**Due Date:**
May 12, 2026 @ 3:30 PM

**Prepared For:**
City Clerk
City of Key West
1300 White Street
Key West, FL 33040

FL GC License: CRC1332507

**SAM:** PHQDU2KY4JM5

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**Electronic Bid**
**RFP No. 26-008**

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

May 12, 2026

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

To Whom It May Concern,

TFR Enterprises, Inc., is pleased to submit this proposal to the City of Key West and appreciates the opportunity to support your community's disaster recovery needs. Established in 1989, TFR has grown into one of the nation's most trusted disaster debris management firms, headquartered in Leander, Texas, with field offices across the country. Over the past 36 years, we have completed more than 500 disaster recovery projects across the United States, **collecting and processing over 80 million cubic yards of debris.**

We understand the scope and urgency of disaster recovery services. Our team specializes in emergency road clearance, debris removal and disposal, debris management site operations, demolition, hazardous tree removal, stream and canal restoration, and FEMA documentation. TFR's turnkey capabilities allow us to provide comprehensive, compliant, and cost-effective recovery solutions from initial response through project closeout.

TFR's operational capacity is unmatched, with the ability to respond to disasters of any scale. In 2023, our team managed more than **3.5 million cubic yards of debris** across 22 cities, counties, and agencies in nine states. During the unprecedented 2020 hurricane season, we successfully executed **57 simultaneous contract activations** spanning Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma. Supported by a network of over **1,000 qualified subcontractors** and an expansive fleet of company-owned equipment, TFR stands ready to meet the most demanding recovery challenges.

Our financial strength is another cornerstone of our reliability. TFR owns more than 200 pieces of specialized equipment dedicated to debris operations and maintains the ability to self-fund projects immediately upon Notice to Proceed. This ensures uninterrupted operations while clients await federal or state reimbursement, providing peace of mind that recovery efforts will not be delayed due to funding constraints.

Most importantly, TFR is committed to the communities we serve. We approach every project with the highest standards of safety, efficiency, and accountability, working as an extension of our clients' teams to reduce risk, accelerate recovery, and restore quality of life. Our mission extends beyond debris removal; we are dedicated to helping communities recover stronger, safer, and more resilient for the future.

Thank you for considering TFR Enterprises Inc. as your disaster recovery partner. We look forward to the opportunity to serve your community with the expertise, resources, and dedication that have defined our work for more than three decades.

TFR certifies that this proposal is submitted fairly and in good faith, without collusion or fraud. The signatory of this proposal is authorized to bind TFR Enterprises, Inc., to all contractual requirements.


| **Primary Contact for RFP** | **Corporate Headquarters** | **Contacts with the Ability to Bind** |
|---|---|---|
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Sincerely,

Tipton F. Rowland
Chief Executive Officer

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# Tab 1.
# Qualifications and Experience

**Company Qualifications and 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 desires and highlights different disaster relief and recovery aspects 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 ensure that we present the most practical, efficient structure to complete the project. TFR's knowledgeable management team retains over 159 years of combined experience responding to hurricanes, floods, and other various disasters. Pre-planning allows TFR to respond to any project rapidly and efficiently in any location should the need arise.

**TFR Spotlight**

**TFR has handled more than 80,000,000cy of disaster debris.**

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 two hundred (200+) 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 the damage. Furthermore, TFR can prep and construct a debris management site for immediate acceptance of storm-generated debris in less than 24 hours. Mobile Command Units can be deployed to enhance response and achieve greater coordination between parties to fully augment our operational capacity and aid the organization of relief efforts. Concurrently, project teams scour the impacted area to quantify debris, deduce an overall damage estimate, and adapt a preplan accordingly.

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 ensure 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 provide without the knowledge and experience our maintenance crew retains. With a dedicated warehouse at the home office for 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 appropriate actions to safeguard against such occurrences.

Operationally, TFR operates on the principle 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 of 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 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 prices 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 full-service disaster response 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 professional service in the industry with federal, state, and local governments, providing expedient, cost-effective disaster debris management, removal, reduction, and cleanup services to over 500 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, including 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 has completed more than 100 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 a large geographical area. By applying our 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 quality service, and in some cases, much of the entire delivery order with our equipment and personnel. We can bring our 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.

## Organizational Structure

Our organization is designed to deliver proactive leadership across all areas, while effectively managing all project risks and providing maximum responsiveness to our clients. 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 through more than 500 FEMA-funded disaster response activations, will be applied to this contract to establish the roles and responsibilities of the debris mission's management team and support personnel.

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 meet the demands we expect under this contract.

TFR's organizational structure minimizes the gap between the Operations Manager and the Project/Site Manager(s), depending on 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 essential employees have been chosen for their disaster recovery experience, leadership abilities, and debris expertise, as well as their ability to respond immediately to crises around the country.

## Equal Employment Opportunity Employer

TFR Enterprises, Inc. provides equal employment opportunities without regard to race, color, sex, religion, national origin, age, or disability. TFR Enterprises, Inc. conforms with all applicable federal and state laws, rules, guidelines, and regulations, and provides equal employment opportunities in all employment and employee relations.

## Experienced Project Management

**Large-Scale Events:** TFR demonstrated our capabilities to respond to large-scale events following Hurricane Laura in 2020. We were activated in 36 Parishes to provide hazardous tree removals, debris removal, reduction, and final disposal for state-owned rights-of-way. In total, we supplied more than 150 debris removal crews, and 100 tree crews, managed and closed out 30 debris management sites, and removed more than 2.4 million cubic yards of debris.

**Multiple Contract Activations:** 2020 proved to be a catastrophic storm season. TFR responded to contract activations within **57 jurisdictions throughout Iowa, Louisiana, Oklahoma, Alabama, Mississippi, and Texas.** TFR managed 10.3 million cubic yards of debris, partnered with 74 subcontractors, certified more than 1,350 pieces of equipment, and remediated and closed out 67 debris management sites.

**Meeting Client's Needs:** In August 2020, a severe weather event wreaked havoc in the state of Iowa. The Iowa Department of Homeland Security contracted TFR to grind and dispose of 1.6 million cubic yards of vegetative waste. "The professionalism, knowledge, understanding, and work ethic demonstrated by TFR Enterprises' employees is a compliment to your organization and is in keeping with the best standards of emergency response contractors everywhere," says Jordan Moser, Strategic Planner.

## Financial Capability

Since the company's incorporation in 1989, TFR has completed over 500 federally funded debris removal contracts in its 36-year history. From a dedicated owner to experienced staff, TFR offers not only the knowledge to perform any job of any size but also the financial flexibility to complete multiple large-scale projects simultaneously.

## Company-Owned Equipment

TFR owns over 200 pieces of equipment**,** including debris-handling trucks, such as self-loaders, heavy-haulers, excavators, dozers, and numerous mobile command units. TFR also owns six (6) Diamond Z 1463 Tub Grinders and two (2) horizontal grinders to meet our client's debris-reduction needs. With the industry's largest collection of tub grinders, TFR can rapidly and efficiently dispose of massive amounts of storm-generated debris.

## Subcontractors

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.

## Office Location

We are strategically positioned to respond quickly from our Lee County, Florida office. This regional presence allows us to quickly mobilize personnel, equipment, and management staff to support emergency debris operations throughout the area. Our established local and statewide resource network helps us respond quickly, maintain operational efficiency, and support faster recovery after a disaster.

## Experience Overview

TFR Enterprises is a nationally recognized debris management and disaster recovery contractor with over three decades of experience supporting federal, state, and local governments in response to hurricanes, floods, tornadoes, wildfires, and other major emergencies. Founded on commitment to safety, integrity, and operational excellence, TFR delivers full-spectrum debris removal, debris reduction, and site management services that enable communities to recover quickly, efficiently, and in full compliance with applicable regulations.

TFR has executed some of the largest and most complex debris missions in the United States, managing millions of cubic yards of vegetative, C&D, hazardous debris, and specialty waste across diverse operational environments. Our teams operate with a proven Incident Command System (ICS) structure, supported by project managers, safety officers, quality control personnel, logistics coordinators, and skilled field crews capable of rapid deployment across multiple jurisdictions. TFR maintains a robust network of subcontractors, including local, small, and minority-owned businesses, to ensure scalable capacity for simultaneous large-scale activations.

Our operations are grounded in strict adherence to FEMA reimbursement standards, OSHA and EPA regulations, and state and local permitting requirements. TFR's comprehensive Environmental Health and Safety (EHS) and Quality Control (QC) programs emphasize hazard mitigation, equipment readiness, personnel training, and continuous oversight throughout every phase of debris operations. This disciplined approach ensures compliant documentation, transparent cost tracking, and high-quality performance that withstands audit scrutiny.

### Project Spotlight

**Texas Department of Transportation**

On July 4, catastrophic flooding struck Kerr County, Texas, when stalled post-tropical remnants produced 15–20 inches of rain, causing the Guadalupe River to rise from under 5 feet to over 30 feet in less than an hour, devastating communities along a 14-mile stretch of TX-39 and resulting in 135 fatalities, 117 in Kerr County. Beginning July 8, TFR supported TXDOT through a phased response that included rapid damage assessment, search and recovery support for FEMA Task Force 1, immediate threat mitigation at bridges and waterways, and full-scale debris removal. Operations involved deploying specialized heavy equipment, clearing hazardous obstructions, stabilizing infrastructure, and removing more than 86,000 cubic yards of debris, enabling TX-39 to reopen to the public in under two months following the disaster.

TFR also maintains an extensive fleet of company-owned equipment, supplemented by prequalified subcontractor assets, that enables rapid mobilization and sustained operations during peak disaster activity. Our project teams have successfully delivered mission-critical support for hundreds of clients, including counties, municipalities, state emergency agencies, and federal partners. Whether managing debris collection, operating debris management sites, reducing debris through grinding or air-curtain incineration, or coordinating final disposal, TFR brings the expertise, resources, and leadership required to advance resilient community recovery.

TFR Enterprises continues to set industry standards for safety, responsiveness, and technical proficiency, serving as a trusted partner to government clients nationwide and delivering dependable performance under the most challenging post-disaster conditions.

# PROJECT HISTORY

## PAST 5-YEAR PROJECT HISTORY

**2024**

### HURRICANES HELENE, MILTON, BERYL, AND SEVERE WEATHER EVENTS

**$90,465,390 in Contracts**
**3,495,992 Cubic Yards**
**92,703 Hazardous Trees**

### HURRICANE IDALIA, TORNADOS, ICE STORMS, AND SEVERE WEATHER EVENTS

**$82,715,114 in Contracts**
**3,664,573 Cubic Yards**
**206,390 Hazardous Trees**

**2023**

**2022**

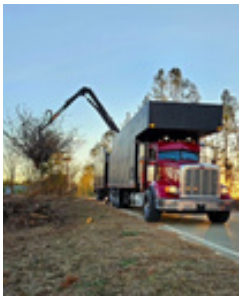
### HURRICANE IAN, TORNADOS, AND SEVERE WEATHER EVENTS

**$16,401,087 in Contracts**
**326,603 Cubic Yards**
**4,125 Hazardous Trees**

### HURRICANES IDA, FLOODS, AND WINTER STORMS

**$18,440,324 in Contracts**
**585,449 Cubic Yards**
**5,705 Hazardous Trees**

**2021**



**2020**

### HURRICANES LAURA, ZETA, BETA, A DERECHO, AND WINTER STORMS

**$88,529,410 in Contracts**
**10,279,104 Cubic Yards**
**19,965 Hazardous Trees**

# Highlighted Florida Projects

TFR Enterprises has been a trusted leader in disaster response and recovery throughout the state of Florida for over three decades. With proven expertise in disaster recovery and emergency management services, we proudly support Florida state and local governments. Operating from two office locations within the state, TFR is equipped to mobilize and respond within hours of notice.

Below are highlights of some of our recent disaster recovery projects in Florida.

| AGENCY | EVENT | CY | TOTAL |
|---|---|---|---|
| **FDOT- MADISON COUNTY** | Hurricane Helene | 1,008,558 | $20,837,543 |
| **FLORIDA DEPT OF ENVIRONMENTAL PROTECTION** | Hurricane Helene | In Progress | $15,074,791 |
| **FDOT- HAMILTON CO** | Hurricane Idalia | 791,500 | $17,983,904 |
| **FDOT- MADISON CO** | Hurricane Idalia | 978,000 | $19,451,968 |
| **FDOT- SUWANNEE CO** | Hurricane Idalia | 1,200,000 | $26,658,942 |
| **JEFFERSON COUNTY** | Hurricane Idalia | 61,450 | $1,138,239 |

## Debris Removal and Disposal Project History

Below is a summary of projects undertaken by TFR Enterprises, Inc. over the past decade, including the season, storm events, contract terms, and associated contract values. Throughout its history, TFR has successfully executed more than 500 debris removal missions, **removed over 80 million cubic yards of disaster debris**, and maintained a consistent record of successful contract execution without ever defaulting. Projects highlighted in yellow meet or exceed 30,000 CY.

| Project Dates | Contracting Agency | Description of Work | Contract Amount | Volume |
|---|---|---|---|---|
| **01/26 to Present** | **Yalobusha County**<br>Cayce Washington 662-473-7298<br>cwashington@valleytollinc.com | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removals<br>**MS Ice Storm DR-4899-MS** | TBD | TBD |
| **07/25 to 08/25** | **Texas Dept of Transportation**<br>Andres Gonzales 210-615-1110<br>Andres.Gonzalez@txdot.gov | ROW Debris Removal<br>**Texas Severe Weather and Flooding DR4879-TX** | $2,648,397 | 41,251 CY Veg 27,078 CY C&D 15,764 CY Bridge Debris |
| **07/25 to 09/25** | **Dixie County**<br>Martha McCaskill 352-498-1426<br>grantcoordinator@dixiecounty.us | Removal of Existing Storm Debris | $567,717 | 20,787 CY Veg 318 Equipment Hours |
| **10/24 to 02/25** | **Carter County**<br>Sonya Shows 601-422-5975<br>sonya@schausllc.com | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**TS Helene DR4832-TN** | $5,369,356 | 46,929 CY Veg, 10,564 Tons C&D, and 50,133 Hours |
| **10/24 to 01/26** | **Florida DEP**<br>Wes Howell 850-528-3576<br>wes.howell@dep.state.fl.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal, Waterway Debris Removal, Sand Sifting & Relocating<br>**Hurricane Helene/Milton DR4830-FL**<br><br>**(Services Provided in 41 State Parks)** | $15,978,787 | 181,418 CY of Veg/C&D, 9,287 CY Waterway, 100,383 CY Sand Sifting, 205,904 CY Transport Sand, 11,021 Trees |
| **09/24 to 05/25** | **Emanuel County**<br>L. Guy Singletary 478-237-3881<br>lgsingletary@emanuelco-ga.gov | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Helene DR4830-GA** | $39,506,940 | 2,158,036 CY 47,965 Trees |
| **10/24 to 11/24** | **St. Petersburg College**<br>Kara Schrader-Smith 727-341-3080<br>Schrader-smith.kar@spcollege.edu | Campus Debris Removal<br>**Hurricane Helene DR4828-FL** | $10,877 | 1,050 CY |
| **10/24 to 10/24** | **School District of Palm Beach County**<br>Kevin Wagner 561-688-7577<br>Kevin.wagner@palmbeachschools.org | Campus Debris Removal<br>**Hurricane Helene DR4828-FL** | $2,432 | 128 CY |
| **10/24 to 03/25** | **Osceola County**<br>Danny Sheaffer 321-624-3705<br>Danny.sheaffer@osceola.org | ROW Debris Removal, Reduction, and Disposal<br>**Hurricane Milton DR4834-FL** | $681,259 | 41,342 CY |
| **10/24 to 01/25** | **City of Leesburg**<br>Neil Gaines 352-571-0989<br>Neil.gaines@leesburgflorida.gov | ROW Debris Removal, Reduction, and Disposal<br>**Hurricane Milton DR4834-FL** | $385,540 | 35,017 CY |
| **09/24 to 04/25** | **Madison County**<br>Leigh Basford 850-973-3698<br>madisonem@madisoncountyfl.com | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Helene DR4828-FL** | $20,837,543 | 1,008,558 CY 32,677 Trees |
| **10/24 to 01/25** | **ECC** | Military Base Debris Removal | $3,108,841 | 21,385 Hours |

| | | | | |
|---|---|---|---|---|
| | Larry Spain 530-330-4331<br>Lspain@ecc.net | Hazardous Tree Removal<br>**Hurricane Helene DR4828-GA** | | |
| **10/24 to 11/24** | **City of Port Orange**<br>Thomas DiEulio 386-281-2285<br>tdieulio@port-orange.org | ROW Debris Removal<br>**Hurricane Milton DR4834-FL** | $69,704 | 10,977 CY |
| **08/24 to 10/24** | **Berkely County**<br>Alan Roberts 843-719-2382<br>Alan.roberts@berkeleycountysc.gov | Wood Waste Grinding Services | $224,175 | 427 Hours |
| **07/24 to 09/24** | **Cooke County**<br>Shelly Atteberry 940-668-5493<br>Shelly.atteberry@co.cooke.tx.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Severe Storms DR4781-TX** | $1,027,927 | 76,662 CY<br>1,280 Trees |
| **07/24 to 09/24** | **City of Wharton**<br>Gwyneth Teves 979-532-2491<br>gteves@cityofwharton.com | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Beryl DR4798-TX** | $575,803 | 48,640.50 CY<br>411 Trees |
| **07/24 to 09/24** | **City of La Porte**<br>Ashley Lovercheck 281-470-5125<br>baezk@laportetx.gov | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Beryl DR4798-TX** | $667,240 | 59,219 CY<br>1,021 Trees |
| **07/24 to 09/24** | **City of Nassau Bay**<br>Sherri Ditrich 281-336-6284<br>Sherri.ditrich@nassaubay.com | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Beryl DR4798-TX** | $142,267 | 8000 CY<br>350 Trees |
| **07/24 to 10/24** | **City of Sugarland, TX**<br>Dawn Steph 281-275-2172<br>dsteph@sugarlandtx.gov | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Beryl DR4798-TX** | $2,780,695 | 117,362 CY<br>8,999 Trees |
| **09/23 to 04/24** | **Florida DOT- Hamilton County**<br>Kevin Couey 386-961-7059<br>John.couey@dot.state.fl.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Idalia DR4734** | $17,983,904 | 791,500 CY<br>43,125 Trees |
| **09/23 to 04/24** | **Florida DOT- Dixie County**<br>Mark Hanna 352-493-6870<br>Mark.hanna@dot.state.fl.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Idalia DR4734** | $5,377,899 | 334,250 CY<br>10,600 Trees |
| **09/23 to 04/24** | **Florida DOT- Madison County**<br>Tim Whitley 352-381-4329<br>Timothy.whitley1@dot.state.fl.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Idalia DR4734** | $19,451,968 | 978,000 CY<br>48,095 Trees |
| **09/23 to 04/24** | **Florida DOT- Suwannee County**<br>Kevin Couey 386-961-7059<br>John.couey@dot.state.fl.us | ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Idalia DR4734** | $26,658,942 | 1,200,000 CY<br>83,435 Trees |
| **09/23 to 02/24** | **Florida DEP**<br>Wes Howell 850-528-3576<br>wes.howell@dep.state.fl.us | ROW Debris Removal<br>Reduction, Disposal, and Hazardous Tree Removal-<br>**Hurricane Idalia DR4734** | $5,905,335 | 143,258 CY<br>12,535 Trees |
| **09/23 to 11/23** | **Jefferson County, FL**<br>Shannon Metty 850-342-0223<br>smetty@jeffersoncountyfl.gov | ROW Debris Removal<br>Hazardous Tree Removal<br>**Hurricane Idalia DR4734** | $1,138,239 | 61,450 CY<br>8,431 Trees |
| **09/23 to 10/23** | **Hernando County, FL**<br>Stephen Stack 352-754-4060<br>sstack@co.hernando.fl.us | ROW C&D Debris Removal<br>**Hurricane Idalia DR4734** | $107,720 | 6,500 CY |
| **08/23 to 10/23** | **Forsyth County, GA**<br>Joey Smith 770-205-4530<br>jhsmith@forsythco.com | ROW Debris Removal, Grinding, and Final Disposal | $287,078 | 20,335 CY |
| **08/23 to 10/23** | **Berkeley County, SC**<br>Alan Roberts 843-719-2382<br>Alan.roberts@berkeleycountysc.gov | Wood Waste Grinding Services | $175,350 | 283 Hours |

| | | | | |
|---|---|---|---|---|
| **07/23 to 07/23** | **City of Topeka, KS**<br>Travis Tenbrink 785-861-5476<br>ttenbrink@topeka.org | Emergency ROW Debris Removal-**Severe Storms** | $108,840 | 10,240 CY<br>125 Hours |
| **06/23 to 07/23** | **City of Hopkinsville, KY**<br>Mike Perry 270-890-0601<br>mperry@h-ky.net | Emergency ROW Debris Removal-**Severe Storms DR4702** | $112,020 | 12,000 CY |
| **05/23 to 06/23** | **Hardin County, TN**<br>Lori Bearden 731-925-9943<br>hcsw@hardincountytn.net | Emergency ROW Debris Removal-**Tornado DR4712** | $160,515 | 12,000 CY<br>Veg & 475<br>Tons C&D |
| **05/23 to 05/23** | **City of Birmingham, AL**<br>Joshua Yates 205-335-8082<br>joshua.yates@birminghamal.gov | Bulk Waste Hauling | $72,000 | 590 Tons |
| **04/23 to 07/23** | **City of Jacksonville, AR**<br>Randy Watkins 501-982-6071<br>rwatkins@cityofjacksonville.net | Emergency ROW Debris Removal & Reduction-**Tornado DR4698** | $411,300 | 31,480 CY |
| **03/23 to 04/23** | **City of Norman, OK**<br>Joseph Hill 405-329-2524<br>joseph.hill@normanok.gov | Emergency ROW Debris Removal-**Ice Storm DR4690** | $618,615 | 3716 Hours |
| **03/23 to 04/23** | **City of Lago Vista, TX**<br>James LeBlanc 512-517-8005<br>james.leblanc@lagovistatexas.gov | Emergency Debris Removal & Reduction-**Ice Storm DR4705** | $54,000 | 9,000 CY |
| **02/23 to 05/23** | **City of Cedar Park, TX**<br>Michael Lerash 512-769-1195<br>michael.lerash@cedarparktx.gov | Emergency Debris Removal & Reduction-**Ice Storm DR4705** | $1,608,000 | 9565 Hours |
| **03/23 to 04/23** | **Williamson County, TX**<br>Leticia Gomez 512-943-1591<br>lgomez@wilco.org | DMS Site Support Equipment-**Ice Storm DR4705** | $28,500 | 150 Hours |
| **02/23 to 03/23** | **Sunset Valley, TX**<br>Dakota Burns 512-591-9102<br>dburns@sunsetvalley.org | Debris Reduction by Grinding-**Ice Storm DR4705** | $31,900 | 2,700 CY |
| **02/23 to 04/23** | **City of Round Rock, TX**<br>Ricci Strayhorn 512-801-7391<br>rstrayhorn@roundrocktexas.gov | Emergency Debris Removal, Reduction, & Disposal-**Ice Storm DR4705** | $1,658,989 | 6662 Hours |
| **02/23 to 05/23** | **City of Leander, TX**<br>Mike Neu 512-28-2745<br>mneu@leandertx.gov | Emergency Debris Removal, Reduction, & Disposal-**Ice Storm DR4705** | $460,000 | 22,600 CY |
| **02/23 to 03/23** | **Hale County, AL**<br>Frederick Powell 334-529-7453<br>hcengrl@gmail.com | Emergency Debris Removal, Reduction, & Disposal-**Tornado DR4710** | $304,000 | 25,000 CY &<br>200<br>Hazardous<br>Trees |
| **10/22 to 10/23** | **Florida DEP, FL**<br>Wes Howell 850-528-3576<br>wes.howell@dep.state.fl.us | Emergency Debris Removal, Reduction, & Disposal<br>Waterway Debris Removal-**Hurricane Ian DR4673** | $12,986,000 | 111,000 CY<br>& 4,000<br>Hazardous<br>Trees |
| **10/22 to 11/22** | **City of Lake Mary, FL**<br>Bruce Paster 407-585-1452<br>bpaster@lakemaryfl.com | Emergency Debris Removal & Disposal-**Hurricane Ian DR4673** | $212,000 | 939 Hours |
| **10/22** | **State College of FL Manatee, FL**<br>Rebecca Ferda 941-752-5342<br>ferdar@scf.edu | Emergency Debris Removal & Disposal-**Hurricane Ian DR4673** | $28,890 | 2,646 CY |
| **10/22 to 12/22** | **Lake County, FL**<br>Mary Hamilton 352-253-6006<br>mary.hamilton@lakecountyfl.gov | Emergency Debris Removal, Reduction, & Disposal-**Hurricane Ian DR4673** | $1,923,459 | 88,000 CY |
| **10/22 to 11/22** | **FL Southwestern State College, FL**<br>Mat Mason 239-985-3497<br>matthew.mason@fsw.edu | Emergency Debris Removal & Disposal-**Hurricane Ian DR4673** | $429,492 | 12,687 CY &<br>1,390 Hours |
| **09/22** | **FLDOT – District 02, FL**<br>Brad Long 386-961-7067<br>bradford.long@dot.state.fl.us | 72-Hour Push-**Hurricane Ian DR4673** | $12,500 | Standby Cut<br>& Toss Crews |
| **10/22** | **City of Cedar Rapids, IA**<br>Taylor Burgin 319-491-4164 | Debris Reduction by Grinding-**Derecho** | $279,160 | 54,275 CY |

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| | t.burgin@cedar-rapids.org | | | |
| **06/22** | **Hale County, AL**<br>Fredrick Powell 334-538-7453<br>hcengrl@gmail.com | Emergency Debris Removal-**Tornado** | $53,808 | 5,585 CY |
| **06/22 to 07/22** | **City of Pembroke, GA**<br>Arlene Hobbs 912-653-4406<br>clerk@pembrokega.net | Debris Reduction by Burning-**Tornado** | $79,538 | 21,210 CY |
| **02/22** | **USDA, KY**<br>Billy Graham 615-210-0617<br>billy.m.graham@usda.gov | Vegetative Reduction by Grinding & Haul Out-**Avian Flu** | $10,800 | 1,200 CY |
| **01/22 to 02/22** | **Fulton County, KY**<br>Jim Martin 270-559-0192<br>feje@bellsouth.net | ROW Debris Removal, Reduction, & Disposal-**Tornado DR4643** | $385,440 | 30,000 CY |
| **11/21 to 04/22** | **Marion County, OR**<br>James Hess 503-566-4139<br>jwhartonhess@co.marion.or.us | ROW Debris Removal-**Winter Storm DR4599** | $1,465,617 | 10,000 CY & 5,525 Hazardous Trees |
| **09/21 to 01/22** | **Hidalgo County, TX**<br>Tony Forina 956-383-3112<br>tony.forina@co.hidalgo.tx.us | ROW Debris Removal-**Ice Storm** | $630,000 | 93,600 CY |
| **09/21 to 10/21** | **City of Bogalusa, LA**<br>Robert Wallace 985-732-6213<br>robert.wallace@bogalusa.org | ROW Debris Removal, Reduction, & Disposal-**Hurricane Ida DR4611** | $82,656 | 13,225 CY |
| **09/21 to 10/21** | **Village of Folsom, LA**<br>Margra Steel 985-796-5607<br>margrasteele@villageofolsom.com | ROW Debris Removal, Reduction, & Disposal-**Hurricane Ida DR4611** | $50,669 | 5,835 CY |
| **09/21 to 10/21** | **Town of Madisonville, LA**<br>Kyle Matthews 985-264-9862<br>kylem@townofmadisonville.org | ROW Debris Removal & Disposal-**Hurricane Ida DR4611** | $310,544 | 27,733 CY & 180 Hazardous Trees |
| **07/21** | **Iowa DOT, IA**<br>Jody McNaughton 515-239-1298<br>jody.mcnaughton@iowadot.us | Vegetative Debris Reduction & Haul Out-**Derecho** | $79,343 | 12,340 CY |
| **07/21** | **Sac & Fox Tribe, IA**<br>Mark V. Bear 641-484-4678<br>mark.vbear@meskwaki-nsn.gov | Vegetative Debris Reduction by Grinding-**Derecho** | $48,750 | 13,000 CY |
| **06/21** | **TXDOT-Kingsland, TX**<br>Joe Muck 512-715-5702<br>joe.muck@txdot.gov | Waterway Debris Removal of Collapsed Bridge-**Storms & Flooding** | $289,000 | 112 CY |
| **06/21** | **Boyd County, KY**<br>Jason Queen 606-393-1801<br>jqueen@boydcountyky.gov | Reduction of Vegetative Debris-**Ice Storm DR4592** | $103,680 | 192 Hours |
| **05/21 to 10/21** | **KYTC, KY**<br>Laura Hagan 502-782-3980<br>laura.hagan@ky.gov | Debris Removal, Reduction, & Site Restoration-**Ice Storm DR4592** | $4,297,452 | 36,050 Tons |
| **04/21 to 05/21** | **City of Eunice, LA**<br>Paul Carrier 337-305-1635<br>pccarrier@yahoo.com | ROW Debris Removal-**Hurricane Laura DR4559** | $102,260 | 11,490 CY |
| **03/21 to 06/21** | **City of Bastrop, LA**<br>Diane Lenoir 318-283-3301<br>ddlenoir@cityofbastrop.com | ROW Debris Hauling, Reduction, & Disposal-**Hurricane Laura DR4559** | $946,770 | 99,660 CY |
| **03/21 to 09/21** | **TXDOT-Travis County, TX**<br>Jacob Wells 512-304-8122<br>jacob.wells@txdot.gov | ROW Debris Removal & Disposal-**Ice Storm DR4586** | $186,182 | 8,950 CY |
| **03/21 to 04/21** | **City of Corpus Christi, TX**<br>Gabriel Maldonado 361-826-1986<br>gabrielm3@cctexas.com | ROW Debris Removal & Disposal-**Ice Storm DR4586** | $671,580 | 74,620 CY |
| **12/20 to 3/21** | **Hancock County, MS**<br>Ben Benvenutti 228-368-4786<br>ben@ccellc.us | ROW Debris Removal & Disposal-**Hurricane Zeta DR4576** | $590,696 | 64,520 CY |

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| **02/21 to 04/21** | **City of Choctaw, OK**<br>Loren Bumgarner 405-390-8300<br>lbumgarner@choctawcity.org | ROW Debris Removal & Disposal-**Ice Storm DR4587** | $375,000 | 81,694 CY |
| **01/21 to 05/21** | **Oklahoma City, OK**<br>Greg Little 405-297-2105<br>greg.little@okc.gov | Debris Removal from City Drainage Channels-**Ice Storm DR4575** | $1,450,493 | 3,680 Tons |
| **02/21 to 06/21** | **Oklahoma City, OK**<br>Jacob Webb 405-919-4169<br>jacob.webb@okc.gov | Removal of Debris from City Parks-**Ice Storm DR4587** | $351,505 | 1,770 Tons |
| **12/20 to 01/21** | **City of Enid, OK**<br>Everett Glenn 580-747-2677<br>eglenn@enid.org | ROW Debris Removal & Disposal-**Ice Storm DR4575** | $680,635 | 5,770 Tons |
| **01/21 to 03/21** | **City of Blanchard, OK**<br>Robert Floyd 405-485-9392<br>citymanager@cityofblanchard.us | ROW Debris Removal & Disposal-**Ice Storm DR4575** | $730,085 | 137,752 CY |
| **10/20 to 02/21** | **City of Norman, OK**<br>Tony Mensah 405-329-2524<br>tony.mensah@normanok.gov | ROW Debris Removal, Grinding, Hauling, & Final Disposal-**Ice Storm DR4575** | $4,054,876 | 572,400 CY & 9,995 Hazardous Trees |
| **01/21 to 02/21** | **City of Citronelle, AL**<br>Tanya Williams 251-866-7977<br>mayor@cityofcitronelle.com | ROW Hauling, Grinding, & Final Disposal-**Hurricane Zeta DR4573** | $942,531 | 75,400 CY & 2,618 Hazardous Trees |
| **12/20 to 04/21** | **Alabama DOT-Dallas County, AL**<br>David Bohannon 334-269-2311<br>kirby.mccrary@volkert.com | ROW Hauling, Grinding, & Final Disposal-**Hurricane Zeta DR4573** | $1,612,114 | 35,000 CY & 6,990 Hazardous Trees |
| **09/20 to 03/21** | **City of Robertsdale, AL**<br>Gregory Smith 251-947-8955<br>gregsmith@robertsdale.org | ROW Hauling, Grinding, & Final Disposal-**Hurricane Sally DR4563** | $2,508,447 | 420,411 CY |
| **10/20 to 11/20** | **City of Beaumont, TX**<br>Patrick Bardwell 409-880-3720<br>patrick.bardwell@beaumonttx.gov | ROW Hauling-**Hurricane Beta** | $244,625 | Hauling Daily Rate |
| **09/20 to 05/21** | **Rapides Parish, LA**<br>Corey Ashmore 318-729-5663<br>cashmorel@rppj.com | ROW Hauling, Grinding, & Final Disposal-**Hurricane Laura DR4559** | $7,364,356 | 692,024 CY |
| **09/20 to 10/20** | **City of Ruston, LA**<br>John Freeman 318-245-2398<br>jfreeman@ruston.org | ROW Hauling-**Hurricane Laura DR4559** | $108,322 | 15,078 CY |
| **09/20 to 05/21** | **Louisiana DOT, LA**<br>Seth Matherne 225-719-3424<br>seth.matherne@la.gov | ROW Hauling, Grinding, & Final Disposal- **Hurricane Laura DR4559** | $50,777,879 | 3,095,700 CY |
| **08/20 to 09/20** | **City of Beaumont, TX**<br>Patrick Bardwell 409-880-3720<br>patrick.bardwell@beaumonttx.gov | Rental Equipment-**Hurricane Laura DR4572** | $149,201 | Hourly Rental |
| **09/20 to 02/21** | **Iowa Dept Homeland Security, IA**<br>Jordan Moser 515-323-4246<br>jordan.moser@iowa.gov | Reduction of Vegetative Debris-**Derecho** Contract #21074 & #21214 | $7,722,536 | 1,600,000 CY |
| **09/20 to 08/21** | **City of Cedar Rapids, IA**<br>Taylor Burgin 319-491-4163<br>t.burgin@cedar-rapids.org | Reduction of Vegetative Debris-**Derecho** | $10,571,166 | 3,571,339 CY |
| **08/20 to 09/20** | **City of Corpus Christi, TX**<br>Gabriel Maldonado 361-244-6264<br>gabrielm3@cctexas.com | ROW Hauling-**Hurricane Isaias** | $575,820 | 64,000 CY |
| **07/20 to 08/20** | **City of Norman, OK**<br>Tony Mensah 405-329-2524<br>tony.mensah@normanok.gov | ROW Hauling-**Severe Storms** | $150,910 | 891 Hours |
| **01/20 to 07/20** | **TXDOT-Montague County, TX**<br>Mike Hallum 940-665-5071<br>mike.hallum@txdot.gov | ROW Removal of Brush & Hazardous Trees-ROW Maintenance | $335,907 | 28 Miles & 362 Hazardous Trees |

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| **11/19 to 01/20** | **NCDOT, Carteret, Craven, Jones, & Pamlico Counties, NC**<br>Jeremy Stroud 252-775-6103<br>jdstroud@ncdot.gov | ROW Hauling & Reduction of Debris-**Hurricane Dorian DR4465** | $206,000 | 100,000 CY |
| **11/19** | **City of Ingleside, TX**<br>Kimberly Sampson 361-776-2517<br>ksampson@inglesidetx.gov | PPDR Debris & Hazardous Tree Removal-**Hurricane Harvey** | $26,568 | 100,000 CY & 1,000 Hazardous Trees |
| **10/19** | **City of Beaufort**<br>Christi Wood 252-728-2141<br>cwood@beaufortnc.org | ROW Hauling, Hazardous Tree Removal, Grinding, & Final Disposal-**Hurricane Dorian DR4465** | $116,383 | 100,000 CY & 1,000 Hazardous Trees |
| **09-19** | **NCDOT-Duplin County, NC**<br>Kevin Bradshaw 910-682-5100<br>ckbradshaw@ncdot.gov | Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465** | $17,825 | 35 Hours |
| **09/19** | **NCDOT-Onslow County, NC**<br>David Sawyer 910-467-0550<br>dsawyer@ncdot.gov | Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465** | $32,337 | 63.5 Hours |
| **09/19** | **NCDOT-Pender County, NC**<br>Patrick Riddle 910-467-0505<br>priddle@ncdot.gov | Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465** | $43,795 | 86 Hours |
| **09/19** | **NCDOT-Sampson County, NC**<br>Kevin Bradshaw 910-682-5100<br>ckbradshaw@ncdot.gov | Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465** | $18,587 | 36.5 Hours |
| **09/19 to 10/19** | **City of Beaumont, TX**<br>Patrick Bardwell 409-880-3720<br>patrick.bardwell@beaumonttx.gov | ROW Hauling-**Tropical Storm Imelda DR4466** | $143,000 | 166 Roll-Off Trucks at Daily Rate |
| **08/19 to 09/19** | **City of Donalsonville, GA**<br>Stephen Powell 850-209-4165<br>stephen.powell@gmcnetwork.com | Vegetative Debris Reduction by Grinding-**Hurricane Michael DR4400** | $136,230 | 47,800 CY |
| **02/19 to 03/19** | **City of Raleigh, NC**<br>Timothy Gainer 919-625-3175<br>timothy.gainer@raleighnc.gov | Vegetative Debris Reduction by Grinding-**Hurricane Florence DR4393** | $125,056 | 42,000 CY |
| **02/19 to 03/19** | **Columbus County, NC**<br>Harold Nobles 910-642-5257<br>hnobles@columbussco.org | Vegetative Reduction by Grinding & Disposal **DR4393** | $318,000 | 40,000 CY |
| **01/19 to 04/19** | **Tyndall Air Force Base, FL**<br>Johnny Walker 850-283-1378<br>johnny.walker.4@us.af.mil | Debris Removal & Final Disposal-**Hurricane Michael DR4399** | $2,314,186 | 151,000 CY |
| **12/18 to 01/19** | **TXDOT-Lee County, TX**<br>Lori Wagner 512-832-7057<br>lori.wagner@txdot.gov | ROW Debris Removal & Under-Bridge Debris Removal-**Severe Storms & Flooding DR4416** | $61,392 | 1,600 CY |
| **11/18 to 01/19** | **TXDOT-Llano County, TX**<br>Billy Carney 325-423-2762<br>billy.carney@co.llano.tx.us | ROW Debris Removal & Final Disposal-**Severe Storms & Flooding DR4416** | $1,065,621 | 19,600 CY |
| **10/18 to 07/19** | **TXDOT-Kingsland, TX**<br>Lori Wagner 512-832-7057<br>lori.wagner@txdot.gov | Waterway Debris Removal of Collapsed Bridge-**Severe Storms & Flooding DR4416** | $7,532,510 | 13,838 Hours |
| **10/18 to 07/19** | **(KBR) Tyndall Air Force Base, FL**<br>Bee Trajkovski 713-753-5872<br>brankica.trajkovski@kbr.com | AFB Emergency Debris Hauling & Reduction-**Hurricane Michael DR4399** | $11,355,773 | 71,500 Hours |
| **12/18 to 02/19** | **New Hanover County, NC**<br>Kim Roane 910-798-4402<br>kroane@nhcgov.com | Landfill Debris Management-Hurricane Florence **DR4393** | $175,365 | 128 Total Day Rate |
| **10/18 to 11/18** | **(EEC) Camp Lejune, NC**<br>Dan McFerrin 720-635-2237<br>dmcferrin@eec.net | Utility ROW Trimming-Hurricane Florence **DR4393** | $1,240,865 | 560 Total Day Rate |
| **09/18** | **(EEC) Camp Cherry Point, NC**<br>Craig Duncan 210-632-2493<br>cduncan@eec.net | Tree Trimming, Hauling, & Debris Reduction-Hurricane Florence **DR4393** | $944,455 | 378 Total Day Rate |

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| **09/18** | **NCDOT-Brunswick, NC**<br>Patrick Riddle 910-467-0505<br>priddle@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $567,450 | 30 Crews & 1,170 Hours |
| **09/18** | **NCDOT-Columbus County, NC**<br>Ken Clark 910-642-3760<br>kclark@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $227,576 | 30 Crews & 1,548 Hours |
| **09/18** | **NCDOT-Duplin County, NC**<br>Kevin Bradshaw 910-682-5100<br>ckbradshaw@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $496,398 | 28 Crews & 1,023.5 Hours |
| **09/18** | **NCDOT-Onslow County, NC**<br>David Sawyer 910-467-0550<br>dsawyer@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $246,896 | 26 Crews & 761.25 Hours |
| **09/18** | **NCDOT-Pender County, NC**<br>Jeff Garrett 910-259-5413<br>jlgarrett@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $464,751 | 30 Crews & 958.25 Hours |
| **09/18** | **NCDOT-Sampson County, NC**<br>Kevin Bradshaw 910-682-5100<br>ckbradshaw@ncdot.gov | Emergency Cut & Shove Road Clearance, Hauling, & Final Disposal-Hurricane Florence **DR4393** | $2,895,617 | 30 Crews, 777 Hours, & 14,000 Tons |
| **09/18** | **NCDOT-New Hanover County, NC**<br>Chris Cocker 910-387-2128<br>cacocker@ncdot.gov | Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393** | $510,463 | 30 Crews & 1,033.5 Hours |
| **09/18** | **(EEC) Parris Island, SC**<br>Barbara Growney 201-953-2790<br>bgrowney@ecc.net | Debris Removal & Hazardous Trees on Base-Hurricane Florence **DR4393** | $66,650 | 2 Debris Removal Crews, 1 High Voltage Line Crew |
| **08/18 to 09/18** | **City of Port Aransas, TX**<br>Leo Wood 228-224-2156<br>lwood@broaddusassociates.com | Nature Preserve Waterway Debris Removal-Hurricane Harvey **DR4332** | $1,051,818 | 11,220 CY |
| **02/18 to 03/18** | **USACE, CA**<br>James Constantino 213-452-3237<br>james.constantino@usace.army.mil | Flood Creeks/Channels Debris Hauling-CA Floods | $6,251,020 | 45,369 CY |
| **02/18 to 03/18** | **USACE, CA**<br>Tracy Eccles 661-265-7222<br>tracy.l.eccles@usace.army.mil | Flood Basin Debris Removal-CA Floods | $2,379,000 | 13,051 CY |
| **12/17 to 12/18** | **Puerto Rico DOT**<br>Elias Huertas 787-380-7078<br>etirado@dtop.pr.gov | ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Maria **DR4339** | $35,404,180 | 494,974 CY & 35,411 Hazardous Trees |
| **12/17 to 04/18** | **Miami-Dade, FL**<br>Jennyfer Calderon 305-375-5312<br>jennyfer.calderon@miamidade.gov | ROW Hauling & Debris Reduction-Hurricane Irma **DR4337** | $4,450,000 | 104,500 CY |
| **09/17 to 10/17** | **Florida Turnpike, FL**<br>Maria Connolly 954-934-1209<br>maria.connolly@dot.state.fl.gov | ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337** | $2,404,647 | 740 CY & 5,436 Hazardous Trees |
| **09/17 to 11/17** | **FLDOT-District 1, FL**<br>Amy Perez 863-519-2316<br>amarilys.perez@dot.state.fl.gov | ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337** | $6,934,050 | 77,500 CY & 5,625 Hazardous Trees |
| **09/17 to 11/17** | **FLDOT-District 2, FL**<br>Jennifer Curls 38-961-7561<br>jennifer.curls@dot.state.fl.gov | ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337** | $2,682,704 | 18,736 CY & 6,419 Hazardous Trees |
| **09/17 to 02/18** | **FLDOT-District 5, FL**<br>Victor LoPiccolo 386-943-5287<br>victor.lopicollo@dot.state.fl.gov | Debris Removal, Hauling, Disposal, Street Sweeping, & Emergency Push Crews-Hurricane Irma **DR4337** | $3,018,580 | 45,000 CY, 918 Miles, & 4,500 Hazardous Trees |

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| **09/17** | **FLDOT-District 7, FL**<br>Anita Mountjoy 813-975-6442<br>anita.mountjoy@dot.state.fl.gov | ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337** | $46,704 | 1,700 CY & 68 Hazardous Trees |
| **09/17 to 02/18** | **City of Plantation, FL**<br>Steve Rodgers 954-452-2535<br>srodgers@plantation.org | ROW & Waterway Debris Removal-Hurricane Irma **DR4337** | $8,200,063 | 500,000 CY & 12,000 Hazardous Trees |
| **09/17 to 01/18** | **City of Homestead, FL**<br>Maria Pineda 305-224-4772<br>mpineda@cityofhomestead.com | ROW Debris Removal, Reduction, Final Disposal, & Emergency Push Crew-Hurricane Irma **DR4337** | $3,568,027 | 153,600 CY, 3,600 Hazardous Trees, & 6,150 Hours |
| **10/17 to 12/17** | **St. John's County, FL**<br>Benjamin Bright 904-209-0252<br>bbright@sjcfl.us | ROW Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337** | $622,235 | 2,100 Hazardous Trees |
| **10/17 to 11/17** | **TXDOT-Victoria, TX**<br>David Stephens 361-293-4341<br>david.stephens@txdot.gov | ROW Debris Removal and Disposal-Hurricane Harvey **DR4332** | $516,582 | 30,125 CY |
| **09/17 to 12/17** | **TXDOT-Nueces County, TX**<br>Martin Horst 361-808-2261<br>martin.horst@txdot.gov | ROW Debris Removal, Reduction, & Final Disposal - Hurricane Harvey **DR4332** | $3,603,645 | 212,000 CY |
| **10/17 to 01/18** | **TXDOT-Harris County, TX**<br>Cody McKenney 281-686-9871<br>cody.mckenney@txdot.gov | ROW Debris Hauling & Disposal-Hurricane Harvey **DR4332** | $238,150 | 13,300 CY |
| **09/17 to 10/17** | **City of Beaumont, TX**<br>Tommy Gill 832-767-8118<br>tgill@ci.beaumont.tx.us | Emergency Pumps, Generators, & Dump Trucks for ROW Debris Removal-Hurricane Harvey **DR4332** | $490,597 | 11,750 CY & 2,100 Hours |
| **10/17** | **City of Dayton, TX**<br>Theo Melancon 936-258-2642<br>citymanager@daytontx.org | ROW Debris Removal & Disposal-Hurricane Harvey **DR4332** | $29,106 | 1,000 CY |
| **10/17 to 11/17** | **City of Port Lavaca, TX**<br>Jody Weaver 361-827-3601<br>jweaver@portlavaca.org | ROW Debris Removal & Reduction-Hurricane Harvey **DR4332** | $400,451 | 34,900 CY |
| **09/17 to 10/17** | **City of Sugarland, TX**<br>Ilana Harris 281-275-2497<br>iharris@sugarlandtx.gov | ROW Debris Removal & Disposal-Hurricane Harvey **DR4332** | $45,601 | 2,000 CY |
| **02/17** | **City of Raleigh, NC**<br>Kelly Lindsey 919-996-2202<br>kelly.lindsey@raleighnc.gov | Debris Reduction by Grinding & Haul Out-Hurricane Matthew **DR4285** | $96,000 | 14,650 CY |
| **10/16 to 02/17** | **Port St. Lucie, FL**<br>Richard Perkins 772-344-4263<br>rperkins@cityofpsl.com | ROW Debris Removal, Reduction, & Haul Out-Hurricane Matthew **DR4283** | $2,706,514 | 100,800 CY & 5,775 Hazardous Trees |
| **10/16 to 01/17** | **FLDOT-District 3, FL**<br>Rick Coe 386-740-3490<br>frederick.coe@dot.state.fl.us | Clearance Debris Removal, Reduction, & Disposal. Street Sweeping, Inlets Vacuuming, & Sand Hauling-Hurricane Matthew **DR4283** | $12,299,889 | 146,805 CY & 57,000 Hazardous Trees |
| **10/16 to 12/16** | **FLDOT-District 3, FL**<br>Amanda Mauldin 850-330-1364<br>amanda.mauldin@dot.state.fl.us | ROW Debris Removal & Sea Grass Removal-Hurricane Matthew **DR4283** | $1,480,308 | 15,600 CY & 6,030 Hazardous Trees |
| **10/16 to 12/16** | **FLDOT-District 2, FL**<br>Jennifer Smith 386-943-5367<br>jennifer.smith2@dot.state.fl.us | ROW Debris Removal & Disposal-Hurricane Matthew **DR4283** | $1,307,107 | 3,400 CY & 6,650 Hazardous Trees |
| **08/16 to 12/16** | **LADOTD-District 61, LA**<br>Mark Benton 225-379-1164<br>mark.benton3@la.gov | ROW Flood Debris Removal & Disposal, White Goods & E- | $3,192,347 | 240,530 CY & 2,043 Lbs. Recycled |

