




2014 Membership Report

ANNUAL MEETING SUMMARY

October 15-17, 2014



Agenda

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- Update of Membership Statistics
 - 2014 Membership Review
 - 2014 Annual Survey Review
 - 2015 Membership Focus

October 15-17, 2014



Membership Pursuit is a Full Time Job!

Membership is Everyone's Job!

Membership is a Selling Process!



CIBO's Vision

CIBO is dedicated to ensuring that non-utility industrial, commercial and institutional energy producers can continue to provide safe, cost effective and reliable energy to sustain a strong and globally competitive economy.



CIBO's Mission

- CIBO represents the interests of America's non-utility energy producers and users. It is the organization of choice for accurate information and advocacy to achieve safe and cost-effective solutions for industrial energy, technology and environmental issues.
- CIBO activities are designed to:
 - Provide for the focused exchange of accurate technical information among organizational members, government and the public concerning policies, laws and regulations that impact industrial energy systems
 - Provide a forum for the continued education of organizational members, and the broader industrial energy community on advances in technology and operations to improve the reliability, cost-effectiveness and environmentally safe production and use of energy.



Our Challenge

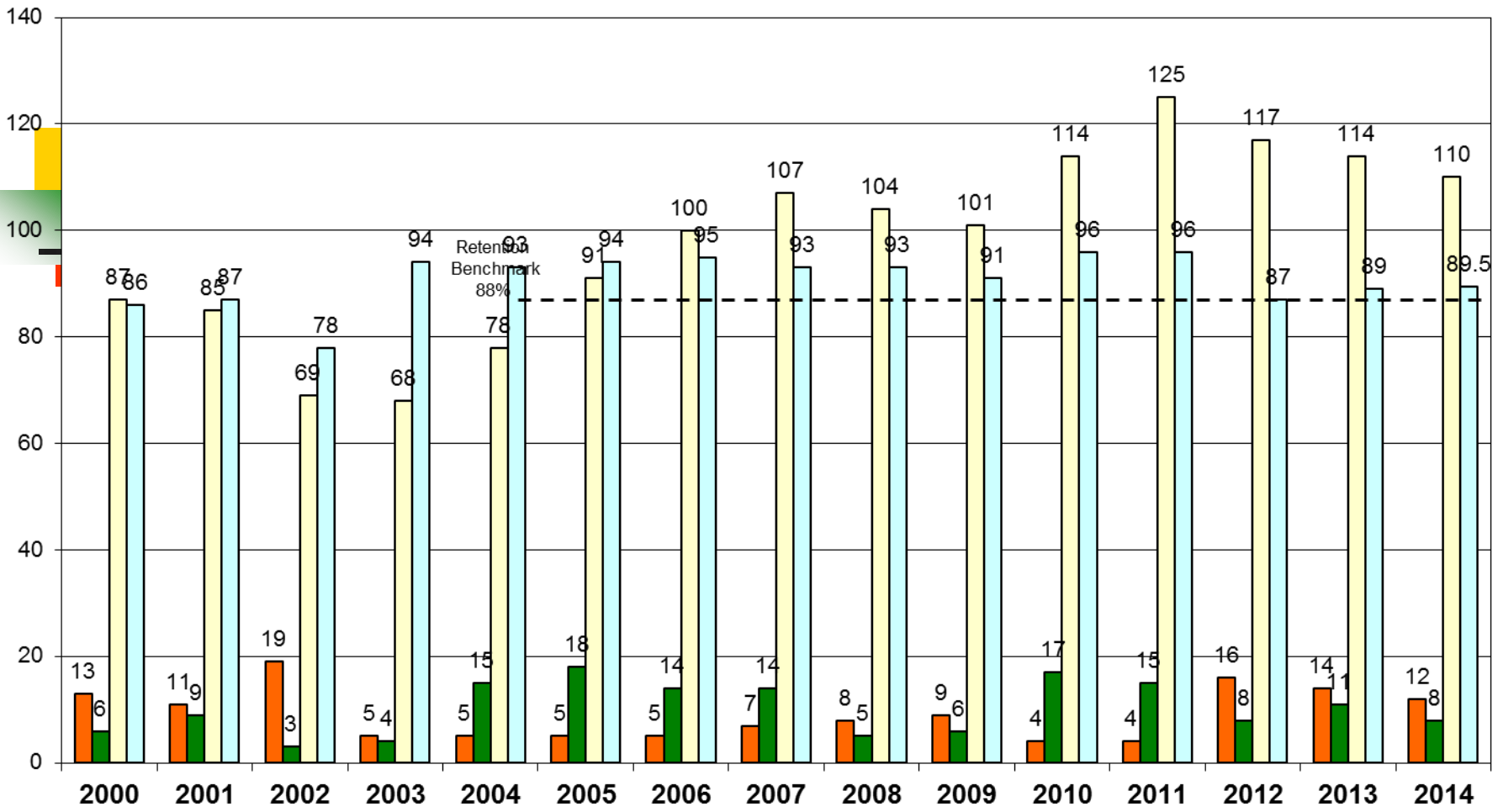
Providing Relevant Answers to Energy,
Environmental and Technical Issues in a
Changing Political, Regulatory, and
Economic Landscape



