



MUNICIPALITY OF ANCHORAGE

Assembly Memorandum

AM No. 858-2024

Meeting Date: October 22, 2024

1 **FROM: MAYOR**

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3 **SUBJECT: EXECUTIVE APPOINTMENT – CONFIRMATION HEARING.**

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5 Pursuant to the Municipality of Anchorage Charter in sections 5.02, 5.03 through
6 5.05 and the Anchorage Municipal Code sections 2.30.095, 3.20.020, and 3.20.070,
7 I ask the Assembly to confirm the following executive and department head that I
8 have appointed:

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<u>Name</u>	<u>Position</u>
Melinda T. Kohlhaas	Municipal Engineer

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13 A resume submitted in accordance with Anchorage Municipal Code section 3.30.173
14 is attached for your information.

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16 **THE ADMINISTRATION RECOMMENDS APPROVAL.**

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18 Prepared by: David Samsa, Human Resources Executive Assistant
19 Approved by: Tyler Andrews, Chief Human Resources Officer
20 Concur: William D. Falsey, Acting Chief Administrative Officer
21 Concur: Rebecca A. Windt Pearson, Municipal Manager
22 Respectfully submitted: Suzanne LaFrance, Mayor

RESUME

Melinda T. Kohlhaas, PE



Objective: provide leadership and direction to 29 staff members within the Municipality of Anchorage (MOA), Project Management & Engineering (PM&E) Department to carry out the department mission of delivering capital projects for transportation and drainage systems; and to protect the quality of all Anchorage's streams and waterways through regulatory compliance. Under the Alaska Pollutant Discharge Elimination System (APDES) stormwater program, operators of municipal separate storm sewer systems (MS4s) require authorization to discharge pollutants under an APDES permit and are issued individual permits.

Overview: As a professional civil engineer with over 32 years of experience in the public and private sector, has dedicated career to improving civil infrastructure for residents of urban and rural Alaskan communities. Includes project management experience for large capital improvement projects in the field of transportation, stormwater management, and public domestic utilities. As a former consulting engineer, has a wide range of engineering expertise completing designs that included: civil site plans, structural plans, stormwater systems, water treatment plants, and utility systems; and completing water and wastewater master plans. Has managed projects within a capital improvement program ranging from \$30 million to \$70 million annually. Currently managing projects with a total budget of \$150 million. Working style is characterized by forward planning and being solution oriented to guide good project decision making.

Education: Bachelor of Science in Civil Engineering, University of Washington (1992)

Professional License: Registered Professional Civil Engineer, Alaska (AELC9606)

Recognition: 2019 Welcoming Workplace Award; 2014 MOA Employee of the Year Nominee

Employment History:

- MOA, Project Management & Engineering (PM&E), Project Manager 2019 – Present
- MOA, Project Management & Engineering (PM&E), Project Administrator 2008 – 2019
- MOA, Anchorage Water & Wastewater Utility (AWWU), Project Engineer 2005 - 2008
- Montgomery Watson Harza (MWH), Project Manager, 1997 – 2005
- Arctic Slope Consulting Group (ASCG), Staff Engineer, 1994 – 1997
- Bratslavsky Consulting Engineers (BCE), Civil Engineer in Training, 1992 – 1994
- City of Seattle Engineering Department, Sewer and Drainage Utility Design Division, Engineering Intern, Summer 1991
- King County Surface Water Management, Water Quality Control Division, Assistant, Spring 1991
- Bellevue Community College Copy Center, Reprographics Operator, 1986 – 1990

Acting PM&E Director Efforts: The following is listed to highlight efforts that contributed to knowledge of the director position duties gained while acting in this role.

- Assembly Approval Process – reviewed assembly memorandums and coordinated with other departments to prepare business items. Coordinated with the Municipal Manager to provide support at Assembly meetings for business items.

