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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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FOIA Requester Service Center (H3A)  
1800 F Street, NW, 7308  
Washington, DC 20405-0001  
Fax: 202-501-2727  
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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](mailto: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](mailto: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](mailto: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.				
<b>Critical Tasks</b>				
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:				

(b) (5)

(b) (5)

**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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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		
<b>Comments:</b>				
(b) (5)				
(b) (5)				
(b) (5)				



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**FEMA EEG#4:**

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

**Comments:**

(b) (5)

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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.				
<b>Critical Tasks</b>				
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:**

(b) (5)

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<b>Objective</b>	<b>Performed without Challenges (P)</b>	<b>Performed with Some Challenges (S)</b>	<b>Performed with Major Challenges (M)</b>	<b>Unable to be Performed (U)</b>
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.				
<b>Critical Tasks</b>				
<b>1 – How did the chosen devolution option address the elements below?</b> <ul style="list-style-type: none"> <li>• Program Plans and procedures</li> <li>• Risk Management</li> <li>• Budgeting and Acquisitions</li> <li>• Essential Functions</li> <li>• Orders of Succession</li> <li>• Delegations of Authority</li> <li>• Continuity Communications</li> <li>• Essential Records</li> <li>• Human Resources</li> <li>• Reconstitution</li> </ul>	P	S	M	
<b>2 – Were these elements addressed in a way that was consistent with their continuity and/or devolution plans? If no, explain the differences.</b> <ul style="list-style-type: none"> <li>• Program Plans and procedures</li> <li>• Risk Management</li> <li>• Budgeting and Acquisitions</li> <li>• Essential Functions</li> <li>• Orders of Succession</li> <li>• Delegations of Authority</li> </ul>	P	S	M	

<ul style="list-style-type: none"><li>• Continuity Communications</li><li>• Essential Records</li><li>• Human Resources</li><li>• Reconstitution</li></ul>	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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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:

(b) (5)



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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.				
<b>Critical Tasks</b>				
1 – (Functional Exercise) Were designated primary, alternate, contingency and emergency communications systems tested? If any are no, identify which and why.		S		



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

**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.				
<b>Critical Tasks</b>				
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	<u>06/15/2016</u> Date
Approved By:	_____/s_____ Exercise Director	<u>06/16/2016</u> Date
Certified By:	_____/s_____ TT& E Exercise Team	<u>06/15/2016</u> Date
Submitted To:	<b>(b) (6)</b> Robert Carter, Associate Administrator Office of Mission Assurance	<u>8/2/2016</u> 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>(b) (5)</b>			
<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>(b) (5)</b>	<b>X</b>		

<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>	X		
<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>		X	



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:

**(b) (5)**

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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	

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

Comments:



## COOP EXERCISE CHECKLISTS SUMMARY

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



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:

(b) (5)

(b) (5)



(b) (5)

**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:

(b) (5)

(b) (5)

**Additional Comments:**

(b) (5)

(b) (5)

**RECOMMENDED CORRECTIVE ACTIONS**

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

## APPENDIX A: Corrective Action Plan Format

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

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

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

<b>Number/Title:</b>	<b>Recommendation Number:</b>	<b>Proposed Recommendation Completion Date:</b>
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**Recommendation**

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

<b>Number/Title:</b>	<b>Recommendation Number:</b>	<b>Proposed Recommendation Completion Date:</b>
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**Recommendation**

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

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

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



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

(b) (5)

#### 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			
<b>Objectives</b>				
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			
<b>Objectives</b>				
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			
<b>Objectives</b>				
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:

(b) (5)

#### 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:				

(b) (5)

**EVALUATOR OBSERVATIONS**

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Office of Mission Assurance (OMA) Narrative

(b) (5)

Senior Emergency Response Team (SERT) Evaluation Narrative

(b) (5)



(b) (5)

**Public Buildings Service Evaluation Narrative**

(b) (5)

**Federal Acquisition Service/Supply/Technology Evaluation Narrative**

(b) (5)

**Office of the Chief Financial Officer Evaluation Narrative**

(b) (5)

Office of Governmentwide Policy (OGP)

(b) (5)

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***

<b>Prepared By:</b>	<u>          /S/          </u> GSA Exercise, Evaluation Team	<u>6/6/2018</u> Date
<b>Reviewed By:</b>	<u>          /S/          </u> Exercise Director/Deputy Associate Administrator (D) Office of Mission Assurance	<u>9/21/2018</u> Date
<b>To:</b>	<u>          /S/          </u> Associate Administrator (D) Office of Mission Assurance	<u>9/21/2018</u> Date
<b>To:</b>	(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



## 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

<b>Objective 1</b>	<b>Performed without Challenges (P)</b>	<b>Performed with Some Challenges (S)</b>	<b>Performed with Major Challenges (M)</b>	<b>Unable to be Performed (U)</b>
<b>Exercise the National Alert and Accountability System (NAAS)</b>	<b>P</b>			
<b>Measures</b>				
<b>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.</b>	<b>P</b>			
<b>1.2 – Alert, notification and accountability of Region/SSO employees, backup Regions, continuity facilities, stakeholders, vendors and customers</b>	<b>P</b>			
<b>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)</b>	<b>P</b>			
<b>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)</b>	<b>P</b>			
<b>1.5 – Provide accountability report to the GSA Administrator (RA) within four hours (no simulations, actual report must be</b>	<b>P</b>			



presented to evaluators via email to <a href="mailto:gsa.national.exercise@gsa.gov">gsa.national.exercise@gsa.gov</a> )				
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				



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

(b) (5)

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				
<b>Measures</b>				
<b>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.</b>		S		
<b>3.2 – Identify staffing availability and determine successor implementation requirements within 15 minutes of designated time of arrival</b>	P			
<b>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 <a href="mailto:gsa.national.exercise@gsa.gov">gsa.national.exercise@gsa.gov</a> upon arrival to the alternate site. Fax landline capability at the alternate site is a requirement for GSA HQ and HQ devolution sites</b>	P			
<b>3.4 – Demonstrate proper use of interoperable communications systems</b>	P			
<b>3.5 – Demonstrated effective information flow to and from the SERT</b>	P			
<b>3.6 – Demonstrated effective and efficient disposition of all requests</b>	P			
<b>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)</b>	P			
<b>3.8 – Demonstrate the ability to test alternate communications systems between the alternate site and the successor region(s)</b>	P			



<b>(actual phone call and fax is made to the primary and secondary backup region)</b>				
<b>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</b>	<b>P</b>			
<b>3.10 – Demonstrate the ability to submit the CSR Report</b>	<b>P</b>			
<b>3.11 – Demonstrate the ability to update the emergency hotline with a voice-recorded message</b>				<b>U</b>
<b>3.12 – Demonstrate reporting of operational status to SERT</b>	<b>P</b>			
<b>3.13 – Demonstrate the ability to test Local Area Network/Wide Area Network connectivity between alternate site and successor Region(s)</b>	<b>P</b>			
<b>3.14 – Demonstrate the ability to test IT capability to access essential records</b>	<b>P</b>			
<b>3.15 – Demonstrate the ability to Test email capability between alternate site and successor region(s) and internal and external customers</b>		<b>S</b>		
<b>3.16 – Demonstrate reporting of operability status to appropriate Heads of Services or Staff Office</b>	<b>P</b>			

**Comments:**

**(b) (5)**



(b) (5)

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

<b>4.11 – Demonstrated the ability to return to normal operations</b>	<b>P</b>			
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**Comments:**

(b) (5)

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



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:				
(b) (5)				

LEAD EVALUATOR OBSERVATIONS

(b) (5)

