



KOOTZNOOWOO

News

SUMMER-FALL 2025

KOOTZNOOWOO LAUNCHES SUMMER INTERNSHIP PROGRAMS



CEO Keith Greene, Intern Makia Silva, and board members Eunice James and Tia Payton.

This summer, Kootznoowoo, Inc. saw the successful completion of new internship programs including a corporate program for college and vocational students. These internships are in alignment with the corporation's commitment to creating career development opportunities for shareholders and descendants. Two corporate internship opportunities were made available in administration and building maintenance.

The program's inaugural corporate intern placed was shareholder Makia Silva, who worked as an Administrative Intern from June through August at the corporate office in Juneau. "We are so proud of Makia for joining us as Kootznoowoo's first intern," shared President & CEO Keith Greene. "This program reflects Kootznoowoo's ongoing investment in our shareholders by providing practical experience, professional development, and opportunities to build the skills necessary for future career success."

Internship programs are utilized by several Alaska Native Corporations who welcome interns each summer. These programs play a critical

role in bridging the gap between education and the workforce. "By providing structured, hands-on experiences, these programs not only enhance participants' technical and professional skills but also foster a deeper understanding of the corporation's operations, strategic goals, and cultural values," said Mr. Greene.

In addition to the corporate internship, commercial guiding internships were created in partnership between SEAK Expeditions and Kootznoowoo's Angoon Guide Academy (AGA). Shareholder descendants Hayden Soboleff and Justin Duncan both completed internships this summer



SEAK guide Bjorne Dihle and ACA interns Tyee Kookesh and Justice Duncan.

with SEAK where they worked as shadow guides assisting with trip logistics, client interaction, and safety protocols.

Additionally, shareholder descendant Chayden Endicott completed an internship at the Pack Creek Bear Viewing area. This internship was created as a collaboration between the United States Forest Service and AGA. It provided hands-on experience for Chayden in visitor management, wildlife interpretation, and agency operations.

Building on the success of these placements, Kootznoowoo plans to expand the internship program in the coming year, with an added focus on also making more internships available in Angoon. This expansion will create additional pathways for shareholders and descendants to gain real-world experience while also contributing to various corporate initiatives.

Through undertakings such as these internships, Kootznoowoo reaffirms its commitment to developing the next generation of leaders, ensuring that the corporation remains well-positioned for future growth and continued service to its shareholders.



Brenda Jack
Newly elected board director.

2025 ANNUAL MEETING RESULTS

Brenda Sue Jack*	38,127
Eunice E. James*	31,031
Mary Jean Duncan*	24,253
Melissa M. Kookesh	23,669
Write-in	5
Quorum Only	1,637

*Elected to three-year terms that will expire in 2028.



From the Board Room : CHAIRMAN'S REPORT



Dear Shareholders,

On behalf of the Board of Directors, I extend my deepest gratitude to our shareholders, past and present board members, and our hardworking staff. Your trust, guidance, and dedication have been essential in keeping Kootznoowoo, Inc. strong and resilient through changing times. Each year brings new challenges and opportunities, and it is because of the collective commitment of the Kootznoowoo family and community that we continue to adapt, grow, and carry forward our mission of service to shareholders.

Over the past year, the board has navigated many important decisions to guide the corporation into its next chapter of growth. One of the most

significant milestones was the appointment of J. Keith Greene as Interim President & CEO. In just a short time, Keith has worked diligently to implement operational improvements, advance the Thayer Hydro Project, and move us closer to an 8(a) certification designation that will open new contracting opportunities for our businesses. He has also strengthened partnerships with key allies, ensuring Kootznoowoo is well positioned to expand its reach and diversify its revenue streams.

This past April, we were proud to celebrate the dedication of the Kootznoowoo Defense Campus (formerly Newport News) in Albuquerque, New Mexico. The grand re-opening welcomed state dignitaries, community partners, and special guests, underscoring the importance of this property. Long a cornerstone of our real estate portfolio, this campus remains a valuable contributor to the corporation's financial stability. Looking ahead, we see tremendous potential for this property to remain a pillar of our strategic plan goal of managing Kootznoowoo's real estate portfolio profitably and responsibly.