- Anchorage Metropolitan Area Transportation Solutions (AMATS) – served as a committee member on the Technical Advisory Committee to provide recommendations to the Policy Committee.
- Community Workforce Agreement Ordinance – served as the chair for the committee to establish the disposition of inclusion of the ordinance provision for qualifying projects.
- Capital Improvement Program (CIP) – worked closely with the CIP Coordinator on project needs and developed a strategy for delivering capital projects in the Capital Improvement Budget and program.
- Department Budget – developed the annual operating budget and maintained the quarterly performance measures. Updated the performance measures in 2024. Coordinated with the Office of Management & Budget through this process.
- Workflow – refined the workflow between PM&E and M&O for project review and inspection. Managed templates to reflect workflows between PM&E and other departments including Purchasing.
- Other Departmental Support – strived to understand needs of other departments that are impacted by maintenance aspects of capital projects. As an example, prepared an AMATS nomination on behalf of Street Maintenance for 14 pieces of snowplowing equipment for pedestrian facilities.
- Agency Coordination – met monthly with ADOT/PF to provide status PM&E report.
- Staffing – involved in project assignments for workload management and monitoring staffing levels from the standpoint of maintaining a reasonable overhead cost percentage.
- Goal setting – prepared the framework for the department managers to contribute to the department's annual goals.
- Presentations – presented at the Chamber of Commerce, Make it Monday; facilitated annual agency construction coordination meeting hosted by PM&E.
- Manager Meetings – met weekly with the Municipal Manager to provide briefings on PM&E status; and biweekly with PM&E managers for coordination.

Project Experience: A sample of projects are included below to highlight project management experience, design expertise, and to demonstrate capability to handle specific challenges. Cost information provided represents the total project cost rounded to nearest million-dollar amount.

West Anchorage Snow Disposal Site (PM&E, \$14M). The purpose of this project is to develop a new municipally owned snow site. The MOA currently leases the existing Northwood Snow Disposal Site from the State of Alaska. However, a municipally owned site is needed to meet long-term snow disposal needs for the west Anchorage service area. Project involved high levels of public involvement and engagement with commissions for permit approval processes. Permitting of the 32-acre site is nearly complete and the design work is underway, and the first phase is planned for 2024 bidding. This project is an example of coordination efforts between PM&E and M&O, Street Maintenance to deliver an essential facility.

4th Avenue Signal and Lighting Upgrade, A Street to E Street (PM&E, \$11M). This was a critical project to replace aging infrastructure that is needed to provide reliable traffic signals and to improve safety by providing adequate lighting for downtown Anchorage roadways. The project timeline was advanced an entire year to try to take advantage of an anticipated low tourism year in 2021 due to the pandemic, with the goal of minimizing impacts to the downtown tourist district

during construction. With the compressed design timeline, construction started in early July 2021 and successfully reached substantial completion in 14 weeks, which was an impressively fast-paced construction schedule and 4th Avenue was reopened at the end of October 2021, with a final completion in spring of 2022. Contributions included working with Purchasing on an expedited bid schedule and ordering specialty landscape soil cell materials using a sole source procurement to meet timeframe goals. Similar project phases will be needed to upgrade all the traffic signal and lighting infrastructure in downtown Anchorage and PM&E is working towards this goal using a phased approach.

W. 32nd Avenue and E. 33rd Avenue Upgrades (PM&E, \$25M). The focus of the project is to upgrade a Midtown Anchorage road corridor to enhance safety and accessibility for vehicles, pedestrians and bicyclists by implementing Complete Streets design standards. A context sensitive design approach is being implemented, which has included extensive public involvement. Engagement with the public, bicycle advocacy groups, and MOA Traffic and Maintenance & Operation staff to gain consensus on the preferred alternative, which is a bike lane configuration that is new for Anchorage. Contribution included promoting new public involvement techniques to increase public participation since project corridor users do not necessarily reside along the 2-mile road length. The first phase of the project was completed in 2023 and the second design phase is underway.