**HQ Senior Emergency Response Team (SERT) Evaluation Narrative**

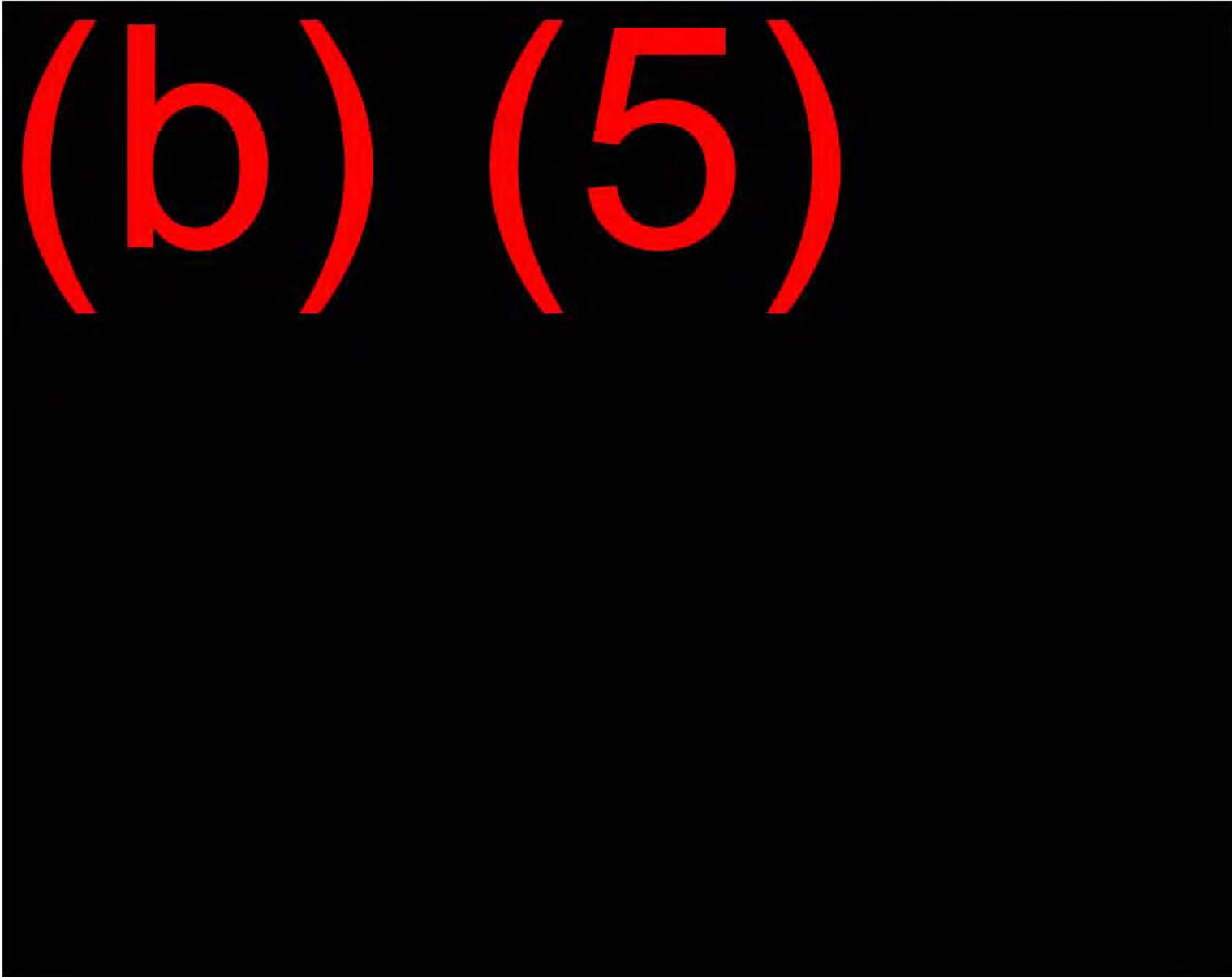
(b) (5)

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(b) (5)



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GSA Chief FOIA Officer

December 1, 2021

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

On March 26, 2021, GSA replied to your FOIA request with a partial denial. On April 19, 2021, you appealed the partial denial response (GSA-GSA-2021-000950).

After review of your request and the records available, GSA has determined to release additional portions of the records; however, the remaining information withheld pursuant to the 5<sup>th</sup> statutory exemption under FOIA was withheld properly. Additionally, the initial response should not have stated that the information was attorney-client privilege, only that it was being withheld under the deliberative process privilege. To that end, the information withheld meets the two fundamental requirements in order to invoke the due process privilege—namely, that the information is both pre-decisional and deliberative. Contrary to your assertion that the information is predisposed to being post-decisional because it is contained in an after-action report, the material withheld contains evaluation and analysis of how the Agency performed in continuity of operations (COOP) training exercises. By their very nature, these evaluations are used to discuss and shape agency policy on emergency response and COOP. They are pre-decisional in that changes to policy, if any, are made as a result of the evaluations (e.g., evaluations of strengths or weaknesses identified in the exercise are used to discuss and determine what changes in policy are necessary to improve agency response). Second, these evaluations are deliberative in that they are used directly in the agency decision-making process. GSA's response and recovery policies are reviewed and updated from time to time in order to ensure that they are current and meet relevant best practices. Evaluations of COOP training exercises (such as the records at issue) are a vital tool and are developed and used directly as a part of the continuing process of agency decision-making.

U.S. General Services Administration  
1800 F. Street, NW  
Washington, DC 20405  
Toll Free: (855)-675-3642  
Fax: (202) 501-2727

The additional portions being released include sections of the executive summary, the GSA exercise objectives, and the list of annexes.

The Annexes in the EH18 and EH 19 After Action Reports contain Corrective Action Plans; Exercise Evaluator/Controller and Observer Notes; Email Archives; and the OMA Exercise Evaluation Team Narrative. In the Email Archives, while there is some receipt and out of office messaging which are being provided, the majority of the messages are inject-specific. The information in these sections reflects the agency's deliberative process to identify strengths and weaknesses that will be key elements in GSA's response to a critical event. The Annexes contain sensitive information which address specific vulnerabilities and as such this information is considered pre-decisional and will be used in developing effective agency actions.

Based upon the foregoing, GSA maintains that the remaining information subject to this appeal was properly withheld under the deliberative process privilege set forth under the 5<sup>th</sup> statutory exemption under FOIA. As explained above, the information is both pre-decisional and deliberative, and therefore meets the two fundamental requirements for this exemption to apply.

This letter constitutes GSA's final determination regarding this matter. You have the right to seek judicial review of this determination in the United States District Court in the District in which you reside, have your principal place of business, or in the District of Columbia, or where the records are located.

As an alternative to litigation, the Office of Government Information Services (OGIS) has been created under the 2007 FOIA amendments. OGIS was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies as a nonexclusive alternative to litigation. Using OGIS services does not affect your right to pursue litigation. You may contact OGIS by mail at the Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road, Room 2501, College Park, MD 20740, via email at [ogis@nara.gov](mailto:ogis@nara.gov) or by phone at (877) 684-6448.

Sincerely,  
DocuSigned by:

Daniel F. Hall

95741C59A7054C6...  
**Daniel F. Hall**

Associate General Counsel for General Law



**GSA-2021-000950 - Enclosure(s)**  
**RR - Redacted - Releasable to the General Public**



***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	Leadership is notified of a COGCON change via NAAS message and is provided instructions for meeting to receive update briefing.
Wed 6/21	NLT 0700	SERT deploys to Alternate Site from 1800 F Street or by self-deployment.
Wed 6/21	0900 - 0930	Exercise commences at Alternate Site with rostering of SERT and situational briefings.
Wed 6/21	0930 - 1400	Exercise play, using injects.
Wed 6/21	1400 - 1430	Post-exercise hotwash.

## PRIMARY EXERCISE GOALS

1. Implement the GSA COOP Plan (SERT activation, COOP activation, and deployment).
2. Exercise the National Alert and Accountability System (NAAS).
3. Evaluate deployment of GSA SERT to the alternate facility.
4. Review and discuss existing GSA MEF's.
5. Review and discuss the GSA Reconstitution and Devolution Concept Plans.

## 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.

### Devolution:

The GSA Office of General Counsel facilitated a discussion on Devolution and OMA proposed several options to the SERT. This GSA Devolution Plan addresses how GSA will transfer organizational command and control to personnel at a geographically dispersed location (which is unaffected by the incident) to ensure the performance of GSA's Primary Mission Essential Function (PMEF) and Mission Essential Functions (MEF) in the event that the GSA HQ facility is incapacitated and/or that CO personnel are unavailable or incapable of performing GSA's PMEF and MEFs. GSA's devolution annex has been designed to be operational and scalable, depending on the continuity event. GSA HQ may choose to partially devolve, by transferring responsibilities for select essential functions, or devolve to multiple sites, by transferring responsibilities for different essential functions to various sites.

### Reconstitution:

The mission is to return GSA HQ and the NCR Regional Office to normal operations at their primary duty station, or a suitable alternate site, in an efficient and effective manner. The Reconstitution Manager and Command Team Lead will operate from the Alternate Facility, based on the situation and as approved by the GSA SERT. The Command Team Lead will provide oversight and guidance to the Assessment Teams as they

inspect and determine the extent of damage of each facility. The Command Team Leader and Reconstitution Manager will brief the GSA SERT on their team's efforts for direction and prioritization during the process.

