



**State of West Virginia  
Department of Administration  
Purchasing Division**

**NOTICE**

Due to the size of this bid, it was impractical to scan every page for online viewing. We have made an attempt to scan and publish all pertinent bid information. However, it is important to note that some pages were necessarily omitted.

If you would like to review the bid in its entirety, please contact the buyer. Thank you.

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# STATE OF WEST VIRGINIA

REQUEST FOR QUOTATION

MARCH 16, 2010



RFQ Number PTR10035



March 16, 2010

**Mr. Frank Whittaker**  
STATE OF WEST VIRGINIA  
Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

RE: *Request for Quotation, RFQ Number PTR10035*

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Dear Mr. Whittaker,

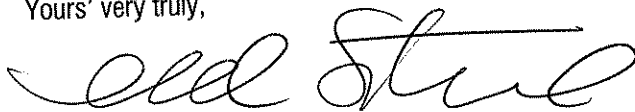
We are pleased to provide our enclosed response to the above referenced RFQ. This submittal is based on the specifications and information that you supplied, as well as taking consideration of DBEs Enterprises.

Transworld is capable of supporting the entire West Virginia Street Furniture program from design, value engineering, tooling, fabrication, project management, shipping and installation. We could also provide a complete maintenance program, throughout the life cycle of the products. As a service to our customers, Transworld provides value-engineering services with the objective of optimizing a product's performance and cost over its life. We strive to optimize our customer's investment between lowest initial cost and lowest life cycle cost.

We invite you to visit our facilities in Montreal, Quebec. We think that you will be impressed with our wide range of manufacturing capabilities and the pride that Transworld employees take in providing quality products and services to our customers.

We look forward to an opportunity to meet with you and your evaluation team in order to review and address the specifics for the West Virginia Street Furniture project. In the meantime, please feel free to contact our Representative – Mr. Michel Soutiere at (514) 352-8031 x 2145 if you have any questions or wish to discuss our proposal in greater detail. For your convenience, we are including our web site address: [www.vpcsigns.com](http://www.vpcsigns.com).

Yours' very truly,



**Michel Soutiere**  
Senior Consultant  
Design & Special Projects

**(514) 352-8030 ext. 2145**  
[msoutiere@transworldsigns.com](mailto:msoutiere@transworldsigns.com)

Enclosure: Color Chart  
Technical drawings  
Corporate profile

➤ NOTICE

Please note that the illustrations and graphic reproductions in this presentation document are intended solely as visual references. The purpose of this exercise is to demonstrate our abilities in conceptualizing this particular project. It should not be interpreted as an official guide for reproduction of any type whatsoever.

**Details, connections and final drawings will be re-engineered after award of contract.**

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## ➤ 1.1 COMPANY INFORMATION

### 1.1.1

- Full Company Name: Transworld Signs Co.
- Head office address: 9310 Parkway Boulevard, Montreal, Quebec, Canada, H1J 1N7
- Tel: (514) 352-8030
- Fax: (514) 352-0386
- Contact's name: Michel Soutiere
- Contact's Tel: (514) 352-8030 ext. 2145
- Contact's Cell: (514) 712-6322
- Contact's Fax: (514) 352-0386
- Contact's E-mail: msoutiere@transworldsigns.com

### 1.1.2

Transworld Signs Co. was founded in Montreal in 1946. Its focus is on volume signage with expertise in re-imaging programs. ISO 9001(2000) production facilities with over 100,000 sq. ft. research and development, engineering, production, installation, service and project management.

TWS has manufactured signs for National and International clients focusing on timely completion of high-end quality products at competitive prices. We provide a complete line of Street furniture & identification elements, including primary signs, poster boxes, reader-boards, drive-thru signs, menu boards, channel letters, P.O.P./P.O.S. signage, electronic message signs and spectacular structures. In addition to the products and services mentioned above TWS also provides permitting, surveying, installation management and sign maintenance services across North America. TWS is part of Visual Products Corporation (VPC) owned by Lincolnshire Management ([www.lincolnshiremgt.com](http://www.lincolnshiremgt.com)). Lincolnshire has assets under management and revenues exceeding \$ 1 billion. Also included in this group are Fallon Neon and Gordon Sign.

Fallon Neon is the world leader in the design and manufacture of shippable neon signs for the P.O.P. (Point of Purchase) industry with three (3) manufacturing facilities in South Carolina, Wisconsin and China. Gordon Sign was founded in 1904 and is the market leader in the Rocky Mountain region for the design and manufacturing of custom exterior and interior signage. With three (3) manufacturing plants in Colorado and Wyoming, Gordon is capable of providing a full range of signage services including design, engineering, R & D, project management, installation and maintenance.

- **Our key sign professionals represent an average of more than 18 years experience in the industry.**
- **Fully equipped, self-sufficient sign fabrication facilities.**
- **Engineering and creative services for both custom structures and volume signage.**
- **Design department.**

## > 1.1 COMPANY INFORMATION

### 1.1.3 Examples of some of our largest customers:

Company Name & Location(s)	Principal Contact Name	Phone Number
1. Marriott	Mr. Russ Good	301-380-3000
2. Hyatt	Mr. Al Williams	312-706-7383
3. Jiffy Lube Canada	Mr. Marcus Duffel	713-546-6020
4. Petro Canada	Mr. Doug Cleland	905-469-3630
5. Astral Media Outdoor	Mr. Luc Beaulieu	416-924-2494
6. Shell Canada	Mr. Tim Edwards	905-469-3813
7. United States Postal Services	Mrs. Jennifer Beiro-Reveille	703-526-2750

At TWS, the wide variety of very distinctive and unique brands that we produce is the best example of our ability to accommodate design intent. Each one of our client's sign packages involved different types of fabrication and unique tooling requirements. We have as a result introduced techniques and materials not normally associated with sign companies.

For RVI – Shell, we introduced the use of CPM (Cold Pressed Molding) and SMC (Sheet Moulding Compounds) to the sign industry when we designed and produced the all polymer monolith pylon signs. We were the first to thermoform, using male/female moulds; impact modified acrylic faces with pre-applied vinyl.

**Shell – Global Rebranding:** We have partnered with a Malaysian manufacturer – Hexagon to convert RVI Shell signage to North American standards.

**Astral:** Through our Chinese facility we have contracted for the supply of aluminium castings and extrusions.

**Petro-Canada / Suncor Merger:** We have been selected to rebrand 195 Sunoco stations in Ontario, to the Petro-Canada brand – an operation to be completed in 10 months.

### 1.1.4 Our Standards accreditations

- **ISA** (International Sign Association)
- **CSA** (Canadian Sign Association)
- **AQIE** (Quebec Sign Industry Association)
- **RBQ** (Régie du bâtiment du Québec – Quebec Building Board)
- **AQU** (Association québécoise d'urbanisme – Quebec Town Planners Association)
- **ISO 9001:2000**
- **ADA Requirements**
- **Z-299-3 ACNOR**
- **Combeq** (Association des officiers municipaux en bâtiment – Association of Municipal and Building Officials)
- **C-TPAT**
- **UL Certified**

### **1.1.5 Warranty policy**

All products manufactured by Transworld Signs, are guaranteed to be free of manufacturing and material defects for a period of one year from date of shipment, some components such as the powder coated or standard products like the bike locker will be for 5 years. All electrical components (excluding lamps), plastics, paints, and signage components carry the manufacturers guarantee unless otherwise specified. Lamps and breakage of glass and plastics are not covered by a guarantee.

