

Jennifer Salinas, PSP, STS-C

Associate Director

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Jennifer Salinas has three decades of experience spanning program and project management, operational leadership, project controls, and business development. She has built her career delivering oversight and solutions across complex, multi-billion-dollar programs in the public and private sectors, including education, energy, oil and gas, maritime, parks and recreation, environmental, and federal/state/local government projects. Throughout her career, she has held leadership roles for master planning, engineering, and active construction programs worldwide.

Jennifer brings proven expertise in project planning and scheduling, forensic schedule analysis, cost management, contract negotiation, stakeholder engagement, and project management information systems implementations. She is a certified Planning & Scheduling Professional (PSP), Safety Trained Supervisor for Construction (STS-C), and AECOM-UCLA Certified Project Manager. An active leader in her profession, she has held board roles with AACE International and served on the University of Alaska Anchorage Construction Management Advisory Committee. Known for her ability to integrate teams, mentor emerging professionals, and provide clients with transparent, data-driven insights, Jennifer supports Delta's clients in navigating high-stakes projects with precision and confidence.

Selected Project Experience

- ▶ Delivered project management and controls support for a \$65M design-build federal detention center HVAC upgrade for the U.S. Marshals Service and GSA, including master scheduling, general contractor schedule reviews, time impact analyses, change order negotiations, contract compliance and pay application reviews, invoicing and executive reporting.
- ▶ Directed operations for DoD environmental and Title I and II engineering projects. Standardized cost, schedule, and compliance processes; implemented PMIS systems; led risk/change management and business development while mentoring staff and managing clients, subcontractors and JV partners.
- ▶ Program Manager for a \$750M, multi-year facilities reinvestment program addressing deferred maintenance for 4,000+ assets for the County of Los Angeles, Chief Executive Office. Oversaw cost, schedule, risk, and change management; standardized QA/QC processes; improved systems and KPIs; and developed dashboards and board communications.
- ▶ Deputy PM on a confidential program related to facility condition assessments for a multinational energy corporation. Managed scheduling, cost, earned value, risk and change processes. Delivered analyses, reporting, and project closeout tasks.
- ▶ Project Controls Manager for Shell Marine Oil upgrades at the Mormon Island Terminal at the Port of Los Angeles. Performed forensic schedule reviews, cost analyses, risk reporting and contract compliance. Supported bid evaluations and construction award recommendations.
- ▶ PMO Project Controls Director for a \$6.26B bond-funded modernization program for the Los Angeles Community College District. Standardized scheduling, cost, change, and reporting procedures. Led PMIS implementation, training, and improvement efforts that enhanced audit scoring and transparency. Developed master planning, contingency management, and KPI tools still in use today.
- ▶ Managed program controls for a \$1B+ annual capital program for a major oil and gas producer in Alaska. Led a 30-person team across four global offices on a highly complex, politically sensitive project. Directed planning, scheduling, earned value, change and risk management. Standardized controls tools, improved materials tracking, reduced overruns, and developed "what-if" schedules to address regulatory and seasonal constraints.



EDUCATION

- **American InterContinental University (AIU)**
Bachelor of Arts, 2008; Business Administration, Project Management

CERTIFICATIONS AND ACCREDITATIONS

- 2019 AECOM Certified Project Manager, UCLA Extension
- 2012 BCSP, Safety Trained Supervisor - Construction, (STS-C), Certification # STSC-IX09612
- 2012 OSHA 10-hour Construction Safety Certification
- 2010 AACE, Certified Planning & Scheduling Professional (PSP)/AACE, Certification # 937
- 2006 Certified Interim Cost Consultant (ICC)/AACE
- 2002 ISO 9002 Internal Auditor

AFFILIATIONS

- 2024 Association for Advancement in Cost Engineering International (AACE) PSP Certification Job Task Force Volunteer
- 2015-2017 University of Alaska Anchorage (UAA), Construction Management Advisory Board, Board Member
- Prior AACE Officer, including Alaska Section President