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United States Senate

COMMITTEE ON
HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

WASHINGTON, DC 20510-6250

February 22, 2018

The Honorable Brock Long
Administrator
Federal Emergency Management Agency
500 C Street SW
Washington, DC 20024

Dear Mr. Long:

We are writing to request information from the Federal Emergency Management Agency (FEMA) about the recent award and cancellation of a \$156 million contract to provide emergency meals to survivors of Hurricane Maria.

In 2017 alone, FEMA obligated more than \$3 billion in contracts to support relief and recovery efforts in areas affected by Hurricanes Harvey, Irma, and Maria. We recently learned that FEMA awarded a \$156 million contract for 30 million emergency meals to Tribute Contracting, LLC (Tribute)—a one-person company with no experience handling a contract of this scale. FEMA eventually cancelled the contract after Tribute only delivered 50,000 of the 30 million meals required.¹

Unfortunately, this contract appears to be further evidence of systemic weaknesses in FEMA's contracting practices. In particular, we are concerned that FEMA is not taking appropriate steps to evaluate vendors' qualifications before awarding contracts to provide critical disaster relief supplies. In November 2017, FEMA cancelled \$30 million in contracts for emergency tarps and sheeting after Bronze Star, LLC (Bronze Star)—a two-person company with no past experience—failed to deliver. FEMA's awards to Bronze Star raised concerns about how FEMA is ensuring that contractors with limited performance records have sufficient capacity to meet a contract's requirements.² FEMA's decision to award a \$156 million contract to Tribute underscores this concern, and raises additional questions about FEMA's contract award process.

Past Performance

Not only did Tribute have no experience delivering on a contract of this scale, but its past performance on previous government contracts should have raised red flags when FEMA was

¹ *FEMA Contract Called for 30 Million Meals for Puerto Ricans. 50,000 Were Delivered*, New York Times (Feb. 6, 2018) (www.nytimes.com/2018/02/06/us/fema-contract-puerto-rico.html).

² *See*, Letter from Senator Claire McCaskill to FEMA Administrator Brock Long (Nov. 30, 2017).

evaluating prospective contractors. Before making an award to a prospective contractor, a contracting officer must make “an affirmative determination of responsibility,” which includes finding the contractor has “a satisfactory performance record.”³ It is not clear how FEMA made such a determination given Tribute’s history. Federal procurement records show multiple contracts with Tribute were “terminated for default” on the part of the contractor and one record even states specifically that the cancellation is “due to [the] vendor’s inability to ship/deliver products.”⁴

Another requirement for a prospective contractor to be found responsible is “a satisfactory record of integrity and business ethics.”⁵ In light of an inspector general report finding that Tribute “altered and submitted a false shipping document” and failed to follow subcontracting rules, it is not clear how FEMA determined that Tribute met this requirement, either.⁶

Questionable Claims in Tribute’s Emergency Meals Proposal

We are also concerned that FEMA may have overlooked indicators of Tribute’s questionable capacity that were contained in Tribute’s contract proposal. The proposal submitted by Tribute in response to FEMA’s contract solicitation contains numerous contradictory or unintelligible assertions.⁷ Committee staff investigators identified one explanation for these inconsistencies—the overwhelming majority of Tribute’s 9-page proposal appears to be plagiarized from several sources readily available on the internet.⁸ For example, language in Tribute’s “Delivery Plan” section is nearly identical to sections found on the websites of a global logistics company and a Florida medical transportation company:

Tribute’s Proposal:

³ FAR 9.103(b); 9-104-1(c).

⁴ See, Federal Procurement Data System, Award Numbers: DJBP0111NA130248 (awarded Apr. 4, 2014, cancelled Apr. 9, 2014), DJBP0117NA140257 (awarded June 3, 2014, cancelled July 14, 2014), DJBP0315NA120212 (awarded Mar. 28, 2014, cancelled Apr. 3, 2014) (www.fpds.gov).

⁵ FAR 9.104-1(d).

⁶ See, *FEMA Contract Called for 30 Million Meals for Puerto Ricans. 50,000 Were Delivered*, New York Times (Feb. 6, 2018) (www.nytimes.com/2018/02/06/us/fema-contract-puerto-rico.html).

