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Statement of Qualifications

1.0 Company History

Established in 1991, **Refai International Group** (Refai) provides world-class program/project management, international development consulting, engineering and design, construction management, and claims consulting services to private and public clients in the United States and Worldwide.

Refai delivers in-depth services you can count on to increase project efficiency and keep your contract costs on target. **Refai's** experts have managed all phases of construction from concept to completion on a wide variety of multi-million dollar projects including water delivery systems, regional roads, bridges, highways, airports, hospitals, schools as well as residential, commercial and industrial building construction projects.

Refai is also known for its strong understanding of common and geographically unique construction industry challenges, which translates into a remarkable ability to identify, address and resolve potential challenges upfront and early in the process before they negatively affect cost, quality or timeliness of performance. **Refai's** proven approach reduces its clients' capital risk and guarantees the success of the project/program.

Refai also supports our clients' needs in mission critical areas including dispute resolution, contract arbitration, procurement integrity and long-lead planning, capacity building, and water and wastewater facilities' O&M training and support.

Refai provides experts in strategic and sustainable development. Principals of Refai International previously served as American Diplomats working with the United States Government and were among the finest and most dedicated Foreign Service Officers. In their capacity, they provided senior-level engineering advice and guidance on all aspects of strategic planning in the development, management and evaluation of water, wastewater, transportation and other infrastructure activities valued at approximately USD \$2 Billion. International Development and Sustainability is one of **Refai's** strong holds.

Refai can provide in-depth knowledge of USAID and Federal Government Contracts and can assist contractors and provide expert advice in doing business with the Federal Government.

Geographic experience of **Refai** principals includes, but is not limited to, the USA, Dubai, Abu Dhabi, Saudi Arabia, Qatar, Oman, Jordan, Palestine, Afghanistan, Malaysia, Indonesia, Singapore, and the Philippines.

2.0 Services

2.1 Program / Project Management

Refai's program management consultancy services provide effective and efficient management of concurrent multi-disciplinary design and construction activities, systematically synchronizing multiple interrelated projects and project components to ensure that resources are available when needed, deadlines are met on schedule and contract costs are managed profitably. Refai's principals have been the driving force for the successful implementation of a wide variety of infrastructure projects and programs totaling nearly USD \$2 billion in value.

Our program managers outline the goals and objectives of each project component, delegate responsibility in a controlled manner, and hold project managers accountable for performance through a variety of performance metrics, on-sight inspections and routine communication to overcome problems and meet scheduled milestones within budget. Refai's well experienced professionals use state of the art technical resources to collaboratively define, plan, integrate and implement every aspect of each project, delivering a comprehensive program that is technically and environmentally sound, practical and timely.

2.2 Engineering and Design

Refai provides engineering and design services to satisfy client needs in various infrastructure segments: transportation, general building, water and wastewater facilities, and others. The staff of Refai has delivered numerous engineering and design projects worldwide, ranging from feasibility studies to preliminary and final designs and preparation of tender packages. Refai has experience in delivering engineering and design in various geographies, and using multiple local engineering sub-consultants. Refai excels in integrating the best ability of the local teams and integrates them with the skill of its own core staff. Refai has delivered engineering products by design teams that were located across different time zones. All engineering and design work is done in strict compliance with local codes, recognizes the ability of local construction contractors, and reflects local construction methods.

2.3 Construction Management

The profitability of any construction project requires experienced control of schedule, quality, safety and costs. The Refai's construction experts have managed all phases of the construction process from concept to completion including project engineering/design and cost estimation, construction activity planning and work scheduling, procurement planning and cost controls, logistics and importation, performance and quality inspections, contract administration and subcontractor and supplier management, reporting and documentation, as well as hand-over and warranty service.

Refai's successful construction management hinges on delivering construction projects on time, up to quality specifications and within the defined budget. Refai knows that without effective control of these three factors, successful delivery will not be possible.

In addition, our experienced and credentialed professionals are well-versed in the local challenges unique to your construction project and have the vision to identify and overcome implementation challenges before they become expensive problems.

