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April 9, 2021

City of Key West  
City Clerk  
1300 White Street  
Key West, FL 33040

RE: Disaster Response Service Provider RFP #002-21

To Whom It May Concern:

The TFR family wishes you the best in your selection of a Disaster Recovery Contractor. We understand that the selection of an emergency contractor is a major decision and we genuinely appreciate you taking TFR Enterprises into consideration. We comprehend and are undaunted by the challenges you may face, as we have been through the process and recovery with over 250 clients who have been impacted by devastating events. TFR Enterprises, Inc. is a national disaster and debris management corporation based in Leander, Texas. With over 31 years of disaster recovery experience, TFR has collected and processed over 25,000,000 cubic yards of debris. We are proud to be recognized for our quality of work and capabilities by being **awarded two divisions on the ACI-USACE debris removal contract**. TFR is prepared, equipped, and ready to provide you with a turnkey, expedited, cost effective emergency response solution.

No job or disaster is too large for TFR to handle. Our experience speaks of itself. In response to the devastating 2005 Hurricane Season where we hauled and processed over **6,000,000 cubic yards** in 180 days, simultaneously managing 14 TDSRS sites. During the 2008 Hurricane Season, TFR executed debris management for **1,800,000 cubic yards** using 10 TDSRS locations. **More recently, the 2017 Hurricane Season proved to be one of the most crippling in US history. TFR managed 26 projects in Texas, Florida, Puerto Rico, and California simultaneously.** With a subcontractor list numbering over 1,000 and a fleet of owned equipment, TFR Enterprises is prepared to tackle your greatest challenges.

Debris clearing, removal, and processing are only the initial phase of your recovery efforts. There are many ancillary tasks that must be undertaken for you and your citizens to get back to life as it was prior to the storm. TFR has extensive experience in all this work, including land-clearing, stream and river clearing and diversion, tree removal, trimming and pruning on parks, golf courses and rights-of-way, tree repair and maintenance, debris recycling, tub grinding, hauling and demolition.

TFR owns over 150 pieces of equipment, including a fleet of self-loading debris hauling trucks, rubber-tired/tracked loaders, heavy-haulers, excavators, dozers, field offices, and eight (8) Diamond-Z Model 1463 Tub Grinders for vegetative debris reduction (grinding). Not only is this equipment uncommitted on current long-term contracts, but all of it is equipment that is primarily designed for use in debris removal operations. This resource of company-owned and controlled assets allows TFR to provide an expedient response.

TFR can respond within 24 hours to immediately begin emergency road clearance services to provide a vital lifeline for federal, state, and local emergency responders to assess damages. TFR's goal is to have a site ready for acceptance of storm-generated debris in less than 24 hours from Notice to Proceed. Our Mobile Command Units have full communications to assist you if your communication abilities have been compromised. Project teams are immediately available to quantify debris, provide an overall damage estimate, and begin a recovery/removal plan.

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At TFR, we know that projects of this scope can be of huge financial burden. Our staff is well trained in the FEMA reimbursement process and we are ready to assist you throughout the entire reimbursement process. **ALL TFR'S CLIENTS HAVE RECEIVED 100% OF THE ELIGIBLE REIMBURSABLE AMOUNT.** Our financial strength allows us to help you get the project kicked off and funded while the reimbursement process begins.

Many firms within our industry can provide the financial stability, past performance, and crews of subcontractors. TFR takes pride in having one of the industry's largest fleet of self-owned and maintained equipment. This fleet allows us to mobilize in a more expeditious manner as well as perform multiple projects at a time.

The principals of TFR Enterprises, Inc. declare that this proposal is in all respects and is submitted in good faith without collusion or fraud and the person signing this proposal is authorized to bind the corporation. Also, should TFR be selected we are committed to exceeding the expectations of this RFP and agree with the payment terms.

TFR guarantees that we will comply with and meet the standards listed in the FEMA "Public Assistance Program and Policy Guide."

Once again, thank you for the opportunity to submit this proposal for disaster debris removal and disposal to the City of Key West and its representatives.

**Primary Contact for RFP:**

Tiffany Jean  
Senior Contract Administrator  
Office: (512) 260-3322 ext. 200  
Mobile: (512) 565-0710  
tiffany@tfrinc.com

**Secondary Contact for RFP:**

Teresa Tangorra  
Contract Administrator  
Office: (512) 260-3322 ext. 205  
Mobile: (512) 577-1498  
teresa@tfrinc.com

**Signature Authority:**

Tipton F. Rowland  
CEO/President  
Mobile (281) 731-4398

FEIN#: 72-1149862

Sincerely,



Tipton F. Rowland,  
CEO/President  
601 Leander Drive  
Leander, Texas 78641  
Office: 512-260-3322 ext. 200

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## Tab 1. Qualifications/Experience

Disasters are unpredictable. Disasters can vary in size, scope, and intensity. Yet given this inherent unpredictability, governments can take the necessary steps to ensure the safety and relief of their constituency.

At TFR, we address the needs of our clients long before the establishment of a relationship. Every project is different. Every state, county or city, desire and highlight different aspects of disaster relief and recovery that they deem MOST important. With this ever-changing landscape in mind, TFR continually stresses the proper due diligence and planning to fully comprehend the type of service that each client desires. We routinely review and scrutinize our operational and management plans to assure that we present the most practical, efficient structure to complete the project. TFR's knowledgeable management team retains over 90 years of combined experience responding to hurricanes, floods, and other various disasters. Pre-planning allows TFR to rapidly and efficiently respond to any project in any location should the need arise.

What allows TFR to provide an expedient response? Pre-planning certainly encompasses a large portion of this service. In addition, TFR maintains a fleet of over a hundred (150+) pieces of company-owned equipment pre-positioned across the Southeastern United States. By staging equipment directly outside the impact zone, TFR can respond within hours to immediately begin emergency road clearance services to provide a vital lifeline for federal, state, and local emergency responders to assess damages. Furthermore, TFR can prep and construct a debris management site for immediate acceptance of storm-generated debris in less than 24 hours. To fully augment our operational capacity and to aid the organization of relief efforts, Mobile Command Units can be deployed to enhance response and achieve greater coordination between parties. Concurrently, project teams scour the impacted area to quantify debris, deduce an overall damage estimate and adapt our preplan accordingly.

### TFR Spotlight

**TFR has collected more than 25,000,000cy of disaster debris and handled more than 60,000,000cy of disaster debris.**

TFR prepares for economic instability in the immediate aftermath of natural or man-made disasters by maintaining strong relationships with suppliers and organizing resources for dispatch. Additionally, TFR owns the necessary equipment to house and feed personnel temporarily as the local business community reacts and rebounds from such a disaster. Other initial and vital supplies, such as fuel, parts trailers, welders, wood, and other necessities, are brought from the home office to certify that work stoppages shall not occur due to inadequate logistics. However, the backbone of our logistical support team is our maintenance crew. TFR would not be capable of providing the timely, cost-effective service that we do without the knowledge and experience our maintenance crew retains. With a dedicated warehouse at the home office to two (2) traveling equipment trailers, the TFR maintenance crew ensures that our equipment is functioning safely and efficiently with limited downtime. We strive to foresee any potential encumbrances and take the appropriate actions to safeguard against such occurrences.

Operationally, TFR manages on the principal of transparency. We always remain available to answer questions, address issues immediately, and submit reports on time. This is to the benefit of all parties involved, as this is a team effort to respond to a major disaster. As safety and contract responsibility are the utmost priorities to the principals and officers of TFR, it is the policy of management to see that its employees and subcontractors conduct themselves with integrity and courtesy in the performance of their duties. Following a disaster event, there is an urgency to remediate the damage and return to normalcy as

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quickly as possible. The principals and officers of TFR firmly believe that this and price competitiveness can be achieved courteously and without sacrificing health, safety, and contract integrity.

Price is a large determinant of any decision an informed consumer discerns. TFR fully understands that providing the highest value-added service is sometimes not enough to, alone; secure a contract, as different clients desire different qualities in a personalized project. TFR can fulfill these needs by utilizing Company-owned equipment and manpower. These resources allow TFR to control costs subsequently discounting price without conceding overall quality and safety, which is a corporate must. Our mission is to provide our customers with the highest level of service at a fair and market competitive price.

### **History**

TFR Enterprises, Inc. is a Texas-based specialty contractor, first incorporated in 1989 in the State of Tennessee, actively participating in disaster recovery contracts nationwide since Hurricane Andrew in 1992. We have a history of safe, rapid, and complete service in the industry with federal, state, and local governments, providing expedient, cost-effective disaster debris management, removal, reduction and cleanup services to over 350 satisfied clients, as well as numerous private industries funded by the Federal Emergency Management Agency (FEMA).

A family-owned and operated corporation headquartered in Leander, Texas, 20 miles outside Austin, Texas; TFR also owns and operates a tub-grinding division, responsible for vegetative debris reduction and recycling projects. Although disaster response remains our primary scope of business, TFR exploits natural adaptations and synergies to complement our current service offerings to include land clearing, tree removal, trimming and pruning on parks, golf courses and right-of-way, tree repair and maintenance, debris management, tub grinding, hauling and demolition.

TFR owns over 150 pieces of equipment, including debris-handling trucks, such as self-loaders, heavy-haulers, excavators, dozers, and numerous mobile command units. To accommodate our client's debris reduction needs, TFR also owns six (6) Diamond Z 1463 Tub Grinders and two (2) horizontal grinders. With the largest collection of tub grinders in the industry, TFR can rapidly and efficiently dispose of massive amounts of storm generated debris. In addition, to our extensive list of company-owned equipment, TFR maintains highly valued, working relationships with over one thousand (1000) subcontractors nationwide, who are versed in TFR project procedures and multiply the resources available to the project.



TFR has completed more than 85 projects in Disaster Response in the last five (5) years. We have successfully performed on USACE projects, and many other federal, state, and local government projects. In the past, TFR has received multiple multi-million-dollar task orders from our clients spanning across a large geographical area. By applying our own resources and an efficient operational plan, we completed each designated task on time in compliance with FEMA guidelines.

When you hire TFR Enterprises, you get us, not a General Contractor with mostly subcontractors. We will arrive on time. We will self-perform all key elements of the project to ensure our end service, and in some cases much of the entire Delivery order with our own equipment and personnel. We can bring our own camps to house our project personnel until community establishments are staffed and operational again. Our service is disaster relief and recovery, which includes the economic impact our stay will have on the local economy. Our goal is to partner with the City of Key West and its community to provide a full-service disaster relief and recovery effort.

## Key Personnel

**The TFR team is ready to handle your debris removal needs.** As Prime, TFR will have full responsibility for the effective execution of the emergency debris contract. A proven federal contractor, we have an established organizational structure and staffing approach that provides clearly defined lines of communication and authority, in-place contract management procedures, and program/project staff experienced in working with USACE, FEMA, and other government contingency/disaster staff.

### Key Personnel

TFR brings highly qualified key personnel and a long history working with debris monitoring and debris removal. Our collective disaster experience, on over 250 different disasters, ranges from providing debris removal management and leadership for tornado response efforts to various hurricane responses (Maria, Irma, Michael, Katrina, Sandy, Irene, and more). No one understands and brings the in-depth knowledge of disaster response and debris management better than us!

### Organization

Our organization is designed to deliver proactive leadership to any area, while effectively managing all project risk and providing maximum responsiveness to our clients. TFR will exercise total control of all management activities. We provide each client with a dedicated, proven team prepared to execute any debris management mission with the highest degree of quality, professionalism, and efficiency.

Our management approach, proven on other disaster response contracts we've held, will be applied to this contract and establish the roles and responsibilities for the debris mission's Pre-Execution Planning Team key personnel (Operation, Planning, Quality Control, Environmental, Health and Safety) as well as supporting staff.

With a robust network of subcontractors and vendors, and firsthand knowledge of their capabilities and performance in emergency response and debris management, we readily access the best performers to quickly support the demands we expect under this contract.

The TFR team will be supplemented by additional subcontractors as needed, tapping into local medium-sized and small businesses (SBs) to achieve cost and execution efficiency. We will obtain added resources for emergency debris projects through our extensive network of offices and subcontractors proximate to each job site, employing the most cost-effective means of accomplishing the work (e.g., self-perform, subcontract, combination).

TFR's organizational structure minimizes the gap between the Operations Manager and the Sector/Site Manager(s), depending upon the size and scope of the response. We believe that by keeping the degree of separation between the management staff and field supervisors to a minimum, our entire team will be better connected and benefit from the increased level of communication. Our team organization structure also features:

- **Streamlined Chain-of-Command led by the assigned Team's Operations Manager**, empowered by Corporate leadership to make decisions and access resources to ensure effective response to mission requirements.

## Key Advantages of Our Key Personnel and Staffing Approach

- ☑ **TFR responsible for contract execution.** Our proven project delivery process has demonstrated our success in fully integrating in-house personnel and team members on similar time-sensitive disaster response programs.
- ☑ **Highly qualified key personnel, hand-selected for their expertise and experience.** We offer skilled project managers and safety professionals who have responded to some of the largest man-made and natural disasters and provided debris services across the country.
- ☑ **Cohesive and efficient execution.** Clear roles and responsibilities/communication channels.
- ☑ **Ability to handle fluctuating workloads and simultaneous projects.** In 2017, TFR performed 26 simultaneous projects in 4 states.
- ☑ **Extensive in-house resources ensure ability to staff multiple teams when needed 350+ available debris management personnel.**
- ☑ **Consider it Handled!** Committed team highly experienced in debris, ready when you need us.

- **Disaster Response-Experienced Leaders in every Key Position**, our debris specialists are ready today to deliver results and work as a Team both internally and with all stakeholders.
- **Disaster Response Experienced Program Support Team**, our support personnel are well-experienced in disaster response scenarios and ready to ensure the right organic and subcontracted resources are ready to mobilize and go to work immediately.
- **An established network of Strategic Partners and Pre-Qualified Subcontractors**, guaranteeing our ability to bring needed resources to the project team quickly and with a high level of confidence in their capabilities to meet project demands.

TFR Spotlight
<p>“Mr. Utterback ensured that each crew had clear direction and when the Governments priorities changed the crews were extremely flexible and adjusted with no delay or complaints.”</p> <p style="text-align: center;"><b>Craig Duncan, ECC</b></p>

Our key personnel have been selected due to their experience in executing disaster recovery projects, leadership skills, and debris expertise, along with their ability to mobilize immediately to disasters across the country.

**Experience and Qualifications of Key Personnel**

To provide the most responsive proposal, TFR has assembled a diverse team with experience in a multitude of debris missions including, but not limited to, hurricanes, floods, tornadoes, wildfires, ice storms, oil spills, landslides, and other natural and man-made disasters. These individuals have a complete understanding of the roles, responsibilities, lines of communication and challenges involved with rapid deployment in disaster scenarios.

Key Personnel	Position	Email	Phone
Tipton Rowland	CEO	tiffany@tfrinc.com	(281) 731-4398
Julie Rowland	CFO	julier@tfrinc.com	(512) 260-3322
Drake Rowland	Vice President	draker@tfrinc.com	(512) 569-4605
Chase Rowland	Director of Operations	chaser@tfrinc.com	(512) 569-4607
Kevin Rolison	Operations Manager	kevin@tfrinc.com	(512) 944-8766
Rigo Mejia	Operations Planner	rigo@tfrinc.com	(512) 779-7722
Sharon Lyell	Program & QC Manager	sharon@tfrinc.com	(512) 576-3000
Tate Wilson	EHS Manager	tate@tfrinc.com	(254) 396-2995
Tiffany Jean	Sr. Contract Administrator	tiffany@tfrinc.com	(512) 565-0710
Teresa Tangorra	Contract Administrator	teresa@tfrinc.com	(512) 577-1498
Steven Vinyard	Project Manager	steven@tfrinc.com	(512) 619-1087
Mel Utterback	Project Manager	tiffany@tfrinc.com	(606) 776-9782
Roger Barfield	MOT Coordinator	tiffany@tfrinc.com	(407) 868-0568
Sally Wallace	HR/AP	sally@tfrinc.com	(512) 931-9031

**Tipton F. Rowland, Chief Executive Officer/President**

Mr. Rowland acquired his grandfather’s company (Robinson & Son Tree Service, Memphis. TN) in 1988 and incorporated the company as TFR Enterprises, Inc. in 1989. A disaster services division was added in 1992 to include, debris management following a disaster event such as hurricanes, floods, ice storms, tornados, and earthquakes. Projects that have been undertaken and successfully completed under his supervision include vegetative and C&D debris removal from Rights-Of-Way, vegetative and C&D debris removal from streams and canals, debris site management, weed and brush control services, tree pruning, trimming and removal services, mulch and compost production services, vegetative debris incineration (both open burn and air curtain), vegetative reduction by grinding, separation and recycling of C&D debris and demolition of residential structures. Mr. Rowland has overseen 250+ separate disaster response projects, federally funded by the Federal Emergency

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Management Agency (FEMA). By providing “hands-on” oversight as president and Chief Executive Officer of TFR Enterprises, Inc. he has successfully performed as damage assessment evaluator, cost proposal estimator, project supervisor, safety and compliance officer, and has assisted in interacting with local government officials in developing debris management policies in compliance with State and Federal (FEMA) reimbursement regulations.

**Julie A. Rowland, Chief Financial Officer/Secretary**

Julie Rowland graduated from the University of Memphis in 1992 with a BA in Communications. Since joining the company in 1989, she has served as the administrative and financial accounting manager for all projects. She is responsible for the oversight of all financial records and systems for the company, overseeing a staff of 10 clerks. She is the principal advisor to the President on all matters relating to cooperative agreements and procurement, as well as financial management, controls, and accounting functions. She has overall responsibility for final reconciliation of accounts for issues involving subcontractors and clients. In addition, Julie Rowland is responsible for providing outside agencies such as banks, bonding and insurance companies and auditors with necessary financial information and assists the independent auditor with financial statements and income tax preparation.

**Kevin Rolison, Operations Manager**

Mr. Rolison has 17 years of hands-on field experience in debris removal operations. He started as a grapple truck operator with TFR Enterprises, Inc., in 2002 and is now a seasoned Operations Manager. He has deployed to more than 80 emergency debris removal projects for federal, state, and local government entities. Before joining TFR Kevin had 10 years of heavy equipment and commercial truck driving experience. In 2004, Mr. Rolison served as project manager on various projects resulting from Hurricanes, Charley, Frances, Jeanne, and Ivan in the state of Florida. In 2005 after Hurricane Katrina, Kevin deployed to Louisiana and worked as a Project Manager for Belle Chase Military base. In 2006 deployed immediately to Texas after Hurricane Rita he continued as a Project Manager working simultaneously in 6 counties. His strong verbal and written communication skills, leadership skills, experience and diplomacy quickly promoted him to project Operations Manager. Mr. Rolison’s tenure enables him to easily estimate cubic yardage at a historically accurate level, create an operational plan and efficiently execute it for a successful response to complex and diverse debris removal projects caused by hurricanes, tornados, floods, mudslides, ice storms, fires, and man-made disasters.

**Sharon Lyell, Program and Quality Control Manager**

Sharon Lyell has more than 26 years in quality control and project management. Mrs. Lyell has overseen TFR’s sub-contracts and sub requirements such as insurance and W-9’s as well as project documentation for FEMA reimbursement for 13 years. Formerly a team member of the Quality Control Department at Emerson Process Controls for 12 years, she has extensive training and experience in quality control, assurance, and process improvements. This experience has proven invaluable in complying with federal regulations required by Emergency Debris Removal contract performance and documentation to receive FEMA reimbursements.

**Rigo Mejia, Operations Planner**

Mr. Mejia joined TFR Enterprises, Inc in 2008 after Hurricane Ike made landfall in Texas. Rigo has 11 years of on-site experience in emergency debris operations responding to hurricanes, ice storms, floods, fires, tornados, and mudslides. With experience working in all phases of debris management such as hauling, grinding, equipment operations, tree trimming and removal, water way debris removal, site set-up (permitting) and restoration, equipment repairs, managing personnel and subcontractors and more. Well versed in field and site operations, he has become a veteran operations planner. Rigo worked with USACE on LA Division Basin and Channel Debris Removal after the mudslides in 2017. Rigo attends pre-event readiness meetings with clients annually and assists with creation of debris management plans as needed. When TFR is not on an active project, Rigo spends his time at Austin headquarters taking inventory and assessing equipment needs. He schedules maintenance and repairs, orders necessary inventory of critical stock parts so that equipment can be immediately repaired to avoid



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downtime during a debris recovery project. He keeps in open communication with subcontractors to retain critical relationships even while no contracts are active. He has responded to more than 28 federally declared disasters and has a vast knowledge of debris removal operations, equipment and FEMA guidelines.

#### **Tate Wilson, Environmental, Health and Safety Manager**

Tate Wilson joined TFR Enterprises, Inc. in July of 2019 as Project Manager/Environmental Health and Safety Manager. He brings with him a fresh set of eyes in our company and industry. His experience comes from many years of heavy construction and clearing work. He is an expert at all levels of the clearing process: trimming, cutting, grinding, loading, hauling, and grading. Having worked on high profile projects for companies such as Exxon, Shell, and BP, Mr. Wilson has experience in completing large scale projects. Mr. Wilson has extensive health and safety knowledge as well, providing our crews with added security to ensure that everyone returns home the same way they arrived.

#### **Steven Vinyard, Project Manager**

Steven Vinyard joined TFR Enterprises, Inc. in June of 2015 as a field supervisor and his enthusiasm for quality and efficiency quickly led him into the role of Project Manager for emergency debris management. Mr. Vinyard has 20 years of hands-on experience with all types of heavy equipment, specialized machinery, and commercial trucks. His experience in operating and repair and maintenance of all types of equipment is invaluable in managing daily operations of emergency debris removal projects. Steven's positive attitude, willingness to help others and clear communication skills naturally leads others to reach maximum potential in safety, production, and quality. Mr. Vinyard has participated in successful management of more than 30 contract task orders responding to a variety of natural disasters such as hurricanes, floods, tornados, and straight-line winds. Mr. Vinyard's experience has allowed him to become proficient in FEMA guidelines on eligibility for right of way debris removal, hazardous leaners and hangers, stumps, right of entry requirements for private property debris removal and water way debris removal, exceptions for gated community access as well as locating, permitting, setting up and site remediation for temporary debris management sites.

#### **Mel Utterback, Project Manager**

Melvin Utterback became an integral part of the TFR Team in 2004 when he came on board to assist in the clean-up efforts following Hurricane Ivan. TFR was called upon for immediate support in debris removal and hazardous tree trimming at the Naval Air Station (NAS) Pensacola. Mel proved to be a capable self-loading grapple truck operator, as well as an excellent equipment operator with effective leadership skills. With the specialized skills and team-work attitude that Mel possesses, he earned swift promotion to Project Manager for TFR. After Katrina hit Mississippi-Louisiana coast in 2005, Mel was called to the lead at Gulfport Navy Base and Belle Chase Naval Air station in New Orleans. Conditions at the bases were extremely primitive, Mel and his team slept on the ground for 6 weeks while building a man cap out of a golf course for the military and Seabees. Because of his accurate documentation, strict adherence to Job Safety Analysis and Zero Defects, Mel is TFR's go-to Senior Project Manager for Federal Contracts and Military installations. Mr. Utterback has the ability to successfully lead debris management crews in all operations; debris hauling, ROW emergency push, hazardous tree work, large and multiple debris site management and grinding operations to load and haul out and final disposal. Mel has successfully managed emergency debris projects for TFR over 16 years and has zero recordable injuries throughout his tenure with the company. Mr. Utterback's effective communication skills and experience with critical logistics planning continues to earn him excellent project evaluations from Emergency Debris Management contracts managed under his direction.

#### **Roger Barfield, Maintenance of Traffic**

Barfield joined TFR Enterprises, Inc., in 2016 following a successful employ for a Heavy Highway Construction Firm out of Texas. As a safety manager in civil construction Roger gained valuable knowledge in all aspects of Occupational Health and Safety and Project Supervision. Roger was specifically tasked with implementing road detours, road closures, bridge closures, high traffic maintenance and direction/diversion of traffic. This experience

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makes him the TFR expert on ROW safety. Mr. Barfield recruits, trains, and manages all maintenance of traffic crews for TFR Department of Transportation jobs nationwide as well as flaggers on city and county projects. Roger spent several months in deteriorated conditions in Puerto Rico in response to Hurricane Maria devastating the island. He was the safety manager for debris operations for the entire eastern quadrant of the island. His supervision led to a successful zero injury and zero incident record for that project. Roger has also served as administrator and project supervisor on 4 military bases. His position on other storm recovery contracts includes quality assurance, safety, traffic maintenance and project superintendent.

**Mike Mejia, Service Manager**

Mike Mejia joined TFR Enterprises, Inc in 2008 after Hurricane Ike made landfall in Texas. Mr. Mejia has 12 years of experience performing equipment repairs and maintenance. The specialized fleet owned by TFR Enterprises requires Mike to have an in-depth knowledge of every type of equipment from Self-Loading Knuckleboom trucks to Diamond Z 1463 Tub Grinders. Mike can design and fabricate any part for any machine in our fleet during emergency debris operations, ensuring minimal to no down time. Mike leads the maintenance crews both on-site during disaster response and in house at the TFR Headquarters where the fleet is maintained and repaired when not responding to disasters. Mike also orders all inventory of critical replacement parts for key components as well as shop supplies and specialty tools. He also sets the priorities and schedules of equipment repairs and maintenance for all in house mechanics. Mike oversees safety and housekeeping in the TFR shop and has successfully managed zero injuries or incidents in the last 5 years.

**Tiffany Jean, Senior Contract Administrator**

Tiffany Jean joined TFR Enterprises, Inc after graduating from Texas A&M University in 2007. She has more than 12 years of Contract Quality Control experience where her attention to detail and responsiveness is extraordinary and her value within the organization is unparalleled. Mrs. Jean handles all contract documentation, all city, county, and state registrations throughout the United States. Tiffany ensures field documentation on debris removal projects follows contract requirements and the Quality Control Plan for FEMA reimbursement. She stays abreast of FEMA changes in policy while maintaining excellent ongoing relationships with all TFR's clients. This experience has proven invaluable in complying with federal regulations required by Emergency Debris Removal contract performance and documentation to receive FEMA reimbursements.

**Teresa Tangorra, Contract Administrator**

Teresa Tangorra joined TFR Enterprises, Inc. in November 2019. After spending more than 20 years in the insurance industry, Mrs. Tangorra has extensive experience with natural disasters and their aftermath. She has joined the Contract Administration Department with decades of experience working with contracts and policies and an eye for detail. Teresa does research and development of RFP's and handles contract documentation for city, county, and state registrations throughout the United States. She stays updated on FEMA changes in policy and regulations required by Emergency Debris Removal contracts.

**Sally Wallace, Human Resources/Accounts Payable**

Sally Wallace joined TFR Enterprises, Inc. in February of 2018. She has over 20 years of experience in Accounting, HR, Payroll serving as both a Full Charge Bookkeeper and Office Manager. She has experience in certified payroll for multiple jobs and has effectively handled an increase in employee count from 18 employees to 90 employees in less than two weeks when disasters strike. Sally also participates in continuing education classes to remain in compliance with DOT regulations for onboarding of CDL drivers and assists our fleet department and project management to ensure employee training and documentation of training is current.

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## **Division of Responsibilities**

### President/Chief Operating Officer

The President will provide financial resources, equipment, and personnel in support of project. Supports and invests authority and oversight to Operations Manager, Operations Planner, Safety Officer, Quality Control Officer, Environmental Officer, and Health and Safety Officer.

### Vice President/Director of Operations

Has authority to commit Corporation, sign contract and modifications. The Vice President/Director of Operations will report to the President and be liaisons between the Company personnel and Client Representative. The DOO is responsible for contract interpretation and application to Company personnel, and implementation of Scope of Work.

### Operations Manager

The Operations Manager will report to the Director of Operations and Vice President. Has complete responsibility and authority for project execution and serves as the Client's point of contact regarding project operations, budget, safety, and schedule. It is the Operations Manager's obligation to maintain a high level of communication with the Client Representative to ensure their knowledgeable and in agreement with all aspects of the operations.

### Safety Officer

Safety Officer will report to both the President and Operations Manager. Has complete responsibility and authority over all safety issues at all levels of contract performance including the power to unilaterally alter, suspend and/or halt any operation or portion thereof that endangers or potentially endangers life, health and safety or threatens the protection of the environment. Includes documentation, daily reporting requirements, communication and conducting onsite training and inspections.

### Quality Control Officer (Program Manager)

Quality Control Officer will report to the Operations Manager. Has complete responsibility and authority over matters relating to contract Scope of Work adherence and assignments of QC personnel to field crews. Includes documentation, daily reporting requirements, and communications.

### Environmental Manager

Environmental Manager will report to the Operations Manager. Has complete responsibility and authority over matters relating to compliance with Environmental regulations and requirements, permitting and site inspection and approval. Includes documentation, daily reporting requirements, and communications.

### Operations Planner

The Operations Planner will report to the Operations Manager, responsible for day-to-day operations, includes waste stream documentation, daily reporting requirements, communications, enforcement of Scope of Work, and oversight of Load and Haul and Site Managers.

### Project Manager

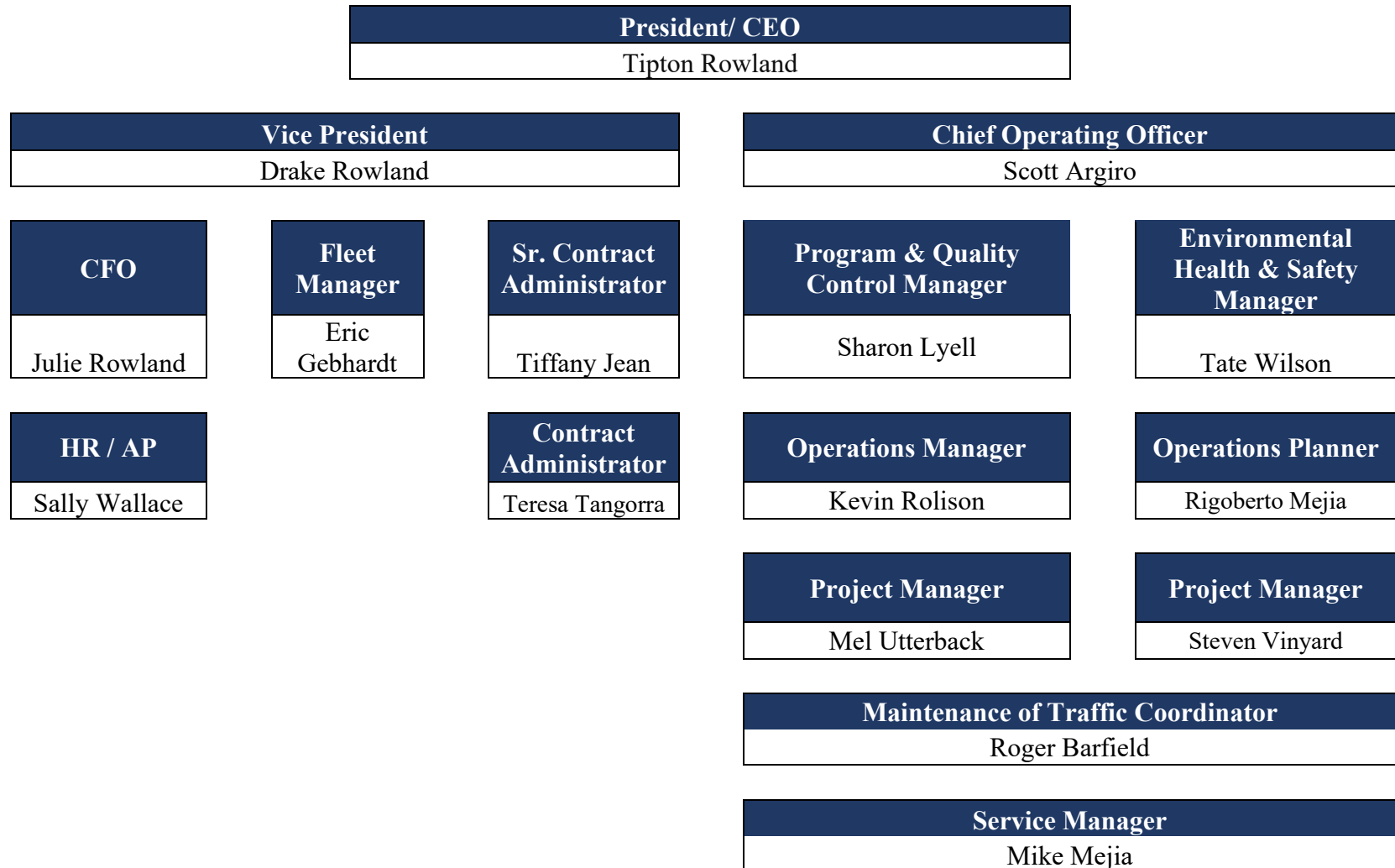
The Project Managers will report to Operations Manager, responsible for waste stream documentation, daily reporting requirements, communications, enforcement of Scope of Work, and oversight of Right of Way crews and Crew Foremen.

### Site Manager

Site Manager will report to a Project Manager, responsible for waste stream documentation, daily reporting requirements, communications, enforcement of Scope of Work, and oversight of functions such as site entry and separation activities, debris reduction activities, White Goods/e-waste/HHW material separation and handling and C&D sorting, separating, and recycling activities as well as general site management.

# TFR Enterprises, Inc

## Organizational Chart



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**Tipton Rowland**  
**President / Chief Executive Officer**

601 Leander Drive  
Leander, Texas 78641  
M: (281) 731-4398

**Introduction**

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Tipton Rowland founded TFR Enterprises, Inc. in 1989. A disaster services division was added in 1992 to include debris management following disasters such as hurricanes, floods, ice storms, tornados, and earthquakes. Projects that has been undertaken and successfully completed under his supervision include Vegetative and C&D Debris Removal from Rights-of-Way and from streams and canals, Temporary Debris Storage and Reduction Site (TDSRS) management, weed and brush control services, tree pruning, trimming and removal services, mulch and compost production services, vegetative debris incineration (Open Burn and Air Curtain), vegetative reduction by grinding, separation and recycling of C&D debris and demolition of residential structures. Mr. Rowland has overseen 150+ separate disaster response projects, which were federally funded by the Federal Emergency Management Agency (FEMA). By providing “hands-on” oversight as President and Chief Executive Officer of TFR Enterprises, Inc., he has successfully performed as damage assessment evaluator, cost proposal estimator, project supervisor, safety, and compliance officer, and has assisted in interacting with local government officials in developing debris management policies in compliance with State and Federal (FEMA) reimbursement regulations.

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	Hancock County, MS	2020
Ice Storm	City of Norman, OK	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	North Carolina DOT	2019
Hurricane Florence	North Carolina DOT	2018
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Irma	Florida DOT	2017
Texas Floods	Texas DOT	2015
North Carolina Ice Storm	North Carolina DOT	2014
Bastrop Wildfire	Bastrop County, TX	2011
Hurricane Ike	Fort Bend County, TX	2008
Hurricane Wilma	Pensacola Naval Air Station	2005
Hurricane Katrina	Pensacola Naval Air Station	2005
North Carolina Ice Storm	City of Raleigh, NC	2002
Disaster Debris Management Projects		1992-1996

**Areas of Expertise**

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- Director of Debris Management
- TDSR Site Locating
- Pricing of Proposals
- Negotiating Contract Terms
- Maintaining relationships with subcontractors, clients, suppliers, and vendors

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**Julie Rowland**  
**Chief Financial Officer**

[julier@tfrinc.com](mailto:julier@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (512) 751-9799

**Introduction**

Julie Rowland joined TFR Enterprises, Inc. in 1989 and came onboard full time after graduating from the University of Memphis with a bachelor's degree. She has been involved in the overall wellbeing of the company since its formation. Julie has 30 years' experience in Debris Management Operations. She possesses the ability to effectively manage on-site and off-site project personnel and operations management. Julie monitors key metrics on projects and immediately acts to rectify any inefficiencies. Julie has strong relationships with customers, subcontractors, vendors, monitoring firms and suppliers. Transparency and open communication are key to a successful emergency debris removal contract and that is Mrs. Rowland's approach. Her leadership and ability to work in fast paced environments makes her an important asset on disaster jobs. Applying lessons learned from 30 years of involvement in hundreds of projects, she has put processes and procedures in place to ensure compliance and reduce or eliminate the possibility of deficiencies. Her experience in management of debris removal operations is unparalleled in the industry.

**Recent Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Sally	City of Robertsedale, AL	2020
Hurricane Laura	Louisiana DOT	2020
TX Floods	Lee & Llano Counties, TX	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Onslow County, North Carolina DOT	2018
Hurricane Maria	Puerto Rico, DTOP	2017
Hurricane Irma	Turnpike, Florida DOT	2017
Hurricane Hermine	Tallahassee, Florida DOT	2016
Louisiana Floods	Louisiana DOT	2016
Texas Floods	Hays Count, Texas DOT	2015
North Carolina Ice Storm	North Carolina DOT	2014
Bastrop Wildfire	Bastrop County, TX	2011
Hurricane Ike	Fort Bend County, TX	2008
Hurricane Dolly	Cities of Katy & Sugarland, TX	2008
Missouri Ice Storm	City of Republic, MO	2007
Hurricane Rita	San Augustine County, TX (USACE)	2005

**Education/Certifications**

- Bachelor of Arts- Communications, University of Memphis
- FEMA IS: 035, 037, 100, 101, 700, Debris Management Planning for State, Tribal, and Local Officials
- GHC TS 10: Debris Management & Monitoring RFPs

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**Drake Rowland**  
**Vice President**  
[Draker@tfrinc.com](mailto:Draker@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (512) 569-4605

### **Introduction**

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Drake Rowland is the son of the owner Tipton Rowland. He has been working at TFR since he was in high school spending his summers assisting in any way possible. Drake has first-hand experience from the ground up with all aspects of TFR's work. From assisting our mechanics to running job sites Drake has seen it all. He also graduated from Texas A&M University in 2018 with his Bachelor's in Mechanical Engineering. Since then, he has worked full time at TFR as the Vice President. In this role he has performed client outreach, ensured TFR compliance with all regulations, and other roles to help TFR run smoothly and grow as a company. Drake has extensive knowledge on the industry and knows what it takes to get the job done efficiently and correctly.

### **Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Texas Floods	Kingsland, Llano Co., Lee Co., TXDOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018
Hurricane Harvey	Victoria, Nueces, and Harris Counties, TXDOT	2017
California Mudslide	San Bernardino, CA (USACE)	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015

### **Education/Certifications**

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- Bachelor of Science-Mechanical Engineering, Texas A&M University
- FEMA IS: 005, 100, and 200.
- USACE: Construction Quality Management for Contractors, #784
- OSHA 40-Hour HAZWOPER Training
- CPR Certified

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**Scott Argiro**  
**Chief Operating Officer**

[scott@tfrinc.com](mailto:scott@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (724) 263-5127

**Introduction**

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Scott Argiro holds over 25 years of innovative, strategic leadership experience within the environmental/transportation industries, with demonstrated expertise building culture, efficient processes, and exceptional customer experience. Scott holds a BA from Penn State University, MA in Public Relations/Advertising from Duquesne University, and an MBA from Point Park University. He spent 10 years within the environmental waste industry where he led environmental divisions in Pennsylvania and Colorado with combined division revenue responsibility of over \$100M. Scott has served on several corporate operational focus groups tasked with developing operational service and safety standards. He is well versed in conducting OSHA/Focus 6 safety training programs as well as driving efficient operational processes.

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Ice Storm	City of Norman, OK	2020
Ice Storm	City of Enid, OK	2020
Ice Storm	City of Blanchard	2020
Hurricane Laura	District 03, 05, 07, 08, 58, Louisiana DOT	2020
Hurricane Laura	Rapides Parish	2020
Hurricane Zeta	Dallas County, Alabama DOT	2020
Hurricane Zeta	Hancock County, MS	2020
Hurricane Sally	City of Robertsedale, AL	2020
Derecho	City of Cedar Rapids, IA	2020
Derecho	Iowa Department of Homeland Security	2020

**Education/Certifications**

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- BA-Psychology, Penn State University
- MA-Public Relations/Advertising, Duquesne University
- MBA-Point Park University
- RCRA Hazardous Waste Certification – The Hazmat School 2016
- Target Account Selling (TAS)
- Sandler Sales Training Systems



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**Kevin Rolison**  
**Operations Manager**  
[Kevin@tfrinc.com](mailto:Kevin@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (512) 944-8766

### **Introduction**

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Mr. Rolison joined TFR Enterprises, Inc. in 2002 and immediately began taking a very hands-on approach in debris removal operations. He started as a grapple truck operator and is now a seasoned Operations Manager. He has deployed to more than 80 emergency debris removal projects for federal, state, and local government entities. Before joining TFR, Kevin had 10 years of heavy equipment and commercial truck driving experience. In 2004, Mr. Rolison served as project manager on various projects resulting from Hurricanes Charley, Frances, Jeanne, and Ivan in the state of Florida. In 2005 after Hurricane Katrina, Kevin deployed to Louisiana and worked as a Project Manager for Belle Chase Military Base. In 2006, he deployed immediately to Texas after Hurricane Rita where he continued as a Project Manager, working simultaneously in 6 counties. His strong verbal and written communication skills, leadership skills, experience and diplomacy quickly promoted him to project Operations Manager. Mr. Rolison's tenure enables him to easily estimate cubic yardage as a historically accurate level, create an operational plan and efficiently execute it for a successful response to complex and diverse debris removal projects caused by natural and manmade disasters.

### **Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Laura	Louisiana DOT	2020
Maintenance Contract	Montague County, TXDOT	2020
Hurricane Isaias	City of Corpus Christi, TX	2020
Hurricane Dorian	Beaufort, NC	2019
Hurricane Florence	Duplin, Onslow, Pender, Sampson (NCDOT)	2018
Hurricane Irma	Florida DOT, District 5	2017
Hurricane Harvey	Victoria, TXDOT	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Louisiana Floods	Louisiana DOT	2016
Texas Floods	Fort Bend County, TX	2015
Colorado Floods	Larimer County, CO	2014
Arkansas Ice Storm	Saline County, AR	2013
Hurricane Sandy	State of New Jersey	2012
Bastrop Wildfire	Bastrop County, TX	2011

### **Education/Certifications**

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- FEMA IS: 020, 035, 230, 632, 633
- DOT: 101 Safety Compliance Training, Supervisor Training
- FLDOT: Maintenance of Traffic (MOT) Advanced Course
- USACE: 30 Hour Construction Safety
- Texas: Registered Flagger
- Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- 60/60 DOT Supervisor Training

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**Melvin Utterback**  
**Project Manager**  
[mel@tfrinc.com](mailto:mel@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (606) 776-9782

### **Introduction**

Melvin Utterback became an integral part of the TFR Team in 2004 when he came on board to assist in the clean-up efforts following Hurricane Ivan. TFR was called upon for immediate support in debris removal and hazardous tree trimming at the Naval Air Station (NAS) Pensacola. Mel proved to be a capable self-loading grapple truck operator, as well as an excellent equipment operator with effective leadership skills. With the specialized skills and team-work attitude that Mel possesses, he earned swift promotion to Project Manager for TFR. After Katrina hit Mississippi-Louisiana coast in 2005, Mel was called to the lead at Gulfport Navy Base and Belle Chase Naval Air station in New Orleans. Conditions at the bases were extremely primitive, Mel and his team slept on the ground for 6 weeks while building a man cap out of a golf course for the military and Seabees. Because of his accurate documentation, strict adherence to Job Safety Analysis and Zero Defects, Mel is TFR's go-to Senior Project Manager for Federal Contracts and Military installations. Mr. Utterback has the ability to successfully lead debris management crews in all operations; debris hauling, ROW emergency push, hazardous tree work, large and multiple debris site management and grinding operations to load and haul out and final disposal. Mel has successfully managed emergency debris projects for TFR over 16 years and has zero recordable injuries throughout his tenure with the company. Mr. Utterback's effective communication skills and experience with critical logistics planning continues to earn him excellent project evaluations from Emergency Debris Management contracts managed under his direction.

### **Recent Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	Dallas County, ALDOT	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones, Pamlico NCDOT	2019
Hurricane Dorian	Town of Beaufort, NC	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Cherry Point Marine Air Base, NC	2018
Hurricane Florence	Camp Lejeune US Marine Air Base, NC	2018
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, FLDOT	2016
Severe Ice Storm	City of Tulsa, OK	2007
Hurricane Katrina	Gulfport, MS Naval Base	2005
Hurricane Katrina	New Orleans, LA Belle Chase	2005
Hurricane Ivan	Pensacola, FL Navy Base	2004

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**Rigoberto Mejia**  
**Operations Planner / Project Manager**

[Rigo@tfrinc.com](mailto:Rigo@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (512) 779-7722

**Introduction**

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Mr. Mejia joined TFR Enterprises, Inc., in 2008 after Hurricane Ike made landfall in Texas. Rigo's on-site experience since joining TFR includes emergency debris operations responding to hurricanes, ice storms, floods, fires, tornados, and mudslides. With experience working in all phases of debris management such as hauling, grinding, equipment operations, tree trimming and removal, water way debris removal, site set-up (permitting) and restoration, equipment repairs, managing personnel and subcontractors and more. Well versed in field and site operations, he has become a veteran operations planner. Rigo worked with USACE on LA Division Basin and Channel Debris Removal after the mudslides in 2017. Rigo attends pre-event readiness meetings with clients annually and assists with creation of debris management plans as needed. When TFR is not on an active project, Rigo spends his time at Austin headquarters taking inventory and assessing equipment needs. He schedules maintenance and repairs, orders necessary inventory of critical stock parts so that equipment can be immediately repaired to avoid downtime during a debris recovery project. He keeps an open communication with subcontractors to retain critical relationships even while no contracts are active. He has responded to more than 28 federally declared disasters and has a vast knowledge of debris removal operations, equipment, and FEMA guidelines.

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Derecho	City of Cedar Rapids, IA	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Beaufort, NC	2020
TX Floods	Kingsland, TXDOT	2018
California Mudslide	Santa Barbara, CA (USACE)	2018
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Irma	Miami-Dade County Parks & Recreation, FL	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Hurricane Matthew	District 2, FLDOT	2016
TX Floods	Fort Bend County, TX	2016
Oklahoma Ice Storm	City of Edmond, OK	2015
TX Floods	Hays County, San Marcos, Wimberley, TX	2015
Tennessee Ice Storm	Overton County, TN	2015
Oklahoma Ice Storm	City of Norman, OK	2013
South Dakota Ice Storm	City of Sioux Falls, SD	2013

**Education/Certifications**

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- FEMA IS: 021, 035, 101
- FLDOT: Maintenance of Traffic (MOT) Advanced Course
- OSHA: Occupations Safety and Health in Construction
- USACE: Construction Quality Management for Contractors #784

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**Steven Vinyard**  
**Project Manager**  
[Steven@tfrinc.com](mailto:Steven@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (254) 396-2995

**Introduction**

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Steven Vinyard joined TFR Enterprises, Inc. in June of 2015 as a field supervisor and his enthusiasm for quality and efficiency quickly led him into the role of Project Manager for emergency debris management. Mr. Vinyard has more than 20 years of hands-on experience with all types of heavy equipment, specialized machinery, and commercial trucks. His experience in operating, repair, and maintenance of all types of equipment is invaluable in managing daily operations of emergency debris removal projects. Steven’s positive attitude, willingness to help others and clear communication skills naturally leads others to reach maximum potential in safety, production, and quality. Mr. Vinyard has participated in successful management of more than 30 contract task orders responding to a variety of natural disasters such as hurricanes, floods, tornados, and straight-line winds. Mr. Vinyard’s experience has allowed him to become proficient in FEMA guidelines on eligibility for right of way debris removal, hazardous leaners and hangers, stumps, right of entry requirements for private property debris removal and water way debris removal, exceptions for gated community access as well as locating, permitting, setting up and site remediation for temporary debris management sites.

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones & Pamlico Counties, NCDOT	2020
Hurricane Michael	Donaldsonville, GA	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC Military Bases	2018
Texas Floods	Lee County, Texas DOT	2018
Hurricane Irma	Florida Turnpike, Florida DOT	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Harvey	City of Port Aransas, TX	2017
Hurricane Harvey	Harris County, Victoria & Port Lavaca, TXDOT	2017
Hurricane Matthew	City of Raleigh, NC	2016
Hurricane Matthew	City of Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016

**Education/Certifications**

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- FEMA IS: 035, 037, 317, 321
- FLDOT: Temporary Traffic Control (TTC) Advanced Course
- USACE: Construction Quality Management for Contractors #784
- Level 1 Antiterrorism Awareness Training
- CPR Certified

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**Tate Wilson**  
**Environmental Health & Safety Manager**

[Tate@tfrinc.com](mailto:Tate@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (254) 396-2995

**Introduction**

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Tate Wilson joined TFR Enterprises, Inc. in July of 2019 as Project Manager/Environmental Health and Safety Manager. He brings with him a fresh set of eyes in our company and industry. His experience comes from many years of heavy construction and clearing work. He is an expert at all levels of the clearing process: trimming, cutting, grinding, loading, hauling, and grading. Having worked on high profile projects for companies such as Exxon, Shell, and BP, Mr. Wilson has experience in completing large scale projects. Mr. Wilson has extensive health and safety knowledge as well, providing our crews with added security to ensure that everyone returns home the same way they arrived.

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Severe Storms	Kingsland, Texas DOT	2021
Ice Storm	City of Enid, OK	2020
Ice Storm	City of Norman, OK	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Isaias	City of Corpus Christi, TX	2020
Severe Storms	City of Norman, OK	2020
Hurricane Dorian	Beaufort Count, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
Hurricane Harvey	City of Ingleside, TX	2019
Tropical Storm Imelda	City of Beaumont, TX	2019

**Education/Certifications**

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- FEMA IS: 029, 061, 100, 101, 200, 201, 271, 632, 700, 703, 706, 727, 800, 1013, 2200
- OSHA: Occupations Safety & Health in Construction
- CHST: Construction Health & Safety Technician -Board of Certified Safety Professionals
- CPR Certified

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**Juan (Mike) Mejia**  
**Service Manager, Lead Mechanic**  
[mike@tfrinc.com](mailto:mike@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (512) 944-4327

### **Introduction**

Mike Mejia joined TFR Enterprises, Inc in 2008 after Hurricane Ike made landfall in Texas. Mr. Mejia has 12 years of experience performing equipment repairs and maintenance. The specialized fleet owned by TFR requires Mike to have an in-depth knowledge of every type of equipment from Self-Loading Knuckleboom trucks to Diamond Z 1463 Tub Grinders. Mike can design and fabricate any part for any machine in our fleet during emergency debris operations, ensuring minimal to no down time. Mike leads the maintenance crews both on-site during disaster response and in house at the TFR Headquarters where the fleet is maintained and repaired when not responding to disasters. Mike also orders all inventory of critical replacement parts for key components as well as shop supplies and specialty tools. He also sets the priorities and schedules of equipment repairs and maintenance for all in house mechanics. Mike oversees safety and housekeeping in the TFR shop and has successfully managed zero injuries or incidents in the last 5 years.

### **Recent Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	Hancock County, MS	2020
Hurricane Laura	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Sampson County, North Carolina DOT	2019
Hurricane Florence	Columbus County, NC	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Harvey	Port Aransas, TX	2017
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015
Texas Floods	University of Texas – Wimberly	2015
Severe Ice Storm	City of Norman, OK	2014
Severe Storms & Flooding	Larimer County, CO	2013
Severe Storms & Flooding	Weld County, CO	2013
Severe Storms & Flooding	Longmont, CO	2013
Severe Storms & Flooding	Larimer County, CO	2013
Tornado	Oklahoma City, OK	2013
Tornado	Cleveland County, OK	2013
Wildfire	Bastrop County, TX	2011

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**Roger Barfield**  
**Safety & Health Manager**

[roger@tfrinc.com](mailto:roger@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (407) 868-0568

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Mr. Barfield joined TFR Enterprises, Inc., in 2016 following a successful employ for a Heavy Highway Construction Firm out of Texas. As a safety manager in civil construction Roger gained valuable knowledge in all aspects of Occupational Health and Safety and Project Supervision. Roger was specifically tasked with implementing road detours, road closures, bridge closures, high traffic maintenance and direction/diversion of traffic. This experience makes him the TFR expert on ROW safety. Mr. Barfield recruits, trains, and manages all maintenance of traffic crews for TFR Department of Transportation jobs nationwide as well as flaggers on city and county projects. Roger spent several months in deteriorated conditions in Puerto Rico in response to Hurricane Maria devastating the island. He was the safety manager for debris operations for the entire eastern quadrant of the island. His supervision led to a successful zero injury and zero incident record for that project. Roger has also served as administrator and project supervisor on 4 military bases. His position on other storm recovery contracts includes quality assurance, safety, traffic maintenance and project superintendent.

