



# RAPID RESPONSE

**RFP# RFP-EM2024-002**  
**Disaster Debris Removal and Disposal  
Services**

**Due: August 5, 2024 @ 3:00 PM**

**Franklin County Clerk of Courts**  
**Attention: Michele Maxwell**  
**33 Market Street, Suite 203**  
**Apalachicola, Florida 32320**

**ELECTRONIC COPY**

**TFR Enterprises, Inc.**  
Tiffany Jean  
Contract Manager

601 Leander Drive  
Leander, Texas 78641

FEIN: 72-1149862

Office: (512) 260-3322  
Fax: (512) 528-1942  
24-Hour Contact: (512) 565-0710  
tiffany@tfrinc.com

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## Tab A. Statement of Interest and Introduction

July 30, 2024

Franklin County Clerk of Courts  
Attention: Michele Maxwell  
33 Market Street, Suite 203  
Apalachicola, Florida 32320

RE: RFP #RFP-EM2024-002, Disaster Debris Removal and Disposal Services

To Whom It May Concern,

Thank you for considering TFR Enterprises as Franklin County's disaster debris removal contractor. Established in 1989 and headquartered in Leander, Texas with field offices across America, our corporation has served those impacted by devastating extreme weather on more than 450 projects nationwide. In our 35 years of disaster recovery experience, **TFR has collected and processed over 70,000,000 cubic yards of debris.** TFR is prepared, equipped, and ready to provide a turnkey, expedited, cost-effective emergency response solution compliant with emergency management guidelines and public policy. TFR is a member of the National Disaster Recovery Coalition of America whose members fulfill the nation's mission of preparing for, responding to, recovering from, and mitigating disasters and emergencies by working with federal, state, and local governments. DRCA's membership comprises top emergency management experts and contractors in the country, representing over 15 industries and a broad range of critical emergency management-related products, services, and capabilities.

TFR's capacity is unlimited with no job or disaster too large. **For example, in 2023, TFR managed 3,500,000 cubic yards of debris while serving 22 cities, counties, and state agencies within 9 states.** In response to the crippling 2020 hurricane season, TFR managed 57 simultaneous contract activations that spanned Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma. With a database of over 1,000 subcontractors and an expansive fleet of owned equipment, TFR Enterprises is prepared to tackle the greatest challenges. Our dedication to service is best described by Morgan Tyrone, Project Manager for Highland Hammock State Park: "After almost 30 years as a Florida Park Service Manager, I wish that all park vendors were as helpful, communicative, flexible, efficient, safe, and trustworthy. TFR was an extension of our own staff during a trying time with extensive damage over 11,000 acres in two parks separated by 20 miles."

TFR owns more than 200 pieces of equipment, including a fleet of self-loading debris-hauling trucks, rubber-tired/tracked loaders, heavy-haulers, excavators, dozers, and eight (8) Diamond-Z Model 1463 Tub Grinders for vegetative debris reduction (grinding). Not only is this company-owned equipment uncommitted on current long-term contracts, but it is also primarily designed for debris removal operations. Owning one of the nation's largest equipment fleets allows TFR to mobilize quickly and efficiently while managing multiple projects.

Debris clearing, removal, and processing are only the initial phases of recovery efforts. TFR understands and has extensive experience implementing all phases of environmental and infrastructure recovery to return communities to their pre-storm quality of life. Our services include land clearing, stream and river clearing and diversion, tree removal, trimming and pruning at parks, golf courses, and on rights-of-way, tree repair and maintenance, debris recycling, tub grinding, hauling, and demolition.

At TFR, we know that projects of this scope can be a huge financial burden. Our staff is well-versed in the FEMA reimbursement process and can provide guidance when needed. **ALL TFR'S CLIENTS HAVE RECEIVED 100% OF THE ELIGIBLE REIMBURSABLE AMOUNT.** Our financial strength allows us to fund and start the project as the reimbursement process begins.

TFR declares that this proposal is fair and in good faith without collusion or fraud and that the signor of the proposal has the authority to bind TFR Enterprises, Inc. for contractual needs.

Once again, thank you for offering TFR the opportunity to become the disaster recovery contractor for Franklin County and its representatives. The authorized representatives for TFR Enterprises, Inc. are as follows:

**Primary Contact for RFP:**

Tiffany Jean  
Contract Manager  
Office: (512) 260-3322  
Mobile: (512) 565-0710  
tiffany@tfrinc.com

**Signature Authority:**

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

**Project Manager:**

Mel Utterback  
Project Manager  
Mobile: (606) 776-9782

Sincerely,



Tipton F. Rowland,  
CEO/President  
601 Leander Drive  
Leander, Texas 78641  
Office: 512-260-3322  
Incorporated in 1989 under the laws of the State of Tennessee.  
FEIN#: 72-1149862  
DUNS: 08-1346561

## Tab B. 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 establishing a relationship. Every project is different. Every state, county, or city, desires, and highlights various aspects of disaster relief and recovery that they deem MOST important. With this ever-changing landscape in mind, TFR continually stresses the proper due diligence and planning to fully comprehend the type of service that each client desires. We routinely review and scrutinize our operational and management plans to ensure that we present the most practical, efficient structure to complete the project. TFR's knowledgeable management team retains over 155 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 70,000,000cy 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 certify that work stoppages shall not occur due to inadequate logistics. However, the backbone of our logistical support team is our maintenance crew. TFR would not be capable of providing the timely, cost-effective service that we 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 the appropriate actions to safeguard against such occurrences.

Operationally, TFR manages 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 Texas-based specialty contractor, first incorporated in 1989 in the State of Tennessee, actively participating in disaster recovery contracts nationwide since Hurricane Andrew in 1992. We have a history of safe, rapid, and 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 450 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 our end 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 Franklin County and its community to provide a comprehensive disaster relief and recovery effort.

TFR will adhere to all program standards outlined in the FEMA Public Assistance Debris Management Guide, Debris Monitoring Guide, and the Program and Policy Guide. We will also comply with the federal codes, regulations, and requirements specified in the Stafford Act, 44 CFR, and 2 CFR Chapter II, Part 200.

**Company Experience on Projects of Similar Scope**

<b>Florida Department of Transportation</b>	
<b>a. Point of Contact</b>	Kevin Rogers District Construction Service Manager Office: 386-961-7416 Email: kevin.rogers@dot.state.fl.us
<b>b. Event Details</b>	Dixie, Suwannee, Hamilton, and Madison Counties Hurricane Idalia, DR4734 09/2023 to 04/2024
<b>c. Contract Value</b>	\$52,565,466.00
<b>d. Key Personnel Assigned</b>	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Site Manager, Kevin Rolison Contract Manager, Tiffany Jean
<b>e. Scope of Work</b>	-Vegetative Debris Removal -C&D Debris Removal -Hazardous Tree Removals
<b>f. Quantity of Debris Removed</b>	3,282,724 CY of Veg 21,026 CY of C&D 185,255 Hazardous Tree Removals

On August 30<sup>th</sup>, 2023, Hurricane Idalia made a historic landfall in North Central Florida. With recorded wind speeds of up to 125mph, the heavily wooded geography of this area sustained widespread damage. Due to the low population density, and high poverty levels of this region, the Florida Department of Transportation entered into a mutual aid agreement to assist the affected counties with debris removal and recovery operations. TFR crews assisted with the initial road clearance efforts under a pre-event contract which was in place with FDOT District 2.

One week after landfall, FDOT was ready to move from the initial emergency response into their long-term recovery efforts. On September sixth, six individual contracts were let for bid by FDOT, for debris removal operations in the affected counties. On September 8th, TFR Enterprises was awarded four of these six, covering all operations in Hamilton, Madison, Suwannee, and Dixie counties in Florida. Due to the magnitude of this storm, a swift response was imperative. Within 48 hours of receiving notice to proceed from the Department, TFR Enterprises dispatched 25 double-hauling units, and 15 aerial bucket trucks with traffic control personnel and devices to each county. The logistics involved with mobilizing 160 crews in this short time was challenging but allowed TFR to showcase our extensive network of resources when the residents of Florida needed it most.

Within 72 hours of NTP, TFR Enterprises began securing private land lease agreements, and established debris management sites, for storage and processing of the recovered materials. Accomplishing this in as little time as possible was of the utmost importance, as this allows us to begin removing right-of-way debris without delay.

With resources in place, and disposal sites opened, TFR Enterprises began the daunting process of mitigating the hazards left behind by this Category 3 hurricane. Crews worked tirelessly from sun-up to sun-down, 7 days a week, removing debris and hazardous trees from the county and state-maintained

highway systems. Over the next 5 months, TFR crews would ultimately collect 3.2 million cubic yards of debris from the public ROW, over 30,000 cubic yards of private property debris, and remove roughly 160,000 hazardous limbs and trees.

Collecting the debris is only half of the burden following a storm. These materials must be processed, reduced, and disposed of. With limited landfills in this area, finding an alternate disposal stream was crucial to avoid overfilling the existing facilities. TFR Enterprises leveraged our years of experience with materials recycling to locate, and permit alternative disposal options, using the reduced vegetative materials as agricultural soil amendments. Over 500,000 cubic yards of mulch were hauled to privately owned lands and recycled through this effort. This not only significantly lessened the impacts to local landfills, but also provided substantial cost savings to the Florida Department of Transportation.

From the initial emergency road clearance to the final disposal of recycled materials, TFR Enterprises fully supported the Florida Department of Transportation in providing an efficient, cost-effective, and FEMA-reimbursable recovery to the residents of North Central Florida. Our expertise and years of experience in this industry allowed TFR Enterprises to accomplish this large-scale mission with minimal setbacks or delays and return a sense of normalcy to the affected area and its residents.



## Project Spotlight Reduction Site





<b>Florida Department of Environmental Protection</b>	
<b>a. Point of Contact</b>	Wes Howell, Bureau Chief Division of Recreation and Parks Office: 850-245-3112 Email: wes.howell@floridadep.gov
<b>b. Event Details</b>	Delnor Wiggins Pass State Park Hurricane Ian, DR4673 11/2022 to 04/2023
<b>c. Contract Value</b>	\$3,409,902.98
<b>d. Key Personnel Assigned</b>	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Contract Manager, Tiffany Jean
<b>e. Scope of Work</b>	-Vegetative Debris Removal -C&D Debris Removal -Demolition -Sand Screening -Beach Restoration -Mangrove Cleaning -Hazardous Tree Removals
<b>f. Quantity of Debris Removed</b>	58,095 CY of Sand 12,249 CY of Veg 7,981 CY of C&D 9,597 CY of Demolition 190 Acres of Mangroves 150 Hazardous Tree Removals

On September 28<sup>th</sup>, 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 impacts 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 encompass half of the park property. Knowing that this park not only has economic significance, but also ecological, TFR Enterprises worked quickly to develop a recovery plan and set it into motion.

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 stewardess 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 10,000 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 sun-up to sun-down, Monday through Sunday, screening this sand for debris left behind by Ian. Over 58,000 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. 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.



## Project Spotlight



**Before and After Beach Restoration**



“I am so grateful for each and every one of the amazing individuals that brought our park back to life and would recommend TFR Enterprises without hesitation of reservation.”

~Amy Modglin, Modglin Leadership Solutions

### Additional Task Orders Assigned by Florida DEP in Response to Hurricane Ian:

Lake Manatee	Cayo Costa	Koreshan
Cockroach Bay	Gamble Plantation	Sebastian Inlet
Charlotte harbor Preserve	Florida Keys Overseas	Estero Bay
Stump Pass	Indian Keys	Lovers Key
Washington Oaks	James Van Fleet	Don Pedro
Highland Hammock	Oscar Scherer	Gasparilla
Hillsborough	Myakka River	Lake Louisa

## Kentucky Transportation Cabinet

<b>a. Point of Contact</b>	Laura Hagan Purchasing Director Office: 502-782-3980 Email: laura.hagan@ky.gov
<b>b. Event Details</b>	Ice Storm, DR4592 05/2021 to 10/2021
<b>c. Contract Value</b>	\$4,297,152.00
<b>d. Key Personnel Assigned</b>	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Contract Manager, Tiffany Jean
<b>e. Scope of Work</b>	-Vegetative Debris Removal -Hazardous Tree Removals
<b>f. Quantity of Debris Removed</b>	36,050 Tons of Veg

On February 8<sup>th</sup>, the state of Kentucky endured an ice storm event that left more than 150,000 homes without power. Many of these power outages were caused by broken, twisted, and uprooted trees that could not handle the sheer weight of the accumulated ice. This was only the beginning of their battle. Once the ice began to melt, the influx of water exceeded the capacity of the creeks, rivers, and drainage systems, leading to flooding in many areas. Once the power was restored and flooding had receded, the state worked to secure FEMA funding and procure contractor assistance with debris and hazardous tree removal. The quantities of debris left behind were far more than they were capable of handling with in-house or force-account labor.

TFR Enterprises was awarded a contract by the Kentucky Transportation Cabinet in May of 2021 to remove ice storm and flood debris from state rights-of-way in ten eastern Kentucky counties. TFR management arrived on site within 24 hours of contract activation and immediately started mobilizing equipment. TFR crews removed more than 100 tons of debris within the first 72 hours following the notice to proceed.

Because of the region's geography, which includes steep embankments, high rock walls, deep valleys, and small winding roads, TFR needed to use specialized equipment to fully service the client's needs. A fleet of excavators, skilled operators, grapple trucks, sawmen, and traffic control personnel were deployed. Over 14,000 tons of garbage and thousands of hazardous trees were removed by these crews, who worked nonstop. TFR cleared more than double the expected quantities of debris from KYTC rights-of-way in the first 30 days of work. TFR's capacity to overcome hurdles while exceeding our client's expectations was demonstrated throughout the contract, resulting in the effective completion of the work we were tasked with.



### Project Spotlight



### Additional Disaster Experience

Below is a summary of the projects undertaken by TFR Enterprises, Inc. over the past decade. This includes details on the season, storm events, contract terms, and financial amounts associated with each project.

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
07/24	<b>Cooke County</b> Shelly Atteberry 940-668-5493 Shelly.atteberry@co.cooke.tx.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Severe Storms DR4781-TX</b>	TBD	TBD
07/24	<b>City of Wharton</b> Gwyneth Teves 979-532-2491 gteves@cityofwharton.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Beryl DR4798-TX</b>	TBD	TBD
07/24	<b>City of La Porte</b> Ashley Lovercheck 281-470-5125 baezk@laportetx.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Beryl DR4798-TX</b>	TBD	TBD
07/24	<b>City of Nassau Bay</b> Sherri Ditrich 281-336-6284 Sherri.ditrich@nassaubay.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Beryl DR4798-TX</b>	TBD	TBD
07/24	<b>City of Sugarland, TX</b> Dawn Steph 281-275-2172 dsteph@sugarlandtx.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Beryl DR4798-TX</b>	TBD	TBD
09/23 to 04/24	<b>Florida DOT- Hamilton County</b> Kevin Couey 386-961-7059 John.couey@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Idalia DR4734</b>	\$14,129,937.00 to Date	791,500 CY 43,125 Trees
09/23 to 04/24	<b>Florida DOT- Dixie County</b> Mark Hanna 352-493-6870 Mark.hanna@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Idalia DR4734</b>	\$4,714,688.00 to Date	334,250 CY 10,600 Trees
09/23 to 04/24	<b>Florida DOT- Madison County</b> Tim Whitley 352-381-4329 Timothy.whitley1@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Idalia DR4734</b>	\$15,098,597.00 to Date	978,000 CY 48,095 Trees
09/23 to 04/24	<b>Florida DOT- Suwannee County</b> Kevin Couey 386-961-7059 John.couey@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Idalia DR4734</b>	\$18,622,181.00 to Date	1,200,000 CY 83,435 Trees
09/23 to Present	<b>Florida DEP</b> Wes Howell 850-528-3576 wes.howell@dep.state.fl.us	ROW Debris Removal Reduction, Disposal, and Hazardous Tree Removal- <b>Hurricane Idalia DR4734</b>	\$5,399,718.00 to Date	143,258 CY 12,535 Trees
09/23 to 11/23	<b>Jefferson County, FL</b> Shannon Metty 850-342-0223 smetty@jeffersoncountyfl.gov	ROW Debris Removal Hazardous Tree Removal <b>Hurricane Idalia DR4734</b>	\$1,138,239.00	61,450 CY 8,400 Trees
09/23 to 10/23	<b>Hernando County, FL</b> Stephen Stack 352-754-4060 sstack@co.hernando.fl.us	ROW C&D Debris Removal <b>Hurricane Idalia DR4734</b>	107,720.00	6,500 CY
08/23 to 10/23	<b>Forsyth County, GA</b> Joey Smith 770-205-4530 jhsmith@forsythco.com	ROW Debris Removal, Grinding, and Final Disposal	\$287,078.00	20,335 CY
08/23 to 10/23	<b>Berkeley County, SC</b>	Wood Waste Grinding Services	\$175,350.00	283 Hours

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
	Alan Roberts 843-719-2382 Alan.roberts@berkeleycountysc.gov			
07/23 to 07/23	<b>City of Topeka, KS</b> Travis Tenbrink 785-861-5476 ttenbrink@topeka.org	Emergency ROW Debris Removal- <b>Severe Storms</b>	\$108,840.00	10,240 CY 125 Hours
06/23 to 07/23	<b>City of Hopkinsville, KY</b> Mike Perry 270-890-0601 mperry@h-ky.net	Emergency ROW Debris Removal- <b>Severe Storms DR4702</b>	\$112,020.00	12,000 CY
05/23 to 06/23	<b>Hardin County, TN</b> Lori Bearden 731-925-9943 hcsww@hardincountyttn.net	Emergency ROW Debris Removal- <b>Tornado DR4712</b>	\$160,515.00	12,000 CY Veg & 475 Tons C&D
05/23 to 05/23	<b>City of Birmingham, AL</b> Joshua Yates 205-335-8082 joshua.yates@birminghamal.gov	Bulk Waste Hauling	\$72,000.00	590 Tons
04/23 to 07/23	<b>City of Jacksonville, AR</b> Randy Watkins 501-982-6071 rwatkins@cityofjacksonville.net	Emergency ROW Debris Removal & Reduction- <b>Tornado DR4698</b>	\$411,300.00	31,480 CY
03/23 to 04/23	<b>City of Norman, OK</b> Joseph Hill 405-329-2524 joseph.hill@normanok.gov	Emergency ROW Debris Removal- <b>Ice Storm DR4690</b>	\$618,615.00	3716 Hours
03/23 to 04/23	<b>City of Lago Vista, TX</b> James LeBlanc 512-517-8005 james.leblanc@lagovistatexas.gov	Emergency Debris Removal & Reduction- <b>Ice Storm DR4705</b>	\$54,000.00	9,000 CY
02/23 to 05/23	<b>City of Cedar Park, TX</b> Michael Lerash 512-769-1195 michael.lerash@cedarparktx.gov	Emergency Debris Removal & Reduction- <b>Ice Storm DR4705</b>	\$1,608,000.00	9565 Hours
03/23 to 04/23	<b>Williamson County, TX</b> Leticia Gomez 512-943-1591 lgomez@wilco.org	DMS Site Support Equipment- <b>Ice Storm DR4705</b>	\$28,500.00	150 Hours
02/23 to 03/23	<b>Sunset Valley, TX</b> Dakota Burns 512-591-9102 dburns@sunsetvalley.org	Debris Reduction by Grinding- <b>Ice Storm DR4705</b>	\$31,900.00	2,700 CY
02/23 to 04/23	<b>City of Round Rock, TX</b> Ricci Strayhorn 512-801-7391 rstrayhorn@roundrocktexas.gov	Emergency Debris Removal, Reduction, & Disposal- <b>Ice Storm DR4705</b>	\$1,658,989.00	6662 Hours
02/23 to 05/23	<b>City of Leander, TX</b> Mike Neu 512-28-2745 mneu@leandertx.gov	Emergency Debris Removal, Reduction, & Disposal- <b>Ice Storm DR4705</b>	\$460,000.00	22,600 CY
02/23 to 03/23	<b>Hale County, AL</b> Frederick Powell 334-529-7453 hcengrl@gmail.com	Emergency Debris Removal, Reduction, & Disposal- <b>Tornado DR4710</b>	\$304,000.00	25,000 CY & 200 Hazardous Trees
10/22 to 10/23	<b>Florida DEP, FL</b> Wes Howell 850-528-3576 wes.howell@dep.state.fl.us	Emergency Debris Removal, Reduction, & Disposal Waterway Debris Removal- <b>Hurricane Ian DR4673</b>	\$12,986,000.00	111,000 CY & 4,000 Hazardous Trees
10/22 to 11/22	<b>City of Lake Mary, FL</b> Bruce Paster 407-585-1452 bpaster@lakemaryfl.com	Emergency Debris Removal & Disposal- <b>Hurricane Ian DR4673</b>	\$212,000.00	939 Hours
10/22	<b>State College of FL Manatee, FL</b> Rebecca Ferda 941-752-5342 ferdar@scf.edu	Emergency Debris Removal & Disposal- <b>Hurricane Ian DR4673</b>	\$28,890.00	2,646 CY
10/22 to 12/22	<b>Lake County, FL</b> Mary Hamilton 352-253-6006 mary.hamilton@lakecountyfl.gov	Emergency Debris Removal, Reduction, & Disposal- <b>Hurricane Ian DR4673</b>	\$1,923,459.00	88,000 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
10/22 to 11/22	<b>FL Southwestern State College, FL</b> Mat Mason 239-985-3497 matthew.mason@fsw.edu	Emergency Debris Removal & Disposal- <b>Hurricane Ian DR4673</b>	\$429,492.00	12,687 CY & 1,390 Hours
09/22	<b>FLDOT – District 02, FL</b> Brad Long 386-961-7067 bradford.long@dot.state.fl.us	72-Hour Push- <b>Hurricane Ian DR4673</b>	\$12,500.00	Standby Cut & Toss Crews
10/22	<b>City of Cedar Rapids, IA</b> Taylor Burgin 319-491-4164 t.burgin@cedar-rapids.org	Debris Reduction by Grinding- <b>Derecho</b>	\$279,160.00	54,275 CY
06/22	<b>Hale County, AL</b> Fredrick Powell 334-538-7453 hcengr1@gmail.com	Emergency Debris Removal- <b>Tornado</b>	\$53,808.00	5,585 CY
06/22 to 07/22	<b>City of Pembroke, GA</b> Arlene Hobbs 912-653-4406 clerk@pembrokega.net	Debris Reduction by Burning- <b>Tornado</b>	\$79,538.00	21,210 CY
02/22	<b>USDA, KY</b> Billy Graham 615-210-0617 billy.m.graham@usda.gov	Vegetative Reduction by Grinding & Haul Out- <b>Avian Flu</b>	\$10,800.00	1,200 CY
01/22 to 02/22	<b>Fulton County, KY</b> Jim Martin 270-559-0192 feje@bellsouth.net	ROW Debris Removal, Reduction, & Disposal- <b>Tornado DR4643</b>	\$385,440.00	30,000 CY
11/21 to 04/22	<b>Marion County, OR</b> James Hess 503-566-4139 jwhartonhess@co.marion.or.us	ROW Debris Removal- <b>Winter Storm DR4599</b>	\$1,465,617.00	10,000 CY & 5,525 Hazardous Trees
09/21 to 01/22	<b>Hidalgo County, TX</b> Tony Forina 956-383-3112 tony.forina@co.hidalgo.tx.us	ROW Debris Removal- <b>Ice Storm</b>	\$630,000.00	93,600 CY
09/21 to 10/21	<b>City of Bogalusa, LA</b> Robert Wallace 985-732-6213 robert.wallace@bogalusa.org	ROW Debris Removal, Reduction, & Disposal- <b>Hurricane Ida DR4611</b>	\$82,656.00	13,225 CY
09/21 to 10/21	<b>Village of Folsom, LA</b> Marga Steel 985-796-5607 margrasteel@villageofolsom.com	ROW Debris Removal, Reduction, & Disposal- <b>Hurricane Ida DR4611</b>	\$50,669.00	5,835 CY
09/21 to 10/21	<b>Town of Madisonville, LA</b> Kyle Matthews 985-264-9862 kylem@townofmadisonville.org	ROW Debris Removal & Disposal- <b>Hurricane Ida DR4611</b>	\$310,544.00	27,733 CY & 180 Hazardous Trees
07/21	<b>Iowa DOT, IA</b> Jody McNaughton 515-239-1298 jody.mcnaughton@iowadot.us	Vegetative Debris Reduction & Haul Out- <b>Derecho</b>	\$79,343.00	12,340 CY
07/21	<b>Sac &amp; Fox Tribe, IA</b> Mark V. Bear 641-484-4678 mark.vbear@meskwaki-nsn.gov	Vegetative Debris Reduction by Grinding- <b>Derecho</b>	\$48,750.00	13,000 CY
06/21	<b>TXDOT-Kingsland, TX</b> Joe Muck 512-715-5702 joe.muck@txdot.gov	Waterway Debris Removal of Collapsed Bridge- <b>Storms &amp; Flooding</b>	\$289,000.00	112 CY
06/21	<b>Boyd County, KY</b> Jason Queen 606-393-1801 jqqueen@boydcountyky.gov	Reduction of Vegetative Debris- <b>Ice Storm DR4592</b>	\$103,680.00	192 Hours
05/21 to 10/21	<b>KYTC, KY</b> Laura Hagan 502-782-3980 laura.hagan@ky.gov	Debris Removal, Reduction, & Site Restoration- <b>Ice Storm DR4592</b>	\$4,297,452.00	36,050 Tons