⁷ An annotated copy of Tribute’s proposal is attached as Exhibit A. The Committee obtained the original proposal from the following article: *Contractor Promised 30 Million Meals to Puerto Rico. Only 50,000 Were Delivered. Lawmakers Ask Why.*, CNN (Feb. 6, 2018) (www.cnn.com/2018/02/06/us/puerto-rico-hurricane-maria-meals/index.html).

⁸ See Exhibit 1 for a complete account of these sources.

Tribute Contracting LLC knows that meeting your needs means more than just moving something from point A to point B. It means being sensitive to the security, timeliness and confidentiality of each delivery. Tribute Contracting LLC has the vehicles, staff and know-how to meet your delivery needs 24 hours a day, 7 day a week.

Affordable Courier Solutions, Inc.'s Website:⁹

Our staff knows that meeting your needs means more than just moving something from point A to point B. It means being sensitive to the security, timeliness and confidentiality of each delivery. Whether you're looking to move pharmaceutical supplies or lab specimens, Affordable Courier Solutions has the vehicles, staff and know-how to meet your medical delivery needs 24 hours a day, 7 day a week.

Tribute's Proposal:

Using quality disciplines, our logistics professionals conduct due diligence and capture scope and expectations. That enables them to develop a solution for you that combines thought leadership with practical experience. This experience provides customer-centric deliverables and an executable plan we're ready to implement as soon as you say, "Go."

LINQ Transport & Logistics' Website:¹⁰

Using quality disciplines, our logistics professionals conduct due diligence and capture scope and expectations. That enables them to develop a solution for you that combines thought leadership with practical experience. This experience provides customer-centric deliverables and an executable plan we're ready to implement as soon as you say, "Go."

By submitting language copied from other companies' websites, Tribute appears to have made several misrepresentations about its resources and capabilities in its proposal submitted to FEMA. For example, the proposal suggests that Tribute has many experienced employees by using language including: "our logistics professionals," "each Tribute Contracting LLC's employee," (sic) and "Tribute Contracting LLC's Management Team." Additionally, Tribute's

⁹ *Medical Transportation*, Affordable Courier Solutions, Inc. (affordablecourier.com/medical-transportation/) (accessed Feb. 14, 2018).

¹⁰ *Our Process, Policy & Standards*, LINQ Transport & Logistics (linqtransport.com/about-linq.html) (accessed Feb. 14, 2018).

proposal suggests that it has an established partnership with C.H. Robinson, one of the largest third party logistics companies in the world.¹¹ The proposal states: “The CH Robinson-Tribute Contracting LLC partnership will provide . . . one of the largest contract carrier networks in North America, with unmatched access to capacity.” Troublingly, FEMA does not appear to have verified many of the representations made in Tribute’s proposal. C.H. Robinson informed Committee staff that it did not and does not have a partnership with Tribute. Tribute did contact C.H. Robinson on October 6, 2017—three days *after* Tribute signed its contract with FEMA—to request a shipping quote. However, C.H. Robinson ultimately informed Tribute that it could not provide the shipping services requested because Tribute was seeking to import a Class 4 Hazardous Material from China.¹²

We are concerned that without proper policies and procedures in place to evaluate prospective contractors’ capacity, we will continue to see disaster relief contracts fail unnecessarily, at the expense of both taxpayers and hurricane survivors. To assist this Committee in its oversight of hurricane relief contracts, we request you provide the following documents and information.

1. Please describe how FEMA made the responsibility determination resulting in its October 19, 2017, award to Tribute. Please specifically address the following:
 - a. How did FEMA determine that Tribute had “a satisfactory performance record” as required by FAR 9.104-1(c)? Was FEMA aware of Tribute’s previously cancelled federal contracts? If so, please explain why FEMA did not find Tribute’s past performance to be disqualifying. If not, please explain why not.
 - b. How did FEMA determine that Tribute had “adequate financial resources to perform the contract, or the ability to obtain them” as required by FAR 9.104-1(a)? Did FEMA request or review any information beyond Tribute’s written proposal?
 - c. How did FEMA determine that Tribute had a “satisfactory record of integrity and business ethics” as required by FAR 9.104-1(d)? Was FEMA aware of the findings made by the Office of Inspector General for the Government Printing Office? If so, please explain why FEMA did not find this conduct to be disqualifying. If not, please explain why not.
2. Please explain the current status of FEMA’s contract with Tribute, including the date and terms of any cancellation. Please state how much FEMA has paid to Tribute to date.