## 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			
<b>Objectives</b>				
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			
<b>Objectives</b>				
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			
<b>Objectives</b>				
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:				
(b) (5)				

#### 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:				



(b) (5)

**EVALUATOR OBSERVATIONS**

(b) (5)

(b) (5)

(b) (5)

(b) (5)

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(b) (5)

(b) (5)

Office of Mission Assurance (OMA) Narrative

(b) (5)

Senior Emergency Response Team (SERT) Evaluation Narrative

(b) (5)

(b) (5)

**Public Buildings Service Evaluation Narrative**

(b) (5)

**Federal Acquisition Service/Supply/Technology Evaluation Narrative**

(b) (5)

**Office of the Chief Financial Officer Evaluation Narrative**

(b) (5)

**Office of Governmentwide Policy (OGP)**

(b) (5)

**Office of the Chief Information Officer/Information Technology Evaluation Narrative**

(b) (5)

*Note: A Final EH17 AAR meeting will take place with representatives from each Service and Staff Office ten days after the AAR has been signed to discuss the corrective actions process. The OMA Policy and Performance Division will schedule and conduct this meeting.*





***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>(b) (5)</b>			
<p data-bbox="99 369 792 646"><b>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.</b></p> <p data-bbox="99 674 792 1785"><b>(b) (5)</b></p>	<p data-bbox="873 380 906 415"><b>X</b></p>		

<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:

(b) (5)

(b) (5)

(b) (5)

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(b) (5)

## 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	



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

Comments:



## COOP EXERCISE CHECKLISTS SUMMARY

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

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:

(b) (5)

(b) (5)

(b) (5)

**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:

(b) (5)

(b) (5)

**Additional Comments:**

(b) (5)

(b) (5)

**RECOMMENDED CORRECTIVE ACTIONS**

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

## APPENDIX A: Corrective Action Plan Format

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

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

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

<b>Number/Title:</b>	<b>Recommendation Number:</b>	<b>Proposed Recommendation Completion Date:</b>
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**Recommendation**

<b><u>Action to be Taken Step by Step</u></b>	<b><u>Supporting Documentation to be sent to OMA</u></b>	<b><u>Documentation will be Sent Last Day of the Month</u></b>
---	--	--

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

<b>Number/Title:</b>	<b>Recommendation Number:</b>	<b>Proposed Recommendation Completion Date:</b>
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**Recommendation**

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

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

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



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.

(b) (5)





***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**

1. Discuss/Demonstrate the ability for GSA Senior Leaders to activate GSA continuity/devolution plans as per activation and devolution process and procedures.
2. Discuss requirements of GSA Devolution plans, policies, and procedures as they relate to the devolution process and devolution triggers.
3. Evaluate GSA devolution site and alternate site communications systems, both internal and external.
4. Discuss how GSA would perform Essential Functions, processes, and procedures in a devolution environment as per the Business Process Analysis and the Business Impact Analysis.
5. Discuss/Evaluate GSA's devolution plans, policies, and procedures, MEF POC matrix and Devolution matrix.

## **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 McConaughy

### **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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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		
<b>Comments:</b>				
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**FEMA EEG#4:**

<b>Objective</b>	<b>Performed without Challenges (P)</b>	<b>Performed with Some Challenges (S)</b>	<b>Performed with Major Challenges (M)</b>	<b>Unable to be Performed (U)</b>
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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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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**FEMA EEG#6:**

<b>Objective</b>	<b>Performed without Challenges (P)</b>	<b>Performed with Some Challenges (S)</b>	<b>Performed with Major Challenges (M)</b>	<b>Unable to be Performed (U)</b>
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.				
<b>Critical Tasks</b>				
<b>1 – How did the chosen devolution option address the elements below?</b> <ul style="list-style-type: none"> <li>• Program Plans and procedures</li> <li>• Risk Management</li> <li>• Budgeting and Acquisitions</li> <li>• Essential Functions</li> <li>• Orders of Succession</li> <li>• Delegations of Authority</li> <li>• Continuity Communications</li> <li>• Essential Records</li> <li>• Human Resources</li> <li>• Reconstitution</li> </ul>	P	S	M	
<b>2 – Were these elements addressed in a way that was consistent with their continuity and/or devolution plans? If no, explain the differences.</b> <ul style="list-style-type: none"> <li>• Program Plans and procedures</li> <li>• Risk Management</li> <li>• Budgeting and Acquisitions</li> <li>• Essential Functions</li> <li>• Orders of Succession</li> <li>• Delegations of Authority</li> </ul>	P	S	M	

<ul style="list-style-type: none"><li>• Continuity Communications</li><li>• Essential Records</li><li>• Human Resources</li><li>• Reconstitution</li></ul>	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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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		
<b>Comments:</b>				

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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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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.				
<b>Critical Tasks</b>				
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:				

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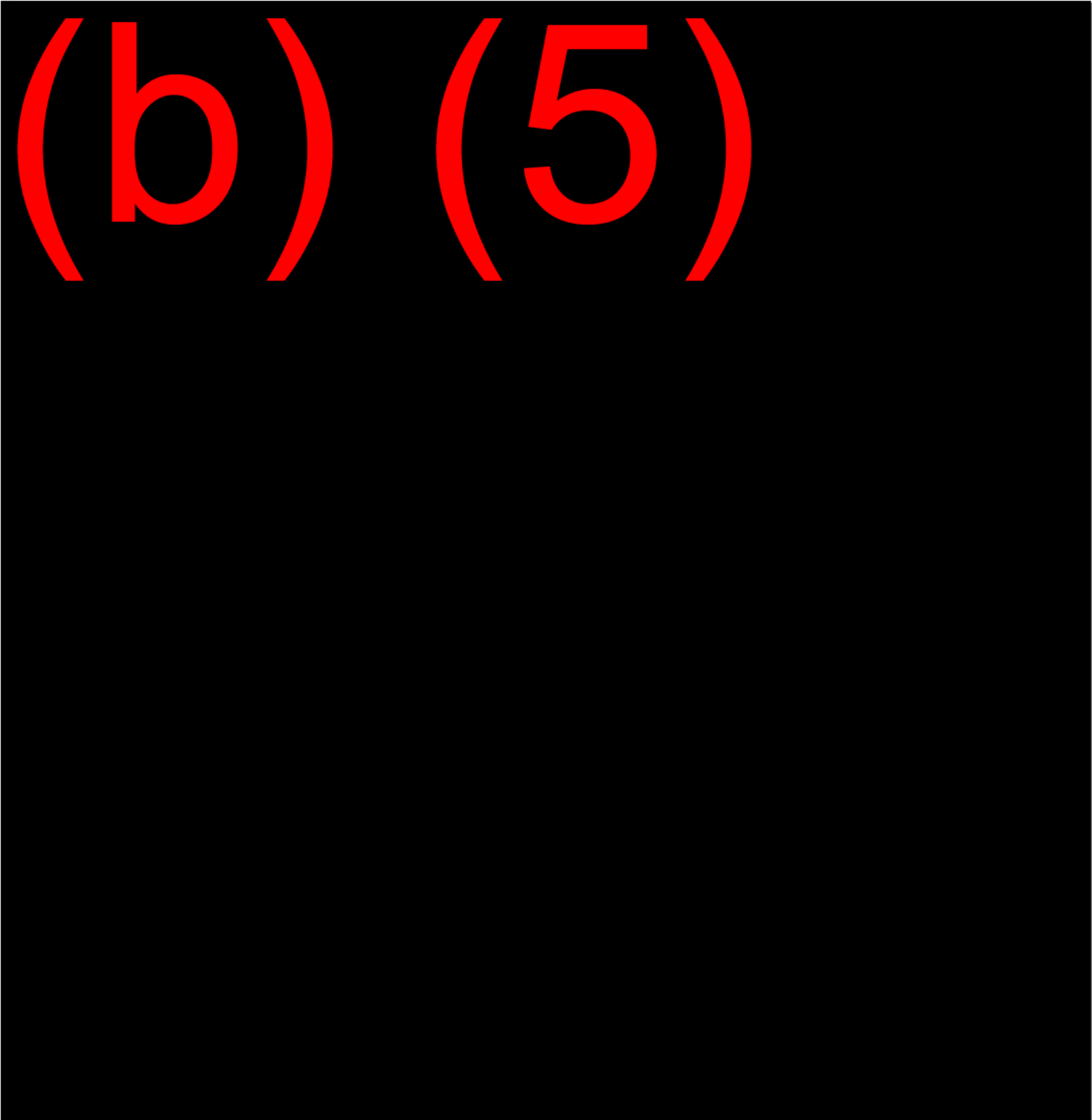
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**OMA Exercise Evaluation Team Narrative**

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#### **RECOMMENDED CORRECTIVE ACTIONS**

The OMA Associate Administrator is responsible for submitting a Corrective Action Plan (template contained in Annex A) within 30 days following the date of the approved After Action Report.

#### **ANNEX A: Corrective Action Plan and Improvement Plan Matrix Format**

See the attached Corrective Action Plan template and Improvement Plan Matrix. Please note that the After Action Report should not be delayed while finalizing the Improvement Plan.

#### **ANNEX B: Exercise Evaluation Guides**

The master file of Exercise Evaluation Guides and notes are maintained in the Office of Mission Assurance Test, Training and Exercise. Examination of the evaluator's checklists and notes is invited to more completely understand team performance and evaluation.

#### **ANNEX C: Email Archive**

The master file of the complete COOP exercise email archive including all injects to participants, their email responses and related written traffic are maintained in the Office of Mission Assurance. Examination of the archive is invited to more completely understand team performance and evaluation.