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|---|---|---|---|---|
| | | Waste-Severe Storms & Flooding **DR4277** | | |
| **09/16 to 12/16** | **LADOTD-District 03, LA**<br>Mark Benton 225-379-1164<br>mark.benton3@la.gov | ROW Flood Debris Removal & Disposal-Severe Storms & Flooding **DR4277** | $185,039 | 17,125 CY |
| **09/16** | **Iberia Parish, LA**<br>Michael Broussard 337-492-5412<br>mbroussard@iberiagov.net | ROW Flood Debris Removal & Disposal-Storms & Flooding **DR4277** | $30,025 | 2,555 CY |
| **03/16 to 04/17** | **Waste Management Landfill, OK**<br>Shawn Cockrell 405-427-1112<br>scockrel@wm.com | Debris Reduction Services-Single Contract, 3 Callouts | $105,000 | 70,000 CY |
| **06/16 to 08/16** | **Fort Bend County, TX**<br>Scott Wieghat 218-342-4513<br>scott.weighat@fortbendcounty.gov | ROW Flood Debris, E-Waste, White Goods, & HHW Removal & Disposal-Severe Storms & Flooding **DR4272** | $423,187 | 48,010 CY, 20,280 Lbs. HHW, & 9,985 Lbs. E-Waste |
| **01/16** | **Maryland Dept of General Services**<br>Denise Wade 240-205-3086<br>denise.wade@maryland.gov | ROW Snow Removal - Snowstorm **DR4261** | $75,096 | 732 Hours |
| **06/16 to 09/16** | **Collin County, TX**<br>Gary Enna 972-548-3700<br>genna@co.collin.tx.us | Debris Reduction Services-Annual Contract | $347,752 | 94,400 CY |
| **11/15** | **TXDOT, TX**<br>Jamie Witten 512-585-4678<br>jamie.whitten@txdot.gov | ROW Debris Removal & Disposal-Severe Storms & Flooding **DR4245** | $111,779 | 10,000 CY |
| **11/15** | **Bastrop County, TX**<br>Ronnie Moore 512-779-9926<br>ronnie@cbdeng.com | ROW Debris Removal & Disposal-Severe Storms & Flooding **DR4245** | $43,469 | 5,000 CY |
| **12/15** | **City of Guthrie, TX**<br>Tenny Maker 405-260-3091<br>tmaker@cityofguthrie.com | Debris Reduction Services-Ice Storm **DR4256** | $15,000 | 10,000 CY |
| **12/15 to 01/16** | **City of Edmond, OK**<br>Johnny Carter 405-216-7612<br>jcarter@ci.edmond.ok.us | Debris Reduction Services-Ice Storm **DR4256** | $175,000 | 58,500 CY |
| **11/15** | **Guadalupe County, TX**<br>Judge Kyle Kutscher 830-303-8857<br>kyle.kutscher@co.guadalupe.tx.us | ROW Debris Removal & Disposal-Tornado **DR4245** | $36,000 | 550 CY |
| **09/15 to 10/15** | **Texas State University, TX**<br>Joel Soto 512-245-1880<br>js1142@txstate.edu | Debris Removal, Reduction, & Disposal-Severe Storms DR4245 | $196,400 | 11,060 CY, 370 Hazardous Trees |
| **06/15** | **TXDOT-Blanco, Bastrop, Caldwell, Lee, & Hays County, TX**<br>Jamie Witten 512-585-4678<br>jamie.whitten@txdot.gov | Debris Removal from Bridges & Waterways-Severe Storms **DR4223** | $374,000 | 9,916 CY |
| **06/15 to 07/15** | **City of Martindale, TX**<br>Jordan Powell 512-398-1811<br>jpow@caldwellcountync.org | ROW & Park Debris Removal & Disposal-Severe Storms **DR4223** | $94,000 | 9,050 CY |
| **06/15 to 09/15** | **City of Wimberly, TX**<br>Mark Kennedy 512-393-2219<br>mark.kennedy@co.hays.tx.us | ROW Debris Removal, Reduction, & Disposal-Severe Storms **DR4223** | $394,000 | 20,500 CY |
| **06/15 to 09/15** | **City of San Marcos, TX**<br>Bert Stratemann 512-393-2219<br>bstratemann@sanmarcostx.gov | Debris Removal & Disposal-Severe Storms **DR4223** | $439,500 | 12,000 CY |
| **06/15** | **TXDOT-Recovery, TX**<br>Jamie Witten 512-585-4678<br>jamie.whitten@txdot.gov | Search & Rescue Services-Severe Storms **DR4223** | $86,400 | 635 Hours |
| **05/15 to 07/15** | **Caldwell County, TX**<br>Jordan Powell 512-398-1811<br>jpow@caldwellcountync.org | Debris Removal, Reduction, & Disposal-Severe Storms **DR4223** | $29,100 | 1,300 CY |

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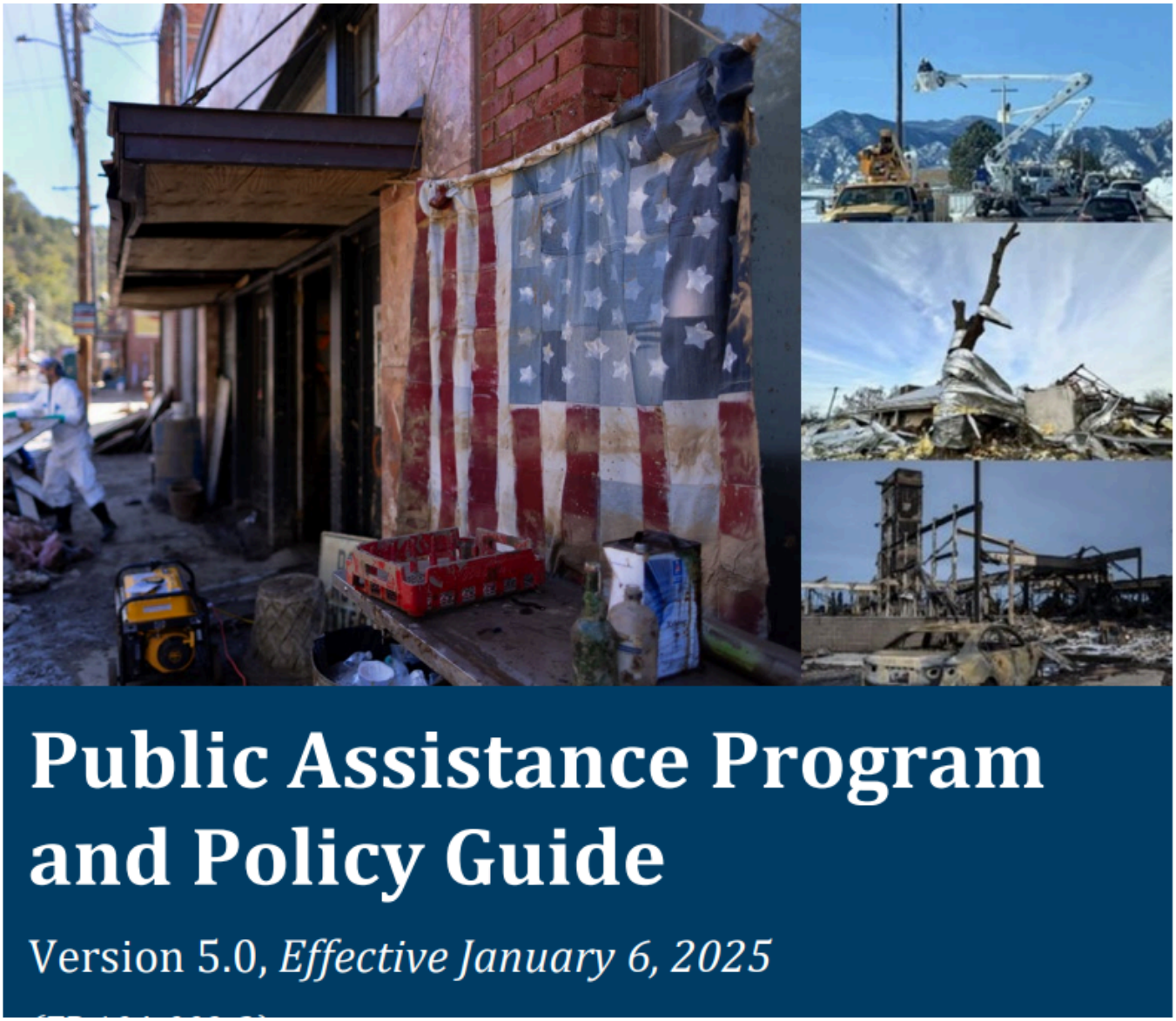
|---|---|---|---|---|
| **06/15 to 09/15** | **Hays County, TX**<br>Mark Kennedy 512-393-2219<br>mark.kennedy@co.hays.tx.us | ROW Debris Removal, Reduction, Disposal, White Goods, E-Waste, & HHW-Severe Storms **DR4223** | $489,009 | 16,764 CY |
| **04/15 to 05/15** | **Town of Monterey, TN**<br>Bill Wiggins 931-839-3770<br>bwmanager@citlink.net | Debris Reduction Services-Ice Storm **DR4211** | $30,000 | 15,000 CY |
| **04/15 to 05/15** | **Overton County, TN**<br>Ben Danner 931-823-5638<br>overtonexec@twlakes.net | ROW Debris Removal & Disposal-Ice Storm **DR4211** | $366,241 | 53,000 CY |
| **04/15 to 05/15** | **Putnam County, TN**<br>Randy Porter 931-526-2161<br>randy.porter@putnametn.gov | ROW Debris Removal & Disposal-Ice Storm **DR4211** | $1,044,000 | 102,000 CY |
| **03/14 to 08/14** | **NCDOT-Davidson County, NC**<br>Brad Wall 336-487-0000<br>bwall@ncdot.gov | ROW Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm **DR4167** | $1,347,067 | 1,126 Tons & 14,530 Hazardous Trees |
| **03/14 to 08/14** | **NCDOT-Guildford County, NC**<br>Brad Wall 336-487-0000<br>bwall@ncdot.gov | Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm **DR4167** | $7,627,602 | 352,100 CY & 13,850 Hazardous Trees |
| **02/14 to 06/14** | **SCDOT, SC**<br>Shannon Welch 843-907-2095<br>welchsl@dot.state.sc.us | Debris Removal, Hauling, & Hazardous Trees-Ice Storm **DR4166** | $5,814,631 | 134,000 CY & 31,150 Hazardous Trees |

# FEMA Experience

Our team is well-versed in FEMA policies, documentation requirements, and cost-tracking procedures, allowing us to streamline the reimbursement process for our clients. From large-scale hurricane response efforts to localized storm recovery, TFR has consistently delivered efficient, transparent, and cost-effective solutions that align with FEMA's Public Assistance Program.

The following section highlights our ongoing FEMA training courses and recent FEMA-funded projects, demonstrating our commitment to compliance, efficiency, and successful disaster recovery operations.



## FEMA Experience

TFR possesses an intimate understanding of the FEMA & FHWA 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 FHWA.** We understand that our clients' 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 500+ federally funded projects and have gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With no turnover in our key personnel for the past ten (10) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 36 years. Jack Anderson, our government relations liaison, in conjunction with Tiffany Jean, contract manager, leads 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 familiar with and aware of the federal guidelines for independence in accountability and reporting, as well as recognizing that they cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering guidance to aid our clients in complying with the federal *Public Assistance Program*.

## FEMA Compliance Team Spotlight

**FEMA Training Courses**

**Independent Study Course Codes:**

1,5,8,10,11,15,18,19,20,21,26,27,29,30,35,37,42,45,60,61,62,63,64,66,75,100,101,102,103,107,111,120,130, 144,156,158,162,200,201,212,215,216,230,235,238,240,241,242,244,245,247,253,271,279,288,289,293,302, 315,317,321,322,323,324,325,326,395,403,559,632,633,650,660,700,703,706,727,772,800,815,904,905, 906,907,908,909,913,914,915,916,1000,1001,1004,1013,1150,1300,2200,2900 and 2901.

**Recent Performance on Major Disaster Declarations**

| Year | Client | Major Disaster Declaration |
|---|---|---|
| 2024 | Emanuel County | Georgia, Hurricane Helene, DR-4830-GA |
| 2024 | Florida Department of Transportation (Madison County) | Florida Hurricane Helene, DR-4828-FL |
| 2023 | Florida Department of Transportation | Florida Hurricane Idalia, DR-4734-FL |
| 2023 | Florida Department of Environmental Protection | Florida Hurricane Idalia, DR-4734-FL |
| 2023 | City of Jacksonville | Arkansas Severe Storms and Tornadoes DR-4698-AR |
| 2023 | City of Round Rock<br>City of Leander<br>City of Cedar Park<br>City of Lago Vista<br>City of Sunset Valley<br>Williamson County | Texas Severe Winter Storm, DR-4705-TX |
| 2022 | Florida Department of Environmental Protection<br>City of Lake Mary<br>Lake County<br>State College of Florida Manatee<br>Florida Southwestern State College<br>Florida DOT- District 02 | Florida Hurricane Ian, DR-4673-FL |
| 2021 | City of Bogalusa<br>Town of Madisonville<br>Village of Folsom | Louisiana Hurricane Ida, DR-4611-LA |
| 2021 | Kentucky Transportation Cabinet<br>Boyd County | Kentucky Severe Winter Storms, Landslides, and Mudslides, DR-4592-KY |
| 2020 | City of Choctaw<br>Oklahoma City<br>City of Enid<br>City of Blanchard<br>City of Norman | Oklahoma Severe Winter Storm, DR-4575-OK |

TFR Enterprises, Inc. maintains a proactive and disciplined approach to full compliance with all applicable FEMA rules, regulations, and guidance, including current Public Assistance Program and Policy requirements. Since Hurricane Andrew (DR-955-FL) in 1992, TFR has successfully executed debris operations in strict accordance with FEMA eligibility criteria, documentation standards, procurement requirements, and environmental and historic preservation considerations. TFR develops and implements comprehensive debris management strategies that prioritize regulatory compliance while maintaining the operational flexibility necessary to adapt to evolving field conditions. All operations are supported by detailed record keeping, load ticketing, monitoring, and reporting systems to ensure transparency, audit readiness, and maximum cost recovery for the Applicant.

**Key Personnel**

TFR brings highly qualified key personnel with extensive experience working on large-scale debris removal projects. Our team has collectively supported over 500 disaster contract activations, providing management and leadership for tornado responses and numerous recent hurricanes, including Helene, Milton, Idalia, Laura, and Beryl. With decades of hands-on disaster response experience, TFR offers unmatched knowledge and expertise in debris management, ensuring efficient, compliant, and effective recovery operations.

**Snapshot of Team Certifications**

- ☑ **United States Army Corps of Engineers,** Construction Quality Management
- ☑ **United States Army Corps of Engineers,** 30-Hour Construction Safety
- ☑ **United States Army Corps of Engineers,** Safety Level 2 Assessment
- ☑ **United States Army Corps of Engineers,** Debris Level Two
- ☑ **National Incident Management System** ICS-100,200,700,703,706,800
- ☑ **OSHA** 40-Hour HAZWOPER

**Organization**

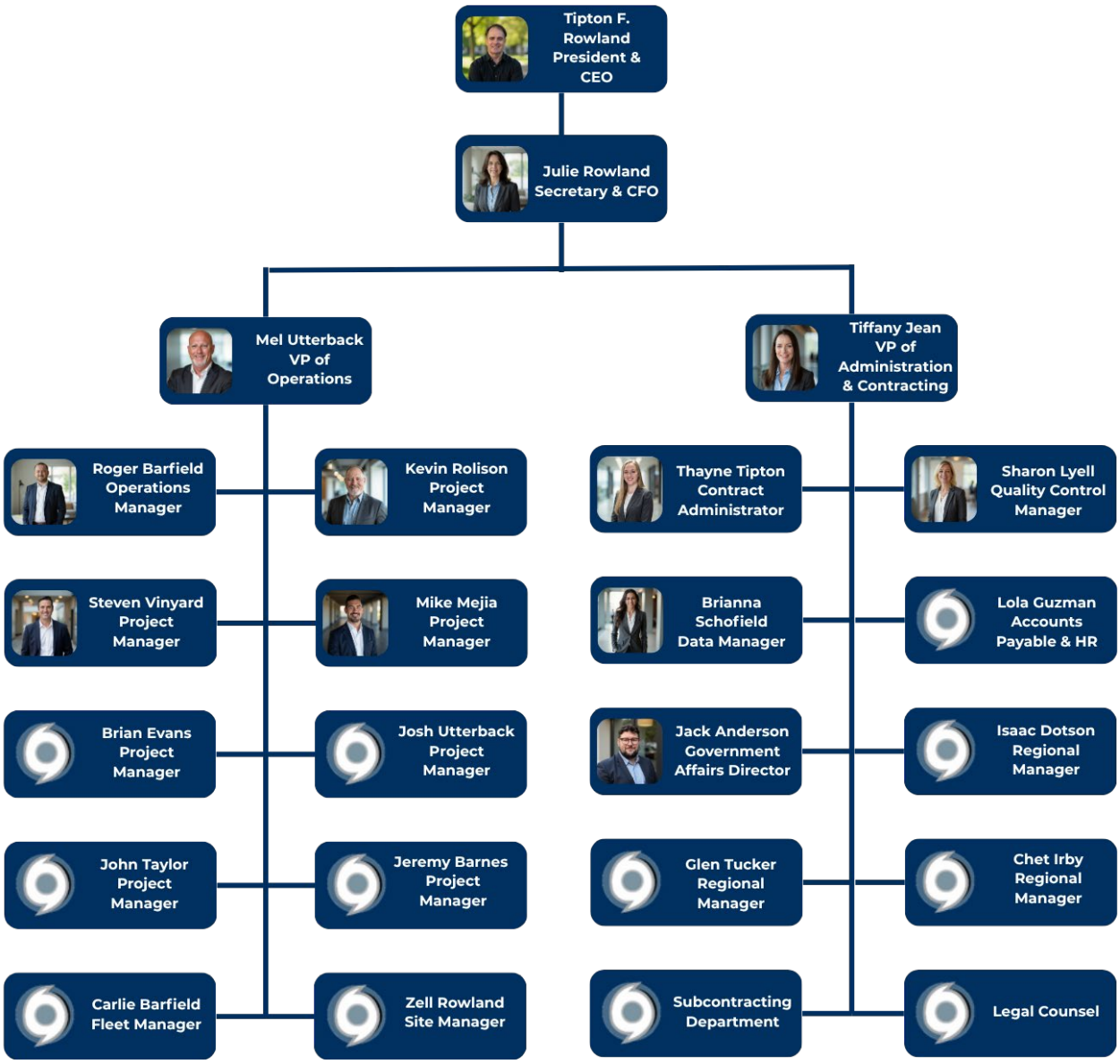
Our organization is structured to provide proactive leadership nationwide while effectively managing project risks and ensuring maximum responsiveness to our clients. TFR maintains full control over all management activities, delivering a dedicated, proven team ready to execute any debris management mission with the highest standards of quality, professionalism, and efficiency.

Our proven management approach, successfully implemented on previous disaster response contracts, will be applied to this agreement to clearly establish the roles and responsibilities of all team members and supporting staff.

Through our established network of contractors and vendors and our direct knowledge of their capabilities and past performance in emergency response and debris management, we can quickly deploy the most qualified resources to meet the requirements of this contract.

TFR will augment capacity for multiple large-scale task assignments by engaging additional subcontractors as needed, with priority given to local small and medium-sized businesses. In addition, TFR maintains a Project Manager callback list that enables rapid deployment of qualified leadership personnel to support surge requirements. This combined approach promotes cost efficiency, strengthens performance, and supports the local economy.

## Team Organization Chart




TFR's organizational structure is designed to minimize the gap between the operations manager and field personnel, tailored to the size and scope of each response. By reducing the separation between management staff and field supervisors, we enhance team connectivity and promote greater communication throughout the operation. Key features of our organizational structure include:

| Structure | Description |
|---|---|
| **Streamlined Chain-of-Command Led by the Operations Manager** | Empowered by Corporate leadership to make timely decisions and access resources, ensuring an effective response to each client and their debris mission requirements. |

| Structure | Description |
|---|---|
| **Clear Communication Channels** | Maintain direct, transparent lines of communication across all levels of the operation. |
| **Experienced Leaders in Every Key Position** | Our debris management experts are ready to deliver results immediately, working seamlessly both internally and with all stakeholders. |
| **Independent Reporting for Quality and Safety** | Project Quality and Safety Managers report directly to TFR Corporate Quality and Safety, ensuring safety, health, and quality standards are never compromised. |
| **Established Network of Strategic Partners and Pre-Qualified Subcontractors** | Ensures rapid deployment of additional resources with confidence in their ability to meet project demands effectively. |

Our key personnel have been carefully selected for their extensive experience in disaster recovery operations, proven leadership, and comprehensive debris management expertise. They are prepared to mobilize immediately to disaster sites across the nation. Below is a brief introduction to our Vice President of Operations and Operations Manager, both of whom are available 24 hours a day to support clients and respond to any needs that may arise.

**Mel Utterback, VP of Operations**
**(606) 776-9782, melvin@tfrinc.com**
For over 20 years, Mel has led and coordinated debris removal operations in response to natural disasters and large-scale construction projects. Renowned for an unwavering commitment to safety, operational efficiency, and regulatory compliance, Mel directs complex logistics, supervises crews, and ensures meticulous documentation to support FEMA reimbursement. Taking a hands-on approach, Mel is actively involved in every task assigned to TFR, providing leadership and oversight at every stage of each project.

**Roger Barfield, Operations Manager**
**(407) 868-0568, roger@tfrinc.com**
Mr. Barfield joined our team in 2016 following successful employment with a heavy highway construction firm. With extensive experience in civil construction, he has an extensive background in occupational safety, risk management, and regulatory compliance training. Since joining TFR, he has leveraged his expertise to oversee large-scale debris removal operations, ensuring rapid mobilization, efficient logistics, and strict adherence to FEMA, state, and local regulations. Mr. Barfield excels in coordinating crews, managing subcontractors, and implementing operational protocols that maximize productivity while maintaining the highest safety standards.

**Experience and Qualifications of Key Personnel**
To provide the most responsive and effective proposal, TFR has assembled a highly experienced team of key personnel with expertise in a wide range of debris missions, including hurricanes, floods, tornadoes, wildfires, ice storms, and other natural and man-made disasters. Each team member possesses a thorough understanding of the roles, responsibilities, lines of communication, and operational challenges associated with rapid deployment in emergency scenarios. They are fully

capable of executing any debris mission assigned to them. The TFR team brings proven, field-tested experience in damage assessment, debris removal, reduction, disposal, and overall debris management, coupled with the technical capabilities necessary to respond effectively to large-scale disaster events.

**Snapshot of Key Personnel Experience**

| Key Personnel | Position | Worked Together | Industry Experience | Disaster Experience |
|---|---|---|---|---|
| Melvin Utterback | Vice President of Operations | ✓ | 21 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Roger Barfield | Operations Manager | ✓ | 9 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Tiffany Jean | Contract Manager | ✓ | 18 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Kevin Rolison | Project Manager | ✓ | 23 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Steven Vinyard | Project Manager | ✓ | 10 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Mike Mejia | Project Manager | ✓ | 17 years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Brian Evans | Project Manager | ✓ | 7 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| Jeremy Barnes | Project Manager | ✓ | 11 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |
| John Taylor | Site Manager | ✓ | 11 Years | HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING |

**Operations Manager:** The Operations Manager will oversee and direct all field operations for TFR, ensuring that each mission is executed efficiently, safely, and in full compliance with corporate, municipal, state, and federal safety and environmental regulations. In addition to managing day-to-day field activities, the Operations Manager will provide strategic oversight of resources, personnel, and operational protocols to optimize debris removal and management efforts. Key responsibilities include:

- Directing and supervising all project managers, site managers, and safety officers to ensure coordinated and effective field operations.
- Strategically deploying company-owned and subcontractor resources to debris zones, maximizing operational efficiency based on geographic and demographic considerations.
- Developing and implementing debris management plans that maximize recycling and diversion opportunities, whenever possible.
- Monitoring operational performance, ensuring adherence to safety standards, and risk mitigation in dynamic disaster environments.
- Coordinating with local, state, and federal officials to maintain compliance, facilitating data reporting, and supporting FEMA reimbursement documentation.

The Operations Manager plays a critical role in maintaining TFR's reputation for rapid mobilization, effective resource utilization, and safe, compliant debris management across diverse disaster scenarios.

**Contract Manager:** The Contract Manager serves as the primary liaison between the client and TFR throughout the entirety of the debris mission, ensuring seamless communication, coordination, and execution. Available 24 hours a day, 7 days a week, the Contract Manager utilizes multiple communication methods, including cell phones, satellite phones, and email, to maintain constant connectivity with all stakeholders. Key responsibilities include:

- Acting as the primary point of contact for the client and any consulting firm involved.
- Receiving client direction and translating it into a corporate strategy that effectively meets project objectives.
- Coordinating closely with the Operations Manager to mobilize resources efficiently and respond to evolving field conditions.
- Supervising the execution of contract documents to ensure compliance with all terms and conditions.
- Ensuring all corporate reports, deliverables, and updates are accurate, timely, and aligned with client expectations.
- Proactively addressing client needs, resolving issues, and maintaining strong professional relationships throughout the mission.

The Contract Manager plays a pivotal role in maintaining TFR's reputation for responsive, reliable, and fully compliant debris management services across all disaster scenarios.

**Project Manager:** Project Managers are responsible for overseeing day-to-day operations within the assigned debris zone(s), ensuring that all activities are conducted safely, efficiently, and in full compliance with FEMA guidelines and client requirements. Key responsibilities include:

- Ensuring all operational processes within their debris zone adhere to the latest versions of the FEMA Debris Management Guide and the Public Assistance Program and Policy Guide.
- Hosting daily instructional and safety meetings in conjunction with the Safety Officer to reinforce protocols and maintain a safe work environment.
- Serving as the initial point of contact and resolution for any site or community complaints.
- Directing debris crews to assign work zones and monitoring performance to ensure efficient execution of tasks.
- Preparing and maintaining daily reports, including detailed logs of activities, progress, and any issues within the zone.

- Assigning and managing daily road schedules to optimize debris removal and resource utilization.
- Coordinating closely with the Site Manager and Operations Manager to ensure alignment with overall project objectives and timelines.

Project Managers play a pivotal role in maintaining operational efficiency, regulatory and safety compliance, and overall success of TFR's debris management missions.

**Safety Manager:** The Safety Manager holds full responsibility and authority over all safety matters across all levels of contract performance. This includes the authority to unilaterally alter, suspend, or halt any operation or portion thereof that poses a threat to life, health, safety, or the environment. Key responsibilities include:

- Developing, implementing, and enforcing comprehensive safety protocols to protect personnel, equipment, and the environment.
- Ensuring full compliance with OSHA, USDOT, DOL, EPA, and all other applicable federal, state, and local regulatory requirements.
- Conducting daily safety inspections, onsite training, and operational audits to maintain strict adherence to safety standards.
- Maintaining thorough documentation and reporting of all safety activities, incidents, and corrective actions.
- Communicating safety requirements, updates, and recommendations to all levels of field and management personnel.
- Proactively identifying hazards and implementing preventive measures to mitigate risks before they impact operations.

The Safety Manager is a critical leader in maintaining TFR's commitment to a safe, compliant, and environmentally responsible debris management operation.

**Site Manager:** The Site Manager is responsible for overseeing all operations within their assigned debris management site, ensuring safe, efficient, and compliant debris handling. Key responsibilities include:

- Maintaining strict compliance with all safety regulations, implementing protocols to protect personnel and equipment.
- Monitoring and enforcing environmental compliance, including proper handling, storage, and disposal of debris.
- Overseeing proper debris segregation, reduction, and processing to maximize efficiency and recycling opportunities where feasible.
- Coordinating reduction and haul-out schedules to optimize workflow, resource utilization, and timely debris removal.
- Managing site personnel, subcontractors, and equipment to ensure operations run smoothly and meet project milestones.
- Reporting site progress, issues, and metrics to the Operations and Contract Managers to support overall mission success.

The Site Manager plays a critical role in ensuring that each debris management site operates safely, efficiently, and in full compliance with all regulatory and client requirements.

# Meet The Experts Behind Our Success

Each team member plays a vital role in ensuring seamless operations, compliance, and efficiency across all projects. With extensive expertise in project management, quality control, and FEMA reimbursement compliance, our team oversees documentation, subcontractor coordination, and process optimization. Committed to excellence, we work behind the scenes to support field operations, maintain regulatory adherence, and drive successful project outcomes. Our dedication to precision and efficiency ensures that every client receives the highest level of service and support.

## Tipton Rowland

**President/CEO**

## Julie Rowland

**Secretary/CFO**

## Tiffany Jean

**Contract Manager**

## Thayne Tipton

**Contract Administrator**

## Sharon Lyell

**Quality Control Manager**

## Brianna Scofield

**Data Manager**

"Their commitment to quality and customer satisfaction was evident in their attention to detail and willingness to meet the City's requests." *Lauren Lathon, City of Sugar Land Texas*

# Meet The Experts Driving Our Success

TFR's operational team is the driving force behind the successful execution of debris removal projects nationwide. With extensive experience in field operations, logistics, and compliance, our team ensures safe, efficient, and timely project completion. We oversee subcontractor performance, enforce quality control standards, and maintain strict adherence to FEMA guidelines. Focused on safety, productivity, and regulatory compliance, our operations team is dedicated to delivering seamless project execution while maximizing efficiency and funding eligibility for our clients.

## Mel Utterback

**Vice President of Operations**

## Roger Barfield

**Operations Manager**

## Kevin Rolison

**Project Manager**

## Steven Vinyard

**Project Manager**

## Mike Mejia

**Service Manager**

## Jack Anderson

**Government Relations**

"Rodger and his team were very courteous to city staff and citizens during the project and greatly aided in our ability to complete the project in a timely manner. I would recommend and utilize TFR's services again." *Travis Tenbrink, City of Topeka Kansas*

# TIPTON ROWLAND

PRESIDENT/CHIEF EXECUTIVE OFFICER

## CONTACT


281-731-4398

tipton@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


### PERFORMANCE SKILLS

- Strategic leadership
- Operational Oversight
- Crisis Management
- Team Leadership & Development
- Stakeholder Relations
- Innovation & Adaptability
- Contract Negotiations

## PROFILE

Mr. Rowland provides “hands-on” oversight as President and Chief Executive Officer of TFR Enterprises, Inc., he has successfully performed as a 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.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Tornado, Alabama** | 2023 |
| **Hurricane Ian, Florida** | 2023 |
| **Derecho, Iowa** | 2022 |
| **Tornado, Alabama & Georgia** | 2022 |
| **Tornado, Kentucky** | 2022 |
| **Winter Storm, Oregon** | 2022 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Derecho, Iowa** | 2021 |
| **Flooding, Texas** | 2021 |
| **Ice Storm, Kentucky** | 2021 |
| **Ice Storm, Texas** | 2021 |
| **Hurricane Zeta, Mississippi** | 2020 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Dorian, North Carolina** | 2019 |
| **Hurricane Michael, Florida** | 2018 |
| **Hurricane Florence, North Carolina** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Additional Disaster Events** | 1992-2016 |

# JULIE ROWLAND

CHIEF FINANCIAL OFFICER

## CONTACT


512-751-9799

julie@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-035
- FEMA IS-037
- FEMA IS-100
- FEMA IS-101
- FEMA IS-700
- FEMA- Debris Management Planning for State, Tribal, and Local Officials
- GHC TS 10: Debris Management & Monitoring RFP's

## PROFILE

With 35 years in Debris Management Operations, Julie Rowland is a proven leader in project oversight, efficiency, and compliance. She excels at managing personnel, streamlining operations, and ensuring regulatory compliance.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2023 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Tornado, Alabama** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Derecho, Iowa** | 2022 |
| **Tornado, Alabama & Georgia** | 2022 |
| **Tornado, Kentucky** | 2022 |
| **Winter Storm, Oregon** | 2021 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Derecho, Iowa** | 2021 |
| **Flooding, Texas** | 2021 |
| **Ice Storm, Kentucky** | 2021 |
| **Ice Storm, Texas** | 2021 |
| **Additional Disaster Events** | 2021 |
| | 1992-2020 |

## EDUCATION

**Bachelor of Arts in Communications and Fine Arts**
University of Memphis, Memphis TN 1989-1992

# TIFFANY JEAN

CONTRACT MANAGER

## CONTACT


512-565-0710

tiffany@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-001
- FEMA IS-005
- FEMA IS-035
- FEMA IS-100
- FEMA IS-200
- FEMA IS-800
- FEMA IS-906
- FEMA IS-907
- FEMA IS-909
- USACE- Construction Quality Management
- Project Management Workshop
- DOT Compliance Workshop
- Drug & Alcohol Workshop
- GHC TS 10: Debris Management
- Microsoft: Intermediate & Advanced
- CPR Certified

## PROFILE

Mrs. Jean has over 17 years of contract management experience, overseeing contract documentation and regulatory registrations nationwide. Known for her attention to detail and responsiveness, she ensures compliance with contract requirements and FEMA reimbursement standards, staying current with policy changes.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2023 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Tornado, Alabama** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Derecho, Iowa** | 2022 |
| **Tornado, Alabama & Georgia** | 2022 |
| **Tornado, Kentucky** | 2022 |
| **Winter Storm, Oregon** | 2021 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Derecho, Iowa** | 2021 |
| **Flooding, Texas** | 2021 |
| **Ice Storm, Kentucky** | 2021 |
| **Ice Storm, Texas** | 2021 |
| **Additional Disaster Events** | 2021 |
| | 2008-2020 |

## EDUCATION

**Bachelor of Arts in History**
Texas A&M University, College Station, Texas 2004-2007

# THAYNE TIPTON

CONTRACT ADMINISTRATOR

## CONTACT


361-401-0657

thayne@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-005 CPR Certified
- FEMA IS-008
- FEMA IS-010
- FEMA IS-011
- FEMA IS-015
- FEMA IS-018
- FEMA IS-019
- FEMA IS-021
- FEMA IS-026
- FEMA IS-027
- FEMA IS-029
- FEMA IS-030
- FEMA IS-031
- FEMA IS-032
- FEMA IS-035
- FEMA IS-036
- FEMA IS-037
- FEMA IS-042
- FEMA IS-045
- FEMA IS-066
- FEMA IS-075
- FEMA IS-100
- FEMA IS-102
- FEMA IS-103
- FEMA IS-200
- FEMA IS-230

## PROFILE

Thayne is responsible for organizing and maintaining contract documentation while actively contributing to the review and assembly of proposal submissions. With a background in Information Technology and Database Management, she ensures accurate record-keeping and comprehensive documentation of ongoing projects. Thayne continuously reviews FEMA policies and reimbursement procedures to uphold compliance with the Public Assistance Program and Policy Guide, ensuring seamless adherence to regulatory requirements.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Georgia** | 2023 |

## EDUCATION

**Bachelor of Arts in English**
Texas A&M University, College Station, Texas 2017-2021

# SHARON LYELL

QUALITY CONTROL MANAGER

## CONTACT


512-576-3000

sharon@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-037
- FEMA IS-037.19
- USACE- Construction Quality Management
- FLDOT- TTC Advanced Course
- DOT- Safety Management Controls
- Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- CPR Certified

## PROFILE

With 32 years of experience in project management and quality control, Sharon ensures safe, efficient, and compliant operations as TFR's Quality Control Manager. Over the past 19 years, she has overseen 140+ projects, enforcing strict quality control measures, subcontractor compliance, and FEMA reimbursement documentation. She maintains strong relationships with debris hauling and hazardous tree removal subcontractors, providing annual training on TFR procedures and FEMA policies. With expertise in quality assurance, zero defects, and process improvement, Sharon ensures full compliance with FEMA's Public Assistance Program, maximizing funding eligibility for applicants.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida** | 2024 |
| **Hurricane Helene, Georgia** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather, Kansas** | 2023 |
| **Tornado, Kentucky** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Texas** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Ice storm, Kentucky** | 2021 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Isaias, Texas** | 2020 |
| **Derecho, Iowa** | 2020 |
| **Hurricane Dorian, North Carolina** | 2019 |
| **Hurricane Florence** | 2018 |
| **Floods, Texas** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Hurricane Harvey, Texas** | 2017 |
| **Hurricane Matthew, Florida** | 2016 |
| **Floods, Louisiana** | 2016 |
| **Floods, Texas** | 2015 |
| **Ice Storm, Oklahoma** | 2015 |
| **Severe Weather, Texas** | 2015 |
| **Ice Storm, Tennessee** | 2015 |
| **Additional Disaster Events** | 2006-2014 |

# BRIANNA SCHOFIELD

DATA MANAGER

## CONTACT


435-705-1251

brianna@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


### PERFORMANCE SKILLS

- Data Collection & Analytical Skills
- Real Time Tracking Systems
- Quality Assurance & Data Accuracy
- Compliance & Documentation
- Risk Management
- Microsoft Word

## PROFILE

Mrs. Schofield joined our team in 2023, specializing in data collection, analysis, and reporting for disaster recovery and waste removal operations. She is highly skilled in real-time tracking systems and database management to optimize logistics, ensure compliance, and enhance operational efficiency. With a strong focus on FEMA reporting accuracy, she excels at improving data workflows and coordinating with field teams to maintain seamless information flow. Her expertise in data-driven decision-making supports strategic planning while upholding the highest standards of accuracy and regulatory compliance.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida** | 2024 |
| **Hurricane Helene, Georgia** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |

# MEL UTTERBACK

VICE PRESIDENT OF OPERATIONS

## CONTACT


606-776-9782

melvin@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## PERFORMANCE SKILLS

- Leadership & Team Management
- Strategic Planning
- Process Improvement & Efficiency
- Compliance & Quality Control
- Financial & Budget Control
- Safety Leadership
- Compliance with Regulations & Standards

## PROFILE

Since 2004, Mel has been overseeing and coordinating debris removal operations in response to natural disasters and large-scale construction projects. With a strong focus on safety, efficiency, and compliance, Mel manages logistics, supervises crews, and ensures accurate documentation for FEMA reimbursement.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Tornado, Alabama** | 2023 |
| **Hurricane Ian, Florida** | 2023 |
| **Derecho, Iowa** | 2022 |
| **Tornado, Alabama & Georgia** | 2022 |
| **Tornado, Kentucky** | 2022 |
| **Winter Storm, Oregon** | 2022 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Derecho, Iowa** | 2021 |
| **Flooding, Texas** | 2021 |
| **Ice Storm, Kentucky** | 2021 |
| **Ice Storm, Texas** | 2021 |
| **Hurricane Zeta, Mississippi** | 2020 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Dorian, North Carolina** | 2019 |
| **Hurricane Michael, Florida** | 2018 |
| **Hurricane Florence, North Carolina** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Hurricane Matthew, Florida** | 2016 |
| **Ice Storm, Oklahoma** | 2007 |
| **Hurricane Katrina, Louisiana & Mississippi** | 2005 |
| **Hurricane Ivan, Florida** | 2004 |

# ROGER BARFIELD

OPERATIONS MANAGER

## CONTACT


407-868-0568

roger@tfrinc.com

601 Leander Drive,
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www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-010
- FEMA IS-011
- FEMA IS-035
- FEMA IS-037
- FEMA IS-100
- FEMA IS-102
- FEMA IS-660
- FEMA IS-700
- OSHA 30
- OSHA 132
- OSHA 196
- OSHA- Occupational Safety and Health Trainer
- HAZWOPER 40-Hour
- FDOT- TTC Advanced
- NATMI/UC- Managing Motor Fleet Safety Programs

## PROFILE

Mr. Barfield joined our team in 2016 following successful employment with a heavy highway construction firm. With extensive experience in civil construction, he has developed a strong background in occupational safety, risk management, and regulatory compliance.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Tornado, Alabama** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Derecho, Iowa** | 2022 |
| **Tornado, Alabama & Georgia** | 2022 |
| **Tornado, Kentucky** | 2022 |
| **Winter Storm, Oregon** | 2021 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Derecho, Iowa** | 2021 |
| **Flooding, Texas** | 2021 |
| **Ice Storm, Kentucky** | 2021 |
| **Ice Storm, Texas** | 2021 |
| **Additional Disaster Events** | 2008-2020 |

## EDUCATION

**Associate of Science, Occupational Safety and Health**
Columbia Southern University, Orange Beach AL 2022-2024

# STEVEN VINYARD

PROJECT MANAGER

## CONTACT


512-619-1087

steven@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-035
- FEMA IS-037
- FEMA IS-317
- FEMA IS-321
- USACE- Construction Quality Management
- FLDOT- TTC Advanced Course
- Level 1 Antiterrorism Awareness Training
- CPR Certified

## PROFILE

Mr. Vineyard is dedicated to delivering exceptional service and expertise. His extensive knowledge of FEMA guidelines allows him to expertly navigate the eligibility requirements for right-of-way debris removal, hazardous tree management, and waterway debris clearance. Additionally, he specializes in all aspects of debris management sites, including site selection, permitting, setup, and remediation.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Tennessee** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Texas** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Ice storm, Texas** | 2021 |
| **Hurricane Ida, Louisiana** | 2021 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Dorian, North Carolina** | 2020 |
| **Hurricane Michael, Florida** | 2019 |
| **Hurricane Florence, North Carolina** | 2018 |
| **Floods, Texas** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Hurricane Harvey, Texas** | 2017 |
| **Hurricane Matthew, Florida** | 2016 |
| **Floods, Louisiana** | 2016 |
| **Floods, Texas** | 2015 |
| **Ice Storm, Texas** | 2015 |

# KEVIN ROLISON

PROJECT MANAGER

## CONTACT


512-944-8766

kevin@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


## CERTIFICATIONS

- FEMA IS-020
- FEMA IS-035
- FEMA IS-230
- FEMA IS-632
- FEMA IS-633
- USACE- 30 Hour Construction Safety
- FLDOT- TTC Advanced Course
- Level 1 Antiterrorism Awareness Training
- DOT 101- Safety Compliance
- Project Management Workshop
- Registered Flagger
- 60/60 DOT Supervisor Training

## PROFILE

Mr. Rolison has been an integral part of our management team since 2002. He has deployed to more than 100 emergency debris removal projects nationwide for local, state, and federal government agencies. His leadership is proven to be among the best in the industry.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida** | 2024 |
| **Hurricane Helene, Georgia** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather, Kansas** | 2023 |
| **Tornado, Kentucky** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Texas** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Ice storm, Kentucky** | 2021 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Isaias, Texas** | 2020 |
| **Hurricane Dorian, North Carolina** | 2019 |
| **Hurricane Florence** | 2018 |
| **Floods, Texas** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Hurricane Harvey, Texas** | 2017 |
| **Hurricane Matthew, Florida** | 2016 |
| **Floods, Louisiana** | 2016 |
| **Floods, Texas** | 2015 |
| **Ice Storm, Oklahoma** | 2015 |
| **Severe Weather, Texas** | 2015 |
| **Ice Storm, Tennessee** | 2015 |
| **Additional Disaster Events** | 2002-2014 |

# MIKE MEJIA

SERVICE MANAGER

## CONTACT


512-688-9797

mike@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com


### PERFORMANCE SKILLS

- Equipment Repair & Maintenance
- Fabrication
- Fleet Management
- Inventory & Logistics Coordination
- Regulatory Compliance
- Safety Leadership
- Scheduling

## PROFILE

Since joining TFR in 2008 after Hurricane Ike, Mr. Mejia has been instrumental in maintaining the company's specialized fleet. With 17 years of experience in equipment repair and maintenance, he ensures minimal downtime by fabricating custom parts and leading on-site and in-house maintenance operations. Mike manages inventory, schedules repairs, and upholds strict safety standards, achieving zero injuries or incidents in the last five years.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida** | 2024 |
| **Hurricane Helene, Georgia** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather, Kansas** | 2023 |
| **Tornado, Kentucky** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Texas** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Ice storm, Kentucky** | 2021 |
| **Hurricane Laura, Louisiana** | 2020 |
| **Hurricane Isaias, Texas** | 2020 |
| **Hurricane Dorian, North Carolina** | 2019 |
| **Hurricane Florence** | 2018 |
| **Floods, Texas** | 2018 |
| **Hurricane Irma, Florida** | 2017 |
| **Hurricane Harvey, Texas** | 2017 |
| **Hurricane Matthew, Florida** | 2016 |
| **Floods, Louisiana** | 2016 |
| **Floods, Texas** | 2015 |
| **Ice Storm, Oklahoma** | 2015 |
| **Severe Weather, Texas** | 2015 |
| **Ice Storm, Tennessee** | 2015 |
| **Additional Disaster Events** | 2008-2014 |

# JACK ANDERSON

GOVERNMENT RELATIONS AND BUSINESS DEVELOPMENT

## CONTACT


407-760-0758

jack@tfrinc.com

601 Leander Drive,
Leander, TX

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## CERTIFICATIONS

- FEMA IS-5.a, 8, 10, 11, 15,18, 19, 20, 21, 26, 27, 29, 35, 37, 42, 45, 64, 66, 75, 100, 102, 107, 111, 120.c, 144, 156, 200, 201, 212, 230, 235, 238, 240, 241, 242, 244, 245.c, 247.c, 253, 271, 279, 288.a, 289, 293, 302, 315, 317, 322, 323, 324, 325, 326, 395, 403, 559, 632, 633, 650, 660, 815, 904, 906, 907, 908, 909, 913, 914, 915, 916, 1004, 1150, 1300.a, 2200, 2900, and 2901
- AWR-341, 349, 358 dL, 903, 911, 912, 913-W, 914-W, 915-W, 916-W, 922 W, 928-W, 929, 938-W, 942-W, 943-W, and 947-W
- PER-931-W
- JS-US007 - Level 1 Antiterrorism Awareness Training
- CPR/AED/First-Aid Certification

## PROFILE

Mr. Anderson brings extensive experience in government affairs and public policy, having served in key roles within state government, including as a public affairs officer, a legislative aide in the Florida House of Representatives, and most recently as Chief of Staff to a Florida state Senator. His deep understanding of legislative, regulatory, and political processes within the emergency management industry allows him to effectively navigate complex governmental frameworks. Mr. Anderson's ability to cultivate strong, collaborative relationships with government entities further enhances TFR's capacity to deliver streamlined, compliant, and effective disaster response solutions.

