
Letter of Introduction

April 27, 2023

City of Hollywood
2600 Hollywood Boulevard
Hollywood, FL 33020

RE: RFP-072-23-OT, Emergency Response and Recovery Services

To Whom It May Concern,

The TFR family wishes you the best in your selection of a Disaster Recovery Contractor. We understand that the selection of an emergency contractor is a major decision, and we genuinely appreciate you considering TFR Enterprises. We comprehend and are undaunted by the challenges you may face, as we have been through the process and recovery with over 350 clients who have been impacted by devastating events. TFR Enterprises, Inc. is a national disaster and debris management corporation based in Leander, Texas. With over 33 years of disaster recovery experience, **TFR has collected and processed over 35,000,000 cubic yards of debris.** TFR is prepared, equipped, and ready to provide you with a turnkey, expedited, cost-effective emergency response solution.

No job or disaster is too large for TFR to handle. Our experience speaks for itself. **In 2020, TFR managed 10,361,000 cubic yards of debris serving 57 cities, counties, parishes, and state agencies in Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma.** In response to the crippling 2017 hurricane season, TFR managed 26 simultaneous contract activations that spanned Texas, Florida, California, and Puerto Rico. With a subcontractor database of more than 1,000 and a fleet of owned equipment, TFR Enterprises is prepared to tackle your greatest challenges.

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

TFR owns over 200 pieces of equipment, including a fleet of self-loading debris-hauling trucks, rubber-tired/tracked loaders, heavy-haulers, excavators, dozers, field offices, and eight (8) Diamond-Z Model 1463 Tub Grinders for vegetative debris reduction (grinding). Not only is this equipment uncommitted on current long-term contracts, but all of it is primarily designed for debris removal operations. This company-owned and controlled assets resource allows TFR to provide an expedient response.

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

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

TFR declares that this proposal is in all respects 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 the opportunity to submit a proposal for Emergency Response and Recovery Services to the City of Hollywood and its representatives. The authorized representatives for TFR Enterprises, Inc are as follows:

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Project Manager:

Steven Vinyard
Project Manager
Mobile: (512) 619-1087

Sincerely,



Tipton F. Rowland,
CEO/President
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Leander, Texas 78641
Office: 512-260-3322
Incorporated in 1989
FEIN#: 72-1149862
DUNS: 08-1346561

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Tab B. Executive Summary

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

At TFR, we address the needs of our clients long before the establishment of a relationship. Every project is different. Every state, county, or city, desires, and highlights different 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 collected more than 35,000,000cy of disaster debris and handled more than 65,000,000cy 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 350 satisfied clients, as well as numerous private industries funded by the Federal Emergency Management Agency (FEMA).

A family-owned and operated corporation headquartered in Leander, Texas, 20 miles outside Austin, Texas; TFR also owns and operates a tub-grinding division, responsible for vegetative debris reduction and recycling projects. Although disaster response remains our primary scope of business, TFR exploits natural adaptations and synergies to complement our current service offerings 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 the City of Hollywood and its community to provide a full-service disaster relief and recovery effort.

Organizational Structure

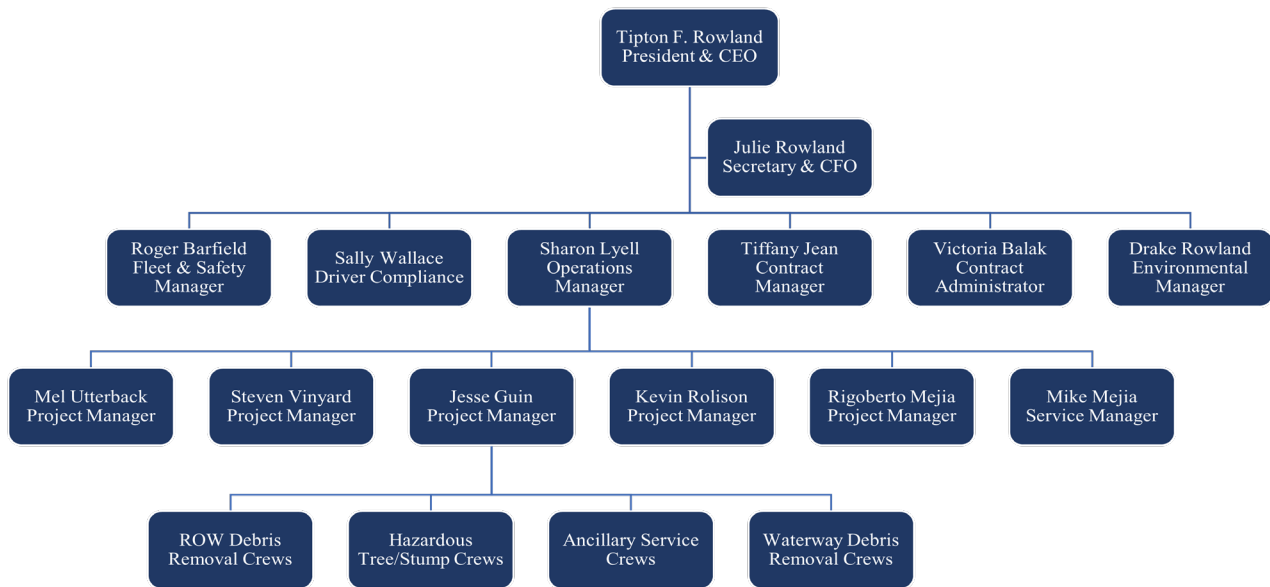
Our organization is designed to deliver proactive leadership to any area, while effectively managing all project risks and providing maximum responsiveness to our clients. We provide each client with a dedicated, proven team prepared to execute any debris management mission with the highest degree of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

Our management approach, proven on more than 350 FEMA-funded disaster response activations, will be applied to this contract, and establish the roles and responsibilities for the debris mission's management team, as well as support personnel.

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

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

Our essential employees have been chosen for their disaster recovery experience, leadership abilities, and debris expertise, as well as their ability to respond immediately to crises around the country.



Equal Employment Opportunity Employer

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

Experienced Project Management

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

Multiple Contract Activations: 2020 proved to be a catastrophic storm season. TFR responded to contract activations within **57 jurisdictions throughout Iowa, Louisiana, Oklahoma, Alabama, Mississippi, and**

Texas. TFR managed 10.3 million cubic yards of debris, partnered with 74 subcontractors, certified more than 1,350 pieces of equipment, and remediated and closed out 67 debris management sites.

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

Financial Capability

Since the company’s incorporation in 1989, TFR has completed over 350+ federally funded debris removal contracts in its 33-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.

Company Owned Equipment



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






Subcontractors

In addition, to our extensive list of company-owned equipment, TFR maintains highly valued, working relationships with over one thousand (1000) subcontractors nationwide, who are versed in TFR project procedures and multiply the resources available to the project.

Client Testimonials

Client	Testimonial
	<p>“We would like to commend TFR Enterprises for their responsiveness and diligence in removing vegetative debris following Hurricane Sally in September of 2020.” Gregory B. Smith, City Engineer (2020)</p>
	<p>“On behalf of the State of Iowa, I would like to thank TFR Enterprises for the exceptional debris removal service provided in the wake of the devastating severe weather event that impacted Iowa on August 10th, 2020. TFR’s swift response and unwavering commitment to this mission has assisted Iowans, at every level, in returning to normal life in a time when the very definition of the word “normal” seems to be</p>

Client	Testimonial
	<p>ever in doubt.” Jordan Moser, Strategic Planner (2020)</p>
	<p>“We were very pleased with the rapid deployment of equipment and resources to start the clean-up process. The workers and equipment were both top-notch and were ready to work once their boots hit the ground in Citronelle.” Jason T. Stringer, Mayor (2020)</p>
	<p>“In closing should the need arise again for debris removal services in Hancock County I hope TFR would be the one’s here to help” Vic Johnson, Hancock County Road Manager (2020)</p>
	<p>“This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services gives us the confidence we need to weather another storm.” Jeffrey Garrett, Maintenance Engineer, NCDOT (2018)</p>
	<p>“You and your team work tirelessly to achieve the mission laid out by ECC and MCAS Cherry Point. Your leadership and work ethic was much appreciated and valued.” Craig Duncan, Cherry Point Program and Project Manager (2018)</p>
	<p>“T.F.R. Enterprises, Inc. performed extremely well in an emergency environment. T.F.R. responded within less than 48 hours to the Governments need for assistance hauling debris in the Santa Barbara County area, due to rains and flooding that occurred on January 8, 2018.” Juan Martinez, Civil Engineer, United States Army Corps of Engineers (2018)</p>

Tab C. Qualifications and Experience

Experience and Qualifications of Key Personnel

TFR has assembled a team with a combined 155 years of experience in emergency debris removal, reduction, and management services. From Hurricane Andrew to the devastating effects of Hurricane Ida, TFR personnel have participated in relief efforts across the country, on different continents, and in varying debris capacities. As one of the most experienced project teams in the industry, agencies are contracting with a company deeply rooted in customer value, experience, and expediency. These principles, on which TFR is built, drive our current customer relationships and further the growth of the company.

TFR's Management Team

Key Personnel	Contact Information	Worked Together	Industry Experience	Disaster Experience
Sharon Lyell Operations Manager	sharon@tfrinc.com (512) 576-3000	✓	15 Years	     HURRICANE TORNADO FIRE ICE / SNOW FLOODING
Tiffany Jean Contract Manager	tiffany@tfrinc.com (512) 565-0710	✓	13 Years	     HURRICANE TORNADO FIRE ICE / SNOW FLOODING
Rigo Mejia Site Manager	rigo@tfrinc.com (512) 779-7722	✓	13 Years	     HURRICANE TORNADO FIRE ICE / SNOW FLOODING
Kevin Rolison Project Manager	kevin@tfrinc.com (512) 944-8766	✓	20 Years	     HURRICANE TORNADO FIRE ICE / SNOW FLOODING
Melvin Utterback Project Manager	melvin@tfrinc.com (606) 776-9782	✓	18 Years	     HURRICANE TORNADO FIRE ICE / SNOW FLOODING
Steven Vinyard Project Manager	steven@tfrinc.com (512) 619-1087	✓	7 years	   HURRICANE ICE / SNOW FLOODING
Roger Barfield Safety Manager	roger@tfrinc.com (407) 868-0568	✓	6 Years	    HURRICANE TORNADO ICE / SNOW FLOODING

Operations Manager: The operations manager will supervise and direct all field operations for TFR. In addition to the execution of field operations, the operations manager will ensure full compliance with all corporate, municipal, state, and federal safety and environmental policies. Duties also include:

- Direct all project managers, site managers, and safety officers
- Assign company-owned and subcontractor resources to debris zones, ensuring that the equipment placed in each zone is the most efficient, depending upon the zone's geographic and demographic constitution
- Maximization of debris stream recycling if possible

Snapshot of Certifications

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

Contract Manager: The contract manager will be the ultimate liaison between the client and TFR for the entirety of the debris mission. The contract manager will be available 24 hours per day, 7 days per week, with redundant communication capabilities including cell phones, satellite phones, and email. His/her responsibilities will include:

- Primary client and consulting firm point of contact
- Receipt of client direction and development of a corporate strategy to best fulfill the client's needs.
- Communicate with the operations manager regarding mobilizing resources
- Supervise and execute contract documents
- Ensure all corporate reports and deliverables are meeting the client's expectations

Site Manager: The site manager is responsible for all operations within their assigned debris management site, including:

- Safety compliance
- Environmental compliance and monitoring at the site
- Proper debris segregation and reduction
- Coordination of reduction and haul-out schedules

Project Manager: The project managers are primarily responsible for the day-to-day operations within the zone(s) to which they are assigned. The responsibilities of the project managers include:

- Ensure all operational processes within their debris zone are being executed to full compliance with the FEMA Debris Management Guide/Public Assistance Program and Policy Guide
- In conjunction with the safety officer, host daily instructional and safety meetings
- Serve as initial contact and point of resolution for any complaints
- Direct all debris crews to their assigned work zones
- Execution of daily reports, including the keeping of a daily log of activities within their zone
- Assignment of daily road schedules

Safety Manager: The safety manager has complete responsibility and authority over all safety issues at all levels of contract performance including the power to unilaterally alter, suspend and/or halt any operation or portion thereof that endangers or potentially endangers life, health, and safety or threatens the protection of the environment. Includes documentation, daily reporting requirements, communication, and conducting onsite training and inspections. The safety manager is responsible for ensuring complete compliance with OSHA, USDOT, DOL, as well as all other applicable regulatory bodies.

Please see the enclosed resumes for more information on the qualifications of our management team and resource personnel.

Tipton Rowland
President/Chief Executive Officer

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M: (281) 731-4398

Introduction

Tipton Rowland founded TFR Enterprises, Inc. in 1989. A disaster services division was added in 1992 to include debris management following disasters such as hurricanes, floods, ice storms, tornados, and earthquakes. Projects that have been undertaken and completed under his supervision include Vegetative and C&D Debris Removal from Rights-of-Way and streams and canals, Temporary Debris Storage and Reduction Site (TDSRS) management, weed and brush control services, tree pruning, trimming and removal services, mulch and compost production services, vegetative debris incineration (Open Burn and Air Curtain), vegetative reduction by grinding, separation and recycling of C&D debris and demolition of residential structures. Mr. Rowland has overseen 250+ separate disaster response projects, which were federally funded by the Federal Emergency Management Agency (FEMA). By providing “hands-on” oversight as President and Chief Executive Officer of TFR Enterprises, Inc., he has successfully performed as a damage assessment evaluator, cost proposal estimator, project supervisor, safety, and compliance officer, and has assisted in interacting with local government officials in developing debris management policies in compliance with State and Federal (FEMA) reimbursement regulations.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Hale County, AL	2023
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Florida Dept of Environmental Protection	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Tornado	Hale County, AL	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi, TX	2021
Ice Storm	City of Oklahoma City, OK	2021
Disaster Debris Management Projects		1992-2020

Areas of Expertise

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

Julie Rowland
Chief Financial Officer

julier@tfrinc.com

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

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Round Rock, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Hurricane Ian	Florida DEP	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Derecho	City of Cedar Rapids, IA	2022
Avian Flu	USDA, KY	2022
Winter Strom	Marion County, OR	2021
Ice storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021
Ice Storm	KYTC	2021
Ice Storm	City of Choctaw, OK	2021
Ice Storm	Oklahoma City, OK	2021
Derecho	City of Cedar Rapides, IA	2020
Hurricane Zeta	ALDOT	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Sally	City of Robertsdale, AL	2020
Hurricane Laura	Louisiana DOT	2020
Disaster Debris Management Projects		1992-2019

Education/Certifications

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

Drake Rowland
Environmental Manager

Draker@tfrinc.com

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Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Texas Floods	Kingsland, Llano Co., Lee Co., TXDOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018
Hurricane Harvey	Victoria, Nueces, and Harris Counties, TXDOT	2017
California Mudslide	San Bernardino, CA (USACE)	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015

Education/Certifications

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

Jack Anderson
Director of Government Relations and Business Development

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Introduction

Mr. Anderson has extensive experience in government affairs and public policy, having worked in multiple roles within state government. He has served as a public affairs officer, a legislative aide in the Florida House of Representatives, and most recently as the Chief of Staff to a Florida state Senator. Mr. Anderson has in-depth knowledge of the legislative, regulatory, and political processes governing the emergency management industry, and is highly skilled at developing collaborative relationships with government entities. During his tenure in the Florida Legislature, Mr. Anderson was assigned as the legislative liaison to county emergency operations centers during Hurricanes Dorian, Laura, Eta, and Ian, assisting with intergovernmental relations and serving constituents impacted by the storms. Mr. Anderson is responsible for establishing and maintaining strong relationships with state, county, local, and tribal governments across the country to prepare for and respond to natural disasters.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Hurricane Ian	Tampa, FL	2022
Hurricane Eta	Palm Beach County, FL	2020
Hurricane Laura	Palm Beach County, FL	2020
Hurricane Dorian	Palm Beach County, FL	2019

Education/Certifications

- Bachelor of Science- Psychology, The University of Alabama
- FEMA: 8.a, 10.a, 11.a, 15.b, 18.23, 19.23, 20.23, 21.23, 26, 27, 29.a, 35.23, 37.23, 42.a, 45, 64.a, 66, 75, 100.c, 102.c, 107.23, 111.a, 144.a, 156, 200.c, 201, 212.b, 230.e, 235.c, 240.c, 241.c, 242.c, 244.b, 253.a, 271.a, 279.a, 289, 293, 302, 315.a, 317.a, 322, 323, 324.a, 325, 326, 395, 403, 559, 632.a, 633, 650.b, 660, 815, 904, 905, 906, 907, 908, 909, 913.a, 914, 915, 916, 1004, 1150, 2200

Kevin Rolison
Project Manager
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M: (512) 944-8766

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Hurricane Ian	Lake County, FL	2022
Hurricane Ian	FDEP	2022
Ice Storm	KYTC	2021
Hurricane Laura	Louisiana DOT	2020
Maintenance Contract	Montague County, TXDOT	2020
Hurricane Isaias	City of Corpus Christi, TX	2020
Hurricane Dorian	Beaufort, NC	2019
Hurricane Florence	Duplin, Onslow, Pender, Sampson (NCDOT)	2018
Hurricane Irma	Florida DOT, District 5	2017
Hurricane Harvey	Victoria, TXDOT	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Louisiana Floods	Louisiana DOT	2016
Texas Floods	Fort Bend County, TX	2015
Colorado Floods	Larimer County, CO	2014
Disaster Debris Management Projects		2002-2013

Education/Certifications

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

Melvin Utterback
Project Manager
Mel@tfrinc.com
601 Leander Drive
Leander, Texas 78641
M: (606) 776-9782

Introduction

Melvin Utterback became an integral part of the TFR Team in 2004 when he came on board to assist in the clean-up efforts following Hurricane Ivan. TFR was called upon for immediate support in debris removal and hazardous tree trimming at the Naval Air Station (NAS) Pensacola. Mel proved to be a capable self-loading grapple truck operator, as well as an excellent equipment operator with effective leadership skills. With the specialized skills and teamwork attitude that Mel possesses, he earned a swift promotion to Project Manager for TFR. After Katrina hit the Mississippi-Louisiana coast in 2005, Mel was called to the lead at Gulfport Navy Base and Belle Chase Naval Air station in New Orleans. Conditions at the bases were extremely primitive, Mel and his team slept on the ground for 6 weeks while building a man cap out of a golf course for the military and Seabees. Because of his accurate documentation, strict adherence to Job Safety Analysis, and Zero Defects, Mel is TFR's go-to Senior Project Manager for Federal Contracts and Military installations. Mr. Utterback can successfully lead debris management crews in all operations; debris hauling, ROW emergency push, hazardous tree work, large and multiple debris site management, and grinding operations to load and haul out and final disposal. Mel has successfully managed emergency debris projects for TFR for over 17 years and has had zero recordable injuries throughout his tenure with the company. Mr. Utterback's effective communication skills and experience with critical logistics planning continue to earn him excellent project evaluations from Emergency Debris Management contracts managed under his direction.

