

Statement of Qualifications and Proposal for Construction Manager/General Contractor Services for The Slopeside Hall and Day Lodge



Submitted:
09/14/2022
by



A. D. Miller

Building on Higher Ground

Pre-Construction & Construction Services

A.D. Miller Services Inc.

7006 S. Alton Way

Building E, Ste 100

Centennial, CO 80112

BUILDING ON HIGHER GROUND
ONE PROJECT AT A TIME

A.D. Miller Construction Services provides the highest quality construction management
for New Construction, Remodels, Additions & Tenant Finish.

Cover Letter/ Statement of Interest

September 14th, 2022

Town of Frisco, Colorado— Slopeside Hall and Day Lodge—Statement of Qualifications and Proposal
Attn: John Sattler—Diversified Construction Services—President
1550 Wewatta Street, Suite 200
Denver, CO 80202

RE: Cover Letter / Statement of Interest / Executive Summary
Project: Town of Frisco, Colorado - Slopeside Hall and Day Lodge

Attention all Project Stakeholders,

We would like to formally submit our Statement of Qualifications/Proposal for the Slopeside Hall and Day Lodge project to provide CMGC services to The Town of Frisco in response to the issued Request for Qualifications and Proposal, released August 19th, 2022.

We are excited about the opportunity to pursue this project, and are committed to participating in the construction services process. We currently have the capacity and availability to provide the Town of Frisco with professional construction management services to successfully complete this projects on time, within budget and as coordinated. On behalf of A.D. Miller Services Inc., please accept our Submittal as per the requirements of the Request for Qualifications.

A.D. Miller strives to be an excellent partner by employing a collaborative approach with all project stakeholders to maintain and build upon existing and new relationships. Our history and reputation within the local market exemplifies our pride in how we advance the construction of our projects personally, efficiently and provide the highest level of service to our clients. Founded in 1979, for over the past 40 years, we have completed a multitude of commercial, private party and municipal projects both big and small. As an advanced CM/GC service provider, A.D. Miller provides every construction project with a focused approach and the attention to detail required to be successful, thus providing the attention that each client deserves.

A.D. Miller operates with a company philosophy/model and cost structure that is geared to drive value to our clients. We have expertise in many construction types and project delivery methods allowing us to tailor our approach to be project specific and provide a focused approach as a CM/GC to select clients and targeted construction types. Each team member maintains and promotes the core philosophy of being honest and hardworking; with an unwavering commitment to quality, safety, and drive to successfully complete whichever projects they are assigned. Because of this experience and dedication, with confidence A.D. Miller can ensure the right team will be assigned to the project and remain with the project through completion. (Please see the Proposed Team Member roster attached.)

Approximately 33% of our project mix consists of the construction for: New Construction and Remodel of Municipal facilities. Some examples of our clients include: Arapahoe County, Douglas County, Town of Limon and Town of Parker. (Additional details available in detailed Project History).

We are certain we can provide the highest level of services to construct your future project while maintaining quality, schedule, and budget. We understand the requirements as established within the Request For Qualifications issued 08/19/2022. A.D. Miller Services is committed to employing our resources, skills and understanding to work with the Town of Frisco to bring this project to a successful completion.

Sincerely,



Adam Miller
Managing Director / President

Contact Information:

Company Name: A.D. Miller Services Inc.,

Representative: Adam Miller

Address: 7006 S. Alton Way, Bldg E, Suite 100
Centennial, CO 80112

Phone: 303-221-7770 **Email:** adammiller@admillersinc.com

A. D. Miller

Building on Higher Ground

Section A: Company Qualifications

Executive Summary

Certificate of Good Standing

Proof of Insurance

Bonding Capability

Business Profile

Financials

Financial and Legal Declarations

Experience Modification Rate (EMR)

List of Licenses



FRISCO
C O L O R A D O

A.D. Miller

Building on Higher Ground

An Established Local Colorado Market General Contractor

A.D. Miller Services Inc., is a Mid-Sized Commercial General Contractor that specializes in providing CM/GC services to private and public entities on select project types with construction costs of up to \$25MM. A.D. Miller performs a critical analysis of every potential project to ensure the proper focus on the project and provide the utmost quality with outstanding results.

In our analysis, A.D. Miller employs a targeted approach in the Preconstruction and Construction of every projects by employing the following elements of success unique to AD Miller as detailed within our proposal for The Town of Frisco—Slopeside Hall and Day Lodge Project.

A. Work Force Experience (Dedicated Staff– Experience Level)

- With an experienced and dedicated staff of over 40 employees, most having experience with national construction firms, every employee is firmly resolute in the commitment to successfully complete and drive value to every project that the AD Miller organization has been awarded.

B. Project Approach (Pre-Construction and Construction, Subcontractor development and Procurement Strategy)

- With the tried and true formula to success, AD Miller enacts the adage “**Plan the work. Work the plan!**” This is accomplished through **A.D. Miller’s Preliminary Schedule**- which establishes a defined path to success (open and transparent plan), early in the project to progress through the following stages: **Preconstruction/Design Phase, Bidding and Procurement Process, Construction Administration to include a “hands on approach” to the Project Management, Contract Management, Coordination, Scheduling and Logistics, and Closeout.**
- In addition AD Miller is highly engaged in the Denver area and surrounding markets to employ local contractors and develop a curated list of reliable and quality subcontractors that can complete the project with a quality result and within the established budget.

C. Project Experience (Licensing, Municipal Construction and Public Entities)

- A.D. Miller currently retains our **GC License with The Town of Frisco (Business)** , and additionally holds licensing in over 30 other jurisdictions. We have performed work through the Adams County Area for several decades and look forward to working with Adams County on future projects.
- Additionally A.D. Miller is currently working on and has completed several governmental agency projects which include but are not limited to: Town of Limon, Douglas County, Arapahoe County, Town of Parker, Town of Elizabeth and more.

D. Safety, Insurance and Bonding Capacity

- A.D. Miller holds an impeccable record of safety (average of 0.86, **Zero incidents**) as detailed within the EMR report provided by Assured Partners. A.D. Miller currently has a qualified 3rd party written Safety Manual in place for all employees and supplements the policy and practice with continuous training events on and off site for all employees.
- Coupled with the safety record A.D. Miller has secured the industry standard insurance levels for General Liability, Automotive and Workers Compensation which can be tailored specifically to each project for Adams County.
- Similarly with a single project bonding capacity of **\$20 MM and an aggregate of \$40MM**, A.D. Miller can tailor the bonding requirements to each project as needed.

E. Other

- A.D. Miller has provided clients with an experienced construction management process and an outstanding final result and has never failed to complete a project.
- As a local General Contractor A.D. Miller is integrated with the local communities and endeavors to provide the tax payer with the greatest value for their investment into the community, through the continued practice of subcontractor development, continuous integration of new products and technology, and partnering with the design team and County representatives to develop project standards and specifications.

Section A: Certificate of Good Standing

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,

A.D. MILLER SERVICES, INC.

is a

Corporation

formed or registered on 05/24/1989 under the law of Colorado, 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 19891057411 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 03/04/2022 that have been posted, and by documents delivered to this office electronically through 03/07/2022 @ 14:40:19 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 03/07/2022 @ 14:40:19 in accordance with applicable law. This certificate is assigned Confirmation Number 13847405 .



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 Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

Certificate of Good Standing

A.D. Miller Services is in compliance
and holds a Certificate of Good
Standing with the Colorado Secretary
of State

Section A: Proof of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/04/2022

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

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

PRODUCER Brown & Brown of Colorado, Inc. 1125 17th Street, Suite 1450 Denver CO 80202		CONTACT NAME: Katharine Jilek PHONE (A/C, No, Ext): (303) 980-6265 FAX (A/C, No): (720) 962-5142 E-MAIL ADDRESS: Kate.Jilek@bbrown.com	
INSURED A.D. Miller Services, Inc. 7006 S. Alton Way Bldg E Centennial CO 80112		INSURER(S) AFFORDING COVERAGE INSURER A: United Fire & Casualty Company INSURER B: Pinnacol Assurance INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 13021 41190	

COVERAGES **CERTIFICATE NUMBER:** 22-23 Master w/21-22 WC **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			60534012	05/03/2022	05/03/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PO/ AGG \$ 2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			60534012	05/03/2022	05/03/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Underinsured motorist \$ 1,000,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$			60534012	05/03/2022	05/03/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	4075903	10/01/2021	10/01/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Equipment Floater			60534012	05/03/2022	05/03/2023	Leased/Rented \$100,000

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

Policy terms, conditions and exclusions apply.

*Package Policy Underwriter Name Dawn Goeders-CWG
AM Best Rating for CWG A+

*Workers Compensation Exp Mod 0.73
Workers Compensation Underwriter Name Ashley Bagwell

CERTIFICATE HOLDER

For Information Purposes

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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Certificate of Insurance

- ♦ A.D. Miller Services will submit a Certificate of Insurance for every project awarded with the limit as identified per the project details.

A.D. Miller Services

Section A: Bonding Capabilities



April 10, 2022

City of Thornton

Thornton, CO 80241

Re: Surety Prequalification

To Whom It May Concern:

It has been the privilege of Argonaut Insurance Company ("Argo Surety") to have provided surety bonding for A.D. Miller Services, Inc. A.D. Miller Services, Inc. is an account in good standing with our company. The general bonding line of credit established for A.D. Miller Services, Inc. is single projects of \$20,000,000 within an aggregate bond program of \$40,000,000. This bond program is 80% available.

It is our opinion that A.D. Miller Services, Inc. is qualified to perform future projects. At their request, we will give favorable consideration to providing the required bonds. Please note that the decision to issue surety bonds is a matter between A.D. Miller Services, Inc. and Argo Surety, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms, and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

Argo Surety is "Treasury Listed" by the U.S. Department of the Treasury with an underwriting limitation expressed therein of over \$79,967,000. The A.M. Best Company has assigned Argo Surety a rating of "A" (Excellent) and Financial Size Category XIII. Argo Surety is fully licensed and authorized to write bonds in the State of Texas. If you have any questions or need any additional information, please do not hesitate to contact me.

Sincerely,
Argonaut Insurance Company

A handwritten signature in dark ink, appearing to read "Christopher Raines".

Christopher Raines
Senior Underwriter

13100 Wortham Center Drive, Suite 290
Houston, TX 77065
www.argolimited.com

T 281 640 7912

Bond Capability:

A.D. Miller Services has an aggregate bonding capability of \$40,000,000.00 with a single project of \$20,000,000.00 validating the capacity to bond the Adams County—Countywide Renovation Projects.

A stylized graphic consisting of two overlapping, curved white lines on a dark blue background, resembling a swoosh or a stylized 'M'.

A.D. Miller Services Inc.

Section A: Business Profile

Over

35

Years In Business

Pre-Construction and Construction
Service Provider

A.D. Miller Services Inc.,

(Profile Summary)

- ◆ **Industry:** Commercial Construction
- ◆ **Colorado Corporation**
- ◆ **Principals:** Adam Miller / Andrew Miller
- ◆ **DUNS #:** 624860623
- ◆ **Project Types:** Private/Public, Education (Pre K-12), Financial, Medical, Office, Religious, Retail, Senior Living, Hospitality, Aquatics/Recreation / Athletics, Site Development, Light Industrial
- ◆ **Project Range:** \$50k to \$25MM+
- ◆ **Bond Capacity:** Individual: \$20 MM / Aggregate: \$40MM
- ◆ **Project Delivery Methods:** Design/Bid/Build, CM at Risk, Design/Build, CM/GC
- ◆ **Construction Types:** New build, Additions, Occupied Remodels, Phased Construction, Tenant Improvement, HVAC / Mechanical Upgrades, Site Utility and Development
- ◆ **Number of Employees Lowest/Highest:** 30/ 42



Is An Established Local Colorado Market General Contractor

7006 S. Alton Way, Bldg E, Ste 100
Centennial, CO 80112

Company Profile:

A.D. Miller Services Inc., is a boutique Commercial General Contractor that specializes in providing CM/GC services to private and public entities on select project types with construction costs of up to \$25MM. A.D. Miller performs a critical analysis of every potential project to ensure the proper focus on the project and provide the utmost quality with outstanding results.

In our analysis, A.D. Miller employs a targeted approach in reviewing potential projects by choosing to specialize in the following areas as evidenced by our project mix listed below:

Government/Religious/Housing – New Construction & Remodel

Last 5 years: 12 Projects with cumulative value \$33 million

Education (Pre-K thru 12) – New Construction & Remodel

Last 5 years: 24 Projects with cumulative value \$38 million

Pool and Aquatic Facilities - New Construction & Refresh

Last 5 years: 10 Projects with cumulative value \$23 million

Recreation / Amenity Centers - New Construction & Remodel

Last 5 years: 2 Projects with cumulative value \$13 million

Parks / Event Structures – New Construction & Refresh

Last 5 years: 4 Projects with cumulative value \$4.5 million

Currently A.D. Miller' workload has an project count of 43 projects with an approximate value of \$40,217,000. Below is a shortlist of Relevant Current Government Projects (Complete list can be provided upon request).

- ◆ Town of Elizabeth—Ritoro Water Pump House— \$2.2 MM
- ◆ Town of Limon— Pool and Pool House — \$5.0 MM
- ◆ Parker Water Sanitary District—Well Equipment Building — \$1.3 MM
- ◆ Lakewood High School - Efficiency/Boiler Replacement — \$1.7 MM
- ◆ Auraria Higher Education Campus (State of Colorado) - Art Building Restroom Renovation—\$1.0 MM
- ◆ Colorado School of Mines (State of Colorado) — Early Childhood Education Center — \$6.9 MM

A.D. Miller Services, Inc.

Financial Statements

Years Ended November 30, 2021 and 2020

A. D. Miller



Independent Accountant's Review Report

Management
A.D. Miller Services, Inc.
Centennial, Colorado

We have reviewed the accompanying financial statements of A.D. Miller Services, Inc. (the "Company"), which comprise the balance sheets as of November 30, 2021 and 2020, and the related statements of income, retained earnings, and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

Our responsibility is to conduct the review engagements in accordance with *Statements on Standards for Accounting and Review Services* promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of A.D. Miller Services, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our reviews.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States.

A handwritten signature in black ink that reads "Wipfli LLP".

Wipfli LLP

April 25, 2022
Denver, Colorado

A.D. Miller Services, Inc.

Balance Sheets

<i>As of November 30,</i>	2021	2020
Current Assets:		
Cash	\$ 999,261	\$ 1,609,316
Accounts Receivable:		
Contracts	6,612,300	5,271,218
Other	-	3,267
Total Accounts Receivable	6,612,300	5,274,485
Contract Assets - Net	1,551,497	779,532
Prepaid Expenses	22,176	22,911
Prepaid Income Taxes	22,000	22,000
Total Current Assets	9,207,234	7,708,244
Property and Equipment - At Cost:		
Equipment	278,526	262,398
Vehicles	644,069	434,728
Office Equipment	92,338	70,370
Leasehold Improvements	96,689	96,689
	1,111,622	864,185
Less: Accumulated Depreciation	553,252	419,982
Property and Equipment - Net	558,370	444,203
Other Assets:		
Due from Stockholders	83,377	-
Deposits	2,057	-
Total Other Assets	85,434	-
TOTAL ASSETS	\$ 9,851,038	\$ 8,152,447

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Balance Sheets (Continued)

<i>As of November 30,</i>	2021	2020
Current Liabilities:		
Accounts Payable:		
Trade	\$ 5,714,580	\$ 4,254,677
Retainage	1,939,610	1,541,852
Total Accounts Payable	7,654,190	5,796,529
Contract Liabilities - Net	299,202	89,136
Accrued Liabilities	69,500	37,000
Notes Payable - Due Within One Year	17,001	8,268
Total Current Liabilities	8,039,893	5,930,933
Long-Term Liabilities:		
Deferred Income Taxes	317,000	420,000
SBA Paycheck Protection Program Loan	-	385,900
Notes Payable - Due After One Year	46,383	19,567
Total Long-Term Liabilities	363,383	825,467
Total Liabilities	8,403,276	6,756,400
Stockholders' Equity:		
Common Stock, No Par Value; 10,000 Shares		
Authorized; 9,000 Shares Issued and Outstanding	9,000	9,000
Retained Earnings	1,438,762	1,387,047
Total Stockholders' Equity	1,447,762	1,396,047
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$ 9,851,038	\$ 8,152,447

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Income

Years Ended November 30,	2021		2020	
	Amount	%	Amount	%
Revenue	\$ 33,984,494	100.0 %	\$ 29,775,322	100.0 %
Cost of Construction				
Direct Costs	29,560,868		25,725,534	
Indirect Costs	916,901		684,239	
Total Cost of Construction	30,477,769	89.7	26,409,773	88.7
Gross Profit	3,506,725	10.3	3,365,549	11.3
General and Administrative Expenses				
Advertising	42,434		20,276	
Bad Debt	27,261		-	
Charitable Contributions	8,378		18,740	
Consulting Fees	3,505		3,379	
Depreciation	15,802		12,837	
Dues and Subscriptions	81,814		57,009	
Estimating	32,522		39,764	
Insurance	100,873		94,348	
Legal and Accounting	49,515		39,662	
Meals and Entertainment	32,516		25,224	
Office - Salaries and Compensation	1,208,150		894,153	
Office Supplies and Expenses	64,782		62,150	
Payroll Burden	122,577		92,119	
Rent	63,054		37,924	
Repairs and Maintenance	7,304		36,313	
Taxes - Other	13,825		13,379	
Telephone and Utilities	56,105		45,040	
Total General and Administrative Expenses	1,930,417	5.7	1,492,317	5.0
Income From Operations	1,576,308	4.6	1,873,232	6.3
Other Income (Expense)				
Gain on Sale of Property and Equipment	31,600		-	
Interest (Expense)	(1,276)		(18,684)	
Other Income	893		-	
Forgiveness of SBA Paycheck Protection Program Loan	385,900		-	
Interest Income	1,491		2,292	
Bonus (Expense)	(2,046,201)		(1,210,000)	
Other Income (Expense) - Net	(1,627,593)	(4.8)	(1,226,392)	(4.1)
Net Income (Loss) Before Income Taxes	(51,285)	(0.2)	646,840	2.2
Provision (Credit) for Income Taxes	(103,000)	(0.3)	180,765	0.6
NET INCOME	\$ 51,715	0.1 %	\$ 466,075	1.6 %

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Retained Earnings

<i>Years Ended November 30,</i>	2021	2020
Retained Earnings - Beginning of Year	\$ 1,387,047	\$ 920,972
Net Income	51,715	466,075
Retained Earnings - End of Year	\$ 1,438,762	\$ 1,387,047

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Cash Flows

<i>Years Ended November 30,</i>	2021	2020
Change in Cash:		
Cash Flows From Operating Activities:		
Net Income	\$ 51,715	\$ 466,075
Adjustments to Reconcile Net Income to Net Cash From		
Operating Activities:		
Depreciation	133,270	99,924
SBA Paycheck Protection Program Loan Forgiveness	(385,900)	-
Bad Debts	27,261	-
Change in Deferred Income Taxes	(103,000)	190,000
Gain on Sale of Property and Equipment	(31,600)	-
Change in Operating Assets and Liabilities:		
Accounts Receivable	(1,365,076)	(1,513,445)
Contract Assets - Net	(771,965)	165,570
Prepaid Expenses	735	(32,128)
Prepaid Income Taxes	-	(9,235)
Deposits	(2,057)	-
Accounts Payable	1,857,661	2,128,697
Contract Liabilities - Net	210,066	50,558
Accrued Liabilities	32,500	31,632
Net Cash Flows From Operating Activities	(346,390)	1,577,648
Cash Flows From Investing Activities:		
(Purchase of) Property and Equipment	(247,437)	(289,277)
Proceeds from Sale of Property and Equipment	31,600	-
Loans to Stockholders	(83,377)	-
Net Cash Flows From Investing Activities	(299,214)	(289,277)
Cash Flows From Financing Activities:		
(Repayments on) Notes Payable	(8,772)	(11,480)
Proceeds from Notes Payable	44,321	-
Proceeds from SBA Paycheck Protection Program Loan	-	385,900
Proceeds from (Payments on) Line-of-Credit - Net	-	(210,000)
Net Cash Flows From Financing Activities	35,549	164,420
Net Change in Cash	(610,055)	1,452,791
Cash at Beginning of Year	1,609,316	156,525
Cash at End of Year	\$ 999,261	\$ 1,609,316
Supplemental Disclosures:		
Interest Paid	\$ 1,276	\$ 18,684
SBA Paycheck Protection Program Loan Repaid through Loan Forgiveness	\$ 385,900	\$ -

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

Company History

A.D. Miller Services, Inc. (the "Company") was incorporated on May 24, 1989, as a Colorado Corporation and adopted a fiscal year end of November 30. The Company is a general contractor primarily constructing and remodeling commercial buildings within the State of Colorado. The Company contracts primarily with municipalities, school districts, hospitals, and credit unions.