Membership Statistics

- Members (110), Owners (51), Services & Equipment Suppliers (59)
Active: (32), Small Entity Active (3), Associate: (59), University: (16)
- Members Gained (8)
 - **Cabot Norit Americas Inc.**
 - **Horn Industrial Services**
 - **Indeck Keystone Energy LLC**
 - **MOBOTEC LLC**
 - **Nationwide Boiler Inc.**
 - **Southern Environmental Inc.**
 - **Valmet**
 - **Victory Energy Operations LLC**
- Members Merged/Acquired, Cancelled
 - Active (3), Small Entity Active (0), Associate (9), University (0)
 - AirGas, Altria, Anheuser-Busch Companies, Capital Power Operations, ECO Power Solutions, Exothermics, McGough Construction, National Filter Media, Noltec, Novinda, Sentry Equipment, SSOE

CIBO Membership



■ losses
 ■ gained
 ■ total
 ■ retention

Recession & 9/11

Membership Stabilized

Membership Growth: 57%

Recession

Growth: 12.9%

Retention consistently above/near benchmark

Retention Benchmark Source: Association Management & Marketing Resources (AMMR)



2014 Membership Review

Focus CIBO Message

- Switching to Natural Gas Has Many Issues & Challenges
- Energy Efficiency Will Become a Major Issue Going Forward
- Alternate Fuels are Critical to Survival of Many Plants
- Water Use is the Next Big Environmental Issue
- Climate Change is Not Going Away
- Environmental Groups are Not Going Away



2014 Membership Review

Promote Steady Voice of Reason in Energy and Technology

- Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, and Emission Reduction Technologies in Charting a Path Forward
- Continue CIBO's Leadership in Defining the Boiler MACT & Climate Change Discussions Agenda
- Provide a Resource That Defines BMACT Practical Compliance Implementation
- One Stop Resource for current direction in Energy & Environmental Issues and Technology Development
- Work to Develop Bridges with Stakeholders, e.g. APPA, SBA, OTC



2014 Membership Review

Focus Group Meetings

- Developed Focus Group Meetings w/CEO Committee Based on Member Input
- Held Three Successful Focus Group Meetings Associated with Quarterly Committee Meetings

Solicit Input from Membership

- Validated CIBO Direction and Actions as we move forward
- Followed up on Prospect Leads from Members
- Heightened Member Participation in Conferences & Meetings Planning



2014 Membership Review

Communication and Promotional Activities w/Emphasis on the Benefits to Members

- Newsletter: Prospect Generator, Associate Profiles
- Website:
 - Updated/Revised Public Side
 - Associate Profiles Organized by Products/Services Provided
- Targeted Communications to Potential Members
- Developed Achievements Highlights Document

