GRAHAM COUNTY LAND COMPANY

FRANKLIN COUNTY FLORIDA

DISASTER DEBRIS REMOVAL & DISPOSAL SERVICES RFP



Graham County Land Company, LLC

750 Tallulah Road

Primary Contact

John Pressley (828)735-1094 (C) John@GCLNC.com Robbinsville, NC 28771

(828) 479-3581(Office)

(828) 479-0339 (Fax)

www.GCLNC.com

Alternate Contact

Dwayne Cable (828)735-1225 (C)

(828)346-6115 (O)

Dwayne@GCLNC.com



TABLE OF CONTENTS

TAB A: INTRODUCTION

- ❖ Submittal Letter Page 4
- Company Profile Page 5
- Key Company Data Page 6
- Company Organization Chart Page 7

TAB B: EXPERIENCE

- Project Understanding / Demonstrated Experience Page 9
- Project Organization & Staffing Page 10
- ❖ Disaster Event Response Team Organizational Chart Page 11
- Proposed Staffing & Resumes Pages 12 16

TAB C: FINANCIALS

❖ Audited Financial Statements - Pages - 18 - 41

TAB D: REFERENCES

- ❖ Significant Disaster Events Page 43
- ❖ Other References & Reference Letters Pages 44 50

TAB E: PROPOSAL MATRIX

- Management Approach Pages 52 56
- Technical Approach Pages 57 61
- Debris Management Site Layout Concept Page 62
- Inspection Tower Specifications Page 63
- Safety Program Pages 64 68
- Worksite Security Practices Page 69
- Resources Equipment / Subcontractors Page 70
- Subcontractor Plan Pages 71 74

TAB F: LICENSES - Page 76

TAB G: INSURANCE - Page 78

TAB H: REQUIRED DOCUMENTS

- Proposal Submittal Checklist Page 80
- Proposer's Certification Page 81
- ❖ Addendum Acknowledgement Page 82
- Drug Free Workplace Page 83
- Public Entity Crimes Pages 84 85
- ❖ Affidavit of Non-Collusion & Non-Interest of Entity's Employees Page 86
- Professional References Page 87
- MWBE Participation Statement Page 88
- Vendor Information Page 89
- **❖** W-9 Page 90
- ❖ Unit Cost Fee Rate Schedule Page 91 97

www.GCLNC.com



TAB A: INTRODUCTION





Ms. Jessica Gay FRANKLIN COUNTY 33 Market Street, Suite 203 Apalachicola, FL 32320

Disaster Debris Removal & Disposal Services RFP

Good afternoon. Having examined the Request for Proposals (RFP) and any clarifications for the above referenced solicitation, we are respectfully submitting the following proposal to provide debris management and removal services in accordance with the RFP requirements. This is a fair proposal developed in good faith, without collusion or fraud and is valid for a minimum of 90 days following bid opening.

Graham County Land Company, LLC (GCL) has been in the debris management business for over 25 years providing services specifically like those being requested in this solicitation. Established in 1972 and organized in the state of North Carolina in 1998, GCL has deep experience working both small and large disaster debris initiatives that are both FEMA and non-FEMA funded. We are highly experienced working with governmental operations of all sizes. During the last seven (7) years, GCL has completed over 300 major debris management projects totaling over \$75,000,000. Most recently, we led and successfully completed multiple concurrent cleanup efforts in Louisiana, Alabama and Oklahoma with debris volumes exceeding 2,500,000 cubic yards over a 23 week period.

Combined, the GCL leadership teamhas over 200 years disaster recovery debris management experience having led cleanup efforts for some of the largest disaster events in US history over the last 2 decades. GCL has over145 employees and over 500 pieces of privately owned equipment. GCL has access to substantially more resources through its nationwide agreements with Volvo, Caterpillar and other specialty vendors as well as through our <u>extensive</u> network of high quality and dependable subcontractors. We are a strong company keenly dedicated to protecting the safety and health of our employees, clients and the public.

Without exceptions, GCL accepts all instructions, terms and conditions of this solicitation. Upon acceptance of our offer and provided notice to proceed(NTP), we will promptly undertake to commence and complete delivery and commissioning of all equipment, personnel and related resources as specified in this offer document.

If any additional information is needed, please feel free to contact us at 828-479-3581 (Fax: 828-479-0339) or contact either John Pressley (828.735.1094) or Dwayne Cable (828.346.6115) to further discuss any proposal details. Thank you for your consideration of Graham County Land Company, LLC.

Sincerely,

Randy Jordan, Managing Partner

750 Tallulah Road, Robbinsville, NC 28771



Company Profile: Established in 1972, organized in North Carolina in 1998 and headquartered in Robbinsville, NC, Graham County Land Company, LLC (GCL) provides disaster response, debris management, general contracting, erosion control, land clearing and earthmoving services throughout the United States. Combined, the seven (7) member GCL leadership team has over 200 years experience providing these services with a strong focus in disaster recovery debris management. With over 145 employees and engagement experience in dozens of storm disaster cleanup initiatives over the last two decades, GCL has successfully completed over 300 projects across 20+ states. Most recently, GCL led multiple simultaneous activations for disaster recovery work in Louisiana, Alabama and Oklahoma with debris volumes exceeding 2,500,000 cubic yards over a 23 week period. GCL specializes in fast-paced, rapid response projects and have performed work throughout the United States on a number of Federal level contracts. GCL has over 500 pieces of privately-owned equipment with ready access to substantially more resources through our nationwide agreements with Volvo, Caterpillar and other key vendors as well as through our extensive network of subcontractors. We are highly competent at what we do with the capacity and capability of executing quickly with focused commitment to helping safely achieve client goals.

Services Provided:

Disaster Recovery / Debris Management Emergency Levee Construction & Removal Specialty & Biowaste Removal & Disposal Waterway and Silt Removal ROW & Private Property Debris Removal Canal, Lake, & Beach Cleanup/Restorations Temporary Housing Sites Asbestos Abatement / RACM

Sample Disaster-Related Projects

Hurricane Laura Cleanup - Louisiana - 2020

Multiple Concurrent Activations: Beauregard Parish (1,501,378cy), City of DeRidder (357,537cy), Jackson Parish (51,118cy) Sulphur Parks (63,772cy), City of Carencro (86,134cy), Town of Duson (5,850cy), Lafourche Parish Public School District (1,590cy) - \$13,321,066

Santa Barbara County, California – Emergency Debris Removal – USACE – 2018

Serving as subcontractor by TFR Enterprises, GCL was responsible for removing and disposing of 172,408 cubic yards of debris resulting from flooding in January 2018 throughout Santa Barbara County. Debris included trees, mud, sediment, rocks of all sizes and other debris – \$9,447,518

Military Ocean Terminal Sunny Point, USACE, Brunswick County, NC 2019

Repairs of five damaged infrastructure resulting from Hurricane Florence Flooding. Repairs included replacement of damaged fire protection lines, repairs of damaged embankments, road repairs containing asbestos water pipe and guardrail replacements. \$3,833,725

Paradise California Wildfires Cleanup - 9/2018 – 3/2019

Serving as subcontractor to Mowbray's Tree Service (San Bernardino, CA), GCL assisted in cutting and removing approximately 2,200 hazardous and damaged trees located throughout steep mountainside terrain under wet and windy conditions. (294,347 CY - \$7,959,151)

Henderson County, NC - Hwy 9 Emergency Slide - 2018

Removed 162,458 cubic yards of materials blocking NC Highway 9 and stabilized the mountainside. \$1,519,886



Hurricane Matthew – Disaster Debris Removal, Brevard County and Amelia Island, FL – 2016

GCL was contracted by multiple companies for the recovery mission following Hurricane Matthew in Florida. Work included removing 535,835cy of ROW Debris, Debris Reduction, Stump Removal, TDSR Management and final much disposal - \$1,271,776



Key Personnel & Company Data

NAME	TITLE	PHONE NUMBER	EMAIL
Randy Jordan	Managing Partner	828-735-2581	Randy@GCLNC.com
Cecil Patterson	Executive VP/Partner	865-771-9686	Cecil@GCLNC.com
John Pressley	VP/Partner	828-735-1094	John@GCLNC.com
Storm Jordan	VP Operations	770-373-8955	Storm@GCLNC.com
Julie Hancock	VP Finance	828-735-0549	Julie@GCLNC.com
Jeff Hancock	VP Facilities	828-361-3858	Jeff@GCLNC.com
Dusty Orr	VP Safety	828-735-0119	Dusty@GCLNC.com
Dwayne Cable	VP Program Management	828-346-6115	Dwayne@GCLNC.com

HEADQUARTERS:

Graham County Land Company, LLC

750 Tallulah Road

Robbinsville, NC 28771

(828) 479-3581 – Office

(828) 479-0339 - Fax

www.GCLNC.com

ESTABLISHED/ORGANIZED: 1972/1998 (NC – 73706)

EMPLOYEES: 147 (February 2021)

FEIN: 56-2089131

EVERIFY: 709602 (Since 9/19/2013)

CAGE CODE: 6WW66

DUNS: 078849632

 $\overline{\text{HUBZ}}$ one: 54662 – (01/28/2016 – recertified thru 07/31/2022)

SURETY: Florida Surety Bonds, Inc.

620 N. Wymore Rd, Suite 200

Maitland, FL 32751

Emily Golecki - (407)786-7770 (Emily@Floridasurety bonds.com)

BANKING: United Community Bank

132 Rodney Orr Bypass Robbinsville, NC 28771 Pam Shaffer, Vice President

(828) 479-3037

INSURANCE: HUB International Carolinas

40 E. Alamar Avenue

Santa Barbara, CA 93105

Nicole Long, Account Manager

Nicole.Long@hubinternational.com

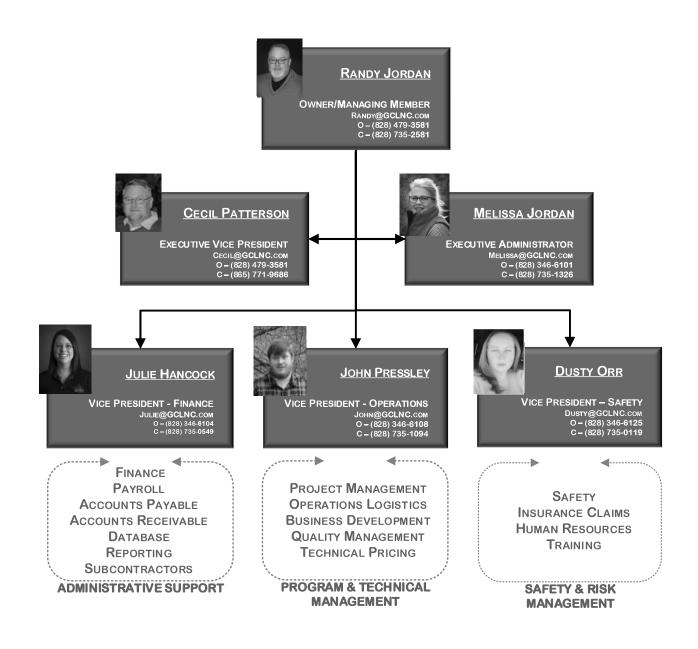
(805) 618-3703 - Office

(818) 301-3295 - Fax

STATES LICENSED:

Alabama (50416), Arkansas (0339150519), California (1038986), Colorado (20141398385), Florida (CUC1225197), Georgia (GCCO004190), Louisiana (60192), Mississippi (20999-MC), Nevada (NV20171572281), New Mexico (4922727), North Carolina (73706), North Dakota (0003065860), Ohio (2281227), Oregon (152093499), Pennsylvania (4291491), South Carolina (G118526), Tennessee (000733186, Texas (32054618916), Virginia (2705153295), and West Virginia (332180).