Another key pillar of our strategy is strengthening and sharing cultural knowledge. One of this year's most meaningful developments was the signing of a Memorandum of Understanding (MOU) with the City of Angoon and the Angoon Community Association. This historic agreement marks the first time in many years that all



three organizations have come together to work toward shared goals for Angoon's future. Through this partnership, we aim to create a comprehensive plan that addresses long-term community needs while safeguarding our cultural values and resources.

In addition, the board passed a resolution allocating a percentage of rock sales to the Kootznoowoo Permanent Fund Settlement Trust Fund. This step will grow our reserves and ensure future generations continue to benefit from the corporation's resources—an investment in the long-term security of our shareholders.

As we look ahead, the board remains committed to pursuing new opportunities that strengthen Kootznoowoo, create sustainable growth, and generate meaningful benefits for shareholders. By building on our strong foundation, embracing innovation, and honoring the values that define us, we will ensure Kootznoowoo remains a source of pride and prosperity for generations to come.

Gunalchéesh,

Frank Jack III
Chairman of the Board



CEO BUSINESS REPORT

Dear Shareholders,

I hope that you all have had a productive, restful, and meaningful summer. As the seasons change, I am reminded of the many ways Kootznoowoo continues to grow and evolve. This summer has been an especially busy one for your corporation, with important progress made across several key areas.

We were pleased this summer to welcome shareholder Makia Silva to the corporation as an Administrative Intern. Launching an internship program has long been a priority for the board and management. Together, we view this program as an important tool for cultivating the next generation of Kootznoowoo's leadership. By providing real-world experience in business, management, administration, and other areas of our operations, we are working to equip our young people with the skills they need to carry our mission forward. We look forward to offering additional internship opportunities in the future. Stay tuned for upcoming announcements as we look for ways to grow and foster this program.

The Thayer Hydro Project made some solid advancements this summer. Although we initially faced uncertainty regarding funding during the transition of Presidential administrations, we were pleased to learn this past spring that the funding for Thayer had been fully restored. We are grateful to our Congressional delegation for their support in ensuring that this project remains funded. Preparations for beginning construction are progressing.

In June, I was pleased to have had the opportunity to meet with shareholders and Angoon community members to provide updates on the project and discuss available seasonal job opportunities. These conversations reaffirmed the importance of this project to both our corporation and the community of Angoon.

This summer also brought staffing changes to Team Thayer. We are excited to welcome Edward Kookesh, who joined in August as the Environmental Compliance Monitor, and Nate Soboleff as Thayer's Project Manager. In addition, several shareholder employees have also joined us in construction roles and are receiving training to ensure we have a strong crew in place.

Progress has also been made on achieving our 8(a) certification to pursue federal contracts—an important



strategic pathway for Kootznoowoo. Many Alaska Native Corporations have successfully leveraged this program to expand opportunities, and we are eager to follow their example. While delays occurred in 2024 due to the Small Business Administration's rollout of a new applications portal, these issues have now been corrected, and our application is under review. We look forward to announcing certification as soon as it's approved.

In April, we hosted the grand re-opening and dedication of the Kootz Defense Campus in Albuquerque, New Mexico, at our former Newport News building. This relaunch helps

us to take advantage of robust opportunities in the defense contracting sector in the area while strengthening our overall strategy toward more secure and profitable business ventures. As we move forward, I am optimistic about the important role this property will play in our government contracting efforts.

At the annual meeting, some shareholders in attendance shared their strong feelings regarding the corporation's plan to sell the K-Plaza building in Juneau. The board and management understand the deep personal connection many shareholders have towards this property. I want to assure you that the decision to put this building on the market was made with much thought and careful consideration. Unfortunately, the significant costs needed to bring the deferred maintenance up-to-date are not in alignment with Kootznoowoo's strategic plan. Our focus continues to be building long-term financial success for the corporation. While selling this property marks the end of one chapter, it also signals the beginning of an exciting new era for Kootznoowoo—one that we believe will bring greater opportunity and stability.

As we move into the fall and winter months, we remain optimistic about the next stage of Kootznoowoo's journey. Together, with the guidance of our shareholders, the dedication of our employees, and the resilience of our community, we are charting a course toward a stronger and more sustainable future.

Gunalchéesh for your continued trust and support.

