

<b>From:</b>	Gammon, Carla (b)(6)
<b>To:</b>	(b)(6)@ups.com>; (b)(6)
<b>Subject:</b>	Re: HHS On-Site Role- COVID-19 Task Force
<b>Date:</b>	2020/03/19 17:02:38
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Del

Carla Gammon  
Deputy Asst Administrator | LMD | ORR  
Mobile (b)(6)

(b)(6)

**From:** (b)(6)@ups.com (b)(6)@ups.com>

**Sent:** Thursday, March 19, 2020 4:58:01 PM

**To:** Gammon, Carla (b)(6)

(b)(6)

**Subject:** RE: HHS On-Site Role- COVID-19 Task Force

(b)(6)

I've followed up with my colleague at Coyote (b)(6) also copied on this message. He believes he can assist in your information needs but would like to discuss further and understand the details.

Please feel free to call (b)(6) mobile (b)(6)

Please let me know if I can help in any other way.

(b)(6)

**From:** Gammon, Carla (b)(6)

**Sent:** Thursday, March 19, 2020 2:56 PM

**To:** (b)(6)@ups.com>

**Cc:** Gammon, Carla (b)(6)

**Subject:** [EXTERNAL] RE: HHS On-Site Role- COVID-19 Task Force

CAUTION! This email originated outside of the organization. Please do not open attachments or click links from an unknown or suspicious origin.

(b)(6)

Question: could your team track all shipments – UPS and other shippers?

If you are swamped, ignore this.

Thank you, Carla

**From:** (b)(6)@ups.com (b)(6)@ups.com>

**Sent:** Thursday, March 19, 2020 10:13 AM

**To:** Gammon, Carla (b)(6) (b)(6)

(b)(6)

**Subject:** HHS On-Site Role- COVID-19 Task Force

Carla and (b)(6)

I've been assigned as the UPS Lead Logistics Manager, working on site at the Hubert Humphrey Building, reporting to (b)(6) and his team. Your great support has helped the team advance much of our planning. Please connect with me anytime that I can assist, or coordinate any solution needs you may have. I'm not sure if I will be starting at the location until next week, but will remain in DC over the weekend, so always available..

Thanks,

(b)(6)

<b>Sender:</b>	Gammon, Carla (b)(6) (b)(6)
<b>Recipient:</b>	(b)(6)@ups.com>; (b)(6)
<b>Sent Date:</b>	2020/03/19 17:02:38
<b>Message Flags:</b>	Unsent

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6) (b)(6) >; Gammon, Carla (b)(6) (b)(6)
<b>Subject:</b>	RE: COVID-19 Task Force
<b>Date:</b>	2020/03/18 14:07:30
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Awesome (b)(6)

I'll call shortly.

(b)(6)

**From:** (b)(6)@ups.com (b)(6)@ups.com>

**Sent:** Wednesday, March 18, 2020 2:03 PM

**To:** Gammon, Carla (b)(6)

(b)(6)

**Subject:** RE: COVID-19 Task Force

Carla,

Thank you so much for your help. It's appreciated.

(b)(6)

I'm working in DC, and working around the clock like others. I welcome a brief call to catch up and review current state and some next steps. I won't take more than 10 minutes of your time.

(b)(6)

**From:** Gammon, Carla (b)(6)

**Sent:** Wednesday, March 18, 2020 1:53 PM

**To:** (b)(6) (b)(6) (b)(6)

(b)(6)

**Cc:** Gammon, Carla (b)(6)

**Subject:** [EXTERNAL] RE: COVID-19 Task Force

CAUTION! This email originated outside of the organization. Please do not open attachments or click links from an unknown or suspicious origin.

(b)(6)

(b)(6) is a trusted and highly experienced Logistics leader. Please call (b)(6) anytime today to connect.

(b)(6)

(b)(6) is detailed from FEMA Log to the White House / HHS community based testing test as the Logistics Lead.

Thank you both for critical work,

(b)(6)

---

**From:** (b)(6)@ups.com (b)(6)@ups.com>

**Sent:** Wednesday, March 18, 2020 1:06 PM

**To:** Gammon, Carla (b)(6)

**Subject:** COVID-19 Task Force

Carla,

I know it's been awhile since we've connected. If you remember, I was placed at FEMA in 2018 during the Hurricane Florence disaster.

I am a loaned executive for the UPS Foundation, and a member of the UPS COVID-19 Team brought together to support the President's Task Force.

I am reaching out to each of you for any assistance you can provide with regards to the plan under development with HHS and FEMA to establish pop-up test sites and the distribution of test kits to targeted test labs.