¹¹ See *Our Company*, C.H. Robinson (www.chrobinson.com) (accessed Feb. 14, 2018).

¹² C.H. Robinson Worldwide, Inc., Government Affairs Representative, Interview with Committee Staff (Feb. 16, 2018).

3. Was FEMA aware that much of the language contained in Tribute's contract proposal appears to be copied from other sources? If so, please explain why FEMA proceeded to award the contract to Tribute.
4. Please describe any FEMA policies, procedures, or guidance, related to misrepresentations made in proposals submitted by prospective contractors. Is it FEMA's policy to refrain from awarding contracts to entities that make material misrepresentations or commit plagiarism in their proposals?
5. The proposal submitted to FEMA by Tribute states: "We can deliver 10 million [meals] per day." However, it also states:

"Tribute Contracting LLC have (sic) prepositioning of inventory instead of procurement after the fact. Prepositioning allows not only faster response but also better procurement planning and an improvement on distribution costs; however it requires an additional investment before the event occurs, and funds are more difficult to obtain. Thus, Tribute Contracting LLC will have 300,000 meals or more in its possession prior to Emergency Response Begins (sic)."

Please explain FEMA's understanding of how many meals Tribute had in its possession at the time the contract was signed. Please also explain FEMA's understanding of how Tribute planned to obtain the full quantity required under the contract.
6. The proposal submitted to FEMA by Tribute states: "Tribute Contracting LLC has the vehicles, staff and know-how to meet your delivery needs." Please explain what steps, if any, FEMA took to verify this statement.
7. Please explain FEMA's understanding of Tribute's relationship with C.H. Robinson, including whether Tribute informed FEMA that C.H. Robinson ultimately declined to transport its requested shipment, and describe any steps FEMA took to verify the existence of any claimed relationship.
8. Please describe when and how FEMA became aware that Tribute would be unable to fulfill its contract obligations.
9. Did FEMA have any pre-positioned or standing contracts for the provision of emergency meals in place prior to September 20, 2017? If so, please provide a list of all such contracts by contract number/Procurement Instrument Identifier (PIID). If not, please explain whether FEMA has considered establishing such contracts and why they were not in place.

10. A FEMA spokesman reportedly stated that the failure of the Tribute contract did not result in a shortage of emergency meals in Puerto Rico.¹³ Please explain how FEMA made this determination. If it is the case that FEMA had an adequate supply of emergency meals from other sources, please explain why FEMA entered into a contract with Tribute to provide 30 million meals.

11. Please provide the following:

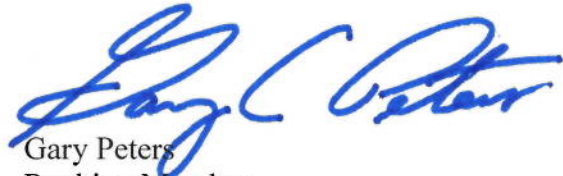
- a. The final contract between FEMA and Tribute and all modifications;
- b. All contract proposals submitted by Tribute to FEMA;
- c. All documents related to the cancellation of the contract; and,
- d. All documents reviewed or prepared by FEMA related to the responsibility determination.

We ask that you provide the requested information no later than March 15, 2018. If you have any questions related to this request, please contact Claudine Brenner of Senator McCaskill's staff at Claudine_Brenner@hsgac.senate.gov or (202) 224-2627. Please send any official correspondence related to this request to Lucy_Balczak@hsgac.senate.gov.

Sincerely,



Claire McCaskill
Ranking Member



Gary Peters
Ranking Member
Subcommittee on Federal Spending
Oversight & Emergency Management



Heidi Heitkamp
Ranking Member
Subcommittee on Regulatory
Affairs & Federal Management

¹³ *FEMA Contract Called for 30 Million Meals for Puerto Ricans. 50,000 Were Delivered*, New York Times (Feb. 6, 2018) (www.nytimes.com/2018/02/06/us/fema-contract-puerto-rico.html).

