



## WELCOME

### Welcome to the 3rd edition of the Arch & Godfrey Newsletter.

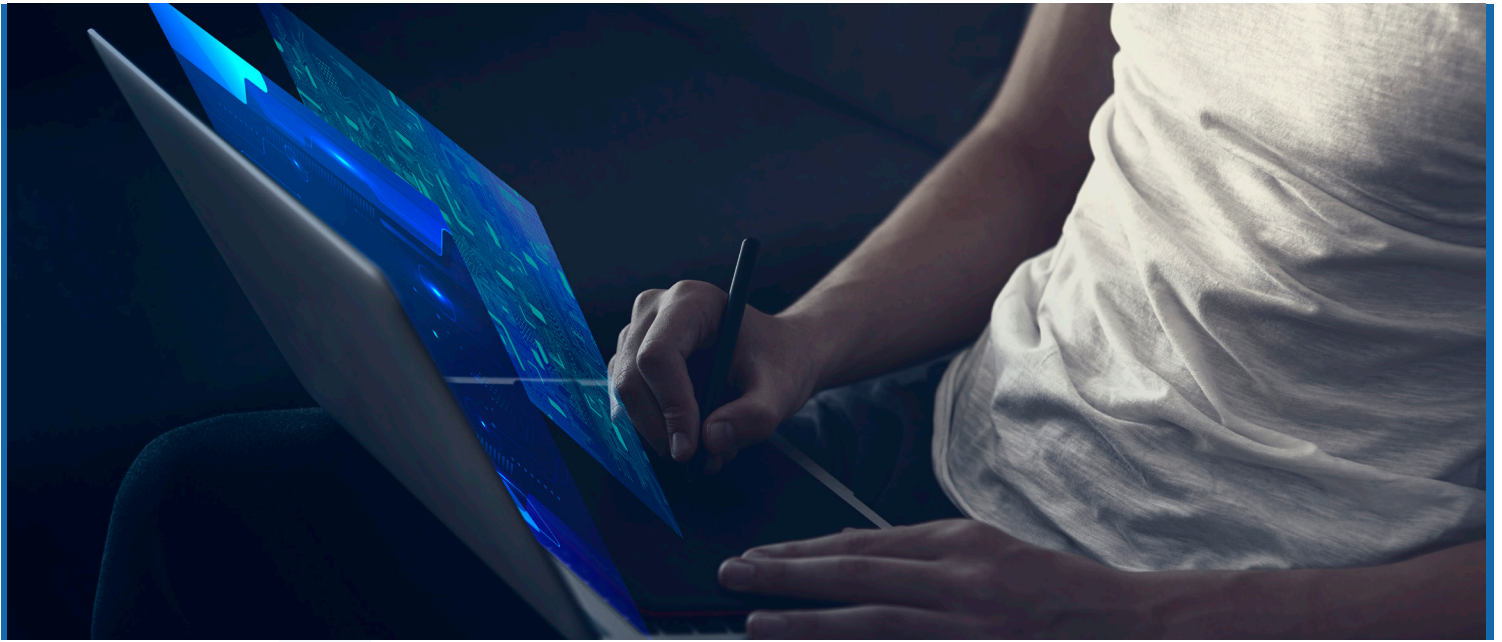
2024 will be an extremely busy year for us as we focus on completing *The Watermark*, *The Watermark's Meraki Spa*, and *Governor's Village*. In addition, back in January, we celebrated the ground breaking of *MAREA* in Little Cayman.

As part of the A&G Digitalization project, I am excited to announce that work has commenced on developing our paperless purchase order (PO) system, and we are aiming to have this project completed by May.

During my time at UC Berkeley, I had the opportunity to study under Professor Iris Tommelein, a pioneer in lean construction and a founder of the Lean Construction Institute. Now, many years later, seeing Lean Construction principles being implemented on our Governor's Village project is rewarding. The Governor's

Village team is utilising the Last Planner System®, which I was also introduced to at Berkeley by one of its founders, Glenn Ballard. I would like to thank Frank Barnes and the entire Governor's Village team for their efforts in promoting and executing the project under the lean construction philosophy.

I hope that you will enjoy this edition, and I would like to take this opportunity to thank Rafael Elias and all those who contributed to it.