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
04/21 to 05/21	<b>City of Eunice, LA</b> Paul Carrier 337-305-1635 pccarrier@yahoo.com	ROW Debris Removal- <b>Hurricane Laura DR4559</b>	\$102,260.00	11,490 CY
03/21 to 06/21	<b>City of Bastrop, LA</b> Diane Lenoir 318-283-3301 ddlenoir@cityofbastrop.com	ROW Debris Hauling, Reduction, & Disposal- <b>Hurricane Laura DR4559</b>	\$946,770.00	99,660 CY
03/21 to 09/21	<b>TXDOT-Travis County, TX</b> Jacob Wells 512-304-8122 jacob.wells@txdot.gov	ROW Debris Removal & Disposal- <b>Ice Storm DR4586</b>	\$186,182.00	8,950 CY
03/21 to 04/21	<b>City of Corpus Christi, TX</b> Gabriel Maldonado 361-826-1986 gabrielm3@cctexas.com	ROW Debris Removal & Disposal- <b>Ice Storm DR4586</b>	\$671,580.00	74,620 CY
12/20 to 3/21	<b>Hancock County, MS</b> Ben Benvenuti 228-368-4786 ben@ccellc.us	ROW Debris Removal & Disposal- <b>Hurricane Zeta DR4576</b>	\$590,696.00	64,520 CY
02/21 to 04/21	<b>City of Choctaw, OK</b> Loren Bumgarner 405-390-8300 lbumgarner@choctawcity.org	ROW Debris Removal & Disposal- <b>Ice Storm DR4587</b>	\$375,000.00	81,694 CY
01/21 to 05/21	<b>Oklahoma City, OK</b> Greg Little 405-297-2105 greg.little@okc.gov	Debris Removal from City Drainage Channels- <b>Ice Storm DR4575</b>	\$1,450,493.00	3,680 Tons
02/21 to 06/21	<b>Oklahoma City, OK</b> Jacob Webb 405-919-4169 jacob.webb@okc.gov	Removal of Debris from City Parks- <b>Ice Storm DR4587</b>	\$351,505.00	1,770 Tons
12/20 to 01/21	<b>City of Enid, OK</b> Everett Glenn 580-747-2677 eglenn@enid.org	ROW Debris Removal & Disposal- <b>Ice Storm DR4575</b>	\$680,635.00	5,770 Tons
01/21 to 03/21	<b>City of Blanchard, OK</b> Robert Floyd 405-485-9392 citymanager@cityofblanchard.us	ROW Debris Removal & Disposal- <b>Ice Storm DR4575</b>	\$730,085.00	137,752 CY
10/20 to 02/21	<b>City of Norman, OK</b> Tony Mensah 405-329-2524 tony.mensah@normanok.gov	ROW Debris Removal, Grinding, Hauling, & Final Disposal- <b>Ice Storm DR4575</b>	\$4,054,876.00	572,400 CY & 9,995 Hazardous Trees
01/21 to 02/21	<b>City of Citronelle, AL</b> Tanya Williams 251-866-7977 mayor@cityofcitronelle.com	ROW Hauling, Grinding, & Final Disposal- <b>Hurricane Zeta DR4573</b>	\$942,531.00	75,400 CY & 2,618 Hazardous Trees
12/20 to 04/21	<b>Alabama DOT-Dallas County, AL</b> David Bohannon 334-269-2311 kirby.mccrary@volkert.com	ROW Hauling, Grinding, & Final Disposal- <b>Hurricane Zeta DR4573</b>	\$1,612,114.00	35,000 CY & 6,990 Hazardous Trees
09/20 to 03/21	<b>City of Robertsdale, AL</b> Gregory Smith 251-947-8955 gregsmith@robertsdale.org	ROW Hauling, Grinding, & Final Disposal- <b>Hurricane Sally DR4563</b>	\$2,508,447.00	420,411 CY
10/20 to 11/20	<b>City of Beaumont, TX</b> Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	ROW Hauling- <b>Hurricane Beta</b>	\$244,625.00	Hauling Daily Rate
09/20 to 05/21	<b>Rapides Parish, LA</b> Corey Ashmore 318-729-5663 cashmorel@rppj.com	ROW Hauling, Grinding, & Final Disposal- <b>Hurricane Laura DR4559</b>	\$7,364,356.00	692,024 CY
09/20 to 10/20	<b>City of Ruston, LA</b> John Freeman 318-245-2398 jfreeman@ruston.org	ROW Hauling- <b>Hurricane Laura DR4559</b>	\$108,322.00	15,078 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
09/20 to 05/21	<b>Louisiana DOT, LA</b> Seth Matherne 225-719-3424 seth.matherne@la.gov	ROW Hauling, Grinding, & Final Disposal- <b>Hurricane Laura DR4559</b>	\$50,777,879.00	3,095,700 CY
08/20 to 09/20	<b>City of Beaumont, TX</b> Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	Rental Equipment- <b>Hurricane Laura DR4572</b>	\$149,201.00	Hourly Rental
09/20 to 02/21	<b>Iowa Dept Homeland Security, IA</b> Jordan Moser 515-323-4246 jordan.moser@iowa.gov	Reduction of Vegetative Debris- <b>Derecho</b> Contract #21074 & #21214	\$7,722,536.00	1,600,000 CY
09/20 to 08/21	<b>City of Cedar Rapids, IA</b> Taylor Burgin 319-491-4163 t.burgin@cedar-rapids.org	Reduction of Vegetative Debris- <b>Derecho</b>	\$10,571,166.00	3,571,339 CY
08/20 to 09/20	<b>City of Corpus Christi, TX</b> Gabriel Maldonado 361-244-6264 gabrielm3@cctexas.com	ROW Hauling- <b>Hurricane Isaias</b>	\$575,820.00	64,000 CY
07/20 to 08/20	<b>City of Norman, OK</b> Tony Mensah 405-329-2524 tony.mensah@normanok.gov	ROW Hauling- <b>Severe Storms</b>	\$150,910.00	891 Hours
01/20 to 07/20	<b>TXDOT-Montague County, TX</b> Mike Hallum 940-665-5071 mike.hallum@txdot.gov	ROW Removal of Brush & Hazardous Trees-ROW Maintenance	\$335,907.00	28 Miles & 362 Hazardous Trees
11/19 to 01/20	<b>NCDOT, Carteret, Craven, Jones, &amp; Pamlico Counties, NC</b> Jeremy Stroud 252-775-6103 jdstroud@ncdot.gov	ROW Hauling & Reduction of Debris- <b>Hurricane Dorian DR4465</b>	\$206,000.00	100,000 CY
11/19	<b>City of Ingleside, TX</b> Kimberly Sampson 361-776-2517 ksampson@inglesidetxt.gov	PPDR Debris & Hazardous Tree Removal- <b>Hurricane Harvey</b>	\$26,568.00	100,000 CY & 1,000 Hazardous Trees
10/19	<b>City of Beaufort</b> Christi Wood 252-728-2141 cwood@beaufortnc.org	ROW Hauling, Hazardous Tree Removal, Grinding, & Final Disposal- <b>Hurricane Dorian DR4465</b>	\$116,383.00	100,000 CY & 1,000 Hazardous Trees
09-19	<b>NCDOT-Duplin County, NC</b> Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Dorian DR4465</b>	\$17,825.00	35 Hours
09/19	<b>NCDOT-Onslow County, NC</b> David Sawyer 910-467-0550 dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Dorian DR4465</b>	\$32,337.00	63.5 Hours
09/19	<b>NCDOT-Pender County, NC</b> Patrick Riddle 910-467-0505 priddle@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Dorian DR4465</b>	\$43,795.00	86 Hours
09/19	<b>NCDOT-Sampson County, NC</b> Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Dorian DR4465</b>	\$18,587.00	36.5 Hours
09/19 to 10/19	<b>City of Beaumont, TX</b> Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	ROW Hauling- <b>Tropical Storm Imelda DR4466</b>	\$143,000.00	166 Roll-Off Trucks at Daily Rate
08/19 to 09/19	<b>City of Donalsonville, GA</b> Stephen Powell 850-209-4165 stephen.powell@gmnetwork.com	Vegetative Debris Reduction by Grinding- <b>Hurricane Michael DR4400</b>	\$136,230.00	47,800 CY
02/19 to 03/19	<b>City of Raleigh, NC</b> Timothy Gainer 919-625-3175 timothy.gainer@raleighnc.gov	Vegetative Debris Reduction by Grinding- <b>Hurricane Florence DR4393</b>	\$125,056.00	42,000 CY



Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
02/19 to 03/19	<b>Columbus County, NC</b> Harold Nobles 910-642-5257 hnobles@columbusco.org	Vegetative Reduction by Grinding & Disposal <b>DR4393</b>	\$318,000.00	40,000 CY
01/19 to 04/19	<b>Tyndall Airforce Base, FL</b> Johnny Walker 850-283-1378 johnny.walker.4@us.af.mil	Debris Removal & Final Disposal- <b>Hurricane Michael DR4399</b>	\$2,314,186.00	151,000 CY
12/18 to 01/19	<b>TXDOT-Lee County, TX</b> Lori Wagner 512-832-7057 lori.wagner@txdot.gov	ROW Debris Removal & Under-Bridge Debris Removal- <b>Severe Storms &amp; Flooding DR4416</b>	\$61,392.00	1,600 CY
11/18 to 01/19	<b>TXDOT-Llano County, TX</b> Billy Carney 325-423-2762 billy.carney@co.llano.tx.us	ROW Debris Removal & Final Disposal- <b>Severe Storms &amp; Flooding DR4416</b>	\$1,065,621.00	19,600 CY
10/18 to 07/19	<b>TXDOT-Kingsland, TX</b> Lori Wagner 512-832-7057 lori.wagner@txdot.gov	Waterway Debris Removal of Collapsed Bridge- <b>Severe Storms &amp; Flooding DR4416</b>	\$7,532,510.00	13,838 Hours
10/18 to 07/19	<b>(KBR) Tyndall Airforce Base, FL</b> Bee Trajkovski 713-753-5872 brankica.trajkovski@kbr.com	AFB Emergency Debris Hauling & Reduction- <b>Hurricane Michael DR4399</b>	\$11,355,773.00	71,500 Hours
12/18 to 02/19	<b>New Hanover County, NC</b> Kim Roane 910-798-4402 kroane@nhcgov.com	Landfill Debris Management- <b>Hurricane Florence DR4393</b>	\$175,365.00	128 Total Day Rate
10/18 to 11/18	<b>(EEC) Camp Lejune, NC</b> Dan McFerrin 720-635-2237 dmcFerrin@ecc.net	Utility ROW Trimming- <b>Hurricane Florence DR4393</b>	\$1,240,865.00	560 Total Day Rate
09/18	<b>(EEC) Camp Cherry Point, NC</b> Craig Duncan 210-632-2493 cduncan@ecc.net	Tree Trimming, Hauling, & Debris Reduction- <b>Hurricane Florence DR4393</b>	\$944,455.00	378 Total Day Rate
09/18	<b>NCDOT-Brunswick, NC</b> Patrick Riddle 910-467-0505 priddle@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$567,450.00	30 Crews & 1,170 Hours
09/18	<b>NCDOT-Columbus County, NC</b> Ken Clark 910-642-3760 kclark@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$227,576.00	30 Crews & 1,548 Hours
09/18	<b>NCDOT-Duplin County, NC</b> Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$496,398.00	28 Crews & 1,023.5 Hours
09/18	<b>NCDOT-Onslow County, NC</b> David Sawyer 910-467-0550 dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$246,896.00	26 Crews & 761.25 Hours
09/18	<b>NCDOT-Pender County, NC</b> Jeff Garrett 910-259-5413 jlgarrett@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$464,751.00	30 Crews & 958.25 Hours
09/18	<b>NCDOT-Sampson County, NC</b> Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance, Hauling, & Final Disposal- <b>Hurricane Florence DR4393</b>	\$2,895,617.00	30 Crews, 777 Hours, & 14,000 Tons
09/18	<b>NCDOT-New Hanover County, NC</b> Chris Cocker 910-387-2128 cacocker@ncdot.gov	Emergency Cut & Shove Road Clearance- <b>Hurricane Florence DR4393</b>	\$510,463.00	30 Crews & 1,033.5 Hours
09/18	<b>(EEC) Parris Island, SC</b> Barbara Growney 201-953-2790 bgrowney@ecc.net	Debris Removal & Hazardous Trees on Base- <b>Hurricane Florence DR4393</b>	\$66,650.00	2 Debris Removal Crews, 1 High Voltage Line Crew

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
08/18 to 09/18	<b>City of Port Aransas, TX</b> Leo Wood 228-224-2156 lwood@broaddusassociates.com	Nature Preserve Waterway Debris Removal-Hurricane Harvey <b>DR4332</b>	\$1,051,818.00	11,220 CY
02/18 to 03/18	<b>USACE, CA</b> James Constantino 213-452-3237 james.constantino@usace.army.mil	Flood Creeks/Channels Debris Hauling-CA Floods	\$6,251,020.00	45,369 CY
02/18 to 03/18	<b>USACE, CA</b> Tracy Eccles 661-265-7222 tracy.l.eccles@usace.army.mil	Flood Basin Debris Removal-CA Floods	\$2,379,000.00	13,051 CY
12/17 to 12/18	<b>Puerto Rico DOT</b> Elias Huertas 787-380-7078 etirado@dot.pr.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Maria <b>DR4339</b>	\$35,404,180.00	494,974 CY & 35,411 Hazardous Trees
12/17 to 04/18	<b>Miami-Dade, FL</b> Jennyfer Calderon 305-375-5312 jennyfer.calderon@miamidade.gov	ROW Hauling & Debris Reduction-Hurricane Irma <b>DR4337</b>	\$4,450,000.00	104,500 CY
09/17 to 10/17	<b>Florida Turnpike, FL</b> Maria Connolly 954-934-1209 maria.connolly@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma <b>DR4337</b>	\$2,404,647.00	740 CY & 5,436 Hazardous Trees
09/17 to 11/17	<b>FLDOT-District 1, FL</b> Amy Perez 863-519-2316 amarilys.perez@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma <b>DR4337</b>	\$6,934,050.00	77,500 CY & 5,625 Hazardous Trees
09/17 to 11/17	<b>FLDOT-District 2, FL</b> Jennifer Curls 38-961-7561 jennifer.curls@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma <b>DR4337</b>	\$2,682,704.00	18,736 CY & 6,419 Hazardous Trees
09/17 to 02/18	<b>FLDOT-District 5, FL</b> Victor LoPiccolo 386-943-5287 victor.lopicollo@dot.state.fl.gov	Debris Removal, Hauling, Disposal, Street Sweeping, & Emergency Push Crews-Hurricane Irma <b>DR4337</b>	\$3,018,580.00	45,000 CY, 918 Miles, & 4,500 Hazardous Trees
09/17	<b>FLDOT-District 7, FL</b> Anita Mountjoy 813-975-6442 anita.mountjoy@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma <b>DR4337</b>	\$46,704.00	1,700 CY & 68 Hazardous Trees
09/17 to 02/18	<b>City of Plantation, FL</b> Steve Rodgers 954-452-2535 srodgers@plantation.org	ROW & Waterway Debris Removal-Hurricane Irma <b>DR4337</b>	\$8,200,063.00	500,000 CY & 12,000 Hazardous Trees
09/17 to 01/18	<b>City of Homestead, FL</b> Maria Pineda 305-224-4772 mpineda@cityofhomestead.com	ROW Debris Removal, Reduction, Final Disposal, & Emergency Push Crew-Hurricane Irma <b>DR4337</b>	\$3,568,027.00	153,600 CY, 3,600 Hazardous Trees, & 6,150 Hours
10/17 to 12/17	<b>St. John's County, FL</b> Benjamin Bright 904-209-0252 bbright@sjcfl.us	ROW Tree Trimming, Hauling, & Disposal-Hurricane Irma <b>DR4337</b>	\$622,235.00	2,100 Hazardous Trees
10/17 to 11/17	<b>TXDOT-Victoria, TX</b> David Stephens 361-293-4341 david.stephens@txdot.gov	ROW Debris Removal and Disposal-Hurricane Harvey <b>DR4332</b>	\$516,582.00	30,125 CY
09/17 to 12/17	<b>TXDOT-Nueces County, TX</b> Martin Horst 361-808-2261 martin.horst@txdot.gov	ROW Debris Removal, Reduction, & Final Disposal - Hurricane Harvey <b>DR4332</b>	\$3,603,645.00	212,000 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
10/17 to 01/18	<b>TXDOT-Harris County, TX</b> Cody McKenney 281-686-9871 cody.mckenney@txdot.gov	ROW Debris Hauling & Disposal-Hurricane Harvey <b>DR4332</b>	\$238,150.00	13,300 CY
09/17 to 10/17	<b>City of Beaumont, TX</b> Tommy Gill 832-767-8118 tgill@ci.beaumont.tx.us	Emergency Pumps, Generators, & Dump Trucks for ROW Debris Removal-Hurricane Harvey <b>DR4332</b>	\$490,597.00	11,750 CY & 2,100 Hours
10/17	<b>City of Dayton, TX</b> Theo Melancon 936-258-2642 citymanager@daytontx.org	ROW Debris Removal & Disposal-Hurricane Harvey <b>DR4332</b>	\$29,106.00	1,000 CY
10/17 to 11/17	<b>City of Port Lavaca, TX</b> Jody Weaver 361-827-3601 jweaver@portlavaca.org	ROW Debris Removal & Reduction-Hurricane Harvey <b>DR4332</b>	\$400,451.00	34,900 CY
09/17 to 10/17	<b>City of Sugarland, TX</b> Ilana Harris 281-275-2497 iharris@sugarlandtx.gov	ROW Debris Removal & Disposal-Hurricane Harvey <b>DR4332</b>	\$45,601.00	2,000 CY
02/17	<b>City of Raleigh, NC</b> Kelly Lindsey 919-996-2202 kelly.lindsey@raleighnc.gov	Debris Reduction by Grinding & Haul Out-Hurricane Matthew <b>DR4285</b>	\$96,000.00	14,650 CY
10/16 to 02/17	<b>Port St. Lucie, FL</b> Richard Perkins 772-344-4263 rperkins@cityofpsl.com	ROW Debris Removal, Reduction, & Haul Out-Hurricane Matthew <b>DR4283</b>	\$2,706,514.00	100,800 CY & 5,775 Hazardous Trees
10/16 to 01/17	<b>FLDOT-District 3, FL</b> Rick Coe 386-740-3490 frederick.coe@dot.state.fl.us	Clearance Debris Removal, Reduction, & Disposal. Street Sweeping, Inlets Vacuuming, & Sand Hauling-Hurricane Matthew <b>DR4283</b>	\$12,299,889.00	146,805 CY & 57,000 Hazardous Trees
10/16 to 12/16	<b>FLDOT-District 3, FL</b> Amanda Mauldin 850-330-1364 amanda.mauldin@dot.state.fl.us	ROW Debris Removal & Sea Grass Removal-Hurricane Matthew <b>DR4283</b>	\$1,480,308.00	15,600 CY & 6,030 Hazardous Trees
10/16 to 12/16	<b>FLDOT-District 2, FL</b> Jennifer Smith 386-943-5367 jennifer.smith2@dot.state.fl.us	ROW Debris Removal & Disposal-Hurricane Matthew <b>DR4283</b>	\$1,307,107.00	3,400 CY & 6,650 Hazardous Trees
08/16 to 12/16	<b>LADOTD-District 61, LA</b> Mark Benton 225-379-1164 mark.benton3@la.gov	ROW Flood Debris Removal & Disposal, White Goods & E-Waste-Severe Storms & Flooding <b>DR4277</b>	\$3,192,347.00	240,530 CY & 2,043 Lbs. Recycled
09/16 to 12/16	<b>LADOTD-District 03, LA</b> Mark Benton 225-379-1164 mark.benton3@la.gov	ROW Flood Debris Removal & Disposal-Severe Storms & Flooding <b>DR4277</b>	\$185,039.00	17,125 CY
09/16	<b>Iberia Parish, LA</b> Michael Broussard 337-492-5412 mbroussard@iberiagov.net	ROW Flood Debris Removal & Disposal-Storms & Flooding <b>DR4277</b>	\$30,025.0	2,555 CY
03/16 to 04/17	<b>Waste Management Landfill, OK</b> Shawn Cockrell 405-427-1112 scockrel@wm.com	Debris Reduction Services-Single Contract, 3 Callouts	\$105,000.00	70,000 CY
06/16 to 08/16	<b>Fort Bend County, TX</b> Scott Wieghat 218-342-4513 scott.weighat@fortbendcounty.gov	ROW Flood Debris, E-Waste, White Goods, & HHW Removal & Disposal-Severe Storms & Flooding <b>DR4272</b>	\$423,187.00	48,010 CY, 20,280 Lbs. HHW, & 9,985 Lbs. E-Waste