#### **ANNEX D: Memorandum of Evaluator/Controller and Observers Notes**

The consolidated document of all Evaluator/Controller and Observers Notes for both Day 1 and Day 2 of the exercise are maintained in the Office of Mission Assurance. Examination of this document is invited to more completely understand the evaluation Process and After Actions Corrective Actions.

#### **ANNEX E: OMA Exercise Evaluation Team Narrative**

The consolidated document of the Lead Evaluator Observations, the Exercise Program Management, the Exercise Design and Development, the Exercise Conduct, and the Exercise Evaluation can be found in ANNEX E. This is sensitive information, which sites vulnerabilities and agency staffing concerns, and was given to the GSA Continuity Coordinator/OMA Associate Administrator along with recommended actions.



***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:**           /S/           **6/6/2018**  
**GSA Exercise, Evaluation Team** **Date**

**Reviewed By:**           /S/           **9/21/2018**  
**Exercise Director/Deputy** **Date**  
**Associate Administrator (D)**  
**Office of Mission Assurance**

**To:**           /S/           **9/21/2018**  
**Associate Administrator (D)** **Date**  
**Office of Mission Assurance**

**To:** **(b) (6)** **10/1/18**  
**Deputy Administrator (A)** **Date**  
**U.S. General Services Administration**

## 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).

To this end, OMA completed a GSA-wide assessment of critical functions needed for a viable recovery of business operations after a disaster. Each agency function was evaluated and assessed for vulnerabilities and potential points of failure. OMA hosted a series of tabletop exercises to familiarize Services and Staff Offices (SSO) on the National Continuity Plan, its activation sequences and the MEF playbook(s). Each exercise included Heads of Services and Staff Offices and leadership from their back-up region(s) to validate and update processes, and synchronizes procedures. These exercises and evaluations are all used to best position GSA to handle a real-world disaster or continuity event.

### 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

1. Exercise the National Alert and Accountability System (NAAS);
2. Implement the GSA COOP Plan (Emergency Relocation Group (ERG)/Deputy Emergency Relocation Group (DERG)/Senior Emergency Response Team (SERT)) activation, Continuity of Operations (COOP) activation, deployment, devolution and Reconstitution;
3. Evaluate deployment of ERG/DERG/SERT to the alternate facility;
4. Prioritize and execute essential functions;
5. Evaluate GSA's ability to utilize Standard Form (SF) 2050 database; and,
6. Reconstitution Planning.

## 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

<b>Objective 1</b>	<b>Performed without Challenges (P)</b>	<b>Performed with Some Challenges (S)</b>	<b>Performed with Major Challenges (M)</b>	<b>Unable to be Performed (U)</b>
<b>Exercise the National Alert and Accountability System (NAAS)</b>	<b>P</b>			
<b>Measures</b>				
<b>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.</b>	<b>P</b>			
<b>1.2 – Alert, notification and accountability of Region/SSO employees, backup Regions, continuity facilities, stakeholders, vendors and customers</b>	<b>P</b>			
<b>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)</b>	<b>P</b>			
<b>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)</b>	<b>P</b>			
<b>1.5 – Provide accountability report to the GSA Administrator (RA) within four hours (no simulations, actual report must be</b>	<b>P</b>			

presented to evaluators via email to <a href="mailto:gsa.national.exercise@gsa.gov">gsa.national.exercise@gsa.gov</a> )				
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				

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

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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				
<b>Measures</b>				
<b>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.</b>		S		
<b>3.2 – Identify staffing availability and determine successor implementation requirements within 15 minutes of designated time of arrival</b>	P			
<b>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 <a href="mailto:gsa.national.exercise@gsa.gov">gsa.national.exercise@gsa.gov</a> upon arrival to the alternate site. Fax landline capability at the alternate site is a requirement for GSA HQ and HQ devolution sites</b>	P			
<b>3.4 – Demonstrate proper use of interoperable communications systems</b>	P			
<b>3.5 – Demonstrated effective information flow to and from the SERT</b>	P			
<b>3.6 – Demonstrated effective and efficient disposition of all requests</b>	P			
<b>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)</b>	P			
<b>3.8 – Demonstrate the ability to test alternate communications systems between the alternate site and the successor region(s)</b>	P			



<b>(actual phone call and fax is made to the primary and secondary backup region)</b>				
<b>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</b>	<b>P</b>			
<b>3.10 – Demonstrate the ability to submit the CSR Report</b>	<b>P</b>			
<b>3.11 – Demonstrate the ability to update the emergency hotline with a voice-recorded message</b>				<b>U</b>
<b>3.12 – Demonstrate reporting of operational status to SERT</b>	<b>P</b>			
<b>3.13 – Demonstrate the ability to test Local Area Network/Wide Area Network connectivity between alternate site and successor Region(s)</b>	<b>P</b>			
<b>3.14 – Demonstrate the ability to test IT capability to access essential records</b>	<b>P</b>			
<b>3.15 – Demonstrate the ability to Test email capability between alternate site and successor region(s) and internal and external customers</b>		<b>S</b>		
<b>3.16 – Demonstrate reporting of operability status to appropriate Heads of Services or Staff Office</b>	<b>P</b>			

**Comments:**

**(b) (5)**

(b) (5)

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

<b>4.11 – Demonstrated the ability to return to normal operations</b>	<b>P</b>			
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**Comments:**

(b) (5)

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

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:				
(b) (5)				

LEAD EVALUATOR OBSERVATIONS

(b) (5)



**HQ Senior Emergency Response Team (SERT) Evaluation Narrative**

(b) (5)

(b) (5)

(b) (5)

(b) (5)

**RECOMMENDED CORRECTIVE ACTIONS--ANNEXES WILL BE SENT WHEN COMPLETED**

The Administrator is responsible for submitting a Corrective Action Plan (template contained in Appendix A) within 30 days following the date of the approved After Action Report. This Corrective Action Plan must include, but is not limited to, the following items:

**ANNEX A: Corrective Action Plan and Improvement Plan Matrix Format**

See the attached Corrective Action Plan template and Improvement Plan Matrix. Please note that the After Action Report should not be delayed while finalizing the Improvement Plan

**ANNEX B: Evaluator's Checklists and Notes**

The master file of Evaluator's Checklists and notes are maintained in the Office of Mission Assurance Test, Training and Exercise. Examination of the evaluator's checklists and notes is invited to more completely understand team performance and evaluation.

**ANNEX C: Email Archive**

The master file of the complete COOP exercise email archive including all injects to participants, their email responses and related written traffic are maintained in the Office of Mission Assurance. Examination of the archive is invited to more completely understand team performance and evaluation.



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## EAGLE HORIZON 2019 - Inject Number: STARTEX

1 message

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[noreply@gsa.gov](mailto:noreply@gsa.gov) <[noreply@gsa.gov](mailto:noreply@gsa.gov)>

Wed, May 1, 2019 at 10:48 AM

Reply-To: [noreply@gsa.gov](mailto:noreply@gsa.gov)

To: [gsa.national.exercise@gsa.gov](mailto:gsa.national.exercise@gsa.gov)

\*\*\*\* EXERCISE, EXERCISE, EXERCISE Send all replies to [gsa.national.exercise@gsa.gov](mailto:gsa.national.exercise@gsa.gov) \*\*\*\*

Inject #: STARTEX

From: SIMCELL

Message Details: STARTEX

Lead SSO: Devolution All Players

Collaborating SSO's:

Timestamp: 5/1/2019 10:48:33

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Remember to type THIS IS AN EXERCISE MESSAGE ABOVE AND BELOW your response to ALL EXERCISE COMMUNICATION. Send all replies to: GSA National Exercise Email: [gsa.national.exercise@gsa.gov](mailto:gsa.national.exercise@gsa.gov) EXERCISE EXERCISE EXERCISE CONFIDENTIALITY NOTICE: This message and any attachments to this message may contain confidential information belonging to the sender which is legally privileged. The information is intended only for the use of the individual or entity to whom it is addressed. Please do not forward this message without permission. If you are not the intended recipient or the employee or agent responsible for delivering it to the intended recipient, you are hereby notified that any disclosure, copying, distribution or the taking of any action in reliance on the contents of this transmission is strictly prohibited. If you have received this transmission in error, please notify us immediately by telephone or return email and delete and destroy the original email message, any attachment thereto and all copies thereof.