With respect and gratitude,

J. Keith Greene

President & CEO



2025 ANNUAL MEETING OF SHAREHOLDERS RECAP



Keynote Speaker Ronald J. Solimon

Kootznoowoo's 52nd Annual Meeting of Shareholders took place on June 14, 2025, in Angoon, Alaska, at the Elementary School Gym. Shareholders who were unable to attend in person were able to join virtually through a livestream on Facebook. The meeting opened with a vibrant performance by the *Xootxnoowu Dachaxanx'lyan* Dancers, setting a celebratory tone for the day.

President & CEO J. Keith Greene shared the annual business report, highlighting the corporation's progress in 2024 and business goals and initiatives for 2025.

Shareholders also heard a keynote address from Mr. Ronald J. Solimon, a nationally recognized leader in Native enterprise development and cultural preservation. Mr. Solimon, a member of the Pueblo of Laguna Tribe of New Mexico, also serves on

the Board of Directors for the National Center for American Indian Economic Development.

For the third year in a row, Mr. Rod Hutchings of Hutchings & Associates CPAs served as Inspector of Elections. At the close of voting, he certified the election of Brenda Sue Jack, Eunice E.

James, and Mary Jean Duncan to three-year terms, ending in 2028. A total of 40,665 shares were voted in person or by proxy, representing 71.9% of all outstanding voting shares.

Immediately following the annual meeting, the Board of Directors met to hold their reorganization meeting. The officers elected were:

- Frank Jack III, Board Chair
- Albert Howard, Vice Chair
- Tiadola Payton, Treasurer
- Eunice E. James, Secretary

Kootznoowoo extends congratulations to the newly elected directors and officers, and our gratitude to all shareholders who participated in this year's annual meeting activities.



ANGOON GUIDE ACADEMY: SUMMER WRAP-UP

The 2025 season of the Angoon Guide Academy (AGA) successfully concluded another summer of hands-on learning, wilderness training, and professional development for local Angoon students. This summer, four participants—Tyee Kookesh, Chayden Endicott, Justice Duncan, and Hayden Sobeloff—took part in an experience filled with training, internships, and guiding adventures designed to build skills for careers in guiding, tourism, and cultural interpretation.

The season began in June, when students attended the University of Alaska Southeast's (UAS) Tongass Fly Fishing Academy. Guided by experts from Trout Unlimited and faculty from UAS, the students learned advanced fly fishing techniques, wilderness first

aid, and soft skills that are critical for guiding and environmental education.

Later, students joined well-known bear expert Bjorne Dihle for a final training session that included bear viewing and the retrieval of wildlife cameras in Favorite Bay and Hood Bay.

By the close of the 2025 season, students had gained a wide range of skills that helped them built confidence and professional readiness as well as strengthened connections to the land and community—a cornerstone of Kootznoowoo's mission.

Looking ahead to 2026, the Academy is planning to expand its educational offerings to include dedicated training in bear biology and wildlife ecology. A new bear and wildlife tour in Corner Bay

is also being developed, and AGA will continue its successful collaboration with Dihle as a lead trainer. Additionally, the program aims to expand commercial partnerships with guiding companies and the U.S. Forest Service to provide advanced internship opportunities.



THAYER HYDRO PROJECT UPDATE

The Thayer Hydro Project continues to steadily move forward with important milestones achieved this summer as the project prepares to begin construction. Recognizing the need for dedicated project leadership, Kootznoowoo was pleased to bring aboard shareholder Nate Soboleff as Thayer's Project Manager. Prior to joining Team Thayer, Nate held positions with Central Council Tlingit & Haida as the Director of Grants & Resources, as well as CEO positions with Alaska Land & Sea Adventures and Alaska Panhandle Peonies.

"One of the consistent goals with the Thayer Hydro Project has been to recruit and retain a local Angoon workforce. With Nate's strong ties to the region and firsthand knowledge of community needs, he is uniquely positioned to strengthen these workforce relationships and keep the project on track," said President & CEO

Keith Greene. "This appointment also reflects the corporation's commitment to providing opportunities and hiring preference for shareholders in fulfilling Kootznoowoo's shareholder hire responsibilities."