100th Avenue Surface Rehabilitation – Victor Road to Minnesota (PM&E, \$1.5M). This project resurfaced a minor arterial roadway and was a high priority for the Bayshore/Klatt community council due to the roadway experiencing rutting, cracking, and pot holing. Contribution included managing an in-house design project that was cost effective and met a tight timeframe for delivery that received bond funding in 2022, was substantially complete in 2023, and finalized in 2024.

Campbell Woods Subdivision Area Road and Drainage Improvements (PM&E, \$15M). This project completed in 2023, reconstructed local neighborhood roadways and installed a storm drain system and street lighting. The roadway lacked a piped drainage system and poor subgrade material resulting in road heaving and extreme asphalt cracks. Contribution included phasing the project into 4 phases to align with the capital improvement program funding strategy.

Tudor Centre/Diplomacy Drive Area Resurfacing (PM&E, \$3M). This project resurfaced deteriorated roads that serve the Alaska Native Medical Campus. This campus is operated by Tudor Centre Trust (TCT) and is comprised of Southcentral Foundation and Alaska Native Tribal Health Consortium. Due to new private development on the campus, TCT was responsible for constructing road upgrades identified in a Traffic Impact Analysis. TCT requested to combine both projects under one contract bid document. Contribution included preparation of the agreement between TCT and PM&E which was reviewed by MOA Legal. Researched campus hours of operation, parking circulation and emergency vehicle access routes and included this information in the bid package to help guide the contractor's workplan with the goal of minimizing disruption to the medical campus during construction.

Senate District N, Country Woods Road and Drainage Rehabilitation (PM&E, \$3M). This project rehabilitated deteriorated local roads, sidewalks, and storm drains using State of Alaska grant funding. The contract included cured-in-place lining of the storm drain pipes. During construction, it was discovered that the storm pipes were in poor condition and not able to be lined. The contract was modified and new storm pipes were installed via open trench construction. Contribution included managing a different condition situation that resulted in redesign, price negotiation, consultation with Purchasing, change order preparation, and communication with the impacted public regarding schedule changes.

9th Avenue L Street to Latouche Street Reconstruction (PM&E, \$18M). This project reconstructed a 1.5-mile length of roadway, which had deteriorated pavement and the traffic signal system was at the end of design life. The project reduced the number of road lanes to allow for new pathways, sidewalks and aesthetic landscaping throughout the corridor. The project was completed in two phases that involved reconstructing twenty-two road intersections including 8 new signalized intersections. Contribution included managing weekly construction meetings to keep project team on schedule and to anticipate construction and road closure impacts. Closely coordinated with MOA Traffic Signal Maintenance staff and contractor's electrical subcontractor. Prepared newsletters to provide regular updates to interested parties including community councils, local residents, Park Strip users, the Anchorage Downtown Partnership and the Mayor's Office.

Cliffside/Eastridge Dr Road Improvement District Reconstruction (PM&E, \$3M). This project reconstructed a local roadway that serves a neighborhood condominium. The roadway lacked a piped drainage system and poor subgrade material resulting in road heaving and extreme asphalt cracks. It was identified early during the design that construction of a new road structural section would require removal of many mature trees enjoyed by the homeowners. Contribution included early communication with the homeowner association residents about the project impacts on landscaping and changes to the new LED lighting standard. Had regular direct communication with the HOA during the project and through closeout and identification of the final assessment amount per property. Received commendation email from the HOA.

Klatt Road-New Seward Hwy Pressure Zone Intertie (AWWU, \$4M). This project improved capability of the existing water distribution network to meet growth in commercial and residential demand in southwest Anchorage. This was a complex project with separate project elements including: Klatt-New Seward Highway Intertie; a new transmission main water main that was directionally drilled under the New Seward Highway from Klatt Road east to Brayton Drive; a new pressure-reducing valve vault; a large underground pump booster station on 100th Avenue; and removal of the Lingonberry Booster Station. As project engineer was responsible for design reviews, construction administration, and inspection.

