

## CARLTON SMITH

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*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**

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### Professional Experience

THE CARLTON SMITH COMPANY      [www.thecarltonsmithcompany.com](http://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. Kootznوو, 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

Cooke, Christopher  
Alaska Mental Health Trust  
Authority Board of Trustees

Mental Health Trust Authority

Christopher Robert **Cooke****General Information***Board/Commission and seat you are seeking:***Mental Health Trust Authority, Board of Trustees***Additional Boards/Commissions of interest:*

- 1) **AK Permanent Fund Corporation**
- 2) **Railroad Corporation**

*State Boards/Commissions on which you have served***University of Alaska Board of Regents (1974-1976); Alaska Commission on Rural Governance and Empowerment (1998-99); Alaska Bar Association Board of Governors (2004-10)***First***Christopher***Middlename***Robert***Last Name***Cooke***Mailing Address*

[REDACTED]

*City*

[REDACTED]

*State & ZIP*

[REDACTED]

*Home/Message Phone*

[REDACTED]

*Business Phone*

[REDACTED]

*Cell Phone*

[REDACTED]

*Email Address*

[REDACTED]

*Are you a registered voter?***Yes***Date of Birth*

[REDACTED]

*Ethnicity*

[REDACTED]

*Gender*

[REDACTED]

*Military Service***None****Conflict of Interest**

*Certain boards and commissions require full disclosure of personal financial data under AS 39.50.010. If required for the board or commission for which you are applying, are you willing to do so?*

**Yes**

*Could you or any member of your family be affected financially by decisions to be made by the board or commission for which you are applying?*

**No**

*Please explain the potential financial benefit*

**Employment History**

*Employment work history including paid, unpaid or voluntary.*

**2007-present: Partner, Cooke Roosa, LLC [law firm]****2004-2006: Partner, Cooke, Roosa & Valcarce, LLC****1986-2003: Partner, Hedland, Brennan Heideman & Cooke****1976-1986: Superior Court Judge, State of Alaska****1973-1976: Attorney in private practice at Bethel, AK.**

**1970-1973: Attorney, Alaska Legal Services Corporation (Anchorage & Bethel)**  
**1968-1970: VISTA Attorney w/ ALSC, Kotzebue & Nome, AK.**

## **Education, Training, Experience & Qualifications**

*List both formal and informal education and training experiences:*

**Education: Public Schools in Wyoming, Ohio; B.A. Yale University, 1965; J.D. University of Michigan Law School, 1968; Yupik language and computer courses at Kuskokwim Campus, UAF; Judicial training at University of Nevada (1976) and continuing judicial and legal education programs for many years; informal education in Yupik culture and traditions during 25+ years of living in Bethel, AK. (1971-2000.**

*List any professional licenses, certifications, or registrations and dates obtained that may be used as qualifying criteria:*

**Practicing attorney in Alaska since 1968; Active member of Alaska Bar Association since 1970 (ABA# 7011052).**

*List any community service, municipal government, and state positions held, and any awards received.*

**Superior Court Judge, State of Alaska, Fourth Judicial District at Bethel (1976-1986); Bethel Advisory School Board (early 1980's); Alaska Humanities Forum Board (mid-1980's); Alaska Arts & Culture Foundation (2001-present)**

## **Conviction Record**

*Have you ever been convicted of a misdemeanor within the past five years or a felony within the past ten years?*

**No**

*Conviction Circumstances*

## **Certification of Accuracy & Completeness**

By submitting this online application, I swear the information I have entered on this form is true to the best of my knowledge. I understand that if I deliberately conceal or enter false information on the form my application may be rejected, I may be removed from the list of eligible candidates, or I may be removed from the position. I agree that the Office of the Governor may contact present or former employees or other persons who know me to obtain an additional information about my skills and abilities. I understand that the information on this application is public information and may be released through a legal request for such information.

