



Johnstown  
Colorado



Request for Proposals

# TOWN OF JOHNSTOWN POLICE DEPARTMENT RENOVATION AND EXPANSION PROJECT



4660 Concord Avenue, Johnstown CO 80534 | 970.286.6150

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July 14, 2023

Brian Phillips, Chief of Police  
Town of Johnstown  
430 S Parish Ave  
Johnstown, Colorado 80534  
bphillips@johnstowncolorado.gov

**RE: Adolfson & Peterson Construction Proposal – Police Department Renovation and Expansion**

Dear Brian Phillips and Members of the Selection Committee:

With our office located in Johnstown, and having served the Northern Colorado region since 1981, we at Adolfson & Peterson Construction (AP) would be honored to strengthen our community further by providing our time-honored CM/GC services to the Town of Johnstown’s Police Department Renovation and Expansion project.

**A PARTNERSHIP BUILT ON A SHARED MISSION**

We want to help you achieve your mission to *serve the community by building partnerships to address crime and crime-related problems*. Like you, we at AP have a mission to build: *Building trust, communities, and people*. We are confident that together we can strengthen our community by enhancing the police department facility that protects our families and the residences of Johnstown.

**A COMMITMENT TO OUR COMMUNITY**

We are more than simply your contractor. We believe in 50-year relationships. Many members of our staff are deeply ingrained in Johnstown, living, working, and serving within the community. Your proposed Construction Manager, Anthony Durst, serves on the BBQ Days Committee, Weld RE-5J Education Foundation, Weld RE-5J CTE Advisory Committee, YMCA Branch Council, just to name a few. *This team is committed to the community and will serve you long past the completion of this project.*

**A TEAM OF OCCUPIED RENOVATION & POLICE EXPERTS**

With over 80 years of combined construction experience, your proposed team are masters at occupied renovations along with police and correctional facilities. This proposed team has the understanding to provide quality

construction services, while expertly navigating your occupied space in a safe and secure manner. We understand that this facility houses significant items and conducts sensitive work. We have the CIJIS and CCIC knowledge to assist in creating a plan for you that doesn’t impact your daily activities. You are in good hands with this team.

*We are confident that our shared belief in our ability to build a strong community will drive our successful partnership.* We look forward to collaborating to deliver a project that further helps you maintain your community-oriented policing philosophy.

*We received and acknowledge Addendums 1 & 2.*

Sincerely,

Anthony Durst, Construction Manager  
Adolfson & Peterson Construction  
adurst@a-p.com | 307.274.6155



AP has completed  
**59** police &  
correctional projects.





# A

QUALIFICATIONS



**ap** Adolfson  
& Peterson  
Construction





## A. QUALIFICATIONS

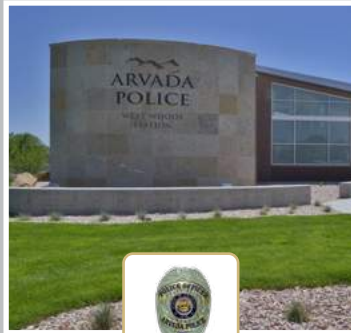
CMAR firm shall have experience as a general contractor in the construction of at least three (3) municipal police departments, at least one of which has been completed in the last five (5) years.

AP has an extensive list of projects under the CM/GC delivery method. Below is a list of relevant projects with similar scope and complexity.

### POLICE/CORRECTIONAL FACILITIES



Englewood Police Headquarters  
Completion: February 2021



Arvada Lake Arbor and West Woods  
Community Police Stations



City of Aurora Public Safety & Police  
Training Center



Cherry Hills Village Joint Public & Police  
Facility

## An Experienced Team is A Successful Team



PROJECT NAME	SIZE	PROJECT COST	COMPLETION DATE	OCCUPIED RENOVATION	POLICE/CORRECTIONAL FACILITY	PROPOSED TEAM MEMBERS
Englewood Police Headquarters	52,000 sf	\$23,012,624	February 2021	✓	✓	✓
Arvada Lake Arbor and West Woods Community Police Stations	18,590 sf	\$6,745,323	February 2014	✓	✓	✓
City of Aurora Public Safety & Police Training Center	44,023 sf	\$24,948,643	June 2016		✓	✓
Cherry Hills Village Joint Public Facility	23,808 sf	\$6,622,196	September 2013		✓	
Ward County Jail Expansion & Remodel	73,889 sf	\$35,116,023	September 2018	✓	✓	
North Dallas Government Center	78,248 sf	\$9,023,147	March 2020	✓	✓	
Larimer County Alternative Sentencing Expansion	55,000 sf	\$4,397,536	December 2023	✓	✓	✓
Larimer County Correction Renovation	55,000 sf	\$18,538,958	May 2023	✓	✓	✓
Boulder County Jail Administration Addition	14,179 sf	\$6,320,359	July 2020	✓	✓	✓
Northridge Highschool Renovation	199,000 sf	\$11,211,229	December 2023	✓		✓



## A. QUALIFICATIONS

Submit a minimum of two (2) featured project references. Firms may supplement project reference worksheets with project data sheets or other information deemed necessary for consideration in the evaluation.

- The proposed Project Manager and Project Superintendent shall have worked on at least one of the featured projects, either individually or as a team.



### LARIMER COUNTY ALTERNATIVE SENTENCING & COMMUNITY CORRECTIONS IMPROVEMENTS

#### REFERENCE:

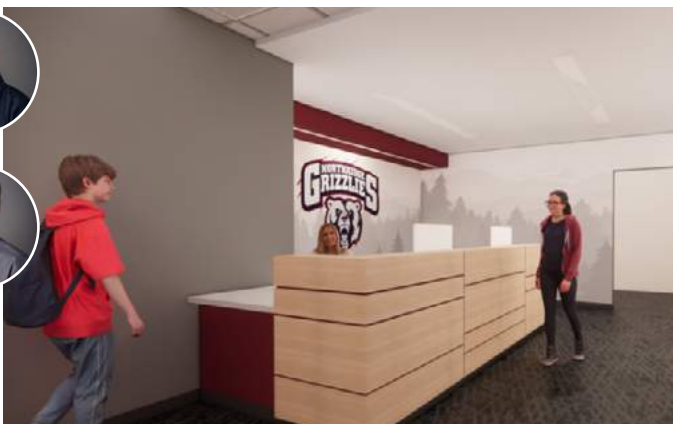
David Bragg | Project Manager  
Larimer County  
970.498.5918 |  
dbragg@larimer.org

#### PROJECT RELEVANCIES:

- correctional
- renovation
- expansion
- occupied

Owner: Larimer County  
Architect: The Architects Studio  
Project Location: 2307 Midpoint Drive | Fort Collins, CO 80525  
Project Size: 55,000 SF  
Beginning Date: January 2022  
End Date: May 2023  
Construction Cost: \$23,079,579

The existing Alternative Sentencing Department (ASD) building was constructed in 2011 to provide alternative sentencing options for lower-level crimes. Alternative sentencing options allow the offender to continue working while serving their sentence.



### NORTHRIDGE HIGH SCHOOL RENOVATION

#### REFERENCE:

Kent Henson | Assistant  
Superintendent of Support Services  
Weld RE-6 School District  
970.348.6400 |  
khenson1@greeleyschools.org

#### PROJECT RELEVANCIES:

- renovation
- expansion
- occupied
- demolition

Owner: Weld RE-6 School District  
Architect: TreanorHL  
Project Location: 100 71st Ave  
Greeley, CO 80634  
Project Size: 199,000 SF  
Beginning Date: February 2023  
End Date: October 2023  
Construction Cost: \$11,211,229

The Northridge High School Renovation project comprises remodeling of the administrative areas, classrooms and libraries. This included HVAC, MEP, interiors and site work updates. This also include a new HVAC system throughout the school, electrical upgrades, & sitework while working around 1,600 students.



- Track record of project completion based on feedback from project references regarding CMAR firm’s construction quality, project management, communication, and scheduling management.

AP’s proven track record of completing quality projects is reflected in our nearly 50-year relationships with our local communities. 85% of our business comes from repeat clients.

### ROOSEVELT HIGH SCHOOL



“Anthony’s ability to anticipate and address potential challenges promptly has proven invaluable. His knowledge and expertise in identifying specific long-lead items helped us make informed decisions early in the process, ensuring that our budget and schedules were met. As a result, our projects were completed on time and on budget.”

— Michael D. Wailes, President – Board of Education | Weld RE-5J Johnstown-Milliken

### CITY OF AURORA PUBLIC SAFETY & POLICE TRAINING CENTER



“An unusual weather year constantly challenged AP with cold, wet and muddy conditions for much of the construction project. Despite these hardships, AP built the \$25 million project in a short time frame and kept the project on course and on budget.”

— James D. Brown, Project Construction Manager | City of Aurora

### ENGLEWOOD POLICE STATION



“My compliments to your team for running such a great project at Englewood Police Station, it’s always a great pleasure to work with A&P. With all the projects I’ve worked with A&P I’ve noticed that you lead your subs and get them all to embody your personal pride in the project.”

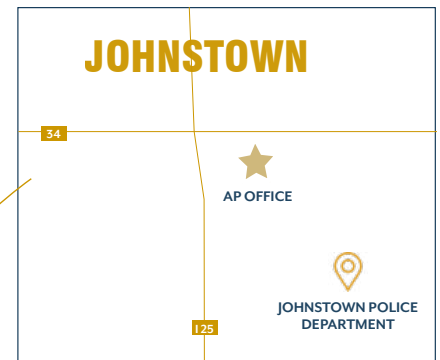
— Michael Clark, Architect | DLR Group

- Location of permanent place of business as it relates to potential mobilization costs.

AP has served the Northern Colorado area since 1981 and has an office in Johnstown to deliver innovative and collaborative building solutions to the Northern Colorado communities. Our office is located just 9 miles from your project site. Our proposed team lives within Northern Colorado and reports to the Johnstown office.

- Experience and degree thereto with projects of similar size and scope.

Please see page 4 for relevant project experience.



YOUR LOCAL TEAM



• Key personnel committed to the project.

This project team was strategically chosen for their skills and experience to successfully deliver your finished project. This team brings their experience working on municipal projects in Northern Colorado.

Full project resumes can be found on page 28.

From design to construction, this team will collectively be an integral part of fulfilling the needs of this project.



SUPPORT

ANTHONY DURST  
Construction Manager

CORE TEAM



COLE HOVENDICK  
Project Manager



ETHAN BONDERER  
Superintendent



CHRIS COOPER  
Senior Precon. Manager



KIRK JENSEN  
Project/Field Engineer

SUBCONTRACTORS AND SUPPLIERS

- Safety rating and history of compliance with Occupational Safety and Health Administration construction industry standards. Please see page 33 for our safety rating and philosophy.
- Financial situation and having sufficient staff, resources, and technical experience to perform the work properly and expeditiously. Please see our full financial on page 46.



# ONE

PROJECT APPROACH AND  
DETAILED SCOPE OF WORK



Adolfson  
& Peterson  
Construction





Describe your proposed Project Approach, addressing:

Suggested procurement packages, construction sequences, means and methods.

The process of transforming your facility is a collaborative effort and we will develop a specific project approach working with you and D2C Architects, Inc. Our team will meet with the project stakeholders to fully understand your goals and expectations immediately upon notification of award.

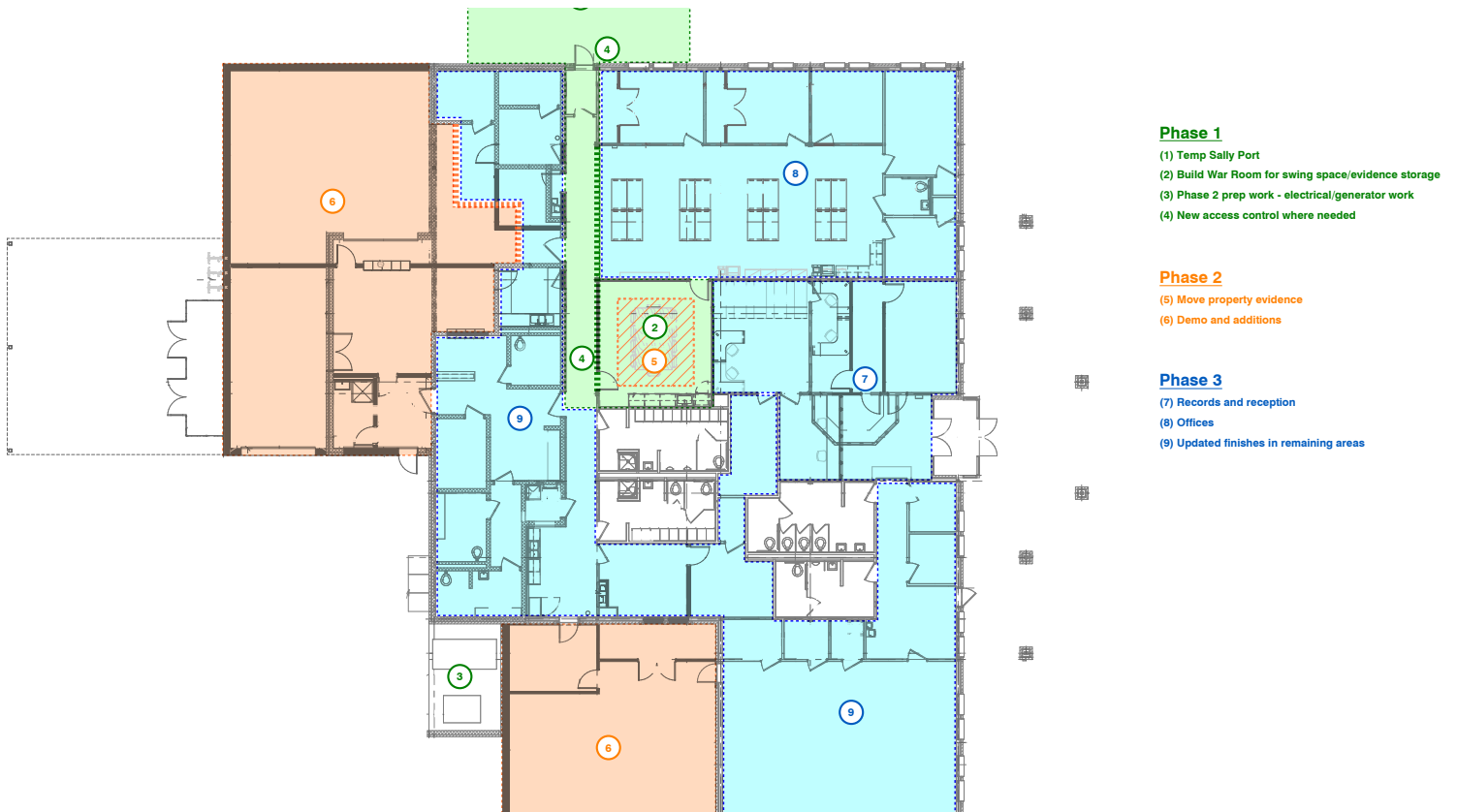
Integrating construction expertise into the design phase will deliver the highest value to your project. By embracing the CMAR process and understanding the design details our team can minimize schedule impacts, develop highly defined scopes of work to eliminate scope gaps, expedited product selections based on availability, and incorporate constructibility reviews early in the process.

Early identification of material and component lead times and understanding how these correlate with the projected construction schedule will be vital to the project's success. Identifying any lead time issues early will allow the project team to develop alternate options and temporary solutions to minimize impacts to the project schedule.

Another key driving factor for success entails coordinating the sequence of construction to avoid impacting day-to-day operations at the facility. We understand the vital importance of maintaining building functionality throughout the construction process and will work closely with stakeholders to discover the best phasing solution that will allow business to continue as usual with as minimal impact as possible.

We anticipate that typical means and methods will be employed during construction. As this project is a renovation/addition to an existing functioning facility, a major component will be providing clear separation between construction activities and occupants and delivering strong communication on activities taking place.

Please see below our initial thoughts on the sequencing of your facility:





# PROJECT APPROACH AND DETAILED SCOPE OF WORK

Value engineering ideas for the most cost-effective solutions.

AP's preconstruction philosophy starts with a quality foundation and leads to a smooth building process. Promoting teamwork and constructability, we invest all team members early in design. Our focus is quality, feasibility and making your vision a reality. We plan how to best carry out the project design with quality and efficiency. We provide value-engineering options during design meetings and realtime cost estimating to make opportunities clear and decisions easier. This "draw once, build once" philosophy allows the entire team to be lean and efficient. On a daily basis, we will provide cost options and constructability input to D2C that will allow them stay on schedule throughout the design process.

When working on additions and renovations of an existing facility, it is essential to owners, users, and design partners to start with accurate information. A few hours of building scanning or working in the ceilings during off hours can pay huge dividends in terms of stronger, more reliable cost estimates; enhanced user-centric scheduling and construction sequencing; and the reduced need for value engineering or change orders once construction starts.

Below is a typical example of how we will communicate costs on a daily basis with you and D2C during the design process.

Item No	Date	Description of Item	Price Options - Building	Price Options - Site	Accepted Cost	Rejected Cost	Pending Cost	Status
			-\$19,725,637	-\$154,486	-\$19,703,326	-\$3,244,298	\$3,067,501	
<b>Add Alternates</b>								
1	7/18/2022	00 - Convert Shell space to Enclosed Office (5500 SF)	\$1,731,581		\$1,731,581			Accepted
2	7/18/2022	00 - Convert Shell space to Labs (6165 SF)	\$4,735,825		\$4,735,825			Accepted
3	7/18/2022	00 - Convert Classroom space to Labs (2000 SF)	\$1,009,046		\$1,009,046			Accepted
4	7/18/2022	00 - Add Courtyard Addition 2 stories btwn grids 1-3 and C&D as finished labs (1396 SF)	\$1,301,028		\$1,301,028			Accepted
5	7/18/2022	00 - Add Level 04 between grids 1-3 and B and D as finished labs (3800 SF)	\$4,047,507				\$4,047,507	Pending
6	7/18/2022	03 - Alt 1 40" Perimeter Slab / 26" Interior Slab on Void w/ Additional 5' of Depth in Basement					\$806,609	Pending
7	7/18/2022	03 - Alt 2 48" Mat Slab w/ Additional 5' Depth in Basement					\$1,479,978	Pending
8	7/18/2022	03 - Alt 3 72" Mat Slab w/ Micropiles (Removes Double Slab)					\$1,506,703	Pending
9	7/18/2022	23 - Add Non-Code Required N+1					\$381,550	Pending
10	7/18/2022	23 - Add Non-Code Required N+.75					\$135,611	Pending
11	7/18/2022	23 - Add Aircurty Demand Ventilation System					\$652,612	Pending
<b>Tier 1</b>								
12	7/18/2022	03 - Precast Stairs in Atrium ilo CIP Stairs					(\$173,745)	Pending
13	7/18/2022	07 - Plaster at Exterior Soffits ilo Metal Panels					(\$1,250,000)	Pending
14	7/18/2022	07 - Aluminum Fins @ Exterior Skin ilo Terracotta Baguette					(\$2,100,000)	Pending
15	7/18/2022	07 - Flush Brick @ Exterior Skin ilo Terracotta					\$1,756,850	Pending
36	7/18/2022	07 - Reduce wood vane paneling allowance (100k to remain)						Accepted
37	7/18/2022	07 - Reduce "Eye Lid" Scope by 50%	(\$211,710)		(\$211,710)			Accepted
38	7/18/2022	08 - Eliminate Modernfold Doors @ Auditorium	(\$178,200)		(\$178,200)			Rejected
39	7/18/2022	08 - Reduce size of skylight by 50%	(\$606,375)		(\$606,375)			Accepted
40	7/18/2022	08 - Remove Frost Film at Interior Office Glazing	(\$238,528)		(\$238,528)			Pending
41	7/18/2022	08 - Reduce Interior Glazing Scope by 25%	(\$367,486)				(\$367,486)	Pending
42	7/18/2022	08 - Reduce the Exterior/Interior Sunshade Scope by 25%	(\$431,695)		(\$431,695)			Accepted
43	7/18/2022	09 - Reduce Arcant Acoustical Wall Covering Scope by 50%	(\$114,840)		(\$114,840)			Accepted
44	7/18/2022	11 - Remove Food Service Equipment Allowance	(\$679,710)				(\$679,710)	Rejected
44	7/18/2022	12 - Remove Telescoping Bleachers	(\$90,350)				(\$90,350)	Rejected
<b>Tier 3</b>								
45	7/18/2022	00 - Convert All Enclosed Offices Space to Open Office Space (Leaves 3 Enclosed Per Level)	(\$879,944)				(\$879,944)	Pending
46	7/18/2022	00 - Reduce Atrium Scope and Size	TBD					Pending
47	7/26/2022	00 - Eliminate 3rd Floor, Convert Cafeteria Kitchen Auditorium to Labs, Add 5,308 SF of Labs to Basement	(\$15,442,930)		(\$15,442,930)			Accepted
48	7/18/2022	00 - Remove Gateway Canblever	(\$3,406,454)				(\$3,406,454)	Pending
49	7/18/2022	00 - Deduct HPC TI Costs	(\$4,063,210)		(\$4,063,210)			Accepted







Input on factors such as cost, ease of installation, delivery schedule, quality, potential contracting, or construction issues.

