

CARLTON SMITH

Highly effective corporate leader and CEO with 25+ year success record of management and growth by instituting corporate governance true to core mission. Value offered includes strategic leadership and opportunities analysis, financial management and turnaround expertise. Board service includes statewide corporations, community involvement, and trust entities at the highest levels. Land and Commercial real estate expertise is regional and statewide with demonstrated expertise in Southeast Alaska land assets.

EDUCATION **B.A. Economics & Political Science; Stanford University, Palo Alto, CA**

Professional Experience

THE CARLTON SMITH COMPANY www.thecarltonsmithcompany.com 1989 - 1998 and 2001 - Present

President and CEO

Represent corporations, both native and private, totaling over \$225,000,000 in transaction value involving commercial leasing, valuations, acquisitions, exchanges, and property management both in Alaska and nationwide. Coordinate acquisitions for corporate clients with balance sheet equity in excess of \$50M. Key clients include:

Village Corporations

- Shee Atika Incorporated – Acquisitions advisor for creation of a real estate policy. Conducted Assembled a \$25M portfolio of investment-quality lower-48 income properties with returns that outpaced policy guidelines. Shee Atika Fund Endowment – Secured \$7m of property in 2005 within policy guidelines. Goldbelt Inc. – Profitably sold 2 subdivisions, an office building, and a distressed sand and gravel tract. Kootznoowoo, Inc. – Established holding company structure and LLCs to own and manage acquisitions. Acquired and managed \$12M portfolio comprised of NNN and multi-tenanted properties. MTNT Limited – Negotiated the acquisition of a 75-unit downtown Anchorage apartment building. Developed corporate real estate policy for acquisitions and management.

Regional Corporations

- NANA Development Corp.- Contract Acquisitions advisor to purchase a 41,000 SF Class A office building in Anchorage for NANA corporate headquarters. Conducted buy/sell analysis of 88 multi-family units and a 17-acre industrial parcel in Kotzebue, AK. CHUGACH Corporation - Provided foreclosure consulting for re-marketing the sale of 2 Anchorage headquarters buildings. Negotiated both sales. SEALASKA Corporation – Designated Leasing Broker and acquisitions agent.

Private Corporate Clients, 2014

Home Depot, Alaska Communications Services ACS, General Communications Incorporated (GCI), First National Bank Alaska, Alaska USA Federal Credit Union, First American Title Company of Alaska, First Bank Alaska, Federal Express, Jones, Lang La Salle, Exxon Mobil, McDonalds USA, LLC

KOOTZNOOWOO, INCORPORATED

1998-2001

President and CEO

Led a comprehensive turnaround of one of the largest village corporations involving the largest regional airline in Southeast Alaska. Analyzed existing assets, opportunities, organizational strengths and weaknesses, human capital, investments and a diverse investment portfolio. Executed a turnaround plan that instituted cuts and near term profits /sufficient cash flow restoration in just 20 months and overhauled operational/investment practices, created ample long-term income for sustained growth and solvency

Kootznoowoo, Incorporated, Continued

Led leadership team consisting of 22 staff, 3 field offices. Supervised four subsidiary operations with over 175 full time employees. Directed Finance Officer, finance staff, and external auditors to strengthen audit standards, corporate governance, analysis of new investment opportunities, and establishment/monitoring of portfolio performance standards. Used trusts/legal vehicles to avoid foreclosures. Successfully executed the board's strategic plan.

Restructured Corporate and subsidiary entities as a result of liquidation and downsizing of four subsidiaries and corporate headquarters. Led corporate buy-out of majority subsidiary owner in order to take control of assets needed to be sold to avoid Corporate Bankruptcy. \$7M in assets liquidated and redeployed into income producing investments; Restructured the parent corporation including elimination of the CEO position. Crafted a company-wide turnaround plan in consultation with the board and key lenders. Reduced corporate cost structure by 60% through elimination of 180 subsidiary positions and reduction of corporate staff from 22 to 3. Brought portfolio management oversight in-house, cutting portfolio costs by 50% and upping returns.

