



Alaska Affordable Housing Webinar Module 4: Development and Construction Management

September 28, 2026



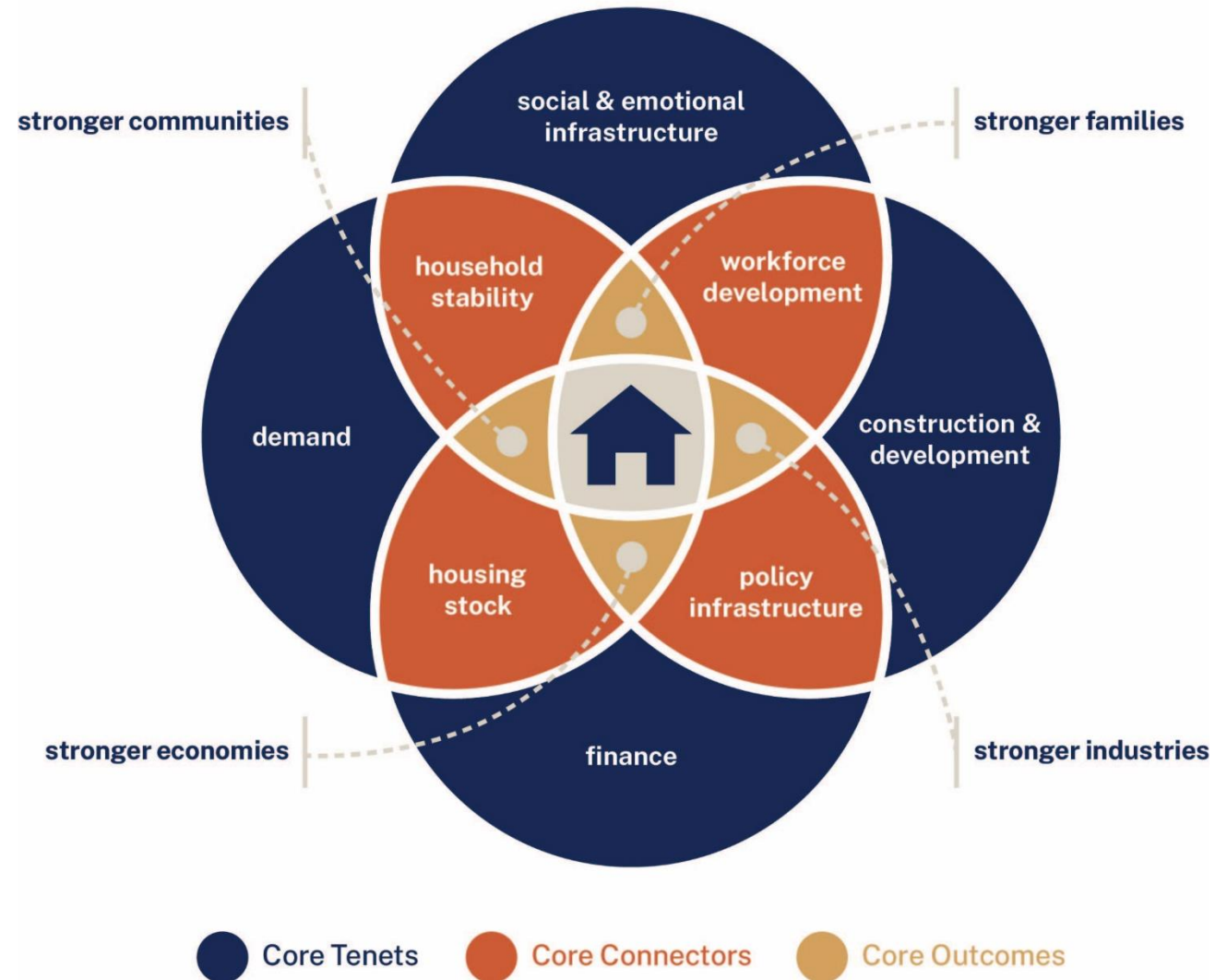
Unmatched **breadth, scale and expertise** across the entire spectrum of affordable housing...



...creating a positive feedback loop
that does it **all under one Enterprise roof.**

The Housing Ecosystem

A Foundation of Tribal Economies



Meet our team

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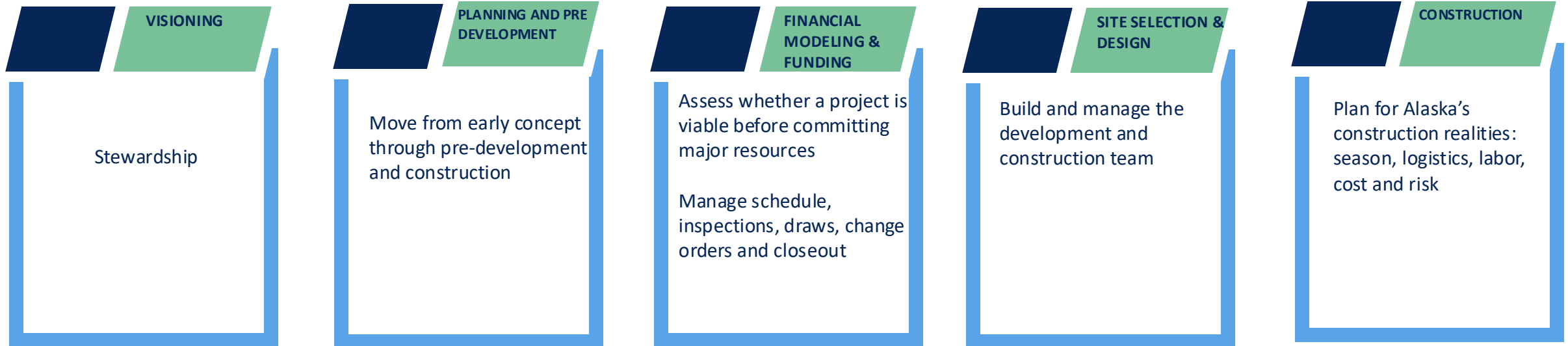
**Adrienne
Norwood**

