

# Welcome to the EBC Board Retreat October 10, 2006

## At Habitat in Belmont



# **EBC Board Retreat 2006**

## **Board Structure**

**Chair – Joan Gardner**

**Vice Chair Programming (Chair Elect)- John Rendall**

**Clerk- Mary Ryan**

**Treasure- Pam Hall**

**Vice Chair Membership - Ed Ionata**

**Vice Chair Government Affairs- Harlan Doliner**

**Vice Chair Strategic Planning - Michael Last**

# EBC Board Retreat 2006

**Liz Levin**

**Facilitator**



# EBC Board Retreat Agenda

8:00 A.M.	Welcome	
8:10 A.M.	Strategic Plan	Liz Levin-Facilitator
	<b>Focus Presentations</b>	
8:20 A.M.	Mission and Goals	Joan Gardner
8:35 A.M.	Membership and Chapter Growth	Ed Ionata
8:50 A.M.	Programs	John Rendall
9:05 A.M.	Financial Plan	Pam Hall
<b>9:20 A.M.</b>	<b>Coffee break</b>	
9:30 A.M.	<b>BREAKOUT GROUPS for</b>	
	1. Mission & Goals	Facilitator: Joan Gardner
	2. Membership & Chapter Growth	Facilitator: Ed Ionata
	3. Programs	Facilitator: John Rendall
<b>10:30 A.M.</b>	<b>Coffee Break</b>	
10:45 A.M.	Breakout Groups Report Back - Board discussion to prioritize action steps	
12:00 P.M.	Lunch	
12:15 P.M.	Presentation by Ann Berwick, Deval Patrick Campaign	
<b>1:30 P.M.</b>	<b>Adjourn</b>	

# EBC Board Retreat 2006

Joan Gardner

## Mission Statement and Goals



# Strategic Plan

- **Why??**
  - **Membership is not growing**
  - **Revenue is falling**
  - **Is Programming relevant?**
    - **, too much, too little, too late???**
- **Need to strengthen chapter activities**
  - **MA, RI, CT, NH**

# Environmental Business Council of New England Strategic Planning

Board Retreat  
Oct. 10th



What is our mission?  
How do we attract membership?  
What programming topics and formats work?  
How can we increase our revenue?

The mission of the  
**Environmental Business Council  
of New England, Inc. (EBC)** is to  
**advance and promote**  
**the environmental services and**  
**environmentally related**  
**technology industries in New**  
**England.**

# The EBC of NE

- **Provides programs to help members stay current on legislative, regulatory, and technology developments that shape the future of the environmental industry**
- **Provides direct access to regulators and industry leaders to discuss developing issues;**
- **Supports and promotes sustainable environmental policies at the state, regional, and federal level; and**

# The EBC of NE

- **Offers networking and business development opportunities for its members**
- **Fosters the development of future generations of the industry through academic partnerships and mentoring and training opportunities**
- **Provides access to market research to member companies**

# Discussion for Breakout Session

- **professional advancement of the environmental services and technology industry in New England.**
- **How do we define “environmental services and technology industry”**
- **Do the 6 bullets capture the mission?**

# Goals

- **What should they be?**
  - **Increase Membership by??**
  - **Increase Revenue by??**
  - **Programming**

# Presentations

- **Preliminary Financial Projections: "Status Quo" Scenario – Pam Hall**
- **Membership/Chapter Growth – Ed Ionata**
- **Programs – John Rendall**

# EBC Board Retreat 2006

## Pam Hall

### Preliminary Financial Projections: "Status Quo" Scenario



## Table 1 EBC Summary Historical Financial Information (\$K)

FINANCIAL SUMMARY	2002	2003	2004	2005
<b>REVENUES</b>				
Dues	121.4	151.9	139.3	104.7
Chapters	89.9	152.4	90.6	117.7
Annual	77.5	74.8	64.2	79.6
Other	15.0	4.2	5.0	1.1
<b>TOTAL</b>	<b>303.8</b>	<b>383.3</b>	<b>299.1</b>	<b>303.1</b>
2005 "adjusted"				320.6
<b>EXPENSES</b>				
Personnel	130.1	108.7	140.3	162.8
Operating	59.1	53.3	48.4	79.0
Chapters	45.9	66.5	50.0	55.6
Annual	42.1	44.5	57.5	46.4
Other	15.0	35.4	1.9	1.8
<b>TOTAL</b>	<b>292.2</b>	<b>308.4</b>	<b>298.1</b>	<b>345.6</b>
<b>SURPLUS/DEFICIT</b>	<b>11.6</b>	<b>74.9</b>	<b>1.0</b>	<b>(42.5)</b>
2005 "adjusted"				(25.0)

