



April 28, 2020

Dear CIBO Member Companies,

In this new uncertain time that 2020 brought to us, our hope is that this letter finds you and your family safe. At the Annual Meeting in 2019, you heard about several strategic initiatives that were being undertaken in order to help inform CIBO's direction for the future and that after a longstanding career with CIBO, Bob Bessette announced his intent to retire in 2021. CIBO's Board of Directors would like to update you on the progress of these initiatives and share ways that you and others in your company can engage to help CIBO remain the strong and impactful voice representing the interests of America's industrial energy sector.

COVID-19 & Impacts to Meetings and Technical Conferences

CIBO's regular Committee Meeting in March 2020 was lightly attended, as many who had initially planned to attend were impacted as travel restrictions were put into place. CIBO is hearing from member companies that their US and global markets are severely stressed. As a result, we understand that travel restrictions and budget constraints for meetings/conferences may be in place through the early fall and may extend into the winter.

In light of current conditions, the decision was made to reformat the BOMP Conference and combine the program with the Industrial Emissions Control Technology (IECT) Conference in Portland, Maine at the end of July 2020. Unfortunately, as another month has passed, CIBO realizes that, given the ongoing impacts of the virus, hosting an "in-person" technical conference late in the summer will not be practical. To that end, CIBO's leadership team and the conference chairs will host this conference (and potentially others in 2020) as a virtual conference, giving attendees choices of registration options to maximize the opportunity for learning and information exchange. Leveraging technology to keep members connected enhances the value of CIBO membership. More information will soon follow on this opportunity – as with conferences in the past, your participation in this conference as a speaker and attendee will be critical to its success.

Decisions must be made this summer related to the Annual Meeting, as well. CIBO's leadership team will assess the situation and the implementation of the *Opening Up America Again* guidelines, along with other state and local restrictions, in making the decision.

COVID-19 & Impacts on our Budget

We are in a rare period of federal regulatory stability for the industrial boiler sector, though there continue to be threats to our members, namely CAA Section 126 petitions by the Northeast states naming member companies and calling for draconian levels of NOx reductions. CIBO is collaborating with other groups to defend our members, but this takes resources. CIBO was able to build a cash reserve when attendance at technical conferences was strong in the years leading up to and through the culmination of the Boiler MACT rulemaking. CIBO has used this cash reserve to balance the budget for the past two fiscal years. However, additional declines in revenue from membership dues and the looming loss of revenue from the technical conferences, are compelling CIBO's Board of Directors to assess budget cuts to preserve the cash reserves. While the cash reserves were created to support the business operations of CIBO through lean times, the spend rate and rapid depletion of cash reserves is not fiscally responsible. All expense reduction opportunities are being assessed, with an eye toward maintaining the level of service CIBO members have come to expect.

As CIBO Member Companies, you can help us reconcile some of the shortfall with the 2020 budget. CIBO's members are its lifeblood and without members, CIBO's ability to be the voice for America's industrial energy sector is diminished. If your dues payment is pending, please reach out to Bob Bessette to discuss payment options.

Bylaws and Articles of Incorporation

Membership - The general description of the Active and Associate member classes has not changed since CIBO was incorporated in 1978. As a result of the Membership Committee's focus, the Board will be bringing a proposed change to the Articles of Incorporation and to the Bylaws to CIBO Membership for approval later in 2020 that makes minor changes to the description of the Member Classes, ensuring that as the industrial energy facilities operated by CIBO members evolve, so does the ability of the organization to remain engaged as a CIBO member.

Governance - CIBO's Board has been asked to reconsider the governance model for CIBO that has been in place since CIBO was incorporated in 1978. When CIBO was established, a seven (7) member Board was identified to assist and direct CIBO's staff in delivering on CIBO's mission to its members. Other organizations, however, have a different governance model, one that assigns a Board seat to every member organization and from this Board, an Executive Committee is selected to assist staff. This change in governance model for CIBO likewise would require approval from CIBO's membership as a change to the Articles of Incorporation and to the Association's Bylaws. CIBO's Board would like to hear from members about options for governance of CIBO, so will be sending a brief survey to members seeking your input and perspectives on governance and how this can be approached.

CIBO Leadership

Last and certainly of significance for CIBO's continued success is the need to identify and hire a successor for Bob Bessette. Bob's contributions to CIBO over his career are too many to list here, which makes finding his successor a challenge. In close collaboration with Bob, the Board has developed a position description and job posting to start this search. The intent is to leverage available resources to post the position (including CIBO's membership in the American Society of Association Executives). Following the application period, CIBO's leadership team will be looking for assistance from CIBO members in reviewing candidate applications for the interview process, with the goal to find a candidate that has the right mix of skills to lead CIBO into the future.

In closing, it is important to acknowledge the work done by CIBO staff, Lisa Jaeger (Bracewell) as counsel to CIBO, and those CIBO members who volunteer their time and talent to lead committees, bring issues to meetings, and presenting at the technical conferences. It is this spirit of collaboration and teamwork that has made CIBO what it is and has given CIBO a reputation with its stakeholders as a trusted source of information. Thank you for making CIBO strong.

Sincerely,



Robert D. Bessette
President, Council of Industrial Boiler Owners

CIBO Board of Directors

Scott Darling
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