Recent Notable Events & Projects

Event	Project	Year
Hurricane Ian	FDEP	2023
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	KYTC	2021
Hurricane Zeta	Dallas County, ALDOT	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones, Pamlico NCDOT	2019
Hurricane Dorian	Town of Beaufort, NC	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Cherry Point Marine Air Base, NC	2018
Hurricane Florence	Camp Lejeune US Marine Air Base, NC	2018
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, FLDOT	2016
Severe Ice Storm	City of Tulsa, OK	2007
Hurricane Katrina	Gulfport, MS Naval Base	2005
Hurricane Katrina	New Orleans, LA Belle Chase	2005
Hurricane Ivan	Pensacola, FL Navy Base	2004

Rigoberto Mejia
Site Manager

Rigo@tfrinc.com

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

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Severe Weather Event	Texas Dept. of Transportation	2021
Derecho	City of Cedar Rapids, IA	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Beaufort, NC	2020
TX Floods	Kingsland, TXDOT	2018
California Mudslide	Santa Barbara, CA (USACE)	2018
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Irma	Miami-Dade County Parks & Recreation, FL	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Hurricane Matthew	District 2, FLDOT	2016
TX Floods	Fort Bend County, TX	2016
Disaster Debris Management Projects		2008-2015

Education/Certifications

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

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

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Lake County, FL	2022
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones & Pamlico Counties, NCDOT	2020
Hurricane Michael	Donaldsonville, GA	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC Military Bases	2018
Texas Floods	Lee County, Texas DOT	2018
Hurricane Irma	Florida Turnpike, Florida DOT	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Harvey	City of Port Aransas, TX	2017
Hurricane Harvey	Harris County, Victoria & Port Lavaca, TXDOT	2017
Disaster Debris Management Projects		2015-2016

Education/Certifications

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

Juan (Mike) Mejia
Service Manager
Mike@tfrinc.com
601 Leander Drive
Leander, Texas 78641
M: (512) 944-4327

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	Williamson County, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Florida Southwestern State College	2022
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi	2021
Hurricane Zeta	Hancock County, MS	2020
Hurricane Laura	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Sampson County, North Carolina DOT	2019
Hurricane Florence	Columbus County, NC	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Harvey	Port Aransas, TX	2017
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015
Texas Floods	University of Texas – Wimberly	2015
Severe Ice Storm	City of Norman, OK	2014
Disaster Debris Management Projects		2011-2013

Roger Barfield
Fleet Manager/Safety Manager

Roger@tfrinc.com

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

Introduction

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

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	State College of Florida Manatee	2022
Hurricane Ian	FDEP	2022
Hurricane Ian	Florida Southwestern State College	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Disaster Debris Management Projects		2016-2021

Education/Certifications

- Florida Department of Transportation, Approved Temporary Traffic Control (TTC) Advanced Course
- FEMA IS: 010, 011, 035, 037, 100, 660, and 700.
- OSHAcademy, Safety Committee Member
- OSHAcademy, Safety Committee Chair
- OSHAcademy, Occupational Safety and Health Trainer (Train-the-Trainer)
- OSHAcademy, Occupational Safety, and Health Supervisor
- OSHAcademy, Occupational Safety and Health Specialist
- OSHAcademy, Occupational Safety, and Health Professional
- OSHAcademy, Construction Safety and Health Manager
- OSHAcademy, Construction Site Safety Supervisor
- OSHA, 30-Hour General Industry Safety and Health
- USACE, Debris Level Tow
- USACE, 2017 Safety Level 2 Assessment
- NATMI, Motor Fleet Safety Basics
- NATMI, Managing Motor Fleet Safety Programs

Sharon Lyell
Operations Manager
Sharon@tfrinc.com
601 Leander Drive
Leander, Texas 78641
M: (512) 576-3000

Introduction

Sharon Lyell has 30 years of experience in successful project management and quality control. As TFR's Operations Manager, Mrs. Lyell is fully committed to the successful operations of all projects by ensuring safe and efficient productivity for every client. She has established detailed quality control procedures and measures for all aspects of performance, which encompasses both office and field operations to ensure that key metrics are met or exceeded. She has successfully overseen field operations and administration of more than one hundred thirty projects during TFR's contract performance over the past 15 years, ensuring subcontractor conformity and project reimbursement documentation compliance for FEMA funding. She builds and maintains excellent working relationships with hundreds of qualified debris hauling and hazardous tree removal subcontractors nationwide. Sharon ensures that subcontractors are trained annually on TFR's procedures and FEMA eligibility, guidelines, and policies. Sharon has the authority to stop work for quality issues &/or non-compliance. Sharon has extensive training and experience in quality control, quality assurance, zero defects, and process improvements. This experience has proven invaluable in assuring full compliance with Public Assistance Program and Policies throughout Emergency Debris Removal Contract performance. Sharon continually reviews FEMA policies and stays abreast of changes to policies to ensure complete satisfaction and 100% eligible funding for applicants.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	FDEP	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Ice Storm	KYTC	2021
Ice Storm	City of Oklahoma City, OK	2021
Disaster Debris Management Projects		2006-2020

Education/Certifications

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

Tiffany Jean
Contract Manager
Tiffany@tfrinc.com
601 Leander Drive
Leander, Texas 78641
M: (512) 565-0710

Introduction

Tiffany Jean joined TFR Enterprises, Inc after graduating from Texas A&M University in 2007. She has more than 13 years of Contract Management experience where her attention to detail and responsiveness is extraordinary and her value within the organization is unparalleled. Mrs. Jean handles all contract documentation, and all city, county, and state registrations throughout the United States. Tiffany ensures field documentation on debris removal projects follows contract requirements and the Quality Control Plan for FEMA reimbursement. She stays abreast of FEMA changes in policy while maintaining excellent ongoing relationships with all TFR's clients. This experience has proven invaluable in complying with federal regulations required by Emergency Debris Removal contract performance and documentation to receive FEMA reimbursements.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Hale County, AL	2023
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	FDEP	2022
Hurricane Ian	Lake County, FL	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Florida Southwestern State College	2022
Hurricane Ian	State College of Florida Manatee	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021
Ice Storm	KYTC	2021
Ice Storm	City of Oklahoma City, OK	2021
Ice Storm	City of Choctaw, OK	2021
Ice Storm	City of Corpus Christi, TX	2021
Emergency Debris Management Projects		2007-2020

Education/Certifications

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

Sally Wallace
Human Resources/Driver Compliance

sally@tfrinc.com

601 Leander Drive
Leander, Texas 78641
M: (512) 931-9031

Introduction

Sally Wallace joined TFR Enterprises, Inc. in February of 2018. She has over 20 years of experience in Accounting, HR, and Payroll serving as both a Full Charge Bookkeeper and Office Manager. She has experience in certified payroll for multiple jobs and has effectively handled an increase in employee count from 18 employees to 160 employees in less than two weeks when disasters strike. Sally also participates in continuing education classes to remain in compliance with DOT regulations for onboarding of CDL drivers and assists our fleet department and project management to ensure employee training and documentation of training is current.

Notable Events & Projects

Event	Project	Year
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Severe Weather	TXDOT- Kingsland	2021
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi, TX	2021
Ice Storm	City of Oklahoma City, OK	2021
Ice Storm	City of Enid, OK	2020
Ice Storm	City of Blanchard, OK	2020
Hurricane Sally	City of Robertsdale, AL	2020
Hurricane Zeta	Hancock County, MS	2020
Ice Storm	City of Norman, OK	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Zeta	Dallas County, Alabama DOT	2020
Hurricane Beta	City of Beaumont, TX	2020
Hurricane Laura	Rapides Parish, LA	2020
Hurricane Laura	City of Rustin, LA	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Harvey	City of Ingleside, TX	2019
Tropical Storm Imelda	City of Beaumont, TX	2019
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
ROW Trimming	Marshall, Texas DOT	2019
ROW Debris Removal	Bastrop, TX	2019
Hurricane Michael	Donaldsonville, TX	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018

Education/Certifications

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

Victoria Balak
Contract Administrator
victoria@tfrinc.com
601 Leander Drive
Leander, Texas 78641
M: (512) 410-9166

Introduction

Since joining TFR in 2021 Mrs. Balak has been responsible for all aspects of office personnel and communications. She is responsible for the oversight of bid and contract documentation and management and serves as the key administrative contact in the home office for project supervisors in need of additional resources in the field, such as equipment rental, fuel companies, sub-contractors, local temporary labor agencies, etc. Mrs. Balak also represents TFR Enterprises at national trade shows and conferences, exhibiting the company’s services and capabilities.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021

Education/Certifications

- Bachelor of Science- Business Management, Oklahoma State University
- FEMA IS: 029, 061, 100, 200, 201, 235, 245, 271, 315, 632, 633, 700, 703, 706, 727, 772, 1001, 1013, and 2200.

Key Personnel Training and Certifications

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	Single Resources & Initial Action
IS-00005	Intro to Hazardous Materials	IS-00200.C	Basic Incident Command System
IS-00010	Animals in Disaster	IS-00212	Introduction to Unified Hazard Mitigation
IS-00011	Animals in Disaster	IS-00201	Forms for Incident Action Plan
IS-00015	Contingency Planning for Public Safety	IS-00215	Unified Federal Review Advisor Training
IS-0018	EEO Employee Course	IS-00216	Overview of the Unified Federal Review
IS-0019	EEO Supervisor	IS-00235	Emergency Planning
IS-00020	Diversity Awareness	IS-00230	Fundamentals of Emergency Mgmt.
IS-00021	Civil Rights & FEMA Assistance	IS-00240	Leadership and Influence
IS-0027	Orientation to FEMA Logistics	IS-00241	Decision Making and Problem-Solving
IS-00029	Public Information Officer Awareness	IS-00242	Effective Communication
IS-0030	Mitigation E-Grants for the Subgrant	IS-00244	Developing and Managing Volunteers
IS-00035	FEMA Safety Orientation	IS-00245	Federal Priorities and Allocations
IS-00037	Managerial Safety & Health	IS-00253	Overview of FEMA Environmental/Historical
IS-0042	Social Media in Emergency Management	IS-00271	Hazardous Weather & Community Risk
IS-0045	Continuous Improvement (CI) Overview	IS-00279	Flood-Prone Residential Buildings
IS-0060	(GEOCONOPS) for Planners	IS-00289	Voluntary Agency Liaison
IS-00061	Geospatial Concept of Operations	IS-00293	Mission Assignment Overview
IS-0062	(GEOCONOPS) In Use	IS-00302	Emergency Radiological Response
IS-0063	Geospatial Information Infrastructure	IS-00315	Incident Command System
IS-0064	DHS Common Operating Picture	IS-00317	Intro to CERT
IS-0066	Space Weather Events	IS-00321	Hurricane Mitigation Basics
IS-0075	Military Resources in Emergency	IS-00322	Flood Mitigation Basics
IS-00100	Incident Command System	IS-00323	Earthquake Mitigation Basics
IS-00101	Preparing for Disaster Operations	IS-00324	Community Hurricane Preparedness
IS-00102	Preparing for Disaster Operations	IS-00325	Earthquake Basic Science Risk
IS-00103	Geospatial Information Systems	IS-00326	Community Tsunami Preparedness
IS-00107	FEMA Travel Rules and Regulations	IS-00559	Local Damage Assessment
IS-00120	An Introduction to Exercises	IS-00632	Intro to Debris Operations
IS-00130	How to be an Exercise Evaluator	IS-00633	Debris Management
IS-00144	TERT Basic Course	IS-00650	Building Partnerships with Tribal
IS-00156	Building Design for Homeland Security	IS-00660	Intro to Public-Private Partnerships
IS-00158	Hazard Mitigation Flood Insurance	IS-00700	Intro to National Response Partners
IS-00162	Hazard Mitigation Floodplain Mgmt.	IS-00700.B	Introduction to the NIMS
FEMA	Debris Management Planning	IS-00703	NIMS Resource Management
FLDOT	Maintenance of Traffic Advanced	IS-00706	NIMS Mutual Aid

FLDOT	Temporary Traffic Control	IS-00727	Floodplain Management
OSHA	30 Hour Hazwoper	IS-00772	Individual Assistance Preliminary Damage
OSHA	40 Hour Hazwoper	IS-00800	National Response Framework
OSHA	Occupations Safety	IS-00815	A-B-C of Temporary Power
OSHA	Construction Safety	IS-00904	Active Shooter Prevention
OSHA	Construction Industry Trainers	IS-00905	Responding to Active Shooter
OSHA	OSHA Standards	IS-00906	Basic Workplace Security
OSHA	Occupational Safety	IS-00907	Active Shooter
OSHA	30 Hour Outreach	IS-00908	Emergency Management for Senior Officials
OSHA	Safety Committee Member	IS-00909	Community Preparedness
OSHA	Safety Committee Chair	IS-00913	Critical Infrastructure Security
OSHA	Occupational Safety Trainer	IS-00915	Protecting Critical Infrastructure
OSHA	Occupational Safety Supervisor	IS-00916	Theft and Diversion
OSHA	Occupational Safety Manager	IS-01000	Public Assistance Program
OSHA	Occupational Safety Specialist	IS-01001	Delivery Model Orientation
OSHA	Occupational Safety Professional	IS-1004	FEMA Site Inspection Process
OSHA	Construction Safety Professional	IS-1013	Costing
OSHA	Construction Safety Manager	IS-1150	Human Trafficking
OSHA	Construction Safety Specialist	IS-2200	Basic Emergency Operations Center
OSHA	30-Hour General Safety & Health	NATMI	Motor Fleet Safety Basics
TS10	Debris Management	NATMI	Managing Motor Fleet Safety
TS12	Evaluating Debris Management RFP's	Online	Registered Flagger
JKO	Antiterrorism Awareness Training	Fred Prior	Project Mgmt Workshop
Texas Mutual	Award of Safety Excellence	USACE	Quality Management
DOT Compliance	Overview and Audit Survival	USACE	Construction Safety
DOT Compliance	Driver Qualification	USACE	Debris Level Two
DOT Compliance	Supervisor Drug & Alcohol Training	USACE	Safety Level Two
DOT Compliance	Maintenance Management Workshop	ATSSA	Certified Flagger
DOT Compliance	Accident Reporting	ATEM	CPR, AED, & First Aid
DOT Compliance	Hours of Service		
DOT Compliance	Required Safety Management		
DOT 60/60	Supervisor Training		
DOT 101	Safety Compliance Training		

Financial Stability

Since the company's incorporation in 1989, TFR has completed over 350+ federally funded debris removal contracts in its 33-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 2020 Hurricane season in which TFR performed 57 debris missions stemming from Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma, in excess of \$76 Million.

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

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

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 \$200,000,000.00
- ☑ 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
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Bonding:

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Houston, TX 77092
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Insurance:

Higginbotham Insurance
Erin Woodard, Senior Account Manager
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BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
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March 28, 2023

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 (\$2 Billion or greater). Travelers has agreed to support performance and payment bonds for single projects up to \$100 Million as long as these projects fit within a \$200 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
Senior Vice President

DTM/rg



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/24/2023

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

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

PRODUCER Higginbotham Insurance Agency, Inc. 1221 S. Mopac Expy., Suite 160 Austin TX 78746		CONTACT NAME: Larry Sue Dunn PHONE (A/C, No, Ext): 817-347-6816 E-MAIL ADDRESS: ldunn@higginbotham.net		FAX (A/C, No): 817-347-6981
		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: Starr Indemnity & Liability Company		38318
INSURED T F R Enterprises Inc 601 Leander Drive Leander TX 78641		INSURER B: Texas Mutual Insurance Company		22945
		INSURER C: Starr Surplus Lines Ins. Co.		13604
		INSURER D: Argonaut Insurance Company		19801
		INSURER E: Tokio Marine Specialty Insurance Co.		23850
		INSURER F: Travelers Lloyds Insurance Company		41262

COVERAGES

CERTIFICATE NUMBER: 489218349

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
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$5,000 Ded BI/PD <input checked="" type="checkbox"/> *SEE DESCRIPTION GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			1000066507211	3/31/2023	3/31/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 ContractorsPollution \$ 1,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			1000199116211	3/31/2023	3/31/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
E	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			PUB798753	3/31/2023	3/31/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	0001209012 928948359384	3/31/2023 3/31/2023	3/31/2024 3/31/2024	<input checked="" type="checkbox"/> PER STATUTE <input checked="" type="checkbox"/> OTH-ER ** SEE DESCIP E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
F A	Leased/Rented Equipment Leased/Rented/Hired Phy Damage			QT-660-8071X472-TLC-23 1000199116211	3/31/2023 3/31/2023	3/31/2024 3/31/2024	Limit - \$700,000 Limit Comp/Collision Ded \$2,500 Actual Cash Value \$1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

*General Liability Deductible: \$5,000 BI/PD Per Occurrence
 *XCU is not excluded.
 *The General Liability policy includes a \$1,000,000 Contractors Pollution Limit.