Kootznoowoo was also pleased to hire Edward Kookesh as Thayer's Environmental Compliance Monitor. In this role, Ed will work on site during all phases of Thayer's construction activities to provide oversight and ensure that the project adheres to all laws and regulations. He will also coordinate staffing and serve as a point of contact for any concerns regarding environmental compliance.

Training efforts are well underway, and several shareholders have joined the construction crew in preparation for breaking ground. This step brings the community closer to establishing a long-term renewable energy source that



will serve Angoon for decades to come.

Additional job opportunities for Thayer and other positions within Kootznoowoo are listed on the corporate website at kootznoowoo.com/careers. Positions are open to all applicants, though shareholder hire preference does apply.

"Kootznoowoo extends our gratitude to everyone contributing time, skill, and dedication to the Thayer Hydro Project," said CEO Keith Greene. "With teamwork, leadership, and community commitment, we are well on our way to making this project a lasting success."

UNDERSTANDING: SHAREHOLDER HIRE PREFERENCE

One of the foundational pillars of the Alaska Native Claims Settlement Act (ANCSA) was to create economic opportunities for Alaska Native people. A part of this legislation is the responsibility of Alaska Native Corporations (ANCs) to provide jobs and provide benefits for their shareholders.

In 1992, Congress passed amendments to ANCSA that strengthened the ability for ANCs to meet their employment opportunity obligations. Under Section 1626(g) of the 1992 ANCSA Amendments, ANCs were granted the right to adopt shareholder hire policies—allowing them to give hiring preference to their shareholders without violating federal employment laws. This amendment clarified that ANCs are not subject to Title VII of the Civil Rights Act in this area, meaning they cannot be accused of discrimination simply for prioritizing their shareholders over non-shareholders in the hiring process.

Since then, many corporations have expanded these policies into a hiring preference pyramid that places shareholders at the top, but also extends preference to descendants, other Alaska Natives and American Indians, and shareholder spouses before non-shareholder or Non-Native applicants from the general public.

However, there is still often misunderstanding as to what "shareholder hire preference" actually means. Some shareholders assume that this preference guarantees shareholders access to any job they may apply for regardless

of their qualifications. However, this is not the case. In practice, the shareholder hire preference applies when two or more applicants have equal or similar qualifications, experience, and education—in those cases, preference is given to the shareholder.

This distinction is essential. Shareholder hire ensures that qualified shareholders are prioritized while maintaining fairness and high standards in the hiring process. By following this policy, ANCs both honor their responsibility to shareholders and build strong, skilled workforces that contribute to the long-term success of the corporation.

In support of creating opportunities for shareholders and descendants, Kootznoowoo is proud to provide funding to the Kootznoowoo Cultural & Educational Foundation for higher education and vocational scholarships. These scholarships give shareholders and descendants the ability to pursue academic or technical studies that prepare them for meaningful careers and help them to meet certain qualification requirements of some job opportunities. This summer, Kootznoowoo also launched a new internship program, designed to provide hands-on experience and training to help prepare the next generation of workers and leaders.



FIRE IN THE HOLE: CUBE COVE CREWS BLASTING THE ALASKAN RAINFOREST TO SAVE IT



By Brendan Jones

The morning begins with a sense of anticipation—the calm before 1,200 pounds of explosives detonate a stream culvert buried 10 feet in Alaska's Tongass national forest. Jamie Daniels and his crew of Tlingit forestry workers take cover in a glade of alders. A few minutes earlier, together with the U.S. Forest Service (USFS) and a Southeast Alaska Watershed Coalition (SAWC) watershed scientist, they fed high-grade explosives into the galvanized steel culvert on a 40 foot sled made of spruce trees. The goal now is to vaporize it, along with the rocks on top.

Crouched 1,000 feet away from the blast site, Jack Greenhalgh, the USFS master blaster veteran, shouts, "Fire in the hole!" He presses a remote detonator. Seconds later, four 50 pound bags of ammonium nitrate and fuel oil go off.

A boom echoes across the valley, and the air goes liquid as a shockwave sweeps over the group, causing workers to grip hard hats. Football-sized splinters of granite shoot into the sky. Leaves flutter to the ground. A cloud of acrid smoke blows over. "Stand by until we clear the area," Greenhalgh mumbles, climbing out from behind his berm to inspect the damage—or success, depending on how one looks at it.