OUR TOOLS FOR SUCCESS

first-cost and life-cycle cost analyses

AP's life-cycle comparison calculations allow our clients to make decisions based on both the upfront costs and the cost of operating the system for the life of the building. These analyses ensure the team understands the long-term implication of design options and ensures the highest possible building efficiency well into the future.

existing conditions surveys (3D scanning, drone services)

AP's full enterprise drone services provide cut/fill analyses of sites, QA/QC documentation, safety audits, thermal envelope scans and more. When working in or near an existing building, our 3D scans can be compared to 3D models to identify any deficiencies through measuring tolerances to pin-point accuracy, eliminating unknowns and reducing risk.

3D Scanning



3D coordination

Our preconstruction services also include 3D drawing coordination, which increases project quality and reduces risk of costly and time-consuming issues in the field. We have on-staff licensed architects and engineers that we use for drawing review and systems analyses to ensure we are providing the best quality building for our clients.

Partnering.

It is our goal to serve the community hand in hand with Johnstown PD, helping you reach your goal of delivering the highest degree of professional police services in Colorado. Serving the community through our Johnstown office, we pride ourselves on building trust, communities and people.

We are fortunate to have employees who are passionate about supporting local charities and causes to better our communities. Our employees support events such as Johnstown BBQ Day Committee, National Night Out and more.



AP'S COMMITMENT TO TECHNOLOGY PROVIDES YOU WITH:

- shorter schedules
- reduced cost
- increased quality
- less waste
- increased safety



### Establishing a Project Contingency



Method of establishing a project contingency and who controls the use of the contingency and procedures for justifying use of contingency funds.

Contingency funds are set aside to manage the unforeseen or incomplete conditions of the project. Approval to use these funds are typically agreed upon by the entire project team. These funds are managed as an allowance throughout the project. As the project progresses, AP continues to evaluate the level of risk associated with specific phases of the project. As the project milestones are completed, the level of risk is reduced. Therefore, we evaluate and recommend a reduction of the contingency allowance to identify savings and potentially reinvest these funds back into the project at the owner's discretion. This process continues throughout the lifecycle of construction with the expectation of returning any unallocated contingency funds to the owner at project completion.

*The benefits of your contingency & working towards saving you money.*

Comments and suggestions regarding the proposed Contract Documents. If desired, propose alternate Contract Documents. The Town will consider other standard CMAR Contract Documents in lieu of the sample Documents included in this RFP.

The sample contract provided with Addendum 2 is a Professional Services Agreement which is typically between an owner and an architect, professional engineer, land surveyor, etc. They are not commonly used in an Owner/Contractor CMAR arrangement. Typical provisions contained within a standard CMAR agreement are not included in the Professional Services Agreement, including but not limited to a changes clause, a differing site conditions clause, hazardous materials language, contractor's right to additional time, mutual waiver of consequential damages, substantial completion/liquidated damages, and GMP/Cost of the Work.

We recommend using AP's preferred edits to the AIA A133-2019, AIA A133-2019 Ex B (for insurance) and AIA A201-2017 for this project or the contract that was issued for the Johnstown YMCA project.





Provide the percentage and scope of work that will be self-performed vs. those elements of work that will be subcontracted out.

Receiving the best price for your project requires a competitive process for subcontractor procurement and bidding every trade and scope of work. We are your contractor first. By managing the entire project and its subcontractors instead of self-performing work, we can better manage your project's schedule and budget. The percentage of self performed work is typically less that 10% of the total scope of work.

AP has the capability to  
**SELF PERFORMED THE FOLLOWING WORK**



For these scopes of work, AP may submit a bid proposal, along with a minimum of **three other subcontractors to ensure all trades are competitively bid**

Describe availability, bandwidth, and resources available to complete the project.

The proposed team will be dedicated to your project from start to finish. With their projects wrapping up this fall and living just a few short minutes away from the police station, they are excited to serve you. We also have roughly 100 other AP teammates that report to our Johnstown office. All these individuals live within the northern Colorado area that can support the team if needed.

# TWO COST PROPOSAL







Include an estimate of expected price to the best accuracy that is achievable with the provided plans. The estimate should include a line item for general conditions, overhead and profit, escalation. (Per Addendum 1)



# Proposal

## Project

Name	Police Department Renovation and Expansion
Client	Town of Johnstown
Primary Contact	Brian Phillips, Chief of Police
Organization	Town of Johnstown
Address	430 S Parish Ave
City, State ZIP	Johnstown, CO 80534
Email	<a href="mailto:bphillips@johnstownco.gov">bphillips@johnstownco.gov</a>

## Contractor Information

Company	AP Mountain States, LLC
Name	Chris Cooper
Address	4660 Concord Avenue
City, State ZIP	Johnstown, CO 80534
Phone	303-326-5805
Email	<a href="mailto:ccooper@a-p.com">ccooper@a-p.com</a>
Date	7/14/2023

## Proposal For Town of Johnstown Police Department Renovation and Expansion

### PRECONSTRUCTION SCOPE OF WORK

- Provide milestone estimates at 100% SD, DD, and CD phases
- Provide comprehensive schedule to include design and construction phases along with updates at milestones
- Participate in design meetings during preconstruction phase to provide real time cost and constructability input
- Provide constructability reviews to design team and owner at milestone drawing issuances
- Provide interim cost updates with cost savings options as needed and track potential alternates
- Provide GMP based on competitive bids from a minimum of 3 qualified subcontractors

### PRECONSTRUCTION COST PROPOSAL

- AP proposes the above scope of work (based on 4 month duration) for to be completed for the amount of **\$8,500**

### GENERAL CONDITIONS

- Itemized cost for general conditions found using the link below and is based on construction duration of 10 months **\$326,400**

### CM/GC CONSTRUCTION FEE

- Proposed Construction fee **3.25%**

### Escalation and Contingencies

- Proposed escalation allowance based on 4 month duration to subcontractor procurement **2%**
- Proposed design and estimating contingency based on current stage of design **8%**
- Proposed construction contingency based on scope of work **3%**

### Construction Cost Estimate

- The following pages contain a summary of cost for scopes of work broken out per addendum #2. Additionally, a detailed estimate of the proposed general conditions, clarifications / assumptions of the cost estimate, and the entire detailed estimate backup can be accessed through the link below.

- The cost estimate was established in conjunction with the schedule and project phasing approach that is represented in the proposal response.

**CLICK HERE**  
to view the  
**DETAILED ESTIMATE**

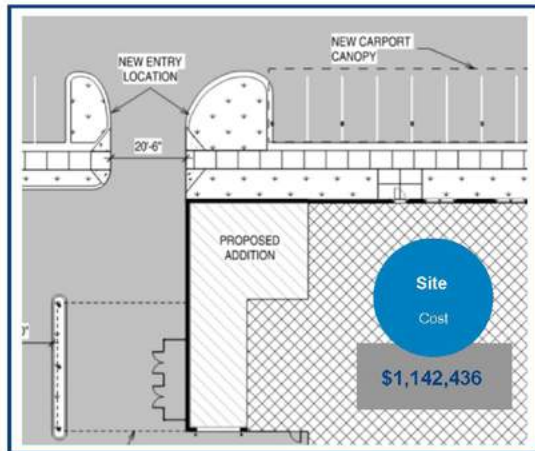
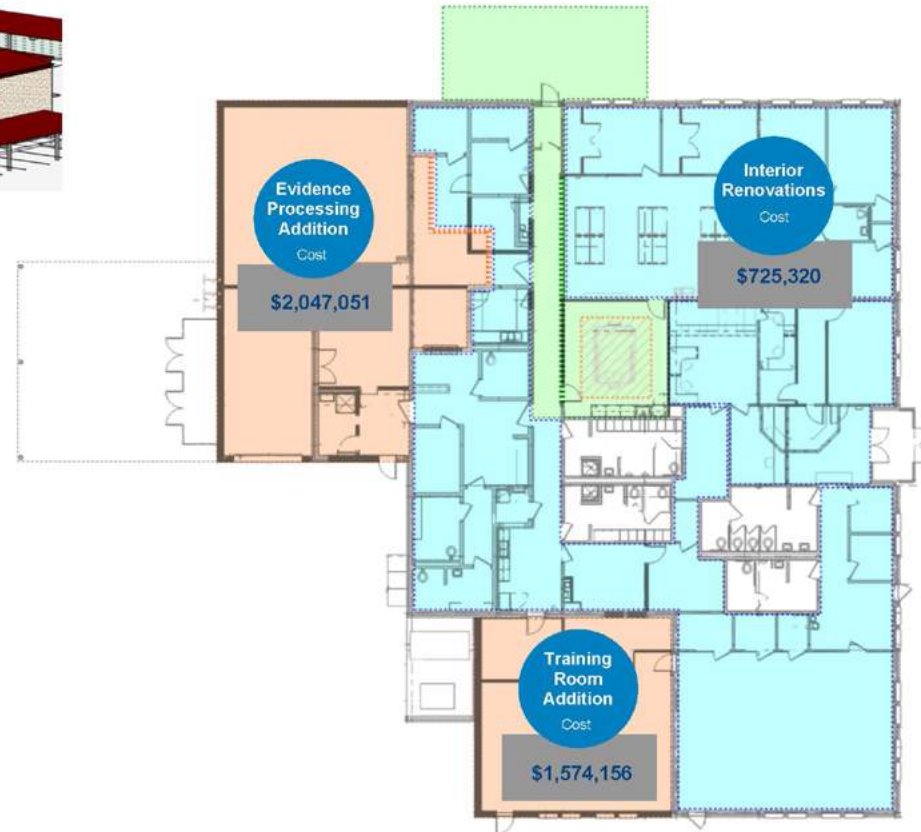


COST ESTIMATE PROCESS

We have created a cost model that is based on our understanding of the project's scope and goals. This model will help guide the selection of the building's components, structure, and systems as D2C progresses with the design. Because of AP's strong working relationship and experience building this type of facility, we already understand the unique requirements of the building functions and design systems. The graphic below represents a simplified breakdown of construction costs by components of the project and is further detailed on the cost estimate summary and detail found via the link above.



Existing Membrane Reroof  
Cost  
\$208,615







4660 Concord Avenue, Johnstown CO 80534

Project: Police Department Renovation and Expansion Project  
 Owner: Town of Johnstown  
 Architect: D2C Architects, Inc

Date: 07/14/23  
 Estimator: Chris Cooper  
 Project SF: 12,487  
 Duration in Months: 10.00

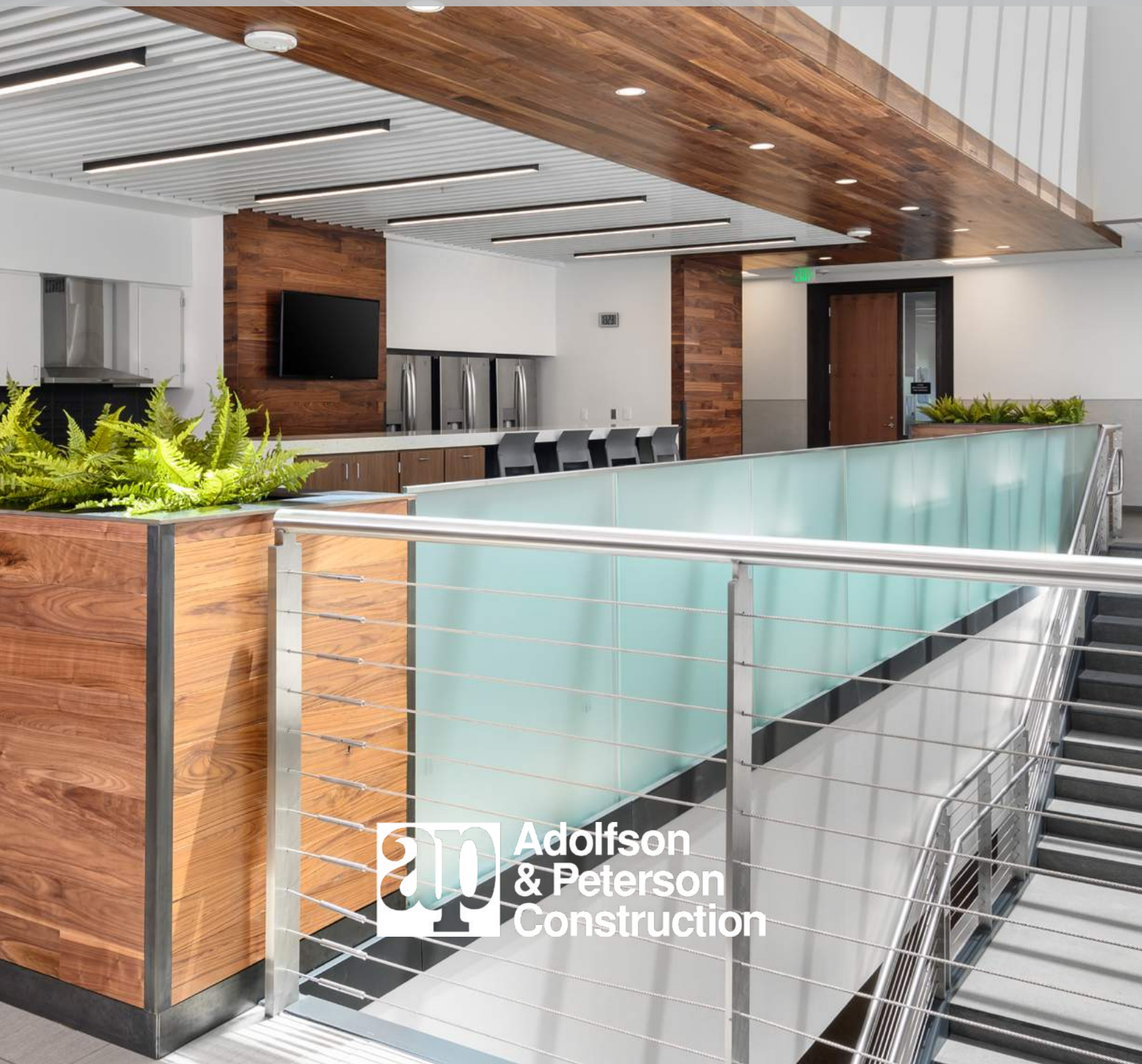
Estimate #: RFP

**Project Summary Sheet - Estimated Cost of the Work**

	Briefing Area Renovation	Evidence Processing Addition	Training Room Addition	Site	Subtotal		
Division #0 Procurement and Contracting Requirements	\$65,280	\$97,920	\$97,920	\$65,280	326,400	\$26.14 /SF	7.1% of Direct Costs
Division #1 General Requirements	\$16,906	\$87,025	\$87,245	\$45,076	236,252	\$18.92 /SF	5.1% of Direct Costs
Division #2 Existing Conditions	\$37,523	\$41,512	\$17,709	\$44,514	141,258	\$11.31 /SF	3.1% of Direct Costs
Division #3 Concrete	\$0	\$107,371	\$77,953	\$0	185,324	\$14.84 /SF	4.0% of Direct Costs
Division #4 Masonry	\$0	\$209,048	\$109,199	\$0	318,247	\$25.49 /SF	6.9% of Direct Costs
Division #5 Metals	\$0	\$181,080	\$100,007	\$0	281,087	\$22.51 /SF	6.1% of Direct Costs
Division #6 Wood, Plastics, and Composites	\$45,593	\$9,447	\$16,670	\$0	71,710	\$5.74 /SF	1.6% of Direct Costs
Division #7 Thermal and Moisture Protection	\$175,161	\$208,734	\$94,690	\$0	478,584	\$38.33 /SF	10.4% of Direct Costs
Division #8 Openings	\$12,448	\$40,717	\$24,243	\$0	77,408	\$6.20 /SF	1.7% of Direct Costs
Division #9 Finishes	\$128,609	\$181,346	\$81,773	\$4,500	396,227	\$31.73 /SF	8.6% of Direct Costs
Division #10 Specialties	\$0	\$5,323	\$1,200	\$1,125	7,648	\$0.61 /SF	0.2% of Direct Costs
Division #11 Equipment	\$0	\$0	\$0	\$0	0	\$0.00 /SF	0.0% of Direct Costs
Division #12 Furnishings	\$4,186	\$0	\$845	\$0	5,031	\$0.40 /SF	0.1% of Direct Costs
Division #13 Special Construction	\$0	\$0	\$0	\$156,325	156,325	\$12.52 /SF	3.4% of Direct Costs
Division #14 Conveying Equipment	\$0	\$0	\$0	\$0	0	\$0.00 /SF	0.0% of Direct Costs
Division #21 Fire Suppression	\$0	\$0	\$0	\$0	0	\$0.00 /SF	0.0% of Direct Costs
Division #22 Plumbing	\$53,782	\$60,431	\$60,954	\$0	175,167	\$14.03 /SF	3.8% of Direct Costs
Division #23 Heating, Ventilating and Air Conditioning	\$135,630	\$232,688	\$264,964	\$0	633,281	\$50.72 /SF	13.7% of Direct Costs
Division #25 Integrated Automation	\$0	\$0	\$0	\$0	0	\$0.00 /SF	0.0% of Direct Costs
Division #26 Electrical	\$80,810	\$112,236	\$121,877	\$0	314,923	\$25.22 /SF	6.8% of Direct Costs
Division #27 Communications	\$0	\$23,088	\$25,071	\$0	48,160	\$3.86 /SF	1.0% of Direct Costs
Division #28 Electronic Safety and Security	\$0	\$30,615	\$31,355	\$0	61,970	\$4.96 /SF	1.3% of Direct Costs
Division #31 Earthwork	\$0	\$24,732	\$60,445	\$378,151	463,329	\$37.10 /SF	10.0% of Direct Costs
Division #32 Exterior Improvements	\$0	\$3,570	\$0	\$149,715	153,285	\$12.28 /SF	3.3% of Direct Costs
Division #33 Utilities	\$0	\$0	\$0	\$80,000	80,000	\$6.41 /SF	1.7% of Direct Costs
<b>Subtotal</b>	<b>\$755,928</b>	<b>\$1,656,882</b>	<b>\$1,274,121</b>	<b>\$924,687</b>	<b>\$4,611,617</b>	<b>\$369.31 /SF</b>	<b>100.0% of Project</b>
Utility Tap & Devel. Fees	\$0	\$0	\$0	\$0	By Owner	\$0.00 /SF	
Permit Allowance	\$5,759	\$12,622	\$9,706	\$7,044	35,131	\$0.00 /SF	0.76% of Project
Use Tax	\$0	\$0	\$0	\$0	Tax Exempt	\$0.00 /SF	0.00% of Project
Design Contingency	\$37,357	\$81,882	\$62,966	\$45,697	227,903	\$18.25 /SF	4.00% of Project
Estimate Contingency	\$37,357	\$81,882	\$62,966	\$45,697	227,903	\$18.25 /SF	4.00% of Project
Construction Contingency	\$28,018	\$61,412	\$47,225	\$34,273	170,927	\$13.69 /SF	3.00% of Project
Builders Risk Insurance	\$1,814	\$3,977	\$3,058	\$2,219	11,068	\$0.89 /SF	0.24% of Costs
Comprehensive General Liability Insurance	\$10,740	\$23,541	\$18,103	\$13,138	65,522	\$5.25 /SF	1.15% of Project
Performance and Payment Bond	\$6,538	\$14,329	\$11,019	\$7,997	39,883	\$3.19 /SF	0.70% of Project
Escalation Allowance	\$18,679	\$40,941	\$31,483	\$22,849	113,952	\$9.13 /SF	2.00% of Project
Contractors Fee	\$30,353	\$66,529	\$51,160	\$37,129	185,171	\$14.83 /SF	3.25% of Project
Preconstruction Services	\$1,393	\$3,054	\$2,348	\$1,704	8,500	\$0.68 /SF	
<b>Estimated Cost of Construction</b>	<b>\$933,937</b>	<b>\$2,047,051</b>	<b>\$1,574,156</b>	<b>\$1,142,436</b>	<b>\$5,697,578</b>	<b>\$456.28 /SF</b>	<b>100.0% of Project</b>
<b>RFP</b>							
<b>Bid Options</b>							
New Police Dept Access					\$34,105		
New Security Gate					\$17,865		
New Carport Canopy at parking lot					\$151,346		
New Carport Canopy at Addition					\$123,001		
Replace existing evidence Lockers					\$18,746		

# THREE

CERTIFICATE  
OF GOOD  
STANDING



Adolfson  
& Peterson  
Construction





Include current Certificate of Good Standing with the State of Colorado.

