**September 12-13, 2016**

**CIBO Board Meeting Minutes**

September 12-13, 2016 - The third regularly scheduled quarterly board meeting in 2016 was held. Bob Bessette, Mark Calmes, Ann McIver, Jay Hofmann, Chris Keuleman, Scott Darling, Steve Gossett and Amber LeClair were present. Lisa Jaeger (CIBO Counsel) attended the meeting as guests.

**September 12, 2016**

**I. Call to Order**

Ann McIver called the meeting to order at 3:50 pm.

**II. Approve Minutes**

The minutes of the June 6th meeting were approved as written.

**III. Treasurer’s Report**

Jay Hofmann provided the financial report. A summary of the year-to-date financial status of the Council was presented. As of the end of July, the Council was approximately $70K below the budget in terms of cash. The primary cause of the underage was a $90K short-fall on 2016 dues collected year-to-date.

Jay presented the latest membership summary sheet (as of 9/12/16). Year-to-date, $734K of member dues had been paid. The 2016 annual dues budget is $834K. The current CIBO membership count is 94.

Jay reported that the attendance (income) for the Industrial Emissions conference in Portland, ME came in under the expected (budgeted) amount. This is likely to produce an income shortfall relative to the budget of about $30K for that conference. A negative yearend budget variance in legal expenses is expected as coalition activity remains light.

Bob Bessette discussed the status of Tiffany Woodward (CIBO bookkeeper). Bob reported that Tiffany will be leaving the Council as of the end of September. A plan to replace Tiffany with a part-time bookkeeper from the firm Badger Sumrall was established.

**IV. Strategic Planning**

Ann McIver introduced the concept of strategic planning.

1. CIBO’s Core Competencies

CIBO’s core competencies were discussed and categorized as shown below:

1. Boilers
2. Technical Communications
3. Collection of data
4. Knowledge Exchange
5. Collaboration/Networking.
6. CIBO’s Vision statement

The Council’s Vision Statement was discussed. The existing Vision Statement was presented as follows:

“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.”

The Board agreed to recommend the following revised Vision Statement at the upcoming annual meeting in October:

“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**, while promoting environmental stewardship.”**

1. CIBO’s Mission statement

The Council’s Mission Statement was discussed. The existing Mission Statement was presented as follows:

“CIBO represents the interests of America’s non-utility energy products and users. It is the organization of choice for advocacy and accurate information to achieve safe and cost-effective solutions for industrial energy, technology and environmental issues.”

The Board agreed to recommend the following revised Mission Statement at the upcoming annual meeting in October:

“CIBO represents the interests of America’s non-utility energy producers and users. It is the organization of choice for advocacy and accurate information**.** **CIBO seeks** to achieve **continuous improvement in delivering** safe and cost-effective solutions for industrial energy, technology and environmental issues.”

1. SWOT Analysis Discussion

The SWOT matrix was discussed in detail. See the attached SWOT matrix.The strengths discussion focused on the technical areas (focus groups, experience, etc.). The weaknesses centered on retirements of historically key contributors, no defined succession plans for CIBO employees, a limited advocacy focus, and a narrow focus on “energy” as the boiler. The main focus of the SWOT discussion addressed the concept of whether and how CIBO can more broadly address owner activities going beyond the boiler house.

The meeting was suspended at 6:25 PM. The meeting will reconvene on September 13, 2016.

**September 13, 2016**

Ann McIver called the meeting to order at 7:43 AM.

CIBO’s 2017 primary goals were discussed.

1. Financial – Maintain 80% of annual budget kept as cash reserves.
2. Business – Increase membership. Focus more broadly on non-utility energy producers. Improve structure and agenda of technical conferences and meetings. Improve outreach and leverage conferences to increase brand awareness, etc.
3. Conferences/Annual Meeting - Evaluate locations of annual meeting and conferences.
4. Communication - Develop a matrix of key policy and regulatory areas/issues that are key to CIBO members.
5. Employee – Succession planning.

A general discussion around whether the Council should increase its “advocacy” stance and if so, what would be the focus areas, such as energy policy, environmental policies, etc.

Ann directed the meeting’s attention to the Strategic Planning items addressed on the 12th and to the Actionable Initiatives sheet (see attached document).

The Actionable (Key) Initiatives are:

1. Examine the CIBO membership classifications – review the by-laws to ensure CIBO can accommodate broader membership among non-utility energy producers and consumers.
2. Evaluate the structure, agenda, and locations for the technical conferences and annual meeting.
3. Develop succession and replacement plans for CIBO staff.
4. Procure a physical tool as an illustration for use at technical conferences and meetings with non-technical stakeholders (Bob Bessette has access to a physical CHP model).
5. Develop a matrix of key policy and regulatory issues that are important for CIBO members.
6. Develop technologies and communications strategies – such as social media tools – to encourage members to share information.
7. From the issues matrix (Item 5 above), identify key data that can be summarized and shared for internal benchmarking by members.

**V. New Business and Next Meeting**

Nothing to report.

**VI. Adjourn**

The meeting was adjourned at 1:00 pm.