



ELIOT R. CUTLER

LAWYER, PUBLIC SERVANT, BUSINESSMAN AND ENTREPRENEUR

Eliot Cutler has earned a reputation as a visionary strategist and leader, a passionate and effective advocate and a collaborative and pragmatic problem-solver. As a public servant, Cutler helped craft America's foundational environmental laws and managed the policies and budgets of federal energy, natural resources, science and environmental agencies. Later in his career Cutler was an independent candidate for governor in his home state of Maine.

As a lawyer and strategist for governments, business corporations and citizens groups, Cutler helped clients grapple with legal and public policy problems during a career in three law firms and two countries that spanned more than 35 years.

As an entrepreneur, businessman and investor, Cutler has helped start and manage successful businesses, served on the boards of directors of private and public companies and advised and managed private and public philanthropic organizations.

PUBLIC SERVICE

Eliot Cutler inherited from his parents a lifelong commitment to public service. Immediately after his graduation from Harvard, he worked in Washington, D.C. from 1968 to 1973 for U.S. Senator Edmund S. Muskie of Maine, where he helped craft the Clean Air Act, the Clean Water Act, the National Environmental Policy Act and other environmental laws.

From 1977 to 1980 Cutler served in the White House as Associate Director for Natural Resources, Energy and Science in the Office of Management and Budget (OMB), where he was responsible for overseeing the policies and budgets of the Departments of Agriculture, Energy and Interior, the Environmental Protection Agency (EPA), the National Aeronautics and Space Administration (NASA) and scientific and cultural agencies. A seasoned negotiator in both private disputes and public sector matters, Cutler also represented President Carter in negotiations that led to the settlement of the Maine Indian land claims case and in other claims and matters involving Native American tribes, in the reclassification of the Alaska public lands and in international energy negotiations. He also served as White House energy policy chief during the energy crises of the late 1970s.

Cutler was an independent candidate for governor in Maine's 2010 and 2014 gubernatorial campaigns. He came within little more than a percentage point of defeating frontrunner Paul LePage in 2010, capturing 36.3% of the votes, the highest percentage of any independent candidate for major office in the United States in 2010 and the strongest finish among all first-time independent candidates for governor in Maine, including former victorious candidates Angus King and James Longley. Endorsed by the six largest daily newspapers in Maine, Cutler was called the one candidate who "has the potential to bridge philosophical divides, heal political wounds and conquer daunting problems that are confronting state government and Maine's overburdened taxpayers." Another leading newspaper wrote "Eliot Cutler is the only candidate with the vision and skills to match Maine's challenges."

Outspent by the two major parties and their allies by nearly 20 to 1 in the 2014 race, Cutler trailed in the polls during most of the campaign. He nonetheless won the support of every Maine newspaper that endorsed a candidate for governor. The *Bangor Daily News* praised his "honest and bold approach to policymaking," and the *Portsmouth (NH) Herald* praised "Cutler's intelligence and diligence," his "vision for Maine's future," and his "creative and multi-pronged plan to get there." After releasing his supporters during the campaign's final week, Cutler finished third.

Cutler also founded and served as chair of OneMaine, a political organization formed to promote moderation and collaborative efforts in Maine politics. He is President of the Emanuel and Pauline Lerner Foundation and serves on the Board of Visitors of the Muskie School of Public Service at the University of Southern Maine, where as Chair for more than a decade he helped lead the School to a position as one of the leading graduate schools of public policy in the United States.

Cutler is the author of a book of public policy proposals for Maine, *A State of Opportunity: A Plan to Make Maine Smarter, Healthier, Stronger, Younger and More Prosperous* (2013), and numerous articles on both professional and political matters.

PRIVATE SECTOR

Under his leadership, Cutler & Stanfield LLP grew to be the second largest environmental law firm in the United States, representing both private sector and public jurisdiction clients in nearly 30 states in complex infrastructure projects involving airports, highways and other major public and private facilities. Among a series of successes during the 1980's and 1990's, Eliot Cutler conceived and implemented the legal and political strategy that led to the development of the Denver International Airport, the only new commercial airport built in the United States in more than half a century and one of the most successful airports in the world. Cutler & Stanfield merged in 2000 with the international law firm Akin Gump, and Cutler turned his attention to international transactional law.

From 2006 to 2009, Cutler lived in Beijing, where he opened the first office in China for Akin Gump, was the partner in charge of the firm's Asia practice and represented Chinese clients in making investments outside China. He resigned from the Akin Gump partnership at the end of 2009 to begin his 2010 gubernatorial campaign and served as a Senior Counsel to the firm until December 2013.

In 1988 Cutler was part of a small group that bought the United Electric Co., a Texas manufacturer of air conditioning components. He served on the company's board of directors for many years and helped guide the turnaround of the company and its eventual sale to the Carrier Corporation.

As a lawyer and business advisor for Skanska USA, the American subsidiary of one of the world's largest construction companies, Cutler helped it grow from annual revenues of about \$30 million in 1980 to about \$3 billion in 1995. He later served for four years on the board of directors of the Swedish parent company Skanska AB, where he was the first American and only the second foreigner to serve as a member of the board.

Cutler also helped to create the first of the Thornburg Investment Company mutual funds in 1983 and has served on the board of trustees (now as an *emeritus* trustee) of the Thornburg mutual funds for more than 30 years. The Thornburg family of mutual funds now numbers 17, with total assets under management of more than \$60 billion. He also was a director of Thornburg Mortgage, Inc., a publicly traded mortgage REIT.

Today Cutler is chairman of MaineAsia LLC, a company developing Asian markets for Maine food products and more efficient solar electric technologies for sustainable year-round agriculture in Maine

and other northern latitudes. He is a principal in Chamisa Energy, LLC, a company developing a grid-scale, 810 MW compressed air energy storage (CAES) project, and he was a founder and from 2010 to 2012 a principal in Maine Seafood Ventures LLC, a company that helped open China and other foreign markets to exports of frozen Maine lobsters.

PERSONAL

Eliot Cutler is a graduate of Deerfield Academy (1964), Harvard College (1968, *cum laude*) and the law school of Georgetown University (1974). He is 68 and has been married for 41 years to Melanie Stewart Cutler, M.D. The Cutlers live in Cape Elizabeth, Maine and have two adult children.