**Texas Workers' Compensation Policy - 0001209012
 **All Other States (incl California) - Policy 928828359384

The General Liability and Automobile Liability policies include a blanket automatic additional insured endorsement that provides additional insured status See Attached...

CERTIFICATE HOLDER**CANCELLATION**

Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ADDITIONAL REMARKS SCHEDULE

AGENCY Higginbotham Insurance Agency, Inc.		NAMED INSURED T F R Enterprises Inc 601 Leander Drive Leander TX 78641	
POLICY NUMBER			
CARRIER	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

(Including Completed Ops) and General Liability, Automobile Liability and Workers' Compensation policies includes a blanket waiver of subrogation endorsement to the certificate holder when written contract requires such status.

The General Liability policy has a blanket Primary & Non Contributory endorsement that affords that coverage to certificate holders when written contract requires such status

The General Liability, Automobile Liability and Workers Compensation policy includes a blanket notice of cancellation to certificate holders endorsement, providing for 30 days' advance notice if the policy is canceled by the company other than for nonpayment of premium, 10 days' notice after the policy is canceled for nonpayment of premium. Notice is sent to certificate holders with mailing addresses on file with the agent or the company. The endorsement does not provide for notice of cancellation if the named insured requests cancellation

Excess Policy is Follow Form underlying the General Liability (Incl. Contractors Pollution), Automobile Liability and Employers Liability policies.



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



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Past Performance on Projects of Similar Scope

Event: Severe Winter Storms, FEMA-4592-DR



**KYTC-Kentucky
Transportation Cabinet**

**Laura Hagan
Purchasing Director
200 Mero St.
Frankfort, KY 40622
(502) 782-3980**

**Performance Dates:
05/2021 to 10/2021**

DEBRIS VOLUME: 36,050 TONS

**CONTRACT VALUE:
\$4,297,152.00**

On February 8th, 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 were demonstrated throughout the contract, resulting in the effective completion of the work we were tasked with.

Key Personnel Assigned to this Project	Role	Contact Information
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710
Roger Barfield	Project Manager	(512) 868-0568
Melvin Utterback	Project Manager	(606) 776-9782

Event: Derecho – Severe Storms, FEMA-4557-DR



**Iowa Department of
Homeland Security**

**Jordan Moser
Strategic Planner
6100 NW 78th Avenue
Johnston, IA 50131
(515) 323-4246**

**Performance Dates:
08/2020 to 02/2021**

DEBRIS VOLUME: 1,600,000 CUBIC YARDS

**CONTRACT VALUE:
\$7,722,536.00**

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

A mixture of communities self-performing the debris collection in the ROW combined with independent contractors hired independently to perform debris collection services led to an ambiguity in the ever-expanding scope of the job. Initial responses from communities seeking the state’s help started at approximately 20 communities in 8 counties and as the debris reduction work and subsequent mulch haul outgained traction, that list quickly ballooned to 45 communities in 15 counties across the state. Initial estimates for the master agreement were in the 600,000-800,000 cubic yards of debris to process but fell just shy of 1,400,000 yards of reduced and disposed of vegetative debris at completion.

As we settled into the final scope of work, TFR staff began working with local community points of contact to eliminate any issues that would cause delays in the performance of the work. Our staff researched and secured locations for final mulch disposal and coordinated with Iowa DNR to ensure each site passed the requirements necessary for an FDS designation. Once these locations

Testimonial

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

were state-approved, TFR staff coordinated with the state-appointed monitoring firm to eliminate potential inefficiencies and ensure monitoring staff and equipment were positioned at the necessary sites. Once all site prep had been completed, production and support equipment was placed on-site to begin debris reduction. Following a 3-4 day grinding lead time, our fleet of 8 mulch haul-out trucks followed the debris reduction crews onto the site. These 8 trucks were able to efficiently haul and dispose of approximately 300,000 yards of mulch debris at FDS sites ranging from 4-55 miles from DMS while working around inclement weather deterrents.

Due to the widely varying size of communities requesting the work, TFR staffed and equipped crews to simultaneously reduce and/or haul debris from 6 different sites. This staffing arrangement gave us the ability to consolidate multiple grinding crews with up to several hundred thousand cubic yards of debris, and at completion, enabled us to disperse crews back to smaller communities in the area. We are certainly pleased to have served a small part in helping Iowans return to normal life absent large piles of vegetive debris on every street corner and feel quite accomplished that the project was completed in the safest, most efficient, and most effective way possible.

Key Personnel Assigned to this Project	Role	Contact Information
Scott Graby	Project Manager	(615) 456-7302
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710
Scott Argiro	COO	(512) 260-3322

Event: Hurricane Florence, FEMA-4393-DR



North Carolina DOT

Jeffrey L. Garrett
Pender County
Maintenance Engineer
401 North Smith Street
Burgaw, NC 28425
(910) 259-5413

Performance Dates:
11/2018

DEBRIS VOLUME: 180 CREWS FOR HOURLY CUT & TOSS

CONTRACT VALUE:
\$2,613,534.00

In September 2018, weather forecasters were preparing the coast of North Carolina for the “storm of a lifetime” Hurricane Florence. Three months before the formation of Florence, TFR was awarded the Pre-Event Contract with the North Carolina Department of Transportation for Emergency Cut & Shove services. TFR had a kickoff meeting shortly after the award to go over the scope of the contract and meet and greet. We expressed to the department that we had just provided over 50 cut and toss crews to Florida DOT after Hurricane Irma, to reassure them that we are not only experienced but have very recent experience in emergency roadway clearance. Three months later, TFR Project Management mobilized to North Carolina on September 12, 2018, in response to Florence. We met with key members of NCDOT to prepare for TFR’s response to debris-ridden state roads. It was determined by NCDOT and TFR after reviewing the State Maps

Testimonial

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

that the 6 counties under contract each needed thirty crews. The contract defined a push crew as 4 people; a bobcat with an operator, 2 saw men/flaggers, and one supervisor with a pickup. TFR immediately activated resources from its extensive database on standby: 180 bobcats and 720 personnel. Immediately upon Florence’s winds reducing to less than 40 MPH, those resources were mobilized to their assigned county and began clearing roadways. This was one of the largest and most expedient push crew responses in TFR’s 33 years of disaster response. Many of the counties, if not all of them: Pender, Onslow, New Hanover, Brunswick, Sampson, and Duplin had severe flooding and power outages. One of the serious obstacles TFR faced with this catastrophe was the logistics of housing 720 people. Minimal hotels had power, and those had no rooms. TFR was able to engage with local business owners

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

Key Personnel Assigned to this Project	Role	Contact Information
Roger Barfield	Project Manager	(407) 868-0568
Steven Vinyard	Project Manager	(512) 619-1087
Melvin Utterback	Project Manager	(606) 776-9782
Rigo Mejia	Project Manager	(512) 779-7722
Kevin Rolison	Project Manager	(512) 944-8766
Julie Rowland	CFO	(512) 751-9799
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710

Event: Hurricane Michael, FEMA-4399-DR



Tyndall Airforce Base

**Johnny Walker
Contracting Officer
501 Airey Avenue
Suite 5**

**Tyndall AFB, FL 32403
(850) 283-1378**

**Performance Dates:
02/2019 to 04/2019**

**DEBRIS VOLUME: WORK ORDER 1: REDUCTION & HAUL OUT OF
151,000 CY OF VEGETATIVE DEBRIS.
WORK ORDER 2: 71,500 OPERATOR & EQUIPMENT HOURS**

**CONTRACT VALUE:
\$13,669,959.00**

On October 10, 2018, less than one month after Florence made landfall, Hurricane Michael showed up in the Florida Panhandle as a Category 4 hurricane. Michael presented the strongest winds to make US landfall since Andrew in 1992, and the damage was evident. TFR was mobilized to Florida but rode out the storm well out of the destruction way. TFR must always ensure the equipment and management is not in a dangerous position, as we cannot risk the absence of it in response. TFR's management immediately headed to Tyndall Air Force Base to help. TFR had just finished responding to Camp LeJeune and Cherry Point military installations after Hurricane Florence, so we are very familiar with the processes, procedures, and needs of these facilities. Although the base was a disaster area and looked as if combat had just ended, TFR immediately mobilized all requested resources and we were working 5 days after landfall, clearing roadways, and removing hazardous trees and hazardous limbs. We completed several work orders, vegetative and construction and demolition debris removal, tree trimming and removal, and reducing the vegetative debris by grinding and hauling out and disposal of C&D and Vegetative mulch. TFR was able to recycle vegetative debris and metal material as recycling any debris that can avoid landfills is one of our top company goals. One of the obstacles that TFR experienced in performing this project was access to the base. Their key problem with base access was that several different procedures were being used for granting access. There was a separate contractor involved so it was not done directly by the military and communications were an issue. We worked very closely with the base and the security contractor to resolve the base access issues so the work would not be interrupted, delayed, or stopped completely. Another obstacle that presented itself was the wide variety of materials that this monstrous storm created. TFR houses a staff of highly trained individuals who are proficient in the identification, removal, and storage of all

materials that are incidental to a natural or man-made disaster. TFR provided project managers with experience in military base operations to meet the expectations of the base OPSEC office. Safety and security are high priorities within TFR organization and management as well as teamwork, and teamwork is what it takes to get the job done. We were honored to help our US military facilities recover from the devastation of the 2018 Hurricanes that made US landfall.

Key Personnel Assigned to this Project	Role	Contact Information
Roger Barfield	Project Manager (Safety)	(407) 868-0568
Steven Vinyard	Project Manager (Hauling)	(512) 619-1087
Melvin Utterback	Project Manager (Hauling)	(606) 776-9782
Rigo Mejia	Project Manager (Grinding)	(512) 779-7722
Kevin Rolison	Project Manager (Tree Removal)	(512) 944-8766
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710

Event: Severe Storms, FEMA-4416-DR



Texas DOT

**Lori Wagner
Contract Manager
7901 North IH35
Building 2
Austin, TX 78753
(512) 832-7057**

**Performance Dates:
10/2018 to 08/2019**

DEBRIS VOLUME: 13,838 OPERATOR & EQUIPMENT HOURS

**CONTRACT VALUE:
\$7,532,510.00**

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

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

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

separating the debris, our knuckle booms load and haul the debris to the final disposal sites or crush debris for reuse such as crushed concrete and recycled metals.

As previously mentioned, TFR has acquired various types of specialty equipment to remove debris efficiently and safely. The collapsed sections were long, heavy, and irregularly shaped. The concrete is reinforced with rebar which makes it harder to break into pieces and even heavier. This new specialized equipment helps with cutting through the rebar, so the pieces become smaller and easier to remove. This has included new attachments for the company-owned excavators and renting equipment for the divers to use. TFR has purchased a concrete crusher attachment for the excavators to speed up the process of breaking the larger pieces of the bridge into smaller pieces that can be removed. This crusher can be submerged in water and break the concrete to reveal the rebar within it. Then the crusher also has powerful shears to cut the rebar safely and quickly which creates a smaller piece of the bridge that is removed with the crane. The divers are also using diamond saws that can be completely submerged to quickly cut through large pieces of debris making them more manageable to remove. Other equipment that has been procured by TFR includes a specialty plasma cutter that can be safely used underwater to cut pieces of rebar that the crusher or diamond saw cannot reach.

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

Key Personnel Assigned to this Project	Role	Contact Information
Roger Barfield	Safety Officer	(407) 868-0568
Chet Irby	Project Manager	(816) 935-2719
Rigo Mejia	Operator	(512) 779-7722
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710

Event: Hurricane Maria, FEMA-4339-DR



Puerto Rico DOT

**Elias Tirado Huertas
Director**

Box 41269

Minillas Station

San Juan, PR 00940

(787) 722-2929

Performance Dates:

12/2017 to 12/2018

**DEBRIS VOLUME: 494,974 CY OF DEBRIS REMOVAL AND 39,411
HAZARDOUS TREE REMOVALS**

**CONTRACT VALUE:
\$35,404,180.00**

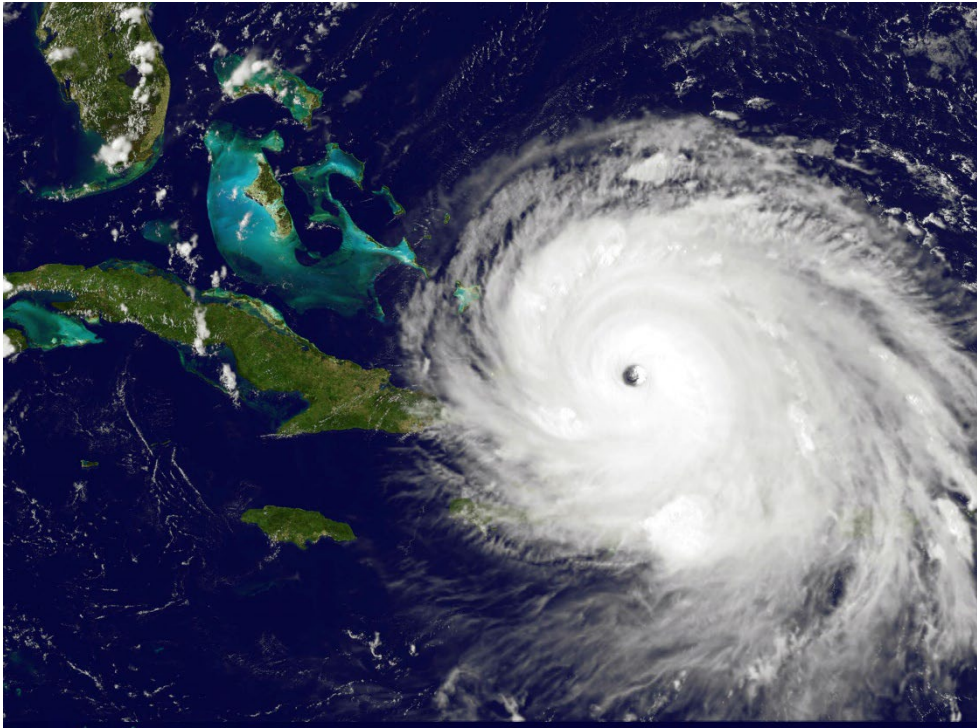
In 2017, TFR was tasked by the Department of Transportation of Puerto Rico, with the debris removal and hazardous tree abatement for the eastern quadrant of the island. This included a wide-spread area encompassing 15 major towns, many miles of rural roads, and “El Yunque”, the only rain forest in the United States Forest System. This area was devastated by cat 5 Hurricane Maria, which brought landslides, flooding, and extensive wind damage. Upon activation TFR quickly mobilized a team of project, safety, and quality control managers to assess the area and plan the best strategy for recovery. Our managers first segmented the island into 5 regions, with each region reporting bi-daily to the project superintendent. TFR coordinated directly with all entities such as DTOP, NFS, and NPS to determine their priorities and build the foundation for our mission planning. This allowed our team to cater resources to where they were needed the quickest and provided a seamless line of communication across the entire project. Once management and assessments were in place, TFR deployed over 40 experienced arborists to begin removing downed and hazardous trees in areas where power had not yet been restored. By forming business relationships with state-side freight companies, we were able to rapidly deploy numerous self-loaders, tracked machines, and other important support equipment by barge, with minimal delay to the task at hand. We partnered with local labor providers to ensure a large pool of general labor availability to meet the demands of our clients in the timeliest manner. Using in-house resources, continuing sub-contract agreements, and local resources TFR was able to staff hundreds of qualified individuals within a matter of days, and begin recovery operations almost immediately following our NTP. Each region was assigned multiple safety officers to ensure that we maintained a 0% reportable injury rate, as well as to train new hires during the fast-paced onboarding. These safety officers performed daily tailgate meetings, insured traffic control guidelines were

followed, and provided for the overall safety of the workers in their respective districts. All safety officers were responsible for implementing the approved AHA/JSA guidelines. This job safety analysis was reviewed by the QCO throughout the project and revised to reflect unforeseen hazards that arose during the mission. After these revisions were made the QC department performed regional training sessions to ensure that all safety officers as well as general employees, were aware of the amendment or addition. Any safety concerns or issues with each sector were reported back to the Regional Quality Control Officer daily. These allowed problems arising in one area to be potentially circumvented in other areas of the project ahead of time.

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

Key Personnel Assigned to this Project	Role	Contact Information
Roger Barfield	Safety Officer	(407) 868-0568
Rigo Mejia	Project Manager (Tree Removal)	(512) 779-7722
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710

Event: Hurricane Irma, FEMA-4337-DR



City of Plantation

Steve Rodgers

Director of Public Works

**400 NW 73rd Avenue
Plantation, FL 33317
(954) 452-2535**

Performance Dates:

09/2017 to 12/2017

DEBRIS VOLUME: 500,000 CY OF DEBRIS REMOVAL AND 12,000 HAZARDOUS TREE, LIMBS, AND STUMP REMOVALS

**CONTRACT VALUE:
\$8,200,063.00**

The 2017 hurricane season was an extremely active year with multiple large-scale disasters impacting the United States mainland. Upon the landfall of Hurricane Harvey causing widespread damage throughout the western gulf coast, TFR was activated to assist the Texas Dept. of Transportation with debris removal operations in many areas of the state. Within two weeks of these activations, disaster struck again with the south Florida landfall of Hurricane Irma. Making an initial impact near the Florida Keys, as a category 4 storm and moving rapidly inland, this cyclone brought with it widespread power outages and countless: downed, snapped, and uprooted trees throughout the state. TFR held a pre-event, secondary contract with the City of Plantation, Florida. However, when this catastrophe struck, the primary contractor did not respond. Within 24 hours of receiving NTP from our client, resources were dispatched and TFR management, as well as equipment, arrived on-site to assist with their recovery efforts. Our extensive in-house resource availability allowed us to self-perform this entire project, without the use of subcontractors, while still fulfilling our demands on other removal missions nationwide.