The Honorable Brock Long

February 22, 2018

Page 7

cc: Ron Johnson
Chairman

John Kelly
Acting Inspector General
Department of Homeland Security

Enclosure

Exhibit 1: Annotated Proposal from Tribute Contracting, LLC, to FEMA

The entirety of the proposal is reproduced below, accompanied by excerpts from other sources where the text appears. Text that is highlighted in the proposal is identical to text found in the source indicated.

QUOTE SHEET FOR Solicitation Number: HSFE70-17-R-MARIAMEALS

COMPANY NAME: TRIBUTE CONTRACTING LLC



CONTACT PERSON: Tiffany Brown

CLIN	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL
0001	MEALS	40 million per week	EACH	5.10	240,000,000
0002	DIVERSION	Up to 500 miles	MILES	2.10	1,050.00
0003	DROP TRAILER	Up to 14 days	DAY	250	3,500.00

Date of Delivery for 30 days (FOB Destination)	# of Meals	# of Trucks
10/8/2017	10,000,000.00	210
10/9/2017	10,000,000.00	210
10/10/2017	10,000,000.00	210
10/11/2017	10,000,000.00	210
10/12/2017	10,000,000.00	210
10/13/2017	10,000,000.00	210
10/14/2017	10,000,000.00	210
10/15/2017	10,000,000.00	210
10/16/2017	10,000,000.00	210

10/17/2017	10,000,000.00	210
10/18/2017	10,000,000.00	210
10/19/2017	10,000,000.00	210
10/20/2017	10,000,000.00	210
10/21/2017	10,000,000.00	210
10/22/2017	10,000,000.00	210
10/23/2017	10,000,000.00	210
10/24/2017	10,000,000.00	210
10/25/2017	10,000,000.00	210
10/26/2017	10,000,000.00	210
10/27/2017	10,000,000.00	210
10/28/2017	10,000,000.00	210
10/29/2017	10,000,000.00	210
10/30/2017	10,000,000.00	210
10/31/2017	10,000,000.00	210
11/1/2017	10,000,000.00	210
11/2/2017	10,000,000.00	210
11/3/2017	10,000,000.00	210
11/4/2017	10,000,000.00	210
11/5/2017	10,000,000.00	210
11/6/2017	10,000,000.00	210
11/7/2017	10,000,000.00	210
11/8/2017	10,000,000.00	210

We can deliver 10 million per day. We can deliver to all locations.

about CS

At Contract Solutions, our business is based upon superior customer service. We feel the best way to serve our clients is by providing independent, objective, and cost-effective solutions to complex business situations. These situations can often appear unmanageable to those closest to the problems for a variety of reasons. We focus on delivering objective views of each issue, allowing our clients to make intelligent business decisions. This often results in early resolution of disputes, before entering the more costly stages of litigation. If litigation does become necessary, however, we also

**Additional identical text from source is not depicted above*

Technical Proposal

At Tribute Contracting LLC, our business is based upon superior customer service. We feel the best way to serve our clients is by providing independent, objective, and cost-effective solutions to complex business situations. These situations can often appear unmanageable to those closest to the problems for a variety of reasons. We focus on delivering objective views of each issue, allowing our clients to make intelligent business decisions.

We recognize that each project presents unique challenges and tailor each engagement to the unique circumstances and available information. We also recognize that our clients are under tremendous time and cost constraints, so we strive to provide timely and efficient work product to effectively communicate the results of our analyses.

Tribute Contracting LLC offers a 100% satisfaction guarantee for its services, so you can be sure that we keep a constant eye on quality. Tribute Consulting LLC has adequate financial resources or the ability to obtain them to successfully fulfill this requirement.

Technical Aspects of the Meals

1 Pallet - 720 Meals



also.com/services/linen/

Also offers a 100% satisfaction guarantee for its services, so you can be sure that we keep a constant eye on quality. We provide a full line of clean linens delivered weekly for use in food and beverage, healthcare, and industrial.

Tribute Contracting LLC shall pack the meals into a sealed transportation water-proof container (i.e. box). We shall ensure all transportation containers are sealed and securely banded and placed on a standard wooden pallet. Due to many unknown circumstances which can arise during disaster response operations and recovery, it is possible the meals may be transported several times during their FEMA life cycle, and maybe double stacked for storage. Also, the meals may be stored in a warehouse or outside with no protection from the elements. Stretch wrapping shall extend over the top of the packaged product by a minimum of six inches and contain no less than 10 layers.

