Sandy Beach Lighthouse Relocation

Group F, BUS 554, NC State University

Our Project Team

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Original Scope

The **Sandy Beach Lighthouse Relocation Project** was initiated to move the historic lighthouse and its associated buildings 2,900 feet southeast due to coastal erosion. The project aimed to preserve the lighthouse's structural integrity, maintain its historic designation, and minimize environmental impact while completing the move within 18 months and a $12 million budget.

Project Update & New Scope

Unexpected contamination at the final site—due to a buried oil tank—has triggered mandatory environmental remediation, increasing costs and extending the project timeline. Adjustments to the budget and schedule are now required.

Updated Messaging Suggestions for Locals

“We understand how important the Sandy Beach shoreline is to our community. To ensure minimal disruption, we are keeping designated sections of the beach open while safely conducting soil remediation. Our goal is to balance environmental safety with continued public access.”

Status Report on Milestones

As it currently stands, we have completed all anticipated preconstruction activities.

- These include:

1. **Securing necessary equipment and contractors**
   - Project Bid, Subcontractor Selection, Equipment Procurement
2. **Establishing the clearance lane**
   - Grading, Gravel, and Compression
3. **Stabilizing existing buildings in preparation for the move**
   - Temporary beams, structural improvements, architectural consultants
4. **Communicating to community stakeholders**
   - Press Conferences, contact with local news agencies
5. **Installing safety barriers and signage**
   - New path to access beach, contracted security team

National Landmark Status Recertification

★ **Key Priority:** Maintain National Historic Landmark Status after relocation.

Level of Confidence: *High*

While not common, existing National Historic Landmarks (NHLs) can be relocated and maintain their NHL status under **Exception 2**, provided the landmark maintains its original orientation/positioning **AND** that the relocation is done for the purposes of maintaining the integrity of the NHL.

National Landmark Status Recertification

- National Park Service Requirement:
  - ❑ Maintain the **"...horizontal and vertical relationship of the four structures..."** (National Park Service, 2000).

<u>Documentation Submitted and Reviewed:</u>

- ❑ An Updated **Letter of Inquiry** confirming:
  - ✓ "...the current **integrity** of the property,, the status of the NHL boundary and any contemplated changes, and the **intention to reaffirm...**" (National Park Service, 2024).
  - ✓ Adherence to historical positioning

Unanticipated Obstacles

While we have made steady progress, we have encountered some unanticipated delays and obstacles.

<u>These include:</u>

- **Weather Conditions**
  - Larger than anticipated # of tropical storms and hurricanes
- **Worker Shortages**
  - Active homeowner construction and renovation during warmer weather
- **Increased cost of materials**
  - Uncertainty surrounding price increases due to new tariffs
- **Petroleum By-Product**
  - Buried oil tank extraction and soil replacement

Sweeping new tariffs put future construction projects at risk

BuildForce National Forecast: Boom or bust? Uncertainty reigns supreme for construction amid tariffs

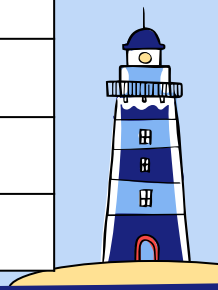
Initial Financial Plan

Total Project Budget:
$12,000,000

Expense Category	Estimated Cost
Preliminary Surveys & Engineering	$600,000
Site Preparation & Environmental Safeguarding	$900,000
Stabilization & Reinforcement	$2,000,000
Heavy Lifting & Moving Equipment	$3,500,000
Construction & Re-establishment	$3,000,000
Personnel & Labor	$1,200,000
Community Outreach & Communication	$300,000
Estimated Project Cost	**$11,500,000**

Updated Financial Plan

Expense Category	New Estimated Cost	Cost Increase (from original estimate)
Preliminary Surveys & Engineering	$600,000	$0
Site Preparation & Environmental Safeguarding	$2,100,000	+ $1,200,000
Stabilization & Reinforcement	$2,000,000	$0
Heavy Lifting & Moving Equipment	$3,500,000	$0
Construction & Re-establishment	$3,000,000	$0
Personnel & Labor	$1,500,000	+ $300,000
Community Outreach & Communication	$300,000	$0
Updated Estimated Project Cost	**$13,000,000**	+ $1,500,000



