



Altapex<sup>®</sup>

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**CORPORATE PROFILE  
PRESENTATION**

**February 2016**

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# 1.0 CORPORATE PROFILE & DESCRIPTION

## 1.1 The Company

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Altapex Construction Corporation was founded on 1992. Together with its affiliated enterprises, the Altapex Group of Companies (Altapex) is an innovative organization, with a reputation for executing challenging projects on time and on budget while providing quality service. Altapex has the ability to undertake projects as:

- Owner Representative / Project Manager;
- Construction Manager; or as
- General Contractor.

Altapex provides a comprehensive range of construction management services from project planning and value engineering to design-build execution and turnkey delivery. Altapex has a capacity to manage and construct a combined volume of approximately \$75 million of projects per year, where seventy-five (75%) percent of these projects are performed under a role Owner's Representative, Project and Construction Manager and the remaining executed within a stipulated price contract framework.

Altapex has a unique knowledge of project planning and development, and in managing architects, consulting engineers and other professionals. Altapex is able to provide complete and reliable estimates within a 5% to 8% margin of error, based on conceptual and preliminary designs, thereby reducing up-front development costs and reducing the overall project schedule, resulting in a more favorable risk profile for the Owner.

Altapex's position as an industry leader undertakes to continuously update its estimating, cost accounting control techniques, as well as its scheduling systems. It has also recently added a Project Development Department adding a new dimension to its activities and allowing it to assume a partnership role in new projects as the situation arises.

## **1.2 Corporate Philosophy**

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### **1.2.1 Background**

The conventional approach whereby the owner, the architects and other consultants are in confrontation with the contractor has lost and continues to lose its flavor. More and more owners and contractors are working together in developing projects in a spirit of partnership. It saves time and money and avoids unnecessary claims from the sub-trades. We have ever-increasing requests from clients asking Altapex to assume control of their projects from inception to completion.

Construction companies focus mainly on general contracting, while Project Management companies concentrate on scheduling, cost control and contract management. Both get involved in projects only once the owner has completed the project design and financing. The Design-Build contractor generally starts with an interpretation of a scope of work and an unknown final cost. Architects, on the other hand, are no longer the “Master Builder” and construction coordinator. Today, they focus mainly on artistic design, driving the cost of projects to unfeasible levels. Each approach possesses its own inherent limitations, leaving Owners bewildered and absent of any meaningful project control.

### **1.2.2 Construction Management Alternative**

Owner / Developers are seeking global services with groups that they can trust. Since 1992, most of Altapex’s new projects have been negotiated on a sole source basis with only the owner/developer’s ideas to draw from. The projects then evolved into reality as Altapex applied its expertise in developing construction strategies and accurate budgets based on preliminary information. With this approach, a cohesive marriage of the Owner’s ideas and budget is consummated into fruition. The result is an absence of unpleasant surprises and an outcome which is assured in regards to design, cost, schedule and quality.

## 1.3 The Management Team

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**Altapex has a strong and growing team; with experience, with expertise, and with labor / material resources, to execute its objectives. The key members of the senior management team are:**

**Leonardo Soares**, Eng., Founder, President and Chief Executive Officer (CEO), He brings over thirty-five (35) years of experience in construction and project management. He has earned a reputation for analyzing complex situations and finding practical, efficient and cost effective solutions to execute works. Mr. Soares has executed prestigious restoration, renovation, and new construction projects, such as Holt Renfrew, the Dominion Square Building, the Learning Activity Center at Lower Canada College, the Center for Canadian Architecture and others. He holds a Bachelor degree in Civil Engineering from Concordia University in 1982 and is member of the Ordre des Ingénieurs du Québec since 1987.

**Joseph Galantino**, B. Civil Eng., Senior Project Manager, brings to Altapex over seventeen years of experience as a construction/project manager working for both owner/developer and general contractors. He was involved in prestigious projects such as the Montreal Casino, Les Cours Mont Royal, the World Trade Center and the Intercontinental Hotel. Mr. Galantino is responsible for over-viewing all construction operations, including:

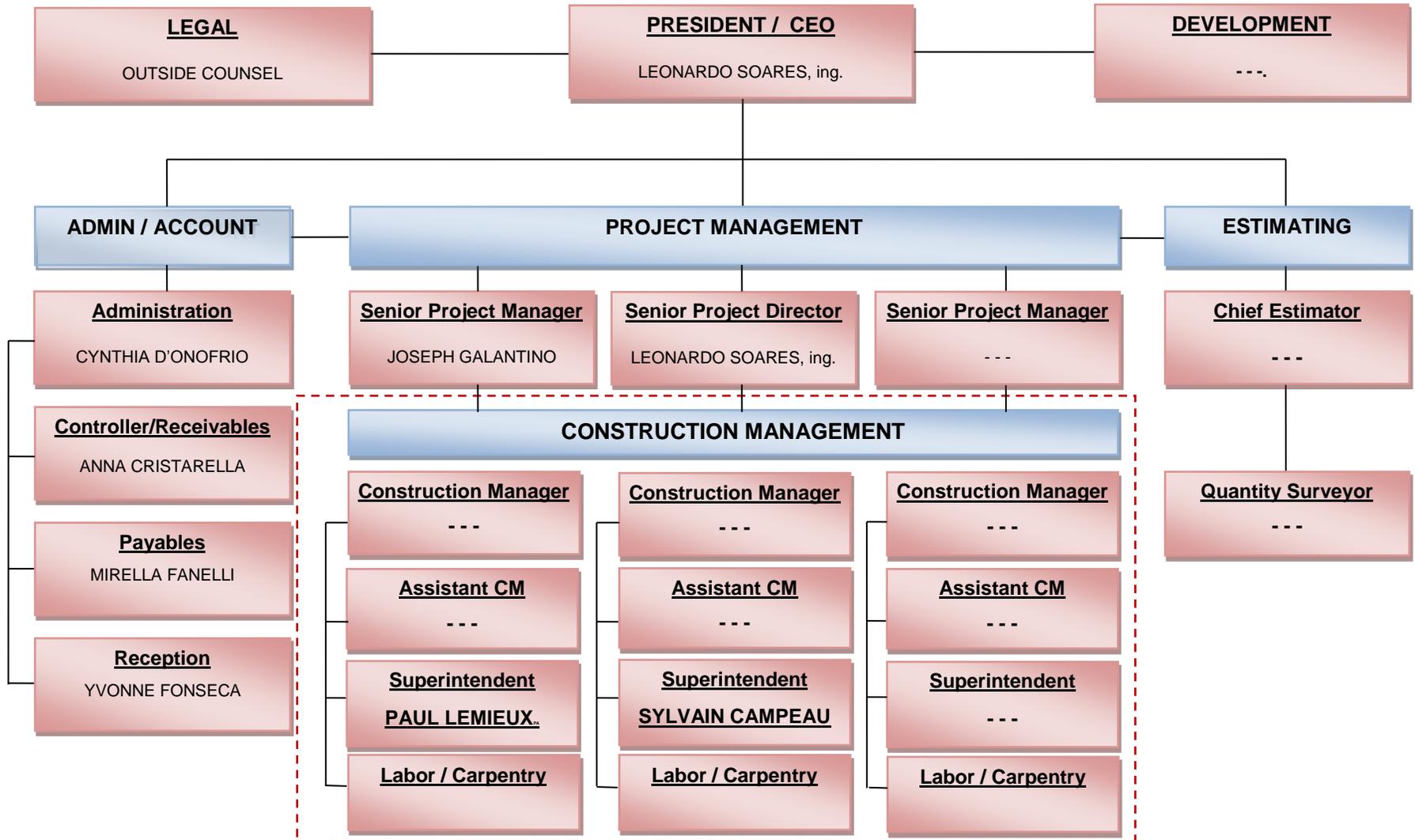
- Coordinating and reviewing cost estimates;
- Preparing and submitting Construction and Project Management proposals;
- Directing meetings with clients, consultants and other project managers;
- Reviewing construction progress, scheduling and cost control;
- Reviewing payables and receivables.

**Anna Cristarella**, Controller, Reporting to the Altapex CEO, managing:

- Accounting and Administration Departments;
- The review and submission of monthly cost reports and requests for payments to Project Managers and Financing Institutions of individual projects;
- The preparation of financial statements;
- The coordination of the fiscal year-end audits;
- Altapex's communication and computerized systems.

**Altapex is also complemented by a group of loyal, longstanding and full time administrative and site personnel (site superintendents, carpenters and helpers) which have been with Altapex from the on-start**

# 1.4 ALTAPEX GROUP ORGANIZATIONAL CHART



## 1.5 Company Information and External Support

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### **Founder & CEO**

Leonardo Soares, Eng.

### **Secretary**

Angela Iannaccio

### **Auditors**

RSM Richter Chamberland S.E.N.C.R.L./LLP  
2, Place Alexis Nihon, bureau 2000,  
Montréal, Québec, H3Z 3C2

Laurence Malka, CA.