Use of Estimates in Preparation of Financial Statements

The preparation of the financial statements in conformity with accounting principles generally accepted in the United States (GAAP) requires management to make certain 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 reported amounts of revenue and expenses during the reporting period. Actual results may differ from those estimates.

Management periodically evaluates estimates used in the preparation of the financial statements for continued reasonableness. Appropriate adjustments, if any, to the estimates used are made prospectively based on such periodic evaluation. It is reasonably possible that changes may occur in the near term that would affect management's estimates with respect to estimated costs to complete contracts, allowance for doubtful accounts, and accrued expenses.

Fair Value of Financial Instruments

The Company's financial instruments include cash, receivables, accounts payable, and short-term borrowings. The fair value of these financial instruments approximates their carrying amounts based on current market indicators, such as prevailing interest rates and their nearness to maturity.

Operating Cycle

The Company includes in current assets and liabilities the following amounts that are in connection with construction contracts that may extend beyond one year: contract assets and contract liabilities (including retainage invoiced to customers contingent upon anything other than the passage of time), capitalized costs to fulfill contracts, retainage payable to subcontractors, and accrued losses on uncompleted contracts. A one-year time period is used to classify all other current assets and current liabilities when not otherwise prescribed by the applicable accounting principles.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Accounts Receivable - Contracts

Accounts receivable - contracts include billed and unbilled amounts for services provided to customers for which the Company has an unconditional right to payment. Billed and unbilled amounts for which payment is contingent on anything other than the passage of time are included in contract assets and contract liabilities on a contract-by-contract basis. Accounts receivable - contracts are ordinarily due 30 days after the issuance of the invoice.

The Company provides an allowance for doubtful accounts, which is based upon a review of outstanding receivables, historical collection information, and existing economic conditions. Management of the Company believes no allowance for doubtful accounts is necessary at November 30, 2021 and 2020.

Retainage receivable refers to the portion of the amount billed to customers that is held back and paid by the customer pending satisfactory completion of the contract or milestones within the contract. When initially billed, the retainage is identified as "conditional" (a contract asset) until the necessary contractual requirements are fulfilled. After all contractual requirements have been met, the retainage is identified as "unconditional" (a receivable) since only the passage of time remains before it is collected.

Contract Assets

Contract assets represent revenues recognized for work performed in excess of amounts collected or receivable at the reporting date, including conditional retainage receivables and unbilled revenues. Contract assets are transferred to receivables when the rights become unconditional.

Property and Equipment

Property and equipment are recorded at cost. Depreciation is computed using the straight-line method over the estimated useful lives of the assets. Useful lives are 5 years for all assets except leasehold improvements which have a useful life of 15 years. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized.

Expenditures for maintenance and repairs are charged to expense as incurred. Upon disposing of assets, the related cost and accumulated depreciation are removed from the books and the resulting gain or loss, if any, is recognized in the year of disposition.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Long-Lived Assets

The Company reviews long-lived assets for impairment whenever events or circumstances indicate that the carrying value of the assets may not be fully recoverable. Impairment is present when the sum of the undiscounted estimated future cash flows expected to result from the use of the assets is less than their carrying value. If impairment is present, the carrying value of the impaired asset is reduced to its fair value. Fair value is based on discounted cash flows or appraised values, depending on the nature of the assets. Management of the Company has not identified any impairments of long-lived assets during the years ended November 30, 2021 and 2020.

Retainage Payable

Retainage payables represent amounts invoiced to the Company by subcontractors where payments have been withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payables are not remitted to subcontractors until the associated retainage receivables from customers are collected. Retainage payable is classified as a current liability regardless of the term of the subcontract.

Contract Liabilities

Contract liabilities represent the Company's obligations to transfer goods or services to a customer when consideration has already been received from the customer. Contract liabilities include overbilled revenues.

Revenue Recognition

Revenue is measured based on the amount of consideration specified in a contract with a customer. Revenue is recognized when and as performance obligations under the terms of the contract are satisfied which generally occurs with the transfer of control of the goods or services to the customer. The Company generally recognizes contract revenue for financial reporting purposes over time for its construction contracts. Refer to Note 2 – Revenue from Contracts with Customers for additional information.

Advertising Costs

The Company expenses advertising costs in the period they are incurred as the benefits derived from the advertising expense are realized in the current period. Total advertising costs for the years ended November 30, 2021 and 2020, was \$42,434 and \$20,276, respectively.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Income Taxes

The Company's income tax returns are prepared on the completed-contract method rather than the input (cost-to-cost) method used for financial statement purposes. The completed-contract method permits the Company to report earnings only from those contracts completed within the year. The Company also uses the accelerated method of depreciation for income tax purposes and the straight-line method for financial statement purposes. This will result in differences between the income reported in the financial statements and the income reported on the tax return. In addition, the Company is required to report certain items of income and expenses differently for tax purposes than for financial statement purposes, as a result of the Internal Revenue Code. A provision for deferred income taxes is provided to reflect the income and expense timing differences.

GAAP requires an entity to disclose any material uncertain tax positions that management believes do not meet a "more-likely-than-not" standard of being sustained under an income tax audit, and to record a liability for any such taxes including penalty and interest. As of November 30, 2021 and 2020, management has not identified any uncertain tax positions requiring any recording or disclosure.

Sales Tax

When sales are subject to sales tax, the Company reports sales on a net basis. Accordingly, sales tax is excluded from revenue.

Recent Accounting Pronouncement

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, Leases (Topic 842), which requires lessees to recognize on the balance sheet a right-of-use asset and a lease liability for most lease arrangements with a term greater than one year. The new standard also requires new disclosures to help financial statement users better understand the amount, timing, and uncertainty of cash flows arising from the leases. ASU 2016-02 is effective for nonpublic companies for fiscal years beginning after December 15, 2021. Early adoption is permitted. The amendments in this update should be applied using a modified retrospective approach. The Company is currently evaluating the effect that ASU 2016-02 will have on its financial statements.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Surety Bonds

The Company, from time to time and as a condition of entering into certain construction contracts, is required to provide payment and performance bonds (surety bonds) to the project owners. Surety bonds provide protection to the project owner against the contractor's failure to perform a contract in accordance with its terms. The surety bonds are collateralized by the contract receivables and other contract rights on the bonded project. In addition, the surety may require the Company and its stockholders to execute general indemnity agreements in favor of the surety as a condition of bond issuance.

Subsequent Events

The Company has evaluated subsequent events through April 25, 2022, which is the date the financial statements were available to be issued. Management of the Company has not indicated any material subsequent events that require reporting or disclosures other than as disclosed in Notes 7 and 9.

Note 2: Revenue from Contracts with Customers

Performance Obligations

For construction contracts, the Company recognizes revenue over time as performance obligations are satisfied because of the continuous transfer of control to the customer. The Company's construction contracts are generally accounted for as a single performance obligation as the Company provides the service of integrating a complex set of tasks and components into a single project. The Company measures its progress toward completion of the performance obligation using the input (cost-to-cost) method as it best depicts the transfer of control to the customer. Application of the input (cost-to-cost) method results in the recognition of revenue based on the ratio of costs incurred to date to the estimated total costs of the contract. Because of the inherent uncertainties in estimating costs and revenues, it is at least reasonably possible that the estimates used will change in the near term.

Contract Costs, Estimates and Judgments, and Modifications

Contract costs includes all direct labor and benefits, materials, subcontract costs, and allocations of indirect construction costs. Costs that do not depict progress toward satisfaction of the performance obligation are included in contract costs with revenue recognized to the extent of such costs without any profit. Such costs include uninstalled materials that are not specifically produced, fabricated, or constructed for a project. Pre-contract costs are expensed as incurred unless they are expected to be recovered from the customer. Costs to fulfill a contract, including mobilization costs or bond premiums, prior to substantive work beginning are capitalized as incurred and amortized over the expected duration of the contract.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 2: Revenue from Contracts with Customers (Continued)

Changes to total estimated contract cost or losses, if any, are recognized in the period in which they are determined as assessed at the contract level. Such changes, including those resulting from change orders that do not add distinct goods or services, are recognized on a cumulative catch-up basis in the period in which they are identified. If at any time the estimate of contract profitability indicates an anticipated loss on the contract, the Company recognizes the total loss in the period it is identified.

Variable Consideration

The nature of the Company's contracts gives rise to several types of variable consideration, including performance bonuses and incentive fees, liquidated damages, and penalties, and claims and unpriced change orders. The Company estimates the amount of variable consideration at the most likely amount the Company expects to be entitled or the expected value based on probability-weighted amounts, whichever is expected to better predict the amount. Variable consideration is included in the contract price when it is probable that a significant reversal in the amount of cumulative revenue recognized will not occur or when the uncertainty associated with the variable consideration is resolved.

Factors considered in determining whether revenue associated with claims including, change orders in dispute and unapproved change orders in regard to both scope and price should be recognized include the following:

- The contract or other evidence provides a legal basis for the claim.
- Additional costs were caused by circumstances that were unforeseen at the contract date and not the result of deficiencies in the Company's performance.
- Claim-related costs are identifiable and considered reasonable in view of the work performed.
- Evidence supporting the claim is objective and verifiable.

If the requirements for recognizing revenue for claims or unapproved change orders are met, revenue is recorded only when the costs associated with the claims or unapproved change orders have been incurred.

Warranties

The Company generally provides assurance-type warranties that the Company's performance is free from material defect and consistent with the specifications of the contract. These warranties typically extend for a limited duration following substantial completion of the Company's work and do not give rise to a separate performance obligation. Historically, the Company has not experienced significant warranty costs.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 2: Revenue from Contracts with Customers (Continued)

Deferred Contract Costs

Deferred contract costs primarily represent costs to obtain a contract and costs to fulfill a contract. Costs to obtain a contract are recorded as a deferred contract cost if: 1) the cost is incremental, and 2) the cost is expected to be recovered. Costs to fulfill a contract are recorded as a deferred contract cost if the costs: 1) directly relate to an existing or anticipated contract, 2) generate or enhance resources that will be used in satisfying performance obligations in the future, and 3) are expected to be recovered through the contract. If a cost to obtain or fulfill a contract is deferred and it is material, the cost is capitalized as an asset, amortized over the expected duration of the contract, and tested for impairment.

Disaggregation of Revenue

All of the Company's revenue from construction is earned "over time" as opposed to at a "point-in-time".

The Following table provides information about the Company's contract receivables, contract assets, and contract liabilities from contracts with customers. Contract assets and contract liabilities have been netted on a contract-by-contract basis.

<i>As of November 30,</i>	2021	2020	2019
Contract Receivables:			
Contract Receivables	\$ 6,603,303	\$ 5,271,218	\$ 3,339,878
Unconditional Contract Retainage	8,997	-	-
Total Contract Receivables	\$ 6,612,300	\$ 5,271,218	\$ 3,339,878
Contract Assets:			
Underbilled Revenues	\$ 227,043	\$ 51,824	\$ 59,416
Conditional Contract Retainage	1,539,811	1,165,987	994,346
Less: Overbilled Revenues Reclassified to Contract Assets	(215,357)	(438,279)	(108,660)
Contract Assets - Net	\$ 1,551,497	\$ 779,532	\$ 945,102
Contract Liabilities:			
Overbilled Revenues	\$ 666,676	\$ 667,300	\$ 170,053
Less: Conditional Contract Retainage	(152,117)	(139,885)	(22,815)
Less: Overbilled Revenues Reclassified to Contract Assets	(215,357)	(438,279)	(108,660)
Contract Liabilities - Net	\$ 299,202	\$ 89,136	\$ 38,578

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 3: Concentration of Credit Risk

Financial instruments that potentially subject the Company to credit risk consist principally of cash, and contract and retainage receivables. Contract and retainage receivables are concentrated primarily with customers located in Colorado. To reduce the credit risk associated with contract and retainage receivables, the Company routinely analyzes the credit worthiness of its customers and will file mechanics liens, when necessary, to protect the Company's interests.

The Company frequently has amounts on deposit at financial institutions that exceed the FDIC insurance limit. The Company has not experienced losses in such accounts and believes there is no significant risk with respect to these deposits.

Note 4: Property and Equipment

A summary of the investment in property and equipment, net of accumulated depreciation, is as follows:

<i>As of November 30,</i>	2021	2020
Equipment	\$ 88,090	\$ 104,399
Vehicles	355,760	231,450
Office Equipment	43,147	31,231
Leasehold Improvements	71,373	77,123
Property and Equipment - Net	\$ 558,370	\$ 444,203

Depreciation expense charged to operations for the years ended November 30, 2021 and 2020, was \$133,270 and \$99,924, respectively.

Note 5: Notes Payable

The following is a summary of notes payable:

<i>As of November 30,</i>	2021	2020
GM Financial (payable in monthly installments of \$770; including interest at 3.99%; secured by a vehicle; maturing January 2024)	\$ 20,330	\$ 27,835
Canvas Credit Union (payable in monthly installments of \$797; including interest at 2.99%; secured by a vehicle; maturing September 2026)	43,054	-
	63,384	27,835
Less: Current Maturities Included in Current Liabilities	17,001	8,268
Notes Payable - Due After One Year	\$ 46,383	\$ 19,567

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 5: Notes Payable (Continued)

The following is a schedule of the estimated future maturities of notes payable for the years ending November 30:

2022	\$	17,001
2023		17,603
2024		11,684
2025		9,182
2026		7,914
	\$	63,384

Note 6: Provision for Income Taxes

The components of the net deferred tax (liability) are as follows:

<i>As of November 30,</i>	2021	2020
Deferred Tax Liability:		
Deferred Gross Profit on Uncompleted Contracts	\$ (558,000)	\$ (350,000)
Accumulated Depreciation	(144,000)	(110,000)
	(702,000)	(460,000)
Deferred Tax Asset:		
Net Operating Loss Carryforward	383,000	36,000
Contribution Carryforward	2,000	4,000
	385,000	40,000
Net Deferred Tax (Liability)	\$ (317,000)	\$ (420,000)

The provision (credit) for income taxes consists of the following:

<i>Years Ended November 30,</i>	2021	2020
(Over) Accrual of Prior Year Income Taxes	\$ -	\$ (9,235)
Change in Deferred Income Taxes	(103,000)	190,000
Provision (Credit) for Income Taxes	\$ (103,000)	\$ 180,765

Deferred income taxes result from the recognition of income and expenses in different periods, as described in Note 1, for financial reporting and income tax reporting.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 6: Provision for Income Taxes (Continued)

For the year ended November 30, 2020, the Company utilized Federal and State net operating loss carryforwards against current year taxable income in the amount of \$456,377 and \$433,613, respectively.

As of November 30, 2021, the Company has a Federal net operating loss carryforward of approximately \$1,411,000 and a State net operating loss carryforward of approximately \$1,368,000. The net operating losses were used to reduce deferred income and deferred income taxes as of November 30, 2021.

Note 7: Bank Line-of-Credit Agreement

The Company has a \$750,000 line-of-credit with Red Stone Bank Centennial. The line accrued interest at 1.5% over the bank's prime rate with a floor rate of 5%, matured on February 9, 2022, and is secured by all business assets. The loan is guaranteed by the Company's stockholders. At November 30, 2021 and 2020, the outstanding balance on the line-of-credit was \$-0-, for both years. Subsequent to the year ended November 30, 2021, the Company renewed the agreement and extended the maturity date to May 9, 2023 and the floor rate was reduced to 5.0%.

Note 8: Paycheck Protection Program Loan

Beginning in March 2020, the United States economy began suffering adverse effects from the COVID-19 Virus Crisis ("CV19 Crisis"). The long-term impact of the CV19 Crisis on the Company cannot be reasonably estimated at this time and will depend on the duration and spread of COVID-19 and the impact on the Company's customers, employees, and vendors. In response, during the year ended November 30, 2020, the Company applied for and received a loan in the amount of \$385,900 pursuant to the Paycheck Protection Program ("PPP"), administered by the Small Business Administration (SBA).

On March 2, 2021, the loan was forgiven in full. The entire amount forgiven was included in income in the year ended November 31, 2021.

Note 9: Operating Leases

The Company lease an office building from an entity affiliated through family relationship to the Company's stockholders. The agreement terminated on May 31, 2020, in connection with a sale of the building to the Company's stockholders. Monthly rent was \$2,035 plus quarterly HOA dues assessments of \$1,400 through the lease termination.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 9: Operating Leases (Continued)

On June 1, 2020, the Company commenced leasing the same building facility from a new affiliated entity owned by the Company's stockholders. For the period from June 1, 2020 through December 31, 2020, the lease was on an informal month-to-month basis pending negotiation of a longer-term lease arrangement with the affiliate and provided for monthly lease payments of \$4,286 plus the quarterly HOA dues of \$1,400. Effective January 1, 2021, the Company executed a one year lease providing for monthly rent payments of \$4,286, plus the quarterly HOA assessments of \$1,400 and two supplemental lease payments totaling \$10,000. The lease provides for annual renewals between the parties and was renewed on January 1, 2022 through December 31, 2022.

Total Rent paid for the office for the years ended November 30, 2021 and 2020, was \$63,054 and 37,924, respectively, net of sub leasing income paid by sub tenants.

The Company leases office equipment from a third-party. The lease agreement calls for monthly payments of \$298 and matures in August 2024. Total rent paid for the equipment for the years ended November 30, 2021 and 2020, was \$3,576, for each year. The following are future minimum lease payments under the lease agreement for the years ending November 30:

2022	\$	3,576
2023		3,576
2024		2,682
	\$	9,834

Note 10: Revenue Recognized and Costs Incurred on Uncompleted Contracts

The following is a summary of contracts in progress:

<i>As of November 30,</i>	2021	2020
Costs Incurred to Date	\$ 23,993,288	\$ 26,475,434
Gross Profit Recognized to Date	3,209,710	4,301,579
Total Cost Plus Gross Profit Recognized to Date	27,202,998	30,777,013
Underbilled Revenues	(227,043)	(51,824)
Overbilled Revenues	666,676	667,300
Billings to Date	\$ 27,642,631	\$ 31,392,489

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 11: Backlog

Backlog represents the amount of revenue the Company expects to realize from work to performed on uncompleted contracts in progress at year-end and from contractual agreements on which work has not yet begun. The following schedule summarizes changes in backlog on contracts:

<i>Years Ended November 30,</i>	2021	2020
Backlog Balance at Beginning of Year	\$ 22,592,515	\$ 13,704,572
New Contracts and Modifications During the Year	31,164,449	38,663,265
	53,756,964	52,367,837
Less: Contract Revenue Earned During the Year	33,984,494	29,775,322
Backlog Balance at End of Year	19,772,470	22,592,515
Estimated Cost to Complete at End of Year	17,337,518	19,650,876
Estimated Gross Profit to be Recognized on Backlog	\$ 2,434,952	\$ 2,941,639

Note 12: Contractor Ratios

<i>As of and for the Years Ended November 30,</i>	2021	2020
Current Ratio = Current Assets/Current Liabilities	1.15	1.30
Working Capital = Current Assets - Current Liabilities	\$ 1,167,341	\$ 1,777,311
Months in Backlog = Total Contract Backlog/(Annual Revenue/12)	7.0	9.1

Note 13: Due From Stockholders

During the year ended November 30, 2021, the Company advanced funds on an informal basis to its stockholders in the amount of \$83,377. No formal terms for repayment have been established and the balance is reported in Other Assets in the financial statements.