Earned Value Measurements

Milestone Category	% Complete	EV	AC	PV	CV	SV
Preliminary Surveys & Engineering	100%	$600,000	$600,000	$600,000	$0	$0
Site Preparation & Environmental Safeguarding	50%	$450,000	$500,000	$550,000	-$50,000	-$100,000
Stabilization & Reinforcement	0%	$0	$0	$0	$0	$0
Heavy Lifting & Moving Equipment	30%	$1,050,000	$1,050,000	$1,050,000	$0	$0
Construction & Re-establishment	10%	$300,000	$0	$300,000	+ $300,000	$0
Personnel & Labor	20%	$240,000	$300,000	$240,000	-$60,000	$0
Community Outreach & Communication	25%	$75,000	$75,000	$75,000	$0	$0

Updated Key Budget Categories

1. Heavy Lifting & Moving Equipment – $3,500,000 *(unchanged)*

- Equipment rentals (cranes, transport vehicles, etc.): $1,500,000
- Custom lifting mechanisms for historic buildings: $1,000,000
- Transportation logistics: $1,000,000

2. Stabilization & Reinforcement – $2,000,000 *(unchanged)*

- Lifting and stabilization beams: $1,000,000
- Reinforcement for Keeper's quarters, oil house, and cisterns: $500,000
- On-site structural stabilization: $500,000

3. Site Preparation & Environmental Safeguarding – $2,100,000 *(increased by $1.2M)*

- Excavation and site clearing: $500,000
- Environmental impact studies and wildlife protection: $250,000
- Gravel road construction: $150,000
- **New: Buried oil tank investigation and removal: $400,000**
- **New: Hazardous waste soil remediation: $800,000**

Updated Key Budget Categories Cont.

4. Construction & Re-establishment – $3,000,000 *(unchanged)*

- Rebuilding foundations at new site: $1,500,000
- Reconnection of utilities: $500,000
- Rebuilding oil house and cisterns: $500,000
- Miscellaneous (roads, pathways, etc.): $500,000

5. Personnel & Labor – $1,500,000 (increased by $0.3M)

- **Project management and consultants: $650,000 (Increased by $150,000)**
- **Skilled labor: $650,000 (Increased by $150,000)**
- Preservation specialists: $200,000

6. Community Outreach & Communication – $300,000 *(unchanged)*

- Engagement programs: $150,000
- Public relations: $100,000
- Events upon completion: $50,000

Impact Assessment & Response Plan

Impact of Unanticipated Events:

- **Cost Increase:** +$1,500,000 due to environmental remediation and excavation.
- **Schedule Delay:** Estimated additional 3–6 weeks for investigation, removal, and soil replacement.
- **Stakeholder Risk:** Increased concern from the city council and community about budget overruns and safety.

Response Strategy:

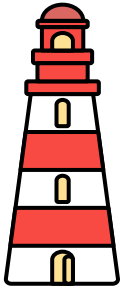
1. Transparent Communication Plan
2. Prioritize Environmental Safety
3. Schedule Recovery Measures
4. Financial Planning
5. Public Relations & Community Trust

Schedule Options

OPTION 1:

Soil Remediation of Misc Buildings Completed First:

- Total Schedule Add- 2-3 weeks
- Cost: Labor for Weekends



OPTION 2:

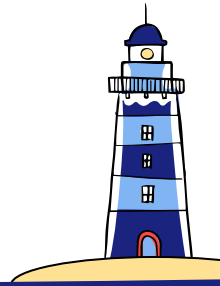
Soil Remediation of Lighthouse Completed First:

- Total Schedule Add- 1-2 weeks
- Cost: Labor for Weekends

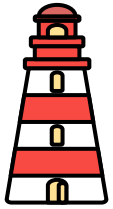
OPTION 3:

