



CEO of Chugach Alaska Corporation

*Gary P. Kompkoff, Former Chief of the Native Village of Tatitlek
Tuyum Tatiillraamek Gary P. Kompkoff nupegnellri Cuka'acirmiunun*

*Our job is not done until we've taught our children not only what our parents and grandparents taught us,
but also what we've managed to learn along the way.*

Liitnaurkauwarpet igwillrapet, liit'illepet cuqllimnek ilaluki ggwankumt'nek liit'llimnek.

*The world is always changing. Sometimes our culture even changes with it.
Caqameng cimirlartuq luumacirpet suumacirpet-llu nuna maligluuku.*

*But our values, our basic traditional values will always remain the same, ALWAYS
Amggem, pici'ipet sugpia'ucipet, ilumpni nallun'llkengapet ukaqerkengapet cimirlantut.*

THE COMMUNITY

Archaeological findings reveal that the Prince William Region was first colonized around 4,400 years ago. Historic accounts reveal that eight distinct Alutiiq groups lived in the Prince William Sound during that time. Collectively, the members of these groups called themselves Chugach and spoke a regional dialect of the Alutiiq language.

Although part of the same culture, each Chugach group was independent with its own political leader and central village. The principal Chugach villages of the region today are **Chenega Bay**, **Eyak**, **Tatitlek** in Prince William Sound and **Port Graham**, and **Nanwalek** on the tip of the Kenai Peninsula. Chugach people also live in the Prince William Sound communities of Cordova, Seward, Valdez, and Whittier.

The Chugach region includes more than 5,000 miles of coastline stretching across the southern tip of the Kenai Peninsula, through the Kenai Fjords, Prince William Sound, and the Gulf of Alaska. **The Chugach lands are the foundation of our corporation and our culture.**

ALASKA NATIVE CORPORATIONS

[Chugach Alaska Corporation](#) (Chugach or CAC) is an Alaska Native Corporation (ANC) committed to sustainable profitability, celebration of our heritage and responsible ownership of our lands. Formed in 1972 under the Alaska Native Claims Settlement Act (ANCSA), CAC is dedicated to the advancement of our people through meaningful economic and cultural shareholder programs and benefits, retaining our traditional lands and cultural heritage and participating in the economy. This purpose has led us to create a balanced portfolio of business enterprises, financial investments, and land development projects capable of generating prosperity for current and future shareholders. Our family of companies operate in the government, energy, and facilities service industries, with more than 4,500 employees across 150 locations in six countries.

CHUGACH ALASKA CORPORATION

For nearly 50 years, Chugach has been committed to advancing the economic and social well-being of its shareholders – the Alaska Native people of the Chugach region. With approximately \$700M in annual revenues and over 2700 shareholders and their descendants. Chugach serves its people and communities through a broad and diverse range of investments.

This diverse portfolio allows Chugach to provide stable, enduring growth to shareholders for generations to come. Our businesses include a suite of high-value energy and facilities service companies including: Chugach Government Solutions, All American Oilfield, Chugach Alaska Services, Heide & Cook, and Rex Electric & Technologies.

Chugach's land entitlement spans nearly one million acres in southcentral Alaska, including 378,000 acres of full fee estate, and 550,000 acres of subsurface estate. The Chugach land management strategy includes projects that stimulate economic development within our communities and support shareholder benefits, while also caring for the land for future generations.

Chugach generates financial returns through a portfolio of private equity and real estate investments spanning a range of industries: telecommunications systems and gas to energy projects (currently operating four projects located in Illinois, Georgia, North Carolina and Washington).

Chugach's real estate portfolio includes investments in funds or companies that own and manage land or buildings for profit. Chugach targets real estate investment opportunities that offer stable, growing returns, and consistent cash flow including, BlackSand Capital Fund and Records Warehouse, JL Tower and Centerpoint West.



While Chugach has a scaled and complex operating structure, its culture is authentic, collaborative, and thoughtful. The organization is mission-driven with a set of shareholders who have deep and generational connections. The company is guided by its core behaviors:

- We leave things better than we found them
- We create meaningful value
- We empower people
- We do things the right way
- We build community

Chugach is proud of its team, history, and the positive impact it provides to shareholders and the greater community. Chugach is a "forever company" with a 100-year strategic vision and is seeking a **CEO of Chugach Alaska Corporation** to play a pivotal role in shaping the future of the organization.

THE ROLE

Chugach Alaska Corporation is seeking a dynamic, inspiring, and humble **CEO of Chugach Alaska Corporation**. This is a new structure with updated roles of leadership that will be accountable for the vision, execution, and accountability for the overall portfolio and corporate performance. Reporting directly to the Board, this role will be tasked with the development of a unified corporate strategy that reflects the values of the organization and stays focused on the mission of supporting the Chugach community through diversification and growth.

The CEO is responsible for collaborating with the Board of Directors in developing the corporation's strategic directives, implementing strategy and managing the overall portfolio growth and profitability of the corporation. Primary responsibilities include allocation of financial and other corporate resources to achieve short and long-term goals, and providing high-level oversight of the business operations and holding company performance.

The CEO is accountable for honoring the past and present, while articulating a vision that supports the long-term growth of bottom-line results. This is a complex and nuanced leadership position which will require insight into professional service operations, government services experience, as well as a savvy investor mindset. The core of this role is servant leadership. The ideal candidate will possess the ability to unify and a track record of developing an enthusiastic following in a scaled and complex organization. In addition, the CEO should be visionary, intellectually agile, innovative, politically savvy, and have high ethical values. The CEO will ensure the company maintains high social responsibility where we do business.



