FDM 8-1-1 Overview and Roles in Consultant Contracting

December 11, 2014

1.1 Originator

The Division of Transportation Investment Management, Bureau of State Highway Programs, Audit and Contract Administration Section, Contract Administration Unit (DTIM-CAU) is the Originator of this chapter. All questions and comments on the content of this chapter should be directed to the WisDOT Contract Manager at (608) 266-1824.

This chapter is a guide for establishing uniform procedures and guidelines in the procurement and administration of consultant contracts to which the department is a party. The intent of the chapter is to interpret and clarify established policies, procedures, and practices.

The DTIM-CAU also provides online contracting guidance for consultants at the following Internet address:

http://wisconsindot.gov/ Pages/doing-bus/eng-consultants/cnslt-rgistr/default.aspx

That web site includes information for gaining access to the consultant extranet, which includes contract forms and documents for WisDOT business partners.

WisDOT staff can view the DTIM-CAU web page on the dotnet for more information on internal contracting processes:

http://dotnet/dtsd/projdev/consultant/index.htm

1.2 Consultant Contract Process Overview

The general consultant contracting process is as follows:

1. A project is identified as requiring consultant staff.
   a. If the project is a Federal Major (refer to definition in Federal Oversight Agreement FDM 5-2, Exhibit 1.1), then prior approval by the FHWA point of contact is required.
   b. If the project is a corridor study, then prior approval by DTIM's Corridor Management Peer Review (CMPR) workgroup is required. WisDOT staff can refer to

      http://dotnet/dtim-bop/corridor-management.htm

      for contact information and details regarding corridor management. WisDOT staff should also refer to the Program Management Manual Chapter 6 Section 5 (PPM 06-05) for information regarding funding and budgeting.
2. Funding is approved for the consultant portion of the project.
3. A cost-benefit analysis of the potential consultant project scope is completed to compare WisDOT and consultant costs (see FDM 8-1-5).
4. The project follows solicitation and selection processes determined by the type of contract required to complete the work (see FDM 8-5-1).
5. WisDOT staff, consultants, and other pertinent parties negotiate the scope of the consultant contract (see FDM 8-10-5). If the project is a Federal Major, then coordination with the FHWA point of contact is required.
6. A contract including the project, or a set of projects, is prepared by the consultant and proposed to the municipality, region, or central office bureau needing the consultant staff (see FDM 8-15-1).
7. The consultant submits a current insurance certificate (if one is not already on file with WisDOT) showing the consultant is covered by the required types and amounts of insurance as specified in the contract boilerplate (see FDM 8-15-1 Exhibit 1.1 through 1.7). Consultants send a copy of their insurance certificate to:

   Wisconsin Department of Transportation
   Contract Administration Unit
   Attention: Contract Specialist
   4802 Sheboygan Ave, Room 951
   P. O. Box 7913
   Madison, WI 53707-7913
8. The WisDOT Contract Manager or the Region/Bureau of origin execute the contract, depending upon

its size and type (see FDM 8-20-1).

9. The vendor invoices the Department for costs associated with the contract while WisDOT monitors the firm's progress and quality of work (see FDM 8-25-1).
10. The WisDOT Project Manager evaluates the performance of the vendor upon completion of the contract (see FDM 8-25-5).
11. Final contract costs are audited if the contract meets the necessary criteria (see FDM 8-25-30).

There are many different types of contracts used by WisDOT. This chapter describes processes most pertinent for contracts procured under sec. 84.01 (13), Wis. Statutes. These contracts may be for services including design and construction management engineering, surveying, real estate, hazardous materials, historical and archaeological work, multi-modal planning studies, landscaping, or specialized training.

Preliminary Design (FDM Chapter 3) is the evaluation of environmental impacts (per NEPA) of project alternatives. The feasible and reasonable alternatives are developed and documented using engineering design and evaluation. Preliminary Design ends when the environmental document is approved. Approval of the environmental document is defined as final approval (for ESI, EA and 2-ER's, this is FHWA approval). Final Design is the work effort from that point to the award of the contract. No project may begin Final Design work until after the NEPA environmental requirements (see FDM 20-5-1) are complete.