A.D. Miller Services, Inc.

Financial Statements

Years Ended November 30, 2020 and 2019

A. D. Miller

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Independent Accountant's Review Report

Management
A.D. Miller Services, Inc.
Centennial, Colorado

We have reviewed the accompanying financial statements of A.D. Miller Services, Inc. (the "Company"), which comprise the balance sheets as of November 30, 2020 and 2019, and the related statements of income, retained earnings, and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

Our responsibility is to conduct the review engagements in accordance with *Statements on Standards for Accounting and Review Services* promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States.

A handwritten signature in black ink that reads "Wipfli LLP".

Wipfli LLP

March 17, 2021
Denver, Colorado

A.D. Miller Services, Inc.

Balance Sheets

<i>As of November 30,</i>	2020	2019
Current Assets:		
Cash	\$ 1,609,316	\$ 156,525
Accounts Receivable:		
Contracts	5,271,218	3,756,439
Other	3,267	4,600
Total Accounts Receivable	5,274,485	3,761,039
Contract Assets:		
Accounts Receivable - Retainage	1,305,872	1,017,162
Costs and Estimated Earning in Excess of Billings on Uncompleted Contracts	51,824	59,416
Total Contract Assets	1,357,696	1,076,578
Prepaid Expenses	22,911	-
Prepaid Income Taxes	22,000	12,764
Total Current Assets	8,286,408	5,006,906
Property and Equipment - At Cost:		
Equipment	262,398	211,516
Vehicles	434,728	267,823
Office Equipment	70,370	54,108
Leasehold Improvements	96,689	41,461
	864,185	574,908
Less: Accumulated Depreciation	419,982	320,058
Property and Equipment - Net	444,203	254,850
TOTAL ASSETS	\$ 8,730,611	\$ 5,261,756

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Balance Sheets (Continued)

<i>As of November 30,</i>	2020	2019
Current Liabilities:		
Accounts Payable:		
Trade	\$ 4,254,677	\$ 2,613,426
Retention	1,541,852	1,054,406
Total Accounts Payable	5,796,529	3,667,832
Contract Liabilities:		
Billings in Excess of Costs and Estimated		
Earnings on Uncompleted Contracts	667,300	170,053
Accrued Liabilities	37,000	14,585
Line-of-Credit	-	210,000
Notes Payable - Due Within One Year	8,268	10,902
Total Current Liabilities	6,509,097	4,073,372
Long-Term Liabilities:		
Deferred Income Taxes	420,000	230,000
SBA Paycheck Protection Program Loan	385,900	-
Notes Payable - Due After One Year	19,567	28,412
Total Long-Term Liabilities	825,467	258,412
Total Liabilities	7,334,564	4,331,784
Stockholders' Equity:		
Common Stock, No Par Value; 10,000 Shares		
Authorized; 9,000 Shares Issued and Outstanding	9,000	9,000
Retained Earnings	1,387,047	920,972
Total Stockholders' Equity	1,396,047	929,972
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$ 8,730,611	\$ 5,261,756

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Income

<i>Years Ended November 30,</i>	2020		2019	
	Amount	%	Amount	%
Revenues	\$ 29,775,322	100.0 %	\$ 18,172,240	100.0 %
Cost of Construction				
Direct Costs	25,725,534		15,881,029	
Indirect Costs	684,239		548,151	
Total Cost of Construction	26,409,773	88.7	16,429,180	90.4
Gross Profit	3,365,549	11.3	1,743,060	9.6
General and Administrative Expenses				
Advertising	20,276		36,231	
Charitable Contributions	18,740		12,960	
Consulting Fees	3,379		31,671	
Depreciation	12,837		6,896	
Dues and Subscriptions	57,009		44,909	
Estimating	39,764		57,128	
Insurance	94,348		61,869	
Legal and Accounting	39,662		32,348	
Meals and Entertainment	25,224		16,647	
Office - Salaries and Compensation	894,153		921,581	
Office Supplies and Expenses	62,150		91,844	
Payroll Burden	92,119		80,611	
Rent	37,924		22,219	
Repairs and Maintenance	36,313		15,472	
Taxes - Other	13,379		12,885	
Telephone and Utilities	45,040		30,395	
Total General and Administrative Expenses	1,492,317	5.0	1,475,666	8.1
Income From Operations	1,873,232	6.3	267,394	1.5
Other Income (Expense)				
(Loss) on Sale of Property and Equipment	-		(1,570)	
Interest (Expense)	(18,684)		(14,136)	
Interest Income	2,292		839	
Bonus (Expense)	(1,210,000)		-	
Other Income (Expense) - Net	(1,226,392)	(4.1)	(14,867)	(0.1)
Net Income Before Income Taxes	646,840	2.2	252,527	1.4
Provision for Income Taxes	180,765	0.6	54,236	0.3
NET INCOME	\$ 466,075	1.6 %	\$ 198,291	1.1 %

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Retained Earnings

<i>Years Ended November 30,</i>	2020	2019
Retained Earnings - Beginning of Year	\$ 920,972	\$ 722,681
Net Income	466,075	198,291
Retained Earnings - End of Year	\$ 1,387,047	\$ 920,972

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.

Statements of Cash Flows

<i>Years Ended November 30,</i>	2020	2019
Change in Cash:		
Cash Flows From Operating Activities:		
Net Income	\$ 466,075	\$ 198,291
Adjustments to Reconcile Net Income to Net Cash From		
Operating Activities:		
Depreciation	99,924	89,086
Loss on Sale of Property and Equipment	-	1,570
Change in Deferred Income Taxes	190,000	45,000
Change in Operating Assets and Liabilities:		
Accounts Receivable	(1,513,446)	(259,321)
Contract Assets	(281,118)	199,292
Prepaid Expenses	(32,128)	22,800
Prepaid Income Taxes	(9,235)	9,236
Accounts Payable	2,128,697	22,876
Contract Liabilities	497,247	(410,173)
Accrued Liabilities	31,632	5,368
Net Cash Flows From Operating Activities	1,577,648	(75,975)
Cash Flows From Investing Activities:		
(Purchase of) Property and Equipment	(289,277)	(139,118)
Cash Flows From Financing Activities:		
(Repayments on) Notes Payable	(11,480)	(18,206)
Proceeds from SBA Paycheck Protection Program Loan	385,900	-
Proceeds from (Payments on) Line-of-Credit - Net	(210,000)	(34,973)
Net Cash Flows From Financing Activities	164,420	(53,179)
Net Change in Cash	1,452,791	(268,272)
Cash at Beginning of Year	156,525	424,797
Cash at End of Year	\$ 1,609,316	\$ 156,525
Supplemental Disclosures:		
Interest Paid	\$ 18,684	\$ 14,136
Income Taxes Paid	\$ -	\$ -

See Independent Accountant's Review Report.
See accompanying notes to financial statements.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

Company History

A.D. Miller Services, Inc. (the "Company") was incorporated on May 24, 1989, as a Colorado Corporation and adopted a fiscal year end of November 30. The Company is a general contractor primarily constructing and remodeling commercial buildings within the State of Colorado. The Company contracts primarily with municipalities, school districts, hospitals, and credit unions.

Use of Estimates in Preparation of Financial Statements

The preparation of financial statements in conformity with accounting principles generally accepted in the United States (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 revenue and expenses during the reporting period. Actual results may differ from these estimates and are subject to change in the near term.

Variable Interest Entities

Management of the Company has not identified any variable interest entities that require consolidation under GAAP.

Accounts Receivable

Contract and retainage receivables are recorded when invoices are issued. Receivables are written-off when they are determined to be uncollectible. The allowance for doubtful accounts is estimated based on the Company's historical losses, the existing economic conditions in the construction industry, and the financial stability of its customers. The Company determined that no allowance for doubtful accounts is necessary at November 30, 2020 and 2019.

Long-Lived Assets

GAAP requires that long-lived assets and certain identifiable intangibles to be held and used by an entity be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Impairment, which is determined based upon the estimated fair value of the asset, is recorded when estimated undiscounted cash flows expected to be generated by the asset are insufficient to recover its net carrying value. No impairment loss was recognized during the years ended November 30, 2020 and 2019.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Fair Value of Financial Instruments

The Company's financial instruments include cash, receivables, accounts payable, and short-term borrowings. The fair value of these financial instruments approximates their carrying amounts based on current market indicators, such as prevailing interest rates and their nearness to maturity.

Sales Tax

When sales are subject to sales tax, the Company reports sales on a net basis. Accordingly, sales tax is excluded from revenue.

Income Taxes

The Company's income tax returns are prepared on the completed-contract method rather than the input (cost-to-cost) method used for financial statement purposes. The completed-contract method permits the Company to report earnings only from those contracts completed within the year. The Company also uses the accelerated method of depreciation for income tax purposes and the straight-line method for financial statement purposes. This will result in differences between the income reported in the financial statements and the income reported on the tax return. In addition, the Company is required to report certain items of income and expenses differently for tax purposes than for financial statement purposes, as a result of the Internal Revenue Code. A provision for deferred income taxes is provided to reflect the income timing differences.

GAAP requires an entity to disclose any material uncertain tax positions that management believes do not meet a "more-likely-than-not" standard of being sustained under an income tax audit, and to record a liability for any such taxes including penalty and interest. As of November 30, 2020 and 2019, management has not identified any uncertain tax positions requiring any recording or disclosure.

Property and Equipment

Property and equipment is stated at cost. Maintenance items of a routine nature are expensed as incurred, whereas those which improve or extend the lives of existing assets are capitalized. Gains or losses on dispositions of property and equipment are reflected in income. Depreciation is computed using the straight-line method over the estimated useful lives of the assets, which range from 5 to 15 years.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies

(Continued)

Retention

Retainage payables represent amounts invoiced to the Company by subcontractors where payments have been withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payables are not remitted to subcontractors until the associated retainage receivables from customers are collected.

Advertising Costs

The Company expenses advertising costs in the period they are incurred as the benefits derived from the advertising expense are realized in the current period. Advertising expense for the years ended November 30, 2020 and 2019, was \$20,276 and \$36,231, respectively.

Subsequent Events

In preparing its financial statements, the Company has evaluated subsequent events through March 17, 2021, which is the date the financial statements were available to be issued. Management of the Company has not identified any material subsequent events that require reporting or disclosure, except of that disclosed in Note 7 and Note 8.

Recent Accounting Pronouncement

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, Leases (Topic 842), which requires lessees to recognize on the balance sheet a right-of-use asset and a lease liability for most lease arrangements with a term greater than one year. The new standard also requires new disclosures to help financial statement users better understand the amount, timing, and uncertainty of cash flows arising from the leases. ASU 2016-02 is effective for nonpublic companies for fiscal years beginning after December 15, 2021. Early adoption is permitted. The amendments in this update should be applied using a modified retrospective approach. The Company is currently evaluating the effect that ASU 2016-02 will have on its financial statements.

Revenue Recognition

Revenue is measured based on the amount of consideration specified in a contract with a customer. Revenue is recognized when and as performance obligations under the terms of the contract are satisfied which generally occurs with the transfer of control of the goods or services to the customer. The Company generally recognizes contract revenue for financial reporting purposes over time for its construction contracts. Refer to Note 2 – Method of Accounting for Contracts with Customers of the notes to the financial statements for additional information.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 1: Company History, Use of Estimates, and Significant Accounting Policies
(Continued)

Recently Adopted Accounting Pronouncement

In accordance with the Accounting Standards Codification (ASC), the Company adopted ASU No. 2014-09, Revenue from Contracts with Customers (ASC 606) effective December 1, 2019. The new standard clarifies existing guidance on revenue recognition and supersedes current revenue recognition requirements in Revenue Recognition (ASC 605) and most industry-specific guidance. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. In addition, the amendments require expanded disclosure to enable the users of the financial statements to understand the nature, timing, and uncertainty of revenue and cash flow arising from contracts with customers. For the periods prior to the adoption of ASC 606, revenues from contracts were recognized in accordance with ASC 605. Revenues from construction contracts were recognized consistently on the percentage-of-completion method measured by the percentage of cost incurred to date to estimated total cost for each contract.

The Company has applied the modified-retrospective method of adoption of ASC 606 which allowed the new accounting standard to be applied only to contracts that were not considered substantially complete as of December 1, 2019. The cumulative effect of adoption, if any, would be reported as an adjustment to beginning retained earnings for 2019; however, the Company has not made any such adjustment because the amounts are immaterial to the financial statements.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 2: Method of Accounting for Contracts with Customers

Disaggregation of Revenue

Revenues recognized over time were \$29,775,322 and revenues recognized at a point in time were \$-0- for the year ended November 30, 2020. Revenues recognized over time were \$18,172,240 and revenues recognized at a point in time were \$-0- for the year ended November 30, 2019.

The Company performs the following types of contracts:

Fixed Price. Generally, fixed price contracts commit the Company to provide all of the resources required to complete a project for a fixed sum. Usually, these contracts transfer more risk to the Company, but offer the opportunity for greater profits. Billings on fixed price contracts are typically based on estimated progress against predetermined contractual milestones.

Guaranteed Maximum Price ("GMP"). GMP contracts provide for a cost plus fee arrangement up to a maximum agreed upon price. These contracts place risks on the Company for amounts in excess of the GMP, but may permit an opportunity for greater profits than under cost plus fee contracts through sharing agreements with the owner on any cost savings that may be realized. Billings on GMP contracts typically occur on a monthly basis and are based on actual costs incurred plus a negotiated margin.

Performance Obligations

Contracts are considered to have a single performance obligation if the promise to transfer the individual goods or services is not separately identifiable from other promises in the contracts. Contracts that cover multiple phases of the product lifecycle (development, construction, and maintenance and support) are typically considered to have multiple performance obligations even when they are part of a single contract.

In instances of multiple performance obligations, the Company allocates the transaction price to each performance obligation using the best estimate of the standalone selling price of each distinct good or service in the contract. In cases where the Company does not provide the distinct good or service on a standalone basis, the primary method used to estimate standalone selling price is the expected cost plus a margin approach, under which the Company forecasts expected costs of satisfying a performance obligation and then adds an appropriate margin for that distinct good or service.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 2: Method of Accounting for Contracts with Customers (Continued)

For construction contracts, the Company recognizes revenue over time as performance obligations are satisfied due to the continuous transfer of control to the customer. The Company's construction contracts are typically accounted for as a single performance obligation as the Company provides the service of integrating a complex set of tasks and components into a single project or capability. The "over time" method used to recognize revenue is the input (cost to cost) method of accounting which considers the cost, estimated gross profit, and revenue to date on contracts not yet completed. On contracts where the amount of progress is subject to physical measurement, progress towards completion of the contract is measured by the percentage of work put in place to date to the estimated total work required. On contracts, or elements of contracts, where a reliable physical measurement of progress is not available, progress towards completion of the contract is measured by the percentage of cost incurred to date to the estimated total cost of each contract. The amount of revenue recognized at statement date is the percentage of the total contract price and variable consideration that coincides with progress to date. Because of the inherent uncertainties in estimating costs and revenues, it is at least reasonably possible that the estimates used will change within the near term. In all circumstances, the revenue recognized is not related to the progress billings to customers.

For construction contracts, customer payments are typically due within 30 to 45 days of billing, depending on the contract, or after the achievement of certain milestones, completion of specified units, or completion of a contract. From time to time, the contract may require the customer to make advance payments as well as interim payments as work progresses. The advance payment generally is not considered a significant financing component as the Company expects to recognize those amounts in revenue within a year of receipt as work progresses on the related performance obligation.

Warranties

The Company generally provides limited assurance warranties for work performed under its construction contracts. The warranty periods typically extend for a limited duration following substantial completion of the Company's work on a project. If the Company fails to meet guaranteed performance or quality standards, the Company may be held responsible under the warranty provisions of the contract for cost impact to the customer, generally in the form of contractually agreed-upon liquidated damages or an obligation to re-perform work. To the extent these events occur, the total cost to the project (including any liquidated damages the Company becomes liable to pay) could be material and could, in some circumstances, equal or exceed the full value of the contract. In such events, the financial condition, results of operations, or cash flow could be materially and negatively impacted. Historically, warranty claims have not resulted in material costs incurred, and any estimated costs for warranties are included in the individual project cost estimates for purposes of accounting for long-term contracts.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 2: Method of Accounting for Contracts with Customers (Continued)

Variable Consideration

From time to time, contracts may contain variable consideration in the form of incentive fees, performance bonuses, award fees, liquidated damages, or penalties. Other contract provisions also give rise to variable consideration such as claims or unpriced change orders that may either increase or decrease the transaction price. The Company estimates the amount of variable consideration at the most likely amount the Company expects to be entitled. Variable consideration is included in the contract price when it is probable that a significant reversal of cumulative revenue recognized will not occur or when the uncertainty associated with the variable consideration is resolved.

Variable consideration associated with claims or unapproved change orders is included in the transaction price only to the extent of costs incurred. The Company recognizes claims against vendors, subcontractors, and others as a reduction in recognized costs when enforceability is established by the contract and the amounts are reasonably estimable and probable of recovery. Reductions in costs are recognized to the extent of the lesser of the amounts the Company expects to recover, or actual costs incurred.

Contract Cost, Estimates, and Modifications

Contract cost includes all direct labor and benefits, materials unique to or installed in the project, subcontract costs, and allocations of indirect construction cost. Changes to total estimated contract cost or losses, if any, are recognized in the period in which they are determined as assessed at the contract level. Pre-contract costs are expensed as incurred unless they are expected to be recovered from the client. Project mobilization costs are generally charged to project costs as incurred when they are an integrated part of the performance obligation being transferred to the client.

The Company recognizes changes in contract estimates on a cumulative catch-up basis in the period in which the changes are identified. Changes in contract estimates can result in the recognition of revenue in a current period for performance obligations which were satisfied in a prior period. Changes in contract estimates may also result in the reversal of previously recognized revenue if the current estimate differs from the previous estimate. If at any time the estimate of contract profitability indicates an anticipated loss on the contract, the Company recognizes the total loss in the period it is identified.

Contract modifications are typically recognized as an adjustment to revenue on a cumulative catch-up basis when the additional goods or services to be delivered are not considered distinct from the originally promised goods or services. The Company accounts for contract modifications as separate contracts when the modification results in the promise to deliver additional goods or services that are distinct and the increase in price of the contract is for the same amount as the standalone selling price of the additional goods or services included in the modification.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 2: Method of Accounting for Contracts with Customers (Continued)

Contract Assets and Liabilities

Contract assets represent a conditional right to receive consideration from a customer when a good or service has already been provided to the customer. A conditional right is based on something other than the passage of time. Contract assets include amounts due under retainage provisions, and costs and estimated earnings in excess of billings on uncompleted contracts (underbillings).

Retainage receivables represent amounts invoiced to customers where payments have been withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Retainage agreements vary from project to project and balances could be outstanding for several months or years depending on a number of circumstances such as contract-specific terms, project performance, and other variables that may arise as the Company makes progress towards completion.

Costs and estimated earnings in excess of billings on uncompleted contracts (underbillings) represent the excess of contract costs and gross profits that exceed the amount of contract billings to date. Underbillings result when either: 1) the appropriate contract revenue amount has been recognized over time in accordance with ASC 606, but a portion of the revenue recorded has not been billed currently due to the billing terms defined in the contract, or 2) costs are incurred related to certain claims or unapproved change orders. Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change. Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The Company routinely estimates recovery related to claims and unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions; decreases normally result from resolutions and subsequent billings.

Contract liabilities represent an obligation to provide a good or service to a customer when consideration has already been received from the customer but not yet earned by the Company. Contract liabilities include billings in excess of costs and estimated earnings on uncompleted contracts (overbillings).

Overbillings represent the excess of contract billings to date over the amount of contract costs and gross profits recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 2: Method of Accounting for Contracts with Customers (Continued)

Contract assets and liabilities are reported on a contract-by-contract basis at the end of each reporting period. The Company classifies contract assets and liabilities as current as they will be liquidated in the normal course of contract completion, although this may require more than one year.