ORGANIZATION CHART May 2021

(145 PROFESSIONALS)



TAB B: EXPERIENCE



PROJECT UNDERSTANDING / DEMONSTRATED EXPERIENCE

Graham County Land Company (GCL) understands the scope of work associated with providing comprehensive disaster debris management services following FEMA Debris Management Guide program standards. For over 3 decades, GCL leadership has worked with federal, state and local agency operations as well as with client contractors to quickly and safely process millions of cubic yards of debris following storm events of varying sizes. From extensive land clearing and post fire cleanup of thousands of acres to emergency removal of major mud slides and flood damage clearance, GCL has the experience and resources to bring damaged areas back to near normalcy quickly, safely and efficiently.

To best overview our company's experience and capabilities in managing multiple disaster debris management projects covering a wide area with both large and small debris volumes, the following is an overview of recent initiatives involving seven (7) activations resulting from Hurricanes Laura, Delta, and Zeta as well as activations of two (2) severe tropical and ice storms impacting clients in Louisiana, Alabama and Oklahoma from September 2020 through February 2021. The following is an overview of these nine (9) activations and concurrently running debris removal initiatives during this period.

In Week 1 (Sept 2020), there were two concurrent Louisiana activations involving Beauregard Parish (LA) and the City of DeRidder (LA) ultimately resulting in 1,501,378 cubic yards (CY) and 357,573CY of debris respectively over the next 90+ days. GCL was on-site at both locations within 24 hours and successfully moved over 32,000CY of material the first week. At times, over 300 trucks were in operation. Haul volumes exceeded 89,000CY, 165,000CY and 159,000CY of material of the following 3 weeks at just these two locations. In Week 4, three (3) additional activations took place at Sulphur Parks (LA), Jackson Parish (LA) and in the City of Saraland (AL). Weekly haul volumes exceeded 240,000CY of material across those five (5) activations engaging over 500 trucks. Over the ensuing weeks, we had four (4) additional activations with the City of Carencro (LA), Oklahoma City (OK), the Town of Duson (LA) and with Lafourche Parish School District (LA). Weekly haul volumes were routinely between 150,000CY - 250,000CY across all nine activations. Collectively, total haul volumes exceeded 2,200,000CY through February 2021. Most all work across all 9 activations were either completed or near complete within 90 days or less of activation with exception of Beauregard Parish (LA) and the City of DeRidder (LA) which were extended due to extensive debris volumes and schedule delays caused by additional storms. Two activations were completed within 2 weeks.

GCL worked closely with all clients to provide timely and accurate reporting to help facilitate FEMA reimbursements in a timely manner. Weekly cashflow requirements just on these activations exceeded \$500,000 with some weeks exceeding \$1.0 million. Accordingly, it was critical that all data collection and reporting happened promptly and efficiently as GCL made sure its subcontractors were promptly and accurately paid within contract requirements. With payment cycles from clients at 30+ days, GCL had to have sufficient cash and loan capacities to carry 5 - 6 weeks of financial requirements needed for subcontractors and and other expenses while waiting on client funding to be received. Some work delays were mandated by the client due to additional storms and extensive rains taking place while work was in progress. One client, Jackson Parish, carried the expenses of multiple smaller local governmental communities in the area and requested GCL to provide debris clearance and track haul volumes separately to support their future billing back to those communities which we did.

The above projects were not GCL's only projects underway at the time of these activations. Although disaster debris removal initiatives remain the highest priority, other work was either temporarily delayed or continued at a slower mutually agreed upon pace. Suffice to say, GCL understands what it takes to address the debris removal needs of <u>multiple concurrent</u> clients <u>across a wide multi-state area</u> and has the resources to make it happen. Regardless of the size of the project, we can get it done. Quickly, Safely and Efficiently!



Project Organization & Staffing

Because every disaster emergency event is unique on many levels, it is important to select an organization and staffing team with the broadest experience in organizing and managing such events. Graham County Land Company (GCL) has a leadership team with decades of experience organizing and managing both small and large events with direct experience organizing, leading and managing execution of FEMA supported disaster-related events up to and including major events such as the hurricanes that have impacted Montana, Alabama, Florida, and North Carolina over the last decade. With these events also comes extensive flood-related damages to infrastructure impacting road, bridges and other critical community services and operations. Also included within this proposal are references working with similar community operations providing debris removal needs like those being requested by this RFP.

Key project personnel have been identified based on their past performances organizing, leading and managing the execution of disaster clean-up efforts of all sizes working closely with local, state, and federal organizations helping bring communities back to degrees of normalcy within a reasonably prompt period of time. Their resumes are included in the following pages of this proposal summarizing their experience, qualifications and areas of expertise supporting all aspects of hazardous debris cleanup efforts. With these resumes, we propose what lead functions each would be responsible for depending upon the requirements of the emergency event.

Invoice Processing

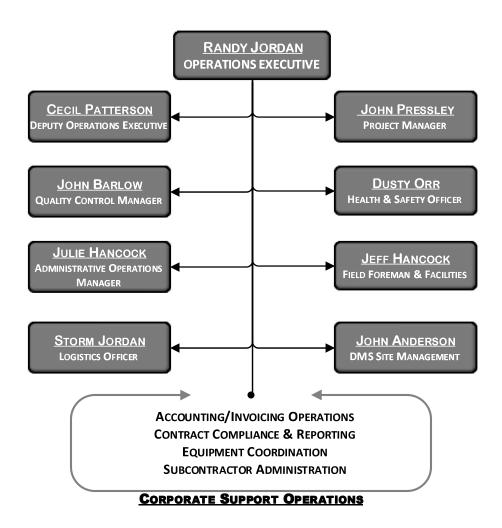
Graham County Land Company, LLC submits invoices to customers based upon the local, state and government requirements. Invoices will be prepared based upon approved tickets and will be submitted to the City on a monthly basis, unless otherwise instructed. All invoices for debris removal would include a listing of the approved tickets. All hourly work would be invoiced based upon approved hours. The invoices for hourly work would include a listing of the time for equipment and employees. A sample of GCL's invoice has been included within the financial section of this proposal.

Federal Emergency Management Agency

The employees of GCL are well versed in all aspects of FEMA documentation, project management, and payment processes. With over 20 years experience, our disaster response team has substantial knowledge and experience working closely with local, state, and federal agencies on a wide variety of FEMA related events. The resumes and references included in our proposal to you are examples of our experience working within the rules, guideline, regulations and processes required by FEMA. GCL will make it a priority to provide the County with all the necessary compliance and documentation to support full reimbursement for all eligible costs from FEMA.



DISASTER EVENT RESPONSE TEAM ORGANIZATIONAL STRUCTURE





Operations Executive

Randy Jordan - Owner/Managing Member - January 1999 to Present



Mr. Jordan has been the CEO/Managing Member of Graham County Land Company, LLC since 1998. Being employed in the construction industry since 1987, Mr. Jordan has extensive nationwide experience with construction and disaster recovery projects. In 2013, Mr. Jordan left P&J and began restructuring the Graham County Land Company brand as a small business entity focusing on disaster response and debris management, land clearing and earthmoving, erosion control, and general contracting. Mr. Jordan has managed over \$1 billion worth of projects.

Experience:

Graham County Land Company, LLC - CEO/Managing Member - 1998 to Present

Management of land holdings. In May 2013, expanded the company to include a construction division which includes Heavy Civil, Land Clearing, & Disaster Recovery throughout the United States. Mr. Jordan manages all operations for GCL.

Phillips and Jordan, Inc. 1989 to 2013

Executive Vice President & Chief Operating Officer - 2011 to 2013: Leadership of all operations company-wide for multiple types of Heavy Civil, Land Clearing, & Disaster Recovery projects.

<u>Senior Vice President - 2005 to 2011:</u> In addition to all North Carolina operations, provided leadership of nationwide Heavy Civil, Land Clearing, and Disaster Recovery projects.

<u>Vice President of North Carolina Operations - 1994 - 2004:</u>
Leadership of multiple Heavy Civil, Land zClearing, & Disastger Recovery projects for North Carolina.

Notable Projects:

- USACE Hurricane Katrina Cleanup New Orleans, LA
- Alabama State Port Authority Choctaw Point Terminal Land Reclamation/Stabilization
- Linville Land Harbor Property Owners Association Dam Rehabilitation Linville, NC
- USACE 2011 Alabama Tornado Recovery, Various Locations, AL
- DeKalb County, GA Seminole Road Landfill Phase 2A Closure Dekalb Co., GA
- USACE Joplin Tornado Cleanup Joplin, MO
- Duke Energy Carolinas Catawba Dam ESSI Phase II Nebo, NC
- USACE Levee Removal Resulting From Flooding 2011 Minot, ND
- Miller Environmental BP Deepwater Horizon Oil Spill 2010 Pascagoula, MS
- USACE C44 Reservoir Intake Canal/Project Access Road Stuart, FL
- NCDOT I-40 Rock Slide Repair Maggie Valley, NC
- NCDOT Clay County US 64 Reconstruction Clay County, NC
- USACE Hurricane Ivan Cleanup 2004 Mobile, AL
- USACE Hurricane Dennis Cleanup 2005 Mobile, AL
- Easley Combined Utilities Saluda Lake Restoration Easley, SC
- Hempstead County, AR Ice Storm Cleanup 2000 Hope, AK
- McIntosh County, OK Ice Storm Cleanup 2000 Eufaula, OK
- USACE Flood Repairs 2001 Beckley WV
- TVA Cumberland-Montgomery 500kV Transmission Lines TN
- USACE Debris Processing Sept 11, 2001 Attack on the World Trade Center- NY
- USACE Ice Storm Cleanup 2002 Oklahoma City, OK
- Palm Beach Aggregates North & South Water Storage Areas for the L-8 Reservoir, FL



Deputy Operations Executive

Cecil Patterson - Executive Vice President/Partner - January 2014 to Present



Mr. Patterson joined Graham County Land Company, LLC (GCL) in January 2014, having previously worked with Randy Jordan and John Pressley (owners of Graham County Land) at Phillips and Jordan, Inc. Mr. Patterson has been involved in the construction industry for over 45 years serving in a wide variety of roles including project manager, division manager, vice president, and corporate counsel. Mr. Patterson has been directly responsible for leading and managing hundreds of projects in the areas of pipeline clearing, heavy civil, and disaster response.

Experience:

Graham County Land Company, LLC - 2014 - Present

Phillips and Jordan, Inc. - 1993 to 2014

<u>Vice President - 2009 - 2014 / Assistant Vice President - 2005 - 2009</u> - Nationwide leadership & management of the Pipeline Division from business development through service delivery. Co-leader of Disaster Recovery Division, including business development, post-event contracts, & project execution.

<u>Division Manager - 1996 - 2005</u> - Leadership of Heavy Civil, Land Clearing, & Disaster recovery projects.

<u>Corporate Counsel - 1993 - 1996</u> - Reviewing & negotiating all contracts, insurance & bonding, and all related legal matters including OSHA, workers comp & case management, safety, HR, risk management & real estate.

