

Marianne E. Bohren

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SUMMARY OF QUALIFICATIONS

- ♦ A proven track record of successfully leading and managing in a wide array of diverse disciplines.
- ♦ Success in both private and public sector management.
- ♦ Ability to successfully lead large scale organizational change initiatives.
- ♦ Ability to recruit and develop a high functioning Board of Directors and staff.
- ♦ Ability to successfully work with diverse stakeholders in addressing controversial issues and developing mutually beneficial solutions
- ♦ Ability to develop successful sales and service programs resulting in increased sales and improved customer loyalty and retention.
- ♦ Ability to successfully plan, implement and manage large scale capital projects and start-ups.

PROFESSIONAL EXPERIENCE

Western Lake Superior Sanitary District (WLSSD), Duluth, MN

2004 – Present

Executive Director 2008- Present

- ♦ Responsible for the operations, finance and strategic direction of the WLSSD and its \$25 million annual budget.
- ♦ Responsible for the activities of 105 employees both salaried and hourly
- ♦ Responsible to balance public policy, environmental responsibility and limited financial and staffing resources while meeting the waste water and solid waste management goals of the WLSSD
- ♦ Responsible for the recruitment, development and successful integration of the WLSSD Board.

Accomplishments:

- ♦ Integrated strategic planning with detailed asset management and financial planning with a resulting increase of \$6 million in District cash reserves and flat wastewater rates for WLSSD customers.
- ♦ Worked with all employees to permanently reduce costs \$1.5 million below annual budget.
- ♦ Worked with industrial, municipal and residential customers to contain costs and increase overall customer satisfaction.
- ♦ Successfully completed negotiations with state and federal regulators and developed and implemented process improvements which permanently resolved long standing issues with sanitary sewer overflows.
- ♦ Achieved, and maintained the Minnesota Safety and Health Achievement Recognition Program (MNSHARP) safety certification for all District operations. The WLSSD is the only public entity in the state of Minnesota to have MNSHARP certification.
- ♦ Successful negotiation and implementation of WLSSD union contracts with AFSCME Council 5.

Manager of Business Services 2006 – 2008

- ♦ Responsible for all the financial, safety, labor/organizational development, administration and information system activities and outputs necessary to support the WLSSD Board, Executive Director and staff.
- ♦ Responsible for the timely and accurate preparation of the waste water and solid waste budgets and support materials to effectively facilitate decision making on the part of the WLSSD Board and the Executive Director and to ensure understanding and accountability by District staff.
- ♦ Responsible to build and maintain a respectful and productive labor/management relationship throughout the District.
- ♦ Responsible to serve as the primary back-up to the Executive Director in his absence.

Accomplishments:

- ♦ Rebuilt the District finance department following the retirement of three (3) long-term staff members.

- ◆ Developed new tools in regard to the preparation and presentation of the solid waste and waste water budget such that the overall level of understanding of the budget has improved amongst the WLSSD Board members and staff.
- ◆ Maintained strong and positive labor relations while successfully addressing long-standing personnel issues.

Director of Organizational Development 2004 – 2006

- ◆ Responsible for the labor relations, human resource and safety functions.
- ◆ Responsible for successfully rebuilding a positive working relationship between District management and unionized staff which had been significantly damaged by the strike.
- ◆ Responsible for developing human resource policies and practices in line with the goals and objectives of the District.
- ◆ Responsible for addressing significant short-falls in the safety program.

Accomplishments:

- ◆ Proactively addressed poor union/management relations through successful utilization of the union/management committee, development of the job review committee and training of management staff on the contract such that the number of annual grievances has dropped from 18– 20 per year taking a minimum of 6 months to resolve to an annual average of 5 grievances or less per year most resolved within 30 days.
- ◆ Lead a team effort which resulted in a 3 year union contract (2006– 2008) being successfully negotiated and approved prior to the December 31, 2005 expiration of the current contract and falling within the guidelines and financial limits established by the WLSSD Board.
- ◆ Worked cooperatively with others within the District to re-energize our safety program such that the District had 0 lost time accidents in 2006.
- ◆ Restructured the District goal setting process such that the all District employees have a clear understanding of the key annual goals of the District and are rewarded for their achievement.

Potlatch Paper Company, Cloquet, MN

1985 - 2002

Vice President of Marketing and Services 1999 - 2002

- ◆ Responsible for all marketing, distribution, information services, planning, scheduling, and post-sale support activities related to the sale of 340,000 tons/years of coated paper and 170,000 tons/year of bleached kraft market pulp.
- ◆ Responsible for the activities of 74 employees both salaried and hourly.
- ◆ Managed multiple departmental and project budgets with an annual total of \$26.6 million/year.
- ◆ Facilitated group activities to complete all strategic goals within established budgets.
- ◆ Served as Potlatch's transition team leader with Sappi Fine Paper North America during the sale of the division with the responsibility of working with Sappi management to develop and implement plans for a smooth transition.