Accounts receivable, contract assets, and contract liabilities are as follows:

<i>As of November 30,</i>	2020	2019	2018
Accounts Receivable- Contracts	\$ 5,271,218	\$ 3,756,439	\$ 3,501,718
Contract Assets	\$ 1,357,696	\$ 1,076,578	1,275,870
Contract Liabilities	\$ 667,300	\$ 170,053	\$ 580,226

Deferred Contract Costs

Deferred contract costs primarily represent costs to obtain a contract and costs to fulfill a contract. Costs to obtain a contract are recorded as a deferred contract cost if: 1) the cost is incremental, and 2) the cost is expected to be recovered. Costs to fulfill a contract are recorded as a deferred contract cost if the costs: 1) directly relate to an existing or anticipated contract, 2) generate or enhance resources that will be used in satisfying performance obligations in the future, and 3) are expected to be recovered through the contract. If a cost to obtain or fulfill a contract is deferred and it is material, the cost is capitalized as an asset, amortized over the expected duration of the contract, and tested for impairment.

Note 3: Concentration of Credit Risk

Financial instruments that potentially subject the Company to credit risk consist principally of cash, and contract and retainage receivables. Contract and retainage receivables are due from business and governmental entities under contractual agreements.

To reduce the credit risk associated with contract and retainage receivables, the Company analyzes the credit worthiness of its customers and will file mechanics liens, when necessary, to protect the Company's interests.

Since the Company places cash in individual financial institutions in excess of FDIC insured limits, the Company periodically reviews the financial condition of the financial institutions to reduce the Company's credit risk associated with cash.

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 4: Property and Equipment

A summary of the investment in property and equipment, net of accumulated depreciation, is as follows:

<i>As of November 30,</i>	2020	2019
Equipment	\$ 104,399	\$ 79,765
Vehicles	231,450	125,385
Office Equipment	31,231	23,692
Leasehold Improvements	77,123	26,008
Property and Equipment - Net	\$ 444,203	\$ 254,850

Depreciation expense charged to operations for the years ended November 30, 2020 and 2019, was \$99,924 and \$89,086, respectively.

Note 5: Notes Payable

The following is a summary of notes payable:

<i>As of November 30,</i>	2020	2019
GM Financial (payable in monthly installments of \$770; including interest at 3.99%; secured by a vehicle; maturing January 2024)	\$ 27,835	\$ 36,357
Public Service Credit Union (payable in monthly installments of \$645; including interest at 2.99%; secured by a vehicle; maturing April 2020)	-	2,957
	27,835	39,314
Less: Current Maturities Included in Current Liabilities	8,268	10,902
Notes Payable - Due After One Year	\$ 19,567	\$ 28,412

The following is a schedule of the estimated future maturities of notes payable for the years ending November 30:

2021	\$ 8,268
2022	8,604
2022	8,954
2023	2,009
	\$ 27,835

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 6: Provision for Income Taxes

The components of the net deferred tax (liability) are as follows:

<i>As of November 30,</i>	2020	2019
Deferred Tax Liability:		
Deferred Gross Profit on Uncompleted Contracts	\$ (350,000)	\$ (317,000)
Accumulated Depreciation	(110,000)	(50,000)
	<u>(460,000)</u>	<u>(367,000)</u>
Deferred Tax Asset:		
Net Operating Loss Carryforward	36,000	132,000
Contribution Carryforward	4,000	5,000
	<u>40,000</u>	<u>137,000</u>
Net Deferred Tax (Liability)	<u>\$ (420,000)</u>	<u>\$ (230,000)</u>

The provision for income taxes consists of the following:

<i>Years Ended November 30,</i>	2020	2019
Current Income Taxes	\$ -	\$ 9,236
(Over) Accrual of Prior Year Income Taxes	(9,235)	-
Change in Deferred Income Taxes	190,000	45,000
Provision for Income Taxes	<u>\$ 180,765</u>	<u>\$ 54,236</u>

Deferred income taxes result from the recognition of income and expenses in different periods, as described in Note 1, for financial reporting and income tax reporting.

For the year ended November 30, 2020, the Company utilized Federal and State net operating loss carryforwards against current year taxable income in the amount of \$456,377 and \$433,613, respectively. As of November 30, 2020, the Company has a Federal net operating loss carryforward of approximately \$22,000 and a State net operating loss carryforward of approximately \$22,000. The net operating losses were used to reduce deferred income and deferred income taxes as of November 30, 2020.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 7: Bank Line-of-Credit Agreement

On December 2, 2019, the Company negotiated a \$750,000 line-of-credit with Red Stone Bank Centennial. The line accrues interest at 2.0% over the bank's prime rate, matured November 9, 2020, and is secured by all business assets. The loan is guaranteed by the Company's two stockholders. Subsequent to the year ended November 30, 2020, the Company renewed the agreement with the bank and changed the effective interest rate to 1.5% over the bank's prime rate and now matures on February 9, 2022. At November 30, 2020 and 2019, the outstanding balance on the line-of-credit was \$-0- and \$210,000, respectively.

Note 8: Paycheck Protection Program Loan

Beginning in March 2020, the United States economy began suffering adverse effects from the COVID-19 Virus Crisis ("CV19 Crisis"). The long-term impact of the CV19 Crisis on the Company cannot be reasonably estimated at this time and will depend on the duration and spread of COVID-19 and the impact on the Company's customers, employees, and vendors. In response, the Company applied for and received a loan in the amount of \$385,900 pursuant to the Paycheck Protection Program ("PPP"), administered by the Small Business Administration (SBA).

The portion of the loan that is forgiven by the SBA will be reflected as debt forgiveness income in the period in which forgiveness is granted. If the criteria are not met, payments are required on the portion of the loan that is not forgiven in accordance with the terms disclosed in the note. Subsequent to the year ended November 30, 2020, the Company received notification from the SBA, through the issuing bank, dated March 2, 2021 that the loan has been forgiven in full and will be recognized in income in the year forgiven.

Note 9: Operating Leases

The Company leased an office building from an affiliated entity, affiliated through family relationship to the Company's owners. This agreement terminated on May 31, 2020, in connection with a sale of the building. After the sale, the Company commenced leasing the building from a new affiliated entity owned by the Company's shareholders. The lease is on an informal month-to-month basis pending negotiation of a longer-term lease arrangement with the affiliate. During the year ended November 30, 2019 and through May 31, 2020, the monthly lease amount was \$2,035. For the period from June 1, 2020 through November 30, 2020, the monthly rent payment was \$4,286. Total rent paid for the office for the years ended November 30, 2020 and 2019, was \$37,924 and \$22,219, respectively, net of sub leasing income paid by sub tenants.

A.D. Miller Services, Inc.
Notes to Financial Statements
See Independent Accountant's Review Report

Note 9: Operating Leases (Continued)

The Company leases office equipment from a third-party. The lease agreement calls for monthly payments of \$298 and matures in August 2024. Total rent paid for the equipment for the years ended November 30, 2020 and 2019, was \$3,576, for each year. The following are future minimum lease payments under the lease agreement for the years ending November 30:

2021	\$	3,576
2022		3,576
2023		3,576
2024		2,682
	\$	13,410

Note 10: Costs and Estimated Earnings on Uncompleted Contracts

Uncompleted contracts are summarized as follows:

<i>As of November 30,</i>	2020	2019
Costs Incurred to Date	\$ 26,475,434	\$ 16,883,915
Gross Profit Recognized to Date	4,301,579	1,971,852
Total Cost Plus Gross Profit Recognized to Date	30,777,013	18,855,767
Billings to Date	31,392,489	18,966,404
	\$ (615,476)	\$ (110,637)

The above amounts are included in the accompanying Balance Sheets under the following captions:

<i>As of November 30,</i>	2020	2019
Costs and Estimated Earnings in Excess of Billings on Uncompleted Contracts	\$ 51,824	\$ 59,416
Billings in Excess of Costs and Estimated Earnings on Uncompleted Contracts	667,300	170,053
	\$ (615,476)	\$ (110,637)

A.D. Miller Services, Inc.

Notes to Financial Statements

See Independent Accountant's Review Report

Note 11: Backlog

Backlog represents the amount of revenue the Company expects to realize from work to performed on uncompleted contracts in progress at year-end and from contractual agreements on which work has not yet begun. The following schedule summarizes changes in backlog on contracts:

<i>Years Ended November 30,</i>	2020	2019
Backlog Balance at Beginning of Year	\$ 13,704,572	\$ 11,578,081
New Contracts During the Year	38,663,265	20,298,731
	52,367,837	31,876,812
Less: Contract Revenue Earned During the Year	29,775,322	18,172,240
Backlog Balance at End of Year	\$ 22,592,515	\$ 13,704,572

Note 12: Contractor Ratios

<i>As of and Years Ended November 30,</i>	2020	2019
Current Ratio = Current Assets/Current Liabilities	1.27	1.23
Working Capital = Current Assets - Current Liabilities	\$ 1,777,311	\$ 933,534
Months in Backlog = Total Contract Backlog/(Annual Revenue/12)	9.1	9.1

Note 13: Surety Bonds

The Company, from time to time, as a condition of entering into certain construction contracts, is required to provide payment and performance bonds (surety bonds) to the project owners. Surety bonds provide protection to the project owner against the contractor's failure to perform a contract in accordance with its terms. The surety bonds are collateralized by the contract receivables and other contract rights on the bonded project. In addition, the surety may require the Company and its stockholders to execute general indemnity agreements in favor of the surety as a condition of bond issuance. As of November 30, 2020 and 2019, the Company had outstanding surety bonds.

Note 14: Reclassification

Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the current year presentation.

Section A: Financial and Legal Declarations

BUILDING QUALITY ONE PROJECT AT A TIME

A.D. Miller Construction Services provides the highest quality construction management for New Construction, Remodels, Additions & Tenant Finish.

Bankruptcy

- ◆ A.D. Miller, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, HAS NOT been the subject of any bankruptcy proceeding within the last ten years.

Disputes and Disciplinary Actions

- ◆ Are there any pending or outstanding judgments, arbitration proceedings, bond claims, or lawsuits against your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, or any of the individuals listed in Item d above? **NO**
- ◆ In the last five years has your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management:
 - ◆ Failed to complete work awarded to it? **NO**
 - ◆ Been terminated for any reason except for an owner's convenience? **NO**
 - ◆ Had any judgments, settlements, or awards pertaining to a construction project in which your organization was responsible? **NO**
 - ◆ Filed any lawsuits or requested arbitration regarding a construction project? **NO**
- ◆ In the last five years, has your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management; or any of the individuals listed in Item d above:
 - ◆ Been convicted of, or indicted for, a business-related crime? **NO**
 - ◆ Had any business or professional license subjected to disciplinary action? **NO**
 - ◆ Been penalized or fined by a state or federal environmental agency? **NO**



Safety Record

Safety Record

- ♦ Safety is of utmost importance and we hold all our subcontractors to the same high safety standards to ensure a safe work site.
- ♦ Excellent safety record with an EMR of less than 1.0 for the past 10+ consecutive years.
- ♦ Our Project Manager sets the standard of Safety for our field employees by maintaining an OSHA 30 certificate and conducting regular safety "Toolbox talks".
- ♦ Documented Safety Program written by Third Party Safety Management Organization "Assured Safety Concepts". The manual highlights procedures and process for employee safety management. Revised (May 2021)



Insurance EMR Safety Rating Score Letter



AssuredPartners
COLORADO

February 12, 2021

To Whom It May Concern

RE: Worker's Compensation Policy# 4075903, A.D. Miller
Policy Term: January 1, 2018 to January 1, 2021

Below you will find the current and last three year experience modification rating for A.D. Miller

2020 - .86
2019 - .89
2018 - .85
2017 - .92
2016 - .87

Please do not hesitate to contact me with any questions.

Sincerely,

Ellen Heeney
Sr. Acct Manager

AssuredPartners Colorado
(303) 863-7788
4582 S. Ulster Street Suite 600, Denver, CO 80237

Section A : List of Licensing

A. D. Miller

Building on Higher Ground

A.D. MILLER SERVICES, INC.

LICENSES HELD as of May 14 , 2021

Jurisdiction	Class	License Number
Adams County	B	GEN21-0534
City of Aurora	B	2010 471055 00 CL
City of Arvada	Unlimited	AEC1577
City of Boulder	B	0002459-08
City of Brighton	A	CL-07748
City and County of Broomfield	A	A2002-1686
Town of Castle Rock	General Unlimited	12-0130
Town of Parker	B	20-00045
City of Centennial	B	CEN06-6974
City and County of Denver	B	14678
Douglas County	A	A94085
City of Englewood	B	8393
Town of Frisco	Business	70
City of Glendale	B	94-34
City of Glenwood Springs	B-2	05-0133
City of Golden	A	537
City of Rifle	N/A	1.003351
Town of Grand Lake	Business	0202
City of Greenwood Village	A	1273
City of Lakewood	A-4	2901
City of Littleton	B	B00074 & B00603
City of Louisville	GA	3618
City of Loveland	I	2514
Pikes Peak Region, Colorado Springs	B-2	10965
Pueblo Regional Building Department	A	4177
Roaring Forks Valley	50164	Best Card
City of Thornton	B	2160
City of Westminster	A	64167
City of Wheat Ridge	I	21126

*Jurisdictions added when requested

Licensing:

- A.D. Miller currently retains our **GC License with Town of Frisco (Business)**, and additionally holds licensing in over another 28 jurisdictions. We have performed work through the Adams County Area for several years and look forward to working with Adams County on future projects.



Building on Higher Ground

Section B:

Firm Organization

Organizational Structure
Project Specific Lines of Authority and Communication



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Section B: Organizational Structure

BUILDING QUALITY ONE PROJECT AT A TIME

A.D. Miller Construction Services provides the highest quality construction management for New Construction, Remodels, Additions & Tenant Finish.

♦ A.D. Miller Services Inc., Organizational Structure:

While A.D. Miller maintains a traditional corporate hierarchy structure, as a “Mid-Sized” family owned and local contractor, all members of the team are personally invested in the success every project through the devoted personal attention and efficient performance of their respective cross-functional duties. Thus allowing for flexibility and agility in the ever-changing and challenging market conditions, ensuring successful results. The organization has been geared to align with the proven functionality of a corporate format with the Principals driving the process of Preconstruction and Construction from the point of contact: Adam Miller and Drew Miller as the President and Vice President respectively.

From this point there are several departments that serve directly underneath the President and Vice President offices: Project Management/Engineering, Preconstruction /Estimating, Accounting /General Administration and Construction / Field Operations.

Each of these department heads manage and maintain an experienced staff to ensure that a quality result will be built into each function of your project. Each department works within an established open communication format to mitigate any risk of delays, miscommunication and best serve the client’s needs for the project.

Attachment 3.1 Organizational Chart – A.D. Miller



Section B: Project Specific Lines of Authority and Communication

BUILDING QUALITY ONE PROJECT AT A TIME

A.D. Miller Construction Services provides the highest quality construction management for New Construction, Remodels, Additions & Tenant Finish.

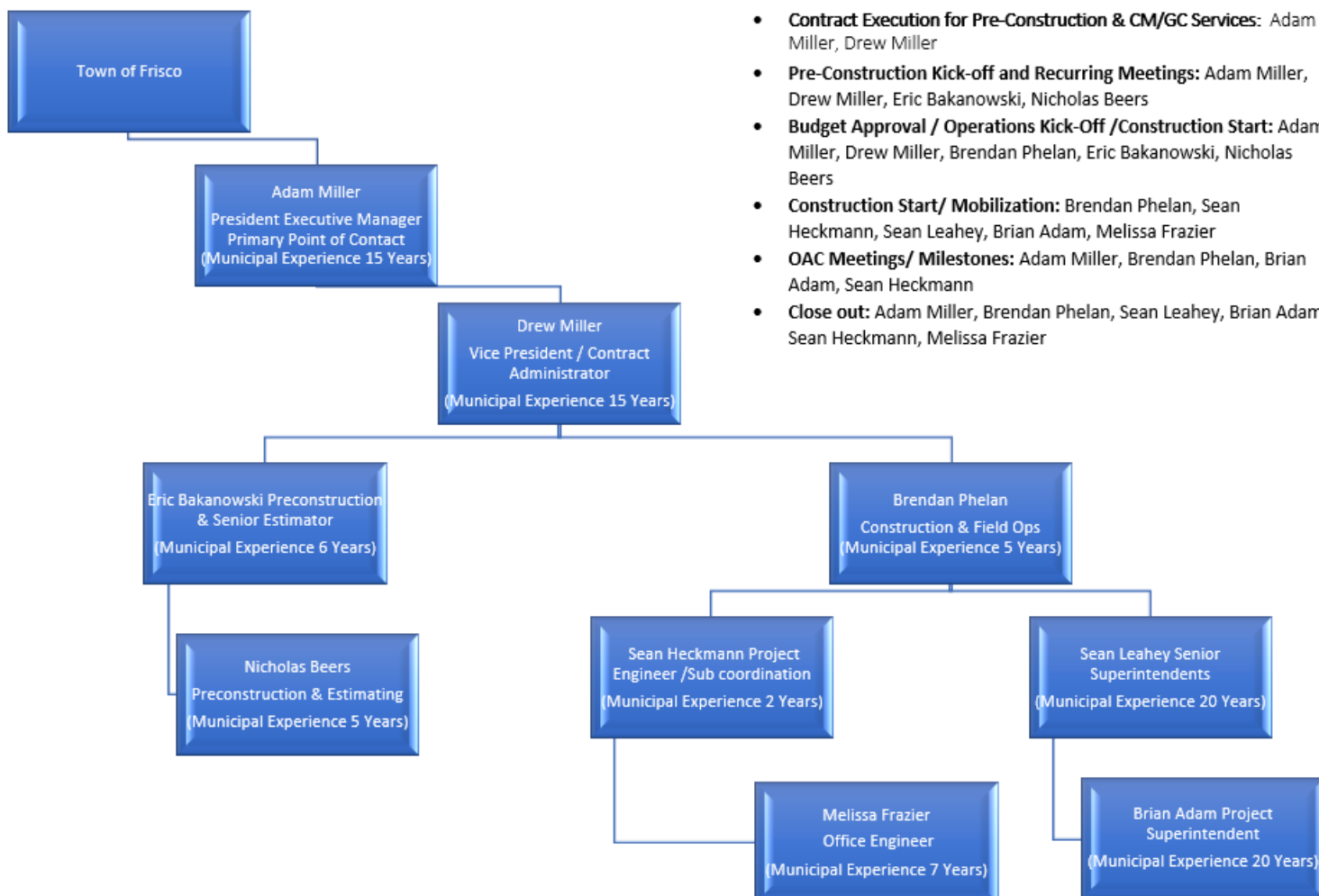
♦ A.D. Miller Services Inc., Project Specific Organizational Structure:

Project Organizational Chart

A. D. Miller
Building on Higher Ground

Interaction Points

- **Contract Execution for Pre-Construction & CM/GC Services:** Adam Miller, Drew Miller
- **Pre-Construction Kick-off and Recurring Meetings:** Adam Miller, Drew Miller, Eric Bakanowski, Nicholas Beers
- **Budget Approval / Operations Kick-Off /Construction Start:** Adam Miller, Drew Miller, Brendan Phelan, Eric Bakanowski, Nicholas Beers
- **Construction Start/ Mobilization:** Brendan Phelan, Sean Heckmann, Sean Leahey, Brian Adam, Melissa Frazier
- **OAC Meetings/ Milestones:** Adam Miller, Brendan Phelan, Brian Adam, Sean Heckmann
- **Close out:** Adam Miller, Brendan Phelan, Sean Leahey, Brian Adam, Sean Heckmann, Melissa Frazier



A. D. Miller

Building on Higher Ground

Section C: Qualifications of Key Personnel

Adam Miller, President, Project Executive

Drew Miller, Vice President

Eric Bakanowski, Senior Estimator

Nicholas Beers, Estimator

Brendan Phelan, Project Manager

Sean Heckman, Project Engineer

Sean Leahey, General Superintendent

Brian Adams, Project Superintendent



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Section C: Qualifications of Key Personnel



Adam Miller

**President /Executive
Project Manager**

**Pre-Construction and
Construction**

**Education/
Certifications:**

**Masters of Science
Construction Management**

University of Denver, Denver,
Colorado

25 Years in Construction

Background/Qualifications:

Adam D. Miller is an Executive Preconstruction Manager and Executive Project Manager with A.D. Miller Services, Inc. beginning his career in Dallas, TX at a large Fortune 500 corporation. There he was Project Manager for Real Estate and Facility Ramp-up with projects all over the United States and Mexico. Adam moved back to Colorado to work at A.D. Miller to assist in the company's continued development. During this time he has worked in the estimating department, billing and contract administration and as a project engineer, and project manager. He has worked as a project manager on a number of multi-million dollar projects. Focus on utilizing technology to help improve the preconstruction and construction process. He prescribes to A.D. Miller's unique philosophy of direct and proactive involvement with the principles of the firm deeply engaged in all aspects of the construction management process.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
<i>Project</i>	<i>Location</i>	<i>Description</i>	<i>Value</i>	<i>Completion</i>
DPS West High School - Duct Board	Denver, CO	HVAC Upgrade	\$ 412 K	2021
DPS Bruce Randolph High School - Hydroponics / Science Lab Renovation	Denver, CO	Class Room Upgrade	\$ 252 K	2021
Primrose Preschool	Sterling Ranch, CO	Ground Up Preschool	\$ 3.2 M	2021
Most Precious Blood School and Church	Denver, CO	Remodel of existing School, Administrative Offices and Addition to Existing Parish Hall	\$ 8.1 M	2020
The Goddard School	Westminster, CO	Ground Up Preschool	\$ 2.6 M	2018
Public/Government				
Highland Heritage Regional Park Stage	Littleton, CO	New Build of Outdoor Performance Stage and Remodel of Soccer Stands	\$ 2.2 M	2020
Douglas County Administrative Building	Littleton, CO	Addition to Existing Administration Building	\$ 1.1 M	2020
RTD 711 Building	Denver, CO	Remodel of Existing Transportation Office	\$ 5.8 M	2019
Private				
The Country Club at Woodmoor	Monument, CO	Renovation of Existing Pool and Associated Buildings	\$ 2.2 M	2021
St. Mark Coptic Orthodox Church	Centennial, CO	Ground up Church	\$ 4.5 M	2021

Client References:

Mary Knowles	Most Precious Blood Catholic School and Church	303-756-3083
Chris Johnson	The Country Club at Woodmoor	719-884-7234
Ted Peaden	Navy Federal Credit Union	800-531-7174

Section C: Qualifications of Key Personnel



Drew Miller

Vice President / Executive
Project Manager

Pre-Construction and
Construction

Education/ Certifications:

Texas Christian University

B.A. - Business Finance

OSHA 30,

IBC Class A

24 Years in Construction

Background/Qualifications:

Andrew D. Miller is a Preconstruction Manager and Project Manager with A.D. Miller Services, Inc. beginning his career in Fort Worth, TX at a large Fortune 500 corporation. There he was Project Manager with project all over the United States. Drew moved back to Colorado to work at A.D. Miller to assist in the company's continued development. During this time he has worked in the estimating department, billing and contract administration and as a project engineer, and project manager. He has worked as a project manager on several multi-million-dollar projects. Focus on utilizing technology to help improve the preconstruction and construction process. He prescribes to A.D. Miller's unique philosophy of direct and proactive involvement with the principles of the firm deeply engaged in all aspects of the construction management process.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
<i>Project</i>	<i>Location</i>	<i>Description</i>	<i>Value</i>	<i>Completion</i>
The Goddard School (Highlands)	Denver, CO	Renovation / Addition	\$3.0 M	2020
Vail Christian High School	Edwards, CO	Renovation		
Thunder Ridge H.S	Highlands Ranch, CO	Renovation		
Public/Government				
Auraria Higher Education Center-Arts Building Restroom Remodel	Denver, CO	Renovation	\$ 1.0 M	2022
Highlands Heritage Regional Parks Administrative Building	Highlands Ranch, CO	Addition	\$ 1.25 M	2020
Highlands Heritage Regional Parks Stage	Highlands Ranch, CO	New Construction	\$ 2.2 M	2020
Private				
Liberty Express Car Wash	Castlerock, CO	New Construction	\$ 2.7 M	2022
Redstone Bank	Centennial, CO	New Construction	\$ 2.5 M	2019
Partner Colorado Credit Union Headquarters	Arvada, CO	New Construction	\$ 3.0 M	2018

Client References:

Mary Knowles	Most Precious Blood Catholic School and Church	303-756-3083
Chris Johnson	The Country Club at Woodmoor	719-884-7234
Ted Peaden	Navy Federal Credit Union	800-531-7174

Section C: Qualifications of Key Personnel



Eric Bakanowski

Senior Estimator

Pre-Construction

Education:

Masters of Science

**Operations Management and
Project Management**

Regis University, Denver, Colorado

15 Years in Construction

Background/Qualifications:

Eric Bakanowski is an estimator for A.D. Miller Services, Inc. with over 15 years of combined experience in commercial and residential construction. Working closely with ownership/developer groups and representatives, project managers, site superintendents and subcontractors in the creation and management of scheduling, estimating, cost budgeting and control, progress billings, contract administration and performing numerous tasks to assist the project flow and final completion. Excellent at providing project support to manage the back-office workflow of submittals, RFIs, ASIs and change requests in a timely and efficient manner. He is skilled at project take-offs and cost estimating procedures and adds value to all our projects. Eric has worked on a number of multi-million dollar as summarized below. Due to this experience, he has a deep understanding and unique insight to various project needs.

Relevant Projects :

PreK-12 Schools				
Project	Location	Description	Value	Completion
Primrose Preschool	Sterling Ranch, CO	Ground Up Preschool	\$ 3.2 M	2021
Rocky Mountain Pre-K	Centennial, CO	Ground Up Pre-School	\$ 3.00 K	2022
Goddard Highlands—2 Story Building Addition	Denver, CO	Addition / Remodel of 2 Historic Structures	\$1.5 M	2022
Grandview High School Pool Renovation	Aurora, CO	Remove and Replace Existing Pool Deck	\$ 185 K	2021
The Goddard School- Arvada	Arvada, CO	Ground Up Pre-Sschool	\$ 3.2 M	2021
The Goddard School—Westminster	Westminster, CO	Ground Up Pre-School	\$ 3.8 M	2021
Public/Government				
Douglas County HHRP Admiration Building and Stage Complex	Highlands Ranch , CO	8000 SF Stage/ Event Venue and Addition to Administration Office	\$ 3.3 M	2020
Arapahoe County DMV and Courthouse Entry	Littleton, CO	Additions to Existing Administration Building	\$ 330K	2020
Private				
The Country Club at Woodmoor	Monument, CO	Renovation of Existing Pool and Associated Buildings	\$ 2.6 M	2021
The Waterford Condos Pool Amenity Center Exterior Pool Remodel	Englewood, CO	Remodel of Amenity Center Pool Deck / Facility	\$ 500 K	2020
Partner Credit Union Headquarters Addition	Arvada, CO	5000 SF Addition to Occupied Financial Institution	\$ 4.9 M	2018
Alpha Omega Collectis—Phases 1 and 2	Aurora, CO	Renovation of 70,000 SF warehouse to create pharmaceutical grade cannabis extraction facility	\$ 3.2 M	2020

Client References:

Keith Zahller	Lee Architects	303-989-4500
Dan Potter	OLC Design Architecture	303-886-4081
Brent Colvin	Colorado Mechanical	303-641-0354

Section C: Qualifications of Key Personnel



Nicholas Beers

Estimator

Pre-Construction

Education/ Certifications:

**Bachelors of Business
Administration**

Entrepreneurship

Temple University, Philadelphia,
PA

OSHA 30

12 Years in Construction

Background/Qualifications:

Nicholas Beers is a highly skilled estimator with over ten years experience in the public housing, residential, commercial and multi-family building industries. Nicholas has a strong work ethic with expertise in project estimation, supplier and subcontract management, quality assurance, and effective client communication. Providing excellent project support through change-order estimation, submittal review assistance, and RFI consolidation. He has worked on several successful multi-million dollar projects including Most Precious Blood Catholic Church, Jefferson Views Apartments, and Grand Monarch Senior Living.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
Project	Location	Description	Value	Completion
DPS West High School - Duct Board Replacement	Denver, CO	HVAC Upgrade	\$ 412 K	2021
DPS Bruce Randolph High School - Hydroponics / Science Lab Renovation	Denver, CO	Class Room Upgrade	\$ 252 K	2021
Littleton Public Schools Turf Security Upgrades	Littleton, CO	Install New Emergency Phones and Light Poles	\$ 600 K	2021
Most Precious Blood School and Church	Denver, CO	Remodel of existing School, Administrative Offices and Addition to Existing Parish Hall	\$ 8.1 M	2020
Grandview High School Pool Renovation	Aurora, CO	Remove and Replace Existing Pool Deck	\$ 185 K	2021
Public/Government				
Parker Water Sanitation District, Well Equipment Building	Parker, CO	Ground-up PEMB well equipment storage building	\$ 1.2 M	2021
Highland Heritage Regional Park Stage	Littleton, CO	New Build of Outdoor Performance Stage and Remodel of Soccer Stands	\$ 2.2 M	2020
Private				
Liberty Express Car Wash	Monument, CO	Ground up carwash	\$ 2.5 M	2021
St. Mark Coptic Orthodox Church	Centennial, CO	Ground up Church	\$ 4.5 M	2021
Urban Air Stapleton	Denver, CO	Indoor Trampoline Park	\$ 1.8 M	2019

Client References:

Keith Zahller	Lee Architects	3030-989-4500
Steve Labib	St. Mark's Coptic Church	509-371-0142
Jim Paul	JP Architecture	303-888-3993

Section C: Qualifications of Key Personnel



Brendan Phelan

Project Manager

Construction

Education:

**Bachelor of Science
Construction Management**
Colorado State University
OSHA 10 Certified

5 Years in Construction

Background/Qualifications:

Qualifications: Brendan Phelan is a Project Manager for A.D. Miller Services, Inc. with 6 years of experience in commercial construction. Brendan is diversly skilled in in project management, harnessing skills that allow the team to succeed at a high level. Brendan has the ability to assist owner teams, schedule jobs, perform cost control, estimating, budgeting, and perform field resolution. Brendan has worked on jobs ranging from \$1MM to \$10MM for a variety of clients. He can streamline his workflow on projects to ensure items are getting accomplished correctly and efficiently, adding value to all projects.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools/College				
<i>Project</i>	<i>Location</i>	<i>Description</i>	<i>Value</i>	<i>Completion</i>
Goddard School—Arvada	Arvada, CO	Ground-Up Pre- K		2021
Goddard School—Westminster	Westminster, CO	Ground-Up Pre-K		2021
Rocky Mountain Preschool	Parker, CO	Ground Up Pre-K		2022
Public/Government				
College View Soccer Field—Denver Public Schools	Denver, CO	New facility		2022
Westgate Elementary—Jeffco Schools	Lakewood, CO	Renovation		2022
Samaritan House	Denver, CO			2022
Private				
Most Precious Blood and Church	Denver, CO	Renovation / Addition		2020
Queen of Peace Catholic Parish	Aurora, CO	Renovation Addition		2022
St. Mark Coptic Orthodox Church	Aurora, CO	Ground Up Pre-K		2021

Client References:

Tari Gold	DPS-Bruce Randolph	720-413-0817
Guillermo Valenzuela	DPS-West High School	720-423-1881
Chris Johnson	The Country Club at Woodmoor	719-884-7234

Section C: Qualifications of Key Personnel



Sean Heckmann

**Senior Project Engineer
Construction**

Education:

Bachelor of Science

Construction Management

Colorado State University, Fort
Collins, Colorado

15 Years in Construction

Background/Qualifications:

Qualifications: Sean is a Project Engineer for A.D. Miller Services, Inc. with over 15 years of experience in construction. He has the ability to perform a numerous tasks to assist the project manager and site superintendents, including scheduling, estimating, cost budgeting and control, progress billings and contract administration. Excellent at providing project support to manage the back-office workflow of submittals, RFIs, ASIs and change requests in a timely and efficient manner, adding value to all projects. Reece has worked on projects up to 45-million-dollar total value. Sean also has a deep understanding of multiple types of project management software and has been an Procore implementation manager for multiple companies. Due to this experience, he has a deep understanding of projects at any size.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
<i>Project</i>	<i>Location</i>	<i>Description</i>	<i>Value</i>	<i>Completion</i>
DPS West High School - Duct Board Replacement	Denver, CO	HVAC Upgrade	\$ 412 K	2021
DPS Bruce Randolph High School - Hydroponics / Science Lab Renovation	Denver, CO	Class Room Upgrade	\$ 252 K	2021
Littleton Public Schools Turf Security Upgrades	Littleton, CO	Install New Emergency Phones and Light Poles	\$ 600 K	2021
Grandview High School Pool Renovation	Aurora, CO	Remove and Replace Existing Pool Deck	\$ 185 K	2021
Public/Government				
Parker Water Sanitation District, Well Equipment Building	Parker, CO	Ground-up PEMB well equipment storage building	\$ 1.2 M	2021
Red Rocks Community College Student Center	Centennial, CO	Renovation of existing college student center	\$ 10 M	2019
Flight Line Fire Station, Buckley Airforce Base	Aurora, CO	New Ground up fire station	\$ 4.5 M	2019
Private				
The Country Club at Woodmoor	Monument, CO	Renovation of Existing Pool and Associated Buildings	\$ 2.2 M	2021
Liberty Express Car Wash	Castle Rock, CO	Ground up carwash	\$ 2.5 M	2021

Client/Subcontractors References:

Nathan Albers	DLH Architecture	303-688-5273
Jedd Kobriger	HCDA Engineering	719-633-7784
Ben Hughes	Cahen Architecture	303-743-0002

Section C: Qualifications of Key Personnel



Sean Leahey

**General Superintendent
Construction**

**Education/
Certifications:**

ACI Certified, RRP Certified,
OSHA 10, OSHA 30,
Walmart Storm Certified

30 Years in Construction

Background/Qualifications:

Sean Leahey is the General Superintendent for A.D. Miller Services, Inc. With over 30 + years of expertise in commercial construction, and 20 + years experience as a superintendent. Hands on construction and development professional with experience in all facets of the industry. A proven track record of successfully completing multi-million dollar projects through coordinating trades, developing partnerships and building a positive rapport with architects, engineers, local officials vendors and clients. Versed in project estimating, identifying design problems, document control, building code and regulations, material purchasing and onsite management from ground breaking to certificate of occupancy. Sean has worked up through the trades and his skills are clearly noticeable on the job site. Sean runs his jobs focusing on safety and efficiency. There isn't a problem or job that Sean couldn't resolve or build. A General superintendent with the skills to build anything.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
Project	Location	Description	Value	Completion
Primrose Preschool	Sterling Ranch, CO	Ground Up Preschool	\$ 3.2 M	2021
DPS West High School - Duct Board Replacement	Denver, CO	HVAC Upgrade	\$ 412 K	2021
DPS Bruce Randolph High School - Hydroponics / Science Lab Renovation	Denver, CO	Class Room Upgrade	\$ 252 K	2021
Primrose Preschool	Sterling Ranch,	Ground Up Preschool	\$ 3.2 M	2021
Public/Government				
Highland Heritage Regional Park Stage	Littleton, CO	New Build of Outdoor Performance Stage and Remodel of Soccer Stands	\$ 2.2 M	2020
RTD 7th Building	Denver, CO	Remodel of Existing Transportation Office	\$ 5.8 M	2019
Private				
Liberty Express Car Wash	Monument, CO	Ground up carwash	\$ 2.5 M	2021
Partners Credit Union Headquarters Building Addition	Arvada, Co	Tenant Improvement & Building Addition of Financial Institution Headquarters	\$ 2.4 M	2021
The Country Club at Woodmoor	Monument, CO	Renovation of Existing Pool and Associated Buildings	\$ 2.2 M	2021
St. Mark Coptic Orthodox Church	Centennial, CO	Ground up Church	\$ 4.5 M	2021

Client/Subcontractors References:

Juan Gabriel Luna	Rogue Architects	720-599-3330
Keith Zahller	Lee Architects	303-989-4500
Victoria DeSair	Ken Caryl Ranch Metro District	303-973-5302

Section C: Qualifications of Key Personnel



Brian Adam

**Superintendent/
Foremen**

Construction

Education:

Associates Degree

Construction Trade

Real Honda College, Whittier, CA

42 Years in Construction

Background/Qualifications:

Brian Adam is a superintendent with over 42 years in construction with a strong portfolio and a multitude of successful projects. With an exceptional eye to detail and a thorough understanding of commercial construction ranging including tenant finish, ground up, full structural remodel. Brian maintains a constant professional line of communication with both owners and subcontractors that has led to project schedule and budget success. Project coordination is a constant priority for Brian as he has found it leads to a decrease in change orders and schedule delays.

Relevant Projects of Similar Scope / Types:

PreK-12 Schools				
Project	Location	Description	Value	Completion
Primrose Preschool	Sterling Ranch, CO	Ground Up Preschool	\$ 3.2 M	2021
Adams County 12, Multiple Schools	Adams County, CO	Multiple Schools, remodel of existing plumbing	\$ 500K	2017
DPS Godsman Elementary	Denver, CO	Building addition	\$ 3.5 M	2014
Public/Government				
H2O'Brien Pool	Parker, CO	Demolition of Existing Pool, Installation of New Pool, Remodel of Existing Pool House	\$ 2.4 M	2020
DIA, Retail Build-out	Denver, CO	Tenant finish of new restaurants and retail storefronts.	\$ 5 M	2018
Private				
Liberty Express Car Wash	Monument, CO	Ground up carwash	\$ 2.5 M	2021
Partners Credit Union Headquarters Building Addition	Arvada, Co	Tenant Improvement & Building Addition of Financial Institution Headquarters	\$ 2.4 M	2021
CBRE, Arthritis	Greenwood Village, CO	Medical suite tenant improvement	\$ 223 K	2019
Zeppelin Station	Denver, CO	New 4 story ground-up commercial building.	\$ 25 M	2018

Client/Subcontractors References:

Johnathon Lee	Lee Architects/Interior Designers	303-989-4500
Greg Tacha	Town of Limon	719-775-2346
Deb Dunning	Partner Colorado Credit Union	303-431-3232



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Section D:

CMGC Delivery Method Experience

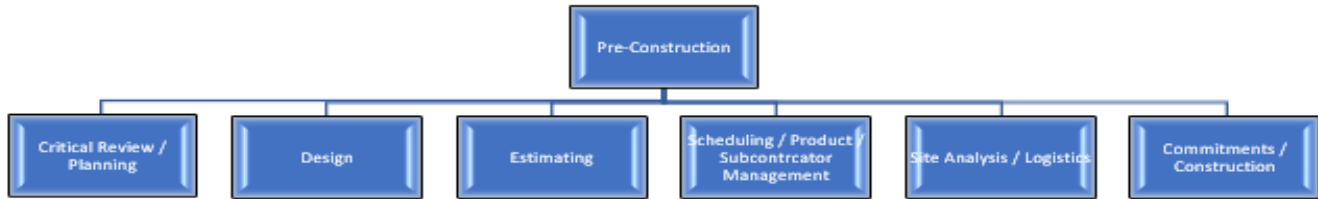
Section D: Pre-Construction CM/GC Services & Project Approach Narrative



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- ◆ ***A.D. Miller fully engages in the Pre-construction process by partnering with the team and advocating for the wants and needs of The Town of Frisco and the local community. We accomplish this through the following process:***
 - ◆ *A.D. Miller will begin the Pre-Construction process by establishing a project file in our software management program Procore, (see the supplemental information below), thus confirming the proposed team and reviewing the SD plan set for comments and areas of ambiguity. The information gathered will be compiled and provided to the team for critical review and adjustments to the plan, process and or schedule if necessary.*
 - ◆ *Continuous collaborative Design Development with the team (Architect, Engineer and Client) through either virtual or physical meetings, (OAC meetings), to develop the desired look, feel and functionality of the proposed projects, to control costs and mitigate risk through the early detection of possible items of risk /pitfalls that could occur in the construction process and establish milestones for tracking.*
 - ◆ *Concurrently, A.D. Miller will continuously validate budgets through the bidding process to confirm availability throughout the Preconstruction process typically at each milestone, providing feedback to all parties through the Pre-construction life cycle to mitigate any cost or scope escalation. (see supplemental information below)*
 - ◆ *AD Miller works with subcontractors to identify and Procure long lead items such as; HVAC equipment and Electrical gear and Plumbing fixtures. In a risk mitigation strategy A.D. Miller will consult with The Town of Frisco regarding long lead and high value items, equal alternates will be suggested to reduce lead time and overall project costs. We will then develop a procurement strategy with The Town of Frisco to reserve product / schedule availability, (if necessary), for items facing escalation and/or availability challenges for priority ordering.*
 - ◆ *During the pre-construction process A.D. Miller will review the proposed project site and provide a preliminary logistics plan to The Town of Frisco for the construction site, disturbance of the surrounding areas, and outline a plan for a general public outreach to explain and set expectations of what the project will entail. Upon client approval, A.D. Miller can advise the community and proceed with minimal interruptions to daily functions and prepare the site for construction. See potential logistics plan attached.*
 - ◆ *Once final approval and permitting of the project has been achieved. A.D. Miller will assume the Construction Administration process through the smooth transition into the construction phase of the project.*
 - ◆ *All documentation of the project, meetings, correspondence, plan changes, etc., shall be monitored and recorded through the cloud based project management system Procore.*
 - ◆ *A.D. Miller's Project Manager and Engineer will be issuing any correspondence, and/or changes, through Procore to all parties, including any pre-engaged subcontractors. Along with any pre-submittals, approvals and close out documentation.*

A. D. Miller

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Section E:

AD Miller's Construction Experience



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Section E: Relevant Project Experience

Project Name: RTD—711 Building

Description: 55,000 SF Building Remodel and Tenant Finish with building and site improvements / remodel. Full IT/ Data/ Security/ Access Controls. Redundant power full back-up. Historic building.