## DISASTER EXPERIENCE

| | |
|---|---|
| **Flooding, Texas** | 2025 |
| **Hurricane Helene, Florida & Georgia** | 2024 |
| **Hurricane Milton, Florida** | 2024 |
| **Severe Weather Event, Texas** | 2024 |
| **Hurricane Beryl, Texas** | 2024 |
| **Hurricane Idalia, Florida** | 2023 |
| **Severe Weather Event, Kansas & Kentucky** | 2023 |
| **Tornado, Tennessee** | 2023 |
| **Tornado, Arkansas** | 2023 |
| **Ice Storm, Oklahoma & Texas** | 2023 |
| **Hurricane Ian, Florida** | 2022 |
| **Hurricane Eta, Florida** | 2020 |
| **Hurricane Laura, Florida** | 2020 |
| **Hurricane Dorian, Florida** | 2019 |

## EDUCATION

**Bachelor of Science in Psychology**
University of Alabama, Tuscaloosa, AL 2013-2017

## Training Certifications

TFR's disaster response team is composed of highly trained professionals with a diverse range of skills and industry-recognized certifications. Our team holds National Incident Management System (NIMS) certifications**,** ensuring seamless coordination with federal, state, and local emergency management agencies during disaster response operations. We prioritize safety **with** Occupational Safety and Health Administration (OSHA) certifications**,** equipping our personnel with the knowledge to maintain strict safety protocols in hazardous environments. Additionally, our team includes experts in Quality Control and Environmental Compliance**,** ensuring all debris removal and management activities adhere to federal, state, and local regulations. These certifications, combined with years of hands-on experience, allow TFR to provide efficient, compliant, and high-quality disaster recovery services.

| Course ID | Description | Course ID | Description |
|---|---|---|---|
| IS-00001 | Emergency Manager | IS-00200.C | Basic Incident Command System |
| IS-00005 | Intro to Hazardous Materials | IS-00201 | Forms for Incident Action Plan |
| IS-00010 | Animals in Disaster | IS-00212 | Introduction to Unified Hazard Mitigation |
| IS-00011 | Animals in Disaster | IS-00215 | Unified Federal Review Advisor Training |
| IS-00015 | Contingency Planning for Public Safety | IS-00216 | Overview of the Unified Federal Review |
| IS-0018 | EEO Employee Course | IS-00230 | Fundamentals of Emergency Mgmt. |
| IS-0019 | EEO Supervisor | IS-00235 | Emergency Planning |
| IS-00020 | Diversity Awareness | IS-00240 | Leadership and Influence |
| IS-00021 | Civil Rights & FEMA Assistance | IS-00241 | Decision Making and Problem-Solving |
| IS-0027 | Orientation to FEMA Logistics | IS-00242 | Effective Communication |
| IS-00029 | Public Information Officer Awareness | IS-00244 | Developing and Managing Volunteers |
| IS-0030 | Mitigation E-Grants for the Subgrant | IS-00245 | Federal Priorities and Allocations |
| IS-00035 | FEMA Safety Orientation | IS-00253 | Overview of FEMA Environmental/Historical |
| IS-00037 | Managerial Safety & Health | IS-00271 | Hazardous Weather & Community Risk |
| IS-0042 | Social Media in Emergency Management | IS-00279 | Flood-Prone Residential Buildings |
| IS-0045 | Continuous Improvement (CI) Overview | IS-00289 | Voluntary Agency Liaison |
| IS-0060 | (GEOCONOPS) for Planners | IS-00293 | Mission Assignment Overview |
| IS-00061 | Geospatial Concept of Operations | IS-00302 | Emergency Radiological Response |
| IS-0062 | (GEOCONOPS) In Use | IS-00315 | Incident Command System |
| IS-0063 | Geospatial Information Infrastructure | IS-00317 | Intro to CERT |
| IS-0064 | DHS Common Operating Picture | IS-00321 | Hurricane Mitigation Basics |
| IS-0066 | Space Weather Events | IS-00322 | Flood Mitigation Basics |
| IS-0075 | Military Resources in Emergency | IS-00323 | Earthquake Mitigation Basics |
| IS-00100 | Incident Command System | IS-00324 | Community Hurricane Preparedness |
| IS-00101 | Preparing for Disaster Operations | IS-00325 | Earthquake Basic Science Risk |
| IS-00102 | Preparing for Disaster Operations | IS-00326 | Community Tsunami Preparedness |
| IS-00103 | Geospatial Information Systems | IS-00559 | Local Damage Assessment |
| IS-00107 | FEMA Travel Rules and Regulations | IS-00632 | Intro to Debris Operations |

| Course ID | Description | Course ID | Description |
|---|---|---|---|
| IS-00120 | An Introduction to Exercises | IS-00633 | Debris Management |
| IS-00130 | How to be an Exercise Evaluator | IS-00650 | Building Partnerships with Tribal |
| IS-00144 | TERT Basic Course | IS-00660 | Intro to Public-Private Partnerships |
| IS-00156 | Building Design for Homeland Security | IS-00700 | Intro to National Response Partners |
| IS-00158 | Hazard Mitigation Flood Insurance | IS-00700.B | Introduction to the NIMS |
| IS-00162 | Hazard Mitigation Floodplain Mgmt. | IS-00703 | NIMS Resource Management |
| IS-00200 | Single Resources & Initial Action | IS-00706 | NIMS Mutual Aid |
| IS-00727 | Floodplain Management | Fred Prior | Project Mgmt. Workshop |
| IS-00772 | IA Preliminary Damage | JKO | Antiterrorism Awareness Training |
| IS-00800 | National Response Framework | NATMI | Motor Fleet Safety Basics |
| IS-00815 | A-B-C of Temporary Power | NATMI | Managing Motor Fleet Safety |
| IS-00904 | Active Shooter Prevention | Online | Registered Flagger |
| IS-00905 | Responding to an Active Shooter | OSHA | 30-Hour HAZWOPER |
| IS-00906 | Basic Workplace Security | OSHA | 30-Hour General Safety & Health |
| IS-00907 | Active Shooter | OSHA | 30-Hour Outreach |
| IS-00908 | Emergency Mgmt. for Senior Officials | OSHA | 40-Hour HAZWOPER |
| IS-00909 | Community Preparedness | OSHA | Construction Industry Trainers |
| IS-00913 | Critical Infrastructure Security | OSHA | Construction Safety |
| IS-00915 | Protecting Critical Infrastructure | OSHA | Construction Safety Manager |
| IS-00916 | Theft and Diversion | OSHA | Construction Safety Professional |
| IS-01000 | Public Assistance Program | OSHA | Construction Safety Specialist |
| IS-01001 | Delivery Model Orientation | OSHA | Occupations Safety |
| IS-1004 | FEMA Site Inspection Process | OSHA | Occupational Safety |
| IS-1013 | Costing | OSHA | Occupational Safety Manager |
| IS-1150 | Human Trafficking | OSHA | Occupational Safety Professional |
| IS-2200 | Basic Emergency Operations Center | OSHA | Occupational Safety Specialist |
| ATEM | CPR, AED, & First Aid | OSHA | Occupational Safety Supervisor |
| ATSSA | Certified Flagger | OSHA | Occupational Safety Trainer |
| DOT 101 | Safety Compliance Training | OSHA | OSHA Standards |
| DOT 60/60 | Supervisor Training | OSHA | Safety Committee Chair |
| DOT Compliance | Overview and Audit Survival | OSHA | Safety Committee Member |
| DOT Compliance | Driver Qualification | Texas Mutual | Award of Safety Excellence |
| DOT Compliance | Supervisor Drug & Alcohol Training | TS10 | Debris Management |
| DOT Compliance | Maintenance Management Workshop | TS12 | Evaluating Debris Management RFP's |
| DOT Compliance | Accident Reporting | USACE | Construction Safety |
| DOT Compliance | Hours of Service | USACE | Debris Level Two |

| Course ID | Description | Course ID | Description |
|---|---|---|---|
| DOT Compliance | Required Safety Management | USACE | Quality Management |
| FEMA | Debris Management Planning | USACE | Safety Level Two |
| FLDOT | Maintenance of Traffic Advanced | | |
| FLDOT | Temporary Traffic Control | | |

**General Contractor license in the following states:**

Alabama
Arkansas
California
Florida
Louisiana
Mississippi
Tennessee

## Subcontractor Approach

TFR Enterprises, Inc. maintains a current, constantly updated database of subcontractors by location, classification, equipment resources, and capability. The working relationship with this reservoir of close-knit subcontractors has been so successful that most of them, following a disaster event, will not offer their services to, or accept an offer from, another contractor until first consulting with TFR's management personnel as to their subcontracting needs. A network of communication and contact of these subcontractors in the event of a disaster has been divided among the TFR management team in advance, which has enabled the company to contact, activate, and mobilize as many as 630 pieces of equipment in 30 days, as the company did following Hurricane Laura in 2020. These subcontractors are considered as much a part of the disaster response team as are the full-time employees of TFR.

## Local and Disadvantaged Business Subcontracting

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 that they are available and properly licensed. TFR shall exhaust any 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.

During the past three (3) decades, TFR has actively promoted the participation of Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE), Women-Owned Business Enterprises (WBE), Minority-Owned Business Enterprises (MBE), and Veteran-Owned Business Enterprises (VBE) in the performance of disaster-related debris removal projects. Born from a small tree service company in 1954, TFR was a long-time small business-enabled firm working in Memphis, Tennessee. Renamed TFR and incorporated in 1989, owner Tipton Rowland considers this sector of the industry to be a vital and reliable source of debris management resources, recalling his days as a small business owner himself. As such, TFR executives are directly involved in the achievement of SBEs' and DBEs' plans and goals by the project.

**Proposed Major Subcontractor**

| | | |
|---|---|---|
| Timberline Trading Inc. Disaster Recovery Division | • 36 years of proven disaster debris removal and management experience<br>• Over 200 units of company-owned specialized equipment, including knuckle boom trucks, heavy haulers, dump trucks, bunkhouses, airboats, barges, skid steers, dozers, excavators, loaders, skidders, and tree cutters.<br>• Owner and key employees are certified in tree removal/chainsaw management by the Missouri Forestry Department<br>• Partnered on more than 50 projects with TFR over the last 20 years. | **Recent Projects Completed with TFR:**<br>• Madison County, FL<br>• Jacksonville, AR<br>• City of Cedar Park, TX<br>• Hancock County, MS<br>• City of Choctaw, OK<br>• City of Enid, OK<br>• City of Blanchard, OK<br>• City of Norman, OK<br>• City of Citronelle, AL<br>• Alabama DOT, Dallas County<br>• City of Robertsdale, AL<br>• Rapides Parish, LA |

Timberline Trading is a leading subcontractor in the disaster debris removal industry. Thirty-six years of experience have allowed the team at Timberline to master the skills and FEMA knowledge necessary to

complete any size debris mission. Timberline's tenured management team gives them the added ability to manage a wide range of disaster response services. With more than 200 pieces of specialty equipment, Timberline can respond immediately to all emergencies. Company-owned bunkhouses and generators allow Team Timberline to respond to devastated areas where housing or electricity is not available. Timberline has been a major subcontractor for TFR since 1995.

**Proposed Major DBE Subcontractor**

LYELLCO

- **Women-Owned Business (WBE)**
- Incorporated in 2013
- Principles hold Florida & California Contractors License
- Owners and Principals have more than 25 years of combined experience in Disaster Response, Debris Removal, and Hazardous Tree Removal Services
- Partnered on 7 projects with TFR over the last 8 years.

**Recent Projects Completed with TFR:**

- Suwannee County, FL
- Hardin County, TN
- City of Leader, TX
- FDEP- Highland Hammock State Park
- Kentucky Transportation Cabinet, KY
- Oklahoma City Parks, OK
- City of Corpus Christi, TX
- Texas DOT, Montague County
- Louisiana DOT, Cameron Parish
- Tyndall Air Force Base, FL

Lyellco, Inc. is a family-owned tree trimming and disaster response company incorporated in 2013 as a small woman-owned business. Lyellco owns 27 pieces of equipment and has performed more than 20 federal and state contracts nationwide, responding to hurricanes, tornadoes, ice storms, floods, and more. Lyellco strives for the safety of its employees and the communities affected and operates according to FEMA rules and regulations.

**The following list is just a few of our available DBE Partners:**

| DBE Partners | State | Type | Services |
|---|---|---|---|
| Ayleen Trash Hauling Services, Inc. | FL | SBE/MBE | Hauling Services, Hazardous Tree Removal |
| CSA Land Clearing | FL | DBE | Site Management |
| Florida Developers of Tallahassee | FL | DBE | Site Management |
| Gulf Coast Environmental Contractors | FL | WBE | Hazardous Tree Removal |
| Payne's Environmental Services, LLC | FL | MBE/VBE | Hazardous Tree Removal |
| Prism Lighting Services | FL | SBE | Temporary Lighting |
| YG Construction, Inc. | FL | MBE | Temporary Fencing |
| Cabildo Services | LA | DBE | Temporary Staffing |
| Disaster Recovery Group and Tree, Inc. | NC | DBE | Hauling Services, Hazardous Tree Removal |
| Action-Roll Offs, Inc. | TX | DBE | Hauling Services |
| Eggemeyer Land Clearing, LLC | TX | DBE | Hauling Services, Site Management |
| Highway Barricades and Services, Inc. | TX | DBE | Safety Supplies |
| Lyellco | TX | WBE | Hauling Services, Hazardous Tree Removal |

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

Re: Letter of Commitment/Timely Payments

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 has worked for TFR Enterprises Inc. since 1996 and **has always been paid on time.**

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

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

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

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

Sincerely,

*Michael Dotson*

Michael Dotson
Owner/CEO

LYELLCO

www.lyellco.com
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,

Levi Lyell
Vice President

**Additional Subcontractors**

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 | |
| Moores 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 | |

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|---|---|---|
| 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 MgmtA | 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 | |

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|---|---|---|
| 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 dba 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 | |

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|---|---|---|
| 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 | |
| Southeast 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 Flame Cutting & 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 | |

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|---|---|---|
| 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 | |

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|---|---|---|
| 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 | |

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|---|---|---|
| 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 | |

**Subcontractor Registration**

Subcontractors interested in doing business with TFR can register at www.tfrinc.com.

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

# Subcontractor Registration

Ready. React. Respond. Recover.

If you are interested in becoming a subcontractor with TFR Inc., please complete the form below. Someone will contact you shortly.

**Company Name** *

**Federal Identification Number (EIN or SS#)** *

For more information go to http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Employer-ID-Numbers-EIN

**Dun & Bradstreet (DUNS) Number**

**ISNetworld # (if Applicable)**

**What is your Business Size and Classification? In comments please list Certifying Agency and corresponding number**

- ☐ Large Business (LB)
- ☐ Small Business (SB)
- ☐ Small Disadvantaged Business (SDB)
- ☐ HUBZone Small Business
- ☐ 8a Designation
- ☐ Woman-Owned Small Business (WOSB)
- ☐ Veteran-Owned Small Business (VOSB)
- ☐ Service-Disabled Veteran-Owned Small Business (SDVOSB)

**What services does your business provide?**

- ☐ Emergency Road Clearance
- ☐ Debris Collection
- ☐ Site Management
- ☐ Debris Reduction
- ☐ Tree Trimming and Removal
- ☐ Hauling
- ☐ Permitted Solid Waste Facility
- ☐ Stumps
- ☐ Snow Removal
- ☐ Project Staffing
- ☐ Marine Debris Removal
- ☐ Sand Screening
- ☐ Recycling
- ☐ Household Hazardous Waste

**What equipment is owned by your business? (not contracted equipment)**

**Understanding Island Logistics**

Successfully executing debris management operations in Key West requires a detailed understanding of the island's geographic isolation, limited ingress and egress routes, constrained staging opportunities, and the operational challenges associated with conducting large-scale recovery operations within a dense tropical/coastal environment. Unlike mainland debris missions, operations in the Florida Keys must be strategically designed around the limitations of the Overseas Highway corridor, bridge crossings, tourism traffic, environmental sensitivities, and the extended hauling distances associated with final disposal locations.

With the nearest permitted construction and demolition (C&D) landfill located approximately 200 miles from Key West, TFR's operational approach focuses heavily on maximizing debris reduction and minimizing unnecessary outbound haul traffic. Our debris management strategy prioritizes aggressive on-island volume reduction at Temporary Debris Management Sites through the use of high-capacity grinding operations for vegetative debris and air curtain incineration where permitted and appropriate. These methods substantially reduce vegetative debris volumes prior to final transport while maintaining compliance with FEMA requirements and applicable environmental regulations.

For C&D debris streams, TFR implements on-site segregation and compaction procedures utilizing excavators, loaders, compactors, and material handling equipment specifically assigned to eliminate void space and consolidate oversized debris prior to transport. This reduction-first approach significantly decreases the number of outbound truckloads required to support debris removal operations, thereby reducing traffic impacts along US-1, minimizing wear on critical transportation infrastructure, and improving overall operational efficiency during recovery operations.

TFR also recognizes that constrained-site staging is a critical operational component within island municipalities such as Key West, where available real estate for debris management operations is extremely limited. Our team has experience operating within compact staging environments by implementing carefully coordinated traffic flow plans, decentralized equipment positioning, phased debris intake operations, and satellite staging concepts designed to maximize throughput while minimizing congestion. Equipment fueling, maintenance, load inspections, and debris monitoring activities are incorporated into these operational layouts to ensure continuous productivity without disrupting local traffic patterns or emergency response activities.

Our mobilization strategy includes deployment of specialized hauling assets, including high-side transfer trailers and long-haul equipment capable of maximizing payload efficiency for mainland disposal operations. TFR's logistics personnel develop hauling schedules specifically designed around bridge weight restrictions, traffic management concerns, weather conditions, evacuation route priorities, and narrow operational windows commonly encountered throughout the Florida Keys. Operational planning also includes contingency coordination for fuel delivery, equipment redundancy, emergency repairs, and resource resupply to ensure uninterrupted operations despite the geographic limitations of the island chain.

Additionally, TFR understands that debris operations in tropical and coastal municipalities require heightened sensitivity to environmental protection measures, tourism-based economies, historic

districts, and residential density. Our field supervisors and management personnel are experienced in coordinating closely with local officials, law enforcement agencies, utility providers, FEMA representatives, and debris monitoring teams to maintain safe, compliant, and organized operations while accelerating community recovery.

Through extensive hurricane recovery experience in coastal Florida and other tropical environments, TFR has developed operational systems specifically designed to address the complexities of island debris management. Our approach transforms the logistical challenges associated with long-haul disposal, limited staging capacity, and restricted transportation corridors into a controlled and manageable operation focused on efficiency, rapid clearance, cost containment, and uninterrupted recovery support for the community.

# Tab 2.
# General
# Operations Plan

**Understanding Scope of Work**

TFR Enterprises, Inc. has a comprehensive understanding of the Scope of Work and associated requirements specific to emergency debris management operations within the City of Key West. Due to the City's unique geographic location, limited access routes, dense residential and commercial development, historic districts, tourism-based economy, and environmentally sensitive surroundings, debris operations require detailed logistical planning, rapid response capabilities, and strict coordination with local, state, and federal agencies.

We understand that debris management operations within Key West may include emergency roadway clearance, right-of-way debris removal, collection and reduction of vegetative and construction & demolition (C&D) debris, hazardous hanging limb removal, leaning tree removal, white goods handling, electronic waste segregation, hazardous household waste coordination, temporary debris management sites, debris reduction operations, haul-out coordination, and final disposal activities. TFR recognizes that all operations must be conducted in compliance with FEMA Public Assistance Program requirements, Florida Department of Environmental Protection (FDEP) regulations, Monroe County requirements, and all applicable local ordinances and permitting conditions.

TFR fully understands the logistical challenges associated with operating in the Florida Keys, including the limited accessibility provided by U.S. Highway 1, constrained staging areas, heavy tourist traffic, evacuation route considerations, and the extended hauling distances to approved disposal facilities. As a result, our operational strategy emphasizes aggressive debris volume reduction at temporary debris management sites to minimize long-haul transportation requirements, reduce traffic impacts, and improve overall operational efficiency.

We also understand the importance of protecting the environmentally sensitive marine and coastal ecosystems surrounding Key West. Operations must be carefully managed to prevent impacts on waterways, wetlands, protected habitats, and stormwater systems. TFR incorporates environmental protection measures, dust suppression, erosion control, and fuel spill prevention protocols into all debris management activities.

Additionally, TFR recognizes the importance of maintaining detailed documentation and reporting throughout all phases of operations. Accurate load ticket management, debris quantity tracking, equipment documentation, reduction monitoring, disposal records, and daily operational reporting are essential to support reimbursement eligibility and audit compliance. Our team has extensive experience working within FEMA documentation requirements and understands the level of detail necessary to support successful project closeout and reimbursement.

With more than 36 years of disaster response experience and involvement in over 500 federally declared disasters, TFR possesses the operational expertise, logistical capability, and management experience necessary to successfully execute debris management operations within the City of Key West while minimizing disruption to residents, businesses, and visitors.

**Staffing Approach**
TFR's ability to place the right people in the right positions is central to our streamlined and effective mission support model. Equipped to respond at both regional and national levels, we offer flexible staffing and rapid mobilization to meet any client requirement. Our approach prioritizes assigning highly qualified personnel to each project, large or small, while incorporating local resources whenever practical to enhance community recovery and operational efficiency. The following sections describe how TFR's staffing structure adapts to changing workloads and simultaneous missions, reduces turnover, and sustains a dependable, well-trained workforce, supported by our network of experienced subcontractors.

**Core Resources & Capabilities to Meet Requirements at Notice to Proceed**
TFR has the capacity, expertise, and resources to carry out all contract requirements immediately upon receiving a Notice to Proceed. When additional support is necessary, we draw on a wide network of vetted subcontractors to deliver services efficiently and cost-effectively. Based on project needs, TFR may self-perform work, subcontract it, or use a blended approach. Our teams integrate subcontractors seamlessly, partnering with established firms as well as local, small, and national companies to improve performance, responsiveness, and value.

Our project delivery model has consistently proven successful in coordinating in-house staff, team partners, and local small businesses on fast-paced disaster response efforts. For example, after the Bastrop County, TX wildfire, in which more than 34,000 acres burned and destroyed over 1,600 homes, TFR mobilized within 24 hours of the Notice to Proceed. We deployed an experienced management team, performed initial damage assessments, and oversaw debris removal of construction and demolition materials, vegetative debris, and hazardous trees. Throughout the project, TFR managed more than 20 subcontractors and over 150 subcontractor personnel and vendors, with small businesses completing roughly 75% of the work, over half of them based within 150 miles of Bastrop County.

**Execution and Staffing Options:**

- Complete self-performance using TFR's in-house workforce and contingent hires.
- Hybrid approach combining TFR personnel with pre-qualified local or regional subcontractors.

The choice of execution method depends on factors such as overall cost and the availability of qualified local technical resources. Regardless of approach, TFR provides all management staff and oversees operations under its established management processes, controls, and protocols. Our organizational structure and coordination methods are specifically designed to enable effective oversight and execution of multiple concurrent missions.

**Staffing and Recruitment Approach**
Staffing needs often shift throughout the life of a task assignment as operational tempo, scope, and technical requirements change. To remain agile and maintain adequate personnel coverage, we draw on a broad network of staffing partners and established recruiting processes. When supplemental personnel are needed, we rely on several core recruitment pathways:

**Recruitment of Outside Personnel**- We utilize a robust candidate management system that enables continuous roster development and supports routine recruiting activities. This system captures essential qualification data, including professional experience, training, and certifications (such as CDL), prior

project involvement, client familiarity, and language skills, which allows us to quickly match candidates to specific role requirements.

**Subcontractor Sourcing-** Our key subcontractors maintain large, vetted pools of regional and local subcontractors to ensure reliable nationwide support. For example, Timberline Trading and Lyellco, Inc. manage expansive networks and have collectively engaged more than 500 subcontractors across the country in recent years for emergency and contingency operations. The percentage of work to be performed by subcontractors will be determined by the magnitude and scope of the disaster event. Small-scale projects will be completed entirely with TFR's in-house personnel and equipment, while large-scale events may require the engagement of additional subcontractor resources to supplement internal capabilities and ensure timely and efficient debris removal operations.

**Hiring Within the Affected Community-** Whenever possible, we supplement staffing by recruiting individuals from the impacted area. While disaster locations cannot be forecasted, we have well-established procedures for mobilizing rapid local hiring efforts once an event is anticipated or has occurred. These efforts may involve community job fairs, targeted outreach via newspapers, coordinated social media announcements, or local radio and television notifications. These methods consistently generate strong applicant turnout.

**Digital and Social Media Outreach-** Our recruiting personnel also use a range of online platforms to identify and engage qualified candidates across the United States and abroad. Platforms such as LinkedIn, Facebook, and Twitter are routinely used for outreach. We also advertise opportunities on military-focused job boards, including Wounded Warrior and Military Hire, to connect with transitioning service members and veterans.

**Adapting to Dynamic Workloads and Managing Multiple Debris Operations**

TFR has a demonstrated ability to manage multiple, simultaneous task orders across one or more regions. Our capability stems from a combination of experienced personnel, nationwide resources, and disciplined project management practices that ensure timely, compliant, and cost-effective results. Key strengths include:

- Centralized oversight from debris-experienced operations staff providing real-time guidance, supported by empowered project teams located near each site.
- Requirements-driven project execution, balancing self-performance and subcontracting to optimize cost and efficiency.
- Refined management processes honed through extensive experience in disaster response and contingency operations.
- An experienced Prime Contractor with a history of completing over 500 FEMA-funded debris removal projects and managing more than $2 billion in disaster and contingency contracts.
- Trusted major subcontractors with proven emergency response capabilities.
- Nationwide partnerships provide access to personnel, equipment, and trucking resources, while prioritizing local and small business engagement whenever possible.

**Management Approach for Executing Concurrent Missions**

TFR's management approach for executing concurrent missions is grounded in clear communication, defined responsibilities, and coordinated leadership. This structure ensures effective oversight,

efficient resource allocation, and consistent performance across all task assignments. Our approach is based on the following tenets:

| Executing Concurrent Debris Missions | |
|---|---|
| **Single Point of Contact** | The Project Manager will serve as the single point of contact, providing a clear and direct communication channel. For simultaneous projects or multiple operational sectors, additional Project or Site Managers will be assigned as needed to maintain effective command and control at each location. |
| **Clear Roles and Responsibilities** | The Operations Manager will assign Project and Site Managers based on project scope and complexity. All support staff, subcontractors, and crews will report to the Project Manager. With a deep bench of qualified personnel and equipment, TFR can rapidly deploy the right mix of labor, materials, and machinery for every mission. The Project Manager is responsible for staffing, subcontractor oversight, budget, schedule, technical quality, and all aspects of the assigned task order. |
| **Proactive Corporate Leadership** | In collaboration with the Operations Manager, the Project Manager will monitor team performance, resource allocation, and client satisfaction. TFR's leadership remains committed to providing the necessary resources and corporate support to ensure the successful execution of every project, regardless of location or complexity. |
| **Cohesive Team Coordination** | The TFR team is highly experienced in managing multiple operations simultaneously while coordinating with local governments, regulatory agencies, military entities, and other stakeholders. The Project Manager will oversee coordination among technical staff, scheduling, and deliverables. All personnel are connected through TFR's robust communication systems and collaboration tools, ensuring seamless coordination and uninterrupted service delivery for each client. |
| **Access to Vast Reach-Back Capabilities** | With access to more than 400 TFR on-call personnel, our team can quickly engage additional management, technical specialists, and support personnel to address any issue or provide surge capacity as needed. Additionally, TFR maintains strong partnerships with subcontractor offices and equipment dealerships across the U.S. The Operations Manager, working closely with Project Managers, coordinates access to these resources to ensure timely and effective support for all task orders. |

## Minimizing Turnover and Retaining Skilled Personnel

**Key Personnel:** TFR places a strong emphasis on recruiting, retaining, and developing highly qualified staff through adherence to established policies and procedures. By selecting individuals who share our commitment to safety, compliance, and performance, we ensure long-term retention and continuity across projects. We foster a workplace culture that promotes engagement, satisfaction, and professional growth, supported by competitive compensation, benefits, and incentives that attract and retain top talent. Our workforce stability is reinforced through:

- Comprehensive orientation and onboarding programs
- Open, frequent, and transparent communication throughout projects
- Careful planning for employee safety, security, and well-being
- Competitive pay structures, performance rewards, and recognition programs

Even in the high-pressure environment of disaster response, TFR consistently retains experienced personnel who provide reliability and continuity. Our retention strategies address all factors impacting

employee satisfaction, and our major subcontractors implement similar programs to maintain stable and committed teams.

**Local Workforce:** TFR prioritizes engaging local labor whenever possible, utilizing qualified, licensed subcontractors and vendors to support both recovery efforts and the local economy. Post-disaster conditions can make retention challenging due to demanding schedules and personal obligations. To address this, TFR employs proven strategies to maintain engagement and performance, including:

- Competitive pay rates aligned with local market conditions
- Timely, reliable payments on a weekly or bi-weekly basis
- Performance incentives, such as 10% retainage upon project completion
- Relationship building to demonstrate future contracting opportunities

We believe that partnering with local contractors delivers cost-effective, efficient results while supporting community recovery. Our subcontractors repeatedly work with TFR because we prioritize their success, safety, and fair treatment. High standards for safety and performance are strictly enforced; personnel who do not meet these standards are not retained. This ensures that every member of our workforce, local or otherwise, operates safely, effectively, and with a shared commitment to restoring affected communities.

**Availability of Personnel**

Ensuring that qualified personnel are always available is fundamental to maintaining the efficiency, safety, and overall success of debris management operations. TFR maintains a fully staffed reserve of experienced professionals who are prepared to mobilize quickly in support of mission requirements. Key personnel remain on continuous standby, enabling seamless coordination, rapid decision-making, and effective oversight from the outset of an event through final closeout.

TFR employs a layered staffing approach that incorporates both immediate-response personnel and scalable surge capacity. In the event of unforeseen circumstances or heightened operational demands, our contingency staffing protocols allow us to draw upon pre-identified resources, including subcontractor partners and supplemental specialists. This ensures operational continuity, mitigates delays, and provides the flexibility required to address evolving field conditions.

A qualified Project Manager can be deployed to the affected area within 12–24 hours of notice. Upon arrival, the Project Manager initiates critical early-phase activities such as preliminary damage assessments, coordination and kick-off meetings with the client, identification and evaluation of debris management sites, and scoping of equipment, staffing, and materials needed to support the recovery effort. This rapid mobilization capability enables TFR to establish operational readiness quickly and support a timely transition into full-scale debris operations.

The following summary illustrates the depth and breadth of TFR's operational capabilities. Over the past decade, we have continuously refined our staffing strategies, recruitment pipelines, and resource management systems. These improvements, grounded in lessons learned across numerous disaster-response and recovery contracts, ensure that TFR can deliver reliable, high-performance personnel support for any activation.

**TFR Offers Depth of On-Call Resources in Many Key Disciplines**

**Staff Training**

TFR's comprehensive training programs are designed to ensure that all personnel assigned to a project are fully prepared to deploy on short notice and perform their duties safely, efficiently, and in full compliance with contract requirements. Our training approach emphasizes not only technical proficiency but also adherence to quality, safety, and procedural standards, including Quality Control (QC), Environmental Health and Safety (EHS), and security protocols. These programs are applied consistently across in-house staff, subcontractor teams, and locally hired personnel to maintain a unified level of readiness.

Subcontractors supporting TFR operations remain response-ready by maintaining proper training for their personnel and ensuring that all equipment is routinely inspected, maintained, and fully operational. Standard training components include service-specific certifications, hands-on skills demonstrations conducted with TFR staff, and ongoing instruction in environmental health and safety practices. This structured approach ensures that every team member, regardless of their organizational affiliation, can execute their responsibilities effectively under challenging conditions.

TFR actively integrates lessons learned from previous operations into our training curriculum. Our team participates in post-event and pre-event planning sessions, after-action reviews, and client-led lessons-learned exercises to continually refine standard operating procedures and enhance operational effectiveness.

In addition to formal training, TFR conducts regular program exercises and rehearsals to test systems, equipment, and personnel readiness. These exercises simulate sample Task Orders and replicate the scope of work expected during large-scale, short-notice contingency operations. Through these practical drills, the TFR team:

- Confirms that all systems, processes, and personnel capabilities are prepared to support rapid mobilization and sustained operations.
- Identifies any gaps or areas requiring corrective action before actual deployment.
- Practices functioning as an integrated, cohesive operational team.
- Enhance contingency plans and standard operating procedures for improved efficiency and safety.
- Ensures personnel are fully prepared to respond effectively under real-world conditions.

By combining formal training, practical exercises, and continuous process improvement, TFR maintains a workforce that is consistently ready to meet the demands of complex debris management and disaster-response operations, providing clients with confidence in our ability to deliver safe, timely, and high-quality performance.

**Technical Approach**

This operational plan has been refined and proven through years of experience in disaster-related debris management. From smaller projects in Port Aransas, Texas, to large-scale operations in Emanuel County, Georgia, the plan outlined below is designed to maintain the flexibility required to administer and complete multiple projects simultaneously, without compromising safety, transparency, or performance. In 2024, TFR's scalable operational plan was tested under widespread, multi-state operations. With active projects across Florida, Georgia, Tennessee, and Texas, TFR successfully operated, funded, and closed out 56 projects with a combined value exceeding $90 million.

**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.

☑ **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.

## Planning and Preparation

Preparation is the cornerstone of effective emergency management. To support our clients' preparedness, TFR provides annual on-site training and tabletop exercises for all interested agencies. Typically lasting four to five hours**,** these sessions are conducted in the months leading up to Hurricane Season and are based on simulated disaster scenarios developed by TFR.

This value-added service helps familiarize TFR personnel with key emergency management officials and local agencies involved in debris operations. By gaining a clear understanding of local needs and capabilities, TFR can develop a response plan that best serves the community.

During the training sessions, TFR will review key team member contact information and work toward a thorough understanding of the client's expectations, including any safety, logistical, or environmental concerns. We will review the client's current debris management plan and provide feedback where needed, as well as assess existing debris management sites and identify additional locations if necessary.

TFR strongly recommends that each client develops and regularly reviews sector maps for their debris management plan and establish a tiered priority approach. If requested, TFR can also assist in establishing emergency routes, with an emphasis on immediate-need facilities. The session will also include a review of potential staging sites, priority routes, and completion expectations to ensure readiness and a coordinated response following an event.

**Monitoring**

The 72 hours leading up to a forecast event's landfall are critical for ensuring an effective response. TFR Enterprises follows a structured approach to preparation, mobilization, and coordination during this crucial window to maximize readiness and minimize downtime post-event.

| Timeline | Description |
|---|---|
| **72 to 48 Hours** | **Subcontractor Coordination**<br>•TFR's contract team initiates outreach to a pre-qualified network of subcontractors, prioritizing those located nearest to the projected impact area to ensure a prompt and effective response.<br>•Subcontractor availability, estimated response times, and access to temporary lodging and fuel are confirmed to secure commitments and ensure rapid, reliable deployment of resources.<br>**Resource and Fleet Preparation**<br>•The fleet manager assesses potential resource needs; initiates contact with vendor partners and notifies the shop manager and operators about potential deployment.<br>•Project managers assist with finalizing subcontractor commitments, confirming in-house labor availability, and planning logistics for post-storm operations. |
| **48 to 24 Hours** | **Standby Status Initiation**<br>•As forecast probabilities solidify, TFR continues communication with subcontractors and places them in a standby state, ready for immediate deployment.<br>•The fleet manager ensures that all operators, support personnel, and equipment are standing by for dispatch. |
| **24 to 0 Hours** | **Resource Mobilization**<br>•Upon client notification or direction from TFR's administrative staff, resource mobilization begins.<br>•Project management, equipment, and personnel are staged at predetermined locations outside the impact zone.<br>**Communication and Staging**<br>•Teams remain in communication with TFR's contract administration team and the client, awaiting further instructions.<br>•If push crews are requested, staging locations are coordinated with the contracting agency to provide immediate post-storm assistance. |

Through proactive coordination, meticulous resource preparation, and strategic staging, TFR delivers a swift and effective response immediately following landfall. This streamlined approach minimizes response times, optimizes operational efficiency, and ensures the prompt fulfillment of client and community needs.

**Notice to Proceed**

Immediately upon receipt of a Notice to Proceed, TFR will schedule a kick-off meeting with client personnel to review and confirm the mobilization plan, align roles and responsibilities, establish expectations, and ensure a coordinated, efficient response.

**Mobilization of Personnel and Equipment**

Once initial assessments are completed either by the client or TFR, and the need for contract activation is confirmed, TFR enters the mobilization phase. Project Managers on the ground will work closely with Fleet Management at headquarters to coordinate the dispatch of personnel, equipment, and other critical resources.

Project Managers consider the magnitude of the event, the specific services for which TFR is contracted, client assessments, in-house evaluations, and other relevant factors to determine the optimal type and quantity of resources required to efficiently meet operational objectives. Mobilization begins within 24 hours of receipt of the written Notice to Proceed, ensuring a rapid and effective response.

**Available Equipment**

With nearly four decades of experience in disaster response projects, we understand that during emergencies, equipment resources are quickly consumed by contractors, federal agencies, and local governments serving residents and businesses. To address this, our in-house equipment fleet, supplemented by resources from our subcontractors and vendors, ensures that clients have access to equipment owned or controlled by TFR.

| Description | Company Owned | Subcontractor Owned |
|---|---|---|
| Tub Grinder (Diamond Z- 1000HP) | 6 | 12 |
| Horizontal Grinder | 2 | 5 |
| Stump Grinder | 2 | 30+ |
| Excavators | 12 | 37 |
| Wheel Loaders | 4 | 46 |
| Track Loaders | 3 | 64 |
| Bulldozers | 17 | 16 |
| Air Curtain Incinerator | 4 | 10 |
| Skid Steer | 4 | 100+ |
| Self-Loading Haul Trucks | 56 | 300+ |
| Pup-Trailers | 45 | 100+ |
| Truck Tractor | 7 | 500+ |
| Walking Floor Trailers | 7 | 100+ |
| Low Boy Trailers | 4 | 18 |
| Service Trailers | 5 | 8 |
| Flat Bed Trailers | 6 | 100+ |
| Bucket Trucks | 19 | 100+ |
| Service Trucks/ Foreman Vehicles | 14 | 50+ |
| Office Trailers | 5 | 50+ |
| Light Towers | 2 | 50+ |
| Air Compressor | 2 | 75+ |
| Turf Rake | 1 | 10+ |
| Power Screen | 2 | 10+ |
| Water Truck | 2 | 10+ |

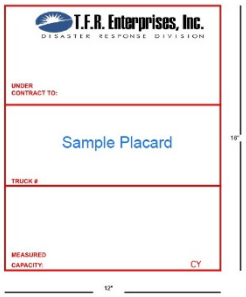
Equipment availability has never been an issue for our team on debris management projects. Collectively, we have access to more than 2,000 pieces of equipment. When our own fleet cannot meet demand, we rely on a network of pre-qualified equipment vendors. TFR maintains Master Service Agreements (MSAs) with both local and national vendors, providing preferential pricing and access to modern, well-maintained equipment from suppliers such as Caterpillar, Sunbelt Rentals, Komatsu, and John Deere. This ensures that equipment is appropriate for the task at hand and can be mobilized quickly.

**Lodging and Life Support Services**

TFR's office staff coordinates lodging and life support for field personnel through a variety of options. Whenever possible, local accommodation such as hotels, Airbnb, VRBO, or similar services is utilized. In situations where local resources are limited due to capacity constraints, power or water outages, or other circumstances, TFR can deploy multiple portable housing units. Equipped with company-owned water trucks and on-hand generators, these units are self-sustaining for extended periods or until local services are restored, ensuring personnel remain safe, comfortable, and fully operational.

**Equipment and Personnel Check-In**

Once the staging area is established and resources are dispatched, TFR, in coordination with the client or a designated monitor firm, completes the certification process. Each debris-hauling unit is measured for capacity or weight in accordance with contractual specifications and assigned a unique identification number, which is displayed on a truck placard for tracking and record-keeping purposes. Similarly, tree-trimming and other specialized equipment receive numbered placards for the same purpose. This entire process is thoroughly documented, with copies of all records provided to both the client and TFR to ensure transparency, accountability, and accurate reporting.




**Coordinating with Clients and Debris Monitoring Team Members**

TFR Enterprises places strong emphasis on continuous coordination with government officials and has assigned debris monitoring personnel to ensure all right-of-way debris operations are executed in accordance with established guidelines and project requirements. Our field supervisors maintain daily communication with government representatives and monitoring teams to confirm route approvals, address field conditions, and resolve operational issues in real time. This coordinated approach ensures accurate documentation of debris volumes, compliance with FEMA Public Assistance eligibility standards, and proper verification of all load tickets and haul activities. By working closely with government oversight and debris monitoring staff, TFR Enterprises promotes transparency, accountability, and efficient workflow throughout all phases of debris removal operations.

**Work Shifts and Safety**

For safety, debris removal crews typically operate 12-hour shifts during daylight hours, seven days a week, unless otherwise specified in the contract. If requested, debris site operations can be conducted 24 hours a day, with adequate lighting and all necessary safety measures in place to protect personnel and ensure compliance.

TFR's Safety Manager conducts monthly safety meetings with the management team to review job site safety practices, discuss safe working conditions, and reinforce TFR's corporate commitment to occupational safety, health, and regulatory compliance. In addition, the Safety Manager leads weekly group safety meetings, while Project Managers hold daily toolbox meetings with debris removal crews, operators, laborers, and support staff. These sessions address known hazards, analyze near misses, and provide a forum for discussing employee safety concerns, ensuring a proactive, continuous safety culture across all operations.

## Debris Management Operations

The aftermath of a natural disaster often leaves a wide range of debris, including fallen and uprooted trees, branches, hazardous stumps, and other vegetative material of varying sizes. Mixed debris, including construction and demolition (C&D) materials, may also be present. Additionally, a range of special wastes can be commingled within the waste stream and require careful handling and proper disposal procedures.

Eligible debris is defined as "materials originating from the effects of any natural or man-made catastrophe or major disaster." Unless otherwise authorized by our client, eligibility is limited to debris located on public rights-of-way (ROWs) and public lands and excludes debris from commercial

sources or unimproved private property. Any debris with questionable eligibility will be brought to the attention of the monitoring firm for determination.

TFR will perform debris removal in full compliance with the number of passes specified in the contract, ensuring thorough coverage and adherence to client requirements.

**Work Zone Safety and Traffic Control**
Ensuring the safety of both workers and the public within debris removal work zones is paramount. Adequate warning and clear guidance will be provided to vehicle traffic to ensure safe navigation around active operations. Before commencing work, a detailed Traffic Control Plan will be developed, submitted for review, and approved by the client. In accordance with ATTSA and all applicable state and local requirements.

All necessary traffic control supplies and devices, including signage, cones, barrels, stop/slow paddles, and personal protective equipment (PPE), will be available on the first day of operations. Load and haul crews will receive training that includes a mock traffic control setup, allowing them to practice various scenarios commonly encountered in the field, such as intersections, one-way streets, and multi-lane highways. Flaggers will receive specialized training to ensure competency, attentiveness, and full compliance with the Traffic Control Plan.

**Utility Line Hazards**
Downed utility lines are an expected hazard during emergency debris response operations. To protect work crews from energized lines, a pre-hazard assessment of each work zone will be conducted. Any areas where downed lines are identified will be clearly marked, and an exclusion zone will be established. Specially trained personnel will assess, test, and, if necessary, coordinate with local utility managers to remove potentially hazardous utility lines and allow debris removal from the right-of-way to proceed safely. If an area cannot be accessed safely, crews will bypass it until it is deemed safe to return.

**Route Hazard Analysis**
At the inception of each project, a route hazard analysis will be conducted to identify haul routes that may present safety risks. Based on these inspections, preferred routes will be designated, and restrictions on the types of loading and haul units permitted will be established. Route reviews will continue throughout operations to identify and mitigate any emerging hazards, always ensuring safe and efficient debris transportation.

**Project Spotlight**

**Hurricane Florence Route Hazard**

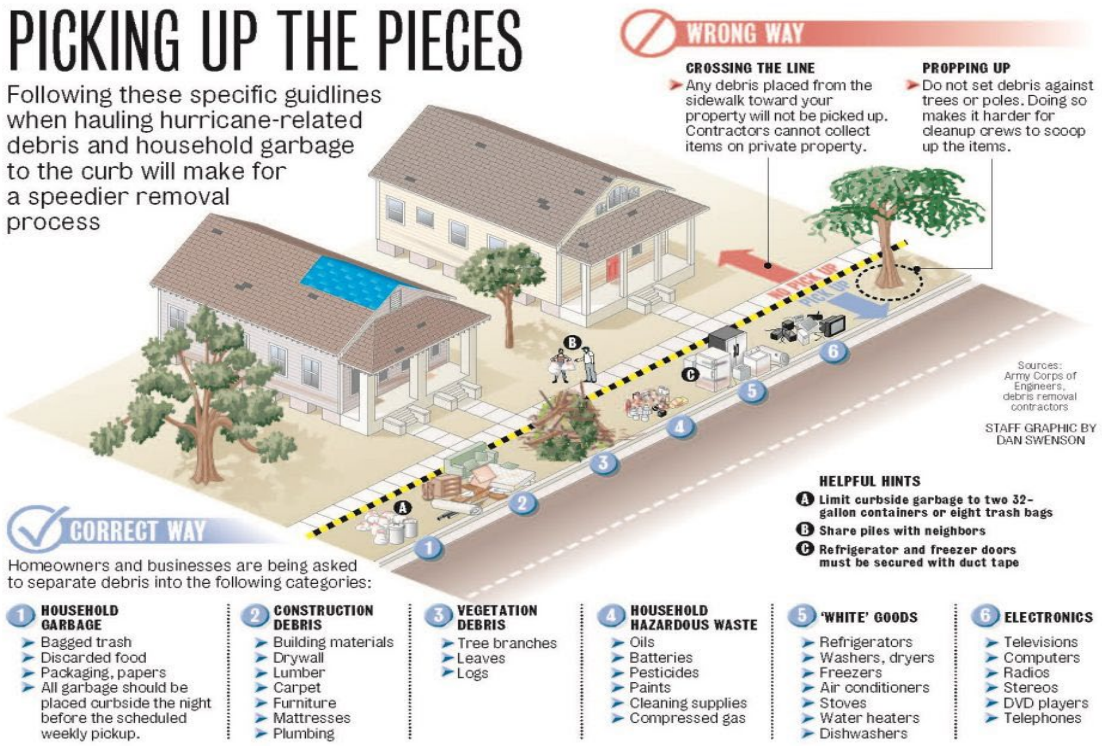
TFR partnered with the North Carolina Department of Transportation (NCDOT) to provide cut-and-shove crews supporting roadway clearance across six counties. During mobilization planning, TFR deployed scouting crews to map effective routes to response sites. The scouts identified numerous challenges, including flooded and collapsed roads. Despite these obstacles, TFR successfully established alternate haul routes and completed the 70-hour push without delay, demonstrating our ability to adapt rapidly and maintain operational efficiency under challenging conditions.

**Curbside Debris Segregation**
The goal of TFR's curbside debris segregation program is to reduce the volume of debris requiring disposal in a lined, sanitary landfill, thereby maximizing the amount that can be processed at lower-

cost facilities. This is achieved through a comprehensive curbside segregation approach. Curbside debris is typically categorized into the following major types:

- **Vegetative Debris:** Trees, branches, leaves, and other yard waste.
- **Construction & Demolition (C&D) Debris:** Building materials, concrete, asphalt, roofing materials, and other construction-related waste.
- **White Goods:** Household appliances such as refrigerators, washers, dryers, and stoves.
- **Household Hazardous Waste (HHW):** Items containing chemicals, paints, or other hazardous substances.
- **Other Special Wastes:** Tires, electronics, and other materials requiring specialized handling and disposal.

This segregation program allows TFR to maximize recycling and recovery opportunities while reducing disposal costs and maintaining compliance with all regulatory requirements.




**Vegetative and C&D Debris**

Unless it is commingled with special wastes, vegetative and construction & demolition (C&D) debris will be segregated at the curbside and further separated and reduced in designated areas at the debris management site.

**Household Hazardous Waste (HHW)**

HHW will be removed from debris piles, collected curbside, and transported to a central HHW management site for processing and disposal. Transportation will utilize plastic bins to contain spillage,

using either pickup trucks or specialty trailers. HHW materials will typically be recycled or disposed of at a permitted hazardous waste facility, in compliance with all applicable regulations.

**White Goods and Putrescible Foods**
Refrigerators, freezers, stoves, air conditioning units, and other large appliances will be collected from the curbside and transported in dedicated trucks to a central processing location. Freezers and refrigerators will be taped closed, and putrescible wastes will be removed. Refrigerants will be extracted and recycled, while white goods may be crushed on-site and transported to an off-site recycler.

**Electronic Wastes (E-Waste)**
E-Waste will be segregated from curbside debris and transported to a designated processing location using pickup trucks and trailers. Materials will be sorted by type, placed on pallets, shrink-wrapped, and then loaded onto trucks for transport to a certified recycler.

**Gasoline-Powered Tools**
Gasoline-powered equipment, including lawnmowers, weed trimmers, chainsaws, and similar tools, containing fuel, oil, and other hazardous substances, will be collected from the curbside and transported in dedicated trucks to a central processing location. At the site, all fuel and oil will be safely removed and either recycled or properly disposed of, ensuring compliance with environmental regulations and safe handling practices.

**Tires**
Tires from scrapped vehicles, as well as tires stockpiled within the debris field, will be collected and transported to a licensed recycling facility for proper disposal or reuse.

**Vehicles and Vessels**
Automobiles, trucks, vessels, and other motorized equipment may require removal and disposal following an event. Because these items contain fuel, oil, and other hazardous substances, all materials will be safely extracted and either recycled or disposed of in accordance with applicable regulations. For any titled vehicles, motor homes, or vessels, essential information, such as the VIN and GPS location, will be documented. These units will then be transported to a pre-designated secure facility, where local law enforcement will initiate owner notification procedures. After the locally defined legal waiting period has expired, any unclaimed titled units may be removed and processed for final disposal at the client's discretion.

**Animal Carcasses**
As directed, TFR will remove animal carcasses generated from a natural disaster. Due to the potential presence of biological pathogens and strong odors, strict health and safety measures will be followed during all loading, hauling, and disposal operations to protect workers and the public. Depending on the size and quantity of the carcasses, equipment such as a front-end loader or backhoe will be used to place materials into lined haul units. All personnel engaged in the operation will wear appropriate PPE, including respirators, protective clothing, and gloves, as specified by the Safety Manager.

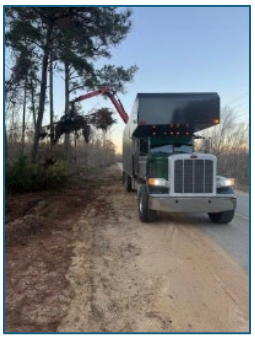
The preferred management method for large quantities of animal carcasses is incineration, in accordance with applicable environmental and health regulations. Large quantities will be disposed of as municipal solid waste at an approved disposal facility permitted to process special waste.

**Asbestos-Containing Material (ACM)**
Any debris removal operations involving ACM shall comply with the regulations set forth by EPA, NIOSH, OSHA, and any local and state regulatory bodies. Any employee, subcontractor, or other agent of TFR Enterprises involved in the removal and/or disposal of ACM shall be properly trained and certified or licensed to perform the assigned tasks. All documentation will be maintained according to the Code of Federal Regulations guidelines.

**Earthen Debris (Sand, Dirt, Soil)**
Earthen Debris will be evaluated first to determine whether it is considered contaminated or non-contaminated. This will be accomplished through means of environmental surveying, soil sampling, and origin determination. If deemed contaminated, the spoils are to be loaded in appropriate hauling units and delivered directly to a legally permitted disposal facility. If determined to be non-contaminated and of beneficial use, TFR will make good faith efforts to find alternative disposal through means of recycling.

## Load and Haul Operations

**Debris Collection and Transportation**
Debris will be transported from the eligible right-of-way (ROW) to designated debris management sites. The use of steel tracked equipment on paved roadways will be prohibited to prevent surface damage.



All hauling units will be mechanically loaded and capable of fully dumping their loads. Trucks will comply with all applicable federal, state, and local regulations, including tarping requirements, as applicable. Each truck will be equipped with a functional tailgate to ensure the safe transport of debris.