2.4 Construction Claims Services

It's a fact that the best made construction plans are always susceptible to contingencies, whether through force majeure, differing site conditions, agency delays, outside interference, or other factors. No matter how well-planned a construction project is, construction claims are a routine occurrence.

Effective claims management often makes all the difference between a profitable project and a major loss. On the contractor side, Refai delivers on a proven track record of resolving claims profitably, quickly and effectively. On the owner side, Refai's expertise in dispute strategy and claims resolution has helped owners save millions of dollars.

Refai's pool of claims experts and construction professionals identify, analyze and prepare construction claims and disputes with the aim of upholding a successful resolution in an efficient, cost effective and timely manner. We scrutinize every detail of the construction contract, assess entitlements, quantify damage components and support negotiations in a way that achieves effective resolution in line with our clients' strategic interests.

2.5 Arbitration / Expert Witness

Refai has strong experience supporting the effective resolution of construction contract disputes. With more than 20 years of extensive experience in the industry, Refai has provided numerous organizations with expert advice to help resolve contractual disputes, whether through litigation or through third-party arbitration.

In the early stages of a dispute, the impartial evidence we generate has, in many cases, been sufficient for both parties to reach an amicable resolution without the cost and time implications of proceeding to court.

If an amicable resolution cannot be reached, Refai has a pool of expert witnesses available with suitable qualifications and experience. All of this experience is available in-house at Refai, enabling us to provide a seamless and responsive service.

2.6 Cost Estimation

Effective cost estimation and well-planned and transparent procurement processes are the lynchpins to project profitability. Refai involves accredited and experienced engineers and construction professionals in the accurate estimation of construction costs to ensure the reasonability of construction bids and effective cost control during construction. Refai has prepared effective cost estimates for a wide variety of multi-million dollar projects including water transmission and distribution networks; bridge, road and highway construction; airports, hospitals and schools; as well as residential, commercial and industrial building construction projects. Our cost estimates are based on local labor productivity rates, quotes from appropriate materials and equipment suppliers, and historical cost databases to give our clients a robust and defensible cost estimate.

2.7 Procurement

Refai also contributes robust experience managing procurements in full compliance with the most stringent U.S. government procurement requirements. Procurements for long-lead items are managed early into the construction (or pre-construction) cycle to avoid delays. For all items, specifications and standards are identified up front, scopes of work or purchase order terms are developed quickly, and where appropriate, local or international competitive bid packages are released, evaluated and negotiated to obtain the best commercial terms for the construction project.

2.8 Capacity Building / Operation & Maintenance / Training and Support

Refai's capacity building services are grounded in the hands-on experience of our pool of construction professionals and technical experts. With a broad diversity of experience in the construction and commissioning of a wide variety of infrastructure, Refai tailors our capacity building programs to meet the needs of the individual client and/or facility.

Our three-stage process involves a needs assessment stage, a design stage and an implementation stage, which is adapted and refined based on lessons learned from client interaction throughout the implementation process.

Refai puts a broad range of technical skills at your disposal to build capacity in the following areas:

- Utility Management: Staff capability requirements and training programs, management processes and procedures, and management systems
- Water Facilities O&M: Staff technical training programs, operations and maintenance systems and procedures, technical resource requirements.
- Wastewater Facilities O&M: Staff technical training programs, operations and maintenance systems and procedures, technical resource requirements.
- Road Maintenance: Staff technical training programs, maintenance, equipment and material resource requirements, maintenance systems and procedures.
- Managed and supervised the design of 10 wastewater treatment facilities in the West Bank

3.0 Projects

3.1 Roads

Refai's principals and professionals have led the construction of more than 50 road projects totaling over 350 kilometers and including regional highways as well as municipal and local roads.

Project work includes leadership of the high-profile Bethlehem 2000 Reconstruction Program, the \$300 million West Bank Roads Rehabilitation Program, a network of roads and highways connecting various districts of the West Bank, and also the 11-mile access road to Denver International Airport.