Key Deliverables Year 1

In close collaboration with the Board of Directors, set strategy, oversee, and proactively manage the corporation in a manner consistent with our corporate culture to:

- Responsibly grow revenue and profit
- Inspire best-in-class execution in operations and on contract deliverables
- Be an employer of choice in communities where we operate

ESSENTIAL DUTIES & JOB FUNCTIONS

Business Growth and Operations

1. Develop, manage, and oversee the implementation of strategic and tactical objectives for assigned Business Enterprises mandates (Chugach Government Solutions, Chugach Investment Holdings, Chugach Commercial Holdings, and Corporate Services) in collaboration with the Chair, the Board, the CEO of the Community Value Centers (CVCs), and the senior leadership team
2. Allocate human, financial, and corporate resources to achieve the primary objectives above
3. Proactively lead and manage:
 - The financial investment portfolios to achieve excess risk adjusted returns
 - Existing operations (organic growth)
 - Identification of candidates, execution of transactions and successful integration of mergers, acquisitions, or de novo operations, as well as ongoing, post transaction evaluation and assessment
 - Identification and implementation of divestitures
4. Functions as the day-to-day face of Chugach's Business Enterprises to its external stakeholders and local, state and federal governmental entities; and uses their relationships, knowledge and influence to shape stakeholder agendas and decision making in support of Chugach's business operations, in coordination with the Office of the Chairman who oversees Government Relations, and the enterprise Government Relations Committee
5. Prepare and submit the annual business plans, budgets and incentive plans for Board approval
6. Control costs and optimize the company's tax position
7. Identify and optimize, minimize or mitigate risk
8. Develop and maintain up-to-date compliance programs that ensure adherence to applicable federal, state, local, and professional laws, regulations, rules, standards, & best practices across assigned mandates (CGS, CIH, CCH, & Corporate Services)
9. Engender and promote an environment that emphasizes workplace safety
10. Ensures Business Enterprises provides opportunities for and successfully develops shareholders

Leadership and Collaboration

1. Build a trusted and respected relationship and effectively collaborate with the Chair and the Board through candid, relevant, timely, "no surprises" communication
2. Collaborate with and support the CVCs in accomplishing their objectives, particularly as they relate to community economic development, shareholder development, and shareholder hire
3. Collaborate with the Chairman, the Board, and the CVCs on the Government Affairs strategy and positions
4. Develop and maintain a pipeline of senior leadership talent
5. Institute & maintain a succession planning and cross-training program throughout the organization for employee development and business continuity purposes
6. Lead a hybrid work model with adaptability of a changing environment, balancing differing employee and management preferences while ensuring productivity and collaboration
7. Implement and continuously improve employee performance measurement tools (e.g., Management by Specific, Measurable, Attainable, Relevant and Time-based (SMART) objectives and timely performance appraisals) that effectively align employee efforts with corporate goals and objectively link employee performance to financial incentives
8. Serve as a primary spokesperson for our Business Enterprises, a visible and dynamic advocate for our corporate mission, and enhance and protect our company's reputation and relationships with customers, government entities and representatives, stakeholders, employees, shareholders, the communities in which we operate, and the general public
9. Foster a workplace that models behavior espoused by our corporate culture

Portfolio Strategy

- Assesses the Corporation's investments, allocation, and use of capital, tax strategies and use of credit.
- Maintain awareness of competitive market acquisitions, start-ups, and development of new ventures; and transition new ventures to the operations stage.
- Assure formulation of financial programs to provide funding for new or continuing operations to maximize return on investment, and to increase profitability.
- Develop stable and scalable investment systems that can provide effective information and due diligence to assess opportunities.
- Assist the Chairman, as requested, in developing the agenda and contents for meetings of the Board of Directors in representing the Corporation in communications with shareholders.
- Attend all meetings of the Board of Directors, provide quarterly reports to the Board, and make recommendations to the Board on matters requiring Board action.
- Perform at a high level, be a goal-oriented and self-managed individual.
- Performs such other duties as authorized or directed by the Chairman and Board of Directors.

KEY ATTRIBUTES

- Humility
- Detail-oriented with a passion for both data and people
- Servant leader with a demonstrated ability to lead through influence
- Effective communicator with a track record of building effective relationships
- Big picture thinker
- Respectful and flexible
- Strong emotional intelligence and self-awareness
- Strong written and verbal communication
- Effective public speaking/presentation skills
- Sense of humor
- Authentic and easy-going



REQUIRED QUALIFICATIONS

- Bachelors or master's degree in business administration, finance, economics, entrepreneurship, international business, or operations management from an accredited university
- Fifteen (15) years verifiable progressive experience in a C-level position overseeing strategy, operations, business development, and finance in a large, diverse operating company with a minimum of \$700mm in revenue
- Demonstrated history of success leading and growing a large, complex corporation
- Verifiable track record in working with senior leaders in government, SBA 8(a), and commercial contracting
- Familiarity with ANCSA, experience working with or for an Alaska Native Corporation, and an affinity for and interest in our culture and heritage
- Demonstrated ability to lead, inspire, manage, develop, and retain a leadership team and the employees
- Demonstrated ability to successfully work for and communicate with a Board
- Individual will live in the Anchorage area and become part of our community/state, as well as to cope with the extensive travel requirements necessitated by doing so
- A high level of financial and investment literacy
- Able to obtain required security clearances

PREFERRED QUALIFICATIONS

- Skills & experience in strategy and execution for organic growth, de novo growth, mergers & acquisitions, turnarounds, divestitures, and institutional investment management
- Social Intelligence – Sufficient charisma and social influencing skills to lead, inspire, manage, develop, and retain people through major change initiatives, as well as to support ongoing business development efforts, and the retention of existing business, and best-in-class operations

LOCATION Anchorage, AK



HERD FREED HARTZ
EXECUTIVE SEARCH PARTNERS

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