### **Attorneys & Solicitors**

Robinson Sheppard Shapiro, s.e.n.c.r.l./LLP  
Avocats / Barristers & Solicitors,  
800 Place Victoria, bureau 4600  
Montréal Québec, H4Z 1H6

Maitre David-Alexandre Genest, Avocat

### **Bank**

Centre Financier de CAISSE DESJARDINS  
5705 Sherbrooke East, Bureau 201  
Montréal, Québec, H1N 3M1

BA-LAM, Account Manager

### **Surety Bonding Company**

INTACT Insurance.  
2020 University Street, Suite 700  
Montréal, Québec, H3A 2A5

Bertrand Gosselin, Surety Manager

### **Insurance Broker**

ESSOR  
Assurances-Placements-Conseils Inc.  
3080, boul. Le Carrefour suite 100, Laval  
(Québec) H7T 2R5

Alain Campeau, Insurance Manager

### **Insurance Company**

INTACT Insurance.  
2020 University Street, Suite 700  
Montréal, Québec, H3A 2A5

## 1.6 List of Projects

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### **Institutional**

Distribution Centers Livingston	80,000.00 \$
C.T.B.R. (Laboratories)	1,200,000.00 \$
Centre Urgences Sante – Centre D'appel	13,500,000.00 \$
Floralies St. Paul (Residence for Seniors (assisted care facility))	9,000,000.00 \$
Bhavan Senior's Residence	3,000,000.00 \$
CLSC Parc Extension - Rosdev	8,000,000.00 \$

### **Schools**

Concordia University (Garage Restoration)	120,000.00 \$
John Abbott College (Dental Department)	2,500,000.00 \$
Beth Rivkah Academy (New School)	1,550,000.00 \$
St. George's School of Montreal (Expansion)	1,150,000.00 \$
Rabbinical College	1,350,000.00 \$
Collège international Marie de France Expansion and Rénovation	5,250,000.00 \$
Shaar Hashomayim Congregation (Yeshiva & Gymnasium)	3,000,000.00 \$
McGill University-Frank Dawson Adams Pavilion	350,000.00 \$
Académie Yeshiva Toras Moshe	5,300,000.00 \$
McGill University- Renovation of 3471 Peel	700,000.00 \$
Congregation Toldos	500,000.00 \$
Solomon Schechter Academy	1,800,000.00 \$
Lower Canada College (Expansion of New School)	6,600,000.00 \$
Lower Canada College Ice Rink	7,000,000.00 \$
Lower Canada – Learning Commons – Performing Arts School	12,500,000.00 \$
Lower Canada – Learning Commons – Performing Arts School – Parking	350,000.00 \$

### **RESTAURANTS**

Restaurant Sherlock's	5,500,000.00 \$
Galleries (Kiosques) - Laval	160,000.00 \$
Tree House – Japanese Restaurants	350,000.00 \$
Benihana Restaurant – Sherbrooke	650,000.00 \$
Restaurant LeMarseille – Château Versailles	250,000.00 \$
Eggspectations – Pepsi Forum	1,000,000.00 \$
Eggspectations – Carrefour Laval	1,000,000.00 \$
IBM Tower - Tsirco (Restaurant)	2,200,000.00 \$
Pepsi Forum Montréal – Festination Restaurants	4,500,000.00 \$
Restaurant "Le Pois Penché	1,750,000.00 \$
Restaurant Trinity Estiatorio	2,150,000.00 \$
Restaurant Le Biftheque	1,350,000.00 \$
Smart Burger Restaurants (Carrefour Laval & Cure Labelle)	1,800,000.00 \$
Les Trois Brasseurs (Centropolis)	3,000,000.00 \$

## 1.6 List of Projects (...cont'd)

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### **HOTELS**

Grand Lodge Du Lac Ouimet (Mont Tremblant)	13,000,000.00 \$
Hilton Garden Inn - Côte de Liesse	12,000,000.00 \$
Hilton Garden Inn - Cote de Liesse- Presidential Suite (Upgrade)	250,000.00 \$
Tudor Hotel – City Center Montreal	2,300,000.00 \$