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO
CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that,
according to the records of this office,
ADOLFSON & PETERSON, INC.

is an entity formed or registered under the law of Minnesota, has complied with all
applicable requirements of this office, and is in good standing with this office. This entity has
been assigned entity identification number 19871418774.

This certificate reflects facts established or disclosed by documents delivered to this office on
paper through 07/13/2023 that have been posted, and by documents delivered to this office
electronically through 07/14/2023 @ 11:04:38.

I have affixed herein the Great Seal of the State of Colorado and duly generated, executed, and issued this
official certificate at Denver, Colorado on 07/14/2023 @ 11:04:38 in accordance with applicable law.
This certificate is assigned Confirmation Number 15146698.



Jena Griswold

Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*
Notice: A certificate issued electronically from the Colorado Secretary of State's website is valid and immediately valid and effective.
However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Public's
Certificate page of the Secretary of State's website, https://www.colorado.gov/sts/CertificateIssuanceCriteria, entering the certificate's
confirmation number displayed on the certificate, and following the instructions displayed. Confirmation for issuance of a certificate is
always optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website,
https://www.colorado.gov/sts "Database, Instructions, Trade Shows" and select "Frequently Asked Questions."



# FOUR PROJECT SCHEDULE



Adolfson  
& Peterson  
Construction



FOUR: PROJECT SCHEDULE

Provide a proposed project schedule, to include coordination with the design team and construction of the Project.

By developing the master schedule in conjunction with you, the design team and major subcontractors, we will understand project variables and resources, establish realistic schedule objectives and focus all resources on optimal performance and construction quality.

Line	Name	Duration	APC	Start	Finish	2023												2024											
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
	<b>Johnstown PD - Renovation and Expansion</b>	<b>319d</b>		<b>7/14/2023</b>	<b>10/16/2024</b>																								
	<b>Preconstruction</b>	<b>184d</b>		<b>7/14/2023</b>	<b>4/4/2024</b>																								
	RFP / RFQ Information	14d		7/14/2023	8/2/2023																								
1	RFP Submission and Review	14d		7/14/2023 *	8/2/2023																								
	Document Development	80d		8/3/2023	11/27/2023																								
	Design Development	60d		8/3/2023	10/26/2023																								
	Construction Documents	40d		9/29/2023	11/27/2023																								
	Permitting	40d		10/27/2023	12/27/2023																								
	Contracting & Award	40d		10/20/2023	12/18/2023																								
	Long Lead Submittals & Procurement	110d		10/27/2023	4/4/2024																								
	<b>Construction</b>	<b>205d</b>		<b>12/28/2023</b>	<b>10/16/2024</b>																								
	Site Mobilization	5d		12/28/2023	1/4/2024																								
	2024 Construction	180d		1/5/2024	9/18/2024																								
	<b>Building Expansion</b>	<b>120d</b>		<b>1/5/2024</b>	<b>6/21/2024</b>																								
2	Building Protection	10d		1/5/2024	1/18/2024																								
3	Site and Building Demolition	15d		1/19/2024	2/8/2024																								
4	Existing Areas Renovations	20d		1/19/2024	2/15/2024																								
5	Foundations	20d		1/26/2024	2/22/2024																								
6	Superstructure	20d		2/16/2024	3/14/2024																								
7	Exterior Envelope	20d		3/15/2024	4/11/2024																								
8	MEP	25d		4/12/2024	5/16/2024																								
9	Interior Finishes	25d		5/17/2024	6/21/2024																								
	<b>Building Renovations</b>	<b>60d</b>		<b>6/24/2024</b>	<b>9/18/2024</b>																								
10	Temporary Offices and Owner Move	5d		6/24/2024	6/28/2024																								
11	Roofing Replacement	25d		6/24/2024	7/30/2024																								
12	Demolition	10d		7/1/2024	7/16/2024																								
13	MEP	20d		7/17/2024	8/13/2024																								
14	Interior Finishes	25d		8/14/2024	9/18/2024																								
	<b>Sitework</b>	<b>40d</b>		<b>4/12/2024</b>	<b>6/7/2024</b>																								
	Closeout	105d		5/17/2024	10/16/2024																								
15	Demobilize	10d		10/3/2024	10/16/2024																								
	<b>Expansion and Site</b>	<b>45d</b>		<b>5/17/2024</b>	<b>7/23/2024</b>																								
	<b>Renovation</b>	<b>35d</b>		<b>8/14/2024</b>	<b>10/2/2024</b>																								



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Job #: <ENTER JOB NUMBER HERE> Date: 7/6/2023 8:53:01 PM

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Page 1 of 1

Filter: No Summary Tasks



# FIVE

PROJECT TEAM:  
RESOURCE COMMITMENT,  
CAPABILITIES AND  
EXPERIENCE







**GENERAL**

Provide a detailed response to the qualification requirements outlined above.

Please see page 4 for our detailed qualification requirements.

Additionally, list current projects under construction including owner’s name and contact information, contract price, percent complete, scheduled completion date and brief description of the work.



PROJECT NAME	OWNER CONTACT	CONTRACT PRICE	PERCENT COMPLETE	COMPLETION DATE	DESCRIPTION OF WORK
835 Wood Street	City of Fort Collins   Blake Visser   970.221.6805   bvisser@fcgov.com	\$3,747,400	5%	1/4/2024	Addition to a fleet maintenance building along with interior renovations
ALD Sheridan Library Renovation	Arapahoe Library District   Jose Ortiz   303.792.8966   jortiz@ald.lib.co.us	\$1,034,052	55%	8/31/2023	Renovations to an occupied library
Arapahoe County Alternative Sentencing	Facilities and Fleet Management, Arapahoe County   Megan Secrist   720.957.8507   mseacrist@arapahoegov.com	\$39,300,000	1%	7/1/2025	An expansion to the existing facility along with MEP & interior upgrades
Boulder County Jail Alternative Sentencing and Intake Addition	Boulder County   Joe May   303.579.7020   jmay@bouldercounty.org	\$49,600,000	1%	3/1/2025	Renovations to the existing jail and the intake facility
CSU Women's Soccer & Softball Complex	Colorado State University   Tony Flores   970.491.7110   steven.flores@ColoState.edu	\$9,498,445	45%	7/25/2023	Replacement of the existing soccer & softball complex.
CU Biotech Microscopy Lab	University of Colorado Boulder   Katherine Dunklau   303.735.1396   katherine.dunklau@colorado.edu	\$2,126,284	17%	10/31/2023	Buildout of new Lab space & student huddle space.
CU Boulder - Ekeley Lab Renovation	University of Colorado Boulder   Keane Ray   303.819.3139   keane.ray@colorado.edu	\$22,150,000	1%	12/31/2024	Renovations to upgrade the existing science laboratories
CU Hellems Renovation	University of Colorado Boulder   Blake Guyer   303.856.6758   blake.guyer@colorado.edu	\$77,424,000	1%	9/30/2025	Historic Renovation to the existing facility
CUB THTR RM C190 Acoustic Reno	University of Colorado Boulder   Keane Ray   303.819.3139   keane.ray@colorado.edu	\$1,840,499	95%	6/30/2023	Upgrades to sound system and theater
CUB WALN Roof Replacement	University of Colorado Boulder   Keane Ray   303.819.3139   keane.ray@colorado.edu	\$2,697,445	95%	7/31/2023	Roof replacement
Denver Public Schools Manual High School Cooling/MEP Renovation	Denver Public Schools   Jim Staples   720.646.2833   jim_staples@dpsk12.org	\$10,097,363	94%	8/24/2023	HVAC Upgrades
Denver Public Schools West High School Renovations	Denver Public Schools   Guillermo Valenzuela   720.423.1881   guillermo_valenzuela@dpsk12.org	\$12,767,205	76%	9/28/2023	MEP upgrades along with interior finishes on an occupied campus.
DHHA - Pavilion A ED Refresh	Denver Health   Mark Romano   303.602.2428   mark.romano@dhha.org	\$2,605,915	67%	10/31/2023	Upgrades within the emergency department



FIVE: PROJECT TEAM | RESOURCE COMMITMENT, CAPABILITIES AND EXPERIENCE

PROJECT NAME	OWNER CONTACT	CONTRACT PRICE	PERCENT COMPLETE	COMPLETION DATE	DESCRIPTION OF WORK
DU JOC Hilltop Const	University of Denver   Erin Ross   303.871.3174   E.Ross@du.edu	\$2,811,779	75%	8/31/2023	Interior renovations & ADA upgrades
Foothills Park & Recreation District Golf Course Clubhouse	Foothills Park and Recreation District   Ronald Hopp   303.409.2107   rhopp@fhprd.org	\$16,132,482	29%	1/5/2024	New construction of club house and services
Fort Lupton Recreation Center and Splash Pad	Fort Lupton Recreation Department   Monty Schuman   303.857.4200   mschuman@fortluptonco.gov	\$12,391,000	10%	10/1/2024	Addition and upgrades to recreation center and splash pad
FRCC College Hill Library Mechanical Renovation	Front Range Community College   Stephen Graziano   303.466.5000   stephen.graziano@frontrange.edu	\$4,225,968	88%	7/1/2023	Mechanical system upgrades
Grand Fire - North Fire Station	Grand Fire Protection District   Brad White   970.887.3380   bwhite@grandfire.org	\$9,016,885	60%	8/1/2023	New fire station
H5 2nd Floor Buildout	H5 Data Centers   Bill Johnson   303.714.7790   bill@h5datacenters.com	\$7,247,022	89%	7/28/2023	Data center build-out
H5 Data Center Phase 1.2	H5 Data Centers   Bill Johnson   303.714.7790   bill@h5datacenters.com	\$3,087,602	9%	10/31/2023	Phase of data center upgrades
Hayden Community Center - Phase 2	Town of Hayden   Mathew Mendisco   970.276.3741   mathew.mendisco@haydencolorado.org	\$4,780,739	4%	2/15/2024	Community center upgrades
Independent Financial Reno-Replace - Denver	Independent Financial   Tyler Ross   214.696.1700   tyler.ross@kdc.com	\$4,388,682	28%	10/12/2023	Renovations and upgrades to offices
Independent Financial Renovations and Replacements - Greeley	Independent Financial   Tyler Ross   214.696.1700   tyler.ross@kdc.com	\$2,198,721	51%	6/24/2023	Renovations and upgrades to offices
Larimer County Community Corrections Improvements	Larimer County   Les Brown   970.498.5918   brownld@larimer.org	\$4,397,536	3%	12/16/2023	Improvements within existing corrections facility
LPC 16 Market Square Lobby Ren	Lincoln Property Company   Mickey Plotkin   303.467.7339   mplotkin@lpc.com	\$1,953,602	13%	8/27/2023	Lobby renovation
NARF TI	CBRE   Audra Johnson   312.636.6986   Audra.Johnson@cbre.com	\$3,244,591	98%	7/31/2023	Tenant improvements
New Vista High School	Boulder Valley School District   Gene Temanson   303.404.9901   gene.temanson@bvsd.org	\$41,119,200	1%	12/31/2024	New alternative high school
Northern Water-Building A Addition & Renovation	Northern Water   John Marlow   303.629.1244   john.marlow@usengineering.com	\$34,365,619	20%	4/5/2024	Additions and renovations on existing campus
Northridge High School Renovation	Weld RE-6 School District   Kent Henson   970.348.6400   khenson1@greeleyschools.org	\$11,211,229	44%	12/31/2023	Interior upgrades & mechanical system upgrades
Peakview Elementary School	Weld RE-4 School District   Michael McCullar   970.686.7411   michael.mccullar@weldre.org	\$34,000,000	5%	6/14/2024	New construction of K-5 facility
Prairie View HS CTE Center	School District 27   Rob Coffin   303.655.2819   rcoffin@sd27j.net	\$24,880,546	30%	8/1/2023	New CTE facility
Raindance Elementary School	Weld RE-4 School District   Michael McCullar   970.686.7411   michael.mccullar@weldre.org	\$34,000,000	4%	9/6/2024	New construction of K-5 facility



FIVE: PROJECT TEAM | RESOURCE COMMITMENT,  
CAPABILITIES AND EXPERIENCE

PROJECT NAME	OWNER CONTACT	CONTRACT PRICE	PERCENT COMPLETE	COMPLETION DATE	DESCRIPTION OF WORK
Reimagining Montbello	Denver Public Schools   Renne Verspoor   720.423.1928   renee_verspoor@dpsk12.org	\$141,977,761	19%	12/31/2024	New construction & renovation of the existing campus
Roosevelt Middle School	Weld RE-5J School District   Chuck Jordan   970.686.5695   cjordan@rhengineering.com	\$39,459,667	4%	12/31/2024	Conversion of existing high school into middle school
Silverthorne Child Care Facility	Summit County   Elisabeth Lawrence   970.389.4399   elisabeth.lawrence@summitcountyco.gov	\$7,479,229	45%	7/17/2023	New construction of child care center
Silverthorne Recreation Center Remodel	Town of Silverthorne   Steven Herrman   970.262.7375   steven.herrman@silverthorne.org	\$4,999,877	16%	2/23/2024	Renovations to existing recreation center
South Suburban Littleton Golf Tennis Replacement Facility	South Suburban Parks & Recreation District   Melissa Reese-Thacker   303.483.7023   melissar@ssprd.org	\$11,755,072	31%	8/22/2023	Replacement of tennis center
South Suburban Parks & Recreation - Family Sports Facility	South Suburban Parks & Recreation District   Melissa Reese-Thacker   303.483.7023   melissar@ssprd.org	\$10,613,809	65%	10/11/2023	Field house renovation
Thornton Community Center Remodel	City of Thornton   Jennifer Cahill PMP   303.538.7330   Jennifer.Cahill@thorntonco.gov	\$19,709,408	13%	9/12/2024	Renovation of community center
Vail Health Dillon Medical Office Building - ASC Build Out	MBRE Healthcare   Mark Southwick   720.388.9324   msouthwick@remedymed.com	\$10,231,960	100%	6/15/2023	New construction of surgery center
Vail Health Dillon MOB - Tenant Improvement & Ambulatory Surgical Center	MBRE Healthcare   Mark Southwick   720.388.9324   msouthwick@remedymed.com	\$8,841,478	99%	6/15/2023	Tenant improvements within medical offices
WC Science Lab Renovation	Front Range Community College   Stephen Graziano   303.466.5000   stephen.graziano@frontrange.edu	\$5,691,905	60%	8/1/2023	Science lab renovations
WCSD6 - Franklin Addition & Renovation	Weld RE-6 School District   Kent Henson   970.348.6400   khenson1@greeleyschools.org	\$4,389,866	28%	10/31/2023	Elementary school addition and renovation
WCSD6 - Maplewood ES Renovation	Weld RE-6 School District   Kent Henson   970.348.6400   khenson1@greeleyschools.org	\$2,287,010	93%	8/31/2023	Elementary school renovation
WCSD6 Madison PK8	Weld RE-6 School District   Kent Henson   970.348.6400   khenson1@greeleyschools.org	\$49,473,486	86%	10/31/2023	Addition and renovations to existing middle school
WCSD6 Monfort ES	Weld RE-6 School District   Kent Henson   970.348.6400   khenson1@greeleyschools.org	\$4,344,294	3%	10/31/2023	Elementary school renovation
Weld RE-5J Roosevelt High School	Weld RE-5J School District   Karen Trusler   970.587.6050   karen.trusler@weldre5j.org	\$107,425,265	92%	8/4/2023	New construction of high school
Wiggins Elementary Reno	Wiggins School District RE-50J   Trent Kerr   970.483.7762   kerrt@wiggins50.k12.co.us	\$1,409,279	43%	8/4/2023	Elementary school renovations
Wiggins PK Addition	Wiggins School District RE-50J   Trent Kerr   970.483.7762   kerrt@wiggins50.k12.co.us	\$2,365,394	90%	7/10/2023	Addition to existing school





Describe recent experience, completed in the last five years, by the firm in the State of Colorado, highlighting any partnering or CM experience which your firm was/is the lead, including experience of key staff with similar owner/engineer/construction manager teams.

AP has completed over 500 projects in the state of Colorado in the past five years, 95% of which have been CMGC. Below are featured relevant projects.

AP has completed  
**OVER 260**  
**RENOVATION PROJECTS**  
totalling **\$750M**

PROJECT NAME	LOCATION	OWNER	CONTRACT PRICE	ARCHITECT	COMPLETION DATE
Arapahoe Library District Castlewood Library Renovation	Centennial, CO	Arapahoe Library District	\$4,858,436	OZ Architecture	4/16/2020
Arapahoe Library District Kelter Library	Byers, CO	Arapahoe Library District	\$8,696,112	OZ Architecture	10/1/2021
Englewood Police Station	Denver, CO	City of Englewood	\$23,012,624	DLR Group	2/19/2021
Grand Fire - North Fire Station	Granby, CO	Grand Fire Protection District	\$9,104,933	2H Mechanical LLC	3/20/2019
Larimer County Alternative Sentencing & Community Corrections Improvements	Fort Collins, CO	Larimer County	\$23,012,624	The Architects Studio	5/23/2023
Northern Water Berthoud Campus Expansion Project - Phase I	Berthoud, CO	Northern Water	\$24,569,356	RB+B Architects	11/7/2022
Northern Water West Slope Campus	Granby, CO	Northern Water	\$28,126,587	Design Point Engineering LLC	9/12/2022
Northern Water-Building A Addition & Renovation	Berthoud, CO	Northern Water -- U.S. Engineering	\$34,365,619	Design Point Engineering LLC	9/12/2022
South Metro Fire Rescue Station 20	Highlands Ranch, CO	South Metro Fire Rescue Authority	\$7,842,184	OZ Architecture	5/17/2021
South Stockyards & Stockyards Event Center	Denver, CO	City and County of Denver	\$27,871,045	HKS Architects	2/28/2023
South Suburban Parks & Rec - Goodson Recreation Center	Centennial, CO	South Suburban Parks & Recreation District	\$1,258,451	Perkins+Will 4	1/22/2020
Thornton Community Center Remodel	Thornton, CO	City of Thornton	\$19,709,408	Studiotrope	4/23/2019
Thornton Fire Station #7	Thornton, CO	City of Thornton	\$7,194,559	Allred & Associates Architects	12/1/2022
Town of Hayden - Community Center Renovation	Hayden, CO	Town of Hayden	\$2,512,805	TAB Associates 56	1/28/2022

### ENGLEWOOD POLICE HEADQUARTERS



The new City of Englewood Police Headquarters provides modern and secure facility needs, and is more than double the size of their former facility space. The new facility was built directly next to the original headquarters built in 1972, which was demolished and replaced with secured parking. The new facility includes a multi-purpose training room that can also function as an emergency operations center; a modern infrastructure to support data, voice and other communications applications; and security systems that improve safety for visitors, police staff and arrested individuals.