Project Type: Commercial Office / Warehouse—Public

Construction Type: New Construction / Renovation / Addition

Project Delivery: CM/GC—Design/Bid/Build

Project Team:

- ◆ Account Executive - Adam Miller
- ◆ Project Manager - Jason Adam
- ◆ Estimator - Nicholas Beers
- ◆ Super Intendent - Tom Weaver
- ◆ Project Engineer - Reece Lindholm

Original Project Cost: \$ 8,627,730

Scheduled Duration: 422 days

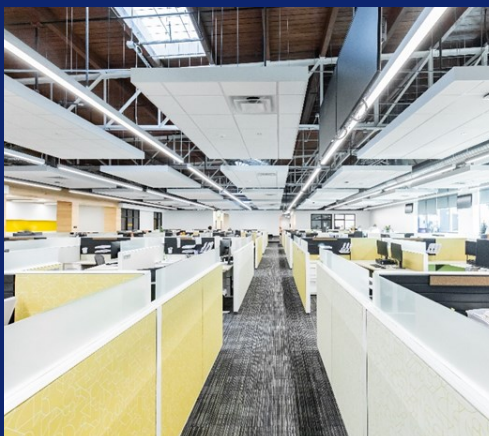
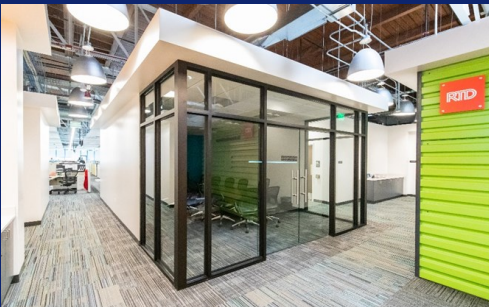
Actual Duration: Anticipated 465 days

Change Order # / Amount/ Reason: (3) Change Orders: \$177,641—
1) Permit Delay, 2) Mechanical Changes, 3) Fire Suppression system changes, Wall layout changes

Key Subcontractors/ Trades: Demolition, Earthwork, Concrete, Steel Fabrication, Utilities, MEP, Finishes, Landscape,

Owner / Architect Contact:

SHE Architects — Alex Jauch—720-540-6812 ajauch@sehinc.com
RTD—Jim Newell—303-366-1471



Section E: Relevant Project Experience



Project Name: Highland Heritage Regional Park—Administration Building Addition

(Highlands Ranch, CO)

Client: Douglas County (Governmental Agency)

Project Type: Event / Facility

Construction Type: New Construction

Project Delivery: CM/GC

Owner / Architect Contact:

DLH Architecture — Dave Hieronymous — 303-668-5273

Douglas County Parks—Curt Sloan — 720-733-6990

Description: 1,200 SF Building Addition to an occupied Administration Building. This is a “ground up” project consisting of drilled piers, structural steel, rain garden, slab on deck/grade, and extensive interior demolition then subsequent tenant finishes to the existing building

Project Team:

- ◆ Account Executive - Drew Miller
- ◆ Project Manager- Jason Adam
- ◆ Estimator - Nick Beers
- ◆ Super Intendent - Albert Garcia
- ◆ Project Engineer - Josh McShanog

Key Subcontractors/ Trades: Demolition, Concrete, Structural Steel, Exterior Finishes, Electrical, Landscaping, Sitework

Original Project Cost: \$ 1,200,000.000

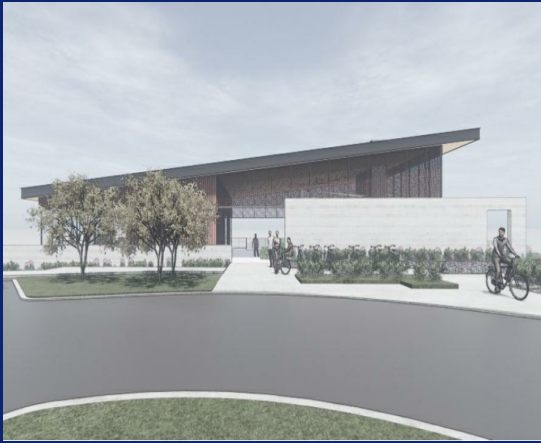
Scheduled Duration: 295 days

Owner / Architect Contact:

DLH Architecture—Dave Hieronymus—303-688-5273

Douglas County Parks —Curt Sloan—720-733-6990

Section E: Relevant Project Experience



Project Name: Macanta Amenity Center (In Progress)

(Douglas County, CO)

Description: Two story 5,530 SF amenity center building including a fitness area and flex space area with 2,266 SF outdoor social space and 6,800 SF pool deck with 3,790 SF pool.

Project Type: Event / Facility

Client: Crowfoot Valley Ranch Metropolitan District No. 1

Owner's Representative: Hines Development

Construction Type: New Construction

Project Delivery: CM/GC

Project Team:

- ◆ Account Executive - Drew Miller (Included in Proposed Recreation Center Team)
- ◆ Project Manager– Jason Adam
- ◆ Estimator – Eric Bakanowski (Included in Proposed Recreation Center Team)
- ◆ Super Intendent - Ray Rough
- ◆ Project Engineer - Reece Lindholm (Included in Proposed Recreation Center Team)

Key Subcontractors/ Trades: Sitework, Concrete, Pool, Drywall, Plumbing, Mechanical, Electrical, Landscape & Irrigation, Masonry

Project Value: \$ 4,303,000.00

Scheduled Duration: 295 days

Owner / Architect Contact:

Semple Brown Design, P.C. — Tom Gallagher —303-571-4137
Hines Development—Ryan Marsh —720-480-2699

Section E: Relevant Project Experience



Project Name: Town of Limon Pool House and Pool

Limon, CO

Description: Demolition of existing Pool house and pool, and new construction of CMU structure with Hollow core roof system, and two pools with new mechanical system.

Project Type: Municipal

Construction Type: New Construction

Project Delivery: CM/GC

Project Team:

- ♦ Account Executive—Adam Miller
- ♦ Project Manager—Cameron Johnson
- ♦ Estimator—Eric Bakanowski
- ♦ Superintendent—Brian Adam
- ♦ Project Engineer—Sean Heckmann

Original Total Project Cost: \$ 5,033,588.00

Completed Total Project Cost: Pending

Duration: 9 month

Key Subcontractors/ Trades: Demolition, Civil, Utilities, Masonry, Precast Concrete, Flooring, Drywall & Steel Stud, Electrical, Mechanical, Plumbing, Pool and Special Construction.

Owner / Architect Contact:

Town of Limon—Greg Tacha—GTacha@townoflimon.com

OLC Architecture—Dan Potter- dpotter@olcdesigns.com



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Section F:

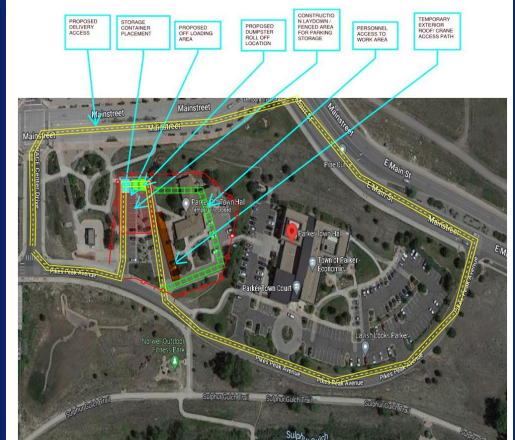
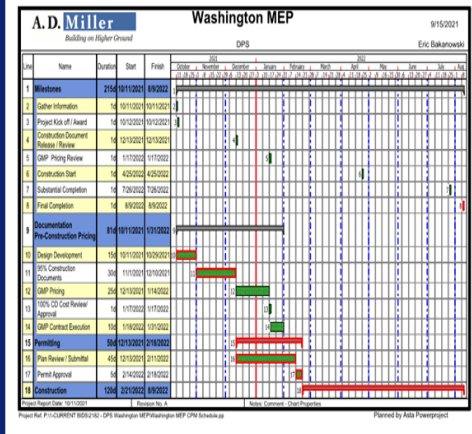
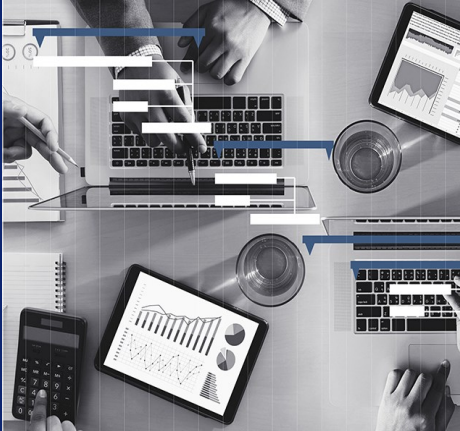
Project Approach

*Construction CM/GC Services & Project Approach Narrative
Preliminary Logistic Plan*



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Section F: Construction CM/GC Services & Project Approach Narrative



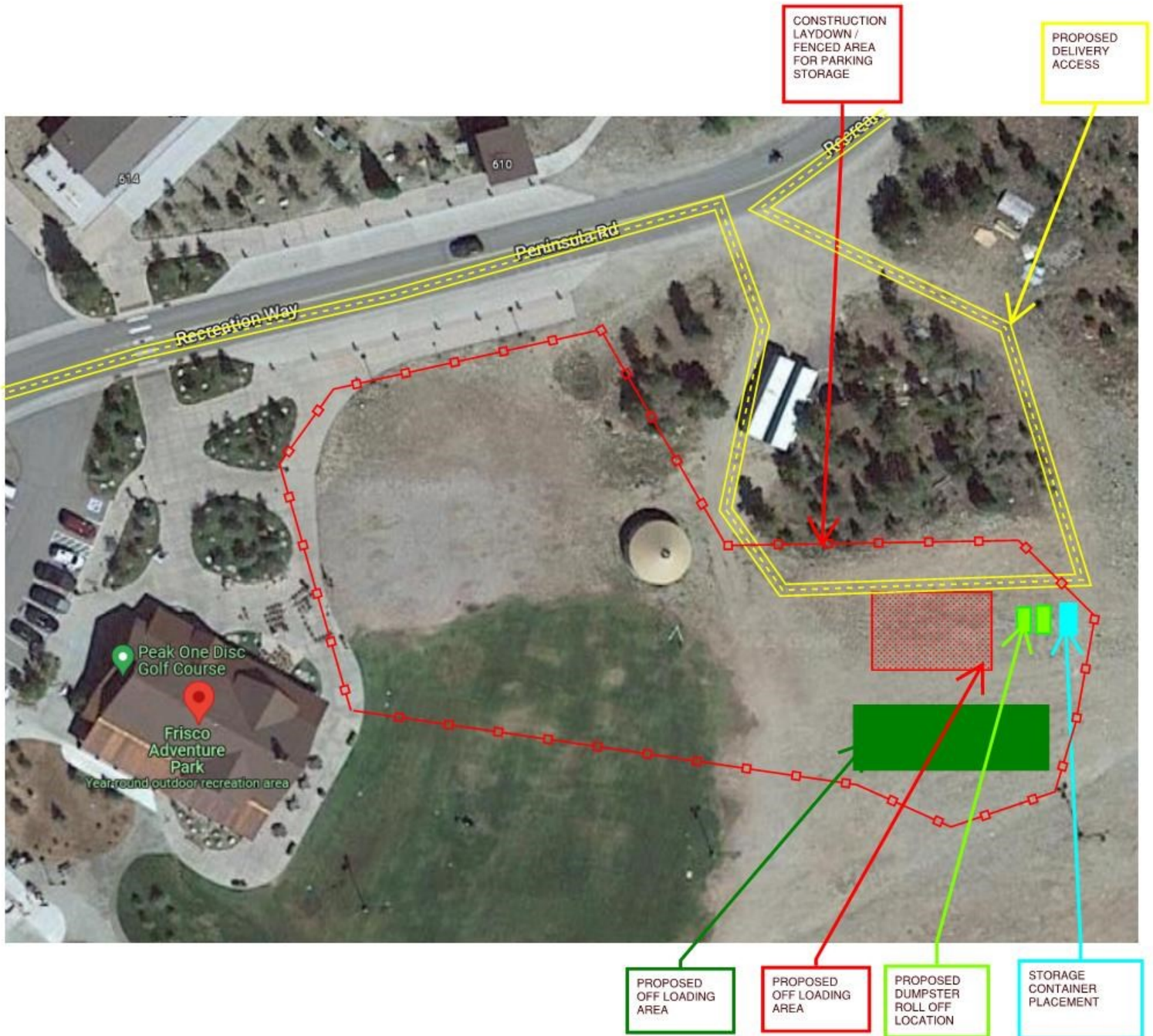
- ◆ ***In continuity with the Pre-construction process A.D. Miller fully engages in the Construction process as well to deliver The Town of Frisco a quality project the community can be proud of. We accomplish this through the following process: Open Communication Approach, Information Management, Quality and Cost Control Audits, Safety and Training Programs along with Schedule Control.***

- ◆ ***AD Miller holds and maintains in excess of 30 General Contracting licenses throughout the front range. (See attached in Exhibit B)***
- ◆ ***Open Communication—Once final approval and permitting of the project has been achieved. A.D. Miller will assume the Construction Administration process through the smooth transition into the construction phase of the project. All documentation of the project, meetings, correspondence, plan changes, etc., shall be monitored and recorded through the cloud based project management system Procore.***
- ◆ ***Information Management—A.D. Miller's Project Manager and Engineer will be issuing any correspondence, and/or changes, through Procore to all parties, including any pre-engaged subcontractors. Along with any pre-submittals, approvals and close out documentation.***
- ◆ ***Quality and Cost Control— A.D. Miller has a Quality Control administrator that periodically and randomly assess the production quality at each site to ascertain the compliance of the subcontractors to the standards and specifications as set forth within the project manual and plan sets. This prevents the project from deviating in standards as determined by the client and provides continuous feedback to our trade partners to mitigate the risk of anomalies from occurring.***
- ◆ ***Safety and Training Programs***

Safety - A.D. Miller has instituted a safety program written by a third party safety consultant Assured Safety Concepts. A.D. Miller has enjoyed a low EMR rating of less than 1 for the last ten years and continues to enjoy that rating through the continuous training and updating of employees and subcontractors. (See attached EMR Letter and Safety Program Table of Contents Exhibit B)

Logistics—During the Construction process A.D. Miller will review the proposed project site and provide a preliminary logistics plan to The Town of Frisco for the construction site, disturbance of the surrounding areas, and outline a plan for a general public outreach to explain and set expectations of what the project will entail. Upon client approval, A.D. Miller can advise the community and proceed with minimal interruptions to daily functions and prepare the site for construction. (See potential logistics plan attached Exhibit B)

Section F: Preliminary Logistics Plan



Preliminary Logistics Plan
Slopeside Hall and Day Lodge
09/14/2022

A. D. Miller

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Section G:

Subcontractor Procurement

*Subcontractor/ Consultants Management & Development
Local Subcontractor Involvement and Self-Performed Trades*



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A.D. Miller has established relationships with local subcontractors for over 35 years.



Subcontractor Management & Pre-qualification

We take pride in our curated consultant and subcontractor bases, both with long lasting established relationships. These relationships afford us and our clients areas of flexibility to allow for the inevitable unforeseen items to be addressed quickly and often times without impacting budgetary matters. Depending upon the project's scope A.D. Miller's consultants and often times trusted subcontractors, will be integrated within the Project Organizational Chart Chain at the top with the Pre-construction phase. By integrating early in the project's development the consultant, and/or subcontractor, can provide the client with valuable input of product functionality/usage, duration, design and cost to mitigate any ambiguity/risk to the schedule and budget of the project before construction has started.

While in good standing with A.D. Miller, the subcontractor is continuously audited for performance and accuracy of job completion / billing. If deviation occurs corrective action is initiated through consultation and generation of a corrective action plan / "cure" method.

AD Miller requires all subcontractors to participate in pre-qualification process that involves the following steps:

- ◆ A face-to-face meeting with AD Miller preconstruction team, a project manager, general superintendent, and at least one project executive.
- ◆ Subcontractor provides AD Miller with a reference list including major suppliers and previous clients
- ◆ Subcontractor provides AD Miller with proof of liability insurance, workman's compensation, and an up to date W-9.
- ◆ All subcontractors are required to sign a master subcontractor agreement to avoid any confusion and establish a baseline for future contracts.
- ◆ If a first time subcontractor will be completing a large value trade, they may be required to provide a bond associated with the project.



Local Subcontractor Involvement

AD Miller will schedule two local subcontractor outreach events, typically a BBQ, prior to releases of bid packages to introduce the preconstruction team to the local subcontractor base, build excitement for the project, and understand what trades will be well represented in the local economy and which may need to be supplemented by contractors from the Front Range and Western Slope subcontractor bases.

AD Miller Trades That Will be Self-Performed

AD Miller has the ability to self-perform the following trades should a subcontractor need assistance to maintain schedule:

- ◆ Backing, blocking and miscellaneous carpentry.
- ◆ Demolition
- ◆ Door Installation

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Section H: Statement Of Differentiation

Statement of Differentiation



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Section H: Statement of Differentiation



Pre-Construction and Construction Service Provider

Pre-emptive - 'Hands on Approach' in Preconstruction and Construction process to identify areas of risk, mitigate scope and cost escalation to deliver a project on time and on budget.



Assigning the appropriate team with the right experience to engage in the Preconstruction / Construction process.



A.D. Miller Services Influence of construction and Keys to Success :

The Slopeside Hall and Day Lodge project has a schedule that will require and deserve the careful attention throughout design to complete the job professionally successfully. Given current lead time issues in the industry, A.D. Miller will preorder materials as required and rigorously manage the schedule to meet the facility operational requirements.

We will complete the project team and establish a collaborative / uniformed front with The Town of Frisco to assist with the design, with a clear focus on site logistics, schedule, and safety.