Given the vast amount of vegetative as well as construction and demolition debris that this storm left behind and the need to segregate, haul, and dispose of it accordingly, TFR dispatched a variety of much-needed assistance to the area. This included numerous bobcat crews for ROW debris segregation, hazardous tree removal crews, large-capacity self-loaders, and field assessors. TFR worked closely with city roadway managers to prioritize our operations planning and provide the fastest

Testimonial

“In 2017, Hurricane Irma devastated the City of Plantation, Florida. TFR Enterprises was successful with completing the debris removal and recovery efforts for our community.”
Steve Rodgers

benefit to their community. The city was split into grids, allowing for maximum productivity, and simplifying the QC process. Within the first two weeks of beginning our mission, crews removed over 70,000cyds of debris from the city right-of-way system. This momentum was maintained throughout our contract. With this event occurring in early September, TFR understood our client's sense of urgency to clear this debris quickly, as hurricane season had just begun. With that in mind, crews swiftly collected and delivered for final disposal over 500,000 total cubic yards of debris as well as safely removed nearly 12,000 hazardous limbs and trees well ahead of our contractual deadline.

Recognizing the expertise, speed, and versatility that TFR encompassed, the City of Plantation amended the scope of work to include the city's floodwater management system. This work consisted of removing debris from drainage canals that had been left behind by Hurricane Irma. To accomplish this efficiently, specialized equipment was required. TFR utilized a 20-foot barge which was set into the waterways at strategic locations using a crane. This barge was equipped with a separate crane and grapple combo, which was used to collect the debris and deposit it onto loading areas for our haul units to remove and dispose of. This work was started immediately upon issuance of the amended task order and was concluded within a matter of weeks.

Our experience in disaster preparedness, proven ability to react and respond, and our strive for fast recovery, allowed us to deliver our clients with an unmatched level of service. The City of Plantation was successfully restored to pre-storm conditions, without delay, and at a minimal financial expense, setting the foundation for an ongoing government/contractor partnership.

Key Personnel Assigned to this Project	Role	Contact Information
Rigo Mejia	Project Manager	(512) 779-7722
Kevin Rolison	Project Manager (Tree Removal)	(512) 944-8766
Glen Tucker	Operations Manager	(870) 223-6053
Tiffany Jean	Contract Manager	(512) 565-0710

Additional Disaster Experience

The following pages document TFR's extensive experience within the debris removal industry over the past fourteen (14) years, including the season, storm, contract terms, and contract amounts. Simply put, this is ALL we do. We are dedicated to our trade as a disaster relief and recovery contractor. As we have stated before, TFR takes extreme pride in conducting ourselves with professionalism, completing projects on time and within project requirements, and fulfilling the desires and wants of our clients. In the end, we always remember our reputation is all we have to sell.

Client	State	Event	Final Project Cost	Volume	Performance Period	POC	Phone Number	Email	Services Provided
FDEP	FL	Hurricane Ian	\$5,733,500 to Date	TBD	10/22 to Present	Wes Howell	850-528-3576	Wes.howell@dep.state.fl.us	Emergency Debris Removal, Reduction & Disposal, Hazardous Tree Trimming, and Waterway Debris Removal
City of Lake Mary	FL	Hurricane Ian	\$202,973	939 Man-Hours	10/22 to 11/22	Bruce Paster	407-585-1452	bpaster@lakemaryfl.com	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
State College of FL Manatee	FL	Hurricane Ian	\$28,849	2,646 CY	10/22 to 10/22	Rebecca Ferda	941-752-5342	ferdar@scf.edu	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
Lake County	FL	Hurricane Ian	\$1,923,459	88,000 CY	10/22 to 12/22	Mary Hamilton	352-253-6006	Mary.hamilton@lakecountyfl.gov	Emergency debris Removal, Reduction, and Disposal
Florida Southwestern State College	FL	Hurricane Ian	\$428,967	1390 Man-Hours 12,687 CY	10/22 to 11/22	Mat Mason	239-985-3497	Mathew.mason@fsw.edu	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
FLDOT- District 02	FL	Hurricane Ian	\$12,500	Stand-by Cut & Toss Crews	09/22 to 09/22	Brad Long	386-961-7067	bradford.long@dot.state.fl.us	72-hour Push
City of Cedar Rapids	IA	Derecho	\$279,160	54,275 CY	10/22 to	Taylor Burgin	319-491-4164	T.Burgin@cedar-rapids.org	Debris Reduction by Grinding
Hale County	AL	Tornado	\$53,808	5,585 CY	06/22 to 06/22	Fredrick Powell	334-538-7453	hcengr1@gmail.com	Emergency Debris Removal
City of Pembroke	GA	Tornado	\$79,538	21,210	06/22 to 07/22	Arlene Hobbs	912-653-4406	Clerk@pembrokega.net	Debris Reduction by Burning
USDA	KY	Avian Flu	\$10,800	1,200 CY	02/22 to 02/22	Bill Graham	615-210-0617	billy.m.graham@usda.gov	Vegetative Reduction by Grinding, and Haul Out
Fulton County	KY	Tornado	\$385,440	30,000 CY	01/22 to 02/22	Jim Martin	270-559-0192	feje@bellsouth.net	ROW Debris Removal, Hazardous Trees & Stumps Removal, Reduction, and Disposal
Marion County	OR	Winter Storm	\$1,465,617	10,000 CY / 5525 trees	11/21 to 04/22	James Wharton Hess	503-566-4139	jwhartonhess@co.marion.or.us	ROW Debris Removal, Hazardous Tree Removal
Hidalgo County	TX	Ice Storm	\$630,000	93,600 CY	09/21 to 01/22	Tony Forina	956-383-3112	tony.forina@co.hidalgo.tx.us	ROW Debris Removal
City of Bogalusa	LA	Hurricane Ida	\$ 82,656.00	13,225 CY	09/21 to 10/21	Robert Wallace	985-732-6213	robert.wallace@bogalusa.org	ROW Debris Removal, Reduction, and Disposal
Village of Folsom	LA	Hurricane Ida	\$ 50,669.00	5,835 CY	09/21 to 10/21	Margra Steele	985-796-5607	margrasteel@villageoffolsom.com	ROW Debris Removal, Reduction, and Disposal
Town of Madisonville	LA	Hurricane Ida	\$ 310,544.00	27,733 CY 180 Hazardous Tree	09/21 to 10/21	Kyle Matthews	985-264-9862	kylem@townofmadisonville.org	ROW Debris Removal, Disposal, & Hazardous Trees
Iowa DOT	IA	Derecho	\$ 79,343.00	12,340 CY	07/21 to 07/21	Jody McNaughton	515-239-1298	jody.mcnaughton@iowadot.us	Vegetative Debris Reduction and Haul Out
Sac & Fox Tribe of the Mississippi	IA	Derecho	\$ 48,750.00	13,000 CY	07/21 to 07/21	Mark V. Bear	641-484-4678	Mark.vbear@meskwaki-nsn.gov	Vegetative Debris Reduction by Grinding
TXDOT-Kingsland	TX	Storms & Flooding	\$ 289,000.00	112 CY	06/21 to 06/21	Joe Muck	512-715-5702	joe.muck@txdot.gov	Waterway Debris Removal of Collapsed Bridge
Boyd County	KY	Ice Storm	\$ 103,680.00	192 Hours	06/21 to 06/21	Jason Queen	606-393-1801	jqueen@boycountyky.gov	Reduction of Vegetative Debris

KYTC-Kentucky Transportation Cabinet	KY	Ice Storm	\$ 4,297,152.00	36,050 Tons	05/21 to 10/21	Laura Hagan	502-782-3980	Laura.hagan@ky.gov	Debris Removal, Reduction, and Site Restoration
City of Eunice	LA	Hurricane Laura	\$ 102,260.00	11,490 CY	04/21 to 05/21	Paul Carrier	337-305-1635	pccarrier@yahoo.com	ROW Debris Removal
City of Bastrop	LA	Hurricane Laura	\$ 946,770.00	99,660 CY	03/21 to 06/21	Diane Lenoir	318-283-3301	ddlenoi@cityofbastrop.com	ROW Debris Hauling, Reduction, and Disposal
TXDOT-Travis County	TX	Ice Storm	\$ 186,182.00	8,950 CY	03/21 to 09/21	Jacob Wells	512-304-8122	Jacob.wells@txdot.gov	ROW Debris Removal and Disposal
City of Corpus Christi	TX	Ice Storm	\$ 671,580.00	74,620 CY	03/21 to 04/21	Gabriel Maldonado	361-826-1986	gabrielm3@cctexas.com	ROW Debris Removal and Disposal
Hancock County	MS	Hurricane Zeta	\$ 590,696.00	64,520 CY	12/20 to 03/21	Ben Benvenuti	228-368-4786	ben@ccellc.us	ROW Debris Removal and Disposal
City of Choctaw	OK	Ice Storm	\$ 375,000.00	81,694 CY	02/21 to 04/21	Loren Bumgarner	405-390-8300	lbumgarner@choctawcity.org	ROW Debris Removal and Disposal
Oklahoma City	OK	Ice Storm	\$ 1,450,493.00	3,680 Tons	01/21 to 05/21	Greg Little	405-297-2105	greg.little@okc.gov	Debris Removal from City Drainage Channels
Oklahoma City	OK	Ice Storm	\$ 351,505.00	1,770 Tons	02/21 to 06/21	Jacob Webb	405-919-4169	Jacob.webb@okc.gov	Removal of Debris from the City Parks
City of Enid	OK	Ice Storm	\$ 680,635.00	5,770 Tons	12/20 to 01/21	Everett Glenn	580-747-2677	eglehn@enid.org	ROW Debris Removal and Disposal
City of Blanchard	OK	Ice Storm	\$ 730,085.00	137,752 CY	01/21 to 03/21	Robert Floyd	405-485-9392	citymanager@cityofblanchard.us	ROW Debris Removal and Disposal
City of Norman	OK	Ice Storm	\$ 4,054,876.00	572,400 CY 9,995 Hazardous Trees	10/20 to 02/21	Tony Mensah	405-329-2524	tony.mensah@normanok.gov	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Citronelle	AL	Hurricane Zeta	\$ 942,531.00	75,400 CY 2,618 Hazardous Trees	01/21 to 02/21	Tanya Williams	251-866-7977	mayor@cityofcitronelle.com	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
ALDOT-Dallas County	AL	Hurricane Zeta	\$ 1,612,114.00	35,000 CY 6,990 Hazardous Trees	12/20 to 04/21	David Bohannon	334-269-2311		ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Robertsdale	AL	Hurricane Sally	\$ 2,508,447.00	156,592 CY Hauled 263,819 CY Reduced	09/20 to 03/21	Gregory Smith	251-947-8955	gregsmith@robertsdale.org	ROW Hauling, Grinding, and Final Disposal
City of Beaumont	TX	Hurricane Beta	\$ 244,625.00	Hauling Daily Rate	10/20 to 11/20	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	ROW Hauling
Rapides Parish	LA	Hurricane Laura	\$ 7,364,356.00	692,024 CY	09/20 to 05/21	Corey Ashmore	318-729-5663	cashmore1@rppj.com	ROW Hauling, Grinding, and Final Disposal
City of Ruston	LA	Hurricane Laura	\$ 108,322.00	15,078 CY	09/20 to 10/20	John Freeman	318-245-2398	JFreeman@ruston.org	ROW Hauling
Louisiana DOT	LA	Hurricane Laura	\$ 50,777,879.00	3,095,700 CY	09/20 to 05/21	Seth Matherne	225-719-3424	Seth.Matherne@la.gov	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Beaumont	TX	Hurricane Laura	\$ 149,201.00	Hourly Rental	08/20 to 09/20	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	Rental Equipment
Iowa Dept. of Homeland Security		Derecho Contract #21074 & #21214							
City of Cedar Rapids	IA	Derecho	\$ 7,722,536.00	1,600,000 CY	09/20 to 02/21	Jordan Moser	515-323-4246	jordan.moser@iowa.gov	Reduction of Vegetative Debris
	IA		\$ 10,571,166.00	3,571,339 CY	09/20 to 08/21	Taylor Burgin	319-491-4163	t.burgin@cedar-rapids.org	Reduction of Vegetative Debris
City of Corpus Christi	TX	Hurricane Isaias	\$ 575,820.00	64,000 CY	08/20 to 09/20	Gabriel Maldonado	361-244-6264	gabrielm3@cctexas.com	ROW Hauling
City of Norman	OK	Severe Storms	\$ 150,910.00	891 Crew Hours	07/20 to 08/20	Tony Mensah	405-329-2524	tony.mensah@normanok.gov	ROW Hauling
TXDOT-Montague County	TX	ROW Maintenance	\$ 335,907.00	28 Miles ROW Maintenance 362 Tree Removals	01/20 to 07/20	Mike Hallum	940-665-5071	Mike.Hallum@txdot.gov	ROW Removal of Brush and Hazardous Trees, Under Bridge Debris

NCDOT, Carteret, Craven, Jones & Pamlico Counties	NC	Hurricane Dorian	\$ 206,000.00	100,000 CY	11/19 to 01/20	Jeremy Stroud	252-775-6103	jdstroud@ncdot.gov	ROW Hauling and Reduction of Debris
City of Ingleside	TX	Hurricane Harvey	\$ 26,568.00	100,000 CY 1,000 Hazardous Trees	11/19 to 11/19	Kimberley Sampson	361-776-2517	KSampson@InglesideTX.gov	PPDR Debris & Hazardous Tree Removal
City of Beaufort	NC	Hurricane Dorian	\$ 116,383.00	100,000 CY 1,000 Hazardous Trees	10/19 to 10/19	Christi Wood	252-728-2141	cwood@beaufortnc.org	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
NCDOT-Duplin County	NC	Hurricane Dorian	\$ 17,825.00	35 Crew Hours	09/19 to 09/19	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Onslow	NC	Hurricane Dorian	\$ 32,337.00	63.5 Crew Hours	09/19 to 09/19	David Sawyer	910-467-0550	dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Pender County	NC	Hurricane Dorian	\$ 43,795.00	86 Crew Hours	09/19 to 09/19	Patrick Riddle	910-467-0505	priddle@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Sampson County	NC	Hurricane Dorian	\$ 18,587.00	36.5 Crew Hours	09/19 to 09/19	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
City of Beaumont	TX	Tropical Storm Imelda	\$ 143,000.00	Roll-off Trucks at Daily Rate, 166 Total	09/19 to 10/19	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	ROW Hauling
Donalsonville	GA	Hurricane Michael	\$ 136,230.00	47,800 CY	08/19 to 09/19	Steven Powell	850-209-4165	stephen.powell@gmcnetwork.com	Vegetative Debris Reduction by Grinding
Raleigh	NC	Hurricane Florence	\$ 125,056.00	42,000 CY	02/19 to 03/19	Timothy Gainer	919-625-3175	Timothy.Gainer@raleighnc.gov	Vegetative Debris Reduction by Grinding
Columbus County	NC	Hurricane Florence	\$ 318,000.00	40,000 CY	02/19 to 03/19	Harold Nobles	910-642-5257	hnobles@columbusco.org	Vegetative Reduction by Grinding, and Disposal
Tyndall Airforce Base	FL	Hurricane Michael	\$ 2,314,186.00	151,000 CY	01/19 to 04/19	Johnny Walker	850-283-1378	johnny.walker.4@us.af.mil	Debris Removal and Final Disposal
TXDOT-Lee County	TX	Texas Severe Storms	\$ 61,392.00	1,600 CY	12/18 to 01/19	Lori Wagner	512-832-7057	Lori.Wagner@txdot.gov	ROW Debris Removal and Under Bridge Debris Removal
Llano County	TX	Texas Severe Storms	\$ 1,015,669.00	18,500 CY	11/18 to 01/19	Billy Carney	325-423-2762	billy.carney@co.llano.tx.us	ROW Debris Removal and Final Disposal
TXDOT-Llano County	TX	Texas Severe Storms	\$ 49,952.00	1,100 CY	10/18 to 10/18	Billy Carney	325-423-2762	billy.carney@co.llano.tx.us	ROW Debris Removal
TXDOT-Kingsland	TX	Texas Severe Storms	\$ 7,532,510.00	13,838 Operator & Equipment Hours	10/18 to 07/19	Lori Wagner	512-832-7057	Lori.Wagner@txdot.gov	Waterway Debris Removal of Collapsed Bridge
(KBR) Tyndall Airforce Base	FL	Hurricane Michael	\$ 11,355,773.00	71,500 Operator & Equipment Hours	10/18 to 01/19	Bee Trajkovski	713-753-5872	brankica.trajkovski@kbr.com	AFB Emergency Debris Hauling & Reduction
New Hanover County	NC	Hurricane Florence	\$ 175,365.00	128 Total Day Rate Operator & Equipment	12/18 to 02/19	Kim Roane	910-798-4402	KRoane@nhgov.com	Landfill Debris Management
(EEC) Camp Lejeune	NC	Hurricane Florence	\$ 1,240,865.00	560 Total Day Rate Operator & Equipment	10/18 to 11/18	Dan McFerrin	720-635-2237	dmcFerrin@ecc.net	Utility Right of Way Trimming
(EEC) Camp Cherry Point	NC	Hurricane Florence	\$ 944,455.00	378 Total Day Rate Operator & Equipment	09/18 to 09/18	Craig Duncan	210-632-2493	cduncan@ecc.net	Tree Trimming, Hauling, and Debris Reduction
NCDOT-Brunswick	NC	Hurricane Florence	\$ 567,450.00	30 Crews, 1,170 Total Hours	09/18 to 09/18	Patrick Riddle	910-467-0505	priddle@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Columbus County	NC	Hurricane Florence	\$ 227,576.00	30 Crews, 1,548 Total Hours	09/18 to 09/18	Ken Clark	910-642-3760	klclark@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Duplin County	NC	Hurricane Florence	\$ 496,398.00	28 Crews, 1,023.5 Total Hours	09/18 to 09/18	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Onslow County	NC	Hurricane Florence	\$ 346,896.00	26 Crews, 761.25 Total Hours	09/18 to 09/18	David Sawyer	910-467-0550	dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Pender County	NC	Hurricane Florence	\$ 464,751.00	30 Crews, 958.25 Total Hours	09/18 to 09/18	Jeff Garrett	910-259-5413	jlgarrett@ncdot.gov	Emergency Cut & Shove Road Clearance