Soil Remediation Completed All at Once:

- Total Schedule Add- 5 weeks
- Cost:Labor and Schedule extension



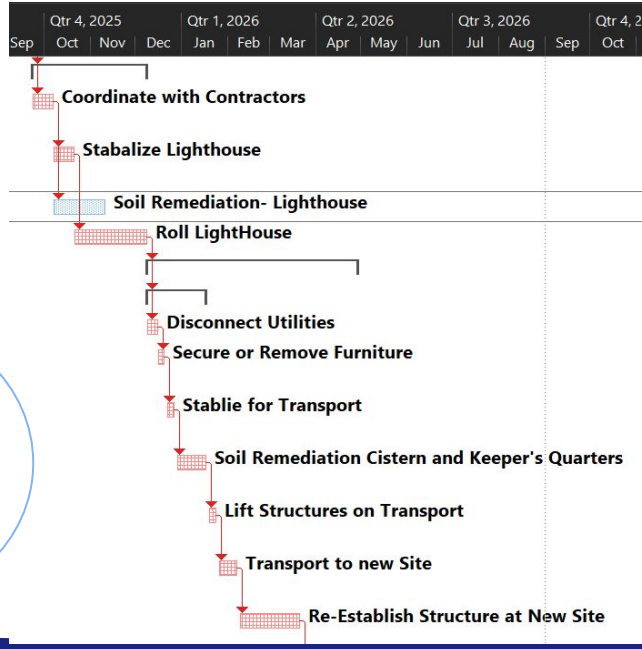
Final Option Chosen



OPTION 2:

Soil Remediation of Lighthouse Completed First:

- Total Schedule Add= 1 week
  - Lighthouse Moved During other Soil Remediation
- Cost: Labor for Weekends