## UPDATE - A&G DIGITALIZATION PROJECT PHASE 2

### PO TRACKING SYSTEM

Following the completion of the extensive first phase of the ongoing A&G Digitalization Project in late-Q1 2023, and the subsequent full launch of the A&G Intranet and A&G Academy module (which constitute the first half of phase two of the digitalization project) in mid-Q4 2023, work has begun on the second A&G Intranet module – the PO Tracking System. With the official project launch occurring on February 1, 2024 (once again overseen by Rafael B. Elias of Elias Consulting, in collaboration with Sparked Digital) it is anticipated that the development phase will extend through the end of Q1 2024, with a soft launch / live testing period occurring in April 2024 followed by a full launch in May 2024 – initially with our recently launched MAREA project.

### THE OBJECTIVE OF THE PO TRACKING SYSTEM PROJECT IS TO CREATE A DIGITAL TOOL THAT:

- 1 Simplifies and streamlines the PO tracking process
- 2 Enables users to manage information about POs in a centralized location
- 3 Leverages the work done for the A&G Academy project and creates added value for the company
- 4 Digitizes the functionality of the current paper-based PO tracking system

### THE FINAL SOLUTION WILL INCLUDE:

- 1 The ability to manage projects, vendors, purchase orders, and purchase order items
- 2 User permissions / project association
- 3 Notifications to reflect various business events that occur in the system
- 4 Unique purchase order ID generation
- 5 Admin section for managing configuration for the PO module
- 6 Ability to see all projects associated with a given supplier / vendor
- 7 Audit trail of changes related to a given purchase order

For more information on phase 1 and phase 2 part one of the digitalization project, please refer to A&G's [Q1 2023 Newsletter](#) and [Q3 2023 Newsletter](#), respectively – both available on our website.





Image taken at the WORC Expo on November 7, 2023  
Featuring Rafael B. Elias, Consultant (via "Elias Consulting"), and Noeña Ledesma, Construction Executive Secretary.

## WORC NETWORKING EXPO & CONSTRUCTION SHOWCASE

Members of the Arch & Godfrey team were proud to represent the company at the WORC Networking Expo & Construction Showcase held at UCCL on November 7, 2023. In addition to showcasing the firm at a dedicated interactive booth, members of the A&G team (including Managing Director Garth Arch) were invited to speak at the event to provide deeper insight into the field of construction.

In addition to providing a record 8 young Caymanians (half of which were women) with internship opportunities across our various projects in 2023, Arch & Godfrey garnered significant interest amongst

students, apprentices, educators, and members of the broader community at the expo related to internship, employment, and job shadowing opportunities with the firm into 2024.

### THE OBJECTIVES OF THE NETWORKING EXPO INCLUDED:

- 1 **Showcasing** career opportunities across a broad section of industries in the Cayman Islands.
- 2 **Providing** Caymanians with opportunities for networking with potential employers.

### THE OBJECTIVES OF THE CONSTRUCTION SHOWCASE INCLUDED:

- 1 **Educating** the attendees about the advantages of the construction industry.
- 2 **Showcasing** career choices within the construction industry and the availability of those career opportunities in the Cayman Islands.
- 3 **Highlighting** successful Caymanians in the construction industry.
- 4 **Providing** opportunities for networking between potential employees and construction companies.





## GOING LEAN: THE GOVERNORS VILLAGE PROJECT

BY FRANK BARNES | MARCH 1, 2024

Governors Village project (GV Project) is a Mixed-Use Multi-unit rental property of 108-units, consisting of 4Br, 3Br, 2Br & 1Br units, totalling 254 Rooms. The development is comprised of three (3) 3-storey buildings totalling 129,000 gross sq ft of residential accommodation, and 13,000 sq ft of outdoor amenities, plus a 3-storey commercial self-storage building consisting of 24,600 gross sq ft. The offering will consist of 196 units.

From its inception, Arch & Godfrey aimed for the GV Project to continue the company's trend of advancing construction best practices in the Cayman Islands, having successfully delivered LEED certified projects in the past. With the construction industry evolving towards modern approaches, the Lean Construction approach was deemed suitable for the GV Project. The project officially commenced on June 20, 2022, with a 24-month timeline, and it is currently in its finishing phase. When one hears the term "lean",

images of a slim physique or perhaps a cut of meat might come to mind. However, in the realm of industry and production, "lean" holds a much deeper significance. Originating from Japanese manufacturing principles driven by Toyota, Lean construction is a project delivery process that maximizes stakeholder value while reducing waste through collaboration between teams. The goal of Lean construction is to increase productivity, profits, and innovation in the industry.

