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# ELSIE MYERS MARTIN

## OBJECTIVE

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Consultant to organizations on priority setting and strategic decision making with special interest in energy, education and the arts.

## BACKGROUND SUMMARY

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Five years as an independent consultant and more than 25 years of experience in a large, investor-owned electric and gas utility. Expertise in:

- Priority Setting
- Strategic Planning
- Decision Analysis
- Statistical Analysis & Forecasting

## SELECTED ACCOMPLISHMENTS

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### *Resource allocation*

Perpich Center for Arts Education, 2002 & 2004-05

Facilitated Board of Directors to clarify objectives and priorities. Facilitated internal working groups to build budget proposals linking programs to objectives. 2002 work resulted in budget that sustained mission and was 15% less than prior year.

### *Priority setting*

Ballet Arts Minnesota (now The Dance Institute), 2003

Facilitated Board of Directors and other stakeholders in process to clarify mission. Helped ballet school bring diverse viewpoints into focus and improve programs as they simultaneously adjusted to shrinking funds.

### *Resource allocation*

NSP Electric's operating budget, 1998, 1999 & 2000

Led team and managed external consultants to produce resource allocation system for \$275 million operating budget. Made improvements to system each year. Eliminated 10% budget gap, improved customer satisfaction and provided a way to explain and defend choices.

### *Decision analysis*

Xcel Energy Metro Emission Reduction Projects, 2002

Facilitated process that engaged participants from various areas of company to develop comprehensive list of criteria to evaluate projects. Built awareness of multiple stakeholder perspectives.

### *Decision analysis*

NSP Electric's Transmission Business strategy, 1997

Led cross-functional team and managed external consultants to look at options for NSP transmission assets. Helped officer team step away from

biases, eliminate clear losers and identify alternatives needing more review.

*Lessons learned*

NSP Electric analysis of major storm recovery effort, 1998

Created lessons learned process and facilitated multiple sessions. Resulted in new Storm Manual, more efficient communications and streamlined decision making processes. Improved efficiencies in restoration effort.

*Statistical analysis*

NSP Electric estimates of outage duration and cause, 1997 & 1998

Analyzed historical data to create “rules of thumb” under various parameters. Work resulted in improved survey ratings and better relations between operating and call center personnel.

*Consensus building*

Red Barn Properties, 1993 – present

Managed establishment of partnership agreement with 4 brothers to manage Nova Scotia properties. Serve as Secretary/Treasurer.

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PROFESSIONAL EXPERIENCE

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<i>2002 – present</i>	Myers Martin Consulting, LLC <i>President</i>	Minneapolis, MN
<i>2000 – 2002</i>	Xcel Energy, formerly Northern States Power <i>Business Planning and Process Consultant</i>	Minneapolis, MN
<i>1976 – 2000</i>	Northern States Power Company <i>1990 – 2000 Principal Consultant</i> <i>1988 – 1989 Consultant</i> <i>1983 – 1987 Principal Gas Operations Analyst</i> <i>1981 – 1983 Senior Strategic Analyst</i> <i>1978 – 1981 Administrator Energy Forecasting</i> <i>1976 – 1978 FORTRAN Programmer and Systems Analyst</i>	Minneapolis, MN
<i>1975 – 1976</i>	Control Data Corporation <i>Information Analyst</i>	Minneapolis, MN

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EDUCATION

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<i>Operations Research and Systems Analysis</i>	Master of Science, 1975      University of North Carolina, Chapel Hill, NC Master’s paper: “ <i>A Study of Financial Support to the Performing Arts</i> ”
<i>Secondary Mathematics</i>	Master of Arts in Teaching, 1972      Northwestern University, Evanston, IL
<i>Mathematics</i>	Bachelor of Arts, 1971      Carleton College, Northfield, MN Independent study: “ <i>Katbak Dance</i> ”

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## PROFESSIONAL MEMBERSHIPS

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*INFORMS* Institute for Operations Research and the Management Sciences;  
Decision Analysis Society

*MCN* Associate Member, Minnesota Council of Nonprofits

## COMMUNITY ACTIVITIES

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*Minneapolis Public Schools* Math tutoring 1990 – present at Whittier Community School for the Arts, Sanford Middle School, Windom Open School; assistance with enrollment projections at Windom, 1994 – 1998

*Deacon* Member, Board of Deacons 2004 – 2007; Chair, Worship Committee 2006 – 2007, Plymouth Congregational Church, Minneapolis, MN

## AWARDS RECEIVED

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*Award of Excellence* Xcel Energy 2001 Employee Expo

*Finalist* Decision Analysis Society 2000 Practice Award

## PUBLICATIONS & PRESENTATIONS

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*Resource allocation* With Pam Paulson, “Clarifying Mission and Building Engagement among Stakeholders”, Minnesota Council of Nonprofits 2005 Annual Conference, November 3-4, 2005, St. Paul, MN

*Resource allocation* With Lee Merkhofer, “Lessons Learned – Resource Allocation based on Multi-Objective Decision Analysis”, EPRI Power Delivery Asset Management Workshop, June 3-5, 2003, New York, NY

*Resource allocation* “How Multi-objective Decision Analysis helped the Perpich Center for Arts Education with their budget process”, Minnesota Association of School Business Officials (MASBO) Annual Spring Conference, April 30 – May 2, 2003, Breezy Point Resort, MN

*Priority setting* With Kathy Thurber (unpublished), “A Value Model for Ballet Arts Minnesota, Priorities for Growth”, Spring 2003