Position Specification

Family Office
Chief Executive Officer

Private and Confidential

The Client

Our client is a well-established, Founder-led family office based in Seattle, Washington. The family office has a distinguished history of investing in iconic Pacific Northwest values-driven businesses across the hospitality, tourism, and transportation sectors. The Founder is an accomplished entrepreneur and civic leader with deep roots in the Seattle community. The family office has achieved substantial investment and financial success by seeking control investments in companies with strong cultures that share the following values: be accountable to ourselves and our partners; build a culture of belonging; put our people first; lead with empathy; center community needs; and make our impact enduring.

The family office is at an important inflection point and is seeking a transformational Chief Executive Officer ("CEO")/leader who will guide the evolution of the business from a Founder-led holding company into a disciplined, institutional investment platform while honoring and extending the Founder's vision, values, and entrepreneurial legacy. This transition is not intended to replace what has made the organization successful, but to build upon that foundation by broadening the investment mandate beyond the Founder's historical areas of focus, attracting co-investment capital from respected family offices and strategic partners, and establishing a disciplined program of proactive deal origination. As portions of the existing portfolio are monetized over time, capital will be thoughtfully redeployed into high-quality, scalable businesses with exceptional management teams and compelling long-term growth opportunities. Beyond executing investment strategy, the CEO will be responsible for building an enduring institution, strengthening governance, cultivating a high-performance culture, developing organizational capabilities, and creating a legacy of stewardship that positions the enterprise to thrive across future generations.

The Opportunity

This position offers a distinctive opportunity for an experienced family office/wealth management investment executive with excellent strategic capabilities, strong investment, financial and business acumen to assume responsibility for the leadership of this established family office.

The CEO will report directly to the Board Chair and will partner with the Board and broader leadership team to determine the strategic vision, investment, and business priorities for the family office today and in the future. The CEO will be responsible for the overall leadership, strategy, execution, and operation of the family office and will oversee its multibillion-dollar portfolio of private equity investments and other assets to enable the family office to successfully achieve their long-term goals and objectives.

Location: Seattle, Washington. This is a full-time, Seattle-based leadership role. The CEO is expected to reside in the greater Seattle area and work in-person from the Seattle office to provide visible, hands-on leadership and foster collaboration across the portfolio.

Reports to: Board Chair

The Position

Key responsibilities include:

- **Strategic Planning & Execution**
    - Partner with the Founder and Board of Directors to establish priorities and implement the strategic vision, business and investment policy for the family office that drive sustainable profitability and revenue growth.
    - Serve as a cultural steward of the family office.
    - Provide strategic leadership and support to the Board in assessing and enhancing the governance structure and succession plans to ensure long-term viability of the family office.
    - Serve as the primary architect of and implement the next phase investment strategy.
    - Define and articulate compelling investment thesis that reflects the family office's values, capital base, and long-term objectives.
    - Interface proactively with the Chair, the Board and operating company executives. Participate on Boards as appropriate and lead annual shareholder meeting.
    - Build institutional quality investment processes, procedures, and protocols to ensure the effective and efficient performance of the investment platform. Continuously improve investment selection, diligence, review, and decision processes.
    - Collaborate with the Founder, leveraging his network and community standing to create deal flow and investor opportunities while maintaining clear operational ownership of the platform.

Investment Strategy & Oversight

- Develop an understanding of all aspects of the portfolio, including investment partners and their respective strategies and risk profiles.
- Generate investment performance competitive with top-quartile lower middle market family offices and private investment funds, targeting long-term performance of approximately 20-25% gross IRR, and 2.5x+ gross invested capital multiple (MOIC) over a full investment cycle.
- Monitor, review, and evaluate investment allocations, strategies, and performance to ensure alignment with policies, objectives, and risk tolerance. Proactively identify and make recommendations for changes as appropriate.
- Work in concert with the Founder and the Board of Directors and act on approved matters including changes in investment strategy, asset classes, allocations, and investment risk.
- Primary oversight responsibility for the family office's private holdings (i.e., subsidiary investments). Work with private holdings' senior management teams on capital allocation, strategy, budgeting, and governance.
- Oversee the monetization of existing portfolio assets in coordination with financial advisors and the Board of Directors, ensuring that exit processes are executed efficiently and in alignment with capital deployment timeline.
- Oversee direct investing in private companies, including research, sourcing, due diligence, capital raising, acquisition structuring, portfolio construction, analytical reviews of financial and operational matters, and ongoing monitoring and review. Liaise with appropriate subject matter experts (e.g., attorneys, accountants, and bankers).

