



# MUNICIPALITY OF ANCHORAGE

## Assembly Memorandum

AM No. 626-2024

Meeting Date: August 13, 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:

9  
10 

<u>Name</u>	<u>Position</u>
Earl Malpass	Merrill Field Manager

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12  
13 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: Rebecca A. Windt Pearson, Municipal Manager  
21 Respectfully submitted: Suzanne LaFrance, Mayor



MUNICIPALITY OF ANCHORAGE  
MAYOR DAVE BRONSON

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May 22, 2024

Earl Malpass  
[REDACTED]

Dear Earl Malpass,

I am pleased you have accepted the executive position of Merrill Field Manager with Merrill Field Airport. Your executive appointment begins 06/17/2024.

Your salary will be based on an annual salary of \$129,001.60 (\$62.02 per hour) and is paid on a bi-weekly basis. This is a salaried executive position and as such is exempt from the minimum wage and overtime provisions of the Federal Fair Labor Standards Act. You will serve in an appointed position capacity at the pleasure of the Mayor.

On June 17<sup>th</sup>, 2024, you will receive 80 hours of noncashable leave (NCL Awarded) in accordance with Anchorage Municipal Code that will expire on December 31<sup>st</sup>, 2024. On an annual basis, you will receive 80 hours of noncashable leave each January for use within that year. These hours are not eligible to carry over and will expire December 31<sup>st</sup> of each year.

In accordance with Anchorage Municipal Code (3.30.173), executive employees shall submit a resume prior to hire or appointment. Under Municipal policy, your resume will be submitted to the Assembly and become part of the public record. In addition, your appointment is subject to confirmation by the Municipal Assembly.

The Merrill Field Airport team and I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Dave Bronson".

Dave Bronson  
Mayor

cc: Personnel File  
Central Payroll

# Earl Malpass

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## Airport Director

Team Leadership ♦ Continuous Process Improvement ♦ Strategic Planning and Execution

**Specialties:** • Airport Operations • Business Management • Land/Hangar Leasing • Aircraft Maintenance • Facility Management • Project Managing • Risk Mitigation • Airport Security Management • Logistics Operations • Flight Operations • Heavy Equipment Operation • Sewer & water • Land Development

Analytical, pro-growth and results driven Airport Director professional with 30+ years of aviation experience.

### Current Job Responsibilities

**Regulatory:** Ensures regulatory compliance with Federal, State, and Local laws and procedures, especially including FAA, EPA, and OSHA requirements. Coordinates emergency activities and implements emergency plans as needed. Acts as liaison with Federal and State agencies during emergency operations. Implements airport specific policies and procedures in coordination with City of Washington guidelines.

**Operational:** Overall responsibility for customer service and facilities operation and usage. Maintain high standards for all grounds, buildings, hangars, structures, lighting, public utilities as dictated by financial, customer, competitive, and regulatory entities. Identify needed facility improvements, and recommends and implements corrective actions. Negotiates budget approval/allocation through City Manager and City Council and executes sound fiscal oversight practices. Oversees and coordinates with firms contracted for construction, repair, or service projects. Supervises compliance of contractors and tenants with OSHA, environmental and safety requirements while operating on airport property. Direct daily operations and coordinates security, law enforcement, fire protection, risk management, and public safety concerns.

**Financial:** Provide input for the annual departmental budget for the Airport; monitor and control approved budgetary expenditures with monthly reports and take actions needed to ensure performance. Fully understand and negotiate subsidies provided by City, State, and Federal sources. Ensure State Representative and City officials know of long-term investment requirements and pursue funding for projects. With the approval of the City Manager, develop and set pricing for airport offerings reflecting margins, competitiveness, and business considerations.

**Public relations:** Develop public relations strategies, receive, and mediate to successful conclusion any citizen issues which may arise regarding the Airport. Promote the economic value of the Airport within the community, other agencies, local/public organizations, and businesses to ensure familiarity, synergy, and overall support for the airport. Represent the City and Airport in a variety of neighborhood meetings and public organizations where needed/appropriate.

**Business Development:** In coordination with the Airport Authority (and other City, County and State resources), create, develop, and implement strategies (aka Strategic Plan) to ensure the financial viability of the Airport. This includes, but is not limited to, research and understanding of the competitive environment, industry practices and trends, and economic conditions surrounding land use, government programs, local tourism, and business investment/plans. Negotiate and execute contracts, establish pricing, terms, and commit resources in accordance with the approved Airport Strategic Plan. Build relationships with businesses and governmental officials that will benefit the Airport and surrounding community. Bring economic development opportunities that are outside of the airport's scope to the City when deemed prudent.

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### Employment Highlights

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#### ***Washington-Warren Airport - Airport Manager (2016 - Present):***

- Transformed the airport from a declining facility and operation, poorly rated by tenants, and visiting aircraft owners and pilots, into one of the highest rated in the Southeast by improving facilities and providing superior quality of services offered.
- Created standard operating procedures, training programs, and equipment preventive maintenance schedules and procedures.
- Built relationships with State officials and led efforts to successfully obtain \$20 million unmatched state funding for infrastructure expansion and improvements required for economic development. Requested and received an additional \$13.5M for capital improvements to Airport.
- Directed \$40+ million in Airport modernization projects, including taxiways, hangars, drone detection technology, 5G capability, airfield lighting, and utilities installation.
- Managed \$1.7M in City invested infrastructure and capital improvements
- Partnered with sUAS industry expert to become first of kind on east coast, drone smart airport and air and drone show.