PROGRAM MANAGER



Today's focus: Pre-Development → Construction

Key decisions to help guide development





Section 1

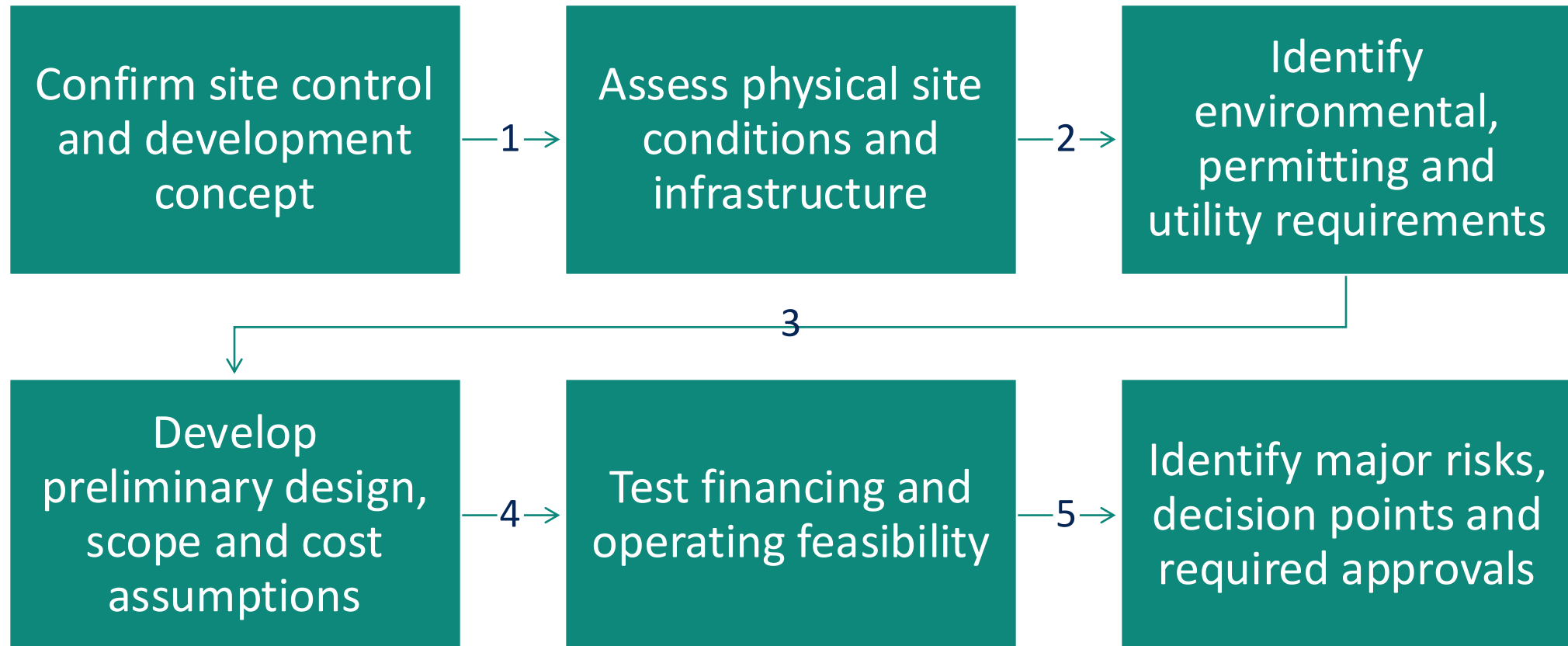
Project Development & Project Readiness

SECTION 1

Pre-Development & Project Readiness

Start with financial feasibility, market demand, site conditions, the development team, and the decisions that determine whether a project is truly ready to move forward.

Pre-Development: Is the Project Viable?



Build the Development Team Early

- Owner / developer — decisions, funding, risk and community accountability
- Architect & engineers — design, code, site and building systems
- General contractor — constructability, pricing, schedule and procurement
- Owner's representative / construction manager — independent oversight
- Funders, lenders and investors — approvals, inspections and draw requirements
- Local and Tribal partners — land, infrastructure, workforce and community knowledge