### **Commercial / Retail**

Holt Renfrew Canada / I.P.C.F. Properties	30,000,000.00 \$
Jaeger (Montreal Boutique @ Holt Renfrew)	275,000.00 \$
Jill Sanders (Montreal Boutique @ Holt Renfrew)	300,000.00 \$
Joan & David (Montréal Boutique @ Holt Renfrew)	175,000.00 \$
Max Mara (Montréal Boutique @ Holt Renfrew)	180,000.00 \$
Marché Orientale St. Denis (Store & Offices)	1,200,000.00 \$
Trizec-Hahn Properties (Place Ville Marie- RC – Level) –Refurbish 30,000sf Lobby	1,500,000.00 \$
Circle Development (VMR Shopping Centre)	1,500,000.00 \$
Centre Commercial St. Leonard	550,000.00 \$
Exo-Fruits Grocery Retailer	600,000.00 \$
Chocolate Factory (3187 St. Jacques) – Offices & Residential	1,200,000.00 \$
S.P. Diament Jewels – Honey D. Realities	750,000.00 \$
Beni-Hana Center – Sherbrooke East	3,000,000.00 \$
Fillion Electronique - Sherbrooke East	605,000.00 \$
Marché du Village	1,200,000.00 \$
Miss Sixty – Nolita in New York	1,200,000.00 \$
Endo-Vision Clinic	1,000,000.00 \$
SAQ – Pepsi Forum	550,000.00 \$
SAQ – St. Denis	750,000.00 \$
SAQ – Masson	1,000,000.00 \$
20 Cremazie – Pava Corp	2,500,000.00 \$

### **Office Interiors & Tenant Layout**

Combined Insurance	250,000.00 \$
Development Group Oxford 1997-1998	1,250,000.00 \$
Unum Canada Inc.	180,000.00 \$
Visual Systems Inc.	150,000.00 \$
Royal Bank – Place Ville Marie	225,000.00 \$
Valmet Inc.	1,120,000.00 \$
Samson Belair Deloitte & Touche	450,000.00 \$
Les Gestion Gale (S.I.Q.)	1,725,000.00 \$
Place Decarie – 5250 Ferrier – Offices	850,000.00 \$
Integrated Research	1,800,000.00 \$
La Pavoni-Carrefour Laval	180,000.00 \$
Groupe Pacific –Sales Office	460,000.00 \$
Altapex Construction Offices (Renovation)	350,000.00 \$

## 1.6 List of Projects (...cont'd)

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### **Residential / Condos / Apartments**

5481 Queen Mary Road (Residence-Apartments)	650,000.00 \$
Paul Desmarais Senior (Power Corp.) Consulting	10,000,000.00 \$
Le Select Anjou (Residential Condos)	1,800,000.00 \$
Home Renovations (City Subsidized)	750,000.00 \$
EI-Pine Development Condos & Townhouses	4,500,000.00 \$
3418 Drummond – Renovation	850,000.00 \$
Les Projets Europa - Condominiums	14,500,000.00 \$
4300 De Maisonneuve – Renovation/Conformity 300 units	10,000,000.00 \$
Le President Kennedy - Condominiums	3,000,000.00 \$
Lofts De Sève - Condominiums	2,500,000.00 \$
Summer Home in Lac Manitou - Private Residence	1,500,000.00 \$
Groupe Pacific - Ilot Southam - Condominiums	40,000,000.00 \$
Fairway Property (Westmount One) – Project start-up - Condominiums	14,000,000.00 \$
Les Condos Val des Brises (Laval) – Project start-up – Housing & Condominiums	55,000,000.00 \$
Residence Spina Desrosiers - Residential Apartments Renovation	130,000.00 \$
Château de la Montagne (Beloil) - Condominiums	4,000,000.00 \$
Lakeshore / Dorval - Condominiums	15,000,000.00 \$
5740 Salaberry – Renovation City Housing	1,000,000.00 \$
Résidentiel Development – Condominiums – 24 units	6,000,000.00 \$
Lakeshore West Island – Private Residence	1,500,000.00 \$
Meland Residence - Private	1,500,000.00 \$
Renovation & Reconstruction of eight (8) Plex-Apartment Complex – Masson - Condominiums	1,100,000.00 \$ 3,500,000.00 \$
Les Condos Rosa Nova – Condominium Tower	27,000,000.00 \$
Vanounou Residence – Private	2,000,000.00 \$
Hôtel de Ville – Plateau Area – Condominium (3 units)	650,000.00 \$
Fort de la Montagne – Condominium (Transform 2 units in 1)	750,000.00 \$