Each meal has a 6 months long shelf-life remaining upon delivery and are self heating

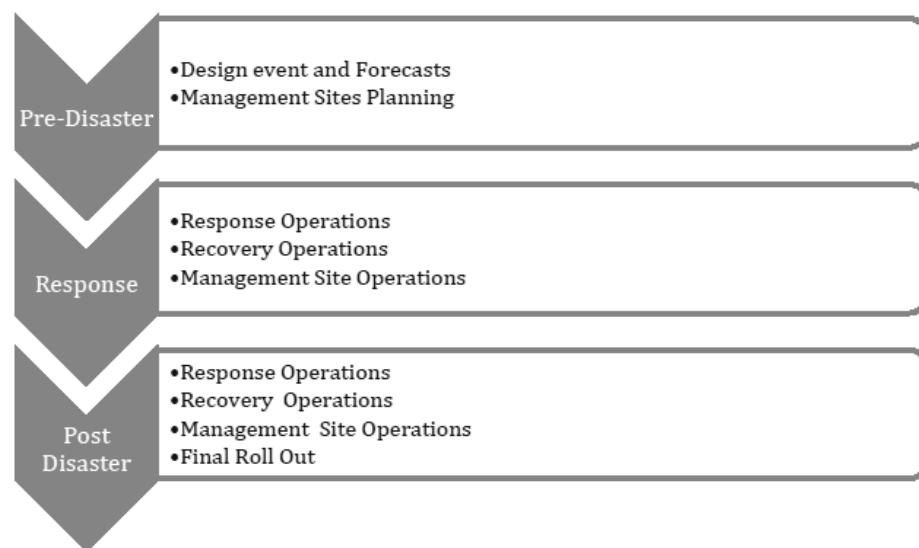
Tribute Contracting LLC shall label each sealed container box in accordance with the following minimum requirements:

- (1) A statement identifying the commodity.
- (2) The name and place of business of the manufacturer, packer, or distributor.
- (3) Net quantity of contents in terms of weight, measure, or numerical count (measurement must be in both metric and inch/pound units).

The finished product shall be placed onto a 48 inch by 40 inch 4-way wood pallet. The over-all height of the pallet shall not exceed 55 inches.

height of the pallet shall not exceed 55 inches.

Roll Out Plan



During the pre-event stage, forecasts are made to predict the quantities and location of debris prior to disasters. Debris forecasts are used to plan for the resources, to design debris management sites for temporary storage, and to develop adequate strategies for debris final disposal. An adequate debris forecast that considers the type and extent of the potential disaster

The longest phase of the debris collection process occurs during the recovery stage of a disaster, once emergency and other major routes are cleared from debris. After the disaster, community residents begin to take debris to public rights-of-way, and this debris along with what

**Additional identical text from source is not depicted above*

Tribute Contracting LLC has an clear streamlined process to meet FEMA the quantity and delivery time frames specified in this solicitation and Steady State/Stock Replenishment and Emergency Response/Surge Operations Delivery.

Tribute Contracting LLC will be begin to reach out its partners once the NOAA National Weather Service issues an Tropical Storm Watches. This will give ample opportunity to obtain our product from the proper warehouse.

Tribute Contracting LLC will respond within four hours to respond to Emergency Response/Surge order requests.

Tribute Contracting LLC will allow Oral or telecommunicated orders under this contract for emergency requirements. Such orders will be confirmed by a written task order within (5) business days following placement of the verbal order.

During the pre-event stage, forecasts are made to predict the quantities and location of the meals needed prior to disasters. The meals forecasts are used to plan for the resources, to design management sites for temporary storage. An adequate kit forecast that considers the type and extent of the potential disaster and historical data is essential for effective preparedness. During the resource planning, Tribute Contracting LLC will use this time for controlling the costs, quality, and availability of the procured services. Finally, a facility location model could be used to select among potential management sites, such that the use of these locations expedites the collection process, while minimizing additional costs

During the response stage, having access to injured people and to critical facilities such as hospitals or police stations is crucial. Roads and streets that are essential for the emergency operations might be obstructed, and meals are needed immediately to facilitate rescue efforts. A network model can determine how resources should be allocated and which roads should be cleared first. Such a model takes into account the priority of the facilities to be connected in order to maximize the supplied relief, as well as the available quantity of workforce and equipment.