Two design services contracts will be required for projects expected to require an Environmental Impact Statement (see FDM 21-15-1) or Environmental Assessment (see FDM 21-15-5). The first contract will be for Preliminary Design and the second contract will be for Final Design. Funds for the second contract will not be obligated / authorized until after the environmental document (from the first contract) is approved.

Two design services contracts may also be required for some complex and/or high cost projects for which an EIS or EA is not required. Contact your region FHWA Engineer for further guidance.

Even if Preliminary Design and Final Design are part of the same contract, Final Design work may not begin until after the applicable environmental document is approved and that environmental document results in a preferred build alternative

Consultant contracts under the purview of this chapter are additionally categorized into these groups:

- Sole source
- Small purchase
- Local design
- Construction engineering
- State trunk highway design
- Full service master contracts
- Specialty master contacts
- Contracts using requests for proposals

There are different consultant contract selection, approval and monitoring procedures for each type of contract. These procedures are outlined throughout the chapter.

Please refer to FDM 2-20-5.10 - Procurement Management (and other references in FDM 2-20) for a discussion of procurement from a project management perspective.

1.3 Definition of Roles in Consultant Contracting

There are many parties within WisDOT involved in the consultant contracting process.

- The DTIM Contract Administration Unit (DTIM-CAU) is the primary WisDOT contact for the process of securing consultant services. DTIM-CAU provides technical support for WisDOT consultant selection and negotiation processes, updates the Roster of Eligible Engineering Consultants, maintains WisDOT internal web sites, monitors the routing of contracts through the approval process, and develops WisDOT policies and procedures to be used when employing consultant services. The WisDOT Contract Manager has the authority to execute consultant contracts on behalf of the Department. The DTIM-CAU also coordinates selections for DTIM contracts for approval by the Division Administrator or designee.
- The DTIM Audit Unit conducts overhead audits of regularly used firms to provide cost information for WisDOT staff during the contract negotiation and approval processes. This unit also audits the costs of consultant contracts upon their completion to ensure contract compliance.
- The Expenditure Accounting Unit within the Fiscal Services Section of the Division of Business Management, encumbers the funding for the contracts in the WisDOT financial system and processes the payments to consultants for work that they perform.
- The Statewide Consultant Engineer of the Division of Transportation System Development (DTSD)

oversees the Department's consultant program and approves the selection of consultants for contracts. The Statewide Consultant Engineer within DTSD's Bureau of Project Development works with other WisDOT managers to create and monitor the consultant budget, determine consultant procurement policies, manage consultant participation in the WisDOT local program, and maintain relations between WisDOT and the consultant industry.

- The Statewide Consultant Engineer acts as a liaison between WisDOT and the consulting industry. This position's responsibilities include:
    - providing technical expertise to WisDOT staff on negotiation techniques and consultant selection methodology
    - approving the selection of consultants for small purchase and local program contracts
    - monitoring the department's use of Disadvantaged Business Enterprises (DBEs)
    - approving justifications for staffing contracts and
    - participating in consultant interviews and negotiation of price for contracts over $1,000,000.
- The DTSD Bureau of Technical Services' Civil Rights and Compliance Section assesses the eligibility of consultants for federal and state DBE programs and monitors the effects of program requirements on WisDOT consultant contracts.
- Consultant Unit Supervisors in each DTSD transportation region office are responsible for interviewing consultants when necessary, making recommendations to the Statewide Consultant Engineer for contract selections, and negotiating contracts upon behalf of the Department. WisDOT Project Managers, under the guidance of the geographical unit and/or Consultant Unit supervisors, monitor, manage, and evaluate vendors to make sure that they are complying with contract requirements and following best practices in the field. Region operations staff set up financing of consultant contracts and often monitor the status of these contracts. DTSD staff in central office and DTIM-CAU assist in developing and monitoring the consultant budget that determines how much work can be completed by consultants each year.
- WisDOT's Executive Office approves funding for contracts (via Form DT25 - see FDM 8-20-1) prior to sending them to the Governor's Office for their review and approval. Members of the Executive Office are also involved in major consultant contract issues on an as-needed basis.
- DTSD Central Files maintains a copy of all consultant contracts for the purposes of record retention. Each region office also keeps a copy of contracts approved for their region.
- The Division of Business Management's Web Support Unit develops and maintains pages pertaining to consultant contracts on WisDOT's Internet and consultant extranet web sites.