Section 2

Building In Alaska

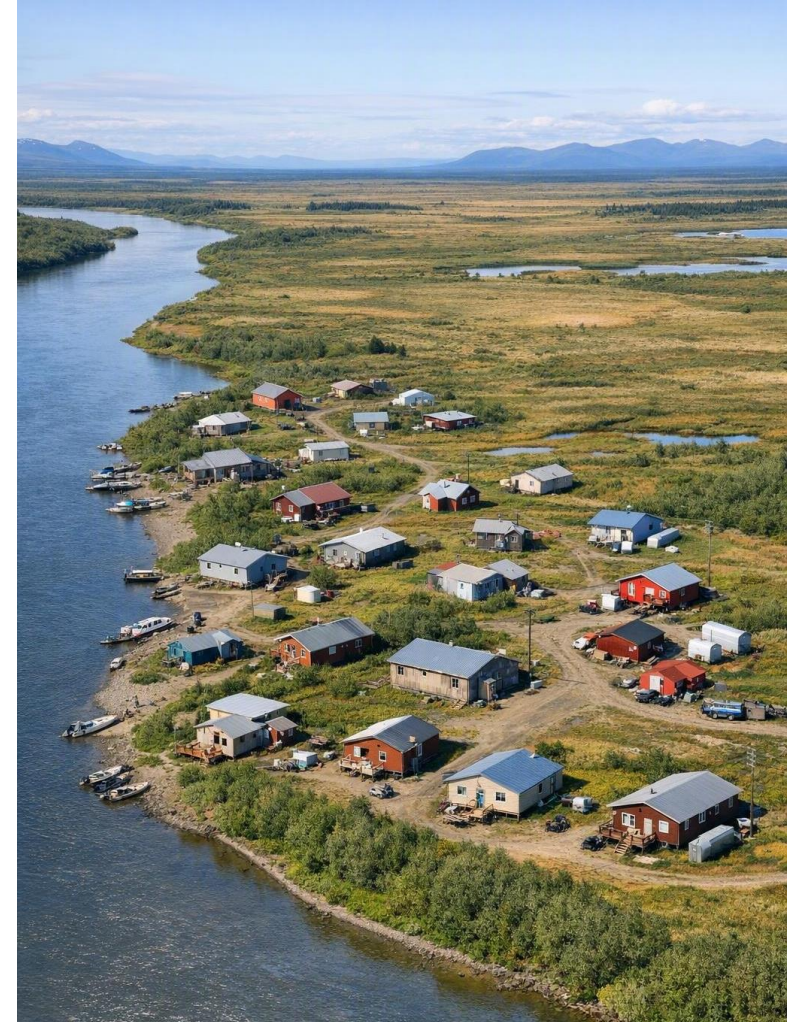
SECTION 2

Building in Alaska

Plan for seasonality, weather, transportation, remote logistics, workforce constraints, and long material lead times before construction begins.

Building in Alaska: Why Planning Is Different

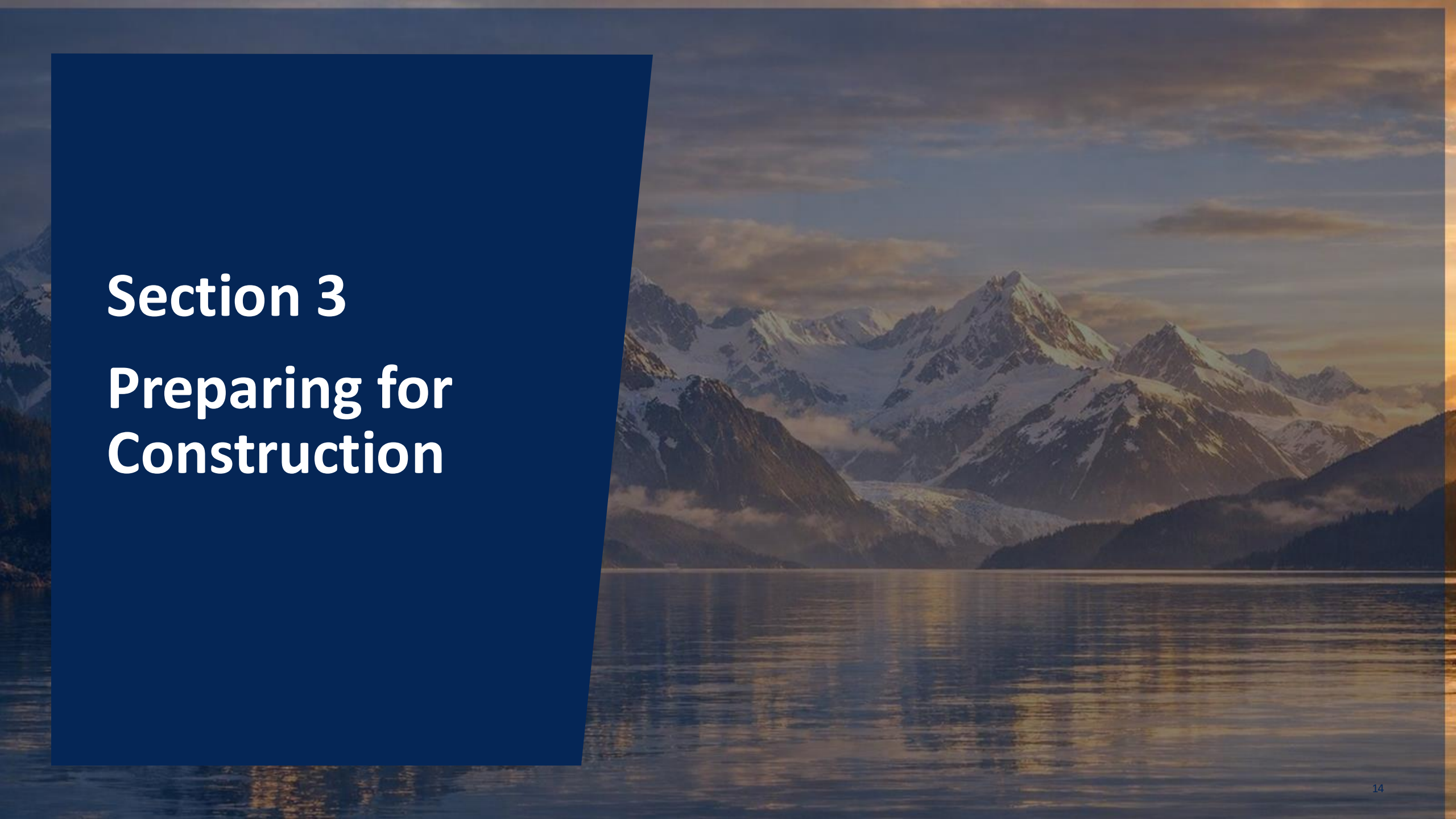
- Short and highly consequential construction windows
- Extreme weather and rapidly changing site conditions
- Remote locations and limited road or marine access
- Long material lead times and freight / mobilization costs
- Smaller contractor and skilled-labor pools in many communities
- Limited local storage, equipment, utilities or temporary housing for crews
- A missed shipment or milestone can push work into the next season