---

## NAAS call for personnel accountability

1 message

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**Jamie Duran - D1EE** <jamie.duran@gsa.gov>

Wed, May 1, 2019 at 11:19 AM

To: Giancarlo Brizzi - 7P <giancarlo.brizzi@gsa.gov>, Bobby Babcock - 7A <robert.babcock@gsa.gov>, David Waishes  
david.waishes@gsa.gov, Dan Matkin - dan.matkin@gsa.gov, DERG OMA - DERG.OMA@gsa.gov

Cc: gsa.national.exercise@gsa.gov, Brad Hansher - 5A <brad.hansher@gsa.gov>, Jeremy Niksic - DWA  
<jeremy.niksic@gsa.gov>

The NAAS call to direct the OMA DRD and DRECs to initiate Regional Accountability calls, went out at 10:19 am

~Jamie



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### U.S. General Services Administration

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**Jamie Duran**

Eastern Region Division / Region 7

Office of Mission Assurance

Office (817) 978 4444

Cellular (b) (7)(B)

Fax (817) 850 8442





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**Re: FAS Status**

2 months ago

---

**Giancarlo Brizzi - 7P** <giancarlo.brizzi@gsa.gov>

Wed, May 1, 2019 at 11:37 AM

To: Bobby Babcock - 7A <robert.babcock@gsa.gov>, GSA National Exercise <gsa.national.exercise@gsa.gov>

Cc: George Prochaska - 7Q <george.prochaska@gsa.gov>, Jamie Duran - D1EE <jamie.duran@gsa.gov>, Dan Matkin - D1EE <dan.matkin@gsa.gov>

EXERCISE EXERCISE EXERCISE

Copying GSA National Exercise for awareness and logging.

EXERCISE EXERCISE EXERCISE

On Wed, May 1, 2019 at 10:36 AM Bobby Babcock - 7A <robert.babcock@gsa.gov> wrote

Any challenges you are experiencing that the Acting Administrator's office needs to know about or can be helpful with?



**Bobby Babcock**  
Regional Administrator  
Greater Southwest Region  
U.S. General Services Administration  
817.978.2321  
Robert.Babcock@gsa.gov

---

**Bobby Babcock - 7A** <robert.babcock@gsa.gov>

Wed, May 1, 2019 at 11:38 AM

To: GSA National Exercise <gsa.national.exercise@gsa.gov>, Jamie Duran - D1EE <jamie.duran@gsa.gov>, Dan Matkin - D1EE <dan.matkin@gsa.gov>, Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>



**Bobby Babcock**  
Regional Administrator  
Greater Southwest Region  
U.S. General Services Administration  
817.978.2321  
Robert.Babcock@gsa.gov

----- Forwarded message -----

From: **George Prochaska - 7Q** <george.prochaska@gsa.gov>

Date: Wed, May 1, 2019 at 10:37 AM

Subject: Re: FAS Status

To: Bobby Babcock - 7A <robert.babcock@gsa.gov>

all good,g

George R Prochaska

Regional Commissioner  
Federal Acquisition Service  
Greater Southwestern Region  
819 Taylor Room 10A27D  
Ft. Worth, TX 76102  
Office 817 850 8223  
Cell (b) (7)(B)

Positivity | Input | Achiever | Ideation | Activator

[Quoted text hidden]



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## Fwd: Communications successful

1 me age

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**Christopher Hagan - D1WA** <christopher.hagan@gsa.gov>

Wed, May 1, 2019 at 11:40 AM

To: Brad Hansher - 5A <brad.hansher@gsa.gov>, Jeremy Niksic <jeremy.niksic@gsa.gov>, GSA National Exercise  
g a national eerci e@g a gov

[EXERCISE](#)   [EXERCISE](#)   [EXERCISE](#)

Re ending

[EXERCISE](#)   [EXERCISE](#)   [EXERCISE](#)

Forwarded me age

From: **Christopher Hagan - D1WA** <christopher.hagan@gsa.gov>

Date: Wed, May 1, 2019 at 10:16 AM

Subject: Communications successful

To Brad Han her 5A [brad.hansher@gsa.gov](mailto:brad.hansher@gsa.gov) , Jeremy Nik ic [jeremy.niksic@gsa.gov](mailto:jeremy.niksic@gsa.gov)

[EXERCISE](#)   [EXERCISE](#)   [EXERCISE](#)

Good day gentlemen,

Communications were successfully accomplished with R7 on all systems.

V/R

Chris Hagan

[EXERCISE](#)   [EXERCISE](#)   [EXERCISE](#)

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**U.S. General Services Administration**

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**Chris Hagan**

Emergency Management Speciali t  
Western Regions Division | Chicago Office  
Office of Mi ion A urance  
Office: 312-909-5515  
[christopher.hagan@gsa.gov](mailto:christopher.hagan@gsa.gov)

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**U.S. General Services Administration**

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**Chris Hagan**

Emergency Management Specialist

Western Regions Division | Chicago Office

Office of Mission Assurance

Office: 312-909-5515

[christopher.hagan@gsa.gov](mailto:christopher.hagan@gsa.gov)



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## Re: PBS Status

2 me age

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Giancarlo Brizzi - 7P <giancarlo.brizzi@gsa.gov>

Wed, May 1, 2019 at 11:36 AM

To: Bobby Babcock - 7A <robert.babcock@gsa.gov>, GSA National Exercise <gsa.national.exercise@gsa.gov>

Cc: Timothy Horne - 8P <tim.horne@gsa.gov>, Jamie Duran - D1EE <jamie.duran@gsa.gov>, Dan Matkin - D1EE <dan.matkin@gsa.gov>

EXERCISE EXERCISE EXERCISE

Copying GSA National Exercise for awareness and logging.

EXERCISE EXERCISE EXERCISE

On Wed, May 1, 2019 at 10:34 AM Bobby Babcock - 7A <robert.babcock@gsa.gov> wrote:  
Any challenges you are experiencing that we need to know about or can be helpful with?



Bobby Babcock  
Regional Administrator  
Greater Southwest Region  
U.S. General Services Administration  
817.978.2321  
Robert.Babcock@gsa.gov

f

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Giancarlo Brizzi - 7P <giancarlo.brizzi@gsa.gov>

Wed, May 1, 2019 at 11:43 AM

To: Timothy Horne - 8P <tim.horne@gsa.gov>, GSA National Exercise <gsa.national.exercise@gsa.gov>

Cc: Bobby Babcock - 7A <robert.babcock@gsa.gov>, Jamie Duran - D1EE <jamie.duran@gsa.gov>, Dan Matkin - D1EE <dan.matkin@gsa.gov>

EXERCISE EXERCISE EXERCISE

Copying GSA National Exercise for awareness.

EXERCISE EXERCISE EXERCISE

On Wed, May 1, 2019 at 10:38 AM Timothy Horne - 8P <tim.horne@gsa.gov> wrote:  
Exercise Exercise Exercise

Thanks for checking in. We are fully mission capable and have all the resources that we need.

CC'ing GC on all of my inject so as to not overwhelm your inbox. Let me know if you want me to include you.

Please let us know if there is anything you need from us.

[Quoted text hidden]



---

## EXERCISE OCIA Status

2 me age

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**Bobby Babcock - 7A** <robert.babcock@gsa.gov>

Wed, May 1, 2019 at 11:57 AM

To: Connie Cervantez - S <connie.cervantez@gsa.gov>, Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>, Dan Matkin - D1EE dan.matkin@g a gov , Jamie Duran - D1EE jamie.duran@g a gov , GSA National Exercise <gsa.national.exercise@gsa.gov>

Connie -

How are thing ? Any assistance from Acting Administrator quite necessary?



**Bobby Babcock**  
Regional Administrator  
Greater Southwest Region  
U.S. General Services Administration  
817.978.2321  
Robert.Babcock@gsa.gov

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**Connie Cervantez - S** <connie.cervantez@g a gov>

Wed, May 1, 2019 at 12 01 PM

To: Bobby Babcock - 7A <robert.babcock@gsa.gov>

Cc: Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>, Dan Matkin - D1EE <dan.matkin@gsa.gov>, Jamie Duran - D1EE <jamie.duran@gsa.gov>, GSA National Exercise <gsa.national.exercise@gsa.gov>

Bobby,

We are good at this point.

