

GLOBAL VISION DEVELOPMENT, LLC



BUSINESS PLAN

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JANUARY 19, 2011
(UPDATED FEB 25, 2011)



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Executive Summary

Global Vision Development (GVD) is a joint venture corporation created for the purpose of assisting USAID in the West Bank and Gaza to carry out the mission of the American people (as pledged by President Obama): *That of assisting the Palestinian people through improving their lives with public infrastructure improvement and development.*

Three dynamic partners have come together to form this corporation: Midwest Creative Investments (or MW Development, an Issa Family LLC), LGC, an LLC owned by Ghassan Abdelnour and Alan Abbas (both experienced construction professionals in Southeast Michigan), and Abdelmajeed Balatya, a Palestinian born, US trained Project Management Professional. With the combined training, experience and resources of these directors, GVD is poised to provide USAID with the resources necessary to fulfill all USAID goals and objectives.

GVD retains a home office in Ann Arbor, MI, as well as a West Bank office in Ramallah; which serves as its Middle Eastern base of operations. Anwar Issa maintains dual Palestinian/American citizenships and a home in Ramallah. He has resided in the West Bank for extended periods in the past (while managing several construction projects) and maintains close ties with the Palestinian community. The corporate principals are greatly familiar with the environment due to their previous work experience in the Middle East and their Palestinian roots.

As a result of partners' combined experience performing the type of work proposed, its financial strength, the skills of its management team, and the established relationships with Palestinian contractors and consultants familiar with USAID work (increasing the partners' ability to take on further task orders), GVD is well-positioned to perform the construction work required by USAID in the West Bank (and, once stabilized, Gaza).

GVD offers USAID a collaborative team of highly qualified personnel; fully capable to perform all task orders awarded under the proposed 5-year Indefinite Quantity Contract. The carefully selected leadership team for the West Bank project consists of:

- CEO/CFO and Corporate Principal in Charge, Mr. Anwar Issa.
- International Program Director, Steven J. Robbins, is a highly-qualified and dedicated construction professional selected to lead the GVD West Bank operations in conjunction with Anwar. Mr. Robbins is has committed to working with GVD in the WB for at least the next five years, assuring the successful implementation of USAID task orders or assigned construction contract.



- Corporate Director Abdelmajeed “Abe” Balatya, who will provide executive assistance in the West Bank. As a US trained Construction Manager native to the West Bank, Abe will be a strong right-hand for the Program Director.
- Madar Consulting Engineers (MCE), a Management Consultant retained to act as Assistant Program Director. MCE is one of the most respected and experienced engineering companies in the West Bank. Headed by Mr. Hatem Ahmad, their team of Engineers, Architects, and support staff are already working hand-in-hand with the GVD team to ensure the success of the team.

The GVD leadership team traveled to the West Bank to evaluate the resources and conditions on the ground. After familiarizing himself with the environment, International Program Director Robbins is ready to “hit the ground running”. He will work hand-in-hand with the USAID Contracting Officer and Technical Officer as well as all Palestinian and local authorities of the Israeli Government. This will be done in a transparent manner in order to facilitate successful completion of all task orders awarded. Through his professional relationship with the authorities in the West Bank, CEO Issa will ensure program objectives are met on matters requiring interface with governmental entities

In addition to the designated leadership team, other Directors of GVD will periodically travel to the West Bank to provide support as needed. Please see the attached resumes, references, and confirmation of intent letters for each of the corporate partners.

In order to provide USAID an optimum bid, based on superior service with the highest-quality finished product, GVD will submit a proposal for each task order released by USAID/WBG. These proposals will be thoroughly researched in order to tender a complete package. While visiting the region, the Directors visited local contractors and scrutinized the availability of materials, skilled tradesmen, engineers, operators, and equipment required to perform the scope of work in the USAID task orders. This exercise further allowed them to realize the challenges in properly executing the work.

Aligning for best success, GVD solicited and entered into team operating agreements with many US and West Bank businesses, and construction professionals. Its most important relationship is with its Management Consultant, Madar Engineering Company. CEO Issa experienced a favorable working relationship with Hatem Ahmad, Madar’s General Manager, as his client in building several buildings in the West Bank. Madar has many established relationships with contractors, engineers and suppliers, as well as being experienced in infrastructure work comparable to the USAID work.

Architectural/Engineering Consultation Teaming Agreements have been entered with several professionals in the United States in addition to Madar in the West Bank. These companies were strategically sought out for their experience and abilities in the different forms of work that may be required by the USAID INP II contract. Teaming agreements have also



been entered with many West Bank construction sub-contractor companies; all whom have experience in performing infrastructure work as required by USAID.

Further, GVD has signed letters of commitment from more than a dozen experienced West Bank engineers and construction professionals who have been interviewed, vetted, and have indicated their desire to work with GVD. Should GVD be awarded this Indefinite Quantity Contract from USAID, complete skill set will be provided, assuring that when a task order proposal is released, a precise planning method that has been set in place will be followed to choose the most qualified team members to prepare the proposal and execute the work.

The GVD leadership team has developed a complete set of procedures to support the local sub-contractors and will provide the expertise to “safely” execute the work through its quality control/quality assurance program, risk management, cost and schedule control, material procurement, and project engineering.

We realize the fact that doing business and conducting construction activities may not be “business as usual” due to the possibility of evolving political conditions in the West Bank. We additionally realize that these impending conditions may have an adverse affect on implementing task orders. However, with CEO Issa’s vast experience living in the WB and being part of the local fabric, as well as his experience completing several residential and commercial building projects in the West Bank with its Consulting partner Madar, GVD is prepared to manage and mitigate any possible challenges to minimally impact task execution. Delivering high-quality, well-executed projects will be the GVD “brand”; there will be no impact allowed under any conditions, and the delivery of completed projects will be achieved in the most possible economical manner.