The area where the group works is called Cube Cove, a 22,000-acre addition to the one million-acre Kootznoowoo wilderness on Admiralty Island, where the Tlingit people have lived, hunted, and fished for at least 10,000 years. The

wilderness makes up a chunk of the 17 million acre Tongass—by far the largest national forest in the United States.

This morning, Daniels wears a bright orange safety helmet, his hands calloused from carving a 12 inch block of Sitka Spruce into a brown bear's head. He lives in Angoon, 15 miles south of Cube Cove along the coast of the island, population 341. His clan house is *Shd'een hit*, the Steel house, and he comes from *Deisheetaan Naahaachuneidii*, the original Raven Beaver clan of the Edge of the Nation people.

Daniels emerges onto the old logging road, and gestures across the valley. "All of this, it's not just land to us. It's our ancestors' land. We're here doing more than just fixing roads or removing culverts—we're reconnecting with our history, our identity and our future. Every culvert we remove, that's a promise to our children that the land will heal."

In the 1970s, Daniels's relatives along with others from Angoon fought to protect the island from clear-cutting, holding bake sales, bingo games, and raffles to fund trips to Washington DC. In 1978, elders met with Jimmy Carter. In 1980, the Alaska National Interest Lands Conservation Act (ANILCA) formalized protections for the Kootznoowoo wilderness, now part of the Admiralty Island National Monument.

However, that designation came with an asterisk: the sale of 22,890 acres of ancestral Tlingit hunting and fishing



grounds to Shee Atiká Corporation.

Over the next three decades, more than 80% of that land was clearcut. Culverts, like the one the team is blowing up today, were inserted, blocking the passage of baby salmon upriver.

In 2020, the Forest Service purchased the Cube Cove land from Shee Atiká for \$18 million. The agency, alongside Kootznoowoo, Inc, and SAWC, embarked on a five-year project to restore ecological functions, reconnect streams and support the traditional practices of the Tlingit people. The addition of Cube Cove signified the largest transfer of land into formal wilderness designation in the Forest Service's history.

"The purchase of this land opened a door," Daniels reflects. "It gave us the chance to reconnect with these lands in a way that honors our ancestors and what they knew—how to live in harmony with nature, not dominate it."

When he was growing up in Angoon, Daniels recalls, his uncles and cousins talked about hunting and fishing in the area before the clear-cutting. "My grandmother spoke of a 'small sockeye run' from here. I always thought she was talking about just a few fish. But actually, it's thousands of fish—just kokanee salmon, which look like small sockeye."

Since 2022, Daniels and his crew—including his son Justin, Roger Williams, and Walt Washington—have been working to undo decades of damage. "We're trying to get this forest back on

its feet," Daniels explains. "But it's not just the trees. We're restoring the entire ecosystem: the fish, the wildlife, and the cultural traditions connected to this land."

A Legacy of Restoration

At the end of five years, the team will have removed 80 of the 89 culverts left by loggers, and three bridges, says SAWC watershed scientist Kelsey Dean. "We're restoring habitat, improving hydrologic function, and strengthening the land's resilience. After that, it's hands off."

Sean Rielly, a former wilderness ranger and Forest Service recreation specialist, slaloms down the mud and begins removing shards of the shattered culvert. Daniels and his crew follow, pushing boulders out of the new stream bed. After an hour of work, a small mountain stream flows freely.

The Cube Cove project reaches its midpoint at a moment when the Trump administration renews logging efforts in the Tongass. In June, the U.S. Department of Agriculture announced plans to remove the roadless rule protections, exposing seven million acres of the Tongass to extensive clearcuts. Ecologists warn that cutting much of the old growth could release massive amounts of carbon stored in the trees.

In fact, Dean says, when federal funding dried up, Cube Cove progress stalled. Luckily, SAWC was able to use wetlands mitigation money from the State of Alaska to account for the shortfall.

"It's unfortunate, what's happening. The region is just now starting to recover from the violence of clear-cutting," says Rob Cadmus, Director of SAWC. "At Cube Cove, what we're doing essentially is cleaning up the mess left from logging. Going back to those timber bonanza days would be unconscionable, from an economic, environmental, and psychic standpoint."