Thank

*Connie A. Cervantez*

General Services Administration

Office of Congressional and Intergovernmental Affairs

Deputy Director (S) Congressional Support Program and

Congressional Service Representative for the [State of Texas](#)

[819 Taylor Street, Ste 9A00](#)

Fort Worth, TX 76102

Work: 817.978.2376

Cell: (b) (7)(B)

Fax: 817.978.0700

[connie.cervantez@gsa.gov](mailto:connie.cervantez@gsa.gov)

[Quoted text hidden]





## exercise - FAS Check In

1 message

**George Prochaska - 7Q** <george.prochaska@gsa.gov>

Wed, May 1, 2019 at 12:42 PM

To: "Edwin McGillick (QSDLD)" <edwin.mcgillick@gsa.gov>, Perry Hampton - QRBDA <perry.hampton@gsa.gov>, Jeffrey Voiner QT3LB jeffrey.voiner@g a gov , Amanda Foster 5QZAC amanda.foster@g a gov , Gwyneth Caverly QS0C <gwyneth.caverly@gsa.gov>, Allison Hopkins - QMCH <allison.hopkins@gsa.gov>, "Lindsay Wong (QSDL1)" <lindsay.wong@gsa.gov>, Terence Williams - 7QSADB <terence.williams@gsa.gov>, Drew Della Valle - 9QSC <drew.dellavalle@gsa.gov>, Joline McDonald - QRBDB <joline.mcdonald@gsa.gov>, George Prochaska george.prochaska@g a gov , Robyn Bennett QMCG robyn.bennett@g a gov , Antonio Romero IQSE <antonio.romero@gsa.gov>, Kevin Stallings - 4QSCB <kevin.stallings@gsa.gov>, Cassandra Hannah Boyd - 5QZAC <cassandra.hannahboyd@gsa.gov>, Tawanda Thomas - 5QZAA <tawanda.thomas@gsa.gov>, Lisa Young <lisa.young@gsa.gov>, Sandra Klar - 9QSCA <sandra.klar@gsa.gov>, Maria Gutierrez - QMCC <maria.gutierrez@gsa.gov>, Deborah Aubert QT2A1AA deborah.aubert@g a gov , Micky Maye 5QZA micky.maye @g a gov , Jerome Bristow QMCF <jerome.bristow@gsa.gov>, Michael McDaniel <michael.mcdaniel@gsa.gov>, Karen Warrior <karen.warrior@gsa.gov>, Roberto Devarie - QRBDA <roberto.devarie@gsa.gov>, Meme Whitehead - QD2B <meredith.whitehead@gsa.gov>, David Tran - 4QSCB <david.tran@gsa.gov>, Mark Brantley <mark.brantley@gsa.gov>  
Cc: coop eagle horizon 19 g a national exercise@g a gov , Bobby Babcock 7A robert.babcock@g a gov , Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>

exercise exercise exercise

hi all

wanted to let everyone know we think we are caught up w/ the injects

lunch will be 11 45 central for planning

It seems like everyone has got the message not to reply to injects, in that they are coming to us, and we are in turn assigning through emails from Latoya

that said, if you have any injects you don't feel we have recd and acted on, please send to me/Latoya

Everyone is doing well, we appreciate you, g

exercise exercise exercise

George R. Prochaska

Regional Commissioner  
Federal Acquisition Service  
Greater Southwest Region  
819 Taylor Room 10A27D  
Ft. Worth, TX 76102  
Office 817 850 8223  
Cell (b) (7)(B)

Positivity | Input | Achiever | Ideation | Activator



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## exercise - do you copy on the injects we have sent you as responsible

1 message

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**George Prochaska - 7Q** <george.prochaska@gsa.gov>

Wed, May 1, 2019 at 2:22 PM

To: David Kimbro <david.kimbrow@gsa.gov>

Cc: Latoya Cooper <latoya.cooper@gsa.gov>, coop eagle horizon 19 gsa national exercise@gsa.gov

exercise exercise exercise

verifying you got the assignments from FAS

exercise exercise exercise

George R Prochaska

Regional Commissioner  
Federal Acquisition Service  
Greater Southwest Region  
819 Taylor Room 10A27D  
Ft. Worth, TX 76102  
Office 817 850 8223  
Cell (b) (7)(B)

Positivity | Input | Achiever | Ideation | Activator



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## EXERCISE -

1 message

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**Timothy Horne - 8P** <tim.horne@gsa.gov>

Wed, May 1, 2019 at 2:58 PM

To: Bobby Babcock - 7A <robert.babcock@gsa.gov>, Giancarlo Brizzi - 7P <giancarlo.brizzi@gsa.gov>

Cc: Coop Simcel <gsa.national.exercise@gsa.gov>

EXERCISE EXERCISE EXERCISE

PBS is not in need of additional assistance from the Acting Administrators office



## Exercise - they have stopped the injects..we are doing final processing

1 me age

George Prochaska - 7Q <george.prochaska@gsa.gov>

Wed, May 1, 2019 at 3:19 PM

To: "Edwin McGillick (QSDLD)" <edwin.mcgillick@gsa.gov>, Perry Hampton - QRBDA <perry.hampton@gsa.gov>, Jeffrey Voiner QT3LB jeffrey.voiner@g a gov , Amanda Fo ter 5QZAC amanda fo ter@g a gov , Gwyneth Caverly QS0C <gwyneth.caverly@gsa.gov>, Allison Hopkins - QMCH <allison.hopkins@gsa.gov>, "Lindsay Wong (QSDL1)" <lindsay.wong@gsa.gov>, Terence Williams - 7QSADB <terence.williams@gsa.gov>, Drew Della Valle - 9QSC <drew.dellavalle@gsa.gov>, Joline McDonald - QRBDB <joline.mcdonald@gsa.gov>, George Prochaska george procha ka@g a gov , Robyn Bennett QMCG robyn bennett@g a gov , Antonio Romero IQSE <antonio.romero@gsa.gov>, Kevin Stallings - 4QSCB <kevin.stallings@gsa.gov>, Cassandra Hannah Boyd - 5QZAC <cassandra.hannahboyd@gsa.gov>, Tawanda Thomas - 5QZAA <tawanda.thomas@gsa.gov>, Lisa Young <lisa.young@gsa.gov>, Sandra Klar - 9QSCA <sandra.klar@gsa.gov>, Maria Gutierrez - QMCC <maria.gutierrez@gsa.gov>, Deborah Aubert QT2A1AA deborah aubert@g a gov , Micky Maye 5QZA micky maye @g a gov , Jerome Bri tow QMCF <jerome.bristow@gsa.gov>, Michael McDaniel <michael.mcdaniel@gsa.gov>, Karen Warrior <karen.warrior@gsa.gov>, Roberto Devarie - QRBDA <roberto.devarie@gsa.gov>, Memi Whitehead - QD2B <meredith.whitehead@gsa.gov>, David Tran - 4QSCB <david.tran@gsa.gov>, Mark Brantley <mark.brantley@gsa.gov>, coop eagle horizon 19 g a national e erci e@g a gov , Bobby Babcock 7A robert babcock@g a gov , Giancarlo Brizzi M1 <giancarlo.brizzi@gsa.gov>

Exercise exercise exercise

You guy were all a great support,

thanks for hanging in there all day w/ us,

we could not have got through thi without you all, g

exercise exercise exercise

George R Procha ka

Regional Commissioner  
Federal Acquisition Service  
Greater Southwe t Region  
819 Taylor Room 10A27D  
Ft. Worth, TX 76102  
Office 817 850 8223  
Cell (b) (7)(B)

Positivity | Input | Achiever | Ideation | Activator



## **\*\* ENDEX \*\* EXERCISE EXERCISE EXERCISE**

3 messages

**GSA National Exercise** <gsa.national.exercise@gsa.gov>

Tue, May 8, 2018 at 2:04 PM

To: Aimee Whiteman - PM <aimee.whiteman@gsa.gov>, Alan Thomas - Q <alan.thomas@gsa.gov>, Allison Brigati - AD <allison.brigati@gsa.gov>, Arthur King - IDIP <arthur.king@gsa.gov>, Elizabeth Angerman - M1Y <beth.angerman@gsa.gov>, William Engelbrecht - CSB <bill.engelbrecht@gsa.gov>, Bob Stafford - H <bob.stafford@gsa.gov>, Bonnie Hochhalter - CPD <Bonnie.Hochhalter@gsa.gov>, Brenda Cadette - BR4F <Brenda.Cadette@gsa.gov>, Brett Armstrong - D1R <brett.armstrong@gsa.gov>, Chris Wisner - WPX <Chris.Wisner@gsa.gov>, Christine Kelly - WPH1C <Christine.Kelly@gsa.gov>, Claire Fortune - WP <Claire.Fortune@gsa.gov>, Dale Walker - LR <dale.walker@gsa.gov>, Daniel Mathews - P <daniel.mathews@gsa.gov>, Darrick Early - WQ1 <Darrick.Early@gsa.gov>, David Shive - I <david.shive@gsa.gov>, Dawn Shelton - IDILD <Dawn.Shelton@gsa.gov>, Donna Dix - WPM1 <Donna.Dix@gsa.gov>, Donna Garland - ZC <donna.garland@gsa.gov>, Donna Twinam - WPM1 <Donna.Twinam@gsa.gov>, Emily Murphy - A <emily.murphy@gsa.gov>, Erin Mewhirter - S <erin.mewhirter@gsa.gov>, Evan Farley - B <evan.farley@gsa.gov>, Gene Mack - BGC <gene.mack@gsa.gov>, Houston Taylor - WQ <Houston.Taylor@gsa.gov>, "Jack St. John - A" <jack.stjohn@gsa.gov>, Jackie Clay - CP <jacqueline.clay@gsa.gov>, Jeff Post - S <jeffrey.post@gsa.gov>, Jerome Ross - IDILD <Jerome.Ross@gsa.gov>, Jessica Salmoiraghi - M <jessica.salmoiraghi@gsa.gov>, Joanne Collins Smee - Q2 <joanne.collins-smee@gsa.gov>, Justin Ward - ZO <justin.ward@gsa.gov>, Kaitlyn MOBERLY - B <kaitlyn.moberly@gsa.gov>, Kathy Geisler - WPM1 <Kathleen.Geisler@gsa.gov>, Kris Palmer - M <kris.palmer@gsa.gov>, LaVerne Jordan - S <laverne.jordan@gsa.gov>, Lennard Loewentritt - L <lenny.loewentritt@gsa.gov>, Les Painter - H1EC <les.painter@gsa.gov>, Marshall Brown - QOB <marshall.brown@gsa.gov>, Matt Conrad - CSB <matthew.conrad@gsa.gov>, Pam Dixon - Z <pamela.dixon@gsa.gov>, Rachael Stevens - WQ <Rachael.Stevens@gsa.gov>, Renee Kelly - ZCR <Renee.Kelly@gsa.gov>, Reza Motamedamin - H1EA <reza.motamedamin@gsa.gov>, Richard Lee - CSB <richardf.lee@gsa.gov>, Robert Sinners - WA <Robert.Sinners@gsa.gov>, Sharon Chen Lin - LP <sharon.chen@gsa.gov>, Sherrie Watford - CPD <sherrie.sesker@gsa.gov>, Thomas Eaton - ISTE <thomas.eaton@gsa.gov>, Thomas James - WP1 <Thomas.James@gsa.gov>, Yvette Waugh - M1V <yvette.waugh@gsa.gov>, Antonia Harris - C <antonia.harris@gsa.gov>, Bobby Deitch - D1W <bobby.deitch@gsa.gov>, FAS Acquisition Team <fema.acquisition@gsa.gov>, Gerard Badorrek - B <gerard.badorrek@gsa.gov>, Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>, Jeffrey Koses - M1V <jeffrey.koses@gsa.gov>, NCR COOP <ncrcoop@gsa.gov>, Robert Carter - D <robert.carter@gsa.gov>, Scott Anderson - WA <scott.anderson@gsa.gov>