Focus on Member Retention Utilizing Retention Process

- Retention Rate: 89.5%
 - Owners: 94.4%
 - Associates: 85.0%



2014 Membership Review

Drive for New Members

- Signed 8 New Members, Most from Target List
- Solicited Active/Small Entity Active Leads from Members
- Sought out Defections from Trade and Industry Groups
- Continued to Utilize Recruiting Process



2014 Annual Survey

Members Feedback

October 15-17, 2014



-
- Response
 - Top Legislative, Environmental, Energy, and Technical Issues
 - Top Member Services
 - Major Benefits of Membership
 - Areas That Need Improvement
 - Things Would Like To See Added



Response

- 46 Respondents (42% of Members)
- Response Breakdown
 - 16 Actives (50%), 1 incomplete
 - 24 Associates (41%), 2 incomplete
 - 7 Universities (44%)



2014 Annual Survey Results Legislative Issues

Clean Air Act Review & Amendments	4.3
Environmental Regulatory Advocacy (MATS, CATR, etc.)	3.5
Global Climate Change	3.1
Clean Water Act Amendments	3.1
EGU, Non-EGU Definition	2.8
Multi-emissions (3P-4P)	2.8
Coal Ash	2.7
Energy & Environmental Taxes	2.6
Fuel Supply (OCS)	2.5
Clean Coal/Carbon Capture & Sequestration	2.4





2014 Annual Survey Results Environmental Issues

Boiler MACT	4.2
NAAQS	4.1
Environmental Litigation	3.5
Cross States Air Pollution Rule (CAIR+, CATR)	3.5
New Source Review Reform	3.3
Title V	3.1
GHG Regulations and Permitting	2.9
Ozone Transport SIPs (State SIPs, EGU/nonEGU)	2.8
RCRA Non-Utility Fossil Fuel Ash Classification	2.6
Water Issues	2.6



2014 Annual Survey Results Energy Issues

Regulatory Activity Relating to Fuels	3.4	↑
Natural Gas Supply	3.3	
Energy Efficiency	3.2	↑
National Energy Strategy	3.2	↓
Alternative (Opportunity) Fuels	3.2	↑
Carbon Management	3.1	
Utility Regulation	2.5	
Electricity Supply	2.5	
Energy Project Evaluation	2.5	
Operator Training and Certification	2	



2014 Annual Survey Results Technical Issues

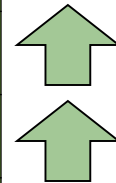
Emission Control Systems	4
Energy Efficiency and Optimization	3.5
Advanced Technologies (Monitoring and Development)	3.2
Boiler Design (Package, Stoker, FBC, PC, etc.)	3
Boiler Life Extension and Upgrades	3
Burners	3
Burner Management System/Safety System	2.8
Fuels and Fuel Handling	2.8
Ash Handling and Disposal	2.6
Safety	2.5





2014 Annual Survey Results Member Services

Networking with Other Members	6.7
Email Notices and Reports Distribution	6.5
Industry Issue Identification	6.2
Technical Conferences	5.9
Newsletter (BoilerBlast)	5.8
Quarterly Committee Meetings	5.7
Issue Information Availability	5.6
Internet Site - Members Only	5.5
Proceedings and Publications	5.2
Quarterly Committee Meeting Minutes	5





Major Benefits of Membership

- Keeping Up-To-Date on Ever Changing Regulatory, Legislative, and Policy Issues; Environmental Regulations Watchdog
 - Access To:
 - Current Information and Intelligence on Key Environmental, Energy and Technical Issues
 - Technical Information and Expertise (conferences, focus groups/forums, meetings)
- Networking/Interacting w/Counterparts/Customers/Vendors
- Leveraged Advocacy – Both Legislative and Regulatory
- Involvement & Access to Influence Environmental Regulations; Forum for Making Regulatory Comments
- Access to EPA, DOE, Congressional and Administration Staff