The following categories of haul units will be utilized:

- Self-Loading Haul Unit
- Walking Floor Trailer
- Dump Truck

**Ticket Process**

1. Once debris removal crews have loaded a haul unit, the Debris Monitor initiates a load ticket to document the collection.
2. The haul unit transports debris to the designated debris management site (DMS).
3. Upon arrival, the site Debris Monitor inspects and grades the load, providing the score to the truck driver.
4. The Debris Monitor scans the haul unit placard and records the load information and score in the debris tracking system.
5. The debris is unloaded at the DMS, and the haul unit exits the site for its next assignment.

## Geographic Area Management

### Sectoring

In large-scale disasters, it is often necessary to divide the affected area into manageable geographic sections to support efficient emergency response and debris removal. TFR works closely with our clients and with Federal, State, and local partners to create a logical sector layout that supports effective field management.

Our primary role is to provide technical guidance throughout this process. After reviewing site conditions, the Operations Manager will oversee efforts that include:

- Assessing debris types and estimating volumes
- Designing sector boundaries to optimize debris removal
- Identifying, selecting, and establishing debris management sites
- Determining the labor and equipment needs for each sector
- Conducting sector-specific EHS site evaluations

The information gathered during the initial assessment helps define sector divisions and guides the overall approach to debris operations.

## Debris Reduction Methods

Reduction of debris is normally applied to vegetative debris such as brush and tree 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, and treated timber. This process is applied to reduce 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, grinding, compaction, and recycling.

### 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 burns, 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 the 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 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:

- A setback of at least 100 feet between debris piles and the burn area, with a minimum setback from buildings and structures of at least 1,000 feet.
- Construction of non-combustible "warning" stop blocks (at least 1 foot in height) for equipment located at the burn pit.
- Use limestone (or equal material) for the construction of the "pit" with reinforced earth anchors, or wire mesh to support the loader ramps.
- Use clay or limestone to create an impervious layer on the bottom of the pit to prevent the 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.
- Seal the pit ends at least four feet high.
- Pit construction shall be 8-9 feet wide and 14 feet deep.
- A 12" dirt seal will be placed on the lip of the burn pit area to seal the lower nozzle.
- The blower will be configured to direct the airflow 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 airflow except during dumping.
- Equipment used will be tested and adjusted to ensure 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.
- The length of the pit shall be no longer than the length of the blower nozzle.
- The operators shall be instructed to load the pit uniformly along its length.
- Operators will also be instructed to extinguish the fire at least 2 hours before removing the ash.
- Water trucks will be used to dampen ash residue as well as areas surrounding the burn site.

**Grinding/Chipping**

Reduction of debris by chipping and/or grinding is an opportunity to recycle the vegetative debris back to 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 it to break 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 can 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:

- 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.
- The grinding machines must have screens, which produce chips not exceeding 4 inches in length and ½ inch in diameter.
- 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.
- Debris must be sorted and cleaned of other contaminants, such as metals.

- Operators must wear hard hats even in closed-cab machines while operating.
- Root Rake loaders are used to avoid contaminating the debris by entering the grinder with dirt or sand.
- Ground debris or mulch shall be stored on-site in piles no higher than 10 feet. Such piles shall not remain on-site for longer than logistically necessary. Ground debris or mulch is monitored daily for heat and for signs of internal combustion.

## Debris Site Management

### Site Selection

In conjunction with our clients, TFR assists in selecting and qualifying Debris Management Sites (DMS). The identification and selection of suitable DMS are critical to ensuring the efficiency, cost-effectiveness, and safety of the debris management process. The FEMA Debris Management Guide outlines key factors for DMS selection, including:

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

During previous planning sessions, TFR and clients have thoroughly surveyed potential areas, identifying and qualifying numerous debris management sites (DMS) through a rigorous evaluation process. By analyzing city and county layouts, pinpointing high-volume debris zones, and assessing potential environmental impacts, TFR and Officials determine the locations best suited for debris management operations.

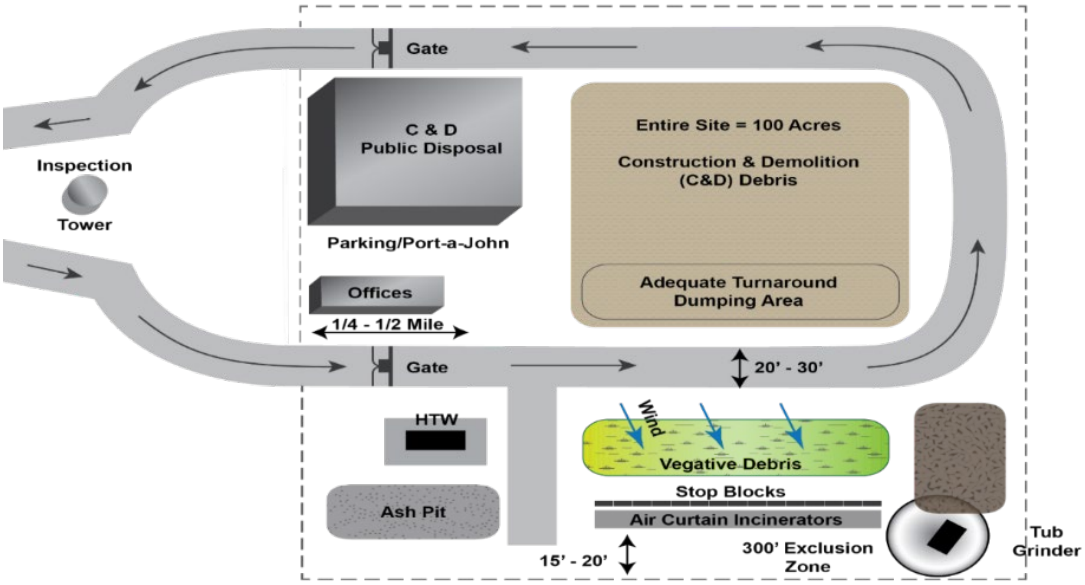
Once potential sites are identified, historical records are reviewed to ensure compliance with the National Historic Preservation Act. In addition, soil and water samples are collected and submitted to the appropriate State Environmental Protection Agencies for evaluation, as required.

### Baseline Data Collection

Baseline data collection will document site conditions before establishing any debris management site to ensure all locations, public or private, are restored to their original state following operations. The operations manager will coordinate with local, tribal, and State officials to develop and implement baseline data criteria, including site video and photographic documentation, identification of existing physical features, assessment of any historical or archaeological significance, and soil and groundwater sampling in coordination with environmental agencies. This information will establish pre-use conditions and support environmental compliance, damage assessment, and site restoration.

### Site Layout

Debris management sites will be designed to prioritize safety and operational efficiency. Incineration pits will be located at least 500 feet from the nearest occupied building. Site roads will include separate incoming and outgoing lanes where it is feasible to expedite truck flow. Large turnaround areas, ranging from 5,000 to 10,000 square feet, will be constructed to allow multiple trucks to maneuver and offload debris simultaneously, with proper truck spacing to ensure safe operations. Wood chipping operations will be situated a minimum of 300 feet from active work areas to mitigate hazards from flying debris. The following illustrates a typical debris management site layout.




**Site Preparation:** Vegetation removal will be conducted using heavy machinery such as bulldozers, front-end loaders, and excavators to facilitate access road construction. Clearing will be limited to active work areas to minimize erosion and dust generation. Removed vegetation will be stockpiled and segregated from hurricane debris for either incineration, chipping, or grinding. Before clearing begins, measures will be implemented to manage stormwater runoff and control erosion, ensuring that land clearing activities do not create uncontrolled environmental impacts.

**Construction & Demolition (C&D) Staging:** C&D debris may be temporarily stored at the debris management site for consolidation or transfer to larger hauling vehicles. In some situations, local conditions may require direct transport of C&D debris to the final disposal site, bypassing the debris site.

**Vehicle Processing Areas:** Vehicles damaged during the incident may require processing for recycling or permanent disposal. This process includes manual inspection for human remains and discrete evidence, draining and containment of all fluids, identification by type, color, and Vehicle Identification Number, and verification of ownership.

**Woody Vegetation Staging:** Woody debris will be consolidated at designated areas located no less than 100 feet from burning/incineration zones, 100 feet from inspection towers, and at least 500 feet from occupied structures.

**White Goods:** Common household appliances, such as washers, dryers, air conditioners, refrigerators, freezers, and stoves, must have all fluids removed before recycling. Depending on the quantity, appliances may be crushed before transport to recycling facilities or final disposal.

**Hazardous Material Storage:** Temporary, lined storage areas will be provided for ash, household hazardous waste, fuels, and other potentially soil or groundwater-contaminating materials. Perimeter berms will be constructed using hay/straw bales or native topsoil, and the containment area will be covered with heavy-duty plastic and a 4-inch sand drainage layer to provide a waterproof barrier. Site grading will direct runoff away from protected areas. If the site also functions as an equipment storage

area, fueling and equipment maintenance operations will be closely monitored to prevent and mitigate spills of petroleum or hydraulic fluids.

**Inspection Tower Installation:** Inspection towers will be installed at each debris reduction, disposal, and management site to support load monitoring and quality control activities. All towers will comply with applicable safety standards, including structural stability to withstand wind speeds up to 45 mph, and will offer sufficient height to allow inspectors clear visibility into truck beds above the safety railing. Each tower will include a minimum 8-foot by 12-foot covered work area equipped with lighting, power, workspace furnishings, a fire extinguisher, additional PPE, a first aid kit, and other essential safety supplies. Towers will be positioned at site entrances to provide inspectors with a clear line of sight to truck loads, ensuring that any non-vegetative materials are redirected to the appropriate disposal or recycling area (e.g., HHW, white goods, metals).

**Erosion and Stormwater Control:** An Erosion and Stormwater Management Plan will be developed for each site to address conditions that could result in excessive sediment runoff or erosion. The plan will incorporate site-specific features such as topography, drainage patterns, and soil composition to ensure effective stormwater control and environmental protection throughout debris management operations.

**Dust Control Plan**: A Dust Control Plan will be developed and implemented to minimize the generation of fugitive dust from daily operations at the debris management site. The plan will address dust suppression measures in high-traffic areas, debris sorting and processing zones, dumping and loading areas, and debris storage locations. Control measures may include watering, soil stabilization, speed limits, and other best management practices to prevent dust migration beyond the site boundaries.

**Burning/Incineration Operations**: Incineration is one of the most effective methods for reducing vegetative debris volume and will be utilized when permitted and deemed appropriate during hurricane debris operations. A designated firebreak will be established around the perimeter of each burn or incineration area. Open burn piles and air curtain incineration pits or boxes will be located at least 1,000 feet from the nearest occupied building and at least 500 feet from any structure. Adequate water supplies and firefighting equipment will be maintained on-site to suppress or extinguish fires if necessary. Each burn area will be fully extinguished, watered down, and allowed to cool before ash residue is removed.

**Grinding/Mulching Operations**: Grinding and chipping are effective methods for reducing the volume of vegetative debris and producing reusable mulch material. Adequate safety zones will be established around all grinding and mulching operations to protect personnel and equipment from debris that may be projected from the machinery. Proper signage, barriers, and supervision will be maintained to ensure safety and compliance throughout the reduction process.

**Site Management**

The following items are critical components to managing a safe, productive, efficient, and environmentally appropriate debris management site:

**Traffic Control:** Effective traffic control is essential to ensure the safe and efficient operation of temporary debris management sites. With thousands of debris loads potentially arriving each day, comprehensive and site-specific traffic management procedures will be established. Each site will have its own traffic control plan, which will be integrated into a coordinated Traffic Control Plan for the entire debris management operation.

Trucks transporting vegetative debris will follow a designated entrance route leading to the assigned unloading area. A flagger stationed at the depository will manage vehicle flow, provide clearance for each truck to unload its debris, and then allow it to exit safely along the designated exit route.

**Debris Staging and Storage:** Upon arrival at the site, each debris-hauling truck will be directed by a site monitor to the appropriate dumping location. Once unloaded, debris will be organized and pushed into place using dozers. For vegetative debris, operators will make every effort to separate tree stumps and large logs from general debris to maintain proper material segregation.

To minimize the mixing of different types of debris, materials will be sorted and staged in designated areas. After vegetative and construction and demolition (C&D) debris are deposited at the base of the storage pile, dozers and excavators will be used to stack, compact, and shape the piles. Each pile will be constructed with stable side slopes to prevent loose material from rolling or falling.

Household Hazardous Waste (HHW) will be offloaded into a clearly designated storage area and securely maintained there until an appropriate and approved method of permanent disposal is determined.

**Environmental Health and Safety Monitoring:** The primary goal is to maintain a safe, organized, and efficiently managed work area. Key focuses include providing clear and consistent guidance for truck drivers, maintaining adequate spacing between equipment to prevent interactions between trucks and ground personnel, and ensuring trucks are positioned at least twice the height of the truck bed apart from one another.

**Site Cleanup and Restoration:** In general, site restoration will involve returning the property to a condition as close as possible to its pre-construction state. Our team will coordinate with each client to engage property owners prior to restoration activities, ensuring that their concerns and expectations regarding cleanup and final site conditions are understood and addressed.

**Environmental Health and Safety for Debris Site Operations**

TFR's Environmental Health and Safety (EHS) Monitoring Plan for the Debris Management Site (DMS) ensures full compliance with applicable federal, state, and local regulations (e.g., OSHA, EPA) while supporting safe, efficient, and environmentally responsible operations. The plan requires a designated Site Safety Officer, who serves as the on-site authority for daily Tailgate Safety Briefings, enforcement of mandatory personal protective equipment, routine compliance audits, and initial response to all safety or environmental incidents.

Core health and safety procedures emphasize personnel protection and hazard mitigation. This includes continuous enforcement of required PPE, specialized protective gear for activities such as grinding, and mandatory site-specific safety orientations for all personnel. Operational safety protocols include strict traffic control measures, adherence to a 15-foot safe-distance rule, and the use of spotters for all heavy equipment operating in reverse.

Environmental compliance efforts focus on maintaining water quality, air quality, and proper debris segregation. Stormwater management measures—when required—include perimeter controls, such as silt fencing, to prevent sediment runoff, as well as secondary containment for all fuel and oil storage in accordance with TFR's Spill Prevention Plan. Air quality is maintained through continuous dust suppression, using water trucks when site conditions create airborne hazards or nuisances. All potentially hazardous materials, including Household Hazardous Waste (HHW) and electronic waste, are segregated and properly contained to ensure regulatory compliance.

All activities are supported by comprehensive documentation, including pre-shift equipment inspections, immediate Non-Compliance and Incident Reporting, and a Final Debris Site Closure Report certifying complete site restoration and regulatory compliance.

## Disposal

### Waste Disposal

Waste disposal activities will follow a hierarchical approach emphasizing Recycling**,** Reduction, and Disposal**.** Every effort will be made to recycle as much of the debris stream as is economically and operationally feasible. When recycling is not practical, volume reduction methods previously described will be implemented. If neither recycling nor reduction is possible, the remaining material will be transported to an approved landfill for final disposal.

The selection of disposal methods will consider multiple factors, including worker health and safety, potential environmental impacts (both positive and negative), operational efficiency to expedite community recovery, cost-effectiveness, and the availability of recycling markets and permitted disposal facilities. The following section provides a summary of the disposal options applicable to each anticipated waste stream during a typical debris management operation.

**Vegetative Debris:** Vegetative debris will be processed through incineration or chipping to reduce overall volume. Chipped material may be reused as mulch, applied as daily cover at landfills, utilized as fuel for energy recovery, or disposed of at an approved yard waste landfill.

Ash generated from incineration activities will be properly staged to prevent stormwater contact and tested for heavy metal content before final disposition. Depending on test results, the ash may be disposed of in a permitted landfill, applied for approved land uses, or repurposed as fuel material. When considering reuse options, special attention will be given to preventing the spread **of** destructive insects and invasive plant species that may be present within the vegetative debris stream.

**Construction and Demolition (C&D) Debris:** Construction and Demolition (C&D) debris will be disposed of at permitted C&D landfills. Before disposal, materials may be processed through shredding, compaction, or grinding to reduce volume and improve handling efficiency, as allowed by applicable Federal, State, and local environmental regulations. All processing and disposal activities will comply with relevant environmental and permitting requirements to ensure safe and responsible management of C&D waste.

**Household Hazardous Waste (HHW):** Recycling and reuse of household hazardous waste (HHW) will be prioritized wherever practicable, minimizing disposal volumes and promoting beneficial reuse. When large volumes of HHW are collected, materials will be properly consolidated to enhance recycling efficiency and maximize available space at the temporary debris management site.

Our team has consistently identified recycling and reuse opportunities for major HHW streams, including:

- Batteries
- Household cleaners
- Latex paints
- Combustible and flammable materials
- Compressed gas cylinders
- Fluorescent and mercury vapor lamps

**White Goods:** White goods will be collected from the curbside and staged at designated debris management sites. Before recycling, any putrescible wastes, refrigerants, or other hazardous materials will be safely removed. Removed materials will be directed to appropriate licensed recycling or disposal facilities.

After hazardous and petroleum-containing components are removed, the white goods will be processed for recycling and delivered to a licensed scrap metal recycling facility. If a local or regional recycling market is unavailable or quantities are insufficient, white goods will be disposed of in a permitted landfill.

**Electronic Waste (E-Waste):** Electronic waste will be separated from the general debris stream, grouped by type, and shipped to licensed recycling facilities for proper processing and recovery.

**Automobiles and Vessels:** Abandoned or damaged automobiles and vessels will be collected from neighborhoods and staged at designated locations for inspection by law enforcement, further coordination with insurance adjusters, or identified owners. Before recycling or disposal, all vehicles and vessels will undergo decommissioning, including removal of fluids, batteries, and other hazardous materials.

**Putrefied Foods and Municipal Solid Waste (MSW):** Putrescible waste, which contains decomposable organic matter capable of generating odors and attracting wildlife, will be handled with strict safety precautions. Removal, cleaning, and handling procedures will minimize potential exposure to workers and others, as well as reduce odor generation. Putrefied foods and municipal solid waste will be securely bagged and transported to a permitted solid waste disposal facility for final disposal.

**Tires:** Tires must be transported by a certified transporter and disposed of at a permitted landfill. Recycling remains a preferred option when a viable local or regional market is available.

**Gasoline-Powered Tools:** Gasoline-powered tools may be sent to a scrap metal processor after removal of oil, fuel, and other fluids. Recovered fluids will be sent to an approved used oil recycling facility whenever possible to ensure proper management.

**Asbestos-Containing Materials (ACM):** Curbside debris is generally exempt from NESHAP regulations and is therefore unregulated for transportation and disposal. However, as part of responsible demolition practices, the following will be considered: friable and Regulated Asbestos-Containing Materials (RACM), Category I and II non-friable ACM that have remained non-friable throughout the event, and former Category I or II materials that have become friable.

If removal renders materials friable, they will be managed as RACM and disposed of at a permitted C&D landfill. Non-friable asbestos materials will also be disposed of at a permitted C&D landfill. Best Management Practices will be followed for segregation, handling, transportation, and disposal of all suspected asbestos-containing materials to ensure worker safety and environmental protection.

**Animal Carcasses:** The preferred method for disposal of animal carcasses is air curtain incineration. If incineration is not feasible, TFR will coordinate with an appropriate disposal facility to ensure acceptance of the carcasses, with daily cover applied to the waste. All equipment used in handling carcasses will be decontaminated daily using high-pressure water and an approved antimicrobial solution to maintain site hygiene and prevent the spread of disease.

**Residual Sediments, Sand, and Mud:** In flood-affected areas, residual sediments, sand, and mud may accumulate and require removal. These materials can contain petroleum hydrocarbons, heavy metals, and biological pathogens. Appropriate disposal methods will be determined based on chemical and biological analyses to assess the presence of hazardous substances or pathogens.

Depending on the results, disposal options may include:

- Use as unrestricted fill if contaminant levels are below regulatory limits
- Use as restricted fill for commercial or controlled applications
- Use as landfill daily cover
- Disposal at a permitted C&D or municipal solid waste (MSW) landfill

All handling and disposal will comply with applicable federal, state, and local environmental regulations to ensure safety and environmental protection.

### Other Support Services

During events where specialized or additional services are required, the Operations Manager will assess operational needs and coordinate the deployment of all necessary resources. This includes identifying and mobilizing the appropriate equipment, personnel, and support assets to ensure these services are executed safely, efficiently, and in compliance with applicable regulations and contractual requirements. Resource allocation will be planned whenever possible and adjusted dynamically as field conditions and priorities evolve during the response.

**Demolition**

Demolition services for a typical debris response will include:

- Approved Right-of-Entries (ROE)
- Destructive Asbestos Surveys
- Disconnection of Utilities
- Removal of Household Contents

These services will be coordinated by the Operations Manager to ensure proper resource allocation, compliance with regulations, and safe execution.

**Approved Right-of-Entry (ROE):** TFR will conduct demolition activities only after all required ROEs for the affected areas have been legally executed and reviewed, including the demolition and site remediation plan.

**Destructive Asbestos Survey:** Before demolition, condemned structures will be inspected for asbestos-containing materials (ACM). Visual inspections will be conducted, and an inventory of suspect ACM will be compiled. Suspect materials will be sampled and analyzed in accordance with the National Emission Standards for Hazardous Air Pollutants (NESHAPs). Where local or state asbestos regulations are more stringent, those requirements will be followed.

Inspections will be performed by accredited asbestos inspectors licensed as required by the state. Samples will be analyzed, and certified asbestos inspectors will determine the friability of materials, approve sample locations, and oversee sample collection. The survey will guide proper handling, segregation, and disposal of ACM during demolition.

Materials likely to become friable during demolition, loading, hauling, or landfilling are handled with special precautions. Once laboratory data is received, an Asbestos Inspection Report is prepared for each structure. This report documents the types of suspect materials, sample results, friability, and sample locations, and includes photographic evidence.

The inspection report guides the selection of demolition methods. If friable ACM is present, additional precautions are implemented during both demolition and transport of the waste to the landfill. Workers performing demolition on structures containing friable ACM are required to be licensed according to state regulations and must wear appropriate personal protective equipment (PPE).

If no friable ACM is detected, the structure can be demolished without specialized precautions, and the resulting debris can be managed as standard construction and demolition (C&D) material. In cases where ACM is present, one of two approaches is taken:

1. Removal of ACM before demolition, allowing the structure to be demolished and managed as standard C&D.
2. Demolition with ACM in place, the structure is demolished, and the material is managed as Regulated Asbestos-Containing Material (RACM)**,** provided that a waiver or No Action Assurance (NAA) letter is obtained from the EPA permitting this method.

All procedures ensure compliance with federal, state, and local asbestos regulations while protecting workers, the public, and the environment.

**Disconnection of Utilities:** Before commencing demolition or debris operations, local utility companies will be contacted to coordinate the safe termination of gas, water, electricity, telephone, cable TV, and any other utility services at the nearest acceptable point. Tasks requiring licensing or permitting under state or local regulations will be performed by appropriately licensed Mechanical, Electrical, and Plumbing (MEP) contractors. All necessary demolition permits will be obtained from the governing authorities. In cases where shut-off valves are not present, and excavation is required within the utility right-of-way (ROW), excavation will be confined to the existing ROW to the greatest extent possible, minimizing unnecessary ground disturbance.

**Removal of Household Contents:** Trained personnel will collect household hazardous waste (HHW), white goods, and other special waste from within structures and transport them to a centralized staging area. These materials will then be processed for recycling and/or proper disposal. Any personal property discovered during this process will be documented and turned over to the appropriate agency with established procedures.

**Demolition of Structures, Staging, and Transportation and Disposal of RACM Debris**
In accordance with the current standards of care and applicable regulations governing the demolition industry, a trained and licensed demolition crew will perform the demolition of structures as summarized below:

- Material Removal: Materials will be removed using wet methods to minimize the generation of airborne dust.
- Equipment Use: An excavator equipped with a live thumb attachment will be utilized to remove and load bulk materials efficiently and safely.
- RACM Demolition Procedures: Demolition of structures containing Regulated Asbestos-Containing Material (RACM) will be conducted by asbestos-trained personnel wearing appropriate personal protective equipment (PPE), equivalent to that required for RACM abatement activities.
- RACM Waste Handling: RACM waste will be securely "burrito wrapped" within roll-off containers or truck beds using two layers of 6-mil plastic sheeting, fully sealed to prevent release of asbestos fibers during handling and transport.

**Private Property Debris Removal (PPDR)**
In certain circumstances, FEMA Public Assistance (PA) may authorize Private Property Debris Removal (PPDR). A Right-of-Entry (ROE) must be obtained from the property owner before entering private property to perform debris removal activities. Typically, this documentation is included in the ROE packet, which is issued and managed by the monitoring firm or the client agency.

**Leaners and Hangers**
If directed by the client, specialized tree crews will be mobilized to remove leaning trees ("leaners") and hanging limbs ("hangers"). A *leaner* is defined as a tree that is leaning or partially uprooted and poses an immediate threat to public safety. A *hanger* is defined as a limb or branch that is partially broken and at risk of falling.

Only *leaners* and *hangers* located within the public right-of-way (ROW) will be eligible for removal. Trees will be identified, evaluated, and marked in the field before cutting. Each tree will be categorized based on its diameter at breast height (DBH). Only trees specifically marked for removal will be cut and taken down.

Trees located on private property or those leaning on residential structures will be addressed under the requirements and approval process for Private Property Debris Removal (PPDR).

**Stumps**
If directed by the client, specialized stump removal crews will be mobilized to remove stumps located within the public right-of-way (ROW) that pose a threat or danger to the public. Stumps will be identified and marked in the field before removal. The basic elements of work include the following:

- Provide utility locate crews before excavation to ensure safety where applicable.
- Remove and haul stumps greater than 24 inches in diameter.

- Extract, remove, and haul stumps greater than 12 inches in diameter.
- Cut standing stumps as needed to reduce hazards.
- Manage debris at the debris management site in accordance with project requirements.
- Reduce stump size as necessary and backfill stump holes to restore the site.

**Sand/Soil Screening**

Sand screening and beach restoration after a hurricane are specialized processes that are often eligible for FEMA reimbursement under the Public Assistance (PA) program and require meticulous adherence to environmental regulations. This process is broken down into three stages as follows:

**Mission Assessment and Environmental Planning:** This planning phase allows for ecological concerns, protected habitats, utility and infrastructure conflicts, or other obstacles to be identified. TFR will work with the contracting agency, applicable regulatory entities, state and local biologists, or other involved stakeholders to develop a comprehensive operations plan. Ground or aerial surveys will be conducted to determine the most efficient means of restoration to achieve the client's desired result.

**Screening Operations:** Once all mitigation measures (e.g., nest identifiers, pedestrian warning signs, and barricades) are in place, the operational phase begins. Any sand identified in stage one as contaminated or hazardous will be removed and disposed of at a licensed facility. Any non-contaminated sand will be consolidated for on-site screening or transported by off-road dump trucks to a processing site, depending on the scope of work. Specialized equipment, such as trommel screens, portable conveyors, shaker screens, and excavators, is used to process sand and remove contaminants, from large items like construction and demolition debris to minor materials like glass or nails. Removal of these safety and environmental hazards allows for the processed sand to be reincorporated into the shoreline. This ensures the native composition of the beach is maintained and can reduce the need for costly beach renourishment projects following a hurricane or storm surge.

**Shoreline and Dune Restoration:** In coordination with the planning team agencies, screened sand will be transported back to restoration areas, and a rough grade will be established. This initial mechanical shaping uses dozers, loaders, or other equipment to restore dune shapes, the shoreline, and any other agreed-upon features. Following rough shaping, finish grading ensures that any water management runoffs or recreational areas function as designed. Upon final inspection and approval, equipment is demobilized from the site, and any screening spoils are disposed of at a permitted solid waste facility or recycled, as applicable.

**Environmentally Sensitive Lands (ESL) Debris Removal**

TFR understands that debris removal operations from ecologically sensitive lands, such as dunes, floodplains, critical habitats, and preserves, are the most complex and restrictive type of debris removal following a natural or man-made disaster. Our team of qualified management ensures that environmental and historically significant features are protected and preserved. TFR prioritizes

compliance with regulations such as the Clean Water Act and the Endangered Species Act and ensures meticulous documentation for reimbursement eligibility.

## Disaster Debris Waste Reduction and Recycling

TFR strongly supports recycling and waste reduction whenever feasible. Each site-specific Management and Operations Plan will include a Disaster Debris Waste Reduction and Recycling Strategy tailored to the project. As part of this effort, our operations manager evaluates all available options for recycling, reusing, or responsibly disposing of debris materials.

Our team maintains specialized equipment that enhances our recycling capabilities. This includes six Diamond Z tub grinders and two horizontal grinders used to process vegetative debris into reusable mulch. After every disaster, we work to identify beneficial end uses for this material, such as landscaping mulch, park ground cover, animal bedding, or as a renewable fuel source for cogeneration facilities or production mills.

For each task order, we will also seek outlets for recycled commodities, including white goods, e-waste, metals, dirt, and mulch products. Beyond vegetative materials, we prioritize keeping metals clean and separated so both ferrous and non-ferrous materials can be properly recycled.

When dealing with large volumes of mixed debris, we can deploy a separation system utilizing equipment such as trommels, air curtain burners, picking-line conveyors, and tub grinders. This process allows paper and plastic to be removed, while dirt, rock, concrete, ferrous and non-ferrous metals, and clean vegetative debris are sorted into recoverable streams for recycling.

### Project Spotlight

**Hurricane Idalia Recycling**

TFR Enterprises has a proven record of recycling and repurposing disaster debris. After Hurricane Idalia in 2023, when 125-mph winds and limited landfill capacity posed major challenges, TFR secured alternative disposal options that prioritized material recovery. More than 3.2 million cubic yards of vegetative debris were ground into mulch and delivered to private agricultural lands for use as soil amendments, easing pressure on local landfills and producing substantial cost savings for FDOT. This effort demonstrates TFR's commitment to sustainable, cost-effective debris management.

**Quality Control Overview**
TFR Enterprises, Inc. implements a comprehensive Construction Quality Control (CQC) program to ensure that all debris removal, hauling, reduction, and Debris Management Site (DMS) operations are performed in strict accordance with contract requirements, applicable technical specifications, and all federal, state, and local regulations. This program is designed to ensure compliance with FEMA Public Assistance (PA) Program eligibility standards, the FEMA Debris Management Guide, and all applicable documentation and audit requirements.

The CQC system applies to all work performed by TFR and its subcontractors, including but not limited to right-of-way (ROW) debris clearance, loading and hauling operations, debris segregation and eligibility enforcement, load ticketing and monitoring, DMS reduction and disposal operations, environmental protection measures, and site restoration activities. The program establishes the inspections, documentation protocols, and corrective action procedures necessary to maintain operational integrity and support full reimbursement eligibility.

**Authority and Responsibility**
TFR's Quality Control Program is implemented across all operational functions and is supported by clearly defined authority levels to ensure compliance and accountability. The Quality Control Officer (QC Manager) is vested with full authority to identify deficiencies, direct corrective actions, and suspend work when unsafe or noncompliant conditions are observed. The QC Manager also serves as the primary liaison for quality-related matters with the County Debris Manager and, when applicable, FEMA and State oversight personnel.

Operations Managers and field supervisors are responsible for ensuring that QC requirements are understood and implemented at all operational levels. This includes enforcement of debris segregation protocols, adherence to safety standards, and compliance with documentation and reporting requirements.

**Organization of Quality Control Function**
TFR's CQC organization is structured to provide continuous oversight and real-time quality assurance throughout all phases of debris management operations. The structure includes the following key roles:

The Operations Manager provides overall operational oversight and ensures that supervisory personnel fully understand contract requirements, production standards, and workmanship expectations.

The Quality Control Officer (QC Manager) is responsible for the direct implementation of the QC program, including oversight of inspections, subcontractor compliance, reporting, corrective actions, and coordination with government representatives. The QC Manager maintains authority to enforce compliance across all field operations.

Quality Control Technicians and Field Inspectors conduct daily field inspections, verify debris eligibility and segregation practices, monitor loading and hauling operations, and immediately report deviations or noncompliant conditions. These personnel serve as the primary field-level enforcement mechanism for the QC program.

**Three-Phase Inspection System**
TFR implements a formal three-phase inspection process for all definable features of work to ensure consistent compliance and quality assurance throughout operations.

During the Preparatory Phase, TFR conducts a detailed review of contract requirements, operational procedures, equipment readiness, safety controls, and coordination with the Client prior to initiating any work activity. This phase ensures that all personnel understand the scope requirements and performance expectations.

The Initial Phase is conducted at the commencement of each work activity and is used to verify that operations are being performed in accordance with contract standards. This includes evaluation of workmanship, debris segregation procedures, documentation accuracy, and adherence to safety and environmental controls.

The Follow-Up Phase is conducted on a continuous daily basis to ensure sustained compliance throughout the duration of the project. This phase includes ongoing inspections, corrective action tracking, verification of documentation, and enforcement of safety and operational requirements.

**FEMA Eligibility and Debris Segregation Compliance**
TFR maintains strict adherence to FEMA Public Assistance eligibility requirements and ensures that only eligible disaster-generated debris is collected, processed, and disposed of under the contract. Eligible debris streams include vegetative debris, construction and demolition (C&D) debris, household hazardous waste (HHW), white goods, and metals, as defined by applicable FEMA guidance and contract specifications.

Ineligible debris, including pre-disaster debris, municipal solid waste, and debris located outside of authorized collection areas or public right-of-way without approved Right-of-Entry (ROE), is strictly excluded from collection and processing activities. TFR enforces debris segregation at the point of collection and throughout transport and processing operations to prevent commingling that could compromise eligibility or reimbursement.

**ROW Collection, Loading, and Hauling Quality Controls**
Quality control personnel are assigned to monitor all right-of-way collection, loading, and hauling operations. Before deployment, all equipment is inspected to ensure operational readiness and compliance with safety requirements. During operations, QC personnel verify that traffic control measures are properly implemented, loads are appropriately secured and trimmed, and that only eligible debris is being transported.

QC staff also ensure that all haul units operate strictly within designated collection areas and that no unauthorized materials are included in debris loads. Daily QC reports are generated to document field conditions, operational performance, and any deviations requiring corrective action.

**Load Ticketing, Monitoring, and Documentation Controls**
TFR maintains a rigorous load ticketing and monitoring system designed to support transparency, accountability, and FEMA reimbursement requirements. This system includes verification of truck

certifications, controlled issuance of load tickets, monitor inspection and validation, and daily reconciliation of hauled and processed debris volumes.

All discrepancies identified during reconciliation are investigated and resolved promptly, with corrective actions documented and tracked to closure. All records are maintained in accordance with FEMA Public Assistance documentation requirements and applicable record retention standards to ensure audit readiness.

**Debris Management Site (DMS) Quality Controls**
At all DMS operations, TFR implements structured quality control procedures to ensure proper segregation, processing, and documentation of all debris streams. QC personnel verify that debris is correctly categorized upon entry, that reduction operations are performed in accordance with contract specifications, and that final disposal quantities are accurately recorded.

Additional oversight is provided to ensure compliance with environmental controls, including dust suppression, fire prevention, runoff management, and safety protocols. QC personnel also verify that site closure and restoration activities are completed in accordance with contract requirements and approved site plans.

**Subcontractor Quality Compliance**
All subcontractors engaged by TFR are required to operate under the same Quality Control Plan and are fully subject to TFR's QC oversight. QC personnel conduct daily inspections of subcontractor operations to ensure compliance with eligibility requirements, safety standards, and documentation protocols.

Any deficiencies identified in subcontractor performance are addressed immediately through corrective action directives. Continued noncompliance may result in removal of the project in accordance with contract provisions.

**Damage Prevention and Corrective Action Program**
TFR maintains a proactive damage prevention program designed to minimize risk to public and private infrastructure during debris operations. The goal of this program is zero preventable damage incidents. Any damage or incident occurring during operations is documented immediately, investigated, and reported through formal channels.

Corrective actions are implemented without delay and tracked to closure, with all documentation retained for review by the Client and regulatory agencies. Where appropriate, claims are resolved expeditiously in coordination with TFR's insurance providers and the affected parties.

TFR's Construction Quality Control program is designed to ensure consistent compliance, operational discipline, and documentation integrity across all phases of debris management operations. Through structured oversight, defined authority, and continuous inspection processes, TFR delivers a controlled, transparent, and audit-ready system that supports both regulatory compliance and successful project execution.

**Documentation Procedures and Data Management**
TFR Enterprises, Inc. utilizes a proprietary Disaster Debris Data Management System (DDD) to create, capture, manage, and retain all project information for stakeholders throughout each debris management operation. This disaster-specific system integrates documentation, processes, and reporting workflows to support accurate invoicing, timely subcontractor payments, and compliant client reimbursement. All procedures are aligned with FEMA documentation requirements and incorporate rigorous quality control measures with a goal of zero defects.

**Material Tracking and Quantification**
TFR employs three primary data collection tools to track and quantify debris:

1. **Truck Certification Forms**- Used at project initiation to certify and document the hauling capacity of each vehicle.
2. **Load Tickets**- Used to document and quantify right-of-way debris collection activities.
3. **Unit Tickets**-Used to document hazardous leaners and hangers, including tree and limb removal.

**Truck Certification**
Truck certification is conducted at the start of operations by the client or its contracted monitoring firm. Each hauling unit is measured in cubic yards and assigned a unique truck (placard) number. Information collected includes subcontractor details, vehicle registration, measured capacity, and proof of liability insurance.

This information is transferred to a placard affixed to each unit, identifying:

- Truck number
- Certified hauling capacity
- Contract name (Applicant/Client)

All certification forms, photographs of the units, and driver information are scanned and stored in the DDD system for verification and audit purposes.

**Field Data Collection Methods**
TFR supports two methods of field data collection:

**Paper Ticketing**
Handwritten load and unit tickets are completed by the client or monitoring personnel and scanned daily into the DDD system. Quality control checks are performed to validate entries and prevent duplication.

**Automated Data Management Systems (ADMS)**
ADMS utilizes handheld devices (smartphones or tablets) to capture real-time operational data, including GPS coordinates, timestamps, debris type, truck information, and photographs. This method reduces manual processing and improves accuracy and efficiency.

**Load and Unit Ticket Data**

**Load Tickets** include:

- Ticket number
- Date and time
- Material type
- Pickup location or GPS coordinates
- Contractor and driver information
- Truck number and certified capacity
- Load call percentage (if applicable)
- Quantity delivered (cubic yards or tons)
- Disposal location and landfill ticket number
- Monitor name and signature

**Unit Tickets** (Hazardous Leaners/Hangers) include:

- Tree, stump, or hanger quantity and diameter
- GPS coordinates
- Before-and-after photographic documentation

**Load Verification**
All debris loads are verified and "called" by tower monitors at debris management sites (DMS) or final disposal locations. Once validated and signed, tickets are closed and distributed to the driver, TFR Project Manager, and monitoring firm. This standardized process ensures proper reconciliation among all parties and maintains FEMA compliance.

**Data Processing and Quality Control**
All tickets are uploaded or scanned daily into the DDD system. Quality control procedures include:

- Verification of truck capacities against certification records
- Elimination of duplicate tickets
- Validation of ticket completeness and accuracy

Data is reconciled against subcontractor invoices to ensure consistency and approval within the system. Multiple units of measure are supported, including cubic yards, tons, "each," and time-based units (hours/days), depending on the debris type and activity performed.

**Customer Invoicing**
TFR generates invoices in accordance with contract requirements (weekly, bi-weekly, or monthly) using validated ticket data. Duplicate tickets and ineligible debris are excluded. Each invoice includes detailed Excel reports exported from the DDD system, providing full supporting documentation in compliance with FEMA and FHWA requirements.

Records are maintained in accordance with 2 C.F.R. §200.333–337, with TFR retaining documentation for a minimum of ten (10) years, exceeding federal requirements.

**Subcontractor Data Management and Payments**
TFR utilizes its data management system to reconcile subcontractor invoices. Subcontractors submit weekly invoices following the work period (typically Monday through Sunday unless otherwise specified). Invoices are reviewed and reconciled promptly, with discrepancies resolved before payment.

Payments are issued on the second Friday following the work week and are accompanied by a Partial Payment and Release. This release requires subcontractors to:

- Confirm all labor, materials, equipment, and taxes have been paid
- Release TFR, the Owner, and the Prime Contractor from claims to the extent of payment
- Waive lien rights accordingly
- Indemnify TFR and the client against future claims

**Proven Experience**
Over the past five years, TFR has processed more than $240 million in invoices and issued over $125 million in subcontractor payments across 500+ FEMA-reimbursed municipal debris management contracts. TFR's extensive experience, combined with its well-established data management and quality control procedures, ensures accurate documentation, successful reimbursement, and audit readiness.

**Pre- and Post-Event Assistance**

**Pre-Event Support**

- Assist in the development and updating of debris management plans
- Coordinate annual readiness and kickoff meetings
- Support identification and pre-approval of temporary debris management sites (TDMS) with appropriate regulatory agencies

**Post-Event Support**

- Conduct debris volume assessments
- Participate in kickoff and operational meetings
- Provide daily progress and operational reports
- Assist with public information and announcements
- Maintain continuous communication with the client
- Provide all necessary documentation to support FEMA reimbursement

# 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_____

## QUANTITIES:

| | | | | | |
|---|---|---|---|---|---|
| TRUCK NUMBER | | | MEASURED CAPACITY | | CY |
| Est. % Full | | | Total CY Delivered | | CY |

**LOAD CLASSIFICATION:**

| | | | |
|---|---|---|---|
| BURNABLE | | MIXED | |
| NONBURNABLE - C & D | | OTHER | |

## LOCATION

| PICKUP ZONE/SECTION | | DEBRIS DELIVERY SITE |
|---|---|---|
| | | |

| | TIME | MONITOR SIGNATURE |
|---|---|---|
| LOADING SITE: | | |
| DUMPING SITE: | | |

TRUCK DRIVER SIGNATURE_____

Comments:

_____

_____

_____

White-Dumpsite Monitor Green-Load Site Monitor

Canary, Pink, Gold – On-Site Contractor's Representative or Driver

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

Government Entity _____

Contract No. _____

## TRUCK MEASURE CERTIFICATE

Event: _____

| TRUCK NO. | | |
|---|---|---|
| TRUCK MEASURE | | CUBIC YARDS |

**CONTRACTOR:**

**TFR ENTERPRISES, INC.**

Date _____

Truck Description _____ Type: _____ Color: _____

License No. & State _____ VIN No. _____

Truck Owner _____

Subcontractor truck is working for _____

Truck Driver _____ Name: _____ Drivers License # & State _____

**TRUCK BED MEASUREMENTS:**

| | Truck Bed Length | | Truck Bed Width | | Truck Bed Height | | Total | | Divided By | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| IN INCHES | | X | | X | | = | | / | 46,656 | = | Cubic yards |

*OR*

| | Truck Bed Length | | Truck Bed Width | | Truck Bed Height | | Total | | Divided By | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| IN FEET | | X | | X | | = | | / | 27 | = | Cubic yards |

Notes or Exceptions: (I.e. descriptions, deductions for dog house, etc.) _____

Signed:

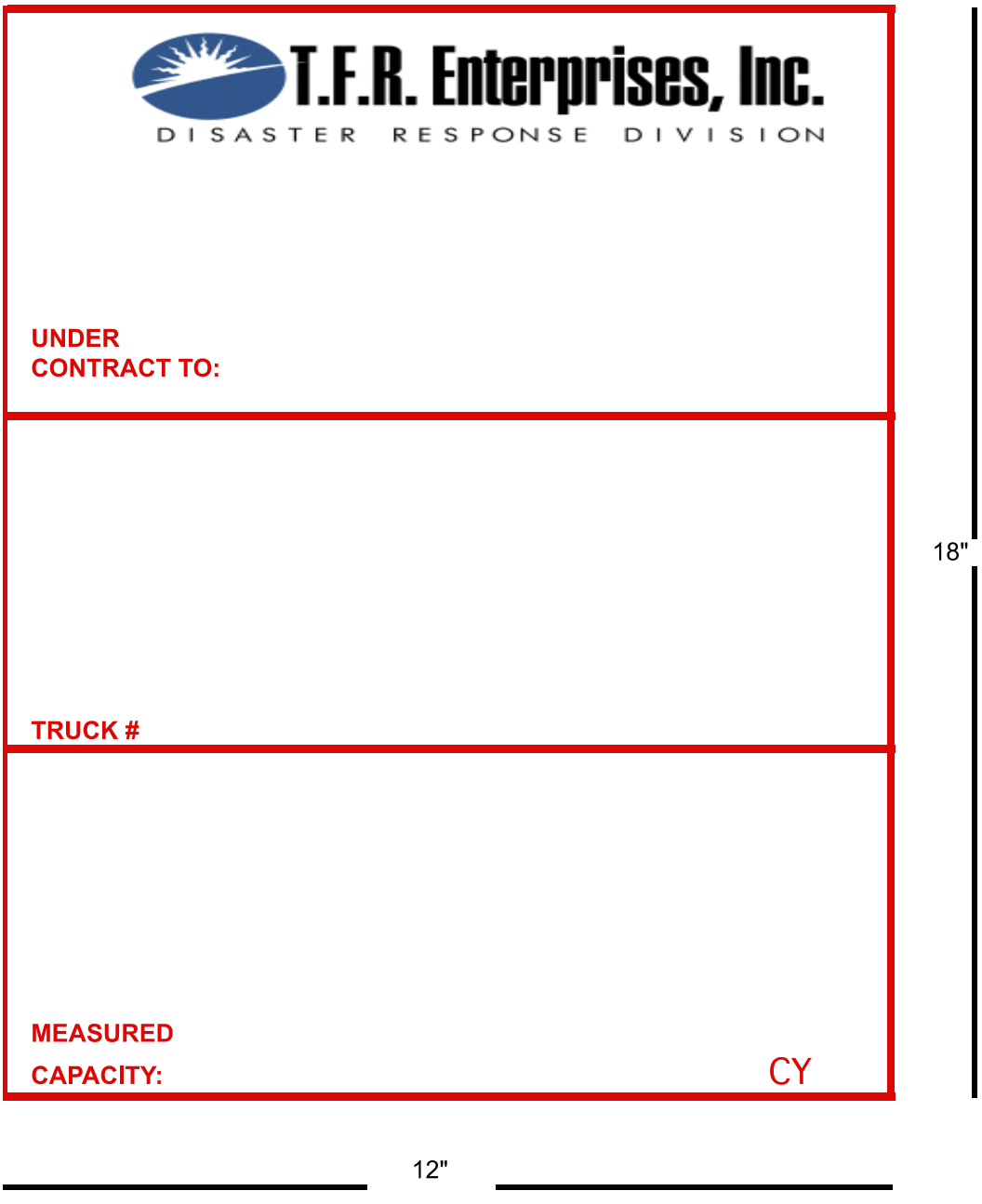
Measured By

Truck Driver

TFR Representative

Government's Representative

# SAMPLE TRUCK IDENTIFICATION PLACARD



# Equipment Resources

TFR maintains an extensive amount 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 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 the satisfaction of the client and certifies the work is done properly to the TFR standard.

Furthermore, our in-house maintenance crew provides immediate support to our field operators to ensure 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 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 leaders 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 plan. 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.