NCDOT-Sampson County	NC	Hurricane Florence	\$ 2,895,617.00	30 Crews, 777 Total Hours, and 14,000 Tons of Debris Hauled & Disposed	09/18 to 09/18	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance, Hauling, and Final Disposal
NCDOT-New Hanover County	NC	Hurricane Florence	\$ 510,463.00	30 Crews, 1,033.5 Total Hours	09/18 to 09/18	Chris Cocker	910-387-2128	cacocker@ncdot.gov	Emergency Cut & Shove Road Clearance
(EEC) Parris Island	SC	Hurricane Florence	\$ 66,650.00	2 Debris Removal Crews and 1 High Voltage Line Crew	09/18 to 09/18	Barbara Growney	201-953-2790	BGrowney@ecc.net	Debris Removal & Hazardous Trees on Base
Port Aransas	TX	Hurricane Harvey	\$ 1,051,818.00	11,220 CY	08/18 to 09/18	Leo Wood	228-224-2156	lwood@broaddusassociates.com	Nature Preserve Debris Removal - Waterway
USACE	CA	California Floods	\$ 6,251,020.00	45,369 CY	02/18 to 03/18	James Constantino	213-452-3237	James.M.Constantino@usace.army.mil	Flood Creeks/Channels Debris Hauling
USACE	CA	California Floods	\$ 2,379,000.00	13,051 CY	02/18 to 03/18	Tracy Eccles	661-265-7222	tracy.l.eccles@usace.army.mil	Flood Basin Debris Removal
Puerto Rico DOT	PR	Hurricane Maria	\$ 35,404,180.00	494,974 CY 39,411 Hazardous Trees	12/17 to 12/18	Elias Huertas	787-380-7078	ETirado@dtop.pr.gov	ROW Debris Removal, Tree Trimming, Hauling, and Disposal
Miami-Dade	FL	Hurricane Irma	\$ 4,450,000.00	104,500 CY	12/17 to 04/18	Jennyfer Calderon	305-375-5312	Jennyfer.Calderon@miamidade.gov	ROW Hauling and Reduction of Debris
Florida Turnpike	FL	Hurricane Irma	\$ 2,404,647.00	740 CY 5,436 Hazardous Trees	09/17 to 10/17	Maria Connolly	954-934-1209	Maria.Connolly@dot.state.fl.us	ROW Debris Removal, Tree Trimming, Hauling, and Disposal
FLDOT District 01	FL	Hurricane Irma	\$ 6,934,050.00	77,500 CY 5,625 Hazardous Trees	09/17 to 11/17	Amy Perez	863-519-2316	Amarilys.Perez@dot.state.fl.us	ROW Debris Removal, Tree Trimming & Removal, Reduction, and Disposal
FLDOT District 02	FL	Hurricane Irma	\$ 2,682,704.00	18,736 CY 6,419 Hazardous Trees	09/17 to 11/17	Jennifer Curls	386-961-7561	Jennifer.Curls@dot.state.fl.us	ROW Debris Removal Tree Trimming, Hauling, and Disposal
FLDOT District 05	FL	Hurricane Irma	\$ 3,018,580.00	45,000 Debris Removed, 918 Miles Street Sweeping and 4,500 Hazardous Trees	09/17 to 02/18	Victor LoPiccolo	386-943-5287	Victor.LoPiccolo@dot.state.fl.us	Debris Removal, Tree Trimming, Hauling, Disposal, Street Sweeping, and Emergency Push Crews
FLDOT District 07	FL	Hurricane Irma	\$ 46,704.00	1,700 CY 68 Hazardous Trees	09/17 to 09/17	Anita Mountjoy	813-975-6442		ROW Debris Removal, Tree Trimming, Hauling, and Disposal
City of Plantation	FL	Hurricane Irma	\$ 8,200,063.00	500,000 CY 12,000 Limbs, Stumps, and Trees	09/17 to 02/18	Steve Rodgers	954-452-2535	SRodgers@plantation.org	ROW Debris Removal, Hazardous Limb, Tree & Stump Removal, and Waterway Debris Removal
City of Homestead	FL	Hurricane Irma	\$ 3,568,027.00	153,600 CY 3,600 Hazardous Trees, and 6,150 Hours of Emergency Push Crews	09/17 to 01/18	Maria Pineda	305-224-4772	MPineda@cityofhomestead.com	ROW Debris Removal, Reduction, Final Disposal, Hazardous Tree & Limb Removal, Hourly Emergency Push Crews
St. John's County	FL	Hurricane Irma	\$ 622,235.00	2,100 Hazardous Hanging Limbs & Leaning Trees Removed	10/17 to 12/17	Benjamin Bright	904-209-0252	bbright@sjcfl.us	ROW Tree Trimming, Hauling & Disposal
TXDOT-Victoria	TX	Hurricane Harvey	\$ 516,582.00	30,125 CY	10/17 to 11/17	David Stephens	361-293-4341	David.stephens@txdot.gov	ROW Debris Removal and Disposal
TXDOT-Nueces County	TX	Hurricane Harvey	\$ 3,603,645.00	212,000 CY	09/17 to 12/17	Martin Horst	361-808-2261	martin.horst@txdot.gov	ROW Debris Removal, Reduction, and Final Disposal
TXDOT-Harris County	TX	Hurricane Harvey	\$ 238,150.00	13,300 CY	10/17 to 01/18	Cody McKenney	281-686-9871		ROW Debris Hauling and Disposal
City of Beaumont	TX	Hurricane Harvey	\$ 490,597.00	11,750 CY 2,100 Hours of Dump Trucks and Generators	09/17 to 10/17	Tommy Gill	832-767-8118	tgill@ci.beaumont.tx.us	Emergency Pumps and Generators & Dump Trucks, ROW Debris Removal

City of Dayton	TX	Hurricane Harvey	\$ 29,106.00	1,000 CY	10/17 to 10/17	Theo Melancon	936-258-2642	citymanager@daytontx.org	ROW Debris Removal and Disposal
City of Port Lavaca	TX	Hurricane Harvey	\$ 400,451.00	34,900 CY	10/17 to 11/17	Jody Weaver	361-827-3601	jweaver@portlavaca.org	ROW Debris Removal and Reduction
City of Sugarland	TX	Hurricane Harvey	\$ 45,601.00	2,000 CY	09/17 to 10/17	Ilana Harris	281-275-2497	iharris@sugarlandtx.gov	ROW Debris Removal and Disposal
City of Raleigh	NC	Hurricane Mathew	\$ 96,000.00	14,650 CY	02/17 to 02/17	Kelly Lindsey	919-996-2202	Kelly.Lindsey@raleighnc.gov	Debris Reduction by Grinding & Haul-Out
Port St. Lucie	FL	Hurricane Mathew	\$ 2,706,514.00	100,800 CY 5,775 Hazardous Limbs & Trees	10/16 to 02/17	Richard Perkins	772-344-4263	rperkins@cityofpsl.com	ROW Debris Removal, Reduction, & Haul-Out, Hazardous Tree, Drainage Ditch Debris Removal
FLDOT District 05	FL	Hurricane Mathew	\$ 12,299,889.00	146,805 CY 57,000 Hazardous Trees & Limbs	10/16 to 01/17	Rick Coe	386-740-3490	Frederick.Coe@dot.state.fl.us	Clearance Debris Removal, Reduction & Disposal, Hazardous Limbs & Trees Removed, Street Sweeping, Inlets Vacuuming, and Sand Hauling
FLDOT District 03	FL	Hurricane Mathew	\$ 1,480,308.00	15,600 CY 6,030 Hazardous Tree & Limbs	10/16 to 12/16	Amanda Mauldin	850-330-1364	Amanda.Mauldin@dot.state.fl.us	ROW Debris Removal, Sea Grass Removal, and Hazardous Tree Trimming
FLDOT District 02	FL	Hurricane Mathew	\$ 1,307,107.00	3,400 CY 6,650 Hazardous Trees & Limbs	10/16 to 12/16	Jennifer Smith	386-943-5367	Jennifer.Smith2@dot.state.fl.us	ROW Debris Removal & Disposal, Hazardous Tree & Limb Removal
LADOTD District 61	LA	Louisiana Severe Storms & Flooding	\$ 3,192,347.00	240,530 CY 2,043 Pounds of White Goods and E-Waste Recycled	08/16 to 12/16	Mark Benton	225-379-1164	mark.benton3@la.gov	ROW Flood Debris Removal and Disposal, White Goods & E-Waste
LADOTD District 03	LA	Storms & Flooding	\$ 185,039.00	17,125 CY	09/16 to 12/16	Mark Benton	225-379-1164	mark.benton3@la.gov	ROW Flood Debris Removal and Disposal
Iberia Parish	LA	Storms & Flooding	\$ 30,025.00	2,555 CY	09/16 to 09/16	Michael Broussard	337-492-5412	mbroussard@iberiagov.net	ROW Flood Debris Removal and Disposal
Waste Management East Oak Landfill	OK	Single Contract-3 Callouts	\$ 105,000.00	70,000 CY	03/16 to 04/17	Shawn Cockrell	405-427-1112	scockrel@wm.com	Debris Reduction Services
Fort Bend County	TX	Texas Severe Storms & Flooding	\$ 423,187.00	48,010 CY 20,280 Pounds HHW and 9,885 Pounds E-Waste	06/16 to 08/16	Marc Grant	218-342-4513	Scott.Wieghat@fortbendcountytexas.gov	ROW Flood Debris Removal and Disposal, E-Waste, White Goods, HHW
Maryland Department of General Services	MD	Snowstorm	\$ 75,096.00	732 Hours	01/16 to 01/16	Denise Wade	240-205-3086	denise.wade@maryland.gov	ROW Snow Removal
Collin County	TX	Annual Contract	\$ 347,752.00	94,400 CY	06/16 to 09/16	Gary Enna	972-548-3700	genna@co.collin.tx.us	Debris Reduction Services
TXDOT	TX	Texas Severe Storms & Flooding	\$ 111,779.00	10,000 CY	11/15 to 11/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	ROW Debris Removal and Disposal
Bastrop County	TX	Texas Severe Storms & Flooding	\$ 43,469.00	5,000 CY	11/15 to 11/15	Ronnie Moore	512-779-9926	ronnie@cbdeng.com	ROW Debris Removal and Disposal
City of Guthrie	TX	Ice Storm	\$ 15,000.00	10,000 CY	12/15 to 12/15	Tenny Maker	405-260-3091	tmaker@cityofguthrie.com	Debris Reduction Services
City of Edmond	OK	Ice Storm	\$ 175,000.00	58,500 CY	12/15 to 01/16	Johnny Carter	405-216-7612	jcarter@ci.edmond.ok.us	Debris Reduction Services
Guadalupe County	TX	Tornado	\$ 36,000.00	550 CY	11/15 to 11/15	Judge Kutscher	830-303-8857	Kyle.Kutscher@co.guadalupe.tx.us	ROW Debris Removal and Disposal
Texas State University	TX	Texas Severe Storms	\$ 196,400.00	11,060 CY 370 Hazardous Limbs, Trees & Stumps	09/15 to 10/15	Joel Soto	512-245-1880	js1142@txstate.edu	Debris Removal, Reduction, and Disposal
TXDOT-Blanco, Bastrop, Caldwell, Lee, and Hays County	TX	Texas Severe Storms	\$ 374,000.00	9,916 CY	06/15 to 06/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	Debris Removal from Bridges and Waterways

City of Martindale	TX	Texas Severe Storms	\$ 94,000.00	9,050 CY	06/15 to 07/15	Jordan Powell	512-398-1811	jpow@caldwellcountync.org	ROW and Parks Debris Removal and Disposal
City of Wimberley	TX	Texas Severe Storms	\$ 394,000.00	20,500 CY	06/15 to 09/15	Mark Kennedy	512-393-2219	mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, and Disposal
City of San Marcos	TX	Texas Severe Storms	\$ 439,500.00	12,000 CY	06/15 to 09/15	Bert Stratemann	512-393-8181	bstratemann@sanmarcostx.gov	Debris Removal and Disposal
TXDOT-Recovery	TX	Texas Severe Storms	\$ 86,400.00	635 Equipment Hours for Search & Rescue	06/15 to 06/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	Search and Rescue Services
Caldwell County	TX	Texas Severe Storms	\$ 29,100.00	1,300 CY	05/15 to 07/15	Jordan Powell	512-398-1811	jpow@caldwellcountync.org	Debris Removal, Reduction, and Disposal
Hays County	TX	Texas Severe Storms	\$ 489,009.00	16,764 CY	06/15 to 09/15	Mark Kennedy	512-393-2219	mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, Disposal, White Good, E-Waste, and HHW
Town of Monterey	TN	Ice Storm	\$ 30,000.00	15,000 CY	04/15 to 05/15	Bill Wiggins	931-839-3770	bwmanager@citlink.net	Debris Reduction Services
Overton County	TN	Ice Storm	\$ 366,241.00	53,000 CY	04/15 to 05/15	Ben Danner	931-823-5638	Overtonexec@twlakes.net	ROW Debris Removal and Disposal
Putnam County	TN	Ice Storm	\$ 1,044,000.00	102,000 CY	04/15 to 05/15	Randy Porter	931-526-2161	Randy.porter@putnametn.gov	ROW Debris Removal, Reduction, and Disposal
NCDOT-Davidson County	NC	Ice Storm	\$ 1,347,067.00	1,136 Tons 14,530 Hazardous Limbs and Trees Removed	03/14 to 08/14	Brad Wall	336-487-0000	Bwall@ncdot.gov	ROW Debris Removal, Hauling, and Hazardous Tree Work
NCDOT-Guilford County	NC	Ice Storm	\$ 7,627,602.00	352,100 CY 13,850 Hazardous Trees & Limbs	03/14 to 08/14	Brad Wall	336-487-0000	Bwall@ncdot.gov	Debris Removal, Hauling, and Hazardous Trees
SCDOT	SC	Ice Storm	\$ 5,814,631.00	134,000 CY 31,150 Hazardous Trees & Limbs	02/14 to 06/14	Shannon Welch	843-907-2095	Welchsl@dot.state.sc.us	Debris Removal, Hauling, and Hazardous Trees
City of Norman	OK	Ice Storm	\$ 601,759.00	44,385 CY 5,925 Hazardous Limbs & Trees	12/13 to 02/14	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
Larimer County	CO	Colorado Severe Storms & Flooding	\$ 935,755.00	43,865 CY	09/13 to 03/14	Stephen Gillette	970-498-5760	Sgillette@larimer.org	Private, Public Property, and Waterway Debris Removal, Reduction and Disposal
City of Longmont	CO	Storms & Flooding	\$ 141,500.00	16 Mobile Homes	09/13 to 03/14	Charlie Kamenides	303-651-8345	charles.kamenides@longmontcolorado.gov	Removal and Disposal of Mobile Homes
Weld County	CO	Colorado Severe Storms & Flooding	\$ 261,271.00	4,347 Tons 282 Tires	09/13 to 12/13	Trevor Jiricek	970-353-6100	tjiricek@co.weld.us	Debris Removal and Disposal of C&D and Recycling of Organic Waste and Tires
Adams County	CO	Colorado Severe Storms &	\$ 16,070.00	9 Tons	09/13 to 10/13	Liz Estrada	720-523-6052	lestrade@adcogov.org	Debris Removal from Bridges and Waterways
Town of Lyons	CO	Colorado Severe Storms & Flooding	\$ 148,695.00		09/13 to 11/13	Jeff Callahan	720-564-2221		ROW Debris Removal & Hauling
Oklahoma City	OK	Tornado	\$ 245,392.00	2,830 Tons	06/13 to 06/13	Bryan Haskins	405-297-2134	Bryan.haskins@okc.gov	Waterway Debris Removal
Canadian County	OK	Tornado	\$ 91,769.00	2,905 Tons	06/13 to 09/13	Jerry Smith	405-295-6186	smithj@canadiancounty.org	Waterway Debris Removal
City of Shawnee	OK	Tornado	\$ 60,800.00	8,265 CY	06/13 to 09/13	Brian McDougal	405-878-1601		ROW Debris Removal and Disposal
Cleveland County	OK	Tornado	\$ 830,782.00	107,800 CY 305 Hazardous Limbs	10/13 to 10/13	Darry Stacy	405-366-0200	dstacy@clevelandcountyok.com	Waterway Debris Removal