Early Feasibility Questions for Alaska Projects

1. Can equipment, materials and crews physically reach the site?
2. When is the site accessible—and for how long?
3. What utilities and infrastructure exist today?
4. Where will materials be staged and protected?
5. Where will non-local workers stay?
6. What work can be prefabricated or completed off-site?
7. What happens financially if the project misses the construction window?





Section 3

Preparing for Construction

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Preparing for Construction

Translate the development plan into procurement, contractor selection, a realistic schedule, and a strong pre-construction kickoff.

Construction Readiness Check



Is the scope clearly defined and constructible?



Is the budget based on realistic Alaska costs and logistics?



Are long-lead materials identified?



Is the schedule aligned with seasonal access and weather?



Are the GC, design team and owner's representative ready?



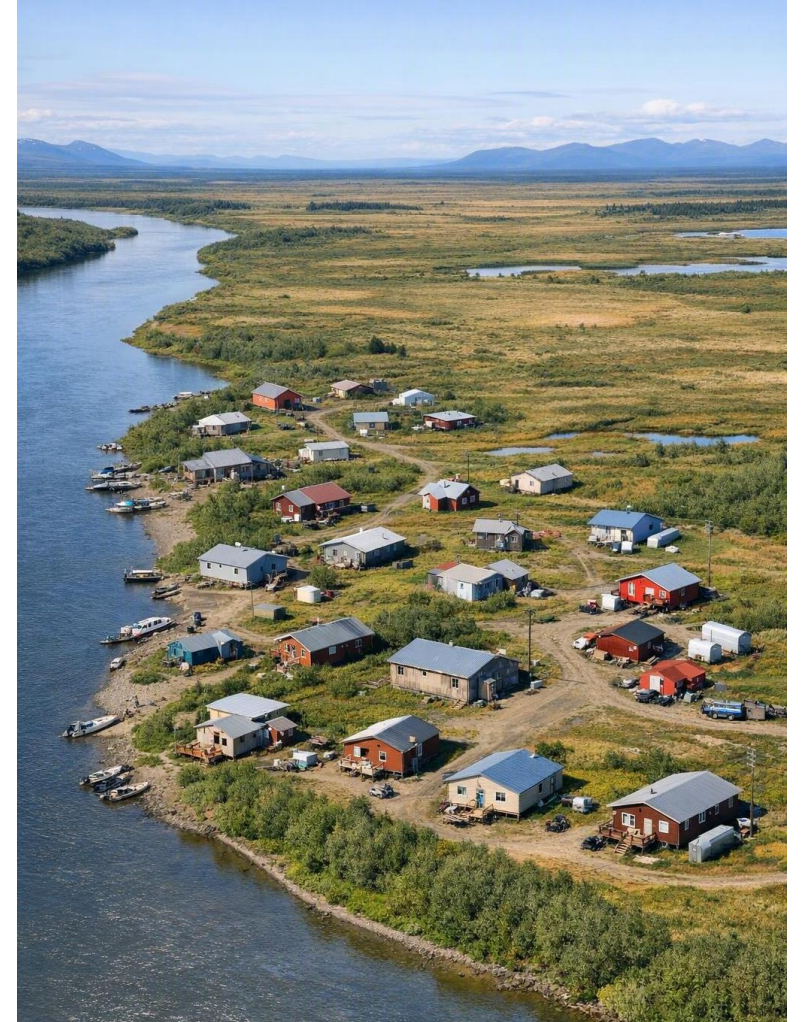
Are funding, inspections and draw requirements understood?



Do we have contingency plans for the risks most likely to occur?

Selecting a General Contractor

- Follow funder procurement and bid requirements
- Evaluate qualifications and similar-project experience—not price alone
- Confirm licensing, insurance, bonding and required documentation
- Assess experience with remote logistics and Alaska conditions
- Understand labor availability and subcontractor strategy
- Document justification when limited competition requires an alternative procurement approach



Force Account Construction Using Tribal Workforces

- Allows a Tribe/grantee to use its own Tribal workforce for construction or renovation activities.
- Area Office of Native American Programs (ONAP) approval is required before project implementation begins.
- Be prepared to demonstrate:
 - Capacity to complete a project of similar **size and scope**
 - Adequate **supervision** of the workforce
 - Workers are directly employed and carried on the **Tribe/village payroll**
- Maintain appropriate insurance and reasonable labor and construction performance standards.
- Purchases of materials, equipment, and supplies from outside vendors must follow applicable 2 CFR Part 200 procurement requirements.
- Any excess funds must be reprogrammed for another eligible activity or returned to HUD.



Alaska Application:

Force account construction can help communities leverage local Tribal workforce capacity where outside contractors and mobilization are challenging. Approval, staffing, supervision, procurement, and documentation should be addressed early.