- Create and maintain a disciplined deal pipeline. Continuously develop and enhance relationships with other family offices and top-tier private equity managers and general partners to source and generate co-investment opportunities.
- Determine relevant investment platform infrastructure requirements. Track, appropriately benchmark and oversee reporting on all investment assets. Collaborate with all internal colleagues/partners and leverage technology to streamline and enhance investment processes, operations, and reporting, with a focus on continuous improvement of the overall investment platform.
- Work with the team to provide comprehensive analyses, modeling, "what if" scenario planning and projections to support portfolio recommendations and long-term strategic planning.

Financial Systems & Reporting

- Implement and oversee appropriate financial/accounting processes, systems, databases, and reporting infrastructure to track all assets and entities.
- Provide regular financial reporting and suitable commentary to the Founder and the Board of Directors and outside third parties (e.g., lenders). Provide effective cash management planning and administration, including comprehensive liquidity projections. Ensure that all reporting is timely and accurate.

Tax Planning & Compliance

- Proactively work with appropriate external accounting, tax, trust/estate planning, and legal advisors to advise the family office on planning techniques and to identify, develop and maintain optimal tax and wealth transfer strategies. Ensure the family office and its clients are in compliance with applicable regulations and tax laws.

Contract Review & Legal Coordination

- Facilitate the review, evaluation, and negotiation of investment, business and personal contracts for the family office and family entities (leases, licenses, employment agreements, service contracts, account agreements, etc.).
- Coordinate legal work performed by outside counsel.

Risk Management

- Oversee comprehensive risk management for the Founder and family office, including identification and mitigation of operational, financial, and reputational risks related to the family office and the Founder's assets and business interests.
- Recommend and implement appropriate insurance, security, and risk mitigation strategies.

❖ **Operational & Executive Leadership**

Infrastructure & Operations

- Implement governance practices, technology, systems, and operational policies, procedures, and controls to ensure effective efficient operation, with a focus on continuous improvement.
- Establish operational metrics to measure performance.

Team Leadership

- In concert with the Board of Directors, determine office human capital needs.
- Hire, develop, mentor, and motivate staff to provide exceptional service and deliver excellent financial results.
- Provide vision, direction and leadership of client-focused culture focused on accountability, collaboration, and excellence.
- Model servant leadership in all interactions.
- Foster an environment of transparency, respect, honesty, and integrity, that encourages long-term commitment by staff.

❖ **External Advisor Communication & Oversight**

Advisor & Provider Management

- Develop, facilitate, and maintain positive and productive relationships with all current and future external advisors and service providers.
- Coordinate strategies and monitor fees, commitments, agreements, and advisor/provider performance.
- Streamline and manage information, questions, meetings, and other requests that need to be addressed.
- Serve as an advocate on all matters.

Professional Representation

- Develop and maintain appropriate relationships with key operating business personnel and outside advisors to facilitate the communication of relevant information.
- Serve as an ambassador and key contact to the business community, responsible for public communication and networking activities.
- Represent the family office to all internal and external constituencies in a highly professional, confidential, and ethical manner.

❖ **Client Relationship Management & Interaction**

Trusted Advisor Role

- Establish and maintain strong communication and relationships with the family office and the Board of Directors, including the Founder. Build credibility as a trusted advisor.
- Demonstrate discretion, loyalty, and respect for the Founder's legacy, values, and vision.
- Consider and offer advice and counsel to and from the Board of Directors, including the Founder. Serve as a sounding board and strategic thinking partner in making well-informed decisions.

Communication & Transparency

- Promote open and transparent lines of communication with internal staff and external service providers and listen to all perspectives.
- Facilitate discourse and advocate solutions that are objective and balanced.
- Synthesize, present, and communicate complex investment, business, financial, and other relevant concepts in a straightforward, concise, and easy to understand manner, utilizing a consultative approach.