TWS obligation is limited to replacement of parts and labor (if originally installed by TWS or one of its installers). If not installed by TWS or one of its installers, TWS' obligation is limited to the replacement of parts only. This warranty is void in the case of: negligent use or misuse, repair, alteration, or disassembly by unauthorized personnel, operation by improper voltage or current, or use contrary to installation or operation instructions.

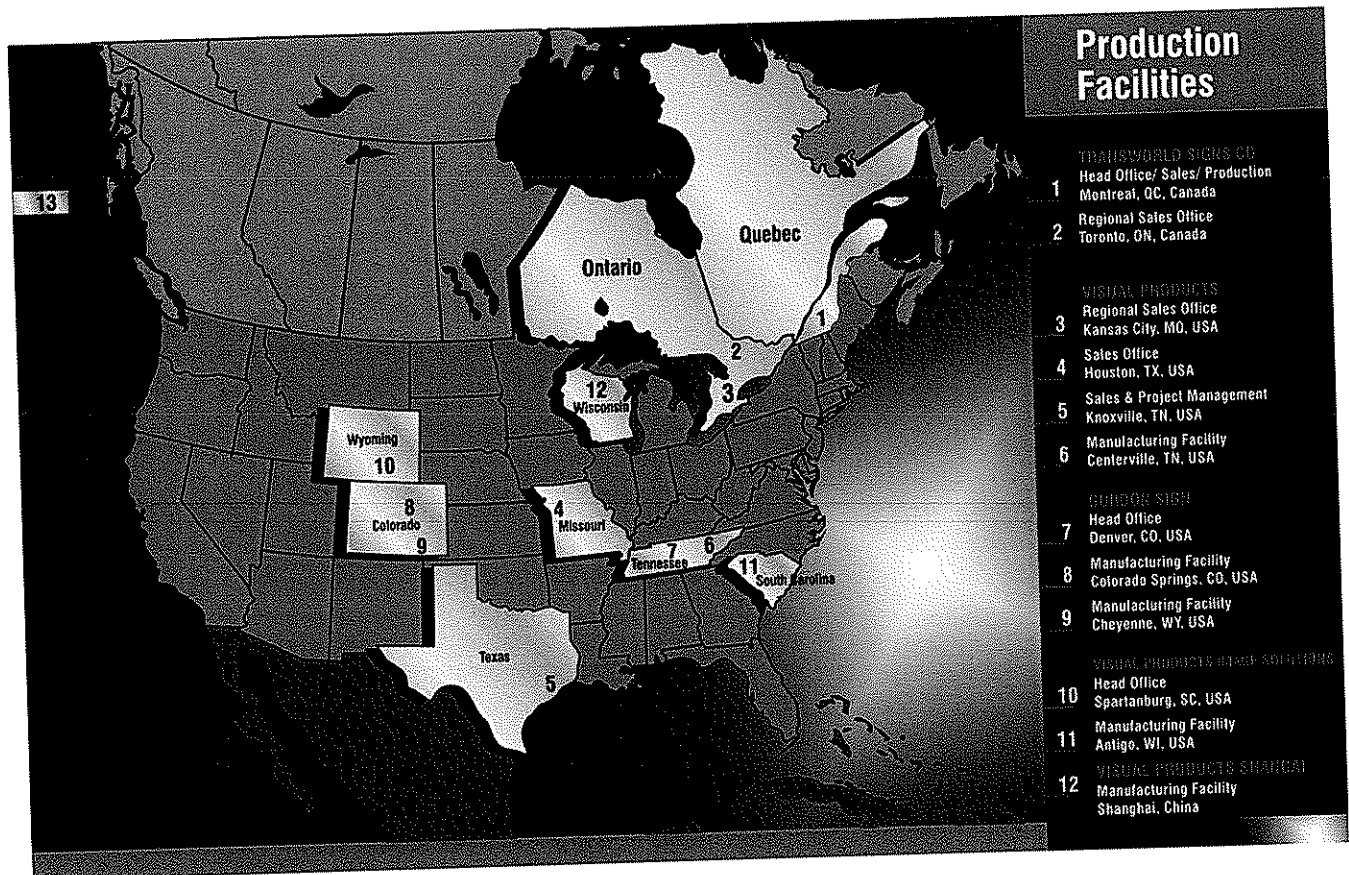


➤ 1.2 MANUFACTURING

1.2.1 Manufacturing & Service:

Location	Capacity	Employees
Montreal	107,000 sq.ft.	170
Colorado	50,000 sq.ft.	70
Wyoming	16,000 sq.ft.	21
South Carolina	100,000 sq.ft.	149
Wisconsin	38,000 sq.ft.	41
Shanghai	50,000 sq. ft.	148

Sales office: Transworld Signs Toronto, Ontario.



### 1.2.2 Manufacturing facilities

As a result of our extensive manufacturing capabilities and resources, less than 1% of our production is outsourced. This is limited to custom anodizing, water-jet or laser cutting and special coatings such as gold dipped letters or powder coating.

TWS is ISO 9000:2001 certified and follows continuous improvement processes. TWS has 4 state-of-the-art production facilities located in the United States, Canada, and China. TWS utilizes proprietary manufacturing planning and production processes that allow for prioritizing manufacturing at one or multiple facilities. Under TWS' manufacturing process, the customer's forecast, blanket purchase order and actual product demand establish the flow of products through TWS' manufacturing facilities.

Under this approach, only finished goods for which there is actual demand are produced. Manufacturing cycle times are significantly reduced. The net result is that TWS can reduce lead times and cost by producing products to an actual order, allowing us to meet required lead times while maintaining smaller finished goods inventories.

- Computer controlled routers
- Computer controlled vinyl cutters
- Computerized vinyl cutting tables
- Manual brakes
- Power brakes
- Sheet steel shears
- Sheet aluminium shears
- Drill presses
- Punch presses (max punch diameter through 1/4" steel)
- Power rollers for steel angle
- Certified welders
- Metal Spray painting (Enclosed booths. Paint brands typically used are AKZO Nobel, Dupont, Matthews)
- Plastic Spray painting (enclosed booths)
- Plastic Drying Ovens
- Mold Shop
- U.L. inspected shop
- Plastic vacuum forming
- Screen printing

### 1.3.1 Quality control process for material handling and sign production

We are an ISO 9001(2000) company, which requires in-house checks that ensure all phases of the manufacturing process are monitored from receipt of an order through to component fabrication and assembly stages to shipping and installation. Continuous improvement is the basis for maintaining this certification.

**Program:** Registered ISO 9001-2000 Quality Management System.

#### **Standards:**

- All key processes (Sales, Engineering, Purchasing, Production, and Installation) have set performance indicators and are monitored and reviewed monthly.
- All production stations are equipped with product inspection criteria with procedures to control any non-conforming product.
- Quality Objectives have been established, documented and are reviewed monthly to insure meeting and exceeding client requirements.
- Product security is controlled through our C-TPAT Program.
- All electrical signs are built to either CSA and/or UL standards per customer specifications.