A.D. Miller has successfully completed a multitude of projects with similar CM/GC complexity and schedules to the Slopeside Hall and Day Lodge job ranging in project values from \$1.50 to \$22.0MM. Because of our team's dedicated conscious effort to fully engage on every CM/GC project that we undertake, we have a keen understanding of the process, which will lend itself ideally to this project. *Simply put CM/GC projects are within our wheelhouse and what we enjoy doing.*

We have abundant experience with New Construction , Additions and Tenant Finish projects which includes scopes of, but is not limited to: demolition/remodel, MEP re-construction, Finishes, Civil construction, Exterior Work and working in occupied facilities. We expect part of the project to occur while the facility is occupied. As such A.D. Miller will produce a detailed and thorough schedule taking into consideration all of these aspects, then securing the endorsement from The Town of Frisco personnel as well as onsite / community users.

A.D. Miller considers our commitment to the project and client to act as an advocate to push the project forward and completion. As such the entire team is highly engaged in every aspect from Pre-construction to Close Out, thereby conveying that same standard of care and sense of adding value to the project, to the onboarding and contracting of our dedicated subcontractor base.

In summary with our experience in constructing of municipal facilities with active public areas, utilizing the CM/GC method, A.D. Miller is confident we can be a key component in this team, with a positive influence, to accomplish the successful delivery of the Town of Frisco Slopeside Hall and Day Lodge project per the schedule provided.

A. D. Miller

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Section I: Proposed Schedule



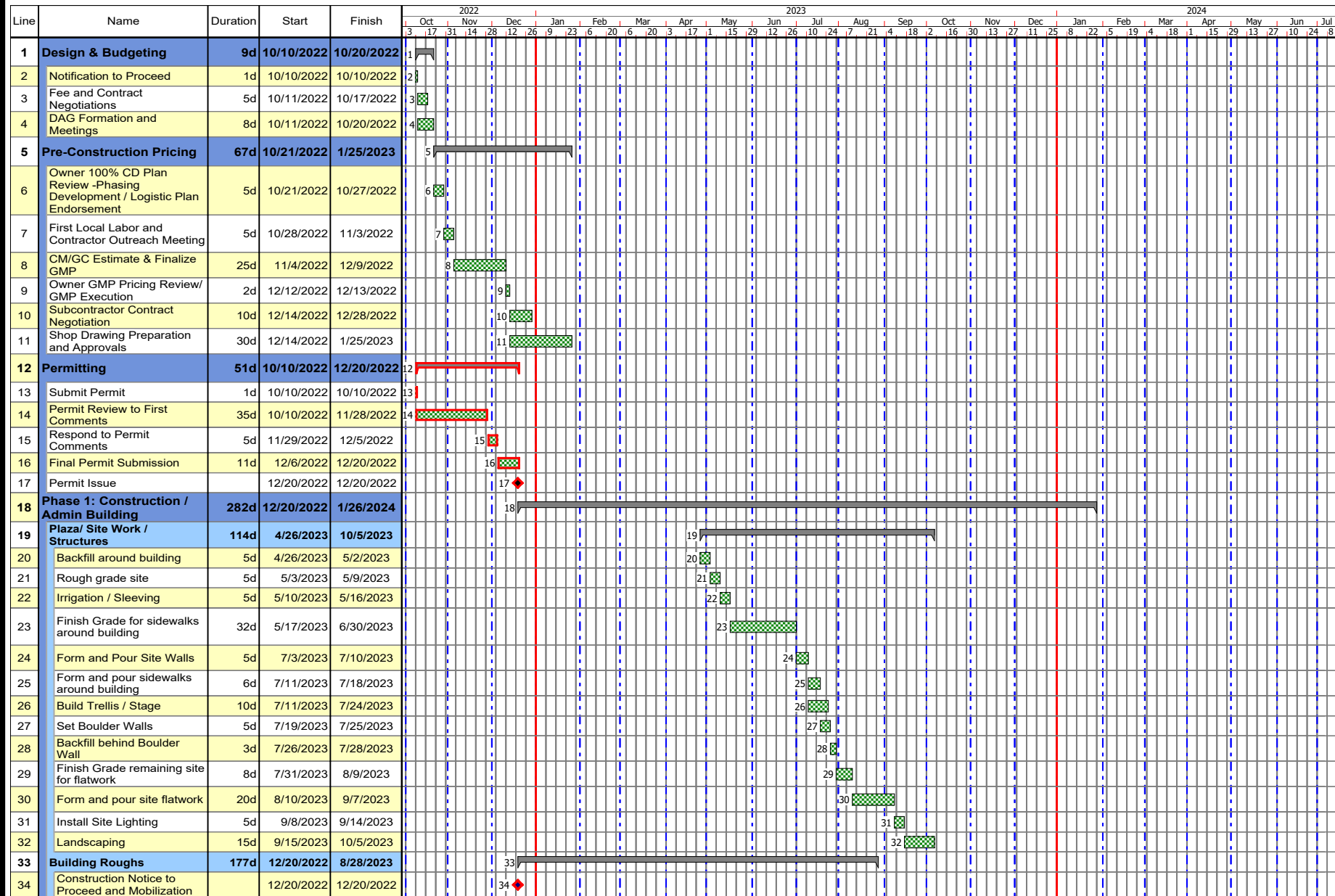
FRISCO
COLORADO

Slopeside & Day Lodge

Early Start / Finish

9/14/2022

Eric Bakanowski



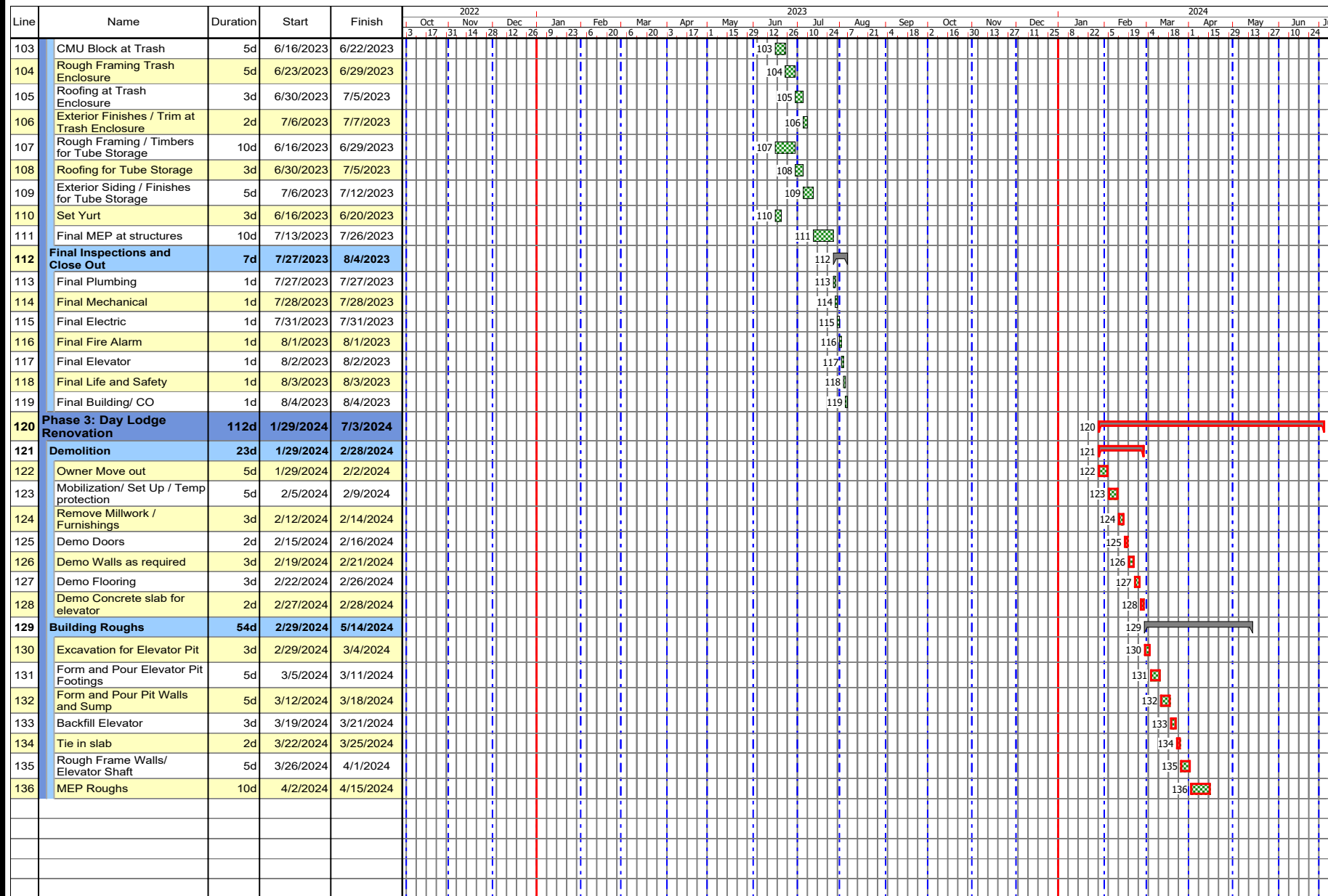
Project Report Date: 10/10/2022

Revision No. A

Notes: Comment - Chart Properties



Planned by Asta Powerproject



Project Report Date: 10/10/2022

Revision No. A

Notes: Comment - Chart Properties

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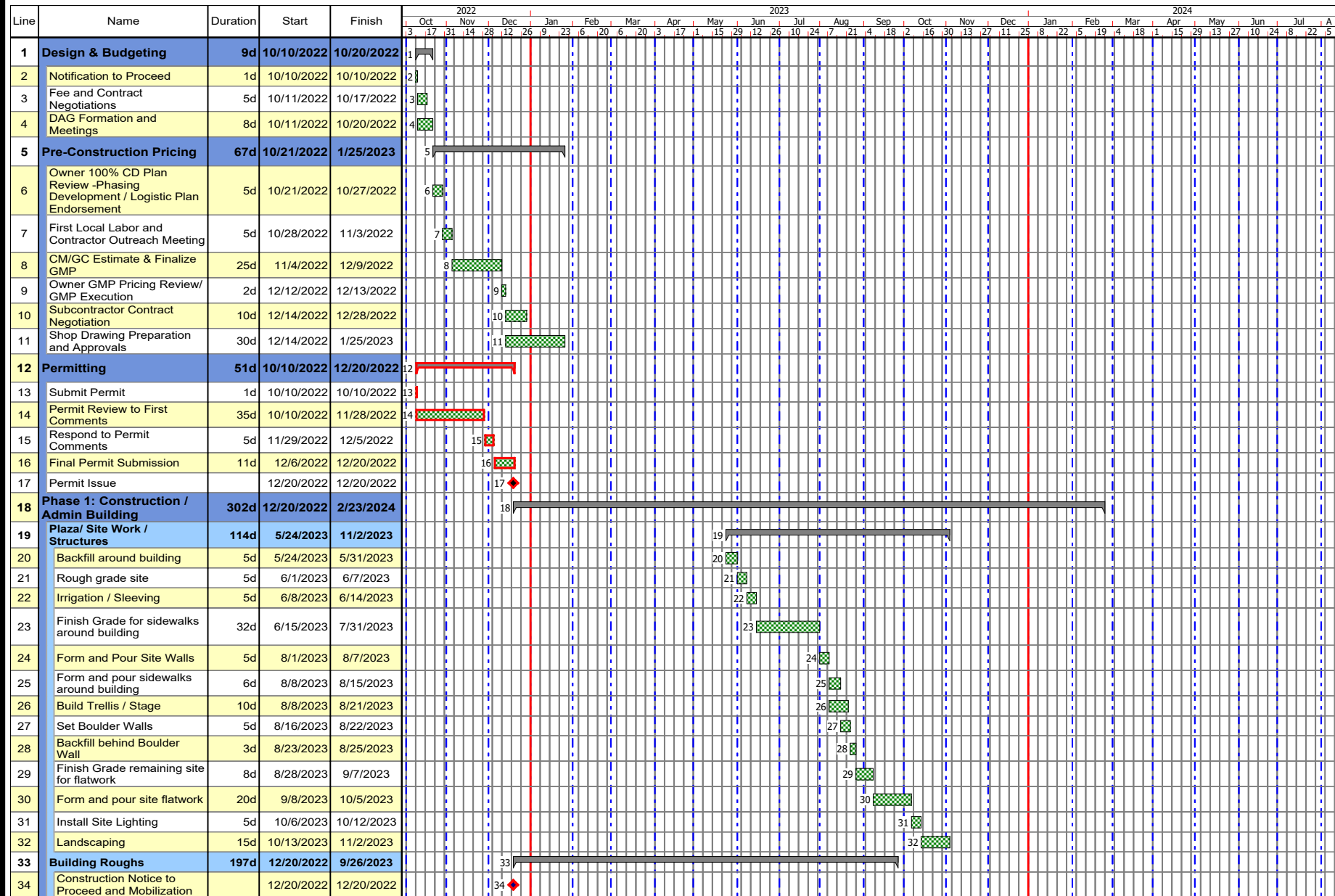
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Planned by Asta Powerproject

Slopeside & Day Lodge Late Start / Finish

9/14/2022

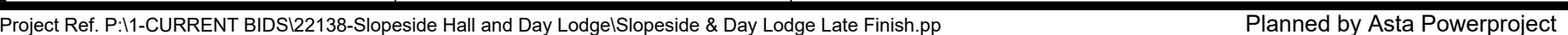
Eric Bakanowski

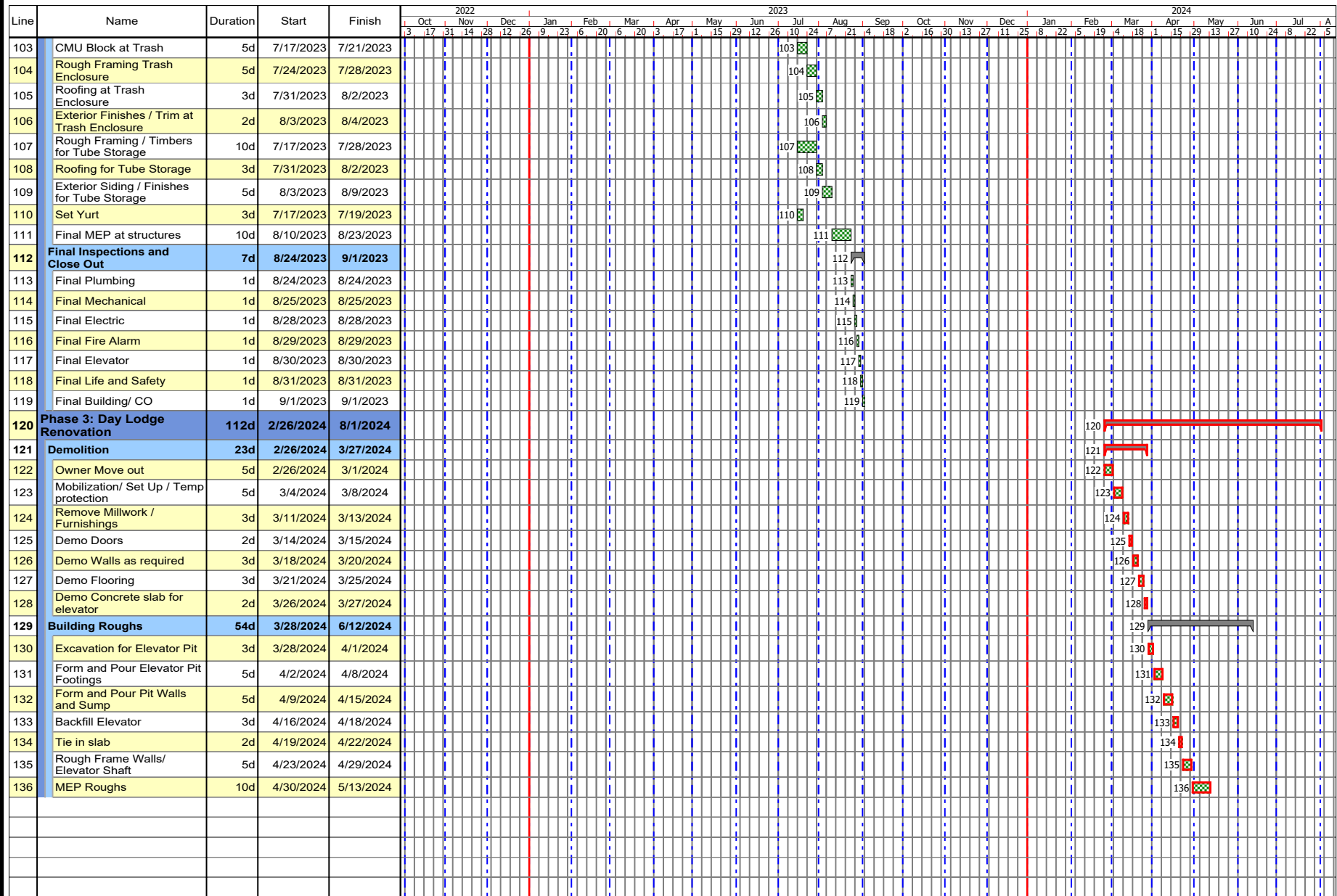


Project Report Date: 10/10/2022

Revision No. A

Notes: Comment - Chart Properties





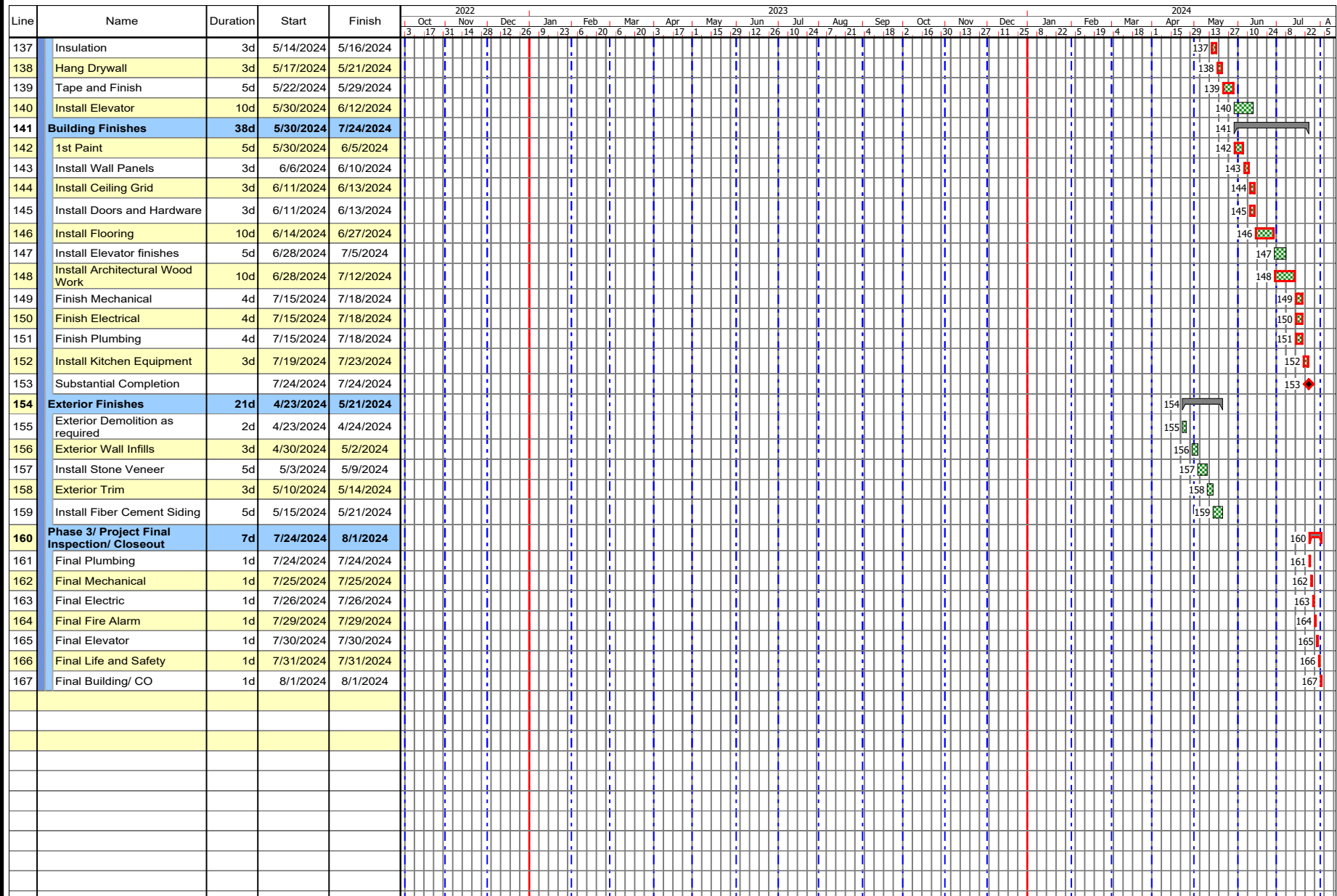
Project Report Date: 10/10/2022

Revision No. A

Notes: Comment - Chart Properties

Project Ref. P:\1-CURRENT BIDS\22138-Slopeside Hall and Day Lodge\Slopeside & Day Lodge Late Finish.pp

Planned by Asta Powerproject



Project Report Date: 10/10/2022

Revision No. A

Notes: Comment - Chart Properties

Project Ref. P:\1-CURRENT BIDS\22138-Slopeside Hall and Day Lodge\Slopeside & Day Lodge Late Finish.pp

Planned by Asta Powerproject

A. D. Miller

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Section J: Fee Proposal and Good Faith Estimate

*Fee Proposal
Good Faith Estimate*



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**EXHIBIT J
FEE PROPOSAL
SLOPESIDE HALL & DAY LODGE**

In addition to the qualifications as noted in the RFQ, each responding firm must also provide a Fee Proposal and Good Faith Estimate. The CM/GC's Fee Proposal is to be presented as below and must include a completed signature page. **Provide one (1) complete electronic copy with the RFQ submittal per the instructions in Section 6.0 of the RFQ.** All of the proposal contents and fees must be guaranteed for ninety (90) days from the proposal date.

