

Half Moon Bay Limited, Jamaica

2007-2009

Project Narrative

Simpson Constructors, Inc. was engaged in June 2007 as owner representatives and program managers for an exclusive residential development project and back of house expansion project. Simpson Constructors, Inc. established a registered Jamaica branch company, securing the required work permits and setting up the necessary business accounts. Simpson Constructors, Inc. staffed the Montego Bay office with a Senior Operations Manager from the US, hired a local secretary and hired a local architect to assist in day to day operations.

Soon after setting up operations for Half Moon, Simpson Constructors, Inc. was also tasked with development and management of various maintenance and renovation projects critical to the on-going operations of the facility.

The Jamaica branch is supported by the staff in Miami including a principle of the company, a document/scheduling specialist, a project accountant and project clerks. Simpson Constructors, Inc.'s extensive background in construction and facility operations provides us with a distinct advantage over typical project managers during the development and delivery of complicated projects.

New Work

The Colony at Half Moon

Estimated Value - \$30 million

Our responsibilities as owner representatives and program managers for The Colony include advising the owner from concept development to close out of the project. Simpson Constructors, Inc. works with the attorneys, marketing group, accountants, architects, structural & civil engineers, quantity surveyors, environmental consultants and interior designers to ensure the project will be delivered as envisioned by the owner.

A primary objective achieved during Simpson Constructors, Inc.'s involvement in the project has been the development of the "casual Jamaican elegance" theme for The Colony villas to ensure the owner's vision of Jamaican authenticity regarding the look and feel of the residences.

Back of House Facilities

Estimated Value - \$3 million

Same range of administrative responsibilities as for The Colony.

Primary achievement was to assist owner in defining the operational requirements of the facility. The site plan layout, building space planning and choice of building type is complete. Site approval has been granted by the Parish Council. Working budgets are complete. Preliminary schedule is complete. Operational and food preparation equipment supplier has been identified. Security and safety operations have been drafted. Project commencement planned for 2009.

Fern Tree Spa

Estimated Value - \$5 million

Simpson Constructors, Inc. arrived at Half Moon in June 2007. Project was eight months behind schedule and over budget. Simpson Constructors, Inc. reorganized the project program and the spa opened in October 2007. Simpson Constructors, Inc. worked continuously with the nominated contractors to complete their work

including corrective measures to work installed incorrectly and work not completed. Simpson Constructors, Inc. provided field level quality control and supervision to supplement the contractor's field staff. Simpson Constructors, Inc. worked with the quantity surveyor assigned to the project to sort out project records. In the absence of complete project records, Simpson Constructors, Inc. advised HM management in the settlement of various claims.

Simpson Constructors, Inc. advised management to qualify construction claims saving Half Moon over US\$350,000.

It became apparent early on that local contractors had challenges regarding their ability to produce and follow timelines, produce financial information such as applications for payment, change orders and proposals. Contractors were also not equipped to provide "as-built" drawings of their work for record keeping and to facilitate future maintenance. Simpson Constructors, Inc. furnished experienced personnel to overcome many of the deficiencies of the contractors.

Challenges to completing this project and settling claims included the absence of fixed price contracts for the principle contractors, commencing construction without completed construction drawings, commencing construction without a firm project budget from the QS and the lack of master design control. Simpson Constructors, Inc. established processes and procedures for the owner to use on future construction projects.

Simpson Constructors, Inc. continues to provide direction regarding completion of "punch list" work remaining to be done as part of the settlement agreements. Simpson Constructors, Inc. sourced qualified local and foreign craftsmen and materials to complete and/or correct work left through settlement agreements.

[Spa Gazebos](#)

Construction of two spa treatment structures on the beach that complement the Fern Tree Spa experience. Simpson Constructors, Inc. directed completion of the designs, tendering and construction. The cabanas are completed and in operation.

[Maintenance Work](#)

[Total Estimated Value of Work Completed - \\$7 million](#)

[Waste Water Treatment Plant](#)

Simpson Constructors, Inc. met in October 2007 with the system engineers in Virginia, discussed the critical importance of having the maintenance performed on the sanitary treatment plant and how best to implement the work. Requirements for connection to the public sanitary line were initiated.

[Potable Water System](#)

After assessing existing conditions, Simpson Constructors, Inc. proposed that a MEP engineer audit the entire potable water system to ensure the system balance for pressure and volume and that all back-flow preventers and pressure reducing valves are properly sized, installed and in good working order.

[Storm Water Management System](#)

Scope involved enlarging capacity of storm water culvert system to prevent over-topping of existing drainage system during rain events. Preliminary designs were completed and coordinated with structural and architectural structure requirements.

Main Entrance Culvert Rehabilitation

Part of the storm water management system improvement project. Preliminary designs were provided to Simpson Constructors, Inc. for review. Simpson Constructors, Inc. solicited a Jamaican structural engineer to confirm structural integrity of the designs. It was determined that additional structural design was required to provide suitable bearing capacity in the culvert sections. A design contract was executed and a design prepared for the work. Construction quality control proposal were also solicited from the structural engineer. Simpson Constructors, Inc. worked with architect, civil engineer and structural engineer to coordinate designs details.

Colony Entrance Culvert Rehabilitation

Part of the storm water management system improvement project. Similar efforts to Main Entrance project were undertaken and accomplished.

Montego Meeting Rooms

This project was in progress when Simpson Constructors, Inc. arrived on site. Upon review of the project progress, several issues presented.

The mechanical contractor had not checked slab loading for the new AC compressors prior to commencement of work. Simpson Constructors, Inc. engaged a structural engineer to review the slab loading. Modifications were necessary to insure a safe installation. Simpson Constructors, Inc. established procedures for design verifications for future projects based upon this event.