Notable Project Leadership:

- USACE Hurricane Katrina Cleanup New Orleans, LA
- USACE Hurricane Katrina Sector IV Western LA
- Alabama State Port Authority Choctaw Point Terminal Land Reclamation/Stabilization AL
- USACE 2011 Alabama Tornado Recovery Various Locations, AL
- USACE Joplin Tornado Cleanup Joplin, MO
- USACE Levee Removal Resulting From Flooding 2011 Minot, ND
- Miller Environmental BP Deepwater Horizon Oil Spill 2010 Pascagoula, MS
- NCDOT I-40 Rock Slide Repair Maggie Valley, NC
- USACE Hurricane Ivan Cleanup 2004 Mobile, AL
- USACE Hurricane Dennis Cleanup 2005 Mobile, AL
- Hempstead County, AR Ice Storm Cleanup 2000 Hope, AK
- McIntosh County, OK Ice Storm Cleanup 2000 Eufaula, OK
- USACE Flood Repairs 2001 Beckley, WV
- TVA Cumberland Montgomery 500kV Transmission Lines, TN
- USACE Debris Processing September 11, 2001 Attack on the World Trade Center NY
- Ice Storm Cleanup 2002 Oklahoma City, OK

Awards received:

- Carolina Pinnacle Award in 2011 for the Best Highway/Heavy Project
- American Public Works Association Project of the Year Award 2005 for Disaster and Emergency Construction.
- Hurricane Isabel Debris Removal Project Repair for the City of Virginia Beach.
- Numerous letters of recognition from various state and government entities
- USACE Contractor of the Year
- Award for work completed for the processes of debris from the World Trade Center Attack



Project / Quality Control Manager

John Pressley - Senior Vice President, Operations - 2013 to Present



Mr. Pressley joined Graham County Land Company, LLC in 2013, having previously worked with Randy Jordan and Cecil Patterson (now owners of Graham County Land) at Phillips and Jordan, Inc. Mr. Pressley has been active in the construction industry since 2004 and has been involved with management of many notable projects. Mr. Pressley has been directly responsible for managing numerous projects in the areas of clearing, heavy civil, DOT highway construction and disaster response.

Notable projects managed during tenure:

- USACE Hurricane Katrina Cleanup New Orleans, LA
- USACE 2011 Alabama Tornado Recovery, Various Locations, AL
- Hurricane Sandy 2012 Suffolk County, NY
- Hurricane Isaac 2012 City of Westwego, LA
- Debris Removal & Disposal of 10,000 Cubic Yards Public Right of Way, LA
- Hurricane Irene 2011 Virginia Department of Transportation VA
- Hurricane Ike 2008 City of Nacogdoches, TX
- Debris Removal & Disposal of 20,000 Cubic Yards City Limits of Nacogdoches, TX.
- Kentucky Ice Storm 2009 City of Paducah, KY
- Oklahoma Ice Storm 2007 Muskogee, OK
- Western New York Ice Storm 2007 Buffalo NY & Lackawanna, NY

Certificates & Licenses:

- American Heart Association First Aid CPR
- Fortier Loss Control Consultants 24 Hour HAZWOPER Certification
- NCDA & CS Pesticide Applicator Certification Right of Way Category
- NCDOT Level II: Certified Erosion and Sediment Control/Storm water Site Manager
- Emergency Management Institute FEMA IS-00100, 00200, 00700, 00800 Certifications
- USACE Construction Quality Management for Contractors Certificate
- FEMA 325 Guide and Safety Training Certificate
- EPA/AHERA Asbestos Contractor/Supervisor & Inspector Certificates
- Louisiana Department of Environmental Quality Accredited Asbestos Supervisor
- Electrical Hazard Awareness / Tree Worker Safety Training Certificate
- Emergency Response Aerial Rescue, Tree and Aerial Lift Safety Training Certificate
- Chainsaw Safety and Cutting Techniques Safety Training Certificate
- OSHA Logging Standards Training Certificate
- North Carolina Department of Transportation, Escort Vehicle Operator Certificate
- Eastern Technical Associates of Raleigh Visible Emission Evaluation Certificate
- ESI International Federal Contracting Basics Certificate
- The George Washington University, School of Business Federal Contracting Basics Certificate
- ESI International Operating Practices in Contract Administration Certificate
- The George Washington University, School of Business Operating Practices in Contract Administration Certificate
- George Washington University, Law School Construction Contracting Certificate
- George Washington University, School of Business Associates Certificate in Project Management



Administrative Operations Manager

Julie Hancock - Senior Vice President of Finance - 2013 to Present



Mrs. Hancock has been employed in the construction industry since 1999 and has been involved with the administration of various projects including the Joplin, MO tornado cleanup, Levee removal in Minot, ND, and the I-40 Rock slide in Maggie Valley, NC to name a few. Ms. Hancock has overall responsibility for companywide finance matters.

Experience:

Graham County Land Company, LLC.

Senior Vice President, Finance - 2017 to Present Vice President, Finance - 2013 to 2017

Phillips and Jordan, Inc. - 1989 to 2013

Contract Administrator - 2008 to 2013

Responsibilities included review of contract and bid documents to assess risk, set up projects, order certificates of insurance, obtain project bonding, pay all company bills, invoice customers, accounts receivables follow up and coordinate IT support services on accounts receivables.

Projects included:

- Joplin Tornado Cleanup USACE 2011
- Levee Removal Monot, ND USACE 2011
- North Dakota Oil Field (various customers) 2011 2013
- I-40 Rock Slide Repair Maggie Valley, NC (NCDOT 2009)
- US 64 Reconstruction Clay County, NC (NCDOT 2010)

Office Manager - 2003 - 2008

Accounts Payable, Accounts Receivable and Payroll for two rock quarries and a concrete plant. IT support for the Robbinsville office and field staff as well as the two rock quarries and concrete plant.

Disaster Recovery Administrative Coordinator - 2000 - 2003

- Ice Storm cleanup in Hope, Arkansas (USACE 2000)
- Ice storm cleanup in Eufaula, Oklahoma (USACE 2000)
- Flooding repairs in Beckley, West Virginia (USACE 2001)
- Processing of debris from the World Trade Center attack, New York (USACE 2001)
- Ice storm cleanup in Oklahoma City, Oklahoma (USACE 2002)
- Turkey Incineration in Shenandoah Valley, Virginia Dept of Environmental Quality 2003

Front Desk Clerk - 1998 to 2000

Administrative assistant for a wide variety of task. Processed payroll. Phone operator. IT support for the Robbinsville, NC office and field staff.



Field Foreman & Facilities

Jeff Hancock – Vice President - 2013 to Present



Mr. Hancock has been employed in the construction industry since 1986 and has been involved with management of many notable projects. Responsibilities have included oversight of the construction division involving various types of Heavy Civil, Land Clearing, and Disaster Recovery Projects throughout the United States.

Notable Projects:

- BP Deep Horizon Gulf Oil Spill, Pascagoula, MS (BP 2010)
- Buncombe County Ice Storm debris removal (NCDOT 2010)
- Emergency Road Slide, Cocke County, TN (TDOT 2011)
- Tornado cleanup in Alabama (USACE 2011)
- Tornado cleanup in Joplin, Missouri (USACE 2011)
- Levee removal in Minot, North Dakota as a result of flooding (USACE 2011)
- North Dakota Oil Field (Various Customers 2011 to 2013)
- Emergency Road Slide Hwy 441, Cherokee, NC (NCDOT 2013)
- Debris removal resulting from the Blizzard of 1993, Cherokee County, NC (NCDOT 1993)
- Hurricane Hugo Debris Removal, Charlotte, NC (NCDOT 1989

Past Positions:

<u>Sales Manager – 2005 to 2008</u>

Sales Manager for two rock quarries and a concrete plant.

NCDOT Inspector/Supervisor – 1995 to 2005

Manage NCDOT projects including subcontractors on the projects. Inspect subcontractor performed items on NCDOT projects. Member of the Hazardous Material Response Team.

NCDOT Crew Leader – 1986 to 1995

Management of crews on road projects, maintenance projects, and disaster debris removal projects.



TAB C: FINANCIALS



GRAHAM COUNTY LAND COMPANY, LLC

AND SUBSIDIARY

CONSOLIDATED FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT DECEMBER 31, 2019

ROBBINSVILLE, NC

DLC CPAs

Certified Public Accountants



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Graham County Land Company, LLC

We have audited the accompanying consolidated financial statements of Graham County Land Company, LLC (a North Carolina limited liability company) and its subsidiary, which comprise the consolidated balance sheet as of December 31, 2019, and the related consolidated statement of income, changes in member's equity, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Graham County Land Company, LLC and its subsidiary as of December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary schedules on pages 20 - 26 are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Suwanee, GA

August 20, 2020

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATED BALANCE SHEET DECEMBER 31, 2019

CONFIDENTIAL

ASSETS

	2019
CURRENT ASSETS	
Cash (Note 1)	\$ 720,571
Accounts receivable, net (Note 2)	3,036,291
Costs and earnings in excess of billings on	
uncompleted contracts (Note 4)	4,007,983
Assets available for sale (Note 1)	725,917
Other current assets	127,870
Due from related party (Note 3)	211,597
Inventory (Note 1)	 898,621
TOTAL CURRENT ASSETS	9,728,850
GOODWILL	70,000
PROPERTY AND EQUIPMENT (Note 5)	
Property, equipment and vehicles	19,097,312
Accumulated depreciation	(5,716,332)
NET PROPERTY AND EQUIPMENT	13,380,980
TOTAL ASSETS	\$ 23,179,830

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATED BALANCE SHEET DECEMBER 31, 2019

CONFIDENTIAL

LIABILITIES AND MEMBER'S EQUITY

		2019
CURRENT LIABILITIES		
Contract and accounts payable	\$	2,047,269
Billing in excess of earnings and costs on		
uncompleted contracts (Note 4)		222,654
Lines of credit (Note 6)		757,296
Current portion of notes payable (Note 6)		3,556,807
TOTAL CURRENT LIABILITIES		6,584,026
LONG TERM LIABILITIES		
Long term portion of notes payable (Note 6)	ī	6,771,516
TOTAL LONG TERM LIABILITIES		6,771,516
MEMBER'S EQUITY		9,824,288
TOTAL LIABILITIES AND MEMBER'S EQUITY	\$	23,179,830

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATED STATEMENT OF INCOME YEAR ENDED DECEMBER 31, 2019

	2019
PROFITS FROM CONTRACTS	
Construction revenues	\$ 54,388,363
Construction costs	 (39,775,178)
GROSS PROFITS FROM CONTRACTS	14,613,185
GENERAL AND ADMINISTRATIVE EXPENSES	(9,716,962)
NET OPERATING PROFIT (LOSS)	4,896,223
OTHER INCOME (EXPENSES)	
Other income (expense)	(1,779)
Gain (Loss) on sale of equipment	(68,671)
Interest income (expense)	(749,294)
TOTAL OTHER INCOME (EXPENSES)	(819,744)
NET INCOME (LOSS)	\$ 4,076,479

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATED STATEMENT OF CHANGES IN MEMBER'S EQUITY DECEMBER 31, 2019

	 /lember Units	_	Additional d-in Capital	Reta	ined Earnings	 Total Member's Equity
December 31, 2018	\$ 122,262	\$	1,488,534	\$	4,137,013	\$ 5,747,809
Net income (loss)	 				4,076,479	 4,076,479
December 31, 2019	\$ 122,262	\$	1,488,534	\$	8,213,492	\$ 9,824,288

