

# **2011 Annual Report of the President**

## **Council of Industrial Boiler Owners**

**October 13, 2011**  
**Largo Mar Resort**  
**Ft. Lauderdale, Florida**

This year's CIBO 33<sup>rd</sup> Annual Meeting comes at the perfect time where national energy policy and issues, environmental policy and issues and economic policy and issues (three separate storms in and of themselves) are coming together into a policy storm of the century. And, this is happening within a world that is much different today than it was only five years ago. Because of CIBO's foundation, built on the solid principle that industrial, commercial and institutional energy producers and users must continue to provide safe, cost-effective and reliable energy to sustain a strong and globally competitive economy, I believe we are in a unique position of leadership to help steer, or steer a course for industrial and institutional energy through these turbulent times.

Someone once said something like: the problems of the present are fought with the methods and technologies of the past. Today we have found that science, engineering and technology reality are no longer enough to solve today's problems. While they are absolutely essential, they are assumed; and, today, the solutions are legal and political. Because of your guidance and participation, CIBO is directly in the middle of much of the legal and political activity associated with our issues. We are able to do this because we are financially sound, and strong in substance, structure, staff and support.

**Substance:** When you have the best and brightest energy and environmental engineers in the country, from across almost all industrial and institutional sectors including owners, operators, equipment designers and suppliers, developers and testing, permitting and engineering companies, generating the basis for what we say and do, you have substance. CIBO has Substance. We are continually asked, what does CIBO think? We are listened to. We tell it like it is. Our members are the best!

**Structure:** CIBO's directors represent the depth and range of our membership and issues from the reality of using and producing energy in an environmentally considerate way. CIBO's committee (Energy, Environmental, Technical, Government Affairs and Communications, Education and Outreach) and meetings structure (four 4 policy based committee meetings, a Fluidized Bed Combustion Conference, an Industrial Emissions Control Technology Conference and an Annual Meeting), is focused on being able to find and/or produce the energy we need while complying with every environmental rule and regulation; and, doing it in a globally competitive way by integrating our members' energy and environmental interests. CIBO activities to generate policy and position statements and comments are consensus based across the full membership. Participation in any committee activity is only limited by the time any member wants to spend. Participation at conferences is always on a space available member first-come-first-

served basis up until the last two months prior to the conference (then we open it to outside non-member presentations). Through this structure substance is realized. Through this structure we know the technical realities of what can and cannot be accomplished.

Staff: Our staff, Candy, Gail and, our new part time addition, Tiffany, is excellent. With increasing attendance at meetings and conferences, more members and increased level of activity, we could not have a better staff supporting everything we do. They make life easier for all of us. As I say each year, you tell us what you would like to see or do and we will do everything we can to make it happen. As those of you who have called the office know, they are the ones who really make it happen.

Support: Many of the national association people we work with are always amazed how much we can do with so little. I tell them I am very lucky to have great members (many of whom have contributed significant dollars and effort beyond dues and attendance), a super staff and the best outside support. The quality, detail and number of CIBO comments would be impossible without Lisa Jaeger and the Bracewell & Giuliani support that always far exceeds what they receive from us in monetary compensation. For those of you who are new or have tried to find a way to get more value from CIBO membership, Bob Corbin, a CIBO Honorary member and membership and member services consultant for us, makes life easier for everyone. On the Government Affairs and legislation front besides the work of Lisa we have Karen Neale. Her efforts and persistence in working with many congressional offices has expanded CIBO's impact, credibility and presence on the Hill. I doubt we could find better support for all we do.

As we plan for the future we must consider each piece of the storm (energy, environment and economics) independently, how they interact and how they come together, to help plot a course, light the way and have both hands on the wheel to battle those winds trying to take us in the wrong direction. CIBO's substance, structure, staff and support are excellent. So far we are making progress. However, the old ways may not be sufficient for us to continue to make progress. Over the next couple days we will look at where we are, consider the new realities and begin to consider where we need to go to develop a strategy on how we will get there. We know, with more fuel we can do even more to head closer into the wind with a more direct route toward the positive outcome for everyone. However, in this new world, it may take more than just that.

Most people know that I am optimistic. Even with that, I think most would agree that this year was a very good year. I see next year being even better.

Robert D. Bessette  
President