Formalized quality service delivery, leading creation of procedures, policies, and employee performance standards. Led development of new company-wide personnel manuals and procedures manuals for corporate and subsidiary employees, including the addition of updated policies on company security, use of computers, and corporate ethics. Developed job categories/supporting job descriptions for all new positions.

Executed the creation of Kootznoowoo, Inc.'s commercial real estate portfolio. Redeployed \$2M of non-income producing assets. Achieved profitability for the parent corporation in 20 months. Formulated short- and long-term strategies for acquisition, management, and disposition of a real estate portfolio valued at \$12 million.

Built and maintained exceptional returns for the investment portfolio and slashed overhead costs. Stringently introduced a prudent asset reallocation/balanced investment strategy, replacing former high-risk practices. Established formal investment policy to support a new strategic vision and mission established within 24 months.

Successfully restructured debt with Wells Fargo Bank and all major creditors, avoiding foreclosure. Supervised two litigation teams resulting in completion of successful workout and avoiding payment of corporate guarantees sought by lead banks.

SMITH STEVENS INSURANCE – Anchorage, AK

1995 - 1999

President and CEO

Led start-up and profitable operations for Alaska's first MBE financial services firm. Correctly identified need for a local provider of investment, employee benefit, and HR administrative services that understood the Alaskan community. Served business needs for payroll deduction, life insurance, and employee benefit plans. Acted as local underwriter for national insurers, i.e., Premera Blue Cross, TransAmerica, NY Life, and Principal Financial Group. Primary clients: Alaskan Native Tribes, Village and Regional Corporations and subsidiaries.

Other employment: SEALASKA CORPORATION–
Juneau, AK

1980 - 1984 and 1989 - 1998

Assistant Corporate Secretary/Manager, Shareholder Relations (1980-1984)/ Boardmember (1989-1998)

As sole administrative officer serving 18-member Board and 8 standing committees: Supervised staff of six in executing strategic communications, and overall coordination of governance/investment issues. Developed and implemented outreach, annual meetings, shareholder communication plans/proxies, and compliance to satisfy the needs of 15,000 Sealaska shareholders. Implemented in-house management of the shareholder database and stock transfer function previously contracted with the Bank of America.

As finance chair charged with portfolio due diligence and policy development: Led creation of first-ever investment policy for a \$135M balanced portfolio. Instilled financial discipline, overseeing outside financial consultants and money managers in the development of prudent asset allocation guidelines

CORPORATE BOARD AND TRUSTEE POSITIONS HELD

CHAIRMAN:

Kootznoowoo Corporation Permanent Fund	2001 – 2007
Association of Southeastern Alaska CEO's	1998 – 2001
Alaska Brick Group of Companies	1990 – 1998
Sealaska Corporation, Chairman, Finance Committee	1992 – 1995
Sealaska Timber Corporation, Vice Chairman	1997 – 1998
Salvation Army, Alaska, State Board Chairman & Director	1993 – 1996

DIRECTOR:

Sealaska Corporation	1988 – 1998
National Native News	1996 – 1998
Alaska Native Cultural Center Capital Committee	1997 – 1998
Swecker Salmon Farms	1990 – 1991
Alaska State Chamber of Commerce Executive Committee (SE representative)	1998
Juneau Chamber of Commerce Board of Directors	2008 - 2011

TRUSTEE:

Kootznoowoo Permanent Fund Settlement Trust	2004 – 2007
SEARHC Foundation	2002 – Present
Mental Health Trust Authority (2010 Appointment by Governor Parnell)	2010-2011
Sealaska Heritage Institute	1981 – 1991

OTHER:

Pew Charitable Trust	National Civic Entrepreneur	1998
Sealaska Heritage Foundation	Founding Officer, Vice President & Secretary	1981 - 1991
Assembly Member (At large)	City and Borough of Juneau	2011- 2014
Assembly Designated Chairman	City and Borough Economic Development Plan	2014
Wells Fargo Bank	Southeast Alaska Advisory Board	2010- 2014