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATED STATEMENT OF CASH FLOWS DECEMBER 31, 2019

		2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income (loss)	\$	4,076,479
Adjustments to reconcile net income to net cash provided by operations: Depreciation		2,623,226
Gain (loss) on sale of equipment		(68,671)
(Increase) decrease in: Contracts receivable Due from related party Inventory Assets available for sale Other current assets Costs and earnings in excess of billings on		1,897,095 140,193 (262,175) 575,459 291,907
uncompleted contracts		(3,723,555)
Increase (decrease) in: Accounts payable Accrued expenses Billings in excess of costs and earning on		(1,173,553) (36,704)
uncompleted contracts		
Net cash flow provided (used) by operating activities		4,339,701
CASH FLOWS FROM INVESTING ACTIVITES		
Purchase of property and equipment Goodwill Proceeds from sale of property and equipment		(5,298,338)
Proceeds from sale of property and equipment		(471,129)
Net cash used by investing activities CASH FLOWS FROM FINANCING ACTIVITIES		(5,769,467)
New borrowings Repayment of debt Related party payable		2,736,952 (710,169)
Contributions Distributions		
Net cash provided by financing activities		2,026,783
NET CHANGE IN CASH	\$	597,017
CASH AT BEGINNING OF YEAR	\$	123,554
CASH AT END OF YEAR	\$_	720,571
SUPPLEMENTAL DISCLOSURES: INTEREST PAID		749,294

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY SCHEDULE OF COMPLETED AND UNCOMPLETED CONTRACTS YEAR ENDED DECEMBER 31, 2019

		ion in the same in					j			or to the control of					(100110)	(200)
							Billings						Billings	Backlog	Costs & Est. Earnings in Excess	Billings in Excess of Costs &
Project Name	Revenue	Cost	Gross Profit	Revenue	Cost	Gross Profit	Year To Date	Revenue	Cost	Gross Profit	Percent C	Complete	To Date		of Billings	Est Earnin
Contracts in Progress:																
		1,082,525 \$	\$ 52,975	614,185 \$	583,476 \$	30,709	\$ 565,308	\$ 1,051,641 \$	\$ 650,656	52,582	2.00%	92.29% \$	937,425 \$	\$ 202,075	\$ 114,216	· «>
6018032 NCDOT, DM00650, Hendersonville, NC	3,499,917	3,149,926	349,992	2,028,461	1,825,615	202,846	1,892,280	2,315,413	2,083,871	231,541	10.00%	66,16%	2,195,073	1,304,845	120,340	
6016034 Monorays, Preimspection PC&E, CA	7,700,000	3,250,990	4,449,010	4,832,175	2,040,176	2,797,999	3,535,090	5,155,922 050,796	2,589,070	3,556,852	2/./8%	/8.80%	5,002,641	2,697,359	1,153,281	
	482 682	482 682	10/010	482 682	482 682	422,007	487 687	482 682	482 682	74.0	%0000	100.00%	482 682			coc'n!
	4 000 000	3 400 000	900 000	2 963 553	2519 020	444 533	2870.606	2 963 553	2519 020	444 533	15.00%	74 09%	2 870 606	1 129 394	92 947	
	1,293,708	905,506	388.112	752.402	526.681	225.720	722.251	752.402	526.681	225 720	30.00%	58 16%	722,251	571.457	30.151	٠
	744,821	200,000	244,821	781,834	524,847	256,987	744,821	781,834	524.847	256,987	32.87%	104.97%	744,821		37,013	٠
6019023 Mowbray's, Log Haul	1,500,000	975,000	525,000	1,424,571	925,971	498,600	1,392,239	1,424,571	925,971	498,600	35.00%	94.97%	1,392,239	107,761	32,333	٠
6019024 Mowbray's, Croville Yard, CA	000'009	390,000	210,000	330,605	214,893	115,712	343,219	330,605	214,893	115,712	35,00%	55,10%	343,219	256,781	٠	12,6
6019030 NCDOT, DN00282, Panther Creek, Polk, NC	698,897	594,062	104,834	296,081	251,669	44,412	211,031	296,081	251,669	44,412	15.00%	42.36%	211,031	487,865	85,050	•
-	1,145,526	801,868	343,658	963,659	674,561	289,098	978,641	963,659	674,561	289,098	30.00%	84.12%	978,641	166,885	•	14,9
	7,800,000	3,432,131	4,367,870	7,338,378	3,229,009	4,109,369	5,131,319	7,338,378	3,229,009	4,109,369	26.00%	94.08%	5,131,319	2,668,681	2,207,060	•
	649,000	649,000	٠	314,363	314,363	٠	331,113	314,363	314,363	•	%00.0	48.44%	331,113	317,887	٠	16,7,
	635,500	540,175	95,325	66,187	56,259	9,928	64,874	66,187	56,259	9,928	15.00%	10.41%	64,874	570,626	1,313	
	795,000	397,500	397,500	274,631	137,316	137,316	278,737	274,631	137,316	137,316	20.00%	34.54%	278,737	516,263		4,
8019031 DUNA Energy; Fee Dee River Crossing, SC 8018086 SCHOT Vendation Crimina SC	3,331,000	2,485,700	000,000,1	263,762	462,646	236,935	939,250	363 104	351,232	150,528	30,00%	14.13%	9/9/194	3,009,124	19,665	30 00
	30,00	33,575	5,925	307	337	010,002	100,004	307	737	20,002	15.00%	1 00%	100,004	30 500	397	9,
	253,360	228.024	25,336	253,360	228.024	25,336	253,360	253,360	228.024	25.336	10.00%	100.00%	253,360			
6019059 Garney, Rope Mill Woodstock Clearing, GA	162,400	146,160	16,240	151,731	136,558	15,173	162,400	151,731	136,558	15,173	10,00%	93.43%	162,400			10,66
-	699,400	317,692	381,708	466,967	212,113	254,854	476,319	466,967	212,113	254,854	54.58%	96.77%	476,319	223,081	٠	9,3
	144,131	108,098	36,033	133,448	100,086	33,362	144,131	133,448	100,086	33,362	25,00%	92,59%	144,131			10,6
	199,730	139,811	59,919	55,617	38,932	16,685	103,405	55,617	38,932	16,685	30.00%	27.85%	103,405	96,325		47,7.
.,	250,000	212,500	37,500	204,559	173,875	30,684	193,195	204,559	173,875	30,684	15.00%	81.82%	193,195	56,805	11,364	•
	1,625,760	1,381,896	243,864	474,705	403,500	71,206	433,616	474,705	403,500	71,206	15.00%	29.20%	433,616	1,192,144	41,089	
801507.2 Vecello, NCDOT CZC4360 Rockingham bypass, NC 6019073 GDOT Dist 4 Lowndes Co. 48400-DOTTOO1800 1-75 Venetation Removal GA	288 570	245 285	43.286	676,712	191,261	717'00	195,200	6/6/112	191,261	717'00	%0000 0 000%	21.04%	007,081	288,570	51.72	
	698,325	698,325		30,020	30,020		٠	30,020	30,020	•	%0000	4.30%	٠	698,325	30,020	•
6019076 GDOT, Dist 5, Effingham-Chatham Co, 48400-DOT0001810, SR404 & I-16 Vegetation Removal, GA	497,100	422,535	74,565								%00'0	%00.0	•	497,100		
6019077 GDOT, Dist 5, Chatham Co, 48400-DOT0001816, SR405 Vegetation Removal, GA	837,500	711,875	125,625	173,716	147,658	26,057	168,745	173,716	147,658	26,057	15.00%	20.74%	168,745	668,755	4,971	•
6019080 GDOT, Dist 4, Coffee Co, 48400-DOT0001803, SR158 Vegetation Removal, GA	379,000	322,150	56,850	848	721	127	٠	848	721	127	15.00%	0,22%	٠	379,000	848	٠
-	345,000	189,750	155,250	183,417	100,880	82,538	201,548	183,417	100,880	82,538	45 00%	53.16%	201,548	143,452	٠	18,1;
-	295,000	250,750	44,250	113,852	96,774	17,078	110,258	113,852	96,774	17,078	15.00%	38.59%	110,258	184,742	3,594	į
-	396,613	317,290	79,323	248,897	199,117	49,779	275,354	248,897	199,117	49,779	20,00%	62,76%	275,354	121,259	٠	26,4;
	92,463	78,593	13,869	78,676	66,875	11,801	80,250	78,676	66,875	11,801	15.00%	85.09%	80,250	12,213	•	1,5
	69,874	59,393	10,481	69,677	59,225	10,452	69,874	69,677	59,225	10,452	15.00%	99.72%	69,874			₹
	58,000	49,300	8,700	55,932	47,542	8,390	28,000	55,932	47,542	8,390	15.00%	96.43%	28,000	- 000		2,0
BUISDOO GLOUI, DIST 7, Denato CO, 4640/EUCIDUO 1657, 1-675 & 1-275 Vegetation Removal, GA	433,037	300,086	808,400								0.00%	8000		433,057		
	090,020	120,001	447.480								8 00 0	8 8 8 8		090,020		
	345,200	203,720	51 780								%0000	8000		345,200		•
_	000,000	200,120	9	ļ				i		i	200	2		2,500		•
		THE NEC	73 800								2000	2000		000		

