

## MEMORANDUM

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**TO:** NWABSD Board of Education  
Members

**DATE:** January 24, 2024

**NUMBER:** 24-084

**FR:** Office of the Superintendent

**SUBJECT:** Approval of Contract for  
Capital Project  
Management Services

**STRATEGIC PLAN/BOARD GOAL:**

Ensure budget integrity and transparency.

**ABSTRACT:**

Board approval is required for all contracts and agreements of \$ 50,000 or more.

**ISSUE:**

At issue is the approval of a Memorandum of Agreement (MOA) between NWABSD and DD Strait Consulting LLC for Capital Project Management Services starting February 1, 2024 and ending June 30, 2024.

**BACKGROUND AND/OR PERTINENT INFORMATION:**

The District has contracted with Project Resources (Kathy Christy) for many years and received notice from Kathy that she was getting ready to retire, which prompted the District to advertise a request for proposals in November of 2023 to request capital project management services. The District received one proposal from DD Strait Consulting, LLC (Dena Strait). Dena has been working with Kathy Christy and the District on projects since the summer of 2022 and is familiar with the District's capital project needs.

DD Strait Consulting's proposal (attached) outlines her billable hourly rate as well as the billable hourly rates for her two employees. The current contract that the District has with DD Strait Consulting, LLC. is for \$49,800. Dena nor I see a need to increase that contract dollar amount at this time, and with the approval of the board, the services outlined in the original contract will be amended to include all Capital Project Management Services for the District for the remainder of FY24.

Funding Source: Capital Project Budget(s)

**ALTERNATIVES:**

1. Approve the Memorandum of Agreement (MOA) between NWABSD and DD Strait Consulting, LLC to award a contract for capital project management services;
2. Disapprove the Memorandum of Agreement (MOA) between NWABSD and DD Strait Consulting, LLC to award a contract for capital project management services;
3. Take no final action.

**ADMINISTRATION'S RECOMMENDATIONS:**

The Administration recommends that the Board approve the Memorandum of Agreement (MOA) between NWABSD and DD Strait Consulting, LLC to award a contract for capital project management services.

# PROPOSAL FORM

## NWABSD CAPITAL PROJECT MANAGEMENT SERVICES

Name.....: Dena D. Strait  
Title .....: Member  
Business Name .....: DD Strait Consulting, LLC  
Street or PO Box .....: 3705 Arctic Blvd #1348  
City, State, Zip.....: Anchorage, AK 99503  
Telephone - Voice .....: (907) 440-9443  
Email .....: ddstrait@ddstrait.com  
Alaska Business License. ....: 2093089  
Federal Tax Identification No. ....: 84-3229680

Type of Firm (Check one of the following):

- Individual       Partnership       Corporation in state of: Alaska, LLC  
 Other (specify) .....

The undersigned has reviewed the RFP, understands the instructions, terms, conditions, and requirements contained therein, and proposes to provide the services identified in the Scope of Work included with the RFP.

Indemnification shall be governed by AS 36.90.300. Submit with this Form a copy of Proposer's Certification of Liability Insurance for its current general liability and professional liability coverage.

I further certify that I am a duly authorized representative of the Proposer; that the attached resume accurately represents capabilities of the Proposer identified for providing the services indicated. The NWABSD is hereby authorized to request any entity identified in this response to furnish any pertinent information deemed necessary to verify the reputation and capabilities of the Proposer.

Dena D. Strait

December 8, 2023

Signature

Date

### ACKNOWLEDGEMENTS

#### Amendments

By my initials below, I acknowledge receipt of the amendments below which are duly incorporated into the response:

[ ] [Addendum #X]      [ ] [Addendum #X]