In summary GVD is a highly-qualified team of construction professionals, experienced, hard working and honest, and ready and eager for the opportunity to accomplish USAID task orders in the West Bank. Its business plan further details its understanding, experience, systematic approach, personnel and capabilities all listed under the sections contained herein.



Business Owners:

The principals of GVD come from a variety of different construction backgrounds. The three partners are listed below with a short summary of their history. For further information on each of the corporate principals, please see their respective resumes/CV's and project lists.

MW Development, LLC, is a subsidiary of Midwest Creative Investments (MCI), an Issa family LLC created in 1991 by the 5 Issa brothers in Ann Arbor, Michigan. Since that time, MCI has completed new buildings or renovations/remodeling of more than 12 public school buildings and several other commercial buildings; acting as the owner/contractor for each of the projects, and providing complete oversight. See Anwar Issa's Project List for a complete listing of MCI project successes. The varied and extensive business experience of the brothers Issa, including MCI and Issa Properties, results in a wealth of success and business world accumen. For further information on the five partners who formed MW Development, please see their individual resumes. Anwar Issa is assuming the role of Principal on site for the West Bank project; however, the other brothers will travel to the West Bank as needed to provide support.

LGC, LLC, is a corporation formed by two building professionals, Architect Ghassan Abdelnour and Engineer Alan Abbas. As one of the partners of GAV & Associates, an architectural design firm in Southeast Michigan, Ghassan has partnered with Alan Abbas, an engineer and construction project manager owning Luna Construction Group, many times on past projects. Building on their success in prior teaming arrangements, Ghassan and Alan have combined their expertise officially as LGC, LLC. They will provide the expertise needed for oversight of GVD activities and will travel to the West Bank periodically, as needed, to support Anwar in his role as CEO.

Abdelmajeed Balatya is a native Palestinian who holds a permanent US Green Card. He is completing his studies as a Project Management Professional in Chicago and has prior experience as a project executive assistant. In addition to his financial stake, he brings to GVD knowledge of the location, customs and language, as well as his relationships with West Bank construction professionals. Balatya will work in the West Bank to provide invaluable assistance to the Program Director.

Product/Service:

GVD intends to provide complete construction project implementation, including pre-deployment engineering and architectural services. Working in close collaboration with the project sponsors, GVD will develop a project plan and risk management program for use by the entire construction team. Additionally, GVD will hire engineering and other construction professionals to create a comprehensive implementation team. See the attached Organizational Chart for details on these positions.



Mission Statement:

GVD provides value-added construction services to its customers by integrating its total quality process throughout its firm, creating a successful partnership with them throughout the construction process.

The GVD Vision:

Every member of the GVD team endeavors to establish lasting customer relationships by exceeding expectations and gaining trust through consistent and exceptional performance.

GVD will create a culture within its company that spawns quality-minded employees who provide top-quality performance. GVD Directors, employees, and all contracting partners are wholly committed to customer satisfaction by integrating a total quality process throughout the firm. Through continuous performance improvement, GVD will provide customers with steadfast, outstanding project service.

GVD will be the premier provider of construction services. Customers will consider GVD to be essential partners. GVD will gain this distinction through an unwavering commitment to quality.

Company Structure:

GVD is a Limited Liability Corporation formed in the State of Michigan in December of 2010. This business is a start-up that is a joint venture of established construction professionals as elaborated.

Target Market(s):

Its target market at the start of this endeavor is the Palestinian People through USAID. GVD has submitted a Proposal in response to USAID/WBG's RFP seeking 3-5 US owned Prime Contractor companies for award of an indefinite quantity contract expected to last 5 years and to be valued at \$750,000,000 in aggregate.

Current Opportunity:

In February of 2003 USAID/WBG published a Pre-solicitation Notice to the Infrastructure Needs Project Phase II - RFP No. 294-2010-108. "The scope of this solicitation was to obtain the services of multiple US Construction Prime contractors to implement Task Orders for the construction, rehabilitation and/or improvement of infrastructure works throughout the West Bank and, if conditions permit, in Gaza. Task Orders issued under this indefinite quantity contract will provide for the new construction, rehabilitation and/or improvement of infrastructure throughout the West bank and, if conditions permit, Gaza."

Mr. Issa's West Bank colleagues who worked on INP I contacted him to notify him of the



opportunity. Since there are not a lot of “US” construction companies rushing to work in the West Bank (USAID requires US owned companies exclusively), Mr. Issa recognized an opportunity to expand the work of Midwest Creative Investments to his homeland. He also saw that the work would involve more extensive engineering and architectural background than the school construction experience of MCI and invited the other partners to join the Issas in the opportunity.

USAID issued a draft RFP on November 23, 2010, and the final RFP was issued on December 20, 2010, with a due date of January 28, 2011. GVD did submit a proposal in response to this RFP.

There are several key assets that GVD holds which make it a very qualified prospective bidder and a promising company, including:

- The vast knowledge of the local area and people, especially the fact that there is no language barrier - all of the corporate partners are fluent in Arabic;
- The combined skills/abilities and resources of the partners and their chosen International Program Director Steve Robbins is unmatched;
- The network of business ties in the area that is already established by the Issas and enhanced by its chosen Management/Consultant partner Madar and their contacts;
- The fact that the corporation does not need to borrow any money to start the corporation;
- The firm desires of the Principals to assist the people of their homeland improve their lot.

With all these things going for it, GVD stands a good chance of being awarded one of the 3-5 IQC’s that USAID has offered and becoming a very successful Palestinian construction company.