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
01/16	<b>Maryland Dept of General Services</b> Denise Wade 240-205-3086 denise.wade@maryland.gov	ROW Snow Removal - Snowstorm <b>DR4261</b>	\$75,096.00	732 Hours
06/16 to 09/16	<b>Collin County, TX</b> Gary Enna 972-548-3700 genna@co.collin.tx.us	Debris Reduction Services- Annual Contract	\$347,752.00	94,400 CY
11/15	<b>TXDOT, TX</b> Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	ROW Debris Removal & Disposal-Severe Storms & Flooding <b>DR4245</b>	\$111,779.00	10,000 CY
11/15	<b>Bastrop County, TX</b> Ronnie Moore 512-779-9926 ronnie@cbdeng.com	ROW Debris Removal & Disposal-Severe Storms & Flooding <b>DR4245</b>	\$43,469.00	5,000 CY
12/15	<b>City of Guthrie, TX</b> Tenny Maker 405-260-3091 tmaker@cityofguthrie.com	Debris Reduction Services-Ice Storm <b>DR4256</b>	\$15,000.00	10,000 CY
12/15 to 01/16	<b>City of Edmond, OK</b> Johnny Carter 405-216-7612 jcarter@ci.edmond.ok.us	Debris Reduction Services-Ice Storm <b>DR4256</b>	\$175,000.00	58,500 CY
11/15	<b>Guadalupe County, TX</b> Judge Kyle Kutscher 830-303-8857 kyle.kutscher@co.guadalupe.tx.us	ROW Debris Removal & Disposal-Tornado <b>DR4245</b>	\$36,000.00	550 CY
09/15 to 10/15	<b>Texas State University, TX</b> Joel Soto 512-245-1880 js1142@txstate.edu	Debris Removal, Reduction, & Disposal-Severe Storms <b>DR4245</b>	\$196,400.00	11,060 CY, 370 Hazardous Trees
06/15	<b>TXDOT-Blanco, Bastrop, Caldwell, Lee, &amp; Hays County, TX</b> Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	Debris Removal from Bridges & Waterways-Severe Storms <b>DR4223</b>	\$374,000.00	9,916 CY
06/15 to 07/15	<b>City of Martindale, TX</b> Jordan Powell 512-398-1811 jpow@caldwellcountync.org	ROW & Park Debris Removal & Disposal-Severe Storms <b>DR4223</b>	\$94,000.00	9,050 CY
06/15 to 09/15	<b>City of Wimberly, TX</b> Mark Kennedy 512-393-2219 mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, & Disposal-Severe Storms <b>DR4223</b>	\$394,000.00	20,500 CY
06/15 to 09/15	<b>City of San Marcos, TX</b> Bert Stratemann 512-393-2219 bstratemann@sanmarcostx.gov	Debris Removal & Disposal- Severe Storms <b>DR4223</b>	\$439,500.00	12,000 CY
06/15	<b>TXDOT-Recovery, TX</b> Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	Search & Rescue Services- Severe Storms <b>DR4223</b>	\$86,400.00	635 Hours
05/15 to 07/15	<b>Caldwell County, TX</b> Jordan Powell 512-398-1811 jpow@caldwellcountync.org	Debris Removal, Reduction, & Disposal-Severe Storms <b>DR4223</b>	\$29,100.00	1,300 CY
06/15 to 09/15	<b>Hays County, TX</b> Mark Kennedy 512-393-2219 mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, Disposal, White Good, E-Waste, & HHW-Severe Storms <b>DR4223</b>	\$489,009.00	16,764 CY
04/15 to 05/15	<b>Town of Monterey, TN</b> Bill Wiggins 931-839-3770 bwmanager@citlink.net	Debris Reduction Services-Ice Storm <b>DR4211</b>	\$30,000.00	15,000 CY
04/15 to 05/15	<b>Overton County, TN</b> Ben Danner 931-823-5638 overtonexcc@twlakes.net	ROW Debris Removal & Disposal-Ice Storm <b>DR4211</b>	\$366,241.00	53,000 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
04/15 to 05/15	<b>Putnam County, TN</b> Randy Porter 931-526-2161 randy.porter@putnametn.gov	ROW Debris Removal & Disposal-Ice Storm <b>DR4211</b>	\$1,044,000.00	102,000 CY
03/14 to 08/14	<b>NCDOT-Davidson County, NC</b> Brad Wall 336-487-0000 bwall@ncdot.gov	ROW Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm <b>DR4167</b>	\$1,347,067.00	1,126 Tons & 14,530 Hazardous Trees
03/14 to 08/14	<b>NCDOT-Guildford County, NC</b> Brad Wall 336-487-0000 bwall@ncdot.gov	Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm <b>DR4167</b>	\$7,627,602.00	352,100 CY & 13,850 Hazardous Trees
02/14 to 06/14	<b>SCDOT, SC</b> Shannon Welch 843-907-2095 welchsl@dot.state.sc.us	Debris Removal, Hauling, & Hazardous Trees-Ice Storm <b>DR4166</b>	\$5,814,631.00	134,000 CY & 31,150 Hazardous Trees

## Tab C. Financial Information

Since the company's incorporation in 1989, TFR has completed over 450+ federally funded debris removal contracts in its 35-year history. From a dedicated owner to experienced staff, TFR offers not only the knowledge to perform any size job, but also the financial flexibility to complete multiple large-scale projects simultaneously. This was exemplified during the 2023 storm seasons in which TFR performed 22 debris missions across 9 states totaling more than \$65 Million in revenue and 3,500,000 cubic yards of debris.

With such large-scale performance across an enormous geographical area, a company must retain the financial flexibility and strength to pay subcontractors, suppliers, and employees on time, every week.

*“TFR Enterprises Inc. as well as the principle’s Tipton and Julie Rowland, have been an excellent customer of the bank for over 18 years. Currently, TFR Enterprises Inc. has a \$5,000,000.00 Revolving Line of Credit that is unfunded, and they keep considerable deposits with Prosperity Bank. The Rowland’s have always performed as agreed and are a pleasure to work with.” ~ Travis Freeman, Prosperity Bank Regional President*

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

### Financial Stability Overview

- ☑ Bonding capacity \$400,000,000.00
- ☑ Line-of-credit to fund multiple projects in multiple locations.
- ☑ Completed every project it was tasked to execute and has never been terminated for default.
- ☑ Never filed for bankruptcy and has never been involved in any liens or litigation involving financial performance or subcontractor non-payment.

### Contact Information

#### **Banking:**

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

#### **Bonding:**

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

#### **Insurance:**

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



# PROSPERITY BANK®

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Monday, January 8<sup>th</sup>, 2024

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 almost 20 years. TFR Enterprises Inc. has a \$5,000,000 Revolving Line of Credit that is currently unfunded. Additionally, 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 281-465-5323.

Sincerely,

Katie Williams  
Assistant Vice President





BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC  
2800 NORTH LOOP WEST, SUITE 1100  
HOUSTON, TEXAS 77092  
TELEPHONE (713) 880-7100  
FACSIMILE (713) 880-7149

April 5, 2024

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 / ab



## Attachment 'F'

**PROFESSIONAL REFERENCES**

Please provide three (3) current and correct references from clients for similar services.

1	Company Name:	Jefferson County
	Contact Person:	Shannon Metty, County Manager
	City, State:	Monticello, Florida
	Telephone Number:	850-342-0223
	Email Address:	smetty@jeffersoncountyfl.gov
	Description of goods or services provided:	Emergency debris removal from Hurricane Idalia, 61,450 CY
	Contract Amount:	\$1,138,239.00
	Contract Dates:	08/2023 to 11/2023

2	Company Name:	Florida DEP
	Contact Person:	Wes Howell
	City, State:	Tallahassee, FL
	Telephone Number:	850-245-3112
	Email Address:	wes.howell@dep.state.
	Description of goods or services provided:	Emergency debris removal services, Hurricane Ian, 111,000 CY
	Contract Amount:	\$12,986,000.00
	Contract Dates:	

3	Company Name:	City of Norman
	Contact Person:	Joseph Hill
	City, State:	Norman, Oklahoma
	Telephone Number:	405-788-2122
	Email Address:	joseph.hill@normanok.gov
	Description of goods or services provided:	ROW hauling, reduction, and final disposal of 572,400 vegetative storm debris.
	Contract Amount:	\$4,054,876.00
	Contract Dates:	10/2020 to 02/2021

## Additional References

### 1. City of Round Rock

**Point of Contact:** Ricci Stray – Forestry Department  
**Address:** 301 West Bagdad Ave., Ste 250, Round Rock, TX 78664  
**Phone:** (512) 801-7391  
**Email:** [rstrayhorn@roundrocktexas.gov](mailto:rstrayhorn@roundrocktexas.gov)  
**Contract Term:** February 2023 to April 2023  
**Contract Amount:** \$1,658,989.00  
**Description of Work:** Emergency removal, reduction, and disposal of debris and hazardous trees from 2023 ice storm. **(6,662 Operator/Equipment Hours)**

### 2. Florida Department of Environmental Protection

**Point of Contact:** V. Morgan Tyrone – Project Manager, Highland Hammock State Park  
**Address:** 5931 Hammock Rd, Sebring, FL 33872  
**Phone:** (863) 386-6099  
**Email:** [victor.tyrone@dep.state.fl.us](mailto:victor.tyrone@dep.state.fl.us)  
**Contract Term:** October 2022 to December 2022  
**Contract Amount:** \$51,884.00  
**Description of Work:** Emergency removal, reduction, and disposal of debris and hazardous trees from Hurricane Ian. **(9,000 CY and 216 Hazardous Trees)**

### 3. Florida Southwestern State College

**Point of Contact:** Mat Mason – Director of Facilities Management  
**Address:** 8099 College Parkway, D-214, Ft. Myers, FL 33919  
**Phone:** (239) 985-3497  
**Email:** [matthew.mason@fsw.edu](mailto:matthew.mason@fsw.edu)  
**Contract Term:** October 2022 to November 2022  
**Contract Amount:** \$429,492.00  
**Description of Work:** Removal of vegetative debris, hazardous leaners, hangers, and stump removal following Hurricane Ian. **(12,687 CY and 1,390 Operator/Equipment Hours)**

### 4. City of Norman

**Point of Contact:** Joseph Hill – Streets Department  
**Address:** 201 W. Gray St., Norman, OK 73069  
**Phone:** (405) 788-2112  
**Email:** [joseph.hill@normnok.gob](mailto:joseph.hill@normnok.gob)  
**Contract Term:** October 2020 to February 2021  
**Contract Amount:** \$4,054,876.00  
**Description of Work:** Removal, reduction, hauling, and final disposal of hazardous trees from ROW. **(572,000 CY and 9,995 Hazardous Trees)**

### 5. Iowa Department of Homeland Security and Emergency Management

**Point of Contact:** Jordan Moser – Strategic Planner  
**Address:** 6100 NW 78<sup>th</sup> Ave., Johnston, IA 50131  
**Phone:** (515) 323-4246  
**Email:** [Jordan.moser@iowa.gov](mailto:Jordan.moser@iowa.gov)  
**Contract Term:** September 2020 to February 2021  
**Contract Amount:** \$7,722,536.00  
**Description of Work:** Reduction of vegetative storm debris. **(1,600,00 CY)**

**Tab E. Proposal Matrix-Understanding of Scope of Work**

**Event Type 1: Spot Jobs – Localized**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
N/A	Chainsaw Crews Self-Loading Knucklebooms Bobcats	Hourly Cut & Shove Operations	3-5	6-12 Hours

**TFR Spotlight**  
 TFR mobilized 180 Emergency Cut & Shove Crews within 6 hours after Hurricane Florence made landfall in North Carolina. The crews responded in 6 counties and were comprised of 720 responders and 180 bobcats. Although the state was devastated with historical flooding caused by the storm, TFR had the roads and highways cleared within 72 hours

**Methodology:** TFR will aid local government forces in the clearing, removing, hauling, and/or reduction by chain saw of localized woody debris by cutting and removing vegetative debris to a point of two feet beyond the curb or gutter. The entire scope of this event may be performed on an hourly basis utilizing local subcontractors and company-owned resources. (The number of personnel, push equipment, and cut crews will depend on the severity of the storm.) Although a debris management site is not normally required for this type of event, if one is required, TFR can select and set up a site within 24 hours.

**Event Type 2: Small Event – Widespread or County/City Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
1	Chainsaw Crews Self-Loading Knucklebooms Bobcats Bucket Trucks	Less than 25,000CY	5-8	24 Hours

**Methodology:** Using company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to clear, remove, haul, recycle, and/or dispose of all types of debris. For an event of this size, we anticipate needing one debris management site, which we will either locate or use government land that may be suitable for segregation activities. Throughout the setup, maintenance, and closeout of the project, all federal guidelines and regulations will be followed. Debris types that cannot be recycled will be hauled to a permitted final disposal facility.

**TFR Spotlight**  
 Town of Madisonville, Louisiana  
 Event: Hurricane Ida, 2021  
 TFR provided all necessary supervision, labor, and equipment to clear, remove, haul, recycle and dispose of 27,000 cubic yards of storm debris. TFR was onsite 24-hours from notice to proceed.

TFR does not anticipate needing subcontractors in an event of this size, however, if necessary, we will pull from our list of local subcontractors first. All subcontractors will be required to adhere to all federal contract requirements and report directly to a TFR project manager.

**Event Type 3: Significant Event – Removal, Reduction, Hauling – Woody Debris Only  
 Widespread or County/City-Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
2	Self-Loading Knucklebooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	100,000 CY	20-25	24 Hours-50% 48 Hours-100%

**Methodology:** Using subcontractors’ and company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to remove, reduce (grind and mulch) and haul woody debris to a disposal site. We will operate two debris management sites for an event of this size, which we will either locate or use government land that may be suitable for reduction activities. TFR will comply with all federal guidelines and regulations for debris management site operations.

Immediately following activation, TFR will implement an aggressive mobilization and hauling schedule. Haul trucks, bucket trucks, grinders, and support equipment will mobilize to a staging yard to begin the certification process. Next, a meeting will be held with all personnel to discuss priority routes, safety protocols, and documentation processes, and review onsite points of contact. Simultaneously, our site operations manager is constructing towers, addressing any ingress/egress issues, and reviewing the site layout plans. Finally, all bucket trucks/haul trucks have been given the green light to begin cutting and hauling operations.

TFR Spotlight
City of Choctaw, Oklahoma Event: 2021 Ice Storm TFR provided all necessary supervision, labor, and equipment to remove, reduce, haul, and dispose of 81,694 cubic yards of woody debris. TFR was onsite 24-48 hours from notice to proceed.

Safety is of utmost concern at TFR and all standard safety policies and procedures, including signage, flagging, etc., will be implemented and strictly followed. Once the vegetative material reaches the DMS, it will be stockpiled, reduced, and hauled out for final disposal. If the DMS is located near occupied structures, our quieter, but slower, horizontal grinders will be utilized to reduce noise pollution. If it is a rural area, large, high-speed tub grinders will be used.

**Event Type 4: Significant Event – Removal, Reduction, Hauling, and Separating Mixed  
 Debris Widespread or County/City Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3	Self-Loading Knucklebooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	250,000 CY	25-35	24 Hours-25% 48 Hours-50% 72 Hours-100%

**Methodology:** This event type is identical to Event Type 3, except that debris segregation on the right-of-way and at the debris management site will be mandatory. TFR will work with government representatives to create public service announcements and distribute literature on how to properly segregate material on the right-of-way.

Through clear communication, proper planning, the adaptability of our team, and their combined knowledge of the industry, we ensure that our clients receive the best service possible, maintain FEMA eligibility for reimbursement, and recover with minimal hindrance or delays.

**Event Type 5: Catastrophic Event – Removal, Reduction, Hauling, and Separating Mixed Debris Widespread**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Self-Loading Knucklebooms Tub Grinders Bucket Trucks Bobcats DMS Support Equipment (Excavators, Dozers)	500,000- 1,000,000CY	50-75	24 Hours-25% 48 Hours-50% 72 Hours-100%

**Methodology:** The same operational process utilized for Event Type 4 will be utilized but in an expanded manner. This type of event has the potential to generate up to 1,000,000 cubic yards of debris. We will consult with Government officials to assess the appropriate number of haul units to have on the road. In jobs of this capacity, the contractor must ensure not to “flood” the impacted area with hauling units. This leads to traffic safety hazards, a slowdown in traffic flow, and increased lines at the debris management sites and landfills; however, TFR would estimate a need for 50-75 trucks and at minimum three debris management sites for this type of event. That said, our primary concern is meeting our client’s needs and we will bring on as many units as necessary to ensure that this occurs safely and expeditiously.

The operational plan remains the same as the scale of the disaster grows in destruction. We are confident in our capacity to maintain compliance, enforce safety regulations, and offer the necessary supervision, personnel, and equipment resources.

**TFR Spotlight**

Rapides Parish, Louisiana  
 Event: Hurricane Laura, 2020  
 TFR provided all necessary supervision, labor, and equipment to remove, reduce, recycle, haul, and dispose of 692,024 cubic yards of mixed debris. TFR was onsite 24 hours from notice to proceed.

**Event Type 6: Catastrophic Event – Site Management -County/City Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Tub Grinders DMS Support Equipment (Excavators, Dozers)	1,000,000+ CY	N/A	24 Hours-25% 48 Hours-50% 72 Hours-100%

**Methodology:** With eight tub grinders, two horizontal grinders, and more than 200 pieces of heavy equipment, TFR can single-handedly set up, manage, operate, and close out enough debris management sites to assist the client in its recovery from the most devastating events. Our ability to mobilize owned equipment, along with equipment from a list of over 1000 subcontractors, will allow TFR to mobilize and expeditiously complete a project of any size and scope. This event may require multiple debris management sites and we're committed to providing the necessary traffic control, weighing, measuring, reduction, and recycling services simultaneously, if needed.

### TFR Spotlight

Cedar Rapids, Iowa

Event: 2020 Derecho

TFR was tasked to equip, operate, and manage 8 debris management sites.

TFR managed and processed more than 3,500,000 cubic yards of debris.

**Mobilization**

Our team has developed efficiencies to deliver exceptional service while minimizing expenses based on decades of experience working on local, state, and federal contracts. We have years of experience with time-sensitive response efforts and emergency debris removal, employing fast-tracked operations to get the job done. We're also cognizant that following a disaster event, the local economy will have taken a severe hit and the income of many area residents may be temporarily impacted. Our team makes it a point to hire as many local subcontractors as possible and to purchase products and supplies from local suppliers.

Our nationwide subcontractors and vendors have locations across the US and can respond with assets to any disaster nationwide. Our operations manager will call all subcontractors and vendors and place them on 24-hour on-call "standby" and will require them to provide us with a list of available equipment, materials, personnel, and timelines for deployment.

**Rapid Deployment**

- ☑ **Management Team**, within 12 hours of receiving NTP, TFR will have our management team on-site.
- ☑ **Emergency PUSH Crews**, PUSH crews will immediately begin mobilizing upon notice.
- ☑ **ROW Debris Removal Crews**, hauling operations will begin 24-48 hours from NTP.
- ☑ **Hazardous Tree Removal Crews**, tree crews will begin 24-48 hours from NTP.
- ☑ **Debris Management Site Locating/Set-up**, if not previously identified, we will begin locating/site set-up operations immediately following NTP.
- ☑ **Establish Temporary Office Location**, immediately following NTP, TFR will set up a temporary office or mobilize one of our company-owned command centers.

**Key Advantages of TFR's Readiness, Transition, and Mobilization Procedures**

<b>Strategic Planning and Prepositioning</b>	Our readiness, deployment, and mobilization plans outline our steps to mobilize and execute under emergency conditions.
<b>Pre-Event Monitoring</b>	We maintain situational awareness of pending events through continuous monitoring of weather outlets. We begin pre-planning 72 hours before a known projected event will occur.
<b>Continuous Training and Exercises</b>	We will hold annual in-house training sessions and implement programs based on lessons learned from past events.
<b>Subcontracting and Procurement</b>	We have built a large database of specialized, pre-qualified subcontractors and vendors that allow us to procure multiple sources for labor, equipment, and required materials.
<b>Understanding of Emergency Response Processes</b>	We're convinced that, with more than three decades of disaster response experience, we'll exceed the objectives of this RFP.

## Project Management Approach

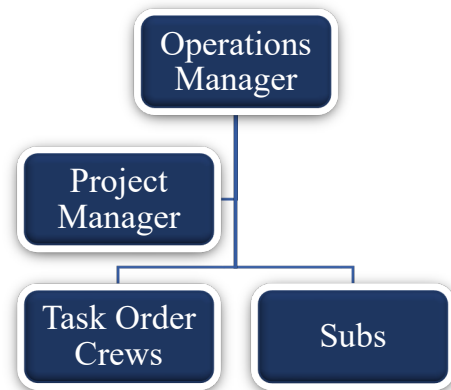
As Prime Contractor, TFR possesses effective program management systems for overall management, reporting, cost and schedule control, and quality assurance. We have a strong track record on similar contingency contracts with USACE, FEMA, and other Federal agencies that will provide valuable lessons learned to be used when disaster strikes. To expediently serve our clients, our organizational approach features several important organizational initiatives, including an emphasis on logistics, optimized subcontractor teaming with regional and nationwide coverage, a 24/7 response from our home office, and localized, dedicated project support.

### Managing On and Off-Site Personnel

In a disaster, TFR's approach to resource management is to keep the degrees of separation between the operations manager and field personnel as minimal as possible and ensure that the span of control remains manageable. We provide our managers with the authority to make swift decisions in often unforeseen circumstances. These concepts enable us to remain informed of daily operations, maintain efficiencies, and remain agile to adjust to changes.

### On-Site Management

Our team's proposed key personnel have more than 155 years of debris management experience and are committed to sharing their knowledge and capabilities with our clients and mobilizing within 24 hours of notification. Our team is aware of the issues that may arise in the aftermath of a natural or man-made disaster and is prepared and experienced in dealing with them. The debris team will gain a comprehensive knowledge of project goals beyond what is stated in the written scope of work by coordinating with government and municipal disaster management personnel.



Our management structure clearly defines duties and reporting lines for our team and clients. We understand the importance of providing the management team and field personnel with defined roles and a span of control that creates a stable structure for workers functioning in a post-disaster environment. Allowing our personnel to concentrate on specific tasks allows them to focus on the project's objectives and manage them in a way that meets or surpasses all contractual standards set within the scope of work.

Daily operations and planning meetings will be attended by all key personnel to convey the status of ongoing operations, quality, safety, and scheduled activities. These meetings are meant to provide for an open discussion of problems as well as an opportunity for attendees to share ideas that will improve efficiency, safety, and quality. Meeting minutes will be kept and made available so that the project status and work assignments may be documented. The project manager will assign specific crews to localities based on the priorities established by the client's priority routes, debris volume, debris category, disposal options, and available equipment resources.

Our team management and integration plan include the following:

- Subcontract agreements



- Define protocols
- Documentation processes
- Daily/weekly schedule reviews
- Training on quality control, safety, and data reporting
- Performance reviews

### **Off-Site Management**

When multiple missions occur, our program manager will oversee the performance of each operations manager deployed from our corporate office in Leander, Texas. He/she will provide support for subcontracting resources, lodging, fuel, equipment resources, quality control, and health and safety compliance.

### **Quality Control Overview**

TFR has a strong quality assurance/quality control culture, a tried-and-true corporate quality management system that has been employed in all recent disasters, and a track record of high-quality recovery projects. Our quality assurance team is well-versed in corporate procedures. We confirm that the processes, equipment, and verification testing utilized on a wide range of debris removal and other recovery operations correspond to contracts and task order requirements through 3-phase inspections. (Preparatory Phase, Initial Phase, and Follow-up Inspections), we know that a one-size-fits-all approach to quality control is not realistic, based on lessons learned from previous disaster initiatives. TFR is dedicated to delivering high-quality standards in a cost-effective and timely manner while adhering to government guidelines and regulations.

### **Clean As You Go Policy**

TFR's "Clean as you go" policy applies to all employees and subcontractors during all phases of work. It is designed to ensure and maintain the cleanliness and safety of each work zone to the highest standard. The policy places the responsibility on all workers to maintain the working environment in a clean, tidy, and safe condition at all times when carrying out duties on each pass as thoroughly as practicable.