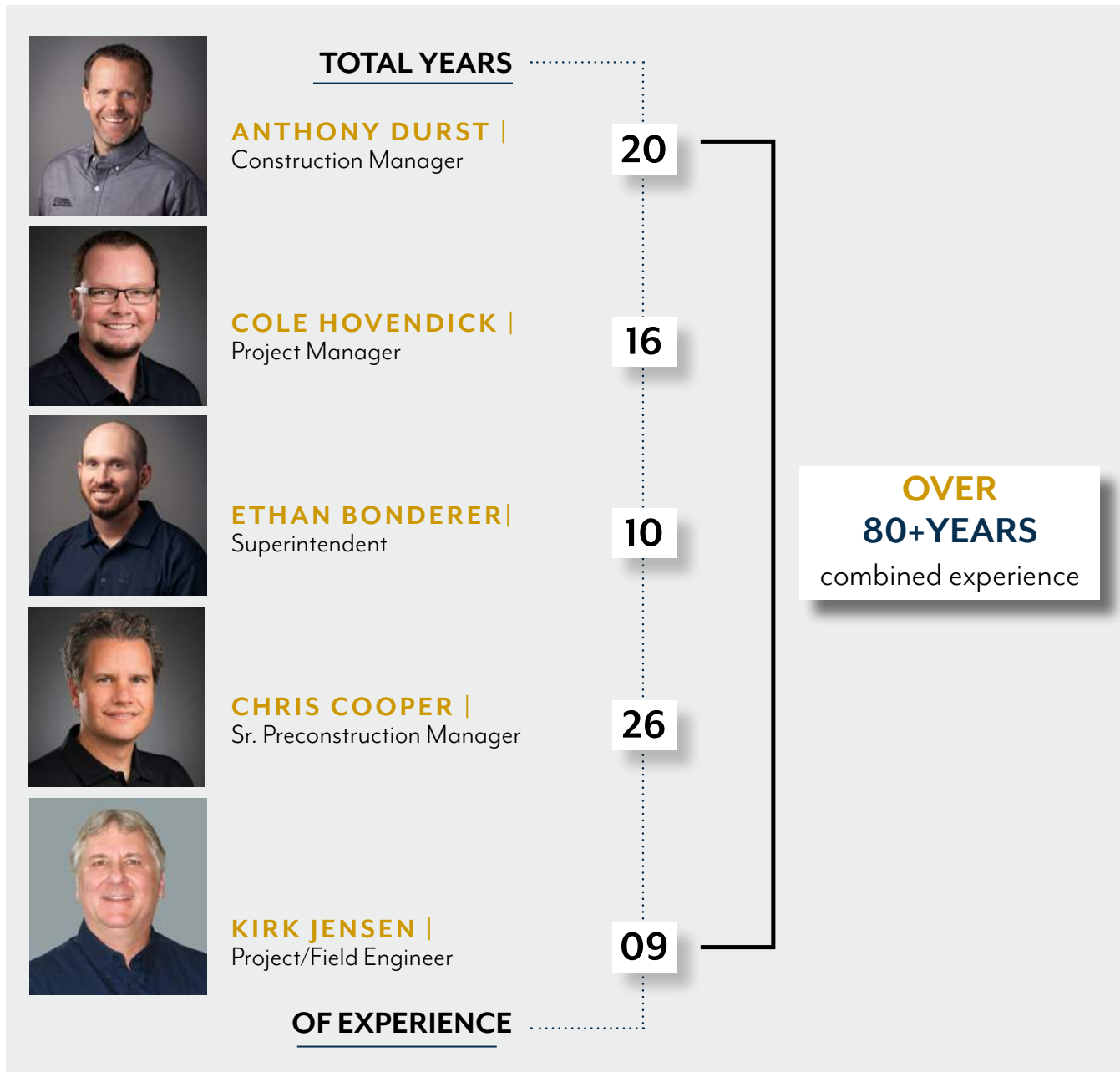


STAFF

Submit the following information regarding staff that will be dedicated to the project:

- Job descriptions of key positions (i.e., project manager, project superintendent(s).
- Onsite project manager
- Project engineer
- Cost estimator
- Others as appropriate

Names and experience and qualifications of individuals proposed to fill key positions.





## ANTHONY DURST | Construction Manager

### roles and responsibilities

Anthony brings executive-level management to your project. As Construction Manager, he is responsible for strategic planning, risk management and operational decisions. He will be deeply rooted in ensuring satisfaction for all stakeholders and confirming success at every phase of your project.

His responsibilities will include:

- » Providing leadership and a principal-level of commitment to your project
- » Ensuring that the resources necessary to meet your expectations are provided
- » Closely monitoring the preconstruction, construction, and close-out phases of your project

### experience

20 years

### education

B.S., Construction Management,  
South Dakota State University

AIA Constructor Certification, AIA  
LEED Accredited Professional  
OSHA 30 Hour Certification

### references

Matt LeCerf  
Town of Johnstown  
720.202.6556

Michael Wailes  
Weld RE-5J School District  
970.301.0712

Bill Wilson  
Brush School District Re 2J  
970.842.5176

Bob Binder  
DLR Group  
303.778.0904

### project experience

Weld RE-5J Roosevelt High School  
Johnstown, CO | \$107,425,265 | 230,000

Adams County School District 50 Westminster High School  
Westminster, CO | \$76,182,985 | 369,000 sf

CU Boulder - Hellems Renovation  
Boulder, CO | \$74,583,000 | 95,000 sf

Adams City High School/Community Learning Center  
Commerce City, CO | \$59,611,721 | 293,000 sf

University of Northern Colorado Campus Commons  
Greeley, CO | \$59,500,000 | 110,000 sf

Eagle County Battle Mountain High School  
Edwards, CO | \$54,894,597 | 204,000 sf

Brush Middle School/High School Addition and Renovation  
Brush, CO | \$51,000,000 | 129,000 sf

Convert Roosevelt HS to Middle School  
Johnstown, CO | \$42,300,000 | 119,253 sf

Adams 12 Thunder Vista P-8  
Broomfield, CO | \$38,000,000 | 130,036 sf

Aurora Public Schools Vista Peak High School Campus  
Aurora, CO | \$37,737,080 | 216,000 sf

Johnstown Recreation Center  
Johnstown, CO | \$28,848,238 | 70,000 sf

Northridge High School Renovation  
Greeley, CO | \$10,968,576 | 199,000 sf





### COLE HOVENDICK | PROJECT MANAGER

#### experience

16 years

#### education

B.S., Construction Management, Colorado State University

CPR, First Aid, AED  
OSHA 30

#### references

Dan McComb  
Construction Company, Inc.  
303.287.5525

Stephen Graziano  
Front Range Community College  
303.404.5161

Dan Tedder  
The William Warren Group  
949.242.7985

Tony Diaz  
Worth Ross  
303.309.0368

#### roles and responsibilities

As Project Manager, Cole will lead daily activities required to ensure the effective application of our knowledge and resources during the preconstruction phase, followed by the accurate in-field execution of contract documents during construction on this important project. Along with the Superintendent, he will lead the construction team and maintain regular communication with the owner and design team.

His responsibilities will include:

- Understanding the financial goals for your project to control subcontracts and budgets
- Overseeing trade contractors and supplier coordination
- Participating in the preparation of bid packages and defining the scope of work
- Ensuring the resources necessary to meet your expectations are provided
- Working closely with you and the project team while ensuring that the daily performance is meeting the overall goals of the project

#### project experience

Poudre School District Wellington Middle-High School  
Wellington, CO | \$120,668,448 | 250,000 sf

Convert Roosevelt HS to Middle School  
Johnstown, CO | \$42,300,000 | 119,253 sf

FRCC Larimer Campus Mount Antero Office Renovation  
Fort Collins, CO | \$24,076 | 200 sf

Larimer County Alternative Sentencing Expansion & Community Corrections Improvements  
Fort Collins, CO | \$23,012,624 | 55,000 sf

CSU Moby GeoExchange  
Fort Collins, CO | \$20,529,488 | 300,000 sf

Larimer County Alternative Sentencing Expansion  
Fort Collins, CO | \$18,538,958 | 55,000 sf

Kaiser Permanente East Repair  
Denver, CO | \$13,079 | 1,000 sf

Candlewyck Roof  
Denver, CO | \$7,555,788 | 55,000 sf

CSU Moby Locker Rooms  
Fort Collins, CO | \$5,774,278 | 8,400 sf

FRCC - Boulder Campus Renovations  
Longmont, CO | \$4,789,120 | 23,069 sf



### ETHAN BONDERER | SUPERINTENDENT

#### experience

10 years

#### education

B.S., Civil Engineering, University of Missouri

ACI Flatwork Associate Certification

First Aid CPR AED, IMP22S69HMG5

OSHA 30-hour Construction Safety and Health, 26-607355724

#### references

Tony Aguirre  
Jeremy Tryba Architects  
303.831.4010

Eric Brumet  
Greeley West High School  
970.227.4413

Lisa Gardner  
Hord Coplan Macht  
303.222.0230

Kent Henson  
Greeley-Evans Weld County School  
District 6  
970.348.6409

#### roles and responsibilities

Ethan will work under the Sr. Superintendent, supporting the scheduling and construction goals of your project. He will assist in managing personnel, materials and allocation of the project budget in keeping with the larger objectives of your project. He will maintain regular, daily communication with the overall AP team and serve as an on-site resource to the client and design team on a continual basis.

His responsibilities will include:

- Coordinating subcontractor oversight including scheduling and materials delivery by preparing, managing and updating the detailed project schedule
- Responding timely to purchase requests, change orders and architectural supplemental instruction
- Participating in OAC meetings and leading regular on-site safety meetings
- Establishing and managing the close-out process with the project manager as the project reaches completion

#### project experience

Greeley West High School  
Greeley, CO | \$127,311,711 | 280,000 sf

University of Denver Community Commons  
Denver, CO | \$63,000,000

Google Campus Building Wing  
Boulder, CO | \$54,000,000

WCSD6 Madison PK8  
Greeley, CO | \$49,392,800 | 111,923 sf

Pfizer M22 Building Renovation and CCPA Expansion  
McPherson, KS | \$35,000,000

Louisville Recreational Center Renovations and Expansion  
Louisville, CO | \$28,500,000

Interstate Bridge Overpass Installment and Surrounding Improvements  
Harrisonville, MO | \$15,000,000

Worlds of Fun Amusement Park Front Entrance Build and Park Improvements  
Kansas City, MO | \$12,000,000

Northridge High School Renovation  
Greeley, CO | \$10,968,576 | 199,000 sf



### CHRIS COOPER | SENIOR PRECONSTRUCTION MANAGER

#### experience

26 years

#### education

B.S., Architectural Studies  
Southern Illinois University

AGC Executive Leadership Academy Graduate  
Leadership Fort Collins Class of 2022  
OSHA 10 Hour  
Silica Awareness Training

#### references

Amy Cook  
Northern Water  
970.622.2261

Matt LeCerf  
Town of Johnstown  
720.202.6556

David Bragg  
Larimer County  
970.498.5918

Chuck Jordan  
Anser Advisory  
970.686.5695

#### roles and responsibilities

Chris will be responsible for managing the preconstruction of your project. He will work in close coordination with the team to calculate project costs in conjunction with the overall design objectives established for your project. During construction, he will serve as an expense tracking resource for the Superintendent to ensure directives and decision making benefit from real-time construction cost estimating and big-picture financial understanding.

His responsibilities will include:

- Performing quantity surveys, take-offs and project jobsite surveys
- Managing estimating, appropriate value engineering and budgeting management
- Bringing leadership level insight to budget and constructibility feedback
- Procuring subcontractors by managing coordination, solicitation, plan distribution and extensive scope reviews
- Leading prebid meetings, jobsite walks and subcontractor meet & greets
- Assisting with the buyout process and pre-award conferences

#### project experience

City of Aurora Public Safety Training Center (CAPSTC)  
Aurora, CO | \$24,948,643 | 44,023 sf

CoBank Center Village Center Station III  
Greenwood Village, CO | \$75,602,414 | 296,000 sf

Englewood Police Headquarters  
Englewood, CO | \$23,012,624 | 52,000 sf

Johnstown Recreation Center  
Johnstown, CO | \$28,848,238 | 70,000 sf

Larimer County Alternative Sentencing Expansion & Community Corrections Improvements  
Fort Collins, CO | \$23,012,624 | 55,000 sf

Village Center Station II Charter Communications  
Greenwood Village, CO | \$62,194,152 | 328,000 sf

South Suburban Parks and Recreation - Field House  
Littleton, CO | \$55,863,905 | 206,000 sf

South Metro Fire Rescue Station 20  
Highlands Ranch, CO | \$7,842,184 | 8,000 sf

Northern Water Berthoud Campus Expansion Project - Phase I  
Berthoud, CO | \$24,569,356 | 50,425 sf

Thornton Fire Station #7  
Thornton, CO | \$7,196,572 | 8,810 sf





### KIRK JENSEN | PROJECT/FIELD ENGINEER

#### experience

9 years

#### education

M.S., Construction Management, Colorado State University

B.S., Landscape Architecture & Environmental Planning, Utah State University

CPR AED American Heart Association  
Heartsaver First Aid  
Fisher Phillips Safety Training  
OSHA 30 Hour Certification

#### references

David Bragg  
Larimer County  
303.472.2224

Jill Fox  
Larimer County  
970.988.0040

Jeff Errett  
The Architects Studio  
970.217.0621

Tim Hand  
Larimer County  
970.449.2781

#### roles and responsibilities

Kirk will assist with the daily organization and control of project elements to ensure that your project moves smoothly. Learning from the Project Manager, he will be a solid support to manage field operations with the Superintendent. He will be familiar with the project contracts, project plans and the owner's goals.

His responsibilities will include:

- Assisting the Project Manager through research and documentation of financial transactions and submittals
- Assisting the preconstruction effort through soft estimating and pricing exercises
- Assisting the Superintendent by managing day-to-day operations flow

#### project experience

Poudre School District Timnath Middle-High School  
Fort Collins, CO | \$135,103,985 | 252,000 sf

CoBank Center Village Center Station III  
Greenwood Village, CO | \$75,602,414 | 296,000 sf

University of Colorado Boulder Music Imig Addition  
Boulder, CO | \$48,132,473 | 64,173 sf

Colorado State University Health and Medical Center  
Fort Collins, CO | \$44,798,651 | 161,000 sf

FRCC Larimer Campus Renovations  
Fort Collins, CO | \$28,777,778 | 29,200 sf

FRCC Westminster Campus Renovations  
Westminster, CO | \$28,396,814 | 400,000 sf

Aurora Central Recreation Center  
Aurora, CO | \$26,482,512 | 60,000 sf

City of Aurora Public Safety Training Center (CAPSTC)  
Aurora, CO | \$24,948,643 | 44,023 sf

Larimer County Alternative Sentencing Expansion & Community Corrections Improvements  
Fort Collins, CO | \$23,012,624 | 55,000 sf



**SAFETY**

Provide the firm's OSHA reportable accident rate and current workman's compensation insurance multiplier for the last 3 years.



AP is well below the EMR national average of 3.0.

AP is well below the OSHA Accident Rate national average of 3.0.

Safety Record **Last 3 Years**

YEAR	OSHA RECORDABLE ACCIDENT RATE	EMR (worker's compensation mod rate)
2022	2.45	0.89
2021	2.42	0.84
2020	2.58	0.77

Address your company's safety program and any additional information that would be useful in showing your approach to a safe work site.



**Justin Chivers**  
Safety Manager

AP's mission is attracting and retaining top talent. Encouraging and providing educational opportunities for our employees is vital for our success. AP Project Management Teams complete a variety of safety training meeting both external regulatory requirements and internal best practices. All project Superintendents and Foreman receive training as competent persons in areas specific to the work AP executes.

AP's Orientation process is tailored to meet the unique requirements that many of our job sites demand. All individuals entering into an AP project site, whether it be field personnel performing work or a temporary visitor to the site require a site-specific orientation communicating the specific hazards and safety expectations of the site. Upon completion individuals receive a numbered sticker signifying they have reviewed and understand the expectations of the site.

- Incident & Injury Free (IIF)
- Crisis Management
- Forklifts – operators
- Riggers
- Signalpersons
- Powder Actuated Tools
- Fall Protection
- Heavy Equipment
- Aerial lifts – including boom lifts and scissor lifts

- Respirators
- Silica – awareness and competent person
- Scaffold Erection
- Scaffold Use
- Crane Operations – operators
- Confined Space Entry
- Ladder Use
- Lasers
- Lockout/Tagout

- Excavation & Trenching
- Electrical Safety
- Flagging for traffic control
- First aid/CPR
- OSHA 30 hour Construction Safety
- Outreach
- Stormwater Management
- Additional training as required per job-site conditions – asbestos, lead, etc.



## SUBCONTRACTORS

List subcontractors that you have working relationships with that might be used on this project.

As a community builder, we understand the importance of using hometown resources and we have a plan for reinvesting your taxpayer's money locally. If managed well, this project has the potential to benefit the Johnstown economy by supporting your community's workforce and businesses.

GROUP BY	COMPANY NAME	CITY
01 71 23.16 - Construction Surveying	Civil Arts, Inc.	Longmont
	Coffey Engineering & Surveying, LLC	Bosler
	King Surveyors	Windsor
	Lamp Rynearson	Ft. Collins
	Majestic Surveying, LLC	Windsor
	Northern Engineering	Fort Collins
	Terrain Land Surveying LLC	Berthoud
02 41 19 - Selective Structure Demolition	Engineered Demolition, Inc.	Littleton
	MP Contracting	Denver
	Orion Environmental	Commerce City
	Superior Demolition, Inc.	Denver
03 11 00 - Concrete Forming	A Concrete, Inc.	Johnstown
	AP Construction Inc	Brighton
	Coloscapes Concrete	Loveland
	Hoff Construction	Loveland
	Job Concrete, Inc	Hudson
	Panel Masters Inc	Lafayette
	Structural Concrete Services (ARS)	Wheat Ridge
	Three Brothers Concrete, Inc.	Thornton
	Total Concrete Services Inc TCS	Longmont
	Virtus Concrete	Thornton
03 11 15 - Concrete Building Slabs	A Concrete, Inc.	Johnstown
	All Phase Concrete Construction	Englewood
	Coloscapes Concrete	Loveland
	GR Concrete	Longmont
	Hoff Construction	Loveland
	Marrou Concrete, Inc.	Fort Collins
	Piersons Concrete Construction	Ft. Collins
	Three Brothers Concrete, Inc.	Thornton
	Top Gun Concrete Inc	LIVERMORE
Total Concrete Services Inc TCS	Longmont	
04 20 01 - Masonry Contractors	Big Horn Masonry Inc.	Ft. Collins





FIVE: PROJECT TEAM | RESOURCE COMMITMENT,  
CAPABILITIES AND EXPERIENCE

GROUP BY	COMPANY NAME	CITY
	Builders Stone & Masonry Inc- BSM	Denver
	C. Morgen Masonry Inc	Brighton
	Dels Masonry, Inc.	Longmont
	Division IV, Inc.	Johnstown
	Don's Masonry	Loveland
05 12 00 - Structural Steel Framing	Barton Supply	Aurora
	Front Range Steel	Wellington
	High Plains Steel Services LLC	Windsor
	Metal Solutions Inc.	Ault
	Redd Iron Inc.	Brighton
	St Thomas Steel Inc	Arvada
	Steel Fabricators	Fort Collins
06 20 00 - Finish Carpentry	Boulder Mills Inc	Longmont
	Concepts in Millwork Inc	Colorado Springs
	Front Range Cabinets	Denver
	ISEC Inc.	Greenwood Village
	JK Concepts Inc	Denver
	JK Interior Finish LLC	Fort Collins
	LA Woodworks, Inc.	Windsor
	Wood Technology / Centum Health	Louisville
07 10 00 - Dampproofing and Waterproofing	Absolute Caulking & Waterproofing	Wheat Ridge
	Alpha Insulation & Waterproofing	North Washington
	Barrier Compliance Services	Denver
	Black Roofing & Waterproofing	Boulder
	Division 7 Insulation	Golden
	Division 7 Construction	Denver
	MTN Inc	Englewood
	Rsi Inc. / Restoration Specialists, Inc.	Broomfield
	Summit Sealants/Insulation	Englewood
07 40 00 - Metal Roofing	Academy Roofing Inc	Aurora
	B&M Roofing of CO, Inc.	Frederick
	Black Roofing & Waterproofing	Boulder
	Flynn BEC, LP	Commerce City
	Front Range Roofing Systems, LLC	Greeley
	Roof Check Inc	Longmont
07 50 00 - Membrane Roofing	Academy Roofing Inc	Aurora
	B&M Roofing of CO, Inc.	Frederick
	Black Roofing & Waterproofing	Boulder