**No addendums were available on the district website as of 12/8/23. DDS 12/8/23**

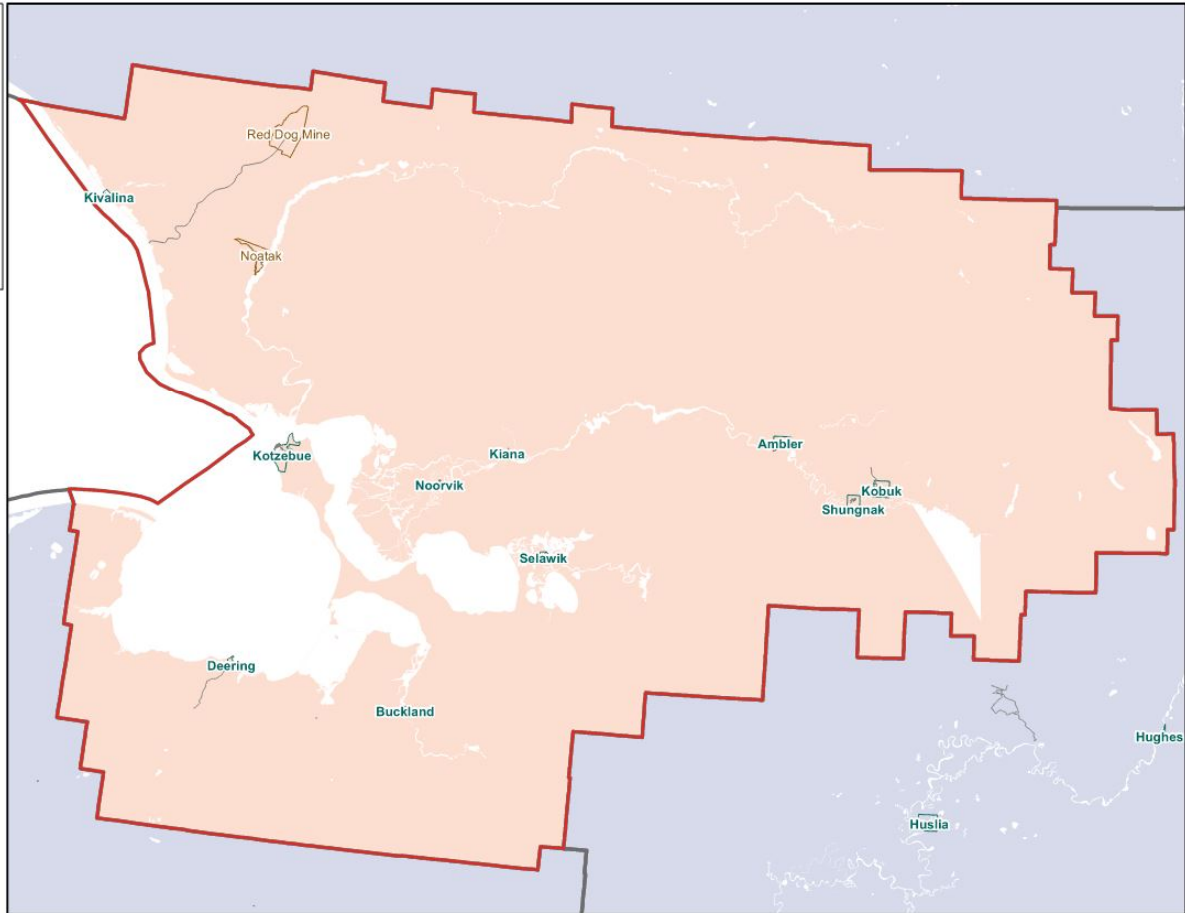
# RFP Proposal Submission

## CAPITAL PROJECT MANAGEMENT SERVICES

### Northwest Arctic Borough School District

December 11, 2023

**Northwest Arctic Borough School District**  
Organized Borough School District



Submitted by:

DD Strait Consulting, LLC  
3705 Arctic Blvd. #1348  
Anchorage, AK 99503  
ddstrait@ddstrait.com  
(907) 440-9443

# TABLE OF CONTENTS

A: Cover Letter.....	2
B: Dena Strait Resume.....	4
C: Project Manager Dena Strait's Project Experience .....	5
D: Project Manager John Mortensen's Resume.....	15
E: Project Manager Andrew Walsh's Resume .....	19

## **COVER LETTER**

Northwest Arctic Borough School District  
Attn: Ms. Megan Williams, Director of Administrative Services  
776 Third Street  
Kotzebue, AK 99752

Dear Ms. Williams and Selection Committee Members:

DD Strait Consulting, LLC appreciates the opportunity to continue our work with the Northwest Arctic Borough School District. We first began working with Capital Projects Manager Kathy Christy in Summer 2022 and continue that work today on both funded projects, grant applications and planning for pending work and associated funding. As an Alaskan design and management professional since 2002, we have admired the many successful projects completed within the district over the years. We look forward to the opportunity to continue our work on behalf of your district and appreciate your consideration of our proposal.

To introduce ourselves, DD Strait Consulting, LLC is an Anchorage-based, and Alaska licensed firm serving Alaskan communities and facility owners. As your Principal Consultant, I, Dena Strait, offer 24 years of experience in the design and construction field, with 21 of those years providing services to school districts, non-profits, tribal and municipal governments primarily in rural Alaska.

Just this past summer, we submitted five grant funding applications to the Department of Education and Early Development (DEED) with Ms. Christy's support on behalf of the district. We are pleased that the Davis-Ramoth K-12 School Renovation project is #3 on the Major Maintenance priority list and have high hopes for its funding during this legislative session. Additional information on this project, others submitted for DEED funding, and additional NWABSD projects are included in my resume.

For the NWABSD Capital Projects Management Services, we are including two additional Alaskan-based project managers to assist with managing specific projects. Attached are resumes for John W. Mortensen of Fremontii, Corp of Homer who has a strong background in mechanical, electrical and building controls systems, as well as past work as Facilities Director for Nome Public Schools. While under direction and supervision of Dena Strait, John's skills and project specific focus will be very valuable in managing work on the Davis-Ramoth project assuming it starts in Summer 2024. Additionally, John's skills will be valuable in pushing forward documentation and design efforts for the districtwide HVAC and Fire System Replacement projects. Such efforts and documentation will help these projects score better in the DEED grant application process, thus being completed.

Another Project Manager we are including on our team is Andrew Walsh of Advanced Management of Alaska, LLC of Kenai. Andrew's skills related to infrastructure development, specifically roads and utilities, as well as site design, will be critical as we continue to develop and plan for the Deering Replacement School project. Current work needs on that project are further described in the attached resume for Dena Strait. Andrew's work with Kenai Peninsula Borough on a variety of maintenance and capital projects will be valuable with the wide range of projects needed for your district.

***Organizational Structure***

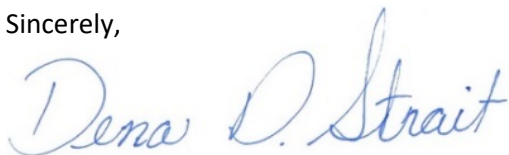
DD Strait Consulting, LLC is a single-member Limited Liability Corporation (LLC) registered in the State of Alaska to provide professional architectural and related services such as capital project management. Our LLC license is tied to the Professional Architect license of Dena D. Strait. As approved by Superintendent Terri Walker, project assignments will be made to John Mortensen and Andrew Walsh. Dena Strait will supervise and manage their efforts and be the only and direct contact to the district. John and Andrew will be subcontractors working for DD Strait Consulting, LLC. We reserve the right to change project managers or contract with different project managers upon concurrence of the district.

***Period of Performance and Project Manager Rates***

We understand the Period of Performance begins February 1<sup>st</sup> and extends to the end of fiscal year on June 30, 2024. Dena Strait's current billable rate is \$125/hour, John W. Mortensen's is \$150/hour and Andrew Walsh's is \$135/hour.

Thank you for considering our proposal for Capital Projects Management Services. We welcome your questions or requests for additional information. This proposal is signed by Dena D. Strait, an LLC member with the authority to commit DD Strait Consulting, LLC to this contract. She can be reached at (907) 440-9443, or [ddstrait@ddstrait.com](mailto:ddstrait@ddstrait.com), or [dstrait@nwarctic.org](mailto:dstrait@nwarctic.org).

Sincerely,



Dena D. Strait  
Principal Consultant  
DD Strait Consulting, LLC

## B: RESUMES



### Education

University of Idaho  
Master of Architecture, 1999  
BS in Architecture; Minor in Art, 1999  
University of Northern Iowa  
BA in Marketing, 1994

### Professional Credentials

- Registered Architect: AK AELA13067
- Former LEED Green Associate
- Energy Auditor-in-Training
- Former Energy Management Professional

### Areas of Specialization

- Project Opportunity Development and Analysis
- Strategic Planning
- Project Delivery alternatives
- Project Management
- Contract Administration
- Grant Writing/Administration
- Public Engagement
- Document Review/Quality Assurance Reviews
- Energy Efficient Design
- Alternative Energy Design
- Code and Conditions Surveys
- Code Analysis

### *Dena D. Strait, Principal - Career and Project Experience*

Dena D. Strait is the Principal Consultant behind DD Strait Consulting, LLC. An Alaska resident since 2002, Dena is a Registered Architect with more than 24 years of experience, 21 of which included providing project design and construction management services to Alaskan clients. She has collaborated with a variety of clients and worked on a wide range of building types. Dena has focused her career on assisting clients who typically don't have in-house expertise, specifically school districts, small tribal and municipal entities, and nonprofits.