## 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

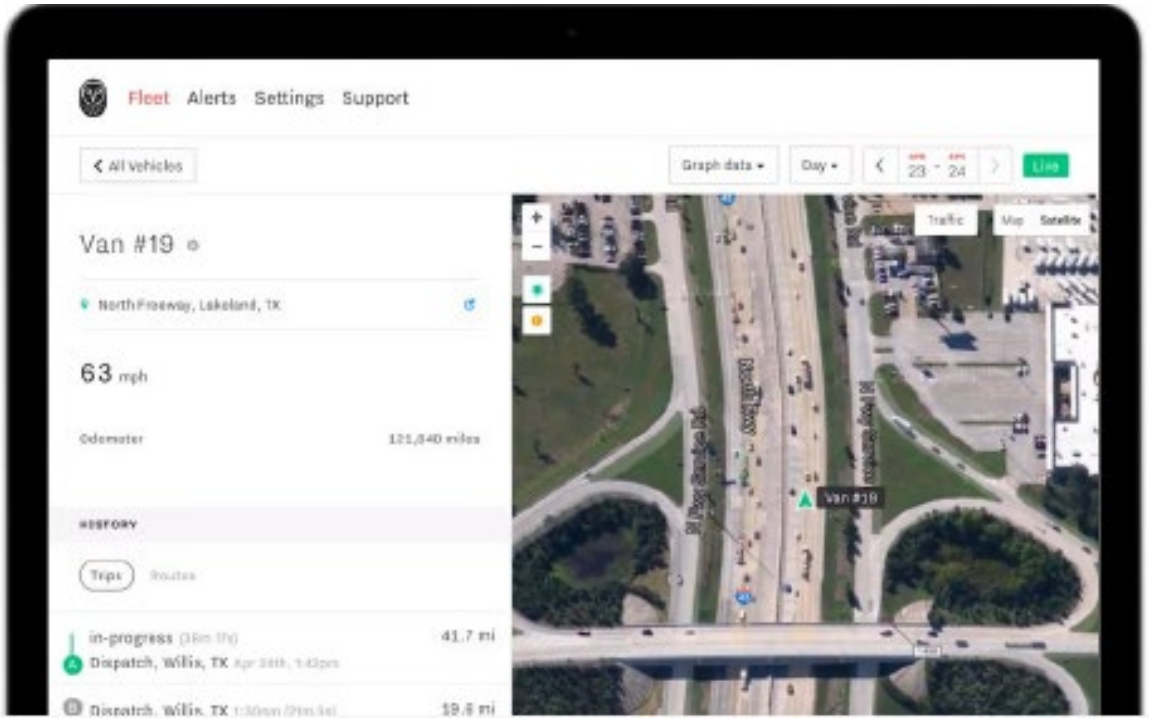
**REPORTING & ALERTS**
- Fuel efficiency & vehicle health
- Activity and driver behavior
- IFTA, ELD, and FSMA

Learn more | Get a demo

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

Developer docs

## Samsara Helicopter View



| No. | Equipment Type | Year | Make | Model | Identification No. | (C) Company Owned (R) Reserved |
|---|---|---|---|---|---|---|
| 1 | Air Compressor | 1990 | Emglo | Y5A60V | 92190020 | C |
| 2 | Air Compressor | 2003 | Ingersoll Rand | | 338927UGN221 | C |
| 3 | Air Compressor | 2006 | Ingersoll Rand | | 365253UAX | C |
| 4 | Air Compressor | 2012 | Doosan | XP375WJDT3 | 435426UAW048 | C |
| 5 | Air Compressor | | Ingersoll Rand | MC2A | 1945 | C |
| 6 | Air Compressor | | Campbell Hausfeld | | | C |
| 7 | Air Curtain Burner | | ACD | T400 | T35FN01052 | C |
| 8 | Air Curtain Burner | | ACD | | 103846 | C |
| 9 | Air Curtain Burner | | McPherson | M30F | U149701V | C |
| 10 | Air Curtain Burner | | McPherson | M30F | U148961V | C |
| 11 | Bridge Erection Boat | | AD | MKIII | 42XBK23649H112935 | C |
| 12 | Bridge Erection Boat | | AD | MKII | 06681V368 | C |
| 13 | Bucket Truck | 1999 | International | 4900 | 1HTSDAAN0XH659739 | C |
| 14 | Bucket Truck | 2012 | Freightliner | M2106 | 1FVACXDU8CHBE2106 | C |
| 15 | Bucket Truck | 2011 | Freightliner | M2106 | 1FVACXDU3BDAU8452 | C |
| 16 | Bucket Truck | 2007 | International | 4300 | 1HTMMAAN97H433997 | C |
| 17 | Bucket Truck | 2006 | International | 4300 | 1HTMMAAR06H199847 | C |
| 18 | Bucket Truck | 2010 | Freightliner | M2106 | 1FVACXDT7AHAP3532 | C |
| 19 | Bucket Truck | 1998 | Ford | F800 | 1FDXF80C0WVA35473 | C |
| 20 | Bucket Truck | 1990 | GMC | C7H042 | | R |
| 21 | Bucket Truck | 2007 | International | 430 | | R |
| 22 | Bucket Truck | 2001 | International | 4700 | 1HTSCAAM61H398263 | R |
| 23 | Bucket Truck | 2004 | International | | 1HTMMAAL54H672005 | R |
| 24 | Bucket Truck | 2005 | International | 4300 | 1HTMMAANX5H692740 | R |
| 25 | Bucket Truck | 2006 | International | 4300 | 1HTMMAAP76H248265 | R |
| 26 | Bucket Truck | 2007 | Ford | F750 | 3FRNF75E77V512537 | R |
| 27 | Bucket Truck | 2007 | Ford | F750 | 3FRNF75E47V467587 | R |
| 28 | Bucket Truck | 2007 | Ford | F750SD | 3FRNF75E57V467601 | R |
| 29 | Bucket Truck | 2007 | International | 4000 | 1HTMMAAN17H392586 | R |
| 30 | Bucket Truck | 2007 | Ford | F750SD | 3FRNF75E07V467585 | R |
| 31 | Bucket Truck | 2007 | International | | 1HTMMAAN97H413877 | R |
| 32 | Crawler Tractor | 2014 | Magnatrac | MH8000 | H800152 | R |
| 33 | Crawler Tractor | 2012 | Komatsu | D31PX22 | KMTD011P01060725 | R |
| 34 | Dozer | 1984 | Caterpillar | D7H | 79Z01488 | C |
| 35 | Dozer | 1991 | Caterpillar | D7H | 4AB04147 | C |
| 36 | Dozer | 1981 | Caterpillar | D8K | 77V17840 | C |

| | | | | | | |
|---|---|---|---|---|---|---|
| 37 | Dozer | | Caterpillar | D6TLGP | THX28329 | C |
| 38 | Dozer | 2006 | Caterpillar | D6RLGP | CAT00D6RKWRG00215 | C |
| 39 | Dozer | 2008 | Caterpillar | D7R | AEC01989 | C |
| 40 | Dozer | | Caterpillar | D6RLGP | 9PN02000 | C |
| 41 | Dozer | 1991 | Caterpillar | D7H | 4FG04117 | C |
| 42 | Dozer | 2003 | Caterpillar | D7R | AEC00681 | C |
| 43 | Dozer | 2008 | Caterpillar | D6TLGP | CAT00D6TCKJL00560 | C |
| 44 | Dozer | 1978 | Caterpillar | D6D | 6X597 | C |
| 45 | Dozer | 2009 | Caterpillar | D6TLGP | KJL00985 | C |
| 46 | Dozer | 1979 | Caterpillar | D6D | 4X5133 | C |
| 47 | Dozer | | Caterpillar | DV060 | 08Z53048 | C |
| 48 | Dozer | | Caterpillar | 963-TL | 0963CKBBD01120 | C |
| 49 | Dozer | | Caterpillar | 973-C | CAT0973CK3RZ00613 | C |
| 50 | Dozer | 1989 | John Deere | 550G | T0550GH758338 | R |
| 51 | Dump Truck | 2000 | Freightliner | FL70 | 1FV6HLAA5YHB76509 | C |
| 52 | Excavator | 2001 | Komatsu | PC270LC6 | A85139 | C |
| 53 | Excavator | | Deere | 690D | DW690DL533807 | C |
| 54 | Excavator | | Volvo | EC330BLC | 330B10324 | C |
| 55 | Excavator | | Volvo | EC220DL | 220D210418 | C |
| 56 | Excavator | 2012 | Komatsu | PC240LC10 | A20120 | C |
| 57 | Excavator | 2013 | Komatsu | PC210LC | KMTPC243V02450356 | C |
| 58 | Excavator | 2020 | Kobelco | EK-SK210 | YQ15605293 | C |
| 59 | Excavator | | Komatsu | 210LC | KMTPC257PLTC81212 | C |
| 60 | Excavator | 2013 | Komatsu | PC240LC10 | KMTPC240C02090090 | C |
| 61 | Excavator | 2019 | Kobelco | SK260LC10 | LL1610594 | C |
| 62 | Excavator | | Komatsu | 210LC | KMTPC257HJTC80715 | C |
| 63 | Excavator | | Komatsu | 290LC | KMTPC255TEWA27188 | C |
| 64 | Flatbed Trailer | 2005 | Big Tex | | 4YNBN20245C027949 | C |
| 65 | Flatbed Trailer | 2007 | Big Tex | | 16VGX202672680173 | C |
| 66 | Flatbed Trailer | 2011 | Magnum | | 4P5B52027B2159392 | C |
| 67 | Flatbed Trailer | 2013 | Big Tex | | 16VNX122XD2C97883 | C |
| 68 | Flatbed Trailer | 2013 | Big Tex | | 16VPX1629C2348689 | C |
| 69 | Flatbed Trailer | 1999 | HMDE | | 4AG6U2338XC029735 | C |
| 70 | Flatbed Trailer | 1997 | Centerville | | 1C6EG102XV1752300 | C |
| 71 | Flatbed Trailer | 1997 | Reitnouer | | 1RNF48A27VR003233 | C |
| 72 | Flatbed Trailer | 2006 | Town | | 4KNTT14226L161597 | C |
| 73 | Flatbed Trailer | 2015 | JLG | | 5DYAAB2L5FC006883 | C |
| 74 | Flatbed Trailer | 2015 | PJ | | 4P5FD3623F1217625 | C |
| 75 | Flatbed Trailer | 2008 | Towmaster | | 4KNTT14248L161314 | C |
| 76 | Flatbed Trailer | 2008 | Towmaster | | 4KNTT14257L162843 | C |
| 77 | Flatbed Trailer | 2015 | Big Tex | | 16VFX2026F2092400 | C |

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|---|---|---|---|---|---|---|
| 78 | Flatbed Trailer | 2007 | Trail King | | 1DA72C7N07C018695 | C |
| 79 | Flatbed Trailer | 2019 | Texas Pride | | | R |
| 80 | Flatbed Trailer | 2016 | Big Tex | | 16VFX2020G2074525 | R |
| 81 | Horizontal Grinder | 2014 | Diamond Z | DZH4000 | 1R9FX390XEC722024 | C |
| 82 | Horizontal Grinder | 2014 | Diamond Z | DZH4000 | 1R9FX3904EC722030 | C |
| 83 | KB Pup-Trailer | 2012 | Homemade | HMDE | MOHMTRAILER020044 | C |
| 84 | KB Pup-Trailer | 2006 | Great Lakes | TR2250DC | 1G9CD23336S139786 | C |
| 85 | KB Pup-Trailer | 2006 | Great Lakes | TR2250DC | 1G9CD23346S139779 | C |
| 86 | KB Pup-Trailer | 2006 | Great Lakes | TR2250DC | 1G9CD23376S139712 | C |
| 87 | KB Pup-Trailer | 2006 | Great Lakes | | 1G9CD23356S139711 | C |
| 88 | KB Pup-Trailer | 2018 | Titan Machinery | HMDE | M0HMTRAILER025812 | C |
| 89 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2629KS589119 | C |
| 90 | KB Pup-Trailer | 2018 | Homemade | HMDE | M0HMTRAILER025813 | C |
| 91 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2625KS589103 | C |
| 92 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2624KS589089 | C |
| 93 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2627KS589118 | C |
| 94 | KB Pup-Trailer | 2018 | Homemade | HMDE | MOHMTRAILER025811 | C |
| 95 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2626KS589126 | C |
| 96 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2627KS589135 | C |
| 97 | KB Pup-Trailer | 2019 | Edgewood | ST | 1E9US2627KS589149 | C |
| 98 | KB Pup-Trailer | 2020 | Edgewood | ST | 1E9US2923LS589159 | C |
| 99 | KB Pup-Trailer | 2020 | Edgewood | ST | 1E9US2923LS589162 | C |
| 100 | KB Pup-Trailer | 2020 | Edgewood | ST | 1E9US2927LS589164 | C |
| 101 | KB Pup-Trailer | 2020 | Edgewood | ST | 1E9US2925LS589163 | C |
| 102 | KB Pup-Trailer | 2012 | Edgewood | HMDE | MOHMTRAILER020042 | R |
| 103 | KB Pup-Trailer | 2010 | Edgewood | HMDE | MOHMTRAILER018042 | R |
| 104 | KB Pup-Trailer | 2012 | Edgewood | HMDE | MOHMTRAILER020041 | R |
| 105 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2728JS589061 | R |
| 106 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2725JS589050 | R |
| 107 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2725JS589048 | R |
| 108 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2727JS589049 | R |
| 109 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2762JS589060 | R |
| 110 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2622JS589073 | R |
| 111 | KB Pup-Trailer | 2017 | Edgewood | ST | 1E9US2623HS589030 | R |
| 112 | KB Pup-Trailer | 2018 | Edgewood | ST | IE9US2723JS580947 | R |
| 113 | KB Pup-Trailer | 2018 | Edgewood | ST | 1E9US2721JS589046 | R |
| 114 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US302XMS589258 | R |
| 115 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3021MS589262 | R |
| 116 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3028MS589260 | R |
| 117 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3021MS589259 | R |
| 118 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3023MS589263 | R |

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|---|---|---|---|---|---|---|
| 119 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3022MS589268 | R |
| 120 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3024MS589269 | R |
| 121 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3020MS589270 | R |
| 122 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3023MS589277 | R |
| 123 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US3021MS589276 | R |
| 124 | KB Pup-Trailer | 2021 | Edgewood | ST | 1E9US302XMS589275 | R |
| 125 | KB Pup-Trailer | 2009 | Edgewood | ST | ARKAVTL0590455016 | R |
| 126 | KB Pup-Trailer | 2007 | Great Lakes | | | R |
| 127 | KB Pup-Trailer | 2000 | WBH | | 1W9SD1628YC269033 | R |
| 128 | KB Self-Loader | 2003 | Sterling | L9500 | 2FZHAZAS73AK28772 | C |
| 129 | KB Self-Loader | 2004 | Sterling | L9500 | 2FZHAZAS84AM87966 | C |
| 130 | KB Self-Loader | 2003 | Kenworth | T800 | 1NKDLU0X43J710108 | C |
| 131 | KB Self-Loader | 1998 | Peterbilt | 357 | 1NPALT9X0WN461734 | C |
| 132 | KB Self-Loader | 1998 | Peterbilt | 357 | 1NPALT9X5WN461728 | C |
| 133 | KB Self-Loader | 2003 | Freightliner | FL112 | 1FVHBGAS53HK52388 | C |
| 134 | KB Self-Loader | 2006 | Western Star | 4900 SB | 5KKPALAV96PV43823 | C |
| 135 | KB Self-Loader | 2007 | Western Star | 4900 SB | 5KKPALAV47PY35512 | C |
| 136 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X69J242505 | C |
| 137 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0XX9J242507 | C |
| 138 | KB Self-Loader | 2007 | Kenworth | T800 | 1NKDLT0X87J190818 | C |
| 139 | KB Self-Loader | 2008 | Kenworth | T800 | 1NKDLU0X78J235352 | C |
| 140 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X89J242506 | C |
| 141 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X09J242502 | C |
| 142 | KB Self-Loader | 2009 | Kenworth | T800 | 1XKDDU0X89J246574 | C |
| 143 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X99J242501 | C |
| 144 | KB Self-Loader | 2008 | Kenworth | T800 | 1XKDDU0X18J223975 | C |
| 145 | KB Self-Loader | 2008 | Kenworth | T800 | 1XKDDU0X78J223981 | C |
| 146 | KB Self-Loader | 2011 | Kenworth | T800 | 1NKDLU0X6BJ281035 | C |
| 147 | KB Self-Loader | 2010 | Kenworth | T800 | 1NKDLU0XXAR266280 | C |
| 148 | KB Self-Loader | 2011 | Kenworth | T800 | 1NKDLU0X7BJ278354 | C |
| 149 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X69J256033 | C |
| 150 | KB Self-Loader | 2008 | Kenworth | T800 | 1XKDDU0X78J228727 | C |
| 151 | KB Self-Loader | 2009 | Kenworth | T800 | 1NKDLU0X39J237424 | C |
| 152 | KB Self-Loader | 2008 | Kenworth | T800 | 1NKDLU0X08J233491 | C |
| 153 | KB Self-Loader | 2005 | Sterling | | 2FWBA2DE5SAV23128 | R |
| 154 | KB Self-Loader | 1995 | Freightliner | | 1FUPFZXB2SA597897 | R |
| 155 | KB Self-Loader | 2004 | Peterbilt | 357 | 1XPADB0X04DB819508 | R |
| 156 | KB Self-Loader | 2005 | Peterbilt | 357 | 1NPALB0X45D842644 | R |
| 157 | KB Self-Loader | 2006 | Peterbilt | 357 | 1NPALB0X96D632705 | R |
| 158 | KB Self-Loader | 2007 | Freightliner | | 1FVHC5DE27HX68138 | R |
| 159 | KB Self-Loader | 2007 | Freightliner | | 1FYHC5DE07HX68140 | R |

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|---|---|---|---|---|---|---|
| 160 | KB Self-Loader | 2006 | Western Star | | 5KKHAWAVX6PW37855 | R |
| 161 | KB Self-Loader | 2001 | Peterbilt | 379 | 1NP5XU0X41D569216 | R |
| 162 | KB Self-Loader | 2013 | Peterbilt | | 1NPTX4TX6DD181864 | R |
| 163 | KB Self-Loader | 2005 | Peterbilt/Red | | 1XP5DB9X25D881630 | R |
| 164 | KB Self-Loader | 2006 | Peterbilt | 379 | 1XP5DB9X76D646688 | R |
| 165 | KB Self-Loader | 2006 | Peterbilt | 379 | 1XP5DB9XX6N898414 | R |
| 166 | KB Self-Loader | 2003 | Peterbilt | 357 | 1NPALB0X53N596260 | R |
| 167 | KB Self-Loader | 2019 | International | HX520 | 3HTDPAPT4KN358427 | R |
| 168 | KB Self-Loader | 2005 | International | 5900L | 1HTXRAPTX5J028306 | R |
| 169 | KB Self-Loader | 1990 | Ford | | 1FDZY90X3LVA25141 | R |
| 170 | KB Self-Loader | 2007 | Peterbilt | | 1XP5D49X17D683748 | R |
| 171 | KB Self-Loader | 2005 | Peterbilt | | 1XP5DB9X05N860477 | R |
| 172 | KB Self-Loader | 2014 | Peterbilt | 367 | 1NPTL40X9ED227589 | R |
| 173 | KB Self-Loader | 2003 | Peterbilt | 379 | 1XP5DB9X13D591649 | R |
| 174 | KB Self-Loader | 2019 | Freightliner | | 3ALHG3DV1KDKN11095 | R |
| 175 | KB Self-Loader | 2020 | Western Star | 4900SB | 5KKMALD10LPLJ3935 | R |
| 176 | KB Self-Loader | 2007 | Sterling | | 2F2HAZCV07AV53003 | R |
| 177 | KB Self-Loader | 2003 | Sterling | 9500 | 2FZHAZAS03AK68711 | R |
| 178 | KB Self-Loader | 2004 | Sterling | LT9501 | 2FZHAZCV64AM24825 | R |
| 179 | KB Self-Loader | 2005 | Sterling | LT9501 | 2FZHAZCV75AU92195 | R |
| 180 | KB Self-Loader | 2006 | Freightliner | M2112 | 1FVHC5CV86HV54044 | R |
| 181 | KB Self-Loader | 2007 | Kenworth | | 1NKWLB0X071156522 | R |
| 182 | KB Self-Loader | 2008 | Mac | CH613 | 1M1AN07Y18N002964 | R |
| 183 | KB Self-Loader | 2019 | Western Star | 4700SF | 5KKMAVDV7KPKM6019 | R |
| 184 | Light Tower | 2012 | Doosan | LSC | 4FVLSACA6CU444257 | C |
| 185 | Light Tower | | Magnum | | | C |
| 186 | Light Tower | | Magnum | MLT3060MMH | 80743 | C |
| 187 | Light Tower | | Magnum | MLT3060MMH | 170255 | C |
| 188 | Light Tower | 2008 | Ingersoll Rand | | 393605UJRC13 | R |
| 189 | Light Tower | | Nighthawk | LT12 | | R |
| 190 | Light Tower | 1999 | Magnum | 40601MH | 99246 | R |
| 191 | Light Tower | | Coleman | MH4000RDKH | 151217 | R |
| 192 | Low Boy Trailer | 2014 | Fontaine | | 57JE5130XE3561385 | C |
| 193 | Low Boy Trailer | 2013 | Fontaine | | 13NE51308D3560602 | C |
| 194 | Low Boy Trailer | 1994 | Talbert | | 40FH0482R1010817 | C |
| 195 | Low Boy Trailer | 1992 | Trail King | | 1TKS00517NM030565 | C |
| 196 | Low Boy Trailer | 1992 | Trail King | | 1TKS00517NM030566 | C |
| 197 | Office Trailer | 1984 | Grumman | | 1GXDBAF21EW001008 | C |
| 198 | Office Trailer | 1987 | Ellis | | 1E9EE5743H1013022 | C |
| 199 | Office Trailer | 1992 | Trail MBL | | 1PT011AH6W9002247 | C |
| 200 | Office Trailer | 1992 | Moex | | 1M9X25225TA237065 | C |

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|---|---|---|---|---|---|---|
| 201 | Office Trailer | 1997 | Coach | | 1M9A6A729VH022102 | C |
| 202 | Office Trailer | 1999 | Moex | | 1M9X25227TA237058 | C |
| 203 | Power Screen | 2001 | Trommel | 725 | 9500531 | C |
| 204 | Power Screen | | Trommel | 830 | 9202071 | C |
| 205 | Pressure Washer | 2007 | HMDE | | PC101 | C |
| 206 | Pressure Washer | | Alkota | | 192477 | C |
| 207 | Pressure Washer | | American Kleaner | | C368 | C |
| 208 | Pressure Washer | | Hotsy | | H51669 | C |
| 209 | Pressure Washer | | Landa | | P00306 | C |
| 210 | RV | 2006 | Denali | 31FGBS | 47CTD1R216P615392 | C |
| 211 | RV | 2004 | Jayco | 27B | 1UJBJ02N741EF1875 | C |
| 212 | RV | 2006 | Open Road | | 5L4TR322361012206 | C |
| 213 | RV | 1998 | Prevost | | 2PCV33493V1011707 | C |
| 214 | RV | 2015 | Heartland | Trail Runner | 5SFEB3222GE312623 | C |
| 215 | Service Trailer | 2001 | Titan | | 5DZC8162511001697 | C |
| 216 | Service Trailer | 1997 | WW | | 11WEC1623VM227765 | C |
| 217 | Service Trailer | 2002 | TRBL | | 4X4TSEV282U200791 | C |
| 218 | Service Trailer | 1999 | WW | | 11WHC162XYW251191 | C |
| 219 | Service Trailer | 1999 | Magnum | | 1V5BA1624X1133175 | C |
| 220 | Service Truck | 2005 | Ford | F450 | 1FDXF46P05EC08622 | C |
| 221 | Service Truck | 2013 | Ford | F350 | 1FT8W3BT1CEC38201 | C |
| 222 | Service Truck | 2014 | Ford | F350 | 1FT8W3BT6EEA40636 | C |
| 223 | Service Truck | 2009 | Ford | F450 | 1FDAX46R79EA14566 | C |
| 224 | Service Truck | 2014 | Ram | 5500 | 3C7WRNBL8EG228497 | C |
| 225 | Service Truck | 2011 | Ford | F350 | 1FDRF3G6XBEA70849 | C |
| 226 | Service Truck | 2001 | Ford | F450 | 1FDXF46F31EA27158 | C |
| 227 | Service Truck | 2018 | Toyota | Tacoma | 5TFCZ5AN9JX150501 | C |
| 228 | Service Truck | 2020 | Ram | 3500 | 3C7WRTCLXLG103257 | C |
| 229 | Service Truck | 2013 | Ford | F150 | 1FTFW1ET1DKD64424 | C |
| 230 | Service Truck | 2020 | Ram | 2500 | 3C6UR5CL6LG252045 | C |
| 231 | Service Truck | 2022 | Ram | 3500 | 3C63RRGL2NG135014 | C |
| 232 | Service Truck | 2022 | Ram | 3500 | 3C63RRGL0NG114808 | C |
| 233 | Service Truck | 2011 | Dodge | 57H7CK | 3D6WU7EL6BG591535 | R |
| 234 | Skid Steer | 2003 | Bobcat | T300 | 5219-12445 | C |
| 235 | Skid Steer | | Bobcat | S300 | 525815902 | C |
| 236 | Skid Steer | 2009 | Bobcat | T300 | A5GU35117 | C |
| 237 | Skid Steer | | Bobcat | T300 | A5GU20012 | C |
| 238 | Skid Steer | | Bobcat | T300 | 525415884 | C |
| 239 | Skid Steer | | Bobcat | T300 | 525413076 | C |
| 240 | Skid Steer | 2009 | Bobcat | T300 | A5GU35209 | C |
| 241 | Skid Steer | 2012 | Bobcat | T750 | ANKA12229 | C |

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|---|---|---|---|---|---|---|
| 242 | Skid Steer | 2019 | Bobcat | T870 | | R |
| 243 | Skid Steer | 2013 | Bobcat | T190 | | R |
| 244 | Skid Steer | | Bobcat | T320 | A7MP60119 | R |
| 245 | Skid Steer | | Bobcat | T300 | 532011795 | R |
| 246 | Skid Steer | | Bobcat | 246 | 00246C5SZ06425 | R |
| 247 | Skid Steer | 2019 | Bobcat | T770 | AT6318861 | R |
| 248 | Stump Grinder | 2013 | Rayco | RG1665AC | 0-449 | C |
| 249 | Stump Grinder | 2014 | Fecon | SH260 | | C |
| 250 | Tractor | 2005 | Peterbilt | 379 | 1XP5PBEX75D826166 | C |
| 251 | Tractor | 2008 | Kenworth | T800 | 1XKDDU9X68R213592 | C |
| 252 | Tractor | 2009 | Kenworth | T800 | 1XKDP4EX59J253787 | C |
| 253 | Tractor | 2010 | Kenworth | T800 | 1XKDDU9XXAR259318 | C |
| 254 | Tractor | 2009 | Kenworth | T800 | 1XKDDU9X89J256363 | C |
| 255 | Tractor | 2010 | Kenworth | T800 | 1XKDDU9X4AR260416 | C |
| 256 | Tractor | 2012 | Western Star | W4900 | 5KJJABDR5DPBU1199 | C |
| 257 | Tub Grinder | 1999 | Diamond Z | 1352BI | 1D9FX423XN147003 | C |
| 258 | Tub Grinder | 2003 | Diamond Z | 1463-B | 1D9FX4530NN47068 | C |
| 259 | Tub Grinder | 1997 | Diamond Z | 1463-B | 1D9FX4536TN147184 | C |
| 260 | Tub Grinder | 1999 | Diamond Z | 1463-B | 1D9FX4534XN147240 | C |
| 261 | Tub Grinder | 1998 | Diamond Z | 1463-B | 1D9FX4537WN147232 | C |
| 262 | Tub Grinder | 2003 | Diamond Z | 1463-B | 1D9FX4639YC147259 | C |
| 263 | Tub Grinder | 2004 | Diamond Z | 1463-B | 1D9FX46311C147262 | C |
| 264 | Tub Grinder | 1999 | Diamond Z | 1463-B | 1D9FX46364C147293 | C |
| 265 | Vacuum Truck | 2000 | Freightliner | | 1FVUFXYB9YPB65702 | C |
| 266 | Versahandler | 2009 | Bobcat | V723ZFL | 368112100 | C |
| 267 | Versahandler | | Genie | GTH6622 | | C |
| 268 | Walking Floor Trailer | 2002 | MAC | | 5MAMN45292C005339 | C |
| 269 | Walking Floor Trailer | 2005 | MAC | | 5MAMN48285C008359 | C |
| 270 | Walking Floor Trailer | 2004 | MAC | | 5MAMN48214C007357 | C |
| 271 | Walking Floor Trailer | 2008 | MAC | | 5MAMN48288C016384 | C |
| 272 | Walking Floor Trailer | 2005 | MAC | | 5MAMN482X5C008556 | C |
| 273 | Walking Floor Trailer | 2019 | MAC | | 5MAMN4824KW051069 | C |
| 274 | Walking Floor Trailer | 2019 | MAC | | 5MAMN4824KW051073 | C |
| 275 | Walking Floor Trailer | 2017 | East | | 1E1U2X289JR060527 | C |
| 276 | Water Truck | 2000 | Freightliner | FL70 | 1FV6HJAA3YHB19746 | C |
| 277 | Water Truck | 2000 | Ford | F650 | 3FRNF65995V180949 | C |
| 278 | Water Truck | 2006 | Eco | | 5PKUEH2236W052290 | C |
| 279 | Wheel Loader | | Volvo | L110E | L110EV60278 | C |
| 280 | Wheel Loader | | Volvo | L120E | L120EV66140 | C |
| 281 | Wheel Loader | | Volvo | L120G | VCEL120GL00030787 | C |
| 282 | Wheel Loader | | Volvo | L120E | L120V64601 | C |

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|---|---|---|---|---|---|---|
| 283 | Wheel Loader | | Volvo | L120E | L120EV64757 | C |
| 284 | Wheel Loader | | Volvo | L120C | 62368 | C |
| 285 | Wheel Loader | | Volvo | L120G | 30275 | C |
| 286 | Wheel Loader | | Volvo | L120E | | C |
| 287 | Wheel Loader | 2001 | John Deere | 444H | DW444HX581391 | R |

# Tab 3.
# Financial Stability

# Financial Capability

**$400,000,000**

Bonding Capacity

**$5,000,000**

Unfunded Line of Credit

**TFR has consistently fulfilled all commitments, never defaulted on a contract, and has no history of bankruptcy.**

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

**Bonding:**
Toby Miclette
Bowen, Miclette & Britt
Insurance Agency
2800 North Loop West
Suite 1100
Houston, TX 77092
P: (713) 880-7109

**Insurance:**
TrueNorth Companies
Evan Behnke
500 1st Street SE
Cedar Rapids, IA 52401
P: (319) 739-1376

# Tab 4.
# Past Performance

# Recent Large-Scale Events

TFR Enterprises, Inc. has maintained strong financial stability throughout more than 36 years of continuous operations in the disaster recovery industry. Managing large-scale debris operations requires efficient coordination of personnel, equipment, logistics, and stakeholders while meeting strict timelines and FEMA compliance requirements. TFR has successfully executed numerous large-scale disaster events, including multiple concurrent operations across several states, without disruption to performance or client service. Our financial capacity enables us to fund mobilization, payroll, equipment, subcontractor expenses, and ongoing operations without reliance on immediate reimbursement, ensuring uninterrupted project execution. The following projects highlight TFR's proven ability to manage and financially support complex large-scale debris operations while maintaining full regulatory and FEMA compliance.

| EVENT | YEAR | CY | TOTAL |
|---|---|---|---|
| **HURRICANE HELENE** | 2024 | 3,419,633 | $89,328,887 |
| **HURRICANE IDALIA** | 2023 | 3,514,958 | $76,624,006 |
| **HURRICANE IAN** | 2022 | 218,333 | $15,592,341 |
| **IOWA SEVERE STORMS** | 2020 | 4,929,979 | $18,364,690 |
| **HURRICANE LAURA** | 2020 | 3,913,952 | $59,448,788 |
| **HURRICANE MARIA** | 2017 | 1,113,691 | $35,404,180 |

**Past Performance Overview**

Over the past five years, TFR Enterprises, Inc. has demonstrated exceptional strength and consistency in the execution of large-scale emergency debris management and disaster recovery operations throughout the United States. This performance is built on a broader legacy of industry experience and sustained operational excellence across decades of service. Throughout its history, TFR has maintained a flawless record of FEMA compliance, with no instances of FEMA audit findings resulting in the rejection of federal reimbursement on any project performed by the company.

During the last five years alone, TFR has successfully performed debris management operations across 13 states, responding to hurricanes, tornadoes, severe storm events, and other federally declared disasters. These operations have ranged from localized emergency response efforts to complex, multi-jurisdictional recovery operations requiring the simultaneous deployment of significant personnel, equipment, subcontractors, and logistical support resources. TFR's ability to effectively manage concurrent operations without disruption to client service demonstrates the depth of our operational infrastructure, disciplined project management approach, and experienced leadership team.

Throughout these projects, TFR has hauled and processed more than 18.5 million cubic yards of debris while generating over $210,557,000 in project revenue. These figures reflect not only the scale and complexity of operations successfully completed by TFR, but also our ability to sustain long-duration recovery efforts while consistently maintaining compliance with strict contractual, environmental, and FEMA reimbursement requirements. Our documented performance reflects a high level of efficiency in mobilization, field operations, reduction activities, and final disposal coordination.

TFR's past performance also reflects our ability to rapidly mobilize resources and maintain operational continuity under demanding disaster conditions. The company maintains the financial capacity necessary to support large-scale concurrent operations, including mobilization costs, payroll, fuel, equipment maintenance, subcontractor payments, and extended project durations without reliance on immediate reimbursement. This financial strength ensures uninterrupted service delivery during critical recovery periods when timing and responsiveness are essential.

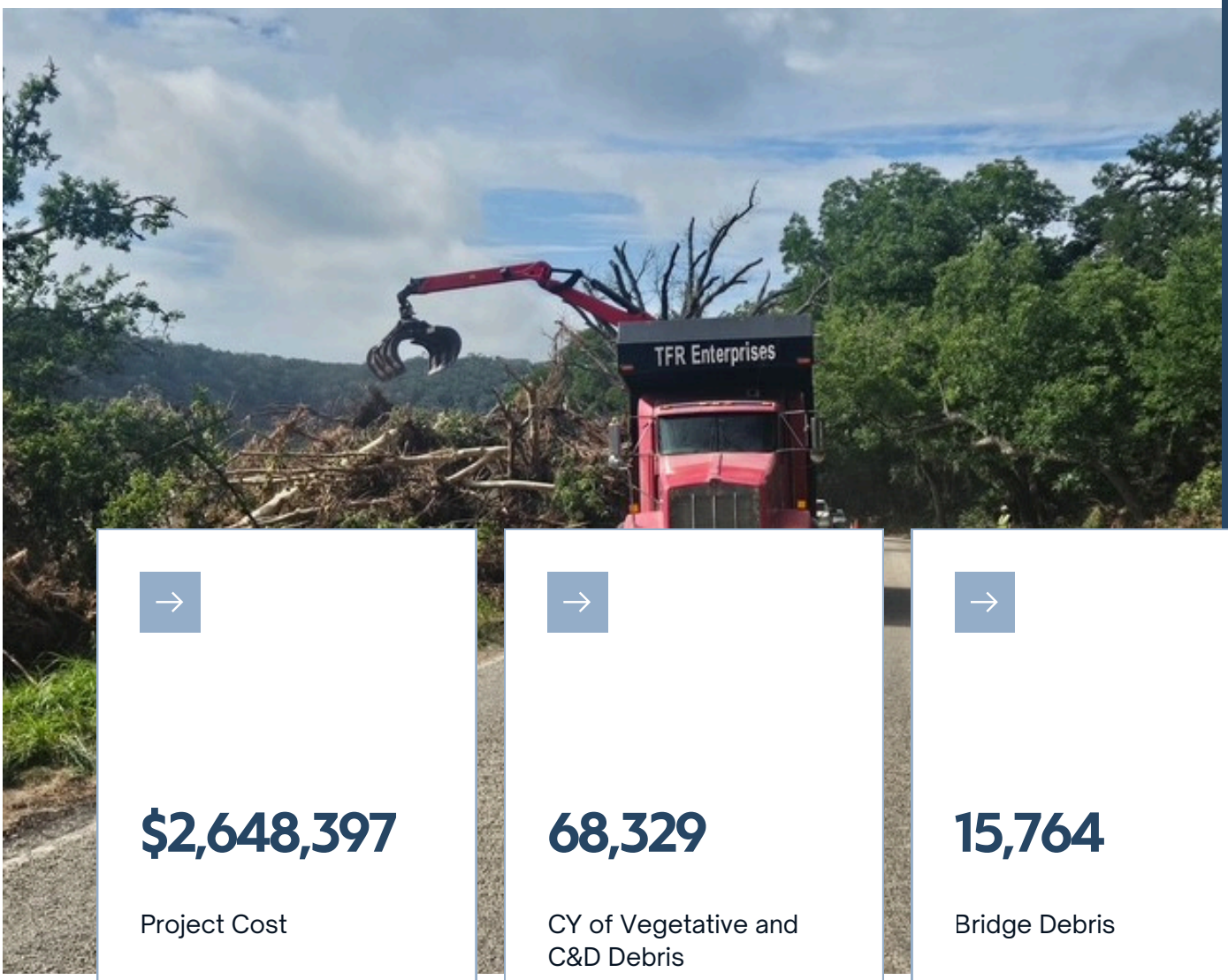
In addition to operational capability, TFR places significant emphasis on safety, environmental stewardship, and coordinated engagement with local jurisdictions throughout all phases of debris operations. Our personnel are experienced in working within urban environments, coastal communities, environmentally sensitive areas, and geographically constrained locations while minimizing disruption to residents, businesses, and critical infrastructure.

TFR's proven performance history over the past five years demonstrates its ability to successfully execute large, complex debris management operations while maintaining the highest standards of compliance, financial responsibility, operational efficiency, and client service. This combination of experience, scale, and documented success positions TFR as a trusted and highly capable partner for emergency debris management and disaster recovery operations nationwide.

# Notable Debris Removal and Disposal Projects

TFR brings over 36 years of industry expertise, specializing in debris management and disaster recovery services. Throughout our history, we have established a solid foundation built on professionalism, reliability, and innovation, enabling us to consistently exceed client expectations.

# Texas Dept of Transportation Kerr County




**$2,648,397**

Project Cost

**68,329**

CY of Vegetative and C&D Debris

**15,764**

Bridge Debris

In the early morning of July 4th, a stalled low-pressure system and the remnants of a post-tropical vortex brought 15–20 inches of rain to the Texas Hill Country, causing catastrophic flooding along the North and South Forks of the Guadalupe River in Kerr County. Water levels surged from under five feet to more than 30 feet in less than an hour, inundating homes, sweeping away cabins, damaging roads, and destabilizing hillsides. The hardest-hit area spanned a 14-mile stretch of TX-39 lined with children's summer camps. The disaster left many people stranded or missing and resulted in 135 confirmed deaths, including 117 in Kerr County.

## Texas Department of Transportation Overview

During the early morning hours of July 4, a stalled low-pressure system combined with post-tropical remnants over the Texas Hill Country, producing 15–20 inches of rainfall. The most severe impacts occurred along the North and South Forks of the Guadalupe River in Kerr County. Due to dry antecedent conditions and steep terrain, water levels surged from less than five feet to more than 30 feet in under an hour. Homes were inundated, cabins swept away, roadways damaged, and hillsides destabilized. The heaviest destruction spanned a 14-mile corridor of TX-39 along the Guadalupe River, an area that includes numerous children's summer camps. The event resulted in 135 confirmed fatalities, including 117 in Kerr County.

### Phase 1 – Initial Assessment and Mobilization

On July 8, TFR was notified by the Texas Department of Transportation (TxDOT) that its Nueces District contract was activated to support recovery operations in the San Antonio District. Within 24 hours, TFR management personnel were on site conducting impact assessments.

Critical concerns identified included expanding community debris stockpiles, debris-packed bridge abutments, and obstructed low-water crossings contributing to secondary flooding in low-lying areas. TFR immediately mobilized excavators, grapple trucks, loaders, and support equipment to initiate response operations in Kerr County.

### Search and Recovery Support

As floodwaters receded, TFR supported TxDOT and FEMA Search and Rescue Task Force 1 during life-safety missions. Senior operators conducted controlled de-layering of dense debris deposits beneath bridges and along state rights-of-way, enabling cadaver canine teams to safely and systematically clear impacted areas. Operations were coordinated in real time with search authorities to ensure evidentiary integrity and responder safety before transitioning to debris removal.

### Immediate Threat Mitigation

Following search clearance, TFR addressed urgent public safety hazards along TX-39, including obstructed drainage channels and unstable boulders positioned above the roadway. More than 20 bridges and low-water crossings were inspected and cleared within two weeks.

Hydraulic hammers and heavy excavation equipment were deployed to remove hazardous rock formations, some exceeding 35 feet above roadway grade. Recovered material was strategically reused for erosion stabilization, reducing disposal costs while reinforcing compromised slopes. Nighttime operations were conducted in coordination with the Texas Department of Public Safety and TxDOT to avoid interference with ongoing emergencies and supply traffic.

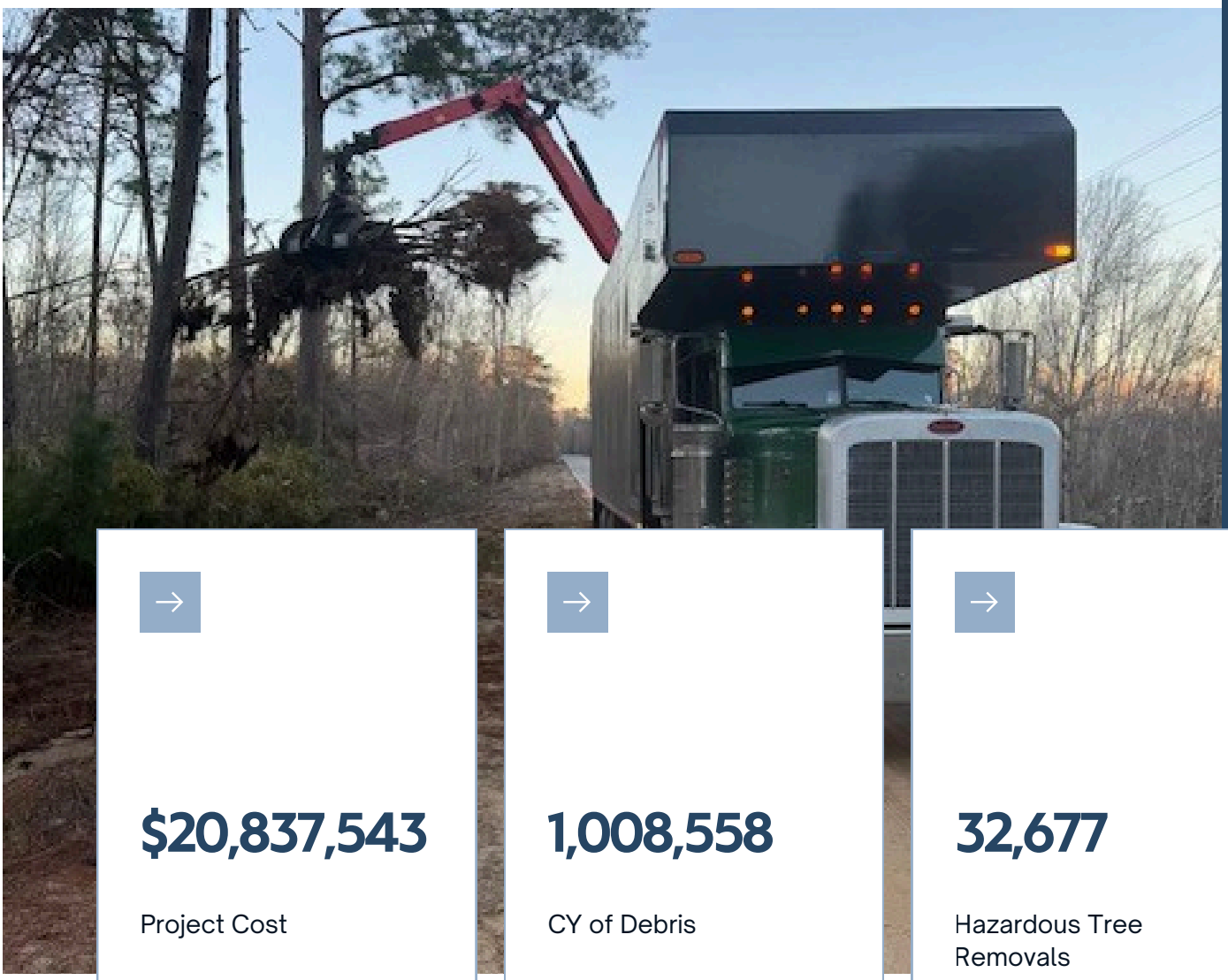
### Full-Scale Debris Removal and Restoration

TFR executed comprehensive debris removal operations, completing three systematic passes along the state ROW. Services included:

- Removal of abandoned and disaster-impacted vehicles
- Hauling and disposal of approximately 69,000 cubic yards of vegetative, construction, and demolition debris
- Disposal of more than 2,000 cubic yards of displaced foundation material
- Clearance of approximately 15,000 cubic yards of debris from bridge structures

TX-39 was reopened to the public in less than two months. TFR's phased, safety-driven operational approach restored critical transportation infrastructure, mitigated ongoing hazards, and supported accelerated regional recovery under TxDOT oversight.

# Madison County



**$20,837,543**

Project Cost

**1,008,558**

CY of Debris

**32,677**

Hazardous Tree Removals

Hurricane Helene made landfall in the Big Bend area of the Florida Gulf Coast as a Category 4 storm on September 26, 2024. The powerful storm brought sustained winds of over 140 mph, causing significant damage to infrastructure, homes, and businesses in the region.

**Madison County Overview**

On September 26, 2024, Hurricane Helene made landfall in Perry, FL, as a Category 4 storm with winds exceeding 140 mph. Madison County, located less than 35 miles from the eye of the storm, was directly impacted by the northern eyewall, experiencing sustained winds of over 100 mph. This left behind extensive damage across the county's heavily forested areas.

In the aftermath, the county, state, and local agencies quickly mobilized to secure contractors and recover resources. The sheer scale of the debris field, stretching from Florida to the Carolinas, placed significant strain on available industry resources. In collaboration with the Florida Department of Transportation, Madison County awarded the disaster debris removal contract to TFR Enterprises and requested immediate mobilization.

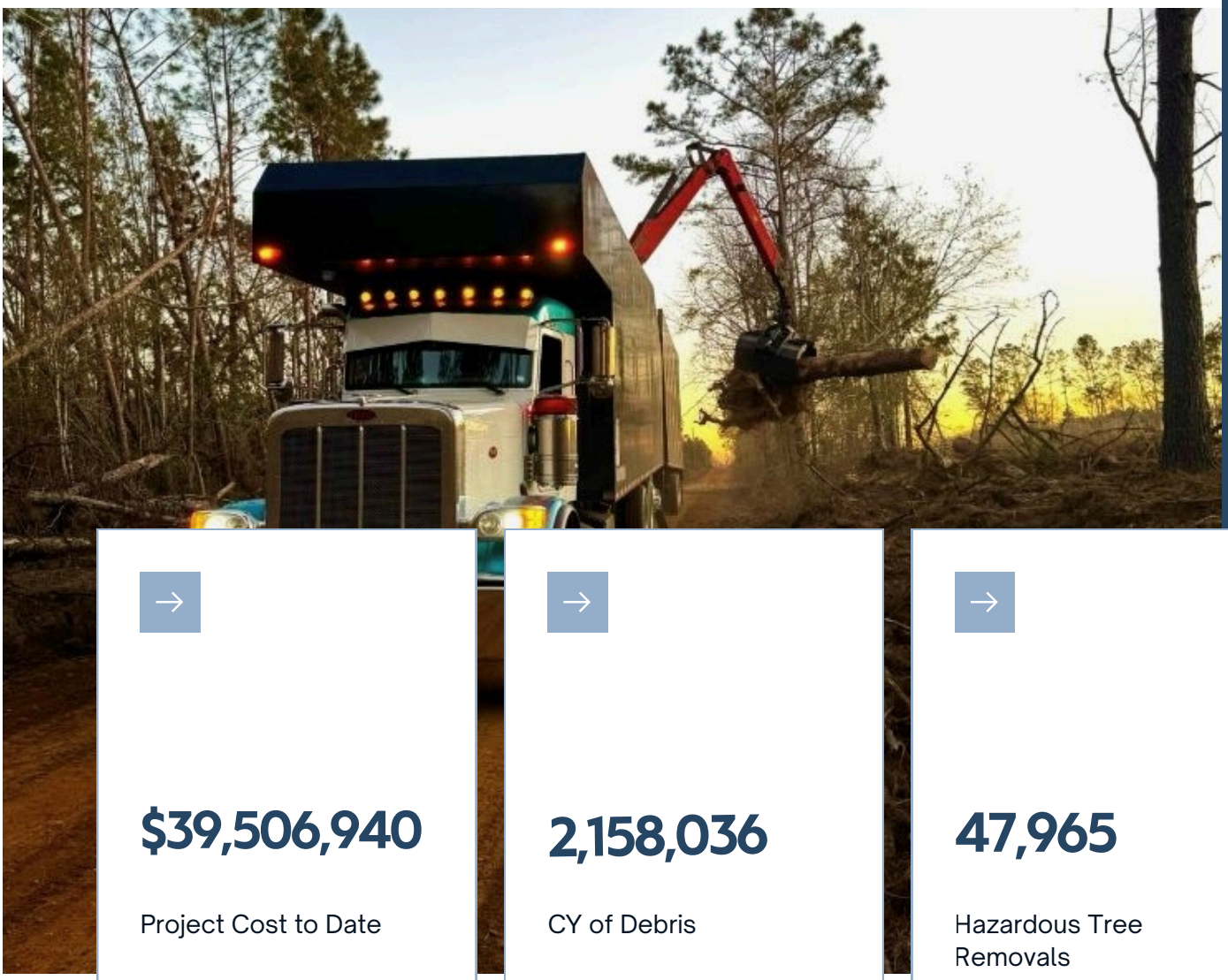
Within hours of being notified, TFR's management team arrived in Madison County, began assessments, and initiated the recovery effort. In less than 24 hours, 15 haul units, each with over 100 cubic yards of capacity, were staged in the county. As operations ramped up, 10 additional hauling units and 35 tree-trimming crews were dispatched to accelerate recovery. Within 48 hours, TFR deployed over 50 clean-up crews, outperforming other contractors and agencies struggling to mobilize resources.

TFR's management and operators worked tirelessly to clear hazardous trees and debris from both public and private roadways. A total of 1,008,558 cubic yards of vegetative debris were collected, and over 32,600 hazardous limbs and trees were removed. The debris was transported to five disaster debris management sites, which TFR leased, permitted, and operated. Within one week of opening each site, reduction by grinding began, preventing local landfills from being overwhelmed by woody material.

TFR further demonstrated its expertise in materials management by facilitating the reuse of reduced mulch at local farms, in partnership with the Florida Department of Environmental Protection. This recycling effort not only diverted material from landfills but also provided cost-saving benefits for the client and supported the region's agricultural industry.

Thanks to TFR Enterprises' swift response, resource availability, and innovative solutions, Madison County, the Florida Department of Transportation, and residents were able to transition quickly from recovery to rebuilding their community.