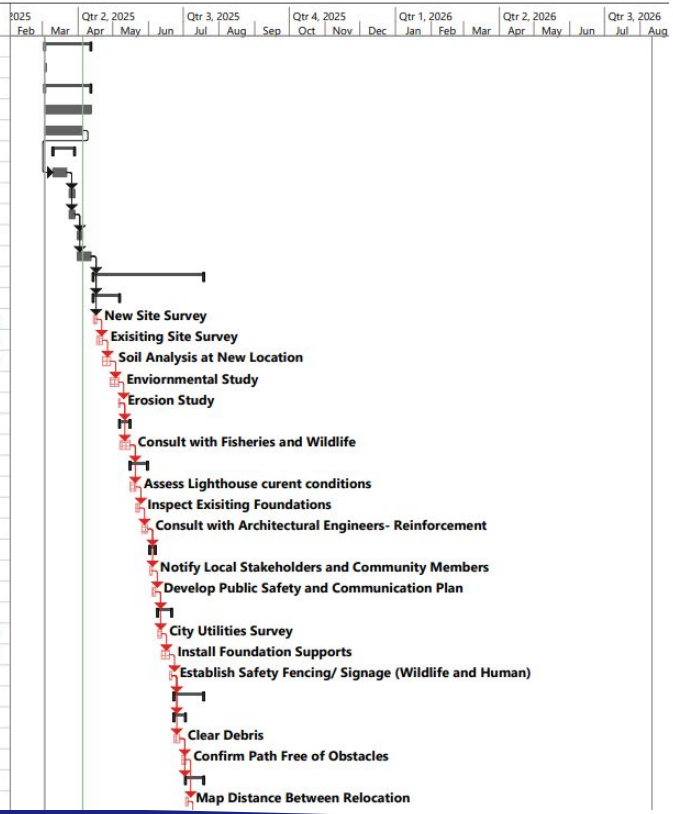


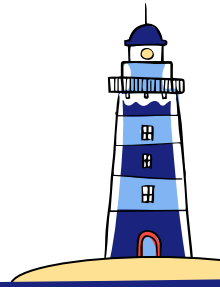
Original Completion Date 8/01/26

New Completion Date 8/10/26

Updated Gantt Chart

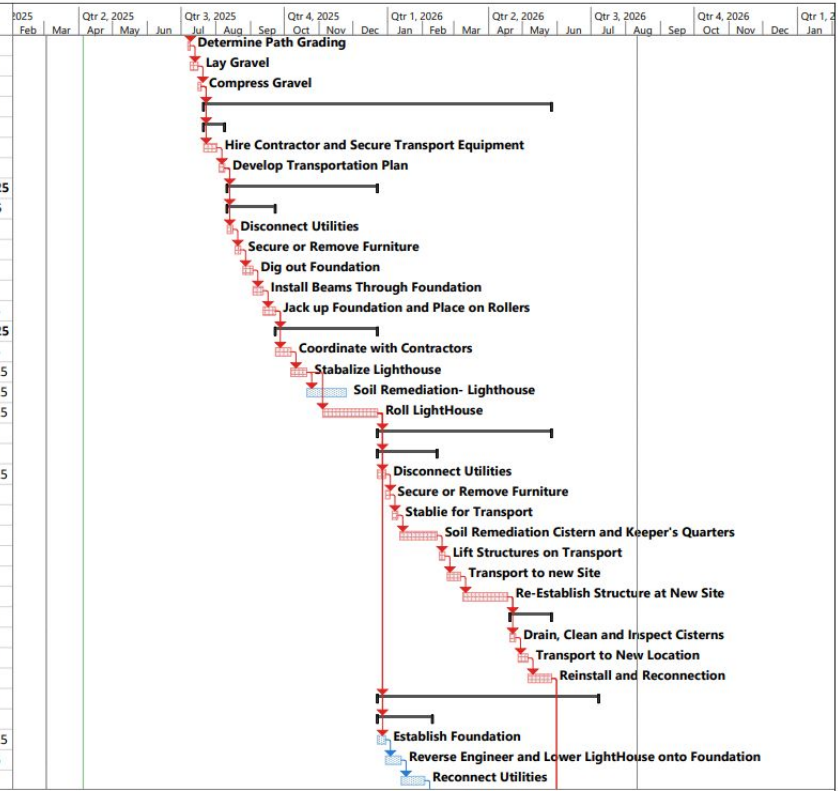
ID	WBS	Task Name	Duration	Start	Finish
1	**1**	**Project Initiation**	**30 days**	**Mon 3/3/25**	**Fri 4/11/25**
2	1.1	Conduct Feasibility Study	1 day	Mon 3/3/25	Mon 3/3/25
3	**1.2**	**Obtain Necessary Permits and Approvals**	**30 days**	**Mon 3/3/25**	**Fri 4/11/25**
4	1.2.1	Historical landmark Status	30 days	Mon 3/3/25	Fri 4/11/25
5	1.2.2	Construction Documentation and Compliance	25 days	Mon 3/3/25	Fri 4/4/25
6	**1.3**	**Project Bid and Estimation**	**15 days**	**Mon 3/10/25**	**Fri 3/28/25**
7	1.3.1	Subcontractor Selection	10 days	Mon 3/10/25	Fri 3/21/25
8	1.3.2	Bid Release	5 days	Mon 3/24/25	Fri 3/28/25
9	1.3.3	Final Contract Value Approved	5 days	Mon 3/24/25	Fri 3/28/25
10	1.4	Assemble Project Team	5 days	Mon 3/31/25	Fri 4/4/25
11	1.5	Develop Project Schedule and Plan	10 days	Mon 3/31/25	Fri 4/11/25
12	**2**	**Preconstruction/Pre-Location**	**70 days**	**Mon 4/14/25**	**Fri 7/18/25**
13	**2.1**	**Site Evalutation**	**17 days**	**Mon 4/14/25**	**Tue 5/6/25**
14	2.1.1	New Site Survey	3 days	Mon 4/14/25	Wed 4/16/25
15	2.1.2	Exisiting Site Survey	3 days	Thu 4/17/25	Mon 4/21/25
16	2.1.3	*Soil Analysis at New Location*	5 days	Tue 4/22/25	Mon 4/28/25
17	2.1.4	*Enviornmental Study*	5 days	Tue 4/29/25	Mon 5/5/25
18	2.1.5	Erosion Study	1 day	Tue 5/6/25	Tue 5/6/25