Projection of Business Future:

If awarded, the IQC from USAID is for a 5 year period. During that period, 3-5 pre-approved contracting companies will compete for various task order proposals released by USAID/WBG. The total expected ceiling price of the IQC is \$750,000,000 and there is no limit on the number of task orders one of the contractors can win or the combined amount of an award. The minimum award of task orders if approved for the IQC is \$75,000. Although the IQC is for a five-year period, any of the task orders can potentially extend up to three years beyond the end of the five-year period.

Market Analysis

The contractors who were awarded a Prime Contractor IQC on INP I are its feasible competition. These include 4 companies: Morganti, IRD, AIC, and Apco/Arcon. We have reviewed their website information and also discussed the information known about them with



our Management Consultant Madar Consulting Engineers as they worked with USAID and some of these vendors in the past.

For the USAID/WBG INP II program, the company that is running the program for USAID has changed from the company that ran the INP I program. The new A-E firm in charge of the program has significantly changed the requirements for qualifying as a Prime Contractor, required.

Based on the questions asked by potential bidders since the Draft RFP was first published by USAID as well as its conferences with local sub-contractors and consultants experienced with INP I work and the incumbent companies and their capabilities and records, we believe that there are less than 8 companies who will apply for the 3-5 contracts being awarded. We also believe that its experience, capacity and assets make the outlook very good for its successfully receiving a contract.

Industry - Yesterday, Today and Tomorrow:

Background on USAID in West Bank/Gaza

“The United States is the leading provider of bilateral economic and development assistance to the Palestinians, having programmed \$3.3 billion through USAID since 1994. Funding has supported programs in the areas of water and sanitation, infrastructure, education, health, economic growth, and democracy. The United States also is committed to continuing assistance for basic human needs in both the West Bank and Gaza, including emergency food, health care, and access to safe water.

“In 2007 USAID instituted a \$300 million Infrastructure Needs Program (INP I) designed to construct and rehabilitate critical infrastructure, promoting economic growth and improving the quality of life for Palestinians in the West Bank. Political and security conditions did not permit the program to implement projects in Gaza. INP I projects included construction and rehabilitation of roads, water systems and distribution networks, wastewater systems, schools, and other facilities, all done in order to help the Palestinian Authority (PA) address both immediate and long-term infrastructure needs that are required in preparation for its role as a future Palestinian state.

“By their very nature, these projects also created desperately needed jobs which helped to bolster local economic activity.”

For the INP II program that is scheduled to run from 2011-2016, the budget is \$750,000,000. Palestine is a “New Frontier” of opportunity, virtually begging for the spread of modern civilization, and we are excited to be a part of that.

Demographics & Target Market:

Our target market is the construction industry in the West Bank. There are 3.8 million Palestinians in the West Bank and Gaza with roads and public buildings at a minimum. While there are many contracting companies in the area, there are almost none with the breadth of



experience and modern knowledge that GVD has and which is required for building a sound infrastructure. Although our initial intent is to obtain the West Bank IQC contract with USAID, we have information that they are also planning to release a USAID RFP for construction work in The Kingdom of Jordan which is right next to the West Bank.

Entry Barriers:

The only barrier is the requirement for Performance and Payment bonds in an amount and retainage requirement that are unobtainable for most companies who would like to compete for the work. This obstacle keeps the competitive playing field abnormally small, at least in the case of the foreign aid/assistance contracts, which makes our chances of success greater.

Marketing Strategy

GVD will build our marketing strategy from our core competencies (quality, speed, service, product, price, convenience, location, etc.) This strategy is to tell customers what we will do better than the competition so that our potential customers can clearly see the value we offer.

Product/Service:

GVD will assist USAID and other governmental agencies by providing construction and rehabilitation of roads, design and construction of public buildings, and emergency repairs of water, sanitation, and solid waste services to address urgent public health problems.

Since 1994 the total USAID budget provided to the Water Resources & Infrastructure activities was for \$1 Billion. The \$300 million Infrastructure Needs Program Phase I is wrapping up and the budget for INP II just getting underway is \$750 Million.

In order to help the Palestinian Authority (PA) address both immediate and long-term infrastructure needs, we will provide the following services for USAID, which will also create desperately needed jobs, bolstering the local economy.

- Drinking water systems and sanitation
- Construction and rehabilitation of roads. Roads projects are designed to create and link transportation networks which spur economic growth in the targeted area. As a result of INP roads programs, residents and businesses are able to transport their goods and services more easily throughout the West Bank. In addition, the quality of life for Palestinians improves as residents are able to travel more easily to neighboring towns and villages. This work is critical to the future economic success of the West Bank; several of the INP project areas have not seen any road improvements for more than 30 years.
- Drilling wells to increase water availability; creating water systems and distribution networks. While 88% of Palestinians receive potable water in their homes, the water supply is not consistent and so shortfalls are covered by the collection of rain water in residential



cisterns or by the purchase of water from commercial tanker trucks or private enterprises. INP is mitigating these water shortages by providing new and upgraded water networks and by drilling new water wells.

- Construction of wastewater systems,
- Improvement of basic Palestinian infrastructure needs by building or rehabilitating physical facilities including community centers, youth centers, classrooms, and even community health facilities.

Pricing Strategy:

We are bidding on a Firm Fixed price contract that is based on unit prices. Its prices will be based on the best price we obtain from sub-contractors, plus costs of fixed and variable expenses and a reasonable percentage for profit. All sub-contracts will be competitively bid to ensure best price and value for the customer.

Cost/Price = sub-contractor's price + in-house employee and other expenses + Profit.