Several other areas within DTSD and DTIM take part in consultant contract procurement. The Bureaus of Project Development, Highway Operations, Structures and Technical Services often use consultant contracts to complete work on a statewide basis. Areas within DTIM such as the Bureau of Planning and Economic Development and Rails and Harbors also procure consultant services for statewide usage. Staff from these areas can be involved in the solicitation, selection, negotiation and monitoring of their contracts.

1.4 Contract Administration

The Department Representative identified on the cover signature page of the contract is the individual responsible for contract administration. These responsibilities include:

1. Compliance - Determines whether the consultant is delivering services required in the contract. Acts in the event consultant fails to perform of breaches the contract. (See Section 8-25 for guidance on contract management.)
2. Payment Approval - Determines the services charged by the consultant have been completed satisfactorily before approving payment (see FDM 8-25-10).
3. Evaluation - Assures that the Project Manager has completed a performance evaluation when the project has been completed (see FDM 8-25-5).

FDM 8-1-3 Contract Administration and Reporting System (CARS) — *December 11, 2014*

3.1 General

The Contract Administration and Reporting System (CARS) is an online application that WisDOT Consultant Services is using to manage and support consultant contracts. Currently the application is used by both WisDOT and vendor firms with WisDOT contracts to perform electronic invoicing and evaluations on contracts. To gain access to CARS, you will need a WAMS Id and authorization to use the application from your firm's Consultant Administrator.

The CARS manual is located at:

http://wisconsindot. gov/Pages/doing-bus/eng-consultants/cnslt-rsrces/contracts/cars.aspx

The manual addresses getting access, security, log into CARS, navigation, invoicing, evaluations, and reports. Contact the CARS administrator at WisDOTCARS@dot.wi.gov with any questions.

FDM 8-1-5 Cost-Benefit Analysis July 23, 2015

5.1 Applicability

Wisconsin Statutes s. 84.01(13) and Administrative Rule TRANS 515 require WisDOT to conduct cost-benefit analyses for any contractual service procurement having an estimated expenditure greater than $300,000. To comply with this requirement, WisDOT must use cost-benefit analysis Form DT2233 (Attachment 5.1, WisDOT staff can obtain form DT2233 from the DOTNET forms site: http://dotnet/forms/authorized.htm) to estimate and compare the costs of hiring a consultant with the costs of performing services with state employees for each contract advertised on or after July 1, 2013. The quality of work and other factors must also be considered in the analysis. These procedures do not apply to the Wisconsin Statutes s. 16.705 (1) procurement process.

The detailed cost analysis section of the form does not have to be completed if the form indicates that WisDOT does not perform the proposed services or cannot perform services at a high level of quality. Cost-benefit analyses are completed even if WisDOT does not currently have capacity to complete the proposed services within the expected time frame. Because WisDOT does not have statutory responsibility to perform engineering on local roads, contracts for work on local routes that are not state or connecting highways are exempt from completion of the cost-benefit analysis.

5.2 Method of Cost Comparison

The cost-benefit analysis shall be based on an estimate of hours to complete the work divided into functional tasks and shall show the total number of hours estimated to complete each task. Analyses of average costs per hour by task are based on the historical cost of contracting with consultants compared to the historical costs of WisDOT performing the services in-house. The alternative method of conducting a cost-benefit analysis is the “State of Wisconsin Cost Analysis Methodology” referenced in State Procurement Manual PRO-I-4 and found on the Internet:

http://vendornet.state.wi.us/vendornet/procman/proi4.pdf

The number of estimated hours to complete the proposed services will be assumed to be equal for consultants and state employees unless empirical evidence shows that those hours should be different due to different cost accounting practices and/or efficiencies attributed to having the work performed by state staff or consultants.