#### **Performance Levels:**

- Our quality objectives are reviewed monthly and are currently set at a minimum 90% for number of orders on time, orders without rework, orders without missing inspection records, orders without install issues and orders with correct signage.
- Quality objectives are regularly reviewed to ensure suitability. Any negative results in performance are controlled through our corrective/preventive action procedures.
- Regular reporting is not an issue and can be arranged as per individual client requests.

#### **Benchmarking:**

- Internal key performance indicators are set and reviewed monthly in accordance with our ISO 9001 procedures.
- Our industry is very private. External benchmarking is very limited.

## ➤ 1.3 QUALITY CONTROL

### 1.3.2 Continuous improvement processes in place.

Currently in the process of implementing lean manufacturing principles and Kaizen methodology.

### 1.3.3 Quality control

All production stations are equipped with product inspection criteria with procedures to control any non-conforming product.

### 1.3.4 Quality awards or quality

- ▣ Certified ISO 9001:2000 (copy of certificate attached)
- ▣ CSA (Canadian Standard Association # LL 14090)
- ▣ Quality Assurance Z-299-3
- ▣ Acnor
- ▣ UL (Underwriter's Laboratories # e-121912)

## ➤ 1.4 SERVICES

### 1.4.1 Project Management capabilities:

An average of 20 years of experience in the sign industry and street furniture. A team is assigned to monitor a project on a daily basis. Any issues are dealt with immediately to ensure minimum disruptions to our customers.

The most important aspect of Project Management is assigning the project to the right personnel. We ensure that the project manager is thoroughly cognizant of all the project elements.

The fundamental rule in house is that the Customer Service Department is the client's representative, and as such must be serviced efficiently.

In order to ensure seamless transitions during any absence of a project manager, back-up support is provided by the Department-Head – who regularly holds meetings to enlighten and update the whole staff on all of the company's projects.

### 1.4.3 Job status reporting system

Our system allows for flexibility in developing reports specific to your requirements. The system interfaces with Crystal Reports and Access. In both cases, custom reports can be written per customer's requirements. Crystal and Access can easily be exported to Excel or Access for ease of use by our customers.

### 1.4.4 Customer survey program to measure satisfaction

We use constant communication and regularly scheduled conference calls. In addition, we ask our customers to complete a customer satisfaction survey, which is reviewed and discussed by management and, where required, corrective measures implemented.

Meetings on a regular basis between project management teams are encouraged to harmonize efforts and ensure smoother communication. Our company is capable of providing services in the following languages

**French, Italian, Spanish, Arabic, Russian.**

## ➤ 1.5 MARKET SEGMENTS

### ▪ **TRANSWORLD SIGNS**

Montreal Quebec

Petroleum, Banking, Convenience Stores, Franchise Operations  
Volume signage, Street furniture, Stadium Signs, Spectaculars, Billboards, Advertising Poster Box and project management for all North America.

### ▪ **GORDON SIGNS**

Custom, Architectural and wayfinding signs plus Outdoor Advertising in the Rocky Mountain Region  
Colorado, Wyoming and Pacific District.

### ▪ **VISUAL PRODUCTS IMAGE SOLUTIONS**

Design and Manufacturing of Point of Purchase displays.

### ▪ **VISUAL PRODUCTS SHANGHAI**

Mass production neon displays for major brands such as Miller Coor's, Anheuser Bush, Coors, and Sam's Club. Also, our facility provides access to other major production processes.

## ➤ 1.6 TECHNOLOGIES INNOVATION & IT CAPABILITIES

Transworld Signs has implemented an ERP system that provides our organisation total automation, from sales to purchases, to production, planning to manufacturing to deliveries and installation, and to financial accounting. In addition, our IT department has the capability to implement web-based portals – if required – to provide our customers with information related to their project and the progress of the project through our manufacturing processes.

Regarding our response management plan, a team assigned to the project will follow the project on a daily basis. Any issues are dealt with immediately to ensure the minimum disruption to our customers.

TWS has its own full time R&D department. Its mission is to provide the company with technological support and bring new products to the marketplace. We recently introduced a patent (pending) new type of luminous three-dimensional letter, which will render the conventional channel letter obsolete or at the least a remnant of 20<sup>th</sup> century sign technology. This new type of exterior letter will assure extremely low power consumption and by virtue of its shallower depth (2.5" max.) – eliminate the propensity for bird resting. It will come in all colours of vinyl and pigmented polymers presently available to the sign industry. It will provide up to 100,000 hours of service.

Also, we will be marketing a new luminous sign, specifically designed for poster and menu board applications. It features L.E.D. illumination and a maximum depth of one inch in the double-faced mode. We can produce any size of transit shelter with its accompanying advertising poster.

In order to accomplish these objectives we have entered into strategic alliances with OEMs not presently involved in the industry. A lot of the components incorporated into our new products are adaptations from the transportation, aeronautic and lighting industries.

In the past fifteen years, we have introduced many new techniques and concepts to the sign industry, and not boasted about them. Most have been introduced during the process of attaining design intent such as the very first male/female formed plastic faces with pre-applied vinyl for the Shell RVI program. Also, the very first major use of SMC (Sheet Molding Compound) in signs has proven an unparalleled success. Shell monoliths have been standing unscathed for over 15 years.

Transworld is the first sign company in North America to use white L.E.D.'s in a major sign program. Unable to use neon in letters reduced by new graphics – Transworld developed a method for fabricating small 5" channel letters, 3½" deep with L.E.D. white modules – specifically designed to counter the then present binning problem – and achieve a complete design intent. In fact, the RBC channel letters are notable for not requiring retainers around the plastic face.

**Our design philosophy is not unlike the movie industry– function follows form. We will do our utmost to make our client's product version of the image equal to all the other visual interpretations at his disposal.**

### 2.1.1 Company's experience in past large rollout programs

- USPS (United States Postal Services): 15,000 locations done across USA since 1999.
- CPC (Canada Post Services): 4,000 locations done across Canada since 1998.
- City of Montreal (Quebec, Canada): 8,000 cast aluminium parking system indicators installed throughout the city in 2 years.
- Astral Media Toronto Street furniture: 700 benches manufactured since falls 2008.
- Holiday Inn USA: 65 sites in production to be delivered by spring 2010
- Petro-Canada- Suncor: 195 sites to be converted for the next 10 months
- Astral Media 200 Residential Shelters to be delivered on next spring

