

Revenue: \$81.20 million
Rank This Year: 33
Rank Last Year: 48
Year Established: 1973
Employees: 1,654

Previously spread across Anchorage in three locations, The Tatitlek Corp. and three of its seven subsidiaries – Tatitlek Contractors, Inc., Tatitlek Support Services, Inc., and Tatitlek Management, Inc. – now share one building on East 36th Avenue in Anchorage.



Photos by Vanessa Orr

The Tatitlek Corporation Continues Fast-Paced Growth

Company nearly doubles in size and revenues within the past year.

BY VANESSA ORR

What a difference a year makes. Since ranking No. 48 on Alaska Business Monthly's Top 49ers list last year, the Tatitlek Corp., an Alaska Native village corporation based in Anchorage, AK, has nearly doubled in size. Revenues have increased from \$46 million to over \$81 million, and the company has expanded into new markets. This year, the Tatitlek Corp. is listed at No. 33 on the Top 49ers list, and there's no sign of the company slowing its ascent anytime soon.

"This past year has been exciting and exhausting," said President and CEO Roy Totemoff. "We are relieved to have managed the growth and we are excited to be able to offer our shareholders more opportunity than ever before. Seeing our corporation flourish makes the long hours and extra effort worthwhile."

"Hopefully, we will continue to grow, but not so fast," he added. "Such fast-paced growth has been a challenge for our entire management and project teams. We could not have done this without the hard work and dedication of a core of executives who put in long hours."

While the corporation's primary business asset remains its real estate portfolio, its largest business lines are in the government sector, particularly in pre-deployment training. The corporation is also actively expanding into the food services and facilities-support services businesses, as well as information technology-related fields and a burgeoning sign business.

"While winning larger contracts has made a difference in our growth, it's also important to note our switch from passive to active enterprises,"



Roy Totemoff
President/CEO
The Tatitlek Corporation

explained Totemoff. "Much of Tatitlek's early revenue came from real estate holdings, but now we're focusing on new construction and remodels; new military and government contracts for role-playing, culture and language education; support services such as food services and transportation logistics; facility management; and, sign design, creation and installation."

ENTERING THE WORLD OF MILITARY CONTRACTS

One of Tatitlek's largest projects is its role-playing contract with the U.S. Marines. The corporation, which recently received a five-year renewal of this contract, provides foreign language-speaking role-players, mostly from Iraq and Afghanistan, as well as logistics and support services such as language and culture classes for related training missions. In 2007, the corporation expanded its role-playing efforts for the U.S. Army, and was awarded a five-year contract at Fort Bliss, Texas, to support pre-deployment training.

One example of this is the mock Iraqi village that the corporation designed at the Marine Corps Training Camp in Twentynine Palms, Calif. "Wadi al Sahara mirrors what U.S. soldiers could face in any number of rural locations in Iraq," explained Totemoff. "There are shops and shopkeepers, places of worship and religious leaders and hiding places and insurgents, all of whom are trained to interact with the soldiers to provide realistic scenarios."

In addition to its project office at Twentynine Palms, the Tatitlek Corporation also has offices in El Paso, Texas, to support its Fort Bliss operations, and is opening a new office in Kentucky to support operations at Fort Knox. A project center near Atlanta, Ga., supplies and maintains simulated weapons for marksmanship training for the entire Marine Corps. "Our project offices span the globe, from Alaska and the rest of the United States to Japan and Spain," said Totemoff.

CONSOLIDATING OPERATIONS IN ONE LOCATION

In July, The Tatitlek Corporation moved its corporate offices to a new location in Anchorage, co-locating subsidiaries previously spread around



Super Signs installing the new sign at The Tatitlek Corp.'s new location using their crane truck, which can reach to heights of about 75 feet.

town, including three of its largest: Tatitlek Contractors Inc., Tatitlek Support Services Inc. and Tatitlek Management Inc. "Having our entire Anchorage staff in one place allows the best use of our shared services," said Totemoff. "It also facilitates stronger communication, cooperation and organization among employees." The corporation currently employs 1,781 people, including Alaska Native shareholders of the corporation and shareholder descendants.

In addition to providing jobs, the corporation's success has also allowed them to pay increased dividends and to provide a wider array of opportunities for career and education development to shareholders and their descendants. "The responsibility to provide near and long-term sustainability to our shareholders is integral to our mission," said Totemoff. "We are committed to increasing the presence and effectiveness of Native leadership as well as to fulfill the goal of the Alaska Native Claims Settlement Act (ANCSA) to empower economic self-determination of Alaska Natives."

To this end, the corporation has continued to diversify their holdings in other areas. Most recently, Tatitlek acquired Super Signs Ltd., an Anchorage-based sign company that serves businesses throughout the state. The corporation also added a new division to its facilities management company, Tatitlek Management Inc., called T-Man Services, to provide janitorial capabilities.

Of course, none of this growth could take place without a sound infrastructure. In the past year, the corporation doubled the size of its accounting department, tripled the size of its human resources department and grew its information technology infrastructure. In order to help with future growth, a professional strategist was hired last spring to help the corporation develop a strategic direction against which every decision is measured in support of reaching its goals.

"Our strategic direction includes three priorities," explained Totemoff. "First, to clarify and strengthen the governance of the corporation; second, to manage for responsible asset utilization, increased profitability, growth and efficiency while providing cash and non-cash benefits to shareholders; and third, to grow and diversify the company's revenues in both government contracting and commercial lines."

Despite the growing pains of this past year, the corporation is looking forward to continuing its forward momentum. "We meet the challenges of growth head-on with a can-do attitude and excitement about being part of a unique company with such close ties to Alaska's historical vision through ANCSA," said Totemoff. "Growth means opportunity, which is something new employees embrace. It also means long hours and teamwork, which we meet with enthusiasm. The result is success – for shareholders through increased dividends and pride in their corporation, for employees through job opportunities and a sense of community, for the State of Alaska through excellent customer service, of realizing Native leadership and economic self-determination as envisioned in ANCSA, and for the nation, through Tatitlek's influence in helping train U.S. troops prior to deployment." □