E Street Water and Sewer Upgrade (AWWU, \$1M). This project upgraded water and sewer facilities within the downtown district in the area of E Street and was completed in coordination with other downtown improvement projects managed by PM&E. As project engineer, coordinated work and construction with PM&E's design consultant, provided construction administration and inspection for AWWU work.

Repair Utilidors, Phase III, Eielson Air Force Base, Alaska, for the U.S. Army Engineers (MWH). This design-build project consisted of replacement of all utility piping (steam, condensate, water, and sewer), fire hydrants, service laterals, and all appurtenances in underground utilidor and manholes. As engineer of record was responsible for: overseeing all aspects of the civil design including specifications, civil site plans, and utilidor plan and profiles; designing piping systems for raw water, potable water, sanitary sewer, and utilidor drain pumping systems; and providing engineering support and inspection during construction. Received letter of commendation from the client.

City of False Pass Water System Improvements, False Pass, Alaska (MWH). As project manager and engineer of record was responsible for an engineering evaluation and design for improvements to the existing public water system that served the community and the local commercial fishing industry. Project included a new dam, water storage tank, water main

extension and a fill point for floating fish processors. Completed capital and operation and maintenance (O&M) cost estimates and performed all construction management services that included holding a pre-bid conference meeting, providing bidding assistance and award recommendation, reviewing and approving shop drawing submittals, engineering support and inspection, preparing an O&M Manual and record drawings.

Rampart Village Council Sanitation Facilities Master Plan, Rampart, Alaska (MWH). A comprehensive plan outlining capital improvement projects to meet community's sanitation needs for water, wastewater, and solid waste over a 20-year planning horizon. As project manager was responsible for preparing the plan with community involvement to gain community consensus of capital improvement priorities and preparing capital and O&M cost estimates.

City of Golovin 1.2 Million-Gallon Bolted Steel Reservoir, Golovin, Alaska (MWH). The water storage tank site had compressible soils, which required pre-loading to attain settlements within acceptable limits. As project engineer was responsible for the design, including: the water storage tank and appurtenances, site plan, yard piping, foundation, and connecting the system to existing mechanical equipment.

Water Treatment Plant, Water Distribution and Wastewater Collection System and Washeteria Facility, Tanana, Alaska (MWH). Worked with Toogh'a Inc., the formed utility company in Tanana, and with ADEC Village Safe Water to construct piped water and sewer to a community of 300 residents. Because Tanana had continuous permafrost, Arctic design considerations were required for the direct-bury piped utility system. As engineer of record, responsible for permitting; designing a well line circulating from a well near the Yukon River to the WTP, the building foundation, and a 212,000-gallon water storage tank and associated yard piping; and procuring a pre-engineered building, water storage tank, and standby generator. For the piped utilities, was responsible for designing a water distribution system, including pressure system, circulating water mains and services, and fire hydrants; designing a gravity sewer system-including sewer mains and services, insulated concrete manholes, three lift stations, and a pressure forcemain to the existing sewage lagoon; and procuring pre-insulated high-density polyethylene (HDPE) pipe and materials. Construction management services included: reviewing and approving shop drawing submittals; providing engineering support during construction installation, start-up, and commissioning of the WTP; and preparing an O&M Manual and record drawings.

North Slope Borough Water and Sewer Project, Wainwright, Alaska (ASCG). Project included a new water treatment plant building addition onto existing facility. This project was challenging due to limited available floor space and integration of new and existing equipment. As staff engineer, responsible for design of water plant process piping, equipment layout, and a 3M-gallon welded steel water storage tank.

ASD Alpenglow Elementary School, Eagle River, Alaska (BCE). As project engineer, responsible for grading plan design requiring extensive efforts due to the uneven topography of the existing site; and utility plan design that included a new water line loop around school facility, sewer connects, and drainage system to incorporate storm water pollution prevention methods and Best Management Practices.