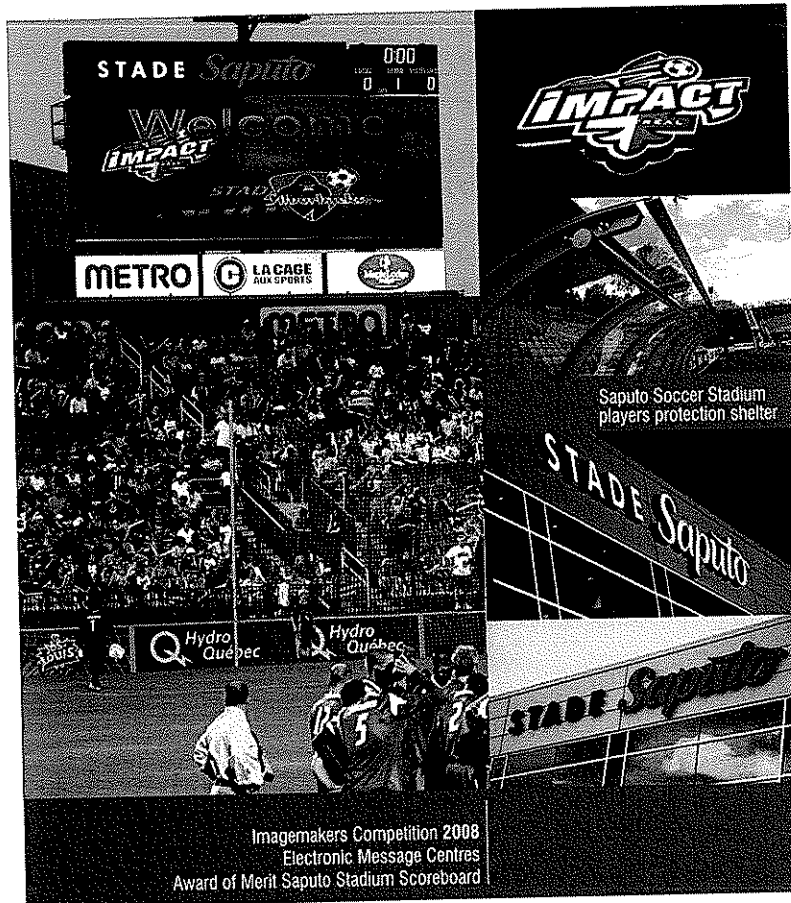
Our expertise in making a wide variety of fascia signs and complex structures originates from our dominance in providing canopy signage & pylons to major petroleum customers. Not only were we among the very first to produce heat-transfer graphics on flex in the early eighties, we also pioneered thermoforming of acrylic sheet with pre-applied vinyl. In doing so, we have designed unique material handling and storage techniques for reeled plastics. Plastic manufacturers visiting our plant are always amazed at our handling of plastic faces.

In the past several years, we have successfully completed many rebranding programs for major clients such as USPS, Canada Post, Rogers AT&T, National Bank of Canada, RBC, Irving Oil, Marriott, Hyatt etc. Significantly, most of these programs were executed within very tight timelines.

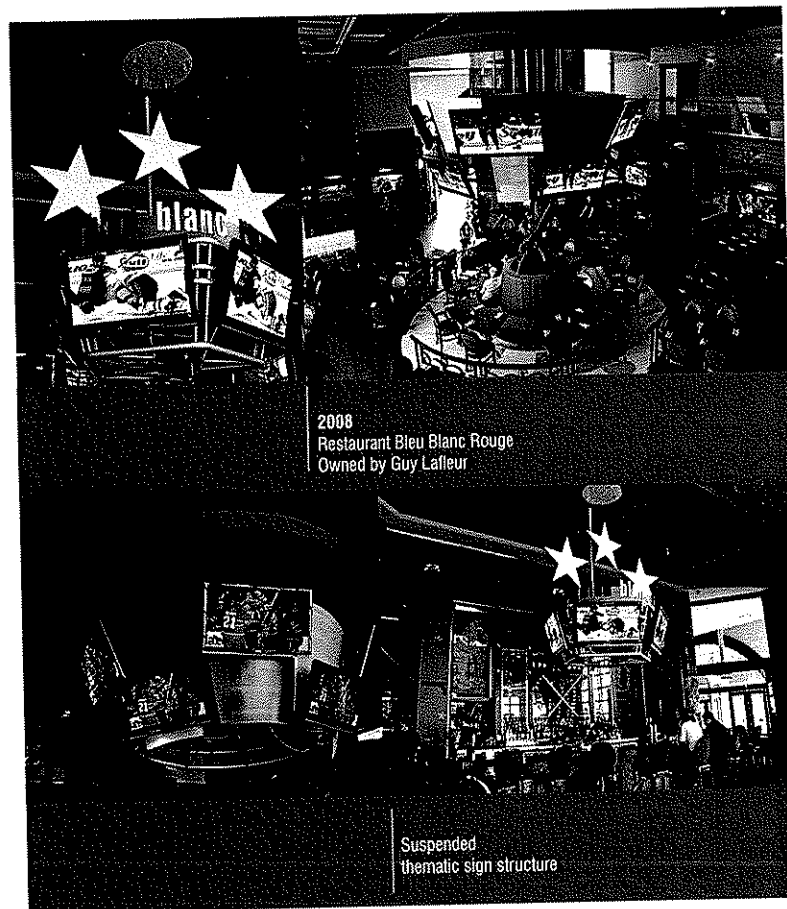
As exclusive sign providers to both the United States Postal Service and Canada Post Corporation, we have the means and logistical know-how to assure service anywhere in North America. Bearing in mind that both clients are turnkey accounts covering every type of sign from exterior to wayfinding, we do not believe that there is a sign company anywhere that can claim a longer, more consistently successful record of customer satisfaction.

To a large degree, our success in producing a wide variety of sign types has allowed us to introduce new fabrication techniques and materials for street furniture. Geared for volume production with consistent quality and awareness of the ravages of vandalism – **our street furniture deflect solid engineering.**