Federal subsidies have long made



old-growth logging in the Tongass artificially profitable. By selling timber below market value and covering high costs like road building and transportation, the government incentivizes larger logging companies from the Lower 48 to cut down trees, despite the fact that Southeast Alaska's economy is shifting toward eco-tourism and fishing—industries that depend on preserving the Tongass intact, rather than transforming the mountains into a moonscape, with no habitat left for salmon to spawn.

As the crew works with hand tools, Dean inspects the flow of water, while Greenhalgh examines the composition of dirt. The two assess whether a second "cleanup shot" of explosives might be necessary before abandoning the site. Hand tools can take care of the rest, they decide.

As the sun sets over the mouth of the valley, the group begins a 3.5-mile hike along the logging road back to the ATVs and Forest Service truck. Along the way, Daniels nods toward an alternating series of oven-mitt-shaped prints in the ground—evidence of the island's apex predators.

"Bear have survived here for thousands of years," he says. "And so have we. All of that makes what's happening today feel really personal."

Rielly catches up and talks about all the time he spent behind a desk justifying the need for mechanized equipment and explosives and the minimum tools necessary to help the region's recovery. In 2024, a youth group from Angoon removed a culvert barely beneath the ground using

only standard Forest Service hand tools: Pulaskis, shovels, mattocks and rakes.

"If we don't do this work, the land will continue to degrade. Culverts clog, landslides are triggered, watersheds are blocked," Rielly says. "This is the only way to get the job done quickly, especially in such remote terrain."

Through the scrim of spruce saplings, stumps of ancient old-growth loom: cedar,

hemlock and spruce recorded at more than 1,000 years old. The group crosses the Ward Creek Bridge, held in place by steel girders eight feet wide covered by creosote timbers. These will be removed at the end of the project, when the crew erases their footprints. On the other side of the bridge, Daniels, Washington, and Williams hop on the ATVs, while the rest of the group pile into the truck for the 12-mile trip back to camp.

After showers in the ocean, the group congregates around a driftwood bonfire on the beach, where thousands of logs were once dumped and rafted together, on the way to the mill. Dean sips from a can of lime sparkling water, a treat in the remote area. Dressed now in flannel pajamas, Washington perches on a rock. He describes his work in the forest as engaging in a cycle of "destruction and renewal".

"The land will heal itself if left alone," he says. "But sometimes you have to set a bone before it can heal properly. I know that this hard work we're doing out here is for my children, and for their children down the line."

"What you're seeing here is a version of the next generation of conservation — partnerships that connect people, place, and purpose," Cadmus of SAWC says. "When we're out here working side by side, we build a bond that's stronger than words. At the end of the day, that's what heals us. We're all in service to the land."

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Kootznoowoo, Inc. is seeking information about the following list of shareholders whose contact information is out-of-date or invalid. If you have any information about where we can locate any of the following, please contact Shareholder Services at (907) 790-2992 or via email info@kootznoowoo.com.

Lost Shareholders List

Brian Lee Abbott	Byron I George II	Alexandra C. James	Clarissa Peratrovich
Mohammad Raza Ahmad	Dakoda Taylor George	Kayley James	Ralph B Scott-Ahmed
Jeanette A. Bardi	Kirstie Lynn George	Jordan Eli Jamestown	Matthew Allen See
Bertrand Wallace Bennett	Martin William George	Robert Donald Johnson	Kristen L. Shangin
Ryan John Bray	Noah George	Shaylee Johnson	Cheryl L. Skaflestad
Hayden K. Brown	Raena Doreen George	Shivonne G Johnson	Isaiah Prescott Sokimi
Terra Darlene Bruer	Starr Destiny George	Victoria Marie Johnson	Michael M. Sokimi Jr.
Christopher Burke	Angelica Gil	Jerusalem A. Kenworthy	Tommy A. Tallman Sr
Kristina F Ciccone	Cheryle Heather Guest	Nick Kompkoff III	Judson Thomas
Micky Compton	Sarah Deanna Haube	Jennifer Lindstrom	Tawnia C. Tillotson
Adam J Dushkin	Haleigh G Hogue	Felomina G. Mazon	
David M Enright	Taylor A Hogue	Maria L. McCluskey	
Delores Elsie Gardipee	Jeffrey R Isturis	Kenneth Robert Olson	

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