The CM/GC's Fee Proposal is to be presented as below:

The estimated Construction budget for Slopeside Hall & Day Lodge is approximately \$7M.

1) Design Phase/Pre-Construction Services – Lump Sum Fee	\$ 7,500.00
2) General Conditions – Lump Sum Estimate*	\$ 489,484.00
3) Estimating Reserve – List as % of Cost of Work	3.0%
4) Contingency – List as % of Cost of Work	3.5%
5) Commercial General Liability Insurance – List as % of Cost of Work	1.2%
6) Builder's Risk Insurance – List as % of Cost of Work	0.25%
7) Difference in Coverage Insurance (If Applicable) – Lump Sum	\$ N/A
8) Payment and Performance Bond – List as %	1.0 %
9) Subcontractor Bond Reserve (If Applicable) – List as %	N/A %
10) Overhead and Profit (Construction Managers Fee) – List as %	4.0 %
11) Change Order Mark Up (Construction Manager) – List as %	8.5 %
12) Limitations on Subcontractor's Overhead and Profit for increases in the cost of it's portion of the Work – List as %	10.0%

13) GMP Savings shall: 1) remain with contractor; 2) remain with owner; 3) **be split between contractor and owner, if split provide percentages** (Identify which option applies) Owner:75%, ADM:25%

14) Provide a Labor Rate Schedule with detailed Labor Burden for all employee classifications proposed for this project. This will be used as an attachment to A133-2019 – Exhibit A – GMP Amendment.

15) Provide an Equipment Rate Schedule for the proposed project. This will be used as an attachment to A133-2019 – Exhibit A – GMP Amendment.

16) *Provide a detailed schedule of General Conditions expenses. Everything that is defined as a General Conditions expense per the contract (AIA A133 – Article 7 - Cost of the Work for Construction) needs to be included. If there are any items being pushed over to the Cost of Work, then an estimate for cost must be included within the General Conditions.

17) Provide an Opinion of Probable Cost in organized by CSI division. This is intended to be a Good Faith Estimate only.

SIGNATURE PAGE

NOTE: THIS PAGE MUST BE COMPLETED AND INCLUDED WITH THE CM/GC's FEE PROPOSAL.

All of the proposal contents and fees must be guaranteed for ninety (90) days from the proposal date.

AD Miller Services Inc.

(COMPANY NAME)

7006 South Alton Way, Building E, Suite 100

(COMPANY STREET ADDRESS)

Centennial, CO 80207

(COMPANY CITY, STATE AND ZIP CODE)

303-221-7770

(COMPANY PHONE NUMBER)

Adamiller@admillerinc.com

(EMAIL ADDRESS)

Adam Miller

(TYPED NAME OF AUTHORIZED AGENT)



(SIGNATURE OF AUTHORIZED AGENT)

President

(TITLE OF AUTHORIZED AGENT)

9/14/2022

(DATE)

AD Miller Detailed Labor Rate Sheet

Position Title:	Hourly Rate	FICA	SUI	FUI	Workers Compensation	Medical, Dental, Vision	Retirement/Pension Plan	PTO (Holiday)	Total Benefits Package	Safety/Training	Small Tools	Overhead	Markup	Total Hourly Package Rate
Construction Executive/Manager	\$ 63.58	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 89.57
Construction Executive/Manager - Overtime	\$ 95.37	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 134.35
Sr. Project Manager	\$ 85.73	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 120.77
Sr. Project Manager - Overtime	\$ 128.60	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 181.15
Project Manager	\$ 61.49	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 86.62
Project Manager - Overtime	\$ 92.24	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 129.93
Assistant Project Manager	\$ 53.67	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 75.60
Assistant Project Manager - Overtime	\$ 80.51	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 113.41
Sr. Superintendent	\$ 69.31	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 97.64
Sr. Superintendent - Overtime	\$ 103.97	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 146.46
General Superintendent	\$ 69.31	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 97.64
General Superintendent - Overtime	\$ 103.97	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 146.46
Superintendent	\$ 56.28	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 79.28
Superintendent - Overtime	\$ 84.42	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 118.92
Assistant Superintendent	\$ 48.46	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 68.27
Assistant Superintendent - Overtime	\$ 72.69	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 102.40
MEP Engineer	\$ 51.06	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 71.93
MEP Engineer - Overtime	\$ 76.59	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 107.89
Sr. Project Engineer	\$ 48.46	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 68.27
Sr. Project Engineer - Overtime	\$ 72.69	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 102.40
Project Engineer	\$ 37.02	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 52.15
Project Engineer - Overtime	\$ 55.53	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 78.23
Project Coordinator	\$ 37.02	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 52.15
Project Coordinator - Overtime	\$ 55.53	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 78.23
Field Engineer	\$ 43.24	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 60.91
Field Engineer - Overtime	\$ 64.86	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 91.37
Chief Field Engineer	\$ 51.06	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 71.93
Chief Field Engineer - Overtime	\$ 76.59	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 107.89
Project Assistant	\$ 43.24	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 60.91
Project Assistant - Overtime	\$ 64.86	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 91.37
General Foreman	\$ 35.20	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 49.59
General Foreman - Overtime	\$ 52.80	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 74.38
On-site Foreman	\$ 35.20	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 49.59
On-site Foreman - Overtime	\$ 52.80	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 74.38
EHS Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EHS Director - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Safety Manager	\$ 43.24	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 60.91
Safety Manager - Overtime	\$ 64.86	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 91.37
Safety Specialist	\$ 38.03	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 53.57
Safety Specialist - Overtime	\$ 57.05	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 80.36
Environmental Specialist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Specialist - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Services Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Services Director - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Services Manager	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Services Manager - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sustainability Specialist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sustainability Specialist - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Construction Manager	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Construction Manager - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Construction Specialist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Intergrated Construction Specialist - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pre-Construction Director	\$ 69.31	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 97.64
Pre-Construction Director - Overtime	\$ 103.97	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 146.46
Pre-Construction Manager	\$ 61.49	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 86.62
Pre-Construction Manager - Overtime	\$ 92.24	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 129.93
Senior Estimator	\$ 53.67	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 75.60

AD Miller Detailed Labor Rate Sheet														
Senior Estimator - Overtime	\$ 80.51	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 113.41
Estimator 2	\$ 48.46	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 68.27
Estimator 2 - Overtime	\$ 72.69	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 102.40
IT Support	\$ 51.06	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 71.93
IT Support - Overtime	\$ 76.59	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 107.89
Carepenter Foreman	\$ 35.20	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 49.59
Carepenter Foreman - Overtime	\$ 52.80	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 74.38
Carpenter Journeyman	\$ 29.09	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 40.98
Carpenter Journeyman - Overtime	\$ 43.64	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 61.47
Carpenter Apprentice	\$ 20.00	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 28.17
Carpenter Apprentice - Overtime	\$ 30.00	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 42.26
Carpenter	\$ 23.80	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 33.53
Carpenter - Overtime	\$ 35.70	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 50.29
Painter	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Painter - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Crane Operator	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Crane Operator - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Equipment Operator Foreman	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Equipment Operator Foreman - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Equipment Operator	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Equipment Operator - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Iron Worker Foreman	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Iron Worker Foreman - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Driver	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Driver - Overtime	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Laborer Foreman	\$ 35.20	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 49.59
Laborer Foreman - Overtime	\$ 52.80	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 74.38
Laborer Journeyman	\$ 29.09	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 40.98
Laborer Journeyman - Overtime	\$ 43.64	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 61.47
Laborer	\$ 21.15	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 29.79
Laborer - Overtime	\$ 31.73	7.65%	6.00%	2.50%	5.85%	1.94%	\$ -	5.75%	7.69%	0%	0%	1.50%	7.00%	\$ 44.69

ADM Construction Equipment Rates

Equipment Description	2022 Day Rate	2022 Week Rate	2022 Month Rate
Aerial Equipment			
Boom, Straight, 40'	\$322.00	\$819.00	\$1,874.00
Boom, Straight, 80'	\$818.00	\$1,954.00	\$4,647.15
Scissor Lift, Electric, 19'	\$104.00	\$202.00	\$347.00
Scissor Lift, Electric, 26'	\$145.00	\$310.00	\$522.00
Dirt Equipment			
Skid Steer, 1,750 lbs	\$192.00	\$493.00	\$1,133.00
Skid Steer, 2,200 lbs	\$205.00	\$530.00	\$1,153.00
Mini Excavator, 3 tons	\$244.00	\$720.00	\$1,580.00
Mini Excavator, 4 tons	\$264.00	\$776.00	\$1,682.00
Mini Excavator, 5 tons	\$280.00	\$828.00	\$1,786.00
Material Handling Equipment			
Forklift, Industrial, 5,000 lbs	\$160.00	\$439.00	\$958.00
Forklift, Reach, 5,500 lbs, 19'	\$265.00	\$699.00	\$1,657.00
Forklift, Reach, 6,000 lbs, 44'	\$320.00	\$803.00	\$1,941.00
Forklift, Reach, 8,000 lbs, 44'	\$389.00	\$1,030.00	\$2,434.00
Forklift, Reach, 10,000 lbs, 56'	\$522.00	\$1,190.00	\$3,158.00
Power Equipment			
Generator, Portable, 6 kw	\$57.00	\$183.00	\$460.00
Generator, Diesel, 20 kw	\$153.00	\$413.00	\$776.00
Generator, Diesel, 30 kw	\$163.00	\$465.00	\$879.00

GENERAL CONDITIONS COST BREAKDOWN

PROJECT DURATION =		16 WEEKS
DIV #	Description	Total
100	Project Superintendent	
101	Salary	124,704.00
102	Truck Expense	6,062.00
106	Area Superintendent	
107	Salary	33,774.00
108	Truck Expense	1,515.50
112	Carpenter/Laborer	
113	Salary	18,289.92
Subtotal Project Superintendent/ Labor		\$ 184,345.42
200	Operations Manager	
201	Salary	15,588.00
202	Car Expense	757.75
206	Project Manager	
207	Salary	27,712.00
208	Car Expense	1,515.50
212	Project Engineer	
213	Salary	28,578.00
214	Mileage	3,031.00
217	Office Engineer	
218	Salary	4,849.60
227	Controller/Accounting	
228	Salary	6,235.20
Subtotal Project Management		\$ 88,267.05
300	Field Office	
301	Field Office Utilities Included	18,400.00
302	Equipment & Supplies	250.00
303	Phone/ Fax	2,424.80
304	Work Zone Cam	4,560.00
305	Storage (Materials)	650.00
306	Sanitary Facilities	3,464.00
307	Drinking Water	900.64
308	Temporary/ Generator Power	12,800.00
309	Temporary Water	6,858.72
310	Project Sign	500.00
311	Internet/IT	880.00
Subtotal Field Office		\$ 51,688.16
400	Seasonal Weather Concessions	
401	Seasonal Weather Concessions	8,000.00
Subtotal Winter Protection		\$ 8,000.00
500	Construction Fences & Barricades	
501	Construction Fences	13,856.00
Subtotal Fences, Traffic & Barricades		\$ 13,856.00

600	Cleaning		
601		Cleanup - Daily	6,062.00
602		Final Clean	3,290.70

	Subtotal Cleaning	\$	9,352.70
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700	Disposal		
703		30 Yds Dumpster	28,578.00

	Subtotal Disposal	\$	28,578.00
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800	Rentals		
801		Equipment	5,808.00
802		Small Tools	2,640.00

	Subtotal Rentals	\$	8,448.00
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900	Job Hauling & Handling		
901		Hoisting, Hauling & Handling	17,160.00

	Subtotal Hauling & Handling	\$	17,160.00
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1000	Miscellaneous		
1004		Per Diem	80,018.40

	Subtotal Miscellaneous	\$	80,018.40
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GENERAL CONDITIONS TOTAL		\$	489,713.73
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 **Lodging by month (excluding taxes) | October 2021 - September 2022**

Cities not appearing below may be located within a county for which rates are listed. To determine what county a city is located in, visit the [National Association of Counties \(NACo\) website](#) (a non-federal website).

Filter Results...

Primary Destination ⁱ	County ⁱ	2021 Oct	Nov	Dec	2022 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Silverthorne / Breckenridge	Summit	\$152	\$152	\$250	\$250	\$250	\$250	\$119	\$119	\$152	\$152	\$152	\$152

Showing 1 to 1 of 1 entries

 **Meals & Incidentals (M&IE) Breakdown ⁱ**

Use this table to find the following information for federal employee travel:

M&IE Total - the full daily amount received for a single calendar day of travel when that day is neither the first nor last day of travel.

Breakfast, lunch, dinner, incidentals - Separate amounts for meals and incidentals. M&IE Total = Breakfast + Lunch + Dinner + Incidentals. Sometimes meal amounts must be deducted from trip voucher. [See More Information](#)

First & last day of travel - amount received on the first and last day of travel and equals 75% of total M&IE.

Filter Results...

Primary Destination ⁱ	County ⁱ	M&IE Total	Continental Breakfast/Breakfast	Lunch	Dinner	Incidental Expenses	First & Last Day of Travel ⁱ
Silverthorne / Breckenridge	Summit	\$79	\$18	\$20	\$36	\$5	\$59.25

Showing 1 to 1 of 1 entries

A. D. Miller

Building on Higher Ground

7006 S ALTON WAY, BLDG. E, SUITE 100

CENTENNIAL, CO 80112

TEL: (303) 221-7770

FAX: (303) 221-7774

GOOD FAITH ESTIMATE

TO: **Slopeside Hall and Day Lodge**

605 Recreation Way

Frisko, CO 80443

ATTN: Town of Frisko

DATE: **9/14/22**

JOB NO: **22138**

PROJ: **Slopeside Hall and Day Lodge**

Adr: 605 Recreation Way

Frisko, CO 80443

A. D. Miller Services, Inc. is pleased to present to you the following budget pricing based on the following :

Construction Documents dated 6/9/2022 and Specifications dated 6/9/2022

Div #	Division Description	Amount
01	General Conditions	\$ 489,713.73
02	Existing Conditions	98,962.50
03	Concrete	591,408.00
04	Masonry	101,137.50
05	Steel	170,131.51
06	Carpentry (Includes Exterior Stage)	1,344,405.00
07	Thermal & Moisture Protection	240,354.38
08	Openings - Doors & Windows	351,345.00
09	Finishes	607,700.09
10	Specialties	75,111.00
11	Equipment	1,875.00
12	Furniture	16,500.00
13	Special Construction (Solar System and Yurts)	165,000.00
14	Conveyance Equipment	285,000.00
21	Fire Suppression	97,500.00
22	Plumbing	352,350.00

Div #	Division Description	Amount
23	HVAC	537,414.28
26	Electrical	386,250.00
27	Communications	-
28	Electronic Safety & Security	75,682.50
31	Earthwork	147,363.00
32	Exterior Improvements	251,164.50
33	Utilities	<u>142,500.00</u>
SUBTOTAL:		6,528,867.99
Building Permit & Fees (By Owner)		-
Insurance		78,346.42
A.D. Miller Overhead and Profit		261,154.72
Builders Risk		16,322.17
Performance and Payment Bond Fee		68,846.91
Estimating Reserve & Contractor's Contingency		<u>455,504.93</u>
		<u>540,674.02</u>
TOTAL CONSTRUCTION COST:		<u>\$ 7,409,043.14</u>

CLARIFICATIONS:

- 1) Cost based on Contract AIA A133 and A201 General Conditions.
- 2) Bid assumes the project will be completed sequentially in a single mobilization.
- 3) Bid does not include weather conditions.
- 4) Proposal includes Worker Comp, Liability Insurance, Builders Risk, and Performance Bond.
- 5) Allowances as specified and noted in the schedule of values documents.
- 6) All municipal, utility company and tap fees, permit and use tax, if applicable, are the responsibility of the owner. ADM to assist in permitting process. Coordination of all Construction Permit requirements.
- 7) The cost of third party engineering, inspections and testing are the responsibility of the owner. Comcast, Century Link and Xcel (Gas/Electric) connection costs by Owner. ADM to process paperwork and coordinate.
- 8) Excludes any and all abatement or environmental.
- 9) Bid excludes hard rock excavation and dewatering. Should AD Miller encounter hard rock or water during earthwork additional costs to be negotiated through change order process. Excludes soil/ subsurface abatement and pest removal. Pending receipt of updated GeoTech report.
- 10) Assumes standard Grey concrete with industry best practices.
- 11) Masonry Stone and block: Standard size and color.
- 12) Proposal assumes structural steel to be shop prime painted.

Div #	Division Description	Amount
	<p>13) Estimate has been based upon current market pricing and historical data. Due to market volatility material is subject to increases without notice. The cost will be reviewed upon receipt of structural plans for adjustment. AD Miller will do its best to maintain cost control, however should a material cost increase be implemented the delta will be handled through change order process.</p> <p>14) Proposal includes an allowance for Sealants and caulking to include: dissimilar materials, site caulking and joints, and firestopping. Fireproofing has not been included as none has been specified.</p> <p>15) Glazing assumed to be standard color with no FR glass / and industry standard STC rating.</p> <p>16) Drywall scope assumes to be Level 4 finish at all visible locations.</p> <p>17) Bid Excludes All FF&E (Equipment /Furnishings/ Cubbies/ Window Coverings/ Corner guards) , Signage, Audio / Video hardware and equipment. Includes rough in of locations as shown on plans.</p> <p>18) Fire suppression designed and installed in accordance to NFP # 13 system.</p> <p>19) Proposal includes a CPVC / PEX system with PVC underground, waste and drains.</p> <p>20) All Low volt/ security/ Access control/ Data and structural cabling and equipment to be furnished and installed by owner</p> <p>21) Excludes any work associated with Radio Amplification System and/or testing (if required), AES Radio Transmitter.</p> <p>22) Proposal includes Fire Alarm and Fire Suppression System in Building Finished area. Design/Build and permitting by Contractor. Includes Voice Evacuation Requirement.</p> <p>23) Please note: Proposal assumes on site soil is suitable for structural fill.</p> <p>24) This proposal is subject to change based on unknown items that may occur as result of COVID-19 such as material delays, labor shortages, jobsite disruptions or governmental intervention. Manufacturers and production facilities are feeling the impacts of decreasing international imports, health and safety concerns and economic impacts to their businesses. As a result, manufacturing production may be impacted. Therefore, lead times and production may be extended without warning and pricing may be affected. Known projects with critical completion schedules should be coordinated between parties.</p>	