202-219-3254 and a test email to gsa.national.exercise@gsa.gov upon arrival to the alternate site. Fax landline capability at the alternate site is a requirement for GSA HQ and HQ devolution sites	P			
3.4 – Demonstrate proper use of interoperable communications systems	P			
3.5 – Demonstrated effective information flow to and from the SERT	P			
3.6 – Demonstrated effective and efficient disposition of all requests	P			
3.7 – Demonstrate the ability to test a non-secure voice and fax LAN line between the alternate site and the successor region(s) (actual call and fax is made to the primary and secondary backup regions)	P			
3.8 – Demonstrate the ability to test alternate communications systems between the alternate site and the successor region(s)	P			

(actual phone call and fax is made to the primary and secondary backup region)				
3.9 – Demonstrate the ability to test a secure voice and fax LAN line between the alternate site and the GSA Emergency Operations Center (EOC). Call OMA 202-219-0338 to arrange for a secure voice or secure fax communication	P			
3.10 – Demonstrate the ability to submit the CSR Report	P			
3.11 – Demonstrate the ability to update the emergency hotline with a voice-recorded message				U
3.12 – Demonstrate reporting of operational status to SERT	P			
3.13 – Demonstrate the ability to test Local Area Network/Wide Area Network connectivity between alternate site and successor Region(s)	P			
3.14 – Demonstrate the ability to test IT capability to access essential records	P			
3.15 – Demonstrate the ability to Test email capability between alternate site and successor region(s) and internal and external customers		S		
3.16 – Demonstrate reporting of operability status to appropriate Heads of Services or Staff Office	P			

Comments:

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Objective 4	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Prioritize and execute essential functions	P			
Measures				
4.1 – Execution of tracking process to ensure accomplishment of essential functions		S		
4.2 – Performance of essential operational functions (MSELs/action items)	P			
4.3 – Execution of Region/SSO Communications: Methods of communication, instructions and operating status with all personnel before, during, and after the continuity event		S		
4.4 – Demonstrate knowledge of essential functions and ability to proceed	P			
4.5 – Identify and alert replacement personnel as necessary	P			
4.6 – Execution of GSA Employee Emergency Plan (Family Support Plan)				U
4.7 – Utilization of human resources guidance for emergencies		S		
4.8 – Demonstrated the ability to communicate with impacted customer agencies, the Department of Homeland Security (DHS), and the White House	P			
4.9 – Demonstrate the capability to coordinate the development and dissemination of clear, accurate, and timely information	P			
4.10 – Demonstrate process of handling media inquiries	P			

4.11 – Demonstrated the ability to return to normal operations	P			
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Comments:

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Objective 5	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate GSA's ability to utilize SF-2050 database		S		

Measures				
5.1 – Did the Reconstitution Manager submit an up to date SF 2050 for GSA Central Office and the National Capital Region, and is it located within the Reconstitution Database		S		
5.2 – Demonstrated the ability to prioritize the reconstitution efforts of all D/A's		S		
5.3 – Demonstrated the ability to execute all aspects of the SF 2050	P			

Comments:

(b) (5)

Objective 6	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Reconstitution Planning	N/A	N/A	N/A	N/A
Measures				
6.1 – Identify reconstitution team, personnel and the Reconstitution Manager points of contact	N/A	N/A	N/A	N/A
6.2 – Execution of process and procedures to begin reconstitution phase	N/A	N/A	N/A	N/A

6.3 – Execution of process and procedures to commence transition to phase down operations and assume normal operations	N/A	N/A	N/A	N/A
6.4 – Demonstrate the ability to submit the RSR Report	N/A	N/A	N/A	N/A
Comments:				
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LEAD EVALUATOR OBSERVATIONS

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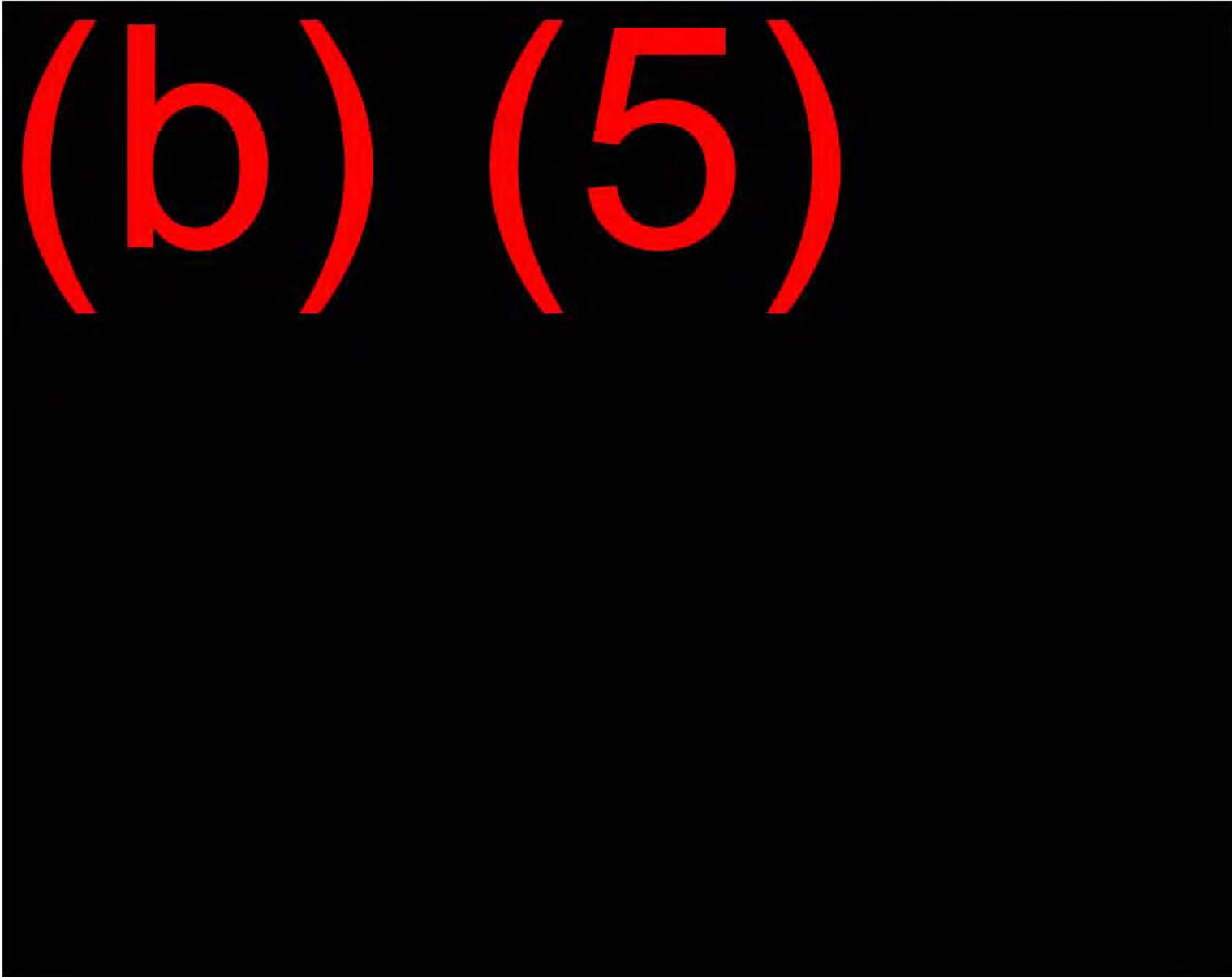
HQ Senior Emergency Response Team (SERT) Evaluation Narrative

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