UPS has been asked by the COVID-19 Task Force to develop a logistics solution that will incorporate the coordination and transportation of completed COVID-19 Test Kits from these Test Sites to the designated labs for processing. Our team at UPS has been extremely active and have developed some excellent operating plans that will insure the quality service, data management, and performance reporting to support the plan.

Our current challenge is knowing the locations of the planned Test Sites as well as the locations of the labs. With our extensive network and customized Healthcare Solutions we can establish a solid strategy to execute this very important role. But the lack of these key points of pick-ups(Pop-up Test Sites) and delivery points(Labs) is keeping our team from finalizing our approach. We recognize that all resources involved in these efforts are working tirelessly and we understand the tremendous demands across multiple agencies and partners tasked with developing this solution.

If you have any recommendations for key leaders or project leads that we could engage directly for clarification of this information, it would be greatly appreciated.

Thank you for your support,

(b)(6)

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)@ups.com>; Gammon, Carla (b)(6) (b)(6)
<b>Sent Date:</b>	2020/03/18 14:07:28
<b>Delivered Date:</b>	2020/03/18 14:07:30

<b>From:</b>	Gammon, Carla (b)(6)
	(b)(6)
<b>To:</b>	(b)(6)@ups.com;
	(b)(6)
<b>CC:</b>	(b)(6)
	Gammon, Carla (b)(6)
	(b)(6)
<b>Subject:</b>	Re: HHS On-Site Role- COVID-19 Task Force
<b>Date:</b>	2020/03/19 17:05:10
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Thank you (b)(6). Please take no action. We need to do homework.

(b)(6)

Over you to reach out when and if this makes sense.

There are procurement and legal rules in this as well. (b)(6) and (b)(6) can advise you.

(b)(6)

Carla Gammon

Deputy Asst Administrator | LMD | ORR

Mobile (b)(6)

(b)(6)

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6) @ups.com>
<b>CC:</b>	Gammon, Carla (b)(6) (b)(6)
<b>Subject:</b>	Community Based Testing Site (CBTS) Tracker
<b>Date:</b>	2020/03/18 14:41:32
<b>Priority:</b>	Normal
<b>Type:</b>	Note

(b)(6)

Great talk please see attached.

Please assist me in getting any visibility on shipments from manufacturers to the Testing Sites.

(b)(6)

(b)(6) CEM® (Deployed to HHS – COVID19 Task Force)

Field Operations Coordinator | Logistics Operations Division | Logistics Management Directorate

Direct (b)(6)

(b)(6)

Federal Emergency Management Agency

[fema.gov](https://www.fema.gov)



<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6) @ups.com>; Gammon, Carla (b)(6) (b)(6)
<b>Sent Date:</b>	2020/03/18 14:41:31
<b>Delivered Date:</b>	2020/03/18 14:41:32

<b>From:</b>	Gammon, Carla (b)(6)
<b>To:</b>	(b)(6) (b)(6)
<b>Subject:</b>	RE: Community Based Testing Site (CBTS) Tracker
<b>Date:</b>	2020/03/18 15:09:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Thank you, (b)(6) and (b)(6)!

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**From:** (b)(6)@ups.com (b)(6)@ups.com>  
**Sent:** Wednesday, March 18, 2020 3:05 PM  
**To:** (b)(6)  
**Cc:** Gammon, Carla (b)(6)  
**Subject:** RE: Community Based Testing Site (CBTS) Tracker

(b)(6) and Carla,

This is outstanding... I, and UPS really appreciate your efforts. Our team is now going to work this critical information into our operating plans and I will absolutely commit to each of you that we will incorporate you into the development of our solution. Additionally, I will work with our Coyote partners regarding the visibility from the manufacturers..

(b)(6)

---

**From:** (b)(6)  
**Sent:** Wednesday, March 18, 2020 2:42 PM  
**To:** (b)(6)@ups.com>  
**Cc:** Gammon, Carla (b)(6)  
**Subject:** [EXTERNAL] Community Based Testing Site (CBTS) Tracker

CAUTION! This email originated outside of the organization. Please do not open attachments or click links from an unknown or suspicious origin.

(b)(6)

Great talk please see attached.

Please assist me in getting any visibility on shipments from manufacturers to the Testing Sites.