FIVE: PROJECT TEAM | RESOURCE COMMITMENT,  
CAPABILITIES AND EXPERIENCE

GROUP BY	COMPANY NAME	CITY
	Flynn BEC, LP	Commerce City
	Front Range Roofing Systems, LLC	Greeley
	Roof Check Inc	Longmont
07 92 00 - Joint Sealants	Absolute Caulking & Waterproofing	Wheat Ridge
	Alpha Insulation & Waterproofing	North Wash- ington
	Barrier Compliance Services	Denver
	Division 7 Construction	Denver
	Rsi Inc. / Restoration Specialists, Inc.	Broomfield
	Summit Sealants/Insulation	Englewood
08 10 00 - Doors, Frames & Hardware	Brothers Door Supply	Berthoud
	Colorado Doorways Inc	Denver
	F C Door	Fort Collins
08 33 23 - Overhead Doors	All Metro Door and Dock Services Inc	Denver
	Complete Door Systems	Henderson
	DH Pace Door Services	Denver
	Front Range Raynor	Fort Collins
	Gold Label Door	Denver
	Overhead Door Company	Denver
08 41 00 - Entrances and Storefronts	B&W Glass, Inc.	Cheyenne
	Commercial Glass	Loveland
	EAP Glass, Inc.	Littleton
	Glass Doctor	Greeley
	Ken Caryl Glass Inc	Littleton
	LW Facades, Inc.	Commerce City
	PCI Metro (PCG)	Denver
09 20 00 - Metal Stud and Drywall-Complete Building	Delta Dry Wall, Inc.	North Wash- ington
	Diversified Builders Inc	Wheat Ridge
	Drywall Services Inc. (DSI)	Lakewood
	Holsinger Drywall Inc	Fort Collins
	Phase 2 Company	Fort Collins
09 51 00 - Acoustical Ceilings	Drywall Services Inc. (DSI)	Lakewood
	Heartland Acoustics & Interiors	Englewood
	High Plains Acoustics	Elizabeth
	Innovative Interiors & Construction	Denver
	Phase 2 Company	Fort Collins
	SRB Acoustics	Englewood
09 60 00 - Flooring	Decor II Inc	Greeley



FIVE: PROJECT TEAM | RESOURCE COMMITMENT,  
CAPABILITIES AND EXPERIENCE

GROUP BY	COMPANY NAME	CITY
	ELEMENTS	Denver
	Floorz Llp	Denver
	Front Range Commercial Flooring LLC	Loveland
	Gary Leimer, Inc.	Denver
	Masters Flooring LLC	Windsor
	Next Generation Surfaces	Englewood
	Spectra Contract Flooring	Denver
09 90 00 - Painting and Coating	Drywall Services Inc. (DSI)	Lakewood
	Maximum Painting	Fort Collins
	Molecular Coatings, Inc.	Loveland
	Phase 2 Company	Fort Collins
	Southwest Company	Parker
21 00 01 - Fire Suppression Contractors	Front Range Fire Protection	Loveland
	Frontier Fire Protection LLC (FFP)	Denver
	Rapid Fire Protection Inc	Timnath
	Total Fire Protection West	Berthoud
	Western States Fire Protection - Fort Collins	Fort Collins
23 00 01 - Complete Mechanical Contractors	Air Comfort, Inc.	Fort Collins
	Central Mechanical, Inc	Erie
	Design Mechanical	Louisville
	Horizon Mechanical Solutions	Fort Collins
	Innovative Mechanical & Design	Fort Collins
	Kuck Mechanical Contractors, LLC	Loveland
	MTech Mechanical Technologies Group	Westminster
	Neuworks Mechanical, Inc.	Fort Collins
	Parker Sheet Metal, Inc.	Longmont
	Poudre Valley Air	Fort Collins
	Strait Mechanical	Evans
	US Engineering Construction LLC	Westminster
	Wray Plumbing & Heating Company	Fort Collins
26 00 01 - Electrical Contractors	Benchmark Electrical Solutions	Windsor
	Bret's Electric LLC	Frederick
	Duro Electric Company	Englewood
	Encore Electric	Lakewood
	Gregory Electric Inc.	Loveland
	Merit Electric Inc.	Fort Collins
	Wayne's Electric Co.	Fort Lupton
	Weifield Group Contracting, LLC	Centennial





FIVE: PROJECT TEAM | RESOURCE COMMITMENT,  
CAPABILITIES AND EXPERIENCE

GROUP BY	COMPANY NAME	CITY
31 20 00 - Earth Moving & Utilities	Connell Resources, Inc	Fort Collins
	Dobbs Excavating Inc.	Bellvue
	Dunrite Excavation Inc	Berthoud
	E-Z Excavating	Frederick
	Hoff Construction	Loveland
	JD Enterprises	Windsor
	Martin and Sons Excavating	Windsor
	32 12 00 - Flexible Paving	Colorado Asphalt Services, Inc CASI
Connell Resources, Inc		Fort Collins
Don Kehn Construction		Fort Collins
Martin Marietta Materials		Lakewood
32 31 00 - Fences and Gates	AJI Fencing	Denver
	Black Eagle Fence	Loveland
	Commercial Fence & Iron Works	Parker
	Dean Contracting Inc.	Timnath
	Ideal Fencing Corp LLC	Erie
	32 90 00 - Landscaping	Alpine Gardens
Bath, Inc		Fort Collins
Belmire Sprinkler Landscaping Inc		Loveland
BrightView Landscape Development		Parker
Environmental Landworks Company Inc		Golden
Landtech Contractors Inc		Aurora
Mill Brothers Landscape Group		Fort Collins



## CONSTRUCTION SEQUENCING AND SCHEDULING

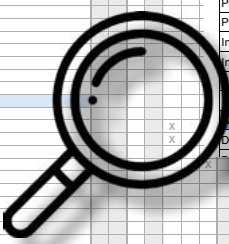
Describe the way in which your firm develops and maintains project schedules for projects of this size and nature. Describe process and frequency for updating project schedules and how your firm works to overcome challenges and works to maintain the original completion date. Describe process and software for managing short term duration schedule (i.e., two or three week look ahead schedules). Submit an example of a total and short-term project schedule for a similar sized project.

Our team has developed an initial project schedule based upon the RFP and, if awarded, will continue development and fine tuning of the schedule throughout completion of design. By developing the master schedule in conjunction with project stakeholders, design partners, and subcontractors, we will uncover project variables and resources, establish realistic schedule objectives, and then focus all resources to reach optimal performance and construction quality.

The master project schedule is a living document that will be updated continuously as work progresses and is distributed monthly. As issues arise that impact the schedule, we will take immediate action to find solutions that will allow us to maintain schedule, or if needed seek temporary solutions.

Look ahead schedules are generated with trade partner input, distributed on a weekly basis, and reviewed in detail during the weekly subcontractor meetings. With this constant engagement and feedback, we are able to adjust on the fly, leading to an efficient building process.

Please see the example below of a short-term project schedule for a similar sized project. The Larimer County Community Corrections Improvements project is a ~\$4.3 million phased renovation consisting of RTU replacement, room reconfigurations, duct cleaning, new flooring, painting, new ceilings, and bathroom remodels.

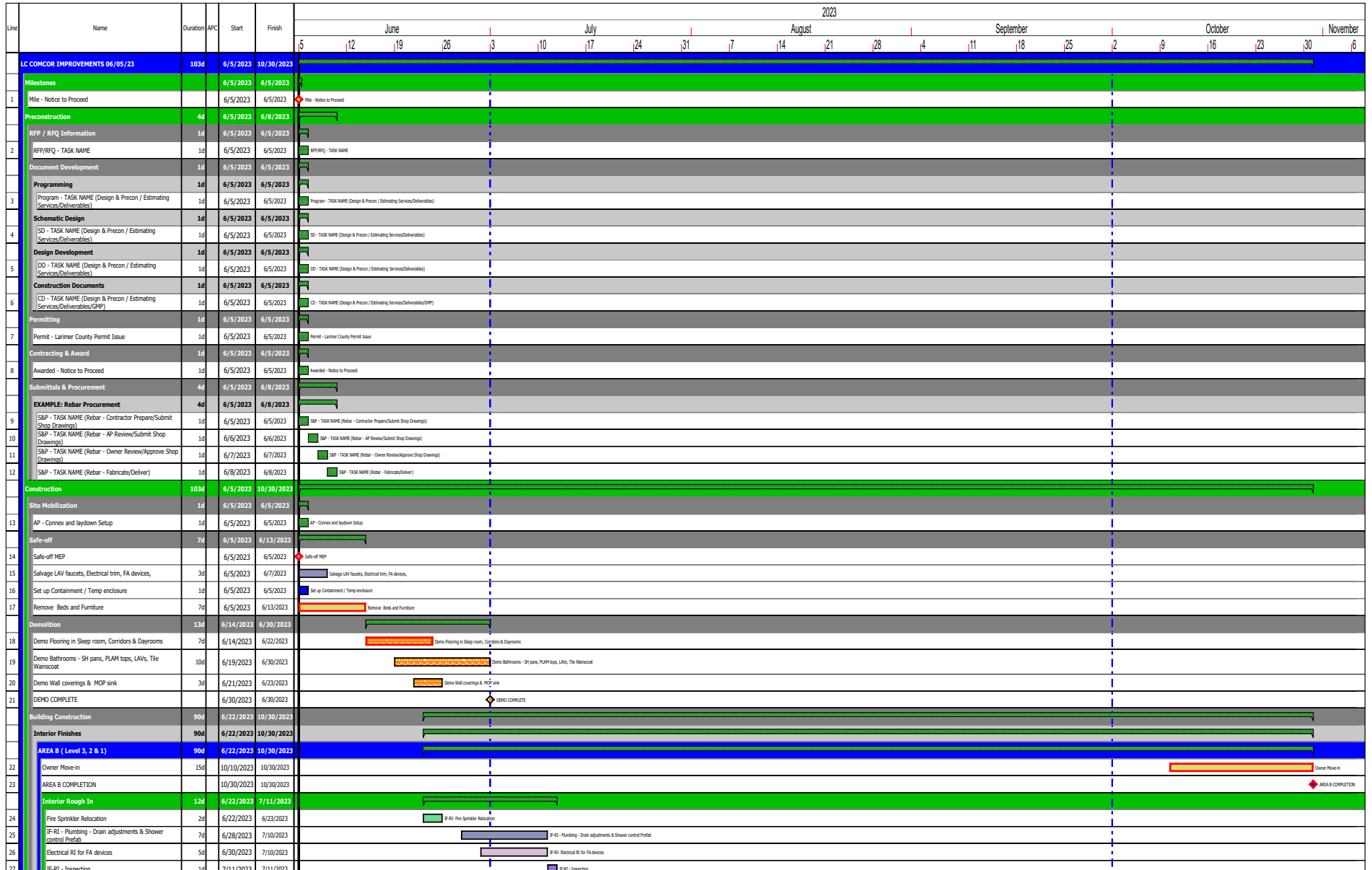


Monday 6/26/2023		July																								
Larimer County COMCOR Improvements		Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		Day	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
<b>LEVEL 3, 2, 1 ( ALL ACTIVITES FLOW FROM 3 to 1 )</b>																										
Prime, First coat Sleeprooms				X	X	X	X					X	X	X	X											
Relocate Fire sprinklers																										
Frame Divider walls and install HM frame in 225																										
Plumbing RI - drain adjustment and repipe shower controls				X	X	X	X																			
Electrical RI for FA devices				X																						
Begin Floor skim for LVT in sleeprooms												X	X	X	X	X				X	X	X	X	X		
Backing in bathrooms				X	X	X	X																			
Inspection				X																						
Hang drywall in bathrooms							X	X				X	X	X	X	X										
Tape, mud & finish bathrooms													X	X	X	X										
Prime, First coat bathrooms																				X	X					
Install Shower pans																				X	X	X	X	X		
Install tops, ADA brackets																					X	X	X			
Install tile																										
Install undermount sinks																										
Install Metal vanity panels																										
Install partitions																										
Install Toilet Accessories																										
Paint all HM frames, doors																										
Prime dayrooms, classrooms																										
Install Koroguard wall covering																										X
Install CGS, rubber base, faucets																										
Final Electrical, LV, Plumbing trim																										
<b>AREA C</b>																										
Demo walls																										
Waste Brn																										
Frame and set HM frames																										
Electrical RI - Inwall & Overhead												X	X	X	X	X										
Plumbing RI												X	X	X	X											
Overhead HV/AC RI												X	X	X	X											
Fire Sprinkler relocation												X	X	X	X											
Hang drywall															X	X	X	X								
Tape, Mud & Finish															X	X	X	X								
Prime & First coat															X	X	X	X								
Install ACT grid															X	X	X	X								
Install Casework & tops															X	X	X	X								
Install CPT															X	X	X	X								
Final Paint															X	X	X	X								
Pull Data & Security Cables															X	X	X	X								

Example short-term project schedule (updated daily, distributed weekly) from Larimer County Community Corrections Improvements



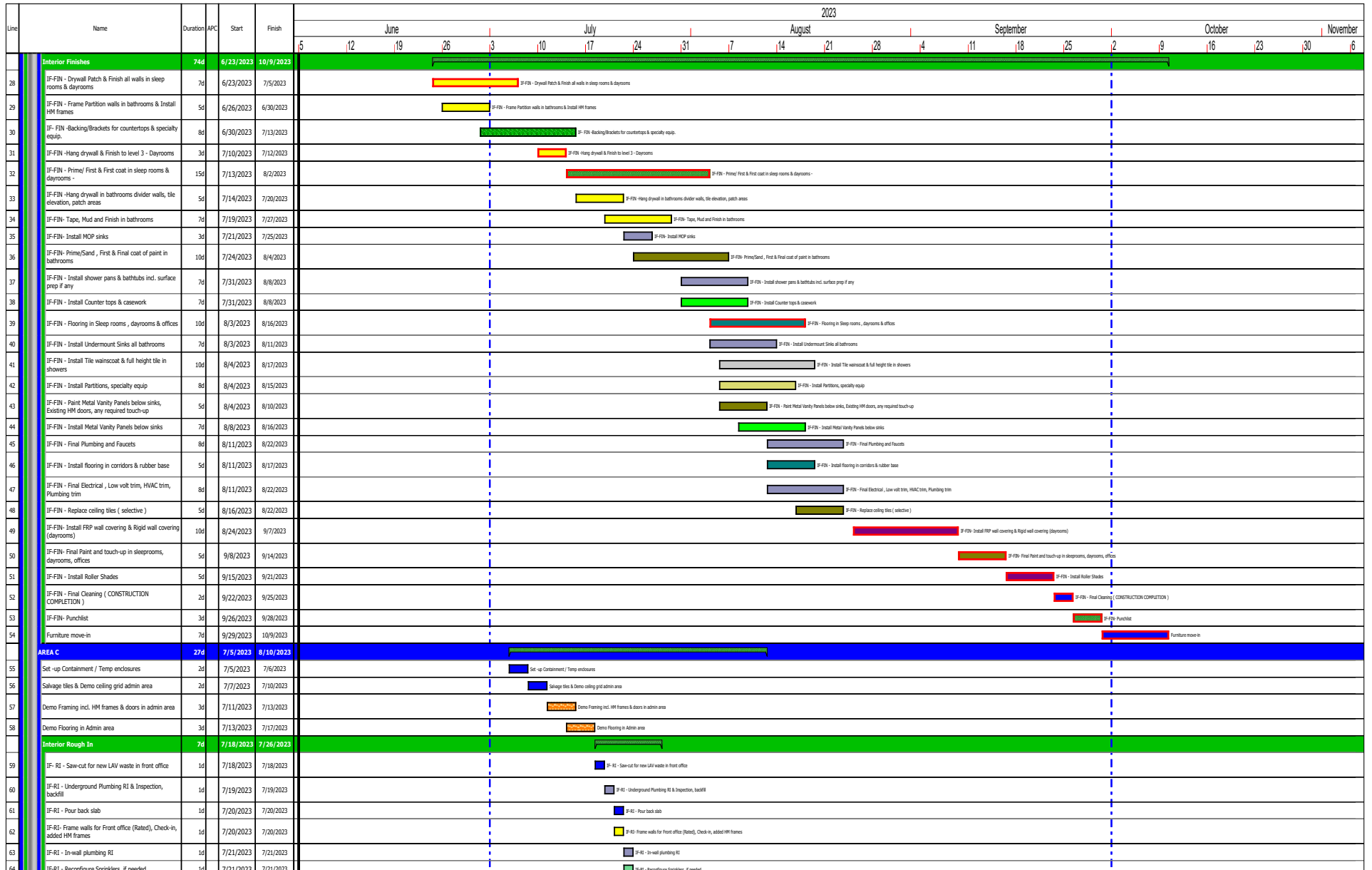
Example full project schedule from Larimer County Community Corrections Improvements:







FIVE: PROJECT TEAM | RESOURCE COMMITMENT, CAPABILITIES AND EXPERIENCE





# FIVE: PROJECT TEAM | RESOURCE COMMITMENT, CAPABILITIES AND EXPERIENCE

Line	Name	Duration	APC	Start	Finish	2023																											
						June				July				August				September				October				November							
						5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6					
65	IF-RI - Overhead HVAC rough-in	1d		7/21/2023	7/21/2023																												
66	IF-RI - Install new HM Frames	1d		7/24/2023	7/24/2023																												
67	IF-RI - Backing/Brackets for Countertops,Casework, ceiling doors, specialty	1d		7/24/2023	7/24/2023																												
68	IF-RI - In wall Electrical RI & inspection	1d		7/25/2023	7/25/2023																												
69	IF-RI - Inspect & Insulate	1d		7/26/2023	7/26/2023																												
	<b>Interior Finishes</b>	<b>13d</b>		<b>7/25/2023</b>	<b>8/10/2023</b>																												
70	IF-FIN - Install new storefront doors and hardware ( a day for each opening incl. removal and replace)	1d		7/25/2023	7/25/2023																												
71	IF-FIN - Hang drywall - new walls & demo patch	1d		7/27/2023	7/27/2023																												
72	IF-FIN - Tape , Mud & Finish	1d		7/31/2023	7/31/2023																												
73	IF-FIN - Prime & First coat	1d		8/1/2023	8/1/2023																												
74	IF-FIN - Install ceiling grid & tiles	1d		8/2/2023	8/2/2023																												
75	IF-FIN - Install Doors, ceiling doors, glazing	1d		8/2/2023	8/2/2023																												
76	IF-FIN - Install casework & countertops	1d		8/3/2023	8/3/2023																												
77	IF-FIN - Install Rigid Wall coverings	1d		8/4/2023	8/4/2023																												
78	IF-FIN - Install fixtures and faucets	1d		8/4/2023	8/4/2023																												
79	IF-FIN - Install flooring ( dining and day-reporting to be co-ordinated with LC folks on timing)	1d		8/7/2023	8/7/2023																												
80	IF-FIN - Pull Data & Security cables	1d		8/8/2023	8/8/2023																												
81	IF-FIN - Final paint	1d		8/8/2023	8/8/2023																												
82	IF-FIN - Electrical trim incl. Low Volt , HVAC trim, plumbing trim	1d		8/9/2023	8/9/2023																												
83	IF-FIN - Install Rubber base, Wall protections, Accessories	1d		8/9/2023	8/9/2023																												
84	IF-FIN - Punchlist	1d		8/10/2023	8/10/2023																												

Responsibility

Owner	AP	Third Party	A/HJ	02 40 00 - Demolition	06 10 00 - Rough Carpentry	06 42 00 - Millwork	08 40 00 - Storefront	08 10 00 - Doors, Frames, Hardware Install	09 29 00 - Drywall	09 91 00 - Paint	09 68 00 - Carpet
10 30 00 - Tile	00 51 00 - A/CT	10 37 10 - Foliage Partitions	10 65 00 - Specialties	31 05 00 - Fire Suppression	31 00 00 - HVAC/Plumbing	31 30 00 - HVAC	36 05 00 - Floor/air	37 05 00 - Communications			



Example short-term project schedule (updated daily, distributed weekly).



### QUALITY ASSURANCE/QUALITY CONTROL

Provide details on firm’s quality control program. Explain how firm administers a quality control program during construction, how performance measures are documented and how quality issues are addressed.