An estimate of state staff hours to procure and administer a contract for consultant services will be added to the estimated cost of the consultant to perform services to calculate the total cost to WisDOT of outsourcing the services. Hours to procure and administer a consultant contract include time spent in soliciting, selecting, negotiating, executing and administering a consultant contract. These hours should not include general project supervision and review that would be incurred regardless of whether the project work is to be performed by state staff or a consultant.

5.3 Rates for Cost Comparison

The Audit and Contract Administration Section, Contract Administration Unit (ACA-CAU) will calculate and periodically update average hourly rates per task using cost estimates from executed consultant contracts and actual costs incurred by state staff recorded in WisDOT’s financial system.

Average hourly costs calculated by ACA-CAU shall consider the following elements:

1. The hourly cost of having state employees perform the services, including:
    - Direct cost of wages.
    - Direct cost of expenses.
    - Allocated fringe benefits using rates approved by the Office of Policy Budget and Finance (OPBF).
    - Allocated time off with pay using rates approved by OPBF.
    - Allocated indirect costs using rates calculated for purposes of cost comparison by OPBF.
    - Factors for costs not identified in WisDOT’s financial systems such as costs related to errors and omissions on projects designed by WisDOT staff may be considered as costs to WisDOT if supported by a valid study substantiating such factors.
2. The hourly costs of having consultants perform the services, based on the following elements included on previous consultant contract proposals:
    - Direct cost of wages
    - Allocated indirect costs including fringe benefits, overhead and general and administrative

expenses.
  - The cost per hour of fixed fee/profit
  - Other direct expenses included in contract prices.
3. Applicable adjustments to cost elements shown above, reflecting the consultant's use of state facilities, equipment, and/or other resources.
4. Allocations of WisDOT indirect costs that are applied equally to consultants and WisDOT staff. These allocations may be considered neutral in the cost comparison and excluded from the cost-benefit analysis.

5.4 Contract Types

Cost-benefit analyses are prepared prior to solicitation of the contract. In the case of small purchase procurements (as defined in FDM 8-5-10), cost-benefit analysis does not have to be prepared. However, an internal cost estimate still needs to be completed prior to contacting vendors.

A cost-benefit analysis is not required for master contracts when a specific scope of service is not defined until the work orders are negotiated. Cost-benefit analyses are required for master contracts when the scope of services to be performed can be identified and measured for the entire master contract.

Cost-benefit analyses are not required for work orders under master contracts if a cost-benefit analysis was performed for the master contract. Cost-benefit analyses for work orders of $300,000 or greater are required when a cost-benefit analysis was not performed for the master contract. When required, cost-benefit analysis for work orders are prepared and submitted for approval before beginning negotiations of the work order with a consultant.

5.5 Routing and Approval

The Region or Bureau proposing to procure consultant services performs the cost-benefit analysis. Before solicitation for the services, the cost-benefit analysis will be reviewed and approved by the responsible supervisor in the originating Regions/Bureau and routed to the Statewide Consultant Engineer for Division of Transportation System Development (DTSD) contracts. The Statewide Consultant Engineer will also review the cost-benefit analyses.

LIST OF ATTACHMENTS

Attachment 5.1	DT2233, Cost-Benefit Analysis

FDM 8-1-10 Transparency Effort

July 23, 2015

The Transparency Effort is a concept where consultant design firms are compensated for providing design consulting services to consultant construction project leaders during construction of highway improvement projects. The intent is to provide a way of improving construction communications on consultant managed projects so that construction project leaders can make timely project decisions. The design consulting services should be provided by a separate contract or, if the design consultant is under a Master Contract, by a work order to that contract.

