

HSGAC

MINORITY STAFF REPORT



Government Oversight: Failures in FEMA Contracting for Emergency Tarps & Sheeting During the 2017 Hurricane Season

UNITED STATES SENATE
Committee on Homeland Security & Governmental Affairs
Ranking Member Claire McCaskill

April 10, 2018

EXECUTIVE SUMMARY

The federal government relies heavily on contractors to provide critical goods and services after disasters. The Federal Emergency Management Agency (FEMA) is responsible for the majority of this contracting activity. When hurricanes damage homeowners' roofs, FEMA provides emergency tarps and sheeting to provide temporary covering until permanent repairs can be made. These forms of temporary roof protection allow hurricane survivors to return to their homes, rather than remaining in temporary shelters or emergency housing programs.

At the request of Ranking Member Claire McCaskill, the minority staff of the U.S. Senate Committee on Homeland Security and Governmental Affairs examined contracts awarded by FEMA for emergency tarps and sheeting during the response to the 2017 hurricane season.

Key findings of this examination include:

- **FEMA did not adequately use prepositioned contracts for emergency tarps and sheeting.** In response to the 2017 hurricanes, FEMA awarded 14 contracts for emergency tarps and sheeting totaling \$206.9 million. FEMA made three of the 14 awards under prepositioned contracts, collectively worth \$7.3 million, only 3.5% of the total value of the contracts. The remaining 11 awards – worth a combined \$199.6 million – were made under new contracts competed after the 2017 hurricane season began.
- **FEMA awarded contracts without adequate vetting.** FEMA awarded over \$73 million in contracts for plastic tarps and sheeting to two contractors with no relevant past performance, one of which had existed for two months and the other which had registered as a federal government contractor the month prior to winning the award. FEMA did not take appropriate steps to assess the contractors' capabilities and ultimately canceled contracts with both companies due to their failure to deliver.
- **FEMA's bid process did not ensure adequate competition.** FEMA provided short timeframes for the bid process – as short as two hours – potentially negatively impacting competition.
- **Many contractors failed to deliver on time.** Among the new contracts for tarps or sheeting that were successfully delivered, the average delay between the delivery deadline initially specified in FEMA's contract solicitation and the actual delivery date was 14 days.

BACKGROUND

In 2017, the United States experienced an unprecedented hurricane season. In a span of less than one month, three major storms made landfall and caused extensive damage in Texas, Florida, Puerto Rico, the U.S. Virgin Islands (USVI), and surrounding areas.

In the wake of natural disasters, the Federal Emergency Management Agency (FEMA) coordinates response efforts across the federal government. One of FEMA's essential roles in the immediate aftermath of a disaster is to ensure that critical goods and services reach affected communities as quickly as possible. FEMA often relies heavily on contracts with private sector companies to meet the needs of disaster-affected communities.

PREPOSITIONED CONTRACTS

Following contract challenges that arose in the wake of Hurricane Katrina, Congress enacted the Post-Katrina Emergency Management Reform Act of 2006, which included several measures related to contracting planning and implementation. The Act required FEMA to adopt a "contracting strategy that maximizes the use of advance contracts to the extent practicable and cost effective."¹ The use of advance, or "prepositioned," contracts for basic emergency relief can provide benefits to both disaster survivors and taxpayers.

Prepositioned contracts are awarded when FEMA is not facing an urgent need for supplies and therefore is able to take additional steps to maximize competition, conduct market research, and thoroughly evaluate prospective contractors' qualifications and proposals. Prepositioned contracts can also reduce the time it takes for FEMA to get necessary supplies to survivors. If prepositioned contracts are not in place, FEMA's contracting process is often expedited following a disaster in order to meet the urgent needs of affected communities. This expedited process can result in less competition and insufficient time to conduct market research and evaluate bids or proposals. It can also negatively impact the delivery timeline of critical supplies.