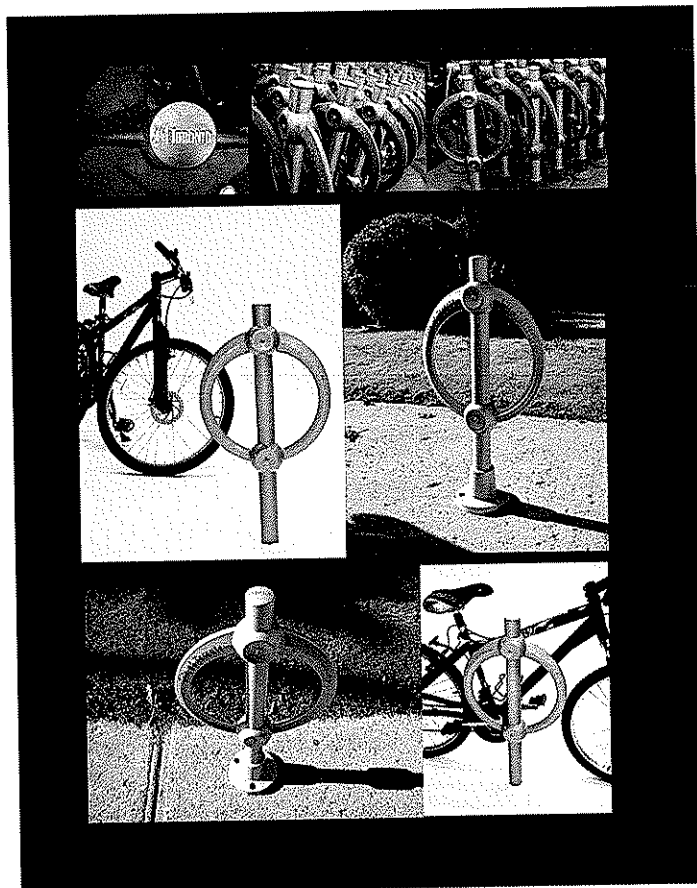
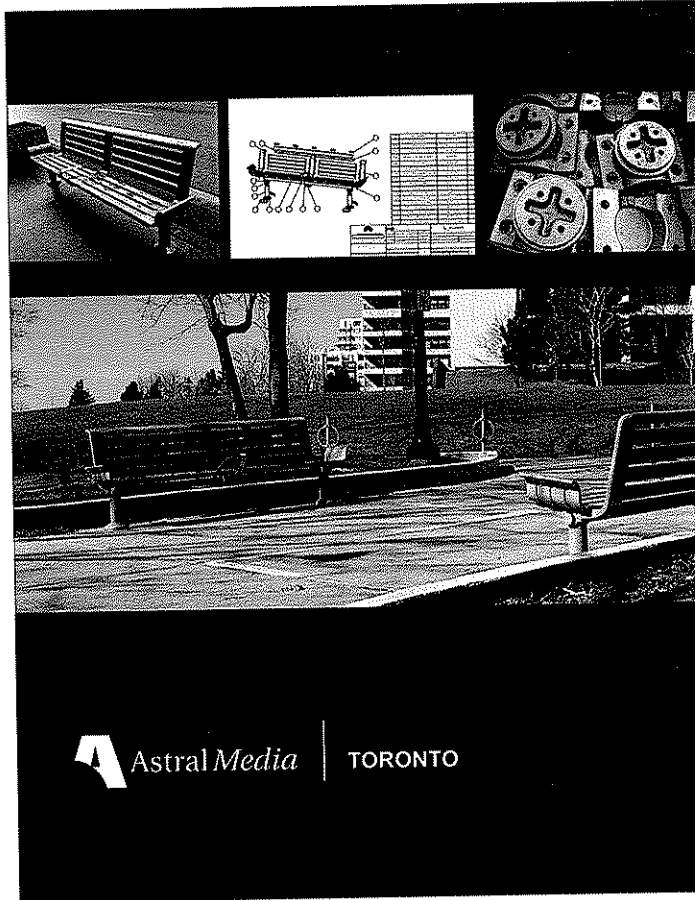


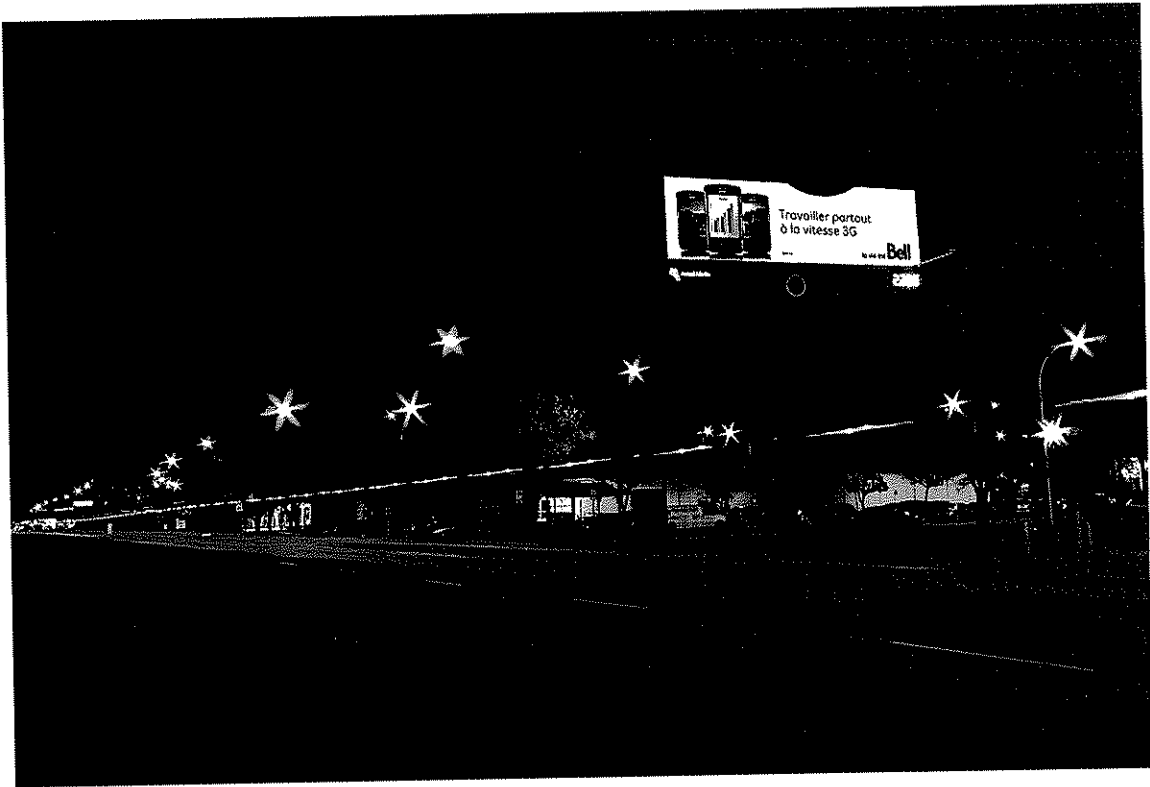
Imagemakers Competition 2008  
Electronic Message Centres  
Award of Merit Saputo Stadium Scoreboard

