

Lessons Learned: Domestic Emergencies

	Lesson Learned	DCC Handbook	Page	Topic
1	CCOs should be careful not to overload construction contractors and should limit the number of short-term emergency projects for each contractor. Some small contractors will promise the world, but might overextend themselves and then not make progress on all work.	Chapter 9	290	Sourcing
2	CCOs should watch for contractor workers who jump from one construction site to another—a sure sign that a contractor does not have adequate personnel and resources to complete all work on time.	Chapter 9	290	Sourcing
3	CCOs might not have the time to do a full background check on all contractors. In addition, because of the emergency, the CCO will probably waive the bid bond, further increasing the risk when dealing with an unknown contractor.	Chapter 9	290	Sourcing
4	Although CCOs cannot exclude sources simply because they are unfamiliar, they should consider limiting sources to known contractors as much as possible. During planning, CCOs can identify several contractors that respond to natural disasters and specialize in all-purpose emergency recovery contracting.	Chapter 9	290	Sourcing
5	A bid bond can weed out the less qualified contractors; however, the use of emergency procurement procedures might not give the contractor enough time to secure a bid bond. Unfortunately, CCOs might not find out that a contractor is unqualified until after contract award, when the contractor cannot obtain performance and payment bonds. This is a local judgment call, but the use of terminations for convenience is a viable alternative in this situation.	Chapter 9	290	Sourcing
6	performance and payment bonds. If a contractor is unable to obtain this bonding on a construction contract, the contract must be terminated.	Chapter 9	291	Sourcing
7	The contracting office must inform senior leadership that emergency buying procedures do not last forever. It becomes increasingly difficult to justify emergency projects when they are identified several weeks or months after the disaster.	Chapter 9	291	Long-term issues - Prolonged emergency use
8	Because of the short turnaround involved with emergency contracting procedures, customers will try to stretch emergency work to the limit. CCOs also should watch for companion contracting projects to emergency repairs (e.g., adding garages to damaged units).	Chapter 9	291	Long-term issues - Prolonged emergency use
9	Emergency procedures can only be used for emergencies. CCOs must be prepared to play hardball on this issue.	Chapter 9	291	Long-term issues - Prolonged emergency use
10	Contract administration for emergency projects may be very challenging. Specifications and solicitations will be rushed, resulting in a potentially loosely written contract. CCOs can expect a significant increase in change orders if a contract is loosely written.	Chapter 9	291	Long-term issues - Contract Administration
11	CCOs should consider assigning more contract administrators than normal to the affected parts of the contracting office or seeking assistance from the Defense Contract Management Agency for complex service contracts.	Chapter 9	291	Long-term issues - Contract Administration
12	Several major service contracts could be altered significantly during and after an emergency. CCOs should monitor new work closely and promptly return service contract terms to their original scope after the recovery-related work is satisfactorily completed.	Chapter 9	292	Long-term issues - Service contracts
13	If the installation suffers major structural damage, organizations may move into temporary facilities. This approach will require the modification of custodial service contracts to temporarily add and delete services for buildings, which can be both costly and administratively burdensome.	Chapter 9	292	Long-term issues - Custodial contracts
14	Some janitorial contracts are paid based on square footage serviced, so moving organizations into smaller quarters or trailers will result in overpayment unless the contract is modified. When taking the approach of swapping building square footage, the CCO must review the entire scope of the contract changes to ensure that the government only pays the contractor for work being performed.	Chapter 9	292	Long-term issues - Custodial contracts
15	Tasks that were required in one building (e.g., high dusting, window cleaning) might not be required in the temporary facilities.	Chapter 9	292	Long-term issues - Custodial contracts
16	Depending on the extent of damage to the installation, the construction contract administration workload will increase and might continue for a prolonged period. If so, the CCO should consider detailing more administrators to the construction branch until workload levels return to normal.	Chapter 9	292	Long-term issues - Construction contracts
17	Existing contractor support also might be impacted because employees either have evacuated or are responding to personal needs.	Chapter 9	292	Long-term issues - Contractor employees