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**Recent Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Laura	Louisiana DOT	2020
Maintenance Contract	Montague County, Texas DOT	2020
Hurricane Dorian	Pamlico, Carteret, Craven, and Jones, NCDOT	2019
Hurricane Dorian	Parris Island, SC	2019
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Pender County, NC	2019
ROW Trimming	Marshall County, Texas DOT	2019
ROW Debris Removal	Bastrop County, TX	2019
Hurricane Michael	Donaldsonville, GA	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune, Cherry Point, NC	2018
Hurricane Florence	Brunswick, Duplin, and Onslow Counties, NCDOT	2018
Hurricane Florence	Pender, Columbus, and Sampson Counties, NCDOT	2018
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Irma	St. John County, FL	2017
Hurricane Irma	District 2, Florida DOT	2017
Hurricane Irma	Turnpike, Florida DOT	2017
Hurricane Matthew	District 5, Florida DOT	2016
Hurricane Hermine	District 3, Florida DOT	2016

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**Education/Certifications**

- Florida Department of Transportation, Approved Temporary Traffic Control (TTC) Advanced Course
- FEMA IS: 010, 011, 035, 100, 660, 700

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**Sharon Lyell**  
**Program & Quality Control Manager**

[Sharon@tfrinc.com](mailto:Sharon@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (512) 576-3000

**Introduction**

Sharon Lyell has 25 years of experience in quality control and project management. Mrs. Lyell's role as TFR's Quality Control Officer and Program Manager is fully committed to assuring contract compliance. She has overseen field operations during TFR's contract performance, subcontractor conformity and project reimbursement documentation for FEMA funding for 14 years. She builds and maintains excellent working relationships with hundreds of qualified debris hauling and hazardous tree removal subcontractors nationwide. Sharon has the authority to stop work for quality issues &/or non-compliance. Formerly a team member of the Quality Control Department at Emerson Process Controls for 12 years, she has extensive training and experience in quality control, assurance, zero defects and process improvements. This experience has proven invaluable in assuring full compliance with Public Assistance Program and Policies throughout Emergency Debris Removal Contract performance. Sharon continually reviews FEMA policies and stays abreast of changes to procedures to ensure 100% funding for applicants.

**Recent Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Beta	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018
Hurricane Harvey	Port Aransas, TX	2017
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
California Mudslide	San Bernardino, CA (USACE)	2017
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Matthew	Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016

**Education/Certifications**

- FEMA IS:037, Debris Management Planning for State, Tribal & Local Officials
- FEMA IS:037.19 Managerial Health & Safety
- USACE: Construction Quality Management for Contractors #784
- DOT: Required Safety Management Controls & Federal Motor Carrier Safety Admin Compliance
- Joint Chiefs of Staff - Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- CPR Certified



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**Tiffany Jean**  
**Senior Contract Administrator**

[Tiffany@tfrinc.com](mailto:Tiffany@tfrinc.com)

601 Leander Drive  
Leander, Texas 78641  
M: (512) 565-0710

**Introduction**

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Tiffany Jean joined TFR Enterprises, Inc after graduating from Texas A&M University in 2007. She has more than 12 years of Contract Management experience where her attention to detail and responsiveness is extraordinary and her value within the organization is unparalleled. Mrs. Jean handles all contract documentation, all city, county, and state registrations throughout the United States. Tiffany ensures field documentation on debris removal projects follows contract requirements and the Quality Control Plan for FEMA reimbursement. She stays abreast of FEMA changes in policy while maintaining excellent ongoing relationships with all TFR's clients. This experience has proven invaluable in complying with federal regulations required by Emergency Debris Removal contract performance and documentation to receive FEMA

**Recent Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	Hancock County, MS	2020
Ice Storm	City of Norman, OK	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., TXDOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018
Hurricane Harvey	Port Aransas, TX	2017
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
California Mudslide	San Bernardino, CA (USACE)	2017
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Matthew	Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016

**Education/Certifications**

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- Bachelor of Arts- History, Texas A&M University
- FEMA IS: 001, 005, 035, 100, 200, 800, 906, 907, 909
- USACE: Construction Quality Management for Contractors, #784
- Project Management Workshop
- DOT Compliance Workshops: Audit Survival, Driver Qualification Files, Hours of Service, Maintenance Management, Accident Reporting, Supervisor Drug and Alcohol
- GHC TS 10: Debris Management
- CPR Certified

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**Teresa Tangorra**  
**Contract Administrator**  
[Teresa@tfrinc.com](mailto:Teresa@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (512) 577-1498

**Introduction**

Teresa Tangorra joined TFR Enterprises, Inc. in November 2019. After spending more than 20 years in the insurance industry, Mrs. Tangorra has extensive experience with natural disasters and their aftermath. She has joined the Contract Administration Department with decades of experience working with contracts and policies and an eye for detail. Teresa does research and development of RFP's and handles contract documentation for city, county, and state registrations throughout the United States. She stays updated on FEMA changes in policy and regulations required by Emergency Debris Removal contracts.

**Notable Events & Projects**

<b>Event</b>	<b>Project</b>	<b>Year</b>
Ice Storm	City of Blanchard, OK	2020
Ice Storm	City of Norman, OK	2020
Ice Storm	City of Enid, OK	2020
Hurricane Zeta	Alabama DOT	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Beta	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Laura	Rapides Parish, LA	2020
Hurricane Laura	City of Ruston, LA	2020
Severe Storms	City of Beaumont, TX	2020
Central Texas Floods		2018
Hurricane Harvey		2017
East Texas Floods		2016
Central Texas Floods & Tornadoes		2015
Travis County Flash Floods		2014
Bastrop Wildfire		2011
Central Texas Floods		2010
Hurricane Ike		2008
Austin Hailstorm		2008
San Marcos Hailstorm		2006
Hurricane Rita		2005
Central Texas Floods		1998

**Education/Certifications**

- FEMA IS: 021, 029, 035, 100, 101, 200, 201, 271, 632, 633, 1000
- CPR Certified

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**Sally Wallace**  
**Human Resources/Accounts Payable**  
[sally@tfrinc.com](mailto:sally@tfrinc.com)  
601 Leander Drive  
Leander, Texas 78641  
M: (512) 931-9031

### **Introduction**

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Sally Wallace joined TFR Enterprises, Inc. in February of 2018. She has over 20 years of experience in Accounting, HR, Payroll serving as both a Full Charge Bookkeeper and Office Manager. She has experience in certified payroll for multiple jobs and has effectively handled an increase in employee count from 18 employees to 90 employees in less than two weeks when disasters strike. Sally also participates in continuing education classes to remain in compliance with DOT regulations for onboarding of CDL drivers and assists our fleet department and project management to ensure employee training and documentation of training is current.

### **Notable Events & Projects**

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<b>Event</b>	<b>Project</b>	<b>Year</b>
Hurricane Zeta	Hancock County, MS	2020
Ice Storm	City of Norman, OK	2020
Hurricane Zeta	Dallas County, Alabama DOT	2020
Hurricane Beta	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Harvey	City of Ingleside, TX	2019
Tropical Storm Imelda	City of Beaumont, TX	2019
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
ROW Trimming	Marshall, Texas DOT	2019
ROW Debris Removal	Bastrop, TX	2019
Hurricane Michael	Donaldsonville, TX	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018

### **Education/Certifications**

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- Bachelor of Management, University of Phoenix
- Mastering QuickBooks, Level 1
- CPR Certified

<p align="center"><b>IS-0001 Emergency Manager</b></p>	<p align="center"><b>IS-0005 Introduction to Hazardous Materials</b></p>
<p align="center"><b>Tiffany Jean</b></p>	<p align="center"><b>Tiffany Jean, Drake Rowland</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>TIFFANY J WILKES</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-0001.a</b> <b>Emergency Manager: An Orientation to the Position</b></p> <p align="center"><i>Issued this 15th Day of December, 2015</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>06 FACET CEU</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>TIFFANY J WILKES</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-0005.a</b> <b>An Introduction to Hazardous Materials</b></p> <p align="center"><i>Issued this 15th Day of August, 2015</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>10 FACET CEU</small></p>
<p align="center"><b>IS-00010 Animals in Disasters: Awareness and Preparedness</b></p>	<p align="center"><b>IS-00011 Animals in Disasters: Community Planning</b></p>
<p align="center"><b>Roger Barfield</b></p>	<p align="center"><b>Roger Barfield</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>ROGER B BARFIELD</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00010.a</b> <b>Animals in Disasters: Awareness and Preparedness</b></p> <p align="center"><i>Issued this 10th Day of March, 2019</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>04 FACET CEU</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>ROGER B BARFIELD</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00011.a</b> <b>Animals in Disasters: Community Planning</b></p> <p align="center"><i>Issued this 10th Day of March, 2019</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>04 FACET CEU</small></p>
<p align="center"><b>IS-00020 Diversity Awareness</b></p>	<p align="center"><b>IS-00021 Civil Rights &amp; FEMA Disaster Assistance</b></p>
<p align="center"><b>Kevin Rolison</b></p>	<p align="center"><b>Rigoberto Mejia, Teresa Tangorra</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>KEVIN E ROLISON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00020.16</b> <b>Diversity Awareness Course 2016</b></p> <p align="center"><i>Issued this 9th Day of May, 2016</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>01 FACET CEU</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>RIGOBERTO MEJIA JR.</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00021.19</b> <b>Civil Rights and FEMA Disaster Assistance 2019</b></p> <p align="center"><i>Issued this 2nd Day of June, 2019</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>01 FACET CEU</small></p>
<p align="center"><b>IS-00029 Public Information Officer Awareness</b></p>	<p align="center"><b>IS-00035 FEMA Safety Orientation</b></p>
<p align="center"><b>Tate Wilson, Teresa Tangorra</b></p>	<p align="center"><b>Tiffany Jean, Julie Rowland, Steven Vinyard, Rigoberto Mejia, Kevin Rolison, Teresa Tangorra, Roger Barfield</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>TATE W WILSON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00029.a</b> <b>Public Information Officer Awareness</b></p> <p align="center"><i>Issued this 8th Day of August, 2019</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>07 FACET CEU</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center"><b>FEMA</b></p> <p align="center">This Certificate of Achievement is to acknowledge that</p> <p align="center"><b>TIFFANY J WILKES</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00035.45</b> <b>FEMA Safety Orientation 2015</b></p> <p align="center"><i>Issued this 21st Day of December, 2015</i></p>  <p align="center"><small>Michael J. Sheen Deputy Superintendent Emergency Management Institute</small></p> <p align="center"><small>03 FACET CEU</small></p>


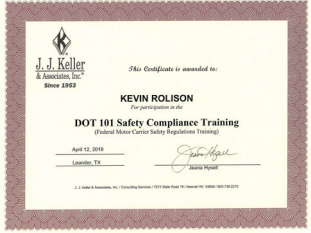






<p><b>IS-00037 Managerial Safety &amp; Health</b></p>	<p><b>IS-00061 The Homeland Security Geospatial Concept of Operations In-Depth</b></p>
<p>Sharon Lyell, Julie Rowland, Steven Vinyard, Rigoberto Mejia, Roger Barfield</p>	<p>Tate Wilson</p>
<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that SHARON LYELL has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00037.19 Managerial Safety and Health Issued this 23rd Day of May, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>	<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TATE WILSON has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00061.6 The Homeland Security Geospatial Concept-of-Operations (GeoCOPS) In Depth Issued this 16th Day of August, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>
<p><b>IS-00100 Introduction to Incident Command System</b></p>	<p><b>IS- 00101,2 Preparing for Federal Disaster Operations: FEMA</b></p>
<p>Tiffany Jean, Drake Rowland, Julie Rowland, Tate Wilson, Teresa Tangorra, Roger Barfield</p>	<p>Julie Rowland, Tate Wilson, Rigoberto Mejia, Teresa Tangorra</p>
<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TIFFANY J WILKES has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00100.3 Introduction to Incident Command System ICS-100 Issued this 20th Day of February, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute</p>	<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that RIGOBERTO MEJIA JR. has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00101.6 Preparing for Federal Disaster Operations: FEMA Issued this 2nd Day of June, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>
<p><b>IS-00200 ICS for Single Resources &amp; Initial Action Incident</b></p>	<p><b>IS-00201 Forms Used for the Development of the Incident Action Plan</b></p>
<p>Tiffany Jean, Drake Rowland, Tate Wilson, Teresa Tangorra</p>	<p>Tate Wilson, Teresa Tangorra</p>
<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TIFFANY J WILKES has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00200.3 ICS for Single Resources and Initial Action Incident, ICS-200 Issued this 16th Day of March, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute</p>	<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TATE WILSON has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00201 Forms Used for the Development of the Incident Action Plan Issued this 16th Day of August, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>
<p><b>IS-00230 Fundamentals of Emergency Management</b></p>	<p><b>IS-00271 Anticipating Hazardous Weather &amp; Community Risk</b></p>
<p>Kevin Rolison</p>	<p>Tate Wilson, Teresa Tangorra</p>
<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that KEVIN E ROLISON has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00230.6 Fundamentals of Emergency Management Issued this 2nd Day of June, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>	<p>Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that TATE WILSON has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course: IS-00271.6 Anticipating Hazardous Weather and Community Risk 2nd Edition Issued this 19th Day of August, 2019 Michael J. Stearn Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</p>

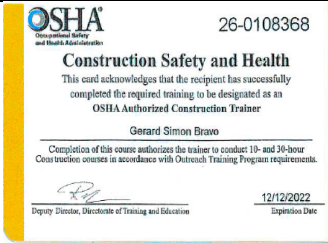

<p align="center"><b>IS-00317 Introduction to CERT</b></p>	<p align="center"><b>IS-00321 Hurricane Mitigation Basics for Mitigation Staff</b></p>
<p align="center"><b>Steven Vinyard</b></p>	<p align="center"><b>Steven Vinyard</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>STEVEN M VINYARD</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00317</b> <b>Introduction to CERT</b></p> <p align="center">Issued this 15th Day of May, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>STEVEN M VINYARD</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00321</b> <b>Hurricane Mitigation Basics for Mitigation Staff</b></p> <p align="center">Issued this 15th Day of May, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>
<p align="center"><b>IS-00632 Introduction to Debris Operations</b></p>	<p align="center"><b>IS-00633 Debris Management Plan Development</b></p>
<p align="center"><b>Kevin Rolison, Tate Wilson, Teresa Tangorra, Eric Gebhardt</b></p>	<p align="center"><b>Kevin Rolison, Teresa Tangorra</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>KEVIN E ROLISON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00632.a</b> <b>Introduction to Debris Operations</b></p> <p align="center">Issued this 28th Day of May, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>KEVIN E ROLISON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00633</b> <b>Debris Management Plan Development</b></p> <p align="center">Issued this 28th Day of May, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>
<p align="center"><b>IS-00660 Introduction to Public-Private Partnerships</b></p>	<p align="center"><b>IS-00700 An Introduction to the National Response Partners Incident Management System</b></p>
<p align="center"><b>Roger Barfield</b></p>	<p align="center"><b>Julie Rowland, Tate Wilson, Roger Barfield</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>ROGER B BARFIELD</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00660</b> <b>Introduction to Public-Private Partnerships</b></p> <p align="center">Issued this 13th Day of March, 2020</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>JULIE A ROWLAND</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00700.b</b> <b>An Introduction to the National Incident Management System</b></p> <p align="center">Issued this 31st Day of June, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>
<p align="center"><b>IS-00703 NIMS Resource Management</b></p>	<p align="center"><b>IS-00706 NIMS Intrastate Mutual Aid as an Introduction</b></p>
<p align="center"><b>Tate Wilson</b></p>	<p align="center"><b>Tate Wilson</b></p>
<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>TATE W WILSON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00703.a</b> <b>NIMS Resource Management</b></p> <p align="center">Issued this 9th Day of August, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>	<p align="center"><b>Emergency Management Institute</b></p>  <p align="center">This Certificate of Achievement is to acknowledge that <b>TATE W WILSON</b> has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p align="center"><b>IS-00706</b> <b>NIMS Intrastate Mutual Aid as an Introduction</b></p> <p align="center">Issued this 9th Day of August, 2019</p>  <p align="center"><small>Michael J. Shure Deputy Superintendent Emergency Management Institute Federal Emergency Management Agency</small></p>

<b>IS-00727 Floodplain Management &amp; Protection of Woodlands</b>	<b>IS-00800 National Response Framework, An Introduction</b>
<b>Tate Wilson</b>	<b>Tiffany Jean, Tate Wilson</b>
<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TATE WILSON</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00727</b> Floodplain Management and Protection of Wetlands</p> <p style="text-align: center;">Awarded this 19th Day of August, 2019</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>	<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIFFANY J WILKES</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00800</b> National Response Framework, An Introduction</p> <p style="text-align: center;">Awarded this 28th Day of March, 2017</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>
<b>IS-00906 Basic Workplace Security Awareness</b>	<b>IS-00907 Active Shooter: What You Can Do</b>
<b>Tiffany Jean</b>	<b>Tiffany Jean</b>
<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIFFANY J WILKES</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00906</b> Basic Workplace Security Awareness</p> <p style="text-align: center;">Awarded this 25th Day of January, 2017</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>	<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIFFANY J WILKES</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00907</b> Active Shooter: What You Can Do</p> <p style="text-align: center;">Awarded this 15th Day of January, 2017</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>
<b>IS-00909 Community Preparedness</b>	<b>IS-01000 Public Assistance Program and Eligibility</b>
<b>Tiffany Jean</b>	<b>Teresa Tangorra</b>
<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TIFFANY J WILKES</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-00909</b> Community Preparedness Implementing Simple Activities for Everyone</p> <p style="text-align: center;">Awarded this 10th Day of December, 2015</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>	<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TERESA TANGORRA</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-01000</b> Public Assistance Program and Eligibility</p> <p style="text-align: center;">Awarded this 19th Day of December, 2019</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>
<b>IS-01013 Costing – Estimates &amp; the Cost Estimating Format</b>	<b>IS-02200 Basic Emergency Operations Center Functions</b>
<b>Tate Wilson</b>	<b>Tate Wilson</b>
<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TATE WILSON</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-01013</b> Costing- Estimates and the Cost Estimating Format</p> <p style="text-align: center;">Awarded this 19th Day of August, 2019</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>	<p style="text-align: center;"><b>Emergency Management Institute</b></p>  <p style="text-align: center;"><b>FEMA</b></p> <p style="text-align: center;">This Certificate of Achievement is to acknowledge that</p> <p style="text-align: center;"><b>TATE WILSON</b></p> <p style="text-align: center;">has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:</p> <p style="text-align: center;"><b>IS-02200</b> Basic Emergency Operations Center Functions</p> <p style="text-align: center;">Awarded this 9th Day of August, 2019</p> <p style="text-align: center;">Michael J. Stearns Deputy Administrator Emergency Management Institute Federal Emergency Management Agency</p> <p style="text-align: center;"><small>611ACERT CEU</small></p>

<b>Debris Management Planning for State, Tribal &amp; Local Officials</b>	<b>DOT Compliance: Overview and Audit Survival</b>
Sharon Lyell, Julie Rowland	Tiffany Jean
	
<b>DOT Compliance: Driver Qualification File Workshop</b>	<b>DOT Compliance: Supervisor Drug and Alcohol Training</b>
Tiffany Jean	Tiffany Jean
	
<b>DOT Compliance: Maintenance Management Workshop</b>	<b>DOT Compliance: Accident Reporting, Countermeasures, and Investigation Train the Trainer Workshop</b>
Tiffany Jean	Tiffany Jean
	
<b>DOT Compliance: Hours of Service Workshop</b>	<b>Development of DOT: Required Safety Management Controls and Federal Motor Carrier Safety Administration Compliance</b>
Tiffany Jean	Sharon Lyell
	



<p align="center"><b>Bill Judge 60/60 DOT Supervisor Training</b></p>	<p align="center"><b>DOT 101 Safety Compliance Training</b></p>
<p align="center"><b>Kevin Rolison</b></p>	<p align="center"><b>Kevin Rolison</b></p>
	
<p align="center"><b>FLDOT: Maintenance of Traffic (MOT) Advanced Course</b></p>	<p align="center"><b>FLDOT: Temporary Traffic Control (TTC) Advanced Course</b></p>
<p align="center"><b>Rigoberto Mejia, Kevin Rolison</b></p>	<p align="center"><b>Roger Barfield, Steven Vinyard</b></p>
	
<p align="center"><b>Governor's Hurricane Conference: TS10. Debris Management</b></p>	<p align="center"><b>Governor's Hurricane Conference: TS12. Evaluating Debris Management and Monitoring RFP's</b></p>
<p align="center"><b>Tiffany Jean</b></p>	<p align="center"><b>Julie Rowland</b></p>
	
<p align="center"><b>Level 1 Antiterrorism Awareness Training</b></p>	<p align="center"><b>OSHA – HAZWOPER</b></p>
<p align="center"><b>Sharon Lyell, Rigoberto Mejia, Kevin Rolison, Steven Vinyard</b></p>	<p align="center"><b>Drake Rowland</b></p>
	

<p align="center"><b>OSHA - Occupations Safety and Health in Construction</b></p>	<p align="center"><b>OSHA - Construction Safety and Health</b></p>
<p align="center"><b>Rigoberto Mejia, Tate Wilson</b></p>	<p align="center"><b>Gerard Bravo</b></p>
	
<p align="center"><b>OSHA - #502 Update for Construction Industry Outreach Trainers</b></p>	<p align="center"><b>OSHA - #500 Trainer Course in OSHA Standards for the Construction Industry</b></p>
<p align="center"><b>Gerard Bravo</b></p>	<p align="center"><b>Gerard Bravo</b></p>
	
<p align="center"><b>OSHA - #510 Occupational Safety and Health Standards for the Construction Industry</b></p>	<p align="center"><b>Registered Flagger – Texas</b></p>
<p align="center"><b>Gerard Bravo</b></p>	<p align="center"><b>Kevin Rolison</b></p>
	
<p align="center"><b>Project Management Workshop</b></p>	<p align="center"><b>USACE: Construction Quality Management for Contractors- #784</b></p>
<p align="center"><b>Tiffany Jean, Sharon Lyell, Kevin Rolison</b></p>	<p align="center"><b>Tiffany Jean, Sharon Lyell, Rigoberto Mejia, Drake Rowland, Steven Vinyard</b></p>
	

<p align="center"><b>USACE: Construction Safety</b></p>	<p align="center"><b>Texas Mutual Insurance: Award of Safety Excellence 2019</b></p>																		
<p align="center"><b>Kevin Rolison</b></p>	<p align="center"><b>TFR Enterprises, Inc.</b></p>																		
 <p align="center">   <b>CERTIFICATE</b>  <small>THIS IS TO CERTIFY THAT</small>  <b>KEVIN ROLISON</b>  <small>has completed the Corps of Engineers Training Course</small>  <b>USACE 30 HR CONSTRUCTION SAFETY</b>  <small>ISSUED BY: DATE: 02/28/2019 REVIEWED BY: DATE: 02/28/2019</small>   </p>	 <p align="center"> <small>Award of</small>  <b>SAFETY EXCELLENCE</b>  <small>2019</small>    <b>TFR ENTERPRISES, INC.</b>      Texas Mutual Insurance Company applauds TFR ENTERPRISES, INC. for its commitment to workplace safety. Thank you for sharing our vision of a safer workplace.    <small>Richard Garguilo</small>  <small>President &amp; CEO</small>  </p>																		
<p align="center"><b>Construction Health and Safety Technician</b></p>	<p align="center"><b>American Trauma Event Management - CPR, AED &amp; First Aid Training</b></p>																		
<p align="center"><b>Tate Wilson</b></p>	<p align="center"> <b>Sharon Lyell, Teresa Tangorra, Tiffany Jean, Steven Vinyard, Arturo Campos, Tate Wilson, Sally Wallace, Drake Rowland</b> </p>																		
 <p align="center"> <b>Board of Certified Safety Professionals</b>    <small>Upon the recommendation of the Board of Certified Safety Professionals, by virtue of the authority vested in it, has conferred on</small>  <b>Tate Wilson</b>  <small>the credential of</small>  <b>Construction Health and Safety Technician</b>  <small>and has granted the title as evidence of meeting the qualifications and passing the required examination so long as this credential is not suspended or revoked and is renewed annually and meets all identification requirements.</small>  <small>The holder and is the official documentation of certification.</small>  <small>ISSUED BY: DATE: 03/22/2019</small>     </p>	 <p align="center"> <b>AMERICAN TRAUMA EVENT MANAGEMENT</b>  <small>This certifies that</small>  <b>Tiffany Jean</b>  <small>Has successfully completed the training requirements consistent with the most current AHA ECC guidelines for:</small>  <table border="0"> <tr> <td><b>CPR</b></td> <td>YES</td> <td>NO</td> <td><b>Standard First Aid</b></td> <td>YES</td> <td>NO</td> </tr> <tr> <td><b>AED</b></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><b>Essential First Aid</b></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><b>First Aid</b></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><b>AED</b></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>   <b>MAR 17 2020</b>      <b>MAR 17 2022</b>  <small>Date Completed</small>      <small>Expiration Date</small> </p>	<b>CPR</b>	YES	NO	<b>Standard First Aid</b>	YES	NO	<b>AED</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>Essential First Aid</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>First Aid</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>AED</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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## Advantages to Selecting TFR

TFR Enterprises, Inc is a dedicated disaster and debris management company headquartered in Leander, Texas with operations throughout the United States.

**Capacity:** No job or disaster is too large for TFR to handle. Our experience speaks of itself. In response to the devastating 2005 Hurricane Season where we hauled and processed over 6,000,000 cubic yards in 180 days, simultaneously managing 14 TDSRS sites. During the 2008 Hurricane Season, TFR executed debris management for 1,800,000 cubic yards using 10 TDSRS locations. More recently, the 2017 Hurricane Season proved to be one of the most crippling in US history. TFR managed 26 projects in Texas, Florida, Puerto Rico, and California simultaneously. With a subcontractor list numbering over 1,000 and a fleet of owned equipment, TFR Enterprises is prepared to tackle your greatest challenges.

**Depth:** Disaster response remains our primary business, but the principals of TFR have over 30 years of experience in related contracting including land clearing, stream and river clearing and diversion, tree removal, trimming and pruning on parks, golf courses and rights-of-way, debris recycling, tub grinding, hauling, and demolition.

**History:** TFR Enterprises, Inc., incorporated in 1989 in Tennessee, has been performing disaster recovery contracts nationwide since Hurricane Fran in 1996. Tipton F. Rowland, the sole stockholder of TFR Enterprises, Inc., owned and operated Robinson Tree Services, a 55-year-old company founded by his grandfather in Memphis. In 1996, TFR added a disaster response/debris management division. TFR relocated to Leander, Texas in September 2000 and sold the Robinson Tree Services division. TFR has provided debris removal and clean-up services to over 250 Federal, State and Local governments, as well as several private companies funded by FEMA.

**In-House Capacity:** TFR owns over 150 pieces of disaster specific equipment, including a fleet of self-loading debris hauling trucks, rubber-tired/tracked loaders, heavy-haulers, excavators, dozers, field offices, six (6) Diamond Z 1463 Tub Grinders, and two (2) Diamond Z Horizontal Grinders for vegetative debris reduction (grinding). This resource of company-owned and controlled assets allows TFR to provide an expedient response.

From one of our staging sites, located throughout the US, TFR can respond within hours to begin emergency road clearance services to provide a vital lifeline for federal, state, and local emergency responders to assess damages. TFR usually has a site ready for acceptance of storm-generated debris in less than 24 hours. Project teams are immediately available to quantify debris, provide an overall damage estimate, and begin a recovery/removal plan.

**Past Performance and Experience:** Contract experience involves all phases of recovery after disasters generated by hurricanes, wind or ice storms, tornados, floods, drought, wildfires or radical disease infestation. Services we have successfully provided in the past include:

- Debris Damage/Quantity Assessments
- Emergency Road Clearance
- Hazardous Tree, Limbs, and Root Removal
- Debris Removal from Streams and Canals
- Vegetative, C&D, HHW, and White Goods Removal from ROW and Private Property
- Demolition of Structures
- DMS Preparation, Management, Restoration, and Close-out
- Debris Reduction by Grinding, Open-Burn, and Air Curtain Incineration

- Debris Removal from DMS to Final Disposal
- Stream and Canal Restoration
- Beach and Sand Cleaning and Restoration
- Equipment and Manpower Leasing
- Contract Management Compliance

In September 2018, TFR partnered with North Carolina DOT to plan and execute emergency cut and shove services for six counties. After review, the team determined each county needed 30 push crews with a crew defined as four people: a bobcat with operator, two saw men/flaggers, and one supervisor with a pickup.

TFR activated resources from its extensive database on standby: 180 bobcats and 720 personnel, which were on site and working within 24 hours. Immediately upon Florence’s winds reducing to less than 40 mph, resources were mobilized to their assigned county to begin clearing roadways. This was one of the largest and most expedient push crew responses in TFR’s 30 years of disaster response.

During the 2017 Hurricane Season, which saw major damages from Hurricanes Harvey, Irma, and Maria, TFR performed work simultaneously in Texas, Florida, and Puerto Rico. In addition, the Army Corps of Engineers activated our ACI Standby Debris Removal contract to assist with severe weather conditions that led to devastating mudslides. TFR received exceptional ratings on both Contractor Performance Assessment Reports from USACE.

All in all, as a result of the four storms that struck that year, the total amount of debris handled by TFR exceeded **3,500,000.00 cubic yards**.

**Financial Strength:** TFR offers not only the knowledge to perform any size job, but also the financial flexibility to complete multiple large-scale projects simultaneously. This was exemplified during the 2017 Hurricane season in which TFR performed 26 concurrent projects stemming from Texas, California, Florida, and Puerto Rico, in excess of \$ 78,000,000.

**Hurricane Florence**

“This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services, gives us the confidence we need to weather another storm”

Jeffrey Garrett, Pender County  
Maintenance Engineer (NCDOT)



**Safety:** The safety and health of our employees continues to be the first consideration in the operation of our business. TFR Enterprises, Inc., and its’ principals are committed to maintaining a safe and healthy workplace for each employee by providing guidelines for safe practices and accident prevention.

## Notable Experience

- TFR Enterprises, Inc. is a debris removal contractor, first incorporated in 1989 in the State of Tennessee, and actively participating in disaster recovery contracts nationwide since Hurricane Andrew in 1992.
- TFR has successfully completed more than **250 FEMA funded** disaster projects totaling more than **\$350 MIL** and each client receiving **100%** of their eligible reimbursement.
- TFR has **NEVER** defaulted on a contract, failed to complete any project, nor had a payment or performance bond called on for any project.
- TFR owns more than **150** pieces of equipment that is primarily designed for use in debris removal operations.
- TFR's bonding capacity is **\$100,000,000**.
- In 2019, Award of **Safety Excellence** from Texas Mutual
- September 2018, TFR partnered with North Carolina DOT to plan and execute emergency cut and shove services for six counties. After review, the team determined each county needed 30 push crews with a crew defined as four people: a bobcat with operator, two saw men/flaggers, and one supervisor with a pickup. In total, **TFR supplied 180 crews** making this one of the largest and most expedient push crew responses in TFR's 30 years of disaster response.
- In 2017, California, Texas, Florida, and Puerto Rico were devastated by crippling disaster events. TFR successfully funded, managed, and completed **26 disaster response missions** simultaneously.
- May 2014, TFR was awarded **two (5) year Advance Contracting Initiative (ACI) Single Award Task Order Contracts (SATOC)** for Debris Management Services within the Southwestern and South Pacific Divisions under the USACE.
- During Hurricane Ike, TFR supplied crews to assist the USACE contractor with the task of opening up Interstate Highway 45 between Houston and Galveston and the Galveston Beach Road 3005 so that other contractor and rescue/recovery crews could access the damaged area. This assistance was provided in addition to TFR's response and performance to 6 of its own prime contracts (which included two counties) **removing in excess of 1,800,000 cubic yards of debris**.
- The 2005 Hurricane Season, which saw major damages from Hurricanes Dennis, Katrina, Rita and Wilma, resulted in TFR handling **6,000,000 cubic yards of debris within 180 days**.

*"T.F.R. responded quickly to the Governments initial requests. Their efforts contributed directly to the success of the Santa Barbara Flood Debris Removal Mission."*

*Juan Martinez, Civil Engineer*



## Past Performance

# 1 Derecho- Iowa Dept of Homeland Security

## PERFORMANCE INFORMATION

On August 10, 2020, an unprecedented wind event caused enormous destruction over a large portion of the State of Iowa. In response to this storm, TFR Enterprises was awarded the Derecho debris clean up contract administered by the Iowa Department of Homeland Security. Due to the unparalleled nature of this storm, storm response rollout was slow as making the right decisions rightfully trumped quick decisions.



A mixture of communities self-performing the debris collection in the ROW combined with independent contractors hired independently to perform debris collection services led to an ambiguity in the ever-expanding scope of the job. Initial responses from communities seeking the states' help started at approximately 20 communities in 8 counties and as the debris reduction work and subsequent mulch haul out gained traction, that list quickly ballooned to 45 communities in 15 counties across the state. Initial estimates for the master agreement were in the 600,000-800,000 cubic yards of debris to process but at completion, fell just shy of 1,500,000 yards of reduced and disposed vegetative debris.

As we settled into the final scope of work, TFR staff began working with local community points of contact in effort to eliminate any issues that would cause delays in the performance of the work. Our staff researched and secured locations for final mulch disposal and coordinated with Iowa DNR to ensure each site passed requirements necessary for an FDS designation. Once these locations were state approved, TFR staff coordinated with the state appointed monitoring firm to eliminate potential inefficiencies and ensure monitoring staff and equipment were positioned at the necessary sites. Once all site prep had been completed, production and support equipment were placed on site to begin debris reduction. Following a 3-4 day grinding lead time, our fleet of 8 mulch haul out trucks followed the debris reduction crews on to site. These 8 trucks were able to efficiently haul and dispose of approximately 300,000 yards of mulch debris at FDS sites ranging from 4-55 miles from DMS while working around inclement weather deterrents.

Due to the widely varying size of communities requesting the work, TFR staffed and equipped crews to simultaneously reduce and/or haul debris from 6 different sites. This staffing arrangement gave us the

ability to consolidate multiple grinding crews with up to several hundred thousand cubic yards of debris, and at completion, enabled us to disperse crews back to smaller communities in the area. We are certainly pleased to have served a small part in helping Iowans return to normal life absent large piles of vegetive debris on every street corner and feel quite accomplished that the project was completed in the most safe, efficient, and effective way possible.

“The professionalism, knowledge, insight, and work ethic, displayed by TFR Enterprises’ staff is a tribute to your company and is in keeping with the highest standards of emergency response contractors everywhere.”

**Jordan Moser, Iowa Dept of Homeland Security**

## 2 Hurricane Florence- North Carolina DOT PERFORMANCE INFORMATION

In September 2018, weather forecasters were preparing the coast of North Carolina for the “storm of a lifetime” Hurricane Florence. Three months prior to the formation of Florence, TFR had been awarded the Pre-Event Contract with North Carolina Department of Transportation for Emergency Cut & Shove services. TFR had a kickoff meeting shortly after award to go over the scope of the contract and meet and greet. We expressed to the department that we had just provided over 50 cut and toss crews to Florida DOT after Hurricane Irma, to reassure them that we are not only experienced but have very recent experience in emergency roadway clearance. Three months later, TFR Project Management mobilized to North Carolina on September 12, 2018, in response to Florence. We met with key members of NCDOT to prepare for TFR’s response to debris ridden state roads. It was determined by NCDOT and TFR after reviewing the State Maps that for the 6 counties under contract, they each needed thirty crews. The contract defined a push crew as 4 people; a bobcat with operator, 2 saw men/flaggers and one supervisor with pickup. TFR immediately activated resources from its extensive database on standby: 180 bobcats and 720 personnel. Immediately upon Florence’s winds reducing to less than 40 MPH, those resources were mobilized to their assigned county and began clearing roadways. This was one of the largest and most expedient push crew responses in TFR’s 30 years of disaster response. Many of the counties, if not all of them: Pender, Onslow, New Hanover, Brunswick, Sampson, and Duplin had severe flooding and power outages. One of the serious obstacles TFR faced with this catastrophe was logistics of housing 720 people. Minimal hotels had power, and those had no rooms. TFR was able to engage with local business owners as well as state offices to secure housing when the state was virtually shutting down road by road. With that



“This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services, gives us the confidence we need to weather another storm.”

**Jeffrey Garrett, Pender County Maintenance Engineer**

said, it never affected our crew’s ability to maintain a speedy recovery and provide the client with the help they desperately needed. TFR also arranged close coordination with local and state electric authorities to report any major electrical concerns as to expedite the electrical restoration work. All agencies were contacted, and introductions were made 48 hours prior to landfall. This was essential, as the majority of these counties had, standing flood waters, downed trees, and debris, as well as live electrical lines often in the same location. With those obstacles addressed in the pre-event planning stages North Carolina DOT, with the help of TFR, was able to transition from disaster response to disaster recovery with minimal time and impact to the communities affected.



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### 3 Hurricane Michael- Tyndall Airforce Base

#### PERFORMANCE INFORMATION

On October 10, 2018 less than one month after Florence made landfall, Hurricane Michael showed up on the Florida Panhandle as a Category 4 hurricane. Michael presented the strongest winds to make US landfill since Andrew in 1992, and the damage was evident. TFR was mobilized to Florida but rode out the storm well out of destructions way. TFR must always ensure the equipment and management is not in a dangerous position, as we cannot risk the absence of it in response.



TFR's management immediately headed to Tyndall Air Force Base to help. TFR had just finished responding to Camp LeJeune and Cherry Point military installations after Hurricane Florence so we are very familiar with the processes, procedures, and needs of these facilities. Although the base was a disaster area and looked as if combat had just ended, TFR immediately mobilized all requested resources and we were working 5 days after landfall, clearing roadways, removing hazardous trees and hazardous limbs. We completed several work orders, vegetative and construction and demolition debris removal, tree trimming and removal, reducing the vegetative debris by grinding, and haul out and disposal of C&D and Vegetative mulch. TFR was able to recycle the vegetative debris and metal material as recycling any debris that can avoid the landfills is one of our top company goals. One of the obstacles that TFR experienced in performing this project was access onto the base. There key problem with base access was that several different procedures were being used for granting access. There was a separate contractor involved so it was not done directly by the military and communications were an issue. We worked very closely with the base and the security contractor to resolve the base access issues so the work would not be interrupted, delayed, or stopped completely. Another obstacle that presented itself was the wide variety of materials that this monstrous storm created. TFR houses a staff of highly trained individuals who are proficient in the identification, removal, and storage of all materials that are incidental to a natural or man-made disaster. TFR provided project managers with experience in military base operations in order to meet the expectations of the base OPSEC office. Safety and security are high priorities within TFR organization and management as well as teamwork, and teamwork is what it takes to get the job done. We were honored to help our US military facilities recover from the devastation of the 2018 Hurricanes that made US landfall.

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## 4 Severe Floods- Texas DOT

### PERFORMANCE INFORMATION

September 2018 was the wettest September in Texas history. Across Central Texas and the Hill Country, heavy rains led to catastrophic flooding. The floods caused a bridge on FM 2900 in Kingsland Texas to collapse and fall into the surrounding water, Lake LBJ. This surrounding water is used for recreational boating which is essential to the local economy. This bridge is about a quarter mile long and serves as one of the main thoroughfares for the city.



TFR was contracted by the Texas Department of Transportation, TXDOT, to remove the bridge pieces and other hazardous debris from the water so a new bridge could be constructed, and the public could begin to use the lake again. To perform this work in a timely matter, TFR placed excavators and cranes onto barges to help remove the debris while hiring divers to help locate the debris. TFR had 23 individual barges, two excavators on the barges, a 30-ton crane, two-three teamed dive crews and multiple pieces of heavy equipment. TFR has removed debris from the collapsed bridge as deep as 39 feet under the surface of the water.

TFR is operating two sites, the first is on the barge and is used to pull debris from the water and temporarily stockpile it. Each barge holds an excavator, a 30-ton crane, and various other pieces of equipment that are used to remove the debris, along with TFR personnel and the divers. The other various equipment are specialty types used for breaking the larger pieces of bridge into smaller, more manageable sizes. After debris is placed on the barge it is transported to our second site, the segregation site, which is on land. At the segregation site there are self-loading grapple trucks (knucklebooms), excavators, wheel loaders, and personnel that oversee separating debris by types: C&D, vegetative, concrete, metals, etc. After separating the debris, our knuckle booms are loaded and haul the debris to the final disposal sites or crush the debris for reuse such as crushed concrete and recycled metals.

As previously mentioned, TFR has acquired various types of specialty equipment to remove the debris efficiently and safely. The collapsed sections were long, heavy, and irregularly shaped. The concrete is reinforced with rebar which makes it harder to break into pieces and even heavier. This new specialized equipment helps with cutting through the rebar, so the pieces become smaller and easier to remove. This has included new attachments for the company owned excavators and renting equipment for the divers to use. TFR has purchased a concrete crusher attachment for the excavators to speed up the process of breaking the larger pieces of bridge into smaller pieces that can be removed. This crusher can be submerged in water and break the concrete to reveal the rebar within it. Then the crusher also has powerful shears to cut the rebar safely and quickly which creates a smaller piece of bridge that is removed with the crane. The divers are also using diamond saws that can be completed submerged to quickly cut through large pieces of debris making them more manageable to remove. Other equipment that has been procured by TFR includes a specialty

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plasma cutter that can be safely used underwater to cut pieces of rebar that the crusher or diamond saw cannot reach.

TXDOT and TFR have been working closely together to ensure all eligible debris is removed safely and efficiently. TXDOT contracted TFR to assist the company that was contracted to replace the bridge. The other company needed help in removing the previous bridge's footers that were still intact. TFR quickly moved our working barge with the help of a few tugboats to the new site and removed the footers. The footers, like the pieces of bridge, were broken into smaller pieces and removed from the water. These footers were the deepest debris removed at 39 feet and required two dive teams to operate two diamond saws and the specialty welder. TFR efficiently removed the footers from the site so the other company could begin their contracted work.

## 5 Hurricane Maria- Puerto Rico DTOP

### PERFORMANCE INFORMATION



In 2017, TFR was tasked by the Department of Transportation of Puerto Rico, with the debris removal and hazardous tree abatement for the eastern quadrant of the island. This included a wide-spread area encompassing 15 major towns, many miles of rural roads, and “El Yunque”, the only rain forest in the United States Forest System. This area was devastated by cat 5 Hurricane Maria, which brought landslides, flooding, and extensive wind damage. Upon activation TFR quickly mobilized a team of project, safety, and quality

control managers to assess the area and plan for the best strategy for recovery. Our managers first segmented the island into 5 regions, with each region reporting bi-daily to the project superintendent. TFR coordinated directly with all entities such as, DTOP, NFS, and NPS to determine their priorities and build the foundation for our mission planning. This allowed our team to cater resources to where they were needed the quickest and provided a seamless line of communication across the entire project. Once management and assessments were in place, TFR deployed over 40 experienced arborists to begin removing downed and hazardous trees in areas where power had not yet been restored. By forming business relationships with state-side freight companies, we were able to rapidly deploy numerous self-loaders, tracked machines, and other important support equipment by barge, with minimal delay to the task at hand. We partnered with local labor providers to ensure a large pool of general labor availability to meet the demands of our client in the timeliest manner. Using in-house resources, continuing sub-contract agreements, and local resources TFR was able to staff hundreds of qualified individuals within a matter of days, and begin recovery operations almost immediately following our NTP. Each region was assigned multiple safety officers to ensure that we maintained a 0% reportable injury rate, as well as to train new hires during the fast-paced onboarding. These safety officers performed daily tailgate meetings, insured traffic control guidelines were followed, and provided for the overall safety of the workers in their respective districts. All safety officers were responsible for implementing the approved AHA/JSA guidelines. This job safety analysis was reviewed by the QCO throughout the project and revised to reflect unforeseen hazards that arose during the mission. After these revisions were made the QC department performed regional training sessions to ensure that all safety officers as well as general employees, were aware of the amendment or addition. Any safety concerns or issues with each sector were reported back to the Regional Quality Control Officer daily. These allowed problems arising in one area to be potentially circumvented in other areas of the project ahead of time.

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Our team worked hand and hand with our Leander, Texas headquarters to ensure that all supplies, housing, and logistical needs were streamlined. This support staff was an integral part of ensuring efficient operations given their ability to secure vital resources on a day-to-day basis, many times on short notice. All support staff from HR to the Contract Administrator maintained around the clock availability, allowing them to provide our team with the assistance they needed, when they needed it. These off-site team members were able to procure land use agreements, coordinate subcontractor dispatching, and build vendor partnerships that eased the burden for on-site managers, allowing them to focus on completing the mission. Through clear communications, precise planning, adaptability, and team coordination we successfully removed, reduced, and disposed of more than 494,000 cubic yards of debris and over 39,000 hazardous trees. Crews worked seven days a week and employees were staggered to prevent fatigue and maintain productivity. Our QC Officers made daily status checks with TFR regional project managers as well as the client. Each Officer tasked was project-area specific. This allowed for all work performed to be verified and either corrected or approved, immediately following its completion. With detailed reporting from our quality control department, transparency between operations and safety managers, constant communication with headquarters as well as the client, TFR restored a sense of normalcy to an area that was devastated. Our management system and company policies proved to accomplish this with the shortest impact to the local community, as well as the lowest cost to the Department of Transportation.

## Disaster Experience

The following list provides disaster related projects performed by TFR Enterprises in the past 12 years. Most jobs were performed simultaneously as a result of a natural disaster.