**Notes:**

- 1) Although 2003 Revenues were higher from 2002 to 2005, there was no change (or little change); Dues decreased; Annual Events were flat; MA Chapter increased.
- 2) Over the same time period (2002-2005), Total Expenses increased, primarily due to increased Personnel and increased Operating Expenses.
- 3) The "adjustment" for 2005 is an attempt to account for a payment "timing issue". (see Detailed Table)
- 4) 2003 included "Carry-over Debt" related to Chapter/Annual Events. (see Detailed Table)

## TABLE 2 A – 2006 REVENUE AND PROJECTIONS

DRAFT	2006 Budget	2006 8 MO YTD	2006 FRCST	2007 FRCST	2008 FRCST	2009 FRCST	2010 FRCST	2011 FRCST
<b>REVENUES</b>								
Dues - New Mem	22,500	9,482	15,000	27,000	33,000	34,000	37,000	38,000
Dues - Renewals	42,700	67,814	70,000	64,000	64,000	67,000	69,000	73,000
Dues - PrePay	54,500	17,524	37,000	37,000	38,000	40,000	42,000	44,000
<b>SUBTOTAL</b>	<b>119,700</b>	<b>94,820</b>	<b>122,000</b>	<b>128,000</b>	<b>135,000</b>	<b>141,000</b>	<b>148,000</b>	<b>155,000</b>
Renewal Rate			92%	80.0%	80.0%	80.0%	80.0%	80.0%
<b>CHAPTER EVENTS</b>								
MA Chapter	100,000	76,959	115,000	121,000	127,000	133,000	140,000	147,000
Other Chapters	24,200	12,628	20,000	22,000	24,000	27,000	29,000	32,000
<b>SUBTOTAL</b>	<b>124,200</b>	<b>89,587</b>	<b>135,000</b>	<b>143,000</b>	<b>151,000</b>	<b>160,000</b>	<b>169,000</b>	<b>179,000</b>
<b>ANNUAL EVENTS</b>								
Winter Party	20,000	4,417	20,000	22,000	24,000	27,000	29,000	32,000
Summer Party	10,000	759	10,000	11,000	12,000	13,000	15,000	16,000
Annual	50,000	47,430	48,000	53,000	58,000	64,000	70,000	77,000
Others	13,000	2,108	8,000	18,000	20,000	22,000	36,000	40,000
<b>SUBTOTAL</b>	<b>93,000</b>	<b>54,714</b>	<b>86,000</b>	<b>104,000</b>	<b>114,000</b>	<b>126,000</b>	<b>150,000</b>	<b>165,000</b>
OTHER REV	0	470	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL REV</b>	<b>336,900</b>	<b>239,591</b>	<b>344,000</b>	<b>376,000</b>	<b>401,000</b>	<b>428,000</b>	<b>468,000</b>	<b>500,000</b>
EXAMPLE 10% Growth from 2006		344,000	378,000	416,000	458,000	504,000	554,000	10%/yr

## Table 2 Draft Summary 2005 – 2011 (\$K"STATUS QUO" Projections

	2006e	2007e	2008e	2009e	2010e	2011e
<b>REVENUES</b>						
Dues	122	128	135	141	148	155
Chapters	135	143	151	160	169	179
Annual	86	104	114	126	150	165
Other	1	1	1	1	1	1
<b>Total</b>	<b>344</b>	<b>376</b>	<b>401</b>	<b>428</b>	<b>468</b>	<b>500</b>
<b>EXPENSES</b>						
Personnel	171	197	207	233	239	274
Operating	64	67	69	77	81	96
Chapters	75	77	81	84	88	93
Annual	50	61	66	73	88	98
Other	0	0	0	0	0	0
<b>Total</b>	<b>360</b>	<b>402</b>	<b>423</b>	<b>467</b>	<b>496</b>	<b>561</b>
<b>Surplus/Deficit</b>	<b>(16)</b>	<b>(26)</b>	<b>(22)</b>	<b>(39)</b>	<b>(28)</b>	<b>(61)</b>
<b>Net Cash</b>	<b>44</b>	<b>18</b>	<b>(4)</b>	<b>(43)</b>	<b>(71)</b>	<b>(134)</b>

### Notes:

- 1) Membership \$\$ increased 5%/year (includes escalation and new members)
- 2) Events growth 5-10% per year plus 2 new events
- 3) No "Other Revenue" at this point
- 4) Personnel; Dan plus 2 1/2 employees in '07 & '08; 3 in '09 & '10
- 5) Operating Costs escalated each year, 3 to 4%
- 6) Events Costs estimated as % Revenue (historical average % estimate)
- 7) EBC Not Sustainable over longer term in this "Status Quo" scenario
- 8) 2006 may be somewhat better due to lower personnel costs (and higher 2007 Prepaid Dues); 2006 includes \$17.5 2006 Prepaid Dues from December recorded in January.

