

Anita S. Duckor Energy Services Industry Bio

Anita S. Duckor is President of Duckor & Associates, Inc., a business consulting company established in 1999 and based in Minneapolis, Minnesota. Ms. Duckor, bringing more than 30 years of business experience that is in-depth and multi-disciplinary, has been helping businesses, non-profit organizations and government entities move to a higher level of performance.

During her tenure at Northern States Power (NSP), Ms. Duckor led various functional departments including Community and Economic Development, Community Relations, Electric Delivery Marketing, Energy Plus Services, Market Research, and Customer and Electric Marketing Planning and Competitive Analysis. Ms. Duckor helped NSP launch a new energy services business venture establishing NORENCO Corporation and an affordable housing subsidiary, Elogine Corporation.

Ms. Duckor has more than 20 years of experience in energy services and more than 15 years of expertise in community and economic development:

- Co-led the Primary Energy Services Team (proposed merger between NSP and Wisconsin Energy Corporation) and developed a business case including vision, business objectives, marketing and sales organization design and process design for the proposed \$4 billion company.
- Established the first retail Electric Delivery Marketing Department for NSP that increased customer satisfaction to protect the \$1 billion delivery asset base through programs, services and communication campaigns about service connection, delivery, and restoration.
- Directed and developed business initiatives including the Outdoor Lighting business plan and the Energy Services product line.
- Developed the first comprehensive three-state Economic Development business plan, launching more than 10 products and services and achieving goals in annual revenue, jobs, and private capital investments.
- Developed the first Energy Services business venture plan (NORENCO Corporation) and directed the marketing and sales, project management, operations, advertising and public relations efforts.
- Directed and developed NSP's affordable housing investment business plan establishing Elogine Corporation with a \$125 million investment plan over ten years and earning above-utility rate of return.
- Helped develop NSP brand and positioning as a founding member of the Brand Council for NSP corporate.

Ms. Duckor served as President and Board member of the National Association of Energy Services Companies (NASCO). She has also served on more than 18 regional, state and national governing boards representing the arts, community and economic development, trade associations and business.

What makes Ms. Duckor unique as a consultant is that she has worn many hats, resulting in a wide range of insights and perspectives: business executive and consultant, a seasoned board member, an elected official, executive director of a nonprofit organization, and an integral member of a capital campaign that raised more than \$15 million.