19	**2.2**	**Wildlife Impact Survey**	**7 days**	**Wed 5/7/25**	**Thu 5/15/25**
20	2.2.1	Consult with Fisheries and Wildlife	7 days	Wed 5/7/25	Thu 5/15/25
21	**2.3**	**Condition Assessment**	**11 days**	**Fri 5/16/25**	**Fri 5/30/25**
22	2.3.1	Assess Lighthouse curent conditions	3 days	Fri 5/16/25	Tue 5/20/25
23	2.3.2	Inspect Exisiting Foundations	3 days	Wed 5/21/25	Fri 5/23/25
24	2.3.3	Consult with Architectural Engineers- Reinforcement	5 days	Mon 5/26/25	Fri 5/30/25
25	**2.4**	**Stakeholder Communication**	**5 days**	**Mon 6/2/25**	**Fri 6/6/25**
26	2.4.1	Notify Local Stakeholders and Community Members	2 days	Mon 6/2/25	Tue 6/3/25
27	2.4.2	Develop Public Safety and Communication Plan	3 days	Wed 6/4/25	Fri 6/6/25
28	**2.5**	**New Site Preperation**	**10 days**	**Mon 6/9/25**	**Fri 6/20/25**
29	2.5.1	City Utilities Survey	3 days	Mon 6/9/25	Wed 6/11/25
30	2.5.2	Install Foundation Supports	5 days	Thu 6/12/25	Wed 6/18/25
31	2.5.3	Establish Safety Fencing/ Signage (Wildlife and Human)	2 days	Thu 6/19/25	Fri 6/20/25
32	**2.6**	**Path Preparation**	**20 days**	**Mon 6/23/25**	**Fri 7/18/25**
33	**2.6.1**	**Clearing the Path**	**8 days**	**Mon 6/23/25**	**Wed 7/2/25**
34	2.6.1.1	Clear Debris	5 days	Mon 6/23/25	Fri 6/27/25
35	2.6.1.2	Confirm Path Free of Obstacles	3 days	Mon 6/30/25	Wed 7/2/25
36	**2.6.2**	**Establish the Path**	**12 days**	**Thu 7/3/25**	**Fri 7/18/25**
37	2.6.2.1	Map Distance Between Relocation	2 days	Thu 7/3/25	Fri 7/4/25