# Emanuel County



**$39,506,940**

Project Cost to Date

**2,158,036**

CY of Debris

**47,965**

Hazardous Tree Removals

Georgia faced devastating impacts from Hurricane Helene in late September 2024, as the storm swept through the state, leaving widespread destruction in its wake. The hurricane caused significant flooding, infrastructure damage, and power outages, while tragically claiming the lives of over 34 individuals. With heavy rainfall saturating much of the state, communities were left grappling with the storm's aftermath.

**Emanuel County Overview**

On September 26, 2024, Hurricane Helene made landfall in Florida's Big Bend region as a powerful Category 4 storm, bringing sustained winds of 140 mph. The storm's destructive path continued across Georgia, Tennessee, and the Carolinas, leaving behind a trail of catastrophic damage. Emanuel County, Georgia, the sixth largest in the state, was among the hardest hit, suffering widespread devastation with no pre-positioned contracts and only minimal disaster recovery funds available.

Recognizing the urgency, TFR Enterprises met with county officials on October 1st to propose an emergency and exigent circumstances contract for immediate debris removal. With a shared understanding of the county's financial constraints, TFR agreed to defer payment until state and federal funding could be secured. On October 7, the county commissioners ratified the agreement, and work began immediately.

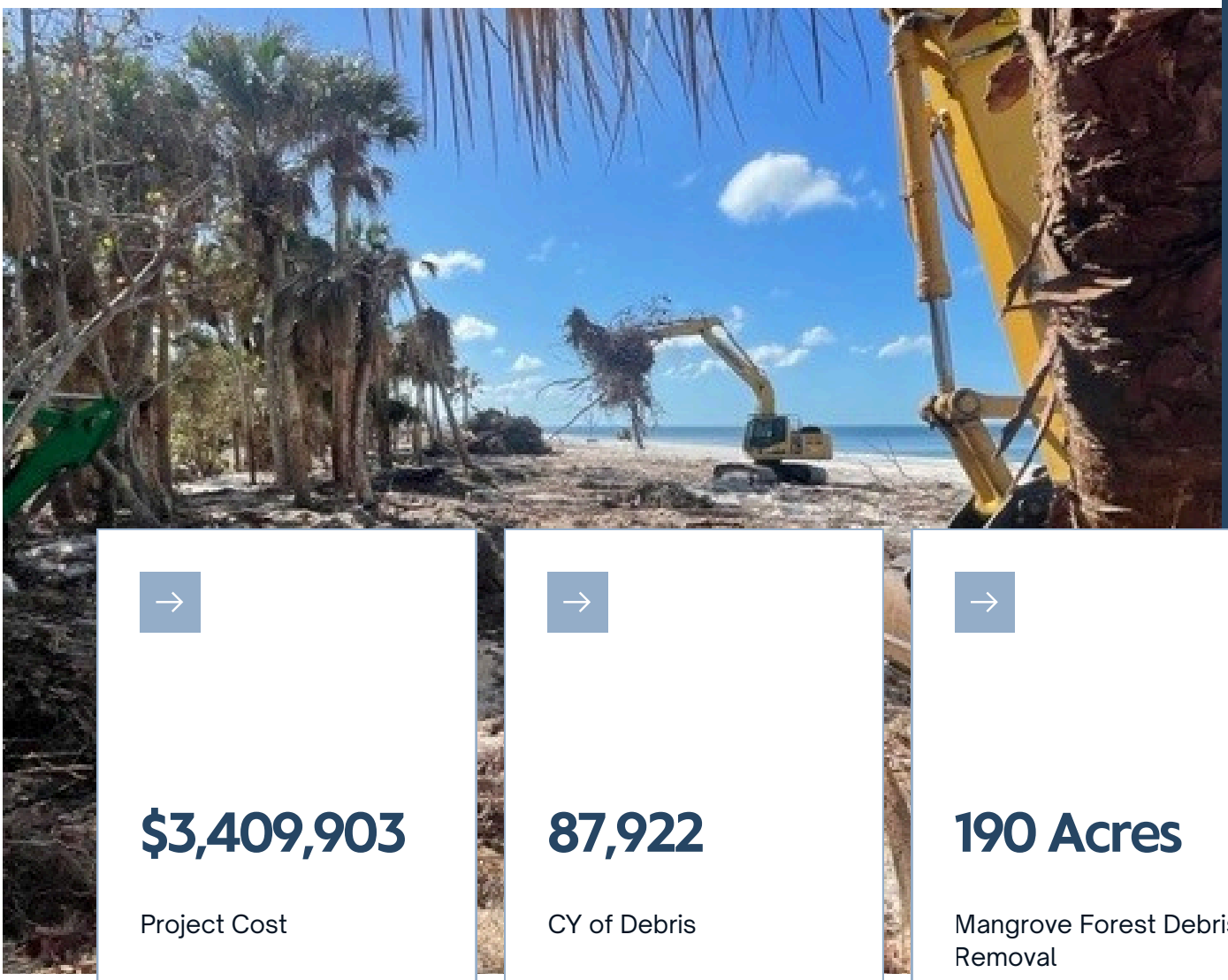
Leveraging deep expertise in debris management, TFR quickly negotiated with local landowners to establish temporary debris management sites (TDMS), secured necessary permits, and launched operations without delay. Despite a nationwide strain on resources exacerbated by Hurricane Milton's subsequent landfall, TFR mobilized over 40 haul trucks (each exceeding 100 cubic yards in capacity), nearly 50 specialized tree removal trucks, and multiple industrial grinders to the scene.

TFR's rapid deployment and operational efficiency enabled the clearance of more than 900 miles of county roads, the removal of 2.1 million cubic yards of vegetative debris, and the elimination of 47,965 hazardous trees and limbs. Debris reduction was conducted on-site using high-capacity grinders, ensuring timely processing.

Final disposal of reduced materials presented a major concern, given the county's limited infrastructure with only one transfer station and no full-scale landfill. TFR developed a cost-effective, environmentally responsible solution: partnering with four local agricultural entities to repurpose 439,000 cubic yards of mulch as soil amendment material. This approach not only saved the county substantial tipping fees but also kept the material out of the waste stream.

From initial procurement to final disposal, TFR guided Emanuel County through every phase of this more than $39 million recovery project, delivering unmatched service during a time of crisis. This project stands as a testament to TFR's agility, resourcefulness, and commitment to community resilience, proving once again what sets TFR apart in disaster recovery.

# Florida DEP



**$3,409,903**

Project Cost

**87,922**

CY of Debris

**190 Acres**

Mangrove Forest Debris Removal

Hurricane Ian made landfall on Florida's southern coast as a powerful Category 4 storm on September 28, 2022. The storm struck near Cayo Costa, bringing wind speeds of over 140 mph and storm surges exceeding 15 feet in some areas. The devastation caused by the hurricane significantly impacted numerous state parks overseen by the Florida Department of Environmental Protection.

## Florida Department of Environmental Protection Overview

On September 28th, 2022, Hurricane Ian landed on the southern coast of Florida as a Category 4 storm. Initial landfall occurred near Cayo Costa, Florida, with wind speeds reaching 140+mph, and storm surge inundation totaling 15' or more in areas. The damage left behind by this storm impacted many state parks managed by the Florida Department of Environmental Protection, with whom TFR Enterprises holds a disaster response contract.

Immediately following this storm, TFR management was dispatched by FDEP to survey the impact at Delnor Wiggins Pass State Park in Naples, Florida. Located just 50 miles from the landfall of this monstrous hurricane's eye, Delnor Wiggins suffered extensive damage. The single access road for the park was piled with sand ranging from 2' in depth up to almost 10' in places. All nine structures were demolished or damaged beyond repair. The once-wooded areas between the beach and the parking area had been turned into a mangled pile of downed trees, and debris littered the mangroves that encompassed half of the park property. Recognizing that this park has not only economic significance but also ecological significance, TFR Enterprises worked diligently to develop a recovery plan and implement it.

This process began by clearing the access road using heavy machinery and moving displaced sand into lots within the park for stockpiling. Once a clear route was established, TFR utilized experienced arborists to inspect the wooded areas and remove any hazardous trees. Haul units were then dispatched to remove the vegetative material piled by these arborists.

After establishing a route for ingress and egress, TFR management met with park managers, state biologists, and the volunteer group that serves as a steward for the park to develop a plan for restoration of the beach. This started with the removal of the damaged structures. Heavy equipment was utilized to remove and dispose of the nearly 1000 linear feet of bathhouses, ranger stations, and dwellings. Next, biologists marked off sensitive areas, including tortoise burrows, endangered cacti, and other habitats in need of protection. Multiple trommel screens, stacking belts, wheel loaders, excavators, and off-road trucks were then deployed to the beach side of the park. TFR crews worked from sunup to sundown, Monday through Sunday, screening this sand for debris left behind by Ian. Over 55,000 cubic yards of sand were removed, sifted clean, and returned to the beach.

Simultaneously with sand screening operations, TFR headed up the daunting task of returning the mangroves of the park to their pre-storm condition. Ian left tons of large debris entangled within the 190-acre mangrove forest. To protect the mangroves from machinery impacts, TFR utilized a 20-man crew to hand-clean this extremely sensitive and important ecosystem. The debris was cut into pieces that could be carried and then passed down the assembly line of workers, to be piled by the park access road, where haul crews could remove it for final disposal.
Within a few short months, TFR Enterprises evaluated, planned, and executed the recovery of Delnor Wiggins Pass State Park with minimal environmental impacts, allowing residents and visitors to once again enjoy the white sand, wildlife, and sunset views that make this beach a local favorite.

# REFERENCES

The following projects showcase our ability to successfully execute disaster response operations of any scale. From small-scale incidents to large-scale disaster events, we are equipped to deliver efficient and effective solutions. We believe it is just as important to highlight smaller projects as it is to showcase major operations, demonstrating our adaptability and commitment to every community we serve.

## 01. MADISON COUNTY, FLORIDA

**POC:** Leigh Basford
**Address:** 229 SW Pickney Street, Madison, FL 32340
**Phone:** (850) 973-3698 **Email:** madisonem@madisoncountyfl.com
**Term:** 09/2024 to 04/2025 **Amount:** $20,837,543
**Description:** Hurricane Helene Debris removal, reduction, disposal, and hazardous tree removals. **(1,008,558 CY & 32,677 Trees)**

## 02. EMANUEL COUNTY, GEORGIA

**POC:** L. Guy Singletary
**Address:** 124 North Main Street, Swainsboro, GA
**Phone:** (478) 237-3881 **Email:** lgsingletary@emanuelco-ga.gov
**Term:** 10/2024 to 05/2025 **Amount:** $39,506,940
**Description:** Hurricane Helene Debris removal, reduction, disposal, and hazardous tree removals. **(2,158,036 CY & 47,965 Trees)**

## 03. CITY OF SUGAR LAND, TEXAS

**POC:** Christian Eubanks
**Address:** 2700 Town Center Blvd N. Sugar Land, TX 77479
**Phone:** (281) 275-2700 **Email:** ceubanks@sugarlandtx.gov
**Term:** 07/2024 to 10/2024 **Amount:** $2,780,695
**Description:** Hurricane Beryl debris removal, reduction, disposal, and hazardous tree removals. **(117,362 CY & 8,999 Trees)**

## 04. JEFFERSON COUNTY, FLORIDA

**POC:** Shannon Metty
**Address:** 445 W Palmer Mill Rd, Monticello, FL 32344
**Phone:** (850) 342-0223 **Email:** smetty@jeffersoncountyfl.gov
**Term:** 08/2023 to 11/2023 **Amount:** $1,138,239.00
**Description:** Hurricane Idalia debris removal, reduction, disposal, and hazardous tree removals. **(61,450 CY & 8,431 Trees)**

## 05. FORSYTH COUNTY, GEORGIA

**POC:** Tom Cisco
**Address:** 3520 Settingdown Rd, Cumming, GA 30028
**Phone:** (770) 205-5674 **Email:** ema@forsythco.com
**Term:** 08/2023 to 10/2023 **Amount:** $287,078
**Description:** Emergency debris removal, reduction, disposal, and hazardous tree removals from 2023 severe weather event. **(20,335 CY and 8 Trees )**

# Tab 5.
# Cost Proposal

## ATTACHMENT O – UNIT 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, TOMS 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.

From (Company Name): TFR Enterprises, Inc

Address (Principal Address): 601 Leander Drive, Leander, TX 78641

Phone: 512-565-0710

Email: tiffany@tfrinc.com

Contractor 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.26-008, located at various locations within the City of Key West, Florida.

**To:** **City of Key West**
**ATTN: City Clerk**
**1300 White Street**
**Key West, FL 33040**

**1.0** The undersigned Contractor 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** Contractor accepts all of the terms and conditions of the RFP and Instructions to Contractors, 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 Contractor may agree to in writing upon request of City.

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

A. Contractor 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:

| | |
|---|---|
| 1 | 4/24/2026 |
| 2 | 5/1/2026 |
| 3 | 5/4/2026 |
| | |
| | |

B. Contractor 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. Contractor 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. Contractor has correlated the information known to Contractor, 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. Contractor has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Contractor has discovered in the RFP Documents, and the written resolution thereof by the City is acceptable to Contractor.

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** Contractor 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; Contractor has not directly or indirectly induced or solicited any other Contractor to submit a false proposal; Contractor has not solicited or induced any individual or entity to refrain from proposing; and Contractor has not sought by collusion to obtain for itself any advantage over any other Contractor or over City.

**5.0** Contractor 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** Contractor acknowledges that all unit costs include any necessary insurance and bonds.

7.0 The Contractor 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 |
|---|---|---|---|
| Skid Steer Loader | Bobcat | Hour | 155.00 |
| Backhoe | Cat 416 | Hour | 125.00 |
| Wheel Loaders | Cat950 | Hour | 165.00 |
| 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 | 280.00 |
| Self-Loading Knuckle boom Truck | 35-45 CY Body | Hour | 290.00 |
| 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 | 165.00 |
| Excavators | Cat 325 | Hour | 175.00 |
| Excavators | Cat330 | Hour | 185.00 |
| Tractor w/ Box Blade | 80 Hp | Hour | 110.00 |
| Motor Grader | Cat 120G | Hour | 135.00 |
| Crane | 30 Ton | Hour | 200.00 |
| Bucket Truck | Up to 50' reach | Hour | 235.00 |
| Bucket Truck | 50' to 75' reach | Hour | 255.00 |
| Trash Transfer Trailer w/ Tractor | 110 yard | Hour | 135.00 |
| Street Sweeper | Vacuum Type | Hour | 175.00 |
| Water Truck | 2000 gallon | Hour | 110.00 |
| Stump Grinder | Vermeer 252 | Hour | 145.00 |
| Chipper w/ 2 man crew | Morbark Storm | Hour | 265.00 |
| 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 | 165.00 |
| Personnel | Size or Type | U/M | Unit Price |

| | | | |
|---|---|---|---|
| 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 | 85.00 |
| Mechanic w/ Truck and Tools | Individual | Hour | 65.00 |
| Climber w/ Gear | Individual | Hour | 90.00 |
| Operator w/ Chainsaw | Individual | Hour | 60.00 |
| Laborer w/ Tools | Individual | Hour | 55.00 |
| Traffic Control Personnel | Individual | Hour | 50.00 |
| Ticket Writers | Individual | Hour | 50.00 |
| Clerical | Individual | Hour | 50.00 |
| Administrative Assistants | Individual | Hour | 50.00 |

**Left Blank Intentionally**

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 TOMS, 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, TOMS 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 TOMS 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.
Contractors should assume a 200-mile haul in their unit price proposal. All Key West City, and FDEP approved TOMS 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 though 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.

**TABLE B – DEBRIS COLLECTION AND REDUCTION SERVICES PROVIDED ON THE NEXT PAGE**

## TABLE B – DEBRIS COLLECTION AND REDUCTION SERVICES PRICE FORM

| DESCRIPTION OF SERVICES | U/M | Unit Price $ |
|---|---|---|
| Collection and Processing | | |
| | | |
| Vegetative Debris Collection | Per Cubic Yard | 9.95 |
| Vegetative Debris Collection – Seaweed | Per Cubic Yard | 17.95 |
| Construction and Demolition Debris Collection | Per Cubic Yard | 12.95 |
| White Goods Collection | Each | 65.00 |
| Mixed Debris Collection | Per Cubic Yard | 13.95 |
| TDMS Management, Processing and Loading | Per Cubic Yard | 4.15 |
| Sand Screening and Placement | Per Cubic Yard | 26.95 |
| CFC Removal from Compressors | Each | 55.00 |
| Hazardous Waste Collection and Disposal | 55 Gallon Drum | 375.00 |
| | | |
| Hauling for Final Disposal | | |
| Hauling from TDMS to Final Disposal Site <200 Miles | Per Cubic Yard | 26.95 |
| Dead Animal Carcass Hauling and Disposal | Per Pound | 5.00 |
| | | |
| **Tree Debris Removal** | | |
| Hangers Removal | Per Tree | 125.00 |
| Hazardous Tree Removal (Leaners) | Per Tree | 150.00 |
| <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)** | | |
| <6" to 12" | Per Stump | 100.00 |
| >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 |
| Hazardous Stump Removal– Total Stump Removal Including Root Ball | Per Stump | 395.00 |
| **Miscellaneous Services** | | |
| Demolition of Structures Wood Structures | Per Square Foot | 9.95 |
| Demolition of Concrete Structures | Per Square Foot | 11.95 |
| Demolition of a RACM Structure | Per Square Foot | 13.95 |
| Demolition of a Non-RACM Structure | Per Square Foot | 11.95 |
| 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 | 105.00 |
| Sod TDMS Site Restoration | Per Square Yard | 2.50 |
| Land Based Debris Removal from Canals and Waterways | Per Cubic Yard | 69.00 |
| Water Based Debris Removal from Canals and Waterways | Per Cubic Yard | 99.00 |
| - Restoration of Canal Banks and Slopes | Per Liner Foot | 23.00 |
| Sod Restoration of Canal banks and Slopes | Per Square Yard | 12.50 |
| Fire Suppression Support | Each Unit | 2,500.00 |
| Motor Vehicles Removal Towing right of way) including to TDMS | Each | 150.00 |
| Motor Vehicles Removal (from canal) Including Towing to TDMS | Each | 275.00 |
| Boat Removal (from right-of-way) Including Towing to TDMS | Linear Foot | 42.50 |

| | | |
|---|---|---|
| Emergency Potable Bottled Water (Pallet of .5 Litter 24/Cases) | Cost Per Case | 9.75 |
| 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 | 7,500.00 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 | 23,000.00 Per day |
| Mobile Kitchen Facility to provide 301-400 meals per day | Each Unit | 31,000.00 Per day |
| Mobile Laundry Facility | Each Unit | 12,500.00 |
| 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 | 275.00 Per day |
| Debris Reduction – Compaction | Per Cubic Yard | 1.50 |
| Debris Reduction - Grinding | Per Cubic Yard | 2.15 |
| Debris Reduction - Burning | Per Cubic Yard | 1.25 |
| **Emergency Portable Power Generators** | | |
| >25KW | Each Unit Per Day | 60.00 |
| >50 KW | Each Unit Per Day | 85.00 |
| >100KW | Each Unit Per Day | 125.00 |
| >250KW | Each Unit Per Day | 275.00 |
| >500KW | Each Unit Per Day | 735.00 |
| Portable Dewater Pump 6" | Each Unit Per Day | 100.00 |
| Manhole and Catch Basin Cleaning | Each Catch Basin | 6,800.00 |
| Storm Drain Piping Cleaning | Per Linear Foot | 80.00 |

TFR Enterprises, Inc
Name of Contractor

Signature of Contractor

CEO
Title

# Tab 6.
# Required Forms

## *ATTACHMENT A - 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 Proposal 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: _____ Tipton F Rowland

Sworn and subscribed before me this 7th day of May 20 26.

_____
NOTARY PUBLIC, State of ~~Florida at Large~~ Texas

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

My Commission Expires: January 27, 2030

## *ATTACHMENT B - SWORN STATEMENT UNDER SECTION 287.133(3)(A) FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES*

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Proposal or Proposal for RFP 26-008

   Services for Disaster Response

2. This sworn statement is submitted by TFR Enterprises, Inc
   (name of entity submitting sworn statement)
   whose business address is 601 Leander Drive, Leander, Texas 78641

   and (if applicable) its Federal Employer Identification Number (FEIN) is

   72-1149862

   (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement

3. My name is Tipton F. Rowland
   (please print name of individual signing)

   and my relationship to the entity named above is CEO

4. 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 with the United States, including but not limited to, any Proposal or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. 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 controlling interest in another person, or a pooling of equipment or 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.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), 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 public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).

   X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

   _____There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

   _____The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined

that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

_____The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

_____
(signature)

5/7/2026
(date)

STATE OF Texas

COUNTY OF Williamson

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Tipton F. Rowland who, after first being sworn by me, affixed his/her
(name of individual signing)

signature in the space provided above on this 7th day of May, 2026.

My commission expires:

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

_____
NOTARY PUBLIC

## *ATTACHMENT C - CITY OF KEY WEST INDEMNIFICATION FORM*

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 Proposal 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: 601 Leander Drive, Leander, TX 78641 SEAL:

Address

Signature

Tipton F. Rowland

Print Name

CEO

Title

DATE: 5/7/2026

## *ATTACHMENT D - 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 TFR 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: Tipton F. Rowland, CEO

Sworn and subscribed before me this 7th day of May 20 26.

NOTARY PUBLIC, State of ~~Florida at Large~~ Texas

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

My Commission Expires: January 27, 2030

## ATTACHMENT E - 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: Tipton F. Rowland, CEO

Sworn and subscribed before me this

7th day of May 20 26.

NOTARY PUBLIC, State of Texas

My Commission Expires: January 27, 2026

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

## ATTACHMENT F - NON-COLLUSION AFFIDAVIT

STATE OF ~~FLORIDA~~ Texas )

:

COUNTY OF ~~MONROE~~ Williamson )

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: _____

Sworn and subscribed before me this

7th day of May, 2026

_____

NOTARY PUBLIC, State of ~~Florida-at-Large~~ Texas

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

My Commission Expires: January 27, 2030

## ATTACHMENT G - THE CITY OF KEY WEST E-VERIFY AFFIDAVIT

Beginning January 1, 2021, Florida law requires all Contractors doing business with The City of Key West to register with and use the E-Verify System in order to verify the work authorization status of all newly hired employees. The City of Key West requires all vendors who are awarded contracts with the City to verify employee eligibility using the E-Verify System. As before, vendors are also required to maintain all I-9 Forms of their employees for the duration of the contract term. To enroll in the E-Verify System, vendors should visit the E-Verify Website located at www.e-verify.gov.

In accordance with Florida Statute § 448.095, **it is the responsibility of the Awarded Vendor to ensure compliance with all applicable E-Verify requirements.**

By executing this affidavit, the undersigned Contractor verifies it compliance with Florida Statute § 448.095, stating affirmatively that the individual, firm, or corporation which is engaged in the performance of services on behalf of the City of Key West, has registered with, is authorized to use, and uses the U.S. Department of Homeland Security's E-Verify system.

Furthermore, the undersigned Contractor agrees that it will continue to use E-Verify throughout the contract period, and should it employ or contract with any Subcontractor(s) in connection with the performance of services pursuant to this Agreement with The City of Key West, Contractor will secure from such Subcontractor(s) similar verification of compliance with Florida Statute § 448.095, by requiring the Subcontractor(s) to provide an affidavit attesting that the Subcontractor does not employ, or subcontract with, an unauthorized alien. Contractor further agrees to maintain records of such compliance during the duration of the Agreement and provide a copy of each such verification to The City of Key West within five (5) business days of receipt.

Failure to comply with this provision is a material breach of the Agreement and shall result in immediate termination of the Agreement without penalty to the City of Key West. Contractor shall be liable for all costs incurred by the City of Key West to secure replacement Agreement, including but not limited to, any increased costs for the same services, and costs due to delay, and proposal costs, if applicable.

5/7/2026
Date

(Signature of Authorized Representative)

State of Texas,
County of Williamson,

Personally Appeared Before Me, the undersigned authority, Tipton F Rowland who, ☑ being personally know or ☐ having produced his/her signature in the space provided above on this 7th day of May, 20 26.

January 27, 2030
Signature, Notary Public — Commission Expires

Stamp/Seal:

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

## ATTACHMENT H - AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT FOR LABOR OR SERVICES

Entity/Vendor Name: TFR Enterprises, Inc
Vendor FEIN: 72-1149862
Vendor's Authorized Representative: Tipton F. Rowland, CEO
(Name and Title)
Address: 601 Leander Drive
City: Leander State: Texas Zip: 78641
Phone Number: 512-565-0710
Email Address: tiffany@tfrinc.com

As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threating to use physical force against any person;
2. Restraining, isolating, or confining or threating to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threating to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to a Proposal by same.

Certified By: Tipton F Rowland, who is authorized to sign on behalf of the above referenced company.

Authorized Signature:
Print Name: Tipton F. Rowland
Title: CEO

## ATTACHMENT I - VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name: TFR Enterprises, Inc

Vendor FEIN: 72-1149862

Vendor's Authorized Representative Name and Title: Tipton F Rowland, CEO

Address: 601 Leander Drive

City: Leander State: Texas Zip: 78641

Phone Number: 512-260-3322

Email Address: tiffany@tfrinc.com

Section 287.135(2)(a), Florida Statutes, prohibits a company from proposing on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from Proposing on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars ($1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By:

Tipton F Rowland, CEO ,

*Print Name* *Print Title*

who is authorized to sign on behalf of the above referenced company.

Authorized Signature:

.

## ATTACHMENT J - CONFLICT OF INTREST STATEMENT

Respondent shall disclose any actual or potential conflict of interest known to Respondent under Chapter 112, Part III, Florida Statutes, and any material relationship between Respondent and any current City officer, employee, elected official, appointed official, or evaluation committee member that could reasonably be perceived as affecting impartiality. If none, state "None."
Disclosure:

None

The undersigned certifies under penalty of perjury that the foregoing disclosure is true, complete, and current as of the date signed and that Respondent will supplement this disclosure promptly if circumstances change.

Respondent: TFR Enterprises, Inc
By:
Printed Name / Title: Tipton F. Rowland, CEO

Date: 5/7/2026

## ATTACHMENT K - ACKNOWLEDGEMENT OF CONFORMANCE WITH O.S.H.A. STANDARDS

TO: City of Key West

Contractor's Name: TFR Enterprises, Inc, Hereby acknowledges and agrees that they 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, employees, and Contractors against any and all legal liability or loss the City, its officers, Agents, employees, and Contractors may incur due to failure to comply with such act.

ATTEST

ATTEST

TFR Enterprises, Inc
Contractor's Name

By:

Title: CEO

Date: 5/7/2026

ATTACHMENT L –
COPY OF STATE OF FLORIDA CORPORATE FILINGS;
OR
ARTICLES OF INCORPORATION
AS REQUIRED;
THE SECRETARY OF STATE, FLORIDA
CITY OF KEY WEST BUSINESS TAX RECEIPT

# 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, 2026, that its most recent annual report/uniform business report was filed on January 23, 2026, 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 Thirteenth day of February, 2026*

*Secretary of State*

**Tracking Number: 8296613109CU**

**To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.**

**https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication**

**2026 FOREIGN PROFIT CORPORATION ANNUAL REPORT**

DOCUMENT# F02000004640

**Entity Name:** T.F.R., INC. OF TEXAS

**Current Principal Place of Business:**

601 LEANDER DR
LEANDER, TX 78641

**Current Mailing Address:**

601 LEANDER DR
LEANDER, TX 78641 US

**FEI Number: 72-1149862**

**FILED**
**Jan 23, 2026**
**Secretary of State**
**7453565828CC**

**Certificate of Status Desired:** No

**Name and Address of Current Registered Agent:**

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

SIGNATURE:

Electronic Signature of Registered Agent — Date

**Officer/Director Detail :**

| | | | |
|---|---|---|---|
| Title | PRESIDENT, DIRECTOR | Title | SECRETARY, TREASURER |
| Name | ROWLAND, TIPTON | Name | ROWLAND, JULIE |
| Address | 12408 CEDAR ST | Address | 12408 CEDAR ST |
| City-State-Zip: | AUSTIN TX 78732 | City-State-Zip: | AUSTIN TX 78732 |

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

SIGNATURE: JULIE ROWLAND — SECRETARY — 01/23/2026

Electronic Signature of Signing Officer/Director Detail — Date

# ATTACHMENT M – COPY OF DRAFT CONTRACT DOCUMENTS

## ATTACHMENT N – ACKNOWLEDGEMENT OF CONFORMANCE WITH FEMA/NIMS STANDARDS

TO: City of Key West

Contractor's Name: TFR Enterprises, Inc , Hereby acknowledges and agrees that We/I 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 Contractors against any and all legal liability or loss the City, its officers, agents, employees, and Contractors may incur due to the failure to comply with such Act.

ATTEST

ATTEST

TFR Enterprises, Inc
Contractor's Name

By:

Title: CEO

Date: 5/7/2026

**An Individual:**
Name (Typed or Printed): _____

By: _____(SEAL)
(Individual's Signature)

Doing Business As: _____

Business Address: _____

Phone number: _____

**A Partnership:**
Partnership Name (Typed or Printed): _____(SEAL)

By: _____
(Signature of general partner- attach evidence of signature authority to sign)

Name (Typed or Printed): _____

Business Address: _____

Phone Number: _____

**A Corporation:**
Corporation Name: TFR Enterprises, Inc (SEAL)

State of Incorporation: Texas

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

By: _____
(Signature - attach evidence of signature authority to sign)

Name (Typed or Printed): Julie Rowland

Title: Secretary

(CORPORATE SEAL)

Attest: _____
(Signature of Corporate Secretary)

Business Address: 601 Leander Drive, Leander, TX 78641
Phone Number: 512-565-0710

# ATTACHMENT P – SAMPLE LOAD TICKET

CONTRACTOR 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_____

## QUANTITIES:

| | | | | | |
|---|---|---|---|---|---|
| TRUCK NUMBER | | | MEASURED CAPACITY | | CY |
| Est. % Full | | | Total CY Delivered | | CY |

**LOAD CLASSIFICATION:**

| | | | |
|---|---|---|---|
| BURNABLE | | MIXED | |
| NONBURNABLE - C & D | | OTHER | |

## LOCATION

| PICKUP ZONE/SECTION | | DEBRIS DELIVERY SITE |
|---|---|---|
| | | |

| | TIME | MONITOR SIGNATURE |
|---|---|---|
| LOADING SITE: | | |
| DUMPING SITE: | | |

TRUCK DRIVER SIGNATURE_____

Comments:

_____

_____

_____

White-Dumpsite Monitor Green-Load Site Monitor

Canary, Pink, Gold – On-Site Contractor's Representative or Driver

## ATTACHMENT Q – LIST OF CONTRACTOR'S EQUIPMENT AND FACILITIES (INCLUDING LOCATION) (List may also be attached)

| QUANTITY | EQUIPMENT | TYPE |
|---|---|---|
| Please see enclosed list of | | |
| equipment resources. | | |
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## ATTACHMENT R – CONTRACTOR'S QUALIFICATIONS STATEMENT

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

1. Please describe your company in detail:

TFR Enterprises, Inc., has provided emergency debris removal services nationwide for more than three decades and has successfully supported over 500 FEMA-funded projects.

Please see Tab One, Company Qualifications and Experience for additional details regarding our services and experience.

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

Corporate Office: 601 Leander Drive, Leander, Texas 78641

Florida Office: 7128 E US 90, Lee, Florida 32059

3. Company telephone number, FAX number, and Email addresses:

Office: 512-260-3322, Fax: 512-528-1942

24-Hour Contact: 512-565-0710, tiffany@tfrinc.com

4. Number of employees:

35 full-time employees, with a list on 400+ on-call emergeny team members

5. Number of employees or Subcontractors to be assigned to this project (per event) and what capacity:

The number of employees assigned is based on the magnitude and complexity of the disaster event. TFR supplements its company-owned resources with personnel and equipment from a network of more than 2,000 subcontractors nationwide. Each activation is treated with the highest level of priority and urgency to ensure a timely and effective response.

6. Company Identification numbers for the Internal Revenue Services:

72-1149862

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

CRC1332507, Florida GC License

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

TFR Enterprises, Inc. has specialized in emergency debris removal services for 36 years.

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

Current Work: Yolabusha County Mississippi, $6.5M to date.

Cayce Washington, County Manager (662) 473-7298 cwashington@valleytoolinc.com

Additional experience is detailed in tab one.

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

TFR has never failed to complete any work awarded to us.

11. Please provide name, 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 five (5) years, including customer name, total contract value and weight (yards) removed. Use a separate tab is necessary:

11.1:

Name: Madison County

Address: 229 SW Pickney Street, Madison, FL 32340

Telephone Number: 850-973-3698

11.2:

Name: Emanuel County

Address: 124 North Main Street, Swainsboro, GA

Telephone Number: 478-237-3881

11.3:

Name: Jefferson County

Address: 445 W Palmer Mill Rd., Monticello, FL 32344

Telephone Number: 850-342-0223

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

| Name of Project | Owner | Value | Contract Completion Date | % of Completion to Date |
|---|---|---|---|---|
| 2026 Ice Storm | Yolabusha County | $6.5M to date | May 22, 2026 | 93% |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

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

TFR currently hold a contract with the City of Key West for these services.

14. Provide a list of all Subcontractor(s), the work to be performed and also a list of major materials suppliers for this project: *The forgoing list of Subcontractor(s) may not be amended*

*after award of the contract without the prior written approval of the City Manager.*

1.Timberline Trading- Hauling Services 2. Lyellco, Inc- Hazardous Tree Removal

3. Suncoast Rental, Neff Rental, Sunbelt Rental

15. What equipment do you own that is available for work, provided list in ATTACHMENT C. Please see enclosed list of equipment resources.

16. What equipment will you purchase for the project/work?

TFR Enterprises, Inc. does not anticipate the need to purchase additional resources. If needed, TFR maintains nationwide rental agreements that can provide any additional personnel, equipment, or resources required to support disaster operations.

17. What equipment will you rent for the proposed work?

TFR will know what equipment rental resources are needed immediatly following initial damage assessments.

18. State the name of your proposed Project Manager and give details of their qualifications and experience in managing similar work? (Separate sheet can be attached, if needed).

Kevin Rolison has been with TFR Enterprises, Inc. for more than twenty years. His extensive background and disaster recovery experience are detailed in his enclosed resume.

19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you will conduct 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 conduct business under the trade name).

TFR Enterprises, Inc

Tipton F Rowland, CEO and Julie Rowland, CFO

601 Leander Drive, Leander, Texas 78641

19.1 The correct name of the Contractor is:

TFR Enterprises, Inc

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

Corporation

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

Tipton F Rowland, CEO and Julie Rowland, CFO

*SIGNATURE REQUIRED BELOW*

**SUBMITTED BY:**

**Contractor/Company Name:** TFR Enterprises, Inc

**Authorized Signature:** _____

**Printed Name and Title:** Tipton F. Rowland

**Date:** 5/7/2026

**STATE OF ~~FLORIDA~~** Texas

**COUNTY OF** Williamson

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization this 7th day of May 2026, **20**, by Personally Known, 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 7th day of May, **20**26

**Notary Public, State of ~~Florida~~** Texas

Signature of Notary: _____

Printed Name of Notary: Tiffany J. Jean

My Commission Expires: January 27, 2030

**(NOTARY SEAL)**

TIFFANY J. JEAN
My Notary ID # 123933814
Expires January 27, 2030

## ATTACHMENT S – TRENCH SAFETY ACT FORM

This form must be completed and signed by the Contractor. Failure to complete this form may result in the proposal being declared non-responsive.

Contractor 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 Contractor by signing and submitting the proposal is, in writing, assuring that it will perform any trench excavation in accordance with applicable trench safety standards.

Contractor herein acknowledges that the cost for compliance to the Florida Trench Safety Act is included in the applicable items of this Proposal.

The Contractor is, and the City is not, responsible to review or assess Contractor '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 the Trench Safety Act". Contractor is, and the City 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'.

Julie Rowland
Witness Name

Signature

Witness Name

Contractor Name

TFR Enterprises, Inc

Title CEO

Date May 5, 2026

## ATTACHMENT T – 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.

Julie Rowland

ATTEST

Tiffany S. Jean

Attest

Contractor Name
TFR Enterprises, Inc

By:

Title CEO

May 5, 2026

Date

**ATTACHMENT U – COPY OF LICENSES FOR PERSONNEL CERTIFIED TO PERFORM ADVANCED MAINTENANCE OF TRAFFIC OPERATIONS OR STATEMENT THAT A LICENSED INDIVIDUAL SHALL BE EMPLOYED BY CONTRACTOR IF CONTRACTOR 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



# Roger Barfield

Has Completed a FDOT Approved Temporary Traffic Control (TTC): Advanced Course

Training Provider:

Above Standards Academy, LLC
PO Box 2552
Havana FL 32333
Phone: 850-688-0950

Verify this Certificate by visiting www.motadmin.com

| 08/29/2024 | 08/22/2028 | B S | 629551 |
|---|---|---|---|
| Issue Date | Expiration Date | Instructor | Certificate No. |

FDOT

# Certificate of Completion

**Kevin E. Rolison**

**Has Completed a Florida Department of Transportation Approved Maintenance of Traffic (MOT) Advanced Course.**

| 09/21/2020 | 15 | Bhushan Sukhram | 21301 |
|---|---|---|---|
| Expiration Date | FDOT Provider # | Instructor | Certificate # |

United Safety Council
1505 E. Colonial Drive
Orlando, FL
unitedsafetycouncil.com
gvictor@floridasafety.org

For more information about Maintenance of Traffic (MOT) or to verify this certificate visit www.motadmin.com

# Certificate of Completion

**Steven M. Vinyard**

**Has Completed a Florida Department of Transportation Approved Temporary Traffic Control (TTC) Advanced Course.**

| 09/24/2021 | 186 | Steven Corbitt | 32415 |
|---|---|---|---|
| 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

FDOT

For more information about Temporary Traffic Control (TTC) or to verify this certificate

www.motadmin.com

## ATTACHMENT V – CONTRACTOR'S GENERAL OPERATIONS PLAN FOR DEBRIS MANAGEMENT/DISASTER RESPONSE SERVICE OPERATIONS.

A detailed description of how the Contractor 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. Contractor'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. Contractor 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 Contractor's proposed costs for each.

Please see enclosed tab two, general operations plan.

## ATTACHMENT W – 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 +/- a acre.

**Primary Sites (debris storage and reduction):**

1. Truman Waterfront Property – Approximately 5 acres
2. 5701 College Road – Approximately 4 acres
3. Rockland Operations LLC. Rockland Key – 10 acres

**Secondary Sites (debris storage only):**

1. Trumbo Road Property – Approximately 2 acres
2. 918 Fort Street Parking Lot – Approximately .25 acres
3. 631 Green Street Parking Lot – Approximately .50 acres
4. 800 Caroline Street Parking Lot – Approximately 1 acres
5. Fire Station #2 – Approximately .75 acres
6. Indigenous Park – Approximately 1 acre
7. South Roosevelt Boulevard Bridle Path – Approximately 4 acres
8. 1809 Bertha Street – Approximately .50 acres
9. 1903 South Roosevelt Boulevard Parking Lot – Approximately 1 acres
10. Boog Powell Court Parking Lot – Approximately .50 acres
11. Wickers Fields Parking Lot – Approximately 1 acres

**NOTE: Additional sites may be added or removed as necessary. The Contractor will receive no additional charges for any site within 15 miles of the City of Key West.**

TFR is familiar with these sites.

## ATTACHMENT X – DISASTER RESPONSE SERVICES PROVIDER DRAFT CONTRACT DOCUMENTS

TERMS AND CONDITIONS WILL BE NEGOTIATED UPON SELECTION

# ATTACHMENT Z – CONTRACTOR'S MOST CURRENT FINANCIAL STATEMENT

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

CONSOLIDATED FINANCIAL STATEMENTS
AND SUPPLEMENTARY INFORMATION
December 31, 2025 and 2024

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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, 2025 and 2024, 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. Enterprise, Inc. and Subsidiaries as of December 31, 2025 and 2024, 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. Enterprise, 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, and for 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.

1517 E. Palm Valley Blvd. • Round Rock, TX 78664 • 512.310.9277 • Fax 512.310.8599
www.vhacpa.com

**Auditors' Responsibility for the Audit of the Financial Statements**

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. Enterprise, 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. Enterprise, 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 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 28, 2026

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATED BALANCE SHEETS**
**December 31, 2025 and 2024**

| | 2025 | 2024 |
|---|---|---|
| **ASSETS** | | |
| **CURRENT ASSETS** | | |
| Cash | $ 44,613,467 | $ 30,506,823 |
| Investment | 244,184 | 244,184 |
| Accounts receivable - trade, net | 22,007,103 | 37,247,489 |
| Accounts receivable - retainage | - | 1,491,952 |
| Insurance settlement receivable | 20,000 | - |
| Related party note receivable - current | 16,044 | 11,536 |
| TOTAL CURRENT ASSETS | 66,900,798 | 69,501,984 |
| **PROPERTY AND EQUIPMENT** | | |
| Land | 10,401,329 | 10,090,023 |
| Buildings | 3,188,054 | 1,986,066 |
| Office equipment | 74,405 | 74,405 |
| Leasehold improvements | 305,853 | 305,853 |
| Machinery and equipment | 19,408,104 | 17,514,200 |
| | 33,377,745 | 29,970,547 |
| Less accumulated depreciation | (15,607,575) | (14,654,790) |
| | 17,770,170 | 15,315,757 |
| **OTHER ASSETS** | | |
| Due from stockholder | 2,025,830 | 780,416 |
| Federal income tax refundable | 1,624,661 | - |
| Related party note receivable | 842,014 | 594,714 |
| TOTAL ASSETS | $ 89,163,473 | $ 86,192,871 |

See notes to consolidated financial statements.

| | 2025 | 2024 |
|---|---|---|
| **LIABILITIES AND EQUITY** | | |
| **CURRENT LIABILITIES** | | |
| Accounts payable - trade | $ 3,636,772 | $ 6,653,674 |
| Accounts payable - retainage | 2,673,673 | 2,831,983 |
| Federal income taxes payable | - | 1,226,158 |
| State and local income taxes payable | 84,526 | 901,129 |
| Accrued expenses | 365,973 | 375,339 |
| Notes payable - current portion | 165,958 | 112,926 |
| TOTAL CURRENT LIABILITIES | 6,926,902 | 12,101,209 |
| **LONG-TERM LIABILITIES** | | |
| Deferred income tax liability | 776,410 | 488,693 |
| Notes payable | 296,188 | 280,689 |
| **EQUITY** | | |
| Common stock | 500 | 500 |
| Retained earnings | 66,094,210 | 59,988,474 |
| Partnership equity | 14,889,091 | 13,170,494 |
| Noncontrolling interest | 180,172 | 162,812 |
| | 81,163,973 | 73,322,280 |
| TOTAL LIABILITIES AND EQUITY | $ 89,163,473 | $ 86,192,871 |

See notes to consolidated financial statements.

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATED STATEMENTS OF INCOME**
**December 31, 2025 and 2024**

| | 2025 | 2024 |
|---|---|---|
| **REVENUES** | | |
| Service contracts | $ 44,630,577 | $ 62,412,771 |
| Rental income | - | 15,000 |
| | 44,630,577 | 62,427,771 |
| Cost of contracts | 29,030,515 | 38,033,352 |
| Cost of rentals | 1,021,953 | 1,001,876 |
| | 30,052,468 | 39,035,228 |
| GROSS MARGIN | 14,578,109 | 23,392,543 |
| **OPERATING EXPENSES** | | |
| General and administrative | 5,593,506 | 2,786,528 |
| INCOME FROM OPERATIONS | 8,984,603 | 20,606,015 |
| **OTHER INCOME (EXPENSE)** | | |
| Interest income | 1,007,764 | 1,238,458 |
| Interest expense | (15,952) | (20,595) |
| Miscellaneous income | 20,165 | 31,241 |
| Miscellaneous expense | - | (14,721) |
| (Gain) loss on sale of property and equipment | (7,437) | 338,520 |
| | 1,004,540 | 1,572,903 |
| **INCOME BEFORE TAXES** | 9,989,143 | 22,178,918 |
| **PROVISION FOR INCOME TAXES** | | |
| Federal | 1,292,466 | 4,526,811 |
| Federal deferred expense | 287,717 | 628,334 |
| State and local | 467,267 | 901,129 |
| | 2,047,450 | 6,056,274 |
| **NET INCOME** | 7,941,693 | 16,122,644 |
| **NET INCOME ATTRIBUTABLE TO NONCONTROLLING INTEREST** | 17,360 | 41,720 |
| **NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST** | $ 7,924,333 | $ 16,080,924 |

See notes to consolidated financial statements.

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATED STATEMENTS OF EQUITY**
**December 31, 2025 and 2024**

| | Common Stock | | Retained | Partnership | Noncontrolling | |
|---|---|---|---|---|---|---|
| | Shares * | Amount | Earnings | Equity | Interest | Total |
| **Balances at January 1, 2024** | 1,000 | $ 500 | $ 48,537,831 | $ 9,040,213 | $ 121,092 | $ 57,699,636 |
| Net income | - | - | 11,950,643 | 4,130,281 | 41,720 | 16,122,644 |
| Dividends | - | - | (500,000) | - | - | (500,000) |
| **Balances at December 31, 2024** | 1,000 | 500 | 59,988,474 | 13,170,494 | 162,812 | 73,322,280 |
| Net income | - | - | 6,205,736 | 1,718,597 | 17,360 | 7,941,693 |
| Dividends | - | - | (100,000) | - | - | (100,000) |
| **Balances at December 31, 2025** | 1,000 | $ 500 | $ 66,094,210 | $ 14,889,091 | $ 180,172 | $ 81,163,973 |



See notes to consolidated financial statements.

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATED STATEMENTS OF CASH FLOWS**
**December 31, 2025 and 2024**

| | 2025 | 2024 |
|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | |
| Net income attributable to controlling interest | $ 7,924,333 | $ 16,080,924 |
| Net income attributable to noncontrolling interest | 17,360 | 41,720 |
| Net income | 7,941,693 | 16,122,644 |
| Adjustments to reconcile net income to net cash provided by operating activities: | | |
| Depreciation | 1,054,107 | 1,058,740 |
| Loss on sale of property and equipment | 7,437 | (338,520) |
| Shareholder interest | (16,359) | (39,160) |
| Accounts receivable, net | 16,732,338 | 274,211 |
| Insurance settlement receivable | (20,000) | - |
| Federal income taxes payable / refundable | (2,850,819) | (2,969,937) |
| State and local income taxes payable | (816,603) | (548,443) |
| Deferred income taxes | 287,717 | 628,334 |
| Prepaid expenses | - | 24,721 |
| Accounts payable | (3,175,212) | (7,095,821) |
| Accrued expenses | (9,366) | (28,015) |
| NET CASH PROVIDED BY OPERATING ACTIVITIES | 19,134,933 | 7,088,754 |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | |
| Purchases of property and equipment | (3,350,092) | (3,795,289) |
| Proceeds from sale of property and equipment | 81,500 | 405,652 |
| NET CASH (USED) BY INVESTING ACTIVITIES | (3,268,592) | (3,389,637) |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | |
| Stockholder payables / receivables | (1,237,208) | (82,642) |
| Issuance of related party note | (264,000) | 11,095 |
| Dividends | (100,000) | (250,000) |
| Payments on notes payable | (158,489) | (147,509) |
| NET CASH (USED) BY FINANCING ACTIVITIES | (1,759,697) | (469,056) |
| INCREASE IN CASH AND CASH EQUIVALENTS | 14,106,644 | 3,230,061 |
| **CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR** | 30,506,823 | 27,276,762 |
| **CASH AND CASH EQUIVALENTS AT END OF YEAR** | $ 44,613,467 | $ 30,506,823 |
| **SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:** | | |
| Cash paid during the year for: | | |
| Interest | $ 15,605 | $ 20,248 |
| Income taxes | $ 3,802,494 | $ 8,946,320 |
| Noncash transactions: | | |
| Issuance of notes payable for equipment | $ 247,365 | $ 38,545 |
| Dividend for shareholder receivable | $ 100,000 | $ 250,000 |

See notes to consolidated financial statements.

## NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### Description of Business

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.

### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America ("GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the 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. Significant estimates include, but are not limited to estimates related to useful lives of property and equipment and accrued costs.

### Revenue Recognition

*Nature of Services*

The Company provides disaster response and debris management services, including debris hauling, tree trimming and removal, reduction, and haul-out services, primarily to governmental entities. Contracts are obtained through a competitive bidding process and are generally awarded either: as pre-event contracts executed in advance of potential natural disasters and activated upon occurrence of an event, or as post-event contracts awarded following a natural disaster.

Contracts are typically structured as unit-rate or fixed-price arrangements and are supported by detailed work ticket documentation generated during project execution.

*Performance Obligations*

The Company's contracts generally contain a single performance obligation—to provide integrated disaster response and debris management services for a specified project or contract area.

Management has concluded the promised services are not separately identifiable within the context of the contract because the activities (e.g., hauling, removal, reduction, and related services) are highly interrelated and collectively represent a combined output to the customer.