City of Norman	OK	Tornado	\$ 365,000.00	38,500 CY 345 Hazardous Trees & Limbs	06/13 to 09/13	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Hauling, and Hazardous Tree Work
Rapid City	SD	Ice Storm	\$ 31,359.00	9,000 CY	10/13 to 10/13	Ted Johnson	605-394-4154	ted.johnson@rcgov.org.	Debris Reduction Services
City of Sioux Falls	SD	Ice Storm	\$ 2,000,000.00	5,000 Tons 1,250 Stumps and 26,660 Hazardous Trees	4/13 to 10/13	Scott Rust	605-367-8836	srust@siouxfalls.org	ROW Removal of Hazardous Trees from Drainage Ways, Stump Grinding, and ROW Tree Removal
Garland County	AR	Ice Storm	\$ 323,024.00	2,300 Tons	03/13 to 06/13	Jerry Pogue	501-262-3602		ROW Removal and Disposal of Vegetative Debris
Saline County	AR	Ice Storm	\$ 2,146,000.00	124,270 CY 41,500 Hazardous Trees & Limbs	03/13 to 06/13	Marty Polk	501-317-2402		ROW Removal and Disposal of Vegetative Debris and Hazardous Limbs & Trees
Island Beach State Park	NJ	Hurricane Sandy	\$ 100,000.00	2,000 CY	05/13 to 05/13	Ray Bukowski	732-793-0506	ray.bukowski@dep.nj.gov	ROW Hauling of Hurricane Debris
Brick Township	NJ	Hurricane Sandy	\$ 58,963.00	4,000 CY	11/12 to 11/12	Glenn Campbell	732-262-1058	gcampbell@twp.nj.us	ROW Removal and Disposal of Debris
Ocean County	NJ	Hurricane Sandy	\$ 200,542.00	6,400 CY	11/12 to 11/12	Julie Tarrant	732-244-2121	j.tarrant@co.ocean.nj.us	ROW Removal and Disposal of Debris
Scotch Plains Twp	NJ	Hurricane Sandy	\$ 32,243.00	25,000 CY	11/12 to 11/12	Bozena Lacina	908-322-6700	blacina@scotchplainsnj.com	Debris Reduction Services
Old Bridge Twp	NJ	Hurricane Sandy	\$ 13,860.00	Stump Removals	11/12 to 11/12	John Tooley	732-721-5600	jtooley@oldbridge.com	Removal of Tree Stumps
Edison Twp	NJ	Hurricane Sandy	\$ 74,000.00	4 Crews, 4 Days Bucket Truck Daily Rate	11/12 to 11/12	Laura Popick	732-248-7409	Purchasing@edisonnj.org	Hazardous Tree Removal
Neptune Twp	NJ	Hurricane Sandy	\$ 35,785.00	161 Hours	11/12 to 11/12	Tracey James	732-988-5200	tjam@neptunetownship.org	ROW Debris Removal and Disposal
Town of Southbury	CT	Hurricane Sandy	\$ 18,795.00	2,000 CY	11/12 to 11/12	Tom Crowe	203-262-0622	tom.crowe@southbury-ct.gov	ROW Debris Removal, Reduction, and Disposal
City of Norman	OK	Tornado	\$ 408,073.00	30,000 CY	03/12 to 03/12	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	ROW Debris Removal, Reduction, and Disposal
Town of Southbury	CT	Winter Storm	\$ 528,890.00	11,000 CY 4,300 Hazardous Hanging Limbs & Trees	03/12 to 03/12	Tom Crowe	203-262-0622	tom.crowe@southbury-ct.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Trees
Bastrop County	TX	Wildfires	\$ 12,100,000.00	700,000 CY 38,000 Hazardous Trees	09/11 to 09/12	Ronnie Moore	512-779-9926	ronnie@cbdeng.com	ROW & ROE Debris Removal, Reduction, Disposal, Hazardous Trees, Final Disposal
Texas Dept. of Transportation	TX	Wildfires	\$ 1,075,471.00	53,500 CY 5,850 Hazardous Trees	05/12 to 09/12	Celso Harper	512-321-2221		ROW Debris Removal, Reduction, and Disposal
State Hwy Admin.	MD	Hurricane Irene	\$ 279,106.00	10,000 CY	08/11 to 10/11	Craig Fetzer	410-582-5535	cfetzer@sha.state.md.us	ROW Debris Removal, Reduction, and Disposal
Charles County	MD	Hurricane Irene	\$ 102,302.00	17,000 CY	08/11 to 10/11	Candice Kelly	301-645-0550	candice_kelly@msn.com	ROW Debris Removal, Reduction, and Disposal
City of Norman	OK	Windstorm	\$ 144,185.00	Hourly Debris Removal	06/11 to 08/11	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
City of Norman	OK	Tornado	\$ 237,000.00	14,000 CY	05/10 to 07/10	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
City of Baltimore	MD	Snowstorm	\$ 630,000.00	1,000 Hours	01/10 to 02/10	Joe Palacheck	410-767-3207		ROW Snow Removal and Road Clearing
City of Rogers	AR	Ice Storm	\$ 900,000.00	160,000 CY	01/09 to 03/09	Steve Womack	479-621-1117		ROW Debris Removal and Disposal
Fort Bend County	TX	Hurricane Ike	\$ 10,000,000.00	525,000 CY 9,000 Hazardous Limbs & Trees	09/08 to 01/09	Marc Grant	218-342-4513	marc@fortbendcountytx.gov	ROW Debris Removal, Reduction, and Disposal, and Hazardous Tree & Limb Removal and Disposal

Polk County	TX	Hurricane Ike	\$ 6,600,000.00	325,000 CY 42,000 Hazardous Limbs and Trees	10/08 to 03/09	John Thompson	936-327-6813	john.thompson@co.polk.tx.us	ROW Debris Removal, Reduction, and Disposal and Hazardous Hanging Limbs & Trees
City of Liberty	TX	Hurricane Ike	\$ 2,900,000.00	200,000 CY 6,250 Hazardous Trees & Limbs	09/08 to 10/08	Harvey Joiner	936-336-3684	harvey.joiner@cityofliberty.org	ROW Debris Removal, Reduction, and Disposal and Hazardous Hanging Limbs & Trees
Harris County Flood Control	TX	Hurricane Ike	\$ 200,000.00	250 Hazardous Trees	09/08 to 01/09	Robert Reagan	713-684-4230		Drainage Ditch Hazardous Tree Removal
City of Sugarland	TX	Hurricane Ike	\$ 3,400,000.00	190,000 CY 6,600 Hazardous Trees & Limbs	09/08 to 12/08	Adam Smith	281-275-2483		ROW Debris Removal, Reduction, and Disposal and Hazardous Limbs & Trees
City of Katy	TX	Hurricane Ike	\$ 262,000.00	16,500 CY 650 Hazardous Limbs & Trees	09/08 to 11/08	Elaine Lutringer	281-391-4830	elut@cityofkaty.com	ROW Debris Removal, and Disposal of and Hazardous Trees & Limbs
City of Brownsville	TX	Hurricane Dolly	\$ 1,252,000.00	150,000 CY	07/08 to 10/08	Roberto Luna	956-548-6087	Roberto.luna@cob.us	ROW Hauling to Final Disposal



FEMA 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 350+ 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 no turnover in our key personnel for the past five (5) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 33 years. Sharon Lyell, our Operations Manager, in conjunction with Tiffany Jean, Contract Manager, 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.
- 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.

Tab D. Approach to Scope of Work

Mobilization

Our team has developed efficiencies to deliver exceptional service while minimizing expenses based on decades of experience conducting work 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 of the fact 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

Strategic Planning and Prepositioning	Our readiness, deployment, and mobilization plans outline our steps to mobilize and execute under emergency conditions.
Pre-Event Monitoring	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.
Continuous Training and Exercises	We will hold annual in-house training sessions and implement programs based on lessons learned from past events.
Subcontracting and Procurement	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.
Understanding of Emergency Response Processes	We're convinced that, with more than three decades of disaster response experience, we'll exceed the objectives of this RFP.

Project Management Approach

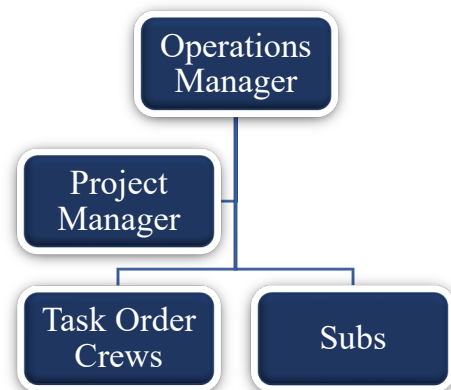
As Prime Contractor, TFR possesses effective program management systems for overall management, reporting, cost and schedule control, and quality assurance. We have a strong track record on similar contingency contracts with USACE, FEMA, and other Federal agencies that will provide valuable lessons learned 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

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- 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:

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- 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 are 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 has conducted over 350+ 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 33 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
- Review the operational procedures of the FEMA Public Assistance Program as it relates to the overall recovery process

Supporting Communities from the Ground Up

☑ Ready

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

☑ React

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

☑ Respond

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

☑ Recover

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

- 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.
- 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

TFR Spotlight

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

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

The Contract Administrator in the home office will produce a list of known, experienced subcontractors from the database and sort the list by 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.



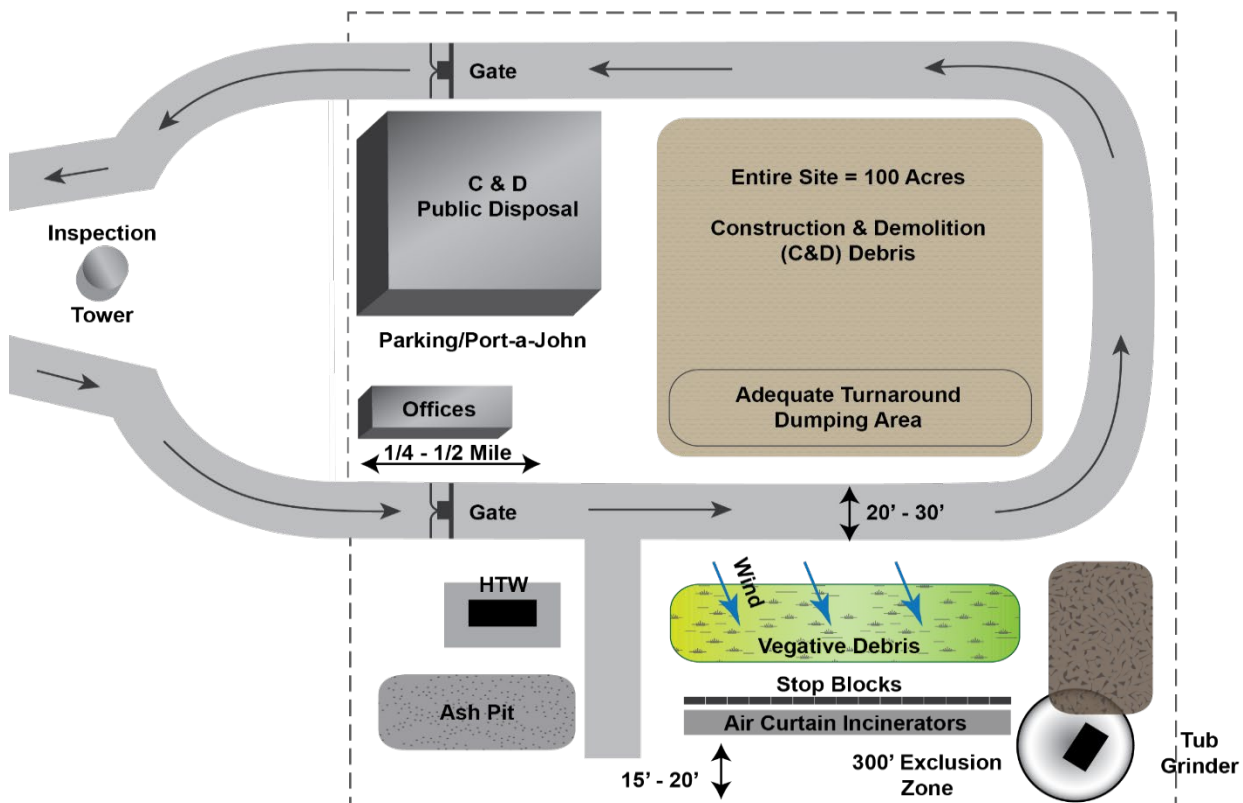
Pre-Execution Planning Team will call a meeting of all Project Managers and alert them to prepare to leave within 24 hours and be away from home for an extended period. Being within relative proximity of the disaster area, TFR can provide an expedient response, as personnel fully understand the requirements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



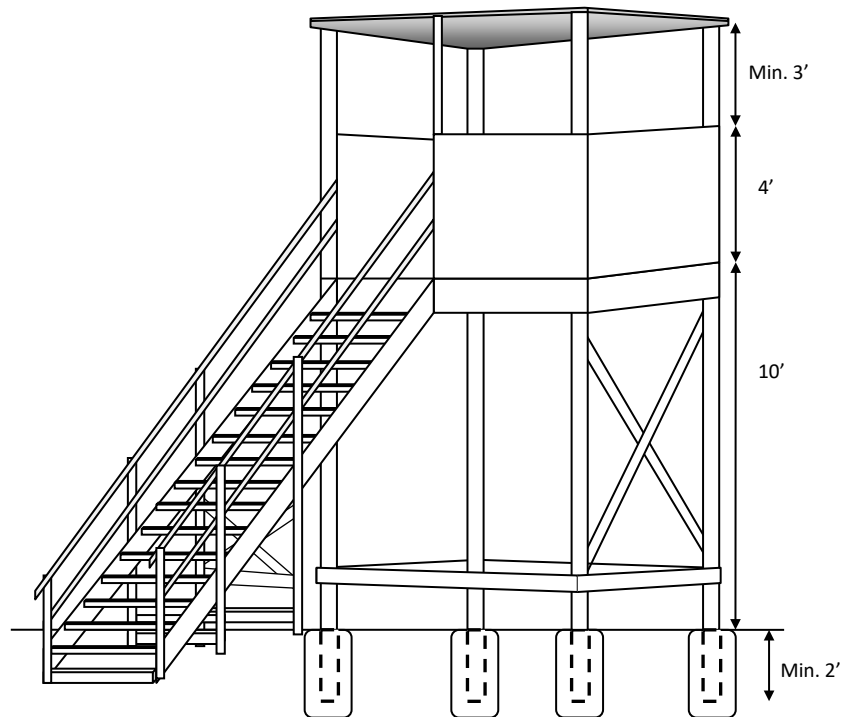
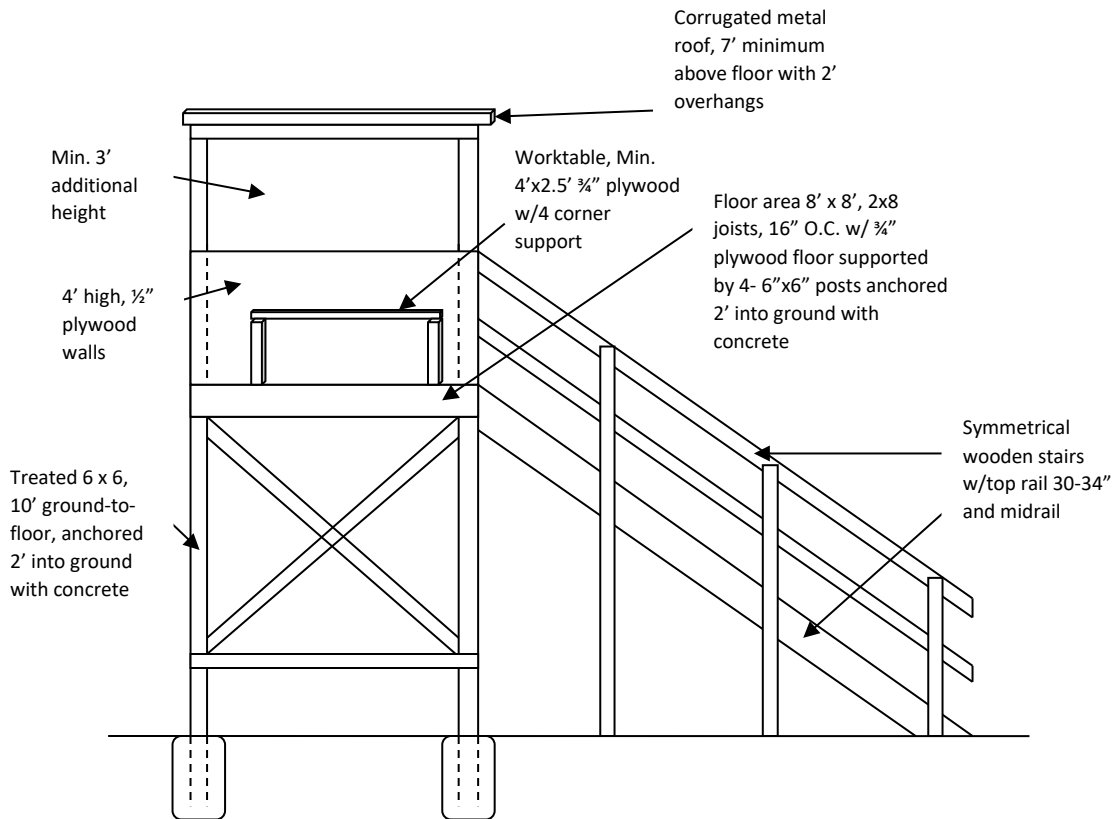
Obtaining and Possessing Necessary Licenses and Permits - The Operations Manager or his designee will investigate the state and local statutory requirements needed to perform the work described in the pre-position planning in the affected areas and determine what permits are necessary to complete the 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 soils and groundwater.
- Construction of temporary fencing around debris material storage areas for segregation and protection from traffic.
- Construct non-combustible stop blocks for equipment located at the burn pit.
- Establishment of an equipment staging area where equipment can be isolated and inspected regularly for fuel and oil leaks. Describe provisions for a lined area for fueling and equipment repair to protect soils from spills of petroleum products, hydraulic fluids, etc.
- Provision 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 as a result of meetings between the Project Managers and Government Representatives.

Daily Coordination with Government Representatives

The following is an outline of the company's daily procedures 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.