Web Strategy:

GVD will use its website as a key marketing tool. While it is still under construction, it will have photos and stories of its project progress, completion and successes will be a very important part of the website, as will customer education and partner networking with its fellow construction professionals in the area.

Competitive Advantage:

There are several core competencies we bring to the table based on its partners' experience, financial resources, and our relationship with our Management Partner Madar, including:

- Our financial situation will enable us to take any given job from USAID;
- Our current presence and established office in the West Bank gives us the ability to “hit the ground running” on any awarded task orders on the first day;
- Its CEO/CFO, together with its consultant Madar, have an extensive network of current West Bank relationships;
- The size of our team that we have been able to assemble. With its employees, the Madar team, the sub-contractor's team, and the local engineers who have all provided us a letter of intent or teaming agreement, we have the capability to perform at over 30 sites simultaneously if needed.
- Madar's extensive experience working in the region;
- The forward thinking of our IQC Program Director coming from the United States with 30 years of experience, together with the local experience and expertise from Madar and Hatem Ahmad acting as his assistant, we will have the best leadership team of our competitors;



- High good will in the region makes the sub-contractors put trust in our company, which will be evidenced by their providing us low prices in order to do the work for us;
- Between Madar and Mr. Issa, we have a network of local contractors and engineers that are eager and willing to work with us on any projects.

(See our Capacity Organization Chart in Appendix 3 for an illustration of our team's capacity.)

GVD's Reputation is...

Above reproach. The sub-contractors have had good experiences with Madar and Mr. Issa in the past so that they know they will be treated fairly and paid promptly, causing them to desire working with us more so than other Construction companies in the area.

Operations Plan

Management Approach:

The primary program objective of USAID/WBG is to provide high-quality infrastructure for the Palestinian people in the West Bank and Gaza areas. The individual task orders released in order to achieve the objectives will be of varying sizes and types and project durations with pre-qualified prime contractors competing for award of the task orders. The current program cost is budgeted at \$750,000,000 with that amount to be split amongst all the task orders released at various times during the course of the 5-year INP II program.

USAID/WBG intends for the building projects to reflect the American People's commitment to the Palestinian people. We understand the owner's direction to the prospective Prime Offerors to be responsible for the efficient, successful, and timely implementation of all awarded Task Orders within the budgets, schedules, quality, and performance standards set out in each individual Task Order. Upon Award, it would be one of our first tasks to meet with the USAID INP II Program Team to set up our communications plan and to gain a complete understanding of the program. A good, strong working relationship with the A-E team is one of our top priorities.

From this understanding, for each awarded Task Order, GVD would prepare a detailed overall Master Planning Schedule. This powerful tool would reflect in detail the various project critical path tracks (design, permitting, owner decisions, approvals, material procurement, phasing, etc.). The Project Team would then use this tool to track and manage the processes of each individual critical path to assure the overall project's completion objective is accomplished successfully.

We recognize the success of each project and the program as a whole is dependent upon a complete and correct Work Plan that addresses the project team's concerns as well as the



program challenges. We have provided a general perspective of our Services and Approach that will be utilized on this INP II program and will tailor our general plan more specifically for each individual task order.

Services and Project Approach:

GVD provides a variety of services for pre-construction, programming, conceptual estimating, assisting the A-E team through the design process and planning. We will develop a plan that addresses concerns about work site activities, construction, program disruption and safety. We will provide a graphic logistical plan and support documentation necessary for the program.

GVD will continue to review and manage both schedule and budget through-out the Pre-Construction and the Construction Phases of the project. We will maintain communications and reporting of the current status of the project, challenges, and issues, as well recommend solutions and/or remediation measures to maintain and achieve project budget and schedule goals and objectives.

We have reviewed the Scope of Work (as listed in the RFP) for the Construction and Post Construction Phases of the project and commit here to the performance of all activities listed. A brief summary of our services is (including but not limited to):

- Budgeting and estimating.
- Constructability review.
- Logistical review.
- Obtain approvals and permits.
- Review of project documents.
- Prepare bid packages.
- Review of material and manpower availability.
- Establish labor and material (trade) bid categories and break down the scope of work.
- Distribution of construction documents for bidding.
- Receive competitive bids; review and evaluate all bids.
- Prepare and issue all labor and material (trade) contracts.
- Monitor all contractor compliance with insurance requirements.
- Establish project accounting format and project records format.
- Establish project schedules; identify long lead items.
- Monitor all required shop drawings and submittals for approval.
- Establish pre-construction and construction job meeting format.
- Conduct pre-mobilization project survey.
- Pre-Installation Conferences to outline project rules and requirements.
- Staff the project with full-time on-site field supervision.
- Mobilize job site with field office, telephone, temporary facilities, etc.
- Direct/coordinate/monitor all labor and material contractors.
- Institute construction time schedule controls to lead and monitor job progress.



- Monitor job site safety.
- Establish jobsite meetings with Contracting Officer, A-E firm, and COTR.
- Keep everyone informed of job progress.
- Administer contractor billings/payments for monthly progress payment.
- Administer change-order process.
- Issue payments upon obtaining sworn affidavits from suppliers and sub-contractors.
- Compliance monitoring of all required testing.
- Obtain all required inspections and approvals from PA/GOI/A-E firm.
- Provide as-built and project records.
- Execute project close-out (punch list, warranties, operation manuals, etc.)