Dena's passion is always working for the Owner's best interests as she truly believes the project belongs to the Owner, and her job is to deliver the best possible project for them. She uses open, honest, and straight forward communication to build relationships of mutual trust and respect. Her high level of personal integrity and personal responsibility guides her work each and every day. Dena is a seasoned project manager of architectural and construction projects, and her work is guided by attention to detail, accuracy, thoroughness, and fairness. Project funders, clients, design teams, and contractors value her organizational skills, appreciation of each team member, and ability to establish productive working relationships.

Her recent services include Capital Project Management Services for NWABSD, Capital Projects Manager for Yukon-Koyukuk SD, Project Management mentorship to Lower Kuskokwim SD's Project Managers, Project Manager for Bristol Bay Borough School District Renovations, Bettisworth North Architects and Planners (Architectural Project Manager/Energy Programs Manager, 2014-2019), Alaska Housing Finance (Commercial Building Energy Specialist, 2011-2014).

### *References – see projects for project references*

Kathy Christy, Project Resources Capital Projects Manager, (907) 223-2999, [christykathy2@gmail.com](mailto:christykathy2@gmail.com)

Adam Wilson, Senior Mechanical P.E, RSA Engineering, (907) 865-0587  
[awilson@rsa-ak.com](mailto:awilson@rsa-ak.com)

Michelle DeWitt, Executive Director of Bethel Community Services Foundation, (907) 545-6052, [michelle@bcsfoundation.org](mailto:michelle@bcsfoundation.org)

### *Boards and, Organizational Roles*

Cold Climate Housing Research Center, Board member 2016-2022  
Association for Learning Environments, President, member since 2014  
Member of Alaska-based Global Grant Writing Collective since 2020



## **C: PROJECT MANAGER'S PROJECT EXPERIENCE**

### ***Project Name, Sponsoring Organization, and Location***

***Deering K-12 Replacement School – Northwest Arctic Borough School District – Deering, Alaska***

### ***Size, Construction Budget, Project Budget***

19,325 sq ft new construction, \$37.25M, \$46.8M

### ***Client and Owner Representative***

Kathy Christy, NWABSD Capital Project Manager, (907) 223-2999, christykathy2@gmail.com

### ***Summary of Services Performed and Project Description***

This project will replace the current school, originally built in 1979, because the current site cannot accommodate the needed expansion. In addition, it is on a narrow strip of gravel beach that is exposed to Kotzebue Sound erosion, inland river ice damming, storm surges and flooding. Therefore, the new facility is planned to be further inland as requested by the community. Dena first worked with Kathy Christy to apply for Alaska Department of Education and Early Development (DEED) funding in Summer 2022, placing third on their School Construction list. For that application, we coordinated with DOT on their new airport road location and schedule. For Summer 2023 reapplication, Dena also coordinated with engineers on water, sewer, power and waste lagoon community issues. As a new school that will be built inland, on virgin tundra, coordination with infrastructure projects is critical to ensure the school can operate when complete. DEED funding only pays for work on the school site, not the road or infrastructure required to serve the school. As we prepare to reapply in Summer 2024 (FY26), we are using the research and data collected by these other projects on cultural artifacts, permafrost, erosion, coastal surges and flood plains to ensure a 50+ year school life. These other projects are very helpful in sharing information and accommodating and supporting the new school project. Our goal for 2024 (FY26) application is to confirm the selected site is the best one. By confirming and finalizing the project site, we can work with these other projects to best position the school project with service from the yet to be installed infrastructure. If it turns out we need to select a different site from the one currently selected, we will revisit the site selection with the community to assure it meets their requirements, and work with Nana to secure site control. Upon district approval, Andrew Walsh will assist Dena with site planning efforts and coordination with other infrastructure projects. Part of each submittal is also calculating the projected student population the new school will accommodate, which directly impacts the allowable square footage and floor plan. Documents are currently developed to roughly Schematic Design level and the site needs to be confirmed before it is developed further. Assuming the infrastructure projects are on track, our 2024 application will be submitted to DEED with further site analysis and design, and an updated cost estimate with the intent to get high enough on DEED's priority list to potentially be funded per legislative appropriations. If project schedules or funding of the supporting infrastructure projects are lagging, we will work with the district to determine the best strategy for moving forward.

***Project Name, Sponsoring Organization, and Location***

***Buckland School HVAC/Energy Upgrades – Northwest Arctic Borough School District – Buckland, Alaska***

***Size, Construction Budget, Project Budget***

46,042 sq ft, \$2.04M, \$2.175M

***Client and Owner Representative***

Kathy Christy, NWABSD Capital Project Manager, (907) 223-2999, christykathy2@gmail.com

***Summary of Services Performed and Project Description***

Dena's first project efforts were to assist Kathy Christy during procurement of the construction contractor in early 2023. Project bids came in above available funding and Dena worked with Kathy to secure additional funding and modify the Scope of Work to be completed in Summer 2023. She also applied for a successful grant award from the Denali Commission to complete most of the remaining work scheduled for Summer 2024. The project is still short of complete funding and Dena is working with Kathy and the district to secure additional funding. Dena managed the design and construction contract for Phase I, or Summer/Fall 2023 work and is working with the Denali Commission, design team and contractor to prepare for Phase II, or Summer 2024, work.