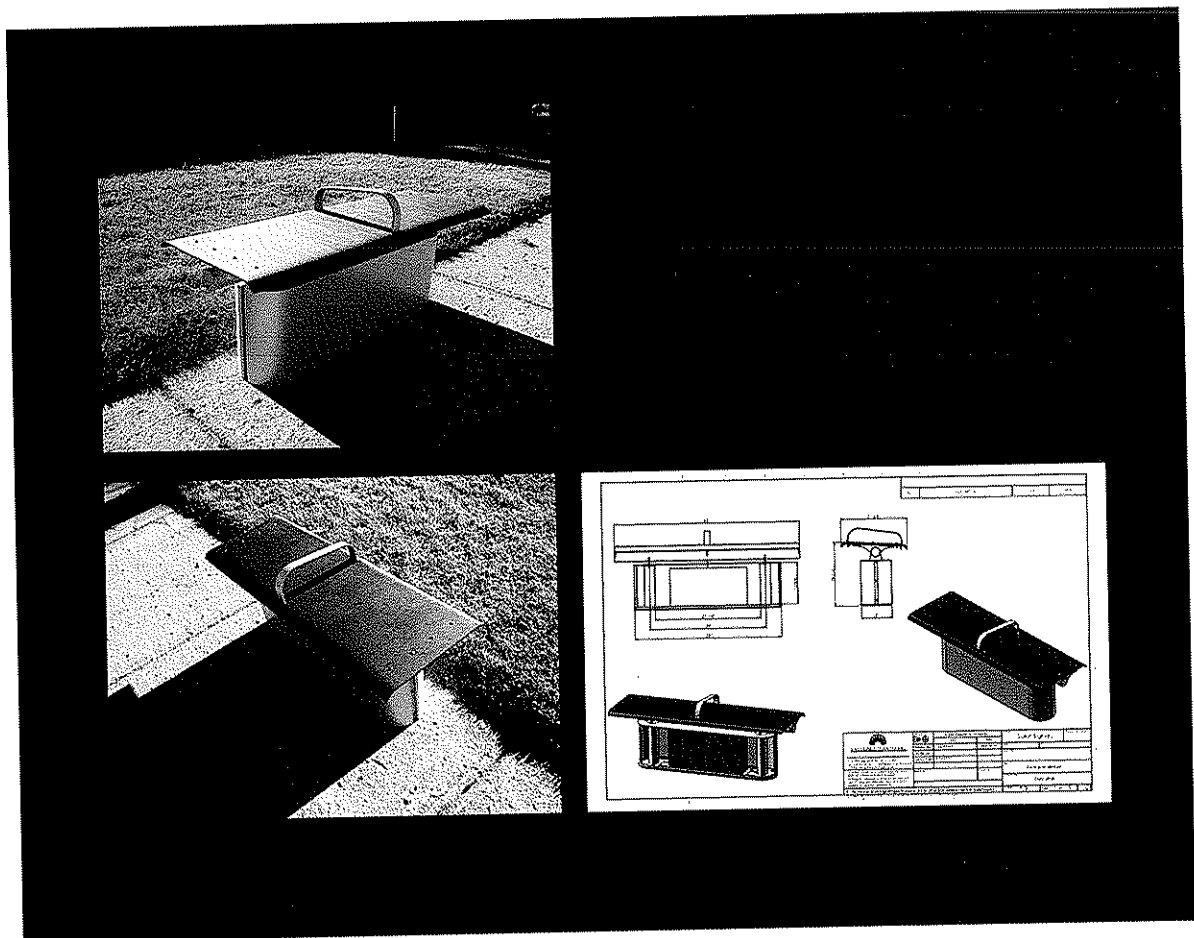
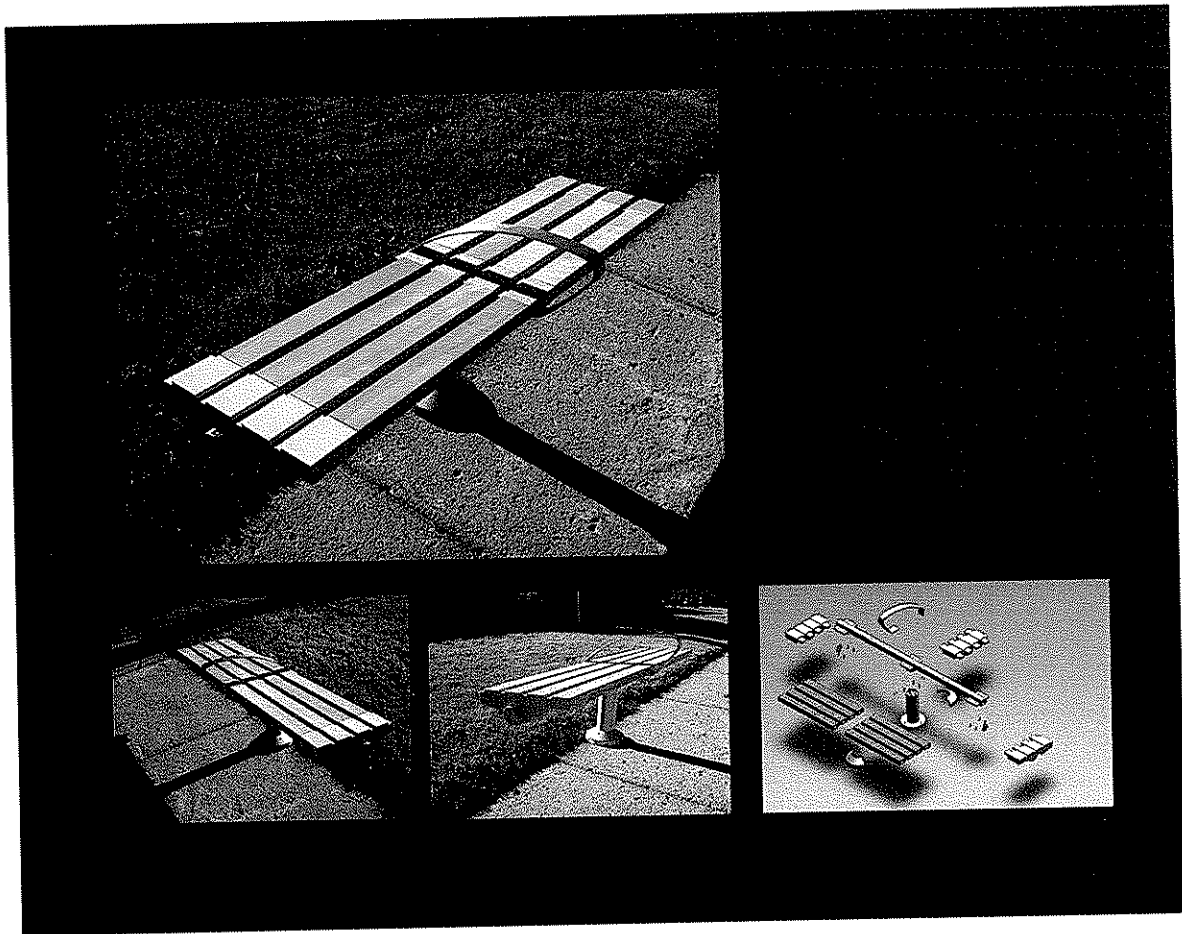


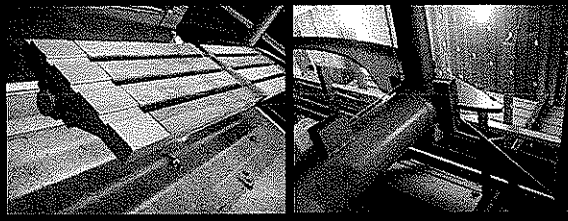
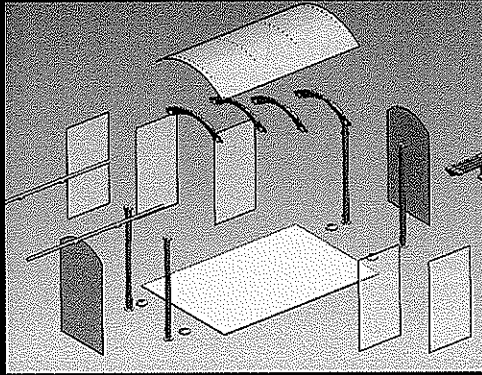
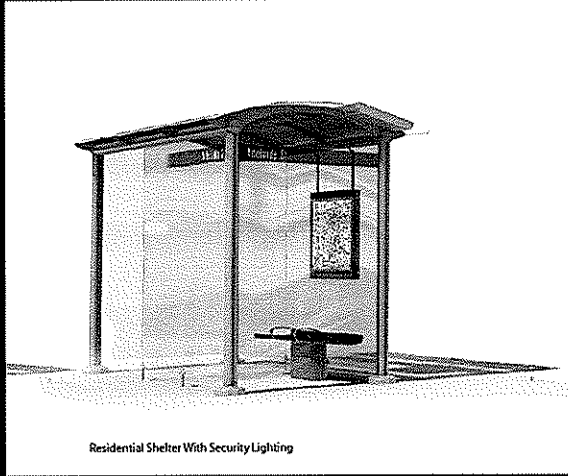
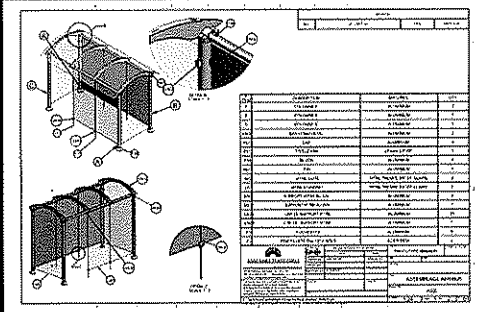
2008  
Restaurant Bleu Blanc Rouge  
Owned by Guy Lafleur