The Ideal Candidate

- **Qualifications & Experience:**
    - Undergraduate degree (arts, sciences, business, or related field) required. Advanced degree (i.e., MBA, JD) or relevant certifications (i.e., CPA, CFA) preferred.
    - Minimum of 15 years of relevant experience. Experience should include all aspects of the investment process and building a culture of stakeholder led values, including investment strategy and policy, asset allocation, due diligence, multi-asset class manager/strategy selection, portfolio construction, ongoing portfolio monitoring, management, and performance analytics.
    - Prior experience working with/advising single-family offices or private investors of significant wealth with highly sophisticated and complex structures on an executive and Board level. Knowledgeable about governance, succession, and other relevant matters.
    - Experienced in building/leading an institutional quality family investment office/private investment firm platform with a distinctive value proposition.
    - Adept at advising clients on investment, financial, and business matters and assessing risks and opportunities to enable informed decisions.
    - Business operations management experience combined with a track record of success in managing multiple projects.
    - Experience serving as an advocate for family and/or private investment firms with all external advisors, providers, and other constituencies.

- **Skills & Knowledge**
  Technical Expertise
    - Knowledge across all traditional and alternative asset classes with specific experience in direct private equity.
    - Strong investment acumen with experience in all aspects of investment management, including asset allocation, risk/reward analysis and setting investment policy. Understands sophisticated/complex investment concepts and strategies, including tax efficient strategies.
    - Direct experience in deal origination, transaction structuring, and execution across a range of investment types with exposure to middle market private companies strongly preferred. Demonstrated transactional investment history (acquisitions, dispositions, etc.).
    - Strong quantitative and analytical skills, including structuring and negotiating the terms and details of the investment and advisory relationship. Able to quickly grasp and evaluate complex investment strategies.
    - Strong business and financial acumen. Demonstrated business operations management experience. Adept in reviewing and assessing operating businesses. Exercises prudent judgment in protecting enterprise value while pursuing measured growth opportunities.
    - Understands organized transactions and can effectively lead due diligence and structuring new investments.
    - Experienced in securing and structuring both debt and equity instruments to capitalize diverse businesses.
    - Proficient with family office/private investment firm technology solutions, financial reporting systems, and cybersecurity protocols.

Operational Excellence

- Proficiency in building, enhancing, and managing comprehensive, institutional quality investment platform processes and operations. Effective in coordinating internal and external resources (accounting, legal, investigative, custodian, consultant, etc.).
- Disciplined and process-oriented approach.
- Solutions-focused with a high sense of urgency.
- Demonstrates initiative and anticipates client needs proactively.

Communication & Relationship Building

- Translates complex data into clear, concise advice to facilitate strategic decision-making.
- Instills confidence and builds trusted advisor relationships.
- Diplomatic, tactful, and pragmatic in all interactions.
- Adapts communication style to diverse audiences.
- A natural, instinctive, and enthusiastic networker who builds relationships with authenticity, patience, and long-term orientation.

❖ **Leadership & Values**

Character & Integrity

- Demonstrates utmost integrity, discretion, and trustworthiness with sensitive and confidential information.
- Intellectually curious and idea-driven individual. Ability to consistently produce investment content and ideas that are value added.
- Exhibits humility with no personal agenda. Low ego.
- Maintains composure under pressure. Even-keeled, patient, and calm.
- Flexibility and resilience to thrive in an entrepreneurial, growth-oriented environment. Comfortable with ambiguity and organizational transition.

Leadership Style

- Provides strategic and servant leadership, management, and mentoring with high emotional intelligence.
- Accessible and approachable. Builds rapport with Founder, Board of Directors, portfolio company leaders and team members, and company staff.
- Collaborative team player with a "roll-up-your-sleeves" mentality.
- Exercises sound judgment and common sense in decision-making.

Professional Presence

- Client-service oriented with a results-driven approach.
- Dynamic, engaging, and highly motivated self-starter.
- Exhibits presence, gravitas, polish, and professionalism to effectively represent the Founder and the family office.

Strategic Capabilities

- Visionary. Ability to articulate a compelling long-term vision for the platform while maintaining the operational discipline to execute against near-term priorities.
- Expert generalist who anticipates issues and implements solutions.
- Detail-oriented while maintaining a big picture perspective.
- Balances strategic thinking with practical execution.

Compensation

An industry-competitive package will be offered.

Contacts

Linda C. Mack
Founder
800-976-0014 (office)
312-953-7809 (mobile)
lmack@mackinternational.com

Brian C. Adams
President
615-339-7887 (mobile)
badams@mackinternational.com

Jill E. Hendrickson
Consultant
312-878-7101 (office)
jhendrickson@mackinternational.com