***Project Name, Sponsoring Organization, and Location***

***June Nelson Elementary School Roof Replacement, NWABSD, Kotzebue, Alaska***

***Size, Construction Budget, Project Budget***

46,200 sq ft of roof, \$1.4M, \$1.8M

***Client and Owner Representative***

Kathy Christy, NWABSD Capital Project Manager, (907) 223-2999, christykathy2@gmail.com

***Summary of Services Performed and Project Description***

Dena initially worked on this application for DEED capital project funding in Summer 2022 with Kathy Christy and the LCG Lantech design team. For that grant submittal, she provided grant writing services, reviewed and commented on design team submittals, and collaborated on project budget and schedule. The project will replace both low-slope membrane and sloped metal roof portions that have reached the end of their useful life. Ages of the roof systems range from 36 years old (1986) to 33 (1989) years old. There are several leaks into occupied spaces and damage will continue to accrue until the roofs are replaced. Roof projects are very challenging to get funded through DEED prior to construction due to how projects are scored. It is likely that the best way to get this project funded is for the district to do the work and then apply for reimbursement from DEED. We have seen this work well for other districts and will discuss this approach with the District as we plan 2024 work.

***Project Name, Sponsoring Organization, and Location***

***Davis-Ramoth K-12 School Systems Renewal, NWABSD, Selawik***

***Size, Project Budget***

53,452sf, \$9,424,172 State Share & \$1,884,834 District/Borough share

***Summary of Services Performed and Project Description***

Dena led the effort to write and produce the FY25 DEED grant application, which is currently #3 on the funding list of 95 applications. Assuming at least \$11.8M in capital funding for the Major Maintenance list is approved in the state's fiscal budget, this project will be funded after July 1, 2024. The Scope of Work includes; mechanical - replacing the DDC/Building controls, renovating heat and ventilation production and distribution systems, replacing shop dust collection system, and replacing the hot water generation system. Electrical - new generator, correcting electrical receptacle code issues, and replacing exterior and emergency light fixtures. Fire Protection - completely replacing the fire alarm system and fire suppression pumps. Minor architectural work - repairing existing damage, code issues, security and access issues, and replacing exterior doors.

While a design team is already on board, design work for this specific project needs to be completed and the work bid for construction. Assuming summer 2024 funding, construction will begin in Summer 2025 and be completed in Summer 2026. Dena is currently working with Kathy Christy, the Borough and the District to secure the matching funds needed for the potential DEED grant award. John Mortensen has a strong background in this type of remodel work and through discussions with the district, Dena may subcontract with him to help manage this project.

***Project Name, Sponsoring Organization, and Location***

***HVAC Controls Upgrades, NWABSD, Ambler, Noorvik, Kiana, Kobuk, Kotzebue, Noatak and Shungnak***

***Size, Project Budget***

Square footage varies per site, \$7,870,522 State Share & \$1,967,631 District/Borough Share

***Summary of Services Performed and Project Description***

This project entails complete replacement or other building controls system (DDC) work at the sites noted above. Kotzebue work includes June Nelson Elementary School and Kotzebue Middle High School. This project replaces existing systems that are past their useful lives and standardizes systems across the district. Operations and maintenance efficiency will be realized through district office monitoring and troubleshooting and reducing district energy costs. Dena led the effort to submit a grant application to DEED this past summer, but the project will likely not get funded. Additional condition surveys, design analysis, and cost estimating work is needed to develop documents to the level DEED scores highly. To develop this documentation, an engineering design team is needed. Currently, the district does not have a term contract for engineering services. Given that much of the

pending work across the district is replacement and renewal work, a term contract for engineering services would be advantageous in that it procures a pool of service providers in one solicitation, versus a solicitation per project. Dena will work with the district at the beginning of 2024 to confirm if such an effort is a priority for the Joint Maintenance and Construction Committee, and the school board. If it is, we will issue a Request for Statement of Qualifications to get an engineering team on board for this project and others. With district approval, John Mortensen will assist Dena with this effort and manage the project under her supervision to secure the documentation needed to reapply for DEED's FY26 funding in Summer 2024 for FY26.

***Project Name, Sponsoring Organization, and Location***

***Districtwide Fire System Repair and Replacement, NWABSD, Ambler, Noorvik, Buckland, June Nelson Elementary School, Shungnak***

***Size, Project Budget***

Square footage varies per site, \$3.73M State Share & \$750k District/Borough share

***Summary of Services Performed and Project Description***

Replacement of aged-out fire alarm systems is needed across the district. This project includes the schools noted above, while replacing the systems at other schools is either not needed for various reasons or included with other work for that school. While these are code required life safety systems, several factors impacted the score of the DEED application Dena led submission of in Summer 2023. First, DEED has an outdated life expectancy of the systems. Modern systems are all electronic and computerized, thus aging out quickly much like your home computer. Kathy initiated a change to this with DEED, and Dena is following up on it through various DEED committees and actions. Additionally, the project does not currently have the level of documentation needed to score well and get funded. In early 2024, Dena will meet with the district to prioritize, strategize and plan efforts needed for this project to score better on the Summer 2024 (FY26) applications. Such efforts will most likely include Code and Conditions surveys of each site performed by a team of engineers. Professional cost estimates will also help move the project up the funding list. Assuming DEED can update their life expectancy for this type of system in time for the next grant cycle, we will resubmit with the additional information. An engineering team is needed for this effort. Much like the districtwide HVAC controls project, a contract with an engineering team is needed, and a term contract is recommended due to future similar projects. John Mortensen will assist Dena with managing this project upon approval from the district.

***Project Name, Sponsoring Organization, and Location***

***ATC Family Housing – NWABSD, Kotzebue, Alaska***

***Size, Construction Budget, Project Budget***

9,100 sf, \$6.5M, \$8M

***Summary of Services Performed and Project Description***

This project is for a 9,100sf, housing project with six total units, containing both 2-3 bedroom units, for vocational trainees and their families. Such rural, regional and state trainees need dedicated, suitable housing to complete 8-10-12 or 14-week training of vocational training in Kotzebue. Lack of family housing, and the affordability of the existing housing stock, is an ongoing, significant, and often insurmountable obstacle for potential trainees. Lack of housing forces them to choose between life-long job skills or leaving their family behind in their home villages. This project would enable rural residents to secure training while keeping families together. In early 2023, Dena submitted application materials to both Senator Murkowski and Representative Peltola's offices. Submissions required pre-approval from the Alaska USDA office, which Dena secured. She updated the project schedule and budgets to be current, wrote the grant, and worked with Borough and district personnel to secure letters of support. The grant applications were not successful that go-around and the district determined this project was no longer a highest priority during JMCC and school board meetings held in early December.