Total completed contracts
Total contracts

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY

AND SUBSIDIARY SCHEDULE OF COMPLETED AND UNCOMPLETED CONTRACTS YEAR ENDED DECEMBER 31, 2019

Project Name	6017014 NCDOT, DM00199, Replace Bridge 061 over Snow Creek, Milchell County,	20 Frank L. Blum Construction Company, UNCA, NC	 NODOT, DM00208; SR 3434 a SR 2740, Durtonibe, NO. SCDOT, Contract # 2710420, 1485 Tree Clearing in Jasper County. SC 	29 SEMA, FDOT SR 20 SE Hawhorne Rd, FL	37 NCDOT, DM00231, SR 1560 & SR 1798, McDowell Co, NC	56 Vannoy Construction, MAHEC Building 4, Asheville, NC	29 NCDOLLEMBO234, SR 2402 & SR 1140, Bullcombe Co, NC	22 Valling) Collabration, Word Copies Californ Nesselles (1911) 22 NCDOT DMB1782560 Meter Grades Class	33 NCDOT DN11762697, Motor Grader, Macon	M NODOT DNH762601 Meter Grader Graham	35 NCDOT, DN11762592, Motor Grader, Cherokee	21 NCDOT, DND0283, Watauga Creek, NC	28 NCDOT, DND0532, Cld World Circle, NC	89 NCDOT, DND0638, Henderson Co, NC	NCDOT, Div 12 Long Arm Mowing, NC	31 York Co Airport, Runway 20, Rock HILSC	33 Chesterfield Co Airport	35 NCDOT, Division 1 Cut & Shove, NC	38 Moubray's Tree Service, Tree Crews	10 NCDOT, DN00134, Bridge No 163 Over Bates	11 NCDOT, Work Order 11843571, Craven Co	42 Weston, MOTSU, Millary Ocean Terminal Sunny Point, NC	53 Southeastern, Peaks of Cakwood, Howery Branch, GA	WCU, North of Norton Parking Lot, Contract # 2016 072C, NC	 Paralico County, Call Disposal, NC NCDOT DAMASASCS Sucure for Mater Cooker Disposed NC 	59 NCDOT, DIVITAGABBS, Show& Ice Motor Grader, Haywood, IAC	SU Superior, Caearing and Grubbing Areas, Weisse Section 6, FL.	22 OFF, Installigs, FL 72 NOTOTI DATORZI Havanad Co State NO	25 Petitooat Schmitt, Hohland Chase 182.FL	36 Town of Cape Carteret, Tree Removal NC	37 NCDOT, DND0862, Hosenna St, NC	38 Hardwicks, Horry Co Tree Removal, NC	39 NCDOT, DN00692, Swain Co Stide, NC	10 Hardwicks, Copperhead Rd	 NCDOT, FORE, Jackson Co Side, Gullowhee Mt 	12 Southern Asphalt, Palmetto Pointe, SC	13 GDOT, D1 Gwinnett Veg Rem, Lawrenceville	15 Jackson Co, Lakepoint Lf. P.L.	15 COOL De Carroll Veginerit Carrollicut CA.	17 GLOU, DO FLOREIS YES REIL JOSEPH, SM.	19 Petitional Organis (Child Build El	21 D&S Grinding Myrth Beach	22 Mowbrav's EVM, North Bav	25 D&S, #2 Georgetown, Debbado, SC	28 D&S Grinding, #3 Market Commons, SC	27 Southern Asphalt, Jessica, SC	28 GDOT, D5 Glynn Co Veg Rem 1608, GA.	29 P&S Paving, FDOT SR 20, Putnam Co, FL	52 GDOT, D7 Dauglas Co, 48400-DOT0001645, GA	53 GDOT, D7 Douglas Co, 48400-DOT0001646, GA	34 Southern Asphalt, Carolina Forest, SC	55 Relyant, Hegan Aztex Temp Housing, CA	So southern Asphalt Christian Laybown Yard Sc	50 COPPS, MARGINGTO CO FILE # 2019U0000, INC.	So GOOT D7 L20 Chanel Hill Biopside SA	11 Jackson Co. Meadowwew Rd Repair, FL.	13 GDOT, Clayton, 48400-DOT0001711, GA	ES GDOT, Cobb, 48400 DOT0001713, GA	57 Duke Energy, PO 8143489, NC	 B&G Pipeline, Phase III-Troutman, T-18B, NC 	19 Southern Asphalt, SCDOT Georgetown, SC	50 Hardwoks, Carolina Forest, SC	22 Int. Act burning, one I presponse, CA.	54 Patricot-Schmitt Terrahalla Ants Fl	77 TFR NCDOT Division 3 Cut & Shove, NC	30 Mountain Harbor POA, Slide Removal, NC	31 Moubrays, EVM Bay Area, CA	53 Jackson County, FEMA 6, FL	24 Jak Dilloworks, ITR Collishins, FL. 35 DeBorden Cohov Firebouse Rd SC.	Southern Asphalt Grissett Lake, Clearing	11 SCDOT, ROW Orangeburg, SC	75 Miranda Contracting, Oaklast Multifamily, FL	18 Southern Asphalf, Hokory Cove Phase 3, SC	19 AC Hardes & Soil, Loterlessel & Harvey, Road, Sc. 30, 30, 10th Chance Book Library, County, 50	 AC Hardee & Son, John Cannon Hoad, Horry County, SC. Previous Jobs Aleady Marked As Competed 	JU. Prevous Jobs Aleady Marked As Completed 99 National CM Projects	
	601701	601702	601702	801702	601703	601705	901/02	801800	601800	601800	601800	601802	601802	601802	601803	601803	601803	601803	601903	601804	601804	901904	901904	901804	901904	901904	901900	601900	901900	601900	601900	601900	601900	601901	601901	1001001	6019013	100100	901301	801901	901901	601902	601902	601902	601902	6019027	601902	6019029	601903	601903	601903	601903	901903	001909	601903	601904	601904	601904	601904	601904	601904	901905	901909	601905	601905	601906	601906	901909	601909	6019066	601907	6019075	601907	00130/3	901300	6019999	

Excess of Billings	69				•		٠	•				,		•	•				•	•		•	•						•	•		•			٠	٠				٠	•				•				•	•			•				•				•						٠	
Backbg							,			•		•		•	•	•				•	•	•	•						•	•		•			٠	٠	•			٠	•	•			•	•			•	•			•	•			•				•	•			•		,	
Billings To Date	566,160	612,501	5,078,330	855,544	523,211	1.060.878	174,100	163,700	205,200	635,317	232,666	866,944	163.130	1,039,909	30,100	3,876,263	7 580 975	2.214.845	104,181	701,060	353,465	20,685	89,900	162,684	149,347	107 268	71 151	60,000	688,496	28,000	43,898	96,758	288,372	365.840	195,708	108,791	98,550	675,438	14.250	12,000	99,000	291,650	290,000	469,000	187,000	4,092,473	000.00	5.475	444,118	91,550	225,000	000,011	127,825	75,000	UNG./T	98 000	56,280	260,485	126 015	357.411	62,000	34,000	132,600	87,000	53,550	19,000	(210,351)	3,307,980
Percent Complete	100,00% \$	100,00%	100,00%	100.001%	100,00%	200.00T	100.00%	100,00%	100.00%	100,00%	100,001%	100,00%	100,00%	100,00%	100,00%	100,00%	100.00	100,00%	100,001%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100.00%	100,00%	100,00%	100,00%	100,001	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100.00%	100,00%	100,00%	100,00%	400,001	100,00%	100,00%	100,00%	100.00%	100,00%	100.00%	100,00%	100,00%	2000	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	400,001 300,001	100,00%	100,00%	100,00%	100,00%	100,00%	100.00%	0.00%	100,00%	400,000
Profit Percent	9,29%	0.71%	31 50%	12.95%	7,07%	29,92%	91.76%	78,15%	20.04%	31,00%	15,90%	18.85%	38,31%	33,37%	4.67%	15,10%	35 67%	20,91%	5,75%	20,37%	59,24%	44,42%	39,34%	15,12%	33/4%	17 00%	11.86%	75.54%	36,53%	4,40%	34,01%	10.85%	43.55%	29.74%	27,75%	71.04%	37.94%	6 43%	67.25%	41.91%	56,26%	38.87%	71,88%	12,85%	12,94%	4,65%	36.18%	16,26%	5.86%	44,71%	22,53%	0.00%	87.36%	37,25%	72.55%	38.54%	8,19%	59,79%	7 42%	19.84%	12,46%	66,21%	90.41%	70.49%	45.88%	34,06%	371.72%	38,43%
Gross Profit	\$ 52,573	4,326	(507,488)	110,807	36,968	3713	159,747	127,929	41,117	196,972	37,001	163,389	62.495	347,021	1,405	585,411	918,807	463,078	5,990	142,785	209,395	9,189	35,371	24,591	90,394	18 400	8.439	45.321	251,513	1,233	14,927	7,246	36,706	108.785	54,316	77,283	37,386	37 500	583	5,029	55,702	113,354	37,352	60,250	24,190	190,285	5,678		26,017	40,936	50,687	10,392	86,101	27,939	12,753	37.772	4,611	155,751	94,210	70.907	7,725	22,511	119,890	61330	24,571	6,472	(781,924)	1,304,283
Cost	513,587	608,175	5,585,818	744,737	486,242	1057 165	14,353	35,771	164,083	438,344	195,665	703,555	100.635	692,888	28,695	3,290,851	1662 119	1,751,767	98,191	558,275	144,070	11,496	54,529	138,093	170 055	83 868	62 711	14.679	436,983	26,767	28,970	59,512	227,557	257.055	141,392	31,508	61,164	637 020	4 667	6,971	43,298	178,296	378 045	408.750	162,810	3,902,188	4,182	4 585	418,101	50,614	174,313	100,400	41,724	47,061	4,747	60.228	51,669	104,733	117 504	286.504	54,275	11,489	12,710	25.670	28,979	12,528	571,573	7/8/9007
Revenue	566,160 \$	612,501	5,078,330	855,544	523,211	1.060.878	174,100	163,700	205,200	635,317	232,666	866,944	163.130	1,039,909	30,100	3,876,263	7580.975	2,214,845	104,181	701,060	353,465	20,685	89,900	162,684	148,347	970,771	71 151	60,000	688,496	28,000	43,898	66,758	476 979	365.840	195,708	108,791	98,550	675,438	14,750	12,000	000'66	291,650	780,000	469,000	187,000	4,092,473	00000	5.475	444,118	91,550	225,000	000'0	127,825	75,000	17,500	000 88	56,280	260,485	264,000	357.411	62,000	34,000	132,600	87,000	53,550	19,000	(210,351)	3,307,990
Billings fear To Date	139,115 \$	11,015	1,206,837	508,047	60,784	237.571	2,500	29,000	39,000	11,494	25,361	518,087	14.830	1,039,909	30,100	832,790	397,198	720.012	13,431	490,940	156,994	1,182	86,900	162,684	149,347	107,020	71 151	60,000	688,496	28,000	43,898	66,758	476 070	365.840	195,708	108,791	38,550	575,438	14.750	12,000	000'66	291,650	780,000	469,000	187,000	4,092,473	10,000	5.475	444,118	91,550	225,000	00000	127,825	75,000	17,500	000 98	56,280	260,485	126,000	357.411	62,000	34,000	132,600	87,000	53,550	19,000	(210,351)	3,307,060
Sross Profit	6,054 \$	(190,122)	(165,907)	59,875	6,329	88	126,884	32,550	40,742	2,191	6,519	104,715	5.427	344,587	1,405	128,158	140 654	149,865	5,990	94,314	43,460	436	28,267	24,450	90,394	18,400	8,439	45.321	251,513	1,233	14,927	7,246	35,705	108.785	54,316	77,283	37,386	9,450	583	5,029	56,702	113,354	37,352	80.250	24,190	118,696	5,618	088	26,017	40,936	50,687	10,392	86,101	27,939	12,753	37.772	4,611	155,751	94,210	70.907	7,725	22,511	119,890	61330	24,571	6,472	(781,924)	1,304,283
Cost	59,145 \$	8.	1,826,103	402,418	83,244	2,178	11,400	9,102	162,582	4,875	34,471	450,904	8.739	688,028	28,695	720,429	254.460	566.921	98,191	368,759	29,902	624	43,578	137,297	36,353 470 see	83 888	62 711	14 679	436,983	26,767	28,970	59,512	727,540	257.055	141,392	31,508	61,164	537 070	4.667	6,971	43,298	178,296	378.045	408.750	162,810	3,902,188	4,182	4.585	418,101	50,614	174,313	904-90	41,724	47,081	74,747	60.228	51,669	104,733	219,790	286.504	54,275	11,489	12,710	25.670	28,979	12,528	571,573	2,003,377
Revenue	65,199 \$	B// C#B	1,660,196	462,292	89,573	3,708	138,284	41,651	203,324	7,086	40,990	966,620	14,165	1,032,615	30,100	848,587	395 124	716,786	104,181	463,073	73,362	1,123	71,845	161,/4/	149,347	070,771	71 151	60,000	688,496	28,000	43,898	66,758	476 979	365.840	195,708	108,791	98,550	675,438	14.750	12,000	000'66	291,650	780,000	469,000	187,000	4,020,884	000,00	5.475	444,118	91,550	225,000	2000	127,825	75,000	005,71	000 88	56,280	260,485	264,000	357.411	62,000	34,000	132,600	87,000	53,550	19,000	(210,351)	3,307,990
Profit	52,573 \$	4,326	(507,488)	110,807	36,968	37,866	159,747	127,929	41,117	198,972	37,001	163,389	62.495	347,021	1,405	585,411	918.807	463.078	5,990	142,785	209,395	9,189	35,371	24,591	50,394	18,400	8.439	45.321	251,513	1,233	14,927	7,246	255,705	108.785	54,316	77,283	37,386	37 500	583	5,029	55,702	113,354	37,352	60.250	24,190	190,285	5,878	890	26,017	40,936	50,687	780'01	86,101	27,939	12,753	37.772	4,611	155,751	94,210	70.907	7,725	22,511	119,890	61330	24,571	6,472	(781,924)	1,304,283
Cost	513,587 \$	608,175	5,585,818	744,737	486,242	1057 165	14,353	35,771	164,083	438,344	195,665	703,555	100.635	692,888	28,695	3,290,851	1 667 119	1,751,767	98,191	558,275	144,070	11,496	54,529	138,093	98,803 470 off	170,033 83 868	62 711	14.679	436,983	26,767	28,970	59,512	227,007	257.055	141,392	31,508	61,164	537 070	4 667	6,971	43,298	178,296	378 015	408.750	162,810	3,902,188	4,162	4 585	418,101	50,614	174,313	005-400	41,724	47,061	74,747	60.228	51,669	104,733	219,790	286.504	54,275	11,489	12,710	25.670	28,979	12,528	571,573	2,003,377
Revenue	\$ 566,160 \$	612,501	5,078,330	855,544	523,211	1 060 878	174,100	163,700	205,200	635,317	232,666	855,944	163 130	1,039,909	30,100	3,876,263	2 580 925	2,214,845	104,181	701,060	353,465	20,685	006.69	162,684	149,347	107.028	74 154	60,000	688,496	28,000	43,898	66,758	476,972	365.840	195,708	108,791	98,550	675,438	14.250	12,000	000'66	291,650	290,000	469,000	187,000	4,092,473	000,04	5.475	444,118	91,550	225,000	000,011	127,825	75,000	17,500	98 000	56,280	260,485	126 915	357.411	62,000	34,000	132,600	87.000	53,550	19,000	(210,351)	3,307,660