Client	Event	Contract Services Provided	Client Contact	Performance Period	Quantities of Work Performed	Contract Value
TXDOT-Kingsland	Texas Severe Storms & Flooding	Waterway Debris Removal of Collapsed Bridge	Shelby Sultemeier	03/21	TBD	TBD
City of Bastrop, LA	Hurricane Laura	ROW Debris Hauling and Disposal	Henry Cotton 318.307.6462 henrycotton@gmail.com	03/21 - Current	TBD	TBD
TXDOT- Travis County	Ice Storm	Debris Hauling and Disposal	Jacob Wells 512.304.8122 jacob.wells@txdot.gov	03/21 - Current	TBD	TBD
City of Corpus Christ, TX	Ice Storm	ROW Debris Hauling and Disposal	Gabriel Maldonado 361.826.1986 gabrielm3@cctexas.com	03/21 - Current	TBD	TBD
Iowa Department of Homeland Security	Derecho Contract #21214	Reduction of Vegetative Debris	Jordan Moser 515.323.4246 jordan.moser@iowa.gov	12/20 - 03/21	TBD	\$2,144,553.09 to Date
Hancock County, MS	Hurricane Zeta	ROW Debris Hauling and Disposal	Ben Benvenuti 228.368.4786 ben@ccellc.us	11/20 - Current	TBD	\$500,000.00 to Date
City of Choctaw, OK	Ice Storm	ROW Debris Hauling and Disposal	Loren Bumgarner 405.390.8300 lbumgarner@choctawcity.org	02/21 – Current	TBD	\$375,000.00 to Date
Oklahoma City, OK	Ice Storm	Debris Removal from City Drainage Channels	Greg Little 405.297.2105 Greg.little@okc.gov	01/21- Current	TBD	TBD
Oklahoma City, OK	Ice Storm	Removal of Debris from City Parks	Jacob Webb 405.919.4169 jacobeb@okc.gov	02/21- Current	TBD	TBD
City of Enid, OK	Ice Storm	ROW Debris Hauling and Disposal	Everett Glenn 580.747.2677 eglenn@enid.org	12/20 - 1/21	5,770 Tons of ROW Debris Hauling and Disposal	\$680,915.46

City of Blanchard, OK	Ice Storm	ROW Debris Hauling and Disposal	Robert Floyd 405.485.9392 citymanager@cityofblanchard.us	01/21 - Current	140,000 CY ROW Hauling	\$742,000.00 to Date
City of Norman, OK	Ice Storm	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Tony Mensah 405.329.2524	10/20 - Current	476,149 CY ROW Debris Hauling	\$3,255,338.20 to Date
City of Citronelle, AL	Hurricane Zeta	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Tanya Williams 251.866.7977	12/20 - Current	TBD	\$942,53.18
ALDOT- Dallas County	Hurricane Zeta	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	David Bohannon 334.269.2311	12/20 - Current	TBD	\$1,008,431.00 to Date
City of Robertsdale, AL	Hurricane Sally	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Gregory Smith 251.947.8955	09/20 - Current	TBD	\$1,930,528.98 to Date
City of Beaumont, TX	Hurricane Beta	ROW Hauling	Patrick Bardwell 409.880.3720	10/20 – 11/20	ROW Hauling/ Daily Rate	\$244,625.00
Rapides Parish, LA	Hurricane Laura	ROW Hauling, Grinding and Final Disposal	Cory Ashmore 318.729.5663	09/20 - Current	TBD	\$5,115,000.00 to Date
City of Ruston, LA	Hurricane Laura	ROW Hauling	John Freeman 318.245.2398	09/20-10/20	15,078 CY ROW Hauling	\$108,322.08
Louisiana Dept of Transportation	Hurricane Laura	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Seth Matherne 225.719.3424	09/20 - Current	2.4M CY to Date- ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	\$41,824,000.00 to Date
City of Beaumont, TX	Hurricane Laura	Rental Equipment	Patrick Bardwell 409.880.3720	08/20-09/20	Rental Equipment	\$149,201.00

Iowa Department of Homeland Security	Derecho Contract #21074	Reduction of Vegetative Debris	Jordan Moser 515.323.4246	09/20 - 12/20	1,345,640 CY of Vegetative Debris Reduction by Grinding	\$4,962,064.60
City of Cedar Rapids, IA	Derecho	Reduction of Vegetative Debris	Diane Muench 319.286.5023	09/20 - Current	TBD - Vegetative Debris Reduction by Grinding	\$7,602,085.31 to Date
City of Corpus Christi, TX	Hurricane Isaias	ROW Hauling	Gabriel Maldonado 361.244.6264	08/20-09/20	60,000 CY of Vegetative Debris from ROW	\$575,820.00
City of Norman, OK	Severe Storms	ROW Hauling	Tony Mensah 405.329.2524	07/20-8/20	891 Crew Hours	\$150,910.00
TXDOT - Montague County	ROW Maintenance	ROW Removal of Brush and Hazardous Trees, Under Bridge Debris	Mike Hallum 940.665.5071	01/20-07/20	Maintenance Contract	\$335,907.00
NCDOT, Carteret, Carven, Jones & Pamlico Counties	Hurricane Dorian	ROW Hauling and Reduction of Debris	Jeremy Stroud 252.775.6103	11/19-01/20	<100,000 CY Debris Removed, Reduced & Disposed	\$206,000.00
City of Ingleside, TX	Hurricane Harvey	PPDR Debris & Hazardous Tree Removal	Kimberley Sampson 361.776.2517	11/19	<100,000 CY Debris <1,000 Hazardous Trees	\$26,567.54
Beaufort, NC	Hurricane Dorian	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Christi Wood 252.728.2141	10/19	<100,000 CY Debris <1,000 Hazardous Trees	\$116,383.00
NCDOT, Duplin County	Hurricane Dorian	ROW Emergency Cut & Shove Road Clearance	Kevin Bradshaw 910.682.5100	9/19	35 Crew Hours Cut & Shove Crews	\$17,825.00
NCDOT, Onslow County	Hurricane Dorian	ROW Emergency Cut & Shove Road Clearance	David Sawyer 910.467.0550	9/19	63.5 Crew Hours Cut & Shove Crews	\$32,337.00
NCDOT- Pender County, NC	Hurricane Dorian	ROW Emergency Cut & Shove Road Clearance	Patrick Riddle 910.467.0505	9/19	86 Crew Hours Cut & Shove Crews	\$43,795.00



NCDOT - Sampson County, NC	Hurricane Dorian	ROW Emergency Cut & Shove Road Clearance and Debris Hauling	Kevin Bradshaw 910.682.5100	9/19	36.5 Crew Hours Cut & Shove Crews	\$18,587.00
Beaumont, TX	Tropical Storm Imelda	ROW Hauling Flood Debris	Patrick Bardwell 409.880.3720	09/19 - 10/19	Roll off Trucks at Daily Rate, 166 Total	\$143,000.00
Donaldsonville, GA	Hurricane Michael	Vegetative Debris Reduction by Burning	Steven Powell 850.209.4165	08/19 - 09/19	47,800 CY	\$136,230.00
Raleigh, NC	Hurricane Florence	Vegetative Debris Reduction by Grinding	Timothy Gainer 919.625.3175	02/19 - 03/19	42,000 CY	\$125,056.00
Columbus County, NC	Hurricane Florence	Vegetative Reduction by Grinding and Haul Off	Harold Nobles 910.642.5257	02/19 - 03/19	40,000 CY	\$318,000.00
Tyndall Airforce Base	Hurricane Michael	Debris Haul-Out off base for Final Disposal	Scott Dubuque 850.283.8644	01/19 - 04/19	151,000 CY	\$2,314,186.00
TXDOT - Lee County, TX	Texas Severe Storms & Flooding	ROW Debris Removal, Under Bridge Debris Removal	Lori Wagner 512.832.7057	12/18 - 01/19	1,600 CY	\$61,392.00
Llano County, TX	Texas Severe Storms & Flooding	ROW Debris Removal, Final Disposal	Billy Carney 325.423.2762	11/18 - 01/19	18,500 CY	\$1,015,669.00
TXDOT - Llano County, TX	Texas Severe Storms & Flooding	ROW Debris Removal	Billy Carney 325.423.2762	10/18	1,100 CY	\$49,952.00
TXDOT - Kingsland, TX	Texas Severe Storms & Flooding	Waterway Debris Removal of Collapsed Bridge	Lori Wagner 512.832.7057	10/18 - 07/19	13,838 Operator & Equipment Hours	\$7,532,510.00
(KBR) Tyndall Airforce Base	Hurricane Michael	AFB Emergency Debris Hauling & Reduction	Bee Trajkovski 713-753-5872	10/18 - 01/19	71,500 Operator & Equipment Hours	\$11,355,773.00

New Hanover County	Hurricane Florence	Landfill Debris Management	Kim Roane 910.798.4402	12/18 - 02/19	Day Rate, 128 Total Dozer with Operator	\$175,365.00
(ECC) Camp Lejeune	Hurricane Florence	Utility Right of Way Trimming	Dan Mc Ferrin 720.635.2237	10/18 - 11/18	Day Rate, 560 Total Operator & Equipment	\$1,240,865.00
(ECC) Cherry Point	Hurricane Florence	Tree Trimming, Hauling, and Debris Reduction	Craig Duncan 210.632.2493	9/18	Day Rate, 378 Total Operator & Equipment	\$944,455.00
NCDOT- Brunswick, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	Patrick Riddle 910.467.0505	9/18	30 Crews, Cut & Shove 1170 Hours Total	\$567,450.00
NCDOT- Columbus County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	Ken Clark 910.642.3760	9/18	30 Crews, Cut & Shove 1548 Hours Total	\$227,576.00
NCDOT- Duplin County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	Kevin Bradshaw 910.682.5100	9/18	28 Crews, Cut & Shove 1023.5 Hours Total	\$496,398.00
NCDOT- Onslow County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	David Sawyer 910.467.0550	9/18	26 Crews, Cut & Shove 761.25 Hours Total	\$346,896.00
NCDOT- Pender County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	Patrick Riddle 910.467.0505	9/18	30 Crews, Cut & Shove 958.25 Hours Total	\$464,751.00
NCDOT - Sampson County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance and Debris Hauling	Kevin Bradshaw 910.682.5100	9/18	30 Crews, Cut & Shove 777 Hours Total 14,000 Tons of Debris Hauled & Disposed	\$2,895,617.00
NCDOT - New Hanover County, NC	Hurricane Florence	ROW Emergency Cut & Shove Road Clearance	Chris Cocker 910.387.2128	9/18	30 Crews, Cut & Shove 1033.5 Hours Total	\$510,463.00
(ECC) Parris Island	Hurricane Florence	Debris Removal & Hazardous Trees on Base	Barbara Growney 201.953.2790	9/18	2 Debris Removal Crews, 1 High Voltage Line Crew	\$66,650.00

Port Aransas, TX	Hurricane Harvey	Nature Preserve Debris Removal - Waterway	Leo Wood 228-224-2156	08/18 - 09/18	11,220 CY Removal of Environmentally Sensitive Debris	\$1,051,818.00
USACE	California Floods	Flood Creeks/ Channels Debris Hauling	James Constantino 213.452.3237	02/18 - 03/18	45,369 CY Mudslide Debris Removal & Disposal	\$6,251,020.00
USACE	California Floods	Flood Basin Debris Removal	Tracy Eccles 661.265.7222	02/18 - 03/18	13,051 CY Mudslide Debris Removal & Disposal	\$2,379,000.00
Puerto Rico	Hurricane Maria	ROW Debris Removal, Tree Trimming, Hauling, and Disposal	Emilio Garay 787.380.7078	12/17 - 12/18	494,974 CY Debris 39,411 Hazardous Tree Removal	\$35,404,180.00
Miami-Dade	Hurricane Irma	ROW Hauling and Reduction of Debris	Jennyfer Calderon 305.375.5312	12/17 - 04/18	104,500 CY Debris Removal and Reduction	\$4,450,000.00
Florida Turnpike	Hurricane Irma	ROW Debris Removal, Tree Trimming, Hauling, and Disposal	Maria Connolly 954.934.1209	09/17 - 10/17	5,436 Hazardous Trees Trimmed/Removed 740 CY Debris Hauled	\$2,404,647.00
FLDOT District 01	Hurricane Irma	ROW Debris Removal, Tree Trimming & Removal, Reduction, and Disposal	Amy Perez 863.519.2316	09/17 - 11/17	77,500 CY Debris Hauled 5,625 Hazardous Trees Trimmed/Removed	\$6,934,050.00
FLDOT District 02	Hurricane Irma	ROW Debris Removal, Tree Trimming, Hauling, and Disposal	Jennifer Curls 386.961.7561	9/17-11/17	18,736 CY Hauled, Reduced and Disposed 6,419 Hazardous Trees	\$2,682,704.00
FLDOT District 05	Hurricane Irma	Debris Removal, Tree Trimming, Hauling, and Disposal, Street Sweeping, Emergency Push Crews	Victor LoPiccolo 386.943.5287	09/17-02/18	31 Push Crews-703 Hours, 918 Miles Street Sweeping, 4500 Hazardous Trees, 45,000 CY Debris Removal	\$3,018,580.00

FLDOT District 07	Hurricane Irma	ROW Debris Removal, Tree Trimming, Hauling, and Disposal	Anita Mountjoy 813.975.6442	9/17	1,700 CY Debris Removal & Disposal 68 Hazardous Trees	\$46,704.00
City of Plantation, FL	Hurricane Irma	ROW Debris Removal, Hazardous Limb, Tree & Stump removal, Waterway Debris Removal	Dawn Mehler 954.797.2723	9/17-02/18	500,000 CY Debris, 12,000 Limbs, Trees and Stumps 287 Hours Waterway Debris Removal	\$8,200,063.00
City of Homestead, FL	Hurricane Irma	ROW Debris Removal, Reduction, Final Disposal, Hazardous Tree & Limb removal, Hourly emergency push crews	Maria Pineda 305.224.4772	9/17-01/18	153,600 CY Debris Removal, Reduction and Haul Out, 3,600 Hazardous Trees, 6,150 Hours Emergency Push Crews	\$3,568,027.00
St. John's County, FL	Hurricane Irma	ROW Tree Trimming, Hauling, & Disposal	Benjamin Bright 904.209.0252	10/17-12/17	2,100 Hazardous Hanging Limbs & Leaning Trees Removed	\$622,235.00
TXDOT - Victoria, TX	Hurricane Harvey	ROW Debris Removal and Disposal	David Stephens 361.293.4341	10/17-11/17	30,125 CY Vegetative and C&D Debris Removal	\$516,582.00
TXDOT - Nueces County, TX	Hurricane Harvey	ROW Debris Removal, Reduction and Final Disposal	Martin Horst 361.808.2261	09/17-12/17	212,000 CY of Vegetative Debris Hauled, Reduced by Grinding and Disposed	\$3,603,645.00
TXDOT- Harris County, TX	Hurricane Harvey	ROW Debris Hauling and Disposal	Cody McKenney 281.686.9871	10/17-01/18	13,300 CY Debris Removal & Disposal	\$238,150.00
City of Beaumont, TX	Hurricane Harvey	Emergency Pumps and Generators & Dump Trucks, ROW Debris Removal	Tommy Gill 832.767.8118	09/17-10/17	11,750 CY ROW Debris Removal, 2,100 Hours of Dump Trucks, Generators	\$490,597.00

City of Dayton, TX	Hurricane Harvey	ROW Debris Removal and Disposal	Theo Melancon 936.258.2642	10/17	1,000 CY ROW Flood Debris Removal C&D	\$29,106.00
City of Port Lavaca, TX	Hurricane Harvey	ROW Debris Removal and Incineration Vegetative and C&D	Jody Weaver 361.827.3601	10/17-11/17	30,000 CY of Vegetative Debris Hauled and Incinerated 4,900 CY C&D Hauled & Disposed	\$400,451.00
City of Sugarland, TX	Hurricane Harvey	ROW Debris Removal and Disposal	Ilana Harris 281.275.2497	09/17-10/17	2,000 CY C&D hauled from ROW to final disposal	\$45,601.00
City of Raleigh, NC	Hurricane Matthew	Debris Reduction by Grinding & Haul out	Kelly Lindsey 919.996.2202	2/17	14,650 CY Vegetative Debris Reduced by Grinding, 8,640 CY Hauled Out	\$96,000.00
Port St. Lucie, FL	Hurricane Matthew	ROW Debris Removal, Reduction & Haul Out, Hazardous Tree, Drainage Ditch Debris Removal	Richard Perkins 772.344.4263	10/16-02/17	98,000 CY ROW Debris Removal and Reduction, 5,775 Hazardous Limbs and Trees Removed, 2,800 CY Waterway Debris Removed	\$2,706,514.00
FLDOT District 05	Hurricane Matthew	ROW Emergency Road Clearance (Cut & Toss) Debris Removal, Reduction & Disposal, Hazardous Limbs & Trees removed, Street Sweeping, Inlets vacuuming, Sand Hauling	Rick Coe 386.740.3490	10/16-01/17	146,805 CY Debris Hauled, Reduced and Haul-Out to Final Disposal, 57,000 Hazardous Trees & Limbs Removed, 340 Hours Emergency Road Clearance, 470 Miles Street Sweep, 1,011 Inlets Vacuumed	\$12,299,889.00
FLDOT District 03	Hurricane Matthew	ROW Debris Removal, Sea Grass Removal, Hazardous Tree Trimming	Amanda Mauldin 850.330.1364	10/16-12/16	14,000 CY Vegetative Debris Removal, 1,600 CY Seagrass Removed, 6,030 Hazardous Leaners & Hangers Removed	\$1,480,308.00

FLDOT District 02	Hurricane Matthew	ROW Debris Removal & Disposal, Hazardous Tree & Limb Removal	Jennifer Smith 386.943.5367	10/16-12/16	3,400 CY of ROW Debris Removal Veg & C&D, 6,650 Hazardous Tree & Limbs	\$1,307,107.00
LADOTD District 61	Louisiana Severe Storms and Flooding	ROW Flood Debris Removal and Disposal, White Goods & E-waste	Mark Benton 225.379.1164	08/16 - 12/16	240,530 CY Flood C&D Debris Removal and Disposal, 2043 Pounds White Goods and E-Waste Recycled	\$3,192,347.00
LADOTD District 03	Louisiana Severe Storms and Flooding	ROW Flood Debris Removal and Disposal	Mark Benton 225.379.1164	09/16-12/16	17,125 CY Flood C&D Debris Removal & Disposal	\$185,039.00
Iberia Parish, LA	Louisiana Severe Storms and Flooding	ROW Flood Debris Removal and Disposal	Michael Broussard 337.492.5412	9/16	2,555 CY Flood C&D Debris Removal & Disposal	\$30,025.00
Waste Management - East Oak Landfill	Single Contract - 3 Callouts	Grinding Services	Shawn Cockrell 405.427.1112	03/16-04/17	70,000 CY Reduction by Grinding	\$105,000.00
Fort Bend County, TX	Texas Severe Storms & Flooding	ROW Flood Debris Removal and Disposal, E-Waste, White Goods, HHW	Marc Grant 218.342.4513	06/16-08/16	48,010 CY C&D Debris, 20,280 Pounds HHW & 9,885 Pounds E-Waste Removal & Disposal	\$423,187.00
MD Dept of General Services	Snowstorm	ROW Snow Removal (Hourly Contract)	Denise Wade 240.205.3086	1/16	732 Hours - Snow Removal Equipment and Man Hours	\$75,096.00
Collin County, TX	Annual Contract	Grinding Services	Gary Enna 972.548.3700	06/16-09/19	94,400 CY Reduction by Grinding	\$347,752.00
TXDOT	Texas Severe Storms & Flooding	ROW Debris Removal and Disposal	Jamie Witten 512.585.4678	11/15	<10,000 CY Debris Removed	\$111,779.00
Bastrop County, TX	Texas Severe Storms & Flooding	ROW Debris Removal and Disposal	Mike Fisher 512.848.6693	11/15	<5,000 CY Debris Removed	\$43,469.00

City of Guthrie, TX	Ice Storm	Debris Reduction Services	Tenny Maker 405.260.3091	12/15	10,000 CY Vegetative Reduction by Grinding	\$15,000.00
City of Edmond, OK	Ice Storm	Debris Reduction Services	Johnny Carter 405.216.7612	12/15-01/16	58,500 CY Vegetative Debris Reduction by Grinding	\$175,000.00
Guadalupe County, TX	Tornado	ROW Debris Removal and Disposal	Judge Kutscher 830.303.8857	11/15	550 CY Debris Removal and Disposal	\$36,000.00
Texas State University	Texas Severe Storms & Flooding	Debris Removal, Reduction, and Disposal	Joel Soto 512.245.1880	09/15-10/15	11,060 CY Debris Removal & 370 Hazardous Limbs, Trees and Stumps from Campus	\$196,400.00
TXDOT Blanco, Bastrop, Caldwell, Lee, Hays,	Texas Severe Storms & Flooding	Debris Removal from Bridges and Waterways	Jamie Witten 512.585.4678	6/15	9,916 CY Bridge Debris Removal and Disposal	\$374,000.00
City of Martindale, TX	Texas Severe Storms & Flooding	ROW and Parks Debris Removal and Disposal	Jordan Powell 512.398.1811	06/15-07/15	9,050 CY ROW and Parks Debris Removal & Disposal	\$94,000.00
City of Wimberley, TX	Texas Severe Storms & Flooding	ROW Debris Removal, Reduction and Disposal	Mark Kennedy 512.393.2219	06/15-09/15	20,500 CY ROW Debris Removal, Reduction, Disposal	\$394,000.00
San Marcos, TX	Texas Severe Storms & Flooding	Debris Removal and Disposal	Bert Stratemann 512.393.8181	06/15-09/15	12,000 CY Debris Removal, Reduction and Disposal,	\$439,500.00
TXDOT Recovery	Texas Severe Storms & Flooding	Search and Rescue Services	Jamie Witten 512.585.4678	6/15	635 Manned Equipment Hours, Search and Recovery	\$86,400.00
Caldwell County, TX	Texas Severe Storms & Flooding	Debris Removal, Reduction, and Disposal	Jordan Powell 512.398.1811	05/15-07/15	1,300 CY Hauled, Reduced by Grinding & Final Disposal	\$29,100.00

Hays County, TX	Texas Severe Storms & Flooding	ROW Debris Removal, Reduction, and Disposal, White Good, E-Waste & HHW	Mark Kennedy 512.393.2219	06/15-09/15	16,764 ROW Debris Removal C&D and Vegetative, White Goods, E-Waste Recycle	\$489,009.00
Monterey, TN	Ice Storm	Reduction of Vegetative Debris	Bill Wiggins 931.839.3770	04/15-05/15	15,000 CY Reduction by Grinding	\$30,000.00
Overton County, TN	Ice Storm	ROW Debris Removal and Disposal	Ben Danner 931.823.5638	04/15-05/15	53,000 CY Debris Removal	\$366,241.00
Putnam County, TN	Ice Storm	ROW Debris Removal, Reduction & Disposal	Randy Porter 931.526.2161	04/15-05/15	102,000 CY Debris Removal and Reduction by Grinding	\$1,044,000.00
NCDOT - Davidson County, NC	Ice Storm	ROW Debris Removal, Hauling, and Hazardous Tree Work	Brad Wall 336.487.0000	03/14-08/14	1,136 Tons Debris Removal 14,530 Hazardous Limb and Trees Removed	\$1,347,067.00
NCDOT - Guilford County, NC	Ice Storm	Debris Removal, Hauling, and Hazardous Tree Work	Brad Wall 336.487.0000	03/14-08/14	352,100 CY Debris Removal and Disposal, 13,850 Hazardous Tree and Limb Removals	\$7,672,602.00
SCDOT	Ice Storm	Debris Removal, Hauling, and Hazardous Tree Work	Shannon Welch 843.907.2095	02/14-06/14	134,000 CY Debris Removal, Grinding and Disposal 31,150 Hazardous Trees & Limbs Removed & Disposed	\$5,814,631.00
City of Norman, OK	Ice Storm	Debris Removal, Reduction, and Disposal	Greg Hall 405.409.0499	12/13 through 02/14	44,385 CY Debris Removal 5,925 Hazardous Limbs & Trees Removed	\$601,759.00
Larimer County, CO	Colorado Severe Storms and Flooding	Private and Public Property Debris Removal, Reduction, and Disposal	Stephen Gillette 970.498.5760	09/13-03/14	36,700 CY Veg & C&D Debris Removal & Disposal 7,165 CY Water Way Debris Removal, 20 vehicles,	\$935,755.00



					18 White Goods Recycled	
Longmont, CO	Colorado Severe Storms and Flooding	Removal of Mobile Homes	Charlie Kamenides 303.651.8345	09/13-03/14	16 Flooded Mobile Homes Removed and Disposed	\$141,500.00
Weld County, CO	Colorado Severe Storms and Flooding	Debris Removal and Disposal of C&D and Recycling of Organic Waste and Tires	Trevor Jiricek 970.353.6100	09/13-12/13	2,960 Tons of C&D Waste Collected and Disposed, 1387 CY Organic Waste Recycled, 282 Tires Recycled	\$261,271.00
Adams County, CO	Colorado Severe Storms and Flooding	Debris Removal from Bridges and Waterways, Traffic Control	Liz Estrada 720.523.6052	09/13-10/13	9 Tons of Bridge Debris Removed from Collapsed Bridge	\$16,070.00
Town of Lyons, CO	Colorado Severe Storms and Flooding	ROW Debris Removal & Hauling	Jeff Callahan 720.564.2221	09/13-11/13	Debris Removal and Disposal	\$148,695.00
Oklahoma City, OK	Tornado	Debris Removal from Waterways	Bryan Haskins 405.297.2134	6/13	2,830 Tons Water Way Debris Removal & Disposal	\$245,392.00
Canadian County, OK	Tornado	Removal and Disposal of Tornado Debris	Jerry Smith 405.295.6186	06/13-09/13	2,905 Tons Water Way Debris Removal & Disposal	\$91,769.00
Shawnee, OK	Tornado	ROW Removal and Disposal of Tornado Debris	Brian McDougal 405.878.1601	06/13-09/13	6,025 CY Vegetative Debris 2,240 CY C&D Debris	\$60,800.00
Cleveland County, OK	Tornado	Water Way Debris Removal	Darry Stacy 405.366.0200	10/13	107,800 Cubic Yards Debris Removal & Disposal, 305 Hazardous Limbs Removed	\$830,782.00
City of Norman, OK	Tornado	ROW Debris Removal, Reduction, and Disposal	Greg Hall 405.409.0499	06/13-09/13	38,500 CY C&D and Veg Debris Removal, 345 Hazardous Trees & Limbs	\$365,000.00

Rapid City, SD	Ice Storm	Reduction of Vegetative Debris	Ted Johnson 605.394.4154	10/13	9,000 CY Grinding Vegetative Debris	\$31,359.00
Sioux Falls, SD	Ice Storm	ROW Removal of Hazardous Trees from Drainage Ways, Stump Grinding, ROW Tree removal	Scott Rust 605.367.8836	4/13-10/13	5,000 Tons Grinding and Haul-off Vegetative Debris 1,250 Stumps Ground ROW 26,660 Hazardous Tree	\$2,000,000.00
Garland County, AR	Ice Storm	ROW Removal and Disposal of Vegetative Debris	Jerry Pogue 501.262.3602	03/13-06/13	2,300 Tons Vegetative Debris Removal and Disposal	\$323,024.00
Saline County, AR	Ice Storm	ROW Removal and Disposal of Vegetative Debris and Hazardous Limbs & Trees	Marty Polk 501.317.2402	03/13-06/13	124,270 CY Vegetative Debris Removal, 41,500 Tree and Limb Removal	\$2,146,000.00
Island Beach State Park, NJ	Hurricane Sandy	ROW Hauling of Hurricane Debris	Ray Bukowski 732.793.0506	5/13	< 2,000 CY Vegetative Debris Removal & Disposal	\$100,000.00
Brick Township, NJ	Hurricane Sandy	ROW Removal and Disposal of Debris	Glenn Campbell 732.262.1058	11/12	<4,000 CY Vegetative Debris Removal & Disposal	\$58,963.00
Ocean County, NJ	Hurricane Sandy	ROW Removal and Disposal of Debris	Julie Tarrant 732.244.2121	11/12	6,400 CY C&D Debris Removal to Final Disposal	\$200,542.00
Scotch Plains Twp, NJ	Hurricane Sandy	Debris Reduction	Bozena Lacina 908.322.6700	11/12	Reduction by Grinding - Lump Sum ~25,000 CY	\$32,243.00
Old Bridge Twp, NJ	Hurricane Sandy	Removal of Tree Stumps	John Tooley 732.721.5600	11/12	Stump Removal ~20 <48" DBH	\$13,860.00
Edison Twp, NJ	Hurricane Sandy	Debris Reduction	Laura Popick 732.248.7409	11/12	Bucket Truck Daily Rate 4 Crews, 4 Days	\$74,000.00
Neptune Twp, NJ	Hurricane Sandy	ROW Debris Removal and Disposal	Tracey James 732.988.5200	11/12	161 Hours Emergency Debris Removal Self-Loading Trucks	\$35,785.00


Southbury, CT	Hurricane Sandy	ROW Debris Removal, Reduction, and Disposal	Tom Crowe 203.262.0622	11/12	< 2,000 CY Debris Removal, Reduction and Final Disposal	\$18,795.00
City of Norman, OK	Tornado	ROW Debris Removal, Reduction, and Disposal	Greg Hall 405.409.0499	3/12	30,000 CY C&D and Vegetative Debris Removal and Disposal	\$408,073.00
Southbury, CT	Winter Storm	ROW Debris Removal, Reduction, and Disposal	Tom Crowe 203.262.0622	3/12	11,000 CY ROW Debris Removal, 4,300 Hazardous Hanging Limb & Trees	\$528,890.00
Bastrop County, TX	Wildfires	ROW & ROE Debris Removal, Reduction, and Disposal and Hazardous Limb & Tree Removal, Temporary Debris Site Mgmt., and Haul-Out of Reduced Debris	Mike Fisher 512.848.6693	09/11-09/12	616,500 CY Total C&D and Vegetative Debris Removed, ROW 370,800 CY and 11,000 Hazardous Trees Removed, ROE 245,700 CY Removed and 27,000 Hazardous Trees Removed from Private Property	\$12,200,000.00
Texas Dept of Transportation	Wildfires	ROW Debris Removal, Reduction, and Disposal	Celso Harper 512.321.2221	05/12-09/12	53,500 CY ROW Debris Removed from State Highways 5,850 Hazardous Trees Removed from Highways	\$1,075,471.00
State Hwy Admin, MD	Hurricane Irene	ROW Debris Removal, Reduction, and Disposal	Craig Fetzer 410.582.5535	08/11-10/11	10,000 CY ROW Debris Removal from State Highway	\$279,106.00
Charles County, MD	Hurricane Irene	ROW Debris Removal and Disposal	Candice Kelly 301.645.0550	08/11-10/11	17,000 CY ROW Debris Removal	\$102,302.00
City of Norman, OK	Windstorm	Debris Removal, Reduction, and Disposal	Greg Hall 405.409.0499	06/11-08/11	Equipment and Personnel Hourly Debris Removal	\$144,185.00
City of Norman, OK	Tornado	Debris Removal, Reduction, and Disposal	Greg Hall 405.409.0499	05/10-07/10	14,000 CY Reduction by Grinding and Haul Out	\$237,000.00

Baltimore, MD	Snowstorm	ROW Snow Removal, Road Clearing	Joe Palacheck 410.767.3207	01/10-02/10	Snow Removal, 9 Sub-Contractors, >1,000 Hours Equipment and Personnel	\$630,000.00
Rogers, AR	Ice Storm	ROW Debris Removal and Disposal	Steve Womack 479.621.1117	01/09-03/09	160,000 ROW Vegetative Debris Removal	\$900,000.00
Fort Bend County, TX	Hurricane Ike	ROW Debris Removal, Reduction, and Disposal. Hazardous Tree & Limb Removal and Disposal	Marc Grant 218.342.4513	09/08-01/09	525,000 CY Vegetative and Construction & Demolition Debris Removed, Reduced and Hauled Out, 9,000 Hazardous Limbs & Trees	\$10,000,000.00
Polk County, TX	Hurricane Ike	ROW Debris Removal, Reduction and Disposal, Hazardous Hanging Limbs and Leaning Trees Removed	John Thompson 936.327.6813	10/08-03/09	325,000 CY Vegetative Debris Removed and Reduced by Grinding, 42,000 Hazardous Hanging Limbs and Leaning Trees Removed	\$6,600,000.00
Liberty, TX	Hurricane Ike	Debris Removal and Disposal	Harvey Joiner 936.336.3684	09/08-10/08	200,000 CY ROW Debris Removal and Reduction by Grinding, 6,250 Hazardous Tree & Limbs Removed	\$2,900,000.00
Harris County Flood Control, TX	Hurricane Ike	Drainage Ditch Hazardous Tree Removal	Robert Reagan 713.684.4230	09/08-01/09	>250 Hazardous Trees Removed from Drainage Ways	\$200,000.00
City of Sugarland, TX	Hurricane Ike	ROW Debris Removal, Reduction, and Disposal. Hazardous Tree & Limb Removal and Disposal	Adam Smith 281.275.2483	09/08-12/08	190,000 CY Debris Removed from ROW, 6,600 Hazardous Trees & Limbs Removed, Reduction of 165,000 CY Vegetative Debris, Haul-out	\$3,400,000.00

City of Katy, TX	Hurricane Ike	ROW Debris Removal and Disposal, Hazardous Trees & Limbs Removed	Elaine Lutringer 281.391.4830	09/08-11/08	16,500 CY ROW Debris Removed and Disposed 650 Hazardous Limbs & Trees	\$262,000.00
Brownsville, TX	Hurricane Dolly	ROW Hauling to Final Disposal - (including alleys)	Roberto Luna 956.548.6087	07/08-10/08	150,000 CY of C&D and Vegetative Debris Removed from ROW/Lump sum	\$1,252,000.00
Texas Dept of Transportation	Hurricane Dolly	ROW Debris Removal, Reduction, and Disposal	Pedro Alvarez 956.702.6125	07/08-09/08	20,000 CY ROW Debris Removal and Disposal, 3,500 CY Under Bridges Debris	\$879,000.00
Willacy County, TX	Hurricane Dolly	ROW Debris Removal and Disposal	Emilio Vera 956.689.3393	07/08-09/08	ROW Debris Removal ~40,000 CY, Lump Sum	\$445,000.00
Laguna Vista, TX	Hurricane Dolly	ROW Debris Removal and Disposal	Iris Hill 956.943.1793	07/08-10/08	ROW Debris Removal ~20,000 CY, Lump Sum	\$47,800.00
San Benito, TX	Hurricane Dolly	ROW Debris Removal and Disposal	Orlando Garcia 956.361.3851	07/08-10/08	~15,000 CY Debris Removed and Disposed	\$247,000.00
Harlingen, TX	Hurricane Dolly	ROW Debris Removal, Reduction and Disposal	Dan Serna 956.216.5300	07/08-09/08	35,000 CY ROW Debris Removed, Reduced and Disposed	\$879,000.00

## Subcontractors

### Roles and Responsibilities on Large Projects Utilizing Subcontractors

Team Member	Responsibilities	Qualifications
Prime Contractor		
	<ul style="list-style-type: none"> <li>• Prime Contractor with 100% Contract Authority; Program/Project Management</li> <li>• Emergency Debris Removal Services</li> <li>• ROW Tree and Debris Maintenance</li> <li>• Hazardous Tree Removal</li> <li>• Land Clearing</li> <li>• Canal and Waterway Debris Removal</li> </ul>	<ul style="list-style-type: none"> <li>• 31 years of emergency debris removal experience.</li> <li>• 350+ available debris management personnel.</li> <li>• 250+ successfully completed FEMA-funded debris removal projects.</li> <li>• Over \$2B in procured debris removal contracts.</li> <li>• Company-owned fleet of 150+ specialized equipment, including eight 1,000+ HP grinders and 25 self-loading haul units.</li> <li>• Nationwide network of subcontractors, providing 1,000+ pieces of specialized equipment.</li> </ul>
Major Subcontractors		
	<ul style="list-style-type: none"> <li>• ROW Storm Debris Removal</li> <li>• Private Property Debris Removal</li> <li>• Waterway Debris Removal</li> <li>• Hazardous Tree Removal</li> </ul>	<ul style="list-style-type: none"> <li>• 35 years of proven disaster debris removal and management experience</li> <li>• Over 200 units of company owned specialized equipment including knuckleboom trucks, heavy haulers, dump trucks, bunkhouses, air boats, barges, skid steers, dozers, excavators, loaders, skidders, and tree cutters.</li> <li>• Owner and key employees certified in tree removal/chainsaw management by the Missouri Forestry Department</li> </ul>
	<ul style="list-style-type: none"> <li>• Emergency Debris Removal Services</li> <li>• ROW Tree and Debris Maintenance</li> <li>• Hazardous Tree Removal</li> <li>• Land Clearing</li> <li>• Canal and Waterway Debris Removal</li> </ul>	<ul style="list-style-type: none"> <li>• <b>WBE</b></li> <li>• Incorporated in 2013</li> <li>• Principles hold Florida &amp; California Contractors License</li> <li>• Owner and Principles have more than 25 years of combined experience in Disaster Response Debris Removal and Hazardous Tree Trimming and Removal</li> <li>• Exceptional Customer Satisfaction</li> </ul>



TFR Enterprises, Inc  
Tipton F. Rowland  
601 Leander Drive  
Leander, Texas 78641

Re: Subcontractor Letter of Commitment

Dear Mr. Rowland,

Please accept this letter as our interest to assist TFR Enterprises, Inc by offering to make our services available in the event they are activated for Disaster Debris/Hazardous Tree Removal Services during the term of the contract.

Timberline's roles and responsibilities will support TFR as a subcontractor providing labor and equipment services for this contract to include:

- ROW Vegetative Debris Removal
- ROW C&D Debris Removal
- Hazardous Tree Removal

Company Information:  
Timberline Trading, Inc.  
Michael Dotson  
PO BOX 643  
Lathrop, MO 64429  
FEIN: 43-1695748

Michael Dotson is authorized to sign for and legally bind Timberline Trading, Inc. and has the full authority to commit any of our company's resources necessary to successfully perform this contract. Should you need additional information please contact me at (816) 564-1761.

Sincerely,

Michael Dotson  
Owner/CEO



[www.lyellco.com](http://www.lyellco.com)

[sharon@lyellco.com](mailto:sharon@lyellco.com)

Office (512)576-3000

TFR Enterprises, Inc  
Tipton F. Rowland  
601 Leander Drive  
Leander, Texas 78641

Re: Subcontractor Letter of Commitment

Dear Mr. Rowland,

Please accept this letter as our interest to assist TFR Enterprises, Inc by offering to make our services available in the event they are activated for Disaster Debris/Hazardous Tree Removal Services during the term of the contract.

Lyellco's roles and responsibilities will support TFR as a subcontractor providing labor and equipment services for this contract to include:

- ROW Vegetative Debris Removal
- ROW C&D Debris Removal
- Hazardous Tree Removal

Company Information:

Lyellco, Inc  
Levi Lyell  
7503 White Oak  
Lago Vista, Texas 78645  
FEIN: 463383578

**Woman-Owned Small Business**

Levi Lyell is authorized to sign for and legally bind Lyellco Inc. and has the full authority to commit any of our company's resources necessary to successfully perform this contract. Should you need additional information please contact me at (512) 698-9812.

Sincerely,

A handwritten signature in blue ink that reads "Levi Lyell".

Levi Lyell  
Vice President

7503 White Oak Drive, Lago Vista, TX 7845



## Recent Disaster Experience with Timberline

Client	Event	Contract Services Provided	Client Contact	Performance Period	Quantities of Work Performed	Contract Value
TXDOT-Kingsland	Texas Severe Storms & Flooding	Waterway Debris Removal of Collapsed Bridge	Shelby Sultemeier	03/21	TBD	TBD
TXDOT- Travis County	Ice Storm	Debris Hauling and Disposal	Jacob Wells 512.304.8122 jacob.wells@txdot.gov	03/21 - Current	TBD	TBD
City of Corpus Christ, TX	Ice Storm	ROW Debris Hauling and Disposal	Gabriel Maldonado 361.826.1986 gabrielm3@cctexas.com	03/21 - Current	TBD	TBD
Hancock County, MS	Hurricane Zeta	ROW Debris Hauling and Disposal	Ben Benvenuti 228.368.4786 ben@ccellc.us	11/20 - Current	TBD	\$500,000.00 to Date
City of Choctaw, OK	Ice Storm	ROW Debris Hauling and Disposal	Loren Bumgarner 405.390.8300 lbumgarner@choctawcity.org	02/21 – Current	TBD	\$375,000.00 to Date
City of Enid, OK	Ice Storm	ROW Debris Hauling and Disposal	Everett Glenn 580.747.2677 eglenn@enid.org	12/20 - 1/21	5,770 Tons of ROW Debris Hauling and Disposal	\$680,915.46
City of Blanchard, OK	Ice Storm	ROW Debris Hauling and Disposal	Robert Floyd 405.485.9392 citymanager@cityofblanchard.us	01/21 - Current	140,000 CY ROW Hauling	\$742,000.00 to Date
City of Norman, OK	Ice Storm	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Tony Mensah 405.329.2524	10/20 - Current	476,149 CY ROW Debris Hauling	\$3,255,338.20 to Date
City of Citronelle, AL	Hurricane Zeta	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Tanya Williams 251.866.7977	12/20 - Current	TBD	\$942,53.18

ALDOT- Dallas County	Hurricane Zeta	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	David Bohannon 334.269.2311	12/20 - Current	TBD	\$1,008,431.00 to Date
City of Robertsdale, AL	Hurricane Sally	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Gregory Smith 251.947.8955	09/20 - Current	TBD	\$1,930,528.98 to Date
Rapides Parish, LA	Hurricane Laura	ROW Hauling, Grinding and Final Disposal	Cory Ashmore 318.729.5663	09/20 - Current	TBD	\$5,115,000.00 to Date
Tyndall Airforce Base	Hurricane Michael	Debris Haul-Out off base for Final Disposal	Scott Dubuque 850.283.8644	01/19 - 04/19	151,000 CY	\$2,314,186.00
Llano County, TX	Texas Severe Storms & Flooding	ROW Debris Removal, Final Disposal	Billy Carney 325.423.2762	11/18 - 01/19	18,500 CY	\$1,015,669.00
TXDOT - Llano County, TX	Texas Severe Storms & Flooding	ROW Debris Removal	Billy Carney 325.423.2762	10/18	1,100 CY	\$49,952.00
TXDOT - Kingsland, TX	Texas Severe Storms & Flooding	Waterway Debris Removal of Collapsed Bridge	Lori Wagner 512.832.7057	10/18 - 07/19	13,838 Operator & Equipment Hours	\$7,532,510.00

## Recent Disaster Experience with Lyello

Client	Event	Contract Services Provided	Client Contact	Performance Period	Quantities of Work Performed	Contract Value
Louisiana Dept of Transportation	Hurricane Laura	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Seth Matherne 225.719.3424	09/20 - Current	2.4M CY to Date-ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	\$41,824,000.00 to Date
TXDOT - Montague County	ROW Maintenance	ROW Removal of Brush and Hazardous Trees, Under Bridge Debris	Mike Hallum 940.665.5071	01/20-07/20	Maintenance Contract	\$335,907.00
NCDOT, Carteret, Carven, Jones & Pamlico Counties	Hurricane Dorian	ROW Hauling and Reduction of Debris	Jeremy Stroud 252.775.6103	11/19-01/20	<100,000 CY Debris Removed, Reduced & Disposed	\$206,000.00
Beaufort, NC	Hurricane Dorian	ROW Hauling, Hazardous Tree Removal, Grinding and Final Disposal	Christi Wood 252.728.2141	10/19	<100,000 CY Debris <1,000 Hazardous Trees	\$116,383.00
Tyndall Airforce Base	Hurricane Michael	Debris Haul-Out off base for Final Disposal	Scott Dubuque 850.283.8644	01/19 - 04/19	151,000 CY	\$2,314,186.00

## Additional Subcontractors & Service Providers

The following is a list of potential subcontractors and service providers TFR Enterprises, Inc. may utilize if activated. This list is not exhaustive, and resources may be added or substituted if needed. TFR offers preference to qualified local subcontractors, including local DBE subcontractors, who have the necessary equipment and experience to meet the project requirements.

Company Name	State	DBE
Black Services, Inc.	Alabama	
Chad Ward Inc.	Alabama	
Global Rental Co. Inc.	Alabama	
HAL Construction LLC	Alabama	
Hall's Tree Service	Alabama	
Hunter Fuzzell	Alabama	
Moore Lawn & Landscape	Alabama	
Oak Hill Construction, LLC	Alabama	
Southeastern Logistics, LLC	Alabama	
Ward Land & Timber, LLC	Alabama	
Z & H Enterprises, LLC	Alabama	
A & A Trucking LLC	Arizona	
Sunstate Equipment Co	Arizona	
Carter Global	Arkansas	
Conway Enterprises	Arkansas	
John L Weaver	Arkansas	
Labor Finders	Arkansas	
McFadin Global Construction, Inc.	Arkansas	
Moore's Dozer Service	Arkansas	
Troy Brown	Arkansas	
Chriso Tree Trimming	California	
Core Tree Care	California	
D & E Construction Inc.	California	
FGL Environmental	California	
Granite Construction Inc	California	
Inland Empire Equipment	California	
Myers Tire Supply	California	
Palomar Mountain Premium Spring Water	California	
Silverstrand Construction	California	
Triton Transport Ltd.	California	
Front Range Landfill	Colorado	
Jim's Pride Landscaping & Maintenance	Colorado	
Larimer Solid Waste	Colorado	
Lenahan Land Clearing & Grinding	Connecticut	
A Soto Southern Ag Inc	Florida	

Absolute Asphalt Services Inc	Florida	
Acme Barricades	Florida	
AES Portable Sanitation	Florida	
AM Environmental	Florida	
Anderson Rentals Inc.	Florida	
Aqua Control Tech	Florida	
Arrow Service & Towing	Florida	
Arthur Auville	Florida	
Atlantic Coast Transport, LLC	Florida	
Aucilla Area Solid Waste	Florida	
Ayleen Trash Hauling Service	Florida	Yes
Backstrom Trucking	Florida	
Better Barricades	Florida	
BG Katz Nurseries, LLC	Florida	
Branching Out	Florida	
Coffin Marine	Florida	
CSA Land Clearing	Florida	Yes
Dawnell Ayres	Florida	
DeFord's Fuel & Oil, Inc	Florida	
Downrite Engineering Corp.	Florida	
Dyna Trucking	Florida	
East Coast Site Works	Florida	
Edgewater Recycling	Florida	
Emergency Standby Power LLC	Florida	
Evergreen Tree Service	Florida	
Fast Track Logistics	Florida	
Flagler Construction Equipment	Florida	
Florida Developers of Tallahassee	Florida	Yes
Florida Equipment Service and Repair Inc	Florida	
Florida Paving & Trucking Service	Florida	
Fort Lauderdale Ice	Florida	
G Hemphill Tree Service	Florida	
Gallegos Trucking Inc.	Florida	
Gaston TDR	Florida	
Gill Sikes	Florida	
Green's Tree & Landscape	Florida	
Grinder Wear Parts, Inc.	Florida	
Gulf Coast Environmental Contractors, Inc.	Florida	Yes
Hamilton County Landfill	Florida	
Haulin Dixon	Florida	
Kessler Hauling Inc.	Florida	

Knight Jon Boy	Florida	
Landscape Service Professionals	Florida	
Lank Oil	Florida	
Lee County Solid Waste	Florida	
Leon County Solid Waste	Florida	
Lopez Trucking Inc	Florida	
Lucas Garage & Trucking	Florida	
Macias & Sons	Florida	
Macias Landscape Inc. dba Miguel Macias Landscape	Florida	
Miami-Dade County Dept of Solid Waste	Florida	
Morgan Marine Salvage & Recovery, LLC	Florida	
National Waste Management, Inc	Florida	
Nicolas Macias	Florida	
North Oak Recycling	Florida	
Payne's Environmental Services, LLC	Florida	Yes
Pine Island Group, LLC	Florida	
Prism Lighting Services	Florida	Yes
Putnam County Central Landfill	Florida	
Rainey Cawthon Distributor	Florida	
RIO Harvesting	Florida	
Rio Indio, LLC	Florida	
Ron's Trucking & Equipment	Florida	
S & B Machine, LLC	Florida	
Sampson Tree Service	Florida	
Samsula Waste Inc	Florida	
Seminole County Solid Waste Mgmt	Florida	
Spinning Crane Works	Florida	
T-Roy & Sons, Inc.	Florida	
Tate Transport Corporations	Florida	
Texas Aquatic Harvesting	Florida	
USA Services	Florida	
Yahl Mulching & Recycling	Florida	
YG Construction	Florida	Yes
ZZ Truck Inc	Florida	
All Star Mobile RV	Georgia	
Bobcat of Orlando	Georgia	
Bolgers Tree Service	Georgia	
Brian Brinson dba Brinson Tree & Stump	Georgia	
Brown's Tree and Logging Service	Georgia	
Casey Tree Experts	Georgia	
Colonial Fuel and Lubricant Services, Inc.	Georgia	

HeavyQuip	Georgia	
Horner Services, LLC	Georgia	
Jaguar Tree Service	Georgia	
KDF Enterprises, LLC	Georgia	
Kelly Services, Inc.	Georgia	
Kelly's Clearing & Grinding	Georgia	
Neff Rental	Georgia	
Parkway Tire and Service	Georgia	
Southeastern Modular Construction	Georgia	
Sunbelt Rentals	Georgia	
Synergy Rents LLC	Georgia	
Terry Bucks Contracting, LLC	Georgia	
TRC Staffing Services	Georgia	
Waste Management - Florida	Georgia	
Diamond Z Manufacturing	Idaho	
DZ Grinders LLC AKA Diamond Z	Idaho	
Rule Steel Tanks, Inc	Idaho	
A-1 Tree Care	Illinois	
JJ Keller	Illinois	
JT's Tree Service	Illinois	
Southwest OKC Landfill	Illinois	
Richards Tree Service	Illinois	Yes
Buchanan Hauling & Rigging, Inc.	Indiana	
K & K Dirt Works	Indiana	Yes
Pac Van, Inc.	Indiana	
Poseidon Barge	Indiana	
Richard Clemons dbs Clemons Tree Service	Indiana	
Blue Beacon	Kansas	
Custom Tree Care Inc	Kansas	
Freightquote.com	Kansas	
Kansas City Tree Care LLC	Kansas	
Lakeside Tree Service	Kansas	
Reno Truck & Tractor	Kansas	
Team DriveAway	Kansas	
United Disaster Response, LLC	Kansas	
Douglas Keeton	Kentucky	
Mr. Pressure	Kentucky	
Oakland Farms Trucking	Kentucky	
Aqua Tech	Louisiana	
Brooks Industrial	Louisiana	
Cabildo Services	Louisiana	Yes

Coastal Heavy Haulers	Louisiana	
Coastland Trucking, LLC	Louisiana	
Complete Staffing	Louisiana	
G & M Rentals	Louisiana	
Gator Environmental Waste Solutions, LLC	Louisiana	
Gills Crane Service	Louisiana	
Gordon's Disposal, LLC	Louisiana	
Gordon's Landfill, LLC	Louisiana	
Greenpoint, Inc	Louisiana	
H & E Equipment Services	Louisiana	
Leaf Services, LLC	Louisiana	
Michael Munna	Louisiana	
Northshore Tree & Bucket Truck	Louisiana	
Pearl River Navigation	Louisiana	
Pipeworks Plumbing / Demolition	Louisiana	
PMI Resource Inc	Louisiana	
Traffic Control Products of Louisiana	Louisiana	
Wilco Marsh Muggies, Inc	Louisiana	
Wishams Hauling	Louisiana	
J Carlson Trucking	Michigan	
Fastenal	Minnesota	
Davy Busby dba Famco	Mississippi	
Forrester & Associates	Mississippi	
Lonnie Roberts II dba Lil Al's Tree	Mississippi	
PK Diesel	Mississippi	
Ruiz Contracting Solutions, LLC	Mississippi	
TLW Inc	Mississippi	
Atlas Tree Care, LLC	Missouri	
Crooked River	Missouri	
Custom Truck One Source	Missouri	
Dotson & Sons Logging	Missouri	
Double D Disaster Relief LLC	Missouri	
Gary Long	Missouri	
Grainger	Missouri	
Hampel Oil	Missouri	
Ozark Machinery Company	Missouri	
Timberline Trading Inc	Missouri	
Titan Machinery, LLC	Missouri	
Tri Rivers Logging Inc.	Missouri	
Turbo Supply	Missouri	
R & L Transport	New Jersey	



Ricelli Enterprises, Inc.	New York	
Scott Macon Equipment Rental	New York	
Ascendum Machinery, Inc.	North Carolina	
Berico Fuels, Inc.	North Carolina	
Bobcat of New Bern	North Carolina	
Carolina Tree Debris, Inc.	North Carolina	
Columbus County Landfill	North Carolina	
Couch Oil Company	North Carolina	
Disaster Recover Group & Tree	North Carolina	Yes
East Coast Disaster Recovery	North Carolina	
Graham County Land Company	North Carolina	
Premier Staffing Solutions	North Carolina	
Slickrock Development, LLC	North Carolina	
Soundside Recycling	North Carolina	
Stafford Debris Removal	North Carolina	
TSI Disaster	North Carolina	
RDO Equipment Co	North Dakota	
Bruce Sloan Tire Service	Oklahoma	
Butler Brothers Sand & Gravel	Oklahoma	
Express Employment Professionals	Oklahoma	
Kirby-Smith Machinery, Inc.	Oklahoma	
Kudron Trucking	Oklahoma	
Mosely Welding	Oklahoma	
Norman Tree Service	Oklahoma	
Quality Towing Service	Oklahoma	
Sprague's Backhoe	Oklahoma	
Tree Dr., LLC	Oklahoma	
Eagle Rock Freight	Oregon	
Blake Marine Group	Pennsylvania	
Davidson Trucking	Pennsylvania	
Antilles Power Depot, Inc	Puerto Rico	
Garden Max and Power Equipment	Puerto Rico	
Green Group, Inc.	Puerto Rico	
RZ Contractors, Inc	Puerto Rico	
Buddin Construction	South Carolina	
Comeback Rentals	South Carolina	
Creative Fence Concepts	South Carolina	
DTS Inc.	South Carolina	
Ferrell Construction	South Carolina	
State Tree Service, LLC	South Carolina	
Willis Recovery LLC	South Carolina	

Dysart Trucking	South Dakota	
Hodkinson Construction	South Dakota	
Jacobsen Tree Experts	South Dakota	
John Nelson Trucking	South Dakota	
Lacey Rentals	South Dakota	
Robert Bungert	South Dakota	
4 Corners Truck Service	Tennessee	
DeLoy Brown Petroleum LLC	Tennessee	
Industrial Rubber	Tennessee	
Isis Tree	Tennessee	
Robinson Tree Service, Inc.	Tennessee	
South East Mowing, LLC	Tennessee	
Stowers Machinery Corp	Tennessee	
Yardworks, Inc.	Tennessee	
1st Fire Safety	Texas	
3TM Transport LLC	Texas	
A & W Water Well Service	Texas	
A Line Auto Parts	Texas	
A-1 Tire & Service	Texas	
Aaron Johnson	Texas	
ABC Erosion Control, Inc	Texas	Yes
Absolute Diesel	Texas	
Action Propane	Texas	
Action Roll-Offs, Inc	Texas	Yes
Adobe Machinery Services, LLC	Texas	
Advanced Flamecutting & Steel, Inc.	Texas	
Airgas - Mid South	Texas	
Alamo Welding Supply Co., Inc.	Texas	
All Star Land Surveying	Texas	
Art's Truck & Equipment	Texas	
Aspen Tree Service	Texas	
Austin Brake & Clutch Supply, Inc.	Texas	
Bane Machinery Houston, LP	Texas	
BFI Colonial Landfill	Texas	
Big Bird Tree Service	Texas	
Binswanger Glass	Texas	
Black Rose Steel & Trading	Texas	Yes
Blue Beacon Truck Wash	Texas	
Blue Ridge Landfill Texas LP	Texas	
BlueLine Rental	Texas	
Bobcat Quality Equipment	Texas	

Burkett Construction	Texas	
C.J. Express, Inc.	Texas	
Capitol Auto Parts	Texas	
Capitol Bearing Service	Texas	
Capitol Hydraulics	Texas	
Cedar Park Wrecker & Recovery Service	Texas	
Charles Gamelin	Texas	
Chrome Enterprises	Texas	
Complete Environmental Product	Texas	
Crocker Crane Rentals	Texas	
Dennis Sissell	Texas	
Diesel Specialists	Texas	
Diesel Tech Services, Inc	Texas	
Diversified Machining Inc	Texas	
Double Diamond Heavy Haul	Texas	
Dusty Berryhill	Texas	
DVT Freightways	Texas	Yes
Earthco Landscape Construction	Texas	Yes
Eggemeyer Land Clearing, LLC	Texas	Yes
Environmental Allies	Texas	
Equipment and Diesel Techs	Texas	
Fabcon Products, Inc.	Texas	
Fleetcard, Inc	Texas	
Flex Supply	Texas	
Francisco Perez	Texas	
Franks Nursery	Texas	
Freightliner of Austin	Texas	
Fresno Fence	Texas	
GAC Equipment, LLC	Texas	
Golden Triangle Landfill	Texas	
Greenseen	Texas	
Green Planet, Inc.	Texas	Yes
Gulley-Hurst Landfill	Texas	
H2eco Bulk Water	Texas	
Herc Rentals Inc	Texas	
Hertz Equipment Rental	Texas	
Hi-Line	Texas	
Highway Barricades and Services, Inc.	Texas	Yes
Holt Cat	Texas	
Holtsy/ Carlson Equipment Co.	Texas	
Houston Bearing	Texas	

Hudgins Co.	Texas	
Hydraulic Specialists, Inc	Texas	
Hydraulics of Texas	Texas	
Iron Horse	Texas	
ISNetwork	Texas	
JTB Demolition Services	Texas	
Just Hydraulics & Mechanics	Texas	
Kenneth Caplan	Texas	
King Jehu Trucking, Inc	Texas	
Labor Ready	Texas	
Lampasas Trucking	Texas	
Land and Sea Services	Texas	
Liberty Hill Truck Service	Texas	
Llano River Fence	Texas	Yes
Longhorn INT Truck	Texas	
Lyellco, Inc	Texas	Yes
Matoka, Inc	Texas	
Mayo Mulch, Sand and Gravel, Inc.	Texas	
McLaughlin Transport, LLC	Texas	
Mike Berryhill	Texas	
Mimbres Tree & Debris	Texas	
Monge Trucking	Texas	
Motion Industries	Texas	
Mustang Cat	Texas	
Mustang Rental	Texas	
Naegli Transportation	Texas	
Novus Wood Group	Texas	
Onsite Diesel	Texas	
Pacesetter Personnel Services	Texas	
Peninsula Marine	Texas	
PeopleReady Florida, Inc.	Texas	
Port Lavaca Plumbing	Texas	
Precision Tracking Solutions	Texas	
Precision Truck & Trailer	Texas	
Pro Glass	Texas	
R & R Tire Service	Texas	
R & S Tractor & Dump Truck Service	Texas	
RAM Products LTD	Texas	
Red River Equipment	Texas	
Redwine Enterprises, Inc.	Texas	Yes
Regional Traffic Services	Texas	

Reid Services	Texas	
Rene Bates Auctioneers, Inc.	Texas	
River City Hose and Supply, Inc.	Texas	
Rock Plus	Texas	
Romco Equipment Company	Texas	
RSC Equipment Rental	Texas	
Rush Truck Center	Texas	
Southern Tire Mart	Texas	
Spartan Divers	Texas	
Sprint - Fort Bend County Landfill	Texas	
Stewart & Stevenson	Texas	
Suncoast	Texas	
Sundance Fuels	Texas	
TDH Transport	Texas	Yes
Texas Disposal System	Texas	
Texas Hydraulics	Texas	
Texas Outhouse	Texas	
Texas Welding Supply Co.	Texas	
Three-B's Stump Removal	Texas	
Tire & Truck Masters	Texas	
Titan Sandblasting & Coating	Texas	
TNK Services	Texas	Yes
Tucker Oil Co.	Texas	
United Rentals	Texas	
United Site Services of Florida Inc.	Texas	
Vanguard Truck	Texas	
Vermeer Equipment	Texas	
Walt Pene Trucking	Texas	
Waste Connections Seabreeze	Texas	
Waukesha-Pearce Industries, LLC	Texas	
WCA Waste Corporation	Texas	
Wingfoot Commercial Tire Systems LLC	Texas	
Off Duty Services	Texas	Yes
Flex Fleet Rental LLC	Utah	
Kitchen Corps, Inc	Virginia	Yes
Medek Tree Service	Virginia	Yes
Southern Transportation, LLC	Virginia	

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## Summary of Litigation

*TFR Enterprises, Inc. v. Florida Department of Transportation, Target Engineering Group, LLC formerly known as Target Engineering Group, Inc.*

After repeated efforts to obtain payment for Monitoring-firm issued and signed tickets for a debris removal job contracted by the Florida Department of Transportation, TFR was forced to file suit in order to protect the interests of its local subcontractors, the Company, and other vendors. Despite repeated requests by TFR to amicably resolve this matter, FDOT provided no reasonable grounds for refusing payment (all payments were for work authorized and completed as evidenced by signed debris tickets or other comparable support). TFR spent almost two years negotiating with FDOT to resolve the nonpayment without the need for formal legal proceedings. TFR only undertook formal legal action after exhausting all other avenues failed and when FDOT refused to resolve this matter in good faith. (This suit is currently in the discussions phase.)