The Architect did not get plans approved by management prior to commencement of work; finishes were not approved, art work was not approved, doors and windows were not approved. Simpson Constructors, Inc. established review and approval procedures for future projects.

The total project costs were affected by significant R&M work required for the electrical portion of the project. Simpson Constructors, Inc. established budgeting and cost reporting processes based upon this project to differentiate capital and R&M costs against total project costs.

Simpson Constructors, Inc. implemented multiple project controls based upon this project that continue to be in use by the owner.

Main Fire Alarm System

During cottage renovation, Simpson Constructors, Inc. reviewed the status of the facility wide system and determined that sections of the trunk line to the main PBX panel were not in service. Simpson Constructors, Inc. obtained proposals from the fire alarm contractor that was on site under contract to maintain the operational portions of the alarm system to complete installation. Activation and training for main facility fire alarm system was also included. Areas requiring completion were defined include West Cottages, connection of the Spa and Royal Suites to the old flower shop sub-station alarm panel. Connection of the old flower shop sub-station alarm panel to the main lobby PBX system. Installation of a system in the proposed back-of-house facilities, proposed Colony and Royal Colony sub-divisions, Royal Villas and Village; all to be connected to the main lobby PBX system.

Sugar Mill Restaurant Expansion

The program contemplated new restroom facilities, new kitchen equipment, new private dining area on the second floor, existing bar expansion, new employee restrooms and changing rooms, new exterior grill area, new

office area, south patio expansion with new roof, retiling of the south patio. Designs were 90% completed when project was suspended. Project was on schedule for 2009.

[Sugar Mill Renovation](#)

New Show Wine Cellar, retiling of north patio, retiling of the main hall. Work included roof repairs, electrical R&M work, refinishing of doors and windows.

[Cottage 9: 7 units](#)

Renovation of bathrooms.

[Royal Villas - 83, 84, 85 & 86](#)

Simpson Constructors, Inc. obtained competitive bids developing a process for future renovations. Work for villas was divided between small local contractors. Complete bathroom renovation, general floor area tiling and new millwork.

[Royal Suites - 80 to 90: 11 units](#)

Complete bathroom renovation Suites 80-90, general floor area tiling and new millwork in Suite 85 only. Installation of fire alarm devices.

[Cottage 5 – Rooms 100a 100b](#)

New elevated roof, complete bathroom renovation. General floor area tiling and new millwork. Seaside entry modification. Installation of fire alarm devices conduit and boxes in preparation for device installation and completion of trunk line to main PBX.

Simpson Constructors, Inc. coordinated the work of a US consultant engineer and local land surveyors for the removal of an old pool deck lift station and design of upgraded sanitary piping modifications.

[Cottage 1 units 32- 33, 132-135: 7 units](#)

Complete bathroom renovation, slab leveling, general floor area tiling and new millwork, painting of all interior areas. Installation of fire alarm devices conduit and boxes in preparation for device installation and completion of trunk line to main PBX.

[Village Hurricane Emergency Resources](#)

The scope is to provide emergency power and domestic potable water reserve to the village buildings designated as shelters during hurricanes. Design of underground electrical service completed.

Options for water reserve system have been examined. Final design proposal review pending.

[Maintenance of elevated high voltage switch gear](#)

The requirement for maintenance was determined during design of emergency power system. A written scope of work was prepared by a local MEP engineer for maintenance of the high power switch gear in village. Budgets were prepared. Project scheduled for 2009.

[Spa Suites](#)

Remedial work was undertaken as a result of improper work allowed by previous construction manager.

[Golf Course T5 project.](#)

Addition of retaining wall with cast iron HM style fencing and signage along main road around corner to the South. Assisted HM in discussions with PIHL, the main road contractor, examination of options for retainer wall, drainage issues, path/bridge. Simpson Constructors, Inc. solicited bids for wall options from local contractors to verify proposal from PIHL. Work completed.

HVAC Building 1, 2, 14 & 15

Simpson Constructors, Inc. was charged with locating a qualified HVAC repair company to service two main VRVII compressor units due to unavailability of usual mechanical contractor. Simpson Constructors, Inc. located an experienced Daiken service company in Kingston, coordinated the service company to the site and supervised the repairs in close cooperation with HM maintenance staffers. HM staffers were provided with some service training and basic service documentation by the Kingston service company. Advised owner regarding development of back-up service options and eliminating single sources maintenance risks.

Highway Traffic Lights

Reviewed proposal from Jamaica government NWA for furnishing and installing traffic signals at the Half Moon entrances. Engaged a Jamaican engineer to provide a comparative cost estimate for management to compare the NWA proposal against. Provided write-up and competitive pricing to management.

Summary of Related Accomplishments

- Developed a list of small and medium size local contractors for use in R&M projects.
- Developed a list of qualified engineers and architects to use.
- Lowered project costs and developed local contractor options by implementing competitive bidding procedures for projects.
- Interviewed and categorized local Quantity Surveyors to qualify them for future project work.
- Created a Project Development flowchart to assist Half Moon management and staff with project planning and budgeting.
- Created a Payment Request Form for use in tracking and evaluating contractor and vendor applications for payment.
- Created Payment flowchart for contractors to explain Half Moon payment process timeline.
- Created a “Standard Terms and Conditions” attachment for local contractors explaining requirements for working at Half Moon.
- Introduced project scheduling software to the HM team as a way to improve project management and control costs.
- Created a project progress approval form for use during projects to facilitate periodic progress reviews by management, contractors and Simpson Constructors, Inc.. A final project review form has also been created and implemented to facilitate project close-out.
- Provided a continual review of existing site conditions advising management on R&M issues and identifying safety and operational issues.
- Discussed how best to implement a dual currency accounting system for The Colony/Royal Colony/Back of House projects to mitigate project cost accounting challenges.