## **ENDEX**

Remember to type "THIS IS AN EXERCISE MESSAGE" ABOVE AND BELOW your responses to ALL EXERCISE COMMUNICATION.

Send all replies to: GSA National Exercise email: [gsa.national.exercise@gsa.gov](mailto:gsa.national.exercise@gsa.gov)

"EXERCISE EXERCISE EXERCISE"

### **CONFIDENTIALITY NOTICE:**

This email message and any attachments to this email message may contain confidential information belonging to the sender which is legally privileged. The information is intended only for the use of the individual or entity to whom it is addressed. Please do not forward this message without permission. If you are not the intended recipient or the employee or agent responsible for delivering it to the intended recipient, you are hereby notified that any disclosure, copying, distribution or the taking of any action in reliance on the contents of this transmission is strictly prohibited. If you have received this transmission in error, please notify us immediately by telephone or return email and delete and destroy the original email message, any attachments thereto and all copies thereof.

To: GSA National Exercise <gsa.national.exercise@gsa.gov>

THIS IS AN EXERCISE MESSAGE

Acknowledged

THIS IS AN EXERCISE MESSAGE

David Shive  
Chief Information Officer  
U.S. General Services Administration  
(202) 501-6468  
david.shive@gsa.gov

On Tue, May 8, 2018 at 2:04 PM, GSA National Exercise <gsa.national.exercise@gsa.gov> wrote:

## INDEX

Remember to type "THIS IS AN EXERCISE MESSAGE" ABOVE AND BELOW your responses to ALL EXERCISE COMMUNICATION.

Send all replies to: GSA National Exercise email: [gsa.national.exercise@gsa.gov](mailto:gsa.national.exercise@gsa.gov)

"EXERCISE          EXERCISE          EXERCISE"

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Erin Mewhirter - S <erin.mewhirter@gsa.gov>  
To: GSA National Exercise <gsa.national.exercise@gsa.gov>

Tue, May 8, 2018 at 2:15 PM

THIS IS AN EXERCISE MESSAGE

acknowledging receipt

THIS IS AN EXERCISE MESSAGE

On Tue, May 8, 2018 at 2:04 PM, GSA National Exercise <gsa.national.exercise@gsa.gov> wrote:

## INDEX

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"EXERCISE

EXERCISE

EXERCISE"

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--  
Erin Mewhirter  
Director of Congressional Operations  
Office of Congressional and Intergovernmental Affairs  
U.S. General Services Administration

[www.gsa.gov](http://www.gsa.gov)



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**Out of the Office Re: \*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA-750211**

1 message

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**Lois Mandell - M1V1CB** <lois.mandell@gsa.gov>  
To: gsa.national.exercise@gsa.gov

Tue, May 8, 2018 at 1:19 PM

Thank you for your email. I will be out of the office on May 7-8, returning Wednesday May 9th.

If you need assistance, on Monday please reach out to Joanne Sosa at (202) 501-3161 or by email at [joanne\\_sosa@gsa.gov](mailto:joanne_sosa@gsa.gov). On Tuesday, please contact Helen Heinrich at (202) 969 7071 or by email at [helen.heinrich@gsa.gov](mailto:helen.heinrich@gsa.gov).

I will return to the office on Wednesday, May 9th and will follow-up then.

Thank you, Lois



---

**U.S. General Services Administration**

**Lois D. Mandell**  
Director, Office of Regulatory Secretariat  
Office of Government-wide Policy  
Office 202 501 2735 | Mobile (b) (7)(B)

--  
Regards, Lois

Lois D. Mandell, PMP



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**U S General Service Administration**

**Lois D. Mandell**  
Director, Regulatory Secretariat Division  
Office of Government-wide Policy  
Office 202-501-2735 | Mobile (b) (7)(B)



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**\*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA-750258**

1 me age

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**NLE18-MCC-GSA@preptoolkit.fema.dhs.gov** <NLE18-MCC-GSA@preptoolkit.fema.dhs.gov> Tue, May 8, 2018 at 1:00 PM  
To: gsa.national.exercise@gsa.gov

\*\*\* E ERCISE E ERCISE E ERCISE \*\*\*

(OHRM) Provide a list of GSA employees that have a background in environmental remediation, that are not housed within the NCR Region.

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*



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## EXERCISE - Reconstitution Requests

2 me age

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**Aimee Whiteman - PM** <aimee.whiteman@gsa.gov>

Tue, May 8, 2018 at 12:47 PM

To: GSA National Exercise <gsa.national.exercise@gsa.gov>

Cc: Thoma Jame WP1 thoma jame @g a gov , "Chri Wi ner (PR)" chri wi ner@g a gov , "Kathy Gei ler (WPTA)" <kathleen.geisler@gsa.gov>, Scott Anderson - WA <scott.anderson@gsa.gov>, Daniel Mathews - P <daniel.mathews@gsa.gov>

EXERCISE EXERCISE EXERCISE

NCR -

Confirming you are in receipt of two facility reconstitution requests:

1. Theodore Roosevelt Building - Level 2 Short Term (NLE-18-0508X-281)
2. NARA (National Archives 1) - Level 3 Long Term (NLE-18-0508X-283)

Please advise receipt and coordination on the e request

*Aimee Whiteman*

Assistant Commissioner, Office of Facilities Management

Public Buildings Service

General Services Administration

Tel 202 501 9106

[aimee.whiteman@gsa.gov](mailto:aimee.whiteman@gsa.gov)

---

**Kathy Geisler - WPM1** <kathleen.geisler@gsa.gov>

Tue, May 8, 2018 at 12:55 PM

To: Aimee Whiteman - PM <aimee.whiteman@gsa.gov>

Cc: GSA National Exercise <gsa.national.exercise@gsa.gov>, Thoma Jame WP1 thoma jame @g a gov , "Chris Wisner (PR)" <chris.wisner@gsa.gov>, Scott Anderson - WA <scott.anderson@gsa.gov>, Daniel Mathews - P <daniel.mathews@gsa.gov>, Donna Twinam <donna.twinam@gsa.gov>

Yes, NCR just received and we are evaluating currently.

[Quoted text hidden]

--

Kathleen K. Geisler

Acting Director

Office of Facilities Management

(202) 708-9835 (desk)

(b) (7)(B) (cell)



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**\*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA-750257**

1 me age

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**NLE18-MCC-GSA@preptoolkit.fema.dhs.gov** <NLE18-MCC-

GSA@preptoolkit.fema.dhs.gov>

To g a national eerci e@g a gov

Tue, May 8, 2018 at 12:40 PM

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*

(OHRM) Provide a copy of GSA policy that addresses the health, safety and emotional well being of the GSA employees who are working from the continuity facility

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*



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## closed injects

1 message

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**Bernard Minakowski** <NLE18-MCC-GSA@pretoolkit.fema.dhs.gov>  
To: gsa.national.exercise@gsa.gov

Tue, May 8, 2018 at 11:51 AM

Do you have a list of closed injects so that we may close them in this system?





