

## A. THOMAS HARRIS



- 30+ years of successful corporate development experience with Alaska Native Corporations involving some of Alaska's most dynamic energy development projects.
- 30+ years of strong corporate governance skills, double digit corporate equity growth, clean audits, consistent and progressive strategic next generational mentoring.
- Documented success in strategic development teaming, neutralizing barriers, and diverse political interests, visioning analysis, and alignment, transforming competing interests into completing interest, and interdependent development of private public partnering.

### EXPERIENCE:

**Alaska Resource Visioneer, LLC. (ARV)** President 4/11 to Present. ARV provides executive level management and consulting services to Alaskan based clients with extensive resource development projects. Those resource projects include the proposed Susitna-Watana Hydro Project, Port MacKenzie Rail Extension, MCHP Energy Solutions, Tribal Conservation District projects on ANCSA lands.

**Knikatnu, Inc., (KI)** Chief Executive Officer 10/11 to Present. KI is one of the larger private landowners in the fastest growing community in Alaska, the MatSu Borough, with approximately 9,000 strategically located acres within the valley and 40,000 acres within the Susitna River watershed. There are several large MatSu development projects in progress that will rely in large part on the use of KI lands within the coming years, dramatically increasing the population base of the MatSu communities. Those projects are in addition to the following KI projects:

- Port MacKenzie Rail Extension ROW Project; KI successfully negotiated a tenfold increase for ROW resulting in a recapitalization of KI.
- KI negotiated a 1031 Exchange for an 18,000 sq. ft. office building in downtown Wasilla.
- KI installed the very first 35KW BOS Micro Combined Heat and Power Systems (MCHP) in North America, in its new office building making it one of the most energy competitive off-grid buildings in Alaska with a 40-month Return-On-Investment, reducing power costs by 90%.
- KI purchased the Alaska dealership Yanmar MCHP Systems.
- KI Energy has increased Alaska's Yanmar MCHP energy production ten-fold in 24 months.

KI's most strategic partner is Knik Tribal Council (KTC) Alaska's largest and growing federally recognized tribe. KTC is KI's partner of choice for present and future economic development projects in the MatSu Borough.

**Yak-Tat Kwaan, Inc. (YKI)** President/CEO-CEO 06/13 to 06/16. In the 30 months preceding 06/13 YKI had 5 executive transitions and lacked reliable fiscal reporting capacities. ARV committed to provide stabilizing management processes, reliable fiscal reporting, a stable decision-making process for the board, and a stable executive transition process within a 36-month period. On June 1, 2016, these goals were accomplished. Additional projects successfully completed during this period included:

- Develop and implement energy solutions to provide stable consistent power and heat to the village clinic and community center buildings reducing power costs from 55 cents per KWH to 10 cents per KWH, using Yanmar Micro Combined Heat & Power. (mCHP).
- Negotiated the rights to distribute Yanmar mCHP systems throughout Alaska.
- Acquisition of local tourism auto rental, repair and refueling company.
- Increased and stabilized revenues from 8(a) operations, clean audits, and distributions.

**Tyonek Native Corporation, (TNC) Chief Executive Officer, 5/06 – 2/11.** TNC becomes one of Alaska's most successful and fastest growing Alaska Native 8(a) Corporations. TNC growth in 8(a) contracting is the primary revenue stream for TNC which has been specifically intended to build TNC's corporate capacity to participate in billions in Alaska resource development projects on TNC lands.

**Position Highlights:**

- a) Top 49ers: Tyonek Native Corporation grew into the 19<sup>th</sup> largest Alaskan domestically owned corporation in 2009(The 2010 revenues rank TNC as 17<sup>th</sup> largest in 2010)
- b) Revenue growth (\$45M in 2006 to \$200M in 2010)
- c) Shareholder equity growth  
(135.6% from 2006 to 2009), (24.85% from 11/30/2009 to 1/31/2011)
- d) Longest and largest run of consistent dividend growth in TNC history.

**Alaska Village Initiatives, President and CEO 2/98 to 5/2006** <http://www.akvillage.com/>

AVI is Alaska's oldest and largest Community Development Corporation (A Non-Profit) whose membership included all Alaska Tribes and Alaska Native Corporations. AVI had a 23-member board of directors elected by ANCSA Regional and Village Corporations and Alaska Native Tribes.