EMERGENCY ROOF PROTECTION

In the immediate aftermath of a disaster, the federal government offers two primary options for emergency roof protection – "self-help tarps" and "Operation Blue Roof." Self-help tarps are provided by FEMA and distributed directly to homeowners. These plastic tarps are intended to cover small areas of roof damage and are typically installed by the homeowners themselves.² "Operation Blue Roof" provides larger-scale temporary roofing installed by the U.S. Army Corps of Engineers. These "blue roofs" are made from plastic sheeting and are designed to last for 30 days. According to the Army Corps, the goal of Operation Blue Roof is "to help protect property and allow residents to stay in their homes after a natural disaster by providing temporary, plastic-sheeting roofs to eligible homes until permanent repairs can be made."³ FEMA provides the Army Corps with the plastic sheeting used in Operation Blue Roof efforts.

¹ Pub. L. No. 109-295, Sec. 691 (2006).

² See Federal Emergency Management Agency: *FEMA Tarps and USACE Blue Roofs Aid in Protecting Homes from Further Damage* (Oct. 19, 2017) (www.fema.gov/news-release/2017/10/19/4339/fema-tarps-and-usace-blue-roofs-aid-protecting-homes-further-damage).

³ U.S. Army, *Army engineers install more than 30,000 temporary roofs in Puerto Rico* (Jan. 5, 2018) (www.army.mil/article/198678/army_engineers_install_more_than_30000_temporary_roofs_in_puerto_rico).



Figure 1: Blue Roofs Covering Homes in Arecibo, Puerto Rico (Feb. 21, 2018)

FEMA DID NOT ADEQUATELY USE PREPOSITIONED CONTRACTS FOR EMERGENCY TARPS AND SHEETING

Plastic tarps and sheeting are among the commodities that FEMA routinely provides to communities affected by a natural disaster. Following Hurricane Katrina, Congress required FEMA to take steps to ensure that tarps, sheeting, and other essential commodities, such as water, cots, meals, and medical supplies, are readily available during the immediate aftermath of a disaster. FEMA must utilize a “contracting strategy that maximizes the use of advance contracts to the extent practicable and cost effective.”⁴

Prior to the start of the 2017 hurricane season, FEMA had three prepositioned contracts in place for emergency tarps⁵ and no advance contracts for plastic sheeting.⁶ In response to the 2017 hurricanes, FEMA issued 14 awards for emergency tarps and sheeting totaling \$206.9 million.⁷ FEMA made 3 of the 14 awards under prepositioned contracts, collectively worth \$7.3 million, only 3.5% of the total value of FEMA's contracts for emergency tarps and sheeting. The remaining 11

⁴ Pub. L. No. 109-295, Sec. 691 (2006).

⁵ In May 2014, FEMA issued a solicitation announcing plans to award multiple advance contracts for emergency self-help tarps (solicitation number HSFE70-14-R-0021). In September 2014, FEMA entered into contracts with three vendors – LongBranch Partners, LLC (award number HSFE70-14-D-0091); Mr. Safety Net, LLC (award number HSFE70-14-D-0092); and OSC Solutions, Inc. (award number HSFE70-14-D-0093).

⁶ E-mail from Federal Emergency Management Agency, Office of Congressional Affairs, to Senate Homeland Security and Governmental Affairs Democratic Committee Staff (Mar. 7, 2018).

⁷ Contract values cited reflect the “total contract value” as reported in the Federal Procurement Data System (fpds.gov) at the time it was awarded by FEMA. Information about subsequent contract modifications and cancellations is included in Appendices A and B.

awards – worth a combined \$199.6 million – were made under new contracts competed after the 2017 hurricane season began.⁸

