

Stephen L. Sloan
56 Fisher Road
Holden, Maine 04429
207-843-7015; ssloan@midmaine.com

KEY SKILLS AND EXPERIENCE

- ◆ Leadership
- ◆ Business general management
- ◆ Organizational development
- ◆ Organizational design
- ◆ Land management
- ◆ Procurement
- ◆ Land sales, purchases, and exchanges
- ◆ Strategic planning
- ◆ Conservation easements
- ◆ Customer focus
- ◆ Compensation and performance systems
- ◆ Forest certification

PROFESSIONAL CAREER

Bangor Hydro-Electric Company and Emera Energy 2004-Present
Permitting Manager – NRI Project – Bangor, Maine

Working in a full-time consulting role to manage the permitting, right-of-way and communication activities related the Northeast Reliability Interconnect (NRI) project. The NRI is a proposed major transmission line connecting the northeast U.S. and Canada. Activities and responsibilities include supporting the preparation of applications and coordinating with state and federal agencies to secure necessary permits. In addition, responsibility includes the final negotiation and acquisition of necessary right-of-way easements, and communication and stakeholder relations.

International Paper Company 2000-2004
Area/Operations Manager, Northeast - Bucksport & Augusta, Maine (2001-2004)

Responsible for all IP Forest Resources operations in northeast U.S. and eastern Canada. Includes fiber supply responsibility for: three Company paper mills, one sawmill, one chip mill, and five woodyards (over 3.5million tons). Responsible for all land management operations, including sales and earnings on 1.5 million acres of Company land in Maine, New Hampshire, and New York. Also responsible for forest information systems, leasing program, and small forest seedling nursery in Maine. Managed 100 employees in the Northeast Operations, with financial responsibility for \$60 million in sales, \$125 million in purchases.

Key accomplishments:

- ◆ Increased earnings by \$4 million over three years
- ◆ Received Divisional leadership award in 2003
- ◆ Led collaborative process to develop an effective forest certification system for the State of Maine
- ◆ Maintained an excellent unit safety record (average approximately 1.0 TIR over several years)
- ◆ Achieved very high results on a measurement survey of organizational commitment (4.44 on a 5.0 scale)
- ◆ Developed very effective relationships with key paper customers
- ◆ Selected to serve on a Governor’s task force to increase forest certification in Maine

Fiber Supply Manager, Northeast Region – Bucksport & Augusta, Maine (2000-2001)

Responsible for fiber supply to all Company facilities in Maine and New Hampshire: two paper mills, three sawmills, one fiberboard mill, one chip mill, and five woodyards.

Key accomplishments:

- ◆ Provided extensive leadership for integration of two organizations after IP/Champion merger
- ◆ Played lead role in shutdown process of two Company sawmills: production transitions, employee relations, and property sale

Champion International Corporation

1978-2000

Region General Manager, Northeast Region – Bucksport, Maine (1998-2000)

General management responsibility for all Champion Forest Resources operations in Maine, New Hampshire, and New York. Included wood supply responsibility for two paper mills and two sawmills, as well as land management on 800,000 acres. Also managed major land acquisition and sales program in Region. Managed approximately 50 employees.

Key accomplishments:

- ◆ Conceived and developed a new business initiative for a land and timber operation in Nova Scotia
- ◆ Achieved significant earnings increase in two year period
- ◆ Initiated and led development of a comprehensive strategic plan for Northeast Region
- ◆ Selected for membership on two capital project design teams that developed plans for new pulp mill and sawmill in Maine
- ◆ Led development of variable compensation plan for Northeast with significant and measurable operational and financial benefits to Region
- ◆ Negotiated highly successful gas pipeline easement conveyance
- ◆ Led a team in successful development of comprehensive recreation plan for 800,000 acre ownership
- ◆ Negotiated significant elements of several large conservation easements

Operations Manager, Northeast Region – Bucksport, Maine (1995-1998)

Operating responsibility for all Forest Resources land management and procurement in Maine and New Hampshire. Same assets as above role.

Key accomplishments:

- ◆ Provided extensive support to evaluation and completion of major land and mill acquisition
- ◆ Negotiated and closed large land/timber acquisition with creative asset distribution arrangement
- ◆ Involved in development of some of the earliest work in sustainable forest systems using third-party audits
- ◆ Team member of major multi-functional resource utilization study charged with recommending strategic direction of northeast businesses (mill configurations, capital projects, and acquisitions)
- ◆ Implemented successful fiber-farming trial in Maine

Manager of Total Quality and Organizational Development, Forest Products – Stamford, Ct. (1993-1995)

Supported all total quality implementation and OD activities in Forest Products Business Unit, including Forest Resources, Lumber/Plywood Manufacturing, Wood Products Sales, and Technology. Reported to Unit Executive Vice President and facilitated his Lead Team; managed staff of 5 internal consultants. Experienced trainer in several areas: leadership, decision-making, team development, and TQ tools.

Key accomplishments:

- ◆ Member of Corporate-wide compensation and performance system task force (15 month process)
- ◆ Served as consultant to business units designing variable pay plans
- ◆ Served as lead consultant in redesign of sales and marketing organization
- ◆ Organized and facilitated a team of leaders to coordinate all technology functions across a large business unit
- ◆ Developed and presented training programs in leadership and decision-making skills

Planning and Business Manager, Forest Resources – Stamford, Ct. (1992-1993)

Business Analyst for Forest Resources headquarters staff, with responsibility for strategic planning, business support, and primary leadership of Division-wide land sales, acquisition, and exchange program. Built many of the systems and processes for this program.

Key accomplishment:

- ◆ Developed and managed company-wide system for coordinating all land sales and purchases, and for facilitating tax-free exchanges

Manager of Planning & Analysis, Western Carolina Region – Greenville, S.C. (1990-1992)

Responsible for all planning and technical support functions for Region including: technology, inventory, GIS, surveying, strategic planning, forest modeling, business analysis, and the land acquisition, sales, and exchange program. Managed staff of five, and devoted thirty percent of my time to organizational development activities for Region.

Key accomplishments:

- ◆ Led major organizational redesign of Western Carolina Region
- ◆ Completed comprehensive regional wood supply analysis

Manager of Land Acquisition and Exchange, Western Carolina Region – Greenville, S.C. (1989-1990)

Developed new initiative and program to reposition Company lands through like-kind exchanges, sell surplus lands and acquire new strategic properties. Exchanges most often involved separate sales and purchases from multiple parties.

Area Forester, Washington, Georgia (1979-1989)

Responsible for all land management activities including road building, harvesting, and regeneration on 100,000 acres of Company land.

Key accomplishments:

- ◆ Successfully developed and started-up a new hunting lease program
- ◆ Conducted significant operational research in new forest regeneration techniques

Inventory Forester, Newberry, S.C. (1978-1979)

Entry-level position responsible for implementing new forest inventory system on Company lands, including cruising and mapping.

U.S. Forest Service and Westvaco

Various summer student positions in South Carolina.

1975-1977

EDUCATION

B.S. Forest Management, Clemson University, 1978

Major Professional Development Programs

- ◆ Senior Executive - three programs
- ◆ Management development - three programs
- ◆ Negotiation skills
- ◆ Facilitation
- ◆ Leadership
- ◆ Business management
- ◆ Real estate appraisal
- ◆ Influence skills