*Type "I certify"*

**"I certify"**

*Resumé Addendum*

**CHRISTOPHER R. COOKE -- RESUME**

**Current Business Address:**

**Cooke, Roosa, L.L.C.**

[REDACTED]

**Home Address:**

[REDACTED]

**E-mail Address:** [REDACTED]

**Personal: Date of Birth:** [REDACTED]  
[REDACTED]

**Marital Status:** Widower. [Married to Margaret Nick Cooke of Nunapitchuk, Ak., from 07/01/1970 – 05/15/1996]

**Life Partner:** Georgianna Lincoln (d.o.b. 02/22/1943)

**Education:** Yale University, 1965. [B.A. in History]  
University of Michigan Law School, 1968 [J.D.]

**Bar Admissions:** Ohio, 1968, Alaska, 1970

**Employment:** 2007 – to present: Member  
Cooke, Roosa, L.L.C.  
Anchorage, Alaska

**2004 – 2006:** Member  
Cooke, Roosa & Valcarce, L.L.C.  
Bethel and Anchorage, Alaska

**1986-2003:** Partner  
Hedland, Brennan, Heideman & Cooke  
Bethel and Anchorage, Alaska

**1976-1986:** Superior Court Judge  
Alaska Court System, Fourth Judicial District  
Bethel, Alaska

**1973-76:** Attorney in private practice  
Bethel, Alaska

**1970-73:** Attorney  
Alaska Legal Services Corporation  
Anchorage & Bethel, Alaska

**1968-70:** Vista Volunteer  
Kotzebue & Nome, Alaska

**1968:** Associate attorney  
Law Firm of Taft, Stettinius & Hollister  
Cincinnati, Ohio

**FAMILY INFORMATION: Children & Grandchildren**

**Karen Hope Cooke Phillip** (daughter, d.o.b. 01/19/1971)  
**Husband:** Eric Phillip  
**Children:** Aatem H. Cooke (03/16/2000)  
Tuayan Mark Phillip (06/27/2004)  
Paiyaq Zachary Phillip (03/19/2007)  
Margaret Adele Phillip (02/18/2010)  
**Resides:** Anchorage, Alaska

Anastasia Laura Marie Cooke Hoffman (daughter, d.o.b. 03/04/1973)  
Husband: Stanley Hoffman, Jr.  
Children: Gage Warren Hoffman (12/31/1997)  
Avery Edward Hoffman (01/21/2000)  
Resides: [REDACTED]

Nicholas Moses Cooke (son, d.o.b. 05/21/1976 – d.o.d. 10/23/2013)  
Wife: Shannon Cooke  
Children: Justine Margarette Cooke (09/27/1999)  
Ethan Theodosius Cooke (01/11/2003)  
Resides: [REDACTED]

### **Press Release Wording**

Christopher Cooke, 71, of Anchorage is an attorney and former Superior Court Judge who has lived and practiced in Alaska for more than 45 years. Mr. Cooke lived in Bethel for over 30 years and has traveled and worked extensively in rural Alaska. A graduate of Yale University and the University of Michigan Law School, Mr. Cooke has previously served the State as a member of the University of Alaska's Board of Regents, the Alaska Bar Association's Board of Governors and the Rural Governance Commission.

*Submitted: 01/16/15 at 11:47 am from 72.42.167.232*

Mary Jane Michael

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## **PROFESSIONAL EXPERIENCE**

### **Private Consultant 2009 to present**

Provide private consultation and project management with an emphasis on community development and planning initiatives. For the past three years provided direction on the Housing Anchorage Initiative to spur housing development in Anchorage.