### **Specialties**

1000 de la Gauchetiere (Sign Sculpture)	175,000.00 \$
CN - Escalator Renovations	250,000.00 \$
1155 Rêne Lévesque – Main Lobby Retro-fit	1,800,000.00 \$
1801 McGill College – Main Lobby Retro-fit	650,000.00 \$
Acadia Parking Garage	4,000,000.00 \$
Place Decarie – 5250 Ferrier – Garage on 2 <sup>nd</sup> Floor	850,000.00 \$
Segal Centre for the Performing Arts at the Sadie Bronfman Building	5,600,000.00 \$
Golden Mile Plaza Parking Facility	3,600,000.00 \$
EndoVision Clinic (Colonoscopy)	1,250,000.00 \$
Clinique de Néphrologie	1,250,000.00 \$
Gold Castle Inc. – Chambre de Sectionnement Hydro Québec	600,000.00 \$
Groupe Pacific – Patrimonial Restauration 1800 Rene Levesque	1,500,000.00 \$
Reconstructionist Synagogue	3,300,000.00 \$
Thirimurugan Temple Phase II –DDO	1,200,000.00 \$
Montreal Holocaust Memorial Center - Museum	5,500,000.00 \$
Centre Canadian d'Architecture – CCA – Museum	360,000.00 \$

### **Industrial / Process**

Sucre Lantic Ltée	250,000.00 \$
Midland Steel	1,300,000.00 \$
Sager Food Products Inc (Owner's Representative)	4,000,000.00 \$
Proceco – Agrandissement 20,000 pc sur bâtiment Industriel existant	2,250,000.00 \$

## 1.7 Project Photographs

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### INSTITUTIONAL

#### Collège international Marie de France - (Montreal)

- Expansion, renovation and code conformity work of private school, providing education at the kindergarten, primary and secondary levels. This included overall interior renovations, new main entrance, three-story extension, renovation of auditorium and connecting underground tunnel.



## 1.7 Project Photographs

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### INSTITUTIONAL

#### Lower Canada College - (Montreal)

- Major expansion of private elementary and secondary school, encompassing an entirely new building complex, featuring gymnasiums, fitness center, changing rooms, auditorium, library and classrooms.



### INSTITUTIONAL

#### John Abbott College - (Saint Anne de Bellevue)

- New expansion and renovation of McGill University's dentistry department, including educational classrooms and facility upgrades (FF&E).



## 1.7 Project Photographs

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### INSTITUTIONAL

#### CLSC Park Avenue Extension - (Montreal)

- The project consisted of a new expansion, base building modification & interior tenant improvements for the CLSC (65,000 square feet)



## 1.7 Project Photographs

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### RESIDENTIAL

#### Ilot Southam (Mosaïque) Condominiums - (Downtown Montreal)

- Construction of a fourteen story building, comprising 152 high-end condominium units, ground level retail space and a three-level underground parking garage. This represents the first phase of a comprehensive re-development of the former site of the Southam Publishing Company.



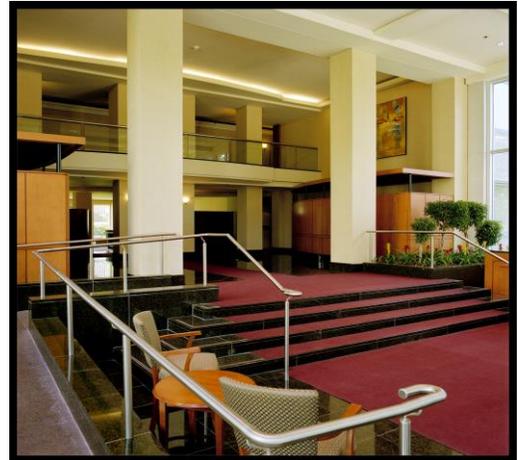
## 1.7 Project Photographs

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### RESIDENTIAL

#### 4300 de Maisonneuve - (Westmount)

- Major renovations to meet code conformity requirements, including the renovation of the common corridors of all 353 apartments on ten floors and construction of a new main lobby.



### RESIDENTIAL

#### EI-Pine Development Condos & Townhouses - (Westmount)

- Construction of twelve (12) Grand Style townhouses



## 1.7 Project Photographs

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### RESIDENTIAL

#### Le Président Kennedy - (Downtown Montreal)

- Construction of seven-story building, comprising 29 condominium units and ground floor retail space.



### RESIDENTIAL

#### Les Projets Europa - (Vieux Montreal)

- Construction of nine-story building, comprising 56 high-end condominium units, ground level retail space and two levels of underground parking garage. The old train station building, “La Gare Union”, required underpinning works in order to permit excavation and build-out beneath the building.