## Tab 2. General Operations Plan

This operational plan has been thoroughly vetted over years and years of disaster-related debris management projects. Utilized in Plantation, Florida to smaller projects such as Port Aransas, Texas, the operational plan outlined below maintains the flexibility to administer and complete multiple large-scale projects simultaneously without sacrificing safety, transparency and performance. In 2017, TFR's flexible operational plan was tested. With projects spanning from Puerto Rico, California, Florida, to Beaumont, Texas, **TFR operated, funded, and successfully completed 26 simultaneous projects with a total value over \$78 MIL.**

### FEMA Understanding and Experience

TFR possesses an intimate understanding of the FEMA funding and reimbursement process. **ALL TFR CLIENTS HAVE RECEIVED 100% OF THEIR ELIGIBLE REIMBURSEMENT. TFR HAS NEVER HAD A SINGLE DOLLAR DEOBLIGATED BY FEMA or the FHWA.** We understand that our client's reimbursement is directly correlated to their ability to pay TFR and we work with our clients to ensure this process is as fast and efficient as possible.

TFR personnel have conducted over 250+ federally funded projects, and as such, has gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With minimal turnover in our key personnel for the past five (15) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 30 years. Sharon Lyell, our Project Administrator, in conjunction with Tiffany Jean, Senior Contract Administrator, head our *FEMA Compliance Team* in all disaster-related projects. Our *FEMA Compliance Team* is deeply vetted in FEMA management and operational styles, and **NEVER** has TFR, or its officers, had a disputed claim for FEMA reimbursement. These individuals are very familiar with and aware of the federal guidelines for independence in accountability and reporting as well as recognizing that it cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering the following services to aid our clients in complying with the federal *Public Assistance Program*:

- Provide extensive pre-event training sessions with review of previous submitted FEMA paperwork
- Design appropriate cost tracking systems before approval of Project Worksheets is received
- Assist in estimation of debris volumes by debris types and debris management costs for Preliminary Damage Assessments
- Train clients on FEMA's Cost Estimating Format, a forward pricing model allowing FEMA to account for all possible costs on large projects
- Assist in the preparation of Immediate Needs Funding (INF) requests
- Review the operational procedures of the FEMA Public Assistance Program as it relates to the overall recovery process

### Supporting Communities from the Ground Up

#### Ready

With years of experience helping hundreds of customers, TFR offers a deep understanding of the disaster recovery process. We help our clients put together a plan before a disaster strikes so that they will be ready to respond when it does.

#### React

TFR hits the ground running as soon as a disaster strike. We can mobilize our expert project managers, crews, and state-of-the-art equipment within hours.

#### Respond

TFR carefully coordinates every disaster recovery/debris management plan to meet the needs of the community. Our deep planning and project expertise enable us to provide extremely accurate time/cost estimates and meet or exceed all project expectations.

#### Recover

TFR provides support and technical assistance to help clients navigate a complex maze of state and federal public assistance programs, including FEMA reimbursements, to help disaster-impacted communities get back on their feet as quickly as possible.

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- Inform and prepare for critical meetings with FEMA, emphasis on “Kick-off Meeting” and “Applicant’s Briefing”
  - Aid in the preparation of Project Worksheets
  - Provide, review and confirm accuracy of supporting documentation (i.e. Truck Certifications, Load Tickets, Equipment Time Sheets, etc.) for the Project Worksheets to realize full reimbursement

TFR takes a proactive approach to debris management. Enacting a comprehensive, efficient debris management plan, which retains operational flexibility to address problems on the fly, is vital to the success of the project and our client’s realization of full FEMA reimbursement. Upon establishment of a debris management plan, we strongly suggest submitting the plan for FEMA review, relieving undo stress over FEMA acceptance following a disaster event.

### Training Sessions and Tabletop Exercises

Preparation is the be-all of good emergency management. As such, TFR offers annual on-site training and tabletop exercises for all Clients wishing to participate. Usually lasting 4 to 5 hours, TFR conducts the training service in the months preceding Hurricane Season on simulated events developed by TFR. In the past, we have offered this value-added service to Clients to familiarize ourselves with key emergency management officials and local agencies designated to the project. TFR believes understanding the needs of the local officials allows us to tailor-make a debris management plan that best suits the community.

With TFR’s expertise and guidance, together, the client and TFR will develop a complete, full-service debris management plan that anticipates encumbrances, highlights transparency, emphasizes expediency, and forces accuracy. The preparation and experience gained during our training exercises will position local officials to respond quicker and realize full FEMA reimbursement. Additionally, by identifying key elements, such as DMS and Staging locations, TFR can better rapidly mobilize to ensure an efficient response immediately following the storm.

TFR’s training session focuses heavily on the following topics:

#### FEMA Guidelines and Policies

This portion of the training is billed “How Best to Maximize Your Federal Reimbursement.” We walk through, step-by-step, the FEMA *Public Assistance Program* from the Disaster Declaration by the President to submittal of the “Letter Requesting Project Closeout.” TFR will inform our clients of topical and current FEMA guidelines and policies that are affecting the reimbursement process. Additionally, to benefit and familiarize Officials with federal documentation and expectations, TFR will review and analyze a FEMA Reimbursement Submittal from a current client that received full funding. This portion of the training is customized to fit the knowledge and expertise of the local officials, however, in every training session we stress key elements of the process outlined below:

- Review and recommendations for *Request for Public Assistance Form*
- Training of personnel of federal expectations in Project Worksheets (PW)
  - Review scope of work justifications including narratives, fiscal documentation, and
  - Analyze accepted content documentation of completed projects, including photo documentation, invoices, etc.
  - Review supporting documentation for PW’s for accuracy.
  - Familiarize client with an individual project and deficiencies of the file, scope of work as relating to the project worksheets, and cost estimates.
- Review and identification of eligible equipment, labor and contracts, accurate unit costs and scope of work.

#### TFR Spotlight

**TFR has successfully completed more than \$350,000,000.00 in federally funded task orders.**



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- Review and analyze the utilization of Force Account Equipment, Force Account Materials and Force Account Labor practices for reconciliation with Work Orders and Equipment Codes
  - Review and recommendations for *Force Account Labor Summary Record*, *Force Account Equipment Summary Record*, and *Contract Work Summary Record*
  - Review and analysis of documentation program in keeping with FEMA reimbursement guidelines:
    - Update existing documentation and record keeping systems as to comply with federal reporting and record keeping, or
    - Propose record keeping and documentation system that will comply with federal reporting and record keeping requirements.
  - Provide training and orientation to clerical and department heads on required documentation quality and quantity requirements
  - Examine the reconciliation of invoices to appropriate Purchase Orders and PW's scope of work.
  - Examine status reports and PW tracking through State and Federal Agencies.
  - Review the organization and preparation of invoices, cancelled checks, contracts, public notices, bid tabulations, force account labor and equipment information summaries with easy reference tabs, attached in document format, to coincide with the guidance documents utilized by FEMA inspectors
  - Examine the drafting and final submittal of the "Letter Requesting Closeout"

### **Debris Management Site Location and Testing**

In conjunction with Government Officials, TFR seeks to aid in the selection and qualification of Debris Management Sites. Identification and selection of an appropriate DMS is vital to the efficiency, cost control and overall safety of the debris management process. The FEMA *Debris Management Guide* outlines the selection of a DMS through the following:

1. Ownership
2. Size
3. Location
4. Environmental and historic concerns

In past planning sessions, TFR and Government Officials have scoured potential areas locating and qualifying numerous DMS through a stringent identification process. Examining the layout of the City/County, possible high-volume areas and environmental impact, TFR and Officials can establish probable locations that best suit the debris management effort. After sites have been identified, historical information is pulled to ensure compliance with the National Historic Preservation Act and soil and water samples are collected to file with State Environmental Protection Agencies. Coupled with TFR's unique ability to operate 8 concurrent debris management sites with Company-owned Diamond Z Grinders, the qualification process of logistically, geographically and environmentally appropriate DMS is key in the efficient, rapid mobilization effort TFR can offer.

### **Sectoring of the Impacted Area**

TFR strongly recommends our clients develop and review sector maps for the debris management plan. If requested, TFR will assist in the establishment of emergency routes with a pivotal focus on immediate need facilities. TFR prioritizes certain immediate need facilities, including EOC's, government buildings, hospitals and FEMA Distribution Centers, to employ a rapid 70-hour "Push" to secure the facility access. Following the establishment of emergency routes, TFR and Government Officials will review preliminary sector maps and designated DMS for debris collection. Our goal is to develop sector maps that retain flexibility post-storm to ensure efficient allocation of resources to debris-ridden areas while emphasizing safety to our crews and the community.



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## Pre-Strike Procedures

48-72 hours prior to anticipated landfall: Both the President and Director of Operations of TFR Enterprises, Inc. has been monitoring and tracking “Mock” Hurricane through local communication and weather channels.

The Director of Operations will contact the known designated Government Representatives and provide them with the primary and secondary, 24-hour emergency contact personnel and points of contact (e-mail and cell phone).

The Contract Administrator in the home office will produce a list of known, experienced subcontractors from the database and sort the list by States (a list can be provided upon request) \*Note: The subcontractors listed as pre-qualified are companies familiar with TFR procedures and expectations. In past projects, these subcontractors have been successful in operating alongside TFR and thoroughly vetted.

Project Managers will each be given a group of these subcontractors to contact. Each Project Manager will begin calling the subcontractors and make the following determinations for each and in aggregate:

- Current equipment and personnel on hand and available to commit if tasked.
- Best-estimated anticipated response time if tasked.
- Plans for housing, feeding personnel, and fuel supply resources.

During this same time period, the Service Manager in the home office will begin calling Equipment Rental Dealers to identify available equipment on hand, such as Rubber Tired Front End Loaders, Skid Steer Loaders, Grapple attachments, Knuckleboom Loaders, Bucket Trucks, Vacuum Trucks, Water Trucks, Bulldozers, Portable Generators and Portable Toilets, to augment, if necessary, TFR owned equipment. Also, the Service Manager will prepare preliminary tracking routes for Company-owned equipment and determine what states and what permits may be required if tasked.

An evaluation of the information gathered from the Subcontractors who have been contacted and an estimated crew/response capability will be made in the following priority:

- 1) Subcontractors on call with Emergency Road Clearing Equipment.
- 2) Subcontractors on call with Loading and Hauling Equipment.
- 3) Subcontractors on call with Site Management Equipment.

This information will be added to the estimated crew/response capability of TFR’s own Company-owned equipment and personnel and a preliminary mobilization schedule will be prepared.

24-48 hours prior to anticipated landfall: The Service Manager will begin acquiring trip permits for dispatching the initial transport of heavy equipment (debris clearing and site preparation equipment) to the designated staging area.

Loading and Hauling equipment and personnel will be dispatched to the designated staging area as well as mobile campers and temporary housing units.

The experienced subcontractors previously notified will be contacted by the Project Managers and placed on stand-by, if necessary. Their mobilization capability and preparedness will be noted and updated in the preliminary crew assessment.

0-24 hours prior to anticipated landfall: Upon notification of the Government Representative, or at the discretion of the Director of Operations, the *Pre-Execution Planning Team* (Operations Manager, Operations Planner, Project Managers, Environmental Health and Safety Officer, and the Program/QC Manager) will deploy.

To provide an immediate point of contact, at least one (1) TFR Representative shall “ride out” the storm with Government Officials. This TFR representative shall be responsible in coordinating the “push” effort as the *Pre-Execution Planning Team* assesses the damage, sections the City/County, if not completed, and mobilizes resources.

A work force of Management and Loading and Hauling crews (minimum of ten) have been notified, prepared and will be in the affected Sector/Subsector and poised to respond within a few hours following the landfall or strike for the immediate emergency needs response.

The *Pre-Execution Planning Team* appointed for “Mock” Event is named as follows:

Pre-Execution Team	Named Person	Worked Together	Industry Experience	Disaster Experience
Operations Manager	Kevin Rolison		18	HURRICANE            TORNADO            FIRE            ICE / SNOW            FLOODING
Operations Planner	Rigo Mejia		12	HURRICANE            TORNADO            FIRE            ICE / SNOW            FLOODING
Program/QC Manager	Sharon Lyell		26	HURRICANE            TORNADO            FIRE            ICE / SNOW            FLOODING
Project Manager	Steven Vinyard		5	HURRICANE            TORNADO            FIRE            ICE / SNOW            FLOODING
EHS Manager	Tate Wilson		5	HURRICANE            FLOODING

In a post-strike environment, with Notice to Proceed, the planning team will deploy to the designated location within hours to participate in estimating debris volume, sectoring disaster area, locating debris sites, determining personnel and equipment requirements, evaluating environmental and health and safety issues, and identifying necessary permits and license requirements. Once this meeting has taken place, a defined list of equipment and personnel necessary will be identified.

During this planning session, the following determinations will be made:

- Total area affected
- Estimated amount of Debris (This can be performed by Government Officials or TFR, either by aerial assessment or by “windshield” drive-by through the damaged area)
- Number of Sectors to be assigned for best management
- Number of estimated DMS required for efficient removal
- Location of best possible DMS

**Mobilization of Personnel and Equipment**

Following the coordination with Government Representatives, and identifying the quantities, sectors, DMS and production requirements, TFR will continue the mobilization process.



*Pre-Execution Planning Team* will call a meeting of all Project Managers and alert them to prepare to leave within 24 hours and be away from home for an extended period. Being within relative proximity of the disaster area, TFR can provide expedient response, as personnel fully understand the requirements and urgency associated with disaster relief and recovery and the little notice provided after the

award of a contract. TFR and its partners are fully prepared to meet the mobilization requirements, including the extended time away from families, and fulfill those requirements with the utmost pride to the end product.

- The Operations Manager and his assistant will locate a Staging area where equipment and personnel can mobilize to for inspection and orientation.
- The Service Manager in the home office will deploy one or more of the company's Mobile Field Offices to the Staging area if needed.
- Project Managers will review the equipment and personnel requirements and compare with equipment already on hand to determine the additional equipment and personnel to be mobilized. The Project managers will then review the Company-owned equipment available list, selected Subcontractors immediately available list, and equipment suppliers list. The project managers will notify the subcontractors selected for use on this task order.
- Communication will be given to the dispatcher in the home office of the need of any Company-owned equipment so that they may begin the process of permitting and shipping the necessary pieces. If additional equipment is needed, the project managers will communicate with the equipment manager who will contact the equipment suppliers on standby and order necessary equipment for completion of equipment requirements.
- The Operations manager and his assistant will attempt to secure temporary housing, such as RV parks or other suitable location for temporary use for parking travel trailers. (The company, as well as many of its employees and subcontractors, have self-contained travel trailers which are used in the early response and mobilization of the project. As the local infrastructure improves and the demand on housing (hotels, etc.) decreases, many employees will relocate.)
- The Operations Manager or his assistant will prepare a list of all TFR employees and their Points of Contact (i.e., cell phone, e-mail) and deliver copies to Government Officials.
- The Operations Manager or his assistant will review Subcontract Agreements and supply copies of Current Wage Rates.

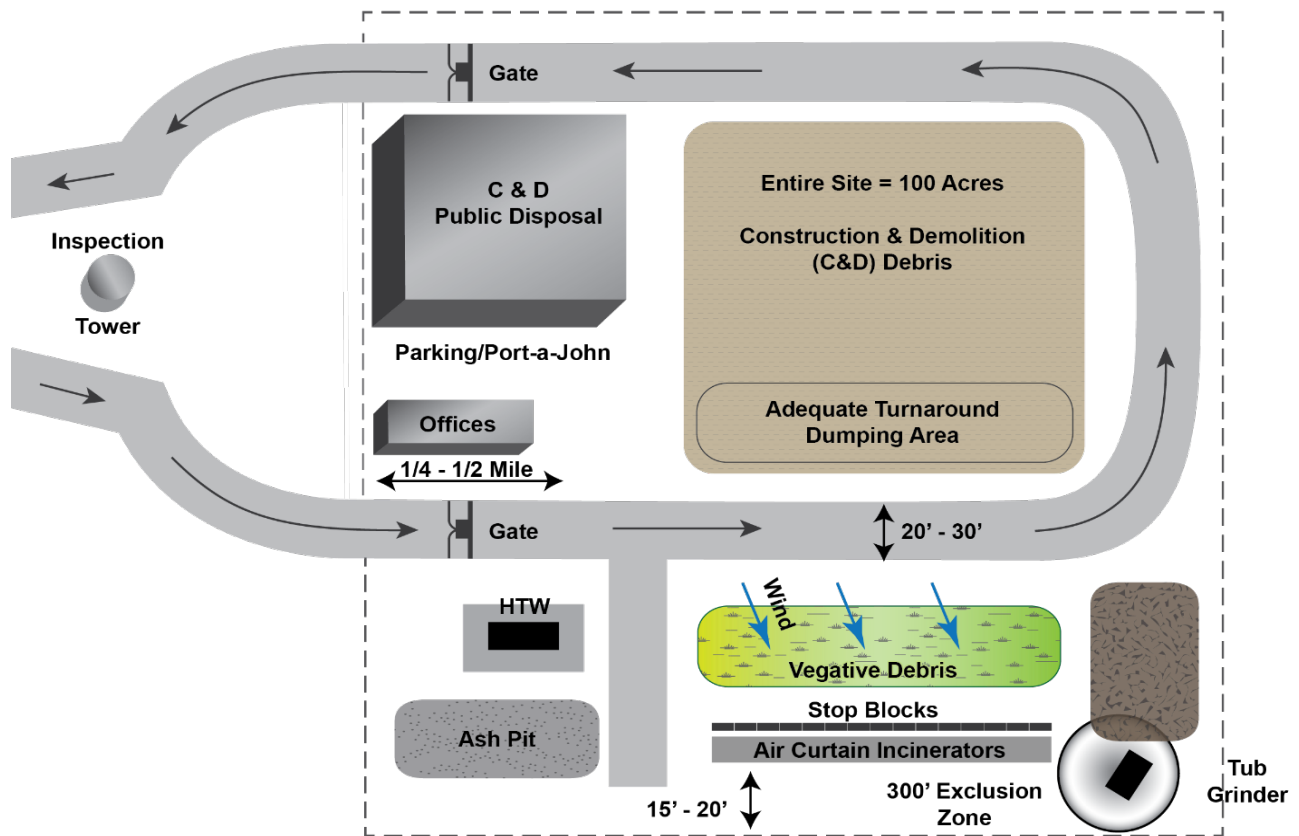
### **Preparation of Debris Management Sites**

Obtaining and Possessing Necessary Licenses and Permits - The Operations Manager or his designee will investigate the state and local statutory requirements needed to perform the work described in the pre-position planning in the affected areas and determine what permits are necessary to complete the work. Video and/or digital photographs of the site, before occupation, will be made for the record, in addition to any soil, water or other test documents. After acquiring all necessary permits and licenses, the Operations Manager and the EHS Manager will then prepare copies of all necessary permits for delivery to Government Representatives.

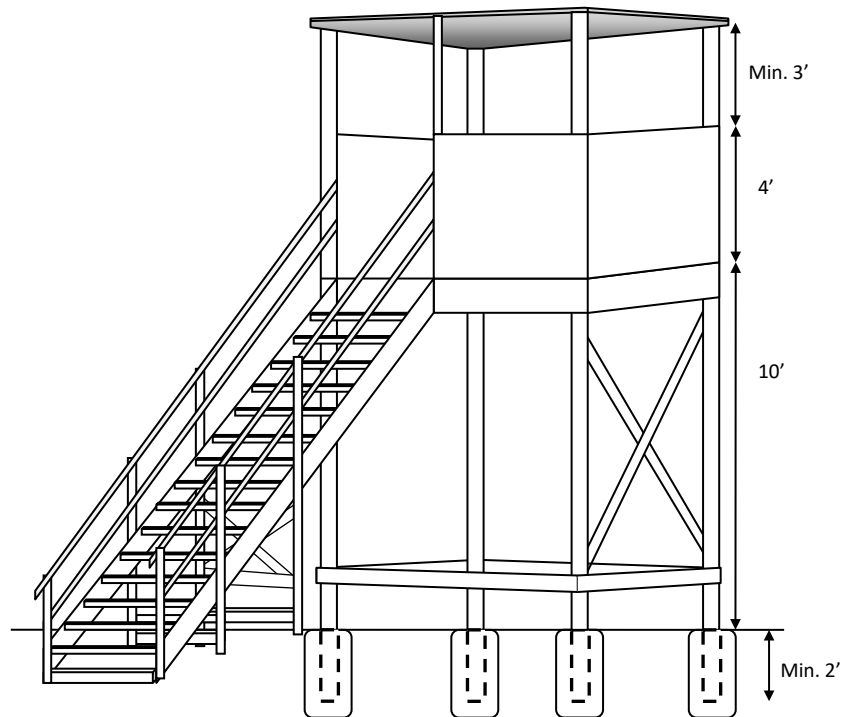
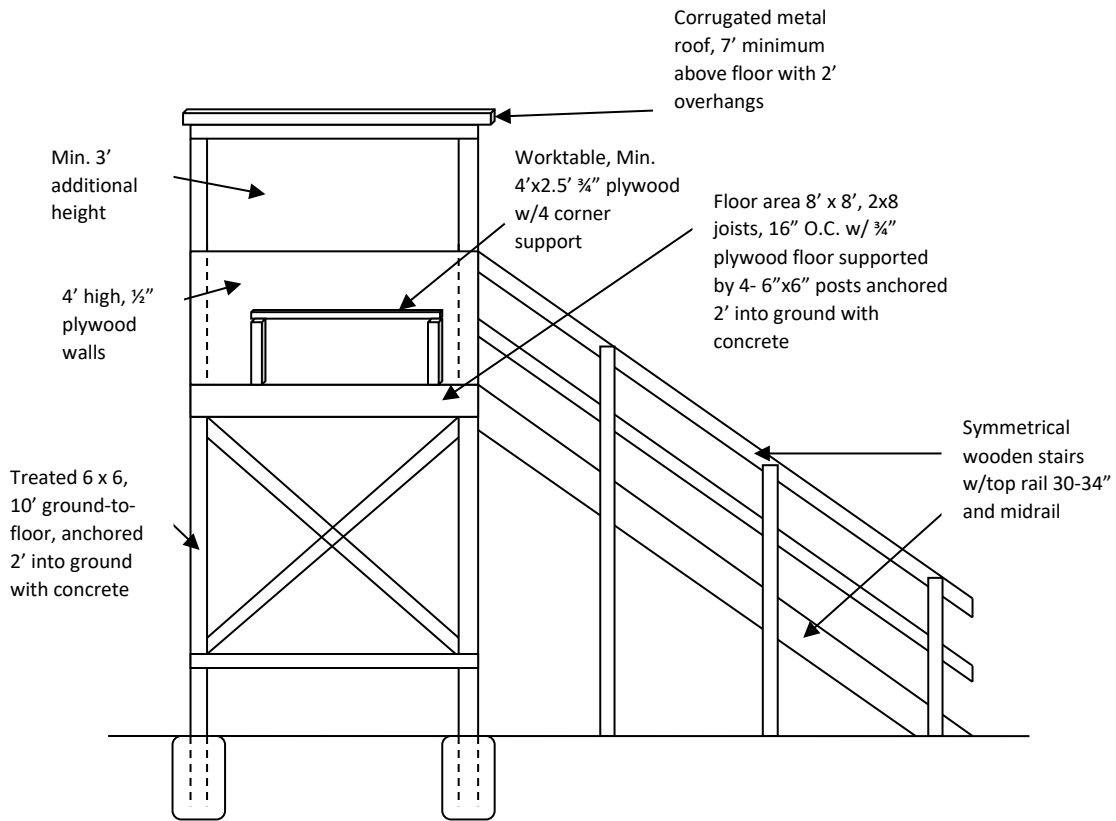
Submittal of Site Plan and Establish Field Offices and Equipment Staging Area - After the approval/assignment by Government Representatives of the DMS, which currently is unidentified, a physical review of the site will be made by the OM, the site manager and representatives. Within 12 hours of the location and inspection of the site, a final site plan will be submitted for approval. The Site Plan shall reflect:(1) access to the site (ingress, egress)

(2) Site preparation-clearing, erosion control and grading, (3) traffic control procedures, (4) safety, (5) segregation of debris, (6) location of ash disposal area, hazardous material containment area, contractor work area, and inspection tower, (7) location of vegetative debris dump, (8) location of Mixed Debris and C&D dump, (9) Location of Temporary sanitary facilities, (10) location of reduction operations including incineration operations, chipping operations, (11) location of any existing structures or sensitive areas requiring protection from smoke, dust, noise and with awareness to existing traffic conditions (12) location of dump area for debris hauled from the public or haulers other than TFR with traffic patterns reflected for this area. Tasks will then be assigned to construct and establish required elements of the site, such as the inspection tower, hazardous materials containment area, temporary fencing, etc.

For the purpose of this RFP and for the general understanding of the layout offered by TFR, included is a general site plan utilized by TFR on previous projects and that directly addresses the uses outlined above. However, before these site plans can be formally submitted, the necessary soil and water samples will need to be taken, checked and filed with appropriate Government Agencies and maintained, on hand, at the TFR field office. The site plan will be reviewed and accepted by Government Representatives before DMS accepts storm-generated debris.



# Inspection Tower Construction Diagrams



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Hazardous Materials Containment Area – TFR’s employees have been involved in the preparation and construction of many DMS to FEMA/USACE specifications. The Company will have had all necessary tools and supplies shipped from its home office in the first deployment of equipment. Once again, this is done as a safeguard measure in the event that supplies, and materials may not be readily available in the area following a disaster event. This Hazardous Materials Containment Area shall be constructed to the specifications set forth in the RFP.

Prior to construction, the site will be graded, and a berm constructed to provide a Hazardous Containment Area that will direct site runoff away from the Hazardous Containment Area. The area shall be 30’x30’. The perimeter shall be lined with hay bales and staked in place. The area shall be lined with a heavy gage plastic (or tarp for colder climates where plastic may be too brittle) to provide a waterproof barrier. Six inches (6”) of sand shall be spread within the area to provide an additional defense against hazardous leakage while also protecting the heavy gauge plastic against rips and tears. Additional plastic or tarp sufficient to cover the area will be available to prevent rain or snow from entering the containment. Lastly, site runoff shall be redirected away and from the containment area through utilization of site grading.

Additional Construction Procedures that may be necessary are:

- The establishment of a lined temporary storage area for ash, fuels and other materials that could contaminate soils and groundwater.
- Construction of temporary fencing around debris material storage areas for segregation and protection from traffic.
- Construct non-combustible stop blocks for equipment located at the burn pit.
- Establishment of an equipment staging area where equipment can be isolated and inspected regularly for fuel and oil leaks. Describe provisions for a lined area for fueling and equipment repair to protect soils from spills of petroleum products, hydraulic fluids, etc.
- Provision for plastic liners under stationary equipment such as generators and mobile light plants.
- Construct Roadways Throughout the Site - Traffic will be designed for one way in and one way out to avoid congestion.
- Erect Stop, Slow, and Direction Signs for safety and traffic flow. Signs will also be provided at the main entrance with site name and directions, i.e., Office/Visitor Check-in, visitor parking, truck inspection tower, etc. There will also be signs designating the HTW area, white goods area, first aid area, mixed debris, etc.
- Establish a gated entrance for security to the perimeter of the site and a guard building to record visitors and authorized personnel visiting the site.
- If necessary, establish a “public” or separate dump area for debris hauled by others with separate traffic pattern and a distinguished and separated (by temporary fencing or other means) perimeter to avoid mixing the debris with the debris hauled by the contractor.



Once the Site Plan is approved, the Company will locate its office command center. TFR owns five self-contained command centers constructed on a 45-foot travel trailer. They are inventoried with all needed onsite management, communications, record keeping and safety materials. This includes such items as truck tickets, safety forms, identification signage, cellular phone, radio broadcast systems, desktop computer/fax and copying equipment, hard hats, steel toed boots, flags, safety vests and other miscellaneous items necessary to the immediate operations. These command centers

will be equipped with self-supporting generators and temporary sanitary facilities if not, or until, available on site.

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## **Establish Field Office Communications**

- Mobile telephones and Company radios will be the main source of communication in the field office until local landline telephones can be installed. All TFR truck drivers are equipped with smart phones. In addition, all TFR managers, supervisors and foremen are equipped with mobile telephones for outside communication in order to coordinate the mobilization and dispatching of equipment as well as being available to the client.
- All Company administrative personnel, including the Operations Manager, have electronic linkage capability for cellular telephones, satellite communications, Internet access and fax access.
- Records and communications are made using a network of personal desktop and laptop computers.
- As quickly as equipment is available (local services may be out for a time following a disaster) all major field locations are given at least one local number to facilitate communication with other local Government Agencies, local suppliers and members of the public.
- As soon as the field office is established, office personnel will be available during hours of operation.
- Inspection of Equipment before beginning Task Order. All equipment previously dispatched and on hand for debris loading and hauling, will be brought into the staging area for safety inspection, identification, measuring and numbering before being deployed to any work area.
- Each piece of equipment will be inspected, and a written inspection report prepared denoting results of the inspection.
- In addition to the safety inspection checklist for trucks, all vehicles (trucks and trailers) will be inspected for current license, tags, registration, and insurance. The inspection report will denote the truck owner and the truck driver. A copy of the operator's driver's license will be copied and on file.
- A determination of driver qualification will be made (i.e. requirement of Class A License).
- Trucks to be used in hauling debris will be inspected for proper tailgates and proper sideboards or other extensions as well as the previous checklist.
- Before a truck will be assigned a number, the inspection report and driver information will be made available for review by a Government Representative, and they shall physically inspect, approve the tailgate and any sideboards or other extensions, and measure the truck for capacity.

## **Personnel Safety Orientation**

All Company employees will receive a copy of the Company's Health and Safety Manual at time of employment. As part of the Company's Safety and Occupational Health plan and in compliance with the Accident Prevention Plan, a safety meeting will be held before any personnel are assigned to a task order.

- The Company Safety Officer will conduct the meeting in the presence of a Government Representative.
- All personal protective equipment required for the assigned task will be checked before personnel is dispatched to the assigned task.
- A Personal Emergency Contact List and Map of Key Facilities for emergency conditions will be passed out to all Company and Government field personnel.

Following the Equipment Inspections and Safety Orientation, Truck Measurement and Numbering, equipment and personnel will be dispatched to the work areas prescribed as a result of meetings between the Project Managers and Government Representatives.

## **Daily Coordination with Government Representatives**

The following is an outline of the company's daily procedures with regard to keeping an informed dialogue between TFR and Government Representatives.

- Each debris removal project is assigned a Load and Haul Project Manager. Before the beginning of each Project or Task Order, the Load and Haul Project Manager and the Project Operations



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- Manager will meet with the Government's Representative to define the scope of work, work area, and any Government priority as to areas included in the Task Order.
- After the total area of work to be performed under the Task Order has been defined, a map of the area is prepared dividing the total area into sections. These sections are then given a territorial reference (for example Section 1, Section 2, etc.).
  - Two identical copies of this map of the total area divided into sections are prepared, one for the Contractor and one for the Government. The contractor's copy is kept in the field office headquarters of the contractor.
  - Each evening a meeting is held between a Government Representative and the Load and Haul Project Manager to review the areas, which have not been worked.
  - The Loading and Hauling Project Manager shall confer with a Government Representative and shall provide a work schedule plan daily reflecting the assigned location of all loading crews daily.
  - A daily work schedule assigning crews to specific Sections previously approved by the Government's Representative, is prepared by the Load and Haul Project Manager and distributed to the foremen of each crew.
  - Loading and Hauling crews shall not be re-assigned to another location until the Load and Haul Project Manager and the Government Representative have inspected the area worked and they have determined that the work performed has met the Scope of Work requirements in the Task Order.
  - Each evening following the workday, the Crew Foremen will meet with the Load and Haul Project Manager and will report on the amount of progress in the Sections assigned them.
  - The Load and Haul Project Manager, along with the Government Representative will tour each section daily to confirm progress.

When a section has been completed to the satisfaction of TFR and the Government Representative, the Load and Haul Project Manager will indicate the completed section on the map by color-coding the completed section. This map will provide a visual display of work completed and work remaining daily.

### **Public Service Announcements**

TFR shall aid Government Representatives in developing a comprehensive Public Information Strategy. Oftentimes, residents hold local, state and federal officials responsible for slow progress, however, enacting specific procedures to control the efficient flow of information to residents is vital to the community's recovery process. This includes the establishment of a Disaster/Debris Information Center, centralizing the release of vital information to the public. Operated from TFR's Mobile Command Unit utilizing satellite communications, Government Officials, in conjunction with TFR's Management Team, shall create television and radio advisories in the immediate aftermath of an event to be broadcasted five times daily. Additionally, when print media resumes, TFR shall aid in the development of pertinent newsletters detailing the recovery phases while providing a conservative timeline of events. These will be released online, through local newspapers, and posted at pivotal locations throughout the impacted area. TFR also recommends the establishment of an information hotline with a brief recording outlining the information listed below and additional vital information, i.e. debris drop-off locations, etc. This allows citizens to obtain up-to-date information immediately and on their own schedule.

### **Sample Radio Address**

\_\_\_\_\_ has adopted regulations for the removal of disaster-generated debris. We have established an efficient and effective system in coordination with our debris contractor, so you, the citizen, will know what to expect and how to have your disaster-generated debris removed successfully. Contractors are working seven (7) days a week, twelve (12) hours a day to collect ONLY storm-generated debris.

\_\_\_\_\_ has divided the City/County into multiple debris collection zones. All zones are being worked simultaneously with the goal of coordinated, safe and efficient recovery. Debris contractors are collecting all the

disaster-generated debris moved to the curb from one subdivision/street/block in a zone before moving to the next. Your cooperation and patience are much appreciated during this trying time.

The first pass will be made in your neighborhood beginning \_\_\_\_\_.

Fellow citizens, as you prepare to place your debris curbside for collection, please adhere to the following guidelines:

1. Do not place debris on top of utilities, for example: cable, phone, electrical or storm drain boxes.
2. Please do not place debris in front of or around your mailbox.
3. Please do not place debris in front of or around your driveway, as emergency vehicles may need to enter the area.
4. Please drive with extreme caution in areas with large debris piles.
5. Please do not block or dump any debris into the storm drains or ditches. This will cause flooding.
6. Please aid contractors by sweeping excess and loose debris from the street in front of your house for collection.
7. Report damages that occur to your personal property to the TFR hotline, (512) 260-3322.
8. Please sort debris according to the following outline.

We are a community, and we shall recover as a community. We appreciate your patience, cooperation and assistance as we undertake this monumental cleanup effort.

The following page, "Picking up the Pieces" will be posted on-line, distributed in local newspapers, and available for residents to properly segregate disaster debris along the ROW.

# PICKING UP THE PIECES

Following these specific guidelines when hauling hurricane-related debris and household garbage to the curb will make for a speedier removal process

**WRONG WAY**

**CROSSING THE LINE**  
Any debris placed from the sidewalk toward your property will not be picked up. Contractors cannot collect items on private property.

**PROPPING UP**  
Do not set debris against trees or poles. Doing so makes it harder for cleanup crews to scoop up the items.

**CORRECT WAY**

Homeowners and businesses are being asked to separate debris into the following categories:

**HELPFUL HINTS**

- A** Limit curbside garbage to two 32-gallon containers or eight trash bags
- B** Share piles with neighbors
- C** Refrigerator and freezer doors must be secured with duct tape

**1 HOUSEHOLD GARBAGE**

- ▶ Bagged trash
- ▶ Discarded food
- ▶ Packaging, papers
- ▶ All garbage should be placed curbside the night before the scheduled weekly pickup.

**2 CONSTRUCTION DEBRIS**

- ▶ Building materials
- ▶ Drywall
- ▶ Lumber
- ▶ Carpet
- ▶ Furniture
- ▶ Mattresses
- ▶ Plumbing

**3 VEGETATION DEBRIS**

- ▶ Tree branches
- ▶ Leaves
- ▶ Logs

**4 HOUSEHOLD HAZARDOUS WASTE**

- ▶ Oils
- ▶ Batteries
- ▶ Pesticides
- ▶ Paints
- ▶ Cleaning supplies
- ▶ Compressed gas

**5 'WHITE' GOODS**

- ▶ Refrigerators
- ▶ Washers, dryers
- ▶ Freezers
- ▶ Air conditioners
- ▶ Stoves
- ▶ Water heaters
- ▶ Dishwashers

**6 ELECTRONICS**

- ▶ Televisions
- ▶ Computers
- ▶ Radios
- ▶ Stereos
- ▶ DVD players
- ▶ Telephones

Sources: Army Corps of Engineers, debris removal contractors  
STAFF GRAPHIC BY DAN SWENSON

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## Debris Collection Operations

During the daily collection, movement, and disposition of debris, the TFR Operations Manager remains in constant contact with all Foremen and Supervisors via 2-way radio/ smart phones to ensure that proper accounting and operational management of debris collection complies with TFR operational procedures. Mid-day conferences, either in person or by radio, ensure that right-of-way, public/private, and local issues are quickly addressed, often immediately. TFR's manager and principals are mindful of other disaster operations taking place in the affected areas during the debris removal process and cautious not to interfere with the efforts of others during the performance of the contract.

The CQC Plan and TFR's Quality Control Manager shall address the Recording and Reporting requirements with all levels of supervisors and crew foremen. Different levels shall have different requirements. A sample form will be provided in and approved with the final CQC Plan, including any additional required modifications. This discussion shall include the general procedures set forth below:

- All loading and hauling crews are under the direction of a TFR supervisor.
- Daily reports are maintained by the crew foreman and all equipment down time for repairs are noted on the daily reports.
- Hours of each piece of equipment and each employee, are recorded and reconciled with a Government Representative daily.
- Daily Reports shall have daily and year-to-date totals for each piece of equipment/personnel tasked.
- Daily Reports shall be signed by the Contractor's Representative and by a Government Representative.

The TFR's Quality Control Officer shall prepare, sign and submit to a Government Representative a Daily Quality Control Report. This report at a minimum shall include originals and one copy of all levels of QC reports received and in addition shall include a summary of safety issues, infrastructure damage, total numbers of trucks loaded, equipment and plant hours worked and idled or down, testing performed and by whom, loads and quantities hauled to DMS, quantity of debris reduced, number of subcontractors working, contract non-compliance issues and all corrective actions.

## Removal of Debris from Public Right of Way

Upon receipt of a task order and at the direction of Government Representatives, the Operations Manager will direct the Load and Haul Supervisor to dispatch the previously selected loading and hauling equipment to locations designated by the Government's Debris Managers.

One foreman will oversee the loading and hauling operations for each crew. The foreman is responsible for conducting toolbox safety meetings, and a general briefing of operations including truck routes, local ordinances and other pertinent information. The foreman is equipped with fire extinguisher, pick-up truck with mobile radio and cellular telephone, first aid safety kit and list of emergency telephone numbers and map to emergency medical facilities. The foreman is responsible for preparing a daily report of activities.



Prior to Truck Certification and Inspection, all Subcontractors will have met with the sector superintendent or field administrator and provided the necessary paperwork including copies of current certificates of insurance

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(general, auto, workers comp.) copies of driver's licenses, and the execution of Subcontractor Agreements including:

- Copy of Scope of Work
- Copy of Accident Prevention Plan
- Copy of Safety Sheet
- Copy of Ticket Reporting Procedures
- Location of Emergency Response Facilities and Contact Numbers
- Copy of Equal Opportunity Policy
- Copy of Alcohol and Drug Abuse Policy

A truck Measure/Certification Site will be established at the DMS, or another appropriately designated location determined by the City/County, for all trucks to be inspected measured, photographed, and, in case of tonnage contracts, a tare weight. Truck Certification, available upon request, will include the recording (first on a paper Certification Form and by Electronic Form) of the following:

- Date of Measure
- Assigned Truck Number
- Truck Measured Capacity
- Truck Description (including model, type and color)
- License No. and State
- VIN No.
- Truck Owner
- Name of Subcontractor Truck is working for
- Truck Driver
- Truck Driver's License No. and State
- Truck Drivers cell phone or contact number
- Truck Tare Weight
- Notes or exceptions (i.e. descriptions, deductions for doghouse, etc.)
- Signature space for
  - Truck Driver
  - Contractor's Representative
  - Government's Representative
- A photograph of the Measured Truck w/driver will either be, taken by Polaroid Camera and attached to the Certification Sheet; or by Digital and Stored.
- Each Truck Dump Bed will be assigned the required TFR issued side signs on each dump body, all to be weather durable, tamperproof and non-removable:
  - Company Name
  - Truck Number
  - Maximum Volume in Cubic Yards
  - Inspector's Name and Date

These signs will be placed, one each on each side of the dump bed body and be maintained throughout the duration of the project to ensure readability.

Additional Truck dump trailers (pup trailers) will each have a separate truck measure certification including all of the information outlined above along with a notation as to the truck that it is coupled with.

Before equipment is dispatched to the loading sites, it will have already undergone all the necessary safety inspection, measurement and hauling procedures at the staging area as outlined in the section above. All loading and hauling crews will have received a copy of the scope of work, accident prevention plan, safety indoctrination,

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and assigned a crew foreman. All crews and foremen will be instructed by the Load and Haul Supervisor that they are to work in areas designated by a Government Debris Manager and are not to relocate or move from one area to another without prior approval. No employees, or subcontractors of TFR will be allowed to work for private or other public entities while employed or contracted under this project.

### **Hazardous Tree Removal**

Unstable and leaning trees along a public ROW or within a naturalized area, such as public parks or golf courses, are eligible for removal. The Sub-Grantee may choose to attempt to save the tree through straightening and bracing, if the cost of repair is less than the removal and disposal. A tree is deemed hazardous and an eligible for removal if:

- The tree is an immediate threat to public health and safety or improved property
- It has a DBH of 6" or greater
- AND one or more of these criteria:
  - 50% or more of the crown is damaged or destroyed
  - A split trunk or broken branches that expose the heart wood
  - Fallen or uprooted within a public use area
  - Leaning at an angle greater than 30 degrees

After a tree has been deemed eligible and scheduled for removal, TFR tree crews will discuss a tree specific removal plan to ensure a safe, proper felling operation, considering:

- Surrounding area for anything that may cause trouble when the tree falls
- The shape of the tree, the lean of the tree and decayed or weak spots
- Wind force and direction
- Location of other people
- Electrical hazards

Once the tree crew has identified a tree specific removal plan, the following procedures shall take place:

1. The employee shall work from the uphill side whenever possible.
2. Prior to felling operations, the work area shall be cleared to permit safe working conditions and an escape route shall be planned.
3. Each worker shall be instructed as to exactly what he/she is to do. All workers not directly involved in the operation shall be kept clear of the work area.
4. Before starting to cut, the operator shall be sure of his/her footing and must clear away brush, fallen trees, and other materials that might interfere with cutting operations.
5. A notch and back cut shall be used in felling trees over 5 inches in diameter measured at breast height (DBH). No tree shall be felled by "slicing" or "ripping" cuts.
6. The depth or penetration of the notch shall be about one-third the diameter of the tree. The opening or height of the notch shall be about 2.5 inches for each 1 ft. of the tree's diameter. The back cut shall be made higher (approximately 2 inches) than the base of the notch to prevent kickback.
7. The resulting notch shall be flush cut to the ground.

### **Hazardous Limb Removal**

Hazardous limb removal work shall consist of the removal and disposal of storm-damaged limbs that are:

- Imminent and impending peril to the general public
- Greater than 2" in diameter at the point of breakage
- Broken and still attached to the tree

The resulting debris will be collected from the grounds and hauled in accordance with normal debris collection standards.

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## **Hazardous Stump Removal**

The removal of hazardous stumps is a unique process requiring specialized equipment. As such, this process requires unique documentation and costing to realize full reimbursement, and meet the following criteria:

- 50% or more of the root-ball exposed
- Greater than 24” in diameter, as measured 24” above the ground
- Located on public property or a public ROW
- Immediate threat to public health and safety

Once the diameter is established, pictures are taken, GPS coordinates establishing the location and the specific threat documented, the stump will be physically removed by the best means available. The resulting hole from the stump removal will be backfilled and amount of material needed will be recorded.

## **Reduction of Debris**

Reduction of debris is normally applied to the vegetative debris such as brush and trees debris, which is also referred to as “burnable debris”. However, the reduction process can also be applied to some items that are considered non-burnable or construction and demolition debris. This would include such items as household furniture, construction materials such as roofing, treated timber. This process is applied for the purpose of reducing the volume of the material that is being landfilled. The economic evaluation of weighing the reduction cost against the unreduced landfill cost will be a factor in determining the feasibility of this approach. The most common methods of reduction are burning, chipping and grinding, and recycling. Recycling is covered in the various sections as appropriate.

## **Incineration**

There are two general classifications of the burning method, open burn and air curtain incineration.

**Open Burning:** Open burning, although very cost effective, may not be suitable for urban areas. The feasibility of this method is very dependent on location and the cleanliness of the debris. Many areas and locations will not permit open burn particularly in urban environments where heavy smoke can create health and property damage concerns. However, in rural locations, if the debris is clean, there is very little environmental impact and the resulting ash can remain on the site or be used as a soil additive. Bulldozers and loaders are the primary equipment required to operate an open burn process.

**Air Curtain Incineration:** Air curtain incineration is also a very cost-effective method of reducing clean, vegetative debris but with less environmental impact than the open burning method. Air curtain incineration incorporates the use of a “burn pit” aided by a forced air blower. The pit can be constructed below or above grade (depending on water table) and includes a mechanical blower to create constant optimal burn rates and an “air curtain” effect. The air curtain incineration system is a combination of the blower and pit, engineered as a unit to achieve the effect of holding the smoke while feeding air to the fire pit. Since differing site locations contain differing conditions, such as soil composition, water table levels, etc. there are no air curtain incineration systems standards in the industry. In the construction and operation of an efficient air curtain incineration system, special consideration must be given to the following factors:

1. A set back of at least 100 feet between debris piles and the burn area with a minimum setback from buildings and structure of at least 1,000 feet.
2. Construction of non-combustible “warning” stop blocks (at least 1 foot in height) for equipment located at the burn pit
3. Use limestone (or equal material) for the construction of the “pit” with reinforced earth anchors, or wire mesh to support the loader ramps.

4. Use clay or limestone to create an impervious layer on the bottom of the pit to prevent leaching of the ash from the aquifer. This layer shall be at least 1 foot deep and will be regularly inspected and maintained at that depth in the event scraper activity removes part of the layer during operations.
5. Seal the pit ends at least four feet high.
6. Pit construction (in accordance with this solicitation) shall be 8-9 feet wide, and 14 feet deep.
7. A 12" dirt seal will be placed on the lip of the burn pit area to seal the lower nozzle.
8. The blower will be configured to direct the airflow so as to strike the wall of the pit 2 feet below the edge. Operators will be instructed that the debris should not break the path of the air flow except during dumping.
9. Equipment used will be tested and adjusted to assure that a minimum nozzle velocity of 8,800 ft/min (100 mph) and a volume of 900 cf/min/linear feet is produced during burn operations.
10. The length of the pit shall be no longer than the length of the blower nozzle.
11. The operators shall be instructed to load the pit uniformly along its length.
12. Operators will also be instructed to extinguish the fire at least 2 hours before removing the ash.
13. Water trucks will be used to dampen ash residue as well as areas surrounding the burn site.

### **Chipping/Grinding**

Reduction of debris by chipping and/or grinding is an opportunity to recycle the vegetative debris back to an economically beneficial use. However, the overall economic impact of chipping/grinding compared to burning will have to be reviewed before a determination can be made. Grinding/Chipping is the reduction of woody, vegetative debris by cutting and pounding the debris to reduce the woody materials into small pieces or "chips" This method normally produces a reduction of between 3 to 1 and 5 to 1, whereas burning reduces the debris by approximately 95%. However, wood chips have the possibility to be recycled and used as mulch, fuel, ground cover and animal bedding to name a few.



The availability to recycle the chips would be a significant factor in determining the economic value of chipping/grinding. In the construction and operation of a chipping/grinding reduction operation, special consideration is given to the following factors:

1. Grinding machines must have a clearance of 300 feet. Warning signs must be stationed around the perimeter of the grinding equipment, warning of possible flying objects from the grinders.
2. The grinding machines must have screens, which produce chips not exceeding 4 inches in length and ½ inch in diameter.
3. Liners shall be placed underneath grinders, and other stationary equipment, as a preventative measure against possible leaks or spills exposing the soil and groundwater to contaminants.
4. Debris must be sorted and clean of other contaminants such as metals.
5. Operators must wear hard hats even in closed cab machines while operating.
6. Root Rake loaders are used to avoid contaminating the debris entering the grinder with dirt or sand.
7. Ground debris or mulch shall be stored outside in piles no higher than 15 feet. Such piles shall not remain on site for longer than seven (7) days and haul out procedures shall ensure. Ground debris or mulch is monitored daily for heat and internal combustion.

### **Segregation of Debris**

Before material is brought into the DMS, all preparations outlined above will be substantially completed. The DMS will have staging areas for each category of debris brought into the site. All debris will pass by the inspection tower after entering the site and all loads will be inspected.