### **Safety Overview**

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

The responsibility for the health and safety of TFR employees' rests with all levels of management. The specific areas of responsibility are as follows:

- Creating and implementing safe and healthy work practices, working conditions, and a safety mindset among all employees.
- Appointment of appropriate persons to administer the safety and health program.
- Provide a means of collecting, evaluating, and circulating safety and health information, necessary audio-visual aids, and other appropriate materials.
- Maintenance of injury and illness recordkeeping systems with periodic review and evaluation.
- Inspections of health and safety work practices and conditions in the field on a routine basis, utilizing checklists that will be reviewed with site personnel.
- All levels of management and supervisory personnel are committed to the following principles that are the foundation on which the TFR safety and health program is built:
  - All injuries and occupational illnesses can be prevented.
  - All construction and operating expenses can be reasonably safeguarded.
  - Working safely is a condition of employment.

### **Environmental Overview**

TFR is committed to protecting the environment and preserving the Nation's historic resources while complying with applicable Federal environmental and historic preservation laws such as:

- National Historic Preservation Act
- National Environmental Policy Act
- Endangered Species Act
- Clean Water Act
- Clean Air Act
- Coastal Barrier Resources Act
- Migratory Bird Treaty Act
- Resource Conservation and Recovery Act
- Coastal Zone Management Act
- Farmland Protection Policy Act
- Fish and Wildlife Act
- Wild and Scenic Rivers Act
- Magnuson-Stevens Conservation and Management Act
- Executive Order 11988, Floodplain Management
- Executive Order 11990, Protection of Wetlands
- Executive Order 12898, Environmental Justice

The primary potential environmental impacts occur from activities related to debris management sites, individual demolition sites, and transportation activities associated with moving debris and waste along with general transportation activities.

A comprehensive Environmental Protection Plan will be prepared and submitted within five days of notice of award. It will identify specific debris management sites and specific impacts associated with the location(s). This includes site-specific information such as depth to the water table, distance to potential receptors and pathways, and the site setting parameters that may be affected by activities such as dust, odor, noise, traffic, etc. Until the specific debris site is identified, the Environmental Protection Plan cannot be finalized.

This framework is intended to demonstrate our familiarity with the requirement and our ability to deliver the submittal plan as required. It's not intended to be a complete or thorough model for the Environmental Protection Plan.

Pathways to be evaluated and issues to be addressed in the Environmental Protection Plan:

- Air/Dust, Odor, Gases, Smoke
- Water/Storm Water Runoff/Erosion Control, Leaching into Water Table
- Esthetics & Community Relations -Setbacks, Noise, Traffic, Hours of Operation, Tree Preservation, Site Restoration
- Spills and Spill Response

Special Considerations:

- Wetlands Protection
- Ground Water Recharge and Discharge
- Aquatic Food Chain Support
- Fish and Wildlife Habitat
- Fire/Rodent/Wind/Hauling Control

Primary considerations also include prevention of soil erosion and sedimentation, improved air quality, reduced noise pollution, energy conservation through site layout and design, protection of privacy by maintaining and establishing buffers between conflicting land uses, and maintaining or enhancing habitat for wildlife through final restoration.

## Technical Approach

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

### FEMA Understanding and Experience

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

TFR personnel have conducted over 450+ federally funded projects, and as such, have gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With minimal turnover in our key personnel for the past five (15) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 34 years. Sharon Lyell, our Project Administrator, in conjunction with Tiffany Jean, Senior Contract Administrator, heads our *FEMA Compliance Team* in all disaster-related projects. Our *FEMA Compliance Team* is deeply vetted in FEMA management and operational styles, and **NEVER** has TFR, or its officers, had a disputed claim for FEMA reimbursement. These individuals are very familiar with and aware of the federal guidelines for independence in accountability and reporting as well as recognizing that it cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering the following services to aid our clients in complying with the federal *Public Assistance Program*:

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

## Supporting Communities from the Ground Up

### ☑ Ready

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

### ☑ React

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

### ☑ Respond

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

### ☑ Recover

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

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

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

### Training Sessions and Tabletop Exercises

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

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

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

#### FEMA Guidelines and Policies

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

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

#### TFR Spotlight

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

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

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

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

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

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

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

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



## Pre-Strike Procedures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Mobilization of Personnel and Equipment**

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



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

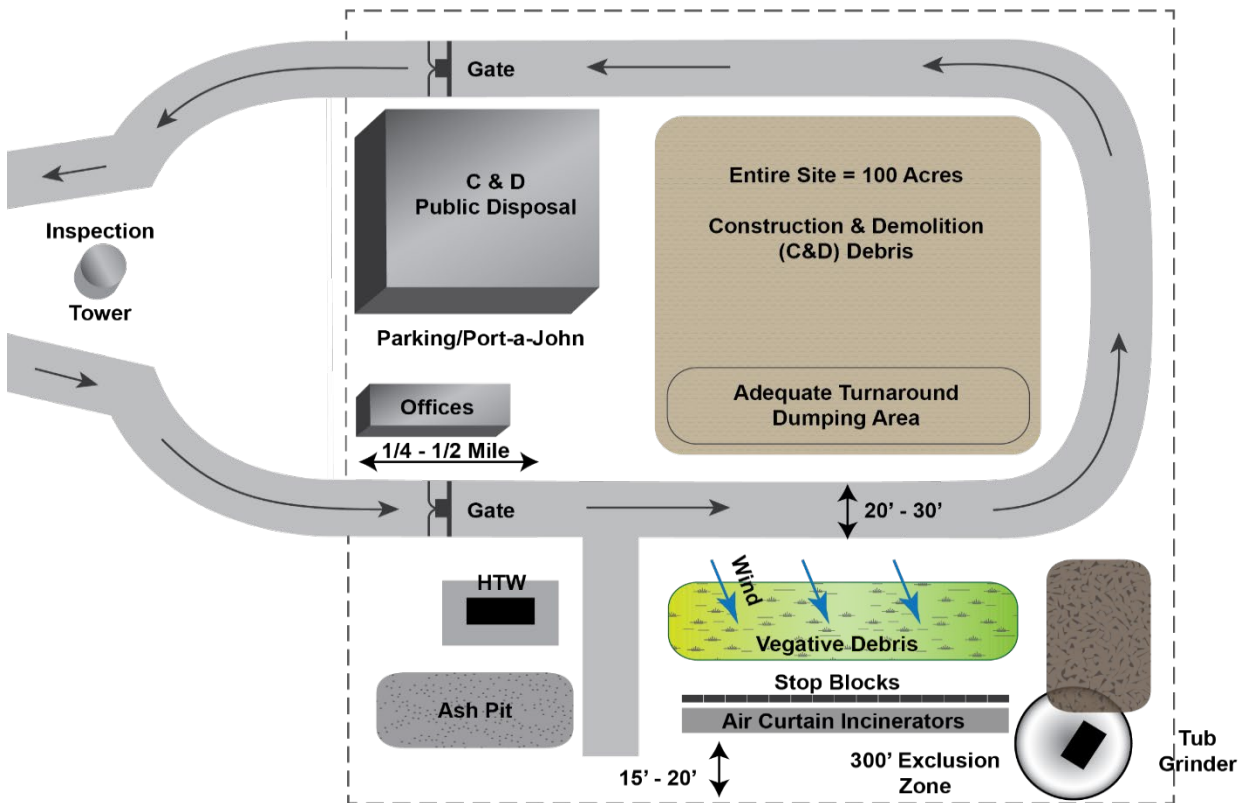
award of a contract. TFR and its partners are fully prepared to meet the mobilization requirements, including the extended time away from families, and fulfill those requirements with the utmost pride in our product.

- The Operations Manager and his assistant will locate a Staging area where equipment and personnel can be mobilized for inspection and orientation.
- The Service Manager in the home office will deploy one or more of the company’s Mobile Field Offices to the Staging area if needed.
- Project Managers will review the equipment and personnel requirements and compare them with equipment already on hand to determine the additional equipment and personnel to be mobilized. The Project managers will then review the Company-owned equipment available list, the selected Subcontractor’s immediately available list, and equipment suppliers list. The project managers will notify the subcontractors selected for use on this task order.



- Communication will be given to the dispatcher in the home office about the need for any Company-owned equipment so that they may begin the process of permitting and shipping the necessary pieces. If additional equipment is needed, the project managers will communicate with the equipment manager who will contact the equipment suppliers on standby and order the necessary equipment for the completion of equipment requirements.
- The Operations manager and his assistant will attempt to secure temporary housing, such as RV parks or other suitable locations for temporary use for parking travel trailers. (The company, as well as many of its employees and subcontractors, have self-contained travel trailers which are used in the early response and mobilization of the project. As the local infrastructure improves and the demand for housing (hotels, etc.) decreases, many employees will relocate.)
- The Operations Manager or his assistant will prepare a list of all TFR employees and their Points of Contact (i.e., cell phone, e-mail) and deliver copies to Government Officials.
- The Operations Manager or his assistant will review Subcontract Agreements and supply copies of Current Wage Rates.

### Preparation of Debris Management Sites



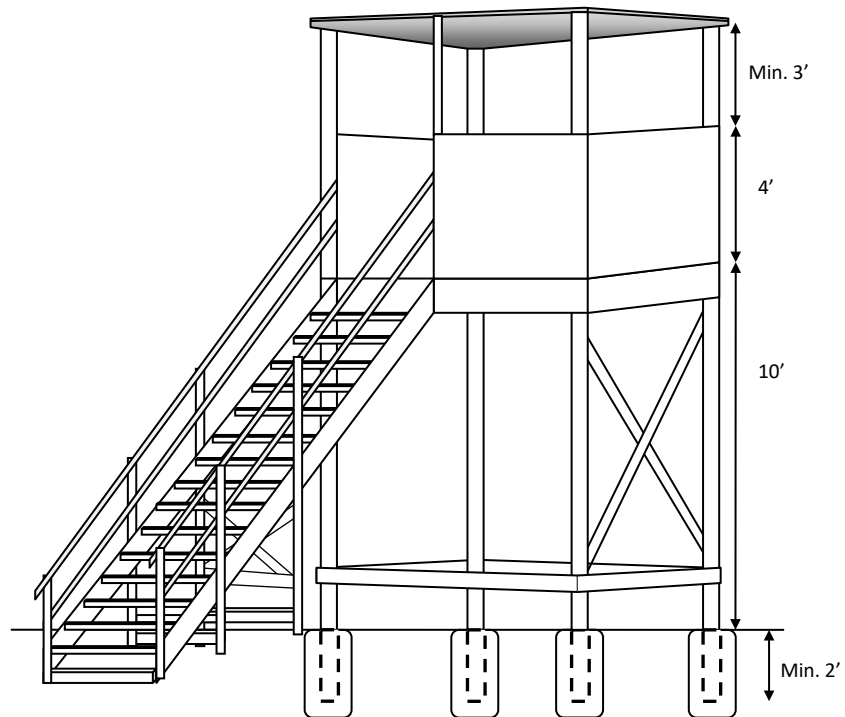
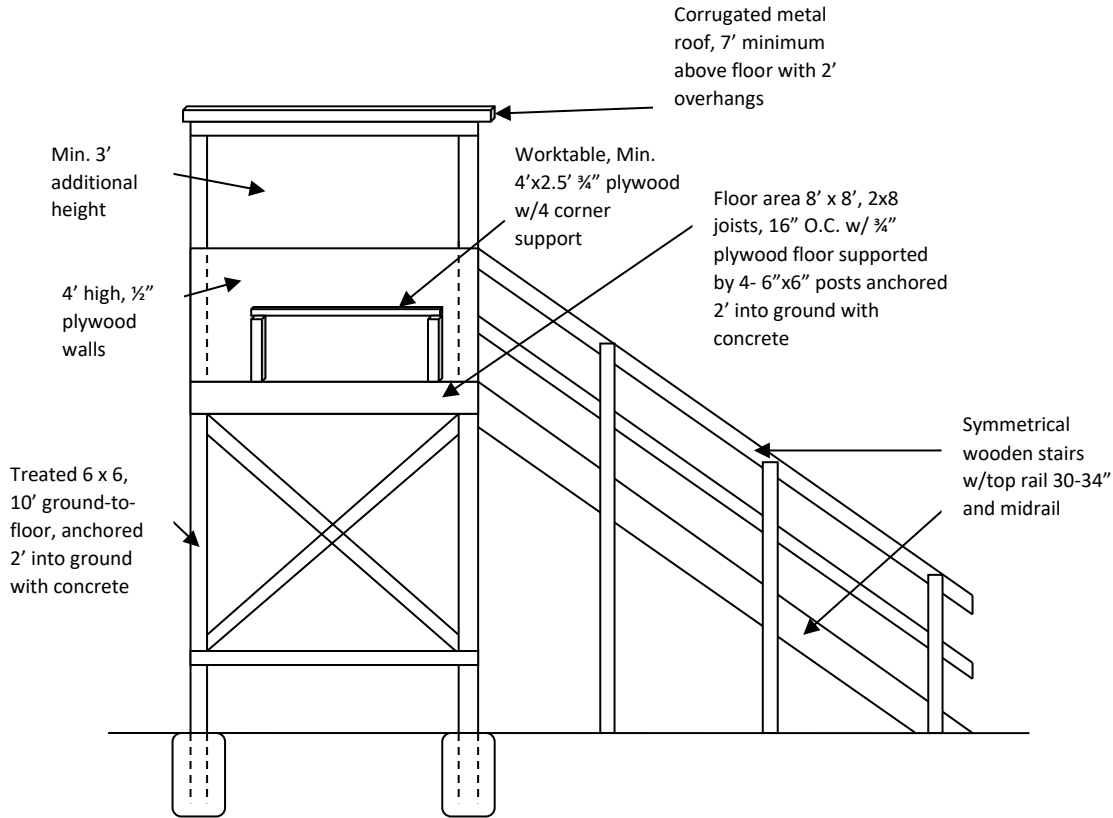
Obtaining and Possessing Necessary Licenses and Permits - The Operations Manager or his designee will investigate the state and local statutory requirements needed to perform the work described in the pre-position planning in the affected areas and determine what permits are necessary to complete the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

Submittal of Site Plan and Establish Field Offices and Equipment Staging Area - After the approval/assignment by Government Representatives of the DMS, which currently is unidentified, a physical review of the site will be

made by the OM, the site manager, and representatives. Within 12 hours of the location and inspection of the site, a final site plan will be submitted for approval. The Site Plan shall reflect: (1) access to the site (ingress, egress) (2) Site preparation-clearing, erosion control, and grading, (3) traffic control procedures, (4) safety, (5) segregation of debris, (6) location of ash disposal area, hazardous material containment area, contractor work area, and inspection tower, (7) location of vegetative debris dump, (8) location of Mixed Debris and C&D dump, (9) Location of Temporary sanitary facilities, (10) location of reduction operations including incineration operations, chipping operations, (11) location of any existing structures or sensitive areas requiring protection from smoke, dust, noise and with awareness to existing traffic conditions (12) location of dump area for debris hauled from the public or haulers other than TFR with traffic patterns reflected for this area. Tasks will then be assigned to construct and establish the required elements of the site, such as the inspection tower, hazardous materials containment area, temporary fencing, etc.

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

## Inspection Tower Construction Diagrams



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

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

Additional Construction Procedures that may be necessary are:

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



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

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

### **Establish Field Office Communications**

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

### **Personnel Safety Orientation**

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

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

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

### **Daily Coordination with Government Representatives**

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

- Each debris removal project is assigned a Load and Haul Project Manager. Before the beginning of each Project or Task Order, the Load and Haul Project Manager and the Project Operations Manager will meet with the Government's Representative to define the scope of work, work area, and any Government priority as to areas included in the Task Order.

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

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

### **Public Service Announcements**

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

### **Sample Radio Address**

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

\_\_\_\_\_ has divided the City/County into multiple debris collection zones. All zones are being worked simultaneously with the goal of coordinated, safe, and efficient recovery. Debris contractors are collecting all the disaster-generated debris moved to the curb from one subdivision/street/block in a zone before moving to the next. Your cooperation and patience are much appreciated during this trying time.

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

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

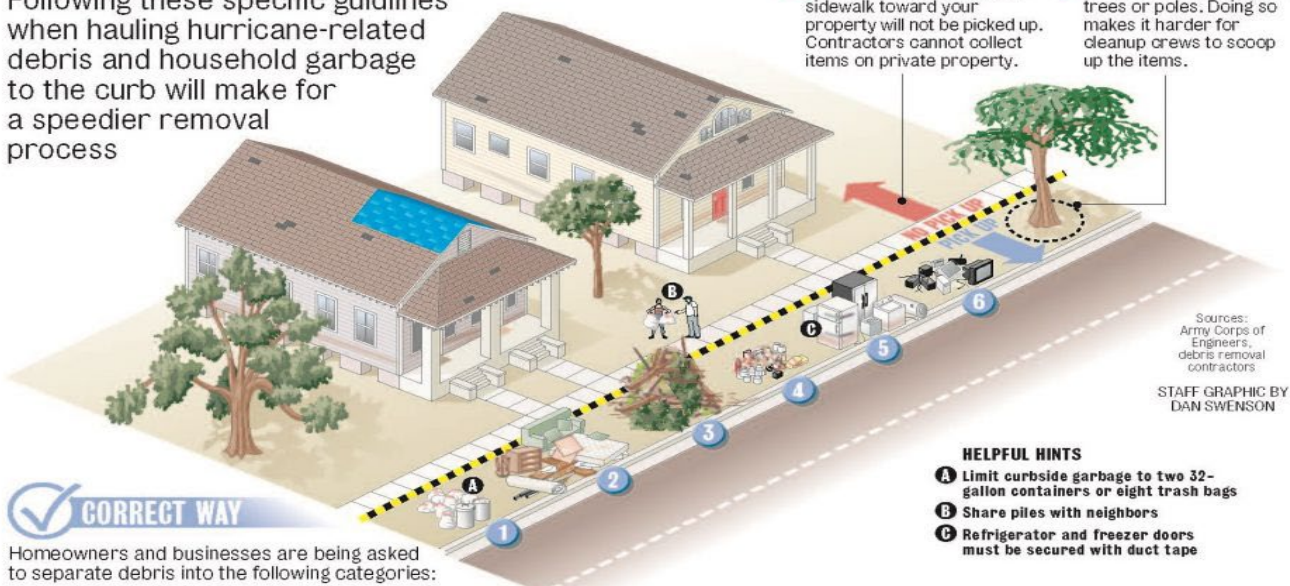
1. Do not place debris on top of utilities, for example, cable, phone, electrical, or storm drain boxes.
2. Please do not place debris in front of or around your mailbox.
3. Please do not place debris in front of or around your driveway, as emergency vehicles may need to enter the area.
4. Please drive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

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

The following diagram, "Picking up the Pieces" can be posted online, distributed in local newspapers, and available for residents to properly segregate disaster debris along the ROW.

# PICKING UP THE PIECES

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



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

- |  |  |   |  |  |  |
|--|--|---|--|--|--|
| <p><b>1 HOUSEHOLD GARBAGE</b></p> <ul style="list-style-type: none"> <li>▶ Bagged trash</li> <li>▶ Discarded food</li> <li>▶ Packaging, papers</li> <li>▶ All garbage should be placed curbside the night before the scheduled weekly pickup.</li> </ul> | <p><b>2 CONSTRUCTION DEBRIS</b></p> <ul style="list-style-type: none"> <li>▶ Building materials</li> <li>▶ Drywall</li> <li>▶ Lumber</li> <li>▶ Carpet</li> <li>▶ Furniture</li> <li>▶ Mattresses</li> <li>▶ Plumbing</li> </ul> | <p><b>3 VEGETATION DEBRIS</b></p> <ul style="list-style-type: none"> <li>▶ Tree branches</li> <li>▶ Leaves</li> <li>▶ Logs</li> </ul> | <p><b>4 HOUSEHOLD HAZARDOUS WASTE</b></p> <ul style="list-style-type: none"> <li>▶ Oils</li> <li>▶ Batteries</li> <li>▶ Pesticides</li> <li>▶ Paints</li> <li>▶ Cleaning supplies</li> <li>▶ Compressed gas</li> </ul> | <p><b>5 'WHITE' GOODS</b></p> <ul style="list-style-type: none"> <li>▶ Refrigerators</li> <li>▶ Washers, dryers</li> <li>▶ Freezers</li> <li>▶ Air conditioners</li> <li>▶ Stoves</li> <li>▶ Water heaters</li> <li>▶ Dishwashers</li> </ul> | <p><b>6 ELECTRONICS</b></p> <ul style="list-style-type: none"> <li>▶ Televisions</li> <li>▶ Computers</li> <li>▶ Radios</li> <li>▶ Stereos</li> <li>▶ DVD players</li> <li>▶ Telephones</li> </ul> |
|--|--|---|--|--|--|

## Debris Collection Operations

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

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

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

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

## Removal of Debris from Public Right of Way

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

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





Before Truck Certification and Inspection, all Subcontractors will have met with the sector superintendent or field administrator and provided the necessary paperwork including copies of current certificates of insurance (general, auto, workers comp.) copies of driver's licenses, and the execution of Subcontractor Agreements including:

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

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

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

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

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

Before equipment is dispatched to the loading sites, it will have already undergone all the necessary safety inspection, measurement, and hauling procedures at the staging area as outlined in the section above. All loading

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

### **Hazardous Tree Removal**

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

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

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

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

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

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

### **Hazardous Limb Removal**

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

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

The resulting debris will be collected from the grounds and hauled by normal debris collection standards.

## Hazardous Stump Removal

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

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

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

## Reduction of Debris

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, and recycling. Recycling is covered in various sections as appropriate.

## Incineration

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

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

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

1. A 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.
2. Construction of non-combustible “warning” stop blocks (at least 1 foot in height) for equipment located at the burn pit.
3. Use limestone (or equal material) for the construction of the “pit” with reinforced earth anchors, or wire mesh to support the loader ramps.
4. Use clay or limestone to create an impervious layer on the bottom of the pit to prevent 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.
5. Seal the pit ends at least four feet high.

6. Pit construction (by this solicitation) shall be 8-9 feet wide, and 14 feet deep.
7. A 12” dirt seal will be placed on the lip of the burn pit area to seal the lower nozzle.
8. The blower will be configured to direct the airflow 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.
9. Equipment used will be tested and adjusted to assure that a minimum nozzle velocity of 8,800 ft/min (100 mph) and a volume of 900 cf/min/linear feet is produced during burn operations.
10. The length of the pit shall be no longer than the length of the blower nozzle.
11. The operators shall be instructed to load the pit uniformly along its length.
12. Operators will also be instructed to extinguish the fire at least 2 hours before removing the ash.
13. Water trucks will be used to dampen ash residue as well as areas surrounding the burn site.

### **Chipping/Grinding**

Reduction of debris by chipping and/or grinding is an opportunity to recycle the vegetative debris back to economically beneficial use. However, the overall economic impact of chipping/grinding compared to burning will have to be reviewed before a determination can be made. Grinding/Chipping is the reduction of woody, vegetative debris by cutting and pounding the debris to reduce the woody materials into small pieces or “chips” This method normally produces a reduction of between 3 to 1 and 5 to 1, whereas burning reduces the debris by approximately 95%. However, wood chips 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:



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

### **Segregation of Debris**

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

Although every effort will be made to segregate debris on the right-of-way before loading, debris materials still become mixed, and some loads are so co-mingled that they are classified as mixed debris loads. These loads will be directed to the area defined on the site plan as the “mixed debris” pile. This material will be sorted and separated

by machines with grapples and “thumbs” and by hand labor and placed into the C&D, Vegetative, HHW, White Goods, and Metals Piles.