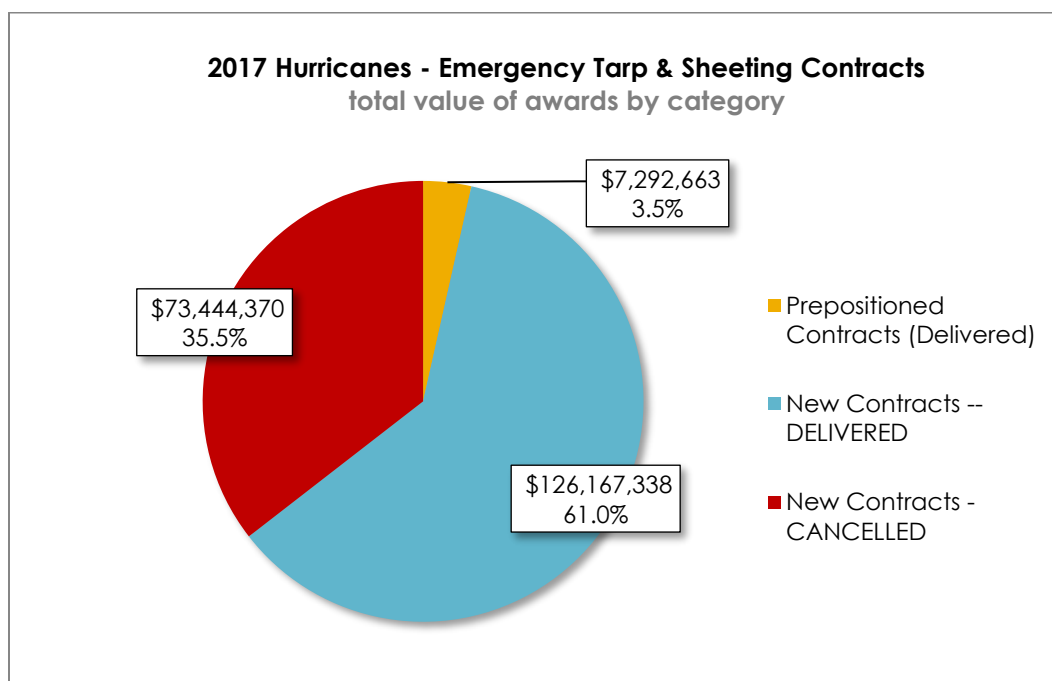


Figure 2

In response to questions from Senator McCaskill about the use of prepositioned contracts for tarps and sheeting, FEMA stated that “the unprecedented hurricane activity exhausted the delivery capacity” of the prepositioned contractors.⁹ However, it is not clear how the capacity of the prepositioned vendors informed FEMA's overall strategy for procuring tarps and sheeting. FEMA first ordered tarps through its prepositioned contracts on October 6, 2017; however, FEMA had already awarded two new contracts by that time. Additionally, one of the new contracts was awarded to a company that already held one of FEMA's prepositioned tarp contracts.¹⁰

⁸ Of the 11 new contracts, 4 were for emergency tarps and 7 were for plastic sheeting. See Appendices A and B for a complete list of these contracts.

⁹ Letter from Administrator Brock Long, Federal Emergency Management Agency, to Ranking Member McCaskill (Jan. 3, 2018).

¹⁰ On Sept. 16, 2017, FEMA signed a contract with OSC Solutions, Inc. (OSC) (award number HSFE70-17-R-0051). OSC is one of three vendors with whom FEMA had a prepositioned contract for tarps in place prior to the 2017 hurricane season. However, FEMA did not order any tarps from OSC through their prepositioned contract.

2017 HURRICANES: Timeline of FEMA's Contracts for Emergency Tarps

Hurricane Harvey makes landfall in Texas	Aug. 25, 2017	
Hurricane Irma makes landfall in Florida and Puerto Rico	Sept. 10, 2017	
	Sept. 16, 2017	New contract signed for 4,000 tarps
Hurricane Maria makes landfall in Puerto Rico and the U.S. Virgin Islands	Sept. 20, 2017	
	Oct. 5, 2017	New contract signed for 600,000 tarps
	Oct. 6, 2017	Order placed under prepositioned contract for 125,000 tarps
	Oct. 19, 2017	New contract signed for 500,000 tarps
	Nov. 6, 2017	New contract signed for 475,000 Tarps
	Nov. 17, 2017	Order placed under prepositioned contract for 1,888 tarps
	Nov. 30, 2017	Order placed under prepositioned contract for 18,697 tarps

Source: Analysis of data obtained from the Federal Procurement Data System-NG and supplemental information provided by FEMA.

