

January 4, 2021

Re: President/CEO's Team Philosophy & Expectations

Our Mission

The Alaska Chadu Network [ACN] serves to ***“Provide regulatory compliance with federal and state oil spill prevention and response requirements while advancing innovative solutions to the unique challenges of operating in Alaska and the U.S. Arctic region.”***

We assist facility and vessel owners and operators in complying with U.S. and State of Alaska oil pollution prevention and response regulations while protecting the Alaska environment. We must always serve with these goals in mind as it takes more than individual efforts to carry out this mission - it takes an incredible team all pointed in the right direction.

Over the last thirty years in the response business, I have gathered a few effective principles – some original, some borrowed – that will provide you with insight into my leadership philosophy and expectations as we journey forward to accomplish the ACN mission. Understanding my principles will assist you in making prudent decisions so that we can do our job right and admirably.

Excellence

Excellence is our guiding principle. We act with purpose in executing ACN's business and with due diligence in our fiduciary responsibilities as a nonprofit organization. We continually strive to build an oil spill response system that is effective, efficient, sustainable, and instills confidence in the public. This is a formidable challenge. Our resources are finite and the Alaskan environment in which we operate is immense, harsh, and lacks a robust oil pollution response infrastructure.

Professionalism

ACN is deeply committed to fostering the highest standards of professional and personal conduct. We are proud of what we do and stand ready to operate with style, skill, and grace in meeting our commitments. We establish an environment wherein we each willingly choose to perform in accord with valuing each other with respect, dignity, and integrity.

We promote lifelong learning and growth. We work together as a family, teaching each other, lending each other a helping hand, living the concept of “esprit de corps.” We work together to get the job done as best we can because we care to do it right. We know the practical business of our profession. We are committed to providing opportunities to think critically and to use our creativity and initiative to expand our capabilities. We bring solutions to our leaders. We accept responsibility and accountability for our direct reports and give them authority to do their job.

We practice the highest standards of etiquette and decorum – always behaving professionally and respecting one another. We deal swiftly with grievances and unprofessional behavior. We do not tolerate demeaning language or behavior that results in someone feeling he or she is not a valued member of the Alaska Chaduâ Network.

We recognize the stellar performance of our folks. We believe in keeping things in perspective, having fun, making time for ourselves, maintaining our health, and spending time with our families and friends.

Safety

The environments in which we operate are unforgiving and intolerant of carelessness and complacency. We must never lose sight of these harsh conditions. An unrelenting and continuous focus on managing risk and safety is essential to keep our team safe.

Teamwork

Achieving excellence is a collaborative effort. We work as a team, both internally and with our many members and key partners to accomplish our business. While we work within the confines of policies, regulations, and limited resources, we are tenacious in advancing progress and good ideas!

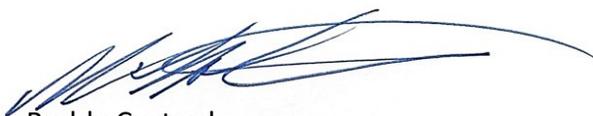
Trust

Successful organizations are based on trust – trust in their leadership, and trust in one another. Only through active, honest, open dialogue can we foster an atmosphere of mutual respect and trust. During such dialogue, it is important to understand both what is expected of you and why. If you are uncertain about what is expected of you, seek clarification. If you believe you have a better way of performing a task, bring it to the attention of your supervisor. Take pride in your work. Trust your own competence and intelligence.

Leadership

Supervisors will be open-minded and seek value-adding processes. Delegate responsibility and exercise authority at the lowest effective level. Give your team clear expectations, specify the boundaries within which they have autonomy, and give them the tools, training, confidence, and resources to accomplish their jobs. Then let them do their job. Supervisors will help remove and not create barriers that impede success. Conversely, supervisors will provide their teams with proper and timely feedback on their performance. We earn mutual respect and goodwill by taking the time to know our people and their job.

My team philosophy and expectations account for who we are and affirms our commitment to continually strive to be our best. Our reputation is underpinned by our commitment with which we serve our subscribers.



Buddy Custard
President & CEO
Alaska Chaduâ Network