Quality assurance and quality control in design and construction processes starts with collaboration and pre-planning.

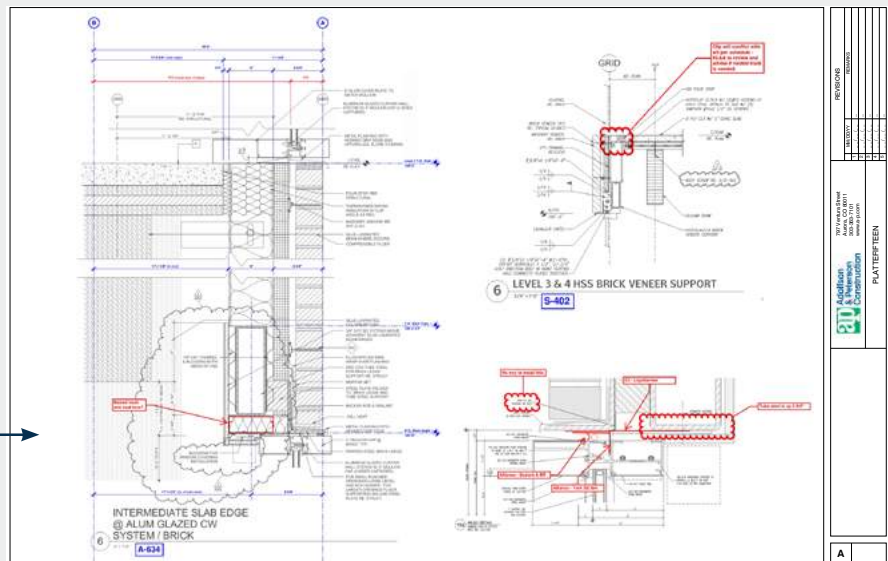
Pre-planning begins early in the project during the initial design and preconstruction activities. Bringing in our team as the general contractor and construction manager early will help to develop a cohesive strategy as a collaborative team. We will have face-to-face meetings with all users and our entire project team — from the preconstruction manager, Chris Cooper, to the project site superintendent, Ethan Bonderer — will be involved to ensure that all facets of the project are thought of and discussed.

We have several tools and other in-house professionals that aid our QA/QC throughout the design process that helps enhance the quality of the construction documents. One of the tools that will benefit this renovation is our 3D scanner. This machine will provide a true as-built of every nut and bolt of your facility, which in return will assist D2C on finalizing their documents. This puts money back in your pocket during the subcontractor bidding period.

During every milestone of the design process, we provide thorough constructibility reviews. During these reviews in-house experts look at every detail to assist on eliminating RFIs in the field during construction. Patrick Andrews, Building Envelope Specialist/QA/QC Manager, and the team will analyze the existing conditions such as roofs, eaves, exterior wall construction, windows, doors, and other points of penetrations and tie-in points.

### CONSTRUCTIBILITY REVIEW //

To the right is an example of a constructibility review for Platte Fifteen and the coordination needed.



Another advantage that we have at AP is our in-house mechanical electrical and plumbing coordination and management department. This staff will assist our team along with the design team on initial site walks to thoroughly review the life expectancy of existing equipment such as mechanical units and electrical service in the building. After the walks are complete, a thorough report & photos will be provided to the team for review.



**Lindsey Blackburn**  
Electrical Manager



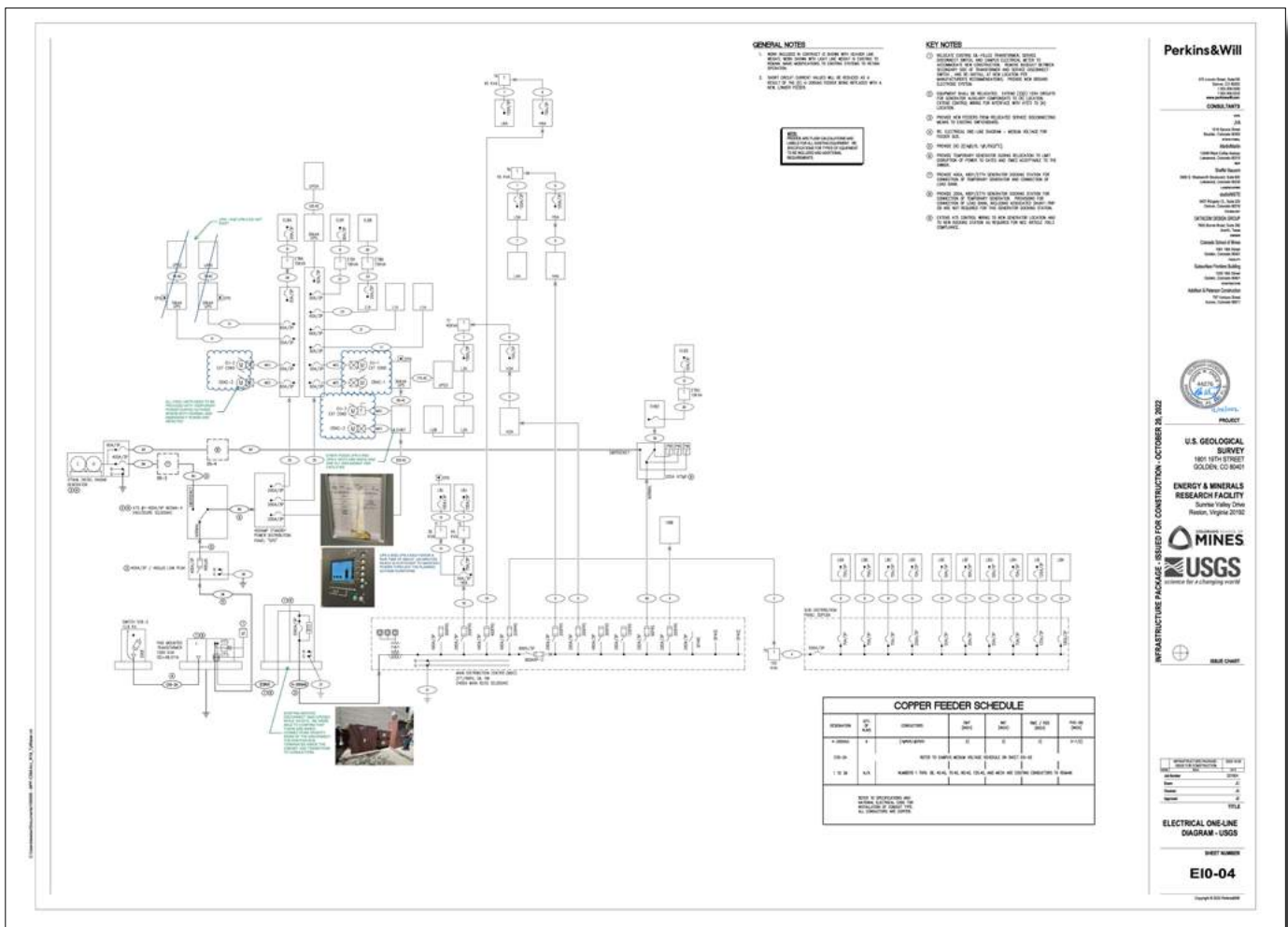


## FIVE: PROJECT TEAM | RESOURCE COMMITMENT, CAPABILITIES AND EXPERIENCE

On a recent project, AP met on site with our electrical subcontractor and facility staff to review outage MOPs for a service transformer, generator, and automatic transfer switch relocation. The findings from the site are shown on a marked up one-line which was shared with the project team and ownership group. Firming up the MOPs for equipment relocation is critical as facility houses a data center that can not be without power during the transfer switch relocation.

As part of our preconstruction process, AP will review the existing MEPT systems against as-builts and conceptual design plans to identify areas of risk for the design and construction team. This investigation will include:

- HVAC zoning in renovated areas.
- RTU capacity and age to help the design team determine if replacement is recommended.
- Electrical service capacity and breaker space to accommodate added loads.
- Sanitary and storm invert as-built review or scoping existing lines to confirm invert.
- Verification of fire alarm, access control, video surveillance, and other low voltage system manufacturers. (feel free to add any other LV systems that are applicable to police stations or point me in the direction of a previous similar project and I can review the specs to get more specific)
- Low-voltage system expansion and tie-in capability to serve the additions.





## FIVE: PROJECT TEAM | RESOURCE COMMITMENT, CAPABILITIES AND EXPERIENCE

Provide examples of when firm exceeded quality standards, gained industry recognition, or received quality awards.

In the past 10 years, AP has won 45 project awards in the state of Colorado. Below are relevant recent examples of quality awards.

### AWARD WINNING PROJECTS



#### ENGLEWOOD POLICE HEADQUARTERS

Best Government / Public Build 2020 - ENR Mountain States  
ACE Silver Award - Associated General Contractors  
Award of Distinction - AIA Colorado



#### CITY OF AURORA PUBLIC SAFETY & POLICE TRAINING CENTER

Best Government / Public Build 2016 - ENR Mountain States  
Excellence in Construction 1st Place - ABC Rocky Mountain Chapter  
Excellence in Construction 2nd Place - ABC National

AP has won  
**45 PROJECT AWARDS**



in the past 10  
years



#### CHUNG TAI CHAN ZEN CENTER

Excellence in Engineering - ACEC Colorado



#### PLATTE FIFTEEN

Annual Mayor Design Awards - City and County of Denver



#### WESTMINSTER PUBLIC SCHOOLS ORCHARD PARK ACADEMY

Best Project K-12 Education - ENR Mountain States



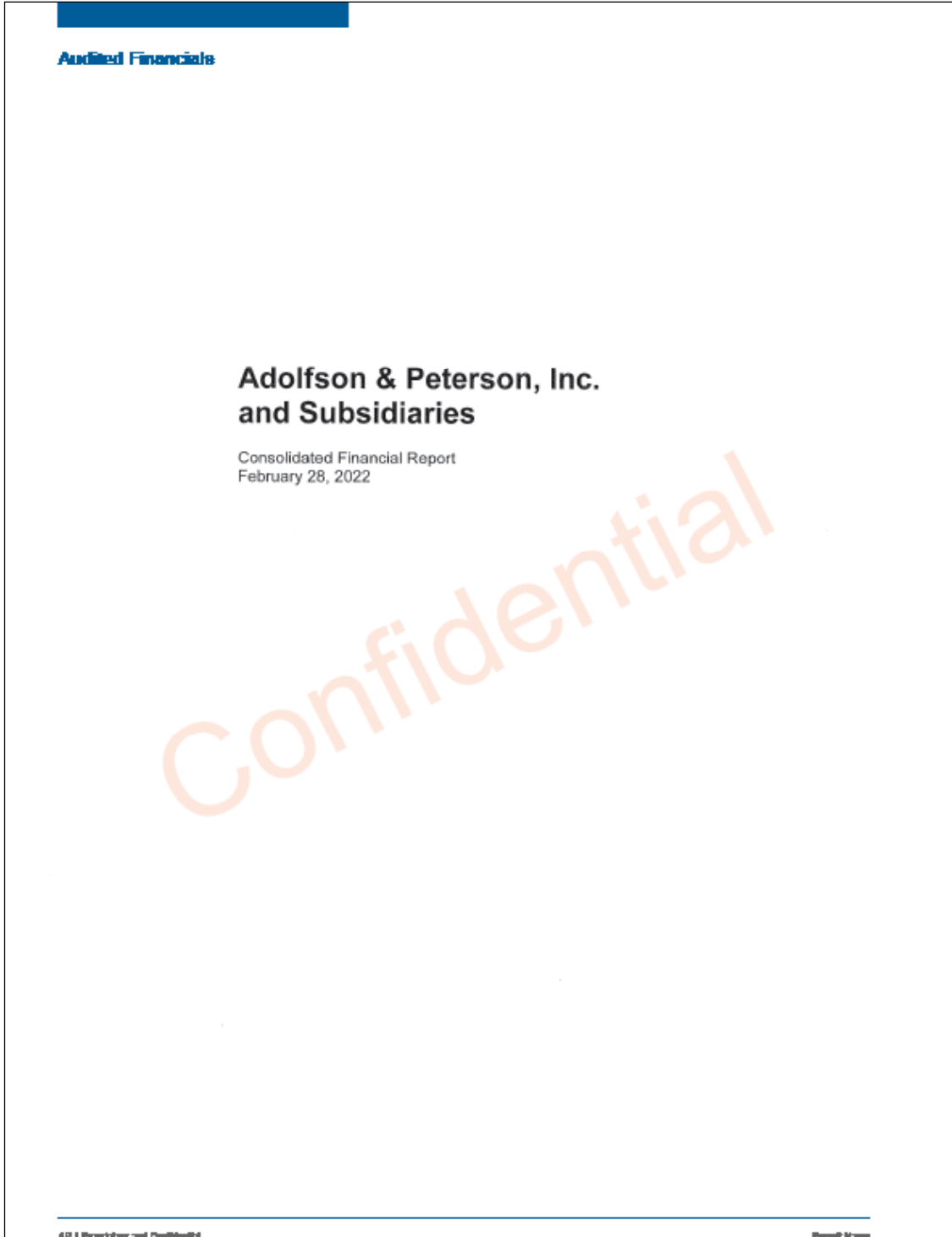
#### CSU NUTRIEN AGRICULTURAL SCIENCES BUILDING

2022 Best Higher Ed/Research Project - ENR Mountain States - First Place Winner



## FINANCIAL STATEMENT

Attach a financial statement, preferably an audited statement, including your firm's latest balance sheet and income statement showing the following items: Current Assets, Net Fixed Assets, Other Assets, Current Liabilities, Other Liabilities, name of the firm preparing the financial statements and the date prepared.







### Audited Financials

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Confidential



Audited Financials



RSM US LLP

Independent Auditor's Report

Board of Directors
Adolfson & Peterson, Inc.

Opinion

We have audited the consolidated financial statements of Adolfson & Peterson, Inc. and its subsidiaries (the Company), which comprise the consolidated balance sheets as of February 28, 2022 and 2021, the related consolidated statements of operations, changes in stockholders' equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of February 28, 2022 and 2021, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the financial statements are issued (or within one year after the date that the financial statements are available to be issued when applicable or available to be issued).

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**Audited Financials**

**Auditor’s Responsibilities for the Audit of the Financial Statements**

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

In performing an audit in accordance with GAAS, we:

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

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

*RSM US LLP*

Minneapolis, Minnesota  
May 13, 2022



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Consolidated Balance Sheets**  
February 28, 2022 and 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 95,528,704	\$ 66,453,045
Marketable securities	29,824,152	29,463,877
Accounts receivable, net	188,504,222	228,392,832
Costs and estimated earnings in excess of billings on uncompleted contracts	8,692,104	8,430,562
Other current assets	9,524,093	9,773,481
<b>Total current assets</b>	<b>332,073,275</b>	<b>342,513,797</b>
Property and equipment, at cost, less accumulated depreciation	8,403,588	6,904,001
Cash surrender value of life insurance and other investments	570,642	672,371
Deferred income taxes	1,347,267	2,856,000
<b>Total assets</b>	<b>\$ 342,394,772</b>	<b>\$ 352,946,169</b>

See notes to consolidated financial statements.





**Audited Financials**

	2022	2021
<b>Liabilities and Stockholders' Equity</b>		
Current liabilities:		
Accounts payable	\$ 214,982,115	\$ 237,632,681
Accrued expenses	20,092,266	21,805,431
Billings in excess of costs and estimated earnings on uncompleted contracts	29,585,249	27,656,550
<b>Total current liabilities</b>	<b>264,659,630</b>	<b>287,094,662</b>
Insurance reserves	13,945,628	13,753,801
Other liabilities	1,633,816	1,691,310
Stockholders' equity:		
Class A voting common stock, \$1 per value; authorized 270,000 shares; issued and outstanding 93,243 and 94,546 shares, respectively	93,243	94,546
Class B nonvoting common stock, \$1 per value; authorized 30,000 shares; issued and outstanding 1,383 and 1,383 shares, respectively	1,383	1,383
Additional paid-in capital	430,769	425,702
Retained earnings	58,873,303	49,051,014
<b>Total stockholders' equity</b>	<b>59,398,698</b>	<b>49,572,645</b>
Noncontrolling interest in joint venture	2,757,000	833,751
<b>Total liabilities and stockholders' equity</b>	<b>\$ 342,394,772</b>	<b>\$ 352,946,169</b>



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Consolidated Statements of Operations  
Years Ended February 28, 2022 and 2021**

	2022	2021
Revenue from operations	\$ 1,038,654,121	\$ 1,144,203,711
Cost of operations	980,558,463	1,083,930,822
<b>Gross profit</b>	<b>58,095,658</b>	<b>60,272,889</b>
Operating expenses	44,903,446	41,189,918
<b>Operating income</b>	<b>13,192,212</b>	<b>19,082,971</b>
Other income (expense):		
Interest income	556,704	567,640
Interest expense	(66,488)	(36,568)
Other, net	387,744	691,802
<b>Other income</b>	<b>877,960</b>	<b>1,222,874</b>
<b>Income before income tax expense</b>	<b>14,070,172</b>	<b>20,305,845</b>
Income tax expense	3,309,995	5,526,974
<b>Income before discontinued operations</b>	<b>10,760,177</b>	<b>14,778,871</b>
Income (loss) from discontinued operations (net of income tax (expense) benefit of approximately \$1,027,700 and \$432,000 for the years ended February 28, 2022 and 2021, respectively)	2,709,240	(1,139,538)
<b>Net income</b>	<b>13,469,417</b>	<b>13,639,333</b>
Net income attributable to noncontrolling interest in joint venture	(1,923,249)	(833,751)
<b>Net income attributable to Adolfson &amp; Peterson, Inc. and Subsidiaries</b>	<b>\$ 11,546,168</b>	<b>\$ 12,805,582</b>

See notes to consolidated financial statements.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Consolidated Statements of Changes in Stockholders' Equity  
Years Ended February 28, 2022 and 2021**

(Note 8)	Class A Common Shares		Class B Common Shares	
	Shares	Par	Shares	Par
Balance, February 29, 2020	96,672	\$ 96,672	867	\$ 867
Repurchase of Class A common stock	(2,126)	(2,126)	-	-
Issuance of Class B common stock	-	-	516	516
Distributions	-	-	-	-
Net income	-	-	-	-
Balance, February 28, 2021	94,546	94,546	1,383	1,383
Repurchase of Class A common stock	(1,313)	(1,313)	-	-
Issuance of Class A common stock	10	10	-	-
Distributions	-	-	-	-
Net income	-	-	-	-
<b>Balance, February 28, 2022</b>	<b>93,243</b>	<b>\$ 93,243</b>	<b>1,383</b>	<b>\$ 1,383</b>

See notes to consolidated financial statements.