Accomplishments:

- ◆ Successfully led the development and implementation of the pulp business processes, organization structure and sales and service strategies required enter the market pulp business. The result was a consistent outlet for all market pulp manufactured from mill start-up on, high customer satisfaction, and consistent pulp quality and inventory control.
- ◆ Successfully managed the start-up of the Cloquet pulp mill expansion with production increasing by 30% within the first 40 days while reducing grievances.
- ◆ Developed a supply chain management program with large paper merchant customers which improved the average turns on Potlatch paper products from 4 turns/year to greater than 8 turns/year with a resulting increase in Potlatch paper sales of 15%.
- ◆ Combined the customer service, marketing, information technology, mill scheduling, and post sales support groups into a well functioning team which both improved customer satisfaction and resulted in the highest level of employee satisfaction in the company as measured by the Potlatch Corporate employee vision survey.
- ◆ Ensured that all of the Potlatch contractual obligations were met for a successful sale of the Fine Paper Division to Sappi.

Director of Customer Service 1996 – 1999

- ◆ Responsible for developing the business strategies and processes necessary to ensure that the Potlatch Paper Division was consistently ranked #1 against major competitors for optimal service/satisfaction.
- ◆ Responsible for the activities of 42 employees.
- ◆ Managed multiple departmental and project budgets with an annual total of \$18.8 million.

Accomplishments:

- ◆ Led a successful reorganization of the division customer service functions that streamlined customer response from 24 hours to 15 minutes or less with dramatically improved accuracy.
- ◆ Successfully negotiated the contract necessary for combining of the Cloquet and Brainerd sample departments into a single location, high performance work team.
- ◆ Developed leadership teams for both the pulp and paper operations which better aligned individual efforts with division strategic goals.

Division Manager Business Planning 1994 – 1996

- ◆ Responsible for developing the division's strategic business plans covering a five year period. Consideration given to the political environment, the industry trends and the assets of the division.
- ◆ Responsible for developing the division's operating budget.
- ◆ Responsible for developing the division's capital budget for a one to five year period and for ensuring that the operating and capital budgets were consistent with, and supportive of, the Division strategic plan.

Accomplishments:

- ◆ Led the development and implementation of a 5- year information technology plan. This plan allowed the division to improve the information available for employees to effectively complete their jobs without dramatic increases in information technology spending.
- ◆ Led numerous projects involving poor performing areas of the operation and worked with division managers in developing communication and performance improvement strategies to address these issues.
- ◆ Led a diverse group of paper industry executives for the Minnesota Forest Industries (MFI) in the coordination of inputs on recycled fiber regulations. The team had a favorable impact on paper mill recycled content requirements.

Manager Environmental Engineering 1991 - 1994

- ◆ Responsible for ensuring that the Cloquet mill operated in compliance with environmental permits.
- ◆ Responsible for working with the local, state and federal regulators to obtain necessary permits for continued mill operation.
- ◆ Responsible for working with citizen groups, the city of Cloquet and the Western Lake Superior Sanitary District to ensure that their needs and concerns were factored into mill expansion planning.
- ◆ Responsible for working with engineering in designing a pulp mill expansion which would satisfy current and future environmental requirements.
- ◆ Responsible to improve employee knowledge and responsibility for environmental and safety compliance.

Accomplishments:

- ◆ Worked with the Minnesota Pollution Control Agency and the Environmental Protection Agency Region V to obtain the necessary state and federal air, water and solid waste permits required. All permits were obtained and construction began in August of 1992.
- ◆ Developed training and communication programs which improved the knowledge and performance of all Cloquet mill employees in environmental and safety compliance.
- ◆ Designed and trained the mill hazardous response team.
- ◆ Worked with a diverse group of regulators, employees, and public interest groups in an awareness campaign which built support for the mill expansion project.

Process Engineer I, II, and III – 1985 – 1991

Progressed through a succession of increasingly responsible technical projects in the environmental and pulp operating areas.

EDUCATION

Masters of Business Administration – May 2005

University of Minnesota, Duluth

Inducted into Beta Gamma Sigma the National Honor Society for Business

Bachelor of Science in Chemistry – May 1985

University of Minnesota, Duluth

2012 Inductee into the University of Minnesota Duluth Academy of Science and Engineering

BOARD MEMBERSHIPS

United Way of Greater Duluth	2006 – 2014
Key Note Speaker 2015 Campaign Celebration Luncheon	
Board chair 2013/2014	
Advisory Council College of Science and Engineering UMD	2011 - present
Western Lake Superior Sanitary District, Duluth, MN	2000 – 2003
Salvation Army, Cloquet, MN	1998 - 2000
Cloquet Chamber of Commerce, Cloquet, MN	1996 – 1998