Additional work includes the development of design profiles, geometry, quantity take-offs and cost estimates for the Interstate 70 and Interstate 25 Intersection Project for the Colorado Department of Highways.

3.2 Hospitals

Refai's principals and professionals have led the planning, design and supervision of 25 primary and secondary care clinics throughout the West Bank. Expansion of four main government public hospitals while maintaining full service capacity.

3.3 Water and Wastewater Facilities

Refai team members have managed studies, design, and construction of numerous water and wastewater facilities. The work completed includes the following projects:

- Feasibility studies for twelve wastewater treatment plants in the West Bank, including site selection, preliminary permitting, determination of current and future wastewater loads, selection of effluent criteria, and selection of treatment technology.
- Design of six wastewater treatment plants in the West Bank, including geotechnical investigations, site acquisition, topographic surveys, construction permitting, and detailed plant designs (site-civil, yard piping, architectural, structural, process/mechanical, HVAC, electrical, and I&C disciplines). The designs approach reflected the Middle-East conditions: highly-concentrated influent wastewater, operator staff with limited experience, and arid environment.

- Siting and preliminary design for a large wastewater treatment plant in the West Bank. Negotiated effluent criteria with permitting authorities, selected plant site from among numerous alternative locations, negotiated land acquisition with local landowners and municipal authorities, and obtained construction permits. Prepared preliminary design for the plant, including facilities and systems for tertiary wastewater treatment and reuse of wastewater effluent for agricultural irrigation.

3.4 Building Construction

Refai's principals and professionals provided project management, schedule development, contract negotiation, claims analysis, dispute strategy and alternate dispute resolution services on behalf of a wide variety building construction projects including:

- Petronas Tower One Project (Shell & Core Contract), Hazama Corporation, Kuala Lumpur, Malaysia; Construction Value: \$200 million. Served as Team Leader for the prestigious Petronas Towers project, the world's tallest building at the time, standing 452 meters high (88 floors).
- Petronas Twin Towers Fit-Out Contract, Entracalles - Ekovest JV, Kuala Lumpur, Malaysia; Construction Value: \$230 million.
- Thai Lube Base Oil Project, Samsung Construction Co., Sriracha, Thailand; Construction Value: \$80 million. Petrochemical extension project for an existing lubricating oils refinery.
- Grande Family View Project, Duta Graha Indah, Jakarta, Indonesia; Construction Value: \$25 million. Residential development project comprised of 50 residential villas and 80 condominium buildings in Surabaya.
- Apartment Eksekutif Menteng, Duta Graha Indah, Jakarta, Indonesia; Construction Value: \$35 million. 210-unit condominium housing project comprised of four 17-story towers.
- Tanjong Ria Condominium, Samsung Eng. and Construction, Singapore; Construction Value: SGD 25 million. 92-unit housing development project with two high-rise 15-story twin towers along with all related support services/recreational facilities.
- The Atria Condominium, Samsung Eng. and Construction, Singapore; Construction Value: SGD 40 million. 158-unit condominium housing development project comprised of a one block 25-story apartment building along with semi-basement park, swimming pool, clubhouse and other recreational facilities.

3.5 Airports

Refai's principals and professionals led the construction of the Amiri Flight Airport project in the U.A.E. and managed/negotiated the construction claims for elements of the Kuala Lumpur International Airport.

They also developed, implemented and maintained the integrated facility schedule for the construction of the prestigious Denver International Airport (DIA) including three concourses, automated ground transport system, aircraft parts distribution facility, HVAC systems, passenger loading bridges and the 11-mile airport access road.

Additional work includes the development of design profiles, geometry, quantity take-offs and cost estimates for projects including the East Airfield Development Program of the Orlando International Airport, the Airport Layout Plan (Update and Design) for Philadelphia International Airport, the Taxiway Construction and Airfield Modification Project for Houston Hobby Airport.

4.0 Offices

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We want to hear from you! You can reach us at brefai@refaigroup.com