

About Duckor & Associates, Inc.

Anita S. Duckor is President of Duckor & Associates, a business consulting firm founded in 1999. Ms. Duckor works closely with all levels of a business or community organization to help it realize its next level of performance.

Business Consulting and Management

To date the following sectors have worked with Duckor & Associates:

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| Accounting | Educational Software | Land and Water |
| Affordable Housing | Electric and Gas Utilities | Conservation |
| Animal Humane and Investigative Care | Finance | Performing Arts |
| Demographic | Food Service | Public Library Services |
| Data Services | Foundations | Publishing |
| Energy Services | Government | Renewable Energy |
| | Health Care | Trade Service Associations |
| | | Venture Capital |

Examples of consulting and long-term projects include:

- Strategic business, marketing and sales, and communication planning
- Process analysis and redesign
- Product development: concept to launch
- Organizational strategy and design
- Customer and Community account management
- Economic development strategy and planning
- Non-profit strategy and governance

Ms. Duckor brings more than thirty years of in-depth and multi-disciplinary corporate and business experience — in both executive leadership and consulting. With twenty years of experience in energy services and more than fifteen years of community and economic development experience, Ms. Duckor brings a vast network and resource referral system on a wide range of business development and community and economic development boards to Duckor & Associates' clients.

From December 2007 to fall of 2008, Ms. Duckor was the interim executive director of The Friends of the Minneapolis Public Library. She has in-depth understanding of a nonprofit's core services, cost drivers, communication and marketing, strategic partnerships, and financing.

During her tenure at Northern States Power (NSP), Ms. Duckor led various functional departments including Electric Delivery Marketing, Energy Plus Services, Market Research, Community and Economic Development, Community Service Managers/Community Relations, Customer Service and Electric Marketing Planning and Competitive Analysis, managing a \$3.75 million operating budget and multi-million capital budgets.

Additional work experience includes various positions in the following industries: telecommunications, insurance, real estate and restaurant creation and management.

A Leader in the Community

An active business and community leader, Ms. Duckor serves as an advisor for Growth & Justice. She participated as a business advisor in one of the Business Journal's Workshops for small to mid-size companies, and was appointed by Governor Arne Carlson to serve on the Minnesota Sustainable Development Initiative and the Minnesota Compensation Council. St. Paul Mayor Norm Coleman appointed Ms. Duckor to serve on the Economic Advisory Council for the Citywide Economic Agenda and for the City of St. Paul's Re-engineering Initiative. She was also selected by the Minneapolis Chamber of Commerce to serve as Co-Chair for Enterprise Development for the "Building Our Future" Regional Strategies For Economic Opportunities.

In November 2001, Ms. Duckor was elected a Minneapolis Public Library Trustee by the citizens of Minneapolis; she was subsequently elected by fellow Trustees as President in 2006-2007. As a policy maker, she was accountable for more than 275 employees, \$21 million in annual budget, and a \$140 million public investment program. As a member of the New Central Library Capital Campaign committee, she helped raise more than \$16.5 million. Ms. Duckor was a driving force behind the consolidation of two library systems: The Minneapolis Public Library and Hennepin County Library.

Ms. Duckor has also served as a moderator and panelist for several economic development regional and state events. She has served on the Ruvelson RAIN®maker Fellowship selection committee.

Present Board Positions:

Fresh Energy, Chair, Vice Chair and Governance Committee
Peace House Community, Chair and Vice Chair
Growing Community Roots, Founder and President

Past Publicly Held Position:

Minneapolis Public Library Board Trustee, President, 2006–2007
(Chair, General Committee and Personnel Committee, 2002–2005)

Past Board Positions:

Advantage Minnesota Economic Development Advisory Committee
Community Reinvestment Fund, Inc., Executive Committee
CommonBond Communities and CommonBond Housing
Economic Development Subject Committee, Edison Electric Institute, Vice President
Economic Partners for Southeastern Minnesota
Eloigne Corporation
The Friends of the Minneapolis Public Library
Hubert H. Humphrey Institute of Public Affairs, University of Minnesota—
State and Local Program Advisory Council
JazzMN
Jungle Theater
Metro East Development Partnership, Co-Chair
Milestone Growth Fund, Audit Chair
Minnesota Film Board, Treasurer
Minnesota High Tech Association, Chair, Governance Committee
Minnesota Industrial Development Association
Minnesota Project Innovation, Inc.
Minnesota Real Estate Journal Editorial Advisory Board
Minnesota Women's Network
National Association of Energy Services Companies, (NAESCO), President
Neighborhood Revitalization Program Policy Board
Sanford Middle Site Council

Education:

Ms. Duckor

- Holds a BS degree, with highest honors and distinction, in Business Administration from San Diego State University;
- Is a graduate of the Minnesota Executive Program at the University of Minnesota; The Public Utility Executive Program, University of Michigan; and the Economic Development Institute, University of Oklahoma;
- Received the “Howard Roepke Award,” the top award given for the thesis of most outstanding value to the Mid-America Economic Development Council and profession;
- Has instructed at the University of Minnesota–Duluth for the American Economic Development Council accredited program; and
- Presented at The College of St. Catherine, Saint Paul, StayConnected program for entrepreneurs.