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY SCHEDULE OF GENERAL AND ADMINISTRATIVE COSTS YEAR ENDED DECEMBER 31, 2019

	 2019
Salaries	\$ 2,592,566
Depreciation	2,623,226
Repairs and maintenance	543,612
Travel	749,660
Professional fees	163,141
Bad debt	-
Shop expense	97,934
Fuel	428,295
Office	313,831
Insurance	883,702
Taxes and licenses	191,604
Rent	153,752
Telephone and utilities	194,645
Meals and entertainment	179,223
Payroll taxes and benefits	154,613
Software	57,004
Safety expense	40,940
Contributions	16,878
Small tools	46,476
Lease expense	194,948
Miscellaneous	296
Engineering expense	8,335
Advertising	47,050
Bank fees	25,985
Bid expense	 9,246
Totals	\$ 9,716,962

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATING BALANCE SHEET YEAR ENDED DECEMBER 31, 2019

ASSETS

		CCLC	_	Nat Civil	E	Elimination	S	Consolidated
CURRENT ASSETS								
Cash	∽	712,971	∨	2,600	∨	ı	\$	720,571
Accounts receivable, net		2,387,329		648,962		ı		3,036,291
Costs and earnings in excess of billings on								ı
uncompleted contracts		4,007,983		ı		ı		4,007,983
Assets available for sale		725,917		ı		ı		725,917
Other current assets		87,489		40,381		ı		127,870
Due from related party		283,186		ı		(71,589)		211,597
Inventory		898,621				1		898,621
TOTAL CURRENT ASSETS		9,103,496		696,943		(71,589)		9,728,850
GOODWILL		70,000		ı		ı		70,000
PROPERTY AND EQUIPMENT								
Property, equipment and vehicles		16,306,389		2,790,923		ı		19,097,312
Accumulated depreciation		(5,051,546)		(664,786)		ı		(5,716,332)
NET PROPERTY AND EQUIPMENT		11,254,843		2,126,137				13,380,980
TOTAL ASSETS	₩	20,428,339	∨	2,823,080	₩	(71,589)	₩	23,179,830

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATING BALANCE SHEET YEAR ENDED DECEMBER 31, 2019

LIABILITIES AND MEMBER'S EQUITY

	GCLC	Nat Civil	Elimination	Consolidated
CURRENT LIABILITIES				
Contract and accounts payable	\$ 1,873,975	\$ 173,294	· S	\$ 2,047,269
Accrued expenses	ı			1
Billing in excess of earnings and costs on				
uncompleted contracts	222,654	1	1	222,654
Lines of credit	757,296	1	1	757,296
Factoring	ı	1	ı	1
Current portion of notes payable	2,990,255	566,552	1	3,556,807
TOTAL CURRENT LIABILITIES	5,844,180	739,846	ı	6,584,026
LONG TERM LIABILITIES				
Long term portion of notes payable	5,530,502	1,241,014	1	6,771,516
TOTAL LONG TERM LIABILITIES	5,530,502	1,241,014	ı	6,771,516
MEMBER'S EQUITY	9,053,657	842,220	(71,589)	9,824,288
TOTAL LIABILITIES AND MEMBER'S EQUITY	\$ 20,428,339	\$ 2,823,080	\$ (71,589)	\$ 23,179,830

GRAHAM COUNTY LAND COMPANY, LLC AND SUBSIDIARY CONSOLIDATING STATEMENT OF INCOME YEAR ENDED DECEMBER 31, 2019

		CCLC		Nat Civil		Eliminated	ပိ	Consolidated
PROFITS FROM CONTRACTS Construction revenues Construction costs	₩	51,152,292 (37,771,801)	₩.	3,307,660 (2,003,377)	↔	(71,589)	↔	54,388,363
GROSS PROFITS FROM CONTRACTS		13,380,491		1,304,283		(71,589)		14,613,185
GENERAL AND ADMINISTRATIVE EXPENSES		(8,750,182)		(966,780)		1		(9,716,962)
NET OPERATING PROFIT (LOSS)		4,630,309		337,503		(71,589)	∽	4,896,223
OTHER INCOME (EXPENSES)								
Other income (expense)		ı		(1,779)		ı	↔	(1,779)
Gain (Loss) on sale of equipment		32,989		(101,660)		ı	↔	(68,671)
Interest income (expense)		(624,996)		(124,298)		1		(749,294)
TOTAL OTHER INCOME (EXPENSES)		(592,007)		(227,737)		ı		(819,744)
NET INCOME (LOSS)	∽	4,038,302	∨	109,766	∨	(71,589)	∽	4,076,479



GRAHAM COUNTY LAND COMPANY, LLC

FINANCIAL STATEMENTS AND INDEPENDENT ACCOUNTANT'S COMPILATION REPORT ONE MONTH ENDED MARCH 31, 2021 AND FEBRUARY 28, 2021

ROBBINSVILLE, NC

DLC CPAs

Certified Public Accountants

TABLE OF CONTENTS

	Page
Independent accountant's compilation report	1
FINANCIAL STATEMENTS:	
Balance sheet	2-3
Statement of income	4
Statement of changes in member's equity	5
Statement of cash flows	6
Uncompleted and completed contracts	7
Statement of income – twelve months ended	8



INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

To the Board of Directors of Graham County Land Company, LLC

Management is responsible for the accompanying financial statements of Graham County Land Company, LLC, which comprise the balance sheet as of March 31, 2021 and February 28, 2021 and the related statements of income and members' equity and cash flows for the one month then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's financial position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

Suwanee, GA May 20, 2021

ASSETS

	M	arch 31, 2021	Febi	ruary 28, 2021
CURRENT ASSETS				
Cash	\$	676,179	\$	1,062,706
Accounts receivable		12,525,939		13,167,852
Other receivables		2,648,168		1,738,082
Prepaid expense		473,740		488,818
Intercompany receivable		-		-
Costs and earnings in excess of billings on				
uncompleted contracts		2,801,345		2,919,286
Assets available for sale		3,906,069		4,094,340
Other receivables		23,620		23,682
Inventory and supplies		1,329,792		1,315,770
TOTAL CURRENT ASSETS		24,384,852		24,810,536
PROPERTY AND EQUIPMENT				
Property, equipment and vehicles		16,433,514		16,418,514
Accumulated depreciation		(7,922,911)		(7,837,805)
NET PROPERTY AND EQUIPMENT		8,510,603		8,580,709
OTHER ASSETS				
Intangibles		70,000		70,000
TOTAL ASSETS	\$	32,965,455	\$	33,461,245

LIABILITIES AND MEMBER'S EQUITY

	Ma	arch 31, 2021	Febi	uary 28, 2021
CURRENT LIABILITIES				
Contract and accounts payable	\$	4,103,252	\$	5,046,754
Billing in excess of earnings and costs on				
uncompleted contracts		362,618		522,275
Lines of credit		607,989		625,788
Current portion of notes payable		10,667,527		9,385,809
TOTAL CURRENT LIABILITIES		15,741,386		15,580,626
LONG TERM LIABILITIES				
Long term portion of notes payable		11,536,050		11,896,775
TOTAL LONG TERM LIABILITIES		11,536,050		11,896,775
TOTAL LIABILITIES		27,277,436		27,477,401
MEMBER'S EQUITY		5,688,019		5,983,844
TOTAL LIABILITIES AND MEMBER'S EQUITY	\$	32,965,455	\$	33,461,245

	Ma	rch 31, 2021	Febr	uary 28, 2021
PROFITS FROM CONTRACTS Construction revenues Construction costs	\$	3,298,018 (2,522,258)	\$	4,274,128 (3,525,240)
GROSS PROFITS FROM CONTRACTS		775,760		748,888
GENERAL AND ADMINISTRATIVE EXPENSES		(913,870)		(800,890)
NET OPERATING PROFIT (LOSS)		(138,110)		(52,002)
OTHER INCOME (EXPENSES) Other income (expense) Gain (Loss) on sale of equipment Interest income (expense)		44,597 25,447 (225,988)		2,013,627 (39,896) (367,864)
TOTAL OTHER INCOME (EXPENSES)		(155,944)		1,605,867
NET INCOME (LOSS)	\$	(294,054)	\$	1,553,865

	Member Equity	dditional I-in Capital	Retained Earnings	 Total Member's Equity
February 28, 2021	\$ 1,073,946	\$ 519,451	4,388,676	\$ 5,982,073
Net income (loss) Distributions		 <u>-</u>	(294,054)	(294,054)
March 31, 2021	\$ 1,073,946	\$ 519,451	\$ 4,094,622	\$ 5,688,019

	Ma	rch 31, 2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income (loss)	\$	(294,054)
Adjustments to reconcile net income to net cash provided by operations: Depreciation		85,106
(Increase) decrease in: Contracts receivable Other current assets Inventory Intercompany receivables Assets available for sale Other receivables Gain (loss) on sale of equipment Costs and earnings in excess of billings on uncompleted contracts		641,913 1,714,462 (14,022) (2,624,486) 188,271 15,078
Increase (decrease) in: Accounts payable Accrued expenses Due from related party Billings in excess of costs and earning on uncompleted contracts		(943,502) - - (159,657)
Net cash flow provided by operating activities	\$	(1,272,950)
CASH FLOWS FROM INVESTING ACTIVITES		
Gain (loss) on sale of equipment Change in goodwill Decrease(increase in Stockholder's receivable Purchase of property and equipment		- - - (15,000)
Net cash used by investing activities	_ \$	(15,000)
CASH FLOWS FROM FINANCING ACTIVITIES		
New borrowings Distributions Contributions		903,194 - -
Net cash provided by financing activities	\$	903,194
NET CHANGE IN CASH	\$	(384,756)
CASH AT BEGINNING OF YEAR	\$	1,062,706
CASH AT END OF PERIOD	\$	677,950
SUPPLEMENTAL DISCLOSURES: INTEREST PAID	\$	