***Project Name, Sponsoring Organization, and Location***

***Capital Project Manager, Northwest Arctic Borough School District, NWAB, Alaska***

***Summary of Services Performed and Project Description***

Beyond project specific efforts, Dena provides many additional services to the district. She has been part of developing and securing approval of the 6-year CIP plan for the last two years. As various grant opportunities have come along, Dena has reviewed the requirements and advised the district, often in conjunction with Kathy Christy, as to whether to pursue them or not. Dena is on call to assist the superintendent as needed, such as providing project status and writeups to lobbyists and others. She prepares JMCC and Board reports and participates in those meetings. Dena is available to assist in getting Superintendent Walker she needs, such as assessing playgrounds throughout the district to determine needs and costs associated with repairs and replacements. During the recent JMCC and Board meetings, family style teacher housing was discussed and Dena plans to address this with Superintendent Walker, Kathy Christy and Brandon Blackham, Director of Property Services, during an early January planning session. Part of every project Dena is involved with for the district involves coordination with Brandon. Dena worked with him on the scope for the Buckland project and confirmed various changes and project needs with him throughout the project. As we seek additional funding to complete the Buckland work, she has worked with Brandon to identify his highest priority items and to identify and document why various aspects of the work are critical to his department. This past summer Dena worked with Brandon, his department and service providers as she was developing grant applications for DEED funding.

***Project Name, Sponsoring Organization, and Location***

***Rampart K-12 School Renewal – Yukon Koyukuk School District (YKSD) – Rampart, Alaska***

***Size, Construction Budget, Project Budget***

6,354 sq ft, \$7M, \$8.9M

***Client and Owner Representative***

YKSD, Gale Bourne, Director of Facilities & Maintenance, (907) 750-5690, gbourne@yksd.com

***Summary of Services Performed and Project Description***

Dena worked with Kathy to submit a successful grant application to DEED in summer 2022, securing the #1 spot on the Major Maintenance list. With project funding being awarded in Summer 2023, the project is currently funded for design completion and construction. Construction bidding will occur in early 2024 with construction beginning in the spring. Dena is managing all efforts related to DEED project agreement and funding, the design team contract, overall project schedule and budget and contractor procurement. Rampart K-12 School Renewal project will return education program space to their original layout, as built 40 years ago, within the main school building. In addition, numerous code deficiencies will be corrected, building systems will be renewed, and classrooms will be correctly sized. A safe new playground, and other sitework is needed to accommodate new utility and building services, and exterior ramps and stairs will be redone to meet ADA compliance.

***Project Name, Sponsoring Organization, and Location***

***YKSD Minto K-12 School Renovation and Additions – Yukon Koyukuk SD – Minto, Alaska***

***Size, Construction Budget, Project Budget***

Roughly 19,000 sq ft, \$16.36M, \$18.8M

***Client and Owner Representative***

YKSD, Gale Bourne, Director of Facilities & Maintenance, (907) 750-5690, gbourne@yksd.com

***Summary of Services Performed and Project Description***

Currently under construction, this project is a complete remodel of the existing school and includes roughly 5,400sf of additions. Kathy Christy worked on this project for years and Dena transitioned in to manage it at contractor solicitation in early 2023. She now manages the DEED grant, other funder's funds, the design and construction contracts. Additional funding was needed, and Dena applied for DEED FY25 funding, with assistant from Kathy, and this additional funding is #2 on DEED School Construction list. Work will be completed in late Fall 2024. Dena also applied for a teacher housing grant to AHFC in fall of 2023 to accommodate the expanding schools need for more teachers.

***Project Name, Sponsoring Organization, and Location***

***Project Management Mentorship – Lower Kuskokwim School District (LKSD) – Bethel, Alaska***

***Size, Construction Budget, Project Budget***

Time and materials budget with weekly scheduled calls and as needed

***Client and Owner Representative***

Kim Sweet, Director of Operations, (907) 543-4971, kim\_sweet@lksd.org

***Summary of Services Performed and Project Description***

LKSD has promoted from within two former building inspectors to be Capital Projects Managers. One of the primary objectives of this mentorship is to guide these new Project Managers through all DEED publications and project requirements. Referencing and utilizing in-place and pending DEED grant agreements and project delivery guides to ensure compliance are specific tasks to be accomplished. Weekly meetings are used to develop skills and understand processes of the planning, design and construction phases of projects. Each PM brings various issues they are dealing with on their respective projects, including AHFC funded teacher housing, to discuss and work through with Dena in a mentorship manner.

***Project Name, Sponsoring Organization, and Location***

***Bethel Permanent Supportive Housing, Bethel Community Services Foundation, Bethel, Alaska***

***Size, Construction Budget, Project Budget***

11,240 sq ft new construction, \$5.7M, \$7.8M

***Client and Owner Reference***

Michelle DeWitt, Executive Director Bethel Community Services Foundation, (907) 545-6052, michelle@bcsfoundation.org.

***Summary of Services Performed and Project Description***

Dena is providing Project Management services for this addition to Bethel Winter House, Bethel's overnight shelter. This new, 24-unit facility will provide permanent, individual units for people who experience chronic homelessness, where they will receive consistent supportive services. Project funding is through Alaska Housing Finance Corporation's (AHFC) GOAL program and several other funders. Dena manages both the design and construction contracts, is responsible for overall project schedule, budget, utilizing grant funds as required, and reporting for those grants. By using Construction Manager/General Contractor with Guaranteed Maximum Price contract, along with a local builder, the project to be completed roughly six months ahead of schedule. Active construction is to be complete by February of 2024, and Dena closing out the project and grants through 2024.

***Project Name, Sponsoring Organization, and Location***

***Bristol Bay Borough School Renovations – Bristol Bay Borough – Naknek, Alaska***

***Size, Construction Budget, Project Budget, Location***

Multi-phase Renovation of a 93,000sf Pre-K to 12 school, \$14.8M, \$17.5M, Naknek, Alaska

***Client and Owner References***

Bill Hill, BBB School District Superintendent, no longer in this position

***Role and Responsibility***

Design Team Project Manager and Owner's Project Management

***Summary of Services Performed***

Dena was involved with this project from late 2014 through July 2022, working through two DEED funded phases of work. Initial work was leading the design team through a Code and Conditions survey and prioritizing scope and budgeting option. She assisted the Borough in passing a bond for DEED's Debt Reimbursement program. That program was retroactively placed on hold, so the team applied for DEED's grant program. Phase I addressed roof and mechanical issues, initially without DEED funding, but later received DEED funding as work was completed per their requirements. An Alaska Energy Authority grant provided partial funding. Dena provided contractor procurement and administration, grants compliance, budget management and reporting, and grants closeout.