Areas That Need Improvement

- Conferences:
 - Increased coverage of non-solid fuel emissions technology
- Energy Committee needs to be more active on position development and advocacy
- Be more aggressive on a committee basis in contacting members about attendance at conferences and meetings. Although attendance up, there are some members that do not participate actively
- BMACT Database Update
- Issue Information Availability- Searchable on-line database of policy and guidance



Things Would Like To See Added

- Workshops/Meetings/Conferences/Focus Group/Forum
 - Detailed Compliance Planning for BMACT or GACT
 - E.g. How to optimize sampling approaches for Hg compliance
 - Energy Assessment/Optimization/Efficiency Conference
- Expand Focus
 - Gas Turbines – many will be moving in that direction
 - Issues beyond MACT
- Benchmarking and Environmental Management Systems
- Committees/Task Groups – Climate Change



Market Environment/Trends/Drivers

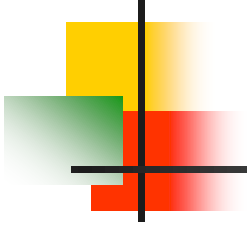
- Economic

- Sluggish Economic Recovery
- Many Companies in Retrenchment/Survival Mode
- Mergers/Acquisitions/Joint Ventures/Divestitures
- Shift to Asset Management Business Model
- Capital Availability & Allocation
- Hesitation to Pursue Projects/Lack of Confirmed Capital Projects Continue Stress on Associate Membership Commitments (especially Back End Controls)
- Continued Cost & Headcount Reductions Emphasize Lost Knowledge Replacement
- Natural Gas Price Volatility
- Craft Labor Availability Putting Pressure On Projects



Market Environment/Trends/Drivers

- Environmental Laws & Regulations
 - BMACT/Area GACT/CISWI/NHSM
 - Criteria Air Pollutants/NAAQS
 - Water: Cooling Intake, NPDS Discharge, Quality Std's, WOTUS
 - Coal Ash
 - Utility MATS
 - Climate Change/Global Warming Legislation/111d regulation/Carbon Tax?
- Multiplicity of BMACT Solutions with Differing Risks
- Fuel Switching
- CHP Opportunities



2015

MEMBERSHIP PLAN

October 15-17, 2014



2015 Membership Focus

- BMACT Implementation Strategies
- Fuel Switching (Natural Gas) Issues & Challenges
- Energy Efficiency is a Major Focus Going Forward
- Alternate Fuels are Critical to Survival of Many Plants
- Water Use is **NOW** the Next Big Environmental Issue
- Climate Change rule making is here
- Environmental Groups and their State and Local focus



2015 Membership Focus

Steady Voice of Reason in Energy and Technology

- Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, and Emission Reduction Technologies in Charting a Path Forward
- Continue CIBO's Leadership in Defining the Climate Change Discussions Agenda
- Provide a Resource That Defines BMACT Practical Compliance Implementation
- One Stop Resource for current direction in Energy & Environmental Issues and Technology Development
- Work to Develop Bridges with Stakeholders, e.g. APPA, SBA, OTC



2015 Membership Committee Focus

- Maintain Communication and Promotional Activities w/Emphasis on the Benefits to Members
- Continued Focus on Member Retention
- Continue Focus Group Meetings
 - Topics Based on Member Input
- Continue to Solicit Input from Membership
 - Validate CIBO Direction and Actions as we move forward
 - Heighten Member Participation in Conferences & Meetings



2015 Membership Committee Focus

Drive for New Members

- 30+ Top Owner Prospects
- Seek out Defections from Trade and Industry Groups
- Small Business Classification Pursuit
- Owner Non-Members Affected by BMACT
- Prospect Referrals from Members
- Email Prospect's Contact Info to:
 - Candy Marriott (cmarriott@cibo.org)
 - Bob Corbin (corbinbob@aol.com)
- Direct Prospect to CIBO Website www.cibo.org (Becoming a Member/Request Info)



Membership.....

Pursuit

is a Full Time Job!

Membership

is Everyone's Job!