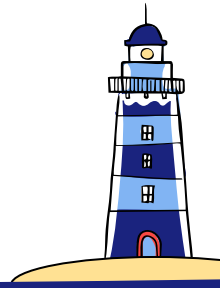




Updated Gantt Chart

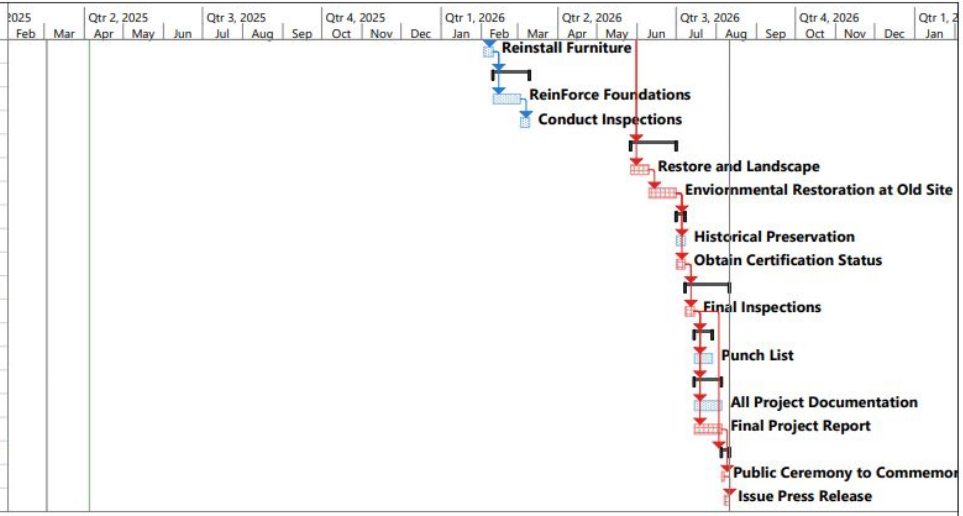
ID	WBS	Task Name	Duration	Start	Finish
38	2.6.2.2	Determine Path Grading	2 days	Mon 7/7/25	Tue 7/8/25
39	2.6.2.3	Lay Gravel	5 days	Wed 7/9/25	Tue 7/15/25
40	2.6.2.4	Compress Gravel	3 days	Wed 7/16/25	Fri 7/18/25
41	**3**	**Relocation Execution**	**222 days**	**Mon 7/21/25**	**Tue 5/26/26**
42	**3.1**	**Equipment and Logisitics**	**15 days**	**Mon 7/21/25**	**Fri 8/8/25**
43	3.1.1	Hire Contractor and Secure Transport Equipment	10 days	Mon 7/21/25	Fri 8/1/25
44	3.1.2	Develop Transportation Plan	5 days	Mon 8/4/25	Fri 8/8/25
45	**3.2**	**Moving the Lighthouse**	**96 days**	**Mon 8/11/25**	**Mon 12/22/25**
46	**3.2.1**	**Prep**	**31 days**	**Mon 8/11/25**	**Mon 9/22/25**
47	3.2.1.1	Disconnect Utilities	5 days	Mon 8/11/25	Fri 8/15/25
48	3.2.1.2	Secure or Remove Furniture	5 days	Mon 8/18/25	Fri 8/22/25
49	3.2.1.3	Dig out Foundation	7 days	Mon 8/25/25	Tue 9/2/25
50	3.2.1.4	Install Beams Through Foundation	7 days	Wed 9/3/25	Thu 9/11/25
51	3.2.1.5	Jack up Foundation and Place on Rollers	7 days	Fri 9/12/25	Mon 9/22/25
52	**3.2.2**	**Relocate**	**65 days**	**Tue 9/23/25**	**Mon 12/22/25**
53	3.2.2.1	Coordinate with Contractors	10 days	Tue 9/23/25	Mon 10/6/25
54	3.2.2.2	Stabalize Lighthouse	10 days	Tue 10/7/25	Mon 10/20/25
55	3.2.2.3	*Soil Remediation- Lighthouse*	25 days	Tue 10/21/25	Mon 11/24/25
56	3.2.2.4	Roll LightHouse	35 days	Tue 11/4/25	Mon 12/22/25
57	**3.3**	**Keeps Quarters and oil House**	**111 days**	**Tue 12/23/25**	**Tue 5/26/26**
58	**3.3.1**	**Prep**	**39 days**	**Tue 12/23/25**	**Fri 2/13/26**
59	3.3.1.1	Disconnect Utilities	5 days	Tue 12/23/25	Mon 12/29/25
60	3.3.1.2	Secure or Remove Furniture	4 days	Tue 12/30/25	Fri 1/2/26
61	3.3.1.3	Stablie for Transport	5 days	Mon 1/5/26	Fri 1/9/26
62	3.3.1.4	*Soil Remediation Cistern and Keeper's Quarters*	25 days	Mon 1/12/26	Fri 2/13/26
63	3.3.2	Lift Structures on Transport	5 days	Mon 2/16/26	Fri 2/20/26
64	3.3.3	Transport to new Site	10 days	Mon 2/23/26	Fri 3/6/26
65	3.3.4	Re-Establish Structure at New Site	30 days	Mon 3/9/26	Fri 4/17/26
66	**3.3.5**	**Cistern Relocation**	**27 days**	**Mon 4/20/26**	**Tue 5/26/26**
67	3.3.5.1	Drain, Clean and Inspect Cisterns	5 days	Mon 4/20/26	Fri 4/24/26
68	3.3.5.2	Transport to New Location	7 days	Mon 4/27/26	Tue 5/5/26
69	3.3.5.3	Reinstall and Reconnection	15 days	Wed 5/6/26	Tue 5/26/26
70	**4**	**Post Relocation**	**141 days**	**Tue 12/23/25**	**Tue 7/7/26**
71	**4.1**	**Install Lighthouse at New Location**	**35 days**	**Tue 12/23/25**	**Mon 2/9/26**
72	4.1.1	Establish Foundation	5 days	Tue 12/23/25	Mon 12/29/25
73	4.1.2	Reverse Engineer and Lower LightHouse onto Foundati	10 days	Tue 12/30/25	Mon 1/12/26
74	4.1.3	Reconnect Utilities	15 days	Tue 1/13/26	Mon 2/2/26