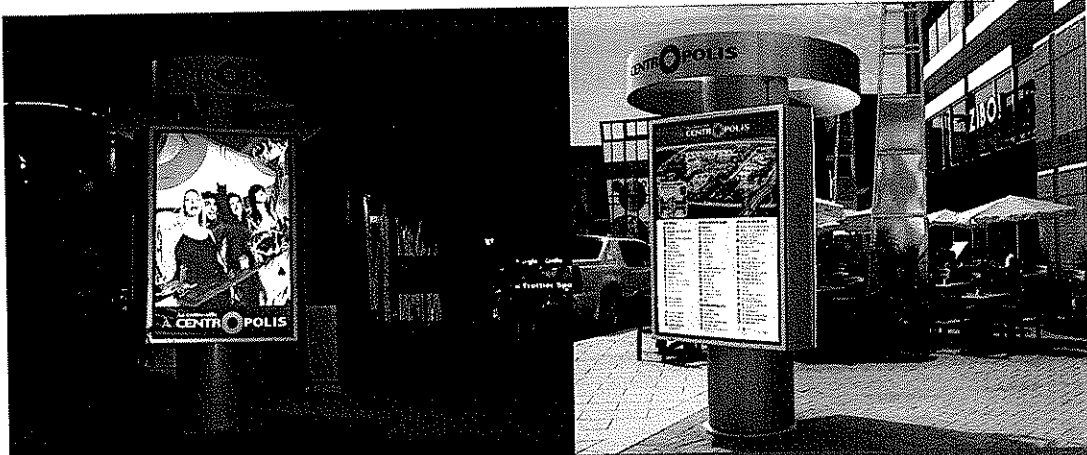
Suspended  
thematic sign structure











Imagemakers Competition 2008  
Wayfinding Systems Award of Merit  
Centropolis (directory)



Imagemakers Competition 2008  
Free Standing & Roof Signs first prize Centropolis (pylon)  
Best In Show Award Centropolis (pylon)

## ➤ 2.2 OUR APPROACH

### Experience Means:

- Primary objective: Attain design intent.
- Engineering: Adherence to design.
- Organization: Assembling a talented team.
- Supervision: In the field know-how, meeting contingencies.
- Customer Service: Establishing schedules and meeting deadlines.

Our engineering department is **accredited in 5 Canadian provinces:** Quebec, Ontario, Alberta, British Columbia and Nova Scotia

TWS is certified CSA and UL.

TWS is qualified Division I, Canadian Welding Bureau (CWB) for welding design and welding structures (CSA W47.1) and have a full-time certified welding engineer.

We have a network of consultants, engineers and designers to whom we can turn to when the needs arise for special projects.

As a North American company with global experience, we possess all of the tools and means to provide quality projects anywhere!

## ➤ 2.3 OUR METHODOLOGY

The following production phases describe the methodology we feel will be the most efficient process for achieving West Virginia's objectives.

- Phase 1      KICK OFF MEETING**  
Review all the aspects of the design  
Review the project schedule  
Redefine the list of prototypes and Mock-Ups required  
Define an implementation methodology  
Review the scope of the project
- Phase 2      SHOP DRAWING REVISION**  
Communication with the Architect & Engineering Consultants  
Value Added Engineering on products  
Define the Knockdown shipping kit form for approval  
Samples of materials and components  
Prototypes and Mock-Ups  
Tests
- Phase 3      TOOLING & JIGS PROCESSING**  
Production stage  
Quality Control  
Samples of materials and components  
Tests
- Phase 4      MANUFACTURING STAGE**  
Production stage  
Quality Control
- Phase 5      PRE-ASSEMBLED COMPONENTS**  
Production stage  
Quality Control
- Phase 6      LOGISTICS – CRATING & SHIPPING (and custom clearance when required)**  
Quality Control  
Follow up with personnel assigned for receiving shipments and warehousing
- Phase 7      ASSEMBLY INSTALLATION**  
Meetings & Training on Site – Division of Public Transit, West Virginia  
Follow up with the installation contractor  
Training sessions on site – Division of Public Transit, West Virginia
- Phase 8      DEFICIENCIES: RESPONSE AND TIMELINES**  
Quality Control  
Follow up with the installation contractor
- Phase 9      MONITORING**  
Site visits/inspection tours – Division of Public Transit, West Virginia  
Quality Control  
Spare parts inventory for maintenance



## ➤ 2.4 PROJECT TEAM

### **MICHEL SOUTIERE**

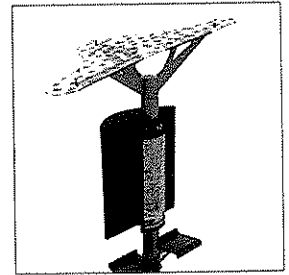
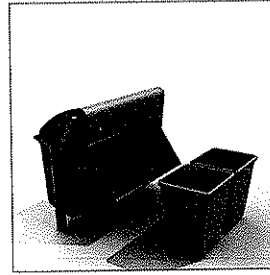
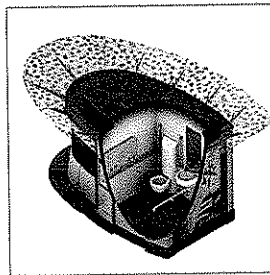
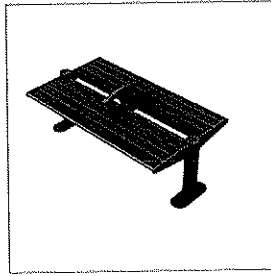
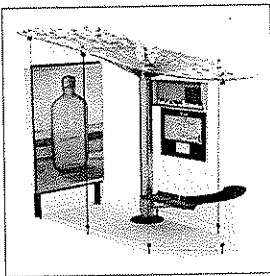
National Account Manager  
Design & Special projects  
Senior industrial designer & Consultant  
APPOINTED REPRESENTATIVE


One of few people capable of visualizing the results of any concept in solid three-dimensional terms, Michel also possesses an astute ability to render projects cost effective. Since joining Transworld, the business acumen, which he acquired from operating his own design firm, has brought us to the forefront of many new and exciting projects.

Amongst his many achievements in the past twenty years, has been his predominance in municipal projects encompassing identification, wayfinding and street furniture.

His ability to harmonize his design with a wide variety of architectural styles has solidified his reputation.

One of his most notable contributions to Montreal's urban setting was as the team leader for the design and implementation of 450 Morris columns involving the coordination with infrastructure engineers of Hydro-Quebec, Metropolitan Gas and Bell. Michel supervised all aspects of production and final installation.