Dena provided budgets and scoping for Phase II DEED applications and presented the project to secure Assembly approval for matching funds. DEED funding was awarded Summer 2018, and Dena advised on the grant agreement for this project of systems renewals, interior, exterior and site work. Utilizing a Construction Manager/General Contractor procurement, as approved through close coordination with DEED, Dena facilitated and negotiated the construction contract and GMP on 65% documentation in March 2019. Utility site work and 100% documentation were completed that summer.

From that fall through July of 2022 Dena provided independent construction phase Project Management services to the Borough through DD Strait Consulting, LLC. She provided oversight and management of the construction contract, advised and managed the DEED grant budget, administrative compliance, and allowable expenditures. She managed the project schedule and change orders, reporting monthly to the Borough Assembly. Dena procured Owner provided items per DEED's requirements and coordinated installation, as well as managed special inspections. She assisted in securing a playground grant and fundraising for a community match. In close coordination with facility maintenance personnel, Dena procured ongoing Owner training and support, and established term inspection, monitoring, and maintenance contracts for multiple building systems.



***Project Name, Sponsoring Organization, and Location***

***Whaley School Renovation – Anchorage School District – Anchorage, Alaska***

***Size, Construction Budget, Project Budget***

52,188 sq ft, not available

***Client and Owner Representative***

Yuki Hiramuro-Janson, ASD Project Manager

***Summary of Services Performed and Project Description***

While with another firm, Dena served as Project Manager leading Concept Design efforts for a major renewal of a 40-year-old ASD school for students in grades 6-12 with cognitive, emotional, and behavioral special needs. She led code and conditions evaluations of the existing facility. Dena also led the design of systems and space improvements to meet highly specialized programmatic and spatial needs, as well as to extend facility life. Construction phasing within the occupied facility was a major consideration and alternative construction delivery was recommended. All work was completed per DEED evaluation, design and funding requirements as well as those of Anchorage School District.

***Project Name, Sponsoring Organization, and Location***

***Southwest Region School District Code and Conditions Surveys – SWRSD – Ekwok & Twin Hills, Alaska***

***Size, Construction Budget, Project Budget***

6,617 sq ft at Ekwok and 9,644 sq ft at Twin Hills, not available

***Client and Owner Representative***

Rick Dallmann, SWRSD Director of Facilities and Maintenance, no longer at this district

***Summary of Services Performed and Project Description***

While with another firm, Dena served as Project Manager leading a team of engineers, cost estimators, and commissioning agents to conduct Code and Conditions Surveys of two schools in the remote Alaskan communities of Ekwok and Twin Hills. Each facility is 30+ years old and it was determined that major renovation projects were the best path forward for both schools. All reports, cost estimates, schedules, and other documentation were developed per DEED's Guide for School Facility Condition Surveys and organized to closely correlate with DEED's grant funding application. Project cost estimates were finalized after Dena left this firm.

# JOHN W. MORTENSEN

907-756-3104

P.O. Box 3288, Homer, AK 99603

[john.mortensen@fremontii.com](mailto:john.mortensen@fremontii.com)



## SENIOR PROJECT MANAGEMENT TECHNICAL CONSULTANT

Senior project manager with three decades of experience supervising and managing all aspects of large-scale commercial projects.

Highly competent at managing the schedule throughout the project from start to finish, as well as with bidding, contract scope of work, verification of costs, and pricing of owner and contractor change orders.

Efficient supervision of subcontractors and vendors to ensure both quality control and project compliance. Analytical problem-solving skills in resource planning, product and material selection, contractor selection, cost management, project plans, specifications, and written communication, in an agile environment.



Advanced skills in Microsoft Excel and Office programs, Google G Suite, written communication, LAN Ethernet, network building, upstream, supply chain, and resources, and writing for a monthly technology website online.

Great flexibility in terms of working conditions. Committed to promoting a Zero Harm environment at all times and actively contributes to HSE-based activities to ensure the health, safety, and well-being of team members. Highly organized, flexible, and able to prioritize work assignments utilizing exceptional attention to detail, high level of accuracy, and multitasking abilities.

- **Project Management & Operations**
- **Project Plan Interpretation and Execution**
- **Risk Management**
- **Quality Assurance and Inspection**
- **Materials Standards**
- **Resource Allocation**
- **Forecasting and Budget Management**
- **OHSA Regulations**
- **Change/Crisis Management**
- **Team Leadership and Supervision**
- **Cost Control and Reduction**
- **Business Intelligence**

## KEY PROJECTS

- **Nome Public Schools HVAC Controls Renovation, Nome Alaska**
  - **Nana Management Services, NPS, Nome Alaska**
  - **Pratt Museum Remodel and Renovation, Homer Alaska**
- **Palazzo Hotel & Casino, Taylor International, Corp., Las Vegas, NV**
- **Bellagio Hotel & Casino, Environmental Industries, Las Vegas, NV**
  - **Stratosphere Hotel & Casino, Cedco, Inc., Las Vegas, NV**
  - **MGM Grand Hotel, Environmental Industries, Las Vegas, NV**
- **Flamingo Hotel & Casino, Tower addition and remodel, Environmental Industries, Las Vegas, NV**
- **Las Vegas Hilton & Casino, Time Share Tower addition and remodel, Environmental Industries, Las Vegas, NV**
  - **Las Vegas Hilton & Casino, Star Trek addition and remodel, Environmental Industries, Las Vegas, NV**
    - **Nellis AFB, Environmental Industries, Las Vegas, NV**

## TECHNICAL SKILLS

NSTC Card #004-03582

OSHA 30 Certified

CPR/AED/First Aid Certified

Expert level of proficiency using Microsoft Office suite including Word, Excel, Outlook, and Google G Suite resources

Advanced level of proficiency using Microsoft Projects and CAD

Intermediate level of proficiency with digital images and construction industry-relevant software, including Smart Sheet and Primavera

## PROFESSIONAL EXPERIENCE

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### **FREMONTII, CORP., HOMER, AK**

**DECEMBER 2021 TO CURRENT**

#### PROJECT MANAGER / OWNERS REPRESENTATIVE FOR NOME PUBLIC SCHOOLS

Project manager owner representative for Nome Public Schools HVAC Controls Renovation Project. Responsible for oversight and protection of the owner's position through interaction and coordination with the Design Engineer and Prime Contractor. Implementation and execution of the School Districts HVAC Controls remodel renovation completed to the owner's satisfaction.