	Ma	arch 31, 2021
PROFITS FROM CONTRACTS Construction revenues Construction costs	\$	14,480,103 (11,312,349)
GROSS PROFITS FROM CONTRACTS		3,167,754
GENERAL AND ADMINISTRATIVE EXPENSES		(2,349,218)
NET OPERATING PROFIT (LOSS)		818,536
OTHER INCOME (EXPENSES) Other income (expense) Gain (Loss) on sale of equipment Interest income (expense)		2,061,647 (11,717) (664,583)
TOTAL OTHER INCOME (EXPENSES)		1,385,347
EXTRAORDINARY INCOME (EXPENSES)		-
NET INCOME (LOSS)	\$	2,203,883

(Over) Billings in Excess	of Costs &	Est. Earnings	ľ		67,265		•	5,922	966'98	•				•	79.118	1	1	33 010	-	1	•		119,398	•		362,618																			362,618
(Under) Costs & Est. Earnings in	Expess	of Billings	220 347	90.234		3,161	246,577	•	•	354,890	192,205	481,656	172,642	144,087		183,330	41 700	70/11	5 160		12.159		•	92,844	537,462	2,801,345																			2,801,345
	Backlog		741 764	192,449	27,509	166,246	307,930	236,000	35,658	630,404	1,355,503	1,027,158	208,922	1,061,846	214,600	270 662	176 700	204.818	325 000	250.000	400.000	283,800	1,225,452	245,270	1,023,155	11,877,071																			11,877,071
	Billings	To Date	958 005 1	1.401.212	472,491	1,459,514	994,754	128,000	88,529	752,311	1,729,842	7,972,842	1,283,607	866,589	134,400	2,793,000	000 00	145 182		ŀ	ļ.		4,260,498	367,134	957,479	30,420,742																			30,420,742
	Percent	Complete	7034 94			89.97%				80.07%					15.84%	83.59%	L			Ľ	3.04%	96000	7	75.11%	75.48%	ı		100.00%	100,00%	100.00%	100.009		100.00%	100.00%	100.00%					-	100.00%	-	100:00%		I
331/21	Profit	Percent	35 000	15.00%	15.00%	10.00%	15.56%	15.00%	15.00%	20.00%	10.00%	30.00%	15.00%	15.00%	15.00%	28.00%	25.00%	40.00%	15.00%	0.000	15.00%	0.00%	5.00%	15.00%	20.00%			28.36%	7.57%	25.19%	35.79%	7.62%	46.35%	4.79%	11.29%	14.55%	41.79%	10.26%	29.66%	25.55%	0.17%	21.59%	10.12%		
Contract to Date 03/31/2]	i i	Gross Profit	V11 C09	223.717	60,784	146,267	193,138	18,312	4,730	221,440	192,205	2,536,350	218,437	124,513	8,292	1,675,620	06,040	44 505	775	,	1.824		207,055	166,89	298,988	6,940,607		438,758	288,275	384,507	320,004	73.180	262,851	17,058	23,471	36,223	135,325	11,008	364,514	648,908	7,5,602	33,315	13,357	3,316,624	10,257,230
		Cost	092 8111	1.267.729	344,442	1,316,407	1,048,193	103,766	26,803	885,761	1,729,842	5,918,149	1,237,812	705,572	46,990	4,303,393	70 500	260,87	4 303		10.335		3,934,045	390,982	1,195,952	25,918,863		1,108,212	3,521,078	1,141,658	5/4,225	887.401	304,223	339,313	184,429	212,777	188,475	96,242	864,453	1,890,791	609,649	121,026	118,643	12,704,224	38,623,086
	s	Kevenue	1721 183	1.491.446	405,226	1,462,674	1,241,331	122,078	31,533	1,107,201	1,922,046	8,454,499	1,456,249	830,085	55,282	25,077,216	104.700	111 263	\$ 160		12.159		4,141,100	459,979	1,494,940	32,859,470		1,546,969	3,809,353	1,526,165	722 007	960.581	567,074	356,371	207,900	249,000	323,800	107,250	1,228,968	2,539,699	683,251	154,341	132,000	16,020,847	48,880,317
	i i	Gross Profit	FC0 8	2.766	6,131	6,328	42,404	18,312	882	13,446	67,055	780,620	142,842	6,500	7.045	1,555,901	10,040	44.505	775		1.824		76,622	6,520	207,759	2,883,864		6,013	4,636	6,749	4,343	17.494	17,332	11,252	11,691	12,968	15,048	3.082	70,488	46,057	4,468	17.771	13,357	283,896	3,167,754
Year to Date 03/31/21		Cost	16 574	15.673	34,744	56,953	230,131	103,766	5,016	53,783	603,491	1.821,446	809,440	36,833	39,920	3,486,601	100,210	95,758	4 303		10.335		1,455,813	36,944	831,036	9,959,594		15,186	56,627	20,038	(6) (2)	212.138	20,060	223,824	91,862	76,172	20,958	26,943	167,165	134,201	57,007	64,558	118,643	1,352,748	11,312,349
Yeart		Kevenue	25.408	18,439	40,876	63,281	272,535	122,078	5,902	67,228	670,545	2,602,066	952,282	43,333	46,965	262,502	236,044	111 263	\$ 160		12,159		1,532,434	43,463	1,038,795	12,843,458		21,199	61,263	26,786	12,141	229.633	37,393	235,076	103,553	89,140	36,006	30,024	237,653	180,258	41.474	82,529	132,000	1,636,645	14,480,103
	 	Gross Profit	78.1 010	239.049	75,000	162,576	202,684	54,600	18,628	276,543	308,534	2,700,000	223,879	262,177	52,350	1,960,000	102,001	140 000	48.750	37,500	000'09	42,570	274,298	198'16	396,127	8,623,961		438,758	288,275	384,507	320,004	73.180	262,851	17,058	23,471	36,223	135,325	11.008	364,514	648,908	73,602	55,515	13,357	3,316,624	11,940,584
Estimated Total Contract		Cost	1.457.600	1.354.612	425,000	1,463,184	1,100,000	309,400	105,559	1,106,172	2,776,810	6,300,000	1,268,650	1,485,667	296,650	5,040,000	140 476	210.000	276.250	212.500	340.000	241,230	5,211,653	520,544	1,584,507	33,673,853		1,108,212	3,521,078	1,141,658	5/4,225	887.401	304,223	339,313	184,429	212,777	188,475	96,242	864,453	1,890,791	609,649	121,026	118,643	12,704,224	46,378,076
Estimate		Kevenue	2 242 600	1.593.661	200,000	1,625,760	1,302,684	364,000	124,187	1,382,715	3,085,345	9,000,000	1,492,529	1,747,844	349,000	000,000	100 700	350.000	325,000	250.000	400.000	283,800	5,485,950	612,404	1,980,634	42,297,814		1,546,969		1,526,165.10	233 602	960.581	567,074	356,371	207,900	249,000	323,800	107,250	1,228,968	2,539,699	083,251	154,341	132,000	16,020,847	58,318,661
		Project Name	Ogress: NCDOT Contract DN11807440 Sarce: 8 for Removed Macon NC	SCDOT. Snartanhure Co Mowing. SC	SCDOT, Beaufort County Mowing, SC 8	Archer Wright, NCDOT C204265 F26 Reconst, NC	Vecellio, NCDOT C204368 Rockingham Bypass, NC	Vannoy Construction, C204356 Ashe County US 221 E, NC	TDOT, Davidson County Mowing and Litter, Davidson, TN	Holmes County, FDOT Limerock Base, GA	Greenville-Spartanburg Airport, GA Development - PHIA, SC	Beauregard Parish Police Jury, Disaster Debris Removal and Disposal, LA	Jackson County, District 2 and 4 Unpaved Roads Roadway Reparis, FL	Jackson County, Districts 1 and 5 Unpaved Roads Roadway Repairs, FL.	NC Wildlife Resources Commission. Big Hungry River Upper Dam, NC	Oktahoma City, Oct 2020 Ice Storm Debris Removal, ON	The control of the co	NCDOT Contract # D3POC0103 Venetative Diseaser-Debris Removal Brancowick NC C	CARE Inc. GDOT SP 9 Enhancement GA	NCDOT, FORE Macon County, NC	NCDOT, Contract #D7POC121 Persons County, NC	Baker Constructors. Black Creek Clearing & Grubbing. FL.	GDOT Vegetation Removal Projects \$	City of Hickory Projects	Contracts in Progress With Revenue Less Than \$100,000	Total contracts in progress	ifracts:	Town of Elkin, Elkin Municipal Airport, Runway 7, NC	NCDOT, DM00650, Hendersonville, NC	NCDOT, DN00283, Polk Co Bridge, NC	NCDOL, DN00271, Loms Fork	Baker, Stillwater, St. Johns Co. Fl.	Ray Smith Construction, Red Barn Subdivision, Rocky Mount, VA	Greenville-Spartanburg Airport, RSA Grading at Taxiway G and Runway Ends, SC	CW Matthews, 0008314, SR 136 Realignment - Pickens County, GA	Pickens County, Class II Landfill Closure Construction, SC	Town of Sneads, Reconstruction of Roads, FL.	Petticoat-Schmit, Dunn's Crossing Unit 2, Jacksonville, FL	Jackson Parish Policy Jury, Debris Removal, LA	City of DeRidder, Disaster Debris Removal & Disposal, LA	Sulphur Parks, Debris Removal, LA	Nortical Earth, Flowery Branch Apartments, WO 1523, GA	JE Shurden, VA30 Solar Farm, Warsaw, VA	Total completed contracts	Total contracts
			Contracts in Progress:	6019058	6015069	0206109	6019072	6020025	6020031	6020035	6020038	6020054	6020056	6020057	6020061	6020069	2001700	6021000	6021010	6021013	6021015	6021016	GDOT CP	HICKORY CP	6020999 - CP		Completed Contracts:	6017030	6018032	6019014	0705070	6000709	6020032	6020034	6020039	6020040	6020041	6020043	6020045	6020055	60,200,50	60.2006.2	6021003		