#### ***Mission Air Care (1998 - 2022)***

- Founded the faith-based ministry which provided logistical support to like-minded ministries across Alaska.
- Grew the operation to include logistical and consulting in Canada, eastern US, and parts of Caribbean.
- Acquired a deteriorating facility and became a Fixed Base Operator (FBO) at base of tower in Fairbanks, AK (PAFA)
- Created leases for tenant and negotiated lease with Fairbanks International Airport, State Leasing Office
- Volunteer pilot/chaplain for the International Iditarod and Yukon Quest Dogsled races.
- Developed Aviation Policy and volunteered for disaster relief for hurricanes Katrina, Ivan, Florence, and Matthew

#### ***Allied Signal - Operations Manager (1992 – 1998):***

- *Reduced repair and overhaul (R&O) turn-time from:*
  - 76 days on U. S. Coast Guard LTS-750B turbine engines to 15 days
  - 400+ days in module cell to 18 days.
- *Supervised up to 60 direct reports operations; 21 indirect reports in engineering, purchasing, materials, shipping and receiving, test cell, functional test, and customer service. Had hire/termination authority for operations.*
- *Operated and maintained budget accounts of assigned departments.*
- *Instrumental in efforts leading to award of \$50M US Army contract on T-55 turbine upgrade on Chinook helicopter engines.*

#### ***Skinner & Smith Construction, TA Loving, Fred's Crane Service, LR Denson Construction – Superintendent 1983-1992:***

- *Sewer and water installation*
- *Land development – Roads, storm drain, and lakes*
- *Equipment operation – All types of equipment. Still currently able to operate.*

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### Employment History and Accomplishments

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WASHINGTON-WARREN AIRPORT (KOCW), WASHINGTON, NC

2017 – Present

#### **Airport Manager/Independent Contractor**

- Manage all airport operations and facilities of this general aviation airport.
- Liaison for the City of Washington with attorneys, all contractors, engineering firms, state and federal representatives and government agencies (i.e. FAA, NCDOT/DOA), airport tenants, advisory boards, and media.
- Rebranded struggling General Aviation airport along with establishing competitive pricing, improving relationships and infrastructure.
- Improved and maintained declining airport facilities and hangars resulting in facilities becoming fully leased and establishing a significant waiting list of prospective tenants.
- Serve as airport ambassador representing the airport and speaking at various civic organizations and governmental agencies.

- Established relationships with various NC Senators and Representatives by being an active presence in Raleigh representing the airport as a significant economic development engine.
- Worked through state governmental agencies, representatives, and processes to obtain \$20 million funding for infrastructure improvements and facilities expansion significantly increasing the airport's anticipated economic development contribution for the region.
- Determined and implemented standardized, fair market pricing for land leases and hangar space as well as created standardized and FAA compliant leases, and established marketing packets. Negotiate leases with prospective and existing tenants.
- Determined and implemented profit-based pricing for airport product offerings. Track and report on all airport revenues. Developed and implemented business metrics and standardized reporting practices,
- Hold monthly operations meetings with the City Manager and Airport Authority reporting on significant projects activities, business metrics (e.g., sales and other revenues, costs, budget performance, margins, etc.) and any significant issues
- Directed \$7.9M modernization of airport including building of hangars and pavement refurbishment of runways and taxiways.
- Created and implemented an Airport Strategic Business plan putting the airport on path to self-sufficiency.
- Developed, implemented, and maintained Standard Operating Procedures (SOPs), staff training programs, preventative maintenance manuals and processes, and safety tracking procedures.
- Manage 4 direct reports and indirectly manage numerous consultants and contractors.

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**MISSION AIR CARE, LLC, ALASKA & NORTH CAROLINA**

1998 – Present

**Director/Principle**

- Provide logistical support to ministries in Alaska and North Carolina

## In Alaska:

- Maintained and inspected 6 ministry planes (Cessna 206/207 & PA 31) owned & operated 2 hangar facilities, including leases, facility maintenance and contracts.
- Interfaced with operations via flight following software to schedule maintenance activities as well as oversaw the airworthiness of the aircraft fleet.
- Provided logistics and air support for 14 geographically dispersed ministries from Fairbanks, Barrow, Pt. Hope, St. Lawrence Island, Bethel, etc. (camps, building supplies/teams, disaster relief, etc.).
- Prepared and supervised the preparation of flight plan considering altitude, range, weight, terrain, weather, cruise control data, airport facilities, and navigation aids.
- Worked as a missionary pastor of Manley Baptist Fellowship and grew attendance from 4 to 40 in a village of 80-90.

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**OTHER EMPLOYMENT**

1979 - 1998

**Operations Manager** | Allied Signal Turbine Engine R&O, Greer, SC | 1992 - 1998

**Superintendent:** Skinner & Smith; TA Loving; LR Denson; New Hanover, Pender, Wade Counties, NC - 1983-1992

**Sergeant (E-5)** | US Army | 1979 - 1983 **Honorable Discharge**

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**Education and Other Credentials**

**Mission Aviation, B.S.** | Bob Jones University, Greenville, SC | Dec 1994

**Aviation Maintenance, A.S.** | Bob Jones University, Greenville, SC | May 1991

**Certifications/Trainings/Courses:**

FAA Certified Inspection Authorization | 2000 - Present

FAA Certified Airframe & Powerplant License, Mechanic | 1991 - Present

FAA Commercial Pilot (2100 hrs.): Multi-engine, Commercial, and Instrument Rated

International Standard Organization (ISO): Six Sigma; Lean Manufacturing, Root Cause Corrective Action

**Memberships:**

American Association of Airport Executives (AAAE)

North Carolina Airport Association (NCAA) Mid-East Rural Planning Organization - Transportation Advisory Committee

Southern Albemarle Association Aircraft Owners and Pilots Association (AOPA)