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Although every effort will be made to segregate debris on the right-of-way before loading, debris materials still become mixed and some loads are so co-mingled that they are classified as mixed debris loads. These loads will be directed to the area defined on the site plan as the “mixed debris” pile. This material will be sorted and separated by machines with grapples and “thumbs” and by hand labor and placed into the C&D, Vegetative, HHW, White Goods, and Metals Piles.

C&D Debris is non-burnable, non-recyclable debris that will eventually be delivered to a landfill. Samples of this type of debris include mattresses, clothing, household garbage, concrete, asphalt, metals, plastics, manufactured furniture, building components, etc. Parts of this material, if well separated, can be reduced by grinding before landfill, so as to reduce the cost of hauling and tipping fees (if charged by volume). Other parts, such as metal can be recycled if well separated and cleaned.

Vegetative Debris is burnable debris and can be reduced by either incineration or by chipping/grinding. If reduced by incineration, the estimated reduction rate is 95% and leaves the ash residue to be hauled off and disposed. If reduced by chipping/grinding, the reduction rate is estimated at only 60%-75%, however, the by-product, mulch, can be recycled. The vegetative debris may become mixed with earth materials such as dirt, gravel, rock, or sand during the disaster. Root rakes are employed to shake and separate the brush and vegetative debris before it is reduced. Sometimes shaker screens or trommels are necessary to separate the earthen debris before reducing.

Household Hazardous Waste (HHW) is debris such as household chemicals, pesticides, unidentified liquids, paint, batteries, etc. As mentioned earlier, the primary goal is to separate this material on the curbside and pick it up separately by a designated HHW crew. These items are then delivered to the collection points designated by the Government Debris Manager. However, in the event that HHW inadvertently becomes co-mingled with other debris and enters the site, it is separated from the other debris and placed into a Hazardous Containment area on the site for further disposal by those licensed to handle and dispose of this type of debris.

White Goods refers to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as freon or oil, which must be remediated by someone with the appropriate license and certifications to do so. These items should be separated at curbside and delivered to the collection points designated by the Government Debris Manager. If they are brought to the site for temporary storage, they will be contained in a separate staging area so that they may be inspected and properly cleaned of all chemicals or fluids.

Metals will be separated at the curbside and delivered to a separate staging area at the DMS unless directed otherwise by the Government Debris Manager. These items may be recycled.

*During the operation of a DMS, special attention is afforded to the following areas:*

Site Safety: The Operations Manager and the Site Project Manager will conduct a Pre-Operations Site Safety meeting prior to the beginning of operations of the debris reduction site. Items to be included in the Safety meeting will be:

- a. An overall review of the Site Plan and directions as to the location of all temporary structures, the planned traffic flow, location of first aid stations, eye wash stations, fire extinguishers and location of sign with postings of emergency numbers.
- b. The first Weekly Safety Meeting will be held and all information as outlined in the Company Safety and Occupational Health Plan will be covered.
- c. The Activity Hazard Analysis for each operations activity will be reviewed and discussed.
- d. A communication path between the site management and site personnel will be established in the event of an emergency so that an orderly and efficient means is established to mitigate the event.



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**Dust Control:** TFR provides water trucks, which do routine trips throughout the site during the operations, keeping dry roads dampened for the purpose of minimizing the dust count. Water trucks are also used to dampen ash residue when removed from burn pit to ash pit. Attention is given to normal wind direction when layout of the site is prepared.

**Hazardous Materials Containment Area:** The Site Manager will regularly inspect the Hazardous Materials Containment area for any cuts, tears or leaks in the protective membrane that lines the containment area. The Manager will also inspect the berm surrounding the area to assure proper site runoff is still intact.

**Roadways:** Traffic will be designed as to allow the flow of incoming and outgoing debris trucks so as to avoid congestion. Safety, and directional signs will be posted throughout the site along with flagmen to assist and control traffic flow as well as for safety reasons. Road surfaces will be rock laid for easier maintenance and to protect from erosion. Private, non-operation-related traffic will be prohibited from the site.

**Communication:** Operators and flagmen are equipped with two-way radios on the same frequency as the office base radio unit so that communications will be readily accessible throughout the site.

### **Disposal Procedures**

Disposal sites for the debris will be determined before operations begin. This submittal encompasses the possibility that a permanent or final debris resting place may not be immediately available in the beginning of operations, and we have therefore included the general operations of a Debris Management Site (DMS) in this proposal.

Disposal of debris is the operation of placing debris in its final resting place such as a licensed, permitted permanent landfill or as expressed above, at a DMS. This operation includes the use of hauling equipment. In the Hauling and Dumping operations, special consideration is given to the following:

1. All loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the Crew Foreman, and all equipment down time for repairs are noted on the daily reports. Hours of each piece of equipment and each employee, are recorded and reconciled with a Government Representative, daily.
2. Qualification of all operators/drivers is reviewed and determined before being allowed to haul materials.
3. All insurance documents and copies of driver's licenses are on file in the field office before beginning operations.
4. The safety orientation meeting is held by the Load and Haul Project Manager before operations begin.
5. Equipment is inspected and a record of the inspection is retained on file in the field office before operations begin.
6. Operators/drivers are versed on the dump site procedures before leaving the loading site.
7. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
8. All operators will report to the weigh station/inspection tower and deliver their "load ticket" to the QC operator (or government inspector) for inspection and approval before proceeding to dump his/her debris.
9. Each truck operator will be directed as to where to dump each load at the dump site location by the designated dumpsite operator.
10. Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
11. Truck operators will follow the designed traffic flow when leaving the dump and return to the designated loading area.

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## Haul Out Procedures

Hauling out of debris is the operation of hauling reduced debris from a DMS to a final resting place at a designated destination to be used in any number of capacities such as ground cover, biofuel and fertilizer. This operation includes the use of hauling equipment. In the hauling out operations, special consideration is given to the following:

1. All hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the Site Manager, and all equipment down time for repairs are noted on the daily reports. Hours of each piece of equipment and each employee, are recorded and reconciled with a Government Representative, daily.
2. Qualification of all operators/drivers is reviewed and determined before being allowed to haul materials.
3. All insurance documents and copies of driver's licenses are on file in the field office before beginning operations.
4. The safety orientation meeting is held by the Load and Haul Project Manager before operations begin.
5. Equipment is inspected and a record of the inspection is retained on file in the field office before operations begin.
6. Operators/drivers are versed on the dump site procedures before beginning loading activities and hauling reduced debris out of the DMS.
7. Trucks are loaded by rubber-tired backhoes, or excavator, utilizing a mulch ramp constructed approximately twelve (12) feet high, eight (8) feet wide and at a grade, not to exceed, thirty-five (35) degrees. This shall be determined at the site depending on topography and availability. No individuals will be allowed on the structure unless otherwise instructed to do so by the Site Manager and/or assessing the overall safety of the structure.
8. Each truck operator shall inspect his/her truck before proceeding to the inspection tower to ensure the load is filled and any and all items are secured and covered by a tarp or other covering preventing chips from being blown from the bed.
9. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
10. All operators will report to the weigh station/inspection tower and deliver their "load ticket" to the QC operator (or government inspector) for inspection and approval before proceeding to leave the dump to its final destination.
11. Truck operators will follow the designed traffic flow when leaving the dump and return to the designated loading area.

## White Goods

White Goods refers to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as Freon or oil, which must be remediated by someone with the appropriate license and certifications to do so. These items will be separated at curbside and will be delivered to the DMS collection point. At the DMS we will contain Dirty White Goods separate from White Goods and they will be inspected and properly cleaned of all chemicals or fluids or removed by professionals certified and licensed to dispose of them. TFR shall submit a Dirty White Goods Operations, Cleaning and Disposal Plan prior to beginning site operations.

Upon award of a contract, a Hazmat removal team will be assigned to oversee the curbside removal and HHW removal at the DMS and, if given a contract for ROE, precede the demolition team. The Hazmat team will remove all HHW and White Goods to the curbside, separated, before haul off, or demolition begins. This team will document on a daily reporting form, the type and quantity of HHW and White goods at the pick-up location.

- Refrigerants with putrescible wastes will be sealed by taping closed so as not to have accidental openings and spillage while in transit to disposal site.

- The separated HHW and White Goods will be transported by separate container from the demolition site to the DMS.
- Any HHW that may inadvertently become mixed with truckloads shall be separated at the DMS and stored in the HHW area for removal by the HHW crew.
- Automobiles will be removed to a separate temporary storage area where they will be held for recycling.
- Loose tires located at curbside will be kept separate and removed by the HHW crew.
- Extra caution will be applied to the handling of dirty white goods that still contain putrescible wastes, such as sealed freezers, refrigerators, coolers and iceboxes. Putrescible waste is solid waste that contains organic matter capable of being decomposed by microorganisms and of such a character and proportion as to cause obnoxious odors and to can attract or providing food for birds or animals. Improper handling of putrescible waste could lead to odor issues that make siting and operating a DMS difficult. There are also numerous potential employee health and safety issues related to the removal and disposal of putrescible wastes.
- White goods may also have refrigerants (Freon and Freon replacements), and often plastics and motors and sometimes other electronic components that need to be removed before recycling. Refrigerant removal must be done by trained and qualified personnel and can potentially lead to spills of regulated chemicals. Only certified, experienced and trained personnel will be used for these critical tasks to minimize risk and maximize efficiency.
- All waste removal, cleaning and handling will be managed to minimize potential exposure of workers and others to waste and minimize generation of odors.
- Procedures such as proper sealing of refrigerants and containers will be in place to control vector exposure, attraction of wildlife and minimize volume expansion through addition of water to the waste stream.

### Vehicles and Vessels

Abandoned Vehicles and Vessels will be removed and taken to a temporary staging/storage area. It is anticipated that the State Government’s Department of Transportation or Department of Motor Vehicles will be the project manager for title of ownership issues related to any vehicle recovery and recycling project associated with the disaster response. Vehicles and vessels brought to the staging areas will be inventoried by license plate, make, model, color and vehicle identification number. They shall be staged, and site tagged for easy retrieval.

- For a vehicle or a vessel to be deemed eligible it must:
- Present a hazard or immediate threat that blocks ingress/egress in a public-use area
- Ownership is undetermined
- The applicant followed all local ordinances and State laws by securing ownership
- The applicant verified chain of custody, transport, and disposal of the vehicle or vessel

### Private Property Debris Removal

Private property debris removal must present an immediate health and safety threat to the general public before it will be reimbursed under the Public Assistance Program. This is typically the responsibility of private property owners however, if the debris poses a threat to the general public-at-large and the property owners are unavailable the State or local municipalities may need to enter onto private property to alleviate the immediate threat.

#### Bastrop County PPDR

“We are fortunate to have TFR as an experienced contractor, with an abundance of specialized equipment and an experienced management staff helping us with our recovery efforts. I am thankful for all that TFR has done to help Bastrop County in our recovery efforts, and I am pleased to provide this endorsement and recommendation to others that are in need of the services TFR provides.”

*Ronnie Moore*  
*Bastrop County Engineer*

616,500 Total Cubic Yards (245,700 PPDR)  
 38,000 Total Hazardous Trees (27,000 PPDR)

If authorized, FEMA 325, Public Assistance Debris Management Guide states applicants are required to document all legal processes used to gain access to private property through the following:

- 1) Each property owner must sign a right-of-entry which includes a hold harmless agreement and indemnification applicable to the scope of work.
- 2) Photos to document the condition of the property prior to beginning work.
- 3) PPDR Assessment to establish the scope of eligible work.
- 4) Documentation of Environmental and Historic Review.

### Disaster Debris Recycling

TFR is a green industry company. The principals of TFR are proponents of recycling whenever possible and many members of management are LEED Certified. As such, TFR utilizes tub grinders, slow speed shredder, trommels, loaders, and excavators which are used to sort, separate, and reduce vegetative debris to reusable mulch, dirt, metals, and other construction products. Following each disaster event, TFR will make every effort to locate a reusable purpose for this material such as bedding material for plants, ground cover for parks, animal bedding, and reusable energy sources as boiler fuel for co-generation plants or production mills. In addition to the vegetative recycling, every effort is made to keep the metals segregated and clean so that the Ferris and non-Ferris metals can be recycled. In cases of large quantities of mixed debris, a system of separation using a trommel, air curtain burner, picking line conveyor and tub grinder, can be used which will allow the paper and plastic to be separated, and the clean dirt, rock & concrete, Ferris metals, non-Ferris metals and clean vegetative debris sorted and piled for recycling.

Sources will be sought for the following recyclable material:

<b>Asphalt</b>	<b>Roofing Materials</b>
<b>C&amp;D</b>	<b>White Goods</b>
<b>Concrete/Aggregate</b>	<b>Mulch</b>
<b>Dirt</b>	<b>Tires</b>
<b>E-Waste</b>	
<b>Metals</b>	

#### TFR Spotlight

##### Bastrop County Wildfire

100% of the mulch created from grinding of trees was utilized in a beneficial reuse or was recycled.

100% of the C&D was recycled.

TFR has vast experience employing recycling activities and maintains established relationships with recycling firms to accept various types of debris. While completing debris reduction of 2,000,000 CYD for the City of Tulsa, TFR loaded the chips on railcars and shipped the excess reduced debris to a Company-owned mulching facility in Leander, Texas. Alternative methods of disposal exist and are well documented by TFR. During Hurricane Ike, storm-generated debris from Polk County was hauled and burned at a local paper mill in Orange County, Texas. This strict commitment to recycling of storm-generated debris has benefited both client and TFR.

### DMS Remediation and Restoration

In the event of a natural disaster, a Debris Management Site (DMS), usually selected by the government, may be used to process debris before its final disposal. Substantial site preparation may be required such as proper access points of entry, security devices, control gate, fenced storage compounds, adequate internal haul roads, proper erosion and sediment control fencing, and stormwater retention features, to name a few. If a DMS is required, then TFR will, upon entering each site for the first time, photo-document the existing site conditions using both a video camera and still photographs.

At the cessation of DMS operations, all sites will be restored to the satisfaction of Government Representatives/Owner with the intent of maintaining the utility of each site, leaving it unencumbered for future use and to safeguard the environment. Soil and water samples will be taken and compared to pre-work samples to ensure that TFR operations have not negatively affected the environment. Other factors that are considered during the remediation process are:

- All pre-existing grades including roads, ditches, etc. will be restored to the satisfaction of the customer prior to final closure of each site.
- Areas where soils were excavated (e.g., ditches and retention ponds) or stockpiled (e.g., berms) will also be restored to pre-existing grade prior to vacating each site.
- Pre-construction drainage patterns will also be restored, as well as all improvements (e.g., trailers, wells, fencing, construction entrances and built up aggregate haul roads) will be removed from each DMS unless otherwise instructed by the Government’s Representative.

Upon completion of the above remediation tasks, TFR will photo-document site conditions using both video camera and still photographs. As done with the water and soil samples, the post-work photos will be compared to pre-work photos to ensure that the site was remediated to original condition.

### Emergency Services

TFR has partnered with companies throughout the United States to provide emergency services beyond debris removal. The following is a list of additional services that TFR stands ready to supply if needed.

Emergency Services	Suppliers	
<b>Water/Ice</b>	<ul style="list-style-type: none"> <li>• Reddy Ice</li> <li>• Water Monster</li> </ul>	<ul style="list-style-type: none"> <li>• H2eco</li> <li>• Sparkletts</li> </ul>
<b>Kitchen Facilities</b>	<ul style="list-style-type: none"> <li>• Kitchen Corps, Inc</li> <li>• Temporary Kitchens 123</li> </ul>	<ul style="list-style-type: none"> <li>• RK Emergency Management Support</li> <li>• Disaster Management Group, LLC</li> </ul>
<b>Ready Meals</b>	<ul style="list-style-type: none"> <li>• Heater Meals</li> <li>• Mountain House</li> </ul>	<ul style="list-style-type: none"> <li>• Chef Minute Meals</li> <li>• GA Foods</li> </ul>
<b>Base Camps</b>	<ul style="list-style-type: none"> <li>• Granny’s Alliance</li> <li>• Ellipse Global</li> </ul>	<ul style="list-style-type: none"> <li>• Brookstone Emergency Services</li> <li>• Disaster Management Group, LLC</li> </ul>
<b>Restroom/Shower Units</b>	<ul style="list-style-type: none"> <li>• United Site Services, Inc</li> <li>• Daisy Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Ellipse Global</li> <li>• Afford-A-Potty</li> </ul>
<b>Environmental Services</b>	<ul style="list-style-type: none"> <li>• Payne’s Environmental Svcs, LLC</li> <li>• FGL Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• SWS Environmental Services</li> <li>• One Stop Environmental</li> </ul>
<b>Temporary Office</b>	<ul style="list-style-type: none"> <li>• Mobile Office Pros</li> <li>• Pac-Van</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile Modular</li> <li>• US Construction Trailers</li> </ul>
<b>Aerial Video/Photos</b>	<ul style="list-style-type: none"> <li>• Drone Aire</li> </ul>	<ul style="list-style-type: none"> <li>• Airborne Response</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• CLC Lodging</li> </ul>	<ul style="list-style-type: none"> <li>• Ellipse Global</li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>• Off Duty Services</li> </ul>	<ul style="list-style-type: none"> <li>• Safety Cop LLC</li> </ul>
<b>Generators</b>	<ul style="list-style-type: none"> <li>• Aggreko</li> </ul>	<ul style="list-style-type: none"> <li>• Genset Services, Inc</li> </ul>
<b>Light Sources</b>	<ul style="list-style-type: none"> <li>• Prism Lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Sunbelt Rentals</li> </ul>
<b>Fuel Suppliers</b>	<ul style="list-style-type: none"> <li>• Suncoast Resources</li> <li>• Jaguar Fueling Services, LLC</li> </ul>	<ul style="list-style-type: none"> <li>• Atlas Oil</li> <li>• Fuel Master</li> </ul>
<b>Equipment Rental</b>	<ul style="list-style-type: none"> <li>• Deep South Crane Rentals</li> <li>• United Rentals</li> <li>• Caterpillar</li> <li>• Sunbelt Rentals</li> <li>• Hertz Equipment Rental</li> </ul>	<ul style="list-style-type: none"> <li>• Volvo</li> <li>• Komatsu</li> <li>• Herc Rentals</li> <li>• John Deere</li> </ul>
<b>Emergency Roof Tarping</b>	<ul style="list-style-type: none"> <li>• Beyond Exteriors</li> <li>• Affordable Roofing</li> </ul>	<ul style="list-style-type: none"> <li>• Storm Guard</li> <li>• Servpro</li> </ul>

Emergency Services	Suppliers	
<b>Barge Transport</b>	• Poseidon Barge	• American Commercial Barge Line
<b>Satellite Service/Communication</b>	• Verizon	
<b>Diving Services</b>	• Lone Star Diving Services, Inc	• Diver Dan

### **Subcontracting Plan**

TFR is uniquely positioned within the debris removal industry as one of the premier companies maintaining an extensive fleet of machinery utilized in debris removal, reduction and management efforts to fully operate independently. To accommodate your debris project needs, TFR provides access to 150+ pieces of equipment including, but not limited to, twenty-five (25) self-loaders with trailers, six (6) Diamond Z Tub Grinders, two (2) horizontal grinders, heavy haulers, excavators and five (5) mobile command units maintaining electronic access to manage entire projects. This extensive list would be insufficient without the pairing of our in-house maintenance crew. These individuals ensure that key equipment necessary for fluid, efficient operations shall never hamper the ongoing project and impact TFR’s project timeline. TFR’s maintenance crew augments the daily responsibilities of our employees and subcontractors for fulfilling any and all duties to the City/County by securing the vitality of our equipment.

With the large fleet of equipment and the necessary logistical support, TFR is fully capable of quickly and efficiently responding independently with a substantial workforce of equipment and personnel to an effected community almost immediately. However, this independence does not secure the necessary goals strictly outlined and routinely reinforced by upper management in response to our service-minded attitudes. TFR firmly believes that our business cannot be sustained and grow without the strong, positive working relationship with our clients, suppliers and our countless subcontractors. This service-minded attitude drives the business and fortifies the strong relationships TFR maintains with our subcontractors. Therefore, such relationships maintained with small business, minority-owned, and numerous other companies allow TFR to fulfill the requirements that may be mandated by Government Representatives and other Government Agencies.

At TFR, we firmly believe that local contractors provide the most cost-effective measure to complete the contract requirements while aiding the local economy after the impact of a disaster. TFR plans to utilize local subcontractors to the extent at which they are available and properly licensed. TFR shall exhaust any and all avenues to obtain qualified local subcontractors to meet the needs of the community while infusing the local economy with needed revenue. As such, TFR is committed to identifying the local subcontractors qualified and prepared to support the community on the path to recovery. TFR plans to solicit and establish local subcontractors through the following plan:

TFR Enterprises’ principals and managers have always exercised a policy of recruiting subcontractors in the affected work local. This practice is considered good business because of the advantages received by contracting with local companies residing in the affected area. There are a number of factors that contribute to the overall effectiveness of local subcontractors: (1) familiarity with the areas to be worked, (2) knowledge of the most efficient traffic patterns, (3) information on local suppliers for parts, equipment repairs, etc., (4) reduction in end project costs as local subcontractors do not require housing and travel cost, per diem, etc. These factors reduce the cost of the project while allowing the City/County to retain large portions of the money in the hands of its constituency. With these reasons in mind, TFR is committed to fulfilling the requirements by implementing the Local Subcontracting Plan listed below:

1. Establish a local telephone line so that it may be contacted easier than calling to long-distance cell phone numbers.
2. The Company will post signs and telephone numbers at the entrance to its work site and at its field office.

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3. Subcontracting opportunities are advertised by local newspaper/online.
  4. During the search for subcontractors following an award, the company's Chief Operating Officer will contact the Small Business Administration office in the work area and access the Procurement Marketing and Access Network, National Minority Purchasing Council Vendor Information Service and the Research and Information Division of the Minority Business Development Agency in the Department of Commerce.
  5. The local Veteran's Administration is contacted upon the company's assignment of a task order, and alerted as to the type of products and service the contract requires, and the company's local telephone number and address is registered with them, not only for subcontracting, but for short-term employment opportunities
  6. State and local trade agencies will be contacted, such as the Association of General Contractors (AGC) for example. They oftentimes maintain databases sorted by business classification and status and can provide a resource of small businesses in the area.
  7. The Chamber of Commerce in the affected area will be contacted and asked to provide a listing of any (a) trade associations, (b) business development organizations and (c) HUBZone concerns.

Contacts arising from these inquiries are followed up with calls to local subcontractors requesting detailed information leading to their qualification for work. With such action, TFR shall exhaust all avenues to identify, qualify and employ any local subcontractor. Under circumstances in which local subcontractors are unavailable, outside sources may be contacted to achieve the desired mobilization goals.

### **Subcontractor Management**

TFR manages subcontracts through a five-step process:

1. Selection of most appropriate subcontractors. This is done through balancing geography and capability. Local subcontractors are almost always more cost effective as they go home at night to sleep and eat. They also have local resources for materials, supplies and equipment repairs, and thus, are preferred.
2. The issuing of the formal subcontract establishes contract compliance requirements, formalizes expectations, and provides an established, impartial mechanism for quick resolution of disputes as they arise.
3. Production is tracked and expectations are communicated daily.
4. Daily active Quality Control results in immediate identification and correction of problems.
5. QC and other reporting get rolled up regularly into Contract compliance and reporting, such as small business subcontracting plans.

TFR's Subcontractor Management Plan and approach is focused on three main performance evaluation criteria

- Production
- Safety, explained in Safety Section
- Quality Control

### **Production:**

*Ready* means that the subcontractors have completed appropriate administrative actions, have their equipment and personnel on site and in condition to work, and they know the tasks they are expected to perform. Prior to NTP, the subcontractors identified, selected and are notified by the Operations Manager. Priorities are based upon review of the database of all experienced subcontractors. The priority list for subcontracts is grouped into our known, experienced subcontractors, and augmented by the capabilities of the local subcontractors.

Upon receiving notice to proceed from the contracting agency or at the discretion of the Operations Manager, we will notify subcontractors on stand-by to execute mobilization plans and their personnel and provide us with a firm arrival ready-to-work time. Additionally, TFR personnel will also review the equipment and personnel

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requirements and compare with equipment already on hand to determine the additional equipment and personnel to be mobilized. This will first come from the Company-owned available list, then Level 1 Subcontractors immediately available list, comprised of our known, experienced subcontractors and local contractors, and equipment suppliers list.

No employees or subcontractors of TFR will be allowed to work for private or other public entities while employed or contracted under this project.

Working effectively means good communications of expectations and regular optimization. There will be daily formal and informal communications between the Project Managers and the subcontractor's superintendents. At the start of each day, the geographic area assigned will be reviewed and verified, along with any known hindrances to free flowing operations. Also covered will be production expectations, other difficulties expected, and the performance of previous period (usually the previous day). In addition to this start up communication, the subcontractors will have the chance to review and comment on the previous QC report, noting key items like production reported, equipment and personnel readiness and actions and variances.

Each day (or other period depending on project requirements) subcontractors will get the chance to communicate and "buy-in" to the immediate operations plan.

**Subcontractor Safety:**

Subcontractor safety is addressed in the Corporate Safety Program Section of this proposal.

**Subcontractor Quality Control Program:**

The purpose of this Quality Control Program is for TFR to establish a quality control system to perform sufficient inspection and tests of all items of work, including that of our subcontractors, to ensure conformance to applicable specifications and drawings with respect to the production, quantities, field activities, materials, workmanship, construction, finish, functional performance, and identification.

During work on this contract the quality control personnel will perform the required inspections on the subcontractor's work. The Quality Control Officer is responsible for the direct supervision of all superintendents and subcontractors to ensure that the work is being performed according to the Scope of Work and TFR's Quality Control Program. Additionally, the TFR Quality Control Officer shall prepare, sign and submit to Government Representatives a Daily Quality Control Report. This will include identification of Subcontractor QC actions. Subcontractor actions subject to QC verification and reporting, include, at a minimum:

- Summary of safety issues
- Infrastructure damage
- Total numbers of trucks loaded
- Equipment and plant hours worked and idled or down
- Testing performed and by whom
- Loads and quantities hauled to DMS
- Quantity of debris reduced (if applicable)
- Number of subcontractor personnel working
- Contract non-compliance issues
- All corrective actions

In the event of notice of a violation as a result of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and so notate in his daily log record. Additional quality control measures will be discussed later in the Quality Control Section.



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## Multiple Delivery Orders in Multiple Locations

In general, the company management approach applied to multiple projects being performed simultaneously is:

- Each Task Order has its own Task Order Superintendent assigned.
- Task Order Superintendents have the authority to commit the company.
- All Task Order Superintendents report to the Operations Manager
- Depending on scope of work and size of contract:
  - A Project manager will be assigned to each phase of the debris removal/management operations, (i.e., Load & Haul Manager, Site Manager).
  - Each Project manager will report daily to the Task Order Superintendent
  - Each crew will be under the direction of a Crew Foreman who will report to the Project manager
  - Crew foremen will be responsible for maintaining daily reports and overseeing the crew operations
- Each Project manager will:
  - Provide daily work assignments to each crew foreman
  - Perform daily reviews with the Task Order Superintendent of work performed, time schedules, performance targets and work assignments for the following day.

## Managing Multiple Subcontractors on Multiple Task Orders

If awarded multiple task orders in different geographical areas, TFR will assign a separate Project Manager for each region to oversee TFR operations and subcontractors. Subcontracting agreements will be often executed in the field and copies of all agreements along with necessary, tax, insurance and license information will be available for review and approval by Government Representatives. As in all projects, it remains absolute condition precedence; all subcontractors will be under the direction of a TFR Supervisor.

Each superintendent will establish a field office located within the area of the assigned Task Order. The Superintendent for each task order will have the authority to hire subcontractors and additional field personnel when necessary. All field office personnel will have electronic linkage with the capability of communicating and sending information and daily records to the home office. Daily ticket recording and recordkeeping will be conducted and maintained in the field. Should the quantity of work warrant enhanced capabilities for the region and at the discretion of the Superintendent, TFR shall dispatch additional mobile command units where necessary. Reconciled information for subcontractors will be sent to the home office weekly and billings and subcontractor payments as well as local employees, vendors and suppliers will be recorded posted, and checks written on National Banks from the home office. Checks for payments will be processed weekly and sent to the field office by either courier or public carrier (such as Federal Express or UPS) for disbursement.

Task Order Superintendents will appoint Load & Haul Crew Managers, Hazardous Tree Trimming and Removal Managers, Site Managers and Demolition and ROE Managers (as needed per task order).

Each Task Order Superintendent shall have the authority to commit the Corporation, and resources of TFR including signing contracts and modifications. They shall also have the authority to provide administrative and financial resources, equipment and personnel in support of the project. Their authority will include supporting and investing authority and oversight to Project Managers and Supervisors, Safety Officer, Quality Control Officer, Environmental Officer, and Health and Safety Officer.

The Task Order Superintendent is responsible for day-to-day operations, including waste stream documentation, daily reporting/progress and planning requirements, communications with Government Representatives, enforcement of Scope of Work, and oversight of Load and Haul and Site Managers. They report to the Operations Manager and the on-site Government Representative and act as liaison between the two.

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Subcontracting agreements will be often executed in the field and copies of all agreements along with necessary, tax, insurance and license information will be available for review and approval by Government Representatives. As in all projects as it remains absolute condition precedence, all subcontractors will be under the direction of a TFR Supervisor.

### **Corporate Safety Program**

The safety and health of our employees continues to be the first consideration in the operation of our business. TFR Enterprises, Inc., and its' principals are committed to maintaining a safe and healthy workplace for each employee by providing guidelines for safe practices and accident prevention. Safety is considered a condition of employment and is the responsibility of all associated with TFR Enterprises, Inc. whether in the capacity of employee or subcontractor. As a condition of employment, each employee is expected to use safe work practices and identify all unsafe conditions immediately. All employees are required to report any violations, unsafe conditions or known safety hazards to their immediate supervisors at once.

All subcontract agreements are subject to the Company's Safety and Occupational Health Policy as a condition of the contract agreement. To ensure compliance, the Safety Officer is empowered with the authority to take such actions necessary to protect life, health, and safety and to protect the environment, as they deem necessary. This authority shall be irrevocable and shall include, but is not limited to, the power to unilaterally alter, suspend and/or halt any operation or portion thereof that endangers or potentially endangers life, health and safety or threatens the protection of the environment. The Safety Officer will report to the Operations Manager and to the Chief Executive Officer of the corporation.

A copy of the Company's Safety and occupational Health Policy and its related Accident Prevention Plan was not included with this proposal because of its length but can be supplied upon request.

### **Safety for Subcontractors and Suppliers**

Safety is considered a condition of employment and is the responsibility of all associated with TFR, whether in the capacity of employee or subcontractor. All subcontract agreements are subject to this Safety and Occupational Health Policy as a condition of the contract agreement.

The following procedures will be administered to assure that all subcontractor activities are fully integrated into the project safety plan and job hazards analysis. When subcontractors first report to the job site and prior to beginning work, the project manager shall review with the subcontractor safety representative the contractual obligation to safety and the project safety rules that subcontractor employees are required to follow.

1. Review the Corporate Accident Prevention Plan and stress all the applicable requirements and procedures.
2. Review the specific Company safety rules and regulations.
3. Review hazardous work conditions presented by the physical assessment of the project.
4. Instruct their safety representative that they are to attend a monthly safety meeting.
5. It must be firmly established that all subcontractors' employees must be abide by the applicable OSHA regulations.

### **Housekeeping**

Housekeeping is essential in accident prevention and is the responsibility of each employee and subcontractor. The work area must be maintained in a neat and orderly manner and excess materials and waste should be removed daily. Supervisors and managers are to inspect and enforce orderly, safe and clean working areas at all times.

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Subcontractors will generally be responsible for their own First Aid and medical treatment. However, the following will be required in writing in the subcontract agreement:

- Contact the Contractors foreman and supervisor of any incident requiring First Aid treatment.
- Provide all their foremen and supervisors a listing (with directional maps) indicating the location of the nearest emergency facilities such as Hospitals, Emergency Medical Facilities, Police Departments and Fire Departments.
- Provide their foremen and supervisors with a 16-man first aid kit.

### **Quality Control Program**

The purpose of this Quality Control Program is for TFR to establish a quality control system to perform sufficient inspections and tests of all items of work, including that of our subcontractors, to insure conformance to applicable specifications and drawings with respect to the production, quantities, field activities, materials, workmanship, construction, finish, functional performance, and identification. This control will be established for all activities except where the special provisions and the technical provisions of the contract provide for specific government control by inspections, test, or other means.

The TFR control system will specifically include the surveillance and tests required in the technical provisions of the contract specifications. Both onsite and off-site fabrication will be controlled and keyed to the proposed construction sequence. The personnel assigned to the Quality Control Section will also be charged with the responsibility of policing TFR's approved safety program as required by the Accident Prevention Plan of the contract specifications.

### **General**

The Quality Control System will include at least three phases of inspection for all technical provisions of the specifications as follows:

#### **Preparatory Inspection:**

1. This inspection is to be performed prior to beginning any work on a section of the technical provisions of the specifications.
2. The inspection will include a review of contract requirements; a check to assure that all materials and/or equipment have been tested, submitted, and approved.
3. Check to assure that provisions have been made to provide required control testing.
4. Examination of the work area to ascertain that all preliminary work has been completed.
5. A physical examination of materials and equipment to assure that they conform to approved shop drawings or submittal data and that all materials, certificates, and other submittal data prior to submission to the contracting officer.
6. Each submittal offered to the contracting officer for approval will bear the date and signature of a member of TFR's Quality Control organization indicating that he has reviewed the submittal and found it to be acceptable (or showing the required changes).
7. Review of the appropriate Activity Hazard Analysis to assure safety requirements are met.
8. Discussion of procedures for controlling quality of the work including repetitive deficiencies. Document construction tolerances and workmanship standards for that feature of work.
9. Check to ensure that a Government Representative has accepted the plan for the work to be performed.

#### **Initial Inspection:**

An initial inspection will be performed as soon as representative segment of the particular item of work has been accomplished and to include examination of the quality of workmanship and a review of control testing for compliance with contract requirements, use of defective or damaged materials, omissions, and dimensional

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requirements. This phase shall be accomplished at the beginning of a definable feature of work. The following shall be accomplished:

1. A check of work to ensure that it is in full compliance with contract requirements. Review minutes of the preparatory meeting.
2. Verify adequacy of controls to ensure full contract compliance. Verify required control inspection and testing.
3. Establish level of workmanship and verify that it meets minimum acceptable workmanship standards.
4. Resolve all differences.
5. Check safety to include compliance with an upgrading of the safety plan and activity hazard analysis. Review the activity analysis with each worker.
6. Notify a Government Representative at least 24 hours in advance of the beginning of the initial phase. Separate minutes of this phase shall be prepared by the CQC System Manager and attached to the daily CQC report. Exact location of initial phase shall be indicated for future reference and comparison with follow-up phases.
7. The initial phase will be repeated for each new crew to work onsite, or at any time acceptable specified quality standards are not being met.

#### **Follow Up Inspections:**

Follow-up inspections will be performed daily or as frequently as necessary to assure continuing compliance with contract requirements, including control testing, until completion of the particular segment of work.

*Records:* TFR will maintain current records of all inspection and test performed on the format detailed below, entitled *Quality Control Report*. This form will provide factual evidence of the required inspections or tests involved, results of inspections or tests, nature of defects, causes for rejection, etc., proposed remedial action and corrective actions taken. TFR's records will cover both conforming and defective items and must include a statement that all supplies and materials incorporated in the work are in full compliance with the terms of the contract. Legible copies of these records will be furnished to a Government Representative daily. Daily, TFR's designated representative will verify records.

#### **Site Specific Quality Control Plan**

The site or contract specific QC Plan must accomplish the complete daily documentation of operations, utilization and production, safety, and variations from normal operations of a debris management operation. It must be in place and approved for use prior to beginning any field operations, including site preparation. It must be in full compliance with contract requirements.

Multiple forms are usually formatted for the Plan, which cover different activities. A summary general daily form is also usually formatted for the project that is completed by the CQC Officer, and totals of all activities reported on summary forms. Usually, all originals and one set of copies are delivered to a Government Representative, and TFR keeps two copies of each form.

#### **Quality Control Organization**

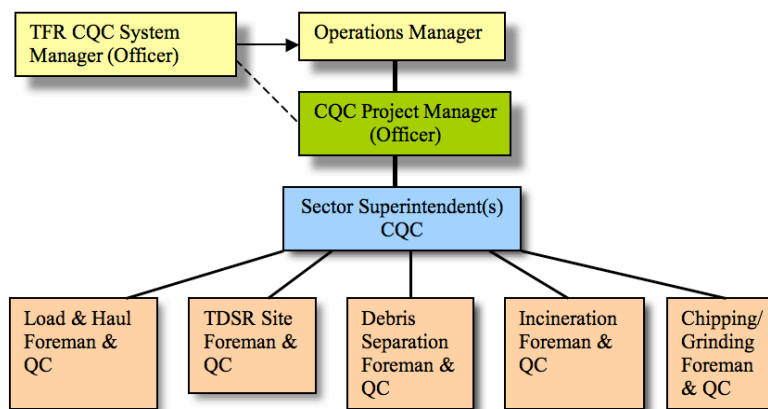
The duties and specific areas of responsibility of the various members of the Quality Control Organization are as follows:

**Operations Manager:** Advises all supervisory personnel including, but not limited to, Sector superintendents and key foremen assigned to critical areas, of the requirements of the specifications and advises supervisors concerning methods to be used and the degree of workmanship required.

**Quality Control Officer:** The Quality Control Officer is responsible for the direct supervision of all superintendents and subcontractor and superintendents to ensure that the work is being performed according to the Contract Plans and Specifications and TFR's Contractor Quality Control Program. He/she will supervise the Quality Control Personnel and advise other job personnel in advance of Quality Control Requirements, submittal material, inspections, etc. of their work. When work does not comply with contract requirements, he will immediately advise the Project Manager and together they will decide what corrective action should be taken. The corrective action taken will be shown in the daily log. The designated Quality Control Supervisor will have full authority in implementing the Quality Control Program and the Safety Program of TFR Enterprises, Inc.

**Quality Control Technician:** Performs inspections as directed by the Quality Control Supervisor and reports any deviations from the contract directly to the Quality Control Supervisor.

A chart, documenting TFR's Quality Control organizational structure is detailed below:



### Memorandum of Appointment

A sample memorandum of appointment and notification to supervisors and foreman of the appointment of the Quality Control Officer is detailed below:



**MEMORANDUM OF UNDERSTANDING**

DATE: TBD

TO: All TFR Enterprises, Inc. Supervisory Personnel

FROM: William R. Droke, Vice President/COO

SUBJECT: Quality Control Supervision

CONTRACT No. \_\_\_\_\_

Effective July 1, 2009, until completion of the project or relieved by written notice, Robert "Bobby" Day is hereby assigned the duty of Quality Control Manager. He is hereby authorized to place in effect TFR Enterprises, Inc.'s Quality Control Program. We expect and require all TFR Enterprises, Inc.'s foremen and supervisory personnel to cooperate with Mr. Day, and comply with his orders and instructions in carrying out this program.

Each Supervisor, Engineer, and Foreman who is designated to be the Quality Control Representative for his particular part of the work will see to it that they check the following:

- 1) Checks the specifications to see what is required on work items.
- 2) Check to see that the equipment-materials to be incorporated in the work meets requirements.
- 3) Checks to see that the equipment-materials are properly maintained.
- 4) The work and work area is safe and in compliance with TFR Enterprises, Inc.'s Safety Program and the Engineers Safety Manual.
- 5) Reports all deficiencies and corrective action taken.

Signed,

\_\_\_\_\_  
William R. Droke, Vice President/COO

## QC Daily Reporting Procedures

The CQC Plan and the TFR Quality Control Manager shall address the Recording and Reporting requirements with all levels of supervisors and Crew Foremen. Different levels will have different requirements. A sample form as a model is provided above, and all final versions of all forms will be approved with the final CQC Plan, including any additional required modifications. This discussion shall include the general procedures set forth below:

- All loading and hauling crews are under the direction of a TFR supervisor.
- Daily reports are maintained by the crew foreman and recoding all equipment down time for repairs on the daily reports.
- Hours, of each piece of equipment and each employee, are recorded and reconciled daily.
- Daily Reports shall have daily and year-to-date totals for each piece of equipment/personnel tasked.
- Signatures of both TFR's Representative and by a Government Representative are required on all Daily Reports.

The TFR Quality Control Officer shall prepare, sign and submit to the Government Representative a *Quality Control Summary Sheet*. This report at a minimum shall include originals and one copy of all levels of QC reports received and in addition shall include a summary of safety issues, infrastructure damage, total numbers of trucks loaded, equipment and plant hours worked and idled or down, testing performed and by whom, loads and quantities hauled to DMS, quantity of debris reduced, number of subcontractors working, contract non-compliance issues and all corrective actions.

## QC Inspection Methods and Procedures

During work on the contract the Quality Control personnel will perform the required inspections on both the TFR's and subcontractor's work. The staff that performs the Quality Control inspections will be charged with the following duties:

1. Maintain and keep in serviceable condition, all machinery and materials.

- 
2. Take whatever corrective action is necessary to replace or repair deficiencies observed at any time that affect the operation of machinery and materials.
  3. Inspect for compliance with contract requirements.
  4. Maintain copies of Inspection Records.

Detailed below are the procedures and methods that will be implemented:

**Safety Issues:**

The role of QC in support of safety is to document that the safety plan provisions are being followed. At each level, the *Quality Control Report* has appropriate reporting requirements for safety, including worker protection, equipment safety, trimming of loads, flagmen, work zone safety and traffic control. Each level of *Quality Control Report* for each activity should have a section addressing daily safety meetings, issues and activities.

**Debris Eligibility:**

TFR should only be handling materials authorized by our contract. The CQC Officer shall train the field ROW personnel on these materials classifications, and shall include the general eligibility requirements set forth below:

Eligible Debris-

C&D Debris is non-burnable debris and can consist of recyclable as well as non-recyclable debris that will eventually be delivered to a landfill. Samples of this type of debris include, but are not limited to, mattresses, clothing, masonry, concrete, asphalt, metals, plastics, lumber, manufactured furniture, building components, etc.

Vegetative Debris is burnable debris of natural origin such as grass, shrubs, and trees and can be reduced and/or recycled by either incineration or by chipping/grinding.

Household Hazardous Waste (HHW) is debris of a chemical nature and includes such items as household chemicals, pesticides, liquids, paint, batteries, waste oil, waste fuels, antifreeze, spray cans, etc.

White Goods refers to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as freon or oil, which must be remediated by someone with the appropriate license and certifications to do so.

Metals, both Ferris and non-Ferris such as copper, aluminum, steel or iron and which may include parts from automobiles, trucks, bicycles, small engines, buildings, small appliances and other items.

Ineligible Debris-

Any Debris which is not located on the Right of Way, regardless of category, i.e., C&D, Vegetative, Household Hazardous Waste, White Goods, or Metals is INELIGIBLE DEBRIS. Debris removal from private property is the responsibility of the individual property owner. No TFR crews or Subcontractors are allowed to work for the private sector while under employment/contract to TFR Enterprises, Inc. during the duration of the Project/Task Order. Fallen trees located on public property but in an unused forested or wilderness area is ineligible unless specifically directed.

Daily Household Garbage, or what could be classified as Municipal Solid Waste (MSW), is ineligible debris.

Debris, which is not the result of the disaster event, for example, debris from demolition that was performed before the disaster event occurred, is ineligible debris.

**Segregation of Debris at Curbside Pick Up**

1. All loading operators are also instructed of the importance of maintaining segregation of eligible debris when loading.

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2. All vegetative debris will be loaded on trucks hauling vegetative debris only. If other debris is encountered alongside the vegetative debris, it will be left at the curbside to be later loaded on the trucks hauling whatever type of debris that is left.
  3. Separate trucks will be used for loading Construction and Demolition debris.
  4. Metals and white goods will also be loaded and hauled separately.
  5. Any household hazardous waste shall be left at the curbside for the HHW crew to load and haul.
  6. When possible, any “mixed piles” of debris encountered at the curbside will be separated by hand before loading. If it is not practical to separate the mixed piles at the curbside by hand, the mixed piles will be loaded on separate trucks and the load ticket will indicate “mixed debris.”

### **Loading:**

1. All Loaders will have been previously inspected at the staging area for safety and compliance before being dispatched to the loading location.
2. All Loader operators will receive safety briefings before beginning loading operations.
3. Flagmen will be located ahead of loading operations to direct and control traffic.
4. All flagmen will be properly attired and wearing safety equipment including hard hats, safety shoes, reflective vests and carrying traffic directing flags.
5. All flagmen are under the supervision of the crew foreman.
6. Operators are cautioned to be observant and conscious of their surroundings at all times, in particular being aware of hanging and downed power lines and structures hidden by debris, such as fire hydrants, water mains, fences, etc.
7. Operators are cautioned not to overload trucks with debris so that the transporting of the debris could cause the excess debris to become dislodged and fall into traffic areas.
8. Operators are cautioned to stay on the rights of way and not to enter private property during the loading process.
9. Operators are equipped with mobile radios and are supervised by crew foreman.
10. Operators are instructed to keep the debris loads segregated between (a) burnable (vegetative), (b) non-burnable (C&D), (c) mixed piles where C&D, non-burnable, and vegetative are co-mingled and cannot efficiently be separated at the curbside, (d) other (such as household hazardous waste [HHW])
11. Household hazardous waste (HHW) crew, trained in EPA requirements for handling of HHW, will load HHW materials, (household cleansers, butane, poisons, etc.) at the curbside by hand in a specially equipped compartmental truck. HHW will be delivered to the collection point.
12. As it is TFR policy, Loading and Hauling Crews shall complete any and all debris clearing operations that have been started on any particular pass through a neighborhood, and shall not “skip” through designated work areas for “gravy” loads.
13. All Loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the crew foreman and record all equipment down time for repairs on the daily reports. Hours, of each piece of equipment and each employee, are recorded and reconciled with the Government Representative daily.
14. In the event of notice of a violation as a result of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and so notate in his daily log record.

### **Hauling:**

1. All Trucks will have been previously inspected at the staging area for measurement, numbering, safety and compliance before being dispatched to the loading location.
2. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
3. All truck operators are to wear safety equipment, hard hats and steel-toed shoes.



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4. Truck operators are not allowed to leave with “overhanging” loads. Loads will either be trimmed or reloaded before being allowed to leave the loading area.
  5. It is the truck operator responsibility to check and determine that his load is safe before leaving the loading site.
  6. Truck operators are equipped with mobile radios and are supervised by crew foreman.
  7. Truck operators will be issued a “load ticket” and at the loading site and will deliver the ticket to the inspector at the dump site.

**Dumping:**

1. Dumping operations will be at either the DMS or at a landfill/disposal site designated.
2. All traffic regulations and speed limits will be observed at the dump site.
3. Truck operators will report to the weigh station and deliver their “load ticket” to the TFR QC and Government QA for inspection and approval before proceeding to dump his/her debris.
4. Each truck operator will be directed as to where to dump each load at the dump site location by the designated dumpsite operator.
5. Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
6. Truck operators will follow the designed traffic flow when leaving the dump and return to the designated loading area.

**QC Private Property (ROE) Program Procedures**

The Company’s Quality Control Manager shall discuss the requirements and procedures for the removal of debris from private property under the Right of Entry (ROE) Program with all Crew Foremen. This discussion shall include the general procedures set forth below:

1. Before a demolition project on private property can begin, a Right-of-Entry document must be executed, including:
  - a. Authorization to enter the property for demolition
  - b. Hold harmless agreement accompanied by a non-duplication of benefits agreement from the City/County.
2. TFR crews are not permitted to enter private property except at the direction of TFR ROE Manager or Government Representative.
3. Proper completion of a TFR ROE Program Checklist:
  - a. HHW crew will be assigned to remove any hazardous materials from the property.
  - b. All HHW materials will be cataloged and disposition defined.
  - c. All utility connections will be inspected to ensure that they are disconnected.

After demolition, all materials can be either placed on the right of way to be picked up under the debris removal agreement or taken directly to the DMS for separation and disposal.

**QC Rental of Equipment with Operators**

1. Inspection and Identification of Equipment & Materials before any machinery or materials are placed in use; they shall be inspected and tested by competent personnel. The Contractor’s personnel will perform such duties.
2. The contractor’s personnel chosen by the Quality Control Officer will perform inspection of all machinery and materials daily.
3. Records of inspections shall be maintained at the site and shall be available on request.
4. Preventative maintenance procedures recommended by the manufacturer shall be followed.
5. All repairs on machinery or materials shall be made at a location, which will provide protection from traffic for repairmen. Any machinery or equipment found by the contractor to be unsafe shall be dead lined until unsafe conditions have been corrected.

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6. Only TFR designated personnel shall operate machinery and mechanized equipment.
  7. The Quality Control Supervisor shall instruct all operators in the use and details of Safety Operations.
  8. Operators of machinery will establish and confirm requirements on a daily basis as to comply with contract documents with TFR's representative.
  9. Material deficiencies observed shall be reported to the proper TFR personnel for correction.
  10. All safety procedures will be used in accordance with TFR's Accident Prevention Plan.
  11. All phases of work being performed will be inspected daily by the responsible member of the Quality Control team.

### **QC Damage Control and Reporting**

The goal of sound debris removal is to protect the public and private infrastructure and the overall health of citizens while collecting and disposing of debris rapidly. TFR is fully committed to this and strives for a goal of ZERO claims. TFR takes a proactive approach to the protection of infrastructure. During "Toolbox" Meetings, TFR's Quality Control Officer shall address the following general procedures to avoid careless activities during collection:

- Operators are reminded to stay on the rights of way and not to enter private property during the loading process.
- Operators are cautioned to be observant and conscious of their surroundings at all times, in particular being aware of hanging and downed power lines and structures hidden by debris (such as fire hydrants, water mains, fences, etc.).
- Operators are cautioned about debris weight distribution to be maintained during the loading process.
- Operators are instructed not to overload trucks with debris in such a manner that the transporting of the debris could cause the excess debris to become dislodged and fall into traffic areas or snag low or hanging power lines.
- Debris shall not hang over vehicle sides or extend more than 24 inches above the sides. Overloaded trucks shall be trimmed or removed prior to departing the loading area as instructed by the Crew Foreman.

However, a few claims are unavoidable. TFR maintains a strict Damage Control and Reporting Procedures to ensure that each claim is handled with expediency and care while meeting the needs of the claimant. TFR's Quality Control Officer shall address the Damage Control and Reporting Procedures with all field ROW personnel during initial safety meetings. All Crew Foreman's are required to report any and all damages directly to the Quality Control Officer immediately. Upon notification, the Quality Control Officer will prepare a *Damage Report* without delay, and is instructed to seek the following information:

1. Name, address and phone number of property owner.
2. Who was present when the accident took place?
3. Detailed description of what happened, including what activity was being performed at the time of the damage, why did it happen and documenting all unsafe conditions, equipment and/or acts.
4. To the best of the witness's knowledge, was there a previously known and/or reported problem or condition associated with the accident?
5. Date, time and record of TFR's Quality Control personnel that investigated the damage.
6. Date, time and record of when and who (property owner) was contacted and notes as to what was discussed or agreed.
7. Date and time of repair, or resolution agreement.

A copy of the *Damage Report* executed by the Quality Control Officer is conveyed below:

Under Contract With: \_\_\_\_\_

**DAMAGE REPORT**

Date Damage Report Received: \_\_\_\_\_ Time: \_\_\_\_\_ No. \_\_\_\_\_ AM / PM

Report Received By: \_\_\_\_\_ Reported Thru: Walk-In / Hotline / Email / Other \_\_\_\_\_

LOCATION OF CLAIM / DAMAGES: \_\_\_\_\_

NAME & ADDRESS OF PERSON REPORTING CLAIM: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

Best time to contact: \_\_\_\_\_ Best Method of Contact: \_\_\_\_\_ Phone / Email \_\_\_\_\_

Date and Time, if known, that Damage Occurred: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_ AM / PM

Identify or describe, if known, the party who caused the damage: \_\_\_\_\_

Witness? Yes / No \_\_\_\_\_ If Yes, by whom? \_\_\_\_\_

Was the party who caused the damage notified at the time of occurrence? Yes / No \_\_\_\_\_

GENERAL DESCRIPTION OF THE DAMAGE: \_\_\_\_\_

**FOLLOW UP**

Claim Reported To: (Field Project Manager / Crew Foreman)

Date: \_\_\_\_\_ Name: \_\_\_\_\_

Time: \_\_\_\_\_ Signed: \_\_\_\_\_

**ACTION TAKEN**

Claim Investigated By: \_\_\_\_\_ Date: \_\_\_\_\_

Comments: \_\_\_\_\_

Damage Attributed To: \_\_\_\_\_ Cost: \$ \_\_\_\_\_

Anticipated Date of Resolution: \_\_\_\_\_

Comments: \_\_\_\_\_

Date Claim Resolved: \_\_\_\_\_ Release Form on File: Yes / No \_\_\_\_\_

Release Executed By: \_\_\_\_\_

TFR will investigate all damages and complaints and make resolutions within 24 hours. If a resolution was reached, a copy of the Quality Control Officer's *Damage and Claim Release Form* shall be attached to the Report. If a resolution is not agreed to between the property owner and TFR, TFR shall provide its General Liability Carrier with all the necessary information. All *Damage Reports* will be maintained in a file in TFR's Field Office. A catalog of all information and supporting action on each incident will be provided to Government Officials weekly in a condensed list.