Project Planning:

GVD's team will develop a hierarchical schedule and work breakdown in **Primavera Project Planner** that will detail the task order's activities in a manner that will effectively communicate the goals and activities required to meet the requirements of the task order. This schedule will incorporate COTR and A-E key project milestones and contractor work activities, permitting activities, procurement activities and to establish the resources expected in constructing and completing each task order. GVD will consolidate each task order schedule upon award of subsequent task orders, creating one master schedule for the program and to assist in coordinating multiple sites and multiple contractors. These schedules will be used to communicate and enforce the requirements of the work with the associated parties, such as contractors performing the work, regulatory and governmental agencies, the design team, and the COTR.

The job progress is monitored daily by our on-site Project Superintendents and weekly at progress meetings with the Program Director in order to mitigate and correct any schedule concerns. The key to meeting completion dates is a realistic schedule, constant monitoring by the Project Superintendent and the cooperation of labor and material contractors. Our background gives us a clear focus of the importance of the early establishment of the project goals. The coordination of each contractor and material supplier involved in the project is key to the successful achievement of overall completion. This means a strong, cohesive relationship must exist between GVD, its contractors and suppliers, A-E, Owner and COTR. Obtaining the necessary permits, accurate budgeting/estimating and the timely development of the construction documents must all take place.

Logistical Planning:

GVD will develop a logistics plan to establish our field office location, storage and warehousing, supply chains and access routes. Additionally the logistics plan will establish detours, closures and construction areas required for the work. This will serve to effectively communicate with the COTR, PA, GOI and in certain situations the general public its intentions and to maintain safety in construction areas for the workers and general public.



Estimating:

GVD utilizes estimating software and electronic material take-off tools such as **Timberline** and **COGO CAD** for preparing cost estimates to ensure accurate estimates and budgeting data. GVD espouses the importance of accurate estimates in evaluating contractor bids, value engineering alternatives, and analyzing changes in work.

Value Engineering:

Potential exists for GVD to propose alternative means, methods or materials in executing the task order that may still meet the design intent. This process is termed “Value Engineering”. It is a deliberate process whereby the project team evaluates the design which may provide an improved design, faster construction time, improved durability, greater life cycle or cost savings. GVD’s objective is to provide to USAID and the public the greatest value project possible.

Cost Controls:

GVD will provide to USAID cash flow projections for the work based upon the contract cost and the task order schedule. This provides an important tool for USAID to plan for the funding of each task order. Additionally GVD will actively manage any changes in the scope of work through our change order process.

Change Orders:

Change orders can and will happen. However, GVD takes several actions to mitigate the need for change orders. At the beginning of each task order we assess the project’s conditions and coordinate the project documents, assuring coordinated specifications, drawings and scopes of work. As conditions or requirements of the project may change, we track any potential for a change order and work with the contractors and design professionals to mitigate the cost and to keep the project team informed. Should a change in conditions or requirements create the need for a change order, GVD will negotiate with its contractors and provide a fair cost that will result in a change order to the contract.

Project Documentation:

GVD will utilize **Prolog** for document control and maintain an up-to-date set of documents at each project site that will include a complete set of the project plans and specifications, scopes of work, changes made to the work, encountered conditions contrary to the documents, and correspondence. These field documents will be used to develop accurate “as-built” documentation. As questions arise, its project team will utilize a “request for information” (RFI) process with status and reporting to effectively communicate clarifications to the documents. All shop drawings, product data, and quality control reports will be maintained at the site and a status and reporting process will be used to assure the timely procurement of materials



Post-Construction Phase Services:

GVD provides the Owner's staff with the instruction and documentation required to operate and maintain the new facilities if this is required for any Task Order. The Owner will be provided instruction and training in the use, operation and maintenance of the systems incorporated with a project and documentation will include as-built drawings, operation and maintenance manuals, care instructions and quality reports.

Additionally, GVD will provide administration of any warranty items which may develop over the warranty period and be available to consult with the owner's staff relative to the operation and maintenance of its new facilities. The final project closeout will include the above as well as financial reconciliation of project budget.

LEED Experience:

Our proposed IQC Program Director is President of the Building Enclosure Council which promotes sustainable, energy efficient building enclosures. This experience will bring added value to our team if we are selected on design/build task order projects for schools, medical or government buildings.

Safety:

GVD's safety program is a formal accident prevention program developed in the United States to meet Federal OSHA requirements. Our program is developed to allow for the productive use of the contractors while maintaining a high level of safety. We strictly monitor job site safety through our onsite staff. We implement safety aggressively during the construction phase through weekly safety meetings and planning of daily activities that identify potential hazards. Our staff members' experience in working in occupied areas and phased projects will set the benchmark for safety performance.

Safety is an important consideration in this undertaking. The safety of the public and construction personnel will not be compromised. GVD understands its responsibility to assure the implementation of safety measures by their contractors and employees on work sites.

Summary of Safety Program:

- I. GVD Firm Safety Policy
- II. General Provisions and Statement of Responsibilities
- III. Company Safety Rules
- IV. Asbestos Awareness (where applicable)
- V. Right to Know Law - Program
- VI. Typical Jobsite Safety Information
- VII. Jobsite Safety Monitoring and Reporting



- VIII. Additional Resources for Safety and Training:
- IX. OSHA Safety Standards
(Copy of manual furnished to each Superintendent)
- X. Employee Accountability Plan
- XI. Emergency Action Plan

Quality Control System:

GVD accepts their responsibility to ensure contractor compliance with the plans and specifications. We will establish a coordinated review process for design, as this is the first step of quality assurance. Then detailed procedures will be developed for specific focus items to assure quality.

We have a veteran staff that maintains strict company dictated quality control policies. Our field superintendents are in constant communication with all of the labor and material contractors to ensure they understand their work as it relates to construction document requirements and to meet accepted standards of construction. Quality control is an integral part of the weekly and monthly meeting agendas whereby it is to be discussed and followed up by all contractors and vendors to the final delivery of the project. We ensure all permit and code regulations are fully met with inspection approvals obtained in accordance with permit requirements. All testing of materials as outlined in the construction documents is verified to have been performed.