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- 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:

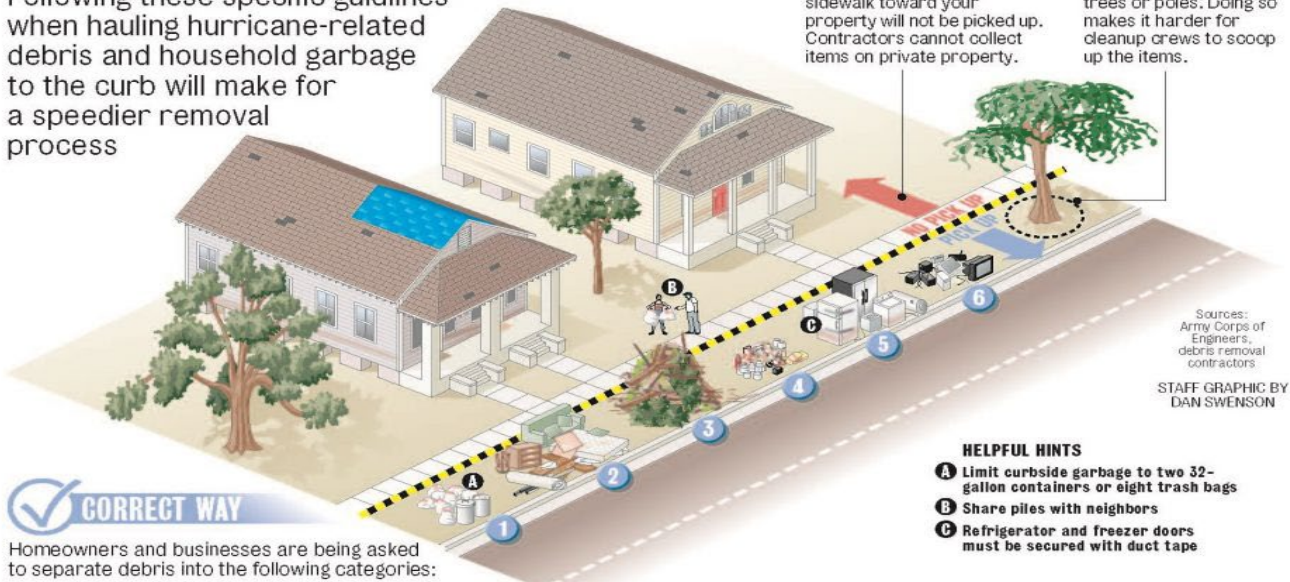
1. Do not place debris on top of utilities, for example, cable, phone, electrical, or storm drain boxes.
2. Please do not place debris in front of or around your mailbox.
3. Please do not place debris in front of or around your driveway, as emergency vehicles may need to enter the area.
4. Please drive 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 page, "Picking up the Pieces" will 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



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

- 2 CONSTRUCTION DEBRIS**
- Building materials
 - Drywall
 - Lumber
 - Carpet
 - Furniture
 - Mattresses
 - Plumbing

- 3 VEGETATION DEBRIS**
- Tree branches
 - Leaves
 - Logs

- 4 HOUSEHOLD HAZARDOUS WASTE**
- Oils
 - Batteries
 - Pesticides
 - Paints
 - Cleaning supplies
 - Compressed gas

- 5 'WHITE' GOODS**
- Refrigerators
 - Washers, dryers
 - Freezers
 - Air conditioners
 - Stoves
 - Water heaters
 - Dishwashers

- 6 ELECTRONICS**
- Televisions
 - Computers
 - Radios
 - Stereos
 - DVD players
 - Telephones

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

WRONG WAY

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

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

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

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 of the information outlined above along with a notation as to the truck that it is coupled with.

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

and hauling crews will have received a copy of the scope of work, accident prevention plan, safety indoctrination, 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 general public
- Greater than 2” in diameter at the point of breakage
- Broken and still attached to the tree

The resulting debris will be collected from the grounds and hauled 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. 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. 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 general 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 general public at large and the property owners are unavailable the State or local municipalities may need to enter onto private property to alleviate the immediate threat.

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.
- 4) Documentation of Environmental and Historic Review.

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**)

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:

Asphalt	Roofing Materials
C&D	White Goods
Concrete/Aggregate	Mulch
Dirt	Tires
E-Waste	
Metals	

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

Subcontracting Plan

TFR is uniquely positioned within the debris removal industry as one of the premier companies maintaining an extensive fleet of machinery utilized in debris removal, reduction, and management efforts to fully operate independently. To accommodate your debris project needs, TFR provides access to 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

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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. Under circumstances in which local subcontractors are unavailable, outside sources may be contacted to achieve the desired mobilization goals.

Subcontractor Management

TFR manages subcontracts through a five-step process:

1. Selection of 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 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

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- 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.

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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

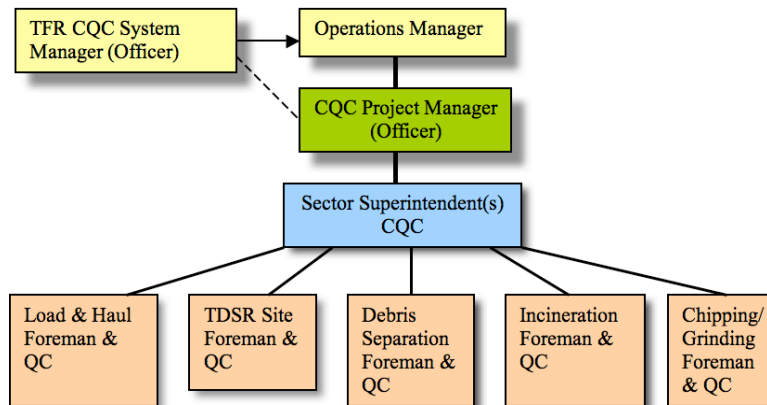
The duties and specific areas of responsibility of the various members of the Quality Control Organization are as follows:

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:



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

MEMORANDUM OF UNDERSTANDING

DATE: TBD

TO: All TFR Enterprises, Inc. Supervisory Personnel

FROM: William R. Droke, Vice President/COO

SUBJECT: Quality Control Supervision

CONTRACT No. _____

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

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

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

Signed,

William R. Droke, Vice President/COO

QC Daily Reporting Procedures

The CQC Plan and the TFR Quality Control Manager shall address the Recording and Reporting requirements with all levels of supervisors and Crew Foremen. Different levels will have different requirements. A sample form as a model is provided above, and all final versions of all forms will be approved with the final CQC Plan,

including any additional required modifications. This discussion shall include the general procedures set forth below:

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

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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 particular pass through a neighborhood, and shall not “skip” through designated work areas for “gravy” loads.
 13. All Loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the crew foreman 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 as a result of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and so notate in his daily log record.

Hauling:

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

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- 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 deadlined 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 which 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 ensure that proper reconciliation is done between 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, 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 33 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	
Est. % Full			Total CY Delivered	CY
LOAD CLASSIFICATION:				
BURNABLE		MIXED		
NONBURNABLE - C & D		OTHER		

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

TRUCK DRIVER
 SIGNATURE _____

Comments:

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



Government Entity _____

Contract No. _____

TRUCK MEASURE CERTIFICATE

Event _____

TRUCK NO.	
-----------	--

CONTRACTOR:

TFR ENTERPRISES, INC.

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



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

**UNDER
CONTRACT TO:**

TRUCK #

**MEASURED
CAPACITY:**

CY

18"

12"

Equipment Resources

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

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

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

Real-Time GPS Tracking

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

Equipment Highlights

- (56) Self-Loading Haul Units**
- (45) Self-Loading Haul Units (Trailers)**
- (19) Bucket Trucks**
- (17) Dozers**
- (12) Excavators**
- (14) Service Trucks**
- (7) Heavy Haulers**
- (6) Diamond Z1463 Tub Grinders**
- (2) Diamond Z4000 Horizontal Grinders**



Samsara Features

REAL-TIME GPS TRACKING

- Live vehicle location tracking
- Trip histories
- Geofence alerts

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

TRAILER TRACKING

- Theft detection
- Utilization reporting
- Cargo and temperature

[Learn more](#)

SAFETY & DASH CAMS

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

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

ROUTING & MESSAGING

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

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

DOCUMENTS

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

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

FLEET MAINTENANCE

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

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

WIFI HOTSPOT

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

[Learn more](#)

ELD COMPLIANCE

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

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

REEFER MONITORING

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

[Learn more](#)

REPORTING & ALERTS

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

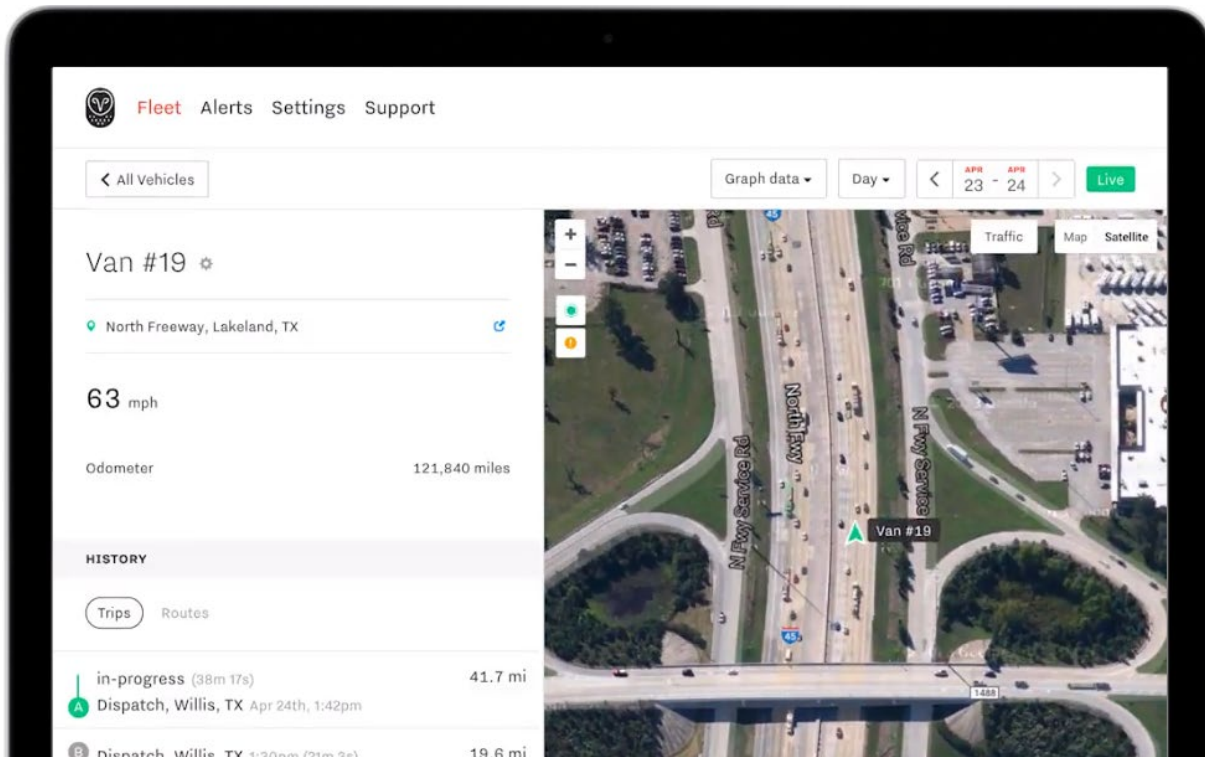
[Learn more](#) | [Get a demo](#)

DEVELOPER APIS

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

[Developer docs](#)

Samsara Helicopter View



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

37	Dozer		Caterpillar	D6TLGP	THX28329	C
38	Dozer	2006	Caterpillar	D6RLGP	CAT00D6RKWRG00215	C
39	Dozer	2008	Caterpillar	D7R	AECO1989	C
40	Dozer		Caterpillar	D6RLGP	9PN02000	C
41	Dozer	1991	Caterpillar	D7H	4FG04117	C
42	Dozer	2003	Caterpillar	D7R	AECO0681	C
43	Dozer	2008	Caterpillar	D6TLGP	CAT00D6TCKJL00560	C
44	Dozer	1978	Caterpillar	D6D	6X597	C
45	Dozer	2009	Caterpillar	D6TLGP	KJL00985	C
46	Dozer	1979	Caterpillar	D6D	4X5133	C
47	Dozer		Caterpillar	DV060	08Z53048	C
48	Dozer		Caterpillar	963-TL	0963CKBBD01120	C
49	Dozer		Caterpillar	973-C	CAT0973CK3RZ00613	C
50	Dozer	1989	John Deere	550G	T0550GH758338	R
51	Dump Truck	2000	Freightliner	FL70	1FV6HLAA5YHB76509	C
52	Excavator	2001	Komatsu	PC270LC6	A85139	C
53	Excavator		Deere	690D	DW690DL533807	C
54	Excavator		Volvo	EC330BLC	330B10324	C
55	Excavator		Volvo	EC220DL	220D210418	C
56	Excavator	2012	Komatsu	PC240LC10	A20120	C
57	Excavator	2013	Komatsu	PC210LC	KMTPC243V02450356	C
58	Excavator	2020	Kobelco	EK-SK210	YQ15605293	C
59	Excavator		Komatsu	210LC	KMTPC257PLTC81212	C
60	Excavator	2013	Komatsu	PC240LC10	KMTPC240C02090090	C
61	Excavator	2019	Kobelco	SK260LC10	LL1610594	C
62	Excavator		Komatsu	210LC	KMTPC257HJTC80715	C
63	Excavator		Komatsu	290LC	KMTPC255TEWA27188	C
64	Flatbed Trailer	2005	Big Tex		4YNBN20245C027949	C
65	Flatbed Trailer	2007	Big Tex		16VGX202672680173	C
66	Flatbed Trailer	2011	Magnum		4P5B52027B2159392	C
67	Flatbed Trailer	2013	Big Tex		16VNX122XD2C97883	C
68	Flatbed Trailer	2013	Big Tex		16VPX1629C2348689	C
69	Flatbed Trailer	1999	HMDE		4AG6U2338XC029735	C
70	Flatbed Trailer	1997	Centerville		1C6EG102XV1752300	C
71	Flatbed Trailer	1997	Reitnouer		1RNF48A27VR003233	C
72	Flatbed Trailer	2006	Town		4KNTT14226L161597	C
73	Flatbed Trailer	2015	JLG		5DYAAB2L5FC006883	C
74	Flatbed Trailer	2015	PJ		4P5FD3623F1217625	C
75	Flatbed Trailer	2008	Towmaster		4KNTT14248L161314	C
76	Flatbed Trailer	2008	Towmaster		4KNTT14257L162843	C
77	Flatbed Trailer	2015	Big Tex		16VFX2026F2092400	C

78	Flatbed Trailer	2007	Trail King		1DA72C7N07C018695	C
79	Flatbed Trailer	2019	Texas Pride			R
80	Flatbed Trailer	2016	Big Tex		16VFX2020G2074525	R
81	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX390XEC722024	C
82	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX3904EC722030	C
83	KB Pup-Trailer	2012	Homemade	HMDE	MOHMTRAILER020044	C
84	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23336S139786	C
85	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23346S139779	C
86	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23376S139712	C
87	KB Pup-Trailer	2006	Great Lakes		1G9CD23356S139711	C
88	KB Pup-Trailer	2018	Titan Machinery	HMDE	MOHMTRAILER025812	C
89	KB Pup-Trailer	2019	Edgewood	ST	1E9US2629KS589119	C
90	KB Pup-Trailer	2018	Homemade	HMDE	MOHMTRAILER025813	C
91	KB Pup-Trailer	2019	Edgewood	ST	1E9US2625KS589103	C
92	KB Pup-Trailer	2019	Edgewood	ST	1E9US2624KS589089	C
93	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589118	C
94	KB Pup-Trailer	2018	Homemade	HMDE	MOHMTRAILER025811	C
95	KB Pup-Trailer	2019	Edgewood	ST	1E9US2626KS589126	C
96	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589135	C
97	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589149	C
98	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589159	C
99	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589162	C
100	KB Pup-Trailer	2020	Edgewood	ST	1E9US2927LS589164	C
101	KB Pup-Trailer	2020	Edgewood	ST	1E9US2925LS589163	C
102	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020042	R
103	KB Pup-Trailer	2010	Edgewood	HMDE	MOHMTRAILER018042	R
104	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020041	R
105	KB Pup-Trailer	2018	Edgewood	ST	1E9US2728JS589061	R
106	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589050	R
107	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589048	R
108	KB Pup-Trailer	2018	Edgewood	ST	1E9US2727JS589049	R
109	KB Pup-Trailer	2018	Edgewood	ST	1E9US2762JS589060	R
110	KB Pup-Trailer	2018	Edgewood	ST	1E9US2622JS589073	R
111	KB Pup-Trailer	2017	Edgewood	ST	1E9US2623HS589030	R
112	KB Pup-Trailer	2018	Edgewood	ST	1E9US2723JS589047	R
113	KB Pup-Trailer	2018	Edgewood	ST	1E9US2721JS589046	R
114	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589258	R
115	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589262	R
116	KB Pup-Trailer	2021	Edgewood	ST	1E9US3028MS589260	R
117	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589259	R
118	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589263	R

119	KB Pup-Trailer	2021	Edgewood	ST	1E9US3022MS589268	R
120	KB Pup-Trailer	2021	Edgewood	ST	1E9US3024MS589269	R
121	KB Pup-Trailer	2021	Edgewood	ST	1E9US3020MS589270	R
122	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589277	R
123	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589276	R
124	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589275	R
125	KB Pup-Trailer	2009	Edgewood	ST	ARKAVTL0590455016	R
126	KB Pup-Trailer	2007	Great Lakes			R
127	KB Pup-Trailer	2000	WBH		1W9SD1628YC269033	R
128	KB Self-Loader	2003	Sterling	L9500	2FZHZAAS73AK28772	C
129	KB Self-Loader	2004	Sterling	L9500	2FZHZAAS84AM87966	C
130	KB Self-Loader	2003	Kenworth	T800	1NKDLU0X43J710108	C
131	KB Self-Loader	1998	Peterbilt	357	1NPALT9X0WN461734	C
132	KB Self-Loader	1998	Peterbilt	357	1NPALT9X5WN461728	C
133	KB Self-Loader	2003	Freightliner	FL112	1FVHBGAS53HK52388	C
134	KB Self-Loader	2006	Western Star	4900 SB	5KKPALAV96PV43823	C
135	KB Self-Loader	2007	Western Star	4900 SB	5KKPALAV47PY35512	C
136	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J242505	C
137	KB Self-Loader	2009	Kenworth	T800	1NKDLU0XX9J242507	C
138	KB Self-Loader	2007	Kenworth	T800	1NKDLT0X87J190818	C
139	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X78J235352	C
140	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X89J242506	C
141	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X09J242502	C
142	KB Self-Loader	2009	Kenworth	T800	1XKDDU0X89J246574	C
143	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X99J242501	C
144	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X18J223975	C
145	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J223981	C
146	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X6BJ281035	C
147	KB Self-Loader	2010	Kenworth	T800	1NKDLU0XXAR266280	C
148	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X7BJ278354	C
149	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J256033	C
150	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J228727	C
151	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X39J237424	C
152	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X08J233491	C
153	KB Self-Loader	2005	Sterling		2FWBA2DE5SAV23128	R
154	KB Self-Loader	1995	Freightliner		1FUPFZXB2SA597897	R
155	KB Self-Loader	2004	Peterbilt	357	1XPADB0X04DB819508	R
156	KB Self-Loader	2005	Peterbilt	357	1NPALB0X45D842644	R
157	KB Self-Loader	2006	Peterbilt	357	1NPALB0X96D632705	R
158	KB Self-Loader	2007	Freightliner		1FVHC5DE27HX68138	R
159	KB Self-Loader	2007	Freightliner		1FYHC5DE07HX68140	R