Note: Tarp quantities reflect the terms of initial contract or purchase order at the date the contract was signed or the order was placed. Information about subsequent amendments, including cancellations, is included in Appendix A.

Figure 3

Information provided by FEMA did not directly address how decisions were made to undertake the process of competing and awarding new contracts before using its prepositioned contracts, however, FEMA has indicated that there were deficiencies in its process. FEMA informed the Democratic staff of the Committee: "FEMA plans to reevaluate its pre-positioned contracts for blue tarps to ensure sufficient capacity exists among our pre-positioned contract holders."¹¹

FEMA AWARDED CONTRACTS WITHOUT ADEQUATE VETTING

FEMA awarded over \$73 million in contracts for plastic tarps and sheeting to two contractors with no relevant past performance, one of which had existed for two months and the other which

¹¹ Letter from Administrator Brock Long, Federal Emergency Management Agency, to Ranking Member McCaskill (Jan. 3, 2018).

had registered as a federal government contractor the month prior to winning the award. FEMA did not take appropriate steps to assess the contractors' capabilities and ultimately canceled contracts with both companies due to their failure to deliver.

Bronze Star, LLC (Bronze Star) received two contract awards from FEMA worth a total of \$39.5 million to provide emergency tarps and sheeting for Hurricane Maria survivors. On October 5, 2017, FEMA awarded Bronze Star a \$25.7 million contract to provide 600,000 emergency self-help tarps, and on October 10, 2017, FEMA awarded Bronze Star a \$13.9 million contract for 60,000 rolls of plastic sheeting. The company was formed less than two months before bidding on FEMA's tarp and sheeting contracts. FEMA officials noted Bronze Star had no relevant past performance. On November 6, 2017, FEMA cancelled both contract awards due to Bronze Star's failure to deliver.

FEMA also awarded a failed contract to Global Computers and Networks, LLC (Global Computers) on October 19, 2017 worth a total of \$33.9 million to provide 500,000 emergency tarps for Hurricane Maria survivors. Global Computers registered as a federal government contractor for the first time in September 2017. According to FEMA, this contract was cancelled on November 30, 2017 due to the contractor's "failure to provide any tarps on the required delivery date."¹²

The contracts FEMA awarded to Bronze Star and Global Computers were made using the "lowest price technically acceptable" selection process. Before making the awards, FEMA checked three government databases, all designed to flag any known performance issues with a prospective vendor.¹³ These databases did not return any negative information about either Bronze Star or Global Computers. FEMA stated:

In accordance with the [Federal Acquisition Regulation], when an officer has no record of relevant past performance or information on past performance is not available, the officer may not be evaluated favorably or unfavorably on past performance.¹⁴

However, FEMA's vetting process did not appear to comply with the Federal Acquisition Regulation (FAR) requirements for evaluating prospective contractors. The FAR does state that an agency cannot withhold a contract award "solely on the basis of a lack of relevant performance history"¹⁵; however, the FAR also makes it clear that this fact does not absolve the agency of its duty to evaluate a prospective contractor's qualifications.¹⁶

Before making an award, a contracting officer must affirmatively determine that the contractor is capable of fulfilling the contract requirements.¹⁷ This critical initial step, the "responsibility determination," includes evaluating the prospective contractor's capabilities, including financial resources, business ethics, and organization experience.¹⁸ Additionally, the prospective contractor must provide information "clearly indicating" their ability "to comply with the required or proposed delivery or performance schedule."¹⁹ Information provided by FEMA did

¹² *Id.*

¹³ The three databases are: the Federal Awardee Performance and Integrity Information System (FAPIS), the System for Award Management (SAM), and the Past Performance Information Retrieval System (PPIRS). *Id.*

¹⁴ *Id.*

¹⁵ FAR 9.104-2 (c) (emphasis added).