### Billing/Reconciliation Procedures

Billing procedures are established to ensure consistency from collecting, processing and reconciling load tickets while stressing accuracy through the entire process. With over thirty (30) years' experience conducting disaster relief and recovery efforts, TFR has developed a battle-tested billing system that plans for encumbrances, highlights transparency, emphasizes expediency, and forces accuracy. These four (4) pillars of the billing cycle are the foundation of a well-vetted billing system through which TFR conducts its disaster relief and recovery efforts. The billing procedures are outlined below, from the DMS to payment from home office:

1. Truck passes under the ticket tower to be assessed capacity. Tickets are collected and the appropriate copies are given to the truck operator, Government representative, monitoring firm (if one), FEMA representative and TFR representative.
2. TFR representative maintains a collection of the load tickets, as that representative desires generally on a clipboard, and once every 3 hours, another TFR representative will collect those load tickets from the TFR tower representative.
3. Onsite ticket processing center, also known as a Mobile Command Unit, controls the entering of load ticket data into Excel spreadsheets with pivot tables to quickly access the data based on a number of input criteria.
4. Each morning, one Government Representative and one TFR representative shall review the load tickets and reconcile the previous workday totals.
5. The reconciled load tickets and their associated spreadsheets are sent to the home office for invoice processing and billed to City/County every two weeks, or as established in the contract documents.

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## Mobilization Plan

### 4 - 5 Days prior to landfall of the event:

Weather channels are being monitored and tracked daily by the Operations Manager. When a potential strike appears probable, he will notify the President of the potential impending event. The Operations Manager will then:

- Contact the City of Key West and discuss the need for mobilization.
- Call a meeting of all Project and Equipment Managers and alert them of impending event
- Contact experienced subcontractors residing near the event region as backup for additional resources
- Contact experienced subcontractors residing in States contiguous to the event region (if necessary)
- Contact our national account equipment suppliers and local equipment suppliers within 500 miles of Forecast Cone to obtain commitments for specific equipment needed

### 72 - hours prior to landfall of the event:

The Operations Manager will alert all employees of disaster team of the impending event and have them begin preliminary personnel preparations for 48-hour notice of departure.

The Operations Manager will notify the City of the designated TFR response team's point of contact and provide them with a 24-hour immediate phone number, Tiffany Jean (512) 565-0710.

A Senior Project manager will be dispatched to an area within a few hours of the event location and establish a temporary staging and deployment area located within a few hours of the event location, to be used for temporary staging equipment and personnel during the 24-48 hours preceding the event.

### 48 - hours prior to landfall of the event:

TFR Equipment Management Officer will have already mobilized TFR owned equipment to a temporary staging area located outside the Forecasted Cone for landfall of the storm.

Upon receiving notice from the contracting agency or at the discretion of the Operations Manager, TFR will transport its resources (equipment and manpower) toward the anticipated landing area so that equipment and personnel are within a few hours reach of the anticipated "strike" location.

### Equipment to be mobilized

The type and numbers of equipment to be mobilized will be based upon the characteristics and strength of the storm. For example, if predominately wind damage is anticipated certain resources will be needed, and if rainfall and flooding damage is anticipated, a different schedule of equipment will be necessary. TFR anticipates that the minimum equipment to be mobilized would be:

- Rubber-Tired Wheel Loaders                   **4**
- Dozers/Track Loaders                           **4**
- Skid Steers   **4**
- Self-Loader/Knuckle-boom Trucks           **10-15**
- Bucket Trucks                                     **5-10**
- Tub Grinders (if needed)                       **2**

## Company Owned Resources

TFR maintains an extensive number of equipment to provide our clients with greater value and to ensure the quality of our work. With the largest fleet in the industry coupled with numerous staging areas, TFR can respond to any natural or man-made disaster quickly and efficiently. This rapid response capability provides the client with vital emergency road clearance services to allow federal, state, and local officials access to debris restricted areas and begin the disaster recovery efforts. Often on TFR projects, our equipment and manpower completely fulfill all project scopes and requirements in a timely matter. When subcontractors are used on large-scale projects, TFR self-performs all key elements of the project to satisfaction of the client and to certify the work is done properly to the TFR standard.

Furthermore, our in-house maintenance crew provides immediate support to our field operators to provide the sustainability of our equipment and operations. With years of experience working on Diamond Z's to overhauling dozer engines, TFR's maintenance crew is the logistical support necessary to ensure the limiting of costly downtime. Dedicated to their trade, TFR's maintenance crew can quickly identify, address, and repair any problem befalling our equipment and additionally, make the appropriate modifications on other similar equipment to avoid future pitfalls.

For large-scale projects, TFR can augment our own resources with local rental suppliers in the area. TFR maintains valuable, fruitful relationships with rental companies to rapidly obtain any additional equipment needed to perform the work under contract. With corporate accounts and a priority call rating with Hertz Equipment Rental, Sunbelt Rentals, United Rentals, and Volvo Construction Equipment, TFR can readily access hundreds of pieces of specialized equipment quickly to achieve desired project goals and time requirements. Furthermore, with years of loyalty with National Dealers for Caterpillar, Prentice Loaders and Diamond Z Corporation, TFR can obtain new and used equipment for rent or purchase faster than any other company in the industry. This vital lifeline to equipment suppliers allows TFR to mobilize a job however large and specialized the project may be.

### Real Time GPS Tracking

Our fleet is equipped with Real-Time tracking so that we can ensure our trucks are deployed and active where assistance is needed most. This gives our leadership the tools to adapt to the ever-changing demands of the project. The helicopter view is an easy-to-use feature that displays all the information one needs to efficiently dispatch &/or locate crews. All vehicle movement is saved in the Samsara cloud allowing for the routes to be reviewed and the next day's work planned. Geofencing is another feature that provides a variety of alerts to help us efficiently manage trucks and routes in the recovery efforts. With this state-of-the-art technology, TFR is always in compliance with ELD mandates and DOT/FMCSA regulations.

### Equipment Highlights

- (22) Self-Loading Haul Units (Knuckleboom)
- (15) Heavy Haulers (Semi-Trucks)
- (11) Service Trucks
- (10) Dozers
- (9) Excavators
- (6) Diamond Z1463 Tub Grinders
- (2) Diamond Z4000 Horizontal Grinders



## Samsara Features

### REAL-TIME GPS TRACKING

- Live vehicle location tracking
- Trip histories
- Geofence alerts

[Learn more](#) | [Watch video](#)

### TRAILER TRACKING

- Theft detection
- Utilization reporting
- Cargo and temperature

[Learn more](#)

### SAFETY & DASH CAMS

- Distracted driving detection
- In-cab voice coaching
- Automatic incident upload

[Learn more](#) | [Watch video](#)

### ROUTING & MESSAGING

- Real-time route tracking
- Historical performance analysis
- Two-way messaging

[Learn more](#) | [Watch video](#)

### DOCUMENTS

- Document upload with photos
- Centralized record-keeping
- Proof of delivery, fuel & more

[Learn more](#) | [Watch video](#)

### FLEET MAINTENANCE

- Fault code monitoring
- Paperless DVIRs
- Usage-based maintenance

[Learn more](#) | [Watch video](#)

### WIFI HOTSPOT

- In-cab WiFi
- Cellular data included
- For any mobile app or device

[Learn more](#)

### ELD COMPLIANCE

- FMCSA-listed ELD
- Works with any mobile device
- Centralized real-time visibility

[Learn more](#) | [Watch video](#)

### REEFER MONITORING

- Easy to install wireless monitors
- Live temperature change alerts
- Automatic historical logs

[Learn more](#)

### REPORTING & ALERTS

- Fuel efficiency & vehicle health
- Activity and driver behavior
- IFTA, ELD, and FSMA

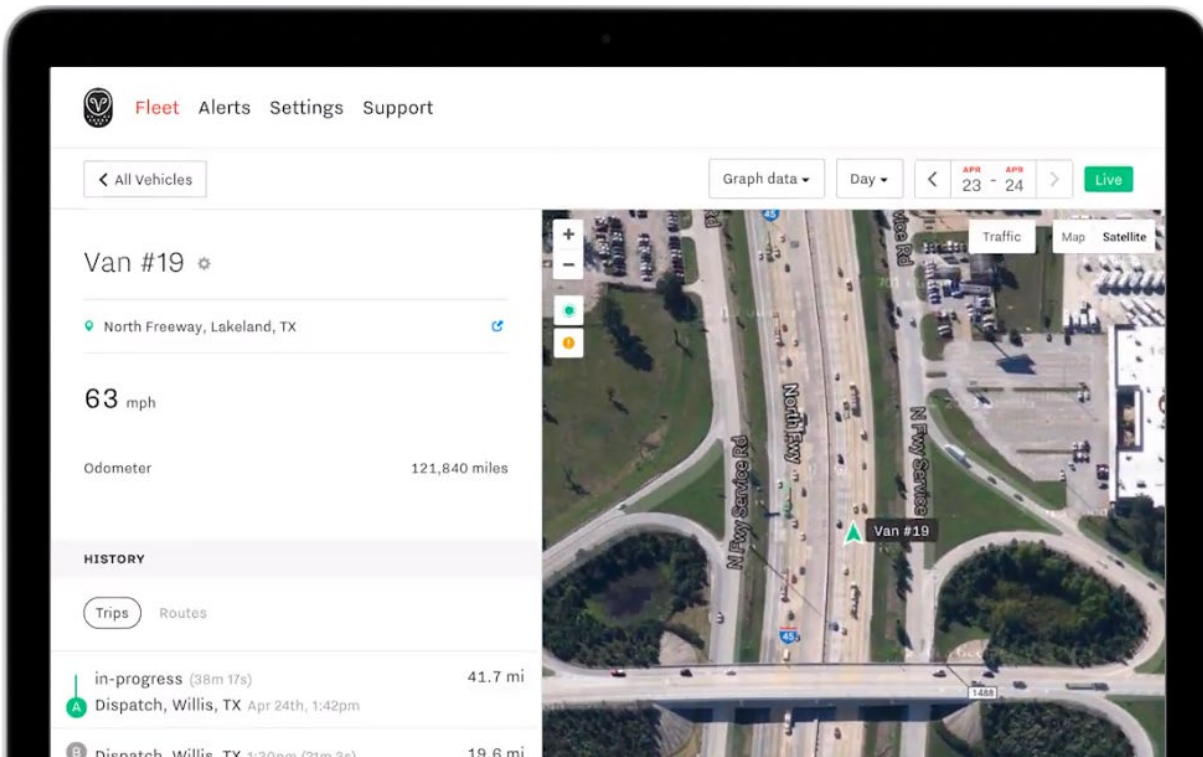
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### DEVELOPER APIS

- Open REST APIs
- TMS, payroll, GIS integrations
- Custom software and apps

[Developer docs](#)

## Samsara Helicopter View



Year	Description	Primary VIN	Unit Make	Model
<b>Self-Loading Grapple Trucks</b>				
1998	Knuckleboom	1NPALT9X0WN461734	Peterbilt	357
1998	Knuckleboom	1NPALT9X5WN461728	Peterbilt	357
2003	Knuckleboom	2FZHAZAS73AK28772	Sterling	LT9500
2003	Knuckleboom	1NKDLU0X43J710108	Kenworth	T800
2003	Knuckleboom	1FVHBGAS53HK52388	Freightliner	FLD112
2006	Knuckleboom	5KKPALAV96PV43823	Western Star	4901 Tri-Drive
2007	Knuckleboom	5KKPALAV47PY35512	Western Star	4902 Tri-Drive
2007	Knuckleboom	1NKDLT0X87J190818	Kenworth	T800
2008	Knuckleboom	1NKDLU0X78J235352	Kenworth	T800
2008	Knuckleboom	1XKDDU0X18J223975	Kenworth	T800
2008	Knuckleboom	1XKDDU0X78J223981	Kenworth	T800
2008	Knuckleboom	1XKDDU0X78J228727	Kenworth	T800
2009	Knuckleboom	1NKDLU0X69J242505	Kenworth	T800
2009	Knuckleboom	1NKDLU0XX9J242507	Kenworth	T800
2009	Knuckleboom	1NKDLU0X89J242506	Kenworth	T800
2009	Knuckleboom	1NKDLU0X09J242502	Kenworth	T800
2009	Knuckleboom	1XKDDU0X89J246574	Kenworth	T800
2009	Knuckleboom	1NKDLU0X99J242501	Kenworth	T800
2009	Knuckleboom	1NKDLU0X69J256033	Kenworth	T800
2009	Knuckleboom	1NKDLU0X39J237424	Kenworth	T800
2010	Knuckleboom	1NDLU0XXAR266280	Kenworth	T800
2011	Knuckleboom	1NKDLU0X6BJ281035	Kenworth	T800
2011	Knuckleboom	1NKDL0UX7BJ278354	Kenworth	T800
<b>Knuckleboom Pup Trailers (Secondary Trailers)</b>				
2006	Knuckleboom Pup Trailer	1G9CD23336S139786	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23346S139779	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23376S139712	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23356S139711	Great Lakes	TR2250DC - Pup Trailer
2012	Knuckleboom Pup Trailer	MOHMTRAILER020044	Homemade	Homemade Trailer - PUP Trailer
2013	Knuckleboom Pup Trailer	TR206832	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	M0HMTRAILER025812	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	M0HMTRAILER025813	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	MOHMTRAILER025811	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2629KS589119	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2625KS589103	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2624KS589089	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589118	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2626KS589126	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589135	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589149	Homemade	Homemade Trailer - PUP Trailer
2020	Knuckleboom Pup Trailer	1E9US2923LS589159	Homemade	Homemade Trailer - PUP Trailer
<b>Air Curtain Burners</b>				
1998	Air Burner	T35FN01052	Air Burner	T-350
1999	Air Burner	103846	Air Burner	M30F Air Curtain Burner
2013	Air Burner	1113770	McPherson	M30F Air Curtain Destructor
<b>Dozers</b>				

1978	Dozer D6D	6X597	Caterpillar	D6D
1979	Dozer	4X5133	Caterpillar	D6D
1981	Dozer D8K	77V18840	Caterpillar	D8K
1984	Dozer D7H	79201488	Caterpillar	D7H
1989	Dozer	08Z53048	Caterpillar	DV060
1991	Dozer D7H LGP II	4FG04117	Caterpillar	D7H LGP II
2003	Dozer D7R	AEC00681	Caterpillar	D7R
2006	Dozer D6R LGP III	CAT00D6RKWRG00215	Caterpillar	D6R LGP Series III Crawler
2008	Dozer D7R	AEC01989	Caterpillar	D7R
2010	Dozer D6T	KJL01165	Caterpillar	D6T
<b>Excavators</b>				
1992	Excavator 690 D	DW690DL533807	John Deere	690-D LC
2001	Excavator	A85139	Komatsu	PC270LC-6
2004	Excavator	EC330V10324	Volvo	EC330BLC
2011	Excavator	A20028	Komatsu	PC240LC-10
2012	Excavator	A20120	Komatsu	PC240LC-10
2013	Excavator PC210LC	KMTPC243V02450356	Komatsu	PC210LC
2014	Excavator	210418	Volvo	EC220DL
2019	Excavator	C80715	Komatsu	PC210LC-11
2019	Excavator	LL1610594	Kobelco	SK260LC-10
<b>Wheel Loaders</b>				
2005	Wheel Loader	L120EV64601	Volvo	L120E
2006	Wheel Loader	L120EV64757	Volvo	L120E
2011	Wheel Loader	30275	Volvo	L120G
2013	Wheel Loader	VCEL120GL00030787	Volvo	L120G
<b>Grinders</b>				
1999	Grinder - Tub mini me	1D9FX4236XN147003	Diamond Z	PWG-1352BL
1999	Grinder - Tub	1D9FX46364C147293	Diamond Z	PWG-1463 B TUB
2001	Grinder - Tub	1D9FX4537WN147252	Diamond Z	PWG-1463B
2003	Grinder - Tub	1D9FX4530NN147068	Diamond Z	1463B
2003	Grinder - Tub	1D9FX4639YC147259	Diamond Z	PWG-1463 B TUB
2004	Grinder - Tub	1D9FX46311C147262	Diamond Z	PWG-1463 B TUB
2013	Stump Grinder	(stump hog for M100)	Fecon	SH260
2014	Grinder - Horizontal	1R9FX390XEC722024	Diamond Z	DZH4000TK
2014	Grinder - Horizontal	1R9FX3904EC722030	Diamond Z	DZH4000TK
<b>Low Boy Trailers</b>				
1994	Low Boy	40FH0482R1010817	Talbert	TDW-30-SRG-T-11
2013	Low Boy	13NE51308D3560602	Fontaine	Fontaine 55 Ton
2014	Low Boy	57JE5130XE3561385	Fontaine	55 TON
<b>Light Box</b>				
2012	Light Box	4FVLSACA6CU444257	Doosan	LSC
	Light Box	5AJLS16138B005724	Magnum	
	Light Box	80743	Magnum	MLT3060MMH
	Light Box	170255	Magnum	MLT3060MMH
<b>Pressure Washers</b>				
	Pressure Washer	P1200-63897	Landa	
	Pressure Washer	P062-23113	Landa	
	Pressure Washer	15041361	Mi-T-M Corp	1901



	Pressure Washer	C-368	American Kleaner	MX-6A
	Pressure Washer	H51669 0800	Hotsy	1070SS
	Pressure Washer	P00306	Landa	Jun-00
<b>Skid Steers</b>				
2003	Skid Steer	5219-12445	Bobcat	T300
2005	Skid Steer	5258-15902	Bobcat	S-300
2019	Skid Steer	AT6318872	Bobcat	T770
2019	Skid Steer	AT6318861	Bobcat	T770
<b>Track Loaders</b>				
2001	Track Loader	CAT0973CK3RZ00613	CATERPILLAR	973C
	Track Loader	0963CKBBD01120	CATERPILLAR	963C
<b>Bucket Trucks</b>				
1999	Bucket Truck	392752C000650	BT112	BT112
1999	Bucket Truck	1HTSDAAN0XH659739	International	V0255RV
<b>Power Screens</b>				
2001	Power Screen	9500531	TROMMEL	725
	Power Screen	9202071	TROMMEL	830
<b>Water Trucks</b>				
2000	Water Truck	1FV6HJAA3YHB19746	Freightliner	FL70
2000	Water Truck	3FRNF65995V180949	Ford	F650
2006	Water Truck	5PKUEH2236W052290	Eco	Water Truck
<b>Flat Bed Trailers</b>				
1997	Flat Bed Trailer	1C6EG102XV1752300	Centerville	15' Generator Trailer
1997	Flat Bed Trailer	1RNF48A27VR003233	Reitnouer	
1999	Flat Bed Trailer	4AG6U2338XC029735	Homemade	Generator Trailer
2005	Flat Bed Trailer	4YNBN20245C027949	Anderson	
2006	Service Trailer	4KBTT14226L161597	Tow master	T10T
2007	Flat Bed Trailer	16VGX202672680173	Big Tex	20GN-20BK+5
2008	Flat Bed Trailer	4KNNT14248L161314	Tow master	TRLER
2008	Flat Bed Trailer	4KNNT14218L162002	Tow master	TRLER
2008	Flat Bed Trailer	4KNNT14257L162843	Tow master	TRLER
2011	Flat Bed Trailer	4P5B52027B2159392	Magnum	Tandem Axle Buggy Hauler
2013	Flat Bed Trailer	16VPX1629C2348689	Big Tex	Flat Bed
2015	Service Trailer	5DYAAB2L5FC006883	JLG	TRLER
2015	Flat Bed Trailer	4P5FD3623F1217625	PJ Trailers	
2016	Flat Bed Trailer	16VFX2020G2074525	Big Tex	
<b>Service Trucks</b>				
2001	Service Truck	1FDXF46F31EA27158	Ford	F450
2005	Service Truck	1FDXF46P05EC08622	Ford	F450
2007	Service Truck	1FDWF37Y77EB48421	Ford	F350 SD
2009	Service Truck	1FDAX46R79EA14566	Ford	F450 Super Duty
2011	Service Truck	1FDRF3G6XBEA70849	Ford	F350 XL
2012	Service Truck	1FT8W3BT1CEC38201	Ford	F350
2013	Service Truck	1FTFW1ET1DKD64424	Ford	F150
2014	Service Truck	1FT8W3BT6EEA40636	Ford	F350
2014	Service Truck	3C7WRNBL8EG228497	Dodge	RAM 5500
2018	Service Truck	5TFCZ5AN9JX150501	Toyota	Tacoma
2020	Service Truck	3C7WRTCLXLG103257	Dodge	3500

Service Trailers				
1992	Service Trailer	1TKB0529NM030565	Trail King	FB
1992	Service Trailer	1TKS00517NM030566	Trail King	Double drop trailer
1994	Service Trailer	2HTTGCUTXRC081161	International	UT
1997	Service Trailer	11WEC1623VM227765	WW	VN
1999	Service Trailer	11WHC162XYW251191	WW	VN
1999	Service Storage Trailer	1V5BA1624X1133175	Magnum	UT
2001	Service Trailer	5DZC8162511001697	Titan	UT
2002	Service Trailer	4X4TSEV282U200791	Cargo Mate	VN
2003	Service Trailer	1UYVS12823M880206	Utility	UT
2003	Service Trailer	1UYVS12803M124504	Utility	UT
2007	Gooseneck	1DA72C7N07C018695	Trail-EZE	Gooseneck Trlr
2009	Service Trailer	13NM0510493550127	Fontaine	TRAI
2011	Service Trailer	16VPX1622B2374954	Big Tex	UT
2011	Service Trailer	16VPX1629B2374952	Big Tex	UT
2012	Service Trailer	16VCX2021C2H40730	Big Tex	UT
2015	Service Trailer	16VFX2026F2092400	Big Tex	UT
Semi-Trucks				
2000	Semi	1M2P324C8YM049453	Mack	RD688S
2000	Semi	1M2AA18Y4YW127565	Mack	Truck-Tractor
2001	Semi	2FWJA3AV91AH73667	Sterling	A9500
2004	Semi	1M1AE06Y64N016666	Mack	CX613
2005	Semi	1XP5PBEX75D826166	Peterbilt	379
2005	Semi	1HSHXSBR15J144431	International	8600
2007	Semi	1HTXTAPT97J459305	International	5900
2007	Semi	2FWBADE97AX16739	Sterling	A 9500
2007	Semi	1HSHX AHR57J375403	International	8600
2008	Semi	1XKDDU9X68R213592	Kenworth	T800
2009	Semi	1XKDDU9X89J256363	Kenworth	T800
2009	Semi	1XKDP4EX59J253787	Kenworth	T800
2010	Semi	1XKDDU9XXAR259318	Kenworth	T800
2010	Semi	1XDDU9X4AR260416	Kenworth	T800
2012	Semi	5KJJABDR5DPBU1199	Western Star	W4900
Walking Floor Trailers				
2002	Walking Floor	5MAMN45292C005339	MAC	Walking Floor
2004	Walking Floor	5MAMN48214C007357	MAC	Walking Floor
2005	Walking Floor	5MAMN48285C008359	MAC	Walking Floor
2005	Walking Floor	5MAMN482X5C008556	MAC	Walking Floor
2008	Walking Floor	5MAMN48288C016384	MAC	Walking Floor
2019	Walking Floor	5MAMN4822KE051069	MAC	Walking Floor
2019	Walking Floor	5MAMN4824KW051073	MAC	Walking Floor
Office Trailer/Command Center				
1984	Office Trailer	1GXDBAF21EW001008	Grumman	Office Trailer
1987	Office Trailer	1E9EE5743H1013022	ELLIS	Office Trailer/Command Center
1992	Office Trailer	1PT011AH6W9002247	TRAIL MBL	Office Trailer
1992	Office Trailer	1M9X25225TA237065	MOEX	Office Trailer
1997	Office Trailer	1M9A6A729VH022102	Coach	Office Trailer/Command Center
1999	Office Trailer	1M9X25227TA237058	MOEX	Office Trailer/Command Center

Additional Equipment				
1990	Air Compressor	92190020	Emglo	Y5A-60V
1993	Street Sweeper	13-1438	Army	53MH
1994	Camper Trailer	1EA1M2429R2451643	Fleetwood	RV
1998	Coach Bus	2PCV33493V1011707	Prevost	Coach Bus
2000	Dump Truck	1FV6HLAA5YHB76509	Freightliner	FL70 25cy
2000	Vacuum Truck	1FVUFXYB9YPB65702	Freightliner	Straight Truck
2003	Air Compressor	338927UGN221	Ingersoll Rand	
2004	Camper Trailer	1UJBJ02N741EF1875	Jayco	RV
2006	Air compressor	365253UAX	Ingersoll Rand	Air source portable
2006	Camper Trailer	47CTD1R216P615392	Denali	RV
2007	Tractor	50790	KUBOTA	9540
2011	Versa Handler	368112100	Bobcat	V723
2012	Air Compressor	435426UAW048	Doosan	XP375WJD-T3
2013	Pressure Washer	16VNX122XD2C97883	Flat Bed Big Tex	45LA
2013	Track Carrier Mower	C100LGP0281113	FECON	FTX100-LGP
2013	Trim-All	TA301022012001	Trim-ALL	UM0752
	Air compressor	1945	Ingersoll Rand	MC-2A
	Air Compressor	1111111	Campbell Hausfeld	
	Forklift - electric	72A00217	TCM	FTB15
	Forklift - propane	A15K0152		FCG30T7T
	Forklift tractor	333-601-1403	International Harvester	M10A
	Forklift tractor	33602-2132	International Harvester	M10A
	Root Rake	HDR430586		
	Tractor	59523	KUBOTA	M9960HDC
	Welder	LB258571	Miller	
	Welder-portable	LH370131E	Miller	Big Blue 300P CC/CV
	Wood Picker	200-4	CTC	CTC200

## Timberline's Equipment Resources

Truck Number	Year	Make	VIN #	Trailer #	VIN #	License
#02	2005	Sterling	2FWBA2DE5SAV23128	TL02	MOHMTRAILER022503	842-3PF
#04	1995	Freightliner	1FUPFZXB2SA597897		<b>NO TRAILER BEHIND</b>	
#05	2004	Peterbilt 357	1XPADB0X04DB819508	TL05	MOHMTRAILER018056	441-4PC
#06	2005	Peterbilt 357	1NPALB0X45D842644	TL06	MOHMTRAILER022501	842-1PF
#07	2006	Peterbilt 357	1NPALB0X96D632705	TL07	MOHMTRAILER024772	77F-5BZ
#08	2007	Freightliner	1FVHC5DE27HX68138	TL08	MOHMTRAILER018035	440-7PC
#09	2007	Freightliner	1FYHC5DE07HX68140		<b>NO TRAILER BEHIND</b>	
#010	2006	Freightliner	1FVHC5CVX6HV54028	TL014	MOHMTRAILER018036	440-8PC
#011	2006	Western Star	5KKHAWAVX6PW37855	TLO11	MOHMTRAILER018057	441-5PC
#012	2001	Peterbilt 379	1NP5XU0X41D569216	TL012	MOHMTRAILER018043	442-1PC
#013	2013	Peterbilt	1NPTX4TX6DD181864	TL09	MOHMTRAILER023866	72E-6WB
#015	2006	Peterbilt 379	1XP5DB9X76D646688	TL015	MOHMTRAILER020045	803-5PE
#016	2006	Peterbilt 379	1XP5DB9XX6N898414	TL016	MOHMTRAILER020041	803-6PE
#017	2003	Peterbilt 357	1NPALB0X53N596260	TL013	MOHMTRAILER020043	803-7PE
#020	2005	International	1HTXRAPT5J028306	TL017	1E9US2762JS589060	59F-7JH
#021	1990	Ford	1FDZY90X3LVA25141		<b>NO TRAILER BEHIND</b>	
#023	2007	Peterbilt	1XP5D49X17D683748	TL020	1E9US2728JS589061	59F-8JH
#032	2005	Peterbilt	1XP5DB9X05N860477	TLO3	MOHMTRAILER020042	803-8PE
#033	2014	Peterbilt 367	1NPTL40X9ED227589	TLO73	MOHMTRAILER018040	441-2PC
#035	2003	Peterbilt	1XP5DB9X13D591649	TL066	1E9US2623HS589030	30F-7EJ
#014	2005	Peterbilt/Red	1XP5DB9X25D881630	TL010	MOHMTRAILER018042	441-6PC
#041	2019	Freightliner	3ALHG3DV1KDKN11095			
#042	2006	Peterbilt	1XP5DB9X26D889132			

### Tab 3. Financial Stability

Since the company's incorporation in 1989, TFR has completed over 350+ federally funded debris removal contracts in its 31-year history. From a dedicated owner to experienced staff, TFR offers not only the knowledge to perform any size job, but also the financial flexibility to complete multiple large-scale projects simultaneously. This was exemplified during the 2017 Hurricane season in which TFR performed 26 concurrent projects stemming from Texas, California, Florida, and Puerto Rico, in excess of \$ 78,000,000. With such large-scale performance across an enormous geographical area, a company must retain the financial flexibility and strength to pay subcontractors, suppliers and employees on time, every week.

*“TFR Enterprises Inc. as well as the principle’s Tipton and Julie Rowland, have been an excellent customer of the bank for over 15 years. Currently, TFR Enterprises Inc. has a \$4,250,000.00 Revolving Line of Credit that is unfunded, and they keep considerable deposits with Prosperity Bank. The Rowland’s have always performed as agreed and are a pleasure to work with.” ~ Travis Freeman, Prosperity Bank Regional President*

**Year’s Proposal Company has been in Business:** 31

**Proposer’s Net Worth:** \$41,224,846

**Working Capital:** 32,235,026

**Size of Project’s completed in the past 5 years:**

Please see Experience chart in Tab 1.

**Strength of latest financial statement:** Please see enclosed audited financials.

For additional information on TFR’s financial capabilities, please feel free to contact Brock Baldwin or Travis Freeman. Contact information is listed for your convenience and audited financial statements are available upon request.

#### Financial Stability Overview

- Bonding capacity \$100,000,000.00
- Line-of-credit to fund multiple projects in multiple locations
- Completed every project it was tasked to execute and has never been terminated for default
- Never filed for bankruptcy and has never been involved in any liens or litigation involving financial performance or subcontractor non-payment

#### Contact Information

##### **Banking:**

Prosperity Bank  
Travis Freeman, Regional President  
25661 I-45  
The Woodlands, TX 77380  
P: (281) 292-6691

##### **Bonding:**

Brock Baldwin, Principal  
Baldwin Cox Allen  
5930 Preston View Blvd  
Suite 200  
Dallas, TX 75240  
P: (972) 331-3709

##### **Insurance:**

Higginbotham Insurance  
Erin Woodard, Senior Account Manager  
1221 S. Mopac Expressway  
Suite 160  
Austin, TX 78746  
P: (512) 583-1543

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
LEANDER, TEXAS

CONSOLIDATED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY INFORMATION  
December 31, 2020 and 2019

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## **Van Houten & Associates, PC**

CERTIFIED PUBLIC ACCOUNTANTS

### **INDEPENDENT AUDITORS' REPORT**

To the Stockholder  
T.F.R. Enterprises, Inc. and Subsidiaries  
Leander, Texas

#### **Opinion**

We have audited the accompanying consolidated financial statements of T.F.R. Enterprises, Inc. and Subsidiaries which comprise the consolidated balance sheets as of December 31, 2020 and 2019, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of T.F.R. Enterprises, Inc. and Subsidiaries as of December 31, 2020 and 2019, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibility section of our report. We are required to be independent of T.F.R. Enterprises, Inc. and Subsidiaries and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about T.F.R. Enterprises, Inc. and Subsidiaries' ability to continue as a going concern for one year after the date that the consolidated financial statements are issued.



## **Auditors' Responsibility**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of T.F.R. Enterprises, Inc. and Subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about T.F.R. Enterprises, Inc. and Subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

## **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary consolidating information is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

*Van Houten & Associates, PC*

Round Rock, Texas  
March 19, 2021

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
**December 31, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 5,813,903	\$ 26,942,984
Investment	244,184	244,184
Accounts receivable - trade, net	39,953,299	1,972,985
Accounts receivable - retainage	1,329,316	-
Accounts receivable - other	5,000	11,500
Federal income taxes refundable	55,847	-
Inventory	<u>40,960</u>	<u>213,929</u>
TOTAL CURRENT ASSETS	47,442,509	29,385,582
<b>PROPERTY AND EQUIPMENT</b>		
Land	7,303,001	7,303,001
Buildings	637,226	637,226
Office equipment	74,405	73,524
Leasehold improvements	305,853	305,853
Machinery and equipment	<u>15,565,230</u>	<u>14,649,815</u>
	23,885,715	22,969,419
Less accumulated depreciation	<u>(11,334,964)</u>	<u>(10,417,320)</u>
	12,550,751	12,552,099
<b>OTHER ASSETS</b>		
Accounts receivable - trade - long term, net	2,298,299	2,598,299
Due from stockholder	<u>1,652,809</u>	<u>42,853</u>
TOTAL ASSETS	<u>\$ 63,944,368</u>	<u>\$ 44,578,833</u>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS – continued**  
**December 31, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable - trade	\$ 10,570,122	\$ 3,375,839
Accounts payable - retainage	2,412,276	900
Federal income taxes payable	-	1,152,016
State and local income taxes payable	1,458,746	1,208,664
Accrued expenses	543,982	198,541
Notes payable - current portion	<u>193,357</u>	<u>186,169</u>
TOTAL CURRENT LIABILITIES	15,178,483	6,122,129
<b>LONG-TERM LIABILITIES</b>		
Deferred income taxes	386,903	647,566
Line of credit	4,250,000	-
Accounts payable - trade - long term	2,068,210	2,192,809
Paycheck Protection Program note payable	421,600	-
Notes payable	414,326	1,004,664
<b>EQUITY</b>		
Common stock	500	500
Retained earnings	33,744,199	28,274,257
Partnership equity	8,417,008	7,285,201
Accumulated other comprehensive (loss)	(1,051,658)	(1,051,658)
Noncontrolling interest	<u>114,797</u>	<u>103,365</u>
	<u>41,224,846</u>	<u>34,611,665</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 63,944,368</u>	<u>\$ 44,578,833</u>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
For the years ended December 31, 2020 and 2019

	<u>2020</u>	<u>2019</u>
<b>REVENUES</b>		
Service contracts	\$ 58,309,636	\$ 23,196,491
Cost of contracts	<u>44,883,795</u>	<u>8,279,968</u>
	GROSS MARGIN	13,425,841
		14,916,523
<b>OPERATING EXPENSES</b>		
General and administrative	<u>4,437,091</u>	<u>4,901,680</u>
	INCOME FROM OPERATIONS	8,988,750
		10,014,843
<b>OTHER INCOME (EXPENSE)</b>		
Interest income	106,231	270,065
Interest expense	(23,832)	(58,587)
Miscellaneous income	5,408	16,949
Miscellaneous expense	-	(3,425)
Gain (loss) on sale of property and equipment	<u>(14,557)</u>	<u>168,822</u>
	<u>73,250</u>	<u>393,824</u>
<b>INCOME BEFORE TAXES</b>	9,062,000	10,408,667
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>		
Federal	1,931,513	1,987,332
Federal deferred expense (benefit)	(260,663)	81,181
State and local	<u>277,969</u>	<u>230,313</u>
	<u>1,948,819</u>	<u>2,298,826</u>
	NET INCOME	7,113,181
		8,109,841
Net income attributable to noncontrolling interest	<u>11,432</u>	<u>796</u>
	<b>NET INCOME ATTRIBUTABLE TO</b>	
	<b>CONTROLLING INTEREST</b>	
	<u>\$ 7,101,749</u>	<u>\$ 8,109,045</u>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF EQUITY**  
For the years ended December 31, 2020 and 2019

	Common Stock		Retained Earnings	Partnership Equity	Accumulated Other Comprehensive (Loss)		Noncontrolling Interest	Total
	Shares *	Amount			Comprehensive (Loss)	Interest		
<b>Balances at January 1, 2019</b>	1,000	\$ 500	\$ 20,247,035	\$ 7,250,225	\$ (1,051,658)	\$ 102,569	\$ 26,548,671	
Net income	-	-	8,030,222	78,823	-	796	8,109,841	
Dividends	-	-	(3,000)	-	-	-	(3,000)	
Distribution	-	-	-	(43,847)	-	-	(43,847)	
<b>Balances at December 31, 2019</b>	1,000	500	28,274,257	7,285,201	(1,051,658)	103,365	34,611,665	
Net income	-	-	5,969,942	1,131,807	-	11,432	7,113,181	
Dividends	-	-	(500,000)	-	-	-	(500,000)	
<b>Balances at December 31, 2020</b>	1,000	\$ 500	\$ 33,744,199	\$ 8,417,008	\$ (1,051,658)	\$ 114,797	\$ 41,224,846	

\* 10,000 shares authorized,  
1,000 issued and outstanding  
at \$.50 par value

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For the years ended December 31, 2020 and 2019

	<u>2020</u>	<u>2019</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income attributable to controlling interest	\$ 7,101,749	\$ 8,109,045
Net income attributable to noncontrolling interest	<u>11,432</u>	<u>796</u>
Net income	7,113,181	8,109,841
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,041,723	989,862
(Gain) loss on sale of property and equipment	14,557	(168,822)
Accounts receivable, net	(39,003,130)	19,292,522
Federal income taxes payable / refundable	(1,207,863)	(409,021)
State and local income taxes payable	250,082	210,894
Deferred income taxes	(260,663)	81,181
Inventory	172,969	-
Accounts payable	9,481,060	(6,091,005)
Accrued expenses	<u>345,441</u>	<u>(379,153)</u>
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(22,052,643)	21,636,299
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(1,073,710)	(1,802,649)
Proceeds from sale of property and equipment	<u>18,778</u>	<u>336,824</u>
NET CASH (USED) BY INVESTING ACTIVITIES	(1,054,932)	(1,465,825)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Stockholder payables/receivables	(1,609,956)	(114,771)
Dividends	(500,000)	(3,000)
Distribution	-	(43,847)
Line of credit	4,250,000	-
Proceeds from Payroll Protection Plan note payable	421,600	-
Issuance of notes payable	364,230	429,613
Payments on notes payable	<u>(947,380)</u>	<u>(232,505)</u>
NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>1,978,494</u>	<u>35,490</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(21,129,081)	20,205,964

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS -- continued**  
**For the years ended December 31, 2020 and 2019**

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	<u>2020</u>	<u>2019</u>
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>26,942,984</u>	<u>6,737,020</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 5,813,903</u>	<u>\$ 26,942,984</u>

**SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:**

Cash paid during the year for:

Interest	\$ 23,832	\$ 58,587
Income taxes	\$ 3,111,416	\$ 2,415,772

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Operations and Accounting**

T.F.R. Enterprises, Inc. and Subsidiaries (“the Company”) is in the principal business of expedient disaster debris management, removal, reduction, recycling, and disposal services throughout the United States. Customers include federal agencies, municipalities, and private companies.

**Basis of Consolidation**

The consolidated financial statements include all accounts of T.F.R. Enterprises, Inc. (“Enterprises”) and its 99% majority owned subsidiaries T.F.R. Equipment, LP (“Equipment”) and T.F.R. Realty, LP (“Realty”). The remaining 1% is owned by T&J Rowland Management, LLC, which is wholly owned by a trust established for the benefit of certain related parties.

Equipment is an operating entity formed to own heavy equipment which is primarily leased to Enterprises for use in the performance of its service contracts. Realty is an operating entity formed to own real estate. All of their income is derived from Enterprises.

All significant intercompany accounts and transactions have been eliminated in the consolidation.

**Cash and Cash Equivalents**

For purposes of the statements of cash flows, the Company considers cash and short-term investments with original maturities of ninety days or less to be cash and cash equivalents.

**Accounts Receivable**

Accounts receivable are recognized on the basis of amounts billed; less payment received. The Company provides for uncollectable accounts receivable through the allowance method of accounting. Under this method, a provision for uncollectable accounts is charged to expense and the allowance account increased based on past collection history and management’s evaluation of accounts receivable. All amounts considered uncollectable are charged against the allowance account and recoveries of previously charged off accounts are added to the account. Receivables are considered past due based on how recently payments have been received.

Management has reserved against the receivables in the amounts of \$1,209,653 and \$909,653 as of December 31, 2020 and 2019. Bad debt expense was \$297,694 and \$196,176 for the years ending December 31, 2020 and 2019, respectively.

**Property and Equipment**

Property and equipment are recorded at cost and are depreciated over their estimated useful lives using the straight-line method for financial reporting. Maintenance and repairs are charged to expense as incurred. Major renewals and betterments are capitalized and depreciated over their estimated useful life. When property and equipment is sold or retired, the related cost and accumulated depreciation are removed from the accounts and any gain or loss is included in income.



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – continued**

**Property and Equipment – continued**

Categories of assets and their useful lives are as follows:

Land	Indefinite
Buildings	40 years
Office equipment	5 - 10 years
Leasehold improvements	27 years
Machinery and equipment	5 - 10 years

Long-lived assets held and used by the Company are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In the event that facts and circumstances indicate that the cost of any long-lived assets may be impaired, an evaluation of recoverability would be performed.

**Accrued expenses**

Accrued expenses consist of credit cards payable, workers compensation insurance, payroll and other employee related liabilities.

**Inventory**

Inventory is stated at the lower of cost or net realizable value and is comprised of raw materials and finished goods, and primarily consists of mulch held for sale and tires used for heavy machinery and equipment. Cost is determined using the first-in, first-out method (FIFO).

**Revenue Recognition**

The Company recognizes revenue as it is earned, and payment is reasonably assured. Expenses are recognized as they are incurred.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE B – NOTES PAYABLE**

Notes payable as of December 31, 2020 and 2019 consist of the following:

	<u>2020</u>	<u>2019</u>
Note payable to Prosperity Bank, due in monthly installments of \$9,750, including interest at 6.60%, maturing September 25, 2028, and secured by the assets of the company. Note was paid in full during the year ended December 31, 2020.	\$ -	\$ 832,822
Note payable to Komatsu Financial, due in monthly installments of \$4,140, including interest at 0.00%, maturing April 24, 2023, and secured by equipment of the company.	115,916	165,594
Note payable to Kobelco Financial Services, due in monthly installments of \$4,810, including interest at 0.00%, maturing April 30, 2023, and secured by equipment of the company.	134,692	192,417
Note payable to Komatsu Financial, due in monthly installments of \$3,760, including interest at 0.00%, maturing December 21, 2024, and secured by equipment of the company.	180,500	-
Note payable to Kobelco Financial Services, due in monthly installments of \$3,402, including interest at 0.00%, maturing April 08, 2025, and secured by equipment of the company.	<u>176,575</u>	<u>-</u>
	607,683	1,190,833
Less current maturities	<u>(193,357)</u>	<u>(186,169)</u>
	<u>\$ 414,326</u>	<u>\$ 1,004,664</u>

Aggregate maturities for the years subsequent to December 31, 2020 are as follows:

2021	\$ 193,357
2022	193,357
2023	121,755
2024	85,954
2025	<u>13,260</u>
	<u>\$ 607,683</u>

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE C – LINE OF CREDIT**

The Company has a line of credit agreement with Prosperity Bank with a maturity of November 29, 2022 and interest at the greater of 3.75 points or prime rate plus .50 points, with a maximum amount available to borrow of \$4,250,000. The terms provide for certain mutual covenants between the Company and Prosperity Bank. Minimum monthly payments are required in the amounts of all accrued interest. The line is secured by the assets of the Company, a stockholder, and a related party. As of December 31, 2020 and 2019, the outstanding balance was \$4,250,000 and \$0, respectively. The balance available to borrow was \$0 and \$4,250,000, respectively.

**NOTE D – INTERCOMPANY TRANSACTIONS**

During the year ended December 31, 2020 and 2019, the Company rented its administrative offices, equipment storage and maintenance facility from Realty, and equipment used in the performance of its contracts from Equipment. Rents paid during the year to Realty for the years ended December 31, 2020 and 2019 were \$835,000 and \$309,710, respectively. Rents paid during the years ended December 31, 2020 and 2019 to Equipment were \$1,240,072 and \$1,135,113, respectively. Currently there are no signed leases with either subsidiary. Therefore, no future minimum lease payments are required. Rates and frequencies are at the discretion of management and are not considered to have been made at arm’s length.

**NOTE E – FAIR VALUE MEASUREMENT**

The generally accepted framework for measuring fair value provides a hierarchy for measuring both financial and nonfinancial assets and liabilities. The fair value of an asset is the price at which the asset could be sold in an orderly transaction between unrelated, knowledgeable, and willing parties able to engage in the transaction. A liability’s fair value is defined as the amount that would be paid to transfer the liability to a new obligor in a transaction between such parties, not the amount that would be paid to settle the liability with the creditor.

Level 1 Quoted prices in active markets for identical assets or liabilities.

Level 2 Quoted prices in active markets for similar assets or liabilities, quoted prices in markets that are not active, or inputs other than quoted prices that are observable for the asset or liability.

Level 3 Unobservable inputs for the assets or liability that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The following table sets forth by level, within the fair value hierarchy, the Company’s marketable securities at fair value as of December 31, 2020 and 2019.

	Cost	Level 1	Level 2	Level 3	Gross Unrealized Gain (Loss)
Investment in gold coins	\$ 1,295,842	\$ -	\$ -	\$ 244,184	\$ (1,051,658)

**NOTE F – INCOME TAXES**

The Company is taxed as a C-Corporation and accounts for income taxes whereby deferred taxes are provided on temporary differences arising from assets and liabilities whose basis are different for financial reporting and income tax purposes.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE F – INCOME TAXES – continued**

Deferred taxes result primarily from timing differences in the recognition of net operating losses, allowance for doubtful accounts, and depreciation expenses for tax and financial reporting and from reporting for federal income tax purposes on the accrual basis method of accounting. Depreciation expense for financial reporting is computed using the straight-line method, however, for tax purposes, the modified accelerated cost recovery system (MACRS) is followed.

The components of current and deferred income tax expense at December 31, 2020 and 2019 are as follows:

	<u>2020</u>	<u>2019</u>
Provision for current period:		
State and local income taxes	\$ 277,969	\$ 230,313
Federal income taxes	1,931,513	1,987,332
Deferred tax expense (benefit) related to:		
Allowance for doubtful accounts	(63,000)	(37,590)
Depreciation	<u>(197,663)</u>	<u>118,771</u>
	<u>(260,663)</u>	<u>81,181</u>
Total expense	<u>\$ 1,948,819</u>	<u>\$ 2,298,826</u>

The Company's total deferred tax assets and deferred tax liabilities are as follows:

	<u>2020</u>	<u>2019</u>
Deferred tax asset allowance for doubtful accounts	\$ 254,027	\$ 191,027
Deferred tax (liability) - depreciation	<u>\$ (640,930)</u>	<u>\$ (838,593)</u>
	<u>\$ (386,903)</u>	<u>\$ (647,566)</u>

Management has determined there are no uncertain tax positions as of December 31, 2020 and 2019. Accordingly, there is no interest or penalties related to uncertain tax positions. If interest or penalties were to be incurred related to uncertain tax positions, such amounts would be recognized in general and administrative expense.

State and local income taxes are calculated based on the state or local tax code where revenues are earned, and expenses are incurred.

**NOTE G – CONCENTRATIONS OF CREDIT RISK**

For the year ended December 31, 2020, two government agencies comprised seventy two percent of total revenues. As of December 31, 2020, two government agencies comprised eighty six percent of total accounts receivable.

For the year ended December 31, 2019, two government agencies and one company comprised seventy seven percent of total revenues. As of December 31, 2019, two government agencies and one company comprised seventy three percent of total accounts receivable.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE G – CONCENTRATIONS OF CREDIT RISK – continued**

At various times throughout the years ended December 31, 2020 and 2019, the Company had deposits in excess of the FDIC limits. Management considers this risk to be mitigated by maintaining deposits at quality financial institutions.

**NOTE H – PAYCHECK PROTECTION PROGRAM NOTE PAYABLE**

On April 23, 2020, T.F.R. Enterprises, Inc. (the “Borrower”), was granted a loan (the “Loan”) from Prosperity Bank, in the aggregate amount of \$421,600 pursuant to the Paycheck Protection Program (the “PPP”) under Division A, Title I of the CARES Act, which was enacted March 27, 2020.

The Loan, which was in the form of a note dated April 23, 2020 issued to the Borrower, has a max interest rate of 1%, and a maturity date of October 2022. The Note may be prepaid by the Borrower at any time prior to maturity with no prepayment penalties. Funds from the Loan may only be used for payroll costs, costs used to continue group health care benefits, mortgage payments, rent, utilities, and interest on other debt obligations incurred up to 24 weeks after receiving the loan or December 31, 2020 whichever is first. The Borrower intends to use the entire Loan amount for qualifying expenses. Under the terms of the PPP, certain amounts of the Loan may be forgiven if they are used for qualifying expenses as described in the CARES Act.

In accordance with ASC 450-30 Gain Contingencies; loans that are expected to be forgiven must be initially recorded as a liability. Only when the loan is officially forgiven will any gain be recognized. As of December 31, 2020, the Company has not applied for forgiveness.

**NOTE I – CONTINGENCIES**

As of December 31, 2020, one government agency under two contracts has an accounts receivable balance of \$3,331,776. A formal suit was filed in the state of Florida against the government agency and the engineering firm hired by the agency to oversee the work. During the year ended December 31, 2020 the Company has entered into mediation with the two parties but are yet to reach a satisfactory resolution. It is the belief of the Company's management and legal representation that the remaining balance is reasonably likely to be collected, but in a time frame greater than one year and has chosen to reserve twenty two percent of the remaining balance.

One subcontractor to the Company has an accounts payable balance of \$2,192,809 under a contract with a “pay if paid” provision. The subcontractor has informally agreed to await collection efforts and has executed a tolling agreement with the Company's surety to preserve their bond rights and forbear from filing suit. It is the belief of the Company's management and legal representation that the remaining balance is reasonably likely to be paid, but in a time frame greater than one year.

As of December 31, 2020, one government agency has an accounts receivable balance of \$1,756,820 for work previously performed and a corresponding accounts payable to one subcontractor totaling \$1,848,229. Currently there is a signed contract that covers \$100,000 related to this work. Management is currently working with the legal counsel of the subcontractor with the government agency to resolve the outstanding balances. It is the belief of management that the entire balance will be paid in full, but in a time frame greater than one year.

***T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES***  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE I – CONTINGENCIES – continued**

As of December 31, 2020, one government agency under one active contract is currently in dispute with the company regarding the agreed-up rates of certain services performed during the year ended December 31, 2020. The company has not recorded any of the additional revenues associated with the higher rates but is actively pursuing the additional revenues with the government agency. Management estimates these additional revenues to be \$3,800,000. As of December 31, 2020, management or their legal representation is unable to determine the likelihood or timing of a potential resolution.

**NOTE J – SUBSEQUENT EVENTS**

Management has evaluated the activity of the Company through March 19, 2021, the date the consolidated financial statements were issued. With respects given to the legal matters mentioned in Note I, management concluded that there were no material subsequent events which required additional disclosure in these financial statements.