Updated Gantt Chart

ID	WBS	Task Name	Duration	Start	Finish
75	4.1.4	Reinstall Furniture	5 days	Tue 2/3/26	Mon 2/9/26
76	**4.2**	**Strucutre Re-Assembly**	**20 days**	**Tue 2/10/26**	**Mon 3/9/26**
77	4.2.1	ReinForce Foundations	15 days	Tue 2/10/26	Mon 3/2/26
78	4.2.2	Conduct Inspections	5 days	Tue 3/3/26	Mon 3/9/26
79	**4.3**	**Site Restoration**	**25 days**	**Wed 5/27/26**	**Tue 6/30/26**
80	4.3.1	Restore and Landscape	10 days	Wed 5/27/26	Tue 6/9/26
81	4.3.2	Enviornmental Restoration at Old Site	15 days	Wed 6/10/26	Tue 6/30/26
82	**4.4**	**Compliance and Certification**	**5 days**	**Wed 7/1/26**	**Tue 7/7/26**
83	4.4.1	Historical Preservation	5 days	Wed 7/1/26	Tue 7/7/26
84	4.4.2	Obtain Certification Status	5 days	Wed 7/1/26	Tue 7/7/26
85	**5**	**Closeout**	**24 days**	**Wed 7/8/26**	**Mon 8/10/26**
86	5.1	Final Inspections	5 days	Wed 7/8/26	Tue 7/14/26
87	**5.2**	**Walkthrough with Stakeholders**	**10 days**	**Wed 7/15/26**	**Tue 7/28/26**
88	5.2.1	Punch List	10 days	Wed 7/15/26	Tue 7/28/26
89	**5.3**	**Final Closeout Package**	**15 days**	**Wed 7/15/26**	**Tue 8/4/26**
90	5.3.1	All Project Documentation	15 days	Wed 7/15/26	Tue 8/4/26
91	5.3.2	Final Project Report	15 days	Wed 7/15/26	Tue 8/4/26
92	**5.4**	**Community Engagement**	**4 days**	**Wed 8/5/26**	**Mon 8/10/26**
93	5.4.1	Public Ceremony to Commemorate	2 days	Wed 8/5/26	Thu 8/6/26
94	5.4.2	Issue Press Release	2 days	Fri 8/7/26	Mon 8/10/26



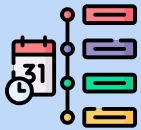
Risk Management Plan - Risk Assessment

Environmental

Technical

Financial

Schedule



Legal and Compliance

Stakeholders

Labor and operations

Risk Management Plan - Risk Assessment

Environmental

Further remediation required

Contamination at the final placement site

Financial

Budget overruns from environmental remediation

Environmental waste disposal fines

Technical

Post-remediation soil instability

Transport route obstructions

Damage to lighthouse during relocation

Equipment failure

Risk Management Plan - Response Plan

Environmental

Conduct environmental assessment before construction.
Establish a time and budget buffer
Contingency: Escalate to environmental specialists and notify stakeholders.