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

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

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

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

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

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

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

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

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

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

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

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

### **Disposal Procedures**

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

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

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

### **Haul Out Procedures**

Hauling out of debris is the operation of hauling reduced debris from a DMS to a final resting place at a designated destination to be used in any number of capacities such as ground cover, biofuel, and fertilizer. This operation

includes the use of hauling equipment. In the hauling out operations, special consideration is given to the following:

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

### **White Goods**

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

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

- Refrigerants with putrescible wastes will be sealed by taping closed so as not to have accidental openings and spillage while in transit to a disposal site.
- The separated HHW and White Goods will be transported by separate containers from the demolition site to the DMS.
- Any HHW that may inadvertently become mixed with truckloads shall be separated at the DMS and stored in the HHW area for removal by the HHW crew.

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

### Vehicles and Vessels

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

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

### Private Property Debris Removal

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

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

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

#### Bastrop County PPDR

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

*Ronnie Moore*  
*Bastrop County Engineer*

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



4) Documentation of Environmental and Historic Review.

**Disaster Debris Recycling**

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

Sources will be sought for the following recyclable material:

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

**TFR Spotlight**

**Bastrop County Wildfire**

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

100% of the C&D was recycled.

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

**DMS Remediation and Restoration**

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

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

- All pre-existing grades including roads, ditches, etc. will be restored to the satisfaction of the customer before the final closure of each site.
- Areas where soils were excavated (e.g., ditches and retention ponds) or stockpiled (e.g., berms) will also be restored to pre-existing grade before vacating each site.

- Pre-construction drainage patterns will also be restored, as well as all improvements (e.g., trailers, fencing, construction entrances, and built-up aggregate haul roads) will be removed from each DMS unless otherwise instructed by the Government’s Representative.

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

### Emergency Services

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

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

## Subcontracting Plan

TFR is uniquely positioned within the debris removal industry as one of the premier companies maintaining an extensive fleet of machinery utilized in debris removal, reduction, and management efforts to fully operate independently. To accommodate your debris project needs, TFR provides access to 200+ pieces of equipment including, but not limited to, twenty-five (25) self-loaders with trailers, six (6) Diamond Z Tub Grinders, two (2) horizontal grinders, heavy haulers, excavators, and five (5) mobile command units maintaining electronic access to manage entire projects. This extensive list would be insufficient without the pairing of our in-house maintenance crew. These individuals ensure that key equipment necessary for fluid, efficient operations shall never hamper the ongoing project and impact TFR's project timeline. TFR's maintenance crew augments the daily responsibilities of our employees and subcontractors for fulfilling any duties to the City/County by securing the vitality of our equipment.

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

At TFR, we firmly believe that local contractors provide the most cost-effective measure to complete the contract requirements while aiding the local economy after the impact of a disaster. TFR plans to utilize local subcontractors to the extent to which 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 is prepared to support the community on the path to recovery. TFR plans to solicit and establish local subcontractors through the following plan:

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

1. Establish a local telephone line so that it may be contacted easier than calling long-distance cell phone numbers.
2. The Company will post signs and telephone numbers at the entrance to its worksite and its field office.
3. Subcontracting opportunities are advertised by local newspapers/online.
4. During the search for subcontractors following an award, the company's Chief Operating Officer will contact the Small Business Administration office in the work area and access the Procurement Marketing and Access Network, National Minority Purchasing Council Vendor Information Service, and the Research and Information Division of the Minority Business Development Agency in the Department of Commerce.

5. The local Veteran's Administration is contacted upon the company's assignment of task order and alerted as to the type of products and service the contract requires, and the company's local telephone number and address are registered with them, not only for subcontracting but for short-term employment opportunities.
6. State and local trade agencies will be contacted, such as the Association of General Contractors (AGC) for example. They oftentimes maintain databases sorted by business classification and status and can provide a resource for small businesses in the area.
7. The Chamber of Commerce in the affected area will be contacted and asked to provide a listing of any (a) trade associations, (b) business development organizations, and (c) HUBZone concerns.

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

### **Subcontractor Management**

TFR manages subcontracts through a five-step process:

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

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

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

#### **Production:**

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

Upon receiving notice to proceed from the contracting agency or at the discretion of the Operations Manager, we will notify subcontractors on stand-by to execute mobilization plans and their personnel and provide us with a firm arrival ready-to-work time. Additionally, TFR personnel will also review the equipment and personnel requirements and compare them with equipment already on hand to determine the additional equipment and personnel to be mobilized. This will first come from the Company-owned available list, then Level 1 Subcontractors' immediately available list, comprised of our known, experienced subcontractors and local contractors, and equipment suppliers list.

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

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

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

**Subcontractor Safety:**

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

**Subcontractor Quality Control Program:**

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

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

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

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

**Multiple Delivery Orders in Multiple Locations**

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

- Each Task Order has its own Task Order Superintendent assigned.
- Task Order Superintendents have the authority to commit the company.
- All Task Order Superintendents report to the Operations Manager

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

### **Managing Multiple Subcontractors on Multiple Task Orders**

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

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

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

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

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

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

### **Corporate Safety Program**

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

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

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

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

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

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

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

### **Housekeeping**

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

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

- Contact the Contractors foreman and supervisor of any incident requiring First Aid treatment.

- Provide all their foremen and supervisors a listing (with directional maps) indicating the location of the nearest emergency facilities such as Hospitals, Emergency Medical Facilities, Police Departments, and Fire Departments.
- Provide their foremen and supervisors with a 16-man first aid kit.

### **Quality Control Program**

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

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

### **General**

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

#### **Preparatory Inspection:**

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

#### **Initial Inspection:**

An initial inspection will be performed as soon as a representative segment of the particular item of work has been accomplished and to include an examination of the quality of workmanship and a review of control testing for compliance with contract requirements, use of defective or damaged materials, omissions, and dimensional requirements. This phase shall be accomplished at the beginning of a definable feature of work. The following shall be accomplished:

1. A check of work to ensure that it is in full compliance with contract requirements. Review minutes of the preparatory meeting.



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

### **Follow Up Inspections:**

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

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

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

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

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

### **Quality Control Organization**

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

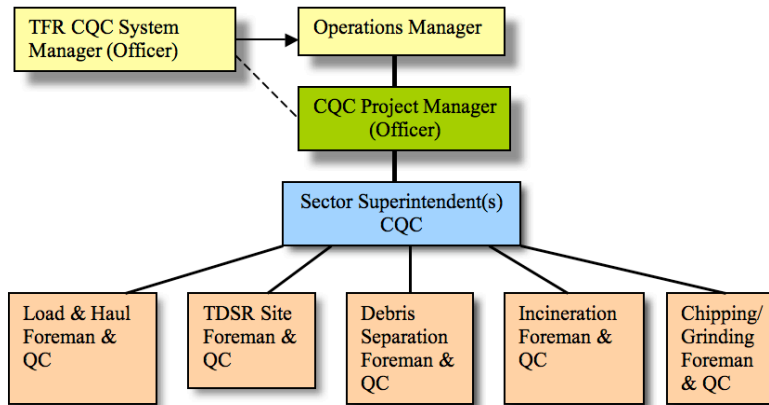
**Operations Manager:** Advises all supervisory personnel including, but not limited to, Sector superintendents and key foremen assigned to critical areas, of the requirements of the specifications and advises supervisors concerning methods to be used and the degree of workmanship required.

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

The corrective action taken will be shown in the daily log. The designated Quality Control Supervisor will have full authority in implementing the Quality Control Program and the Safety Program of TFR Enterprises, Inc.

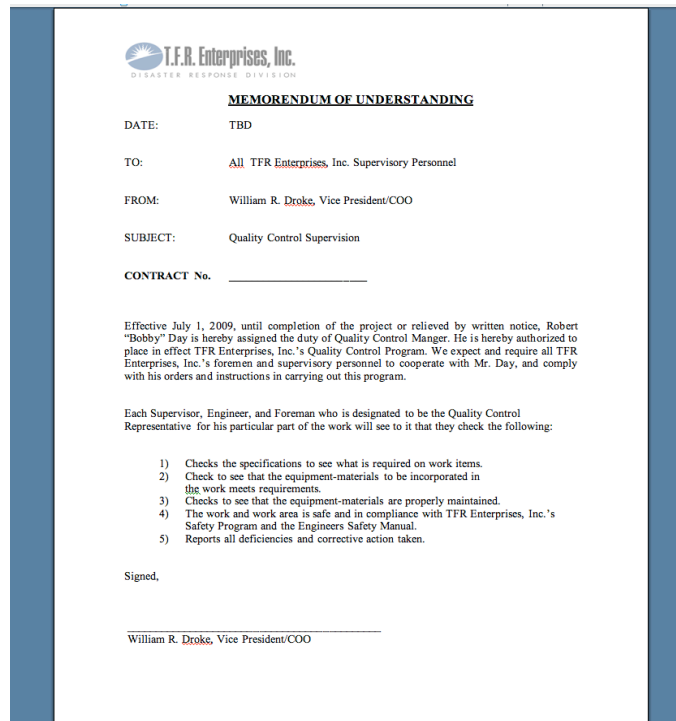
**Quality Control Technician:** Performs inspections as directed by the Quality Control Supervisor and reports any deviations from the contract directly to the Quality Control Supervisor.

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



### Memorandum of Appointment

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



### QC Daily Reporting Procedures

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

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

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

### QC Inspection Methods and Procedures

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

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

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

#### Safety Issues:

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

#### Debris Eligibility:

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

Eligible Debris-

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

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

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

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

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

Ineligible Debris-

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

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

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

### **Segregation of Debris at Curbside Pick Up**

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

### **Loading:**

1. All Loaders will have been previously inspected at the staging area for safety and compliance before being dispatched to the loading location.
2. All Loader operators will receive safety briefings before beginning loading operations.
3. Flagmen will be located ahead of loading operations to direct and control traffic.
4. All flagmen will be properly attired and wearing safety equipment including hard hats, safety shoes, reflective vests, and carrying traffic-directing flags.
5. All flagmen are under the supervision of the crew foreman.
6. Operators are cautioned to be observant and conscious of their surroundings at all times, in particular being aware of hanging and downed power lines and structures hidden by debris, such as fire hydrants, water mains, fences, etc.

7. Operators are cautioned not to overload trucks with debris so that the transporting of the debris could cause the excess debris to become dislodged and fall into traffic areas.
8. Operators are cautioned to stay in the right of way and not to enter private property during the loading process.
9. Operators are equipped with mobile radios and are supervised by a crew foreman.
10. Operators are instructed to keep the debris loads segregated between (a) burnable (vegetative), (b) non-burnable (C&D), and (c) mixed piles where C&D, non-burnable, and vegetative are co-mingled and cannot efficiently be separated at the curbside, (d) other (such as household hazardous waste [HHW])
11. Household hazardous waste (HHW) crew, trained in EPA requirements for handling of HHW, will load HHW materials, (household cleansers, butane, poisons, etc.) at the curbside by hand in a specially equipped compartmental truck. HHW will be delivered to the collection point.
12. As it is TFR policy, Loading and Hauling Crews shall complete any debris-clearing operations that have been started on any pass through a neighborhood, and shall not “skip” through designated work areas for “gravy” loads.
13. All Loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the crew foreman who records all equipment downtime for repairs on the daily reports. The hours of each piece of equipment and each employee are recorded and reconciled with the Government Representative daily.
14. In the event of notice of a violation because of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and make note in his daily log record.

**Hauling:**

1. All Trucks will have been previously inspected at the staging area for measurement, numbering, safety, and compliance before being dispatched to the loading location.
2. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
3. All truck operators are to wear safety equipment, hard hats, and steel-toed shoes.
4. Truck operators are not allowed to leave with “overhanging” loads. Loads will either be trimmed or reloaded before being allowed to leave the loading area.
5. It is the truck operator’s responsibility to check and determine that his load is safe before leaving the loading site.
6. Truck operators are equipped with mobile radios and are supervised by crew foremen.
7. Truck operators will be issued a “load ticket” at the loading site and will deliver the ticket to the inspector at the dump site.

**Dumping:**

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

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

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

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

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

### **QC Rental of Equipment with Operators**

1. Inspection and Identification of Equipment & Materials before any machinery or materials are placed in use; they shall be inspected and tested by competent personnel. The Contractor's personnel will perform such duties.
2. The contractor's personnel chosen by the Quality Control Officer will perform an inspection of all machinery and materials daily.
3. Records of inspections shall be maintained at the site and shall be available on request.
4. Preventative maintenance procedures recommended by the manufacturer shall be followed.
5. All repairs on machinery or materials shall be made at a location, which will protect traffic for repairmen. Any machinery or equipment found by the contractor to be unsafe shall be dead lined until unsafe conditions have been corrected.
6. Only TFR-designated personnel shall operate machinery and mechanized equipment.
7. The Quality Control Supervisor shall instruct all operators in the use and details of Safety Operations.
8. Operators of machinery will establish and confirm requirements daily to comply with contract documents with TFR's representative.
9. Material deficiencies observed shall be reported to the proper TFR personnel for correction.
10. All safety procedures will be used by TFR's Accident Prevention Plan.
11. All phases of work being performed will be inspected daily by the responsible member of the Quality Control team.

## Documentation Process, Procedures, and Data Management System

TFR Enterprises, Inc. has developed a Disaster Debris Data Management System (DDD) used for creating, gathering, managing, and retaining all project information for all stakeholders involved in each debris mission. This disaster-specific debris management system includes documents, processes, and procedures that ensure accurate and timely invoices, subcontractor payments, and client reimbursement. These processes are specific to FEMA documentation compliance and employ quality controls to ensure accuracy with a goal of zero defects.

### Material Tracking and Quantification

There are three critical data management forms used for material tracking and quantification:

1. Truck Certification forms which certify and measure each hauling unit. The certified truck number and measured hauling capacity are transferred onto a Placard which is affixed to each haul unit at the beginning of the job.
2. Load tickets for quantifying the right-of-way Debris Collection
3. Unit tickets for documenting Hazardous Leaners and Hangers (tree trimming and removal)

A truck certification form is a form used at the beginning of the project that documents all hauling units and their precise measurements calculated and recorded in unit measure Cubic Yards. The client or its contracted monitoring company performs this certification. This critical record at the beginning of operations records all truck-specific information, including assigning a unique truck number or unit number sometimes referred to as a placard number, the truck owner or subcontractor contact information, legal state vehicle registration, and measured capacity in cubic yards. Proof of liability insurance for that specific vehicle is also validated at this time. Some of this information is then transferred to a placard and affixed onto each haul unit identifying 3 key items: Truck number, the Measured Capacity of the unit, and the Contract Name (Applicant/Client). These placards are then used by the monitors to document the hauling operations onto haul tickets. TFR scans the certification along with the photographs of each unit and driver information for that vehicle into our DDD system and it is downloaded into our database.

When documenting the right of way debris removal operations, and Hazardous Leaners and Hangers there are two different methods for capturing and documenting the unit data of the work being performed in the field: **hand-written paper tickets or ADMS (Automated Data Management System) tickets** using handheld units such as smartphones or tablets. Both methods are provided by either the client's personnel, if self-monitoring the project, or by monitoring company personnel selected and hired by the client. Load tickets allow all applicants or recipients to document billable activities accurately during the debris mission and are submitted to FEMA as required documentation. The following data is collected on the paper haul tickets:

Ticket number  
Load Date  
Load Time  
Material Type  
Pickup location or origin or GPS  
Contractor Name  
Truck number  
Driver Name  
Certified Capacity of Truck  
Load Call % (if applicable)

Net Cubic Yards Delivered (CY or Tons)  
Destination of Material  
Landfill Disposal ticket number (if applicable)  
Monitor Name and Signature

Similar information is collected on the Hazardous Leaner/Hanger tickets but includes Tree, Stump, or Hanger Qty and Diameter instead of truck capacity and load call and must include GPS coordinates and be accompanied by before and after photo representation.

**ADMS Technology (Automated Data Management Systems)** is an electronic means of capturing data on all operations in the field. ADMS technology uses handheld units such as smartphones, tablets, or other portable hardware. The field monitors capture all pertinent data with these devices including date, time, truck number, capacity, debris type, and pick-up location (with GPS coordinates), and these units typically can take photographs documenting the operations.

Load quantities will be verified and "scored" or "called" by tower monitors at DMS or final destination sites. Once the official call is recorded onto the "open" load ticket, and a validation signature is executed by the tower monitor, the ticket is "closed" and carbon copies of the ticket are distributed as follows: one copy to the truck driver, one copy to the TFR Enterprises, Inc Project manager, two copies to the monitoring firm (one for monitor and one for client). Having 5-part tickets ensures that proper reconciliation is done between the Prime Contractor, Sub-contractors (if any), the monitoring company, and the Client to maintain the integrity of the processes and to follow FEMA guidelines.

**TFR Data Processing.** All recorded load tickets are scanned every day at our field office and downloaded into our debris database. Quality control procedures are completed on the data to ensure no duplicate tickets are entered and each ticket line is checked through programming to ensure that the measured capacity of the trucks, from the truck certifications, is correct on each ticket. The data is then reconciled with each of our subcontractor invoices to ensure data matches and is approved through our debris data management system. This process is only used with the hand-written paper ticket method, it is eliminated when an ADMS system is utilized. These procedures incorporate multiple types of billing items to include several units of measure such as "Cubic Yard", and "Ton" for right-of-way hauling items such as vegetative, C&D, sand, water-way debris removal, a unit of measure "each" for hazardous tree removal, hazardous hanging limbs (hanger), white goods, e-waste, vessels, abandoned vehicles, etc.) as well as "Hours/Days" for emergency debris clearance or 72-hour push. These items are the basis for customer invoicing as well as subcontractor payments.

**Customer Invoicing.** TFR will invoice using this data per the contract's applicable invoicing cycles: weekly, bi-weekly, monthly, etc.). TFR will not invoice for duplicate tickets or debris collected off the designated right-of-way. If a duplicate ticket is invoiced, TFR will immediately revise and resubmit the invoice. These procedures adhere to FEMA and FHWA guidelines and Record Retention and Access (2 C.F.R. 200.333-337) regulations and will maintain records for a minimum of seven years (TFR exceeds these guidelines and retains these records for 10 years). These processes are well-vetted, have been improved upon over the last 34 years, and ultimately streamline our subcontractor invoice approval and payment process as well as increase the speed and accuracy of our reconciliation and invoicing to the Client. Each invoice will be accompanied by Excel spreadsheets exported from our debris data management system and will include all pertinent data from each load ticket from the period of each invoice and will comply with FEMA guidelines for reimbursement.



### **Subcontractor Data Management and Weekly Payments**

The above-described data management processes are used for managing subcontractor data. TFR's typical workweek is Monday through Sunday unless specified otherwise by contract. Sub-contractors email weekly invoices to TFR's Project Administration team the week following the workweek for reconciliation. Reconciliation is done quickly using TFR's debris data management system and any discrepancies are sent to the subcontractor until completely reconciled. Payment for each week is made the second Friday after the workweek ends. The TFR Project Administration team sends a weekly Partial Payment and Release to the sub-contractors for signature before payment is made. This Payment release is accompanied by a spreadsheet that includes all tickets that are included in that week's payment. The subcontractor's signature on the release warrants four critical items:

- a) Covenants and warrants that all labor, materials, equipment, services, and other items, including without limitation, all payroll, sales, and privilege taxes furnished under the above subcontract or purchase order(s) have been paid for, and
- b) Releases TFR Enterprises, Inc., Project Owner, and Project Prime Contractor from all claims whatsoever arising out of or relating to the subcontract or purchase order, and
- c) Waives any lien rights concerning the project to the extent of payments received and,
- d) Agrees to indemnify TFR Enterprises, Inc., Project Owner, and Project Prime Contractor against any claim or lien asserted through or under the undersigned concerning the project.

TFR Enterprises, Inc., has prepared and submitted invoices with backup documentation for, received payments of over \$240,000,000 over the past 5 years, and made subcontractor payments of over \$125,000,000 on more than 100 municipal FEMA-reimbursed disaster debris management contracts. TFR's extensive FEMA experience, thorough understanding of FEMA guidelines and procedures, and reporting and payment processes allow for successful reimbursement to our customers. TFR's thoroughly vetted data management system results in the successful completion of FEMA reimbursements and audits.

**Pre-Event Assistance** - TFR can guide the development of debris management plans. Coordinate annual readiness (kick-off) meetings after the award. Assist in locating and pre-approving temporary debris management sites with the appropriate authorities (i.e., Department of Environmental Quality, etc.)

**Post-Event Assistance** - Provide guidance and assistance with debris volume assessments post-storm. Attend kickoff meetings and subsequent meetings. Provide daily progress reports. Assist with Public Announcements. Provide client-requested reports. Keep in constant communication with the client on all debris operations and provide supporting data for 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
LOADING SITE:	TIME	MONITOR SIGNATURE
DUMPING SITE:		

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

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

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



Government Entity \_\_\_\_\_

Contract No. \_\_\_\_\_

**TRUCK MEASURE CERTIFICATE**

Event \_\_\_\_\_

CONTRACTOR:

TFR ENTERPRISES, INC.

TRUCK NO.

TRUCK MEASURE  CUBIC YARDS

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

**OR**

	Truck Bed Length	X	Truck Bed Width	X	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

 <b>T.F.R. Enterprises, Inc.</b> DISASTER RESPONSE DIVISION	
<b>UNDER CONTRACT TO:</b>	
<b>TRUCK #</b>	
<b>MEASURED CAPACITY:</b>	<b>CY</b>

18"

12"

**Tab F. Licenses Held by Key Personnel**

TFR's disaster response team includes a variety of skills and certifications including NIMS Certification, Safety Certifications (OSHA), Quality Control, and Environmental Certifications.

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
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 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
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



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD**

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE  
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

**LYELL, SHARON G**

T.F.R., INC. OF TEXAS  
601 LEANDER DRIVE  
LEANDER TX 78641

**LICENSE NUMBER: CRC1332507**

**EXPIRATION DATE: AUGUST 31, 2024**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

**2024 FOREIGN PROFIT CORPORATION ANNUAL REPORT**

RFR-FM2024-002  
Disaster Debris Removal and Disposal Services

**FILED**

**Feb 02, 2024**

**Secretary of State  
7078581813CC**

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

**FEI Number:** 72-1149862

**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  
Name            ROWLAND, TIPTON  
Address        601 LEANDER DR  
City-State-Zip: LEANDER TX 78641

Title            SECRETARY, TREASURER  
Name            ROWLAND, JULIE  
Address        601 LEANDER DR  
City-State-Zip: LEANDER TX 78641

*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**

**02/02/2024**

Electronic Signature of Signing Officer/Director Detail

Date



# *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, 2024, that its most recent annual report/uniform business report was filed on February 2, 2024, 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 Twenty-sixth day of February,  
2024*



  
Secretary of State

Tracking Number: 4093072576CU

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

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



# CERTIFICATE OF LIABILITY INSURANCE

RFP-EM2024-002

Disaster Debris Removal and Disposal Services

DATE (MM/DD/YYYY)

7/2/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> TrueNorth Companies, L.C. 500 1st St SE Cedar Rapids IA 52401	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): 319-366-2723		<b>FAX (A/C, No):</b> 319-862-0612
	<b>E-MAIL ADDRESS:</b> certs@truenorthcompanies.com		
<b>INSURED</b> TFR Enterprises Inc 601 Leander Dr Leander TX 79641	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A :</b> Carolina Casualty Insurance Company		10510
	<b>INSURER B :</b> Nautilus Insurance Company		17370
	<b>INSURER C :</b> Key Risk Insurance Company		10885
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		

**COVERAGES**

CERTIFICATE NUMBER: 1007133946

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
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ECP2043137-10	7/1/2024	3/31/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BAP2043139-10	7/1/2024	3/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			FFX2043138-10	7/2/2024	3/31/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	CCWC426201	7/1/2024	3/31/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Pollution Liability			ECP2043137-10	7/1/2024	3/31/2025	Occurrence Limit 1,000,000

**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****CANCELLATION**

For Information only * * * *	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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## Section 8 – Required Forms

### PROPOSAL SUBMITTAL CHECKLIST

- Program Standards and Requirements Statement
- Financial Statement
- Proposer’s Information Sheet
- No Response Form
- Contact for Contract Administration Form
- Proposer’s Certification
- Addendum Acknowledgement
- Drug-Free Workplace Certificate
- Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- Affidavit of Non-Collusion
- ADA Nondiscrimination Statement
- No Lobbying Affidavit
- Vendor Certification Regarding Scrutinized Companies Lists
- Certification for Contracts, Grants, Loans, and Cooperative Agreements
- E-Verify Compliance Form
- Professional References
- MWBE Participation Statement
- Vendor Information [Addendum 1 said to disregard](#)
- W-9 Form
- Unit Cost Fee Rate Schedule

Submission of one (1) original marked “ORIGINAL”, five (5) identical paper copies, and one (1) electronic copy in pdf format on a USB drive labeled with the company name and RFP number in conformance with the detailed submittal instructions. FAILURE TO PROVIDE ALL INFORMATION listed on each form may result in the rejection of your proposal, or a reduction in evaluation points. FAILURE TO PROVIDE AN UNLOCKED ACCESSIBLE ELECTRONIC COPY OF YOUR RESPONSE shall result in the rejection of your proposal.