(b)(6)

(b)(6) CEM® (Deployed to HHS – COVID19 Task Force)



Field Operations Coordinator | Logistics Operations Division | Logistics Management Directorate

Direct: (b)(6)

(b)(6)

Federal Emergency Management Agency

[fema.gov](https://www.fema.gov)



<b>Sender:</b>	Gammon, Carla (b)(6)
<b>Recipient:</b>	(b)(6) @ups.com>; (b)(6)
<b>Sent Date:</b>	2020/03/18 15:09:47
<b>Delivered Date:</b>	2020/03/18 15:09:00

<b>From:</b>	Gammon, Carla (b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	FW: Community Based Testing Site (CBTS) Tracker
<b>Date:</b>	2020/03/18 15:13:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

For awareness.  
Carla

**From:** (b)(6)  
**Sent:** Wednesday, March 18, 2020 2:42 PM  
**To:** (b)(6) ups.com  
**Cc:** (b)(6)  
**Subject:** Community Based Testing Site (CBTS) Tracker

(b)(6)

Great talk please see attached.

Please assist me in getting any visibility on shipments from manufacturers to the Testing Sites.

(b)(6)

(b)(6) CEM® (Deployed to HHS – COVID19 Task Force)  
 Field Operations Coordinator | Logistics Operations Division | Logistics Management Directorate  
 Direct: (b)(6)  
 (b)(6)

Federal Emergency Management Agency  
[fema.gov](https://www.fema.gov)



<b>Sender:</b>	Gammon, Carla (b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2020/03/18 15:13:10
<b>Delivered Date:</b>	2020/03/18 15:13:00

<b>From:</b>	Gammon, Carla (b)(6)
<b>To:</b>	(b)(6)@ups.com>
<b>Subject:</b>	RE: The UPS Partnership and our Commitment to Supporting the Mission
<b>Date:</b>	2020/03/21 12:58:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

(b)(6)

Superb work to make this success story happen quickly.

Thank you for sharing,

(b)(6)

**From:** (b)(6)@ups.com (b)(6)@ups.com>

**Sent:** Saturday, March 21, 2020 11:20 AM

**To:** Gammon, Carla (b)(6) (b)(6)

**Cc:** (b)(6)

**Subject:** The UPS Partnership and our Commitment to Supporting the Mission

(b)(6)

I wanted to quickly share a story to demonstrate the commitment that UPS has to our joint efforts.

On Friday, March 20, around 19:30, (b)(6) requested the UPS team to research the status of a couple of tracking numbers to identify their location and planned arrival. After the team assessed the data, it was identified that these were UPS Next Day Air packages and scheduled for delivery for Monday, March 23<sup>rd</sup>. In fact, these handful of tracking numbers actually represents over 280 individual packages destined for the Test Sites in Chicago with PPE materials from Grainger.

Upon learning that these critical ship were need to be delivered on Saturday, March 21<sup>st</sup>, we called on our UPS Team to help solve. We identified the shipments were already loaded in separate trailers in Richmond and destined for operations to achieve their scheduled Monday delivery. Our operations management team turned the loads around, unloaded each of the trailers to pull off these specific packages. Meanwhile, our Air Operations teams were holding flights, rescheduling departures, and making every accommodation necessary to divert these shipments in our Saturday Delivery Network. The newly created Air Containers were re-routed to our Louisville Air Operations and each of the packages were upgraded to Saturday Delivery Status.

***I am pleased to report that these shipments, 282 individual packages will be delivered today, at this time, 11:20 am, I can confirm that 2 of the 3 deliveries have been delivered and the 3<sup>rd</sup> site will be delivered within the hour.***

(b)(6)

<b>Sender:</b>	Gammon, Carla (b)(6)
<b>Recipient:</b>	(b)(6)@ups.com>
<b>Sent Date:</b>	2020/03/21 12:58:29
<b>Delivered Date:</b>	2020/03/21 12:58:00

From	(b)(6)	
	(b)(6)	
	Gammon, Carla (b)(6)	
	(b)(6)	
	(b)(6)	
To:	(b)(6)	

	(b)(6)
<b>Subject:</b>	FW: Tracking Update 3.18 1605.xlsx
<b>Date:</b>	2020/03/18 17:44:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

See attached all Coyote Brokered loads

**From:** (b)(6)@ups.com (b)(6)@ups.com>  
**Sent:** Wednesday, March 18, 2020 4:13 PM  
**To:** (b)(6)  
**Subject:** Tracking Update 3.18 1605.xlsx

(b)(6)

I asked our Coyote team to provide me a quick snapshot of the status of their loads. The document is elementary, I will work to make it more professional. But is the content what you are looking for?

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	
	Gammon, Carla (b)(6)
	(b)(6)
	(b)(6)

	(b)(6)	
<b>Sent Date:</b>	2020/03/18 17:43:58	
<b>Delivered Date:</b>	2020/03/18 17:44:00	

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)@ups.com>; Gammon, Carla (b)(6)
<b>Subject:</b>	RE: HHS On-Site Role- COVID-19 Task Force
<b>Date:</b>	2020/03/19 14:54:24
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Hey (b)(6)

Im over at FEMA today. The information you have provided regarding shipments have been extremely helpful please continue to send them. I will keep you up to date on our site locations.