For contracts not large enough to justify a separate transparency contract, reimbursement to the consultant can be achieved in several ways. Consultants must be compensated for the services provided that are not result of their errors and omissions. The potential services that require compensation are WisDOT ordered design services after acceptance of design contract services (usually a result of Request for Information/Design Issue Notice (RFI/DIN) during construction). Design contract services are usually considered complete after pre-construction meeting. According to the contract, WisDOT can order additional services after completion of design services unless the contract is terminated. The ways to pay for additional services are: invoice against open design contract if contract has not been closed, invoice against previously closed design contract if WisDOT design ID is still open and contract had an adequate balance when closed, or negotiate an amendment to add additional services under the construction project ID. An amendment is not required when open contract has adequate balance to cover services or closed contract has adequate balance to cover services and the WisDOT design project ID is still open. An amendment is required when a contract does not have adequate balance to cover additional services or the design ID is closed.

Guidelines for the Transparency Effort are as follows:

- Projects that use the Transparency Effort concept should be selectively identified by the Region. Not all projects need should use the concept – it should be reserved for the more complex projects. A Construction Project Complexity Index has been developed (Attachment 10.1) to assist in the Region in developing an annual list of potential Transparency Effort projects. The Region Consultant Unit Supervisor should coordinate the preparation of the annual list.
- The preferred method of providing the services is to negotiate a separate contract with consulting firm

doing the original design. These extra services should be mentioned as a possibility in the initial solicitation (see FDM 8-5-1.2) and negotiated as the final design is nearing completion. If that did not happen, the design consultant could be engaged by WisDOT through either a new 2-Party contract (for state projects) or a 3-Party contract (for local projects); small purchase contracting; or, if there is a Master Contract in place with the design consultant, a work order to that Master Contract. If a new contract is the chosen option, the “short form” may be used (see FDM 8-15-1.3).

- Standardized contract language is available (Attachment 10.2). The language discusses design consultant availability, who can request responses, time to respond, the potential of revising the contract documents, and participation in project meetings. The language also clarifies that the purpose of the contract is for review of design accuracy or intent and are not for design errors and omissions in the plans and/or specifications.
- The timing of having the design consultant in place is important as most of the questions from the field staff are discovered during review of the plans and contract documents in preparation for starting field work. Most questions from field staff are discovered during a review of the plans and contract documents prior to the start of construction. The Transparency contract or work order should be in place well before the project Preconstruction Meeting to ensure that the designer is available to address design related questions.
- Transparency contract or work order amounts should be capped based upon the PS&E estimate or construction let amount. However, project teams should have the ability to exceed this amount based upon the complexities of individual projects. Guidelines for the contract or work order amount are as shown in Table 10.1.

Table 10.1 Guidelines for Contract or Work Order Amount

PS&E Estimate or Construction Let Amount	Contract or Work Order Limit
Less than $1 million	$2,500
$1 million to $5 million	$5,000
Greater than $5 million	$10,000

- Transparency Projects will use the Design Issue Notice (DIN) (WS2503) to document questions going to the design consulting firm so that there is no confusion with questions that may come from the contractor to the construction Project Leader. The DIN process is as follows:
  - Construction Project Leader prepares the DIN and includes a comment on the need for compensation. Project Leader then forwards it to the WisDOT Project Manager.
  - WisDOT Project Manager reviews the DIN for appropriateness and comments on potential compensation. Project Managers should ensure that the program is being used as planned and that the Design Consultant is not being compensated for answering questions that should be answered by the Consultant Project Leader or should have been answered as part of the initial design contract. This review would also assist in determining if any errors and omission issues should be raised. Project Manager then forwards it to the Design Consultant.
  - Design Consultant investigates the issue and prepares the response. Designer also comments on the need for compensation. Designer then returns the DIN to the WisDOT Project Manager.
  - WisDOT Project Manager reviews the response and forwards it to the Construction Project Leader.
  - The DIN should have a very high priority by everyone in the process to meet the goal of timely project decisions.
- Construction project personnel, including contractors, should be informed that the design firm is under contract to provide answers to design questions and that they are encouraged to use the program when needed. They should also be informed that the construction Project Leader and WisDOT Project Manager must approve the DIN before the design consultant may begin work.