Source: 24 CFR § 1003.509 — Force Account Construction.

Designing for Long-Term Operations & Maintenance

- Consider what can realistically be maintained with **local workforce, tools, and replacement parts**
- Avoid unnecessary systems requiring frequent specialized service from outside the community
- Engage **Tribal/local partners and maintenance staff during design**, not just at turnover
- Build local workforce opportunities into construction and future operations
- Plan for owner training, warranties, spare parts, **Operations & Maintenance (O&M) manuals**, and closeout documents
- Make resilience and long-term maintainability part of project feasibility from the beginning



Developing the Construction Schedule



Pre-construction,
permitting and site
work



Foundation



Framing and building
enclosure



HVAC, electrical and
plumbing



Interior finishes



Fixtures and
appliances



Exterior work and
site completion



Inspections, punch
list and Certificate of
Occupancy

The Alaska Construction Clock

1. PLAN BACKWARD from the date the site must be weather-tight
2. Design and approvals must account for procurement lead times
3. Order long-lead materials before the construction window opens
4. Coordinate barge, air, road or seasonal access with the schedule
5. Sequence site work, foundation, framing and enclosure around weather
6. Build contingency into both schedule and budget



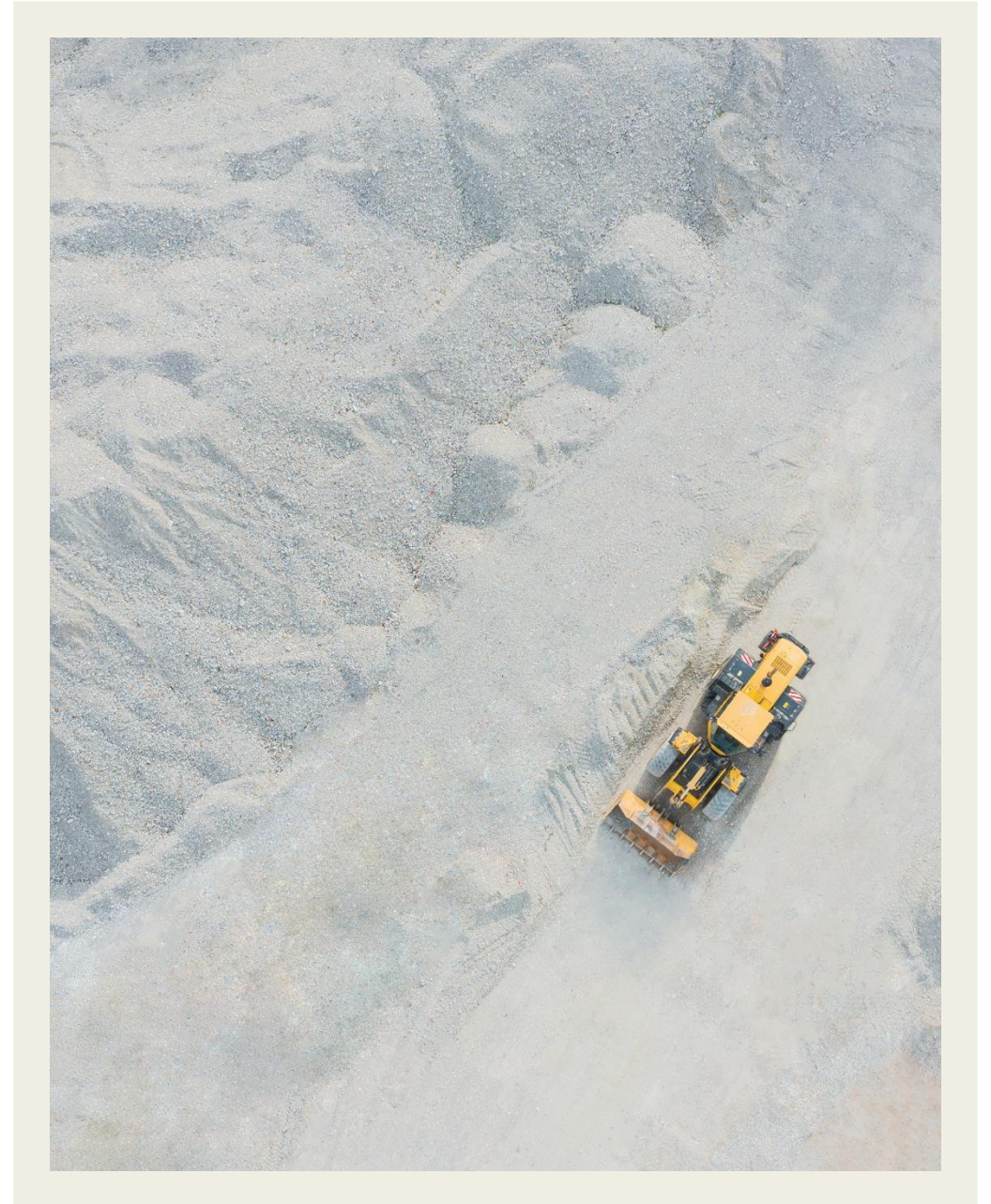
Remote Construction Logistics & Material Delivery

- Map how major materials, equipment, and crews will reach the community
- Identify **barge, air, road, winter-road, or seasonal access constraints**
- Order long-lead materials early and align deliveries with the construction schedule
- Plan for secure, weather-protected material staging and storage
- Budget for **freight, fuel, mobilization/demobilization, equipment, and crew lodging**
- Develop backup plans for missed shipments, damaged materials, or transportation delays



