

Abstract

- This project’s focus is on designing a tabletop exercise (TTX) for the US Air Force (USAF) contracting career field that aligns with FEMA, the lead agency. The authors infused Joint Publication 4-10 and Yoder’s Three Tier Model contracting disaster approach into guidelines from federal agencies which informed a simplified three-phase disaster model that delineates roles and responsibilities clearly for the many stakeholders. The authors reviewed 104 after action reports spanning the federal and state governments to identify trends within FEMA’s 15 emergency support functions as well as finance, manpower, and training. This research resulted in five recommendations to the USAF contracting exercise designers.



Results

- 1) The suggested TTX design reinforces successful habits highlighted in the AARs as well as addresses the deficiency trends identified.

2) The language used between DOD’s CJCSM 3500.03 and DHS’s HSEEP is inconsistent at best, which we would advise to correct or at the very least provide the equivalent positions and vocabulary used to improve communications between the two agencies.

3) The AAR’s and GAO Reports had issues and trend identification from inherent communication issues (power outages) to mitigatable communication issues (identify stakeholders), to mitigatable financial planning problems. These issues are mitigatable through thorough and deliberate training.
- 4) By synthesizing the enlisted, civilian, and officer CFETPs and listing the required mission sets per the DOD, the USAF can provide the participants specific expectations that are quantifiable, attainable, realistic, and time-based.

5) The local base’s stakeholders must be consulted. External stakeholders should include the regional FEMA coordinator, local state representatives, and the appropriate USNORTHCOM SCO.

6) Advance contracts can identify and maximize the US’s impressive supply chains while improved communication has a plethora of secondary effects to include improved planning through agency mission awareness, de-conflicting priorities of stakeholders, and reduction of repeated efforts or consolidation of purchases.

Recommendations

- Recommendation 1: Focus on communication and aligning training practices with the lead agency, FEMA.

• Recommendation 2: Incorporate the links to the different locations of Advance Contracts (i.e. GSA Advantage, Acquisition Gateway, AFICC SharePoint, etc.) and provide intuitive instructions to navigate and utilize those advance contracts in one location, AFICC’s disaster SharePoint.

• Recommendation 3: Continue to build Category Management practices through additional Spend Analysis into the planned USAF disaster response.
- Recommendation 4: Continue to update the three USAF contracting CFETPs with deliberate training throughout a member’s career. The YTTM model provides an excellent alignment from basic to executive level. This will help provide explicit expectations of members for objective and requirement development in exercises.

• Recommendation 5: Continue improving and growing the AFICC SharePoint’s Disaster section with useful resources. (see Recommendation 2).