¹⁶ The FAR section FEMA relies on (FAR 15.305) to explain its process for vetting prospective contractors "is separate from the responsibility determination required under subpart 9.1." FAR 15.305(a)(2)(i).

¹⁷ "No purchase or award shall be made unless the contracting officer makes an affirmative determination of responsibility. In the absence of information clearly indicating that the prospective contractor is responsible, the contracting officer shall make a determination of nonresponsibility." FAR 9.103(b).

¹⁸ FAR 9.104-1.

¹⁹ FAR 9.103(a), 9-104(b).

not identify how the contracting officer made affirmative determinations that either Bronze Star or Global Computers had the appropriate qualifications.²⁰ The FAR emphasizes the importance of conducting a thorough initial evaluation of prospective contractors and aptly describes the risks failing to do so:

The award of a contract to a supplier based on lowest evaluated price alone can be false economy if there is subsequent default, late deliveries, or other unsatisfactory performance resulting in additional contractual or administrative costs. While it is important that Government purchases be made at the lowest price, this does not require an award to a supplier solely because that supplier submits the lowest offer. A prospective contractor must affirmatively demonstrate its responsibility, including, when necessary, the responsibility of its proposed subcontractors.²¹

Although the awards made to Bronze Star and Global Computers were made using the lowest price technically acceptable selection process, this was not the only selection process available to FEMA. Using the “best value tradeoff” process, an agency is permitted to rank a proposal from a company with demonstrated successful past performance higher than a company with no experience that quotes a lower price.²² In fact, FEMA did use this evaluation method for one of its 2017 sheeting contracts.²³ FEMA’s solicitation states that the “[a]ward will be made on the basis of the Best Value Tradeoff,” and specifies that “Past Performance is more important than Price.”²⁴

BID PROCESS DID NOT ENSURE ADEQUATE COMPETITION

FEMA provided short timeframes for the bid process during the contract award, potentially negatively impacting competition. A larger pool of contract bidders makes the award process more competitive.

During the competition that Bronze Star ultimately won, FEMA received seven other bids for the tarp contract and eight for the sheeting contract. FEMA stated that Bronze Star submitted the only technically acceptable bid for the sheeting contract and provided one of two technically acceptable bids for the tarp contract.²⁵ Global Computers submitted one of six technically acceptable bids for its tarp contract.²⁶

The small number of technically acceptable proposals may have been due to the limited notice FEMA provided to prospective vendors. As shown below in Table 1, FEMA’s contract

²⁰ In response to Senator McCaskill’s questions asking FEMA to describe how it vetted Bronze Star and Global Computers, the only specific actions identified were the queries of the three databases described above. FEMA asserted that, based on these queries, it “had no basis to withhold awards” from either company; however, FEMA did not provide any explanation of how it was able to make an affirmative determination of responsibility.

²¹ FAR 9.103(c).

²² See FAR 15-101-1.

²³ Solicitation number 70FB7018R00000014, which resulted in award number 70FB7018C00000021 to RCG of North Carolina, LLC.

²⁴ *Id.*

²⁵ After Bronze Star’s tarp contract was cancelled, FEMA re-awarded it to Master Group USA, LLC, who had submitted the only other technically acceptable proposal.

²⁶ E-mail from Federal Emergency Management Agency, Office of Congressional Affairs, to Senate Homeland Security and Governmental Affairs Democratic Committee Staff (Mar. 7, 2018).

solicitations were open for an average of three days. Five solicitations were open for less than a day, and one gave vendors less than two hours to respond.²⁷