BY:

Bidder [TFR Enterprises, Inc](#)

  
\_\_\_\_\_  
(Authorized Signature)

7/29/2024

\_\_\_\_\_  
(Date)

[Tipton F Rowland](#)

\_\_\_\_\_  
(Print Name)

***This document must be completed and returned with your Submittal***



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

### Information Sheet For Transactions and Conveyances Corporate Identification

The Following information will be provided to the Franklin County Legal Services for incorporation in legal documents. It is; therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the State and Federal Government.

Is this a Florida Corporation: YES (Circle One) or NO

If not a Florida Corporation,  
In what State was it created? Tennessee  
Name as spelled in that State. TFR Enterprises, Inc

What kind of Corporation is it? For Profit or Not for Profit

Is it in good Standing? YES or NO

Authorized to transact business in Florida? YES or NO

State of Florida, Department of State, Certificate of Authority Document No: F02000004640

Does it use a registered fictitious name? YES or NO

Name of Officers:  
President: Tipton F Rowland Secretary: Julie Rowland  
Vice President: \_\_\_\_\_ Treasurer: \_\_\_\_\_  
Director: \_\_\_\_\_ Director: \_\_\_\_\_  
Other: \_\_\_\_\_ Other: \_\_\_\_\_

Name of Corporation (As used in Florida): T.F.R. Inc of Texas  
*(Spelled exactly as it is registered with the State or Federal Government)*

Corporate Address:  
Post Office Box: \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_  
Street Address: 601 Leander Drive  
City, State, Zip: Leander, Texas 78641  
*(Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)*

Federal Identification Number: 72-1149862  
*(For all instruments to be recorded, taxpayer's identification is needed)*

Name of Individual who will sign the instrument on behalf of the Company:  
Tipton F Rowland  
*(Upon Certification of Award, the President or Vice-President shall sign Contract. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. The awarded contractor shall submit a copy of the resolution together with the executed contract to the Contact listed in Section 3.1.)*

Title of the individual named above who will sign on behalf of the Company:  
CEO

**“NO RESPONSE”**

If your firm is unable to provide a submittal, please complete and return this form prior to date shown for receipt and return to:

Franklin County Emergency Management  
28 Airport Road  
Apalachicola, FL 32320  
OR  
jenniferd@franklincountyflorida.com

We have declined to propose for the following reason(s):

- \_\_\_\_\_ We do not offer this service/product
- \_\_\_\_\_ Our schedule would not permit us to perform
- \_\_\_\_\_ Unable to meet specifications
- \_\_\_\_\_ Unable to meet bond/insurance requirements
- \_\_\_\_\_ Specifications unclear (please explain below)
- \_\_\_\_\_ Other (please specify below)

REMARKS N/A

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Tipton F Rowland, CEO

Print Name and Title

TFR Enterprises, Inc

Company Name

601 Leander Drive, Leander, Texas 78641

Address

512-260-3322

Business Phone

tiffany@tfrinc.com

E-mail



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

**CONTACT FOR CONTRACT ADMINISTRATION**

**Designate one person authorized to conduct contract Administration.**

**NAME:** Tipton F Rowland

**TITLE:** CEO/Owner

**COMPANY NAME:** TFR Enterprises, Inc

**ADDRESS:** 601 Leander Drive

**CITY:** Leander

**STATE:** Texas      **ZIP:** 78641

**TELEPHONE NUMBER:** 512-260-3322

**FAX NUMBER:** 512-528-1942

**EMAIL:** tiffany@tfrinc.com

**SIGNATURE:** 

Attachment 'F'

PROPOSER'S CERTIFICATION

I have carefully examined the Request for Proposals, Instructions to Proposers, General and/or Special Conditions, Specifications, RFP Proposal, and any other documents accompanying or made a part of this invitation.

I hereby propose to furnish the goods or services specified in the Request for Proposal at the prices or rates as finally negotiated. I agree that my proposal will remain firm for a period of up to ninety (90) days to allow the Entities adequate time to evaluate the proposal. Furthermore, I agree to abide by all conditions of the proposal.

I certify that all information contained in this RFP is truthful to the best of my knowledge and belief. I further certify that I am a duly authorized to submit this RFP on behalf of the Proposer / Contractor as its act and deed and that the Proposer / Contractor is ready, willing, and able to perform if awarded the contract.

I further certify that this RFP is made without prior understanding, Contract, connection, discussion, or collusion with any person, firm or corporation submitting a RFP for the same product or service; no officer, employee or agent of the Entities Board of Entities Commissioners or of any other proposer interested in said RFP; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

I further certify that having read and examined the specifications and documents for the designated services and understanding the general conditions for contract under which services will be performed, does hereby propose to furnish all labor, equipment, and material to provide the services set forth in the RFP.

I hereby declare that the following listing states any clarifications, all variations from and exceptions to the requirements of the specifications and documents. The undersigned further declares that the "work" will be performed in strict accordance with such requirements and understands that any exceptions to the requirements of the specifications and documents shall render the proposal non-responsive.

**NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:**

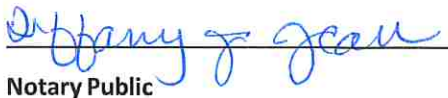
Please check one:  I take NO exceptions.  Exceptions:

<u>TFR Enterprises, Inc</u>	<u>601 Leander Drive</u>
NAME OF BUSINESS	MAILING ADDRESS
	<u>Leander, Texas 78641</u>
AUTHORIZED SIGNATURE	CITY, STATE & ZIP CODE
<u>Tipton F Rowland, CEO</u>	<u>512-260-3322 512-528-1942</u>
NAME, TITLE, TYPED	TELEPHONE NUMBER / FAX NUMBER
<u>72-1149862</u>	<u>tiffany@tfrinc.com</u>
FEDERAL IDENTIFICATION #	E-MAIL ADDRESS

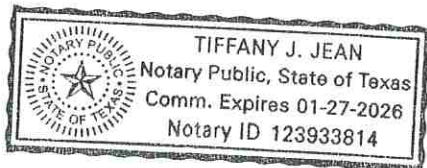
STATE OF ~~FLORIDA~~ Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me this 29th day of July, 2024 by Tipton F Rowland, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:

  
Notary Public

Name typed, printed or stamped  
My Commission Expires: January 27, 2026



Attachment 'F'

ADDENDUM ACKNOWLEDGEMENT

I have carefully examined this Request for Proposal (RFP) which includes scope, requirements for submission, general information and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the price of the proposal.

Addendum #	<u>Q/A</u>	Date:	<u>No Date</u>	Addendum #	_____	Date:	_____
Addendum #	_____	Date:	_____	Addendum #	_____	Date:	_____

\_\_\_\_\_  
(Authorized Signature)

7/29/2024

\_\_\_\_\_  
(Date)

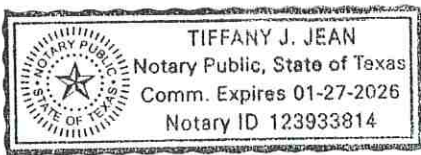
Tipton F Rowland

\_\_\_\_\_  
(Print Name)

STATE OF ~~FLORIDA~~ Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me this 29th day of July, 2024 by Tipton F. Rowland, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:



Tiffany J. Jean  
Notary Public



Attachment 'F'

**BUSINESS ENTITY AFFIDAVIT  
(VENDOR/BIDDER DISCLOSURE)**

I, Tipton F Rowland, being first duly sworn state:

The full legal name and business address of the person(s) or entity contracting or transacting business with Franklin County, FL ("County") are (Post Office addresses are not acceptable), as follows:

72-1149862

*Federal Employer Identification Number (If none, Social Security Number)*

TFR Enterprises, Inc

*Name of Entity, Individual, Partners or Corporation*

601 Leander Drive, Leander, Texas 78641

Street Address Suite City State Zip Code


**OWNERSHIP DISCLOSURE AFFIDAVIT**

1. If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

<u>Full Legal Name</u>	<u>Address</u>	<u>Ownership</u>
<u>Tipton F Rowland</u>	<u>601 Leander Drive, Leander, Texas</u>	<u>100</u> %
_____	_____	_____ %
_____	_____	_____ %

2. The full legal names and business address of any other individual (other than subcontractors, materialmen, suppliers, laborers, or lenders) who have, or will have, any interest (legal equitable, beneficial or otherwise) in the contract or business transaction with the County are (Post Office addresses are not acceptable), as follows:

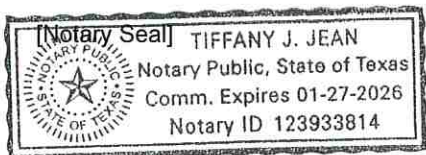
N/A


  
*Signature of Affiant*

7/29/2024  
*Date*

STATE OF Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.



  
Notary Public  
Tiffany J. Jean  
Name typed, printed or stamped  
My Commission Expires: January 27, 2026

Attachment 'F'

**FRANKLIN COUNTY  
DRUG-FREE WORKPLACE COMPLIANCE FORM**

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids, which are equal with respect to price, quality, and service, are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that TFR Enterprises, Inc (Name of Business) does):

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in Subsection 1.
4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

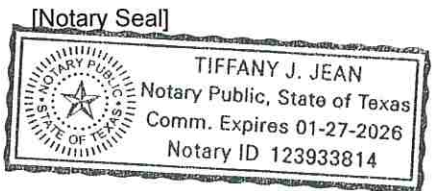
As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

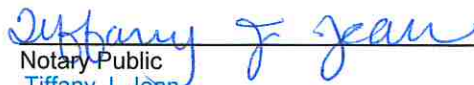
Vendor's Signature:  Date 7/29/2024

Print or Type Name/Title Tipton F Rowland, CEO

STATE OF Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.



  
Notary Public  
Tiffany J. Jean  
Name typed, printed or stamped  
My Commission Expires: January 27, 2026

Attachment 'F'

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a),  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE  
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL  
AUTHORIZED TO ADMINISTER OATHS

1. This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Tipton F Rowland, CEO

*(print individual's name and title)*

for: TFR Enterprises, Inc

*(print 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:  
\_\_\_\_ - \_\_\_\_ - \_\_\_\_).*

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.
3. 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 of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or non contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a.) A predecessor or successor of a person convicted of a public entity crime; or
  - b.) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment 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.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, and partners. Shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).
- Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any

affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

- The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

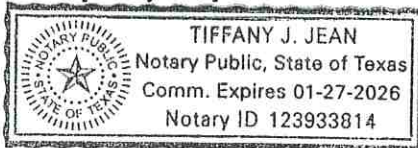
**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.**

Signature

STATE OF Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]



Notary Public  
Tiffany J. Jean

Name typed, printed or stamped

My Commission Expires: January 27, 2026

Attachment 'F'

AFFIDAVIT OF NON-COLLUSION AND OF NON-INTEREST OF ENTITY'S EMPLOYEES

Tipton F Rowland, \* being first duly sworn, deposes and says that he/she is the Offeror in the above proposal, that the only person or persons interested in said proposal are named therein; that no officer, employee or agent of the Entities Board of Entities Commissioners or of any other Offeror is interested in said proposal; and that affiant makes the above proposal with no past or present collusion with any other person, firm or corporation.



7/29/2024

Authorized Signature

Date

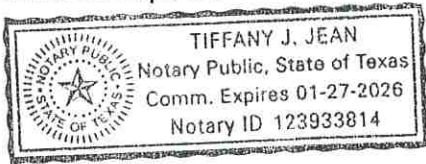
Tipton F Rowland

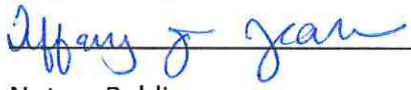
(Print Name)

STATE OF ~~FLORIDA~~ Texas  
COUNTY OF Williamson

The foregoing instrument was acknowledged before me this 29th day of July, 2024 by Tipton F Rowland, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:



  
Notary Public

\*NOTICE: State name of Offeror followed by name of authorized individual (and title) that is signing as Affiant. If Offeror is an individual, state name of Offeror only.

Attachment 'F'

**AMERICANS WITH DISABILITIES ACT (ADA)  
DISABILITY NONDISCRIMINATION STATEMENT**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE  
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL  
AUTHORIZED TO ADMINISTER OATHS**

This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Tipton F Rowland, CEO

*(print individual's name and title)*

for: TFR Enterprises, Inc

*(print 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 Social Security Number of the individual signing this sworn statement:*

*\_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_.)*

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any subcontractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provision pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat327,42USC1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:

The Rehabilitation Act of 1973, 229 USC Section 794;

The Federal Transit Act, as amended 49 USC Section 1612;

The Fair Housing Act as amended 42USC Section 3601-3631.

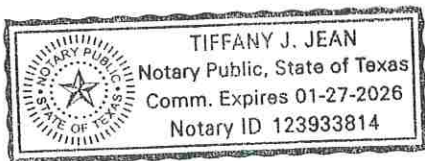
Signature

STATE OF Texas

COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]



Notary Public  
Tiffany J. Jean

Name typed, printed or stamped

My Commission Expires: January 27, 2026

Attachment 'F'


NO LOBBYING AFFIDAVIT

STATE OF ~~FLORIDA~~ Texas  
COUNTY OF Williamson

This 29th day of July, 20 24,  
Tipton F Rowland

being first duly sworn, deposes and says that he/she is the authorized representative of \_\_\_\_\_

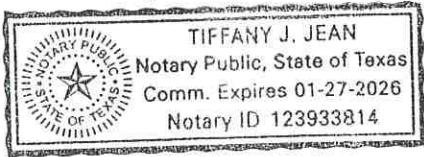
TFR Enterprises, Inc (Name of contractor, firm or individual), maker of the attached submittal made in response to a request for bid, proposals, qualifications and/or any other solicitation released by Franklin County, FL, and swears that the bidder and any of its agents agrees to abide by the County's no lobbying restrictions in regard to this solicitation.

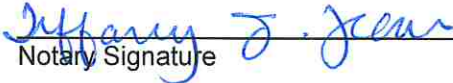
  
\_\_\_\_\_  
Affiant

Tipton F Rowland, CEO  
\_\_\_\_\_  
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

My commission expires:



  
\_\_\_\_\_  
Notary Signature  
7/29/2024  
\_\_\_\_\_

Attachment 'F'

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, Florida Statutes, prohibits agencies from contracting with companies for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which are created pursuant to s. 215.473, F.S., or the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725, F.S., or companies that are engaged in a boycott of Israel.

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 with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

Certified By: [Signature]
who is authorized to sign on behalf of the above referenced company.
Authorized Signature Print Name and Title: Tipton F Rowland, CEO
Date: 7/29/2024

STATE OF Texas
COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of [X] physical presence or [ ] online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced (type of identification) as identification.

[Notary Seal] TIFFANY J. JEAN
Notary Public, State of Texas
Comm. Expires 01-27-2026
Notary ID 123933814

[Signature]
Notary Public
Tiffany J. Jean
Name typed, printed or stamped
My Commission Expires: January 27, 2026




**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**  
**(for agreements exceeding \$100,000)**

The undersigned certifies, to the best of his or her knowledge, 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 sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

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 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). 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 undersigned Contractor hereby certifies and attests to the accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
AFFIANT


Tipton F Rowland, CEO  
\_\_\_\_\_  
Typed Name of AFFIANT / AFFIANT Title

7/29/2024  
\_\_\_\_\_  
Date

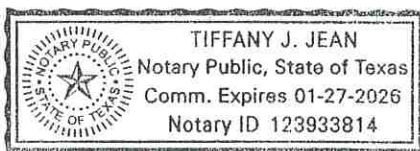
STATE OF Texas  
\_\_\_\_\_  
COUNTY OF Williamson  
\_\_\_\_\_

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]

  
\_\_\_\_\_  
Notary Public  
Tiffany J. Jean

Name typed, printed or stamped  
My Commission Expires: January 27, 2026



### E-VERIFY COMPLIANCE FORM


Definitions:

“Contractor” means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

“Subcontractor” means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

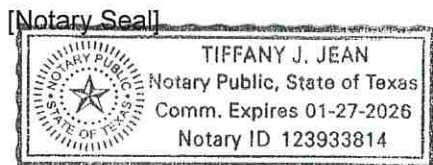
Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

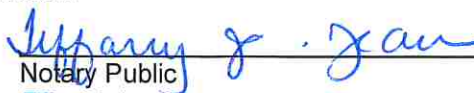
- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the contract with the Franklin County, Florida; and
- c) Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: <u>TFR Enterprises, Inc</u>	
Authorized Signature: 	Print Name: <u>Tipton F Rowland</u>
Title: <u>CEO</u>	Date: <u>7/29/2024</u>
Phone: <u>512-260-3322</u>	Email: <u>tiffany@tfrinc.com</u>

STATE OF Texas  
 COUNTY OF Williamson

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 7/29/2024 (date) by Tipton F Rowland, CEO (name of officer or agent, title of officer or agent) of TFR Enterprises, Inc (name of corporation acknowledging), a Tennessee (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.



  
 Notary Public  
Tiffany J. Jean  
 Name typed, printed or stamped  
 My Commission Expires: January 27, 2026

## Attachment 'F'

## PROFESSIONAL REFERENCES

Please provide three (3) current and correct references from clients for similar services.

1	Company Name:	Jefferson County
	Contact Person:	Shannon Metty, County Manager
	City, State:	Monticello, Florida
	Telephone Number:	850-342-0223
	Email Address:	smetty@jeffersoncountyfl.gov
	Description of goods or services provided:	Emergency debris removal from Hurricane Idalia, 61,450 CY
	Contract Amount:	\$1,138,239.00
	Contract Dates:	08/2023 to 11/2023

2	Company Name:	Florida DEP
	Contact Person:	Wes Howell
	City, State:	Tallahassee, FL
	Telephone Number:	850-245-3112
	Email Address:	wes.howell@dep.state.
	Description of goods or services provided:	Emergency debris removal services, Hurricane Ian, 111,000 CY
	Contract Amount:	\$12,986,000.00
	Contract Dates:	

3	Company Name:	City of Norman
	Contact Person:	Joseph Hill
	City, State:	Norman, Oklahoma
	Telephone Number:	405-788-2122
	Email Address:	joseph.hill@normanok.gov
	Description of goods or services provided:	ROW hauling, reduction, and final disposal of 572,400 vegetative storm debris.
	Contract Amount:	\$4,054,876.00
	Contract Dates:	10/2020 to 02/2021

Attachment 'F'

MWBE PARTICIPATION STATEMENT

Note: The Contractor is required to complete the following information and submit this form with the proposal. Project

Description: Disaster Debris Removal and Disposal Services

Contractor Name: TFR Enterprises, Inc

This Contractor (is \_\_\_\_\_) (is not X) a certified small or Minority or Woman Owned Business Enterprise (MWBE) per 44 C.F.R. § 13.36 (e).