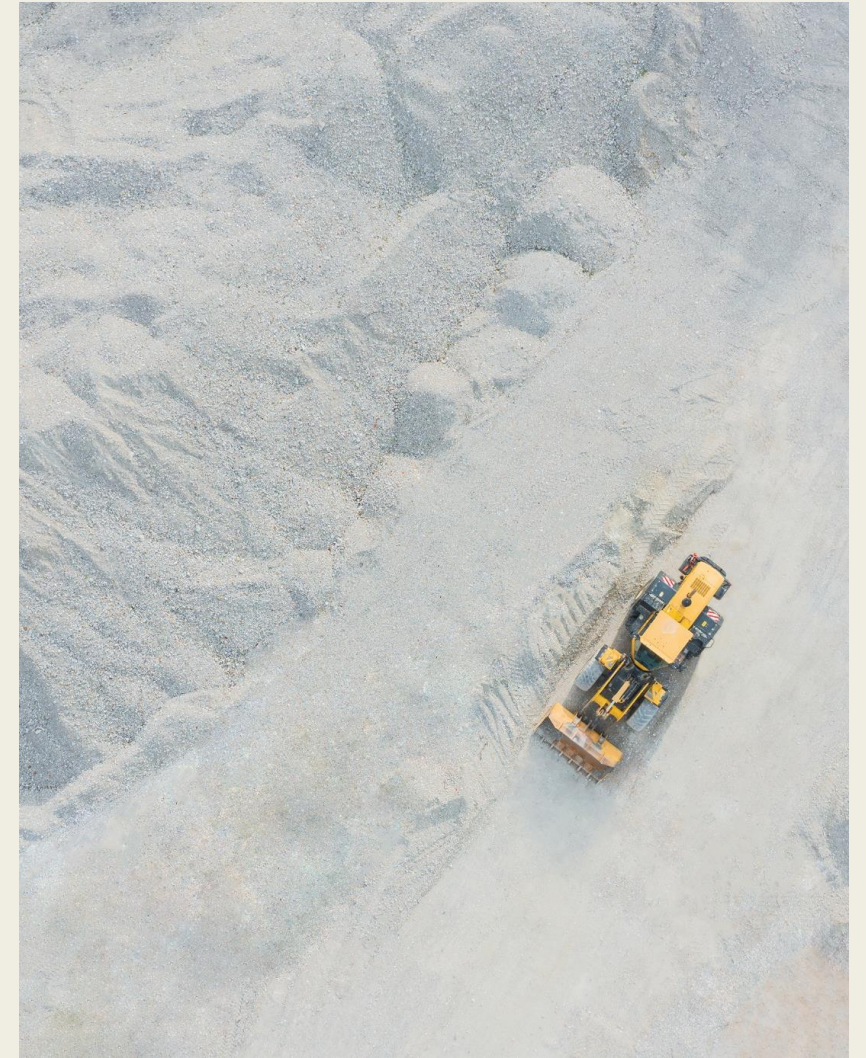
Foundation design must be site-specific—Alaska conditions vary significantly by community and region

1. Permafrost and thaw-unstable soils can cause settlement, heaving and structural movement
2. Early geotechnical investigation can influence site selection, foundation type, budget and schedule
3. Depending on site conditions, engineered approaches may include elevated, pile, post-and-pad or adjustable systems
4. Flooding, erosion, drainage and changing ground conditions should be considered during feasibility—not after design
5. Foundation decisions can require significant lead time and should be coordinated with the construction season