# EBC Board Retreat 2006

**Ed Ionata**

## **Membership and Chapter Growth**



# EBC Board Retreat 2006

**John Rendall**

**Program Strategy**



# 2006 Programs

Evening w/MEPA Dir Babb-Brott  
NH Networking  
CT Networking Event  
LNG Seminar  
Ownership Transition Seminar II  
Career Fair  
Smart Growth Forum – Foy  
Air Quality Seminar  
Ira Leighton Networking Event  
Ownership Transition Seminar III  
NH Varney Networking Event  
EHS Managers Seminar  
DEP Day - Env. Regulatory Challenges  
Corporate Environmental Stewardship  
Young Environmental Professionals  
An Evening with Kathy Spiegelman  
NH DES Division Directors  
CT EHS Managers Seminar  
CSO Agreement-Cleaning up Boston Harbor  
RI Wind Energy

IAQ/Mold Assessment  
Annual Dinner and Awards Ceremony  
NH Chapter Cruise  
Ocean Management Seminar  
Young Environmental Professionals  
Summer Garden Party  
Global Climate Change Seminar  
Arleen O'Donnell, DEP Commissioner  
Golf Tournament  
RI Michael Sullivan DEM  
Water Forum  
Update on US EPA w/Bob Varney  
CT Alternative Dispute Resolution  
Nanotechnology Seminar  
New Nuclear Power Seminar  
Running Your Business Successfully  
RI Breakfast with US EPA RA  
CT Networking with DEP Commissioner  
Winter Garden Party



# Existing Committees

## Active Committees

- Air Quality Committee
- Brownfields Committee
- Business Development
- Energy Committee
- Government Affairs Committee
- Information Technology
- Smart Growth Task Force
- Solid Waste Management Committee
- Water Resources Committee
- Young Environmental Professionals

## Committees on hold

- Green Building Committee
- Homeland Security Committee

## Board Level Committees

- Nominating Committee
- Board Retreat
- Annual Awards Meeting
- Program Committee
- Membership Committee



# Program Assessment

- Continue to Align Programs with Market Conditions important to Membership
- Query/Survey Existing and New Membership on Program Ideas
- Committees to define Market Drivers within their Areas
- Distribute Leadership – Each Program should have an Owner/Advocate from the Membership
- Access to Regulators is Significant EBC Strength



# Committee Driven Program Ideas

- Consider one big EBC Program per Year Sponsored by Each Committee
- Committee Chairs propose Program ideas to Board of Directors for Consideration
- Query Regulators and Members for Program ideas



# State Chapters

- Host Meeting with State Regulators
- Define Local Market Niche based on regulatory and membership input to Obtain Program Ideas
- Determine Public and Private Funding priorities Relevant to the Environmental Business Industry by State Chapter
- Distinguish EBC niche amongst other State Organizations



# Market Drivers/Program ideas

- Energy Policy
- Homeland Security
- Sustainable/Green Development
- Ecosystem Restoration Projects
- Global Warming Related Topics
- Base Realignment
- Health & Safety Conference
- Young Member Programs (Mentorship Opportunities)
- Web Based Programs
- Clean Water (MWRA Initiatives)
- Infrastructure Improvements
- Job Fair
- Conference on Environmental Industry Trends



# Program Ideas

- Create Regional Meeting with All State Directors (continue to team with DEP/EPA on programs)
- Invite Commissioners to Young Environmental Professionals Program
- Host Climate Change Program in Each State Chapter
- Line up Doug Foy Early
- Consider Continuing Education Credit for Some Programs



# Discussion



# BREAK OUT SESSIONS

## **GROUP 1 - MISSION STATEMENT and GOALS**

Joan N. Gardner, LEAD  
Heather C. Conover NOTE TAKING – FLIP CHART  
Thomas A. Mackie REPORT BACK  
Rayomand R. Bhumgara and Will Wright

## **GROUP 2 – MEMBERSHIP and CHAPTER GROWTH**

Margaret B. Briggs LEAD  
Jonathan L. Feinstein NOTE TAKING – FLIP CHART  
Peter H. Anderson REPORT BACK  
Bob Delhome, Mike Diggin and Pamela S. Hall

## **GROUP 3 - PROGRAMS**

John D. Rendall LEAD  
Elliot I. Steinberg NOTE TAKING – FLIP CHART  
Ralph A. Child REPORT BACK  
Harlan M. Doliner, Jack Wiggins, and David Perry

# Welcome

Ann Berwick

Co-Chair of the Energy and  
Environment Committee

Deval Patrick Campaign



John DeVillars sends this  
Invitation to a business meeting with  
Deval Patrick

For small and medium size  
businesses

Date: Thursday, Oct 12

Time: 3:30 P.M.

Location: InfoScitex  
303 Bear Hill Rd. Waltham

# Thank you for Attending EBC Board Retreat

## Special Thanks to

Liz Levin

Michael Last

Joan Gardner

Ed Ionata

John Rendall

Pam Hall