Expected percentage of contract fees to be subcontracted to MWBE(s): 10 %

If the intention is to subcontract a portion of the contract fees to MWBE(s), the proposed MWBE sub-Contractors are as follows:

DBE Sub-Contractor

Type of Work/Commodity

Lyellco, Inc

Hauling Services

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_  
(Authorized Signature)

7/29/2024

\_\_\_\_\_  
(Date)

Tipton F Rowland

\_\_\_\_\_  
(Print Name)

# Request for Taxpayer Identification Number and Certification

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

**Before you begin.** For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	<b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) TFR Enterprises, Inc	
	<b>2</b> Business name/disregarded entity name, if different from above.	
	<b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ <b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____  <i>(Applies to accounts maintained outside the United States.)</i>
	<b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ <input type="checkbox"/>	
	<b>5</b> Address (number, street, and apt. or suite no.). See instructions. 601 Leander Drive	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code Leander, Texas 78641		
<b>7</b> List account number(s) here (optional)		

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number									
			-						
or									
Employer identification number									
7	2	-	1	1	4	9	8	6	2

**Note:** If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

## Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person 	Date 7/31/2024
------------------	---	-------------------

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

Cost Line	Description of Service	Units	Proposed Unit Cost
	<b>DEBRIS REMOVAL SERVICES</b>		
1	Vegetative Storm Debris Removal from ROW to DDMS	CY	\$ 6.75
2	Vegetative Storm Debris Processing at DDMS	CY	\$ 2.00
3	Vegetative Storm Debris Haul-Out to FDS	CY	\$ 5.00
4	Vegetative Tipping Fees - Franklin County Landfill	CY	\$ 32.00
5	Vegetative Tipping Fees Fee includes negotiated contract price or pass-through amount for vegetative CY	CY	\$ Pass through
6	Construction and Demolition Storm Debris Removal to FDS, or to DDMS as approved by County	CY	\$ 7.75
7	Construction & Demolition Storm Debris Processing at DDMS, if approved by County	CY	\$ 2.00
8	Construction & Demolition Storm Debris Haul-Out from DDMS to FDS, if approved by County	CY	\$ 5.00
9	Construction & Demolition Tipping Fees - Franklin County Landfill	CY	\$ 46.00
10	Construction & Demolition Tipping Fees Fee includes negotiated contract price or pass-through amount for C&D	CY	\$ Pass through
11	Waterway and Marine Debris Removal, Processing, and Haul-out to FDS <i>Debris removal from canals, rivers, creeks, streams &amp; ditches</i>	CY	\$ 39.00
12	Sand Collection, Screening and Replacement or Disposal <i>Pick up, screen and return debris laden sand/mud/dirt/rock</i>	CY	\$ 26.00
13	White Goods Storm Debris Removal, Processing and Haul-Out to FDS*	EA	\$ 35.00
14	Hazardous Waste Pick-Up, Processing, and Disposal at approved site*	LB	\$ 5.00
15	E-Waste Storm Debris Removal, Processing, and Haul-Out to FDS*	LB	\$ 5.00
16	Freon Management, Recycling, and Disposal*	EA	\$ 45.00

Cost Line	Description of Service	Units	Proposed Unit Cost
17	Biowaste - Removal of waste capable of causing infection to humans (Animal waste, human blood, pathological waste)	LB	\$ 5.00
18	Carcass Collection Pick-Up & Disposal at FDS*	LB	\$ 2.00
19	Removal and Disposition - Marine Vessels, Open Boats and Skiffs up to and including 18 feet in length	LF	\$ 28.00
20	Removal and Disposition - Marine Vessels, Open Boats and Skiffs Greater than 18 feet but less than and including 35 feet in length	LF	\$ 48.00
21	Removal and Disposition - Marine Vessels, Open Boats and Skiffs greater than 35 feet in length	LF	\$ 58.00
22	Abandoned Motor Vehicle Removal and Disposition Inclusive of all Towing, Processing and Disposal Costs (Per Vehicle)	EA	\$ 250.00
23	Demolition of Public and/or Private Structures	SF	\$ 7.15
24	Emergency Road Clearance, per person/per hour	Hour (s)	\$ 70.00

**TREE OPERATIONS, INCLUDING HAULING**

25	Hazardous Limbs Removal >2", per Tree	EA	\$ 105.00
26	Hazardous Trees Removal 6" diameter to 12" diameter, per Tree	EA	\$ 150.00
27	Hazardous Trees Removal >12" diameter to 24" diameter, per Tree	EA	\$ 250.00
28	Hazardous Trees Removal >24" diameter to 36" diameter, per Tree	EA	\$ 350.00
29	Hazardous Trees Removal >36" to 48", per Tree	EA	\$ 475.00
30	Hazardous Trees Removal >48", per Tree	EA	\$ 595.00
31	Hazardous Stumps Removal >24" – 36"	EA	\$ 275.00
32	Hazardous Stumps Removal >36" – 48"	EA	\$ 375.00

Cost Line	Description of Service	Units	Proposed Unit Cost
33	Hazardous Stumps >48"	EA	\$ 475.00
34	Stump Fill Dirt <i>Fill dirt for stump holes after removal</i>	CY	\$ 27.00
<b>MANAGEMENT AND REDUCTION</b>			
35	Grinding <i>Grinding/chipping vegetative debris</i>	CY	\$ 1.85
36	Air Curtain Burning <i>Air Curtain Burning vegetative debris</i>	CY	\$ 1.00
37	Open Burning <i>Opening burning vegetative debris</i>	CY	\$ .75
38	Compacting <i>Compacting vegetative debris</i>	CY	\$ 1.50
39	Debris Management - Site Management <i>Preparation, management, and segregating at debris CY management site</i>	CY	\$ 2.00
<b>EMERGENCY ROAD CLEARING OF DEBRIS FROM EMERGENCY ACCESS</b>			
40	Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$ 110.00
41	Bucket Truck - 50 Ft.	Hour	\$ 235.00
42	Bucket Truck - 50' to 75'	Hour	\$ 240.00
43	Chipper w/2-man Crew	Hour	\$ 165.00
44	Crane - 100 Ton (8 Hr. Minimum)	Hour	\$ 400.00
45	Crane - 50 Ton	Hour	\$ 300.00
46	Crane 30 Ton or larger	Hour	\$ 200.00
47	Dozer -D-6 or equivalent	Hour	\$ 170.00



Cost Line	Description of Service	Units	Proposed Unit Cost
48	Dozer-CAT D4 or equivalent	Hour	\$ 85.00
49	Dozer-Cat D8 or equivalent	Hour	\$ 190.00
50	Dump Truck - 5 CY	Hour	\$ 140.00
51	Dump Truck - Trailer, 50-80 cubic yard	Hour	\$ 170.00
52	Dump Truck-Tandem, 14-18 cubic yard	Hour	\$ 155.00
53	Dump Truck-Trailer, 24-40 CY	Hour	\$ 140.00
54	Dump Truck-Trailer, 41-60 CY	Hour	\$ 150.00
55	Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$ 130.00
56	Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$ 145.00
57	Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$ 155.00
58	Dump Truck - 10 to 15 CY	Hour	\$ 145.00
59	Walking Floor Trailer w/Tractor, 100CY	Hour	\$ 165.00
60	Equipment Transports	Hour	\$ 115.00
61	Excavator - Cat 320 or equivalent	Hour	\$ 155.00
62	Excavator - Cat 325 or equivalent	Hour	\$ 160.00
63	Excavator - Cat 330 or equivalent	Hour	\$ 165.00
64	Excavator - Rubber Tired with debris grapple	Hour	\$ 150.00

Cost Line	Description of Service	Units	Proposed Unit Cost
65	Farm Tractor w/Box blade	Hour	\$ 140.00
66	Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$ 160.00
67	Forklift - Extends Boom with debris grapple	Hour	\$ 85.00
68	Jetter Vac Truck	Hour	\$ 270.00
69	Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$ 145.00
70	Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$ 155.00
71	Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$ 190.00
72	Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$ 290.00
73	Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$ 295.00
74	Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$ 145.00
75	Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$ 150.00
76	Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$ 165.00
77	Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$ 175.00
78	Loader - Wheel, Cat 955 or equivalent	Hour	\$ 150.00
79	Loader - Wheel, Cat 966 or equivalent	Hour	\$ 160.00
80	Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$ 175.00
81	Log skidder-JD 648E, or equivalent	Hour	\$ 115.00

Cost Line	Description of Service	Units	Proposed Unit Cost
82	Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$ 110.00
83	Pickup Truck - Unmanned	Hour	\$ 20.00
84	Portable Light Plant	Hour	\$ 45.00
85	Power Screen	Hour	\$ 145.00
86	Loader-Self, Scraper CAT 623 or equivalent	Hour	\$ 170.00
87	Stacking Conveyor	Hour	\$ 45.00
88	Stump Grinder/ Vermeer 252 or equivalent	Hour	\$ 130.00
89	Street Sweeper	Hour	\$ 145.00
90	Sweeper – open air broom	Hour	\$ 115.00
91	Track hoe 690 J.D. or equivalent	Hour	\$ 160.00
92	Truck - 1 ton Pickup	Day	\$ 200.00
93	Truck - 1/2-ton Pickup	Day	\$ 200.00
94	Truck - 3/4-ton Pickup	Day	\$ 200.00
95	Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$ 270.00
96	Truck - Box	Day	\$ 220.00
97	Truck - Service	Hour	\$ 115.00
98	Truck - Supplies	Hour	\$ 110.00

Cost Line	Description of Service	Units	Proposed Unit Cost
99	Truck - Water	Hour	\$ 95.00
100	Utility Van	Day	\$ 200.00
101	Other (List)		\$ -
102	Other (List)		\$ -
<b>PERSONNEL RATES</b>			
103	Traffic Control Personnel	Hour	\$ 60.00
104	Laborer	Hour	\$ 55.00
105	Survey Person w/Truck	Hour	\$ 85.00
106	Inspector w/Vehicle	Hour	\$ 85.00
107	Chainsaw w/Operator	Hour	\$ 65.00
108	Foreman w/Truck	Hour	\$ 75.00
109	Superintendent w/Truck	Hour	\$ 70.00
110	Climber w/Gear	Hour	\$ 90.00
111	Mechanic w/Truck and Tools	Hour	\$ 85.00
112	Ticket Writers / Individual	Hour	\$ 55.00
113	Clerical / Individual	Hour	\$ 55.00
114	Program Management Services – Professional	Hour	\$ 135.00

Cost Line	Description of Service	Units	Proposed Unit Cost
115	Program Management Services – Administrative	Hour	\$ 95.00
116	Other (List)	Hour	\$ -
117	Other (List)	Hour	\$ -
118	Other (List)	Hour	\$ -

*\*NOTE: Contractor will pay tipping fee or other disposal fee at final disposal site(s) and charge the Entity as pass-thru cost. All final disposal sites must be approved by Entity.*

***This document in its entirety must be completed and returned with your Submittal***

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

**CONSOLIDATED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY INFORMATION**  
December 31, 2022 and 2021

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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, 2022 and 2021, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of T.F.R. Enterprises, Inc. and Subsidiaries as of December 31, 2022 and 2021, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

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

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

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

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

#### **Auditors' Responsibility**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.



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

In performing an audit in accordance with GAAS, we:

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

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

### **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary 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 22, 2023

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 26,966,473	\$ 17,806,612
Investment	244,184	244,184
Accounts receivable - trade, net	11,810,899	20,127,158
Accounts receivable - retainage	554,927	2,658,003
Interest receivable	341,442	-
Federal income taxes refundable	330,022	1,622,738
Prepaid expenses	-	170,000
	<u>40,247,947</u>	<u>42,628,695</u>
<b>PROPERTY AND EQUIPMENT</b>		
Land	7,289,158	7,303,001
Buildings	637,226	637,226
Office equipment	74,405	74,405
Leasehold improvements	305,853	305,853
Machinery and equipment	15,831,839	15,857,599
	<u>24,138,481</u>	<u>24,178,084</u>
Less accumulated depreciation	<u>(13,266,526)</u>	<u>(12,228,398)</u>
	10,871,955	11,949,686
<b>OTHER ASSETS</b>		
Accounts receivable - trade - long term, net	-	2,298,299
Due from stockholder	1,027,582	972,366
	<u>1,027,582</u>	<u>972,366</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>52,147,484</u></b>	<b>\$ <u>57,849,046</u></b>

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS – continued**  
**December 31, 2022 and 2021**

	<u>2022</u>	<u>2021</u>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable - trade	\$ 5,926,702	\$ 7,340,331
Accounts payable - retainage	445,489	2,584,241
State and local income taxes payable	298,697	680,844
Accrued expenses	437,504	446,687
Notes payable - current portion	<u>121,756</u>	<u>193,357</u>
TOTAL CURRENT LIABILITIES	7,230,148	11,245,460
<b>LONG-TERM LIABILITIES</b>		
Deferred income taxes	530,907	489,392
Accounts payable - trade - long term	-	2,068,210
Notes payable	99,213	220,969
<b>EQUITY</b>		
Common stock	500	500
Retained earnings	36,653,497	35,526,510
Partnership equity	7,527,408	8,185,546
Noncontrolling interest	<u>105,811</u>	<u>112,459</u>
	<u>44,287,216</u>	<u>43,825,015</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 52,147,484</u>	<u>\$ 57,849,046</u>

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
For the years ended December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
<b>REVENUES</b>		
Service contracts	\$ 9,489,400	\$ 39,967,782
Rental income	10,350	-
	<u>9,499,750</u>	<u>39,967,782</u>
Cost of contracts	<u>5,686,435</u>	<u>33,267,125</u>
	GROSS MARGIN	
	3,813,315	6,700,657
<b>OPERATING EXPENSES</b>		
General and administrative	<u>3,822,584</u>	<u>4,604,592</u>
	(LOSS) INCOME FROM OPERATIONS	
	(9,269)	2,096,065
<b>OTHER INCOME (EXPENSE)</b>		
Interest income	580,559	14,169
Interest expense	(97)	(14,856)
Miscellaneous income	247,530	39,815
Gain on sale of property and equipment	100,189	53,262
Gain on Paycheck Protection Program loan forgiveness	-	1,179,522
	<u>928,181</u>	<u>1,271,912</u>
<b>INCOME BEFORE TAXES</b>	918,912	3,367,977
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>		
Federal	202,058	196,262
Federal deferred (benefit)	(144,044)	(102,489)
State and local	<u>298,697</u>	<u>274,035</u>
	<u>356,711</u>	<u>367,808</u>
	NET INCOME	
	562,201	3,000,169
<b>NET (LOSS) ATTRIBUTABLE TO NONCONTROLLING INTEREST</b>	<u>(6,648)</u>	<u>(2,338)</u>
<b>NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST</b>	<u>\$ 568,849</u>	<u>\$ 3,002,507</u>

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF EQUITY**  
For the years ended December 31, 2022 and 2021

	Common Stock		Retained Earnings	Partnership Equity	Noncontrolling Interest	Total
	Shares *	Amount				
<b>Balances at January 1, 2021</b>	1,000	\$ 500	\$ 32,692,541	\$ 8,417,008	\$ 114,797	\$ 41,224,846
Net income (loss)	-	-	3,233,969	(231,462)	(2,338)	3,000,169
Dividends	-	-	(400,000)	-	-	(400,000)
<b>Balances at December 31, 2021</b>	1,000	500	35,526,510	8,185,546	112,459	43,825,015
Net income (loss)	-	-	1,226,987	(658,138)	(6,648)	562,201
Dividends	-	-	(100,000)	-	-	(100,000)
<b>Balances at December 31, 2022</b>	1,000	\$ 500	\$ 36,653,497	\$ 7,527,408	\$ 105,811	\$ 44,287,216

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

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For the years ended December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income attributable to controlling interest	\$ 568,849	\$ 3,002,507
Net income (loss) attributable to noncontrolling interest	<u>(6,648)</u>	<u>(2,338)</u>
Net income	562,201	3,000,169
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,083,081	1,091,647
(Gain) loss on sale of property and equipment	(100,189)	(53,262)
(Gain) on Paycheck Protection Program loan forgiveness	-	(1,179,522)
Accounts receivable, net	12,717,634	18,502,454
Interest receivable	(341,442)	-
Federal income taxes payable / refundable	1,292,716	(1,566,891)
State and local income taxes payable	(382,147)	(777,902)
Deferred income taxes	41,515	102,489
Inventory	-	40,960
Prepaid expenses	170,000	(170,000)
Accounts payable	(5,620,591)	(3,057,826)
Accrued expenses	<u>(9,183)</u>	<u>(97,295)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	9,413,595	15,835,021
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(44,438)	(509,309)
Proceeds from sale of property and equipment	<u>139,277</u>	<u>71,989</u>
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	94,839	(437,320)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Stockholder payables / receivables	(55,216)	680,443
Dividends	(100,000)	(400,000)
Line of credit	-	(4,250,000)
Proceeds from Payroll Protection Program note payable	-	757,922
Payments on notes payable	<u>(193,357)</u>	<u>(193,357)</u>
NET CASH (USED) BY FINANCING ACTIVITIES	<u>(348,573)</u>	<u>(3,404,992)</u>
INCREASE IN CASH AND CASH EQUIVALENTS	9,159,861	11,992,709
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>17,806,612</u>	<u>5,813,903</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 26,966,473</u>	<u>\$ 17,806,612</u>
<b>SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:</b>		
Cash paid during the year for:		
Interest	\$ 97	\$ 23,832
Income taxes	\$ 552,880	\$ 3,111,416

See notes to consolidated financial statements.

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

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

**Operations and Accounting**

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

**Basis of Consolidation**

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

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

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

**Cash and Cash Equivalents**

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

**Accounts Receivable**

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

Management has reserved against the receivables in the amounts of \$0 and \$1,209,653 as of December 31, 2022 and 2021. Bad debt recovery for the year ended December 31, 2022 was \$1,013,477, which was the result of the settlement of a lawsuit described in Note J. Also included in bad debt was write offs of the receivables in the amount of \$83,618. The net of recoveries and expense for bad debt was a recovery of \$929,859 for the year ending in December 31, 2022 and \$0 for December 31, 2021.

**Property and Equipment**

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

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

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

**Property and Equipment – continued**

Categories of assets and their useful lives are as follows:

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

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

**Accrued expenses**

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

**Inventory**

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

**Use of Estimates**

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

**Revenue Recognition**

For contracts that are within the scope of FASB ASC 606, the Company performs the following five steps: (1) identify the contract(s) with a customer; (2) identify the performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to the performance obligations in the contract; and (5) recognize revenue when (or as) the entity satisfies a performance obligation.

**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.



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

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

**Performance Obligations and Recognition Method - continued**

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.

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, 2022.

**NOTE C – NOTES PAYABLE**

Notes payable as of December 31, 2022 and 2021 consist of the following:

	<u>2022</u>	<u>2021</u>
Note payable to Komatsu Financial, due in monthly installments of \$4,140, including interest at 0.00%, maturing April 24, 2023, and secured by equipment of the Company.	\$ 16,560	\$ 66,238
Note payable to Kobelco Financial Services, due in monthly installments of \$4,810, including interest at 0.00%, maturing April 30, 2023, and secured by equipment of the Company.	19,242	76,967
Note payable to Komatsu Financial, due in monthly installments of \$3,760, including interest at 0.00%, maturing December 21, 2024, and secured by equipment of the Company.	90,250	135,375

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

**NOTE C – NOTES PAYABLE - continued**

	<u>2022</u>	<u>2021</u>
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.	\$ 94,917	\$ 135,746
	220,969	414,326
Less current maturities	<u>(121,756)</u>	<u>(193,357)</u>
	<u>\$ 99,213</u>	<u>\$ 220,969</u>

Aggregate maturities for the years subsequent to December 31, 2022 are as follows:

2023	\$ 121,756
2024	85,954
2025	<u>13,259</u>
	<u>\$ 220,969</u>

**NOTE D – LINE OF CREDIT**

The Company has a line of credit agreement with Prosperity Bank with a maturity of April, 2023 and interest at the greater of 4.50% or prime rate plus .50 points, with a maximum amount available to borrow of \$4,250,000. The terms provide for certain mutual covenants between the Company and Prosperity Bank. Four monthly payments are required beginning January 1, 2023, in the amounts of any outstanding principal and accrued interest. The line is secured by the assets of the Company, a stockholder, and a related party. As of December 31, 2022 and 2021, the outstanding balance was \$0 for both years and the balance available to borrow was \$4,250,000 for both years.

**NOTE E – INTERCOMPANY TRANSACTIONS**

During the year ended December 31, 2022 and 2021, the Company rented its administrative offices, equipment storage, and maintenance facility from Realty, and equipment used in the performance of its contracts from Equipment. Rents paid during the year to Realty for the years ended December 31, 2022 and 2021 were \$0 for both years. Rents paid during the years ended December 31, 2022 and 2021 to Equipment were \$206,613 and \$695,613, 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 – FAIR VALUE MEASUREMENT**

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

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

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

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

**NOTE F – FAIR VALUE MEASUREMENT - continued**

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, 2022 and 2021.

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

**NOTE G – INCOME TAXES**

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

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

The components of current and deferred income tax expense at December 31, 2022 and 2021 are as follows:

	<u>2022</u>	<u>2021</u>
Provision for current period:		
State and local income taxes	\$ 298,697	\$ 274,035
Federal income taxes	202,058	196,262
Deferred tax (benefit) related to:		
Allowance for doubtful accounts	(254,067)	-
Depreciation	110,023	(102,489)
	<u>(144,044)</u>	<u>(102,489)</u>
Total expense	<u>\$ 356,711</u>	<u>\$ 367,808</u>

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

	<u>2022</u>	<u>2021</u>
Deferred tax asset allowance for doubtful accounts	\$ -	\$ 254,027
Deferred tax (liability) - depreciation	\$ (530,907)	\$ (743,419)
	<u>\$ (530,907)</u>	<u>\$ (489,392)</u>

Management has determined there are no uncertain tax positions as of December 31, 2022 and 2021. 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.

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

**NOTE G – INCOME TAXES -continued**

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

**NOTE H – CONCENTRATIONS OF CREDIT RISK**

For the year ended December 31, 2022, three government agencies comprised 76% of total revenues. As of December 31, 2022, five government agencies comprised 92% of total accounts receivable.

For the year ended December 31, 2021, two government agencies comprised 38% of total revenues. As of December 31, 2021, two government agencies comprised 73% of total accounts receivable.

At various times throughout the years ended December 31, 2022 and 2021, 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 I – PAYCHECK PROTECTION PROGRAM NOTE PAYABLE**

During the year ended December 31, 2020, T.F.R. Enterprises, Inc. (the “Borrower”), was granted a loan (the “Loan”) from Prosperity Bank, in the aggregate amount of \$421,600 pursuant to the Paycheck Protection Program (the “PPP”) under Division A, Title I of the CARES Act, which was enacted March 27, 2020.

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

During the year ended December 31, 2021, the Company was granted a second loan from Prosperity Bank, in the aggregate amount of \$757,922, pursuant to the Paycheck Protection Program. The Borrower used the entire Loan amount for qualifying expenses.

In accordance with ASC 450-30 Gain Contingencies; loans that are expected to be forgiven must be initially recorded as a liability. Only when the loan is officially forgiven will any gain be recognized. During the year ended December 31, 2021, both PPP loans were fully forgiven.

**NOTE J – CONTINGENCIES**

As of December 31, 2021, one government agency under two contracts had an accounts receivable balance of \$3,312,338. A formal suit was filed in the state of Florida against the government agency and the engineering firm hired by the agency to oversee the work. During the year ended December 31, 2022, the Company reached a settlement in this case. The settlement resulted in a bad debt in the amount of \$1,013,477 that was recorded in general & administrative expenses on the Consolidate Statement of Income.

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.

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

**NOTE J – CONTINGENCIES - continued**

It is the belief of the Company's management and legal representation that the remaining balance is reasonably likely to be paid, but in a time frame greater than one year.

As of December 31, 2021, 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. It is the belief of management that the entire balance will be paid in full, but in a time frame greater than one year.

As of December 31, 2021, one government agency under one active contract is currently in dispute with the Company regarding the agreed-up rates of certain services performed during the year ended December 31, 2020. The Company has not recorded any of the additional revenues associated with the higher rates but is actively pursuing the additional revenues with the government agency. Management estimates these additional revenues to be \$3,800,000. As of December 31, 2021, management or their legal representation is unable to determine the likelihood or timing of a potential resolution.

**NOTE K – SUBSEQUENT EVENTS**

Management has evaluated the activity of the Company through March 22, 2023, the date the consolidated financial statements were issued. With respects given to the legal matters mentioned in Note J, management concluded that there were no material subsequent events which required additional disclosure in these financial statements.

SUPPLEMENTARY INFORMATION

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEETS**  
**December 31, 2022**

	<u>T.F.R.</u> <u>Enterprises, Inc.</u>	<u>T.F.R.</u> <u>Equipment, LP</u>	<u>T.F.R.</u> <u>Realty, LP</u>	<u>Eliminations</u>	<u>Consolidated</u>
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash	\$ 26,813,712	\$ 106,495	\$ 46,266	\$ -	\$ 26,966,473
Investment	244,184	-	-	-	244,184
Accounts receivable - trade, net	11,810,899	-	-	-	11,810,899
Accounts receivable - retainage	554,927	-	-	-	554,927
Intercompany receivable	-	21,550	-	(21,550)	-
Intetrest receivable	341,442	-	-	-	341,442
Federal income taxes refundable	330,022	-	-	-	330,022
TOTAL CURRENT ASSETS	40,095,186	128,045	46,266	(21,550)	40,247,947
<b>PROPERTY AND EQUIPMENT</b>					
Land	-	-	7,289,158	-	7,289,158
Buildings	-	-	637,226	-	637,226
Office equipment	74,405	-	-	-	74,405
Leasehold improvements	305,853	-	-	-	305,853
Machinery and equipment	3,251,789	12,580,050	-	-	15,831,839
	3,632,047	12,580,050	7,926,384	-	24,138,481
Less accumulated depreciation	(3,344,519)	(9,654,068)	(267,939)	-	(13,266,526)
	287,528	2,925,982	7,658,445	-	10,871,955
<b>OTHER ASSETS</b>					
Due from stockholder	1,027,582	-	-	-	1,027,582
Investments in subsidiaries	2,904,102	-	-	(2,904,102)	-
TOTAL ASSETS	<u>\$ 44,314,398</u>	<u>\$ 3,054,027</u>	<u>\$ 7,704,711</u>	<u>\$ (2,925,652)</u>	<u>\$ 52,147,484</u>

See independent auditors' report on supplementary information

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEETS – continued**  
**December 31, 2022**

	<u>T.F.R.</u> <u>Enterprises, Inc.</u>	<u>T.F.R.</u> <u>Equipment, LP</u>	<u>T.F.R.</u> <u>Realty, LP</u>	<u>Eliminations</u>	<u>Consolidated</u>
<b>LIABILITIES AND EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable - trade	\$ 5,926,702	\$ -	\$ -	\$ -	\$ 5,926,702
Accounts payable - retainage	445,489	-	-	-	445,489
State and local income taxes payable	298,697	-	-	-	298,697
Accrued expenses	437,056	-	448	-	437,504
Intercompany payable	21,550	-	-	(21,550)	-
Notes payable - current portion	-	121,756	-	-	121,756
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,129,494</b>	<b>121,756</b>	<b>448</b>	<b>(21,550)</b>	<b>7,230,148</b>
<b>LONG-TERM LIABILITIES</b>					
Deferred income taxes	530,907	-	-	-	530,907
Notes payable	-	99,213	-	-	99,213
<b>EQUITY</b>					
Common stock	500	-	-	-	500
Retained earnings	36,653,497	-	-	-	36,653,497
Partnership equity	-	2,833,058	7,704,263	(3,009,913)	7,527,408
Noncontrolling interest	-	-	-	105,811	105,811
	<u>36,653,997</u>	<u>2,833,058</u>	<u>7,704,263</u>	<u>(2,904,102)</u>	<u>44,287,216</u>
<b>TOTAL LIABILITIES</b>					
<b>AND EQUITY</b>	<b>\$ 44,314,398</b>	<b>\$ 3,054,027</b>	<b>\$ 7,704,711</b>	<b>\$ (2,925,652)</b>	<b>\$ 52,147,484</b>

See independent auditors' report on supplementary information.