Tarp and Sheeting Contract Solicitations & Proposal Deadlines					
Solicitation Date	Bid/Proposal Deadline	Materials Required ¹	Number of Bids Received	Award Date	Contractor
9/6/17	9/7/17*	25,000 sheeting rolls	5	9/9/17	RCG of North Carolina, LLC
9/11/17	9/11/17	40,000 sheeting rolls	6	9/16/17	RCG of North Carolina, LLC
9/16/17	9/16/17	50,000 sheeting rolls	1	9/20/17	RCG of North Carolina, LLC
9/16/17	9/16/17	4,000 tarps	1	9/16/17	OSC Solutions, Inc.
9/20/17	9/20/17*	15,344 sheeting rolls	2	9/22/17	OSC Solutions, Inc.
9/22/17	9/28/17*	60,000 sheeting rolls	9	10/10/17	Bronze Star, LLC
9/26/17	10/3/17	600,000 tarps	8	10/5/17	Bronze Star, LLC ²
10/8/17	10/8/17	500,000 tarps	7	10/19/17	Global Computers and Networks, LLC
10/10/17	10/11/17*	100,000 sheeting rolls	11	10/25/17	OSC Solutions, Inc.
10/30/17	11/1/17	100,000 sheeting rolls	8	11/29/17	RCG of North Carolina, LLC

* Proposal deadline had been extended at least one time; date reflects the final deadline.
¹ Requirements as specified in the solicitation issued by FEMA
² This contract was canceled on 11/6/17 and a new award was made under the same solicitation to Master Group USA, LLC.

CONTRACTORS FAILED TO DELIVER ON TIME

As described above, FEMA canceled its contracts with Bronze Star and Global Computers because the companies were not able to meet FEMA's delivery timeframes.²⁸ Many of FEMA's other tarp and sheeting contractors also had difficulty meeting FEMA's delivery timeframes. As of April 6, 2018, delivery was completed for six of FEMA's eight new contracts for tarps or sheeting. The average delay between the delivery deadline initially specified in FEMA's contract solicitation and the actual delivery date was 14 days.²⁹

In some instances FEMA extended contractors' delivery deadlines after the initial contract was signed. For example, FEMA modified the delivery deadline under OSC Solutions' September 16, 2017, sheeting contract because "these sheets were made to order."³⁰ Additionally, FEMA

²⁷ Solicitation Number HSFE70-17-R-0047 was posted on September 11, 2017, at 5:01 p.m., and gave vendors until 7:00 p.m. the same day to submit proposals (fedbizopps.gov).

²⁸ Letter from Administrator Brock Long, Federal Emergency Management Agency, to Ranking Member McCaskill (Jan. 3, 2018).

²⁹ It should be noted that in some instances, the delivery deadline specified in the final contract may be different than the date specified in the solicitation. However, the delivery timeframes specified in the solicitations represent the dates by which FEMA determined the materials were needed.

³⁰ E-mail from Federal Emergency Management Agency, Office of Congressional Affairs, to Senate Homeland Security and Governmental Affairs Democratic Committee Staff (Mar. 7, 2018).

extended the delivery deadline for one of RCG of North Carolina's contracts by more than 120 days "due to Government delay in coordinating delivery."³¹ FEMA also extended Master Group's delivery deadline by over 80 days, but subsequently placed a hold on deliveries due to a "stop work order."³²

Delivery Timeframes: Emergency Tarps & Sheeting Contracts						
Solicitation Date	Materials Required ¹	Award Date	Contractor	Delivery Deadline stated in Solicitation ²	Actual Delivery Date	Delivery Delay
9/6/17	25,000 sheeting rolls	9/9/17	RCG of North Carolina, LLC	9/23/17	9/27/17	4 days
9/11/17	40,000 sheeting rolls	9/16/17	RCG of North Carolina, LLC	9/29/17	9/29/17	0 days
9/16/17	4,000 tarps	9/16/17	OSC Solutions, Inc.	9/30/17	10/16/17	16 days
9/16/17	50,000 sheeting rolls	9/20/17	RCG of North Carolina, LLC	10/4/17	10/19/17	15 days
9/20/17	15,344 sheeting rolls	9/22/17	OSC Solutions, Inc.	10/6/17	11/17/17	42 days
10/10/17	100,000 sheeting rolls ³	10/25/17	OSC Solutions, Inc.	11/24/17	12/1/17	7 days
9/26/17	475,000 tarps	11/6/17 ⁴	Master Group USA, LLC	12/8/17 ⁵	Delivery on hold due to stop work order*	
10/30/17	100,000 sheeting rolls	11/29/17	RCG of North Carolina, LLC	3/1/18	Delivery expected by 6/30/18*	

* Status provided by FEMA on 4/6/18

¹ Requirements as specified in the solicitation issued by FEMA

² Where the solicitation provided multiple deadlines (e.g. "10,000 tarps by date X, and the remainder by date Y"), the later date is listed.