**Position Highlights:**

- a) As the new President, I worked to resolve over \$6 million in environmental cleanup liability in 14 remote communities left over from the sale of the Alaska Commercial Stores. All previous set aside funds of \$3 million were depleted with no other resources available and only three of 14 letters of "No Further Action"(NoFA) in hand. Best estimates were that another \$3 million was needed to complete the cleanup and eliminate the liability. At the end of four years and at a total expense of \$300,000; all NoFA letters were obtained from DEC and all cleanup liability entirely eliminated. Final NoFA letter received Oct. 2005.
- b) As the new President, I worked to resolve what was already the defunct EDA Boat Loan Program, in which AVI was the sole guarantor on approximately \$3 million in over one hundred defaulted boat loans to western Alaskan fishermen. AVI, as the sole guarantor, was responsible for meeting all loan obligations, in spite of the fact that the EDA refused to refinance 12% loans into current market rate of 5%; refused to allow restructuring the loans away from the defunct small boat salmon fishing industry into new emerging markets; and refused to allow restructuring the loans outside the Bristol Bay Region, as requested by the borrowers who could be more profitable in other adjacent markets and regions. These restrictions placed AVI and the Bristol Bay fishermen at an enormous disadvantage in that it locked them into an artificially high interest rate with no ability to refinance, locked them into an industry niche that no longer existed, and locked them into a depressed geographical region, without the ability to relocate. In five years, AVI met the entire obligation to EDA and removed this liability from AVI's balance sheet, without massive foreclosures.
- c) Lead in the creation, design, and manufacturing of Project Code Red®, Alaska's newest and most comprehensive rural fire suppression system impacting 91 villages and established as Alaska's statewide standard in Rural Alaska fire protection. Project Code Red® was considered the primary contributor to the lowest fire loss rate in Alaska's history and the Alaska received a national award as the most improved fire loss state in the nation. Alaska's national ranking went from the top 3 fire loss states in the nation to being ranked 30<sup>th</sup> in the nation in just two years. This project aided AVI in meeting 100% of its environmental cleanup obligations and resolving the EDA Boat Loan liabilities.
- d) Developed Private Land Wildlife Management (PLWM) and Alaska's First Tribal Conservation District, based on similar systems in Tyonek and the Lower 48. This ongoing effort provides for Alaska Native Corporations to receive the same rights and funding as exist for private landowners throughout the Lower 49 States to profitably and productively restore and manage wildlife habitats for the benefit of the landowner and the public.

**Tyonek Native Corporation, Chief Executive Officer, 5/1/91 - 7/1/97.** In charge of day-to-day operations of the corporation. During this time, the following goals of the Board of Directors were accomplished.

- a) Professional fee expenses reduced from 65% to 5% of total annual revenues.
- b) Increased Shareholder equity by 47%.
- c) TNC's first shareholder life insurance fund established,
- d) First treated timber manufacturing bridge plant in the state, fully staffed by shareholders,
- e) Recruited, trained, and mentored a successful and talented shareholder to fill the Chief Operating Officers position, who later was selected by the Board to fill the CEO's position.

**MTNT, Ltd., McGrath, CEO, 1987 - May, 1991**

CEO in charge of day-to-day operations of the four-village merged ANCSA corporation owning 320,000 acres of surface estate lands.

- a) Established the largest profits and the first retained earnings in MTNT's history.
- b) Established first dividends from profit and Shareholder Permanent Fund in MTNT's history.
- c) Negotiated first Capital Loss Transaction in the state to recapitalize corporation.
- d) Negotiated first commercial timber sale in MTNT's history.
- e) Created first Shareholder life insurance program.
- f) Managed most successful and profitable power generation utility in the upper Kuskokwim.
- g) Increased Shareholder equity by 100%.
- h) Trained and mentored a successful and talented shareholder, to fill the CEO's position.

**Calista Professional Services, Project Associate, 1986 - 1987** Provide training and technical assistance to village corporations, on federal contract to provide training and consulting services to approximately 20 village corporate clients on all aspects of business management including budgeting, P&L balance sheet management, cash flow projections, business valuations, break-even analysis, among others.

**PAST BOARDS:** Advisory Board Member of the Salvation Army, Past Director of Alaska Rural Development Council, Alaska Village Initiatives, Cape Fox Corporation (Currently Serving)

**EDUCATION:**

Graduated High School:	Western Christian College (Mathematics Emphasis)
Alumnus:	Lubbock Christian College (Business Emphasis)
	International Right of Way Association (Property Rights Emphasis)