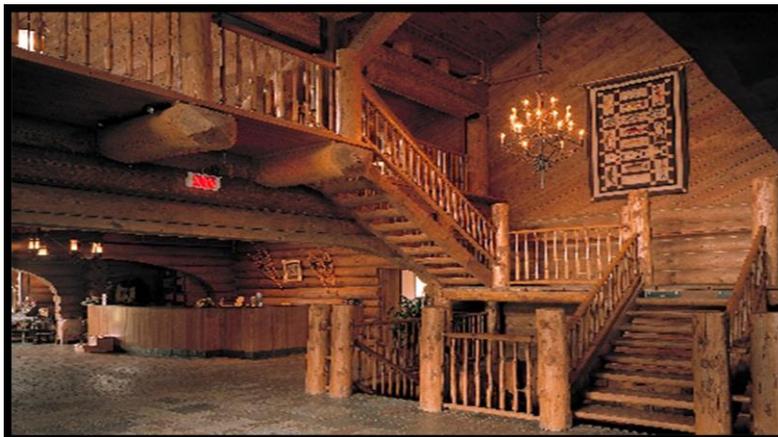
## 1.7 Project Photographs

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### HOTEL

#### Le Grand Lodge Du Lac Quimet - (Mont-Tremblant)

- Four-star Hotel with 112-condo/hotel accommodations, unique entrance hall & restaurant areas built from log cabin construction.



## 1.7 Project Photographs

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### HOTEL

#### Hilton Garden Inn – ( Ville St- Laurent )

- Four-star Hotel with 157 guestrooms and suites, conference rooms, business center, and swimming pool facilities.



## 1.7 Project Photographs

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### RESTAURANT

#### Tsirco - ( IBM Tower - Montreal)

- Luxurious Pasta-Jazz restaurant on René-Levesque Blvd.



## 1.7 Project Photographs

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### RESTAURANT

#### Eggspectation (Pepsi Forum & Carrefour Laval locations)

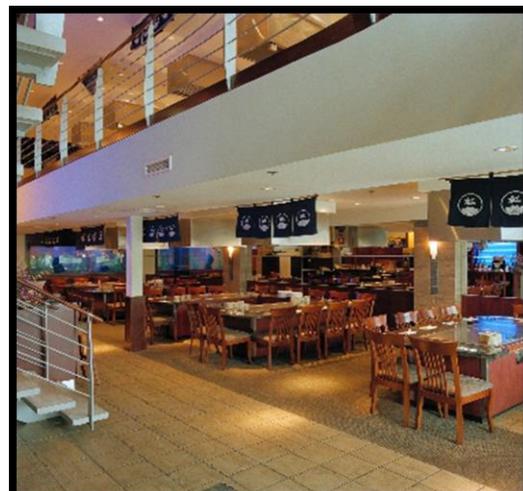
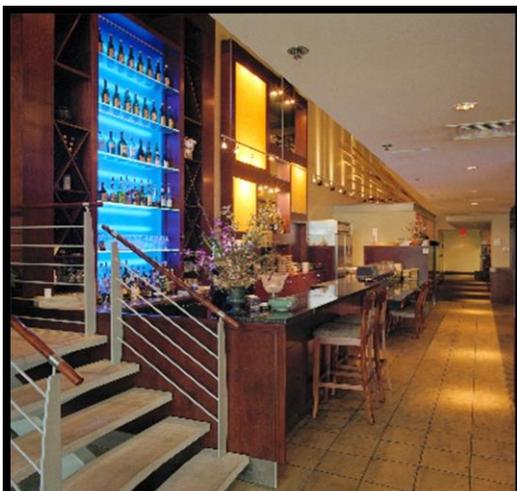
- Brunch cuisine style restaurant.



### RESTAURANT

#### Benihana - ( Sherbrooke East - Montreal)

- Japanese cuisine style restaurant.



## 1.7 Project Photographs

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### RESTAURANT

#### Restaurant Trinity Estiatorio (Drummond Street - Montreal )

- Construction of a beautiful Greek restaurant in a typical Santorini monastery setting.



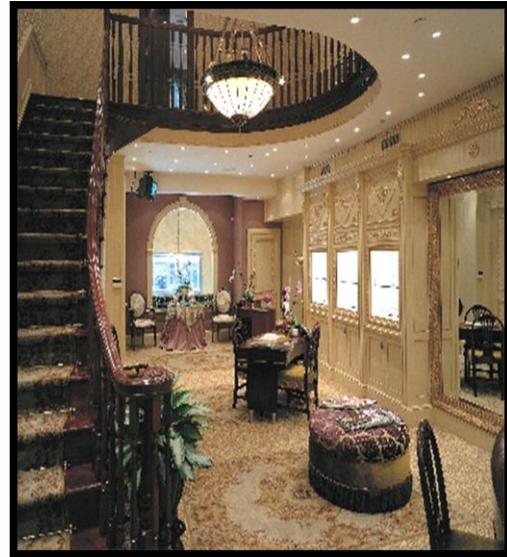
## 1.7 Project Photographs

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### COMMERCIAL

#### S.P. Diamant Jewels - (Westmount)

- Transformation of a dilapidated building into a luxurious jewelry boutique, involving elaborate interior finishing, with cut stone facade.