³ According to FEMA, the required quantity had been changed to 5,912, which reflects the amount delivered.

⁴ This is the award made to replace the cancelled Bronze Star tarp contract.

⁵ As this award was made under the same solicitation as the canceled Bronze Star tarp contract, the delivery date specified in the solicitation (10/15/17) occurred before the award was made. The date listed above (12/8/17) reflects the delivery deadline in the signed contract between FEMA and Master Group.

Although FEMA contracts likely contributed to delays experienced by survivors of Hurricane Maria seeking tarps and sheeting, several factors exacerbated this problem. FEMA experienced problems with its distribution centers, warehouses across the U.S. that store emergency commodities including bottled water, cots, generators, tarps, and sheeting.³³ According to FEMA planning documents, distribution centers should have a standing inventory of emergency commodities that will last for three days in the event of a disaster.³⁴ At the start of the 2017 Hurricane season, FEMA

³¹ "Description of Requirement," award number 70FB7018R00000014, modification P00002 (Mar. 1, 2018) (fpds.gov).

³² FEMA informed Democratic Committee Staff that the stop work order had been put in place by the contracting officer "for testing," and that Master Group had delivered 58,324 of the 475,000 tarps required under the contract. E-mail from Federal Emergency Management Agency, Office of Congressional Affairs, to Senate Homeland Security and Governmental Affairs Democratic Committee Staff (Apr. 6, 2018).

³³ See Federal Emergency Management Agency, *Fact Sheet: Logistics Management Directorate* (May 20, 2016) (www.fema.gov/media-library-data/1463763295491-fb49d2b407cddb14b18ee10b63f7e681/Logistics_ManagementFact_Sheet.pdf).

³⁴ Federal Emergency Management Agency, *FEMA Region II Hurricane Annex for Puerto Rico & US Virgin Islands* (June 1, 2014).

had 110,528 units of plastic sheeting, and 424,331 units of blue tarps located at the FEMA distribution centers.³⁵ Much of this inventory was exhausted during the initial response to Hurricane Harvey and Hurricane Irma, leaving limited supplies to address the devastation of Maria.³⁶ In addition to problems with depletion of emergency supplies at FEMA distribution centers, response efforts to Hurricane Maria were further impacted by logistical challenges such as shortages of trucks and drivers to distribute items, a shortage of contractors to perform the necessary repairs, and difficulties obtaining required authorization from homeowners.³⁷

CONCLUSION

In 2017, the United States experienced an unprecedented hurricane season, and it is FEMA's role to coordinate response efforts across the federal government. One of FEMA's key responsibilities in the immediate aftermath of a disaster is to ensure that critical supplies reach survivors as quickly as possible. The minority staff of the U.S. Senate Committee on Homeland Security and Governmental Affairs examined contracts awarded by FEMA for emergency tarps and sheeting. FEMA should consider increasing its use of prepositioned contracts for emergency supplies, ensure that appropriate steps are taken to assess contractor capabilities prior to awarding contracts, and take steps to ensure adequate competition occurs.

³⁵ E-mail from Federal Emergency Management Agency, Office of Congressional Affairs, to Senate Homeland Security and Governmental Affairs Democratic Committee Staff (Mar. 7, 2018).

³⁶ Before Hurricane Maria made landfall, more than 317,000 tarps and 72,000 rolls of sheeting had been allocated across Texas, Florida, Georgia, Alabama, Louisiana, and North Carolina. Federal Emergency Management Agency, *Senior Leadership Briefings: Post Tropical Cyclone Harvey and Hurricane Irma* (Sept. 6, 2017 – Sept. 19, 2017) (on file with Committee).

