

June 4, 2018, and June 6, 2018

DRAFT CIBO Board Meeting Minutes

The second regularly scheduled quarterly board meeting in 2018 was held. Bob Bessette, Ann McIver, Amber LeClair, Mark Calmes, Rob Kaufmann, Scott Darling, Steve Gossett and Jay Hofmann were present.

Ann McIver called the meeting to order at 1:25 pm on June 4, 2018.

I. Approval of Minutes from the January Board Meeting

Steve Gossett made a motion to approve the March Board meeting minutes. Amber LeClair seconded the motion and the minutes were approved unanimously.

II. President's Report on CIBO Operations

Bob Bessette provided the CIBO Operations report.

Bob reported that CIBO is challenged to gain membership without environmental regulatory drivers. Additional focus on energy related topics is also probably not enough to attract significant numbers of new members. However, the recent Boiler Operations Conference had lively discussions about boiler maintenance activities. Similarly, the Department of Energy (DOE) is challenged to "sell" new energy systems to industry.

Attendance at the Boiler Operations Conference was approximately as budgeted. Bob is expecting several EPA representatives to attend the Industrial Emissions Conference in August. Nate Aden, representing the World Resources Institute (WRI), may attend the annual meeting in October.

There are no pending or expected changes to the CIBO staff.

III. Report from the Treasurer

Jay Hofmann provided the Treasurer's report.

The status of the 2018 annual dues payments was presented and discussed.

As reported during the March Board meeting, the 2018 budget anticipated a certain degree of membership attrition in 2018. As of the June meeting date, CIBO is still on track to achieve the 2018 budget numbers for the year. The keys to remain on budget for the year are to collect the remaining 2018 dues from members who have not yet paid and to achieve sufficient attendance (revenue) at the remaining conferences and meetings. As of the end of April, the collected 2018 dues were running ahead of the budget. Given the number of members who have opted to leave CIBO in 2018, it's critical that the remaining members pay their 2018 dues in a timely manner.

A preliminary assessment of the May 2018, Boiler Operations Conference was presented. The conference income came in close to the budgeted amount (\$45,000) and the expenses are expected to come in under the budgeted amount.

One unbudgeted expense item was noted concerning bonding of the 401(k) plan. The Employee Retirement Income Security Act of 1974 (ERISA) requires every qualified retirement plan be covered by a fidelity bond (also known as a crime insurance policy) to reimburse the plan for any losses resulting from mishandling or misappropriate use of plan assets by plan's fiduciaries. The amount is approximately \$6,000.

IV. Report from the Membership Committee

Amber LeClair provided the CIBO Membership Committee report.

The membership count as of the June meeting stood at 73. Amber listed the current new member prospects for the Board. Vince Albanese and Donna Wirick (potential new members) are expected to attend the June quarterly meeting.

Amber presented the May 2018 Membership Plan (see the attached presentation – dated June 4, 2018). In particular, she noted the membership priorities (Slide 9) and the SWOT development exercise (Slide 16). An email will be sent to obtain current SWOT information from the broad CIBO membership.

Concerning the recent Boiler Operations conference (May 2018), the following topics/challenges were noted as hot topics for those who attended:

- 1) Work force training (general) – addressing issues associated with fewer experienced people (due to reductions in force) and safety concerns,
- 2) Operator training – addressing alarms prioritization,
- 3) Recruiting service - OEMs are challenged to find people to help the operators solve the human resource issues.

V. Discuss 2018 Meetings – Content and Focus

Bob led a discussion of the types of speakers he expects to invite to the 2018 conferences and the annual meeting. Bob was confident leaders among various US EPA departments would be available to speak at the annual meeting. The proposed theme of the annual meeting was discussed. The following theme statement was offered: "Celebrating CIBO's 40th Anniversary, Industrial Energy at a Crossroad...Looking ahead to the next 40 years."

The Board discussed the general planning elements of the CIBO conferences. In 2019, Bob may assign both an active member and an associate member as co-chairs for each conference and appoint a BOD member as a sponsor for each conference.

The BOD discussed the possibility of reducing the number of meetings per year (possibly reduce the meeting frequency to two per year plus the annual meeting). CIBO currently has signed

venue contracts in Hershey (May 2019 Boiler Operations Conference), Portland (August 2019 Industrial Emissions Conference), and Stowe (2019 Annual Meeting). There is more flexibility with scheduling or cancelling the quarterly meetings.

The September conference is scheduled on Tuesday (9/11/18) and Wednesday (9/12/18). Mike Zebell is the conference chair. No board and membership meetings are scheduled that week. The DOE may try to re-instate the Steam Best Practices team and turn it into Energy Best Practices. CIBO is facilitating.

Some preliminary topics for the 2018 annual meeting were discussed including cyber security and water issues. Bob is responsible for roughing out the agenda.

The meeting recessed at 5:00 PM (EDT).

The BOD reconvened the meeting on June 6, 2018 at 1:30 PM.

Bob Bessette, Ann McIver, Amber LeClair, Mark Calmes, Rob Kaufmann, Scott Darling, and Steve Gossett were present. Ann McIver called the meeting to order at 12:30 pm on June 6, 2018.

VI. Strategic Planning for CIBO's Future

The 2019 annual planning calendar was discussed. The 2019 draft budget will be formulated in December, 2018. Bob will drive this effort. The draft 2019 budget will be presented to the BOD in January (conference call). Bob expects CIBO will forgo the June 2019 quarterly meeting. The customary September 2018 BOD meeting will be cancelled. A BOD conference call is scheduled on September 20, 2018 at 2:30 PM (EDT).

Bob led a discussion concerning the long-term management of CIBO as an association. Bob is interested in developing a RFP for association management services to potentially run CIBO in the future. Rob Kaufmann made a motion to start working on a RFP and to request such proposals. Scott Darling seconded the motion and the motion was approved unanimously.

The CIBO Board is elected to three year terms. The following board terms/years were noted:

- 2017 – Steve Gossett and Amber LeClair were elected (terms end in 2020)
- 2018 – Ann McIver, Mark Calmes, and Rob Kaufmann are up for re-election
- 2019 – Scott Darling and Jay Hofmann are up for re-election

Mark Calmes and Rob Kaufmann plan to stay on the Board until retirement. Board will plan to appoint replacements for Mark and Rob in the March 2019 BOD meeting based on current retirement plans. Bob has a few replacement candidates in mind. Bob also noted that CIBO will need a new Director with a Washington DC perspective to help direct effective lobbying efforts. He noted CIBO's government affairs efforts depend upon a BOD with a "DC" perspective.

Scott Darling made a motion to adjourn at 2:43pm. Mark Calmes seconded the motion. The motion was approved unanimously.

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