TAB D: REFERENCES



SIGNIFICANT DISASTER EVENTS

PROJECT TITLE /	DATES	TOTAL CY	TOTAL AMT	CONTACT
Hurricane Laura Cleanup Beauregard Parish, Louisiana	9/2020 - 03/2021	1,501,378	\$8,639,155	Beauregard Parish - Bryan McReynolds, Parish Admin. 201 W 2nd St, DeRidder. LA 70634 BryanM@beauparish.org (337)463-7019
Hurricane Laura Cleanup City of DeRidder, Louisiana	9/2020 - 02/2021	357,537	\$2,539,699	City of DeRidder - Tommy Landry, Dir. Public Works 200 S. Jefferson St, DeRidder, LA 70634 TLandry@cityofderidder.org (337)375-3001
Post Storm Cleanup Sulphur Parks, Louisiana	10/2020 - 12/2020	63,772	\$656,051	Sulphur Parks - Laurie Koelzer, Administration Manager 933 W. Parish Rd, Sulphur, LA 70663 SPAR@sulphurparks.com / (337)527-2500
Hurricane Laura Cleanup Jackson Parish, Louisiana	10/2020 - 01/2021	51,118	\$976,782	Jackson Parish - Gina Thomas, Secretary/Treasurer 500 E. Court St, Jonesboro, LA 71251 Gthomas@jppl.org (318) 259-2361
Hurricane Laura Cleanup City of Carencro, Louisiana	9/2020 - 01/2021	86,134	\$328,859	City of Carencro - Don Chauvin, City Manager P.O.Drawer 10, 210 East St Peter St, Carencro, LA 70520 CityManager@carencro.org (337)896-8481
Ice Storm Cleanup City of Saraland, Alabama	10/2020 - 12/2020	37,378	\$243,432	City of Saraland - Judi Smith, City Clerk 943 Saraland Blvd South, Saraland, AL 36571 JSmith@saraland.org (251)679-5560
Ice Storm Cleanup Oklahoma City, Oklahoma	11/2020 - 02/2021	67,291	\$6,385,273	Oklahoma City - Jim Linn, Superintendent, Solid Waste Mgt. 100 N. Wakjer Ave, Oklahoma City, OK 73102 Jim.Linn@okc.gov (405)297-2833
Hurricane Florence Flooding Military Ocean Terminal Sunny Point, Brunswick County, NC	10/2018 – 1/2019	Time & Materia l s	\$3,833,725	Tim Gouger, USACE, Contracting Officer 1616 Capitol Ave, Omaha, NE 68102 (402)216-4252 / Timothy.P.Gouger@usace.army.mil
Emergency Slide Repairs – Hwy 9 Henderson County, NC	12/2018-1/2019	162,458	\$1,519,886	Mitchell Bishop, NCDOT, Contract Engineer 253 Webster Road, Sylva, NC 28779 (828)631-1143 / JMBishop@ncdot.gov
Santa Barbara County Floods Emergency Debris Removal	1/2018-4/2018	172,408 + Time & Materials	\$9,447,518	James Costantino, Contracting Officer, USACE 7400 Leake Ave, New Orleans, LA 70118 (213)452-3237/James.M.Costantino@usace.army.mil
Emergency Slide – Highway 28 NC	4/2018 – 5/2018	26,937	\$1,260,148	Brian Burch, Contract Engineer, NCDOT 253 Webster Road, Sylva, NC 28779 (828)361-3241 / BrianBurch@NCDOT.GOV
Louisiana Flood Recovery Vermillion Parish, LA	9/2016-10-2016	23,842	\$230,000	Jim Garner, Contract Administrator, USACE 100 N. State Street, Abbeville, LA 70510 (601)618-7777 / JANDL284@gmail.com
West Virginia Flood Recovery – Nicholas County, WV	7/2016-8/2016	8,000	\$70,300	Patty Neff, Commission Administrator, Nicholas County 700 Main Street, Summersville, WV 26651 (304)872-7830/ncc_pattyneff@yahoo.com

Any of the above can be contacted for respective projects



MAYOR GLENN L. BRASSEAUX

COUNCILMAN JORDAN ARCENEAUX | | COUNCILMAN ANTOINE BABINEAUX | | COUNCILWOMAN DANIELLE CAPRITTO
COUNCILWOMAN KIM GUIDRY | | COUNCILMAN ALFRED SINEGAL

March 16, 2021

RE: Reference letter – Graham County Land Co. - Disaster Debris Management

To Whom It May Concern,

In September 2020, we initiated a Disaster Debris Management Request for Proposals with a bid opening date of October 8, 2020. On October 9, at 11:00 p.m. Hurricane Delta made landfall in Louisiana.

Graham County Land Co. (GCLC) was selected after a rigorous bid review and the contract was executed on October 20, 2020. Remarkably, six days later (GCLC) arrived in Carencro and immediately began debris removal picking up 8327 cubic yards in the first week while things were still a bit chaotic. Our debris staging location was located within a secure wastewater facility and GCLC had no problem managing site security.

GCLC also worked flawlessly with a third-party monitoring company that photographed and validated each load. During this process, residents continued making new debris piles which were picked up promptly. Safety is always first and no accidents or injuries were reported from start to finish when the debris was properly burned and the site restored.

In closing, I'm extremely satisfied with the professionalism of the GCLC team.

Sincerely,

Don Chauvin | City Manager

Certified Floodplain Manager

City of Carencro

P.O. Drawer 10 Carencro, LA 70520



Town of Beaufort NC

701 Front St. • P.O. Box 390 • Beaufort, N.C. 28516 252-728-2141 • 252-728-3982 fax • www.beaufortnc.org

July 19, 2019

Mr. Drew Silvers Graham County Land Company LLC 750 Tallulah Road Robbinsville Nc, 28771

Mr. Silvers,

I would like to thank you on behalf of the Town of Beaufort for the storm vegetative debris grinding and removal from our disaster site. Your company had top of the line equipment and was resourceful in disposal processes which in return reduced the towns expense of disposal of our material. Your field crew was efficient in the work that was performed, and the administrative portion was also tactful and prompt in their completion of invoicing and turn around. Thank you again for the work your team did for the town and we look forward to possibly working with you again.

Thanks,

Mark Eakes
Public Works Director
Town of Beaufort
m.eakes@beaufortnc.org
252-728-7166

	·
Project Name:	Military Ocean Terminal Sunny Point (MOTSU)
Name of Contracting Agency:	USACE
Contact Name:	Tim Gouger
Specific Role/Title:	Contracting Officer
Mailing Address:	1616 Capitol Ave, Omaha, NE 68102-4901
Phone Number:	402-216-4252
Email Address:	Timothy.P.Gouger@usace.army.mil
Contract #:	W9128F-14-D-0024
Task Order #:	0004, 0005, 0010, 0012, 0013
Percentage Complete:	100%
Total Amount of Contract:	\$3,833,725.80
Project Experience:	Graham County Land Company, LLC was subcontracted by Weston Solutions to assist with the time critical repairs of five damaged infractures located at the Military Ocean Terminal Sunny Point (MOTSU) in Brunswick County, NC resulting from Hurricane Florence Flooding. On both the Center and North Wharf, repairs included replacement of damaged fire protection lines. On the Wharf Embankment, repairs were made to the damaged section of an earthern embankment. On the Landbridge site, a severely damaged embankment was repaired with rip-rap placed to protect the bank. On Brunswick Road, repairs were to the scoured sections of the road and shoulder which contains asbestos water pipe and guardrail.
Project Role:	Subcontracted by Weston Solutions
	Cita Dhatas

Site Photos









Vermillion Parish Flood Recovery									
Name of Contracting Agency:	Vermillion Parish								
Contracting Officer Name:	Jim Garner	Response Time: Less than 48hrs. of Notice							
Telephone #:	601-618-7777								
Email Address:	JANDL284@gm	nail.com							
Contract #:	6016040								
Description of Services:	GCL was contracted by Vermillion Parish for the recovery mission after a flood topped its banks and flooded a portion of Parish. Scopes of work completed successful included ROW Debris Removal and disposal.								
Quality of Service and Customer Satisfaction:		vent above and beyond to meet the demands and completed the job on time and within							
Performance Period:	September 2016	- October 2016							
Total Amount of Contract:	\$234,619								
Address:	100 N. State St., Suite 200, Abbeville, LA, 70510								
Fax #:	337-898-4310								
Cubic Yards Collected:	32,361 CY								

Site Photos







VERMILION PARISH POLICE JURY

Courthouse Bldg. 100 N. State St., Suite 200 Abbeville, Louisiana 70510



PH: 337-898-4300 • FAX: 337-898-4310 • www.vermilionparishpolicejury.com

RONALD DARBY PRESIDENT

PERVIS GASPARD VICE PRESIDENT

LINDA DUHON PARISH ADMINISTRATOR

MEMBERS

DISTRICT 1 DANE HEBERT

DISTRICT 2 JASON PICARD

DISTRICT 3 BRENT LANDRY

DISTRICT 4 RONALD DARBY

DISTRICT 5 WAYNE TOUCHET

DISTRICT 6 MARK POCHE

DISTRICT 7
PAUL BOURGEOIS

DISTRICT 8 ERROL J. DOMINGUES

> DISTRICT 9 KEVIN SAGRERA

DISTRICT 10 RONALD MENARD

DISTRICT 11 PERVIS GASPARD

DISTRICT 12 CLORIS J. BOUDREAUX

> DISTRICT 13 SANDRUS STELLY

DISTRICT 14 LEON BROUSSARD



February 08, 2017

Mr. Jimmy Griffin Graham County Land Company 750 Tallulah Road Robbinsville, NC 28771

RE: Letter of Recommendation

To Mr. Griffin:

In action taken at their February 06, 2017, meeting, the Vermilion Parish Police Jury went on record stating that Graham County Land Company performed an excellent job on debris removal for the most recent storm event on August 2016.

Should you have any questions, or need additional information, please feel free to call on us.

Very truly yours,

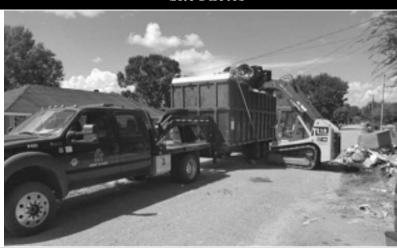
Linda Duhon Parish Administrator

LLD/pmp



Nich	olas County, WV Flood Recovery								
Name of Contracting Agency:	Nicholas County, WV								
Contracting Officer Name:	Patty Neff	Response Time: Less than 48hrs. of Notice							
Telephone #:	304-872-7830								
Email Address:	ncc_pattyneff@	yahoo.com							
Contract #:	6016033								
Description of Services:	GCL was contracted by Nicholas for the recovery mission after a flood topped its banks and flooded a large portion of County. Scopes of work completed successful included ROW Debris Removal and disposal.								
Quality of Service and Customer Satisfaction:	The GCL team went above and beyond to meet the demands of the mission and completed the job on time and within budget.								
Performance Period:	July 2016 - Aug	ust 2016							
Total Amount of Contract:	\$70,357								
Address:	700 Main Street, Suite 1, Summersville, WV, 26651								
Fax #:	304-872-9602								
Cubic Yards Collected:	9,704 CY								

Site Photos







NICHOLAS COUNTY COMMISSION

700 MAIN STREET, SUITE 1
SUMMERSVILLE, WEST VIRGINIA 26651
ncc_pattyneff@yahoo.com
www.nicholascountywv.org

KEN ALTIZER, President LYLE NEAL, Commissioner DR. LLOYD K. ADKINS, Commissioner

TELEPHONE: (304) 872-7830 FAX: (304) 872-9602

February 1, 2017

TO WHOM IT MAY CONCERN:

We have no hesitancy whatsoever in recommending Graham County Land Company, LLC., for future jobs in the disaster response area.

Our staff became acquainted with the employees of this company, while Nicholas County was attempting to recover from a devastating flood we experienced on June 23, 2016. Graham County Land Company, LLC received the bid for curb side debris removal. We found their team to be dedicated, professional and cooperative at all times. They were here to get the job done and that is what they accomplished.

If we may be of further assistance, please feel free to contact us.

Sincerely,

en Altizer, President