Arch & Godfrey, renown for its innovative approach and commitment to excellence, began implementing Lean construction tools in July 2022 on the GV Project. Lean is a journey that requires a mindset change. The Lean Construction Institute (LCI) developed the six tenets of Lean construction (see Fig. 1) which provides the framework for the implementation of Lean in the design and construction industry. Guided by these tenets, Arch & Godfrey has not only streamlined their processes on the GV Project but has also elevated

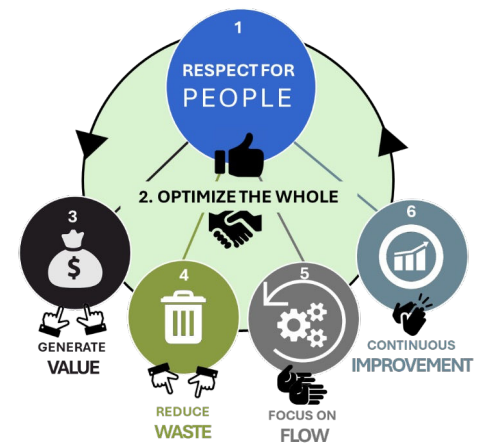


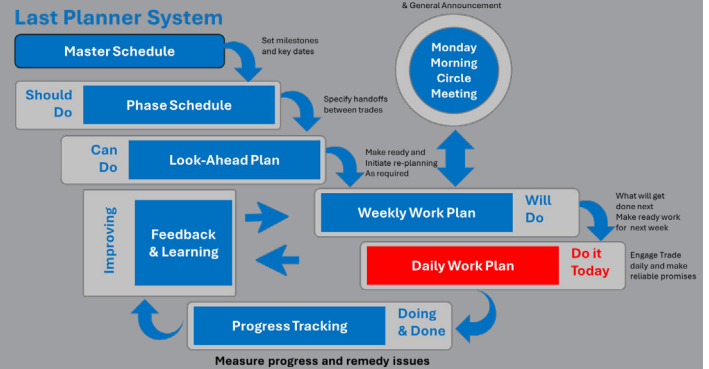
FIGURE 1 - The 6 Tenets of LEAN Construction

the project's quality. We have implemented various Lean construction methods, such as the Last Planner System®, Location-Based Scheduling, and Visual Management.





FIGURE 3 - The Last Planner System



## GOING LEAN: THE GOVERNORS VILLAGE PROJECT - CONT.

### MONDAY MORNING CIRCLE MEETINGS

Each work week kicks off with a 30-minute safety-production meeting, where the entire workforce, including supervisors, comes together. This meeting fosters a culture of respect, with every individual having a voice. Safety, waste reduction, productivity, and quality work are emphasized, with a focus on continuous improvement. Participants are encouraged through quizzes and awards to strive for weekly enhancements.



FIGURE 2 - Monday Morning Circle Meeting (Weekly Safety Meeting)

### THE LAST PLANNER SYSTEM

The Last Planner System: Effective collaboration is essential in construction projects involving multiple stakeholders. Arch & Godfrey implemented the Last Planner System® (see Fig. 3) during the foundation stage to foster collaboration, communication, and work-flow improvement. This multi-tiered planning method, driven by five conversations (should, can, will, do, and learn), with an additional sixth conversation - share, emphasizes transparency and accountability.

The system incorporates Pull planning, a scheduling method based on Just-in-Time principles, using a kanban board to establish key project milestones and outline steps to achieve them efficiently.

A critical part of the Last Planner System® is the Daily Huddles and Weekly Work Planning. On the GV Project Daily Huddles (Daily Work Plan

Meetings) are held at 8:15 AM each day, and the weekly work plan - every Thursday. The production work flow are enhanced through daily huddles, whilst the construction planning meetings allow team members to regularly meet and set expectations for each day's work. Daily work plan (DWP) meetings also help teams complete a higher percentage of the task list outlined in the Weekly Work Plan.







FIGURE 4 - Supervisors Doing the 5S Lean Game

## GOING LEAN: THE GOVERNORS VILLAGE PROJECT – CONT.

### MINIMIZING WASTE

Waste in construction comes in various forms, including excess materials, idle time, and rework due to errors. Through meticulous planning, just-in-time delivery, and lean scheduling techniques, Arch & Godfrey aims to reduce waste. While significant reduction in material waste across projects has not yet been achieved, a paperless field management system has been implemented on the GV project. This system uses reusable laminated forms tagged with QR codes for real-time data capture, reducing paper waste and saving time and money.