The longest phase of the meals process occurs during the recovery stage of a disaster, once emergency and other major routes are cleared. After the disaster, community residents begin to take give away meals. A model of this nature assigns each resource to loading tasks at the disaster relief sites and unloading tasks at the disaster management sites. Deciding the best policies to follow for each disaster type is not a trivial problem when different constraints such as environmental regulations, available capacities, and budget are taken into account. A mathematical model can help the decision maker to find an optimal trade-off of cost and environmental impact.

Product Fulfillment

The primary role of Tribute Contracting LLC is to source the required items downstream.

Supplies consist of relief items, personnel/volunteers, and transportation and construction resources, among others. Most of the supplies fall into the relief items category. Figure 1 shows a categorization for relief items, as well as some examples. Consumable relief items require recurrent delivery to the affected community and nonconsumable relief items require a one-time delivery only. Nonconsumable operational relief items are required to set up an operation, while nonoperational are required to meet the essential needs of the affected population.

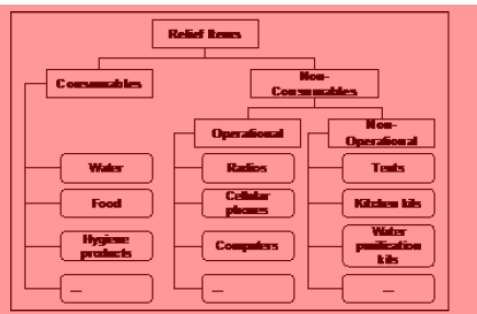


Figure 1

Tribute Contracting LLC have prepositioning of inventory instead of procurement after the fact. Prepositioning allows not only faster response but also better procurement planning and an improvement on distribution costs; however, it requires an additional investment before the event occurs, and funds are more difficult to obtain. Thus, Tribute Contracting LLC will have 300,000 meals or more in its possession prior to Emergency Response Begins.

Delivery could mean different things at each disaster stage, such as setting up temporary warehouses or shelters during the pre-event stage or delivering relief to affected people during the response stage.

Hence, preparation during the pre-event stage is vital, and strategies such as the use of staging areas for prepositioning and distribution of relief supplies help overcome the difficulties in getting the right supplies to the right people, at the right time, at the right place.

Delivery Plan

Tribute Contracting LLC knows that meeting your needs means more than just moving something from point A to point B. It means being sensitive to the security, timeliness and confidentiality of each delivery. Tribute Contracting LLC has the vehicles, staff and know-how to meet your delivery needs 24 hours a day, 7 day a week.

We can offer you:

- Customized transport and product-handling services designed to meet the individual needs of your delivery.

[Page 6]

consist of relief items, personnel/volunteers, and transportation. Among others. Most of the supplies fall into the relief items category. Figure 2 shows a categorization for relief items, as well as some examples. Consumable relief items require recurrent delivery to the affected community and nonconsumable relief items require a one-time delivery only. Nonconsumable operational relief items are required to set up an operation, while nonoperational are required to meet the essential needs of the affected population.

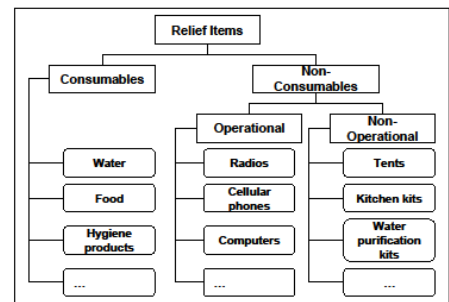


Figure 2. Relief supplies categorization and examples.

*Additional identical text from source is not depicted above

Affordable Courier Solutions, Inc.,
affordablecourier.com/medical-transportation/

Compliance. Commitment. Service.

Our staff knows that meeting your needs means more than just moving something from point A to point B. It means being sensitive to the security, timeliness and confidentiality of each delivery. Whether you're looking to move pharmaceutical supplies or lab specimens, Affordable Courier Solutions has the vehicles, staff and know-how to meet your medical delivery needs 24 hours a day, 7 day a week.

*Additional identical text from source is not depicted above

your delivery:

- On-site pack and ship.
- A staff that is fully trained in the latest in safety and compliance standards, meaning that the transportation of your goods meets all federal, state and local regulations.
- On-time delivery
- Scanning and tracking services available according to your needs.