- Serve as the main focal point to direct and manage project operations, with managerial efforts focused on verifying prime contractor alignment with the engineer's design and quality standards throughout all project phases.
- Prepare contracts and negotiate revisions, changes, and additions to contractual agreements with the prime contractor and engineer.
- Prepare and submit budget estimates, progress reports, and cost tracking reports to the owner.
- Manage project budget, resource allocations, and quality assurance.
- Plan and schedule with engineer and prime contractor project timelines.

### **NMS, ANCHORAGE, AK**

**NOVEMBER 2019 TO DECEMBER 2021**

#### FACILITIES DIRECTOR FOR NOME PUBLIC SCHOOLS

Manage general operations of the facilities department for Nome Public Schools. Duties include preparing and administering company budgets, scheduling, planning, directing, and administering department operations. Oversaw 18 employees, vendors, field operations, finance, and human resources.

Please see the final attached sheet for Nome Public Schools Facilities Director work description and accomplishments.

### **PRATT MUSEUM., HOMER, AK**

**MAY 2018 TO JUNE 2019**

#### PROJECT MANAGER OWNER'S REPRESENTATIVE

Responsible for the overall direction, coordination, implementation, execution, control, and completion of the Museum design-build remodel renovation and construction, ensuring consistency with contractual requirements and company vision, commitments, and goals.

- Coordination of professional disciplines as required to create design documents for the evaluation, planning, and construction of the facility.
- Construction administration of the facility.
- Prepare contracts and negotiate revisions, changes, and additions to contractual agreements with the general contractor.
- Prepare and submit budget estimates, progress reports, or cost tracking reports.
- Facilitate the definition of project scope, goals, and deliverables.
- Manage project budget, resource allocations, and quality assurance.
- Plan and schedule project timelines.
- Monitor and report on the progress of the project to appropriate parties.
- Present reports defining project progress, problems, and solutions.

While in Nome, I managed multiple employees, contractors, buildings, and properties as the Nome Public Schools (NPS) Facilities Director for Nana Management Services.

The following was a list of my responsibilities and accomplishments:

- Completely cleaned up, renovated, and reorganized the entire Nome Public Schools (NPS) Facilities Department.
- Renovated the facilities department building and office space.
- Installed wall screen monitor, safety software and protocols for safety meeting and NMS training of all employees.
- Oversaw a comprehensive safety program and constantly worked with emergency response situations.
- Addressed extensive, dangerous building and system disrepair and dangers from years of issues.
- Management of HVAC systems, building automation, and direct digital controls systems to include the maintenance and operation of boilers, heat exchangers, heat pumps and refrigeration systems.
- Went out to Davis Bacon public bid with the city of Nome and hired the low bid subcontractor, Siemens and completely renovated, replaced, and added building to the NPS HVAC controls DDC system.
- Addressed huge cost overruns from wasted heating oil caused by broken and inefficient HVAC building controls and mechanical systems.
- Replaced school district wide filtration system with new efficient cost effective system.
- Hired subcontractors to replace and repair High School Boiler systems.
- Hired and coordinated subcontractors to build a new high school campus outdoor playground and workout area.
- Hired and repaired with design engineering and repair subcontractor long standing NES Day Tank intricate history of multiple fuel spill and leak problems.
- Hired subcontractors and addressed Alaska EPA department fuel spill and buried toxic substance complaints.
- Hired subcontractors and on staff electrician to repair extensive, dangerous fire susceptible electrical hardware, circuit breakers, and wiring systems and brought to code.
- Hired fire controls system and fire sprinkler subcontractors to repair dangerous long-standing issues in maintenance circuitry and emergency safety system repairs.
- Hired subcontractors and staff to repair and repair broken plumbing for NPS buildings and pool.
- Addressed the 2020 COVID-19 Pandemic outbreak with action for building disinfection protocols and all aspects of emergency preparedness personnel, products, and tools.
- Facilitated NPS asbestos management plan, technicians, and employee on site training in Anchorage, AK.
- Hired and facilitated subcontractors to repair January 2021 arctic 15' deep inspected excavation and compacted backfill roadway sewer line break that controlled Nome Elementary School.
- Facilitated multiple winter sewer pipe breaks at Nome Elementary School.
- Oversaw hiring of subcontractor for re-keying of all school district buildings and new tracking software.
- Facilitated rebuild of High School gymnasium bleachers after the previous team built incorrectly..
- Addressed extensive and comprehensive equipment and vehicle issues and repairs.
- Setup school district vehicle fleet maintenance program, and purchased 5 new replacement vehicles in 2 years.
- Hired local Nome subcontractor to take over school district snow plowing operation to relieve district maintenance technicians from doing this job and cutting inefficiency of winter school district maintenance work order completion.
- Addressed backlog of 719 work orders and systematically fixed as able with available budgeted labor.
- Setup hierarchy and chain of command protocols within the facilities department and created managers for each area of responsibility and facilities department administrative and accounting assistant.
- Addressed extensive past and current employee insubordination and absentee issues as well as 34 new hires in two years.
- Fixed and made current all accounts payable and long-standing problems with vendors and payment issues in Nome and across Alaska.
- Focused on projection based budget and cost reports based on 5 year history benchmarks of expenses and labor costs to NPS Superintendent, board, and NMS management.
- Developed and maintained a detailed annual operating budget, operational reports, cost analysis and forecasts.
- Managed the annual facilities department operating budget.
- Implemented both NPS and NMS objectives for the most efficient maintenance management of the Nome School District properties.

- Jointly, with NPS, developed, monitored and reported performance measurements for the facilities management program.
- Responsible for employee development and relations, including hiring and terminations, goal setting, performance review and incentive and salary administration.
- Oversaw employee training programs, including management, technical, safety, and total quality management.
- Directly managed the activities of the Foreman and Custodial Supervisor for the NPS maintenance and custodial staff.
- Directly managed the NPS Foreman and NPS sub-contractors.
- Operated, managed, maintained the school district's computerized maintenance management system (CMMS).
- Regularly updated NPS and NMS of budget and cost concerns pertaining to maintenance and custodial issues throughout the district.
- Met regularly with NPS district superintendent, management, and staff to understand performance feedback and to understand changing requirements.
- Started a robotic vacuum program throughout the district due to lack of custodial staff, especially through the Covid 19 pandemic.
- Delivered high quality and cost-effective services as well as ensuring all activities and operations comply with applicable internal and external regulations, laws, and sound business practices.