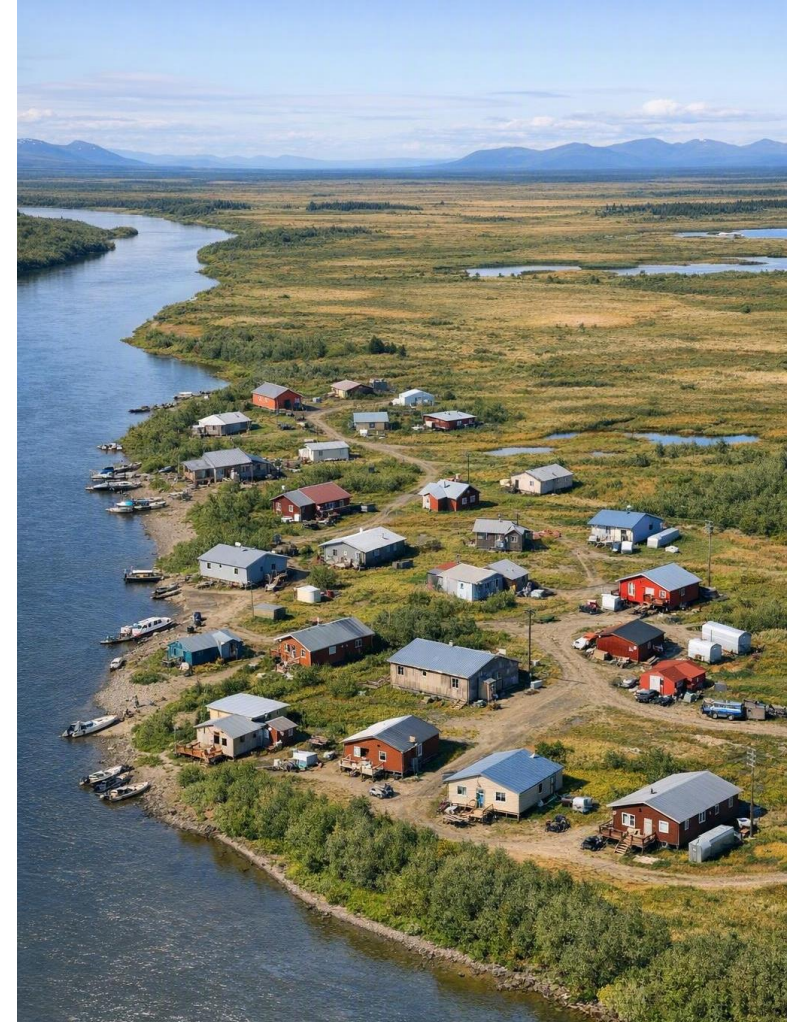
Building for Alaska's Climate

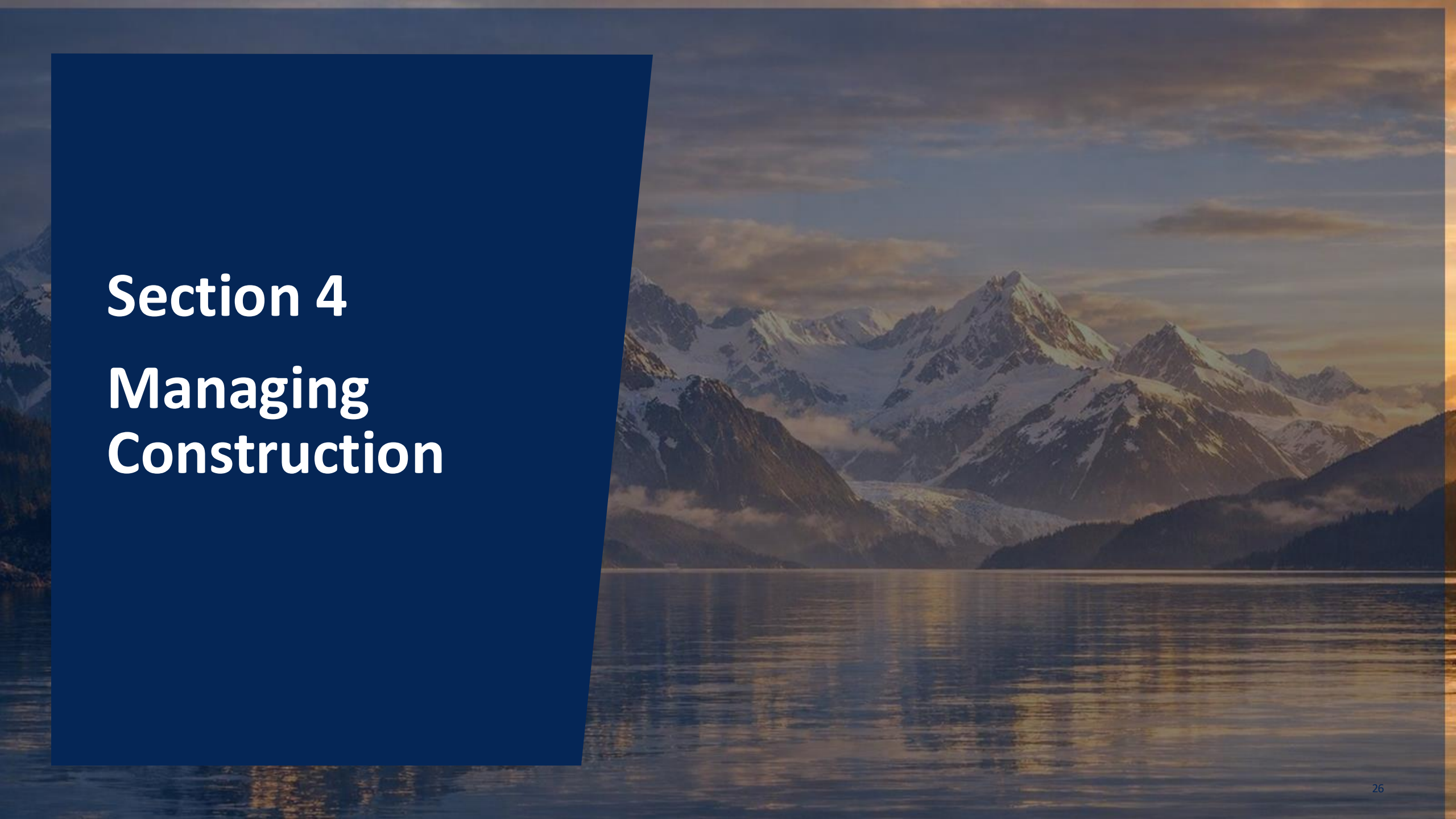
- Design the building envelope for **extreme cold, wind, and moisture**
- Prioritize continuous insulation, air sealing, and reduced thermal bridging
- Coordinate walls, roofs, windows, and doors to minimize heat loss and moisture risk
- Provide appropriate ventilation and indoor air quality in tightly sealed buildings
- Select heating and mechanical systems that can be **operated, serviced, and repaired locally**
- Consider life-cycle energy and maintenance costs—not just initial construction cost



Pre Construction Kickoff

- Confirm roles, responsibilities and decision authority
- Review the baseline construction schedule
- Define communication and reporting cadence
- Confirm payment / draw schedule and documentation
- Set inspection procedures and required approvals
- Establish the change-order process
- Agree on escalation steps for delays and emerging risks





Section 4

Managing Construction

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Managing Construction

Manage schedule, quality, inspections, draws, documentation, change orders, and risk throughout the active construction period.

