**September 9, 2019**

**DRAFT CIBO Meeting Minutes**

A combined Board and CIBO Leadership meeting was convened in Crystal City, VA, on September 9, 2019. Board members Bob Bessette, Ann McIver, Jay Hofmann, Scott Darling, Amber LeClair, and Steve Gossett were present. Lisa Jaeger, Fred Fendt, Gary Merritt, Denis Oravec, and Mike Zebell were also present.

Ann McIver called the meeting to order at 1:30 PM EDT.

There was an initial discussion focused generally on CIBO’s forward looking purpose and vision. The question was raised: How should CIBO’s purpose and vision inform the discussion around the various organizational operating scenarios being considered? There were no proposals presented that would change CIBO’s existing Vision and Mission Statements.

Ann presented the draft white paper titled “Framing the Future for the Council of Industrial Boiler Owners” dated September 3, 2019 (attached). The six operating scenarios detailed in the white paper were introduced to the Directors and guests.

**Scenario I: Hire staff to replace CIBO staff and maintain current structures and functions**

The positive attributes of Scenario I were discussed in depth. There was general consensus that having a committed executive leader at the helm of the organization is a major consideration. The main challenges with Scenario I were noted as:

1. The time and effort required to recruit the ideal future leader.
2. The costs associated with recruiting and on-boarding efforts.

**Scenario II: Engage a management company to run the whole lot (soup to nuts)**

Scenario II was not broadly supported by the meeting participants. Significant concerned noted were:

1. Loss of CIBO’s “identity” without an individual leader driving the organization forward.
2. Loss of credibility with various federal agencies.
3. High annual operating costs associated with outsourcing the executive and event planning functions.

**Scenario III: Hire a new President/Executive Director and engage a management company to perform the rest (meetings/membership, etc.)**

Scenario III was viewed by the meeting participants to be similar to Scenario I. Several Scenario III variations were discussed. The primary positive attribute noted was the organization would retain an individual as the “face” of the organization going forward after Bob’s retirement.

**Scenario IV: Engage a law firm to serve in the leadership capacity and hire out the meetings/membership**

The plausibility of Scenario IV was discussed by comparison to other organizations that are currently lead by law firms. Pros and cons were discussed. The significant advantages are similar to Scenario III whereby the recruiting costs, personnel benefits/expenses, and concerns noted in Scenario I would be eliminated. The primary concerns noted with Scenario IV are:

1. The annual expense of engaging a law firm in this capacity.
2. Whether all existing CIBO members would be comfortable with engaging a law firm in this capacity (i.e. conflicts of interest, etc.).
3. Whether CIBO would lose its technical edge being led by a law firm versus a technically focused executive director.

**Scenario V: Merge with another trade association**

Scenario V was not seriously considered by the meeting participants. A hypothetical merger with the Combined Heat and Power Association (CH&PA) was briefly discussed because they may also be undergoing a leadership transition process. It was noted the CH&PA members are primarily “energy solution providers” and they are narrowly focused on developing combined heat and power projects. Scenario V was tabled for possible future discussion.

**Scenario VI: Disband CIBO as an incorporated organization**

Scenario VI was not considered by the meeting participants.

Assuming the decision is made to replace Bob Bessette upon his retirement, various attributes of a new executive director were identified. These are:

1. Astute with social media (Twitter, LinkedIn, etc.)
2. Versatile
3. Adaptable
4. Personable
5. Technical acumen with boilers, industrial energy and/or environmental experience
6. Willing to learn

Experience with lobbying efforts and/or policy advocacy were also considered positive attributes.

A couple challenges that need to be addressed are:

1. Potential strategies employed to “sell” candidates on the CIBO executive director role
2. Elements required for onboarding a new executive director.

The ideal start date for a new executive director is January 1, 2021.

With regard to scoping a request for proposal, the current CIBO management functions are:

1. Accounting
2. Payroll
3. IT (Telephone/Website, laptops, etc.)
4. Membership/Social media
5. Events (meetings/conferences)

Going forward, the meeting participants discussed the need to revisit the list of member “needs.” It was decided the re-issue and update the questions asked in the annual membership survey. In addition, an executive director position description must be developed along with position posting verbiage. Individuals will be assigned various tasks.

The meeting was adjourned.