GVD has as its goal to become "Best of Class". That means a concentrated effort by our entire team to continuous improvement and the highest quality work and processes.

Quality Assurance:

GVD will develop a project specific Quality Assurance Plan. Our project teams routinely implement QA procedures on projects in a manner which results in a high level of value for clients as well as for the other team members.

Our plan will focus on the up-front planning of our projects, establishing activities for:

- Defining client goals and requirements
- Presentation of A-E information to demonstrate how project quality is being satisfied
- Identifying critical items requiring attention for specific quality control measures
- Monitoring indicators to determine effectiveness of our team's efforts
- Working as a team to determine action required to improve project quality

GVD's teamwork approach and communication skill aids the team in building a detailed planning schedule that will be used to keep the quality process on track. Team members can use this planning tool to prepare, and have available in a timely manner, information required for proper decision making.



We review material selections and documents to make recommendations to benefit the project in regards to cost control and constructability as well as suitability of documents for bidding. Our project team at this phase will prepare instructions to bidders which starts the process of communicating with the subcontractor market important quality aspects of the project. We also ensure that the trades with the particular experience, skills and strengths are aware and are bidding the project. This is also the time where third party quality control proposals will be solicited. GVD's team also reviews critical information with project field personnel who use this along with their extensive industry experience to ensure quality construction is executed during every phase of the project.

GVD continuously monitors project reporting systems to identify areas requiring attention. We will also use project specific reviews such as "Lessons Learned" meetings during the project to identify areas requiring attention and the root cause in order to determine the best solution for quality improvement. GVD also conducts company-wide bi-weekly meetings where managers share ideas on problem areas, best practices, industry trends and contractor issues. This transfer of information has a positive impact on the quality for all our projects.

All these activities will be continuously measured, evaluated and discussed with the team. Items are then documented during project team meetings to ensure the proper action is being taken in order that quality goals are being attained.

GVD's commitment to assuring project quality goals are met is right on par with our dedication to the project schedule and budget adherence. The only area of greater concern is that of project safety and overall client satisfaction.

OFFEROR CAPABILITY

GVD's team is well positioned and understands the operation of business in the West Bank. Two of the principals of our organization have resided in the West Bank and maintain their **Palestinian citizenships** and relationships with the Palestinian community. With their **American citizenship/residency**, they have harmonious relations in the WB, offering exceptional communication skills. That experience and knowledge of the locale and its highly politicized environment make **GVD** a strong potential strategic partner with USAID in this program.

For purposes of this program, **GVD** has entered into a strategic alliance by forming a team operating agreement with a local consultant, **MADAR** Consulting Engineers, for consulting and shared management. **MADAR** is a well qualified and recognizable engineering consultancy in the West Bank with a strong background in the type of work USAID is requesting under this proposal. **GVD's** Managing Principal, Mr. Anwar Issa, has worked with **MADAR's** senior partner to **successfully complete two industrial construction projects in Ramallah**, forming a working relationship wherein our successful teaming abilities were demonstrated. We believe



this strong alliance will enhance our delivery and execution of any Task Order projects on time, within budget, and in compliance with all USAID requests and regulations. Mr. Issa's strong business and management background is demonstrated by many successful achievements in Southeast Michigan and Northern Ohio, as evidenced in his resume and project list. He is resolute in his determination and his actions to prepare for this proposal prove his assertiveness by successfully acquiring many professional affiliations with both US and WB consultants and WB construction contractors with the expertise to successfully implement any work under INPII for USAID.

GVD understands the importance of being established in the West Bank and has an office presence in Ramallah dedicated to any work under INP II. The office management and operations we will set up will enable us to easily conduct construction operations throughout the West Bank at any time and in any place with any type of projects.

Our proposed IQC Program Director made a due-diligence visit to the West Bank in preparation for this submittal and will be relocating to Ramallah for the duration of the IQC contract. Mr. Steven Robbins is a seasoned construction program professional that has broad-based experience in multi-site, multi-project programs. Many of his projects exceed \$15 million and are similar to the type of work USAID has outlined in this INP II proposal. He has a strong background in assessing a project's needs, providing our WB office with the skill set needed to to appropriately plan and evaluate the project's requirements in order to appropriately allocate required resources and assure that task orders are delivered with the highest quality, within schedule and a controlled budget, and with the highest level of service. Our Program Director's organizational skills and technical experience coupled with the experience of our teaming members provide a framework for success for our projects with USAID.

In the US, our proposed IQC Program Director is actively involved in promoting the training and education of other professionals in the area of project management, building sciences, sustainability and new technologies. GVD plans on leveraging this in the mentoring and development of our Palestinian employees and engineering trainees. We have instituted a policy to advance our Palestinian employees based upon their merit, knowledge and technical skills. This policy will be equally applied to all of our employees and will encourage our female employees, trainees and professionals.

GVD has worked with our management consultant Madar to select a highly-qualified team of English speaking Palestinian engineers who are all possible **Project Superintendents, Task Order managers, QC/QA engineers, quantity surveying engineers** for different types of task orders and are qualified to perform as superintendents for task order 1 and 2 as well as further task orders. They are all experienced in Civil Engineering and possess a construction background. Each of them is highly familiar with the local code and civil requirements for proposed Task Order 1 and 2. GVD's alliance with these construction professionals enhances



our portfolio of capabilities in the WB for USAID Infrastructure work and provides us with enough additional experienced professionals to supplement our field teams on Task Orders 1 and 2 as well as the capacity to perform expertly on several additional task orders.