Construction Management During the Build

- 1. TRACK PROGRESS AGAINST THE APPROVED SCHEDULE**
- 2. MONITOR QUALITY AND SCOPE THROUGH THE OWNER'S REPRESENTATIVE**
- 3. COORDINATE LOCAL, LENDER, INVESTOR AND FEDERAL INSPECTIONS**
- 4. REVIEW DRAW REQUESTS AGAINST COMPLETED WORK**
- 5. MAINTAIN COMPLETE PROJECT DOCUMENTATION**
- 6. TRACK RISKS, DECISIONS AND UNRESOLVED ISSUES**
- 7. COMMUNICATE EARLY WHEN A MILESTONE IS AT RISK**

Managing Construction Finances

Construction financing is generally short-term and paid through draws

Tie draws to verified work and required inspections

Track budget-to-actual costs throughout construction

Use retainage when appropriate to protect completion and quality

Monitor contingency, use carefully

Understand how delays affect interest, mobilization and total development cost



Change Orders: Control the Ripple Effect



Document the reason, scope and cost before approval



Identify whether the change affects schedule



Confirm who has authority to approve



Track cumulative impact on contingency



Notify funders when required



For Alaska projects, evaluate whether the change affects procurement or seasonal access

Managing Alaska Construction Risk

Weather risk → schedule buffers and weatherization strategy

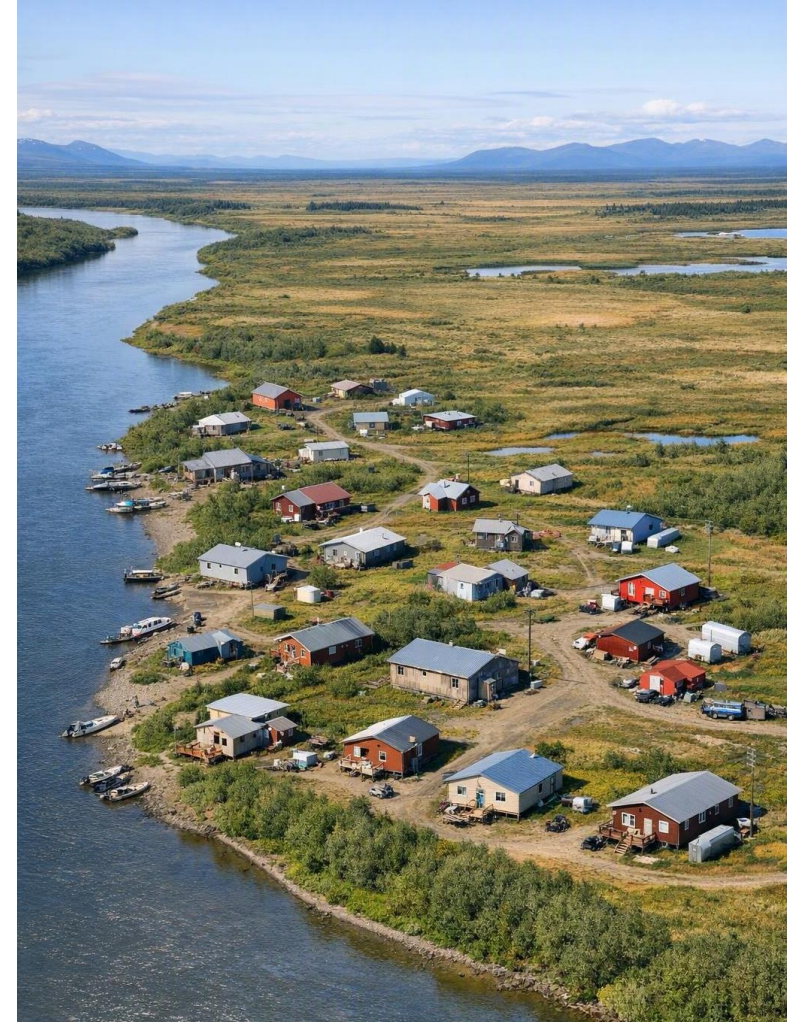
Freight risk → early procurement and shipment tracking

Labor risk → workforce plan and backup capacity

Cost escalation → realistic contingency and current pricing

Access risk → transportation and mobilization plan

Seasonal risk → define critical milestones that cannot slip



Discussion Exercise

Scenario: The shipment is three weeks late

Your project is in a remote Alaska community.

Critical materials are delayed three weeks.

The building must be enclosed before winter conditions intensify.

- 1. What decisions do you make first?**
- 2. Who needs to be involved?**
- 3. What are the schedule, budget and funding implications?**





Section 5

Closeout & Construction Readiness

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Closeout & Construction Readiness

Finish strong with inspections, closeout documentation, certificate of occupancy, lessons learned, and a final readiness check.

From Construction to Occupancy

Complete punch-list items

Obtain final inspections and approvals

Secure Certificate of Occupancy

Collect warranties, as-builts, manuals and closeout documents

Reconcile final draws and change orders

Transition information to property and asset management

Document lessons learned for the next project



Resources

Enterprise Native Developer Guide — Construction

Use the guide as a companion resource for construction planning and management

Existing Enterprise construction tools and checklists can be adapted to project and funder requirements

Questions & Discussion



When groups come together and use their knowledge, resources and experience to invest in a community, **incredible things can happen.**

Thank You To Our Partners:



WE WANT YOUR FEEDBACK

Project Development and
Construction Management