**Audited Financials**

Additional Paid-In Capital	Retained Earnings	Total Adolfsen & Peterson, Inc. and Subsidiaries' Stockholders' Equity	Noncontrolling Interest in Joint Venture	Total Stockholders' Equity
\$ 227,021	\$ 37,358,383	\$ 37,682,943	\$ -	\$ 37,682,943
(148)	(819,063)	(821,337)	-	(821,337)
198,829	-	199,345	-	199,345
-	(293,888)	(293,888)	-	(293,888)
-	12,805,562	12,805,562	833,751	13,639,333
425,702	49,051,014	49,572,645	833,751	50,406,396
(91)	(676,596)	(677,990)	-	(677,990)
5,158	-	5,168	-	5,168
-	(1,047,293)	(1,047,293)	-	(1,047,293)
-	11,546,168	11,546,168	1,923,249	13,469,417
<b>\$ 430,769</b>	<b>\$ 58,873,303</b>	<b>\$ 59,398,698</b>	<b>\$ 2,757,000</b>	<b>\$ 62,155,698</b>





**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Consolidated Statements of Cash Flows  
Years Ended February 28, 2022 and 2021**

	2022	2021
<b>Cash flows from operating activities:</b>		
Net income	\$ 13,469,417	\$ 13,839,333
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,590,802	1,756,537
(Gain) on disposition of property and equipment	(9,222)	(24,873)
Deferred income taxes	1,508,733	393,000
Equity in losses of investments	74,012	646,326
Unrealized loss (gain) on marketable securities	621,949	(1,008,572)
Realized gain on sale of marketable securities	(934,219)	(193,823)
Changes in operating assets and liabilities:		
Accounts receivable	39,888,610	(35,198,374)
Costs and estimated earnings in excess of billings on uncompleted contracts	(261,542)	790,268
Other current assets	257,777	(4,267,959)
Accounts payable and accrued expenses	(24,421,225)	45,846,699
Insurance reserves	191,827	1,788,883
Billings in excess of costs and estimated earnings on uncompleted contracts	1,928,699	4,063,669
<b>Net cash provided by operating activities</b>	<b>33,905,618</b>	<b>28,251,114</b>
<b>Cash flows from investing activities:</b>		
Proceeds from sale of available-for-sale marketable securities	6,243,325	4,535,612
Purchases of available-for-sale marketable securities	(6,371,204)	(8,333,945)
Proceeds from sale of property and equipment	13,241	56,316
Other investments	79,874	
Purchases of equipment	(3,094,408)	(1,614,446)
Cash surrender value of life insurance	27,717	4,599
<b>Net cash used in investing activities</b>	<b>(3,101,455)</b>	<b>(5,351,864)</b>
<b>Cash flows from financing activities:</b>		
Collections from related parties	(8,389)	6,152
Distributions to stockholders	(1,047,293)	(293,888)
Issuance of common stock	5,168	199,345
Repurchase of common stock	(677,990)	(821,337)
<b>Net cash used in financing activities</b>	<b>(1,728,504)</b>	<b>(909,728)</b>
<b>Net increase in cash and cash equivalents</b>	<b>29,075,659</b>	<b>21,989,522</b>
Cash and cash equivalents, beginning of year	66,453,045	44,463,523
Cash and cash equivalents, end of year	<b>\$ 95,528,704</b>	<b>\$ 66,453,045</b>

(Continued)



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Consolidated Statements of Cash Flows (Continued)**  
**Years Ended February 28, 2022 and 2021**

	2022	2021
Supplemental disclosures of cash flow information:		
Cash paid during the year for:		
Interest	\$ 66,488	\$ 38,536
Income taxes	\$ (4,368,200)	\$ 287,180

See notes to consolidated financial statements.

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**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies**

**Nature of business:** Adolfson & Peterson, Inc. and Subsidiaries (the Company) is a general contractor and construction manager with construction projects throughout the United States serving privately and publicly held companies, nonprofits, and various federal, state and local governmental entities. Due to the nature of the business, the customers vary from year to year. The Company has offices in Arizona, Colorado, Minnesota, Texas, and Wyoming.

The Company is involved in several joint venture arrangements as part of its normal business that are not material to the consolidated financial statements in the current or prior year. The Company primarily accounts for these joint ventures under the equity method, whereby it recognizes its share of income and expenses on the consolidated statements of operations. Consolidated joint ventures are discussed below with the share of equity attributable to the joint venture partner shown as noncontrolling interest in joint venture on the consolidated balance sheets.

**Principles of consolidation:** The consolidated financial statements (collectively, the financial statements) include the accounts of Adolfson & Peterson, Inc. and its wholly owned subsidiaries of AP Mountain States, LLC, AP Midwest, LLC, AP Southwest, LLC, AP Gulf States, Inc., AP Atlantic, Inc. & Affiliate, AP Residential Southwest, LLC, AP West Coast, Inc., Rushforth Construction Co., Inc., AP Wyoming, LLC, and AP Technology Management, Inc.

AP Midwest, LLC holds a 50% interest in a joint venture and is the managing member. AP Midwest, LLC shares its ownership in the joint venture with Knutson Construction Services, Inc. which owns the remaining 50% interest. The Company has determined in accordance with Topic 810 that the relationship between AP Midwest, LLC and Knutson Construction Services, Inc. represents a variable interest and that the joint venture is a variable interest entity. Management has made a qualitative assessment to determine whether AP Midwest, LLC has the power to direct the activities that most significantly impact the joint venture's economic performance (power criterion) and whether AP Midwest, LLC has the obligation to absorb losses or the right to receive benefits that could be significant to the joint venture (economic criterion). The assessment of both of these criteria is based on the terms of the joint venture's governing documents and may change over the life of the entity. Management has concluded that AP Midwest, LLC meets both of the criteria as it relates to the joint venture and has consolidated its assets, liabilities and results of operations into the financial statements. A summary of the financial statements for the joint venture is provided below:

**Consolidated Balance Sheets**

	February 28, 2022	February 28, 2021
Assets	\$ 16,218,781	\$ 9,539,992
Liabilities	10,704,781	7,872,489
AP Midwest, LLC member's equity	2,757,000	833,752
Knutson Construction Services, Inc. member's equity	2,757,000	833,751

**Consolidated Statements of Operations**

	Year Ended February 28, 2022	Year Ended February 28, 2021
Revenues	\$ 61,757,247	\$ 48,610,698
Expenses	57,910,749	46,943,195
Net income	3,846,498	1,667,503



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies (Continued)**

All significant intercompany balances and transactions have been eliminated in consolidation.

**Fiscal year:** The Company's fiscal year ends on the last day of February. The fiscal years ended February 28, 2022 and 2021, are referenced in the financial statements as fiscal year 2022 and fiscal year 2021, respectively.

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

**Revenue and cost recognition:** The Company's revenue is primarily derived from multiyear fixed-price, cost-plus-fee and guaranteed maximum-price construction contracts. Topic 606 provides a five-step model for recognizing revenue from contracts with customers as follows:

- Identify the contract.
- Identify performance obligations.
- Determine the transaction price.
- Allocate the transaction price.
- Recognize revenue.

The Company's revenue is primarily derived from multiyear construction contracts to privately and publicly held companies, nonprofits, and various federal, state and local governmental entities, primarily located within the continental United States. For government contracts, future cash flows depend on the Company's ability to continue to obtain state and local government contracts, and indirectly on the amount of funding available to these agencies for new and current government projects. Therefore, a portion of the Company's operations is dependent upon the level and timing of government funding. For private customers, statutory mechanics liens provide the Company's relatively high priority in the event of lien foreclosures, thus minimizing credit risk.

The Company has elected as a practical expedient the accounting policy under which it excludes from the transaction price taxes it collects from its customers that were assessed by a government authority on (or contemporaneous with) the entities' revenue-generating transactions with their customers. The Company therefore reports sales revenue net of sales tax.

The Company's construction contracts include multiple promises, which management reviews at contract inception to determine whether they represent multiple performance obligations. Management has concluded the Company's construction contracts are considered to have a single performance obligation because the Company provides a significant service of integrating a complex set of tasks and components into a single asset.





**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies (Continued)**

When multiple contracts are entered into under a single master agreement, management reviews the contracts to determine whether: (a) the contracts are negotiated as a package with a single commercial objective, (b) the amount of consideration paid in one contract depends on the price or performance in the other contract and (c) the goods or services promised in the contracts are a single performance obligation. If one of these three conditions is met, the contracts are combined and accounted for as a single contract.

The Company generally provides limited-assurance-type warranties for work performed under its construction contracts. The Company does not consider these warranties to be separate performance obligations.

Management has concluded performance obligations related to these contracts are satisfied over time because the Company's performance typically creates or enhances an asset that the customer controls as the asset is created or enhanced. The Company recognizes revenue as performance obligations are satisfied and control of the promised good and/or service is transferred to the customer. The Company measures the progress toward complete satisfaction of the performance obligation(s) using an input (i.e., cost-to-cost) method. Under the cost-to-cost method, costs incurred to date are generally the best depiction of transfer of control.

The consideration promised within a contract with a customer may include both fixed amounts and variable amounts (e.g., bonuses/incentives, penalties/liquidated damages and returns) and is recognized as revenue upon satisfaction of the related performance obligations to the extent that it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved. Management estimates the amount of variable consideration at the most likely amount to which the Company expects to be entitled based on an assessment of legal enforceability, anticipated performance and any other information (historical, current or forecasted) that is reasonably available.

Subsequent to the inception of a contract, the transaction price may change for various reasons, including the executed or estimated amount of change orders, contract modifications, claims to or from customers, and back-charge recoveries. On certain projects, the Company may have submitted and have pending unresolved contract modifications and claims to recover additional costs and the associated profit, if applicable, to which the Company believes it is entitled under the terms of contracts with customers. The customers or their authorized representatives may be in partial or full agreement with the modifications or affirmative claims, or may have rejected or disagree entirely or partially as to such entitlement.

Recognizing changes in the transaction price requires significant judgments of various factors, including, but not limited to, dispute resolution developments and outcomes, anticipated negotiation results and the cost of resolving such matters. If the transaction price is changed and no additional distinct goods or services are added, the effect of a change in the transaction price and the Company's measure of progress for the performance obligation to which it relates is recognized as an adjustment to revenue on a cumulative catch-up basis. When a contract is modified to deliver additional goods or services that are distinct and the increase in price of the contract is for the same amount as the stand-alone selling price of the additional goods or services included in the modification, the modification is accounted for as a separate contract.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies (Continued)**

The accuracy of the Company's revenue and profit recognition in a given period depends on the accuracy of management's estimates of the cost to complete each project. There are a number of factors that can contribute to changes in estimates of contract cost and profitability, including the completeness and accuracy of the original bid, scope changes and changes from the original design, changes in the costs of labor and/or materials, owner changes, weather, site conditions, subcontractor performance issues, and other delays. The foregoing factors, as well as the stage of completion of contracts in process and the mix of contracts at different margins, may cause fluctuations in gross profit and gross profit margin from period to period, which may have a significant impact on the financial statements.

In accordance with industry practice, the Company classifies all contract-related assets and liabilities as current under the operating cycle of the Company, a portion of which may not be realized within one year. Contract-related assets and liabilities include contract accounts and retainage receivable, accounts and retainage payable, costs and estimated earnings in excess of billings on uncompleted contracts, and billings in excess of costs and estimated earnings on uncompleted contracts.

Billing practices are governed by the contract terms, and the resulting contract accounts receivable are recorded when the Company obtains an unconditional right to payment under the terms of the contracts. Retentions receivable, a component of contract receivables, represents the amount withheld from billings by the Company's customers pursuant to provisions in the contracts and may not be paid until the completion of specific tasks or the completion of the project. Contracts accounts receivable and accounts payable consisted of the following:

	February 28, 2022		February 28, 2021	
	Accounts Receivable	Accounts Payable	Accounts Receivable	Accounts Payable
Accounts receivable/payable	\$ 127,453,861	\$ 143,377,939	\$ 166,499,568	\$ 173,390,022
Retention receivable/payable	61,050,361	71,604,176	61,893,254	64,242,658
	<u>\$ 188,504,222</u>	<u>\$ 214,982,115</u>	<u>\$ 228,392,832</u>	<u>\$ 237,632,681</u>

Management determines an allowance for doubtful accounts by evaluating individual contracts and considering a customer's financial condition, lien rights and current economic conditions. Contract receivables are written off when deemed uncollectible. Subsequent recoveries, if any, are credited to the allowance. Management determined that no allowance for doubtful accounts was necessary at February 28, 2022 and 2021.

Contract assets are classified on the consolidated balance sheets as "costs and estimated earnings in excess of billings on uncompleted contracts" and represent revenues recognized in excess of amounts billed or available to be billed where the right to payment is not unconditional. Contract liabilities are classified on the consolidated balance sheets as "billings in excess of costs and estimated earnings on uncompleted contracts" and represent billings in excess of revenues recognized.

All contract costs, including those associated with change orders, unresolved contract modifications, claims to or from customers, and back-charge recoveries, are recorded as incurred, and revisions to estimated total costs are reflected as soon as the obligation to perform is determined. Contract costs include all direct labor, material, subcontractors, equipment and indirect costs related to contract performance. General and administrative expenses are charged to operations as incurred. The Company recognizes revenue, but not profit, on certain significant uninstalled materials that are not specifically produced, fabricated or constructed for a project. Revenue related to these uninstalled materials is recognized when the cost is incurred (when control is transferred).



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies (Continued)**

Costs to obtain contracts (pre-bid costs) that are not expected to be recovered from the customer are expensed as incurred and included in general and administrative expenses on the Company's consolidated statements of operations. Pre-bid costs that are explicitly chargeable to the customer even if the contract is not obtained are included in accounts receivable on the Company's consolidated balance sheets.

**Cash and cash equivalents:** Cash and cash equivalents include a variety of liquid short-term investments with an initial maturity of three months or less. The Company also maintains cash in bank deposit accounts that exceed federally insured limits. The Company has not experienced any losses in such accounts.

**Marketable securities:** Marketable securities consist of available-for-sale equity securities, and debt securities. Available-for-sale securities are carried at fair value (see Note 5). Unrealized gains and losses on available-for-sale securities are recognized as part of earnings. Realized gains and losses on marketable securities sold are determined using the specific-identification method.

**Property and equipment:** Property and equipment is stated at cost. Major improvements that substantially extend an asset's useful life are capitalized. Repairs, maintenance and minor improvements are charged to operations as incurred. Property and equipment is summarized as follows:

	2022	2021
Construction equipment	\$ 11,426,135	\$ 11,009,622
Automobiles and trucks	954,192	1,054,184
Office furniture and equipment	4,010,779	4,000,158
Leasehold improvements and real property	7,383,086	4,809,109
	<u>23,774,192</u>	<u>20,873,073</u>
Less accumulated depreciation	(15,370,604)	(13,969,072)
Property and equipment, net	<u>\$ 8,403,588</u>	<u>\$ 6,904,001</u>

Depreciation is computed using the straight-line method over estimated useful lives, as follows:

	Years
Construction equipment, automobiles and trucks	3-7
Office furniture and equipment	5-10
Real property	30

Leasehold improvements are amortized over the shorter of their useful life or the term of the lease, averaging seven years.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 1. Nature of Business and Significant Accounting Policies (Continued)**

**Long-lived assets:** Long-lived assets, primarily property and equipment, are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If impairment indicators are present and the estimated undiscounted future cash flows are less than the carrying value of the assets, the carrying value of the assets may require a reduction to their estimated fair value. Management has determined that there were no impairment charges required during 2022 or 2021.

**Deferred compensation:** The Company accounts for deferred compensation based on FASB Accounting Standards Codification (ASC) Topic 710, Compensation—Deferred Compensation Plans, which requires the Company to accrue in a systematic and rational manner the total estimated amounts to be paid over the period in which the employee renders service and becomes eligible for the benefit (see Note 7).

**Stock-based compensation:** The Company accounts for stock-based compensation based on ASC Topic 718, Compensation—Stock Compensation, which requires share-based payment transactions to be recognized in the financial statements at their fair value (see Note 8).

**Insurance reserves:** The Company accrues for its estimated obligation under its subcontractor default, general liability, profession pollution and worker's compensation insurance coverages in compliance with management's Self-Insurance Reserve Policy Guidelines. The accruals are based on management's estimate of amounts payable resulting from existing claims and the potential for future claims within current contract obligations not yet achieved. The accruals are calculated in consultation with outside advisors and consider such factors as past claims history, internal risk management controls and current industry trends. The reserve will remain outstanding until the insurance goes to statute of repose or until actuarial studies conclude the reserve is no longer necessary.

**Warranties:** The Company provides one-year or two-year warranties on substantially all construction contracts performed. The Company may also provide maintenance bonds that cover the costs of any warranty work that the Company may be required to perform. Historically, the Company has not incurred any significant amounts of warranty expense on construction contracts. Management's determination of warranty reserves as of February 28, 2022 and 2021, were \$421,000 and \$290,000, respectively.

**Income taxes:** The Company files a consolidated federal income tax return and separate company or unitary state income tax returns. The Company recognizes deferred tax assets on future deductible temporary differences and deferred tax liabilities on future taxable temporary differences. Temporary differences are the differences between the reported amounts of assets and liabilities and their tax basis and are primarily related to accrued compensation, construction contract expense, depreciable and amortizable assets, insurance reserve and prepaid expense. As those differences reverse, they will enter into the determination of future taxable income included in the consolidated tax returns. Deferred tax assets are reduced by a valuation allowance when, in the opinion of management, it is more likely than not that some portion or all of the deferred tax asset will not be realized. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. Deferred tax assets and liabilities are adjusted for the effects of changes in tax laws and rates on the date of enactment.

In accordance with ASC Topic 740, Income Taxes, management evaluated the Company's tax positions and concluded that the Company has taken no uncertain tax positions that require adjustment to the financial statements. With few exceptions, the Company is no longer subject to income tax examinations by the U.S. federal tax authorities for years before fiscal year 2017.





Audited Financials

Adolfson & Peterson, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Recent accounting pronouncements: In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, Leases (Topic 842), which sets out the principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract (i.e., lessees and lessors). The new standard requires lessees to apply a dual approach, classifying leases as either finance or operating leases based on the principle of whether or not the lease is effectively a financed purchase by the lessee. This classification will determine whether lease expense is recognized based on an effective-interest method or on a straight-line basis over the term of the lease, respectively. A lessee is also required to record a right-of-use asset and a lease liability for all leases with a term of greater than 12 months regardless of their classification. Leases with a term of 12 months or less will be accounted for similar to existing guidance for operating leases today. The new standard requires lessors to account for leases using an approach that is substantially equivalent to existing guidance for sales-type leases, direct financing leases and operating leases. Throughout 2017 and 2018, the FASB issued amendments and clarification as well as narrow-scope improvements to the standard for specific issues. In July 2018, the FASB also issued ASU No. 2018-11, Leases (Topic 842): Targeted Improvements, which provides an optional transition method allowing the standard to be applied at the adoption date. ASU 2018-11 also provides lessors with a practical expedient, in certain circumstances, to not separate nonlease components from the associated lease component, similar to the expedient provided for lessees. In December 2018, the FASB issued ASU No. 2018-20, Leases (Topic 842): Narrow-Scope Improvements for Lessors. This ASU provides an election for lessors to exclude sales and related taxes from consideration in the contract, requires lessors to exclude from revenue and expense lessor costs paid directly to a third party by lessees, and clarifies lessors' accounting for variable payments related to both lease and nonlease components. In March 2019, the FASB issued ASU No 2019-01, Leases (Topic 842): Codification Improvements, which addressed issues lessors sometimes encounter. ASU 2019-01 exempts both lessees and lessors from having to provide the interim disclosures required by ASC Section 250-10-50-3 in the fiscal year in which a company adopts the new leases standard.

An entity may adopt the guidance either (1) retrospectively to each prior reporting period presented in the financial statements with a cumulative-effect adjustment recognized at the beginning of the earliest comparative period presented or (2) retrospectively at the beginning of the period of adoption through a cumulative-effect adjustment. The Company expects to adopt the guidance retrospectively at the beginning of the period of adoption, March 1, 2022, through a cumulative-effect adjustment, and will not apply the new standard to comparative periods presented.

In October 2021, the FASB issued Accounting Standards Update ADU No. 2021-07, Determining the Current Price of an Underlying Share for Equity-Classified Share-Based Awards (a consensus of the Private Company Council). The ASU provides a practical expedient whereby a nonpublic entity is allowed to determine the current price input of equity-classified share-based awards issued to both employees and nonemployees using the reasonable application of a reasonable valuation method. The ASU is effective prospectively for all qualifying awards granted or modified during fiscal years beginning on or after January 1, 2022. The Company is currently evaluating the impact of the adoption of this ASU and anticipates no material changes.

Subsequent events: The Company has evaluated subsequent events through May 13, 2022, the date on which the financial statements were available to be issued.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 2. Costs and Estimated Earnings on Uncompleted Contracts**

Costs and estimated earnings on uncompleted contracts as of February 28, 2022 and 2021, are summarized as follows:

	2022	2021
Costs incurred on uncompleted contracts	\$ 2,041,921,417	\$ 1,763,700,671
Estimated profit	40,838,731	31,522,795
	2,082,760,148	1,795,223,466
Less billings to date	2,103,653,293	1,814,449,454
Total	<u>\$ (20,893,145)</u>	<u>\$ (19,225,988)</u>

These amounts are presented in the accompanying consolidated balance sheets under the following captions:

	2022	2021
Costs and estimated earnings in excess of billings on uncompleted contracts	\$ 8,692,104	\$ 8,430,562
Billings in excess of costs and estimated earnings on uncompleted contracts	(29,585,249)	(27,656,550)
	<u>\$ (20,893,145)</u>	<u>\$ (19,225,988)</u>

**Note 3. Financing Arrangements**

**Line of credit:** The Company has a committed revolving line-of-credit agreement with a bank. The agreement, which expires in August 2024, if not renewed, provides for maximum borrowings of up to \$20,000,000. Outstanding advances bear interest at greater of (a) the Federal Funds Rate plus one-half of 1%, (b) the rate of interest in effect for such day as publicly announced from time to time by Bank of America as its "prime rate," or (c) BSBY Rate plus 1.00% (3.25% at February 28, 2022) and are secured by substantially all assets of the Company. In connection with the revolving line of credit, the Company is subject to various covenants, including to maintain certain financial ratios. There were no borrowings outstanding at February 28, 2022 or 2021.