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

*Timing of Revenue Recognition*

The Company recognizes revenue in accordance with ASC Topic 606, *Revenue from Contracts with Customers*. Revenue is recognized over time because the governmental customer simultaneously receives and consumes the benefits of the services as they are performed.

*Method of Measuring Progress*

For the single performance obligation satisfied overtime, the Company measures progress using an output method based on units of service performed, as evidenced by validated work tickets (e.g., loads hauled, debris processed, or other contractual units).

Revenue is recognized based on contractual unit rates, and the quantity of work completed and validated during the reporting period.

Management believes the output method faithfully depicts the transfer of services to the customer because invoices and customer acceptance are directly tied to documented units of work performed.

*Contract Balances*

Accounts receivables are recorded when the Company has an unconditional right to consideration, typically upon invoicing. Contract assets are generally not significant because billing closely aligns with performance; however, unbilled receivables are recorded when revenue is recognized in advance of billing. Contract liabilities represent billings more than revenue recognized, if any.

*Cash Collections and Credit Risk*

Customers are primarily governmental entities. Payments are typically received via ACH or check. The Company performs a periodic review of accounts receivable and writes off balances deemed uncollectible.

**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 receivables 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.

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

**Accounts Receivable – continued**

Reserves against the receivables were $2,077 and $209,865 as of December 31, 2025 and 2024, bad debt expense for the years ended December 31, 2025 and 2024 were $0 and $1,966,685, respectively bad debt recovery for the year ended December 31, 2025 was $45,925, which was the result of the collecting accounts receivable that was considered uncollectible and reserved against during the year ended December 31, 2024. The net of recoveries and expense for bad debt was a recovery of $45,925 for the year ending in December 31, 2025.

**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 expenses 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.

Categories of assets and their useful lives are as follows:

| | |
|---|---|
| Land | Indefinite |
| Buildings | 40 years |
| Leasehold improvements | 27 years |
| Office equipment | 5 - 10 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.

**Allowance for Credit Losses**

The Company recognizes an allowance for credit losses for financial assets carried at amortized cost to present the net amount expected to be collected as of the balance sheet date. Such allowance is based on the credit losses expected to arise over the life of the asset (contractual term) which includes consideration of prepayments and renewal/extension options that are not accounted for as derivatives and are not unconditionally cancellable by the Company.

Assets are written off when it is determined that such financial assets are deemed uncollectible or based on regulatory requirements, whichever is earlier. Write-offs are recognized as a deduction from the allowance for credit losses. Expected recoveries of amounts previously written off, not to exceed the aggregate of the amount previously written off, are included in determining the necessary reserve at the balance sheet date.

At December 31, 2025 and 2024, the Company had no financial assets carried at amortized cost.

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

### Commitments and Contingencies – Litigation

Certain conditions may exist as of the date the financial statements are issued, which may result in a loss to the Company, but which will only be resolved when one or more future events occur or fail to occur. The Company's management and its legal counsel assess such contingent liabilities, and such assessment inherently involves an exercise of judgment. In assessing loss contingencies related to legal proceedings that are pending against the Company or unasserted claims that may result in such proceedings, the Company's legal counsel evaluates the perceived merits of any legal proceedings or unasserted claims as well as the perceived merits of the amount of relief sought or expected to be sought therein.

If the assessment of a contingency indicates that it is probable that a material loss has been incurred and the amount of the liability can be estimated, then the estimated liability would be accrued in the Company's financial statements. If the assessment indicates that a potentially material loss contingency is not probable, but is reasonably possible, or is probable but cannot be estimated, then the nature of the contingent liability, together with an estimate of the range of possible loss if determinable and material, would be disclosed.

Loss contingencies considered remote are generally not disclosed unless they involve guarantees, in which case the nature of the guarantee would be disclosed.

### Recently Adopted Accounting Standards

The Company has evaluated all recent accounting pronouncements issued by the Financial Accounting Standards Board (FASB) and has determined that there are no new standards that have been issued but are not yet effective which are expected to have a material impact on the Company's financial position or results of operations upon adoption.

## NOTE B – REVENUE FROM CONTRACTS WITH CUSTOMERS

### Performance Obligations and Recognition Method

The Company recognizes revenue mainly from standing contracts with federal agencies, municipalities, and private companies in the United States for expedient disaster debris management, removal, reduction, recycling, and disposal services.

The Company's revenues primarily result from the weight of the debris collected and disposed as the single performance obligation. Revenue is recognized for the weight of the debris at the point in time when the Company's performance obligation has been satisfied and the debris has been disposed of at the proper facility. The majority of the Company's contracts have a single performance obligation, as the promise to transfer the individual services is not separately identifiable from other promises in the contract and, therefore, is not distinct. However, occasionally the Company has contracts with multiple performance obligations

## NOTE B – REVENUE FROM CONTRACTS WITH CUSTOMERS - continued

### Performance Obligations and Recognition Method - continued

For contracts with multiple performance obligations, the Company allocates the contract's transaction price to each performance obligation using the observable stand-alone selling price, if available, or alternatively the best estimate of the stand-alone selling price of each distinct performance obligation in the contract. The primary method used to estimate stand-alone selling price is the expected cost plus a margin approach for each performance obligation

Revenue related to contracts with customers is recognized over time as work is completed due to the continuous transfer of control to the customer, typically using an input measure such as weight of debris disposed. Revenue from contracts with customers is measured based on consideration specified in a contract with a customer, and excludes any amounts collected on behalf of third parties. Taxes assessed by a governmental authority that are both imposed on and concurrent with a specific revenue producing transaction, that are collected by the Company from a customer, are excluded from revenue.

Costs of revenues earned include all direct material and labor costs. General and administrative costs are charged to expense as incurred.

The Company's contracts may include retention provisions to provide assurance to customers that the Company will perform in accordance with the contract terms. The retention provisions are not considered a significant financing component. The balances billed but not paid by customers pursuant to these provisions generally become due upon completion of the contract terms. The Company has determined that there are no significant financing components included in contracts as of December 31, 2025.

## NOTE C – LINE OF CREDIT

The Company has a line of credit agreement with Prosperity Bank with a maturity of April, 2025 and interest at the greater of 3.00% or prime rate plus .50 points, with a maximum amount available to borrow of $5,000,000. The terms provide for certain mutual covenants between the Company and Prosperity Bank. The line calls for twenty-three monthly interest payments, with the principal balance and any accrued and unpaid interest due on April 1, 2025. The Company renewed the line of credit agreement with a new maturity of June, 2027 and interest at the greater of 3.00% or prime rate plus .50 points, with a maximum amount available to borrow of $5,000,000. The terms provide for certain mutual covenants between the Company and Prosperity Bank. The line calls for twenty-four monthly interest payments, with the principal balance and any accrued and unpaid interest due on June 1, 2027. The line is secured by the assets of the Company and a related party. As of December 31, 2025 and 2024, the outstanding balance was $0 for both years and the balance available to borrow was $5,000,000 and $5,000,000, respectively

## NOTE D – NOTES PAYABLE

Notes payable as of December 31, 2025 and 2024 consist of the following:

| | 2025 | 2024 |
|---|---|---|
| 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. The note was paid in full during the year ended December 31, 2025. | $ - | $ 13,259 |
| Note payable to Stellantis Financial Services, due in monthly installments of $739, including interest at 11.11%, maturing December 17, 2030, and secured by equipment of the Company. The note was paid in full during the year ended December 31, 2025. | - | 38,163 |
| Note payable to Wells Fargo Equipment Finance, due in monthly installments of $4,693, including interest at 4.18%, maturing October 11, 2027, and secured by equipment of the Company. | 99,227 | 150,236 |
| Note payable to Wells Fargo Equipment Finance, due in monthly installments of $4,506, including interest at 5.98%, maturing November 28, 2028, and secured by equipment of the Company. | 148,173 | 191,957 |
| Note payable to Wells Fargo Equipment Finance, due in monthly installments of $3,506, including interest at 0.00%, maturing May 16, 2028, and secured by equipment of the Company. | 101,675 | - |
| Note payable to Wells Fargo Equipment Finance, due in monthly installments of $2,019, including interest at 0.00%, maturing August 28, 2030, and secured by equipment of the Company. | 113,071 | - |
| | 462,146 | 393,615 |
| Less current maturities | (165,958) | (112,926) |
| | $ 296,188 | $ 280,689 |

Aggregate maturities for the years subsequent to December 31, 2025 are as follows:

| | |
|---|---|
| 2026 | $ 165,958 |
| 2027 | 161,678 |
| 2028 | 94,123 |
| 2029 | 24,228 |
| Thereafter | 16,159 |
| | $ 462,146 |

## NOTE E – INTERCOMPANY TRANSACTIONS

During the year ended December 31, 2025 and 2024, the Company rented its administrative offices, equipment storage, and maintenance facility from Realty, and equipment used in the performance of its contracts from Equipment. Rent paid during the year to Realty for the years ended December 31, 2025 and 2024 was $360,000 and $1,370,000, respectively. Rent paid during the years ended December 31, 2025 and 2024 to Equipment was $1,767,400 and $404,200, 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 F – TRANSACTIONS WITH RELATED PARTIES

During the year ended December 31, 2023, the company issued a related party note receivable from a related party. The note carries an interest rate of 3.91% and has a maturity date of November 2053. For the years ended December 31, 2025 and 2024 the balance of the note receivable was $594,714 and $606,250, and interest income for the years ended December 31, 2025 and 2024 were $28,627 and $23,941,

During the year ended December 31, 2025, the company issued a related party note receivable from a related party. The note carries an interest rate of 4.83% and has a maturity date of October 2055. For the year ended December 31, 2025 the balance of the note receivable was $263,344 and interest income for the year ended December 31, 2025 was $0.

The company has a receivable from a stockholder, with no repayment terms, no stated interest rate, and is due on demand. The receivable had a balance of $1,970,311 and $810,092 for the years ended December 31, 2025 and 2024, respectively. Interest income calculated using the Applicable Federal Rate, which is included in the receivable amount, was $55,519 and $39,836 for December 31, 2025 and 2024, respectively.

## NOTE G – FAIR VALUE MEASUREMENT

The generally accepted framework for measuring fair value provides a hierarchy for measuring both financial and non-financial 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.

**NOTE G – FAIR VALUE MEASUREMENT – continued**

The Company measures certain assets and liabilities at fair value in accordance with ASC 820, *Fair Value Measurement.* ASC 820 establishes a three-level fair value hierarchy that prioritizes the inputs used to measure fair value. The hierarchy gives the highest priority to observable inputs (Level 1) and the lowest priority to unobservable inputs (Level 3).

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, of the Company's marketable securities at fair value as of December 31, 2025 and 2024.

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

**NOTE H – INCOME TAXES**

The Company accounts for income taxes in accordance with Financial Accounting Standards Board Accounting Standards Codification FASB ASC 740-9, "Accounting for Income Taxes". Under this standard, deferred taxes on income are provided for those items for which the reporting period and methods for income tax purposes differ from those used for financial statement purposes using the asset and liability method. Deferred income taxes are recognized for the tax consequences of "temporary differences" by applying enacted statutory rates applicable to future years to differences between the financial statement carrying amounts and the tax basis of existing assets and liabilities.

The Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 740-10 "Accounting for Uncertainty in Income Taxes" clarifies the accounting for uncertainty in income taxes recognized in an enterprise's financial statements. ASC 740-10 prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return.

ASC 740 requires that a company recognize in its financial statements the impact of tax positions that meet a "more likely than not" threshold, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position should be based on the largest benefit that has a greater than fifty percent likelihood of being realized upon ultimate settlement. 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.

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.

**NOTE H – INCOME TAXES – continued**

The components of current and deferred income tax expense at December 31, 2025, and 2024 are as follows:

| | 2025 | 2024 |
|---|---|---|
| Provision for current period: | | |
| State and local income taxes | $ 467,267 | $ 901,129 |
| Federal income taxes | 1,292,466 | 4,526,811 |
| Deferred tax (benefit) related to: | | |
| Allowance for doubtful accounts | 243,645 | (140,894) |
| Depreciation | 44,072 | 769,228 |
| | 287,717 | 628,334 |
| Total expense | $ 2,047,450 | $ 6,056,274 |

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

| | 2025 | 2024 |
|---|---|---|
| Deferred tax (liability) - depreciation | $ (776,410) | $ (532,765) |
| Deferred tax asset - allowance for doubtful accounts | - | 44,072 |
| | $ (776,410) | $ (488,693) |

Management has determined there are no uncertain tax positions as of December 31, 2025, and 2024. 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 I – CONCENTRATIONS OF CREDIT RISK**

For the year ended December 31, 2025, one government agency comprised 51% of total revenues. As of December 31, 2025, one government agency comprised 98% of total accounts receivable.

For the year ended December 31, 2024, two government agencies comprised 78% of total revenues. As of December 31, 2024, three government agencies comprised 82% of total accounts receivable.

At various times throughout the years ended December 31, 2025, and 2024, 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 J – COMMITMENTS AND CONTINGENCIES

Litigation and claims are subject to inherent uncertainties, and the ultimate resolution of these matters could differ from management's current estimates. The Company will continue to evaluate these matters and record losses in the period in which they become probable and reasonably estimable.

The Company is currently involved in an informal dispute with the Texas Commission on Environmental Quality ("TCEQ") related to alleged noncompliance with certain grant requirements. TCEQ has asserted that the Company may be required to return approximately $156,762 of grant funds. Based on the information currently available and consultation with legal counsel, management has concluded that a loss is reasonably possible; however, the ultimate outcome cannot be determined at this time. Accordingly, no liability has been recorded as of December 31, 2025.

As of December 31, 2024, one subcontractor to the Company has an accounts payable balance of $2,068,210 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. As of December 31, 2025, management or their legal representation is unable to determine the likelihood or timing of a potential resolution.

As of December 31, 2024, one government agency has an accounts receivable balance of $1,756,820 for work previously performed and a corresponding account 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. These balances were written off during the year ended December 31, 2024. As of December 31, 2025, management or their legal representation deems there will be no resolution with the government agency.

As of December 31, 2024, 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.

## NOTE K – LITIGATION SETTLEMENT

In February 2026, T.F.R. Enterprises, Inc. (the "Company") entered into a settlement agreement with Mark Self and Birgit Self, along with other parties, to resolve litigation pending in the 97th Judicial District Court of Montague County, Texas. The litigation involved claims including trespass, negligence, and related matters arising from project activities.

The settlement relates to conditions that existed as of December 31, 2025, and provides additional evidence regarding the estimated loss associated with the matter. Accordingly, the Company has accounted for this settlement as a recognized subsequent event in its financial statements.

Under the terms of the agreement, the Company is obligated to pay $25,000 within 60 days of the effective date. The settlement was reached without any admission of liability. Upon completion of the required payments, all parties will be released from any further claims related to the matter, and the case will be dismissed with prejudice.

**NOTE K – LITIGATION SETTLEMENT – continued**

The Company maintains insurance coverage applicable to this matter. The settlement amount is expected to be fully reimbursed by the Company's insurance carrier, subject to a $5,000 deductible. Accordingly, the Company has recorded a liability within accrued expenses for the full settlement amount and corresponding insurance receivable for the expected recovery.

Management does not expect this matter to have a material adverse effect on the Company's financial position, results of operations, or cash flows.

**NOTE L – SUBSEQUENT EVENTS**

Management has evaluated subsequent events through March 28, 2026, the date the consolidated financial statements were issued.

The Company identified a recognized subsequent event related to the settlement of a legal matter, as described in Note K. This event provided additional evidence regarding conditions that existed at the balance sheet date and, accordingly, has been recognized in the accompanying consolidated financial statements.

No other subsequent events requiring recognition or disclosure were identified.

SUPPLEMENTARY INFORMATION

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATING BALANCE SHEETS**
**December 31, 2025**

| | T.F.R. Enterprises, Inc. | T.F.R. Equipment, LP | T.F.R. Realty, LP | Eliminations | Consolidated |
|---|---|---|---|---|---|
| **ASSETS** | | | | | |
| **CURRENT ASSETS** | | | | | |
| Cash | $ 44,028,898 | $ 45,807 | $ 538,762 | $ - | $ 44,613,467 |
| Investment | 244,184 | - | - | - | 244,184 |
| Accounts receivable - trade, net | 22,007,103 | - | - | - | 22,007,103 |
| Intercompany receivable | - | 204,407 | - | (204,407) | - |
| Insurance settlement receivable | 20,000 | | | | 20,000 |
| Related party note receivable - current | 16,044 | - | - | - | 16,044 |
| TOTAL CURRENT ASSETS | 66,316,229 | 250,214 | 538,762 | (204,407) | 66,900,798 |
| **PROPERTY AND EQUIPMENT** | | | | | |
| Land | - | - | 10,401,329 | - | 10,401,329 |
| Buildings | - | - | 3,188,054 | - | 3,188,054 |
| Office equipment | 74,405 | - | - | - | 74,405 |
| Leasehold improvements | 305,853 | - | - | - | 305,853 |
| Machinery and equipment | 3,261,008 | 16,147,096 | - | - | 19,408,104 |
| | 3,641,266 | 16,147,096 | 13,589,383 | - | 33,377,745 |
| Less accumulated depreciation | (3,518,078) | (11,699,565) | (389,932) | - | (15,607,575) |
| | 123,188 | 4,447,531 | 13,199,451 | - | 17,770,170 |
| **OTHER ASSETS** | | | | | |
| Due from stockholder | 2,025,830 | - | - | - | 2,025,830 |
| Federal income tax refundable | 1,624,661 | - | - | - | 1,624,661 |
| Related party note receivable | 842,014 | - | - | - | 842,014 |
| Investments in subsidiaries | 2,904,102 | - | - | (2,904,102) | - |
| **TOTAL ASSETS** | $ 73,836,024 | $ 4,697,745 | $ 13,738,213 | $ (3,108,509) | $ 89,163,473 |

See independent auditors' report on supplementary information.

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATING BALANCE SHEETS – continued**
**December 31, 2025**

| | T.F.R. Enterprises, Inc. | T.F.R. Equipment, LP | T.F.R. Realty, LP | Eliminations | Consolidated |
|---|---|---|---|---|---|
| **LIABILITIES AND EQUITY** | | | | | |
| **CURRENT LIABILITIES** | | | | | |
| Accounts payable - trade | $ 3,636,772 | $ - | $ - | $ - | $ 3,636,772 |
| Accounts payable - retainage | 2,673,673 | - | - | - | 2,673,673 |
| State and local income taxes payable | 84,526 | - | - | - | 84,526 |
| Accrued expenses | 365,526 | - | 447 | - | 365,973 |
| Intercompany payable | 204,407 | - | - | (204,407) | - |
| Notes payable - current portion | - | 165,958 | - | - | 165,958 |
| TOTAL CURRENT LIABILITIES | 6,964,904 | 165,958 | 447 | (204,407) | 6,926,902 |
| **LONG-TERM LIABILITIES** | | | | | |
| Deferred income tax liability | 776,410 | - | - | - | 776,410 |
| Notes payable | - | 296,188 | - | - | 296,188 |
| **EQUITY** | | | | | |
| Common stock | 500 | - | - | - | 500 |
| Retained earnings | 66,094,210 | - | - | - | 66,094,210 |
| Partnership equity | - | 4,235,599 | 13,737,766 | (3,084,274) | 14,889,091 |
| Noncontrolling interest | - | - | - | 180,172 | 180,172 |
| | 66,094,710 | 4,235,599 | 13,737,766 | (2,904,102) | 81,163,973 |
| **TOTAL LIABILITIES AND EQUITY** | $ 73,836,024 | $ 4,697,745 | $ 13,738,213 | $ (3,108,509) | $ 89,163,473 |

See independent auditors' report on supplementary information.

*T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES*
**CONSOLIDATING STATEMENTS OF INCOME**
**For the year ended December 31, 2025**

| | T.F.R. Enterprises, Inc. | T.F.R. Equipment, LP | T.F.R. Realty, LP | Eliminations | Consolidated |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| Service contracts | $ 44,630,577 | $ - | $ - | $ - | $ 44,630,577 |
| Rental income | - | 1,767,400 | 1,040,478 | (2,807,878) | - |
| TOTAL REVENUES | 44,630,577 | 1,767,400 | 1,040,478 | (2,807,878) | 44,630,577 |
| **COSTS OF REVENUES** | | | | | |
| Cost of contracts | 31,838,393 | - | - | (2,807,878) | 29,030,515 |
| Cost of rentals | - | 946,341 | 75,612 | - | 1,021,953 |
| TOTAL COSTS OF REVENUES | 31,838,393 | 946,341 | 75,612 | (2,807,878) | 30,052,468 |
| GROSS MARGIN | 12,792,184 | 821,059 | 964,866 | - | 14,578,109 |
| **OPERATING EXPENSES** | | | | | |
| General and administrative | 5,566,927 | 1,074 | 25,505 | - | 5,593,506 |
| INCOME FROM OPERATIONS | 7,225,257 | 819,985 | 939,361 | - | 8,984,603 |
| **OTHER INCOME (EXPENSE)** | | | | | |
| Interest income | 1,007,764 | - | - | - | 1,007,764 |
| Interest expense | - | (15,952) | - | - | (15,952) |
| Miscellaneous income | 20,165 | - | - | - | 20,165 |
| (Gain) Loss on sale of property and equipmen | - | (7,437) | - | - | (7,437) |
| | 1,027,929 | (23,389) | - | - | 1,004,540 |
| **INCOME BEFORE TAXES** | 8,253,186 | 796,596 | 939,361 | - | 9,989,143 |
| **PROVISION FOR INCOME TAXES** | | | | | |
| Federal | 1,292,466 | - | - | - | 1,292,466 |
| Federal deferred expense | 287,717 | - | - | - | 287,717 |
| State and local | 467,267 | - | - | - | 467,267 |
| | 2,047,450 | - | - | - | 2,047,450 |
| **NET INCOME** | 6,205,736 | 796,596 | 939,361 | - | 7,941,693 |
| Net income attributable to noncontrolling interest | - | - | - | 17,360 | 17,360 |
| **NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST** | $ 6,205,736 | $ 796,596 | $ 939,361 | $ (17,360) | $ 7,924,333 |

See independent auditors' report on supplementary information.

## ATTACHMENT Y – LETTER REGARDING EXPERIENCE

Contractor must provide the following documentation:

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. Contractor Has provided services similar to those required to at least one jurisdiction with a population of 30,000.

Please see enclosed tab one, qualifications and experience.

## *ATTACHMENT AA – CERTIFICATION REGARDING LOBBYING*

Certification for Contracts, Grants, Loans, and Cooperative Agreements
The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The Respondent, TFR Enterprises, Inc, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Respondent understands and agrees that the provisions of 31 U.S.C. Chapter 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Authorized Official

Tipton F. Rowland, CEO
Name and Title

5/7/2026
Date

*EXHIBIT "A"*
*MINIMUM INSURANCE REQUIREMENTS*

## INSURANCE REQUIREMENTS

1.0 **GENERAL INSURANCE REQUIREMENTS:**

1.01 During the Term of the Agreement, the Contractor shall provide, pay for, and maintain with insurance companies satisfactory to the City of Key West, Florida ("City"), the types of insurance described herein.

1.02 All insurance shall be from responsible insurance companies eligible to do business in the State of Florida. The required policies of insurance shall be performable in Monroe County, Florida, and shall be construed in accordance with the laws of the State of Florida.

1.03 The City shall be specifically included as an additional insured on the Contractor's Liability policies with the exception of the Contractor's Professional Liability policies (if required) and shall also provide the "Severability of Interest" provision (a/k/a "Separation of Insured's" provision). The City's additional insured status should be extended to all Completed Operations coverages.

1.04 The Contractor shall deliver to the City, prior to commencing work/activities under the Agreement, properly executed "Certificate(s) of Insurance" setting forth the insurance coverage and limits required herein. The Certificates must be signed by the authorized representative of the insurance company(s) shown on the Certificate of Insurance. In addition, certified, true, and exact copies of the insurance policies required herein shall be provided to the City, on a timely basis, if requested by the City.

1.05 If the Contractor fails to provide or maintain the insurance coverages required in this Agreement at any time during the Term of the Agreement and if the Contractor refuses or otherwise neglects to deliver the required Certificate(s) of Insurance signed by the authorized representative of the insurance company(s) to the City, the City may, at the City's sole discretion, terminate or suspend this Agreement and seize the amount of Contractor's performance bond, letter of credit, or other security acceptable to the City).

1.06 The Contractor shall take immediate steps to make up any impairment to any Aggregate Policy Limit upon notification of the impairment. If at any time the City requests a written statement from the insurance company(s) as to any impairment to the Aggregate Limit, the Contractor shall promptly authorize and have delivered such statement to the City.

1.07 The Contractor authorizes the City and/or its insurance consultant to confirm all information furnished to the City, as to its compliance with its Bonds and Insurance Requirements, with the Contractor's insurance agents, brokers, surety, and insurance carriers.

1.08 All insurance coverage of the Contractor shall be primary to any insurance or self-insurance program carried by the City. The City's insurance or self-insurance programs or coverage shall not be contributory with any insurance required of the Contractor in this Agreement.

1.09 The acceptance of delivery to the City of any Certificate of Insurance evidencing the insurance coverage and limits required in the Agreement does not constitute approval or agreement by the City that the insurance requirements in the Agreement have been met or that the insurance policies shown in the Certificates of Insurance are in compliance with the Agreement requirements.

1.10 No work/activity under this Agreement shall commence or continue unless and until the required Certificate(s) of Insurance are in effect and the written Notice to Proceed is issued by the City.

1.11 The insurance coverage and limits required of the Contractor under this Agreement are designed to meet the minimum requirements of the City. They are not designed as a recommended insurance program for the Contractor. The Contractor alone shall be responsible for the sufficiency of its own insurance program. Should the Contractor have any question concerning its exposures to loss under this Agreement or the possible insurance coverage needed therefore, it should seek professional assistance.

1.12 During the Term of this Agreement, the City and its agents and contractors may continue to engage in necessary business activities during the operations of the Contractor. No personal property owned by City used in connection with these business activities shall be considered by the Contractor's insurance company as being in the care, custody, or control of the Contractor.

1.13 Should any of the required insurances specified in this Agreement provide for a deductible, self-insured retention, self-insured amount, or any scheme other than a fully insured program, the Contractor shall be responsible for all deductibles and self-insured retentions.

1.14 All of the required insurance coverages shall be issued as required by law and shall be endorsed, where necessary, to comply with the minimum requirements contained herein.

1.15 The Contractor shall provide the City thirty (30) days advance written notice of any cancellation, intent not to renew any policy and/or any change that will reduce the insurance coverage required in this Agreement, except for the application of the Aggregate Limits Provisions.

1.16 Renewal Certificate(s) of Insurance shall be provided to the City at least twenty (20) days prior to expiration of current coverage so that there shall be no termination of the Agreement due to lack of proof of the insurance coverage required of the Contractor.

1.17 If the Contractor utilizes contractors or sub-contractors to perform any operations or activities governed by this Agreement, the Contractor will ensure all contractors and sub-contractors to maintain the same types and amounts of insurance required of the Contractor. In addition, the Contractor will ensure that the contractor and sub-contractor insurances comply with all of the Insurance Requirements specified for the Contractor contained within this Agreement. The Contractor shall obtain Certificates of Insurance comparable to those required of the Contractor from all contractors and sub-contractors. Such Certificates of Insurances shall be presented to the City upon request. Contractor's obligation to ensure that all contractor's and sub-contractor's insurance as provided herein shall not exculpate Contractor from the direct primary responsibility Contractor has to the City hereunder. The City will look directly to Contractor for any such liability hereunder and shall not be obligated to seek recovery from any contractor or subcontract or under such contractor's or sub-contractor's insurance coverages.

2.0 **SPECIFIC INSURANCE COVERAGES AND LIMITS:**

2.01 All requirements in this Insurance Section shall be complied with in full by the Contractor unless excused from compliance in writing by the City.

2.02 The amounts and types of insurance must conform to the following minimum requirements. Current Insurance Service Office (ISO) or National Council on Compensation Insurance (NCCI) policies, forms, and endorsements or broader shall be used where applicable. Notwithstanding

the foregoing, the wording of all policies, forms, and endorsements must be acceptable to the City.

**Workers' Compensation and Employers' Liability Insurance** shall be maintained in force during the Term of this Agreement for all employees engaged in this work under this Agreement, in accordance with the laws of the State of Florida. The minimum acceptable limits shall be:

| | |
|---|---|
| Workers' Compensation | Florida Statutory Requirements |
| Employer's Liability | $100,000.00 Limit Each Accident |
| | $500,000.00 Limit Disease Aggregate |
| | $100,000.00 Limit Disease Each Employee |

If the Contractor has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*, the Contractor will be required to issue a formal letter (on the Contractor's letterhead) stating that it has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*. This exception does **not** apply to firms engaged in construction activities.

**Commercial General Liability Insurance** shall be maintained by the Contractor on a Full Occurrence Form. Coverage shall include, but not be limited to, Premises and Operations, Personal Injury, Contractual for this Agreement, Independent Contractors, and Products & Completed Operations Coverage. The limits of such coverage shall not be less than:

| | |
|---|---|
| Bodily Injury & Property Damage Liability | $1,000,000.00 Combined Single Limit each Occurrence and Aggregate |

Completed Operations Liability Coverage shall be maintained by the Contractor for a period of not less than four (4) years following expiration or termination of this Agreement.

The use of an Excess, Umbrella and/or Bumbershoot policy shall be acceptable if the level of protection provided by the Excess, Umbrella and/or Bumbershoot policy is equal to or more comprehensive than the Primary Commercial General Liability policy.

**Business Automobile Liability Insurance** shall be maintained by the Contractor as to ownership, maintenance, use, loading and unloading of all owned, non-owned, leased, or hired vehicles with limits of such coverage of not less than:

| | |
|---|---|
| Bodily Injury | $1,000,000.00 Limit Each Accident |
| Property Damage Liability | $1,000,000.00 Limit Each Accident |
| | or |
| Bodily Injury & Property Damage Liability | $1,000,000.00 Combined Single Limit Each Accident |

If the Contractor does not own any vehicles, this requirement can be satisfied by having the Contractor's Commercial General Liability policy endorsed with "Non-Owned and Hired Automobile" Liability coverage.

**Pollution/Environmental Liability Insurance** shall be maintained by the Contractor that will respond to the impairment of land, water, or air resulting from activities governed by this Agreement. The minimum acceptable limits of liability shall be $2,000,000. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

**Professional Liability Insurance** shall be maintained by the Contractor which will respond to damages resulting from any claim arising out of the performance of professional services or any error or omission of the Contractor arising out of activities governed by this Agreement. The minimum acceptable limits of liability shall be $1,000,000 per Occurrence and $2,000,000 Annual Aggregate. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

## *EXHIBIT "B"*

## *Federal Emergency Management Agency (FEMA) Requirements*

The terms and conditions contained in attached Exhibit "B", FEMA requirements, are incorporated herein for those inspections required for city projects generated by damages resulting from storms or other calamities resulting in a declaration of emergency by the governor of the State of Florida.

**Federal Contract Provisions for Non-Federal Entities:**

a) Contracts for more than the simplified acquisition threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where Contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

b) All contracts in excess of $10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

c) **Equal Employment Opportunity**: Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

d) **Davis-Bacon Act**: as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, Contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, Contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each Contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

e) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708)**: Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment

of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each Contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

f) **Rights to Inventions Made Under a Contract or Agreement**: If the Federal award meets the definition of "funding agreement" under 37 CFR § 401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

g) **Clean Air Act (42 U.S.C. 7401-7671q.)** and **the Federal Water Pollution Control Act (33 U.S.C. 1251-1387)**: as amended—Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

h) **Debarment and Suspension**: (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

i) **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**:—Contractors that apply or Proposal for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

j) **Access to Records - "**The Contractor agrees to provide The City of Key west, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

k) **DHS SEAL, Logo, and Flags** - The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval. The Contractor shall include this provision in any subcontracts.

l) **Compliance with Federal Law, Regulations, and Executive Orders and Acknowledgement of Federal Funding** - This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The Contractor will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

m) **No Obligation by Federal Government** - The federal government is not a party to this contract and is not subject to any obligations or liabilities to the non-federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

n) **Program Fraud and False or Fraudulent Statements or Related Acts** - The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

o) **Affirmative Socioeconomic Steps** - "If subcontracts are to be let, the prime Contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

p) **Copyright and Data Rights** - The Contractor grants to the City of Key West, a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the City of Key West or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Contractor will deliver to the City of Key West data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the City of Key West.

*EXHIBIT "C"*
*FEMA CONTRACT PROVISIONS TEMPLATE*

*Draft Agreement – Contractors are not required to fill out this agreement until provided a Notice of Award (NOA).*

**AGREEMENT**

**between**

**CITY OF KEY WEST**

**and**

_____

**For**

**SERVICES FOR DISASTER RESPONSE SERVICES**

**KEY WEST, FLORIDA**

**This Agreement,** is made and entered into by and between the City of Key West, a municipal corporation of the State of Florida, whose address is 1300 White Street, Key West, Florida 33040, hereinafter referred to as the "City" and _____ authorized to transact business in the State of Florida, whose address is _____, hereinafter referred to as the "Contractor". This agreement shall be effective on the date of execution of the last party to sign the Agreement.

**Article 1 – Scope of Services**

Contractor shall provide all expertise, personnel, tools, materials, equipment, transportation, supervision and all other services and facilities of any nature necessary to execute, complete and deliver disaster response services as requested by the City including but not limited to the timely removal and lawful disposal of all eligible storm-generated debris. The City engages Consultant to perform those Services described in the City's Request for Proposals #26-008 and Consultant's Response to the said Request for Proposals, a copy of which is attached hereto, incorporated for reference, and more particularly described as Exhibit A.

These contracted services shall include all items listed below and provide for the cost effective and efficient removal and lawful collection and disposal of debris on all public streets, roads, and other rights-of-way, including any other locally-owned facility or site as may be directed by the City, and in accordance with FEMA requirements. Contract services will only be performed when requested and as designated by the City Manager (or his designee) by approved Work Authorization issued in writing. Contractor shall load and haul the debris from within the legal boundaries of the City or city designated Temporary Debris Management Site(s), to a site(s) specified by the City as set out in Section 6.9 below.

The City reserves the right to assign work to various Contractors, at its sole discretion. The City also reserves the right to approve all Subcontractors hired by the Contractor and/or to require the Contractor to dismiss a Subcontractor upon request.

**1.1 Emergency Push / Road Clearance:**

Contractor shall accomplish the cutting, tossing and/or pushing of debris, hanging limbs, or leaning trees off transportation routes as identified by and directed by the City. The emergency push will normally be completed within the first 70 hours

following the activation of this contract, unless notified otherwise by the City. Time and material rate shall be applicable.

**1.2 Debris Removal from Public Right-of-Way (ROW):**

As directed by the City, Contractor shall load and haul all eligible debris to an approved and certified Temporary Debris Management Site (TOMS) or other disposal destination, as specified by the City. All collection and hauling will be consistent with Federal requirements applicable to the disaster event. The Contractor will ensure compliance with instructions from the City regarding the collection, hauling and disposal of hazardous wastes and/or other categories of debris.

**1.3 Debris Clearance/Removal from Public Property:**

As directed by the City, Contractor shall clear eligible debris from public property, load and haul all debris to a designated temporary debris management site (TOMS) or other disposal destination designated by the City. If necessary, the City will confirm the FEMA eligibility of the debris to be removed.

**1.4 Demolition of Structures and Construction Debris Removal:**

As directed by the City, Contractor shall demolish unsafe structures and remove debris that has been determined by the City to be a threat to the health and safety of the public. Contractor will exercise due diligence in demolishing and/or removing debris from private property. The City will direct actions to secure the Right of Entry (ROE) onto private property to allow demolition and removal. Contractor will ensure hazardous materials screening and utilities disconnection as appropriate. All applicable local, state and federal regulatory requirements regarding asbestos containing materials shall be adhered to unless waived by applicable regulatory authorities.

**1.5 Private Property Waivers:**

The City will direct all actions to secure necessary permissions, waivers and ROE agreements from real property owners and/or Homeowner Associations (HOA) as required for the lawful removal of debris and/or demolition of structures from real properties. All such actions will be consistent with Federal requirements applicable to the disaster event.

## 1.6 Debris Separation/Reduction and Temporary Debris Management Site (TOMS) Management:

Contractor shall operate and manage the TOMS to accept and process all event debris. All actions will be implemented by the Contractor only with the prior approval of the City. Actions by the Contractor will include, but are not limited to, the following:

1.6.1 Ensure that only debris authorized by the City's Contract Administrator will be allowed into the TOMS sites.

1.6.2 Provide to the City a video record of the pre- and post-use site conditions.

1.6.3 Conduct an onsite Phase 1 Environmental Audit, if required by the City. Contractor shall submit list of engineering firms that shall be engaged by Contractor to perform such Audit.

1.6.4 Prepare a plan of proposed site layout and review with the City prior to its implementation.

1.6.5 Prepare a plan for site security and traffic control for both on the site and adjacent roadways and review with the City prior to its implementation.

1.6.6 Provide adequate fire prevention/fighting equipment, including water truck and hoses, on site throughout the operational period of the TOMS.

1.6.7 Build and/or maintain roads as necessary for TOMS operation.

1.6.8 Provide and/or construct and maintain stabilized roofed inspection towers sufficient for a minimum of three Inspectors; Towers will be positioned at any entrance and any exit of the TOMS.

1.6.9 Comply with any applicable environmental requirements, to include litter control fencing, silt fencing, dust control, hazardous materials containment area, and/or water retention berms.

1.6.10 Confine hours of operation of the TOMS to those determined by the City.

1.6.11 Stage and process all debris in a manner in accordance with instructions from the City in a manner acceptable to FEMA.

1.6.12 Process debris by methods that may include, but not be limited to, reduction by grinding, air curtain incineration when approved, or other alternate methods of reduction, such as compaction.

1.6.13 Prior to reduction and 'to the extent practical, segregates debris between vegetative debris, construction and demolition debris, white goods, and hazardous waste.

1.6.14 Develop and implement, with the approval of the City, a procedure for management of the receipt of unauthorized and/or ineligible debris at the TOMS.

1.6.15 Provide the City with proper and acceptable documentation (including destination, tickets, volume/weight) for final disposal of debris accepted at the TOMS.

1.6.16 Upon the closure of the TOMS, restore the TOMS to its pre-use condition, meeting all regulatory requirements for the site closure; Survey the site to verify that it has been restored to pre-use elevation and condition.

1.6.17 As directed by the City, sod, hydro-s ed or sprig the TOMS property once all other site closure issues have been addressed and cleared by the appropriate environmental agency.

1.6.18 As directed by the City, conduct post use soil and water tests as required by FDEP.

1.6.19 Ensure debris from multiple disaster incidents is stored separately enough to distinguish the related costs per disaster.

1.6.20 TOMS should have a tent, chair, and portable toilet available for staff to use while monitoring and working at the site.

### 1.7 Designation and Management of Staging Areas:

City shall provide list of staging areas to Contractor. Contractor shall identify appropriate staging areas for approval by City that would accommodate activities such as truck/equipment certification; provision of temporary fueling or vehicle maintenance (as required), and other operational service functions related to debris removal efforts. The City shall apply for and maintain any FDEP permits required for the site(s).

Contractor shall provide temporary housing, sanitary and other appropriate conveniences necessary for the care and wellbeing of all Contractor and sub-Contractor personnel. The city will approve of the location(s), size, layout and services to be provided at any staging area established by the Contractor, who will ensure that each area is managed in accord with all applicable regulatory requirements and in a manner to minimize disruption to the surrounding neighborhoods

### 1.8 Management of Tree Debris:

Tree debris is herein defined as vegetation, stumps, hanging limbs, leaning trees, and similar materials resulting from trees damaged during the event. The City shall direct the Contractor regarding removal, collection, hauling and disposal of eligible tree debris, which will adhere to the most current FEMA Guidance Policy Disaster Specific Guidelines. Stumps within the public rights-of-way deemed by the City to be public safety hazards will be removed and disposed of by the Contractor. The Contractor is responsible for collection, hauling and disposal of all tree debris on the cost basis of the cubic yard rate for regular vegetative debris on the cost basis of the cubic yard rate for regular vegetative debris.

### 1.9 Management of Hazardous Materials:

The Contractor will provide collection, identification, separation, hauling and disposal services for any Hazardous Waste or Household Hazardous Waste generated by the event.

### 1.10 Management of White Goods:

The Contractor will provide for collection, processing, hauling and disposal services for all White Goods, including Chlorofluorocarbons (CFC) refrigerant containing devices. The Contractor will be responsible for removal all CFC gases from White

Goods prior to processing or shipping of White Goods for final disposal. The Contractor will be responsible for meeting all Federal and State requirements for the proper and safe handling of CFC containing devices. The cost basis will be the unit prices defined on Attachment O.

### 1.11 Disaster Recovery Technical Assistance:

The Contractor will provide Disaster Recovery Technical Assistance to the City to assist with guidance and consultation on all aspects of the recovery process. This assistance shall include documentation and management for the public assistance program, planning, training and exercise development, as well as attendance at the City's Emergency Operations Center (EOC) during activations of the EOC for exercise and actual emergency events as requested by the City Representative.

### 1.12 Post Event Support Equipment:

The Contractor will supply the City with post event support equipment as requested. Equipment may include but not limited to mobile satellite communications gear, mobile high-speed internet access, mobile radio communications gear, mobile cellular gear, mobile fueling gear, mobile kitchens, mobile housing, mobile laundry facilities etc.

### 1.13 Monitors:

The City will use trained City staff or hire contract employees and train them to perform as monitors. Each Contractor crew will be assigned a monitor at the City's expense.

### 1.14 Beach Cleaning:

In the event that the City's beaches have been damaged, the Contractor will provide all necessary equipment and manpower to remove debris from the City beaches, screen the beach sand as directed by the City and replace the screened sand on the beach as directed. The Contractor will be responsible for collection, hauling· and disposal of any debris generated in the process of beach cleaning. The cost basis will be the unit prices defined in Attachment O.

**Article 2 – Compensation**

The Contractor will be compensated for work completed by the Contractor in accordance with the Fee Schedule attached hereto and identified as Attachment O. The Contractor will submit proof of work in the form of load tickets, force labor tickets and or hourly time and materials tickets (first seventy-two hours). The Contractor will provide the City with Daily reports including copies of all load and disposal tickets. The Contractor will submit to the City with a weekly summary report and Invoice for services. The Invoice will have all load and disposal ticket numbers referenced for the prior week's work. The Contractor will remit to the City any monies collected from the recycling of White Goods or other metals collected under this contract.

This is an indefinite-quantity, as-needed contract. The City makes no representation or guarantee as to the volume, type, frequency, or dollar amount of work that may be assigned. Work shall be performed only when authorized by a written Task Order, Notice to Proceed, or purchase order issued by the City.

**Article 3 – Invoicing and Payment**

Contractor shall submit invoices and supporting documentation in accordance with Article 2 and the requirements of the applicable Task Order or purchase order. Unless the City approves another billing cycle in writing, invoices may be submitted weekly. The City shall pay approved invoices in accordance with Chapter 218, Part VII, Florida Statutes, as applicable to the services invoiced. **Article 4 – Performance Standards**

The Contractor agrees to perform contracted services in a professional and workmanlike manner and in compliance with all applicable laws, ordinances, rules, regulations, and permits. Only the highest quality workmanship will be acceptable by the City. Service equipment and workmanship not conforming to the intent of the agreement or meeting the approval of the City may be rejected. Replacements and/or re-work, as required, will be accomplished on a timely basis at no additional cost to the City.

**Article 5 – Standards of Performance**

**5.1 Contractor Representative and General Operations Plan:**

The Contractor shall have knowledgeable and responsible representative report to the City and provide a copy of the final Contractor's General Operations Plan within ten (10) days following the execution of the agreement. The City will approve the General Operations Plan prior to its implementation within the City. The Contractor's Representative shall have authority to implement all actions required to begin the performance of the contracted services as set forth in this agreement and further provided within the Contractor's General Operations Plan.

**5.2 Mobilization**

When a Notice to Proceed (NTP) in advance of an event has been received by the Contractor, he/she will make all necessary arrangements to mobilize a minimum of 50% of the required resources within 24 hours and 100% of the required resources within 48 hours to commence and conduct these contracted services. It is the City's discretion to require pre-event staging at a location designated by the City. The City may take such other actions as necessary to address the failure of the Contractor to mobilize resources on the schedule required by the city.

**Article 6 – General Responsibilities**

**6.1 Other Agreements:**

The City may be required to enter into agreements with Federal and/or State agencies for disaster relief. The Contractor shall be bound by the terms and conditions of such agreements, regardless of the additional burdens of compliance. The City will provide the Contractor with a copy of any applicable agreement.

**6.2 The City Obligation:**

The City shall furnish all information and documents necessary for the commencement of contracted services, including a written Mobilization Task Order.

**6.3 Contractor's Conduct of Work:**

The Contractor shall be responsible for planning and conducting all operations in a satisfactory and professional manner. All Contractor's personnel and Subcontractors shall be demonstrate and maintain a courteous and responsible demeanor toward all people.

**6.4 Supervision by Contractor:**

The Contractor will supervise and/or direct all contracted services performed by its employees, agents and Subcontractors. The Contractor is solely responsible for all means, methods, techniques, safety and other procedures. The Contractor will employ and maintain qualified Contractor Representative as a project manager at the work site(s) who shall have full authority to act on behalf of the Contractor. All communications given to the Contractor's Representative by the City shall be as binding as if given to the Contractor.

**6.5 Self Sufficiency of Contractor and Subcontractors:**

The Contractor shall ensure that its work force, including Subcontractors, maintain self-sufficiency related to fuel, vehicle repair/maintenance, housing, sanitation, food and related accommodations, in a manner that is consistent with local requirements and minimizing adverse effects on the community.

**6.6 Damages by Contractor:**

The Contractor shall be responsible for conducting all operations, whether contemplated by the Contract or later requested as specialized services, in such a manner as to cause the minimum damage possible to existing public, private and commercial property and/or infrastructure. The Contractor shall also be responsible for any damages due to negligence on the part of the Contractor, the City may either bill the Contractor for the damages, withhold funds due to the Contractor, or the Contractor may also repair all damages to the satisfaction of the City. The determination of whether "negligence" has occurred shall be made by the City in its sole discretion.

**6.7 Contractor's Duty Regarding Other Contractor(s)**

The Contractor acknowledges the presence of other Contractors involved in disaster response and recovery activities by the federal, state and local government and of any private utility, and shall not interfere with their work.

**6.8 Contractor's Ownership of Debris:**

All debris collected under this Contract shall be managed in accordance with applicable federal, state, and local requirements. The City shall retain control over the disposition of all debris collected under this Contract, including the designation of disposal and recycling locations.

The Contractor shall have no ownership interest in any debris unless expressly authorized in writing by the City.

To the extent any materials have salvage or recycling value, the Contractor shall document such materials and, as directed by the City, either remit all proceeds to the City or provide a corresponding credit against amounts due under the Contract.

The Contractor shall maintain accurate records of all debris collection, reduction, disposal, and salvage activities and shall provide such documentation to the City upon request.

The Contractor shall not retain or sell any debris or salvaged materials except as expressly authorized by the City in writing.

### 6.9 Contractor's Disposal of Debris:

Unless otherwise directed by the City, the Contractor shall be responsible for determining and executing the method and manner for processing and/or lawful disposal of all eligible debris as approved by the City. The locations of the TOMS shall be approved by the City. Final disposal sites shall be provided to the City in writing. Copies of receipts and disposal tickets shall be provided to the City when complete. Separate unit prices for delivery and disposal of debris to TOMS and final disposal may be allowed by the City. Upon request from the Contractor, other sites may be utilized as directed and/or approved by the City. All disposal sites must be permitted and/or otherwise authorized by the appropriate regulatory agency.

## Article 7 – General Terms and Conditions

### 7.1 Multiple, Scheduled Passes:

The Contractor shall make scheduled passes and/or unscheduled passes of each area impacted by the event, at the direction of the City. The City shall direct the interval timing of all passes. Sufficient time shall be permitted between subsequent passes to accommodate reasonable recovery and additional debris placement at the ROW by the citizens and the City. The Contractor will document the completion of all passes based on the direction from the City and will provide this documentation to the City on the frequency requested by the City.

**7.2 Clean as you go Policy:**

The Contractor shall provide a "clean as you go" policy and supervise and enforce such policy during debris management operations. The Contractor should attempt to rake or sweep· debris piles to try to minimize the amount washing into storm drains.

**7.3 Operation of Equipment:**

The Contractor shall operate all trucks, trailers and all other equipment in compliance with any / all applicable federal, state and local rules and regulations. Equipment shall be in good Working condition. All loading equipment shall be operated from the road, street, or ROW using buckets and/or boom and grapple devices to collect and load debris. No equipment shall be allowed behind the curb or outside of the public ROW unless otherwise directed by the City. Should operation of equipment be required outside of the public ROW, the Contractor will ensure that a Right-of-E try agreement has been obtained prior to property entry.

**7.4 Security of Debris During Hauling:**

The Contractor shall be responsible for the security of debris on/in each vehicle or piece of equipment utilized to haul debris. Prior to leaving the loading sites, Contractor shall ensure that each load is secure and trimmed so that to the extent practical no debris extends horizontally beyond the bed of the equipment in any direction. All loose debris shall be reasonably compacted and secured during transport in accordance with FOOT guidelines. As required, Contractor will survey the primary routes used by Contractor for debris hauling as soon as possible after the transport and will recover fallen or blown debris-from the roadway(s).