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## Dial in number for GSA Briefing

1 me age

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Hamburg, Joseph (b) (7)(B)

Tue, May 8, 2018 at 11:19 AM

To: "gsa.national.exercise@gsa.gov" <gsa.national.exercise@gsa.gov>, "ncrcoop@gsa.gov" <ncrcoop@gsa.gov>

Good Morning,

The dial in number for GSA to call into the Department of Energy coop VTC is (b) (7)(B). This call in will take place at 12:30 Eastern Time 10:30 Mountain Time.

Thank You.

Very Respectfully,

Joseph R. Hamburg  
Telecommunication Specialist  
Continuity Program Office  
Office of Emergency Operations  
National Nuclear Security Administration Department of Energy  
U S Department of Energy  
19901 Germantown Rd.  
Germantown, MD 20874

Work 301 903 2608

Work iPhone (b) (7)(B)

Mobile: (b) (7)(B)

"Some people spend an entire lifetime wondering if they made a difference in the world But, the Marine don't have that problem"

President Ronald Reagan, 1985



\*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA-750200 - OSC response

1 me age

Cat Langel <catherine.langel@gsa.gov>

Tue, May 8, 2018 at 9:49 AM

To: gsa.national.exercise@gsa.gov

Cc: Pam Dixon ZB pameladixon@gov , "Tina Jaegerman (Z)" tina.jaegerman@gov , Donna Garland Z <donna.garland@gsa.gov>

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*

Here is the contact info for the OSC emergency coordinator and alternate

Emergency Coordinator

Justin Ward

202 969 7354 (office)

(b) (7)(B) (cell)

justin.ward@gsa.gov

Alternate

Donna Garland

202-969-7235 (office)

(b) (7)(B) (cell)

donna.garland@gov

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*

----- Forwarded message -----

From: **GSA National Exercise** <gsa.national.exercise@gsa.gov>

Date: Tue, May 8, 2018 at 9:30 AM

Subject: Fwd \*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA 750200

To: Aimee Whiteman - PM <aimee.whiteman@gsa.gov>, Alan Thomas - Q <alan.thomas@gsa.gov>, Allison Brigati - AD <allison.brigati@gsa.gov>, Antonia Harris - C <antonia.harris@gsa.gov>, Bob Stafford - H <bob.stafford@gsa.gov>, Brett Armstrong - D1R <brett.armstrong@gsa.gov>, Daniel Mathews - P <daniel.mathews@gsa.gov>, David Shive - I <david.shive@gov>, Donna Garland ZC <donna.garland@gov>, Emily Murphy A <emily.murphy@gov>, Evan Farley - B <evan.farley@gsa.gov>, Gerard Badorrek - B <gerard.badorrek@gsa.gov>, Giancarlo Brizzi - M1 <giancarlo.brizzi@gsa.gov>, "Jack St. John - A" <jack.stjohn@gsa.gov>, Jeff Post - S <jeffrey.post@gsa.gov>, Jeffrey Koses - M1V <jeffrey.koses@gsa.gov>, Jessica Salmoiraghi - M <jessica.salmoiraghi@gsa.gov>, Joanne Collins Smee - Q2 <joanne.collinsmee@gov>, Lennard Loewentritt L <lenny.loewentritt@gov>, Pam Dixon Z <pamela.dixon@gsa.gov>, Robert Carter - D <robert.carter@gsa.gov>

Cc: Bobby Babcock - 7A <robert.babcock@gsa.gov>, Bridget Brennan - AC <bridget.brennan@gsa.gov>, Jonathan Clinton - M <jonathan.clinton@gsa.gov>, Thad Brock - AC <thad.brock@gsa.gov>

----- Forwarded message -----

From: (b)(6)

Date: Tue, May 8, 2018 at 9:00 AM

Subject: \*\*\* EXERCISE EXERCISE EXERCISE \*\*\* Event #GSA-750200

To: gsa.national.exercise@gsa.gov

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*

(SERT) Provide the name, telephone number and email address for your Emergency Coordinator and Alternate Emergency Coordinator.

\*\*\* EXERCISE EXERCISE EXERCISE \*\*\*



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## acknowledging email

2 me age

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**Erin Mewhirter - S** <erin.mewhirter@gsa.gov>  
To: gsa.national.exercise@gsa.gov

Tue, May 8, 2018 at 9:21 AM

--  
Erin Mewhirter  
Director of Congressional Operation  
Office of Congressional and Intergovernmental Affairs  
U.S. General Services Administration

[www.gsa.gov](http://www.gsa.gov)

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**GSA National Exercise** gsa.national.exercise@gsa.gov  
To: Erin Mewhirter - S <erin.mewhirter@gsa.gov>

Tue, May 8, 2018 at 9:23 AM

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"EXERCISE EXERCISE EXERCISE"

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On Tue, May 8, 2018 at 9:21 AM, Erin Mewhirter - S <erin.mewhirter@gsa.gov> wrote:

Erin Mewhirter  
Director of Congressional Operations  
Office of Congressional and Intergovernmental Affairs  
U.S. General Services Administration

[www.gsa.gov](http://www.gsa.gov)



## # 907150 EXPA: Reconstitution Planning – Inspection of the Theodore Roosevelt Building

1 message

Eagle Horizon (b)(6) Tue, May 8, 2018 at 8:30 AM  
Reply-To: Eagle Horizon (b)(6) "Aquino, Mariano" (b)(6) "Gibney, Brien R."  
(b)(6)  
To: "GSA National Exercise@GSA.gov" GSA National Exercise@g a gov  
Cc: Eagle Horizon (b)(6)

**UNCLASSIFIED**

**\*\*\*EXERCISE\*\*\*EXERCISE\*\*\*EXERCISE\*\*\***

### NLE 18 Event # 907150

Date: 5/8/2018

Time 8 30 AM

To: GSA

Subject: EXPA: Reconstitution Planning – Inspection of the Theodore Roosevelt Building

Please advise when GSA can provide inspectors to assist in the evaluation of the Theodore Roosevelt Building for damage incurred during the hurricane

Please submit to [Mario.Aquino@opm.gov](mailto:Mario.Aquino@opm.gov), [Brien.Gibney@opm.gov](mailto:Brien.Gibney@opm.gov) and [EagleHorizon@opm.gov](mailto:EagleHorizon@opm.gov) by 09:30 AM today.

Please respond directly to this email and be sure to include the event number.

### NLE 18 Event # 907150

**\*\*\*EXERCISE\*\*\*EXERCISE\*\*\*EXERCISE\*\*\***

**UNCLASSIFIED**



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## EXERCISE EXERCISE EXERCISE

1 me age

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Sharon Chen <sharon.chen@gsa.gov>

Tue, May 8, 2018 at 7:59 AM

To: gsa.national.exercise@gsa.gov

Cc "Jack St John A" jack.tjohn@g a gov , Lennard Loewentritt lenny.loewentritt@g a gov , Janet Harney <janet.harney@gsa.gov>, "Barry Segal (LR)" <barry.segal@gsa.gov>, Eugenia Ellison <eugenia.ellison@gsa.gov>, "Dale Walker (LR)" <dale.walker@gsa.gov>

THIS IS AN EXERCISE MESSAGE

OGC completed the following at 7:50 am:

Using GETS / WPS contact your backup regions to provide an operational status.

Sharon

---

Sharon Chen  
Senior Assistant General Counsel  
Personal Property Division  
Office of General Counsel  
U S General Service Admini tration  
voice -- 202-501-0298  
fax -- 202-501-0583  
[sharon.chen@gsa.gov](mailto:sharon.chen@gsa.gov)

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THIS IS AN EXERCISE MESSAGE



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## GETS request-response

1 message

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**Robert Carter - D** <robert.carter@gsa.gov>  
To: gsa.national.exercise@gsa.gov

Tue, May 8, 2018 at 7:42 AM

Good morning,

I have used GETS and contacted David Waishes, OMA R7.

Requisite action completed at this time.

Thank you.

Robert J. Carter  
Associate Administrator  
US General Services Administration  
Office of Mission Assurance  
1800 F Street, NW  
Washington, DC 20405  
Cell (b) (7)(B)





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## EXERCISE, EXERCISE, EXERCISE

1 me age

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David Waishes - D1EE <david.waishes@gsa.gov>  
To: "gsa.national.exercise" <gsa.national.exercise@gsa.gov>

Mon, May 7, 2018 at 10:13 AM

E EXERCISE, E EXERCISE, E EXERCISE

RECEIVED FOR EXERCISE PLAY

E EXERCISE, E EXERCISE, E EXERCISE



U S General Service Admini tration

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**David C. Waishes**

Deputy Regional Director

Ea tern Region Divi ion, Fort Worth Office

Office of Mission Assurance

817 978 4440 office

(b) (7)(B) cell

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