For the work under INP II, **GVD** has established teaming agreements with many highly qualified, reputable **design professionals** in the US. Companies experienced with international infrastructure ~ such as **Tetra Tech**, **Harley Ellis Devereaux** and **SHW Group** ~ will provide any professional expertise and/or design requirements needed to complete any design/build aspects needed for any type of task order under INP II. Our Corporate Directors and Program Director are familiar with all our strategic US partners and have had good experiences working with them.

GVD recognizes that in order to be successful on any of the Task Orders, we need alignment with the best local subcontractors to complete the projects. Our IQC Program Director, our managing principal, and several members of our corporate board with Middle Eastern Construction experience traveled to the WB in preparation for this proposal. **GVD** visited with the contractors and evaluated their ability to perform the work and, with **MADAR Consulting Engineers'** input, selected some of the best qualified subcontractors and supply vendors available. We have found our teaming partners to be experienced with USAID infrastructure work as well as understanding the demands of working in WBG. **GVD** firmly believes that we and our partners have formed a synergistic team and can deliver quality, timely, cost effective, and safe projects for USAID in WBG.

Our letters of intent and team operating agreements demonstrate that our team is ready to perform work under any assigned task order immediately.

GVD is committed to representing the United States through USAID in the most respectable manner possible. We understand that we will be leading our team and we will be responsible for the complete implementation of the work by fully adhering to our code of business conduct to give the gift of opportunity to the people in the West Bank and Gaza (when permitted).

Location:

GVD's home office is in Ann Arbor, Michigan at 2455 South Industrial Highway, Suite C, Ann Arbor, MI 48104

GVD's West Bank office is in the Mixed-use retail/office/residential building owned by Issa Properties in Ramallah, West Bank.

Operation:

GVD filed its incorporation papers in December 2010 in the State of Michigan and has been actively working on the proposal for USAID since the middle of November. Three of the



directors visited the West Bank in December to evaluate the project. The directors have been meeting and working together with the proposed Program Director since early December to gather all the required information for the proposal and Mr. Anwar Issa has been researching the opportunity since July 2010.

Anwar Issa has been spear-heading the work and is working full-time with a contracted writer/administrative assistant to prepare the proposal. Currently, Mr. Issa, the writer, and Mr. Robbins are in Ramallah working with Madar to help complete the task and turn in the proposal by the 28th of January.

After the proposal is submitted, the management team will work on the various documents required so that once the award is announced, we will be prepared to start immediately.

Organization Structure:

GVD is organized as a Limited Liability Corporation in the State of Michigan.

Employees:

Assuming GVD is awarded the contract, Directors Anwar Issa and Abdelmajeed Balatya plan to work full-time in Ramallah for the corporation in addition to the employment of Program Director Steve Robbins. Initially, Madar Consulting will provide administrative assistance to GVD as part of its teaming agreement.

As Task Orders are bid on and awarded to GVD, the field staff will increase according to the task. See the organizational chart provided for a breakdown of the positions and their responsibilities. We plan to hire beginning engineers/planners/designers to work with the experienced Madar Consulting office staff for the in-office work required and transition the work from Madar to GVD in that way. At the time necessary based on volume of work, GVD will add general office staff and accountants to the in-house staff.

Space:

We have a relatively small requirement for space as there will be few office employees for the first year. The Issa professional building where we have our office will provide us with the room to expand when the need arises. Madar has a large established office in the city center of Ramallah where GVD is also welcome to work.

Field offices will be leased as required for individual task orders and these will be the home offices for the task order field staff. Additionally, if it is required for any specific task order, we will rent storage space for equipment and construction supplies.

Capacity:

See our organization chart showing our output capacity. Although we will not over-extend ourselves, this illustration shows we are more than capable of performing well on multiple task



order awards as the same time.

Critical Suppliers:

Our vast network of teaming partners provides us with the supplies and equipment needed to do any job, or with the information on where to obtain them if we can't get something directly from them. There is virtually nothing that we cannot get locally, without having to import anything.

Financial system:

We will do our accounting in-house using Quickbooks and have hired Plante Moran, with offices in Tel Aviv, for auditing to ensure quality and accuracy and conformance to Federally required GAAP's.

Computer system:

GVD uses IBM compatible computer hardware. In addition to the basic business software such as MS Office Suite programs and Internet Explorer or similar web browsers, we will use Quickbooks for our basic accounting.

For our construction activities, we will utilize estimating software and electronic material take-off tools such as Timberline, and COGO CAD for preparing cost estimates to ensure accurate estimates and budgeting data. We will use Primavera Project Planner for Managing timelines and tasks.

Equipment:

The construction equipment will be provided by the sub-contractors we are teaming with or by USAID itself. This leaves GVD with only the office equipment and software to purchase to supplement what is already in our Ramallah office. We will be purchasing the following items upon award of the contract:

- Computers for the two corporate directors on site and the Program Director.
- Printer, fax, scan and copy machine networked in office.
- Software required as listed in the Management Approach above.
- Desks and chairs, 3-4 of each.
- Small business phone system.
- Various small business machines and office supplies.

Permits and Licenses:

USAID has stated that the required permits will be issued prior to task order awards. If there are any other business permits and licenses required, our local consultant partner Madar will assist us to ensure we obtain them.

Insurance

Pursuant to AIDAR 852.228-3 Worker's Compensation Insurance (Defense Base Act);



USAID's DBA insurance carrier is:

“Allied World Assurance Company is the only insurance underwriter authorized to write DBA insurance under USAID contracts as of March 1, 2010.”