**U.S.L., Las Vegas, NV**  
President

*October 2008 to April 2017*  
*November 1999 to March 2006*

Manage the oversight of the general operations for business strategic planning and company vision. Management of the company specializing in commercial general contracting construction projects, in coordination with the Vice Presidents. Executive responsibility for field operations, finance, human resources, and sales and marketing. Other duties include preparing and administering company budgets, scheduling, planning, directing, and overseeing company operations.

- Oversaw VP management of sales and marketing departments and sales team. Worked with the organization of events and sales target markets segments to reinforce company revenue forecasts, goals, and direction.
- Oversaw VP management of detailed project estimates, manage budgets, and cultivate professional companywide relationships with vendors, suppliers, and distributors to sustain material flow and expedite the resolution of emerging problems.
- Manage customer relationships, including acting as a primary information resource to communicate project status reports, conduct orientations, and confirm the proper interpretation of change orders.
- Oversaw company operations in accordance with workflow, symmetry of management, office, and field, and verify and coordinate the direction and vision for sustainable project construction and revenue.

**TAYLOR INTERNATIONAL, CORP., LAS VEGAS, NV**  
SENIOR PROJECT MANAGER

*MARCH 2006 TO AUGUST 2008*

Senior project manager for the construction of the 2-billion-dollar Palazzo Hotel and Casino Resort. 50 Story tower and podium with 3,025 rooms and 7 million sq. ft. Oversaw MEP, IT network systems, structural, shoring, underground, storm drains, traffic signals and control, streetlights, concrete, grading, asphalt paving, fountains, on-structure pools and pool deck, masonry, tile, stone, rod iron, and landscape.

- Oversaw contracts, administration, negotiation, implementation, and oversight.
- Served as the main focal point to direct and manage site operations, with managerial efforts focused on verifying subcontractor alignment with quality standards throughout all project phases.
- Coordinated subcontractor schedules to optimize workflow, contain corporate cost exposure, and ensure the delivery of projects within critical completion deadlines.
- Consistently recognized as an excellent resource to improve organizational effectiveness and efficiency through personal contribution.

**Environmental Industries, Inc., Calabasas, CA**  
PROJECT MANAGER

*February 1997 to January 1999*

Project Manager of the Bellagio Hotel Construction Project. The Bellagio Hotel was a 1.6 billion 3,950 room 4.8 million square feet construction project. Including 512 suites, the Main tower with 36 floors, the Spa Tower with 33 floors, and the Casino with 116,000 square feet of gaming. Our portion of this construction was 24 million with 10 million dollars owner purchased materials.

- Responsibilities included interaction with the Owners Representative, Atlandia Design, sub-contractors, contracts, contract negotiation, scheduling of the project, billing, change orders, and tracking our company's interests in the job.
- We coordinated site development trade MEP's grading and dirt work, tower suites, an 8-acre Lake and surrounding areas, a Conservatory, and 12,500 square feet of botanical gardens.

■ ■  
**EARLY CAREER**

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**DIVISION MANAGER, Cedco, Inc., Las Vegas, NV**

**1995 to 1997**

**PROJECT MANAGER/SUPERINTENDENT, Environmental Industries, Inc., Calabasas, CA**

**1992 to 1995**

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**AWARDS**

*Elmer H. Anderson Excellence Award*  
*Outstanding Achievement Award Environmental Industries*

# Andrew Walsh

## Project Manager/Owners Representative

### Contact

907-201-7543  
awalshpmp@gmail.com  
Kenai, AK

### Education

Montana State University  
B.S. Construction Engineering  
Technology 2010

### Objective

To provide professional services that help communities reach their full potential. My unique experience as a project manager, land surveyor, and utility design engineer provides a diverse background to plan and manage land development projects. As a current land surveyor in training (LSIT), the next step in my professional journey is to obtain licensure as a professional land surveyor (PLS). My greatest strength is connecting with individuals from all walks of life and resolving issues through effective communication. I assist stakeholders to identify their unique goals and create project specific plans to reach those goals.

### Experience

*January 2019-December 2023*

Project Manager/Owners Representative • Kenai Peninsula Borough

*November 2022-Present*

Project Manager/Owner • Advanced Management of Alaska, LLC

*April 2017-January 2019*

Transmission/Distribution Engineer • Homer Electric Association

*May 2014-April 2017*

Land Surveyor/Engineer • Advanced Engineering & Environmental Services

*April 2012-May 2014*

Land Surveyor/Engineer • Highlands Engineering

*December 2010-April 2012*

Project Engineer • MK Weeden Construction

## Key Skills

Land Surveying, Project Management, Scheduling/Budgeting, Site Selection, Inspections, Reporting, Dispute Mitigation,

## Key Experience

Since January 2019, I have been the Project Manager for the Kenai Peninsula Borough (KPB). Projects that I have managed range from school track design and construction, road design and construction, to hospital wing remodels, and construction of new medical facilities. I have also completed landfill projects consisting of site clearing, cell covering, and leachate design and construction. Prior to working for the KPB, I worked as an LSIT with the goal of obtaining professional licensure in this industry. I was directly responsible for coordinating surveyor schedules, performing boundary surveys, construction surveys, as well as, topographic and as-built surveys, for public and private clients. I managed site development projects [i.e commercial and residential subdivisions, a municipal golf course, educational facilities, and public infrastructure projects (water and sewer systems)]. Knowledge of site selection, property boundaries, and natural features were essential in reaching educated decisions for the successful outcome of these projects.

My experience as a land surveyor, civil engineer, and project manager directly benefits my role as a project manager. I communicate efficiently with stakeholders, consultants, contractors, and the public to ensure fair and just decisions. I work as a intermediary liaison by actively listening and appropriately responding to internal/external agents while providing project specific updates.

## Professional References

*Dale Marsengill*  
Engineering Services Supervisor  
907-283-5831

*Brenda Ahlberg*  
Kenai Peninsula Borough  
907-283-2059

*Steve Rude, PLS*  
Advanced Engineering & Environmental Services, LLC  
701-225-9636





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