### COMMERCIAL

#### Holt Renfrew (Downtown Montreal)

- New addition to existing building, complete with three (3) levels of underground parking and the modernization of existing and new luxury boutiques; ex: Gucci, Max Mara, Prada, Chanel, Armani.



## 1.7 Project Photographs

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### COMMERCIAL

#### Fillion Électronique - ( Sherbrooke East - Montreal)

- Specialized high-tech electronic equipment retail store.



## 1.7 Project Photographs

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### COMMERCIAL

#### SAQ - ( Pepsi Forum)

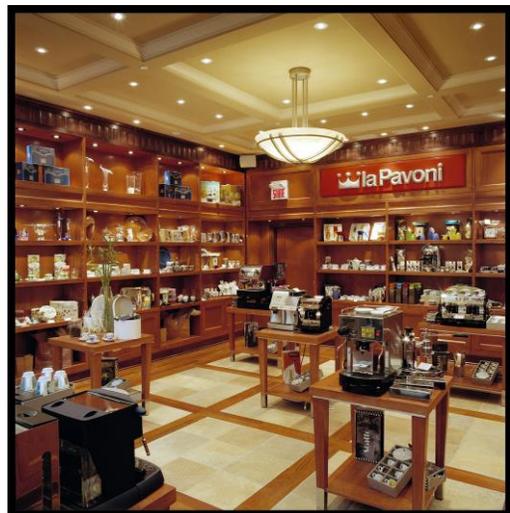
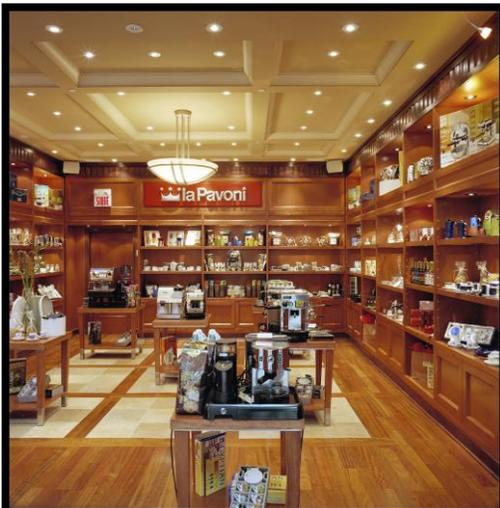
- Specialized liquor / alcoholic drink retailer.



### TENANT LAYOUT

#### La Pavoni - (Carrefour Laval)

- Specialized coffee retail store.



## 1.7 Project Photographs

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### SPECIALTIES

#### Acadia Underground Parking Garage ( Downtown Montreal)

- Three levels of underground parking garage involving elaborate underpinning work to an existing 100 year old building.



## **2.0 Value Engineering Services**

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### **2.1 Value Engineering Services – Description & Approach**

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In its capacity as Owner’s Representative / Construction Manager or in the context of a hybrid Stipulated Price Contract (today known as the CCDC-5B), Altapex has developed a very thorough and elaborate process of refining project design so as to achieve the most cost efficient and trouble-free execution possible. The fundamental premise of this construction process is that it is budget driven rather than design driven. As such, it is essential that Altapex be involved from the onset in order to guide the design so as to satisfy a pre-established budget.

In an entirely collaborative approach with the project consultants, Altapex contributes its practical experience and technical expertise in providing logical and selective alternatives with cost effective solutions to the Owner during every step of the way. The objective is to complement the design efforts of the professionals, while achieving quantifiable savings (money or time) and maintaining the highest quality standards.

Attached herewith is our standard document reflecting Altapex’s philosophy, outlining the terms and conditions offered in the value engineering process.

Today, these services are very popular with owner/developers seeking to harmonize and optimize the design and execution of all phases of a project.