Design collaboration with 

## > 2.4 PROJECT TEAM

**KAHIL HABASHY, P. Eng.**  
Vice-President, Engineering & Design

Mr. Kahil Habashy, P. Eng., licensed engineer in Quebec, Ontario, Alberta, British Columbia and Nova Scotia and qualified Welding Engineer (CWB). Kahil Habashy has twenty-seven years experience in engineering with extensive experience in soil analysis and foundation design, construction, management, estimating, research and scientific development, and scheduling. Mr. Habashy has thirteen years experience in the sign industry with vast experience in design and development cast aluminium, aluminium extrusions, and Fiberglas.

In addition to the above qualifications, over the past ten years, Mr. Habashy has designed and engineered many transit shelter programs and related street furniture products in Canada and United States as well.

**DOMINIQUE AUDET**  
Manager, Customer Service

Dominique started at Transworld Signs 8 years ago straight from College as an engineering/production co-ordinator. She quickly grasped the intricacies of the sign industry and was instrumental in the implementation of the ISO 9000 program. Attention to detail, product knowledge, and a sound work ethic elevated her to the present position as manager of the customer service department. She supervises a staff of 8 individuals who monitor and service our national accounts.

**ANDREY SHABLIN**  
Appointed  
Project Manager

Dedicated and passionate in his search for excellence, best describes Andrey reputation within TWS and his clientele. Andrey has demonstrated an impressive knack for carrying out the most demanding tasks. As project manager he possesses an excellent knowledge in the field of street furniture and of the intricacies in dealing with municipalities and town planning commissions. His relationship with contractors and sub-trades has assured our clients of consistent reliable results.

## ➤ 2.4 PROJECT TEAM

### **ANDY PALKA**

Transit Shelter Installation Manager (if required)

Andy has over 20 years experience in street furniture in installations of transit shelters. He has been a strategic player in installations of high rise signs, including curtain walls. He has worked on street furniture projects throughout North America.

### **ALDO LELIEVRE**

Buyer, Procurement Department, Montreal

Aldo has six years experience in the sign industry and street furniture with a specialty involving stainless steel projects.

He was instrumental in the implementation of our certification with the Canadian Welding Bureau. His negotiation skills allow us to maintain sound material costs for our large volume accounts.

### **NICOLAS FIZZANO**

Logistics Manager

Nicolas has 30 years experience in the manufacturing industry specializing in production, installation and shipping. He has coordinated shipping and installation for many of our major re-branding programs throughout North America. Expert and impassioned in Lean Manufacturing, he optimizes operations in order to maximize quality and to minimize the costs and the deadlines. His success is due to his ability to mobilize and obtain the cooperation of all personnel.

## ➤ 2.4 PROJECT TEAM

### **PAT LOPEZ**

President & Chief Executive Officer

Pat has more than 20 years experience in professional management and administration. He has held executive positions in banking, national construction and international manufacturing organizations. Pat graduated from McGill University with a Bachelor of Commerce degree and a Graduate Diploma in Public Accounting.

Since 2004 Pat focused on maintaining TWS' leadership position in the Canadian marketplace and in increasing TWS' presence in the USA. This is achieved through supplying quality products at competitive prices with excellent customer service.

### **BILL KOVACEVIC**

Vice President – Research, design and product development.

Bill began his career in the sign industry as a sign designer in an era that demanded versatility and knowledge of all the crafts involved in the industry.

His expertise in calligraphy, neon, mould-making, thermoforming, spectaculars, and wayfinding, has evolved and adapted to the current technologies. Bill was first in North America to introduce white LEDs in a major sign programme. He researched and implemented the use of CPM, SMC and PETG-HT into major sign programmes. As a result of his profound knowledge of methods and materials, he is regularly consulted by designers and other professionals serving the industry to help them achieve design intended results and with other issues.

➤ 3.1 PROJECT ESTIMATION STANDARD SHELTERS

Bus Shelter Sizes	Unit Price (USD)	Unit	Estimated Number of Units	Extended Price (USD)
A) 3' x 9'	\$ 4 412,00	Each	100	\$ 441 200,00
B) 3' x 12'	\$ 4 999,00	Each	100	\$ 499 900,00
C) 5' x 7'	\$ 4 454,00	Each	100	\$ 445 400,00
D) 5' x 9'	\$ 4 866,00	Each	100	\$ 486 600,00
E) 5' x 10'	\$ 5 346,00	Each	100	\$ 534 600,00
F) 5' x 12'	\$ 5 645,00	Each	100	\$ 564 500,00

NOTE : All glass dome shelters are painted aluminum natural color.

➤ 3.2 PROJECT ESTIMATION VICTORIAN STYLE SHELTERS

Bus Shelter Sizes	Unit Price (USD)	Unit	Estimated Number of Units	Extended Price (USD)
A) 3' x 9'	\$ 4 610,00	Each	100	\$ 461 000,00
B) 3' x 12'	5 199,00	Each	100	\$ 519 900,00
C) 5' x 7'	\$ 4 654,00	Each	100	\$ 465 400,00
D) 5' x 9'	\$ 5 066,00	Each	100	\$ 506 600,00
E) 5' x 10'	\$ 5 546,00	Each	100	\$ 554 600,00
F) 5' x 12'	\$ 5 842,00	Each	100	\$ 584 200,00

NOTE : All glass of Victorian style bus shelters are painted aluminum natural color.

➤ 3.1 PROJECT ESTIMATION OPTIONS 1 TO 5

Options	Unit Price (USD)	Unit	Estimated Number of Units	Extended Price (USD)
OPTION 1: Perforated steel side panels.	\$ 480,00	Each	100	\$ 48 000,00
OPTION 2: Aluminum side panels.	\$ 510,00	Each	100	\$ 51 000,00
OPTION 3: Shelter bench with anti-vagrant bars.	\$ 550,00	Each	100	\$ 55 000,00
OPTION 4: Solar lighting system.	\$ 1 542,50	Each	100	\$ 154 250,00
OPTION 5: Solar powered transit stop.	\$ 1 375,00	Each	100	\$ 137 500,00

**> 4.1 ROLL-OUT CALENDAR**

<b>2 weeks</b>	<b>Phase 1</b>	<b>KICK OFF MEETING</b>
<b>4 weeks</b>	<b>Phase 2</b>	<b>SHOP DRAWING REVISION</b>
<b>6 to 8 weeks</b>	<b>Phase 3</b>	<b>TOOLING &amp; JIGS PROCESSING</b>
<b>12 to 16 weeks</b>	<b>Phase 4</b>	<b>MANUFACTURING STAGE</b>
<b>3 to 4 weeks</b>	<b>Phase 5</b>	<b>PRE-ASSEMBLED COMPONENTS</b>
<b>2 weeks</b>	<b>Phase 6</b>	<b>LOGISTICS – CRATING &amp; SHIPPING (and custom clearance when required)</b>
	<b>Phase 7</b>	<b>ASSEMBLY \ INSTALLATION</b>
	<b>Phase 8</b>	<b>DEFICIENCIES: RESPONSE AND TIMELINES</b>
	<b>Phase 9</b>	<b>MONITORING</b>