### CONTINUOUS IMPROVEMENT

Continuous improvement is at the heart of Lean methodology. Arch & Godfrey is committed to ongoing learning and refinement, regularly evaluating processes, and seeking innovative solutions to enhance efficiency and quality. Training is incorporated into weekly circle meetings, weekly planning, and pull planning meetings, whether formal or informal. By empowering the workforce at all levels to identify and address inefficiencies, a culture of innovation and adaptability has been cultivated, driving sustainable growth and success.

### IN CONCLUSION

Lean Construction represents a paradigm shift in building practices, emphasizing efficiency, collaboration, and continuous improvement. Arch & Godfrey's embrace of Lean principles not only transforms our construction operations, but also contributes to the sustainability of the construction industry in the Cayman Islands and the Caribbean. By prioritizing value, minimizing waste, and fostering a culture of innovation, we are setting a new standard for excellence in construction, paving the way for a more sustainable and efficient future.



# WATERMARK UPDATE



Drone images taken on February 8, 2024 courtesy of Ronald Rivera, Site Engineer / Cost Engineer at Arch & Godfrey and licensed drone pilot.





## MAREA BREAKS GROUND

LITTLE CAYMAN, JANUARY 23, 2024

The highly anticipated MAREA development in Little Cayman has officially broken ground, marking a significant milestone for the island's real estate landscape. This boutique collection of ten 2,800 sq ft Villas, situated on the island's picturesque South Hole Sound, is poised to redefine luxury living in this tropical paradise.

MAREA, a visionary real estate project in Little Cayman, is set to redefine luxury living while honouring the legacy of the Tibbetts family. With a profound commitment to thoughtful and sustainable development, the Tibbetts Family has been instrumental in shaping the Sister Islands, creating iconic establishments such as the Little Cayman Beach Resort and Cayman Brac Beach Resort, which have welcomed guests from around the globe for over three decades. The family's journey continued in 2002 with the development of The Club at Little Cayman, a pioneering project that still stands as the epitome of accommodations on the island. Today, the legacy lives on through Dan Tibbetts' children – Michael, Emily, and Jessica –



*The groundbreaking ceremony was attended by key figures, including The Honorable Moses Kirkconnell and his wife Kathy, who showed their support for the positive impact of the project on the Sister Islands.*

who, in collaboration with construction firm Arch & Godfrey, are set to elevate their father's vision to new heights with the birth of MAREA. The project is not just a real estate venture; it's a testament to the commitment to maximize the owners' and guests' experience while preserving the pristine charm of Little Cayman. MAREA is poised to set a new

standard for sustainable luxury living in the Sister Islands.

The MAREA project is set to be completed by December 2025. The Tibbetts family and Arch and Godfrey are the contracting partners, bringing together a wealth of expertise and a shared commitment to excellence.





## MAREA BREAKS GROUND - CONT.

Local architect Michael Meghoo and his firm, MJM Designs, have translated the vision for MAREA into a stunning design that seamlessly integrates with the natural beauty of Little Cayman. The result is a collection of residences that not only elevate the standard of living but also complement the island's unique charm.

A collaborative sales effort between MAREA and Williams 2 has resulted in a number of the Villas already being sold to local Caymanian families, indicating a strong local interest in the Project. MAREA's luxury amenities promise to set a new benchmark, offering residents a holiday experience like no other on Little Cayman.

The ground-breaking ceremony was attended by key figures, including The Honourable Moses Kirkconnell and his wife Kathy, who showed their support for the positive impact



of the project on the Sister Islands. Also in attendance were Michael Tibbetts and Garth Arch as well as Mr. Heber Arch and long-time Little Cayman visitors Bing Thompson, Truman Bodden, and Dean Scott.

The MAREA project is a testament to the collaborative efforts of visionary developers, skilled architects, and a community that values excellence. As construction progresses, MAREA is set to become an emblem of sophistication and luxury, contributing to the growth and prosperity of Little Cayman.







## GUESS WHO?

IF YOU THINK YOU KNOW WHO THIS MYSTERY GUEST IS THEN PLEASE EMAIL YOUR ANSWER TO RAFAEL B. ELIAS - WHOSE A&G EMAIL ADDRESS IS AVAILABLE IN OUR OUTLOOK DIRECTORY.