## **2.2 REFLECTING VALUE ENGINEERING PHILOSOPHY**

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**For the purpose of reducing project cost all parties involved must agree on the following:**

- Altapex does not assume any responsibility or liability for the design of any project including, without limitation, engineering and architectural aspects.
- Altapex provides construction management and value-engineering expertise for the architectural and engineering design and construction approach of a Project.
- Owner retains final approval of any changes to the scope of work and shall base his decisions upon the advice and recommendations from Altapex and the project Consultants.
- The intent of any trade contract is to secure the lowest possible cost at all stages of the construction while maintaining optimal quality for the overall project. Altapex will tender for at least three (3) bids from various suppliers and sub-trades. Each activity will be tendered individually and construction details if required will be modified by the consultants to meet budget constraints.
- Altapex shall remain responsible for the tendering, the content and the sequencing of all sub-contract tendering and construction processes.
- Altapex shall identify potential budget overruns and value engineering reviews during the all phases of construction; at which time, the Owner and Altapex shall review with project consultants and specialty contractors to make revisions to meet the construction budget.
- It is the interest of the Owner, Altapex and the consultants to commit themselves to the overall goal of the project and to maintain a balanced budget.
- As the project develops the budget shall be reconciled as trade contracts are awarded and accepted by all parties.
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**To achieve additional cost reductions and reduce overall costs, the following should be considered and put in practice:**

- Negotiate suppliers and sub-contractors discounts by providing secured advances or better payment terms to minimize the construction cost.
- Achieve additional savings from invoking value engineering, revised detailing, and eliminate redundancies without compromising the building's architectural design aesthetics.
- Owner should obtain financing facilities that can allow a project make deposits on account to the Altapex as an Advance on the overall payment of the construction cost (amount to be determined depending on cash flow requirements) and in exchange for such Altapex would provide an Advanced Payment Bond to guarantee Owner's deposit. Said advance to be replenished monthly as progressive invoicing is presented by the Altapex
- Such Construction Cost Savings as defined could be shared where an initial amount of these savings (to be agreed upon) shall revert to the Owner and the balance of these savings can be shared based on a mutually agreed upon percentage for the Owner and for Altapex. All potential cost saving shall be shared in the following manner (subject to approval).

<b>DEFINITIONS</b>	
<b>Construction Cost Estimate</b>	<b>Construction Cost Estimate as defined by the approved Budget at signing of a contract.</b>
<b>Price Discount</b>	<b>Discounts obtained from vendors as a result of early payments or final settlements earlier than the stipulated terms and conditions originally agreed upon,</b>
<b>Total Construction Cost</b>	<b>Total Construction Cost refers to the Overall Project Cost at completion; which includes all price discounts; but does not include all costs related to upgrades or changes by Owner,</b>
<b>Construction Cost Savings</b>	<b>Construction Cost Savings shall be the Construction Cost Estimate less the Total Construction Cost at project completion.</b>

**Conditions:**

- GENERAL CONDITIONS & DIRECT COST – shall include costs incurred by Altapex for the project, including:
  - All the staff personnel (site and office) dedicated to the project,
  - Site offices,
  - Direct labor and
  - Materials supplied by Altapex.
  - These costs shall be billed to the project at cost plus a coordination and administrative fee, to be defined and included in the contract.
  
- Unless otherwise indicated the agreed project Construction Cost Estimate does not include:
  - Any Soft Costs relating to any consultant fees,
  - Legal fees,
  - Surveying (vertical or plan re-cadaster),
  - Geo-technical certification or Inspection (i.e. soil decontamination, backfill and compaction, concrete and membrane testing etc.),
  - Environmental studies/reports, permits (such as construction, excavation, occupancy),
  - Marketing, Sales, Development, Commissions or acquisition cost,
  - Any and all reimbursable deposits required for all city and public utilities.
  
- In the event that the work on the project is cancelled, suspended, or terminated; Altapex shall be entitled to fees normally applicable to the work which was performed plus a compensatory fee to be defined prior to signature of contract.
  
- The stipulations stated in this Appendix shall prevail over discrepancies with any other documents forming part of any agreement.

## **3.0 Management Tools and Procedures**

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Representative samples of these reports/documents are available for review, upon request.

### **SAMPLE DOCUMENTS AVAILABLE UPON REQUEST**

1. **Cost Estimate Report Corporate Philosophy**
2. **Project Schedule Report**
3. **Cash Flow Report**
4. **Procurement & Payment Procedures Flow Chart**
5. **Bid Analysis Report**
6. **Scope of Work**
7. **Recommendation to the Owner**
8. **Change Order**
9. **Progressive Cost Report**
10. **Accounting Reference Documents**
11. **Trade and Supplier Payables Reports**
12. **Deficiency Reports**
13. **Partial and Final Waivers**
14. **Bank Reports for Monthly Cash Advances**