LIST OF ATTACHMENTS

Attachment 10.1	Construction Project Complexity Index
Attachment 10.2	Design Issue Notice (DIN)

FDM 8-1-15 Integrating Consultant Services Into COOP Operations

October 5, 2011

15.1 Introduction

The purpose of this policy is to provide instructions to consultant firms under contract to the Wisconsin Department of Transportation (Department) and integrated into the department's daily operations on procedures the department will use during a Continuity of Operations (COOP) incident, pandemic, or activation of the Emergency Transportation Operations (ETO) plan.

The department has the responsibility to prepare for, respond to, and recover from any COOP incident, pandemic, or emergency affecting our transportation system and business operations. This includes measures to prioritize and sustain transportation operations; to protect the health and safety of employees and consultants in department facilities; to ensure ongoing effective communication; and to minimize the effects of an incident.

15.2 Applicability

All consultants with staff members residing or located in department owned, rented, contracted (to include construction field offices and project sites) or leased facilities are to follow the department's policies and operating procedures for COOP incident, pandemic, and ETO.

The cost of assuring compliance with the department's policies and operating procedures for COOP incident, pandemic, and ETO shall be incidental to other contracts/work orders/agreements that the consultant has with the department.

15.3 Authority

- Policy and Guidance for State Agency Continuity of Operations Plans, document dated March 22, 2005, Department of Administration,
- Wisconsin State Statutes Chapter 166, Emergency Management,
- Governor's Directive 29, August 2002.

15.4 References

- Wisconsin Department of Administration (DOA), "Continuity of Government, COOP Pandemic Operation Procedures", August 31, 2009,
- Federal Department of Homeland Security, Federal Emergency Management Agency, "Continuity Guidance Circular 1 (CGC 1)", January 21, 2009,
- Federal Department of Homeland Security, Federal Emergency Management Agency, "Developing Emergency Relocation Group (ERG) Member Planning Guides", June 2009.

15.5 Policy and Procedures

15.5.1 COOP, Pandemic, and ETO Plan Integration

15.5.1.1 Introduction

All consultant firms meeting the applicability conditions above are required to integrate their business operations with the department's COOP incident, pandemic, and Emergency Transportation Operations (ETO) plan.

- Consulting firms are to receive a one-time initial briefing on COOP incident, pandemic, and ETO procedures given to a consultant management representative. If a consultant has multiple contracts with the department, only one initial briefing is required.
- Annually, a consultant management representative will meet with their Designated Department Supervisor for an annual review of COOP incident, pandemic, and ETO plans. If the consultant has multiple contracts with the department, only one annual review is required per year.
- Consultant staff will participate in all COOP incident, pandemic, and ETO drills in a manner consistent with department staff members in the office where they are located.

15.5.1.2 Living Disaster Recovery Planning Software (LDRPS) Call Trees

- All consultant staff assigned to work sites in a department facility (except those solely assigned to construction field offices) will provide their Designated Department Supervisor the following contact information: work phone, home phone, cell phone, work email and company email addresses. This information is "For Official-Use-Only" and will be entered into the Living Disaster Recovery Planning Software (LDRPS) call trees for rapid notification in the event of a COOP incident. Upon completion of the contract; if an individual leaves the firm; or is no longer working in the department facility, the consultant shall notify the Designated Department Supervisor who will remove the employee contact information from the LDRPS.

- Consultant managers, supervisors, or project leaders may be assigned COOP incident call tree roles to notify consultant and department staff in the event of an emergency or exercise.
- Consultant staff assigned to construction work sites will not be required to have personal contact information loaded into LDRPS call trees. (Note: However, consultant staff names will be loaded into the department's morning report program, as stated in Morning Report Procedures, below.)
- The consultant shall supply consultant management contact information to the Designated Department Supervisor who will enter this information into the contact section of LDRPS by firm. This information will be removed by the department at the end of the contract.

15.5.1.3 Morning Report Procedures

- All consultant staff meeting the applicability requirements shall comply with State of Wisconsin morning report procedures, especially reporting timeframes. Consultant staff members shall also participate in all morning report exercises.
- Consultants with 5 or less total staff members residing or located in a department facility shall provide the Designated Department Supervisor the consultant employee's name for the department to enter into the morning report application. Consultants shall coordinate with their Designated Department Supervisor to ensure each staff member is accounted for only once.
- Consultants having more than 5 total staff members residing or located in a department facility will report number summaries to their Designated Department Supervisor. Consultants shall coordinate with their department supervisors/representative to ensure each staff member is accounted for only once.
- As consultant staffing changes, the consultant management representative will inform the department supervisor who will remove the staff member(s) name and/or adjust the summary staff number counts.