### **Executive Director 2003 to 2009**

#### **Office of Economic and Community Development, Municipality of Anchorage**

For six years served as an executive to the Mayor, responsible for promoting public and private economic development projects for the Municipality of Anchorage. Highlights have included the new Dena'ina Civic and Convention Center completed in September of 2008, the transfer of the Museum from a public to private non-profit entity, the Library Renewal Initiative, reorganization of the Parks and Recreation Department and the creation of the Parks and Library Foundations which raised more than \$30 million combined. Supervised the completion of the Downtown Comprehensive Plan and helped spearhead the revitalization of one of our most underserved neighborhoods, Mountain View. Responsible for seven departments including the Planning Department, Heritage Land Bank and Real Estate Services, Libraries, Parks and Recreation, the Department of Neighborhoods, the Port of Anchorage, and the Anchorage Community Development Authority. Responsibilities also included formulating and approving budgets, departmental reorganizations, multimillion dollar grant writing, real estate, capital improvement project planning and local, state, and federal requests.

### **Executive Director and CEO 1999 to 2003**

#### **Anchorage Neighborhood Housing Services**

Executive Director for Anchorage Neighborhood Housing Services (ANHS) a non-profit community development corporation dedicated to promoting affordable housing and neighborhood revitalization. ANHS is affiliated with the National Neighborhood Reinvestment Corporation and is certified as a Community Financial Institution. From 1998 to 2003 ANHS loaned \$18 million and leveraged \$34 million in first mortgages. Of the 545 loans made to low to moderate income families, 91 of those borrowers were persons with a disability. Additionally, ANHS owned and managed 1,150 units of affordable rental housing in twelve locations citywide. Total assets at the time were \$62.2 million. Other responsibilities included overall management, legislative affairs, and grant writing.



## **Executive Director 1981 to 1999**

### **The ARC of Anchorage**

For 18 years served as the Executive Director for The Arc of Anchorage. The agency grew from a budget of \$180,000 a year to \$12 million serving more than 400 individuals. Programs included an array of services for children and adults with developmental and other disabilities including a day activity center, 24 hour residential care, case management, in-home family services, respite, and specialized services for persons with dual diagnosis and emotional disturbances. Responsible for securing the funding, purchased, renovated and/or constructed more than 60 housing units, single and multifamily, to ensure safe, affordable housing. Worked with the Governor's Office and the legislature on many issues facing persons with disabilities throughout the State of Alaska. Other duties included assets management, program development, grant writing, public relations, fundraising, legislative affairs, and advocacy.

## **EDUCATION**

- 1986 University of Northern Colorado, Greeley  
Master of Arts in Rehabilitation Counseling with an emphasis in vocational evaluation
- 1976 California State University, Fresno  
Bachelor of Science in Therapeutic Recreation

## **BOARDS**

- |                 |   |
|-----------------|---|
| 2009 to present | Alaska Mental Health Trust Authority      |
| 2011 to 2014    | Boys and Girls Club of Alaska             |
| 2000 to 2014    | The Arc of Anchorage Foundation           |
| 2003 to 2006    | Anchorage Community Development Authority |
| 2004 to 2006    | Civic Ventures Board of Director's        |
| 2004 to 2005    | Anchorage Community Land Trust            |
| 2003 to 2005    | Anchorage Convention and Visitors Bureau  |
| 2003 to 2005    | Alaska Native Heritage Center             |
| 2002 to 2007    | Special Olympics of Alaska                |

## **AWARDS AND HONORS**

- |           |   |
|-----------|---|
| 2011      | Anchorage Chamber of Commerce, Athena Award   |
| 2009      | Legislative Commendation for Service to the City of Anchorage and the State of Alaska |
| 2005      | Heart of the City Award "Visionary Award" Downtown Partnership                        |
| 1996/2005 | YWCA Outstanding Professional in Chosen Field Nomination                              |

1999	International People First Conference Award
1998	Gold Key Award, Key Campaign
1998	People First Award for Support
1997	State of Alaska, Recognition of Harborview Hospital Closure
1991	Legislative Commendation for Services to the Developmentally Disabled
1990	Outstanding Service to the National Conference of Executive Directors/ The Arc of the United States
1986	Kappa Delta Pi Honor Society
1984	The Arc of Alaska Commendation
1984	The Arc of Anchorage Board Commendation