**7.5 Traffic Control:**

Contractor shall mitigate impact on local traffic conditions to the greatest extent possible. Contractor is responsible for establishing and maintaining appropriate traffic control in accordance with the most current edition of the US Department of Transportation Manual or Uniform Traffic Control Devises (MUTCD). Contractor shall provide sufficient signage, flagging and barricading to ensure the safety of vehicular and pedestrian traffic at all debris removal, collection, reduction and/or disposal sites.

**7.6 Workdays/Hours:**

Workdays and/or work hours shall be as directed by the City following consultation and notification to Contractor. Working hours on holidays shall be at the discretion of the City.

**7.7 Hazardous and Industrial Wastes:**

Upon the authorization of the City, the Contractor shall set aside and reasonably protect all hazardous or industrial material encountered during debris removal operations for collection and disposal. Prior to such actions, the Contractor will prepare a Hazardous and Industrial Materials Cleanup and Disposal Plan, and this plan will be in accordance with all local, state and Federal requirements and will be approved by the City. In accord with this plan, the Contractor shall use the subcontracting services of a firm specializing in the management and disposal of such materials and waste, if and when directed to do so by the City.

**7.8 Utilizing Local Resources:**

Contractor shall, to every extent possible, give priority to utilizing labor and other resources originating within Monroe County.

**7.9 Work Safety:**

Contractor shall provide and enforce a safe work environment as prescribed in the Occupational Safety and Health Act of 1970, as amended. Contractor will provide such safety equipment, training and supervision as may be required by the City and/or other governmental regulations. Contractor shall ensure that its subcontracts contain an equivalent safety provision.

**7.10 Inspection of Contractor Operations:**

All debris shall be subject to inspection by the City and other public authorities to ensure compliance with the Contract, applicable federal, state• and local laws, and in accordance with generally accepted standards of emergency management professionals. The City will, at all times, have access to all work sites and disposal areas. In addition, authorized representatives and agents of the government shall be permitted to inspect all work, materials, invoices, and other relevant records and documentation.

**7.11 Corrective Actions Required of Contractor:**

When instructed by the City's Representative, the Contractor will immediately implement corrective actions to address health and safety issues and/or any other actions inconsistent with any of the terms of the Contract, as determined by the City in its sole discretion, and notify the City within 24 hours.

**7.12 Ineligible Work:**

The Contractor will not be paid for the removal, transportation, storage, reduction and/or disposal of any material when not previously instructed by the City that such actions are eligible for-state and/or Federal reimbursement.

7.12.1 **Eligibility Inspections:** A representative for the City shall inspect each load or shall inspect at some other frequency of the City's direction, to verify that the contents are in accordance with the accepted definition of eligible debris.

7.12.2 **Eligibility Determinations:** If any load is determined to contain material that does not conform to the definition of eligible debris, the load will be ordered to be deposited at another approved and certified receiving facility. No payment will be allowed for that load and the Contractor will not invoice the City for such loads. The City, through its authorized representative, will be the sole judge as to whether the material conforms to the definition of eligible debris.

7.12.3 **Other Agencies:** The term "government" as used in the Contract refers to those governmental agencies which may have a regulatory or funding interest in the Contract.

**Article 8 – Reports, Certifications and Documentation**

**8.1 Reports:**

The Contractor shall submit periodic, written reports in a format required by the City documenting the progress of Contractor's activities.

**8.1.1 Daily Reports:** Daily reports may detail the locations where passes for debris removal were conducted, the quantity of debris (by type) removed and disposed of, the total number of

personnel crews engaged in debris management operations, and the number of grinders, chippers and mulching machines in operation. Contractor will also report damages to private property caused by the debris operation or damage claims made by citizens and such other information as may be required to completely describe the daily conduct of Contractor's operations within 24 hours.

**8.1.2 Weekly Summaries:** A summary of all information contained in the daily reports as described in Section 6.1.1, within two days of the close of the week. At the request of the City, the data making up the weekly summaries shall also be submitted in electronic format, utilizing Microsoft Excel or Access. The submitted electronic weekly data will include: Collection Contractor or sub-Contractor, load ticket number, load date, load location, truck yardage, percent full, calculated yardage (or weight if applicable) field monitor name / number, TOMS location, tower monitor/ name, debris materials categorization, and location of collection, e.g., ROW, FHWA, Canal, etc.

**8.1.3 Report Delivery:** The scheduling point of delivery and receiving personnel for the debris operations report will be directed by the City, in consultation with the Contractor.

**8.1.4 Data Reconciliation:** Reconciliation of data will be accomplished weekly between the Contractor and the City's Representative. All discrepancies will be resolved within five (5) days.

**8.1.5 Online Data Storage/Access:** Throughout debris removal operations, Contractor will maintain an ongoing updated online secured Internet database accessible by the City that stores data and true document images, separated by incident, of the following: equipment certifications, load tickets, tipping tickets and invoices. These online databases will remain available for five years following project closeout.

**8.1.6 Final Project Closeout:** Upon final inspection and/or closeout of the project by the City, Contractor shall prepare and submit a detailed description of all debris management activities in an

electronic spreadsheet, to include, but not limited to the total volume, by type of debris hauled, reduced and/or disposed of, final disposal locations and amounts of the debris managed by the Contractor, plus the total cost of the project invoiced to the City. The Contractor shall provide, upon request of the City and/or no later than project closeout, a release of liens demonstrating that all Subcontractors to the Contractor have been fully paid. The Contract will provide any other additional information as may be necessary to adequately document the conduct of the debris management operations for the City and/or government. Final project reconciliation must be approved by the City.

**8.2 Certifications:**

The Contractor will adhere to the process for certification of personnel and vehicles established by the Federal Emergency Management Agency, to include the following:

**8.2.1 Certification of Vehicles and Load Capacity:**

a. Contractor shall ensure that all equipment is certified in accordance with most current federal procedures.

b. After a disaster, the City, or its designated representative, will begin the equipment certification at a pre-designated site, or at staging areas established by the City.

c. All Contractor and Subcontractor trucks shall have valid registrations, insurance and meet basic operational criteria: tailgates or equivalent containment devices, tarps, etc., as well as all applicable motor vehicle safety requirements. Drivers shall possess valid licenses.

d. Truck body dimensions shall be measured, and information recorded on certification forms with calculated capacity noted. Each truck will receive two placards, which shall be affixed on opposite sides of the truck body. The placards will be at least 42" x 24" with 6" lettering. The truck driver will be provided up to two (2) copies of a vehicle certification sheet by the Contractor and also provide copies for Subcontractor's records.

e. Contractor may be required to provide a scale capable of weighing large trucks and equipment.

### 8.2.2 Certification of Personnel

The Contractor will certify to the City that all Contractor and Subcontractor personnel have received required and adequate training in relevant emergency response, disaster recovery, and debris management operations. Upon request of the City, the Contractor will provide documentation certifying the adequacy of the training, experience and capabilities of all Contractor and Subcontractor personnel, to include but not be limited to the following:

**8.2.2.1** Senior management personnel of the Contractor assigned to implement work authorizations pursuant to the Contract will participate, upon request, in training and briefing sessions held by representatives of Monroe County and/or the City.

**8.2.2.2** Senior, supervisory personnel of the Contractor and all Subcontractors thereto will have received training in debris management, the operational concepts established by the Monroe County Countywide Debris Management Plan, and the implementation of the National Incident Management System.

**8.2.2.3** Personnel assigned by the Contractor as responsible for data management, invoicing and other documentation duties will be trained in the data management concepts and approaches to be used by the City.

**8.2.2.4** Vehicle and equipment operators will be fully licensed and certified and insured, as required by applicable local, State and Federal statutes and regulations.

**8.2.2.5** Upon their deployment for field operations, all Contractor and Subcontractor personnel will be briefed or trained appropriately in their duties, responsibilities, and the procedures to be utilized throughout the debris management process, including safety procedures, load ticket management procedures, and accident reporting procedures

**8.3 Utilization of a Standardized "load ticket":**

The Contractor and all Subcontractors will utilize a standardized "load ticket" for documenting each load of debris from its origin to the TOMS and/or final disposal location. The "load ticket" utilized will be identical to the sample provided by the Contractor in Attachment 8, unless improved and approved by the City.

**8.4 Additional Supporting Documentation:**

Contractor shall submit sufficient reports and/or documentation for debris loading, hauling, disposal, and load capacity measurements, and any other services provided by Contractor as may be required by the City and/or other governmental entity to support requests for debris project reimbursement from external funding sources.

**8.5 Report Maintenance:**

The Contractor will be subject to audit by federal, state and local agencies pursuant to the Contract. The Contractor will maintain all reports, records, debris reporting tickets and Contract correspondence for a period of not less than five (5) years in accordance with applicable state statutes.

**Article 9 – Descriptions:**

**9.0 Description of Unit Price Proposal Items:**

Table A - Unit Prices for Time and Materials: The Contractor will provide all services and expenses necessary for the emergency push, debris pickup and hauling, processing of debris at the temporary Debris management Site (TOMS), and final disposal for a fixed unit price as a cost per cubic yard, as well as time and material for all related equipment regardless of debris type. As necessary, Contractor may be paid based on the hourly use of equipment.

Table B - The Contractor will provide all services and expenses necessary for the emergency push, debris pickup and hauling, processing of debris at the TOMS, and final disposal for a fixed unit price as a cost per cubic yard, for the debris types noted below, but excluding debris designated as hazardous wastes. This cost is inclusive of all related expenses including but not limited to, contract administration, technical assistance to the jurisdiction, personnel training and certification, TOMS 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.

**9.1 Cleaning and Restoration of Beaches:**

The Contractor will remove and dispose of debris accumulated on the beaches located within the City by written request, and will collect, screen for debris removal, and re-deposit sand on the beach that has accumulated in adjacent areas up to 2,000 feet from the original land edge of the beach. Locations will be designated by the City's authorized representative. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.2 Debris Removal and Restoration of Canals:**

The Contractor will remove debris resulting from the event that impedes the drainage and navigation of canals and adjacent banks, as directed by the City. Debris to be removed will be vegetative and/or construction and demolition debris affecting the canals but excludes removal of damaged and/or abandoned boats. The Contractor will also haul, process and dispose of the collected debris.

9.2.1 The Contractor will restore, re-grade, and/or reseed the canal banks and slopes, as directed by the City. The Contractor will be reimbursed at a fixed rate for this service as established in Attachment O

**9.3 Motor Vehicles:**

The Contractor will remove motor vehicles damaged by the disaster event and/or abandoned by the owner due to the circumstances of the event. The City will identify the area(s) from which motor vehicles are to be removed. Motor vehicles will be processed by or for the Contractor in a manner that complies with all requirements for removal and processing of hazardous materials, e.g., gasoline, oils and other fluids. The Contractor will also ensure the proper final disposal of the removed vehicle. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O., inclusive of all towing, processing and disposal costs.

**9.4 Boats:**

Boats severely damaged by the disaster event, and abandoned in or on the canals, marinas, and beaches of the City will be collected by the Contractor, processed for

removal and disposal of hazardous materials in accord with applicable regulations, demolished and transported to a suitable location for final disposal. The City will determine the vessels to be removed, will establish that they have been legally abandoned by their owners, and will take other necessary steps as required by law before directing the Contractor to remove and dispose of the vessel. The Contractor is otherwise responsible for compliance with all regulations and requirements applicable to the removal and disposal process. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.5 Hazardous Waste and Contaminated Debris Management:**

The Contractor will identify, separate, collect, transport and dispose of disaster-generated debris determined to be hazardous and/or contaminated, thereby requiring that it be separately managed from other debris. The Contractor will provide trained, experienced and equipped personnel to identify hazardous waste and contaminated debris at its point of origin, as well as to direct the Contractor personnel in the safe and proper handling and disposal of the material. All hazardous waste and contaminated debris will be collected, transported and disposed of by the Contractor as required by local, state and Federal regulations. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.6 Fire Suppression Support:**

Under direction of the City Fire Chief or City Fire Marshall, in the event of water system failure in the City, the Contractor will provide filled water trucks of a minimum capacity of 1500 gallons, and equipped with outlet valves compatible with fire hose connections meeting national standards of the National Fire Protection Association, or as otherwise specified by the City. The City will direct the Contractor regarding the location(s) for the truck(s) to be positioned, and the City will provide a fully qualified and licensed driver. If the initial water supply is used, the City will be responsible for refilling the truck. The Contractor will be reimbursed at the. fixed rates for this service as established in Attachment O.

**9.7 Emergency Potable Water:**

The Contractor will provide the City with whole pallets of individually bottled water drinking water. The City will instruct the Contractor as to the number of pallets

needed, the location(s) for delivery, and the schedule for delivery. Multiple deliveries may be necessary. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.8 Emergency Delivery of Ice:**

The Contractor will provide the City with whole pallets of cubed ice made from potable water in individually packaged sacks of between 5 and 10 pounds. The City will instruct the Contractor as to the number of pallets needed, the location(s) for delivery, and the schedule for delivery. Multiple deliveries may be necessary. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.9 Temporary Bathrooms, Showers, Kitchens and Feeding Stations:**

The Contractor will provide the City with "comfort stations, e.g., modular units to provide for the comfort and support of disaster victims within or near impacted neighborhoods. The modular units will include tents, portable toilets, hand basins. shower units, a mobile kitchen, chairs and tables for food service, and all necessary personnel, food, equipment and supplies to operate the units for extended periods. Each comfort station must include equipment compliant with the Americans with Disabilities Act. The unit must be capable of serving three meals per day, one of which must be hot. The City will provide law enforcement and emergency medical services staff to compliment the work force provided by the Contractor. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.10 Temporary Satellite Communications:**

The Contractor will provide satellite communications units capable of voice, text messaging, data transfer and Internet access for use by City personnel in the event of failure of other communications systems. The units will be rented / leased to the City and will be fully equipped, including AC/DC adapters (including automotive battery chargers), instructions and carrying cases. The units will be fully operational upon delivery to the City, without further action by the City. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

### 9.11 Emergency Power Generation:

The Contractor will provide mobile electric power generation units for facilities and locations located within the City. The City will define the size and fuel type of the mobile units, which will be leased to the City. The City may require generators ranging in from 25 kw through 500 kw, and the Contractor will deliver the units to the facilities or locations designated by the City and ensure connection of the unit to the existing electrical wiring by a licensed electrician. The Contractor will also ensure the unit is fueled, tested, and demonstrated to be operational prior to departure from the location. The Contractor will also provide fuel for the duration of the units use by the City and will have readily available technical support and repair or replacement services. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

### 9.12 Pumping and Water Relocation/Removal for Flood Control:

The Contractor will provide all personnel, trucks, pumps, hoses, fuel, and other necessary equipment for removal of standing water from low collection areas where localized flooding threatens public safety or continuing property damage, as directed by the City. Water removal may be both by pumping to adjacent storm sewers, if functional, to nearby stream or drainage canals, or into tanker trucks. The Contractor must comply with any applicable environmental requirements concerning discharge of the water once pumped. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

### 9.13 Sewer, Culvert and Catch Basin Cleaning:

The Contractor will provide all personnel, vehicles, equipment and supplies to clean disaster-related debris, including sand and mud, from storm sewers, culverts, catch basins and draining canals. The City will designate the storm water systems to be cleaned. This service will be provided on a linear foot and per structure basis.

**9.13.1** The disposal fee shall also be provided by the ton and Contractor should identify potential locations for disposal, either a landfill or waste-to-energy facility.

**9.14 Decontamination of Buildings and Facilities:**

The Contractor will provide for chemical and/or biological decontamination of buildings, facilities or other structures as directed by the City. The Contractor is responsible for providing experienced, trained and equipped personnel, for all equipment and supplies, and for final disposal of all contaminated materials removed from the structure. All operations by the Contractor must be in full compliance with all health and safety standards, as well as environmental protection requirements applicable to the decontamination and disposal process. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.15 Mold Remediation:**

The Contractor will provide all personnel, equipment, supplies and services necessary for the planning of mold remediation services, removal and disposal of mold contaminated materials, and other mold remediation measures necessary for affected public buildings belonging to the City. The Contractor will comply with all Federal guidelines on mold remediation, and ensure compliance with all applicable health, safety and environmental protection standards. The City will designate which buildings or other structures are to be remediated, will approve. the Contractor's mold remediation plan and will designate the disposal facility to be utilized for mold-contaminated materials removed by the Contractor. The Contractor will be reimbursed at the fixed rates for this service as established in Attachment O.

**9.16 Reimbursement**

The Contractor will ensure that all reimbursement requests are compliant with current agency-specific policies and procedures.

**9.17 City Supervision of Applicant**

Each section/subsection will be supervised by the appropriate City Department, providing for recovery and restoration of normal services.

**Article 10 – General Legal Provisions:**

**10.1 Agreement Period:**

The initial contract resulting from this solicitation shall have an initial term of three (3) years beginning on the effective date. The City may, in its sole discretion, renew the contract for one (1) additional term of up to two (2) years, for a maximum total term of five (5) years, upon written notice and approval in accordance with City requirements. Any renewal shall be on the same terms and conditions unless amended in writing by the parties and approved as required by the City.**10.2 Suspension, Delay, or Interruption:**

The City may suspend, delay, or interrupt the Contractor's services at its convenience. In the event of such suspension, delay, or interruption, or due to any act or omission of the City or its Subcontractors, the City shall compensate the Contractor for all services performed up to the date of such action.

In the event that project delays occur for any reason, both parties agree to take reasonable measures to mitigate the impacts of such delays.

**10.3 Third Party Beneficiaries:**

This Agreement gives no rights or benefits to anyone other than the City and Contractor and has no third-party beneficiaries. Contractor's services are defined solely by this proposed scope of services, and not by any other contract or agreement that may be associated with the services.

**10.4 Indemnification:**

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 negligence, recklessness, or intentional wrongful misconduct of the Contractor, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claim 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 Proposal 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.

**10.5 Insurance/Evidence of Insurability:**

1.0 **GENERAL INSURANCE REQUIREMENTS:**

1.01 During the Term of the Agreement, the Contractor shall provide, pay for, and maintain with insurance companies satisfactory to the City of Key West, Florida ("City"), the types of insurance described herein.

1.02 All insurance shall be from responsible insurance companies eligible to do business in the State of Florida. The required policies of insurance shall be performable in Monroe County, Florida, and shall be construed in accordance with the laws of the State of Florida.

1.03 The City shall be specifically included as an additional insured on the Contractor's Liability policies with the exception of the Contractor's Professional Liability policies (if required) and shall also provide the "Severability of Interest" provision (a/k/a "Separation of Insured's" provision). The City's additional insured status should be extended to all Completed Operations coverages.

1.04 The Contractor shall deliver to the City, prior to commencing work/activities under the Agreement, properly executed "Certificate(s) of Insurance" setting forth the insurance coverage and limits required herein. The Certificates must be signed by the authorized representative of the insurance company(s) shown on the Certificate of Insurance. In addition, certified, true, and exact copies of the insurance policies required herein shall be provided to the City, on a timely basis, if requested by the City.

1.05 If the Contractor fails to provide or maintain the insurance coverages required in this Agreement at any time during the Term of the Agreement and if the Contractor refuses or otherwise neglects to deliver the required Certificate(s) of Insurance signed by the authorized representative of the insurance company(s)

to the City, the City may, at the City's sole discretion, terminate or suspend this Agreement and seize the amount of Contractor's performance bond, letter of credit, or other security acceptable to the City).

1.06 The Contractor shall take immediate steps to make up any impairment to any Aggregate Policy Limit upon notification of the impairment. If at any time the City requests a written statement from the insurance company(s) as to any impairment to the Aggregate Limit, the Contractor shall promptly authorize and have delivered such statement to the City.

1.07 The Contractor authorizes the City and/or its insurance consultant to confirm all information furnished to the City, as to its compliance with its Bonds and Insurance Requirements, with the Contractor's insurance agents, brokers, surety, and insurance carriers.

1.08 All insurance coverage of the Contractor shall be primary to any insurance or self-insurance program carried by the City. The City's insurance or self-insurance programs or coverage shall not be contributory with any insurance required of the Contractor in this Agreement.

1.09 The acceptance of delivery to the City of any Certificate of Insurance evidencing the insurance coverage and limits required in the Agreement does not constitute approval or agreement by the City that the insurance requirements in the Agreement have been met or that the insurance policies shown in the Certificates of Insurance are in compliance with the Agreement requirements.

1.10 No work/activity under this Agreement shall commence or continue unless and until the required Certificate(s) of Insurance are in effect and the written Notice to Proceed is issued by the City.

1.11 The insurance coverage and limits required of the Contractor under this Agreement are designed to meet the minimum requirements of the City. They are not designed as a recommended insurance program for the Contractor. The Contractor alone shall be responsible for the sufficiency of its own insurance program. Should the Contractor have any question concerning its exposures to loss under this Agreement or the possible insurance coverage needed therefore, it should seek professional assistance.

1.12 During the Term of this Agreement, the City and its agents and contractors may continue to engage in necessary business activities during the operations of the

Contractor. No personal property owned by City used in connection with these business activities shall be considered by the Contractor's insurance company as being in the care, custody, or control of the Contractor.

1.13 Should any of the required insurances specified in this Agreement provide for a deductible, self-insured retention, self-insured amount, or any scheme other than a fully insured program, the Contractor shall be responsible for all deductibles and self-insured retentions.

1.14 All of the required insurance coverages shall be issued as required by law and shall be endorsed, where necessary, to comply with the minimum requirements contained herein.

1.15 The Contractor shall provide the City thirty (30) days advance written notice of any cancellation, intent not to renew any policy and/or any change that will reduce the insurance coverage required in this Agreement, except for the application of the Aggregate Limits Provisions.

1.16 Renewal Certificate(s) of Insurance shall be provided to the City at least twenty (20) days prior to expiration of current coverage so that there shall be no termination of the Agreement due to lack of proof of the insurance coverage required of the Contractor.

1.17 If the Contractor utilizes contractors or sub-contractors to perform any operations or activities governed by this Agreement, the Contractor will ensure all contractors and sub-contractors to maintain the same types and amounts of insurance required of the Contractor. In addition, the Contractor will ensure that the contractor and sub-contractor insurances comply with all of the Insurance Requirements specified for the Contractor contained within this Agreement. The Contractor shall obtain Certificates of Insurance comparable to those required of the Contractor from all contractors and sub-contractors. Such Certificates of Insurances shall be presented to the City upon request. Contractor's obligation to ensure that all contractor's and sub-contractor's insurance as provided herein shall not exculpate Contractor from the direct primary responsibility Contractor has to the City hereunder. The City will look directly to Contractor for any such liability hereunder and shall not be obligated to seek recovery from any contractor or subcontract or under such contractor's or sub-contractor's insurance coverages.

2.0 **SPECIFIC INSURANCE COVERAGES AND LIMITS:**

2.01 All requirements in this Insurance Section shall be complied with in full by the Contractor unless excused from compliance in writing by the City.

2.02 The amounts and types of insurance must conform to the following minimum requirements. Current Insurance Service Office (ISO) or National Council on Compensation Insurance (NCCI) policies, forms, and endorsements or broader shall be used where applicable. Notwithstanding the foregoing, the wording of all policies, forms, and endorsements must be acceptable to the City.

**Workers' Compensation and Employers' Liability Insurance** shall be maintained in force during the Term of this Agreement for all employees engaged in this work under this Agreement, in accordance with the laws of the State of Florida. The minimum acceptable limits shall be:

| | |
|---|---|
| Workers' Compensation | Florida Statutory Requirements |
| Employer's Liability | $100,000.00 Limit Each Accident |
| | $500,000.00 Limit Disease Aggregate |
| | $100,000.00 Limit Disease Each Employee |

If the Contractor has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*, the Contractor will be required to issue a formal letter (on the Contractor's letterhead) stating that it has less than four (4) employees and has elected not to purchase Workers' Compensation/Employers Liability coverage as permitted by *Florida Statutes*. This exception does **not** apply to firms engaged in construction activities.

**Commercial General Liability Insurance** shall be maintained by the Contractor on a Full Occurrence Form. Coverage shall include, but not be limited to, Premises and Operations, Personal Injury, Contractual for this Agreement, Independent Contractors, and Products & Completed Operations Coverage. The limits of such coverage shall not be less than:

| | |
|---|---|
| Bodily Injury & Property Damage Liability | $1,000,000.00 Combined Single Limit each Occurrence and Aggregate |

Completed Operations Liability Coverage shall be maintained by the Contractor for a period of not less than four (4) years following expiration or termination of this Agreement.

The use of an Excess, Umbrella and/or Bumbershoot policy shall be acceptable if the level

of protection provided by the Excess, Umbrella and/or Bumbershoot policy is equal to or more comprehensive than the Primary Commercial General Liability policy.

**Business Automobile Liability Insurance** shall be maintained by the Contractor as to ownership, maintenance, use, loading and unloading of all owned, non-owned, leased, or hired vehicles with limits of such coverage of not less than:

| | |
|---|---|
| Bodily Injury | $1,000,000.00 Limit Each Accident |
| Property Damage Liability | $1,000,000.00 Limit Each Accident |

or

| | |
|---|---|
| Bodily Injury & Property Damage Liability | $1,000,000.00 Combined Single Limit Each Accident |

If the Contractor does not own any vehicles, this requirement can be satisfied by having the Contractor's Commercial General Liability policy endorsed with "Non-Owned and Hired Automobile" Liability coverage.

**Pollution/Environmental Liability Insurance** shall be maintained by the Contractor that will respond to the impairment of land, water, or air resulting from activities governed by this Agreement. The minimum acceptable limits of liability shall be $2,000,000. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

**Professional Liability Insurance** shall be maintained by the Contractor which will respond to damages resulting from any claim arising out of the performance of professional services or any error or omission of the Contractor arising out of activities governed by this Agreement. The minimum acceptable limits of liability shall be $1,000,000 per Occurrence and $2,000,000 Annual Aggregate. If the policy is structured on a "Claims Made" basis, the policy must contain a "Retroactive Date" of no later than the commencement date of the Agreement and will have an extended reporting period of four (4) years following expiration or termination of the Agreement.

**10.6 Assignment:**

Contractor shall not assign all or any part of this Agreement without the prior consent of the City by Resolution of the Key West City Commission.

**10.7 Jurisdiction:**

The law of the state of Florida and Monroe County will govern the validity of this Agreement, its interpretation and performance, and any other claims related to it.

**10.8 Severability and Survival:**

If any of the provisions contained in this Agreement are held for any reason to be invalid, Illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability will affect any other provision, and this Agreement will be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.

**10.9 Dispute Resolution:**

The parties will use their best efforts to resolve amicably any dispute, including the use of alternative dispute resolution options. Unless otherwise agreed in writing, the Contractor shall continue the work and maintain the approved schedules during any arbitration proceedings. If the Contractor continues to perform, City shall continue to make payments in accordance with this Agreement.

**10.10 E-Verify:**

Consultant shall comply with the requirements of section 448.095, Florida Statutes, including registering with and using the E-Verify system to verify the work authorization status of all newly hired employees. Contractor shall require each subcontractor performing work under this Agreement to register with and use the E-Verify system and shall obtain and maintain any subcontractor affidavit required by section 448.095, Florida Statutes, and provide such documentation to the City upon request. A material failure by Consultant or its subcontractors to comply with the requirements of this section shall constitute a material breach of this Agreement and may result in termination as provided by law.

**10.11 Public Entity Crimes; Scrutinized Companies:**

Contractor certifies that, as of the date of proposal and contract execution, Contractor is not ineligible under section 287.135, Florida Statutes. If this contract is for

goods or services of $100,000 or more, Contractor certifies it is not on the Scrutinized Companies or Other Entities that Boycott Israel List and is not engaged in a boycott of Israel. If this contract is for goods or services of $1,000,000 or more, Contractor further certifies it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in Iran Terrorism Sectors List and is not engaged in business operations in Cuba or Syria. The Agreement may be terminated as required or permitted by section 287.135, Florida Statutes, if these certifications are false or if Contractor becomes ineligible." B. To the extent this Agreement would grant Contractor access to an individual's personal identifying information, Contractor shall comply with section 287.138, Florida Statutes, and, as a condition precedent to execution and any renewal or extension if required by law, shall provide the affidavit required by section 287.138(4), Florida Statutes."

**10.12 Public Records Compliance**

**IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:**

City Clerk
City of Key West
1300 White Street
Key West, FL 33040
Phone: (305) 809-3835
Email: cityclerk@cityofkeywest-fl.gov

The Contractor shall:

1. Keep and maintain public records required by the City to perform the service.
2. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the City.

4. Upon completion of the contract, transfer, at no cost, to the City all public records in possession of the Contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request, in a format that is compatible with the information technology systems of the City.

**Article 11 – Federal Contract Clauses**

**11.1 Access to Records:**

The Contractor agrees to provide the City, the Florida Department of Emergency Management, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representative's access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions. (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. (3) The Contractor agrees to provide the FEMA Administrator or his authorized representatives' access to construction or other work sites pertaining to the work being completed under the contract. (4) In compliance with section 1225 of the Disaster Recovery Act of 2018, the City and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

### 11.2 Affirmative Socioeconomic Steps:

Affirmative Socioeconomic Steps If subcontracts are to be let, the prime Contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

### 11.3 Changes:

To be allowable under a FEMA grant or cooperative agreement award, the cost of any contract change, modification, amendment, addendum, change order, or constructive change must be necessary, allowable, allocable, within the scope of the grant or cooperative agreement, reasonable for the scope of work, and otherwise allowable.

### 11.4 DHS Seal, Logo, and Flags:

The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre- approval. The Contractor shall include this provision in any subcontracts.

### 11.5 Domestic Preference for Procurements 200.322:

As appropriate and to the extent consistent with law, the non-Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. For purposes of this section: "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States. "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

**11.6 License and Delivery of Works Subject to Copyright and Data Rights:**

The Contractor grants to the City, a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the City or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Contractor will deliver to the City data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the City.

**11.7 No Obligation by Federal Government:**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

**11.8 Prohibition on Covered Telecommunications Equipment or Services:**

(a) Definitions. As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy, #405-143-1 Prohibitions on Expending FEMA Award Funds forcovered Telecommunications Equipment or Services As used in this clause –

(b) Prohibitions.

(1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug.13, 2020, from obligating or expending grant, cooperative

agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.

(2) Unless an exception in paragraph (c) of this clause applies, the Contractor and its Subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:

(i) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
(ii) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
(iii) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or
(iv) Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) Exceptions.

(1) This clause does not prohibit Contractors from providing — (i). A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or (ii). Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(2) By necessary implication and regulation, the prohibitions also do not apply to: (i). Covered telecommunications equipment or services that: i. Are not used as a substantial or essential component of any system; and ii. Are not used as critical technology of any system. (ii). Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.

(d)Reporting requirement.

(1) In the event the Contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the Contractor is notified of such by a Subcontractor at any tier or by any other source, the Contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause: (i) Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended. (ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the Contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

(e) Subcontracts. The Contractor shall insert the substance of this clause, including this paragraph(e), in all subcontracts and other contractual instruments.

**11.9 Program Fraud and False or Fraudulent Statements or Related Acts:**

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

**11.10 Rights to Inventions Made Under a Contract or Agreement:**

Exempt from FEMA Public Assistance Funding.

**11.11 Suspension and Debarment:**

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the Contractor is required to verify that none of the Contractor, its principals (defined at 2 C.F.R. § 180.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935). (2) The Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into. (3) This certification is a material representation of fact relied upon by the City. If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment. (4) The bidder or Contractor agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

**11.12 Procurement of Recovered Materials (§200.323) (Over $10,000):**

In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA designated items unless the product cannot be acquired— Competitively within a timeframe providing for compliance with the contract performance schedule; Meeting contract performance requirements; or At a reasonable price. Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines webpage:

**https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program**

**The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.**

**11.13Termination for Cause and Convenience (over $10,000):**

See Standard Purchase Order and/or Contract Terms and Conditions

**11.14 Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352 (as amended) (over $100,000):**

Contractors who apply or Proposal for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient."

Contractors must sign and submit a certification to the City with each Proposal or offer exceeding $100,000. See Certifications and Assurances and the end of this document.

**11.15 Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708) (over $100,000):**

Where applicable, all contracts awarded by the solicitor in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5).

(1) Overtime requirements. No Contractor or Subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any Subcontractor responsible therefor shall be liable for the unpaid wages. In addition,

such Contractor and Subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The City or FEMA shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or Subcontractor under any such contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or Subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The Contractor or Subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and a clause requiring the Subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any Subcontractor or lower tier Subcontractor with the clauses set forth in paragraphs (1) through (4) of this section."

For contracts that are only subject to Contract Work Hours and Safety Standards Act and are not subject to the other statutes in 29 C.F.R. § 5.1

"Further Compliance with the Contract Work Hours and Safety Standards Act.

(1) The Contractor or Subcontractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of

wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid.

(2) Records to be maintained under this provision shall be made available by the Contractor or Subcontractor for inspection, copying, or transcription by authorized representatives of the Department of Homeland Security, the Federal Emergency Management Agency, and the Department of Labor, and the Contractor or Subcontractor will permit such representatives to interview employees during working hours on the job.

**11.16 Clean Air Act (over $150,000):**

The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. 2. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. 3. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with Federal assistance provided by FEMA.

**11.17 Federal Water Pollution Control Act (over $150,000):**

The Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. 2. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. 3. The Contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with Federal assistance provided by FEMA.

**11.18 Administrative, Contractual, or Legal Remedies (over $250,000):**

Unless otherwise provided in this contract, all claims, counter-claims, disputes and other matters in question between the local government and the Contractor, arising out

of or relating to this contract, or the breach of it, will be decided by arbitration, if the parties mutually agree, or in a Florida court of competent jurisdiction.

**11.19 CONSTRUCTION ACTIVITIES**

Equal Employment Opportunity Clause (§60-1.4): Except as otherwise provided under 41 C.F.R. Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60- 1.4.

During the performance of this contract, the Contractor agrees as follows:

(1) The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

(2) The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

(3) The Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not

otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Contractor's legal duty to furnish information.

(4) The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(5) The Contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(6) The Contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(7) In the event of the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part an the Contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(8) The Contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each Subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions,

including sanctions for noncompliance:

Provided, however, that in the event a Contractor becomes involved in, or is threatened with, litigation with a Subcontractor or vendor as a result of such direction by the administering agency, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

**11.20 Davis Bacon Act:**

Exempt under FEMA Public Assistance Funding

**11.21 Copeland Anti-Kickback Act:**

Exempt under FEMA Public Assistance Funding

**11.22 Applicable Laws:**

The City and all its agents shall comply with all federal, state and local regulations, including, but not limited to, nondiscrimination, wages, social security, workers' compensation, licenses, and registration requirements. The City shall include this provision in all contracts issued.

**11.24 Equal Employment Opportunity:**

No person on the ground of race, creed, color, religion, national origin, age, gender, or disability, shall be excluded from participation in; be denied the proceeds or benefits of, otherwise subjected to discrimination.

**11.25 Inspector General Cooperation:**

The Parties agree to comply with Section 20.055(5), Florida Statutes, for the inspector general to have access to any records, data and other information deemed necessary to carry out his or her duties and incorporate into all subcontracts the obligation to comply with Section 20.055(5), Florida Statutes.

**11.26 Lobbying:**

No funds received pursuant to this Agreement may be expended for lobbying the Legislature, the judicial branch or a state agency.

**11.28 Physical Access and Inspection:**

Grantor personnel shall be given access to and may observe and inspect work being performed under this Agreement, with reasonable notice and during normal business hours, including by any of the following methods:

(i) The City shall provide access to any location or facility on which City is performing work, or storing or staging equipment, materials or documents.

(ii) The City shall permit inspection of any facility, equipment, practices, or operations required in performance of any work pursuant to this Agreement; and,

(iii) The City shall allow and facilitate sampling and monitoring of any substances, soils, materials or parameters at any location reasonable or necessary to assure compliance with any work or legal requirements pursuant to this Agreement.

**11.29 Record Retention:**

The Contractor shall maintain and retain sufficient records demonstrating its compliance with the terms of the Agreement for a period of at least five (5) years after final payment is made and shall allow the City, the State, or its authorized representatives access to such records for audit purposes upon request.

**11.30 Statutory Notices Relating to Unauthorized Employment:**

The City shall consider the employment by any Contractor of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. If the Contractor knowingly employs unauthorized aliens, such violation shall be cause for unilateral cancellation of this Agreement.

**11.31 Statutory Notices Relating to Subcontracts:**

Pursuant to Sections 287.133 and 287.134, F.S., the following restrictions apply to persons placed on the convicted vendor list or the discriminatory vendor list:

(i) **Public Entity Crime.** A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may

not submit a Proposal, Proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a Proposal, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit Proposals, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Grantee, supplier, Subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, F.S., for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.

(ii) **Discriminatory Vendors.** An entity or affiliate who has been placed on the discriminatory vendor list may not submit a Proposal, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a Proposal, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit Proposals, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Contractor, supplier, Subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity.

(iii) **Notification.** The Grantee shall notify Department if it or any of its suppliers, Subcontractors, or consultants have been placed on the convicted vendor list or the discriminatory vendor list during the life of the Agreement. The Florida Department of Management Services is responsible for maintaining the discriminatory vendor list and posts the list on its website. Questions regarding the discriminatory vendor list may be directed to the Florida Department of Management Services, Office of Supplier Diversity, at (850) 487-0915.

## 11.15 NO FEDERAL OBLIGATION

The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities arising from it.

## 11.16 FLOW-DOWN REQUIREMENT (CRITICAL ADDITION)

The Contractor shall include all applicable FEMA-required provisions in any subcontracts and shall be responsible for compliance by all Subcontractors.

**11.17 Task Order FEMA-Compliance**

All applicable federal contract provisions required by 2 CFR Part 200, Appendix II, as set forth in Article 11 – Federal Contract Clauses, are hereby incorporated into each City-approved Task Order and shall be deemed fully included in, and binding upon, each such Task Order as if set forth therein in their entirety.

**Article 12 – Schedules, and Signatures**

This Agreement, including its Schedules, constitutes the entire agreement, supersedes all prior written or oral understanding, and may only be changed by a written amendment executed by both parties

**Article 13 - Exhibits**

The following Exhibits are attached to and made part of this Contract:

**"Exhibit A" – "Proposal as Submitted by the Respondent and Accepted by City; Price Proposal From, Insurance and Indemnification"**

**"Exhibit B" – "Original Request for Proposal as Issued by City, including all Addenda"**

**"Exhibit C" – FEMA Contract Provision Template**

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the respective dates under each signature.

CITY OF KEY WEST, FLORIDA:

KERI O'BRIEN, CITY CLERK

_____ day of _____, 20_____

BRIAN BAROSSO, CITY MANAGER

_____ day of _____, 20_____

WITNESSES:

_____

(Signature)

_____

(Signature)

CONSULTANT

_____

_____

(Signature)

_____

(Printed Name and Title)

_____ day of _____, 20_____

Approved as to Form and Correctness:

_____

CITY ATTORNEY

# Tab 7. Bond Letter / Insurance

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
HOUSTON, TEXAS 77092
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

January 7, 2026

T.F.R. Enterprises, Inc.
601 Leander Drive
Leander, Texas 78641

Re: Bonding Capacity - Prequalification

To Whom It May Concern:

We are the surety bonding agent for T.F.R. Enterprises, Inc., of Leander, Texas. In this capacity, we have become very familiar with their financial, management, and operational capabilities. T.F.R. Enterprises, Inc. is bonded through Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ (Superior) with a Financial Size Category of XV (Greater than or Equal to USD 2.00 Billion). Travelers has agreed to support performance and payment bonds for single projects up to $150 Million as long as these projects fit within a $400 Million aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between T.F.R. Enterprises, Inc., and Travelers, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time the bonds are requested. We assume no liability to third parties or to you if for any reason Travelers does not execute said bonds.

We hold T.F.R. Enterprises, Inc. in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC

David T. Miclette
Executive Vice President

DTM / rg

PROSPERITY BANK®

Friday, January 30, 2026

TFR Enterprises Inc.
601 Leander Dr.
Leander, TX 78646

RE: Banking relationship with TFR Enterprises Inc.

To Whom it may Concern:

TFR Enterprises Inc. as well as the principle's Tipton and Julie Rowland, have been excellent customers of the bank for 20+ years. Currently, TFR Enterprises Inc. has a $5,000,000 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. If you have any questions please call me at 281-465-5308.

Sincerely,

Travis Freeman
Senior Regional President

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/30/2026

**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).**

| | |
|---|---|
| **PRODUCER**<br>TrueNorth Companies, L.C.<br>500 1st St SE<br>Cedar Rapids IA 52401 | **CONTACT NAME:**<br>**PHONE (A/C, No, Ext):** 319-366-2723 **FAX (A/C, No):** 319-862-0612<br>**E-MAIL ADDRESS:** certs@truenorthcompanies.com |
| **INSURED** TFRENTE-01<br>TFR Enterprises Inc<br>601 Leander Dr<br>Leander TX 79641 | **INSURER(S) AFFORDING COVERAGE** / **NAIC #**<br>**INSURER A :** Nautilus Insurance Company 17370<br>**INSURER B :** Key Risk Insurance Company 10885<br>**INSURER C :** Travelers Lloyds Insurance Company 41262<br>**INSURER D :** American Interstate Insurance Company 31895<br>**INSURER E :**<br>**INSURER F :** |

**COVERAGES** **CERTIFICATE NUMBER:** 1024150345 **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 | |
|---|---|---|---|---|---|---|---|---|
| A | X **COMMERCIAL GENERAL LIABILITY**<br>[ ] CLAIMS-MADE [X] OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br>[X] POLICY [X] PRO-JECT [ ] LOC<br>[ ] OTHER: | | | ECP2043137-12 | 3/31/2026 | 3/31/2027 | EACH OCCURRENCE<br>DAMAGE TO RENTED PREMISES (Ea occurrence)<br>MED EXP (Any one person)<br>PERSONAL & ADV INJURY<br>GENERAL AGGREGATE<br>PRODUCTS - COMP/OP AGG | $ 1,000,000<br>$ 50,000<br>$ 5,000<br>$ 1,000,000<br>$ 2,000,000<br>$ 2,000,000<br>$ |
| B | **AUTOMOBILE LIABILITY**<br>[X] ANY AUTO<br>[ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS<br>[X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY | | | BAP2043139-12 | 3/31/2026 | 3/31/2027 | COMBINED SINGLE LIMIT (Ea accident)<br>BODILY INJURY (Per person)<br>BODILY INJURY (Per accident)<br>PROPERTY DAMAGE (Per accident) | $ 1,000,000<br>$<br>$<br>$<br>$ |
| A | [ ] **UMBRELLA LIAB** [X] OCCUR<br>[X] **EXCESS LIAB** [ ] CLAIMS-MADE<br>[ ] DED [ ] RETENTION $ | | | FFX2043138-12 | 3/31/2026 | 3/31/2027 | EACH OCCURRENCE<br>AGGREGATE | $ 5,000,000<br>$ 5,000,000<br>$ |
| D | **WORKERS COMPENSATION AND EMPLOYERS' LIABILITY**<br>ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N [N]<br>**(Mandatory in NH)**<br>If yes, describe under DESCRIPTION OF OPERATIONS below | N / A | | AVWCTX3472132026 | 3/31/2026 | 3/31/2027 | [X] PER STATUTE [ ] OTH-ER<br>E.L. EACH ACCIDENT<br>E.L. DISEASE - EA EMPLOYEE<br>E.L. DISEASE - POLICY LIMIT | <br>$ 1,000,000<br>$ 1,000,000<br>$ 1,000,000 |
| A<br>C | Pollution Liability<br>Leased/Rented Equipment | | | ECP2043137-12<br>QT-660-2W270233-TLC-26 | 3/31/2026<br>3/31/2026 | 3/31/2027<br>3/31/2027 | Occurrence Limit<br>Limit | 1,000,000<br>700,000 |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

In accordance with policy terms and conditions: If Yes is indicated above for Additional Insured, General Liability form ECP 1246 01/21(ongoing operations), form ECP 1248 01/21 (completed operations) and Auto Liability form BENV CA06 09/17 apply. If Yes is indicated above for Waiver of Subrogation, General Liability form ECP 1259 01/21, Automobile Liability form CA 0444 10/13 and Workers Compensation form WC420304B 06/14 apply.

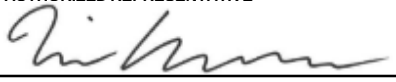
**CERTIFICATE HOLDER**

Information Only

**CANCELLATION**

**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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# Tab 8. Letters of Recommendation

# CITY OF SUGAR LAND

RE: Hurricane Beryl Debris Removal

To whom it may concern,

I am writing to provide a reference for TFR Enterprises. The City of Sugar Land had the opportunity to observe their work firsthand after Hurricane Beryl, and I can confidently recommend them for similar projects.

From the outset, TFR representatives and project managers demonstrated a high level of professionalism and dedication. Prior to hurricane season they met with the City and were able to provide valuable information regarding coordination and activation. After receiving the Notice to Proceed (NTP) post Hurricane Beryl, they arrived promptly and were well-prepared to tackle the challenges posed by the storm debris. Their team worked efficiently, utilizing effective techniques to ensure the safe and thorough removal of debris while adhering to all FEMA guidelines, local regulations, and safety protocols.

After activation they met with City staff, and the Debris Monitor, multiple times a day to ensure we had a coordinated plan. TFR Project Manager, Steven Vinyard, maintained open communication throughout the project, providing daily updates and addressing any concerns that arose. Their commitment to quality and customer satisfaction was evident in their attention to detail and willingness to meet the City's requests. In addition to their technical expertise, TFR Enterprises and their team displayed a strong work ethic and a positive attitude, which contributed to a collaborative and productive working environment. TFR was able to assist the City of Sugar Land in recovering from Hurricane Beryl in a timely manner in comparison to surrounding areas impacted.

I recommend TFR Enterprises for any future projects involving cleanup and debris removal. Their experience, reliability, and dedication make them an excellent choice for municipalities and organizations in need of these services. Please feel free to contact the City of Sugar Land or myself if you have any further questions.

Sincerely,

Lauren Lathon
Innovation Project Lead
(713)485-9342

# Forsyth County Emergency Management Agency

**Thomas S. Cisco**, Director

TO: TFR Enterprises

RE: Letter of Recommendation

To whom it may Concern:

On behalf of Forsyth County GA, I would like to acknowledge the excellent level of professionalism and service that was provided by TFR Enterprises after a severe thunderstorm occurred on July 20th, 2023. TFR Enterprises was used as our emergency debris management contractor and was very responsive to the County's needs and requirements.

All the staff and crews working with, or for TFR were a pleasure to work with and all the pieces of the project went very smoothly from the onset. Forsyth County Government is appreciative of the service provided and would recommend TFR Enterprises to other local governments.

Sincerely,

Thomas S. Cisco
Director
Forsyth County Emergency Management
3520 Settingdown Rd.
Cumming, GA 30028
Tel: 678-965-7173

CITY OF
TOPEKA
Forestry Department
201 NW Topeka Blvd
Topeka, KS 66603
Tel: 785-368-0914
ttenbrink@topeka.org

To whom it may concern,

Please accept this letter of recommendation from City of Topeka Forestry Department, Kansas. On July 14, 2023 the city of Topeka sustained citywide damage as a result of strong winds during a storm that moved through the City. The damage resulting from the storm required citywide clearing and hauling of vegetative debris. Within 24 hours' notice TFR mobilized crews and equipment to assist in our clean-up efforts. Rodger and his team were very courteous to city staff and citizens during the project and greatly aided in our ability to complete the project in a timely manner. I would recommend and utilize TFR's services again.

Sincerely,

Travis Tenbrink

City Forester, City of Topeka

# FLORIDA DEPARTMENT OF Environmental Protection

Florida Department of Environmental Protection
Highlands Hammock State Park
Lake June-In-Winter-Scrub State Park
5931 Hammock Road
Sebring, FL 33872

**Ron DeSantis**
Governor

**Jeanette Nuñez**
Lt. Governor

**Shawn Hamilton**
Secretary

24 February 2023

TFR Enterprises, INC
601 Leander Drive
Leander, TX 78641

To All it May Concern,

I would strongly recommend TFR Enterprises for any debris clearing and especially Hurricane cleanup duties after our state park's experience with them after Hurricane Ian in 2022. I manage both Highlands Hammock State Park in Sebring and Lake June in Winter Scrub Preserve State Park in Lake Placid, Florida. I would start by saying that they arrived on site within three days of the storm, stayed on site for 3 months and were wonderful to work with throughout the entire process. And after almost 30 years as a Florida Park Service Park Manager, I wish that all park vendors were as helpful, communicative, flexible, efficient, safe, and trustworthy. They were an extension of our own staff during a trying time with extensive damage over 11,000 acres in two parks separated by 20 miles. Not only did they clean up downed debris but also cleared flooded ditching, cut damaged trees, burned off the debris by Florida Forestry Service specifications, and worked very well with our debris monitoring company, Tetra Tech who did not show up until a week later. I can not say enough good about TFR and their employees. I hope to work with them again under different, less stressful circumstances again.

TFR Enterprises were worth much more than their cost,

V. Morgan Tyrone, PM
Highlands Hammock State Park
Lake June in Winter Scrub Preserve State Park
Sebring, FL 33872
863-386-6099

# 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 10th, 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
Strategic Planner
Response Division