Implement containment systems
Creation of a **protocol for emergency spills**
Contingency: Pause construction and execute emergency containment and soil remediation.

Risk Management Plan - Response Plan

Technical

Identify alternative routes or paths.
Contingency: Activate backup transportation plan and reroute.

Conduct geotechnical testing and reinforcement.
Contingency: Redesign foundation and implement soil stabilization.

Establish a fixed-price contract with our vendors.
Contingency: Backup Equipment.

Risk Management Plan - Risk Assessment

Legal and Compliance

Historical Preservation Requirements

Failure to meet environmental standards

Stakeholders

City Council funding withdrawal

Public backlash due to environmental concerns

Schedule

weather-related delays (hurricane, storms)

Delay in permits

Labor strikes or work stoppages

Delays from contamination & regulatory reviews

Miscommunication with subcontractors

Risk Management Plan - Response Plan

Schedule

Submit permits early
Contingency: Maintain close liaison with environmental and historical preservation authorities

Schedule critical activities during the optimal weather window.
Contingency: Reschedule critical activities and establish an emergency response.

Risk Management Plan- Risk Assessment

Labor and Operations

General worker shortage (immigration policies)

Skilled labor shortage

Health and safety incidents

Additional geotechnical work post-remediation

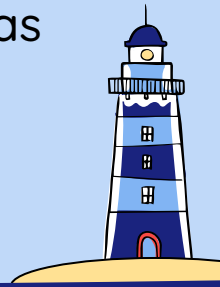
Response Plan

Engage temporary staffing agencies.
Adjust work schedules
Contingency: Delay non-critical work until labor availability improves.

Statement of Confidence

Despite some unanticipated obstacles, our team is confident that we will meet our revised completion date of 8/10/26 while adhering to our originally allocated budget as closely as possible.

As discussed, we will do so by completing activities in parallel to ensure as little disruption to our previously established schedule. While this will require some additional labor and incur some costs, we have elected to prioritize timely completion of the project, as this was a key focus for the Executive Steering Committee.



Questions?

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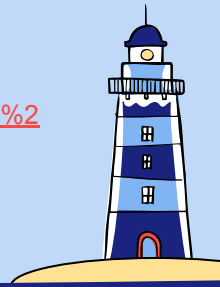

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Supplemental Material - Risk Assessment form

Category	Risk Description	Likelihood	Impact	Detection difficulty	Risk Value
Environmental	Risk of further remediation requirements	4	4	2	32
Environmental	Movement of lighthouse might cause contamination at final site	3	4	3	36
Environmental	Impact on wildlife and marine life	3	3	3	27
Technical	Damage to lighthouse during relocation	3	5	2	30
Technical	Transport route obstructions	3	5	3	45
Technical	Equipment failure	3	5	3	45
Technical	Post-remediation soil instability	3	4	4	48
Financial	Budget overruns from environmental remediation	4	4	2	32
Financial	Environmental waste disposal fines	4	3	2	24
Stakeholder	City Council funding withdrawal	3	5	2	30
Stakeholder	Public backlash due to environmental concerns	3	3	3	27
Schedule	Delay in permits from wildlife protection agencies	3	5	3	45
Schedule	Weather-related delays (hurricane, adverse weather)	3	5	4	60
Schedule	Delays from contamination & regulatory reviews	2	4	3	24
Schedule	Labor strikes or work stoppages	2	5	3	30
Schedule	Miscommunication with subcontractors	2	2	3	12
Legal & Compliance	Historical Preservation Requirements	3	5	3	45
Legal & Compliance	Failure to meet environmental standards	3	4	2	24
Labor & Operations	Skilled labor shortage	3	5	2	30
Labor & Operations	Health and safety incidents	2	5	1	10
Labor & Operations	Additional geotechnical work post-remediation	3	2	3	18
Labor & Operations	General worker shortage (e.g., due to immigration policies)	3	4	4	48

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