160	KB Self-Loader	2006	Western Star		5KKHAWAVX6PW37855	R
161	KB Self-Loader	2001	Peterbilt	379	1NP5XU0X41D569216	R
162	KB Self-Loader	2013	Peterbilt		1NPTX4TX6DD181864	R
163	KB Self-Loader	2005	Peterbilt/Red		1XP5DB9X25D881630	R
164	KB Self-Loader	2006	Peterbilt	379	1XP5DB9X76D646688	R
165	KB Self-Loader	2006	Peterbilt	379	1XP5DB9XX6N898414	R
166	KB Self-Loader	2003	Peterbilt	357	1NPALB0X53N596260	R
167	KB Self-Loader	2019	International	HX520	3HTDPAPT4KN358427	R
168	KB Self-Loader	2005	International	5900L	1HTXRAPT5J028306	R
169	KB Self-Loader	1990	Ford		1FDZY90X3LVA25141	R
170	KB Self-Loader	2007	Peterbilt		1XP5D49X17D683748	R
171	KB Self-Loader	2005	Peterbilt		1XP5DB9X05N860477	R
172	KB Self-Loader	2014	Peterbilt	367	1NPTL40X9ED227589	R
173	KB Self-Loader	2003	Peterbilt	379	1XP5DB9X13D591649	R
174	KB Self-Loader	2019	Freightliner		3ALHG3DV1KDKN11095	R
175	KB Self-Loader	2020	Western Star	4900SB	5KKMALD10LPLJ3935	R
176	KB Self-Loader	2007	Sterling		2F2HAZCV07AV53003	R
177	KB Self-Loader	2003	Sterling	9500	2FZHAZAS03AK68711	R
178	KB Self-Loader	2004	Sterling	LT9501	2FZHAZCV64AM24825	R
179	KB Self-Loader	2005	Sterling	LT9501	2FZHAZCV75AU92195	R
180	KB Self-Loader	2006	Freightliner	M2112	1FVHC5CV86HV54044	R
181	KB Self-Loader	2007	Kenworth		1NKWLBOX071156522	R
182	KB Self-Loader	2008	Mac	CH613	1M1AN07Y18N002964	R
183	KB Self-Loader	2019	Western Star	4700SF	5KKMAVDV7PKPM6019	R
184	Light Tower	2012	Doosan	LSC	4FVLSACA6CU444257	C
185	Light Tower		Magnum			C
186	Light Tower		Magnum	MLT3060MMH	80743	C
187	Light Tower		Magnum	MLT3060MMH	170255	C
188	Light Tower	2008	Ingersoll Rand		393605UJRC13	R
189	Light Tower		Nighthawk	LT12		R
190	Light Tower	1999	Magnum	40601MH	99246	R
191	Light Tower		Coleman	MH4000RDKH	151217	R
192	Low Boy Trailer	2014	Fontaine		57JE5130XE3561385	C
193	Low Boy Trailer	2013	Fontaine		13NE51308D3560602	C
194	Low Boy Trailer	1994	Talbert		40FH0482R1010817	C
195	Low Boy Trailer	1992	Trail King		1TKS00517NM030565	C
196	Low Boy Trailer	1992	Trail King		1TKS00517NM030566	C
197	Office Trailer	1984	Grumman		1GXDBAF21EW001008	C
198	Office Trailer	1987	Ellis		1E9EE5743H1013022	C
199	Office Trailer	1992	Trail MBL		1PT011AH6W9002247	C
200	Office Trailer	1992	Moex		1M9X25225TA237065	C

201	Office Trailer	1997	Coach		1M9A6A729VH022102	C
202	Office Trailer	1999	Moex		1M9X25227TA237058	C
203	Power Screen	2001	Trommel	725	9500531	C
204	Power Screen		Trommel	830	9202071	C
205	Pressure Washer	2007	HMDE		PC101	C
206	Pressure Washer		Alkota		192477	C
207	Pressure Washer		American Kleaner		C368	C
208	Pressure Washer		Hotsy		H51669	C
209	Pressure Washer		Landa		P00306	C
210	RV	2006	Denali	31FGBS	47CTD1R216P615392	C
211	RV	2004	Jayco	27B	1UJBJ02N741EF1875	C
212	RV	2006	Open Road		5L4TR322361012206	C
213	RV	1998	Prevost		2PCV33493V1011707	C
214	RV	2015	Heartland	Trail Runner	5SFEB3222GE312623	C
215	Service Trailer	2001	Titan		5DZC8162511001697	C
216	Service Trailer	1997	WW		11WEC1623VM227765	C
217	Service Trailer	2002	TRBL		4X4TSEV282U200791	C
218	Service Trailer	1999	WW		11WHC162XYW251191	C
219	Service Trailer	1999	Magnum		1V5BA1624X1133175	C
220	Service Truck	2005	Ford	F450	1FDXF46P05EC08622	C
221	Service Truck	2013	Ford	F350	1FT8W3BT1CEC38201	C
222	Service Truck	2014	Ford	F350	1FT8W3BT6EEA40636	C
223	Service Truck	2009	Ford	F450	1FDAX46R79EA14566	C
224	Service Truck	2014	Ram	5500	3C7WRNBL8EG228497	C
225	Service Truck	2011	Ford	F350	1FDRF3G6XBEA70849	C
226	Service Truck	2001	Ford	F450	1FDXF46F31EA27158	C
227	Service Truck	2018	Toyota	Tacoma	5TFCZ5AN9JX150501	C
228	Service Truck	2020	Ram	3500	3C7WRTCLXLG103257	C
229	Service Truck	2013	Ford	F150	1FTFW1ET1DKD64424	C
230	Service Truck	2020	Ram	2500	3C6UR5CL6LG252045	C
231	Service Truck	2022	Ram	3500	3C63RRGL2NG135014	C
232	Service Truck	2022	Ram	3500	3C63RRGLONG114808	C
233	Service Truck	2011	Dodge	57H7CK	3D6WU7EL6BG591535	R
234	Skid Steer	2003	Bobcat	T300	5219-12445	C
235	Skid Steer		Bobcat	S300	525815902	C
236	Skid Steer	2009	Bobcat	T300	A5GU35117	C
237	Skid Steer		Bobcat	T300	A5GU20012	C
238	Skid Steer		Bobcat	T300	525415884	C
239	Skid Steer		Bobcat	T300	525413076	C
240	Skid Steer	2009	Bobcat	T300	A5GU35209	C

241	Skid Steer	2012	Bobcat	T750	ANKA12229	C
242	Skid Steer	2019	Bobcat	T870		R
243	Skid Steer	2013	Bobcat	T190		R
244	Skid Steer		Bobcat	T320	A7MP60119	R
245	Skid Steer		Bobcat	T300	532011795	R
246	Skid Steer		Bobcat	246	00246C5SZ06425	R
247	Skid Steer	2019	Bobcat	T770	AT6318861	R
248	Stump Grinder	2013	Rayco	RG1665AC	0-449	C
249	Stump Grinder	2014	Fecon	SH260		C
250	Tractor	2005	Peterbilt	379	1XP5PBEX75D826166	C
251	Tractor	2008	Kenworth	T800	1XKDDU9X68R213592	C
252	Tractor	2009	Kenworth	T800	1XKDP4EX59J253787	C
253	Tractor	2010	Kenworth	T800	1XKDDU9XXAR259318	C
254	Tractor	2009	Kenworth	T800	1XKDDU9X89J256363	C
255	Tractor	2010	Kenworth	T800	1XKDDU9X4AR260416	C
256	Tractor	2012	Western Star	W4900	5KJJABDR5DPBU1199	C
257	Tub Grinder	1999	Diamond Z	1352BI	1D9FX423XN147003	C
258	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4530NN47068	C
259	Tub Grinder	1997	Diamond Z	1463-B	1D9FX4536TN147184	C
260	Tub Grinder	1999	Diamond Z	1463-B	1D9FX4534XN147240	C
261	Tub Grinder	1998	Diamond Z	1463-B	1D9FX4537WN147232	C
262	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4639YC147259	C
263	Tub Grinder	2004	Diamond Z	1463-B	1D9FX46311C147262	C
264	Tub Grinder	1999	Diamond Z	1463-B	1D9FX46364C147293	C
265	Vacuum Truck	2000	Freightliner		1FVUFXYB9YPB65702	C
266	VersaHandler	2009	Bobcat	V723ZFL	368112100	C
267	VersaHandler		Genie	GTH6622		C
268	Walking Floor Trailer	2002	MAC		5MAMN45292C005339	C
269	Walking Floor Trailer	2005	MAC		5MAMN48285C008359	C
270	Walking Floor Trailer	2004	MAC		5MAMN48214C007357	C
271	Walking Floor Trailer	2008	MAC		5MAMN48288C016384	C
272	Walking Floor Trailer	2005	MAC		5MAMN482X5C008556	C
273	Walking Floor Trailer	2019	MAC		5MAMN4824KW051069	C
274	Walking Floor Trailer	2019	MAC		5MAMN4824KW051073	C
275	Walking Floor Trailer	2017	East		1E1U2X289JR060527	C
276	Water Truck	2000	Freightliner	FL70	1FV6HJAA3YHB19746	C
277	Water Truck	2000	Ford	F650	3FRNF65995V180949	C
278	Water Truck	2006	Eco		5PKUEH2236W052290	C
279	Wheel Loader		Volvo	L110E	L110EV60278	C
280	Wheel Loader		Volvo	L120E	L120EV66140	C
281	Wheel Loader		Volvo	L120G	VCEL120GL00030787	C

282	Wheel Loader		Volvo	L120E	L120V64601	C
283	Wheel Loader		Volvo	L120E	L120EV64757	C
284	Wheel Loader		Volvo	L120C	62368	C
285	Wheel Loader		Volvo	L120G	30275	C
286	Wheel Loader		Volvo	L120E		C
287	Wheel Loader	2001	John Deere	444H	DW444HX581391	R

Subcontractor Plan

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

Local and Disadvantaged Business Subcontracting

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

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

Proposed Major Subcontractor



- 35 years of proven disaster debris removal and management experience
- Over 200 units of company-owned specialized equipment including knuckle boom trucks, heavy haulers, dump trucks, bunkhouses, airboats, barges, skid steers, dozers, excavators, loaders, skidders, and tree cutters
- Owner and key employees certified in tree removal/chainsaw management by the Missouri Forestry Department
- Partnered on more than 50 projects with TFR, over the last 20 years.


Recent Projects Completed with TFR:

- Hancock County, MS
- City of Choctaw, OK
- City of Enid, OK
- City of Blanchard, OK
- City of Norman, OK
- City of Citronelle, AL
- Alabama DOT, Dallas County
- City of Robertsdale, AL
- Rapides Parish, LA
- City of Corpus Christi, TX

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

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

Proposed Major DBE Subcontractor

	<ul style="list-style-type: none"> • Women-Owned Business (WBE) • Incorporated in 2013 • Principles hold Florida & California Contractors License • Owner and Principles have more than 25 years of combined experience in Disaster Response, Debris Removal, and Hazardous Tree Removal Services • Partnered on 7 projects with TFR, over the last 8 years. 	<p>Recent Projects Completed with TFR:</p> <ul style="list-style-type: none"> • Kentucky Transportation Cabinet, KY • Oklahoma City Parks, OK • City of Corpus Christi, TX • Texas DOT, Montague County • Louisiana DOT, Cameron Parish • Tyndall Airforce Base, FL • North Carolina DOT, Sampson County
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Lyellco, Inc. is a family-owned tree trimming and disaster response company incorporated in 2013 as a small woman-owned business. Lyellco owns 27 pieces of equipment and has performed more than 20 federal and state contracts nationwide, responding to hurricanes, tornados, ice storms, floods, and more. Lyellco strives for the safety of its employees and the communities affected and operates according to FEMA rules and regulations.

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

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



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

Re: Letter of Commitment/Timely Payments

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

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

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

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

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

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

Sincerely,

Michael Dotson

Michael Dotson
Owner/CEO



www.lyellco.com

sharon@lyellco.com

Office (512)576-3000

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

Re: Subcontractor Letter of Commitment

Dear Mr. Rowland,

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

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

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

Company Information:

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

Woman-Owned Small Business

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

Sincerely,

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

Levi Lyell
Vice President

7503 White Oak Drive, Lago Vista, TX 7845

Additional Subcontractors & Service Providers Available

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

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

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

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

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

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

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

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

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

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

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

Subcontractor Registration

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



Subcontractor Registration

Ready. React. Respond. Recover.

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

Company Name *

Federal Identification Number (EIN or SS#) *

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

Dun & Bradstreet (DUNS) Number

ISNetworld # (if Applicable)

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

- | | |
|--|---|
| <input type="checkbox"/> Large Business (LB) | <input type="checkbox"/> Small Business (SB) |
| <input type="checkbox"/> Small Disadvantaged Business (SDB) | <input type="checkbox"/> HUBZone Small Business |
| <input type="checkbox"/> 8a Designation | <input type="checkbox"/> Woman-Owned Small Business (WOSB) |
| <input type="checkbox"/> Veteran-Owned Small Business (VOSB) | <input type="checkbox"/> Service-Disabled Veteran-Owned Small Business (SDVOSB) |

What services does your business provide?

- | | |
|---|--|
| <input type="checkbox"/> Emergency Road Clearance | <input type="checkbox"/> Debris Collection |
| <input type="checkbox"/> Site Management | <input type="checkbox"/> Debris Reduction |
| <input type="checkbox"/> Tree Trimming and Removal | <input type="checkbox"/> Hauling |
| <input type="checkbox"/> Permitted Solid Waste Facility | <input type="checkbox"/> Stumps |
| <input type="checkbox"/> Snow Removal | <input type="checkbox"/> Project Staffing |
| <input type="checkbox"/> Marine Debris Removal | <input type="checkbox"/> Sand Screening |
| <input type="checkbox"/> Recycling | <input type="checkbox"/> Household Hazardous Waste |

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

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT
 Reference for: TFR Enterprises, Inc

Organization/Firm Name providing reference: Florida DEP- Highland Hammock State Park

Organization/Firm Contact Name: V. Morgan Tyrone Title: Project Manager
 Email: victor.tyrone@dep.state.fl.us Phone: 863-386-6099
 Name of Referenced Project: Hurricane Ian debris removal Contract No: _____
 Date Services were provided: _____ Project Amount: 591,884.00

Referenced Vendor's role in Project: Prime Vendor Subcontractor/
 Subconsultant
 Would you use the Vendor again? Yes No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
 TFR was contracted by the Florida Park Services' Central Office in Tallahassee to cut up downed trees, remove storm debris, grind stumps, burn off debris, and clear out roadside ditches of debris to allow drainage. They did an exemplary job in all areas that they were assigned. We would have them back if the occasion arose again.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):
 I thought very highly of there staff and business, in a trying time for the park. They were very easy to communicate with in regards to our needs and limitations as a Florida State Park.

****THIS SECTION FOR CITY USE ONLY****				
Verified via:	Email: <input type="checkbox"/>	Verbal: <input type="checkbox"/>	Mail: <input type="checkbox"/>	
Verified by:	Name:		Title:	
	Department:		Date:	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT
 Reference for: TFR Enterprises, Inc

Organization/Firm Name providing reference: City of Norman

Organization/Firm Contact Name: Joseph Hill Title: Streets Program Manager

Email: joseph.hill@normanok.gov Phone: 405-329-2524

Name of Referenced Project: 2023 Tornado Contract No: K1920-105

Date Services were provided: 03/06/2023 to 04/11/2023 Project Amount: \$ 618,000.00

Referenced Vendor's role in Project: Prime Vendor Subcontractor/
 Subconsultant

Would you use the Vendor again? Yes No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
PRE-STAGED DISASTER DEBRIS REMOVAL CONTRACTOR

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):
TFR HAS SERVED THE CITY OF NORMAN THROUGH MANY DISASTER RESPONSE EVENTS OVER SEVERAL YEARS. THEY HAVE BEEN VERY SUCCESSFUL AND PROFESSIONAL.

THIS SECTION FOR CITY USE ONLY						
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail:	<input type="checkbox"/>
Verified by:	Name:				Title:	
	Department:				Date:	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT
 Reference for: TFR Enterprises, Inc

Organization/Firm Name providing reference: Florida Southwestern State College
 Organization/Firm Contact **Title:**
 Name: Mat Mason Director of Facilities Management
 Email: mathew.mason@fsw.edu **Phone:** 239-985-3497
 Name of Referenced Project: Hurricane Ian debris removal **Contract No:** _____
 Date Services were provided: 10/2022 to 11/2022 **Project Amount:** 401,500.00

Referenced Vendor's role in Project: **Prime Vendor** **Subcontractor/ Subconsultant**
 Would you use the Vendor again? **Yes** **No. Please specify in additional comments**

Description of services provided by Vendor (provide additional sheet if necessary):
TFR Enterprises, Inc respectfully requests that you use the enclosed letter of reference. Please feel free to contact them should you have any questions.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:		Title:		
	Department:		Date:		



RE: TFR Debris Removal

To Whom It May Concern,

Please accept this letter of recommendation from Florida Southwestern State College in Fort Myers, FL. We would like to commend TFR Enterprises for the extremely fast mobilization and diligence in removing debris from our campuses immediately following Hurricane Ian in Sept 2022. Within 24 hours of my call, TFR had mobilized equipment and personnel to begin emergency clean-up clearing our roadways. The remainder of the project was handled professionally and timely in which FSW is greatly appreciative. I would recommend and utilize TFR's services in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mat Mason'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Mat Mason
FSW Director, Facilities and Construction Management