15.5.1.4 Reduced Building Occupancy Rates/Office Closures

- In the event the department orders reduced occupancy rates or temporarily (less than 30 calendar days) closes facilities, consultant staff will relocate to their company facilities as directed by the department.
- If the consultant has less than 10 employees in a department facility and the department closes the facility for long term (closure 30 calendar days or greater) and their duties cannot be performed working from home or from the consultant facilities, they may be relocated to other facilities as directed by the department.
- If the consultant has 10 or more employees in the department facility and the department closes the facility for long term (closure 30 calendar days or greater), they may be relocated to other facilities as directed by the department.

15.5.2 COOP Operations

Upon activation of any department COOP plan, consultant staff impacted by the plan will follow any and all directives relating to: Activation and Relocation, Continuity Operations; and Reconstitution of Services impacted by the emergency.

15.5.3 Pandemic Operations

15.5.3.1 Operational Periods

- Alert Activities - consultant staff shall follow and complete all "Alert" activities as detailed in the pandemic appendices to the COOP plan.
- Action Activities - consultant staff shall follow, complete, and comply with all "Action" activities as detailed in the pandemic appendices to the COOP plan.

15.5.3.2 Internal Communications

- Lines of Succession - If a consultant firm has more than 3 employees, the consultant firms shall identify to their Designated Department Supervisor a 1st and 2nd backup to management positions.
- Backup positions - Consultant supervisors or managers residing or located in a department facility shall identify a 1st and 2nd backup to their positions to a Designated Department Supervisor for inclusion into the facility's Internal Communications Plan.
- Consultants submitting summarized morning report information shall have a 1st and 2nd backup identified and provide this information to their Designated Department Supervisor.

15.5.3.3 Morning Reports

- Morning report procedures are defined in the pandemic appendices to the COOP plan. Reporting Hierarchy

- Consultants with 5 or less staff in the department facility will report to their Designated Department Supervisor.
- Consultants with more than 5 staff members in the department facility will report number summaries to their Designated Department Supervisor.
- Consultants shall coordinate with department supervisors to ensure staff is not double counted by reporting to more than one supervisor.

- Timeframes – Consultant staff will report their work availability status to their direct department supervisor no later than 8:00 AM, Monday through Friday or as directed by the department's incident commander.

15.5.3.4 Issue/Problem Reporting Procedures

Consultants experiencing issues or problems in delivering their services during a declared pandemic shall report the issues and/or problems to their Designated Department Supervisor.

15.5.3.5 Social Distancing

- Reduced Occupancy Rates - The Department may order reduced occupancy rates in department facilities. Consultant staff will relocate to their company facilities as directed by the department.
- In the event social distancing is ordered, consultant staff in department facilities will comply with all instructions received from the department.

15.5.3.6 Virtual Operations (Section reserved for future use.)

15.5.3.7 Drills and Exercises

Consultant staff will participate in drills and exercises to test the morning report process and familiarize themselves with pandemic preparedness.

15.5.4 Emergency Transportation Operations: Business Operations

Emergency Business Operations (EBO) are short term (< 5 days) emergency operations affecting a department facility, information technology system, or human resources short of activation of the department's COOP plan.

In the event the department temporarily closes a facility, all consultant staff will relocate to their company facilities unless assigned to a team assembled to respond to the specific incident.

Consultant staff will follow all directives from the Incident Commander or as directed by the department.

15.5.5 Meetings

Meetings may be scheduled at the request of the consultant or the department for the purpose of preparing, reviewing, and disseminating information relating to the COOP situation, incident, pandemic; or business operation event.

Meeting schedules are to be coordinated with the department to ensure that Designated Department Supervisors are available to attend the meetings.