All local sub-contractors are required to maintain insurances that will be confirmed for each task order. For the two sample task orders we are preparing a proposal for, the list of required insurances follows. This may change depending on the task order type but is generally what is required:

“The CONTRACTOR shall purchase and maintain the insurance required under this Paragraph. Such insurance shall include the specific coverage set out herein and be written for not less than the limits of liability and coverage required by applicable Laws or Regulations. All insurance shall be maintained continuously during the life of the Agreement up to the date of Substantial Completion and at all times thereafter when the CONTRACTOR may be correcting, removing, or replacing Defective Work. The CONTRACTOR'S liabilities under this Agreement shall not be deemed limited in any way to the insurance coverage required.

All insurance required by the Contract Documents to be purchased and maintained by the CONTRACTOR shall be obtained from insurance companies that are duly licensed or authorized to issue insurance policies for the limits and coverage so required in the West Bank. Such insurance companies shall have a current Best's Rating of at least an "A" (Excellent) general policy holder's rating and a Class VII financial size category.

The CONTRACTOR shall furnish the OWNER with certificates and original endorsements showing the type, amount, class of operations covered, effective dates and dates of expiration of policies. All of the policies of insurance so required to be purchased and maintained (or the certificates or other evidence thereof) shall contain a provision or endorsement that the coverage afforded will not be canceled, reduced in coverage, or renewal refused until at least 30 Days prior written notice has been given to the OWNER and additional insureds by certified mail. All such insurance required herein shall name the OWNER, the A-E, and their consultants and subconsultants and their officers, directors, agents, and employees as "additional insureds" under the policies. The CONTRACTOR shall purchase and maintain the following insurance:

1. Commercial General Liability: *This insurance shall be written in comprehensive form and shall protect the CONTRACTOR against all claims arising from injuries to persons other than its employees or damage to property of the OWNER or others arising out of any act or omission of the CONTRACTOR or its agents, employees, or Subcontractors. The policy shall also include protection against claims insured by personal injury liability coverage and contractual coverage to insure the contractual*



liability assumed by the CONTRACTOR under the indemnification provisions in the General Conditions.

*2. **Commercial Automobile Liability:** This insurance shall be written in comprehensive form and shall protect the CONTRACTOR against all claims for injuries to members of the public and damage to property of others arising from the use of motor vehicles, and shall cover operation on or off the Site of all motor vehicles licensed for highway use, whether they are owned, nonowned, or hired.*

*3. **Subcontractor's Public Liability and Property Damage Insurance and Vehicle Liability Insurance:** The CONTRACTOR shall either require each of the Subcontractors to procure and to maintain subcontractor's public liability and property damage insurance and vehicle liability insurance or insure the activities of the Subcontractors under the CONTRACTOR'S own policies.*

*4. **Builder's Risk:** This insurance shall be of the "all risks" type, shall be written in completed value form, and shall protect the CONTRACTOR, Subcontractors, the OWNER, and the A-E, against risks of damage to buildings, structures, and materials and equipment (including any stored off-Site and while in transit), CONTRACTOR'S equipment, debris removal and including demolition and contingent loss occasioned by enforcement of any applicable legal requirements, and shall cover reasonable compensation for the A-E's services and expenses required as a result of such insured loss. The amount of such insurance shall be not less than the insurable value of the WORK at completion plus equipment. Builder's Risk insurance shall provide for losses to be payable to the CONTRACTOR and the OWNER, as their interests may appear. This insurance shall contain a provision that in the event of payment for any loss under the coverage provided, the insurance company shall have no rights of recovery against the CONTRACTOR, the OWNER, and the A-E. This insurance shall insure against all risks of loss (including earthquake, flood and collapse) and, at the option of the OWNER, shall include comprehensive boiler and machinery coverage including coverage for installation and testing."*

Financial Plan

Financial Summary:

The figures used for this financial summary are based on the assumption that we are awarded both sample task order 1 and 2. We have received multiple competitive bids from prospective sub-contractors for these two task orders and have consulted with Madar for ensuring accuracy of our calculations. Since every task order will be different, we have no other way of doing this.



Total amount of funds sought for venture: \$ None

Total amount of estimated startup costs: \$25,000

Estimated startup costs include cost of Pre-Proposal trips to Palestine and Proposal preparation costs; Post-award re-location costs for Program Director and Home-Office outfitting. There is a 4% mobilization allocation for each task order which will keep its initial construction costs to a minimum.

For this projection we have assumed the award of both sample task orders.

Total amount of projected average monthly Expenses: \$445,000

Monthly expenses will be \$445,000, including sub-contractor costs as well as GVD's overhead costs for staff and expenses.

Total amount of projected average monthly revenue: \$580,000

The difference in revenue and expenses is our expected monthly profit.

The only other way to estimate the revenues is to take the total value of the IQC, which is \$750 million over the 5 year term, and assume that they award the expected 5 contractors a contract. We can divide the \$750 million by 5 companies and again by 5 years and again by 12 months per year for an estimated \$2,500,000 per month. The expected costs for this monthly work would be \$1,900,000 for a monthly profit of \$600,000. Please keep in mind that these figures are using USAID INP II as our only source of income.

Funding Source(s):

The three corporate partners are each investing a share of money to start the corporation. The percentage of investment for each partner is shown below.

Source	Amount
MW Development, LLC (Issa Family)	52%
Abdelmajeed Balatya	40%
LGC, LLC (Alan Abbas and Ghassan Abdelnour)	8%

See financial statements for further details.



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Ann Arbor, MI, 48104 USA

Appendix A

**Corporate Partners and West Bank Directors Resumes,
References, and Letters of Intent.**

Appendix B

Management Plan Organization Chart

Appendix C

Capacity Chart