The Company has letter-of-credit agreements, which provide for aggregate drawings of approximately \$1,822,000 and \$1,822,000 as of February 28, 2022 and 2021, respectively. Outstanding letter-of-credit agreements reduce the borrowing capacity of the line of credit. No amounts were outstanding against these letter-of-credit agreements at February 28, 2022 and February 29, 2021.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 4. Income Taxes**

The income tax expense consists of approximately the following components for the years ended February 28, 2022 and 2021:

	2022	2021
Current	\$ 2,828,700	\$ 4,701,800
Deferred	1,509,000	393,000
Income tax (expense) benefit from discontinued operations	(1,027,700)	432,200
Total income tax expense	<u>\$ 3,310,000</u>	<u>\$ 5,527,000</u>

The tax expense differs from the expense that would result from applying federal statutory rates to income before income taxes due to the effect of state income taxes and certain expenses deductible for financial reporting that are not deductible for tax purposes, such as meals and entertainment and energy-efficiency tax deductions.

The following presents the reconciliation of the statutory federal tax rate and the effective tax rate for the years ended February 28, 2022 and 2021:

	2022	2021
Income taxes at the statutory U.S. federal tax rate:	\$ 3,739,000	\$ 3,934,000
Increase (decrease) in income taxes resulting from:		
State income taxes, net of federal income tax benefit	681,000	1,124,000
Non deductible expenses	183,000	148,000
Tax-exempt interest	(113,000)	(130,000)
Other	(152,300)	19,000
Income tax (expense) benefit from discontinued operations	(1,027,700)	432,000
	<u>\$ 3,310,000</u>	<u>\$ 5,527,000</u>



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 4. Income Taxes (Continued)**

The total deferred tax assets and liabilities included within the net deferred tax asset are as follows at February 28, 2022 and 2021:

	2022	2021
Deferred tax assets:		
Accrued expenses	\$ 1,634,000	\$ 3,382,000
Intangible assets	120,000	190,000
Net operating loss carryforward, expiring in 2034	1,311,000	1,314,000
Valuation allowance	(881,000)	(856,000)
Other	189,000	(74,000)
	<u>2,373,000</u>	<u>3,956,000</u>
Deferred tax liabilities:		
Depreciation	(247,000)	(355,000)
Other investments	(419,000)	(380,000)
Construction contracts	(360,000)	(365,000)
	<u>(1,026,000)</u>	<u>(1,100,000)</u>
Net deferred tax asset	<u>\$ 1,347,000</u>	<u>\$ 2,856,000</u>

Realization of deferred tax assets is dependent upon sufficient future taxable income during the period that deductible temporary differences are expected to be available to reduce taxable income. Based on management's projections, the net deferred tax asset will be recovered with projected future taxable income. The Company has recognized a valuation allowance on net operating losses pertaining to the State of North Carolina generated from discontinued operations that may not be fully realized.





**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 5. Marketable Securities**

The cost and fair value of the Company's investments in securities by class of security are as follows:

	Year Ended February 28, 2022			
	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Federal bonds and notes	\$ 505,982	\$ 2,914	\$ (8,868)	\$ 499,027
Municipal and corporate bonds and notes	17,854,912	272,520	(123,288)	18,004,144
Equity securities	9,672,768	1,950,035	(301,822)	11,320,981
<b>Totals</b>	<b>\$ 28,033,662</b>	<b>\$ 2,225,469</b>	<b>\$ (434,979)</b>	<b>\$ 29,824,152</b>

	Year Ended February 28, 2021			
	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Available for sale:				
Federal bonds and notes	\$ 479,533	\$ 15,720	\$ (594)	\$ 494,659
Municipal and corporate bonds and notes	18,092,671	611,699	(28,596)	18,675,974
Equity securities	8,774,265	1,729,220	(210,241)	10,293,244
<b>Totals</b>	<b>\$ 27,346,469</b>	<b>\$ 2,356,639</b>	<b>\$ (239,431)</b>	<b>\$ 29,463,677</b>

**Note 6. Fair Value Measurements**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Company uses various methods, including market, income and cost approaches. Based on these approaches, the Company often utilizes certain assumptions that market participants would use in pricing the asset or liability, including assumptions about risk and the risks inherent in the inputs to the valuation technique. These inputs can be readily observable, market corroborated, or generally unobservable inputs. The Company utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs. Based on the observability of the inputs used in the valuation techniques, the Company is required to provide the following information according to the fair value hierarchy. The fair value hierarchy ranks the quality and reliability of the information used to determine fair values. Financial assets and liabilities carried at fair value will be classified and disclosed in one of the following three categories:

- Level 1:** Valuations are for assets and liabilities traded in active exchange markets, such as the New York Stock Exchange. Valuations are obtained from readily available pricing sources for market transactions involving identical assets or liabilities.
- Level 2:** Valuations are for assets and liabilities traded in less active dealer or broker markets. Valuations are obtained from third-party pricing services for identical or similar assets or liabilities.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 6. Fair Value Measurements (Continued)**

**Level 3:** Valuations are for assets and liabilities that are derived from other valuation methodologies, including option-pricing models, discounted cash flow models and similar techniques, and not based on market exchange, dealer- or broker-traded transactions. Level 3 valuations incorporate certain assumptions and projections in determining the fair value assigned to such assets or liabilities.

The Company determines the fair value of equity securities, federal bonds and notes, and debt securities based upon quoted market prices in active markets. The Company determines the fair value of certificates of deposit based upon an independent valuation of the securities, where available, taking into consideration the underlying collateral and guarantees of the underlying collateral, the ratings of the securities, and discounted cash flow analysis. Unobservable inputs include the Company's assigned internal credit rating, assessment of the underlying collateral, and estimates of future cash flows.

The following tables summarize the Company's financial instruments that were measured at fair value on a recurring basis:

	Fair Value Measurement as of February 28, 2022			
	Level 1	Level 2	Level 3	Total
Federal bonds and notes:				
U.S. Treasury bonds and notes	\$ 379,476	\$ -	\$ -	\$ 379,476
Federal mortgaged bonds and mortgage-backed securities	119,550	-	-	119,551
Other bonds and notes:				
Municipal bonds	17,792,021	-	-	17,792,021
Corporate bonds	212,123	-	-	212,123
Equity securities:				
Large cap equity securities	10,458,276	-	-	10,458,276
Mutual funds	862,705	-	-	862,705
	<u>\$ 29,824,151</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 29,824,152</u>

	Fair Value Measurement as of February 28, 2021			
	Level 1	Level 2	Level 3	Total
Federal bonds and notes:				
U.S. Treasury bonds and notes	\$ 394,594	\$ -	\$ -	\$ 394,594
Federal mortgaged bonds and mortgage-backed securities	100,065	-	-	100,065
Other bonds and notes:				
Municipal bonds	18,431,711	-	-	18,431,711
Corporate bonds	244,263	-	-	244,263
Equity securities:				
Large cap equity securities	9,487,799	-	-	9,487,799
Mutual funds	805,445	-	-	805,445
	<u>\$ 29,463,877</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 29,463,877</u>



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 7. Employee Benefits**

**401(k) plan:** The Company has a qualified retirement plan for those employees who meet eligibility requirements set forth in the plan. Contributions to the plan are determined at the discretion of the Company's Board of Directors. Contributions of approximately \$1,608,533 and \$1,635,448 were made for fiscal years 2022 and 2021, respectively.

**Long-term incentive plan:** The Company has a long-term incentive plan in which key employees are granted share appreciation awards at the discretion of the Company's Board of Directors. The participating employee awards are settled in cash and cliff vest on the last day of the performance period, which is the end of the fourth fiscal year after issuance. Payments are dependent upon the achievement of certain financial performance thresholds. Participants become fully vested upon disability, retirement, death and change in control of the Company. The Company has accrued \$1,633,816 and \$1,691,310 for the years ended February 28, 2022 and 2021, respectively, as a component of other liabilities.

**Profit Performance Plan:** The Company's Profit Performance Plan (PPP) is an incentive plan in which key employees can be granted awards at the discretion of the Company's Board of Directors. Each award under the PPP is assigned a value based on the date the award is granted, which represents the amount from which the annual growth adjustment is made, all of which are determined by the Board of Directors. Awards under the PPP vest on the last day of the performance period, which is the end of the third fiscal year after issuance. Participants become fully vested upon disability, retirement, death and change in control of the Company. The Company has accrued approximately \$1,061,000 and \$828,000 for the years ended February 28, 2022 and 2021, respectively, as a component of accrued expenses.

**Multiemployer pension plans:** The Company contributes to multiemployer defined benefit pension plans under the collective bargaining agreement terms that cover its union-represented employees. The risks of participating in these multiemployer plans differ from those of single-employer plans in the following respects:

- Assets contributed to the multiemployer plan by one employer may be used to provide benefits to employees of other participating employers.
- If a participating employer stops contributing to the plan, then the unfunded obligations of the plan may be borne by the remaining participating employers.
- If the Company chooses to stop participating in some of its multiemployer plans, then it may be required to pay those plans an amount based on the underfunded status of the plan, referred to as a withdrawal liability.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 7. Employee Benefits (Continued)**

The Company's participation in these plans for the years ended February 28, 2022 and 2021, is outlined in the table below:

Pension Plans	Pension Plan Employer Identification Number	Pension Protection Act (PPA) Certified Zone Status		FIP/RP Status Pending/Implemented	Contributions		Surcharge Imposed	Expiration Date of Collective Bargaining Agreement
		2022	2021		2022	2021		
Twin City Carpenters & Joiners Pension Plan (a)	41-6043137	Green	Red	Implemented	\$ 984,000	\$ 1,251,000	No	04/30/2022
Other plans					872,000	1,042,000		
					<u>\$ 1,898,000</u>	<u>\$ 2,293,000</u>		

(a) The most recent PPA zone status available in 2022 and 2021 is for the plan's year-end at December 31, 2021 and 2020, respectively. At the date the financial statements were issued, Form 5500 was not available for the plan year ended December 31, 2021.

The zone status is based on information that the Company received from the plan and is certified by the plan's actuary. Among other factors, plans in the red zone are less than 65% funded, plans in the yellow zone are between 65% and 80% funded, and plans in the green zone are more than 80% funded.

The FIP/RP status pending/implemented column indicates plans for which a financial improvement plan (FIP) or rehabilitation plan (RP) is either pending or has been implemented. The last column lists the expiration dates of the collective bargaining agreements to which the plans are subject.

The Company currently has no intention of withdrawing from any of the multiemployer pension plans in which it participates.

**Note 8. Stockholders' Equity and Stock-Based Compensation**

**Stockholder classes:** The Company has Class A and B common stock. Class A stock has voting rights, and Class B stock is nonvoting and is used as a form of stock-based compensation (see below). Both classes are entitled to dividends if and when declared by the Board of Directors; however, dividends may be declared on each class individually.

**Stockholder redemptions:** The Company periodically repurchases common stock from its stockholders. During fiscal year 2022, 1,312 Class A shares were redeemed, totaling \$677,990. During fiscal year 2021, 2,126 Class A shares were redeemed, totaling \$821,337.

A stock redemption agreement is in place with all Class B stockholders. In accordance with the terms of the stock redemption agreement, the Company has the right to repurchase shares of any stockholder whose employment with the Company terminates or upon the death of the stockholder. In addition, upon certain terms and conditions of the stock redemption agreement, the Company has the obligation to repurchase shares of the stockholder. The purchase price is computed based on the book value of the Company.





**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 8. Stockholders' Equity and Stock-Based Compensation (Continued)**

**Stock-based compensation:** The Company maintains an equity incentive plan under which it grants restricted Class B common stock to key employees. This restricted stock is granted at the discretion of the Board under the plan and is subject to vesting based upon service periods. Typically, the shares vest over six years, with 10% immediately vested upon issuance and vesting 10% each year thereafter, on the anniversary date of the issuance, until the fourth year when the shares vest 20% per year for the remaining term. The value of restricted stock is based on book value and is recognized in earnings during the vesting period.

Restricted stock activity is summarized as follows at February 28, 2022 and 2021:

	2022		2021	
	Shares	Weighted-Average Grant-Date Market Value	Shares	Weighted-Average Grant-Date Market Value
Outstanding, beginning of year	867	\$ 249.21	867	\$ 249.21
Issued	-	-	-	-
Redeemed shares	-	-	-	-
Outstanding, end of year	867	\$ 249.21	867	\$ 249.21

There were no grants of restricted stock for the years ended February 28, 2022 and 2021. During the year ended February 28, 2021, the Company issued 516 shares of Class B stock to certain employees for \$199,345, which were paid in cash.

**Note 9. Transactions With Related Parties**

**Operating leases:** The Company leases shop and office facilities from a related party, as further discussed in Note 10.



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 10. Commitments and Contingencies**

**Operating leases:** The Company's Minnesota, Arizona and Colorado office and shop facilities are leased from parties related through common ownership, expiring at varying dates through December 2029, and provide for renegotiation at any time during the lease terms. In addition, the Company leases other facilities, office equipment, and vehicles under noncancelable agreements expiring at varying dates through March 2025. The Company also leases construction equipment on a short-term, month-to-month basis.

Approximate required minimum payments under these leases are as follows at February 28, 2022:

Years ending:	Related		Total
	Parties	Other	
2023	\$ 480,000	\$ 3,280,000	\$ 3,740,000
2024	435,000	2,745,000	3,180,000
2025	360,000	2,022,000	2,382,000
2026	360,000	1,067,000	1,427,000
2027	360,000	466,000	826,000
Thereafter	1,020,000	-	1,020,000
	<u>\$ 2,995,000</u>	<u>\$ 9,580,000</u>	<u>\$ 12,575,000</u>

The Company's total rent expense for facilities, equipment and vehicles, as well as construction equipment leased on a month-to-month basis, was approximately \$9,996,000 and \$10,935,000 for fiscal years 2022 and 2021, respectively, of which approximately \$529,000 and \$545,000 was to related parties for fiscal years 2022 and 2021, respectively.

**Legal proceedings:** The Company is subject to claims arising in the normal course of its business. While it is not feasible to determine the outcome of any of these uncertainties, it is the opinion of management that the outcomes will not have a material adverse effect on the financial position or operations of the Company.

**Note 11. Major Customer**

The Company had the following major customer for which revenues exceeded 10% of the Company's total revenues for the years ended February 28, 2022 and 2021:

Customer	2022		2021	
	Revenues	Trade Accounts Receivable	Revenues	Trade Accounts Receivable
A	11%	7%	11%	7%



**Audited Financials**

**Adolfson & Peterson, Inc. and Subsidiaries**

**Notes to Consolidated Financial Statements**

**Note 12. Discontinued Operations**

At February 28, 2019, three wholly owned subsidiaries qualified as discontinued operations in accordance with the provisions of FASB ASU No. 2014-08, *Presentation of Financial Statements (Topic 205) and Property, Plant, and Equipment (Topic 360): Reporting Discontinued Operations and Disclosures of Disposals of Components of an Entity*. Based on decisions made to exit the market and region, management determined that the operations of AP West Coast, Inc., AP Atlantic, Inc. & Affiliate and Rushforth Construction Co., Inc. are entities that are qualified to be reported as discontinued operations.

These entities comprise the following:

	2022	2021
Accounts receivable	\$ -	\$ 212,163
Due from related party	-	4,616,933
Other current assets	21,697,044	2,815,783
Total current assets	21,697,044	7,644,879
Property and equipment, net	-	-
Total assets	\$ 21,697,044	\$ 7,644,879
Accounts payable	\$ 13,031,907	\$ 1,499,842
Billings in excess of costs and estimated earnings on uncompleted contracts	-	225,001
Total liabilities	13,031,907	1,724,843
Stockholder's equity	8,665,137	5,920,036
	\$ 21,697,044	\$ 7,644,879


	Years Ended	
	February 28, 2022	February 28, 2021
Contract revenues earned	\$ 12,838	\$ 87
Cost of revenues earned	(3,727,376)	1,568,544
Gross income (loss)	3,740,214	(1,568,457)
Operating expenses	3,274	3,281
Operating income (loss)	3,736,940	(1,571,738)
Income (loss) before benefit provision for income taxes	3,736,940	(1,571,738)
Benefit provision for income taxes	1,027,700	(432,200)
Net income (loss)	\$ 2,709,240	\$ (1,139,538)



**BONDING COMPANY/ INSURANCE COMPANY AND INFORMATION**

- Provide the name, address, and phone number of the firm’s bonding agent.
- Provide a letter from the bonding agent indicating the firm’s bonding capacity is adequate to undertake this work.
- Provide the name, address, and phone number of the firm’s insurance agent(s). Provide certificate of insurance outlining coverage and policy limits. Confirm that coverage can be extended for work on this project. Town and Engineer shall be listed as an additional insured. Note any current claims that will affect coverage limits available to the Town for this project.

See our bonding letter with contact information for our bonding agent.



Telephone: 763-302-7100  
 Fax: 763-302-7200  
 Website: [www.willistowerswatson.com](http://www.willistowerswatson.com)

Direct Line: 763-302-7162  
 Direct Fax: 763-302-7200  
 E-mail: [brian.carpenter@willistowerswatson.com](mailto:brian.carpenter@willistowerswatson.com)

July 10, 2023

Brian Phillips, Chief of Police  
 Town of Johnstown  
 430 S. Parish Avenue  
 Johnstown, CO 80534

Re: AP Mountain States, LLC dba Adolfson & Peterson Construction  
 Project: Police Department Renovation and Expansion Project

Dear Chief Phillips:

Please accept this letter as a confirmation of the surety program currently in force for AP Mountain States, LLC dba Adolfson & Peterson Construction (hereinafter “AP”). Willis Towers Watson is pleased to provide the bid, performance and payment bonds that are necessary for AP to execute their business plan.


AP has historically enjoyed routine support on single projects in excess of \$100,000,000 with an overall supported bonded program of \$1,000,000,000. Support in excess of these parameters has been favorably considered by the surety underwriters on a case by case basis. Sufficient capacity exists in AP’s bond program for additional bonded work.

Bonds are provided through a co-surety arrangement between CNA Surety Companies, through their issuing surety company, The Continental Insurance Company (hereinafter “CNA”) and Berkshire Hathaway Specialty Insurance Company (hereinafter “Berkshire”). CNA has an A.M. Best Rating of A (Excellent), Berkshire has an A.M. Best Rating of A++ (Superior) and both have a Financial Size Category of XV.

Both surety companies enjoy a strong personal relationship with AP and understand the firm’s vision and business plan going forward. Willis Towers Watson and the sureties appreciate the commitment on behalf of AP to provide the time and information necessary to maintain the bond program currently in place.

Should you desire to discuss AP’s bond program in further detail, do not hesitate to call on me.

Sincerely,



Brian D. Carpenter  
 Executive Vice President

cc. AP Mountain States, LLC dba Adolfson & Peterson Construction

Willis Towers Watson Midwest, Inc.  
 8400 Normandale Lake Boulevard  
 Suite 1700  
 Bloomington, MN 55437



# SIX REFERENCES



**ap** Adolfson  
& Peterson  
Construction



Provide three (3) client references (project name, contact person, and phone number) for projects that are similar in size and scope, and best demonstrates the firm's ability to complete the proposed project successfully.



**CITY OF ARVADA LAKE ARBOR AND WEST WOODS COMMUNITY POLICE STATIONS**

Kim Vagher | Manager of City Facilities  
City of Arvada | 720.898.7600



**LARIMER COUNTY ALTERNATIVE SENTENCING & COMMUNITY CORRECTIONS IMPROVEMENTS**

David Bragg | Project Manager  
Larimer County | 970.498.5918



**ENGLEWOOD POLICE HEADQUARTERS**

Sam Watson | Deputy Chief of Police  
City of Englewood | 303.762.2439