(b)(6)

**From:** (b)(6)@ups.com (b)(6)@ups.com>  
**Sent:** Thursday, March 19, 2020 10:13 AM  
**To:** Gammon, Carla (b)(6) (b)(6)  
**Subject:** HHS On-Site Role- COVID-19 Task Force

(b)(6) and (b)(6)

I've been assigned as the UPS Lead Logistics Manager, working on site at the Hubert Humphrey Building, reporting to (b)(6) and his team. Your great support has helped the team advance much of our planning. Please connect with me anytime that I can assist, or coordinate any solution needs you may have. I'm not sure if I will be starting at the location until next week, but will remain in DC over the weekend, so always available..

Thanks,

(b)(6)

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)@ups.com>; Gammon, Carla (b)(6)
<b>Sent Date:</b>	2020/03/19 14:54:23



<b>Delivered Date:</b>	2020/03/19 14:54:24
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<b>From:</b>	Gammon, Carla (b)(6)
<b>To:</b>	(b)(6)@ups.com>
<b>CC:</b>	Gammon, Carla (b)(6)
<b>Subject:</b>	RE: HHS On-Site Role- COVID-19 Task Force
<b>Date:</b>	2020/03/19 14:55:54
<b>Priority:</b>	Normal
<b>Type:</b>	Note

(b)(6)

Question: could your team track all shipments – UPS and other shippers?

If you are swamped, ignore this.

Thank you, Carla

---

**From:** (b)(6)@ups.com (b)(6)@ups.com>  
**Sent:** Thursday, March 19, 2020 10:13 AM  
**To:** Gammon, Carla (b)(6) (b)(6)  
**Subject:** HHS On-Site Role- COVID-19 Task Force

Carla and (b)(6)

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Thanks,

(b)(6)

(b)(6)

(b)(6)

(b)(6)

<b>Sender:</b>	Gammon, Carla (b)(6)
<b>Recipient:</b>	(b)(6)@ups.com>; Gammon, Carla (b)(6)

<b>Sent Date:</b>	2020/03/19 14:55:52
<b>Delivered Date:</b>	2020/03/19 14:55:54

<b>From:</b>	(b)(6)@ups.com>
<b>To:</b>	(b)(6)
<b>CC:</b>	Gammon, Carla (b)(6) (b)(6)
<b>Subject:</b>	RE: Community Based Testing Site (CBTS) Tracker
<b>Date:</b>	2020/03/18 15:05:15
<b>Priority:</b>	Normal
<b>Type:</b>	Note

(b)(6) and Carla,

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**From:** (b)(6)  
**Sent:** Wednesday, March 18, 2020 2:42 PM  
**To:** (b)(6)@ups.com>  
**Cc:** Gammon, Carla (b)(6)  
**Subject:** [EXTERNAL] Community Based Testing Site (CBTS) Tracker

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(b)(6)

Great talk please see attached.

Please assist me in getting any visibility on shipments from manufacturers to the Testing Sites.

(b)(6)

(b)(6) CEM® (Deployed to HHS – COVID19 Task Force)  
 Field Operations Coordinator | Logistics Operations Division | Logistics Management Directorate  
 Direct (b)(6)

(b)(6)

Federal Emergency Management Agency  
[fema.gov](https://www.fema.gov)



<b>Sender:</b>	(b)(6) @ups.com>
<b>Recipient:</b>	(b)(6) Gammon, Carla (b)(6) (b)(6)
<b>Sent Date:</b>	2020/03/18 15:04:56
<b>Delivered Date:</b>	2020/03/18 15:05:15

<b>From:</b>	(b)(6)@ups.com>
<b>To:</b>	Gammon, Carla (b)(6) (b)(6) (b)(6)
<b>Subject:</b>	Coronavirus Testing Solution Version 3.0 (1) (002).pptx
<b>Date:</b>	2020/03/21 11:21:33
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Carla and (b)(6)

Our Public Affairs office has been engaging the Task Force and has been sharing some Operating Plan Solutions. I wanted to keep you in the loop and provide you visibility to the data exchange...

Thanks for all your support,

(b)(6)

<b>Sender:</b>	(b)(6)@ups.com>
<b>Recipient:</b>	Gammon, Carla (b)(6) (b)(6) (b)(6)
<b>Sent Date:</b>	2020/03/21 11:21:09
<b>Delivered Date:</b>	2020/03/21 11:21:33