

Labadee, Haiti
1999-2001
Project Narrative

This project was a renovation and improvement project of an existing cruise ship private island destination on the North coast of Haiti. Mr. Simpson was hired by a Coral Gables coastal and marine engineering firm to lead the project. The engineering company had been asked by the owner to take over the project after the previous architect leading the project was terminated and the change of design team leadership required the project to go on a fast track in order to stay on schedule. The arrival of the cruise ship had been scheduled months in advance and it was critical to complete a sufficient amount of work to enable the ship to arrive on time, moor safely in the harbor and transfer cruise ship guests to the upland and beach facilities.

The majority of our current SCIH staff was part of the project team. Our team was responsible for the successful execution of all the construction work. Members of our team included US based construction management staff in Miami as well as full time job site based staff in Haiti. The contractors that were managed by our team included companies from the United States, the Dominican Republic, Haiti, The Bahamas and Italy. At the height of construction activity, there were in excess of one hundred and twenty workers on site. Total value of the project was \$14 million. The new ship arrived on schedule.

The following is a brief outline of the preconstruction and construction services provided by our team for the project.

Preconstruction Services

Project Planning & Programming

- Consulted with design teams during initial project planning suggesting methods to improve the constructability of project elements
- Provided value engineering review during program development
- Prepared preliminary construction budgets
- Prepared preliminary project schedules
- Provided cash flow projections

Contractor Selection

- Located, qualified and selected contractors to perform work, foreign and Haitian
- Established and coordinated bidding process
- Prepared and negotiated contracts for construction

Construction Services

Cost Control

- Managed the entire construction budget providing monthly progress reports to owner management
- Assisted owners accounting staff to reconcile entire project financials on a monthly basis
- Established a job cost reporting process to facilitate financial reporting to owner's management and accounting staff
- Verified contractor Applications for Payment and prepared payment recommendations to owner
- Verified vendor and supplier invoices and prepared payment recommendations to owner
- Managed change order process as scope of work was modified by owner and/or field conditions

Scheduling

- Implemented a computer based project scheduling process using Primavera P3
- Implemented a construction document control process using Primavera Expedition
- Prepared and managed the entire construction schedule both marine and upland
- Coordinated various trades hired directly by the owner, such as the kitchen equipment supplier and installer, with the major upland contractor
- Coordinated construction activities with owner's island manager to maintain island operations during ship days with minimal disruption to cruise ship guests
- Lead monthly progress meeting at the site

Shipping & Travel

- Coordinated the shipping of materials and equipment from the US, SE Asia, the Caribbean and Europe for the marine contractors and the upland contractors
- Coordinated air charters for contractor personnel, owner representatives and construction management staff trips to the project
- Coordinated the immigration process for some of the contractor workers with local Haitian officials
- Coordinated importation of equipment and materials with Haitian customs officials and local port agent

Logistics

Coordinated local housing and food service for some of the contractors staff

- Procured specialized tools and equipment for various contractors on an emergency basis
- Worked with the owner's local attorneys in Haiti assisting them with their communications to government regarding the project

Description of Work

Marine facilities

- Installation of a mooring system for a 1,000 foot long passenger cruise ship consisting of bow and stern buoys with a chain and anchor system
- Tender docking system including a new bulkhead and dock structure with two integral notch sections and adjustable aluminum passenger ramps
- Recreational beach construction and improvement accomplished by shaping near shore areas, dredging off-shore sand and placing the sand to increase recreational beach areas
- Construction of break water structures for beaches and tender dock

Upland Facilities

- Staff housing facilities for island staff and management
- Sanitary treatment plant, lift stations and collection lines
- Potable water distribution systems, desalination plant
- Diesel generators, high voltage distribution system
- Incineration plant for garbage
- Constructed two dining facilities to feed 3,500 cruise ship guests in four hours
- Constructed three bar facilities
- Constructed new restroom facilities
- Reconstructed old native market building for local vendors selling crafts on site
- Remodeled artisan building for local artists selling art on site
- Civil site works included vehicle roads, pedestrian walk paths, recreational sand replenishment and reshaping of the beaches
- Way finding signage was replaced with new themes