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING STATEMENTS OF INCOME**  
For the year ended December 31, 2022

	T.F.R. Enterprises, Inc.	T.F.R. Equipment, LP	T.F.R. Realty, LP	Eliminations	Consolidated
<b>INCOME</b>					
Service contracts	\$ 9,489,400	\$ -	\$ -	\$ -	\$ 9,489,400
Rental income	-	206,613	10,350	(206,613)	10,350
TOTAL REVENUES	9,489,400	206,613	10,350	(206,613)	9,499,750
<b>COSTS OF REVENUES</b>					
Cost of contracts	4,708,412	-	-	-	4,708,412
Cost of rentals	-	962,038	15,985	-	978,023
TOTAL COSTS OF REVENUES	4,708,412	962,038	15,985	-	5,686,435
GROSS MARGIN (LOSS)	4,780,988	(755,425)	(5,635)	(206,613)	3,813,315
<b>OPERATING EXPENSES</b>					
General and administrative	4,029,147	50	-	(206,613)	3,822,584
LOSS FROM OPERATIONS	751,841	(755,475)	(5,635)	-	(9,269)
<b>OTHER INCOME (EXPENSE)</b>					
Interest income	580,559	-	-	-	580,559
Interest expense	(97)	-	-	-	(97)
Miscellaneous income	244,030	3,500	-	-	247,530
Gain on sale of property and equipment	7,365	71,305	21,519	-	100,189
	831,857	74,805	21,519	-	928,181
INCOME (LOSS) BEFORE TAXES	1,583,698	(680,670)	15,884	-	918,912
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>					
Federal	202,058	-	-	-	202,058
Deferred	(144,044)	-	-	-	(144,044)
State and local	298,697	-	-	-	298,697
	356,711	-	-	-	356,711
NET INCOME (LOSS)	1,226,987	(680,670)	15,884	-	562,201
Net income attributable to noncontrolling interest	-	-	-	(6,648)	(6,648)
NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST	<u>\$ 1,226,987</u>	<u>\$ (680,670)</u>	<u>\$ 15,884</u>	<u>\$ 6,648</u>	<u>\$ 568,849</u>

See independent auditors' report on supplementary information.

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

CONSOLIDATED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY INFORMATION  
December 31, 2023 and 2022

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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, 2023 and 2022, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of T.F.R. Enterprises, Inc. and Subsidiaries as of December 31, 2023 and 2022, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for Opinion**

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

**Responsibilities of Management for the Financial Statements**

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

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

**Auditors' Responsibility**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

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

In performing an audit in accordance with GAAS, we:

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

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

### **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary 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 27, 2024

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
**December 31, 2023 and 2022**

	<u>2023</u>	<u>2022</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 27,276,762	\$ 26,966,473
Investment	244,184	244,184
Accounts receivable - trade, net	33,181,217	11,810,899
Accounts receivable - retainage	5,832,435	554,927
Interest receivable	-	341,442
Related party note receivable - current	11,095	-
Prepays and other assets	24,721	-
Deferred income taxes asset	139,641	-
Federal income taxes refundable	-	330,022
TOTAL CURRENT ASSETS	<u>66,710,055</u>	<u>40,247,947</u>
<b>PROPERTY AND EQUIPMENT</b>		
Land	7,979,846	7,289,158
Buildings	637,226	637,226
Office equipment	74,405	74,405
Leasehold improvements	305,853	305,853
Machinery and equipment	<u>17,695,426</u>	<u>15,831,839</u>
	26,692,756	24,138,481
Less accumulated depreciation	<u>(14,084,961)</u>	<u>(13,266,526)</u>
	12,607,795	10,871,955
<b>OTHER ASSETS</b>		
Due from stockholder	937,614	1,027,582
Related party note receivable	<u>606,250</u>	<u>-</u>
TOTAL ASSETS	<u>\$ 80,861,714</u>	<u>\$ 52,147,484</u>

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS – continued**  
**December 31, 2023 and 2022**

	<u>2023</u>	<u>2022</u>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable - trade	\$ 12,090,952	\$ 5,926,702
Accounts payable - retainage	4,490,526	445,489
Federal income taxes payable	4,196,095	-
State and local income taxes payable	1,449,572	298,697
Accrued expenses	403,354	437,504
Notes payable - current portion	<u>176,127</u>	<u>121,756</u>
TOTAL CURRENT LIABILITIES	22,806,626	7,230,148
<b>LONG-TERM LIABILITIES</b>		
Deferred income taxes liability	-	530,907
Notes payable	355,452	99,213
<b>EQUITY</b>		
Common stock	500	500
Retained earnings	48,537,831	36,653,497
Partnership equity	9,040,213	7,527,408
Noncontrolling interest	<u>121,092</u>	<u>105,811</u>
	<u>57,699,636</u>	<u>44,287,216</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 80,861,714</u>	<u>\$ 52,147,484</u>

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
For the years ended December 31, 2023 and 2022

	<u>2023</u>	<u>2022</u>
<b>REVENUES</b>		
Service contracts	\$ 81,262,528	\$ 9,489,400
Rental income	-	10,350
	<u>81,262,528</u>	<u>9,499,750</u>
Cost of contracts	<u>55,516,100</u>	<u>5,686,435</u>
GROSS MARGIN	25,746,428	3,813,315
<b>OPERATING EXPENSES</b>		
General and administrative	<u>7,649,110</u>	<u>3,822,584</u>
INCOME (LOSS) FROM OPERATIONS	18,097,318	(9,269)
<b>OTHER INCOME (EXPENSE)</b>		
Interest income	766,021	580,559
Interest expense	(1,458)	(97)
Miscellaneous income	55,794	247,530
Gain on sale of property and equipment	<u>9,807</u>	<u>100,189</u>
	<u>830,164</u>	<u>928,181</u>
<b>INCOME BEFORE TAXES</b>	18,927,482	918,912
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>		
Federal	4,638,029	202,058
Federal deferred (benefit)	(670,548)	(144,044)
State and local	<u>1,047,581</u>	<u>298,697</u>
	<u>5,015,062</u>	<u>356,711</u>
NET INCOME	13,912,420	562,201
NET INCOME (LOSS) ATTRIBUTABLE TO NONCONTROLLING INTEREST	<u>15,281</u>	<u>(6,648)</u>
NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST	<u>\$ 13,897,139</u>	<u>\$ 568,849</u>

See notes to consolidated financial statements.



**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF EQUITY**  
For the years ended December 31, 2023 and 2022

	Common Stock		Retained	Partnership	Noncontrolling	Total
	Shares *	Amount	Earnings	Equity	Interest	
<b>Balances at January 1, 2022</b>	1,000	\$ 500	\$ 35,526,510	\$ 8,185,546	\$ 112,459	\$ 43,825,015
Net income (loss)	-	-	1,226,987	(658,138)	(6,648)	562,201
Dividends	-	-	(100,000)	-	-	(100,000)
<b>Balances at December 31, 2022</b>	1,000	500	36,653,497	7,527,408	105,811	44,287,216
Net income (loss)	-	-	12,384,334	1,512,805	15,281	13,912,420
Dividends	-	-	(500,000)	-	-	(500,000)
<b>Balances at December 31, 2023</b>	1,000	\$ 500	\$ 48,537,831	\$ 9,040,213	\$ 121,092	\$ 57,699,636

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

See notes to consolidated financial statements.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For the years ended December 31, 2023 and 2022

	<u>2023</u>	<u>2022</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income attributable to controlling interest	\$ 13,897,139	\$ 568,849
Net income (loss) attributable to noncontrolling interest	<u>15,281</u>	<u>(6,648)</u>
Net income	13,912,420	562,201
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,061,574	1,083,081
(Gain) on sale of property and equipment	(9,807)	(100,189)
Shareholder interest	(44,287)	(30,332)
Accounts receivable, net	(26,647,826)	12,717,634
Interest receivable	341,442	(341,442)
Federal income taxes payable / refundable	4,526,117	1,292,716
State and local income taxes payable	1,150,875	(382,147)
Deferred income taxes	(670,548)	41,515
Prepaid expenses	(24,721)	170,000
Accounts payable	10,209,287	(5,620,591)
Accrued expenses	<u>(34,150)</u>	<u>(9,183)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,770,376	9,383,263
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(2,407,539)	(44,438)
Proceeds from sale of property and equipment	<u>60,255</u>	<u>139,277</u>
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	(2,347,284)	94,839
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Stockholder payables / receivables	(165,745)	(24,884)
Issuance of related party note	(617,345)	-
Dividends	(200,000)	(100,000)
Payments on notes payable	<u>(129,713)</u>	<u>(193,357)</u>
NET CASH (USED) BY FINANCING ACTIVITIES	<u>(1,112,803)</u>	<u>(318,241)</u>
INCREASE IN CASH AND CASH EQUIVALENTS	310,289	9,159,861
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<u>26,966,473</u>	<u>17,806,612</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u>\$ 27,276,762</u>	<u>\$ 26,966,473</u>
<b>SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:</b>		
Cash paid during the year for:		
Interest	\$ 1,111	\$ 97
Income taxes	\$ 4,864,757	\$ 552,880
Noncash transactions:		
Issuance of notes payable for equipment	\$ 440,323	\$ -
Dividend for shareholder receivable	\$ 300,000	\$ -

See notes to consolidated financial statements.

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

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

**Operations and Accounting**

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

**Basis of Consolidation**

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

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

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

**Cash and Cash Equivalents**

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

**Accounts Receivable**

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

Reserves against the receivables were of \$3,872,856 and \$0 as of December 31, 2023 and 2022. Bad debt expense for the year ended December 31, 2023 was \$3,921,368. Bad debt recovery for the year ended December 31, 2022 was \$1,013,477, which was the result of the settlement of a lawsuit described in Note J. During the year ended December 31, 2022, also included in bad debt was write offs of the receivables in the amount of \$83,618. The net of recoveries and expense for bad debt was a recovery of \$929,859 for the year ending in December 31, 2022.

**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.

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

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

**Property and Equipment – continued**

Categories of assets and their useful lives are as follows:

Land	Indefinite
Buildings	40 years
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.

**Inventory**

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

**Use of Estimates**

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

**Revenue Recognition**

For contracts that are within the scope of FASB ASC 606, the Company performs the following five steps: (1) identify the contract(s) with a customer; (2) identify the performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to the performance obligations in the contract; and (5) recognize revenue when (or as) the entity satisfies a performance obligation.

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

**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.

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, 2023.

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

**NOTE C – NOTES PAYABLE**

Notes payable as of December 31, 2023 and 2022 consist of the following:

	<u>2023</u>	<u>2022</u>
Note payable to Komatsu Financial, due in monthly installments of \$4,140, including interest at 0.00%, maturing April 24, 2023, and secured by equipment of the Company. This note was paid in full during their year ended December 31, 2023.	\$ -	\$ 16,560
Note payable to Kobelco Financial Services, due in monthly installments of \$4,810, including interest at 0.00%, maturing April 30, 2023, and secured by equipment of the Company. This note was paid in full during their year ended December 31, 2023.	-	19,242
Note payable to Komatsu Financial, due in monthly installments of \$3,760, including interest at 0.00%, maturing December 21, 2024, and secured by equipment of the Company.	45,125	90,250
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.	54,088	94,917
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.	199,160	-
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.	<u>\$ 233,206</u>	<u>\$ -</u>
	531,579	220,969
Less current maturities	<u>(176,127)</u>	<u>(121,756)</u>
	<u>\$ 355,452</u>	<u>\$ 99,213</u>

Aggregate maturities for the years subsequent to December 31, 2023 are as follows:

2024	\$ 176,127
2025	108,052
2026	99,658
2027	95,377
2028	<u>52,365</u>
	<u>\$ 531,579</u>

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

**NOTE D – 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 line is secured by the assets of the Company and a related party. As of December 31, 2023 and 2022, the outstanding balance was \$0 for both years and the balance available to borrow was \$5,000,000 and \$4,250,000, respectively.

**NOTE E – INTERCOMPANY TRANSACTIONS**

During the year ended December 31, 2023 and 2022, the Company rented its administrative offices, equipment storage, and maintenance facility from Realty, and equipment used in the performance of its contracts from Equipment. Rents paid during the year to Realty for the years ended December 31, 2023 and 2022 were \$0 for both years. Rents paid during the years ended December 31, 2023 and 2022 to Equipment were \$1,806,800 and \$206,613, 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. At December 31, 2023 the balance of the note receivable was \$617,345 and interest income of \$8,786.

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 \$937,614 and \$1,027,582 for the years ended December 31, 2023 and 2022, respectively. Interest income calculated using the Applicable Federal Rate, which is included in the receivable amount, was \$44,287 and \$30,332 for December 31, 2023 and 2022, respectively.

**NOTE G – FAIR VALUE MEASUREMENT**

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

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

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

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

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

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

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, 2023 and 2022

	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 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.

The components of current and deferred income tax expense at December 31, 2023 and 2022 are as follows:

	<u>2023</u>	<u>2022</u>
Provision for current period:		
State and local income taxes	\$ 1,047,581	\$ 298,697
Federal income taxes	4,638,029	202,058
Deferred tax (benefit) related to:		
Allowance for doubtful accounts	(813,300)	(254,067)
Depreciation	142,752	110,023
	<u>(670,548)</u>	<u>(144,044)</u>
Total expense	<u>\$ 5,015,062</u>	<u>\$ 356,711</u>

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

	<u>2023</u>	<u>2022</u>
Deferred tax (liability) - depreciation	\$ (673,659)	\$ (530,907)
	<u>\$ (673,659)</u>	<u>\$ (530,907)</u>

Management has determined there are no uncertain tax positions as of December 31, 2023 and 2022. 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.



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

**NOTE I – CONCENTRATIONS OF CREDIT RISK**

For the year ended December 31, 2023, two government agencies comprised 88% of total revenues. As of December 31, 2023, five government agencies comprised 92% of total accounts receivable.

For the year ended December 31, 2022, three government agencies comprised 76% of total revenues. As of December 31, 2022, two government agencies comprised 90% of total accounts receivable.

At various times throughout the years ended December 31, 2023 and 2022, 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 – CONTINGENCIES**

During the year ended December 31, 2022, the Company reached a settlement in a formal suit filed against one government agency under two contracts, and the engineering firm hired by the agency to oversee the work for, an accounts receivable balance of \$3,312,338. The settlement resulted in a bad debt recovery in the amount of \$1,013,477 that was recorded in general & administrative expenses on the Consolidate Statement of Income.

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, 2023, 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. It is the belief of management that the entire balance will be paid in full, but in a time frame greater than one year.

As of December 31, 2023, one government agency under one active contract is currently in dispute with the Company regarding the agreed-up rates of certain services performed during the year ended December 31, 2020. The Company has not recorded any of the additional revenues associated with the higher rates but is actively pursuing the additional revenues with the government agency. Management estimates these additional revenues to be \$3,800,000. As of December 31, 2023, management or their legal representation is unable to determine the likelihood or timing of a potential resolution.

**NOTE K – SUBSEQUENT EVENTS**

Management has evaluated the activity of the Company through March 27, 2024, the date the consolidated financial statements were issued. With respect given to the legal matters mentioned in Note J, management concluded that there were no material subsequent events which required additional disclosure in these financial statements.

SUPPLEMENTARY INFORMATION

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEETS**  
**December 31, 2023**

	<u>T.F.R.</u>	<u>T.F.R.</u>	<u>T.F.R.</u>	<u>Eliminations</u>	<u>Consolidated</u>
	<u>Enterprises, Inc.</u>	<u>Equipment, LP</u>	<u>Realty, LP</u>		
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash	\$ 27,104,519	\$ 151,387	\$ 20,856	\$ -	\$ 27,276,762
Investment	244,184	-	-	-	244,184
Accounts receivable - trade, net	33,181,217	-	-	-	33,181,217
Accounts receivable - retainage	5,832,435	-	-	-	5,832,435
Intercompany receivable	-	31,805	-	(31,805)	-
Related party note receivable - current	11,095	-	-	-	11,095
Deferred income taxes Asset	139,641	-	-	-	139,641
Prepays and other assets	-	-	24,721	-	24,721
	<u>66,513,091</u>	<u>183,192</u>	<u>45,577</u>	<u>(31,805)</u>	<u>66,710,055</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	-	-	7,979,846	-	7,979,846
Buildings	-	-	637,226	-	637,226
Office equipment	74,405	-	-	-	74,405
Leasehold improvements	305,853	-	-	-	305,853
Machinery and equipment	3,251,789	14,443,637	-	-	17,695,426
	3,632,047	14,443,637	8,617,072	-	26,692,756
Less accumulated depreciation	(3,429,060)	(10,371,977)	(283,924)	-	(14,084,961)
	202,987	4,071,660	8,333,148	-	12,607,795
<b>OTHER ASSETS</b>					
Due from stockholder	937,614	-	-	-	937,614
Related party note receivable	606,250	-	-	-	606,250
Investments in subsidiaries	2,904,102	-	-	(2,904,102)	-
	<u>71,164,044</u>	<u>4,254,852</u>	<u>8,378,725</u>	<u>(2,935,907)</u>	<u>80,861,714</u>
<b>TOTAL ASSETS</b>	<b>\$ 71,164,044</b>	<b>\$ 4,254,852</b>	<b>\$ 8,378,725</b>	<b>\$ (2,935,907)</b>	<b>\$ 80,861,714</b>

See independent auditors' report on supplementary information

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING BALANCE SHEETS – continued**  
**December 31, 2023**

	<u>T.F.R.</u> <u>Enterprises, Inc.</u>	<u>T.F.R.</u> <u>Equipment, LP</u>	<u>T.F.R.</u> <u>Realty, LP</u>	<u>Eliminations</u>	<u>Consolidated</u>
<b>LIABILITIES AND EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable - trade	\$ 12,054,808	\$ 36,144	\$ -	\$ -	\$ 12,090,952
Accounts payable - retainage	4,490,526	-	-	-	4,490,526
Federal income taxes payable	4,196,095	-	-	-	4,196,095
State and local income taxes payable	1,449,572	-	-	-	1,449,572
Accrued expenses	402,907	-	447	-	403,354
Intercompany payable	31,805	-	-	(31,805)	-
Notes payable - current portion	-	176,127	-	-	176,127
TOTAL CURRENT LIABILITIES	22,625,713	212,271	447	(31,805)	22,806,626
<b>LONG-TERM LIABILITIES</b>					
Notes payable	-	355,452	-	-	355,452
<b>EQUITY</b>					
Common stock	500	-	-	-	500
Retained earnings	48,537,831	-	-	-	48,537,831
Partnership equity	-	3,687,129	8,378,278	(3,025,194)	9,040,213
Noncontrolling interest	-	-	-	121,092	121,092
	<u>48,538,331</u>	<u>3,687,129</u>	<u>8,378,278</u>	<u>(2,904,102)</u>	<u>57,699,636</u>
<b>TOTAL LIABILITIES</b>					
<b>AND EQUITY</b>	<u>\$ 71,164,044</u>	<u>\$ 4,254,852</u>	<u>\$ 8,378,725</u>	<u>\$ (2,935,907)</u>	<u>\$ 80,861,714</u>

See independent auditors' report on supplementary information.

**T.F.R. ENTERPRISES, INC. AND SUBSIDIARIES**  
**CONSOLIDATING STATEMENTS OF INCOME**  
**For the year ended December 31, 2023**

	<b>T.F.R.</b>	<b>T.F.R.</b>	<b>T.F.R.</b>		
	<b><u>Enterprises, Inc.</u></b>	<b><u>Equipment, LP</u></b>	<b><u>Realty, LP</u></b>	<b><u>Eliminations</u></b>	<b><u>Consolidated</u></b>
<b>INCOME</b>					
Service contracts	\$ 81,262,528	\$ -	\$ -	\$ -	\$ 81,262,528
Rental income	<u>-</u>	<u>1,806,800</u>	<u>690,000</u>	<u>(2,496,800)</u>	<u>-</u>
TOTAL REVENUES	81,262,528	1,806,800	690,000	(2,496,800)	81,262,528
<b>COSTS OF REVENUES</b>					
Cost of contracts	54,539,067	-	-	-	54,539,067
Cost of rentals	<u>-</u>	<u>961,048</u>	<u>15,985</u>	<u>-</u>	<u>977,033</u>
TOTAL COSTS OF REVENUES	54,539,067	961,048	15,985	-	55,516,100
GROSS MARGIN (LOSS)	26,723,461	845,752	674,015	(2,496,800)	25,746,428
<b>OPERATING EXPENSES</b>					
General and administrative	<u>10,145,851</u>	<u>59</u>	<u>-</u>	<u>(2,496,800)</u>	<u>7,649,110</u>
LOSS FROM OPERATIONS	16,577,610	845,693	674,015	-	18,097,318
<b>OTHER INCOME (EXPENSE)</b>					
Interest income	766,021	-	-	-	766,021
Interest expense	(29)	(1,429)	-	-	(1,458)
Miscellaneous income	55,794	-	-	-	55,794
Gain on sale of property and equipment	<u>-</u>	<u>9,807</u>	<u>-</u>	<u>-</u>	<u>9,807</u>
	821,786	8,378	-	-	830,164
INCOME BEFORE TAXES	17,399,396	854,071	674,015	-	18,927,482
<b>PROVISION (BENEFIT) FOR INCOME TAXES</b>					
Federal	4,638,029	-	-	-	4,638,029
Deferred	(670,548)	-	-	-	(670,548)
State and local	<u>1,047,581</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,047,581</u>
	<u>5,015,062</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,015,062</u>
NET INCOME	12,384,334	854,071	674,015	-	13,912,420
Net income attributable to noncontrolling interest	<u>-</u>	<u>-</u>	<u>-</u>	<u>15,281</u>	<u>15,281</u>
<b>NET INCOME ATTRIBUTABLE TO CONTROLLING INTEREST</b>	<b><u>\$ 12,384,334</u></b>	<b><u>\$ 854,071</u></b>	<b><u>\$ 674,015</u></b>	<b><u>\$ (15,281)</u></b>	<b><u>\$ 13,897,139</u></b>

See independent auditors' report on supplementary information.