SUPPLEMENTARY INFORMATION

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEET**  
December 31, 2020

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash	\$ 5,810,494	\$ 2,855	\$ 554	\$ -	\$ 5,813,903
Investment	244,184	-	-	-	244,184
Accounts receivable - trade, net	39,953,299	-	-	-	39,953,299
Accounts receivable - retainage	1,329,316	-	-	-	1,329,316
Accounts receivable - other	5,000	-	-	-	5,000
Federal income taxes refundable	55,847	-	-	-	55,847
Inventory	40,960	-	-	-	40,960
	<u>47,439,100</u>	<u>2,855</u>	<u>554</u>	<u>-</u>	<u>47,442,509</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	-	-	7,303,001	-	7,303,001
Buildings	-	-	637,226	-	637,226
Office equipment	74,405	-	-	-	74,405
Leasehold improvements	305,853	-	-	-	305,853
Machinery and equipment	3,275,789	12,289,441	-	-	15,565,230
	<u>3,656,047</u>	<u>12,289,441</u>	<u>7,940,227</u>	<u>-</u>	<u>23,885,715</u>
Less accumulated depreciation	(3,145,925)	(7,953,070)	(235,969)	-	(11,334,964)
	<u>510,122</u>	<u>4,336,371</u>	<u>7,704,258</u>	<u>-</u>	<u>12,550,751</u>
<b>OTHER ASSETS</b>					
Accounts receivable - trade - long term, net	2,298,299	-	-	-	2,298,299
Due from stockholder	1,652,809	-	-	-	1,652,809
Investments in subsidiaries	2,904,102	-	-	(2,904,102)	-
	<u>6,855,210</u>	<u>-</u>	<u>-</u>	<u>(2,904,102)</u>	<u>3,951,108</u>
<b>TOTAL ASSETS</b>	<b>\$ 54,804,432</b>	<b>\$ 4,339,226</b>	<b>\$ 7,704,812</b>	<b>\$ (2,904,102)</b>	<b>\$ 63,944,368</b>

See independent auditors' report on supplementary information



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEET – continued**  
**December 31, 2020**

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>LIABILITIES AND EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable - trade	\$ 10,570,122	\$ -	\$ -	\$ -	\$ 10,570,122
Accounts payable - retainage	2,412,276	-	-	-	2,412,276
State and local income taxes payable	1,458,746	-	-	-	1,458,746
Accrued expenses	543,534	-	448	-	543,982
Notes payable - current portion	-	193,357	-	-	193,357
	<u>14,984,678</u>	<u>193,357</u>	<u>448</u>	<u>-</u>	<u>15,178,483</u>
<b>TOTAL CURRENT LIABILITIES</b>					
<b>LONG-TERM LIABILITIES</b>					
Deferred income taxes	386,903	-	-	-	386,903
Line of credit	4,250,000	-	-	-	4,250,000
Accounts payable - trade - long term	2,068,210	-	-	-	2,068,210
Paycheck Protection Program note payable	421,600	-	-	-	421,600
Notes payable	-	414,326	-	-	414,326
<b>EQUITY</b>					
Common stock	500	-	-	-	500
Retained earnings	33,744,199	-	-	-	33,744,199
Partnership equity	-	3,731,543	7,704,364	(3,018,899)	8,417,008
Accumulated other comprehensive (loss)	(1,051,658)	-	-	-	(1,051,658)
Noncontrolling interest	-	-	-	114,797	114,797
	<u>32,693,041</u>	<u>3,731,543</u>	<u>7,704,364</u>	<u>(2,904,102)</u>	<u>41,224,846</u>
<b>TOTAL LIABILITIES</b>					
<b>AND EQUITY</b>					
	<u>\$ 54,804,432</u>	<u>\$ 4,339,226</u>	<u>\$ 7,704,812</u>	<u>\$ (2,904,102)</u>	<u>\$ 63,944,368</u>

See independent auditors' report on supplementary information

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING STATEMENT OF INCOME**  
For the year ended December 31, 2020

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>INCOME</b>					
Service contracts	\$ 58,309,636	\$ -	\$ -	\$ -	\$ 58,309,636
Rental income	-	1,240,072	835,000	(2,075,072)	-
TOTAL REVENUES	58,309,636	1,240,072	835,000	(2,075,072)	58,309,636
<b>COSTS OF REVENUES</b>					
Cost of contracts	43,988,318	-	-	-	43,988,318
Cost of rentals	-	879,492	15,985	-	895,477
TOTAL COSTS OF REVENUES	43,988,318	879,492	15,985	-	44,883,795
GROSS MARGIN	14,321,318	360,580	819,015	(2,075,072)	13,425,841
<b>OPERATING EXPENSES</b>					
General and administrative	6,490,176	19,388	2,599	(2,075,072)	4,437,091
INCOME FROM OPERATIONS	7,831,142	341,192	816,416	-	8,988,750
<b>OTHER INCOME (EXPENSE)</b>					
Interest income	106,231	-	-	-	106,231
Interest expense	(22,124)	-	(1,708)	-	(23,832)
Miscellaneous income	5,408	-	-	-	5,408
(Loss) on sale of property and equipment	(1,896)	(12,661)	-	-	(14,557)
	87,619	(12,661)	(1,708)	-	73,250
INCOME BEFORE TAXES	7,918,761	328,531	814,708	-	9,062,000
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>					
Federal	1,931,513	-	-	-	1,931,513
Deferred	(260,663)	-	-	-	(260,663)
State and local	277,969	-	-	-	277,969
	1,948,819	-	-	-	1,948,819
NET INCOME	5,969,942	328,531	814,708	-	7,113,181
Net income attributable to noncontrolling interest	-	-	-	11,432	11,432
NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST	\$ 5,969,942	\$ 328,531	\$ 814,708	\$ (11,432)	\$ 7,101,749

See independent auditors' report on supplementary information

## Tab 4. References

### 1 Iowa Dept of Homeland Security and Emergency Management

#### CONTRACT DESCRIPTION

a. Point of Contact	Jordan Moser Strategic Planner
b. Address	6100 NW 78 <sup>th</sup> Avenue Johnston, IA 50131
c. Phone	(515) 323-4246
d. Email	Jordan.moser@iowa.gov
e. Contract Term	08/2020 to 12/2020
f. Contract Amount	\$4,962,064.60
g. Description of Work	Vegetative debris reduction by grinding <b>(1,345,640 CY)</b>

### 2 City of Cedar Rapids

#### CONTRACT DESCRIPTION

a. Point of Contact	Diane Muench Purchasing Services Manager
b. Address	101 First Street SE Cedar Rapids, IA 52401
c. Phone	(319) 286-5023
d. Email	d.muench@cedar-rapids.org
e. Contract Term	09/2020 to Current
f. Contract Amount	\$5,000,000.00 to Date
g. Description of Work	Vegetative debris reduction by grinding <b>(1,689,189 CY to Date)</b>

### 3 City of Robertsdale

#### CONTRACT DESCRIPTION

a. Point of Contact	Greg Smith City Engineer
b. Address	22647 Racine Street Robertsdale, AL 36567
c. Phone	(251) 947-8955
d. Email	gregsmith@robertsdale.org
e. Contract Term	06/2020 to Current
f. Contract Amount	\$1,930,528.98 to Date
g. Description of Work	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal <b>(estimated 157,000 CY)</b>

## 4 Texas Department of Transportation

### CONTRACT DESCRIPTION

a. Point of Contact	Lori Wagner Contract Administration Manager
b. Address	Austin District Headquarters 7901 N. IH35, Building 2 Austin, TX 78753
c. Phone	(512) 832-7057
d. Email	Lori.wagner@txdot.gov
e. Contract Term	10/2018 to 08/2019
f. Contract Amount	\$7,532,510.00
g. Description of Work	Emergency waterway debris removal services ( <b>13,838 Operator and Equipment Hours</b> )

## 5 Tyndall Airforce Base

### CONTRACT DESCRIPTION

a. Point of Contact	Johnny Walker Contracting Officer
b. Address	501 Airey Avenue, Suite 5 Tyndall AFB, FL 32403
c. Phone	(850) 283-1378
d. Email	Johnny.walker.4@us.af.mil
e. Contract Term	02/2019 to 04/2019
f. Contract Amount	\$2,314,186.00
g. Description of Work	Emergency debris hauling services following Hurricane Michael ( <b>estimated 151,000 cy</b> )

## 6 United States Army Corps of Engineers

### CONTRACT DESCRIPTION

a. Point of Contact	James Costantino Contracting Officer
b. Address	Los Angeles District 915 Wilshire Blvd., Suite 930 Los Angeles, CA 90017
c. Phone	(213) 452-3237
d. Email	James.m.costantino@usace.army.mil
e. Contract Term	02/2018 to 04/2018
f. Contract Amount	\$6,251,020.00
g. Description of Work	Emergency debris removal from Toro basins following severe storms ( <b>estimated 46,000cy</b> )

## 7 North Carolina Department of Transportation

### CONTRACT DESCRIPTION

a. Point of Contact	Chris Rhodes Maintenance Engineer
b. Address	404 South NC Hwy 11-903 Kenansville, NC 28349
c. Phone	(910) 296-8703
d. Email	cerhodes@ncdot.gov
e. Contract Term	11/2018
f. Contract Amount	\$496,398.00
g. Description of Work	Emergency cut & toss services following Hurricane Florence ( <b>1 of 6 Counties performed simultaneously, mobilized 720 Team Members</b> )

## 8 City of Plantation

### CONTRACT DESCRIPTION

a. Point of Contact	Steve Rodgers Assistant Director of Public Works
b. Address	400 NW 73 <sup>rd</sup> Avenue Plantation, FL 33317
c. Phone	(954) 452-2535
d. Email	srodgers@plantation.org
e. Contract Term	09/2017 to 12/2017
f. Contract Amount	\$8,200,063.00
g. Description of Work	Emergency debris removal services following Hurricane Irma ( <b>estimated 500,000 cy</b> )

## 9 Bastrop County

### CONTRACT DESCRIPTION

a. Point of Contact	Ronnie Moore
b. Address	806 Water Street Bastrop, TX 78602
c. Phone	(512) 779-9926
d. Email	ronnie@cbdeng.com
e. Contract Term	09/2011 to 09/2012
f. Contract Amount	\$13,100,000.00
g. Description of Work	Emergency debris removal, reduction, and disposal services following wildfires ( <b>estimated 700,000 cy</b> )

Total dollar amount of rejected reimbursements: To our knowledge, TFR has never participated on a contract that was rejected by FEMA.

Total Yards handled by the firm in the last five years: 12 Million CY handled

Overall satisfaction of Customers: Please see enclosed letters of recommendation in Tab 8.

**ATTACHMENT A**

**DISASTER RESPONSE SERVICES**

**UNIT PRICE PROPOSAL FORM**

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety and traffic management, and associated actions necessary for implementation of debris management operations by the Contractor as defined in the Contract.

PROPOSAL FROM: TFR Enterprises, Inc.  
Company: \_\_\_\_\_

Address: 601 Leander Drive  
Leander, Tx 78641  
\_\_\_\_\_

Phone/Fax: (512) 260-3382 office      (512) 588-1942 fax  
\_\_\_\_\_

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: **Disaster Response Services, Provider RFP No. 002-21**, located at various locations within CITY OF KEY WEST, Florida.

To: *CITY OF KEY WEST*  
*ATTN: CITY CLERK*  
*1300 White St.*  
*Key West, FL 33040*

- 1.0** The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with City in substantially the form as the Sample Contract included in the RFP Documents to perform all Work and any Additional Services as specified or indicated in the RFP Documents at the unit prices and within the times indicated in this Proposal and in accordance with the other terms and conditions of the RFP Documents.

2.0 Proposer accepts all of the terms and conditions of the RFP and Instructions to Proposers, including without limitation those dealing with the disposition of RFP security. The Proposal will remain subject to acceptance for 90 days after the RFP opening, or for such longer period of time that Proposer may agree to in writing upon request of City.

3.0 In submitting this Proposal, Proposer represents, as set forth in the Contract, that:

A. Proposer has examined and carefully studied the RFP Documents, the other related data identified in the RFP Documents, and the following Addenda, receipt of all, which is hereby acknowledged.

Addendum No.	Addendum Date
<u>#1</u>	<u>3/31/2021</u>
_____	_____
_____	_____

B. Proposer has visited the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work.

C. Proposer is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work.

D. Proposer has correlated the information known to Proposer, including location of City in relation to any proposed final disposal sites, information and observations for City's Debris Separation/Reduction and Temporary Debris Management Sites obtained from visits to the Site, any reports and drawings identified in the RFP Documents, and all additional examinations, investigations, and data provided with the RFP Documents.

E. Proposer has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Proposer has discovered in the RFP Documents, and the written resolution thereof by the City is acceptable to Proposer.

F. The RFP Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this RFP is submitted.

4.0 Proposer further represents that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false Proposal; Proposer has not solicited or induced any individual or entity to refrain from bidding; and

Proposer has not sought by collusion to obtain for itself any advantage over any other Proposer or over City.

- 5.0 Proposer acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.
- 6.0 Proposer acknowledges that all unit costs include any necessary insurance and bonds.
- 7.0 The Proposer accepts all liability for improper disposal of solid waste, including debris, construction and demolition debris, hazardous waste, chipping or mulching, infectious waste, white goods disposal, and recycling.

**TABLE A- Time and Materials**

Heavy Equipment	Size or Type	U/M	Unit Price <i>Operators Included</i>
Skid Steer Loader	Bobcat	Hour	155.00
Backhoe	Cat 416	Hour	125.00
Wheel Loaders	Cat950	Hour	105.00
Wheel Loaders	Cat 966	Hour	175.00
Wheel Loaders	Cat 980	Hour	185.00
Tracked Loaders	Cat 955	Hour	190.00
Towed Loader w/ Tractor	Prentice 210	Hour	180.00
Self-Loading Knuckle boom Truck	25-35 CY Body	Hour	200.00
Self-Loading Knuckle boom Truck	35-45 CY Body	Hour	250.00
Dozer	Cat D4	Hour	85.00
Dozer	Cat D5	Hour	95.00
Dozer	Cat D6	Hour	170.00
Dozer	Cat D7	Hour	185.00
Dozer	Cat D8	Hour	190.00
Excavators	Cat 320	Hour	105.00
Excavators	Cat 325	Hour	175.00
Excavators	Cat330	Hour	185.00
Tractor w/ Box Blade	80 Hp	Hour	100.00
Motor Grader	Cat 120G	Hour	115.00
Crane	30 Ton	Hour	200.00
Bucket Truck	Up to 50' reach	Hour	240.00
Bucket Truck	50' to 75' reach	Hour	260.00
Trash Transfer Trailer w/ Tractor	110 yard	Hour	130.00
Street Sweeper	Vacuum Type	Hour	175.00
Water Truck	2000 gallon	Hour	95.00
Stump Grinder	Vermeer 252	Hour	145.00
Chipper w/ 2 man crew	Morbark Storm	Hour	215.00
12-Foot Tub Grinder	Morbark 1200	Hour	490.00
13-Foot Tub Grinder	Morbark 1300	Hour	495.00



Equipment Transport w/ Tractor	50 Ton	Hour	1105.00
Truck Mounted Winch		Hour	45.00
<b>Personnel</b>	<b>Size or Type</b>	<b>U/M</b>	<b>Unit Price</b>
Superintendent w/ Pickup Truck	Individual	Hour	75.00
Supervisor w/ Pickup Truck	Individual	Hour	70.00
Safety or QC Manager w/ Pickup Truck	Individual	Hour	70.00
Mechanic w/ Truck and Tools	Individual	Hour	70.00
Climber w/ Gear	Individual	Hour	90.00
Operator w/ Chainsaw	Individual	Hour	65.00
Laborer w/ Tools	Individual	Hour	45.00
Traffic Control Personnel	Individual	Hour	40.00
Ticket Writers	Individual	Hour	40.00
Clerical	Individual	Hour	40.00
Administrative Assistants	Individual	Hour	50.00

**TABLE B- DEBRIS COLLECTION AND REDUCTION SERVICES**

The Contractor will provide all services and expenses necessary for debris pickup and hauling, processing of debris at the TDMS, and final disposal for a fixed unit price as identified below. This cost is inclusive of all related expenses including contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety and traffic management, and associated actions necessary for implementation of disaster response services and operations by the Contractor as defined in the Contract.

Hauling for final disposal shall be unit price for the total cost of moving the debris from the TDMS to the final disposal site. The closest landfill that normally accepts C&D and Mixed materials is in Miami Dade County approximately 130 miles North of Key West, Florida. Proposers should assume a 200-mile haul in their unit price proposal. All Key West City, and FDEP approved TDMS sites are within 10 miles of any location inside of Key West.

Disposal cost (tipping fees) will be the responsibility of the Contractor. The Contractor will pass through the Disposal Cost to the City with no mark up or charge for services. Contractor may be required to set up temporary certified scales to weigh outbound waste. Weight tickets must be reconciled to disposal weight tickets.

DESCRIPTION OF SERVICES	UNIT OF MEASURE	UNIT PRICE
<b>Collection and Processing</b>		<b>Dollars</b>
Vegetative Debris (Includes Seaweed) Collection	Per Cubic Yard	9.25
Construction and Demolition Debris Collection	Per Cubic Yard	9.25
White Goods Collection	Each	45.00
Mixed Debris Collection	Per Cubic Yard	9.25
TDMS Management, Processing and Loading	Per Cubic Yard	3.00

Sand Screening and Placement	Per Cubic Yard	36.00
CFC Removal from Compressors	Each	25.00
Hazardous Waste Collection and Disposal	55 Gallon Drum	250.00
<b>Hauling for Final Disposal</b>		<b>Dollars</b>
Hauling from TDMS to Final Disposal Site <200 Miles	Per Cubic Yard	9.00
Dead Animal Carcass Hauling and Disposal	Per Pound	4.75
<b>Tree Debris Removal</b>		<b>Dollars</b>
Hangers Removal	Per Tree	125.00
Hazardous Tree Removal (Leaners)	Per Tree	100.00
<12" to 24"	Per Tree	175.00
>25" to 48"	Per Tree	495.00
>49" to 72"	Per Tree	975.00
> 72"	Per Tree	1250.00
Hazardous Stump Removal (Ground Not Less Than 8" Below Grade)		<b>Dollars</b>
<6" to 12"	Per Stump	90.00
>13" to 24"	Per Stump	290.00
>25" to 48"	Per Stump	390.00
>49" to 72"	Per Stump	490.00
> 72"	Per Stump	590.00
Stump Backfill	Per Hole	125.00
<b>Miscellaneous Services</b>		<b>Dollars</b>
Demolition of Structures Wood Structures	Per Square Foot	8.50
Demolition of Concrete Structures	Per Square Foot	9.50
Video Record of pre-and post-TDMS site	Each	200.00
Phase I Environmental Audit	Each	8,750.00
TDMS Site Restoration Grading	Per Square Yard	11.25
Topsoil TDMS Site Restoration	Per Cubic Yard	101.89
Sod TDMS Site Restoration	Per Square Yard	2.37
Debris Removal from Canals and Waterways	Per Cubic Yard	97.00
Restoration of Canal Banks and Slopes	Per Liner Foot	21.00
Sod Restoration of Canal banks and Slopes	Per Square Yard	12.50

Fire Suppression Support	Each Unit	2,500.00	
Motor Vehicles Removal Towing (from right of way) including to TDMS	Each	75.00	
Motor Vehicles Removal (from canal) Including Towing to TDMS	Each	225.00	
Boat Removal (from right-of-way) Including Towing to TDMS	Linear Foot	25.00	
Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases)	Cost Per Case	8.75	
Emergency Delivery of Ice (Full Truck Load 10 lbs Bags)	Cost Per Truck Load	6,000.00	
Mobile Kitchen Facility to provide 10-100 meals per day	Each Unit	7,000.00	per day
Mobile Kitchen Facility to provide 101-200 meals per day	Each Unit	14,000.00	per day
Mobile Kitchen Facility to provide 201-300 meals per day	Each Unit	20,000.00	per day
Mobile Kitchen Facility to provide 301-400 meals per day	Each Unit	26,000.00	per day
Mobile Laundry Facility	Each Unit	80,000.00	
Mobile Restroom/Shower Facility	Each Unit	7,500.00	
Mobile Fueling Facility	Each Unit	10,000.00	
Mobile Satellite Communications Facility	Each Unit	2,500.00	per day
Mobile Automated Ticket Issue and Tracking System (Hail Pass or Equivalent)	Each Unit	250.00	per day
<b>Emergency Portable Power Generators</b>		<b>Dollars</b>	
>25KW	Each Unit	1,212.00	month
>50 KW	Each Unit	1,896.00	month
>100KW	Each Unit	2,946.00	month
>250KW	Each Unit	4,384.00	month
>500KW	Each Unit	10,920.00	month

Portable Dewater Pump 6"	Each Unit	12,101.00
Manhole and Catch Basin Cleaning	Each Catch Basin	6,800.00
Storm Drain Piping Cleaning	Per Linear Foot	80.00

**CONFIRMATION SIGNATURE OF UNIT PRICE PROPOSAL INFORMATION**

TFR Enterprises, Inc  
 Name of Proposer \_\_\_\_\_ Signature of Proposer \_\_\_\_\_  
CEO  
 Title \_\_\_\_\_

**8.0 Proposer's Information:**

The PROPOSER states that he is an experienced CONTRACTOR and has completed similar Work within the last five years. This information has been provided on Attachment D- Contractor's Qualifications Statement.

**9.0 Proposer accepts the provisions of the Sample Contract.**

**10.0 The Proposer is familiar with the terms used in this RFP and the meanings indicated.**

Proposal submitted on April 9th 2021

State Contractor License No. CRC 1332507 . (If applicable)

License Type: Residential Contractor

If Proposer is:

**An Individual**

Name (typed or printed): \_\_\_\_\_

By: \_\_\_\_\_ (SEAL)  
 (Individual's signature)

Doing business as: \_\_\_\_\_

**A Corporation**

Corporation Name: TFR Enterprises, Inc. (SEAL)

State of Incorporation: Tennessee

Type (General Business, Professional, Service, Limited Liability): Service

By: [Signature]  
(Signature – attach evidence of authority to sign)

Name (typed or printed): Tipton F. Rowland

Title: CEO



(CORPORATE SEAL)

Attest: [Signature]  
(Signature of Corporate Secretary)

Business address: 1001 Leander Drive, Leander, TX 78641

Phone Number  
(512) 260-3322

Fax Number  
(512) 528-1942

Date of Qualification do business is: 9/10/2002

ATTACHMENT B  
SAMPLE LOAD TICKET

**PROPOSER TO PROVIDE  
SAMPLE**

## Sample Haul Ticket

T.F.R. ENTERPRISES, INC.  
 601 Leander Drive  
 Leander, TX 78641

Ticket  
 Number > 10001

CREW NO. \_\_\_\_\_,20\_\_\_\_\_  
 CONTRACT NUMBER \_\_\_\_\_  
 SUBCONTRACTOR NAME \_\_\_\_\_  
 TRUCK DRIVER NAME \_\_\_\_\_

<b>QUANTITIES:</b>			
TRUCK NUMBER			MEASURED CAPACITY <span style="float: right;">CY</span>
Est. % Full			Total CY Delivered <span style="float: right;">CY</span>
<b>LOAD CLASSIFICATION:</b>			
BURNABLE		MIXED	
NONBURNABLE - C & D		OTHER	

<b>LOCATION</b>		
PICKUP ZONE/SECTION	DEBRIS DELIVERY SITE	
LOADING SITE:	TIME	MONITOR SIGNATURE
DUMPING SITE:		

TRUCK DRIVER  
 SIGNATURE \_\_\_\_\_

Comments:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

White-Dumpsite Monitor Green-Load Site Monitor  
 Canary, Pink, Gold - On Site Contractor's Representative or Driver

ATTACHMENT C

LIST OF PROPOSER'S EQUIPMENT AND FACILITIES (INCLUDING

LOCATION) (List may also be attached.)

QUANTITY	EQUIPMENT	TYPE
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<i>Please see attached.</i>		



## Company Owned Resources

TFR maintains an extensive number of equipment to provide our clients with greater value and to ensure the quality of our work. With the largest fleet in the industry coupled with numerous staging areas, TFR can respond to any natural or man-made disaster quickly and efficiently. This rapid response capability provides the client with vital emergency road clearance services to allow federal, state, and local officials access to debris restricted areas and begin the disaster recovery efforts. Often on TFR projects, our equipment and manpower completely fulfill all project scopes and requirements in a timely matter. When subcontractors are used on large-scale projects, TFR self-performs all key elements of the project to satisfaction of the client and to certify the work is done properly to the TFR standard.

Furthermore, our in-house maintenance crew provides immediate support to our field operators to provide the sustainability of our equipment and operations. With years of experience working on Diamond Z's to overhauling dozer engines, TFR's maintenance crew is the logistical support necessary to ensure the limiting of costly downtime. Dedicated to their trade, TFR's maintenance crew can quickly identify, address, and repair any problem befalling our equipment and additionally, make the appropriate modifications on other similar equipment to avoid future pitfalls.

For large-scale projects, TFR can augment our own resources with local rental suppliers in the area. TFR maintains valuable, fruitful relationships with rental companies to rapidly obtain any additional equipment needed to perform the work under contract. With corporate accounts and a priority call rating with Hertz Equipment Rental, Sunbelt Rentals, United Rentals, and Volvo Construction Equipment, TFR can readily access hundreds of pieces of specialized equipment quickly to achieve desired project goals and time requirements. Furthermore, with years of loyalty with National Dealers for Caterpillar, Prentice Loaders and Diamond Z Corporation, TFR can obtain new and used equipment for rent or purchase faster than any other company in the industry. This vital lifeline to equipment suppliers allows TFR to mobilize a job however large and specialized the project may be.

### Real Time GPS Tracking

Our fleet is equipped with Real-Time tracking so that we can ensure our trucks are deployed and active where assistance is needed most. This gives our leadership the tools to adapt to the ever-changing demands of the project. The helicopter view is an easy-to-use feature that displays all the information one needs to efficiently dispatch &/or locate crews. All vehicle movement is saved in the Samsara cloud allowing for the routes to be reviewed and the next day's work planned. Geofencing is another feature that provides a variety of alerts to help us efficiently manage trucks and routes in the recovery efforts. With this state-of-the-art technology, TFR is always in compliance with ELD mandates and DOT/FMCSA regulations.

## Equipment Highlights

- (22) Self-Loading Haul Units (Knuckleboom)**
- (15) Heavy Haulers (Semi-Trucks)**
- (11) Service Trucks**
- (10) Dozers**
- (9) Excavators**
- (6) Diamond Z1463 Tub Grinders**
- (2) Diamond Z4000 Horizontal Grinders**



## Samsara Features

### REAL-TIME GPS TRACKING

- Live vehicle location tracking
- Trip histories
- Geofence alerts

[Learn more](#) | [Watch video](#)

### TRAILER TRACKING

- Theft detection
- Utilization reporting
- Cargo and temperature

[Learn more](#)

### SAFETY & DASH CAMS

- Distracted driving detection
- In-cab voice coaching
- Automatic incident upload

[Learn more](#) | [Watch video](#)

### ROUTING & MESSAGING

- Real-time route tracking
- Historical performance analysis
- Two-way messaging

[Learn more](#) | [Watch video](#)

### DOCUMENTS

- Document upload with photos
- Centralized record-keeping
- Proof of delivery, fuel & more

[Learn more](#) | [Watch video](#)

### FLEET MAINTENANCE

- Fault code monitoring
- Paperless DVIRs
- Usage-based maintenance

[Learn more](#) | [Watch video](#)

### WIFI HOTSPOT

- In-cab WiFi
- Cellular data included
- For any mobile app or device

[Learn more](#)

### ELD COMPLIANCE

- FMCSA-listed ELD
- Works with any mobile device
- Centralized real-time visibility

[Learn more](#) | [Watch video](#)

### REEFER MONITORING

- Easy to install wireless monitors
- Live temperature change alerts
- Automatic historical logs

[Learn more](#)

### REPORTING & ALERTS

- Fuel efficiency & vehicle health
- Activity and driver behavior
- IFTA, ELD, and FSMA

[Learn more](#) | [Get a demo](#)

### DEVELOPER APIS

- Open REST APIs
- TMS, payroll, GIS integrations
- Custom software and apps

[Developer docs](#)

## Samsara Helicopter View

The screenshot displays the Samsara Helicopter View interface. At the top, there are navigation tabs: **Fleet**, Alerts, Settings, and Support. Below the tabs, a dropdown menu shows **All Vehicles**. The main content area is split into two columns. The left column displays details for **Van #19**, including its location **North Freeway, Lakeland, TX**, current speed **63 mph**, and odometer reading **121,840 miles**. Below this is a **HISTORY** section with a **Trips** filter. The right column features a 3D map view showing the vehicle's current location on a road network. The map includes a **Graph data** dropdown, a **Day** selector, and a **Live** status indicator. Map controls like **Traffic**, **Map**, and **Satellite** are visible. The map shows **Van #19** at a location near **N Fwy Service Rd** and **Academy Blvd**. The bottom of the screen shows a list of recent trips, including **in-progress** (41.7 mi) and **Dispatch, Willis, TX** (19.6 mi).

Year	Description	Primary VIN	Unit Make	Model
<b>Self-Loading Grapple Trucks</b>				
1998	Knuckleboom	1NPALT9X0WN461734	Peterbilt	357
1998	Knuckleboom	1NPALT9X5WN461728	Peterbilt	357
2003	Knuckleboom	2FZHAZAS73AK28772	Sterling	LT9500
2003	Knuckleboom	1NKDLU0X43J710108	Kenworth	T800
2003	Knuckleboom	1FVHBGAS53HK52388	Freightliner	FLD112
2006	Knuckleboom	5KKPALAV96PV43823	Western Star	4901 Tri-Drive
2007	Knuckleboom	5KKPALAV47PY35512	Western Star	4902 Tri-Drive
2007	Knuckleboom	1NKDLT0X87J190818	Kenworth	T800
2008	Knuckleboom	1NKDLU0X78J235352	Kenworth	T800
2008	Knuckleboom	1XKDDU0X18J223975	Kenworth	T800
2008	Knuckleboom	1XKDDU0X78J223981	Kenworth	T800
2008	Knuckleboom	1XKDDU0X78J228727	Kenworth	T800
2009	Knuckleboom	1NKDLU0X69J242505	Kenworth	T800
2009	Knuckleboom	1NKDLU0XX9J242507	Kenworth	T800
2009	Knuckleboom	1NKDLU0X89J242506	Kenworth	T800
2009	Knuckleboom	1NKDLU0X09J242502	Kenworth	T800
2009	Knuckleboom	1XKDDU0X89J246574	Kenworth	T800
2009	Knuckleboom	1NKDLU0X99J242501	Kenworth	T800
2009	Knuckleboom	1NKDLU0X69J256033	Kenworth	T800
2009	Knuckleboom	1NKDLU0X39J237424	Kenworth	T800
2010	Knuckleboom	1NDLU0XXAR266280	Kenworth	T800
2011	Knuckleboom	1NKDLU0X6BJ281035	Kenworth	T800
2011	Knuckleboom	1NKDL0UX7BJ278354	Kenworth	T800
<b>Knuckleboom Pup Trailers (Secondary Trailers)</b>				
2006	Knuckleboom Pup Trailer	1G9CD23336S139786	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23346S139779	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23376S139712	Great Lakes	TR2250DC - Pup Trailer
2006	Knuckleboom Pup Trailer	1G9CD23356S139711	Great Lakes	TR2250DC - Pup Trailer
2012	Knuckleboom Pup Trailer	MOHMTRAILER020044	Homemade	Homemade Trailer - PUP Trailer
2013	Knuckleboom Pup Trailer	TR206832	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	M0HMTRAILER025812	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	M0HMTRAILER025813	Homemade	Homemade Trailer - PUP Trailer
2018	Knuckleboom Pup Trailer	MOHMTRAILER025811	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2629KS589119	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2625KS589103	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2624KS589089	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589118	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2626KS589126	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589135	Homemade	Homemade Trailer - PUP Trailer
2019	Knuckleboom Pup Trailer	1E9US2627KS589149	Homemade	Homemade Trailer - PUP Trailer
2020	Knuckleboom Pup Trailer	1E9US2923LS589159	Homemade	Homemade Trailer - PUP Trailer
<b>Air Curtain Burners</b>				
1998	Air Burner	T35FN01052	Air Burner	T-350
1999	Air Burner	103846	Air Burner	M30F Air Curtain Burner
2013	Air Burner	1113770	McPherson	M30F Air Curtain Destructor
<b>Dozers</b>				

1978	Dozer D6D	6X597	Caterpillar	D6D
1979	Dozer	4X5133	Caterpillar	D6D
1981	Dozer D8K	77V18840	Caterpillar	D8K
1984	Dozer D7H	79201488	Caterpillar	D7H
1989	Dozer	08Z53048	Caterpillar	DV060
1991	Dozer D7H LGP II	4FG04117	Caterpillar	D7H LGP II
2003	Dozer D7R	AEC00681	Caterpillar	D7R
2006	Dozer D6R LGP III	CAT00D6RKWRG00215	Caterpillar	D6R LGP Series III Crawler
2008	Dozer D7R	AEC01989	Caterpillar	D7R
2010	Dozer D6T	KJL01165	Caterpillar	D6T
<b>Excavators</b>				
1992	Excavator 690 D	DW690DL533807	John Deere	690-D LC
2001	Excavator	A85139	Komatsu	PC270LC-6
2004	Excavator	EC330V10324	Volvo	EC330BLC
2011	Excavator	A20028	Komatsu	PC240LC-10
2012	Excavator	A20120	Komatsu	PC240LC-10
2013	Excavator PC210LC	KMTPC243V02450356	Komatsu	PC210LC
2014	Excavator	210418	Volvo	EC220DL
2019	Excavator	C80715	Komatsu	PC210LC-11
2019	Excavator	LL1610594	Kobelco	SK260LC-10
<b>Wheel Loaders</b>				
2005	Wheel Loader	L120EV64601	Volvo	L120E
2006	Wheel Loader	L120EV64757	Volvo	L120E
2011	Wheel Loader	30275	Volvo	L120G
2013	Wheel Loader	VCEL120GL00030787	Volvo	L120G
<b>Grinders</b>				
1999	Grinder - Tub mini me	1D9FX4236XN147003	Diamond Z	PWG-1352BL
1999	Grinder - Tub	1D9FX46364C147293	Diamond Z	PWG-1463 B TUB
2001	Grinder - Tub	1D9FX4537WN147252	Diamond Z	PWG-1463B
2003	Grinder - Tub	1D9FX4530NN147068	Diamond Z	1463B
2003	Grinder - Tub	1D9FX4639YC147259	Diamond Z	PWG-1463 B TUB
2004	Grinder - Tub	1D9FX46311C147262	Diamond Z	PWG-1463 B TUB
2013	Stump Grinder	(stump hog for M100)	Fecon	SH260
2014	Grinder - Horizontal	1R9FX390XEC722024	Diamond Z	DZH4000TK
2014	Grinder - Horizontal	1R9FX3904EC722030	Diamond Z	DZH4000TK
<b>Low Boy Trailers</b>				
1994	Low Boy	40FH0482R1010817	Talbert	TDW-30-SRG-T-11
2013	Low Boy	13NE51308D3560602	Fontaine	Fontaine 55 Ton
2014	Low Boy	57JE5130XE3561385	Fontaine	55 TON
<b>Light Box</b>				
2012	Light Box	4FVLSACA6CU444257	Doosan	LSC
	Light Box	5AJLS16138B005724	Magnum	
	Light Box	80743	Magnum	MLT3060MMH
	Light Box	170255	Magnum	MLT3060MMH
<b>Pressure Washers</b>				
	Pressure Washer	P1200-63897	Landa	
	Pressure Washer	P062-23113	Landa	
	Pressure Washer	15041361	Mi-T-M Corp	1901

	Pressure Washer	C-368	American Kleaner	MX-6A
	Pressure Washer	H51669 0800	Hotsy	1070SS
	Pressure Washer	P00306	Landa	Jun-00
<b>Skid Steers</b>				
2003	Skid Steer	5219-12445	Bobcat	T300
2005	Skid Steer	5258-15902	Bobcat	S-300
2019	Skid Steer	AT6318872	Bobcat	T770
2019	Skid Steer	AT6318861	Bobcat	T770
<b>Track Loaders</b>				
2001	Track Loader	CAT0973CK3RZ00613	CATERPILLAR	973C
	Track Loader	0963CKBBD01120	CATERPILLAR	963C
<b>Bucket Trucks</b>				
1999	Bucket Truck	392752C000650	BT112	BT112
1999	Bucket Truck	1HTSDAAN0XH659739	International	V0255RV
<b>Power Screens</b>				
2001	Power Screen	9500531	TROMMEL	725
	Power Screen	9202071	TROMMEL	830
<b>Water Trucks</b>				
2000	Water Truck	1FV6HJAA3YHB19746	Freightliner	FL70
2000	Water Truck	3FRNF65995V180949	Ford	F650
2006	Water Truck	5PKUEH2236W052290	Eco	Water Truck
<b>Flat Bed Trailers</b>				
1997	Flat Bed Trailer	1C6EG102XV1752300	Centerville	15' Generator Trailer
1997	Flat Bed Trailer	1RNF48A27VR003233	Reitnouer	
1999	Flat Bed Trailer	4AG6U2338XC029735	Homemade	Generator Trailer
2005	Flat Bed Trailer	4YNBN20245C027949	Anderson	
2006	Service Trailer	4KBTT14226L161597	Tow master	T10T
2007	Flat Bed Trailer	16VGX202672680173	Big Tex	20GN-20BK+5
2008	Flat Bed Trailer	4KNTT14248L161314	Tow master	TRLER
2008	Flat Bed Trailer	4KNTT14218L162002	Tow master	TRLER
2008	Flat Bed Trailer	4KNTT14257L162843	Tow master	TRLER
2011	Flat Bed Trailer	4P5B52027B2159392	Magnum	Tandem Axle Buggy Hauler
2013	Flat Bed Trailer	16VPX1629C2348689	Big Tex	Flat Bed
2015	Service Trailer	5DYAAB2L5FC006883	JLG	TRLER
2015	Flat Bed Trailer	4P5FD3623F1217625	PJ Trailers	
2016	Flat Bed Trailer	16VFX2020G2074525	Big Tex	
<b>Service Trucks</b>				
2001	Service Truck	1FDXF46F31EA27158	Ford	F450
2005	Service Truck	1FDXF46P05EC08622	Ford	F450
2007	Service Truck	1FDWF37Y77EB48421	Ford	F350 SD
2009	Service Truck	1FDAX46R79EA14566	Ford	F450 Super Duty
2011	Service Truck	1FDRF3G6XBEA70849	Ford	F350 XL
2012	Service Truck	1FT8W3BT1CEC38201	Ford	F350
2013	Service Truck	1FTFW1ET1DKD64424	Ford	F150
2014	Service Truck	1FT8W3BT6EEA40636	Ford	F350
2014	Service Truck	3C7WRNBL8EG228497	Dodge	RAM 5500
2018	Service Truck	5TFCZ5AN9JX150501	Toyota	Tacoma
2020	Service Truck	3C7WRTCLXLG103257	Dodge	3500

Service Trailers				
1992	Service Trailer	1TKB0529NM030565	Trail King	FB
1992	Service Trailer	1TKS00517NM030566	Trail King	Double drop trailer
1994	Service Trailer	2HTTGCUTXRC081161	International	UT
1997	Service Trailer	11WEC1623VM227765	WW	VN
1999	Service Trailer	11WHC162XYW251191	WW	VN
1999	Service Storage Trailer	1V5BA1624X1133175	Magnum	UT
2001	Service Trailer	5DZC8162511001697	Titan	UT
2002	Service Trailer	4X4TSEV282U200791	Cargo Mate	VN
2003	Service Trailer	1UYVS12823M880206	Utility	UT
2003	Service Trailer	1UYVS12803M124504	Utility	UT
2007	Gooseneck	1DA72C7N07C018695	Trail-EZE	Gooseneck Trlr
2009	Service Trailer	13NM0510493550127	Fontaine	TRAI
2011	Service Trailer	16VPX1622B2374954	Big Tex	UT
2011	Service Trailer	16VPX1629B2374952	Big Tex	UT
2012	Service Trailer	16VCX2021C2H40730	Big Tex	UT
2015	Service Trailer	16VFX2026F2092400	Big Tex	UT
Semi-Trucks				
2000	Semi	1M2P324C8YM049453	Mack	RD688S
2000	Semi	1M2AA18Y4YW127565	Mack	Truck-Tractor
2001	Semi	2FWJA3AV91AH73667	Sterling	A9500
2004	Semi	1M1AE06Y64N016666	Mack	CX613
2005	Semi	1XP5PBEX75D826166	Peterbilt	379
2005	Semi	1HSHXSBR15J144431	International	8600
2007	Semi	1HTXTAPT97J459305	International	5900
2007	Semi	2FWBADE97AX16739	Sterling	A 9500
2007	Semi	1HSHXAGR57J375403	International	8600
2008	Semi	1XKDDU9X68R213592	Kenworth	T800
2009	Semi	1XKDDU9X89J256363	Kenworth	T800
2009	Semi	1XKDP4EX59J253787	Kenworth	T800
2010	Semi	1XKDDU9XXAR259318	Kenworth	T800
2010	Semi	1XDDU9X4AR260416	Kenworth	T800
2012	Semi	5KJJABDR5DPBU1199	Western Star	W4900
Walking Floor Trailers				
2002	Walking Floor	5MAMN45292C005339	MAC	Walking Floor
2004	Walking Floor	5MAMN48214C007357	MAC	Walking Floor
2005	Walking Floor	5MAMN48285C008359	MAC	Walking Floor
2005	Walking Floor	5MAMN482X5C008556	MAC	Walking Floor
2008	Walking Floor	5MAMN48288C016384	MAC	Walking Floor
2019	Walking Floor	5MAMN4822KE051069	MAC	Walking Floor
2019	Walking Floor	5MAMN4824KW051073	MAC	Walking Floor
Office Trailer/Command Center				
1984	Office Trailer	1GXDBAF21EW001008	Grumman	Office Trailer
1987	Office Trailer	1E9EE5743H1013022	ELLIS	Office Trailer/Command Center
1992	Office Trailer	1PT011AH6W9002247	TRAIL MBL	Office Trailer
1992	Office Trailer	1M9X25225TA237065	MOEX	Office Trailer
1997	Office Trailer	1M9A6A729VH022102	Coach	Office Trailer/Command Center
1999	Office Trailer	1M9X25227TA237058	MOEX	Office Trailer/Command Center

Additional Equipment				
1990	Air Compressor	92190020	Emglo	Y5A-60V
1993	Street Sweeper	13-1438	Army	53MH
1994	Camper Trailer	1EA1M2429R2451643	Fleetwood	RV
1998	Coach Bus	2PCV33493V1011707	Prevost	Coach Bus
2000	Dump Truck	1FV6HLAA5YHB76509	Freightliner	FL70 25cy
2000	Vacuum Truck	1FVUFXYB9YPB65702	Freightliner	Straight Truck
2003	Air Compressor	338927UGN221	Ingersoll Rand	
2004	Camper Trailer	1UJBJ02N741EF1875	Jayco	RV
2006	Air compressor	365253UAX	Ingersoll Rand	Air source portable
2006	Camper Trailer	47CTD1R216P615392	Denali	RV
2007	Tractor	50790	KUBOTA	9540
2011	Versa Handler	368112100	Bobcat	V723
2012	Air Compressor	435426UAW048	Doosan	XP375WJD-T3
2013	Pressure Washer	16VNX122XD2C97883	Flat Bed Big Tex	45LA
2013	Track Carrier Mower	C100LGP0281113	FECON	FTX100-LGP
2013	Trim-All	TA301022012001	Trim-ALL	UM0752
	Air compressor	1945	Ingersoll Rand	MC-2A
	Air Compressor	1111111	Campbell Hausfeld	
	Forklift - electric	72A00217	TCM	FTB15
	Forklift - propane	A15K0152		FCG30T7T
	Forklift tractor	333-601-1403	International Harvester	M10A
	Forklift tractor	33602-2132	International Harvester	M10A
	Root Rake	HDR430586		
	Tractor	59523	KUBOTA	M9960HDC
	Welder	LB258571	Miller	
	Welder-portable	LH370131E	Miller	Big Blue 300P CC/CV
	Wood Picker	200-4	CTC	CTC200

ATTACHMENT D

CONTRACTOR'S QUALIFICATIONS STATEMENT

THIS FORM MUST BE SUBMITTED WITH PROPOSAL FOR PROPOSAL TO BE DEEMED RESPONSIVE. The undersigned guarantees the truth and accuracy of all statements and the answers contained herein.

1. Please describe your company in detail.

31 years of disaster response experience providing debris removal services.

2. The address of the principal place of business is:

601 Leander Drive  
Leander, Tx. 78041

3. Company telephone number, fax number and e-mail addresses:

Phone: (512) 260-3322 Fax: (512) 528-1942  
tiffany@tfrinc.com

4. Number of employees:

30 full-time permanent employees.

5. Number of employees or subcontractors to be assigned to this project (per event) and what is capacity?

This would be based on the



magnitude of the storm.

6. Company Identification numbers for the Internal Revenue Service:

72-1149862

7. Provide Occupational License Number (and County), if applicable, and expiration date:

Not applicable

8. How many years has your organization been in business? Does your organization have a specialty?

31 years, Emergency debris removal services.

9. What is the last project of this nature or magnitude that you have completed? Please provide project description, reference and cost of work completed.

Iowa Department of Homeland Security.  
Explanation of project can be found in  
the Past Performance section.

10. Have you ever failed to complete any work awarded to you? If so, where and why?

Never

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11. Give names, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.

11.1. **Name** please see enclosed references.

**Address** \_\_\_\_\_

**Telephone No.** \_\_\_\_\_

11.2. **Name** \_\_\_\_\_

**Address** \_\_\_\_\_

**Telephone No.** \_\_\_\_\_

11.3. **Name** \_\_\_\_\_

**Address** \_\_\_\_\_

**Telephone No.** \_\_\_\_\_


12. List the following information concerning all contracts in progress as of the date of submission of this bid. (In event of co-venture, list the information for all co-ventures.)

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
Hurricane Laura	Bastrop Louisiana	TBD	4/30/2021	50%
Hurricane Laura	Eunice Louisiana	TBD	4/30/2021	10%

13. Has the Proposer or Representative inspected the proposed project site and does the Proposer have a complete plan for performance of disaster response services?

yes, please see enclosed Project Approach.

14. Provide list of subcontractors(s), the work to be performed and also a list of major materials suppliers for this Project:

please see enclosed

*The foregoing list of subcontractors(s) may not be amended after award of the contract without the prior written approval of the City Manager.*

15. What equipment do you own that is available for the work?

PROVIDE LIST IN ATTACHMENT C *Attached*

16. What equipment will you purchase for the proposed work?  
*(Continue list on insert sheet if necessary)*

*None at this time.*

17. What equipment will you rent for the proposed work?  
*(Continue list on insert sheet if necessary)*

*None at this time. Possibly generators  
if needed.*

18. State the name of your proposed project manager and give details of his or her qualifications and experience in managing similar work.  
*(Continue list on insert sheet if necessary)*

Kevin Polison Please see enclosed resume.

19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who do business under the trade name.)

TFR Enterprises, Inc.  
Tipton Rowland, President, Julie Rowland, Secretary

19.1 The correct name of the Proposer is:

TFR Enterprises, Inc.

19.2 The business is a (Sole Proprietorship) (Partnership) (Corporation).

Corporation

19.3 The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

Tipton F. Rowland, CEO  
Julie Rowland, Secretary

SUBMITTED BY:

[Signature]  
SIGNATURE  
STATE OF FLORIDA Texas )  
COUNTY OF Williamson ) SS.

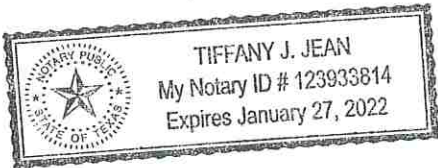
Tipton F. Rowland, CEO  
PRINT NAME/TITLE

The foregoing instrument was acknowledged before me this 5th day of April  
2021, by Tipton F. Rowland who is personally known to

me or who has produced \_\_\_\_\_ -as identification and who  
did/did not take an oath.

WITNESS my hand and official seal, this 5th day of April, 2021.

(NOTARY SEAL)



Tiffany J. Jean  
(Signature of person taking acknowledgment)

\_\_\_\_\_  
(Signature of person taking acknowledgment)

ATTACHMENT E

TRENCH SAFETY ACT FORM

This form must be completed and signed by the Proposer. Failure to complete this form may result in the proposal being declared non-responsive.

Proposer acknowledges that the Florida Trench Safety Act, Section 553.60 et. Seq., which became effective October 1, 1990, shall be in effect during the period following execution of the Contract Documents. The Proposer by signing and submitting the proposal is, in writing, assuring that it will perform any trench excavation in accordance with applicable trench safety standards.

Proposer herein acknowledges that the cost for compliance to the Florida Trench Safety Act is included in the applicable items of this Proposal.

The Proposer is, and the CITY is not, responsible to review or assess Proposer's safety precautions, programs of costs, of the means, methods, techniques or technique adequacy, reasonableness of cost, sequences of procedures of any safety precaution, program or cost, including but not limited to, compliance with any and all requirements of Florida Statute Section 553.60 et. Seq. cited as the Trench Safety Act". Proposer is, and the CITY and ENGINEER are not, responsible to determine, if any safety or safety related standards apply to the project, including but not limited to, the "Trench Safety Act".

Anthony G. Jean  
Witness Name

[Signature]  
Signature

Tiffany J. Jean  
Witness Printed Name

TFL Enterprises, Inc  
Contractor Name

CEO  
Title

\_\_\_\_\_

4/5/2021  
Date

ATTACHMENT F

ACKNOWLEDGEMENT OF CONFORMANCE

WITH O.S.H.A. STANDARDS

TO: CITY OF KEY WEST

Contractor's Name: TFR enterprises, INC, hereby acknowledge and agree that I/We have the sole responsibility for compliance with all requirements of the Federal Occupational Safety and Health Act of 1970, and all State and Local Safety and Health regulations, and agree to indemnify and hold harmless the CITY, its officers, agents, employees, and consultants against any and all legal liability or loss the CITY, its officers, agents, employees, and consultants may incur due to failure to comply with such act.

Affinity J. Jean  
ATTEST

TFR Enterprises, Inc  
CONTRACTOR NAME

[Signature]  
ATTEST

By: [Signature]

Title: CEO

4/5/2021  
DATE



**ATTACHMENT**

**G**

**COPY OF STATE CORPORATE FILINGS; OR ARTICLES OF INCORPORATION  
AS  
REQUIRED BY THE SECRETARY OF STATE, FLORIDA.**

At the time of proposal, the proposer must demonstrate that he holds, as a minimum, the following licenses and certifications:

- License(s) required by the State of Florida
- Or
- A valid competency card issued by the City of Key West or any Florida County that has reciprocity with the City of Key West.

Upon award the Proposer agrees to obtain a City of Key West Business Tax Receipt, Classification of Demo Specialty Contractor and a Competency Card in the same classification.



Ron DeSantis, Governor

Halsey Beshears, Secretary



**STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD**

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE  
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES



**LYELL, SHARON G**

T.F.R., INC. OF TEXAS  
601 LEANDER DRIVE  
LEANDER TX 78641

**LICENSE NUMBER: CRC1332507**

**EXPIRATION DATE: AUGUST 31, 2022**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

# *State of Florida Department of State*

I certify from the records of this office that T.F.R., INC. OF TEXAS is a Tennessee corporation authorized to transact business in the State of Florida, qualified on September 10, 2002.

The document number of this corporation is F02000004640.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on February 8, 2020, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Ninth day of April, 2020*



*Randy Rhee*  
Secretary of State

Tracking Number: 6000374481CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

ATIACHMENT  
H

ACKNOWLEDGEMENTS OF ADDENDA RECEIVED BY PROPOSER (if  
any). All addenda must be certified on the form provided and enclosed  
herein.

