

2013 CIBO Annual Meeting- Chairman's Status- John C. deRuyter

Welcome to Stowe and CIBO's 35th Annual Meeting!

I believe there was only one other Annual Meeting that I happened to miss held not quite this far north in Woodstock, VT. That was mentioned for years as a great location for a meeting. I hope this meeting is even better!

We have a very interesting agenda that touches on current issues as well as transitions to new business and energy directions. While some agenda flexibility will likely be needed, there should be some good issues for questions and discussion. It is obvious that Administration and Congressional activity (or lack thereof) provides a significant influence on our future path. Our focus for this meeting is around the need for energy to make or do anything, and planning for industrial and institutional energy in the future- focusing 5 years out toward 2018, or the post-Boiler MACT world.

With that focus, this meeting provides an opportunity for you to help shape the role and direction of CIBO to achieve optimum benefits. I believe the value and effectiveness of CIBO continue to expand.

As usual, I take this opportunity to open this Annual Meeting by giving my brief impression of the status of CIBO from the Board Chairman and industrial energy user perspective.

CIBO continues to advance its reputation as a well-respected association that provides balanced, thoughtful, and technically sound input on issues critical to industrial energy use. As you are well aware, the number, breadth, and potential impact of issues continue to escalate across environmental media and transition from local to global issues such as climate change and GHG emissions.

CIBO is well positioned to address these challenges. CIBO's membership makes this association unique. As you know, we have a diverse Active membership across many industrial sectors; a critical Associate membership spanning the broad facets of industrial energy use and support services; the unique perspective of University Affiliate members; and small business representation. This breadth provides a comprehensive approach focused on industrial boilers, energy use, and related environmental issues that no other trade association can offer.

CIBO's input is recognized, appreciated, and increasingly sought by policymakers and regulators. CIBO's reputation allows us to advance consensus positions and effectively influence the policies, laws, and regulations that we must understand and comply with while competing globally.

The current CIBO committee structure is very effective and Committee meetings draw excellent participation, but there is room for improvement in the Energy Committee relative to action items and advocacy. An overwhelming number of issues fall under the Environmental Committee. Determination of which issues are addressed is based on member input and sweat equity, and additional help is always valued. If any particular issues present major challenges to your companies and facilities, please provide input to develop positions and support CIBO advocacy.

CIBO's technical conferences drew very good attendance again this year. These focused conferences continue to provide cost effective value to the membership through up-to-date technical knowledge as well as expand the recognition of CIBO throughout the industrial and institutional energy user community. CIBO conferences are unique in that they also provide direct contact with regulators and an effective forum for discussing key issues.

CIBO staff is doing a great job. Bob Bessette continues to be an outstanding president. Special thanks are also due to Candy Marriott, Gail Bessette, and Tiffany Reed for their excellent member support, as well as the excellent preparations for this meeting.

CIBO has recently upgraded its computer, server, and web site support, including improved communications systems. So you should be seeing more effective communications and web sites.

CIBO membership is always a critical focus. We are pleased with the status of membership considering the challenging economy, but efforts to gain and maintain members must continue. Thanks to CIBO Honorary Member and Consultant Bob Corbin and Candy Marriott, who continue to be extremely effective with the Membership Committee in pursuing and retaining members.

As our Treasurer will explain shortly, CIBO's financial status is stable, primarily due to increased and retained membership and the dues increase instituted last year. We continue to budget conservatively and our year end fund balance is in the 6 months of expenses range that we have tried to achieve. We have expended major efforts on Boiler MACT and related combustion rules over the last few years, and that is now transitioning into the reconsideration and litigation process, and there will surely be other opportunities for legal action. Lisa Jaeger and Bracewell & Giuliani have provided very effective legal support for CIBO, and Lisa will shortly discuss our litigation efforts.

In summary, there are many new challenges and opportunities which demand the presence of CIBO as a broad-based organization to support and defend the interests of industrial and institutional energy users and associated entities. We will continue to be vigilant in our efforts to increase effectiveness while controlling costs. With your continued support and active participation we can meet the

upcoming challenges and help provide the competitive edge you need to succeed.

Thanks again for attending this Annual Meeting. Please feel free to ask questions and provide your input during the sessions. If you would like to discuss any aspects of CIBO, please talk to me, Bob, or any member of the CIBO Board of Directors.

Thank you.

Now, before moving into the official agenda, I would like to review the Strategic Planning Session we conducted earlier this year.