When the seconds matter, having a strong relationship with your courier company is vital. From storing your equipment to transferring specimens and records, you can have the confidence that we'll be there, on-time, and within compliance.

- On-site pack and ship.
- A staff that is fully trained in the latest in safety and compliance standards, meaning that the transportation of your goods meets all federal, state and local regulations.
- On-time delivery
- When the seconds matter, having a strong relationship with your emergency supplier is vital. You can have the confidence that we'll be there, on-time, and within compliance

The global supply chain is a complex set of dynamics that are ever changing and evolving. Your business faces constant challenge; a confusing array of rules, regulations, capacity constraints, economic pressures, shortages, and surpluses. At the center of it all you are charged with achieving a delicate balance between cost and service.

Our expertise in optimizing supply chains focuses on significantly improving supply chain performance. Working collaboratively with your organization and team, we identify and eliminate gaps in business processes that often sub-optimize performance. Those efforts often generate improved bottom line results while meeting and exceeding your expectations.

Tribute Contracting LLC along with its partnership with CH Robinson for delivery will meet the delivery requirements.

For a successful integration of C.H. Robinson with Tribute Contracting LLC, we offer a strategy grounded in real-world business constraints and opportunities. Many providers and consultants only model what should happen in the ideal world. We consider many variables that will confront you in the real world, including the myriad of ways carriers, shippers, and receivers actually function, as well as the constraints they face.

Using quality disciplines, our logistics professionals conduct due diligence and capture scope and expectations. That enables them to develop a solution for you that combines thought leadership with practical experience. This experience provides customer-centric deliverables and an executable plan we're ready to implement as soon as you say, "Go."

The second key to a successful integration is to use a provider that has the expertise to implement the plan on time and within the budget, following a proven and repeatable approach.

Tribute Contracting LLC consultative approach designs and implements the project plan using Process Transformation and Integration™ (PTI)—a key differentiator among providers. That's our disciplined methodology for designing and implementing comprehensive plans that enable our clients to take advantage of best practices designed to achieve continuous improvement. Using our PTI methodology, we apply change management techniques that produce supply chain efficiencies and sustainable savings.

Blending a consultative approach, real-world plan, and proven methodology gives us an unbeatable advantage.

The CH Robinson- Tribute Contracting LLC partnership will provide the following:

- One of the largest contract carrier networks in North America, with unmatched access to capacity
- A skilled team provides service that goes beyond expectations
- Risk strategies—our processes and people make the difference
- Professional capacity procurement by people with practical experience
- Service and carrier neutrality, with every mode and contract carrier choice made based on what's best for you and your business
- A premier transportation management system (TMS)—without the investment
- Global visibility into your operations via Navisphere® online access
- Collaboration with you to establish the right priorities and goals for the short and long term

Tribute Contracting LLC once awarded the contract will immediately begin various distribution plan so it can just be implemented once presidential declared disaster occurs.

Due to Prepositioning, Tribute Contracting will be able to meet the packaging, packing and marking requirements specified in the statement of work and delivery order request. Tribute Contracting LLC will be able to receive FEMA transportation at our warehouse if FEMA decides to transport meals.

Quality Assurance

Tribute Contracting LLC's Quality Assurance Procedures have been designed to provide our customers with the highest quality merchandise through the use of sound production techniques, responsive management commitments and the total team effort of our employees.

It is the responsibility of each Tribute Contracting LLC's employee to ensure that each unit of merchandise has been processed in accordance with our standards. It is the responsibility of the Tribute Contracting LLC's Management Team to train and direct all supervisors and to monitor the level of quality being produced in the plant. Monitoring of quality is performed through a combination of process reviews, system reporting, random sampling and customer/employee feedback.

It is their responsibility to ensure that all meals purchased meet the pre-set quality standard requirements of the entire company.

Finished Product Standards

- **Integrity** - Each meals is to be free of holes, tears and open hems.
- **Sanitary Standards** - All meals must be free of bacterial contamination and must meet the sanitary standards of our customers in accordance with the State Health Regulatory Agencies..
- **Packaging** - Meals are to be machine folded, neatly stacked, counted and wrapped in either shrink wrapping, plastic bags or tie wrapped. The kit ar packed in accordance with our standard packaging procedure.