ATTACHMENT I

# Insurance and Indemnity

To the fullest extent permitted by law, the CONTRACTOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees \*(herein called the "indemnitees") from liabilities, damages, losses and costs, including but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONTRACTOR, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONTRACTOR's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONTRACTOR under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONTRACTOR or of any third party to whom CONTRACTOR may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR: TFR Enterprises, Inc SEAL: \_\_\_\_\_  
601 Leander Dr. Leander, Tx. 78641  
 Address \_\_\_\_\_  
 Signature [Signature] \_\_\_\_\_  
 Print Name Lipton F. Rowland \_\_\_\_\_  
 Title CEO \_\_\_\_\_

DATE: 4/5/2021

CONTRACTOR Insurance/Indemnity Language

Insurance

CONTRACTOR is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers' Compensation, Public Liability, and Property Damage Liability Insurance and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the CONTRACTOR shall provide the minimum limits of liability insurance coverages as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Additional Umbrella Liability	\$2,000,000	Occurrence/Aggregate

CONTRACTOR shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as "Additional Insured" on PRIMARY and NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its Equivalent, (COMBINATION OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable) INCLUDING A "Waiver of Subrogation" clause in favor of City of Key West on all policies. CONTRACTOR will maintain the General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the "additional insured" endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the CONTRACTOR shall maintain complete Workers' Compensation coverage for each and every employee, principal, officer, representative, or agent of the CONTRACTOR who is performing any labor, services, or material under the Contract. Further, CONTRACTOR shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, **CONTRACTOR's** Workers' Compensation policy shall be endorsed to provide **USL&H Act (WC 00 01 06 A)** and **Jones Act (WC 00 02 01 A)** coverage if specified by the City of Key West. **CONTRACTOR** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

**CONTRACTOR's** insurance policies shall be endorsed to give 30 days' written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of subrogation. Copies of **USL&H Act** and **Jones Act** endorsements will also be required if necessary. **PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.**

**CONTRACTOR** will comply with any and all safety regulations required by any agency or regulatory body including but not limited to **OSHA**. **CONTRACTOR** will notify City of Key West immediately by telephone at (305) 809-3811 of any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **CONTRACTOR**.

ATTACHMENT

J

COPY OF LICENSES FOR PERSONNEL CERTIFIED TO PERFORM ADVANCED  
MAINTENANCE OF TRAFFIC OPERATIONS OR STATEMENT THAT A LICENSED  
INDIVIDUAL SHALL BE EMPLOYED BY PROPOSER IF PROPOSER IS AWARDED  
CONTRACT.

EMPLOYEES MUST BE CERTIFIED UNDER PART IV OF THE M.U.T.C.D., TORT LAW,  
And THE FL. R.T.D.S. 600 SERIES INDEX.

# Certificate of Completion

**Timothy S. Garrett**

**Has Completed a Florida Department of  
Transportation Approved Temporary Traffic  
Control (TTC) Advanced Course.**

09/24/2021

186

Steven Corbitt

32416

Date Expires

FDOT Provider #

Instructor

Certificate #

North Florida Safety Council  
2002 Old St. Augusting Rd. Ste E42  
Tallahassee, FL 32301  
[www.nflasafety.com](http://www.nflasafety.com)  
[nabshie@nflasafety.com](mailto:nabshie@nflasafety.com)



For more information about Temporary Traffic  
Control (TTC) or to verify this certificate  
[www.motadmin.com](http://www.motadmin.com)



# Certificate of Completion

**Wesley Tanis**

**Has Completed a Florida Department of  
Transportation Approved Temporary Traffic  
Control (TTC) Advanced Course.**

09/24/2021

186

Steven Corbitt

32417

Date Expires

FDOT Provider #

Instructor

Certificate #

North Florida Safety Council  
2002 Old St. Augusting Rd. Ste E42  
Tallahassee, FL 32301  
www.nflasafety.com  
nabshire@nflasafety.com



For more information about Temporary Traffic  
Control (TTC) or to verify this certificate  
[www.motadmin.com](http://www.motadmin.com)

# Certificate of Completion

**Dawn E. Bright**

**Has Completed a Florida Department of  
Transportation Approved Temporary Traffic  
Control (TTC) Advanced Course.**

09/24/2021

Date Expires

186

FDOT Provider #

Steven Corbitt

Instructor

32420

Certificate #

North Florida Safety Council  
2002 Old St. Augusting Rd. Ste E42  
Tallahassee, FL 32301  
[www.nflasafety.com](http://www.nflasafety.com)  
[nabshire@nflasafety.com](mailto:nabshire@nflasafety.com)



For more information about Temporary Traffic  
Control (TTC) or to verify this certificate  
[www.motadmin.com](http://www.motadmin.com)

ATTACHMENT  
K

PROPOSER'S GENERAL OPERATIONS  
PLAN  
FOR DEBRIS MANAGEMENT/DISASTER RESPONSE SERVICE OPERATIONS.

A detailed description of how the Proposer would respond to a Hurricane or other event. In the Plan, assume that Key West has been hit with a Category 2 Hurricane that generated the amount of debris described below. Proposer's Operations Plan should be very detailed describing meetings, timeline, equipment to be mobilized, manpower needed, collections and TMDS operations, demobilization, and site remediation if needed and close out. Proposer should include a detailed Safety Plan. Documentation of training for each crew member must be submitted with the Proposal and updated annually.

Vegetative Debris	146,000	Cubic Yards
Construction and Demolition Debris	48,000	Cubic Yards
Mixed Debris	6,000	Cubic Yards
White Goods	1,000	Units
Household Hazardous Waste	1,000	Pounds
Total Yards	200,000	

This scenario is based on the assumption that many segments of the City are without electricity and water, and that the City government has an approximate emergency workforce of 150. Therefore, please include all equipment or services that might be necessary along with the Proposer's proposed costs for each.

*Please see section Two, General Approach.*

ATTACHMENT

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VERIFICATION LETTER THAT CONTRACTOR IS FAMILIAR WITH CITY'S TEMPORARY DEBRIS MANAGEMENT SITES. LIST OF APPROVED SITES PROVIDED BY CITY

**SUMMARY OF  
LOCATIONS FOR TEMPORARY DEBRIS  
STORAGE AND REDUCTION SITES**

*All sites are +/- 1 acre.*

PRIMARY SITES (debris storage and reduction):

1. Truman Waterfront Property approximately 5 acres
2. 5701 College Road approximately 4 acres
3. Wickers Football Field approximately 3 acres
4. Rockland Operations LLC. Rockland Key 10 acres

SECONDARY SITES (debris storage only):

1. Trumbo Road Property approximately 2 acres
2. Indigenous Park approximately 1 acre
3. South Roosevelt Boulevard Bridle Path approximately 4 acres

*NOTE: Additional sites may be added as necessary. The contractor will receive no additional charges for any site within 15 miles of the City of Key West.*

 4/7/2021

ATTACHMENT  
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LETTER REGARDING EXPERIENCE

Provide documentation of the following:

- 1) At least five years of experience in conducting disaster recovery logistical support and debris removal operations.
- 2) Knowledge and experience in FEMA public assistance reimbursement procedures; and
- 3) Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

*Please see section one, Qualifications and experience*

ATTACHMENT  
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PROPOSER'S MOST CURRENT FINANCIAL  
STATEMENT

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**LEANDER, TEXAS**

**CONSOLIDATED FINANCIAL STATEMENTS**  
**AND SUPPLEMENTARY INFORMATION**  
**December 31, 2020 and 2019**

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**Van Houten & Associates, PC**  
CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT**

To the Stockholder  
T.F.R. Enterprises, Inc. and Subsidiaries  
Leander, Texas

**Opinion**

We have audited the accompanying consolidated financial statements of T.F.R. Enterprises, Inc. and Subsidiaries which comprise the consolidated balance sheets as of December 31, 2020 and 2019, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of T.F.R. Enterprises, Inc. and Subsidiaries as of December 31, 2020 and 2019, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for Opinion**

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibility section of our report. We are required to be independent of T.F.R. Enterprises, Inc. and Subsidiaries and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about T.F.R. Enterprises, Inc. and Subsidiaries' ability to continue as a going concern for one year after the date that the consolidated financial statements are issued.

## **Auditors' Responsibility**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of T.F.R. Enterprises, Inc. and Subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about T.F.R. Enterprises, Inc. and Subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

## **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary consolidating information is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

*Van Houten & Associates, PC*

Round Rock, Texas  
March 19, 2021

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
**December 31, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 5,813,903	\$ 26,942,984
Investment	244,184	244,184
Accounts receivable - trade, net	39,953,299	1,972,985
Accounts receivable - retainage	1,329,316	-
Accounts receivable - other	5,000	11,500
Federal income taxes refundable	55,847	-
Inventory	<u>40,960</u>	<u>213,929</u>
TOTAL CURRENT ASSETS	47,442,509	29,385,582
<b>PROPERTY AND EQUIPMENT</b>		
Land	7,303,001	7,303,001
Buildings	637,226	637,226
Office equipment	74,405	73,524
Leasehold improvements	305,853	305,853
Machinery and equipment	<u>15,565,230</u>	<u>14,649,815</u>
	23,885,715	22,969,419
Less accumulated depreciation	<u>(11,334,964)</u>	<u>(10,417,320)</u>
	12,550,751	12,552,099
<b>OTHER ASSETS</b>		
Accounts receivable - trade - long term, net	2,298,299	2,598,299
Due from stockholder	<u>1,652,809</u>	<u>42,853</u>
TOTAL ASSETS	<u>\$ 63,944,368</u>	<u>\$ 44,578,833</u>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS – continued**  
**December 31, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable - trade	\$ 10,570,122	\$ 3,375,839
Accounts payable - retainage	2,412,276	900
Federal income taxes payable	-	1,152,016
State and local income taxes payable	1,458,746	1,208,664
Accrued expenses	543,982	198,541
Notes payable - current portion	<u>193,357</u>	<u>186,169</u>
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,178,483</b>	<b>6,122,129</b>
<b>LONG-TERM LIABILITIES</b>		
Deferred income taxes	386,903	647,566
Line of credit	4,250,000	-
Accounts payable - trade - long term	2,068,210	2,192,809
Paycheck Protection Program note payable	421,600	-
Notes payable	414,326	1,004,664
<b>EQUITY</b>		
Common stock	500	500
Retained earnings	33,744,199	28,274,257
Partnership equity	8,417,008	7,285,201
Accumulated other comprehensive (loss)	(1,051,658)	(1,051,658)
Noncontrolling interest	<u>114,797</u>	<u>103,365</u>
	<u>41,224,846</u>	<u>34,611,665</u>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ <u>63,944,368</u></b>	<b>\$ <u>44,578,833</u></b>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
For the years ended December 31, 2020 and 2019

	<u>2020</u>	<u>2019</u>
<b>REVENUES</b>		
Service contracts	\$ 58,309,636	\$ 23,196,491
Cost of contracts	<u>44,883,795</u>	<u>8,279,968</u>
	GROSS MARGIN	13,425,841
		14,916,523
<b>OPERATING EXPENSES</b>		
General and administrative	<u>4,437,091</u>	<u>4,901,680</u>
	INCOME FROM OPERATIONS	8,988,750
		10,014,843
<b>OTHER INCOME (EXPENSE)</b>		
Interest income	106,231	270,065
Interest expense	(23,832)	(58,587)
Miscellaneous income	5,408	16,949
Miscellaneous expense	-	(3,425)
Gain (loss) on sale of property and equipment	<u>(14,557)</u>	<u>168,822</u>
	<u>73,250</u>	<u>393,824</u>
<b>INCOME BEFORE TAXES</b>	9,062,000	10,408,667
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>		
Federal	1,931,513	1,987,332
Federal deferred expense (benefit)	(260,663)	81,181
State and local	<u>277,969</u>	<u>230,313</u>
	<u>1,948,819</u>	<u>2,298,826</u>
	NET INCOME	7,113,181
		8,109,841
Net income attributable to noncontrolling interest	<u>11,432</u>	<u>796</u>
	<b>NET INCOME ATTRIBUTABLE TO</b>	
	<b>CONTROLLING INTEREST</b>	
	<u>\$ 7,101,749</u>	<u>\$ 8,109,045</u>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF EQUITY**  
For the years ended December 31, 2020 and 2019

	Common Stock		Retained Earnings	Partnership Equity	Accumulated Other Comprehensive (Loss)		Noncontrolling Interest	Total
	Shares *	Amount			Comprehensive (Loss)	Interest		
Balances at January 1, 2019	1,000	\$ 500	\$ 20,247,035	\$ 7,250,225	\$ (1,051,658)	\$ 102,569	\$ 26,548,671	
Net income	-	-	8,030,222	78,823	-	796	8,109,841	
Dividends	-	-	(3,000)	-	-	-	(3,000)	
Distribution	-	-	-	(43,847)	-	-	(43,847)	
Balances at December 31, 2019	1,000	500	28,274,257	7,285,201	(1,051,658)	103,365	34,611,665	
Net income	-	-	5,969,942	1,131,807	-	11,432	7,113,181	
Dividends	-	-	(500,000)	-	-	-	(500,000)	
Balances at December 31, 2020	1,000	\$ 500	\$ 33,744,199	\$ 8,417,008	\$ (1,051,658)	\$ 114,797	\$ 41,224,846	

\* 10,000 shares authorized,  
1,000 issued and outstanding  
at \$.50 par value

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For the years ended December 31, 2020 and 2019

	<u>2020</u>	<u>2019</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income attributable to controlling interest	\$ 7,101,749	\$ 8,109,045
Net income attributable to noncontrolling interest	<u>11,432</u>	<u>796</u>
Net income	7,113,181	8,109,841
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,041,723	989,862
(Gain) loss on sale of property and equipment	14,557	(168,822)
Accounts receivable, net	(39,003,130)	19,292,522
Federal income taxes payable / refundable	(1,207,863)	(409,021)
State and local income taxes payable	250,082	210,894
Deferred income taxes	(260,663)	81,181
Inventory	172,969	-
Accounts payable	9,481,060	(6,091,005)
Accrued expenses	<u>345,441</u>	<u>(379,153)</u>
<b>NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</b>	<b>(22,052,643)</b>	<b>21,636,299</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(1,073,710)	(1,802,649)
Proceeds from sale of property and equipment	<u>18,778</u>	<u>336,824</u>
<b>NET CASH (USED) BY INVESTING ACTIVITIES</b>	<b>(1,054,932)</b>	<b>(1,465,825)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Stockholder payables/receivables	(1,609,956)	(114,771)
Dividends	(500,000)	(3,000)
Distribution	-	(43,847)
Line of credit	4,250,000	-
Proceeds from Payroll Protection Plan note payable	421,600	-
Issuance of notes payable	364,230	429,613
Payments on notes payable	<u>(947,380)</u>	<u>(232,505)</u>
<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<b><u>1,978,494</u></b>	<b><u>35,490</u></b>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(21,129,081)</b>	<b>20,205,964</b>

See notes to consolidated financial statements

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS -- continued**  
**For the years ended December 31, 2020 and 2019**

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	<u>2020</u>	<u>2019</u>
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>26,942,984</u>	<u>6,737,020</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 5,813,903</u>	<u>\$ 26,942,984</u>

**SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:**

Cash paid during the year for:

Interest	\$ 23,832	\$ 58,587
Income taxes	\$ 3,111,416	\$ 2,415,772

See notes to consolidated financial statements



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Operations and Accounting**

T.F.R. Enterprises, Inc. and Subsidiaries (“the Company”) is in the principal business of expedient disaster debris management, removal, reduction, recycling, and disposal services throughout the United States. Customers include federal agencies, municipalities, and private companies.

**Basis of Consolidation**

The consolidated financial statements include all accounts of T.F.R. Enterprises, Inc. (“Enterprises”) and its 99% majority owned subsidiaries T.F.R. Equipment, LP (“Equipment”) and T.F.R. Realty, LP (“Realty”). The remaining 1% is owned by T&J Rowland Management, LLC, which is wholly owned by a trust established for the benefit of certain related parties.

Equipment is an operating entity formed to own heavy equipment which is primarily leased to Enterprises for use in the performance of its service contracts. Realty is an operating entity formed to own real estate. All of their income is derived from Enterprises.

All significant intercompany accounts and transactions have been eliminated in the consolidation.

**Cash and Cash Equivalents**

For purposes of the statements of cash flows, the Company considers cash and short-term investments with original maturities of ninety days or less to be cash and cash equivalents.

**Accounts Receivable**

Accounts receivable are recognized on the basis of amounts billed; less payment received. The Company provides for uncollectable accounts receivable through the allowance method of accounting. Under this method, a provision for uncollectable accounts is charged to expense and the allowance account increased based on past collection history and management’s evaluation of accounts receivable. All amounts considered uncollectable are charged against the allowance account and recoveries of previously charged off accounts are added to the account. Receivables are considered past due based on how recently payments have been received.

Management has reserved against the receivables in the amounts of \$1,209,653 and \$909,653 as of December 31, 2020 and 2019. Bad debt expense was \$297,694 and \$196,176 for the years ending December 31, 2020 and 2019, respectively.

**Property and Equipment**

Property and equipment are recorded at cost and are depreciated over their estimated useful lives using the straight-line method for financial reporting. Maintenance and repairs are charged to expense as incurred. Major renewals and betterments are capitalized and depreciated over their estimated useful life. When property and equipment is sold or retired, the related cost and accumulated depreciation are removed from the accounts and any gain or loss is included in income.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – continued**

**Property and Equipment – continued**

Categories of assets and their useful lives are as follows:

Land	Indefinite
Buildings	40 years
Office equipment	5 - 10 years
Leasehold improvements	27 years
Machinery and equipment	5 - 10 years

Long-lived assets held and used by the Company are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In the event that facts and circumstances indicate that the cost of any long-lived assets may be impaired, an evaluation of recoverability would be performed.

**Accrued expenses**

Accrued expenses consist of credit cards payable, workers compensation insurance, payroll and other employee related liabilities.

**Inventory**

Inventory is stated at the lower of cost or net realizable value and is comprised of raw materials and finished goods, and primarily consists of mulch held for sale and tires used for heavy machinery and equipment. Cost is determined using the first-in, first-out method (FIFO).

**Revenue Recognition**

The Company recognizes revenue as it is earned, and payment is reasonably assured. Expenses are recognized as they are incurred.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE B – NOTES PAYABLE**

Notes payable as of December 31, 2020 and 2019 consist of the following:

	<u>2020</u>	<u>2019</u>
Note payable to Prosperity Bank, due in monthly installments of \$9,750, including interest at 6.60%, maturing September 25, 2028, and secured by the assets of the company. Note was paid in full during the year ended December 31, 2020.	\$ -	\$ 832,822
Note payable to Komatsu Financial, due in monthly installments of \$4,140, including interest at 0.00%, maturing April 24, 2023, and secured by equipment of the company.	115,916	165,594
Note payable to Kobelco Financial Services, due in monthly installments of \$4,810, including interest at 0.00%, maturing April 30, 2023, and secured by equipment of the company.	134,692	192,417
Note payable to Komatsu Financial, due in monthly installments of \$3,760, including interest at 0.00%, maturing December 21, 2024, and secured by equipment of the company.	180,500	-
Note payable to Kobelco Financial Services, due in monthly installments of \$3,402, including interest at 0.00%, maturing April 08, 2025, and secured by equipment of the company.	<u>176,575</u>	<u>-</u>
	607,683	1,190,833
Less current maturities	<u>(193,357)</u>	<u>(186,169)</u>
	<u>\$ 414,326</u>	<u>\$ 1,004,664</u>

Aggregate maturities for the years subsequent to December 31, 2020 are as follows:

2021	\$ 193,357
2022	193,357
2023	121,755
2024	85,954
2025	<u>13,260</u>
	<u>\$ 607,683</u>

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE C – LINE OF CREDIT**

The Company has a line of credit agreement with Prosperity Bank with a maturity of November 29, 2022 and interest at the greater of 3.75 points or prime rate plus .50 points, with a maximum amount available to borrow of \$4,250,000. The terms provide for certain mutual covenants between the Company and Prosperity Bank. Minimum monthly payments are required in the amounts of all accrued interest. The line is secured by the assets of the Company, a stockholder, and a related party. As of December 31, 2020 and 2019, the outstanding balance was \$4,250,000 and \$0, respectively. The balance available to borrow was \$0 and \$4,250,000, respectively.

**NOTE D – INTERCOMPANY TRANSACTIONS**

During the year ended December 31, 2020 and 2019, the Company rented its administrative offices, equipment storage and maintenance facility from Realty, and equipment used in the performance of its contracts from Equipment. Rents paid during the year to Realty for the years ended December 31, 2020 and 2019 were \$835,000 and \$309,710, respectively. Rents paid during the years ended December 31, 2020 and 2019 to Equipment were \$1,240,072 and \$1,135,113, respectively. Currently there are no signed leases with either subsidiary. Therefore, no future minimum lease payments are required. Rates and frequencies are at the discretion of management and are not considered to have been made at arm's length.

**NOTE E – FAIR VALUE MEASUREMENT**

The generally accepted framework for measuring fair value provides a hierarchy for measuring both financial and nonfinancial assets and liabilities. The fair value of an asset is the price at which the asset could be sold in an orderly transaction between unrelated, knowledgeable, and willing parties able to engage in the transaction. A liability's fair value is defined as the amount that would be paid to transfer the liability to a new obligor in a transaction between such parties, not the amount that would be paid to settle the liability with the creditor.

Level 1 Quoted prices in active markets for identical assets or liabilities.

Level 2 Quoted prices in active markets for similar assets or liabilities, quoted prices in markets that are not active, or inputs other than quoted prices that are observable for the asset or liability.

Level 3 Unobservable inputs for the assets or liability that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The following table sets forth by level, within the fair value hierarchy, the Company's marketable securities at fair value as of December 31, 2020 and 2019.

	Cost	Level 1	Level 2	Level 3	Gross Unrealized Gain (Loss)
Investment in gold coins	\$ 1,295,842	\$ -	\$ -	\$ 244,184	\$ (1,051,658)

**NOTE F – INCOME TAXES**

The Company is taxed as a C-Corporation and accounts for income taxes whereby deferred taxes are provided on temporary differences arising from assets and liabilities whose basis are different for financial reporting and income tax purposes.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE F – INCOME TAXES – continued**

Deferred taxes result primarily from timing differences in the recognition of net operating losses, allowance for doubtful accounts, and depreciation expenses for tax and financial reporting and from reporting for federal income tax purposes on the accrual basis method of accounting. Depreciation expense for financial reporting is computed using the straight-line method, however, for tax purposes, the modified accelerated cost recovery system (MACRS) is followed.

The components of current and deferred income tax expense at December 31, 2020 and 2019 are as follows:

	<u>2020</u>	<u>2019</u>
Provision for current period:		
State and local income taxes	\$ 277,969	\$ 230,313
Federal income taxes	1,931,513	1,987,332
Deferred tax expense (benefit) related to:		
Allowance for doubtful accounts	(63,000)	(37,590)
Depreciation	(197,663)	118,771
	<u>(260,663)</u>	<u>81,181</u>
Total expense	<u>\$ 1,948,819</u>	<u>\$ 2,298,826</u>

The Company's total deferred tax assets and deferred tax liabilities are as follows:

	<u>2020</u>	<u>2019</u>
Deferred tax asset allowance for doubtful accounts	\$ 254,027	\$ 191,027
Deferred tax (liability) - depreciation	<u>\$ (640,930)</u>	<u>\$ (838,593)</u>
	<u>\$ (386,903)</u>	<u>\$ (647,566)</u>

Management has determined there are no uncertain tax positions as of December 31, 2020 and 2019. Accordingly, there is no interest or penalties related to uncertain tax positions. If interest or penalties were to be incurred related to uncertain tax positions, such amounts would be recognized in general and administrative expense.

State and local income taxes are calculated based on the state or local tax code where revenues are earned, and expenses are incurred.

**NOTE G – CONCENTRATIONS OF CREDIT RISK**

For the year ended December 31, 2020, two government agencies comprised seventy two percent of total revenues. As of December 31, 2020, two government agencies comprised eighty six percent of total accounts receivable.

For the year ended December 31, 2019, two government agencies and one company comprised seventy seven percent of total revenues. As of December 31, 2019, two government agencies and one company comprised seventy three percent of total accounts receivable.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE G – CONCENTRATIONS OF CREDIT RISK – continued**

At various times throughout the years ended December 31, 2020 and 2019, the Company had deposits in excess of the FDIC limits. Management considers this risk to be mitigated by maintaining deposits at quality financial institutions.

**NOTE H – PAYCHECK PROTECTION PROGRAM NOTE PAYABLE**

On April 23, 2020, T.F.R. Enterprises, Inc. (the “Borrower”), was granted a loan (the “Loan”) from Prosperity Bank, in the aggregate amount of \$421,600 pursuant to the Paycheck Protection Program (the “PPP”) under Division A, Title I of the CARES Act, which was enacted March 27, 2020.

The Loan, which was in the form of a note dated April 23, 2020 issued to the Borrower, has a max interest rate of 1%, and a maturity date of October 2022. The Note may be prepaid by the Borrower at any time prior to maturity with no prepayment penalties. Funds from the Loan may only be used for payroll costs, costs used to continue group health care benefits, mortgage payments, rent, utilities, and interest on other debt obligations incurred up to 24 weeks after receiving the loan or December 31, 2020 whichever is first. The Borrower intends to use the entire Loan amount for qualifying expenses. Under the terms of the PPP, certain amounts of the Loan may be forgiven if they are used for qualifying expenses as described in the CARES Act.

In accordance with ASC 450-30 Gain Contingencies; loans that are expected to be forgiven must be initially recorded as a liability. Only when the loan is officially forgiven will any gain be recognized. As of December 31, 2020, the Company has not applied for forgiveness.

**NOTE I – CONTINGENCIES**

As of December 31, 2020, one government agency under two contracts has an accounts receivable balance of \$3,331,776. A formal suit was filed in the state of Florida against the government agency and the engineering firm hired by the agency to oversee the work. During the year ended December 31, 2020 the Company has entered into mediation with the two parties but are yet to reach a satisfactory resolution. It is the belief of the Company's management and legal representation that the remaining balance is reasonably likely to be collected, but in a time frame greater than one year and has chosen to reserve twenty two percent of the remaining balance.

One subcontractor to the Company has an accounts payable balance of \$2,192,809 under a contract with a “pay if paid” provision. The subcontractor has informally agreed to await collection efforts and has executed a tolling agreement with the Company's surety to preserve their bond rights and forbear from filing suit. It is the belief of the Company's management and legal representation that the remaining balance is reasonably likely to be paid, but in a time frame greater than one year.

As of December 31, 2020, one government agency has an accounts receivable balance of \$1,756,820 for work previously performed and a corresponding accounts payable to one subcontractor totaling \$1,848,229. Currently there is a signed contract that covers \$100,000 related to this work. Management is currently working with the legal counsel of the subcontractor with the government agency to resolve the outstanding balances. It is the belief of management that the entire balance will be paid in full, but in a time frame greater than one year.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE I – CONTINGENCIES – continued**

As of December 31, 2020, one government agency under one active contract is currently in dispute with the company regarding the agreed-up rates of certain services performed during the year ended December 31, 2020. The company has not recorded any of the additional revenues associated with the higher rates but is actively pursuing the additional revenues with the government agency. Management estimates these additional revenues to be \$3,800,000. As of December 31, 2020, management or their legal representation is unable to determine the likelihood or timing of a potential resolution.

**NOTE J – SUBSEQUENT EVENTS**

Management has evaluated the activity of the Company through March 19, 2021, the date the consolidated financial statements were issued. With respects given to the legal matters mentioned in Note I, management concluded that there were no material subsequent events which required additional disclosure in these financial statements.

SUPPLEMENTARY INFORMATION



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEET**  
**December 31, 2020**

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash	\$ 5,810,494	\$ 2,855	\$ 554	-	\$ 5,813,903
Investment	244,184	-	-	-	244,184
Accounts receivable - trade, net	39,953,299	-	-	-	39,953,299
Accounts receivable - retainage	1,329,316	-	-	-	1,329,316
Accounts receivable - other	5,000	-	-	-	5,000
Federal income taxes refundable	55,847	-	-	-	55,847
Inventory	40,960	-	-	-	40,960
	<u>47,439,100</u>	<u>2,855</u>	<u>554</u>	<u>-</u>	<u>47,442,509</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	-	-	7,303,001	-	7,303,001
Buildings	-	-	637,226	-	637,226
Office equipment	74,405	-	-	-	74,405
Leasehold improvements	305,853	-	-	-	305,853
Machinery and equipment	3,275,789	12,289,441	-	-	15,565,230
	<u>3,656,047</u>	<u>12,289,441</u>	<u>7,940,227</u>	<u>-</u>	<u>23,885,715</u>
Less accumulated depreciation	<u>(3,145,925)</u>	<u>(7,953,070)</u>	<u>(235,969)</u>	<u>-</u>	<u>(11,334,964)</u>
	510,122	4,336,371	7,704,258	-	12,550,751
<b>OTHER ASSETS</b>					
Accounts receivable - trade - long term, net	2,298,299	-	-	-	2,298,299
Due from stockholder	1,652,809	-	-	-	1,652,809
Investments in subsidiaries	2,904,102	-	-	(2,904,102)	-
	<u>6,855,210</u>	<u>-</u>	<u>-</u>	<u>(2,904,102)</u>	<u>3,951,108</u>
<b>TOTAL ASSETS</b>	<b>\$ 54,804,432</b>	<b>\$ 4,339,226</b>	<b>\$ 7,704,812</b>	<b>\$ (2,904,102)</b>	<b>\$ 63,944,368</b>

See independent auditors' report on supplementary information

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEET – continued**  
**December 31, 2020**

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>LIABILITIES AND EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable - trade	\$ 10,570,122	\$ -	\$ -	\$ -	\$ 10,570,122
Accounts payable - retainage	2,412,276	-	-	-	2,412,276
State and local income taxes payable	1,458,746	-	-	-	1,458,746
Accrued expenses	543,534	-	448	-	543,982
Notes payable - current portion	-	193,357	-	-	193,357
<b>TOTAL CURRENT LIABILITIES</b>	<b>14,984,678</b>	<b>193,357</b>	<b>448</b>	<b>-</b>	<b>15,178,483</b>
<b>LONG-TERM LIABILITIES</b>					
Deferred income taxes	386,903	-	-	-	386,903
Line of credit	4,250,000	-	-	-	4,250,000
Accounts payable - trade - long term	2,068,210	-	-	-	2,068,210
Paycheck Protection Program note payable	421,600	-	-	-	421,600
Notes payable	-	414,326	-	-	414,326
<b>EQUITY</b>					
Common stock	500	-	-	-	500
Retained earnings	33,744,199	-	-	-	33,744,199
Partnership equity	-	3,731,543	7,704,364	(3,018,899)	8,417,008
Accumulated other comprehensive (loss)	(1,051,658)	-	-	-	(1,051,658)
Noncontrolling interest	-	-	-	114,797	114,797
<b>TOTAL LIABILITIES</b>	<b>32,693,041</b>	<b>3,731,543</b>	<b>7,704,364</b>	<b>(2,904,102)</b>	<b>41,224,846</b>
<b>AND EQUITY</b>	<b>\$ 54,804,432</b>	<b>\$ 4,339,226</b>	<b>\$ 7,704,812</b>	<b>\$ (2,904,102)</b>	<b>\$ 63,944,368</b>

See independent auditors' report on supplementary information

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING STATEMENT OF INCOME**  
For the year ended December 31, 2020

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>INCOME</b>					
Service contracts	\$ 58,309,636	\$ -	\$ -	\$ -	\$ 58,309,636
Rental income	-	1,240,072	835,000	(2,075,072)	-
<b>TOTAL REVENUES</b>	<b>58,309,636</b>	<b>1,240,072</b>	<b>835,000</b>	<b>(2,075,072)</b>	<b>58,309,636</b>
<b>COSTS OF REVENUES</b>					
Cost of contracts	43,988,318	-	-	-	43,988,318
Cost of rentals	-	879,492	15,985	-	895,477
<b>TOTAL COSTS OF REVENUES</b>	<b>43,988,318</b>	<b>879,492</b>	<b>15,985</b>	<b>-</b>	<b>44,883,795</b>
<b>GROSS MARGIN</b>	<b>14,321,318</b>	<b>360,580</b>	<b>819,015</b>	<b>(2,075,072)</b>	<b>13,425,841</b>
<b>OPERATING EXPENSES</b>					
General and administrative	6,490,176	19,388	2,599	(2,075,072)	4,437,091
<b>INCOME FROM OPERATIONS</b>	<b>7,831,142</b>	<b>341,192</b>	<b>816,416</b>	<b>-</b>	<b>8,988,750</b>
<b>OTHER INCOME (EXPENSE)</b>					
Interest income	106,231	-	-	-	106,231
Interest expense	(22,124)	-	(1,708)	-	(23,832)
Miscellaneous income	5,408	-	-	-	5,408
(Loss) on sale of property and equipment	(1,896)	(12,661)	-	-	(14,557)
	87,619	(12,661)	(1,708)	-	73,250
<b>INCOME BEFORE TAXES</b>	<b>7,918,761</b>	<b>328,531</b>	<b>814,708</b>	<b>-</b>	<b>9,062,000</b>
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>					
Federal	1,931,513	-	-	-	1,931,513
Deferred	(260,663)	-	-	-	(260,663)
State and local	277,969	-	-	-	277,969
	1,948,819	-	-	-	1,948,819
<b>NET INCOME</b>	<b>5,969,942</b>	<b>328,531</b>	<b>814,708</b>	<b>-</b>	<b>7,113,181</b>
Net income attributable to noncontrolling interest	-	-	-	11,432	11,432
<b>NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST</b>	<b>\$ 5,969,942</b>	<b>\$ 328,531</b>	<b>\$ 814,708</b>	<b>\$ (11,432)</b>	<b>\$ 7,101,749</b>

See independent auditors' report on supplementary information

ATTACHMENT  
P

**PUBLIC ENTITY CRIMES CERTIFICATION**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West, Florida, by

Tipton F. Rowland  
(Print individual's name and title)

for: TFR Enterprises, Inc

(print name of entity submitting sworn statement)

Whose business address is: 1001 Leander Dr. Leander, TX. 78641  
And (if applicable) its Federal Employer Identification Number (FEIN) is

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement 72-1149862):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active

in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before an Administrative Law Judge of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Administrative Law Judge determined that it was not in the public interest to place

the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

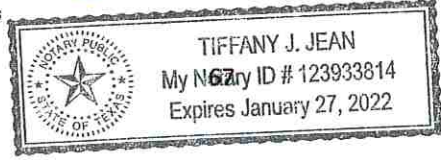
[Signature]  
(SIGNATURE)  
4/5/2021  
(DATE)

STATE OF Texas  
COUNTY OF Williamson

PERSONALLY APPEARED BEFORE ME, the undersigned authority  
Tipton F. Rowland who, after first being sworn by me,  
----- (name of individual) affixed his/her signature in the space provided above on this 5th day of  
April, 2021

Tiffany J. Jean  
NOTARY PUBLIC  
Printed Name: Tiffany J. Jean

My commission expires



ATTACHMENT Q

ANTI-KICKBACK AFFIDAVIT

STATE OF Texas )

: SS

COUNTY OF Williamson

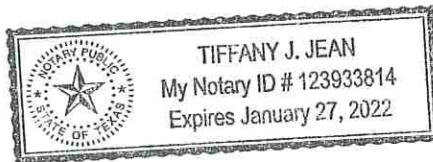
I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: \_\_\_\_\_ 

Sworn and subscribed before me this 5th day of April 2021.

Texas  
NOTARY PUBLIC, State of ~~Florida~~ at Large

My Commission Expires:



ATTACHMENT R

CONFLICT OF INTEREST STATEMENT

Proposer must disclose the name of any person that is an employee of the City and also an officer, director, employee or agent of the Proposer, or a relative of an officer, director, employee or agent of the Proposer. Further, each Proposer must disclose the name of any City employee that owns, directly or indirectly, an interest of one percent (1%) or more in the Proposers Company, its affiliates, or parent or subsidiary organizations.

N/A

---

Persons Name

***Describe the Persons Possible Conflict of Interest***

ATTACHMENT S

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Texas )

: SS

COUNTY OF Williamson )

I, the undersigned hereby duly sworn, depose and say that the firm of TFL Enterprises, Inc

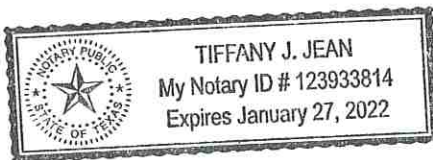
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: \_\_\_\_\_ 

Sworn and subscribed before me this 5th day of April 2021.

Texas  
NOTARY PUBLIC, State of ~~Florida~~ at Large

My Commission Expires:






**ATTACHMENT T**  
**CONE OF SILENCE AFFIDAVIT**

STATE OF Texas )

: SS

COUNTY OF Williamson )

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of TFR Enterprises, Inc have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: \_\_\_\_\_ 

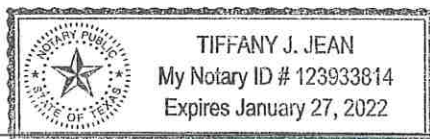
Sworn and subscribed before me this

5th day of April 20 21.

\_\_\_\_\_  
Tiffany J. Jean

NOTARY PUBLIC, State of Texas at Large

My Commission Expires: \_\_\_\_\_



ATTACHMENT U

**NON-COLLUSION AFFIDAVIT**

STATE OF ~~FLORIDA~~ <sup>Texas</sup> )  
:  
SS COUNTY OF MONROE )

<sup>Williamson</sup>  
I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

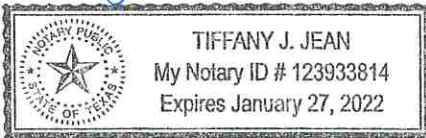
By: \_\_\_\_\_ *[Signature]*

Sworn and subscribed before me this

5th day of April, 2021

Tiffany J. Jean  
NOTARY PUBLIC, State of Florida at Large Texas

My Commission Expires: January 27, 2022



**ATTACHMENT V**

**Acknowledgement of Conformance with FEMA / NIMS Standards**

TO: CITY OF KEY WEST

Proposer's Name: TFR Enterprises, Inc, hereby acknowledge and agree that I/We have the sole responsibility for compliance with all requirements of the Federal Emergency Management Agency and the National Incident Management System and all State regulations, and agree to indemnify and hold harmless the CITY, its officers, agents, employees, and consultants against any and all legal liability or loss the CITY, its officers, agents, employees, and consultants may incur due to failure to comply with such act.

Diffany G. Jean  
ATTEST

TFR Enterprises, Inc  
PROPOSERS NAME

[Signature]  
ATTEST

By: A

Title: CEO

4/5/2021  
DATE



Insurance & Construction Bonds

April 1, 2021

Re: TFR Enterprises Inc. -- Bonding Capacity

To Whom It May Concern:

We have the pleasure of bonding TFR Enterprises, Inc (TFR) and can highly recommend this fine contractor to you. We feel they're a well-managed company with a history of completing their projects on time and within budget. The bonding capacity for TFR is in the range of **\$50 million single** and **\$100 million aggregate**. The current bonding company is Westchester Fire Insurance Company which is an A++ rated and Treasury Listed surety.

Our understanding is that TFR is being considered for a project on your behalf. Subject to the job being within the single and aggregate limits, normal review of the contract terms and conditions, confirmation of construction financing in the full amount of the contract, and any related underwriting items at the time of the request, we fully anticipate being able to provide the performance and payment bonds as required for your project.

This letter is offered as an indication of TFR's past experience and our confidence in the firm, and not to be construed as an agreement to provide surety bonds. Please be aware that the execution of payment & performance bonds is subject to the positive review of all normal underwriting considerations at the time of the request. Any specific request for bonds will be underwritten on its own merits and any arrangement for bonds required by any contract is a matter between the contractor and the surety and we assume no liability to you or your third parties, if for any reason we do not execute these bonds. Bonds will be provided when the project/task order in question is agreeable to both parties and proper contracts are in place.

Again, we can highly recommend TFR to you. Feel free to contact me should you have any questions about our fine client.

Sincerely,

Brock Baldwin  
Principal  
Baldwin-Cox Agency, LLC



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/30/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Higginbotham Insurance Agency, Inc. 1221 S. Mopac Expy., Suite 160 Austin TX 78746	<b>CONTACT NAME:</b> Morayma Gonzalez <b>PHONE (A/C. No. Ext):</b> 817-336-1197 <b>E-MAIL ADDRESS:</b> mgonzalez@higginbotham.net	<b>FAX (A/C. No.):</b> 817-347-6981
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> T F R Enterprises Inc 601 Leander Drive Leander TX 78641	<b>INSURER A:</b> Starr Indemnity & Liability Co.	<b>NAIC #</b> 38318
	<b>INSURER B:</b> Texas Mutual Insurance Company	22945
	<b>INSURER C:</b> Tokio Marine Specialty Insurance Co.	23850
	<b>INSURER D:</b> Starr Surplus Lines Ins. Co.	13604
	<b>INSURER E:</b> Argonaut Insurance Company	19801
	<b>INSURER F:</b> Travelers Lloyds Insurance Company	41262

**COVERAGES**

CERTIFICATE NUMBER: 283360517

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
D	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> BI/PD Ded \$5,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			1000066507201	12/31/2020	12/31/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 ContractorsPollution \$ 1,000,000
A	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			1000199116201	12/31/2020	12/31/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			PUB706545	12/31/2020	12/31/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B E	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	0001209012 WC928588359384	1/1/2021 1/1/2021	1/1/2022 1/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
F A	Leased/Rented Equipment Hired - Physical Damage			QT6608071X472TLC20 1000199116201	12/31/2020 12/31/2020	12/31/2021 12/31/2021	Limit - \$700,000 Comp Deductible \$2,500 Collision Deductible \$1,000 \$1,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Texas Workers' Compensation Policy - 0001209012  
 All Other States (incl California) - WC928588359384

XCU is not excluded.

The General Liability and Automobile Liability policies include a blanket automatic additional insured endorsement that provides additional insured status (Including Completed Ops) and General Liability, Automobile Liability and Workers' Compensation policies includes a blanket waiver of subrogation endorsement to the certificate holder only when required by written contract. See Attached...

**CERTIFICATE HOLDER****CANCELLATION**

Information Only  
 \* \* \*

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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**ADDITIONAL REMARKS SCHEDULE**

AGENCY Higginbotham Insurance Agency, Inc.		NAMED INSURED T F R Enterprises Inc 601 Leander Drive Leander TX 78641	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE**

The General Liability policy has a blanket Primary & Non Contributory endorsement that affords that coverage to certificate holders only when required by written contract.

The General Liability, Automobile Liability and Workers Compensation policy includes a blanket notice of cancellation to certificate holders endorsement, providing for 30 days' advance notice if the policy is canceled by the company other than for nonpayment of premium, 10 days' notice after the policy is canceled for nonpayment of premium. Notice is sent to certificate holders with mailing addresses on file with the agent or the company. The endorsement does not provide for notice of cancellation if the named insured requests cancellation

The General Liability policy includes a \$1,000,000 Contractors Pollution Limit.

Umbrella is Follow Form underlying the General Liability (Incl. Contractors Pollution), Automobile Liability and Employers Liability policies.

Tab 8. Letters of Recommendation



STATE OF IOWA

KIM REYNOLDS  
GOVERNOR

ADAM GREGG  
LT. GOVERNOR

IOWA DEPARTMENT OF HOMELAND SECURITY  
AND EMERGENCY MANAGEMENT  
PAUL TROMBINO III, HOMELAND SECURITY ADVISOR  
AND EMERGENCY MANAGEMENT DIRECTOR

Tiffany,

On behalf of the State of Iowa, I would like to thank TFR Enterprises for the exceptional debris removal services provided in the wake of the devastating severe weather event that impacted Iowa on August 10<sup>th</sup>, 2020. TFR's swift response and unwavering commitment to this mission has assisted Iowan's, at every level, in returning to normal life in a time when the very definition of the word, "normal," seems to be ever in doubt.

Battling a global pandemic environment, inclement winter weather, while also responding to multiple hurricanes that impacted other areas of the country during 2020, TFR has successfully aided the State of Iowa in grinding and disposing of more than 1.6 million cubic yards of vegetative debris in less than six months, a feat which, to my knowledge, is unprecedented in Iowa's Emergency Management history.

The professionalism, knowledge, insight, and work ethic, displayed by TFR Enterprises' staff is a tribute to your company and is in keeping with the highest standards of emergency response contractors everywhere.

Thank you for all that you have done and continue to do. Having secured a standing master agreement with your company through 2021, I take great comfort in the knowledge that, should the State of Iowa require these services in the future, TFR Enterprises is standing by, at the ready, to help Iowa travel the road to recovery.

Sincerely,

Jordan  
Moser

Digitally signed by  
Jordan Moser  
Date: 2021.02.01  
13:32:18 -06'00'

Jordan Moser  
Strategic Planner  
Response Division

7900 HICKMAN ROAD / SUITE 500 / WINDSOR HEIGHTS, IOWA 50324 / 515-725-3231  
<http://www.homelandsecurity.iowa.gov>



**JASON STRINGER**  
MAYOR

**LORI H. BRYAN, CMC**  
CITY CLERK

## CITY OF CITRONELLE

19135 SOUTH MAIN STREET  
CITRONELLE, ALABAMA 36522

### CITY COUNCIL

**DAVID FERRELL**  
DISTRICT 1

**CONNIE A. ROBINSON**  
DISTRICT 2

**LORETTA PRESNELL**  
DISTRICT 3

**JEFF MASON**  
DISTRICT 4

**JOE BEATY**  
DISTRICT 5

Tiffany,

On behalf of The City of Citronelle, Al. and our citizens, I would like to Thank TFR Enterprises for the great job removing Hurricane Zeta debris in our city. As you are aware Hurricane Zeta caused major damage to the City of Citronelle in late Oct of 2020. Once we received a FEMA declaration we started our bid process to find a debris removal contractor and for us these was not an easy process as we found that several contractors who bid to remove our storm debris were not properly licensed to operate in the State of Alabama. Along this journey it was determined that TFR Enterprises did indeed have the correct license and met all other areas of our specification.

We were very pleased with the rapid deployment of equipment and resources to start the clean up process. The workers and equipment were both top-notch and were ready to work once their boots hit the ground in Citronelle. The Site Manager kept us informed throughout the process and worked closely with our city employees and the monitoring company to get the qualified debris removed, ground-up and taken to an approved landfill for final disposal. All of this was accomplished during the Covid-19 Global Pandemic.

The City of Citronelle hopes and prays that we do not face another weather event that causes such damage and destruction in our community for many years to come. With the yearly threat of tropical weather in our region along with the threat of tornadoes, we can now rest easy knowing that TFR Enterprises stands ready to help us in our time of need.

With great gratitude and appreciation,

Jason T. Stringer

Mayor

City of Citronelle, Al



MAYOR  
Charles H. Murphy  
COUNCIL MEMBERS:  
Ruthie Campbell  
Joe M. Kitchens  
Paul Hollingsworth  
Russell Johnson  
Sue Cooper  
CHIEF FINANCIAL OFFICER  
Ann Simpson  
CITY CLERK  
Shannon J. Burkett

## CITY OF ROBERTSDALE



*The Hub  
of Baldwin County*

City Hall 947-8900  
City Clerk 947-8920  
Court Clerk 947-8910  
Public Works 947-8950  
Police Dept. 947-2222  
Fax 947-2619  
TDD # 947-2122

P.O. Box 429  
Robertsdale, AL 36567

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April 1, 2021

Tipton F. Rowland  
TFR Enterprises, Inc.  
601 Leander Drive  
Leander, TX 78641

**RE: Hurricane Sally – Debris Removal**

Dear Mr. Rowland:

Please accept this letter of recommendation from the City of Robertsdale, Alabama. We would like to commend TFR Enterprises for their responsiveness and diligence in removing vegetative debris following Hurricane Sally in September of 2020. Not only did TFR respond immediately upon Notice to Proceed, but TFR Enterprises completed the debris removal in a professional and timely manner.

It was a pleasure working closely with your company to accomplish this cleaning up in the City of Robertsdale.

Sincerely,

  
Gregory B. Smith, P.E.  
City Engineer



STATE OF NORTH CAROLINA  
DEPARTMENT OF TRANSPORTATION

ROY COOPER  
GOVERNOR

JAMES H. TROGDON, III  
SECRETARY

December 21, 2018

Division of Highways  
Pender County Maintenance  
401 North Smith Street  
Burgaw, NC 28425

**Hurricane Florence Cut & Shove Contract**

Dear TFR Enterprises,

Pender County Maintenance would like to thank your organization for the professional services it provided during Hurricane Florence. At a time of chaos and devastation, TFR's arrival and readiness to get to work, gave our office hope that we could offer our County the response that it desperately needed.

Roger Barfield did an amazing job. His ability to manage his crews and constantly communicate with me, was much appreciated. Also, both citizens and public officials in Pender County were very impressed with the speed TFR crews were able to clear the roads of debris after the storm. This allowed them a chance to check on family and neighbors, respond to emergencies, or get supplies they desperately needed.

This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services, gives us the confidence we need to weather another storm.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey L. Garrett", with a date "12/21/18" written to the right.

Jeffrey L. Garrett  
Pender County Maintenance Engineer  
(910) 259-5413



**Corporate Office**

1240 Bayshore Highway  
Burlingame, CA 94010

Phone: (650) 347-1555

Fax: (650) 347-8789

[www.ecc.net](http://www.ecc.net)

15 October 2018

TFR Enterprises, Inc.  
Attn: Ms. Sharon Lyell and Mr. Mel Utterback  
601 Leander Drive  
Leander, TX 78641

**Subject:** Cherry Point Hurricane Florence Restoration Project

Dear Ms. Lyell and Mr. Utterback;

ECC wanted to say thank you very much for a job well done at MCAS Cherry Point. The work performed by Mr. Utterback and the TFR and State Tree crews was safe, efficient and very professional. You and your team work tirelessly to achieve the mission laid out by ECC and MCAS Cherry Point. Your leadership and work ethic was much appreciated and valued.

Our Cherry Point Contracting Officer, Ms. Ericka Bishop, offered the following in praise and recognition for the work performed by TFR and State Tree:

- "These two tree clearing crews were overseen by Mel Utterback and were extremely professional and efficient."
- "Both companies put safety first and were very productive and efficient in their work."
- "Mr. Utterback ensured that each crew had clear direction and when the Governments priorities changed the crews were extremely flexible and adjusted with no delay or complaints."
- "The work ethic of both crews was exemplary with an emphasis on attention to detail."
- "The Government would highly recommend using these companies again if the need arises."

We thank you again for a job well done and we very much look forward to working with you again.

Sincerely,

Craig A Duncan, ECC  
Cherry Point Program and Project Manager  
Hurricane Florence Response/Restoration Team

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**OFFICE OF THE MAYOR**  
Diane Veltri Bendekovic,  
Mayor

**PUBLIC WORKS DEPARTMENT**  
Edward J. Consaul,  
Director



**CITY COUNCIL**  
Lynn Stoner, President  
Mark Hyatt, Council President ProTem  
Jerry Fadgen  
Ron Jacobs  
Peter S. Tingom

Tipton F. Rowland  
TFR Enterprises, Inc.  
601 Leander Drive  
Leander, Texas 78641

Dear Mr. Rowland,

Please except this letter of recommendation from the City of Plantation, Florida. We would like to thank TFR Enterprises for their immediate response and your diligence with completing emergency debris removal within the time and scope of the terms of our contract. In 2017, Hurricane Irma devastated the city of Plantation, Florida. TFR Enterprises was successful with completing the debris removal and recovery efforts for our community.

Sincerely,

Steve L. Rodgers II  
Assistant Director of Public Works  
City of Plantation, Florida

750 NW 91st Avenue ♦ Plantation, Florida 33324  
954.452.2535 ♦ [econsaul@Plantation.org](mailto:econsaul@Plantation.org)



*City Council*

Jeff Porter  
Mayor

Stephen R. Shelley  
Vice Mayor

Jenifer N. Bailey  
Councilwoman

Jon Burgess  
Councilman

Patricia Fairclough  
Councilwoman

Elvis R. Maldonado  
Councilman

Larry Roth  
Councilman

George Gretsas  
City Manager

*City Hall*

100 Civic Court  
Homestead, FL 33030  
305-224-4400  
[www.cityofhomestead.com](http://www.cityofhomestead.com)

Tipton F. Rowland  
TFR Enterprises, Inc.  
601 Leander Drive  
Leander, Texas 78641

Dear Mr. Rowland,

Please accept this letter of recommendation from the City of Homestead, Florida. We would like to thank TFR Enterprises for their immediate response and your diligence with completing emergency debris removal within the time and scope of the terms of our contract. In 2017, Hurricane Irma devastated the City of Homestead, Florida. TFR Enterprises was successful with completing the debris removal and recovery efforts for our community.

Sincerely,

Dennis R. Maytan Jr.  
Director Parks & Public Works  
City of Homestead, Florida