³⁷ See *USACE's Operation Blue Roof hitting its stride*, Defense Visual Information Distribution Service (Dec. 19, 2017) (www.dvidshub.net/news/259396/usaces-operation-blue-roof-hitting-its-stride); Federal Emergency Management Agency, *Senior Leadership Briefing and Recovery Snapshots: Hurricane Maria and Post-Tropical Cyclones Irma and Harvey* (Sept. 25, 2017) (on file with Committee).

APPENDIX A | FEMA CONTRACT AWARDS FOR EMERGENCY TARPS

2017 Hurricanes: Emergency Tarp Contracts

Contract Award Date	Contractor	Award Amount ¹ (\$ in Millions)	Materials Required ²	Award Number	Modifications to contract value or materials required	Current Status
9/16/17	OSC Solutions, Inc.	\$0.40	4,000 tarps	HSFE7017P0087		Delivered on 10/16/17
10/5/17	Bronze Star, LLC	\$25.66	600,000 tarps	70FB7018C00000006	Quantity decreased to 475,000 tarps	Contract terminated on 11/6/17
10/6/17*	Mr. Safety Net, LLC	\$6.62	125,000 tarps	70FB7018F00000020		Delivered on 10/27/17
10/19/17	Global Computers and Networks, LLC	\$33.93	500,000 tarps	70FB7018C00000015		Contract terminated on 11/30/17
11/6/17 ³	Master Group USA, LLC	\$37.23	475,000 tarps	70FA2018C00000004		Delivery on hold due to stop work order ⁴
11/17/17*	Mr. Safety Net, LLC	\$0.06	1,888 tarps	70FB7018F00000118		Delivered February 2018
11/30/17*	Mr. Safety Net, LLC	\$0.61	18,697 tarps	70FB7018F00000087		Delivered February 2018

Source: Analysis of data obtained from the Federal Procurement Data System-NG and supplemental information provided by FEMA

*Award made under prepositioned contract; date reflects the task order award date

¹ Total award value at the time contract was initially signed

² Requirements as specified in the solicitation issued by FEMA

³ This is the award made to replace the canceled Bronze Star tarp contract.

⁴ Status provided by FEMA on 4/6/18

APPENDIX B | FEMA CONTRACT AWARDS FOR EMERGENCY SHEETING

2017 Hurricanes: Emergency Sheeting Contracts

Contract Award Date	Contractor	Award Amount ¹ (\$ in Millions)	Materials Required ²	Award Number	Modifications to contract value or materials required	Status
9/9/17	RCG of North Carolina, LLC	\$ 3.60	25,000 sheeting rolls	HSFE7017P0071		Delivered on 9/27/17
9/15/17	RCG of North Carolina, LLC	\$ 5.75	40,000 sheeting rolls	HSFE7017P0082	Contract value increased to \$7.25 million	Delivered on 9/29/17
9/20/17	RCG of North Carolina, LLC	\$ 8.03	50,000 sheeting rolls	HSFE7017P0090		Delivered on 10/19/17
9/22/17	OSC Solutions, Inc.	\$ 2.34	15,344 sheeting rolls	HSFE3017P0027		Delivered on 11/17/17
10/10/17	Bronze Star, LLC	\$ 13.86	60,000 sheeting rolls	70FB7018C00000005		Contract terminated on 11/6/17
10/25/17	OSC Solutions, Inc.	\$ 33.60	100,000 sheeting rolls	70FB7018C00000013	Quantity decreased to 5,912 rolls and contract value decreased to \$917,187	Delivered on 12/1/17
11/29/17	RCG of North Carolina, LLC	\$ 35.22	100,000 sheeting rolls	70FB7018C00000021		Delivery expected by 6/30/18 ³

Source: Analysis of data obtained from the Federal Procurement Data System-NG and supplemental information provided by FEMA

¹ Total award value at the time contract was initially signed

² Requirements as specified in the solicitation issued by FEMA

³ Status provided by FEMA on 4/6/18